

tdm 2007

Transportation Demand Management in Santa Cruz County: An Assessment

DRAFT



November-December 2007

Santa Cruz County

Regional Transportation Commission



DRAFT

Table of Contents

Executive Summary	2
Purpose of This Report	3
The Methodology	5
TDM Defined.....	6
TDM: Timing is Everything	11
Key TDM Agencies and Program Providers in Santa Cruz County.....	14
Key Turning Points in Recent TDM History	18
TDM Locally – Matrix.....	21
TDM Projects and Programs Funded Through the RTC FY 96/97 thru FY 08/09	28
TDM Program Evaluation and Performance Measures	30
Gaps and Opportunities for TDM Services	39
Recommendations.....	43
Agencies Interviewed.....	46
End Notes.....	47

DRAFT

Executive Summary

While the Goals and Policies in the RTC's Regional Transportation Plan have for many years supported Transportation Demand Management (TDM) measures as an important component of a multi-modal transportation system for Santa Cruz County, Commissioners and staff felt that a current assessment of local TDM programs would be helpful in guiding the Commission in both its TDM efforts and funding decisions. A series of interviews were conducted with key TDM providers as well as with the RTC's Interagency Technical Advisory Committee.

If there was ever a time when Transportation Demand Management programs were most likely to succeed, the time is now. The convergence of key factors such as high gasoline prices, growing public awareness and legislative policy around global warming, the obesity epidemic, and worsening traffic congestion are pushing communities all over the country towards a tipping point in terms of people's willingness to changes their travel behavior. For this shift to happen, individuals need information about their travel options and encouragement to make different transportation choices.

This report provides an overview of TDM activities in Santa Cruz County including an inventory of past and current TDM programs as well as a description of key agencies that deliver these programs. A discussion of TDM evaluation measures generally and of specific outcomes of local programs is also included.

The report concludes that by and large, this community has a strong foundation of TDM programs and activities upon which to build. A renewed commitment from the Commission towards TDM is essential for programs to succeed and be taken to a new level of effectiveness. Tighter controls on tracking program outcomes in terms of travel habits and behavior is recommended with an acknowledgement that this aspect of TDM program management is often expensive and needs to be sufficiently funded in project allocations.

Based on a review of current local TDM activities, as well as programs in place elsewhere, a section on Gaps and Opportunities is presented in the final section of the report along with a series of recommendations for both the Commission and for the RTC's Commute Solutions Rideshare Program.

DRAFT

Purpose of this Report

With each new budget and grant funding cycle, the Santa Cruz County Regional Transportation Commission (RTC) faces the challenge of deciding which local transportation projects to support. Generally, two types of projects are considered: 1) capital projects that maintain or expand the supply of facilities of the transportation network such as roads, highways, bike lanes and sidewalks and 2) programs targeted towards making efficient use of facilities already in place. Both types of projects are critical and complementary components of the transportation system as a whole. However, the programs that focus on making the best use of existing facilities and fall into the realm of Transportation Demand Management -are the subject of this report.

By making more efficient use of existing transportation infrastructure and facilities, transportation demand management (TDM) measures along with system management help improve the overall functioning of the transportation system. Effective TDM strategies include enhancing the opportunities for use of alternatives to single occupancy vehicles such as carpooling, vanpooling, using transit, bicycling, walking, telecommuting, and alternative work hours. TDM programs, in addition to being low cost, can complement capital improvement projects such as infrastructure modifications and road capacity increases.

TDM measures, system management and capital improvements, have long been supported by the RTC in the goals and policies of its Regional Transportation Plans, through its work program, and as a direct funder of projects and as a public agency sponsor of grants awarded through other entities such as the Monterey Bay Unified Air Pollution Control District (Air District).

A number of goals and policies articulated in the RTC's most recent 2005 Regional Transportation Plan directly relate to TDM:

- Goal 1: Preserve and maintain the existing transportation system, emphasizing safety and efficiency
- Policy 1.3.1 Support all forms of transportation demand management strategies for school and work trips, including, but not limited to, flextime, carpooling, bus pass programs, preferential parking and telecommuting
- Policy 1.3.3 Encourage multi-employer vanpooling
- Policy 1.3.10 Encourage school districts and other public agencies to plan and implement transportation demand management and alternative transportation strategies
- Goal 2: Increase mobility by providing an improved and integrated multi-modal transportation system;
- Policy 2.4.9 Support park-and-ride lot development where appropriate, including links with express bus service to key employment and education centers and other alternative transportation modes

DRAFT

- Policy 3.4.4 Provide alternative transportation information as well as adequate and secure bicycle parking at special events, and at public, private, commercial and educational facilities.
- Goal 4: Ensure that the transportation system complements and enhances the natural environment of the Monterey Bay region; and
- Goal 5: Make the most efficient use of limited transportation financial resources
- Policy 5.1 Utilize limited capital resources to maximize the efficiency of the existing transportation system, and as an alternative to constructing new facilities
- Policy 5.3.4 Seek additional funding sources to support and expand alternative transportation mode facilities and services
- 5.4.12 Give priority to any long-term measures that reduce dependence on single occupant vehicles

Despite this legacy, support from local decision-makers for TDM projects has fluctuated over the years. These variations have resulted in confusion and mixed messages about the commitment, value and importance that the Commission places on local TDM programs. At times, programs well underway and showing positive impacts on travel habits have seen a withdrawal of support and/or a retraction of funding. These unpredictable circumstances and funding uncertainties have contributed to uneven results, and periodically waning morale among some TDM service providers.

An awareness of this situation, coupled with Commission concerns about future funding options for the Transportation Management Associations following the loss of CMAQ funds to the region, led staff to recommend in the fall of 2006 that a current inventory and assessment of TDM programs in place in Santa Cruz County be conducted with recommendations for how best to coordinate and implement local TDM programs. Not only could a report on TDM provide Commissioners with a better sense of which programs remain in operation (some have sunsetted,) but it is hoped that such an assessment could also be a starting point for assisting the Commission in developing a fresh strategy and clear objectives to focus, organize and guide its TDM policy and funding decisions in the future.

Looking forward, interest in TDM programs is expected to grow exponentially as California's leaders and policy makers strive to implement strategies such as those outlined in SB375 to reduce greenhouse gas emissions to comply with the global warming reduction goals of AB32. It is anticipated that state and federal transportation funding programs will establish additional criteria that require applicants to analyze the impacts of transportation projects on climate change and emissions reduction goals as part of the decision-making process. In light of heightened awareness about the connection between transportation and its environmental impacts, reducing vehicle miles traveled and implementing TDM programs is likely to be at the forefront of transportation policy for a long time to come.

DRAFT

The Methodology

Commission staff conducted over a dozen interviews with key providers of local and regional TDM services to better understand the current framework of their organizations, services, participation levels, evaluation measures, and funding. Additionally, those interviewed were asked for input regarding what was needed to make existing TDM programs more effective, which programs should be expanded or dropped and which programs were currently missing altogether. Interviewees were also asked about the role(s) they felt the Commission could play in the arena of TDM.

A brainstorming session on TDM was held with the RTC's Interagency Technical Advisory Committee (ITAC) which is comprised of representatives from a variety of local jurisdictions and agencies including public works department staffs, transit officials, air district staff, UCSC staff and representatives of area transportation management associations. Not only does the ITAC work to coordinate regional transportation capital improvement projects and transportation planning and TDM programs, but they review and provide recommendations to the RTC on transportation funding programs.

Research was conducted by staff regarding successful TDM programs in place elsewhere in order to assess how offerings in Santa Cruz County compare to other regions and to identify gaps that may exist in services. This was done both through a review of the literature and by attending workshops at the annual conference of the Association for Commuter Transportation. Particular attention was paid to effective programs as well as to techniques currently in use to evaluate TDM programs.

Based on the data collected above and further analysis, recommendations were developed and are included in this report.

DRAFT

TDM Defined

In its broadest sense, Transportation Demand Management includes a wide range of strategies, policies and programs that help a community make the most efficient use of its transportation facilities and resources. In the world of TDM, the focus is on moving people and goods, not vehicles.

TDM measures are typically aimed at: 1) improving peoples' travel choices; 2) using incentives and disincentives to change an individual's trip time, frequency, route, mode, cost or destination; 3) conducting education, promotion and outreach about travel options; 4) eliminating trips altogether; and 5) establishing supportive land use practices.

Although in use for at least the past 30 years, the term transportation demand management is itself currently the subject of heated debate among practitioners, some of whom feel that a new term is needed that is better understood by the public at large. Unlike the fact that integrated waste management is the industry term for what the public commonly refers to as recycling, a single, popular term for the transportation industry term TDM does not currently exist. While TDM goes by a variety of other names such as alternative or sustainable transportation, mobility management, travel options or travel choices, innovative transportation management solutions, and the catch-all "ridesharing", for the purposes of this report, we will refer to the subject as TDM.

In essence, TDM is focused on increasing the possibility for individuals to make different choices about how they travel at least some of the time. As evidenced by other long-term social marketing programs aimed at encouraging recycling, conserving water, and stopping smoking, changing behavior and habits takes time, effort, investment, incentives and disincentives and patience.

A word about their field of social marketing at this point may be helpful. Social marketing emerged in the 1970s, when researchers realized that the same marketing principles used to sell products to consumers could be used to "sell" ideas, attitudes and behaviors. A key difference between social marketing and other areas of marketing is in its objective and its beneficiaries. Social marketing seeks to influence social behaviors rather than benefit the marketer. For example, in social marketing the "product" is not a tangible good, but rather use of -a service or behavior.

A 2005 report commissioned by the Washington State Transportation Commission sheds light on the value of a TDM approach:

"TDM measures can enable the movement of people and goods over existing and future roads at far less capital, political and environmental cost than construction of new highways. TDM can increase the capacity of the highway system by moving more people into High Occupancy Vehicles (carpools, vanpools and buses) moving trips to less congested times and moving trips to modes that do not

DRAFT

use highway space at all (such as walking, biking and rail.) to keep traffic moving.”¹

As recently described by the Federal Highway Administration (FHWA), TDM encompasses much more than just the commute trip:

“To some, the realm of demand management applications is limited primarily to encouraging alternatives to the single occupant vehicle travel for the commute to work. In practice, however, this narrow view is no longer consistent with the broad applications of demand-side strategies currently underway across the country. Today’s applications are not only limited to facilitating shifts in travel mode – they also address shifts in travel routes and departure times (for all travelers, including single-occupant vehicle drivers.) Today’s applications also extend beyond the focus on the commute trips. At national parks, sports stadiums, university campuses, and other diverse destinations, transportation and facility managers are implementing demand-side strategies as part of coordinated efforts to avoid congestion. On bridges, and along corridors undergoing roadway construction programs, demand-side strategies are helping travelers avoid congestion by utilizing travel routes, travel times, and/or travel modes—or by reducing the need for some trips altogether by facilitating work from home options a few days a month...A full understanding of demand-side strategies must recognize the reasonable limits of these applications. Demand-side strategies should not be considered total solutions to traffic congestion problems. Rather they should more often be implemented as part of an integrated set of solutions that balance supply-side investments and demand-side strategies.”²

The Center for Urban Transportation Research at the University of South Florida (CUTR) provides definitions for a range of typical TDM strategies³: Descriptions for bicycling, walking, transit use, carsharing and small vehicles have been added to CUTR’s list of TDM measures.

TDM Strategy	Description
Transportation Demand Management	A variety of strategies (see below) to influence travel behavior by mode, cost, time, or route in order to reduce the number of vehicles and to provide mobility options. -TDM strategies are often applied to achieve public goals such as reduced traffic congestion, improved air quality, and decreased reliance on energy consumption. -TDM strategies are also used by employers to reduce overhead costs, enhance productivity, and address other business problems such as employee turnover.
Bicycling	The use of human-powered vehicles for personal transportation. Bicycling eliminates emissions, shifts traffic into bike lanes, improves public health, and is more efficient for parking. Depending on the rider, bicycles are suitable for short to medium range trips typically from 1 to 5 miles.

DRAFT

Carpool	A group of two or more passengers sharing a ride in an employee's private vehicle to and from work, either using one car and sharing expenses, or rotating the vehicle used so that no money changes hands.
Carsharing	Membership based organizations provide a fleet of vehicles which members may reserve and use for a flat per hour or per day rate. Different from rental cars in that carsharing is specifically intended to enable members to reduce vehicle ownership. The combination of using transit for commute trips and carsharing for auxiliary trips causes both an increase in transit ridership and a decrease in Vehicle Miles Traveled.
Compressed Work Week	A scheduling program which consists of condensing standard number working hours into fewer than five days per week or fewer than 10 days per two week period.
Congestion Pricing	The imposition of fees, in differential rates varying by time of day and location depending on the level of congestion, on road users in congested zones or traveling on congested roads.
Flexible Work Hours (Flextime)	A scheduling policy that gives employees the option of varying their starting and stopping times each work day (e.g. 10:00 am to 4:00 pm) when all employees are required to be present. The intent is to allow employees greater flexibility to adjust work hours to individual time schedules and commuting.
High Occupancy Vehicle (HOV) Lane	An HOV is any passenger vehicle that carries two or more passengers. Examples: buspools, carpools, vanpools. An HOV lane is a travel lane reserved for the use of high occupancy vehicles such as buses, vanpools, and carpools. Also referred to as diamond lanes (with diamonds painted on the pavement) and exclusive transitways.
Mixed-Use Development	Defined by the Urban Land Institute as developments with the following criteria: (1) three or more significant revenue-producing uses (such as office, retail, residential, hotel/motel, entertainment, cultural, recreation, etc.) that in well-planned projects are mutually supporting; (2) significant physical and functional integration of project components (and thus a relatively intensive use of land), including uninterrupted pedestrian connections; and (3) development in conformance with a coherent plan (which frequently stipulates the type and scale of uses, permitted densities, and related developmental consideration).
Parking Management	Parking Management measures that favor carpools and vanpools, including parking charges for drive-alone commuter parking, preferential parking for pool vehicles, and the elimination of free or low-cost, on-street parking at employment areas. Lots may also be established in areas outside of the work site in combination with shuttle bus services to keep motor vehicles out of congested employment areas.

DRAFT

Preferential Parking	This concept involves assigning the most desirable parking spaces, such as those closest to building entrances, for the exclusive use of carpools and vanpools. In addition, parking charges may be partially reduced or eliminated for poolers, who may also be exempted from any hourly parking limits that exist.
Small Vehicles	Small v ehicles, such as motorcycles and mopeds, ease demand on vehicular infrastructure because they simply require less space. Multiple small vehicles may be parked in a standard auto parking space, and they have the advantage of being able to lane-split in heavy traffic, thereby increasing roadway efficiency. Small vehicles are also more fuel efficient, due to their lighter weight. However, safety is a concern.
Staggered Work Hours	A scheduling policy in which the times that groups of employees begin and end work are staggered over a range from 15 minutes to two hours. The intent is to spread out commuting peaks.
Telework	<p>A work arrangement in which an employee regularly works at an alternate worksite such as the employee's home, a telecommuting center (Telecenter), or other alternate worksite. A telecommuting alternate worksite is any facility, in which the employee works, which time-wise or otherwise affords the employee, the employee's organization, and/or its customers conveniences/benefits from not having to travel to the main worksite. A main worksite is any facility where the employee would normally perform work if there were no alternate worksite.</p> <p>To be considered telecommuting, the work done must be in paid status. Thus, for example, working at home extra hours for which the employee is not paid is not telecommuting. The arrangement must be an on-going, regularly used activity; to satisfy this definition, a worker must telework a minimum average of once/week in a continuous arrangement that is on-going for a minimum of at least a year.</p>
Transit	Public or private companies that operate a fleet of passenger vehicles. These vehicles can be buses, minibuses, shuttles, trains, or any other vehicle that carries multiple passengers. Transit routes are most often fixed, and serve corridors of density to achieve efficient ridership.
Transportation Management Association (TMA)	A TMA is an organized group applying carefully selected approaches to facilitating the movement of people and goods within an area. -TMAs are often legally constituted and frequently lead by the private sector in partnership with the public sector to solve transportation problems.
Trip Reduction Ordinances (TROs)	Regulations passed by local government which require developers, property owners and employers to participate or assist in financing transportation management efforts. Ordinances may specify a target reduction in the number of vehicle trips expected from a development based on standardized trip generation rates, establish peak periods for travel reduction, and establish time tables for compliance and penalties for non-compliance.

DRAFT

Vanpool

A group of 6 or more passengers sharing a ride in a prearranged group. Usually one or two of the members are regular drivers, who pick up other riders at specific points and take them to common or nearby employment sites, then return them to the pickup point(s) after the end of the work day. Some portion of the van's ownership and operating costs are usually paid for by the riders on a monthly basis. Vanpooling may be employer-sponsored with the company owning and maintaining the vehicles, or it may be provided through a third party leasing company.

Walking

Walking includes all pedestrian activity. Walking exerts a comparatively small demand on transportation infrastructure, but as a single mode of transportation is suitable for short trips, typically under 2 miles. Almost all modes of transportation including driving alone, include a portion of the trip that involves walking.

DRAFT

TDM: Timing is Everything

There is a growing consensus both locally and around the world that TDM's time has come. Public awareness about the need to take action regarding climate change and global warming, record-high gas and oil prices, worsening traffic congestion and concerns about obesity are all converging. This confluence presents elected officials, policy makers and business leaders with a unique opportunity to advance TDM as an immediate, low-cost strategy which can have positive impacts on all of these conditions.

Here are some recent indicators of TDM's timeliness.

Transportation Funding Task Force Poll Results

In a recent poll commissioned by the RTC of 600 Santa Cruz County residents, 75% of the respondents agreed that "We must accept global warming as a problem and should have long term planning resulting in less individual car use and more efficient transportation choices." Additionally, 59% agreed that, "we need to drastically reduce our reliance on cars in Santa Cruz, even if doing so is difficult for us today."

Elected Officials

In September 2007, the National League of Cities (NLC) held a webcast for its 1,600 member cities on TDM methods for reducing congestion including how to create, fund, and manage commuter alternative programs (i.e. rideshare, telework, transit) and highlighting the experience of cities that have deployed TDM solutions. Said Donald J. Borut, NLC's Executive Director, "...local elected officials consistently rank transportation congestion as one of their most pressing challenges, due largely to the frustrating waste of time for their citizens. We welcome the opportunity ...to provide this important information on TDM, which has such a strong impact on quality of life in cities."

Commission on the Environment Established

Also in September 2007, the Santa Cruz County Board of Supervisors, championed by Commissioner Mark Stone, created a Commission on the Environment as a single advisory point in County government for improving and protecting the environment. The new 10 member committee will advise the Board of Supervisors on a variety of environmental topics including energy, environmental health, business, climate change, housing, transportation, agriculture, land use planning and under represented and low income groups. The committee is charged with reviewing and updating county policies to provide a comprehensive course of action to support environmental goals, serve as a clearinghouse for environment legislation and advise the Board on possible areas of cooperation and collaboration for planning and implementing effective environmental policies in the County.

Popular Culture

The ABC broadcasting network launched a new prime-time TV comedy "Carpoolers" this fall which portrays ridesharing in a positive light. At the start and end of every

DRAFT

episode, the 4-person carpool featured in the show is seen traveling swiftly and unimpeded in the HOV lane bypassing the rest of the drive-alone commuters who are stuck in traffic.

Global Warming Documentary Film

No one can overlook the profound impact that Former Vice-President Al Gore's film "An Inconvenient Truth" has had on public opinion on climate change both in the US and abroad not to mention the public acknowledgement of winning two Oscars and the Nobel Peace Prize. Further, a thousand volunteers (including local Santa Cruz County residents) have been trained by Gore to spread awareness and urge citizens and leaders in their own communities to take action against the effects of global warming.

Bicycle Friendly Communities Award

The Bicycle Communities program of the League of American Bicyclists (LAB) has become increasingly popular as more and more cities are taking the measures necessary (adding bicycle lanes and bicycle parking, instituting bicycle safety education programs and bicycle advisory committees, promoting bicycle use, etc) to become recognized as bicycle friendly communities. The City of Santa Cruz was recently added to the ever growing list of cities with an exemplary Silver designation by the LAB.

Don't Drive One in Five Promotion

In late 2003, the first phase of an extensive social marketing campaign aimed at increasing awareness and usage of TDM options in Santa Cruz County was completed. After the campaign had been in place for six months, a telephone survey of 600 local residents found that residents were concerned about traffic and taking an active role in trying to reduce congestion. Of those surveyed, 48% indicated that in response to the campaign, they were trying to take some type of action to change their commute mode. Carpooling, bicycling and walking were the modes most frequently tried. What's remarkable is that this change was in response to the "raising awareness" segment of the campaign, before the "call to action" phase was implemented.

The Latest Research

While those who regularly travel Highway 1 need little confirmation that the highway is congested for several hours a day, public officials and planners around the country are taking a close look at the findings of the Texas Transportation Institute's (TTI) latest report on Urban Mobility in the US released in September 2007 which found that traffic congestion continues to worsen in American cities of all sizes including those in Northern California.⁴ While the report is full of statistics quantifying the extra time spent, excess fuel burned and money wasted annually, it clearly points to each one of us as both the cause and solution to congestion. In a nutshell, the report suggests that congestion is caused by many factors, most significantly: lots of people and freight moving at the same time – a sign of success and productivity; slow growth in the supply of new facilities; and many trips delayed by irregular but frequent events such as crashes and breakdowns.

Due to the fact that congestion has grown too rapidly and is too complex for any one technology or service to be the solution, the report concludes, "...THE solution to

DRAFT

this problem is really to consider implementing ALL the solutions. One lesson from more than 20 years of mobility studies is that congestion relief is not just a matter of highway and transit agencies building big projects. Those are important. But so are actions by businesses, shippers, manufacturers and employers, as well as commuters, shoppers, and travelers for all reasons.”⁵

Topping the list of TTI’s recommended solutions is “to get as much service as possible from the existing infrastructure” which is the cornerstone of TDM. In addition, to be effective, all strategies must be used together including: adding road and transit system capacity in critical corridors; relieving chokepoints; changing usage patterns; providing choices; diversifying the development patterns; consider all types of programs, projects and policies and keeping expectations realistic.⁶

Economic Benefits: The Green Dividend

The idea that it pays to be green in terms of both individual savings and aggregate economic benefits is no longer considered radical. One has only to look at Portland, OR, a city with a long standing reputation as one of the “Greenest Cities in America” for evidence of economic prosperity that resulted from supportive land use planning and environmental policies. It has now been acknowledged that the lifestyle prevalent in Portland where 2 million residents drive four miles less per day than the average American produces more than just warm fuzzy feelings. The savings that Portlanders realize from driving fewer vehicle miles per person than they did in 1996 has resulted in local residents having “more money to spend on other things they value.”⁷ As summarized by Joe Cortright in his White Paper on Portland, “far from individual or social self-denial, these choices have produced a tangible green dividend for the region, more than a billion dollars in saving on out-of-pocket spending for transportation, as well as another \$1.5 billion savings in time. The time and money saved by less driving produces more demand for other local goods and services, and so, in fact, stimulates the local economy.”⁸

DRAFT

Key TDM Agencies and Program Providers in Santa Cruz County

A relatively small number of organizations deliver the programs and services that comprise the TDM picture in Santa Cruz County. To provide a frame of reference for the list of TDM programs outlined in the next section of the report, a brief description of key organizations and their core TDM services is outlined below. The matrix provided on pages 22-27 provides a summary of the various programs.

PUBLIC AGENCIES AND NONPROFIT ORGANIZATIONS

Caltrans – Provides liability insurance and signage for third-party park-and-ride lots in Santa Cruz County. Sponsors the signs along local state highways that advertise the RTC’s local ridematching services via the 429-POOL phone number and directs motorists to exits that provide park-and-ride facilities. Maintains facilities that are within its right of way.

Community Traffic Safety Coalition (CTSC) – A project of the Santa Cruz County Health Services Agency, CTSC’s primary focus is on bicycle and pedestrian safety issues including reducing traffic-related injuries, while promoting the use of alternative modes of transportation. The Coalition educates all road users in safety practices to decrease the risk and severity of collisions, and advocates for improved conditions to make all methods of transportation safer. Coalition members include community organizations, government agencies, businesses and individuals representing law enforcement, transportation, public works, DMV, education, health and injury prevention, parents, bicycling advocacy, retailers, and manufacturers.

Commute Solutions (CS) – A program of the RTC, offers personalized commute assistance to individuals since 1979. As the regional rideshare agency for Santa Cruz County, CS offers free ridematching services to help people connect with others with whom they can share a ride to work in carpools or vanpools. Helps individuals plan trips using other modes of travel such as taking the bus, walking, and bicycling. Publishes materials on a wide variety of TDM topics (including a county-wide bike map) which are relied upon and distributed by other TDM providers. Conducts ongoing outreach on travel alternatives for both employers and the public at large. Coordinates closely with other local TDM providers. Serves as the fiscal agent for TDM grants awarded to non-profit agencies that require public agency sponsorship.

Ecology Action (EA) – Non-profit environmental organization, provides sustainable transportation programs with an emphasis on bicycling such as Bike to Work/School, Bikes on Buses, BikeSmart!, the Electric Bicycle Program and Safe Routes to School. In July 2007, the Santa Cruz Area Transportation Management Association (Santa Cruz Area TMA) merged with the Ecology Action. Services previously offered to member-employers of the Santa Cruz Area TMA such as a Zero Interest Bicycle Loan, an Emergency Ride Home Program and discount bus passes continue to be offered through

DRAFT

EA. Consolidation of the two organization's transportation programs and services is currently underway.

Local Jurisdictions (the Cities of Santa Cruz, Capitola, Watsonville and Scotts Valley and the County of Santa Cruz and their respective Redevelopment Agencies)

– Plans and implements infrastructure improvements which support the development and use of a multi-modal transportation system. Examples include construction and maintenance of bike lanes, sidewalks, traffic signals and signage. May place conditions on new development that support use of alternative transportation. In their role as employers, both the City and County of Santa Cruz have implemented trip reduction programs for their employees by contracting with the private firm RideSpring.

Pajaro Valley Transportation Management Association (PVTMA) – Provides bilingual outreach and information services about transportation options and safety to individuals and businesses in the South County including offering an Emergency Ride Home Program. Provides free bus passes, bike helmets and promotional items at community events. Previously, offered educational program to high school students about transportation alternatives.

Santa Cruz Metropolitan Transit District – Provides public fixed route bus transit and paratransit services to Santa Cruz County including commuter services over Highway 17 into Santa Clara County and frequent service to the University of California at Santa Cruz. Customer service staff provides information about Metro routes and services by phone and at Pacific Station on weekdays from 8 am -- 4 pm. System and route information is available online.

PRIVATE SECTOR

RideSpring – Provides web-based ridematching services on a fee basis to employers. Service includes an employee incentive program to encourage changes in travel behavior and tracks shifts in travel habits on an ongoing basis from an initial baseline travel survey. Automated statistical reports allow organizations to measure in an ongoing way the effectiveness of their trip reduction efforts including estimates of gas savings, vehicle trips eliminated, miles reduced and CO2 emission reductions. Employees have more opportunities to win prize drawings the more frequently they use transportation alternatives.

ZipCar – A new car-sharing service brought to the Santa Cruz community by UCSC in the fall of 2007. Carsharing helps members meet their transportation needs without the ongoing expense of owning a private vehicle. While initially the program is focussed on serving campus needs (especially those of students), the program will soon be made available to other Santa Cruz residents and businesses.

DRAFT

EDUCATIONAL INSTITUTIONS

Cabrillo College – As part of the mitigation requirements for the extensive expansion of Cabrillo College facilities, a Transportation Management Plan was developed for the campus in 2001. While many of the near-term TDM activities were implemented, activities outlined to take place further out are yet to be acted upon. Current funding from an AB2766 Air District grant and this year’s CMAQ allocation to the Santa Cruz TMA (now Ecology Action), will enable EA to work with Cabrillo College to update and implement elements identified in the Transportation Management Plan.

Schools K-12 – Over the past decade, a number of initiatives targeted to improving the safety of children’s transportation to school – especially walking and bicycling – have been implemented by the Community Traffic Safety Coalition, the Pajaro Valley TMA, the Santa Cruz Area TMA, Ecology Action and the Traffic Busters Program. These efforts, some funded through the federal Safe Routes to School Program, some through the Air District, have focused on both capital projects such as building safer sidewalks and street crossings and programs that encourage and provide tools for children and their parents to walk and bicycle safely to school.⁹

UCSC – Offers a well-established and comprehensive set of TDM measures to manage travel to and around the university campus using both a carrot and stick approach.

Substantial parking fees [and policies](#) deter driving alone to the campus, while discounts for carpooling and extensive distribution of bus passes encourage more efficient travel to and from the [university-campus](#). An extensive shuttle system moves people around the campus, while support services such as a bike trailer/shuttle carries up to 18 people from Mission Street to the campus which helps people travel to the campus without a motorized vehicle. Over 22 vanpools currently bring employees to the campus daily. A carsharing program was instituted in the fall of 2007.

REGIONAL

Commute Alternatives – A program of Association of Monterey Bay Area Governments (AMBAG), Commute Alternatives provides regional rideshare support services for Monterey County including ridematching assistance for individuals, helping employers develop and implement alternative commute programs for employees and sponsoring incentive programs that support the use of sustainable transportation modes. Coordinates regional campaigns funded by the Air District for the Tri-County Region such as Clean Air Month and Rideshare Week. Coordinates the two-county advisory committee for the Monterey Bay Sanctuary Scenic Trail and serves as the Metropolitan Planning Organization for the region.

Metropolitan Transportation Commission (MTC) – As the regional transportation planning agency for the nine county San Francisco Bay Area Region, MTC has owned and operated an extensive ridesharing database for over 20 years. As the commute patterns between the Central Coast and Santa Clara County have grown with the development of Silicon Valley, since the early 1990s, Santa Cruz, Monterey and San

DRAFT

Benito counties have contracted with MTC to allow residents and employees in our respective counties to participate in MTC's regional ridematching database now delivered through 511.org. However, as a county outside of MTC's service area, the RTC currently has no ability to implement improvements to the database that might better serve local needs.

Monterey Bay Unified Air Pollution Control District – As the air pollution management agency for Monterey, Santa Cruz and San Benito Counties, the Air District plays a critical role in funding TDM projects in the region. Revenue generated through DMV vehicle registration fees paid by local residents is redistributed through AB2766 grants which are intended to reduce vehicle emissions and improve air quality. As of September 2006, more than \$8 million dollars had been awarded to projects benefiting Santa Cruz County since 1992 when the program began. These funds have been awarded for both capital projects such as bike lanes, park and ride lot development and to purchase CNG and hybrid vehicles as well as to support TDM programs. To qualify for funding, projects must project quantifiable improvements to regional air quality.

San Benito County Rideshare – A program of the San Benito County Council of Governments (SBCOG), provides regional rideshare support services for San Benito County including ridematching assistance. Partners with Santa Cruz and Monterey Counties for Tri-County promotions for Clean Air Month and Rideshare Week.

DRAFT

Key Turning Points in Recent TDM History

In the early 1970s, Regional Rideshare Agencies across the state were initially designated and funded by Caltrans. In Santa Cruz County, the RTC was designated as the regional ridesharing agency with AMBAG and the San Benito County Council of Governments designated as the respective rideshare agencies for Monterey and San Benito Counties. Although all of these programs contained a carpool matching element, from the beginning, the term rideshare was interpreted to be a catch-all encompassing a broad range of TDM strategies that these programs offered. Although the RTC's rideshare program has used several names during its 28 year history, for more than a decade, the Commission has offered a range of TDM programs under the program name "Commute Solutions."

When state funding of rideshare agencies in our region was cut in the mid-1990s, the RTC started funding its TDM program first with Regional Surface Transportation Program (RSTP) funds, in subsequent years with State Transportation Improvement Program (STIP) funds and most recently with Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds. (Since the air quality standards were relaxed by the Environmental Protection Agency (EPA), the Monterey Bay Region meets federal air quality conformity standards, and Santa Cruz County is no longer eligible to receive CMAQ funds.)

The development of mandatory trip reduction ordinances (TROs) aimed at improving air quality and reducing traffic congestion in the early 1990's was a significant catalyst to the formation of local transportation management associations (TMAs) which locally began as partnerships of public and private employers. Local TROs would have required employers with 50 or more employees to establish workplace-based commute programs encouraging employee's use of transportation alternatives to get to work. Business leaders concluded that not only was it in their interest to participate in the public process to help shape the new TRO requirements, but they also realized that there would be efficiencies in pooling resources to work together with other employers to implement trip reduction programs as well.

In 1991, with help from the RTC and financial support from Caltrans, the Santa Cruz Area Chamber of Commerce formed the Santa Cruz Area TMA. Shortly thereafter, the Pajaro Valley Chamber of Commerce followed suit and formed the PVTMA. The TMA organizations hired staff with experience in the field of transportation planning and marketing to provide transportation consulting services and to develop programs that could be easily implemented by all member employers of the TMAs. The Santa Cruz Area TMA established itself as an independent entity separate from the Chamber in 1994. The Pajaro Valley TMA continues to operate under the umbrella of the PV Chamber organization.

Significant momentum from employers in supporting a broad range of strategies aimed at better managing travel demand was well underway, but waned when mandatory TROs

DRAFT

were rejected by the legislature. In 1994, the passage of SB437 prohibited public agencies from requiring employee trip reduction programs of employers. At that time, not only were implementations of local TROs dropped, but much of the steam of the business community's efforts to help address growing traffic congestion and air quality issues dissipated. Trip reduction efforts became voluntary, although local jurisdictions continued to consider placing non-employer based trip reduction measures as a condition on new development.

For the next several years, the RTC continued to provide ridematching services, employer and community outreach about alternative transportation modes through its Commute Solutions Program, as well as providing funding and sponsorship for a variety of community-based safety and TDM programs offered through the TMAs, the Community Traffic Safety Coalition, and Ecology Action. Although some employers continued as TMA members, both of the TMAs expanded their programs beyond their initial employer base to provide information and their services to the broader community.

In an effort to evaluate a wide range of transportation options to meet the mobility needs of Santa Cruz County both now and in the future, in late 1998, the Santa Cruz County Regional Transportation Commission completed a Major Transportation Investment Study or MTIS which is required by the federal government to obtain federal funds to proceed with any major capital improvement. The MTIS study looked at eight transportation alternatives in the Watsonville-Santa Cruz-UCSC Corridor comparing the transportation capacity, costs, benefits, environmental impacts and transportation impacts. In August 1999, the Commission chose a list of projects totaling \$260 million and referred to as the "Locally Preferred Alternative" including: Highway 1 High Occupancy Toll Lanes; Rail Right-of-Way Acquisition; Local Bike Projects; Electric Bikes; Bike/Pedestrian Path on Rail ROW; Local Road Improvements; and Bus Service Improvements. This study helped guide the Commission's funding decisions for both capital and TDM projects over the past decade.

In 2000, a comprehensive advertising campaign promoting transportation alternatives was initiated and championed by an RTC Commissioner and funding awarded by the Commission through the CMAQ program. The intent of the "Don't Drive One in Five" program was to get people to use alternative transportation at least one day a week and to increase awareness of the transportation alternatives available in Santa Cruz County. The RTC contracted with an advertising agency with expertise and a track record in developing creative campaigns promoting alternative transportation to develop a local campaign for Santa Cruz County. Significant results were reported during the first 6-month "awareness" phase of the promotion between the April 2003 launch and the follow-up poll conducted in October 2003. Of the 603 residents polled, 75% said they had seen or heard of the campaign, 82% rated it favorably and 48% indicated they had tried to take action to use a transportation alternative in response to the campaign.

Despite this showing, and significant groundwork laid for future "call to action" phases of the project, in early 2004, concerns about using public dollars to pay for such extensive marketing and advertising campaigns caused the Commission to halt the

DRAFT

program at that point and redirect and deprogram funds that had been allocated for this campaign.

This decision was a setback for TDM locally, especially for the RTC's Commute Solutions Program which suffered from a lack of focus following the end of the "Don't Drive One in Five" campaign. Staff was directed to continue offering ridematching and outreach services as it had in the past, but on a low-key basis without a lot of publicity or fanfare.

It was in this context that the Metro bus drivers strike occurred in 2005 when 145 bus drivers walked off the job and 23,000 daily bus riders were left looking for other means of transportation. Although significant efforts were made to help bus riders shift to other means of transportation, the regional ridematching database currently in use was unable to meet the sudden demand especially of students from UCSC and Cabrillo College. Like many ridematching systems, the RTC's carpool matchlist program works best for people who have a regular and consistent work schedules such as 8 am to -5 pm. It also contains many more people looking for rides than people willing to drive others. (Recommendations addressing these limitations with the current ridematching system are included in this report.)

Improvements to the Highway 1/17 Interchange currently under construction include adding merge lanes and reconstructing bridges to address specific safety issues. To help mitigate the impacts of construction of this project, a series of TDM measures are now underway targeting reducing traffic in the construction zone. These efforts to encourage carpooling, vanpooling and transit in the Highway 1 corridor will continue through the end of the project in summer/fall 2008.

DRAFT

TDM Locally – Matrix

To assist the Commission in understanding the range of local TDM programs a matrix is provided on the following pages ~~22-27~~23-29. This matrix includes the following information about each program listed:

- Active or Inactive
- Program Name and Description
- Who Implements
- Funding Sources (previous ~~w~~or current); Amounts, if known
- RTC Staff Recommendation to Continue, Reevaluate or Sunset

Recommendations focus on projects that the RTC has funded, in whole or in part, either now or in the past. For programs where a more in depth recommendation is provided later in the report, a page number referring the reader to a more complete recommendation is provided in the far right recommendation column.

Lack of a recommendation does not indicate that RTC staff feels this program is not valuable or effective, but rather that more in depth review and analysis may be needed to make a determination.

Transportation Demand Management Activities Past and Current Programs in Santa Cruz County

MULTIMODAL PROGRAMS/PROJECTS/PROMOTIONS

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	CURRENT FUNDING SOURCES/AMOUNTS	RECOMMENDATION
	RIDESHARE WEEK: Heavily marketed regional promotion in October aimed at encouraging people to carpool, vanpool, bike, walk, etc. for one week each year (held in many areas of state)	No one in Santa Cruz County (formerly Commute Solutions); still occurs in Monterey & San Benito Counties)	Air District-AB2766; Regional Rideshare Agencies; Business Donations (funding amounts vary)	Resume
✓	OUTREACH EVENTS: Employer-sponsored transportation, safety and wellness fairs; educational events and other community and environmental events. <i>(Moved from end of this section.)</i>	Commute Solutions; Ecology Action; PVTMA; CTSC	CMAQ thru 2008 (included in Rideshare, Ecology Action and PVTMA funding); TDA to CTSC	Continue
✓	INFORMATIONAL BROCHURES and "How To" guides on TDM: *Bicycle user resources *Carpooling *Vanpooling *Taking the bus *Transporting bikes on the bus *True Cost of Driving *Santa Cruz County Bikeways Map	Commute Solutions produces & distributes Ecology Action, TMAs, bike shops, local jurisdictions and visitors center help distribute.	RTC-CMAQ thru 2008 (included in Rideshare funding)	Continue
✓	ADD'L INFORMATIONAL BROCHURES: Covering bike safety, Metro bus rack user guide, bike facility use, trail information, pedestrian access, and more.	Produced by all providers including PVTMA, Ecology Action, UCSC, Cities of Santa Cruz and Watsonville, CTSC, SCMTD, Santa Cruz Bicycle Industry Coalition, Mission Pedestrian, People Power, and Santa Cruz Cycling Club.	Various sources	Continue
✓	EXPANDED BIKE RACK CAPACITY ON METRO BUSES: Metro buses can carry 3 bikes per bus with new rack system.	SCMTD		
✓	FOLDING BIKES IN BUSES: Subsidies for purchasing folding bikes so they can be used reliably with transit. Provides 70% off <u>discount on</u> 2 months of transit passes.	Ecology Action	\$67,350 Air District AB2766; \$8,082 Match	
✓	BIKE & ELECTRIC VEHICLE PARKING: Secure, bike parking provided in downtown Santa Cruz includes parking for 100 bikes at Metro Center bus station, smart lockers and bike valet parking at events such as the weekly Farmer's Market. Also free charging for ebike and Neighborhood Electric vehicles.	City of Santa Cruz		
✓	INFORMATION VIA THE WEB	Commute Solutions; Ecology Action; PVTMA; Bike2Work; UCSC; HSA; CTSC & SCMTD	RTC-CMAQ thru 2008 (included in Rideshare funding), Ecology Action, PVTMA; RTC-TDA for CTSC, Bike2Work; UCSC-TAPS; <u>SCMTD</u>	Continue & expand

Transportation Demand Management Activities Past and Current Programs in Santa Cruz County

MULTIMODAL PROGRAMS/PROJECTS/PROMOTIONS *continued*

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	CURRENT FUNDING SOURCES/AMOUNTS	RECOMMENDATION
✓	COMMUNITY TRAFFIC SAFETY COALITION: Ongoing programs include Watsonville Task Force, Ride 'n Stride bicycle and pedestrian safety, Bicycle Traffic School, CTSC website, PACE Car, and Pedestrian Access Reports.	CTSC	RTC-TDA \$100k; Match \$100k	Continue
✓	EMERGENCY RIDE HOME PROGRAM: Free cab rides home for alternative transportation users in an emergency (currently limited to specific participant groups & users of Commute Solutions Ridematch Database.)	Ecology Action & PVTMA	Air Dist-AB2766 \$18,250 to offer program to SC Co. carpoolers registered in Commute Solutions Ridershare database and in other Ecology Action programs; CMAQ & Ecology Action membership fees	Continue and expand
✓	EMPLOYER OUTREACH: Work with companies to implement workplace based TDM strategies	Ecology Action; PVTMA; Commute Solutions	CMAQ (included in Rideshare and grants to Ecology Action and PVTMA)	Continue
✓	EMPLOYER-BASED INCENTIVE PROGRAMS	RideSpring ridematching- incentive programs currently in place locally at City and County of Santa Cruz (and formerly at ETR in Scotts Valley). City of Santa Cruz offers showers for bike commuters, 0% interest bike loans, emergency ride home, free bus passes, priority parking for carpools and pool bicycles in the city's vehicle fleet. UCSC has extensive TDM support programs for faculty and staff. Full extent of current voluntary TDM incentive based activities at local workplaces is currently unknown.	AB2766, City and County of Santa Cruz, UCSC parking and transit fees	Continue & expand
✓	ADD'L EMPLOYER INCENTIVE PROGRAMS:	For participation in Bike to Work Day, Ecology Action provides local businesses with prize incentives for their employees.	Ecology Action inkind product donations	
✓	PARKING MANAGEMENT: Includes parking fees, policies and incentives for carpools and vanpools	UCSC-TAPS vehicle parking policies apply to all: faculty, staff, students, visitors and others. City and County have residential parking permit programs.	UCSC-Parking fee revenues are reinvested in alternative transportation programs and services.	
✓	CARSHARE PROGRAM: Members share car ownership. UCSC brought program to Santa Cruz in 9/07. Open to local residents and businesses as well as campus community.	Zipcar; UCSC	Memberships	
✓	CLEAN AIR MONTH: Regional promotion in Santa Cruz, Monterey and San Benito Counties	AMBAG coordinates and staffs of Commute Solutions, AMBAG, San Benito Rideshare, Ecology Action (vis-à-vis Bike2Work/School) & PVTMA promote	Air Dist-AB2766; Commute Solutions, AMBAG, San Benito Rideshare, <u>Ecology Action</u> and <u>PVTMA</u> contribute staff time	Continue

Transportation Demand Management Activities Past and Current Programs in Santa Cruz County

MULTIMODAL PROGRAMS/PROJECTS/PROMOTIONS *continued*

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	CURRENT FUNDING SOURCES/AMOUNTS	RECOMMENDATION
	CLEAN AIR FAIR	No one currently. (Formerly Commute Solutions)	None (Formerly RTC included in Rideshare funding)	
	EARTH DAY FESTIVAL	New coalition organizing underway, may happen Ecology Action may sponsor event in 2008 (formerly CalPIRG)	Unknown	
	GOING PLACES, MAKING CHOICES: High school <u>multi-modal</u> transportation curriculum	No one (formerly PVTMA)	None (Formerly Air Dist- AB2766 \$30k; Match \$150k)	Continue
	DRIVING AWARENESS PROGRAM (DAAP)	No one (formerly PVTMA)	None (Formerly Air Dist- AB2766)	
	TRAFFIC BUSTERS PROGRAM	No one. CTSC/Ecology Action has new Safe Routes to School grant to expand bike and pedestrian safety at schools.	None (Formerly Air Dist-AB2766 \$50k; Match \$150k)	
✓	KIDS'S PACE CAR PROGRAM	Schools (formerly Traffic Busters Program)	None (Formerly Air Dist-AB2766)	

CARPPOOL/VANPOOL PROGRAMS/PROJECTS/PROMOTIONS

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
✓	RIDEMATCHING SERVICE-COMMUTE SOLUTIONS: Public database used throughout Bay Area to help match potential carpool/vanpool partners, free to public. Instant on-line ridematching and 429-POOL phone line for personalized assistance/support.	Commute Solutions (contracts with MTC/511.org for access to Bay Area ridematching database)	RTC-CMAQ thru 2008 (included in Rideshare funding)	Continue with changes
✓	RIDEMATCHING SERVICE-RIDESPRING: Private database available to employers to help match employees with potential carpool/vanpool partners at specific workplaces, fee charged to employers. On-line ridematching and incentives to change travel habits. No phone support or personal assistance with planning trips.	RideSpring & Employers - Currently offered locally to employees who work for City and County of Santa Cruz.	Air Dist AB2766: \$25,625; City and County of Santa Cruz contribute local matching funds.	Continue
✓	VANPOOL FORMATION: Help individuals and companies form vanpools	Individual employers such as UCSC, City and County of Santa Cruz; Commute Solutions; Private vanpool companies (Enterprise)	Currently no dedicated funding except as part of CMAQ Rideshare Funding	Continue
	VANPOOL SUBSIDIES: Financial incentives to join/start vanpools	Commute Solutions (program now ended)	None (formerly Air Dist-AB2766)	Reevaluate
✓	PARK AND RIDE LOTS: Secure, improve and maintain facilities; plan and contract for new locations; advertise and promote use of existing locations	RTC contracts with private properties for public use; SCMTD owns two P&R lots; Caltrans provides liability insurance for 3rd party P&R lot use and roadside signage	No current funding	Continue

Transportation Demand Management Activities Past and Current Programs in Santa Cruz County

BICYCLE PROGRAMS/PROJECTS/PROMOTIONS

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
✓	BIKE HAZARD REPORTING PROGRAM: System to reports hazards in bike lanes or roads to local jurisdictions.	RTC; Local Jurisdictions; Bike shops; CTSC	RTC-Bike Planning Program	Continue
✓	BIKE TO WORK/SCHOOL (BTW/S): Event held twice a year to encourage bicycle riding as transportation. Week in May and Day in October. Other year-round activities.	Ecology Action; B2W/S	\$142K/year (\$40K from TDA; \$20K private cash donations; \$40K inkind donations, \$36K inkind staff)	Continue
✓	BIKE TO WORK/SCHOOL MEDIA OUTREACH: Extensive media and promotional campaign for Bike to Work activities. Includes newsprint ads, TV and radio ads (Spanish and English), newspaper articles, guest column, radio interviews, prominent street banners in Watsonville, Scotts Valley, Captiola and City of Santa Cruz, emails updates, posters, and brochures.	Ecology Action; B2W/S	Inkind and cash sponsors (see above).	
✓	BIKE SMART!: Youth bike safety program <u>coordinates with schools and community organizations to teach bicycling skills to Santa Cruz County youth.</u> Founded Spring of '03.	Ecology Action	Private foundation funded	
✓	BIKE SECURE/BIKE PARKING SUBSIDY PROGRAM: Subsidy for businesses, residential complexes, school districts, and public agencies to purchase secure bicycle parking racks, lockers and cages.	RTC	Air Dist AB2766 \$25,000; remainder = \$2305 as of 10/07	Continue
✓	CITIZEN BICYCLE ADVISORY GROUP: Advises the RTC on bicycle related facility and funding priorities	RTC Bike Committee	RTC-Bike Planning Program	Continue
	ELECTRIC BICYCLE INCENTIVE PROGRAM: Consumer subsidy for purchasing electric bicycles for commuting	Ecology Action	None-formerly \$1million (\$772k from RTC-RSTPX; \$205k AB2766; \$23kRTC-Reserves; and \$92k Ecology Action)	
✓	ZERO INTEREST BICYCLE LOAN: Loans of up to \$750 to purchase bike and related equipment for commuting.	Ecology Action	Part of core services previously offered to TMA members. Currently funded through Ecology Action CMAQ grant	
✓	BIKE BUDDY: Matches novice cyclists with experienced riders for bikepooling	Bike to Work; Commute Solutions; 511.org	RTC-CMAQ thru 2008 (included in Rideshare funding)	Continue

Transportation Demand Management Activities Past and Current Programs in Santa Cruz County

BICYCLE PROGRAMS/PROJECTS/PROMOTIONS continued

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
✓	BIKE MECHANICS CLASSES AT LOCAL HIGH SCHOOLS: Similar to auto shop, teaches students the skills to become professional bike mechanics	Bicycle Trip and People Power	Private foundation	
✓	BICYCLE ADVOCACY	People Power; Santa Cruz Bicycle Industry Coalition; Friends of the Rail Trail; and Santa Cruz County Cycling Club.	Non-profit; no public funding	
✓	BICYCLE VALET PARKING AT SPECIAL EVENTS: Secure bike parking offered for free.	People Power	Private funding from event organizers	
✓	BICYCLE DELIVERY SERVICES	Pedaler's Express; Clutch Courier	Private companies; no public funding	
✓	BICYCLE PLANNING	RTC Bike Coordinator; City of SC Bike/Ped Coordinator, City of Watsonville, Capitola and Scotts Valley and County of Santa Cruz Public Works Departments	RTC-Bike Planning Program; Jurisdiction Public Works Depts.	Continue
✓	BICYCLE SAFETY - HELMET USE: Targets all age groups, encourages bicycle helmet use, bike safety education to middle school, college students and parents, skills training and share the road awareness among motor vehicle drivers.	HSA; Ecology Action	California Office of Traffic Safety \$267,179; (\$20k Ecology Action)	
✓	BICYCLE SAFETY PROGRAM - PVTMA: Distributes bicycle helmets and lights at community events.	PVTMA	CMAQ and CTSC	

PEDESTRIAN PROGRAMS/PROJECTS/PROMOTIONS

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
	CAPITOLA WALKS: Pedestrian advocacy	Barbara Graves	No public funding	
	WALK TO SCHOOL PROGRAM: Work with schools to coordinate safe walking trips. Included: Traffic Busters, Walking School Bus, Red Sneaker Week, and Walk and Wave on Wednesdays.	No one currently (Formerly Traffic Busters Program). Ecology Action & CTSC will be working on this <u>issue</u> via new federal Safe Routes to School grant.	Federal Safe Routes to School funding (Formerly AB2766-\$50k; Local match \$200k)	
✓	PEDESTRIAN ACCESS REPORT: System to report pedestrian hazards to local jurisdictions.	CTSC; RTC; local jurisdictions	CTSC; RTC Bike Planning	Continue and promote
✓	MISSION PEDESTRIAN: Pedestrian advocacy	Debbie Bulger	No public funding	

Transportation Demand Management Activities Past and Current Programs in Santa Cruz County

COMBINED BIKE/PEDESTRIAN PROGRAMS/PROJECTS/PROMOTIONS

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
✓	BICYCLE & PEDESTRIAN SAFETY AND ENCOURAGEMENT - SANTA CRUZ COUNTY SAFE ROUTES TO SCHOOL: Federal non-infrastructure grant to motivate more students K-8 grades to safely walk and bike to school.	HSA; Ecology Action	Federal Safe Routes to School through Caltrans \$410.5k	
✓	BICYCLE AND PEDESTRIAN SAFETY AND ENCOURAGEMENT FOR SCHOOL STUDENTS - BIKE 'N HIKE: Bike safety training, bike and pedestrian education and encouragement for 9-12th grade.	HSA; Ecology Action	\$62,125 Air District AB2766 over 2 years.	
✓	BICYCLE AND PEDESTRIAN SAFETY FOR STUDENTS K-12 - SAFE ROUTES TO SCHOOL - INFRASTRUCTURE: Identify campuses, work with parents & staff, identify project, write grant, coordinate engineering and construction.	Local Jurisdictions	State	

TRANSIT PROGRAMS/PROJECTS/PROMOTIONS

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
✓	MANDATED BUS PASS PURCHASE OR TRANSIT SUBSIDY:	UCSC for students, faculty & staff Placed on some developments	Student fees for student passes; parking revenue for faculty and staff subsidy	
✓	DISCOUNTED BUS PASSES:	Cabrillo	Student fee/contract	
✓		Ecology Action; SCMTD	SCMTD offers Ecology Action employer members a 20% discount on bus passes for new bus-riding employees (does not include Hwy 17 service)	
✓	FREE BUS PASSES: Trial one-day bus pass for 1st time users	PVTMA	Formerly AB2766; CMAQ funding	
✓	BUS RIDER TRAINING: Training on how to ride the bus for elderly &/or disabled riders	SCMTD – Paracruz/ Operations	Provided upon request, no ongoing classes	Continue and expand to all potential riders
✓	NEWSPAPER ADVERTISING:	SCMTD	Currently only route and service changes & public hearings are advertised	
✓	EXTERIOR BUS ADVERTISING:	SCMTD	Ad sales generate revenue for general operations	
✓	INTERIOR BUS ADVERTISING:	SCMTD	Used for Metro's messages to bus riders.	
✓	TRANSIT INFORMATION AND CUSTOMER SERVICE	SCMTD	Metro's General Administrative Budget	
✓	TRANSIT TRIP PLANNER (ONLINE): www.iridethebus.com	Paul Marcelin-Sampson	Private individual	

Transportation Demand Management Activities Past and Current Programs in Santa Cruz County

TRANSIT PROGRAMS/PROJECTS/PROMOTIONS *continued*

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
	TRANSIT MARKETING AND PROMOTION: Focussed on attracting new, "choice" riders and strengthening relationship with current riders.	No one currently	None.	Resume and fund

NEW TECHNOLOGIES

ACTIVE	WHAT	WHO CURRENTLY IMPLEMENTS	FUNDING SOURCES	RECOMMENDATION
	NEIGHBORHOOD ELECTRIC CAR PROGRAM: Subsidy for residents, businesses, and agencies purchase of a fully electric vehicle to replace a gasoline powered car.	Ecology Action	Formerly Air District AB2766. Funding ended.	

\\Rtcserv1\internal\COMSOL\TDMRES-1\TSDIDEA-1\TDM matrix-excel-final3.xls]Sheet1

DRAFT

TDM Projects and Programs Funded Through the RTC FY96/97 thru FY08/09

From FY96/97 through FY08/09, the Commission has provided \$4.6 million dollars in funding to local TDM projects as outlined in the table below. FY96/97 was selected as the starting point for this funding review as it represents the point in time after which regulatory Trip Reduction Ordinances (TROs) were tabled in late 1995 and local trip reduction efforts became voluntary.

As reported to the Commission, funding awarded by RTC was used to leverage at least an additional \$1.4 in additional matching funds from other sources such as the Air District, local agencies and non-profit organizations. This table only reflects other funds that have been reported to the Commission as matching and may not reflect projects funded through private sources, investments made by public agencies from their own general funds or from grant programs not allocated by or that do not flow through the Commission.

	<i>RTC FUNDING FY96/97 thru FY08/09(in thousands)</i>						<i>MATCHING FUNDS</i>			
	CMAQ	TDA	STIP	RSTP or RSTPX	RTC Reserves	State Re- source s	Total RTC Funding	Air District AB2766	Local Match	Total Project Funding
Bike to Work/School	40	201			47		288		597	885
Community Traffic Safety Coalition	35	365			50	30	480		200	680
Commute Solutions	909		536	132			1,577		0	1,577
Don't Drive One in Five Promotion	380						380		30	410
Electric Bicycle Commuter Incentive Program				772	23		795	205	94	1,094
Pajaro Valley TMA	531			32			563	30	66	659
Santa Cruz Area TMA (now Ecology Action)	532			41			573	40	180	793
TOTAL	2,427	566	536	977	120	30	4,656	275	1,167	6,098

DRAFT

In addition to RTC funded programs, the Air District's AB2766 grant program has been a major source of funding for transportation programs in our County. From 1992 through 2006, more than \$8.3 million has been used to fund programs that reduce auto emissions and improve air quality in Santa Cruz County. These funds include many capital projects such as the purchase of clean air vehicles by local governments for use in their fleets, and as vanpools as well as construction of bike lanes and park and ride lot facilities. This grant program has also provided an important source of funding for regional TDM programs such as Rideshare Week and Clean Air Month.

Currently, \$411,000 in annual funding through the Commission is being allocated directly to TDM programs. Of this, \$270,000 is allocated from CMAQ for TDM programs. ~~And an~~ additional \$141,200 in funding from TDA is used to support the annual Bike to Work/School effort and the work of the Community Traffic Safety Coalition.

The impending loss of Congestion Mitigation and Air Quality Improvement (CMAQ) Program funds to the region eliminates what has been for many years a significant resource for funding TDM programs in the region. Almost \$2.5 million in CMAQ funds have been used to fund local TDM programs over the past dozen years.

No new source of funds has been identified to replace this loss. Consequently, it is anticipated that TDM programs will continue to look to the Air District's AB2766 program as an even more important source of funding. Additionally, TDM programs will be forced to compete with capital projects for other funds allocated by the Commission such as TDA, STIP and RSTP.

DRAFT

TDM Program Evaluation and Performance Measures

“Not everything that can be counted counts and not everything that counts can be counted.” Albert Einstein

OVERVIEW

One of the challenges shared by both funders, providers and researchers of TDM programs both locally and around the country is what, why and how to measure the results of TDM efforts. It is often difficult to evaluate a single program’s impact on the performance of the transportation system as a whole since results typically occur over time and are cumulative. However, it is clearly valuable to establish a baseline of data and goals before a program begins against which one can show short-term changes in awareness of travel choices and ultimately longer-term changes in travel behavior based on the specific program or TDM effort.

The bottom line measures are ones that ultimately show vehicle miles reduced and/or vehicle trips that were eliminated altogether. Other measures help to illustrate increases in the number of passengers in each vehicle and identify the number of trips shifted away from motorized vehicles to other modes such as biking and walking, and to virtual trips such as telecommuting or online distance learning. All of these measures can be translated into gallons of gasoline saved, lower transportation costs, positive impacts on traffic congestion, and reductions in air pollution and greenhouse gas emissions.

TRANSPORTATION MEASURES

Common transportation measures used to evaluate TDM success on an aggregate level include:

AVR (Average Vehicle Ridership) - Calculated by taking all of the people arriving to a specific location divided by the number of vehicles used to deliver them to that location. Increases in AVR typically indicate higher vehicle occupancy, fewer vehicle trips, reduced demand for parking, and positive impacts on traffic congestion.

Mode Split – The breakdown by transportation mode of how people traveled to a specific destination, usually expressed in numbers and/or percentages. Higher percentages using TDM modes indicate fewer vehicle trips made to the site.

VMT (Vehicle Miles Traveled) – On an aggregate basis, VMT is determined by multiplying the length of a given road segment by its traffic volume in a day. On a specific individual trip basis, it is determined by two odometer readings taken at the beginning and end of a specific trip. Reductions in VMT usually mean both reduced traffic congestion and air quality improvements.

Person Trips – The number of people traveling to a destination.

DRAFT

Vehicle Trips – The number of vehicles traveling to a destination.

Since the goals and objectives for any given TDM program vary, it is difficult to develop a standard set of measures that apply equally to all situations. That said, Phil Winters of the University of South Florida’s the Center for Urban Transportation Research gives five reasons for measuring the impacts of TDM programs:

- Designing the evaluation requires the organization to examine the clarity of its objectives, the ease with which they can be measured, and the possibility of their being achieved.
- Redirects efforts when it is determined elements of the program have or do not have desired results.
- Supplies powerful factual information for public relations campaigns
- Shows evidence to management, public agencies and the public of the diligence and sincerity of the organization
- Helps others to anticipate problems and provide a “thermometer” against which others may measure their success¹⁰

MODE SPLIT AND VEHICLE OCCUPANCY

A common yardstick for tracking a community’s travel behavior is the mode split presented as part of the journey to work data collected every decade with the national census. The mode split for Santa Cruz County in both the 1990 and 2000 decennial census and in the Census Bureau’s American Community Survey for 2004, 2005 and 2006 is much better than exists in many communities with almost 30% of the population using a TDM mode. While the mode split by percentage is relatively unchanged over the past 25 years, with the exception of a slight increase in the use of transit, what is especially noteworthy is that these percentages have remained relatively constant while vehicle miles traveled in Santa Cruz County over the past decade has increased by 8.3% and ownership of motor vehicles in the county has skyrocketed by 32.3%.¹¹

MODE SPLIT – Journey to Work, Countywide

Travel Mode	1990 Census	2000 Census	2004 American Community Survey	2005 American Community Survey	2006 American Community Survey
Drove alone (car, truck or van)	71.0%	69.5%	72.9%	72.0%	71.5%
Carpooled/vanpooled	14.0%	14.2%	10.8%	9.9%	10.1%
Used public transit	2.0%	3.3%	3.3%	2.1%	3.4%
Bicycle*	3.0%	2.0%	--	--	--
Walked	4.0%	4.4%	3.3%	3.5%	3.4%
Worked at home	5.0%	5.3%	5.3%	8.4%	4.1%
Other means/Motorcycle	1.0%	2.7%	4.3%	4.1%	7.4%
TOTAL	100.0%	100%	100%	100%	100%

DRAFT

*Unfortunately, the American Community Survey (also conducted by the Census Bureau) lumps bicycle trips in with all “other means” unlike the data collected about bicycling to work that is part of the census conducted each decade.

Another limitation of data collected by the census in both the full US decennial census and the American Community Survey is that it asks how a person travels to work **most of the time**. So if a person drives alone most of the time, but even one or two days a week uses a transportation alternative, they are still recorded as “drove alone.” This bias means that trips made by TDM modes are traditionally undercounted in the census.

Local Air District staff argues that while measuring the results on congestion or air quality of a single program can be challenging, taken as a whole, the region would currently be experiencing significantly more congestion and pollution if existing TDM measures were to be eliminated.

For an interesting comparison to the countywide census figures, it is useful to look at the most recent travel data for the University of California at Santa Cruz campus for the 03-04 academic year. (A new mode split study was conducted at UCSC in late October 2007, however results are not yet complete.) UCSC conducts periodic people and vehicle counts at their two campus entrances to determine the mode split and to calculate the average vehicle ridership for all trips made to the campus.

These “cordon counts” are snapshots of both the people and vehicles passing through a counting station and rely on actual observations of traffic streams which are verified by hose counts. Every vehicle is counted by type and by the number of occupants which provides a more complete picture of both people movement and vehicle movement.¹² Although labor intensive, many TDM professionals believe this cordon counting method offers more accurate information than user surveys where people self-report their behavior based on their recollection of how they traveled during the previous week.¹³

All daytime traffic to UCSC (visitors, service trips and commuters) is captured via the counts, although the people counted include the entire campus population as observers can't distinguish between students, faculty, staff, vendors and visitors. What is remarkable is that in 03-04 over 58% of all person-trips to and from UCSC were made via a TDM mode. It is also noteworthy that almost a quarter of the people traveling to UCSC in ~~S~~spring 2004 arrived by bus, yet buses accounted for only 2% of the vehicles traveling to the campus!

By and large, the most important TDM share at UCSC is carpooling, which constitutes more than 28% of the total person-trips. This success can be attributed to the wide array of transportation incentives and disincentives available to the university community.

DRAFT

MODE SPLIT – University of California at Santa Cruz

	Fall 2003		Spring 2004	
	Passenger-Trips	Vehicle Trips	Passenger-Trips	Vehicle Trips
Drove Alone	40.3%	67.3%	37.8%	66.6%
Carpooled	27.0%	20.7%	28.1%	22.0%
Used Public Transit (SCMTD)	20.4%	1.8%	23.5%	2.2%
Bicycled	2.8%	0.0%	2.5%	0.0%
Walked	0.2%	0.0%	0.5%	0.0%
Motorcycles	0.8%	1.3%	0.7%	1.1%
Other TDM Services*	4.9%	3.1%	4.1%	3.3%
Service/Construction	3.5%	5.8%	2.7%	4.8%
	100.0%	100.0%	100.0%	100.0%
Estimated AVR (Average Vehicle Ridership)	1.67		1.76	

*"Other TDM Services" includes UCSC Commuter Vanpool program, the Bike Shuttle (which transports bicyclists up the hill on a shuttle), and a portion of the Campus Transit shuttle service that moves people between the entrance and core of the campus.

USER SURVEYS

Probably the most common performance measure used to evaluate TDM programs are user surveys. They are frequently conducted at the outset of a program to establish a baseline of travel habits that are both quantitative such as the current mode of travel, frequency, travel time, distance traveled, schedule flexibility and familiarity with transportation alternatives as well as qualitative such as people's reasons for their travel choices and preferences for various incentives that might make them change their habits. Ideally, follow-up surveys are conducted at key intervals along the way to gauge progress at achieving changes in travel behavior. There are a few caveats to the use and reliability of traditional travel surveys. One is a perception that individuals tend to report their actions more often as they would like themselves to be rather than as how they really are. Additionally, transportation staff at UCSC has found that traditional ridership surveys they have conducted often suffer from a "self-selecting bias" in which commuters participating in some alternative mode appear more likely than SOV commuters to complete the survey. This observation is a factor in UCSC Transportation and Parking Services (TAPS) preference for the cordon count approach.¹⁴

Despite concerns about accuracy and the fact that they can be labor intensive to administer, process and interpret, surveys remain an invaluable tool to capture people's attitudes, biases and concerns. Given that changing travel behavior is about human beings making different choices than they have in the past, surveys can help us figure out what makes people tick and what messages and products may resonate with them.

| In 1993, and again in 1995, the Commission contracted with the Santa Cruz Area TMA to conduct transportation surveys of public and private employers in Santa Cruz County

DRAFT

with 50 or more employees. These surveys not only gave employers an idea of what their employees travel habits were at the time (county-wide Average Vehicle Ridership at the time was 1.13), but also what transportation alternatives employees were most interested in trying. The information gathered about employee attitudes and preferences provided the foundation for many of the core programs established by the TMA including the Emergency Ride Home Program and the 0% interest bicycle loan program.

Surveys can help ~~us~~ to gauge progress since behavior change takes time. Consider how many decades it took to change public attitudes about smoking and recycling. Even after we-people hear about something, and ~~we~~ think it sounds like a good idea, it takes multiple impressions before people act on information. A magazine survey on what it takes to change human behavior reported that “the average person makes the same New Year’s resolution three years in a row before succeeding.”¹⁵

MEASURING OUTCOMES SOCIAL MARKETING PROGRAMS

To be most effective, social marketing specifies its target audience and uses customized methods to reach those people. In addition, it does not rely solely upon educating people about an issue, but uses persuasive messages developed through research with members of the target audience with the goal of behavior change.

There are three types of evaluations for social marketing campaigns: process, outcome and impact evaluation. Process evaluation determines whether the intended target audience was reached. Outcome evaluation looks at whether they are engaged in the desired behavior after being exposed to the message. Impact evaluation judges whether performing the behavior induced the desired change. In the case of TDM, we are focussed on all three evaluation measures with the outcome and impact evaluations being the most critical measures of changes in travel behavior.

EVALUATION OF COMMISSION-FUNDED TDM PROGRAMS

Many of the TDM programs funded or sponsored by the Commission in recent years have been aimed at removing barriers to people using some form of alternative transportation. These include such things as providing people with lists of other people interested in carpooling to work, educating adults and children about bicycle and pedestrian safety, providing people with subsidies to buy electric, folding or conventional bicycles, and offering an emergency ride home program as a “safety net” for people using alternative transportation which allows them to respond to emergencies on days they have used an alternative to get to work.

For the 3-year CMAQ funding cycle which began in FY03-04, the Commission required annual reporting on the effectiveness of programs funded through CMAQ before funds for the following year were released. Positive evaluations from the TMAs, Ecology Action (EA), the Commute Solutions Program, and the Don’t Drive One in Five Campaign were delivered to the Commission each spring and provided the RTC with information on program goals and outcomes during the previous period.

DRAFT

Due to the apparent elimination of CMAQ funding to the region, the Commission was unable provide funding to the Santa Cruz Area TMA or Pajaro Valley TMAs in FY 06-07 for their general operations. Although this loss of funding was a serious hardship for both organizations, fortunately, both had strong partners, Ecology Action and the Pajaro Valley Chamber of Commerce respectively, which helped them weather this lean period. While programs were not expanded during this period, both organizations streamlined their operations and offerings.

When awarding phase-out funds under the final cycle of CMAQ funding for FY07-08 and FY08-09 to the Santa Cruz Area TMA (now Ecology Action) and the PVTMA, the RTC again required annual evaluations of program goals and outcomes before the release of funds for the following year. These reports will be provided to the RTC in the springs of 2008 and 2009. (The two TDM programs funded through TDA funds, the Community Traffic Safety Coalition and Bike to Work/School, also provide regular progress reports to the Commission on their programs.)

The measures used to evaluate local programs have tended to set goals and report on how many people were reached with information about travel alternatives and safety practices, brochures distributed, carpool matchlists produced or people participated in an event or class which are all critical steps to ultimately making it possible for people to change behavior and are precursors to permanent behavior change.

Some highlights of the effectiveness of TDM programs currently funded by the Commission include:

Community Traffic Safety Coalition – The Commission’s current TDA grant to the Coalition in the amount of \$100,000/yr. funds both the Coalition’s direct work to improve traffic safety for bicyclists and pedestrians and also supports the CTSC’s Ride n’ Stride Bicycle and Pedestrian Education Program. The Ride n’ Stride program met all objectives for the 06-07 school year. Bicycle and pedestrian safety presentations were conducted in 60% of public elementary schools with 3981 children receiving safety presentations from 25 elementary schools, 12 preschools and 1 extended learning center. In addition, the Coalition made significant progress towards its own two year workplan that includes implementing safety actions in Watsonville, conducting 2 traffic calming tests, developing and implementing a Walk to School Program at three public elementary schools and developing a Bicycle Traffic School for first time violators.

Bike to Work/School (B2W/S) – The current TDA funding to B2W/S Bike Week in the amount of \$41,200 offers people information, support and encouragement to try bicycling to work or school during two events per year that offer free breakfasts and raffle prize drawings for those who ride their bicycle to work on the day of the event. The fall 2007 Bike to Work/School Day was the most successful ever in the event’s 20 year history with 5,008 participants. This was 500 more than in the spring of 2007 and 1,600 more than the fall of 2006. Online registration was offered for the first time this year.

DRAFT

Commute Solutions Rideshare Program – Currently funded through CMAQ carryover funds in the amount of \$150,000 annually, Commute Solutions’ TDM programs are broadly defined with the core service of providing regional carpool/vanpool matching services. In FY06-07, 348 Santa Cruz residents or employees sought new carpool partners through the RTC’s ridematch database with approximately 125 of these inquiries resulting in new carpools.¹⁶ Recent cross training of RTC staff expanded the number of RTC staff knowledgeable about the Commission’s ridematching services and capable of handling inquiries from both English and Spanish speaking members of the public. Systems to better track and monitor programs and services delivered by the Commute Solutions were implemented in the spring of 2007 and have helped CS identify the need to upgrade the website and make Commute Solutions’ online presence a top priority.

Ecology Action (formerly the Santa Cruz Area TMA) – Commission funding, currently provided at \$60,000/yr. through CMAQ phase-out funds, supports a variety of alternative transportation programs with an emphasis on using sustainable transportation modes especially biking and walking. Bike to Work, BikeSmart! Youth Bicycle Safety Program, Bike n’ Hike programs in the Middle Schools, Folding Bikes on Buses program, an Office of Traffic Safety grant to give bike safety presentations to UCSC, Cabrillo and middle school students and parents and the Ebike program all have been under the umbrella of the Santa Cruz Area TMA and Ecology Action. Although many of these programs receive some funding from other sources, Commission support through CMAQ allows the organization to provide an integrated set of programs. This year, the CMAQ funding is targeted towards working with employers including Cabrillo College to reduce commute traffic in the the Highway 1 corridor. Over the past year, more than 11,000 people have been served by Ecology Action programs. One important measure of success is demonstrated by the 14 local employers (previously TMA members) who continue to pay for memberships that provide their employees with important commuter support services such as an emergency ride home program, discounted bus passes and 0% Interest Bike Loans. The Santa Cruz Area TMA officially merged with the Ecology Action organization in July 2007.

PVTMA – Commission funding, currently provided at \$60,000/yr. through CMAQ phase-out funds, is matched by ongoing support from the Pajaro Valley Chamber, a strong supporter of the PVTMA for the past 13 years. The PVTMA focuses on mobility issues specific to South County especially traffic, bicycle and pedestrian safety, and transportation concerns of the elderly and disabled, children and young adults. In FY05-06, their “Going Places, Making Choices Program” educated 2000 high school students on alternatives to driving a car. Their Commuter Club, bike helmet and light giveaways, and Emergency Ride Home programs have all been tailored to South County needs. The PVTMA has formed innovative partnerships with La Manzana Community Resource Center, high schools, senior centers and businesses in South County. The PVTMA is the only organization that has conducted specific transit related promotions in recent years with their “Hop on the Bus Gus” trial bus pass promotion distributing 400 one-day bus passes annually.

DRAFT

TAKING LOCAL PROGRAMS AND PROGRAM EVALUATION TO THE NEXT LEVEL

From the review of Commission funded TDM programs, it is clear that a good foundation is in place to take these programs to the next level – moving beyond an awareness of transportation options to securing a commitment from people to use the tools, incentives, and resources to take action and make new and different choices about how, when and where they travel. Consequently, focusing efforts on bringing about changes in travel behavior and measuring progress towards these changes, needs to be the focus in setting our goals, strategies, and evaluation of outcomes ~~and evaluations~~ in the future.

The specific yardsticks, whether they be reducing Vehicle Miles Traveled (VMT), increasing Average Vehicle Ridership (AVR), eliminating Vehicle Trips, improving the TDM Mode Split, reducing air pollutants and greenhouse gas emissions reduced will be partly determined by new state policy relating to AB32 and SB375 and potential new federal policy. Whatever criteria are established, it is clear that measuring outcomes more thoroughly takes significant time and resources. Staff recommends that projecting adequate resources for evaluation are included in budgets for all future TDM programs funded by the Commission.

The nature of grant funding for TDM programs is that grants are typically awarded to start up programs and once funding ends, a program is either incorporated into an agency's existing services usually on a more limited basis than during the grant period or the program ends altogether for lack of an ongoing funding to sustain it. This often results in tracking or evaluation efforts dropping off when external requirements no longer demand it. This is the case for a number of local projects that showed tremendous results during their heyday and are no longer being measured.

TECHNOLOGY: A PARTIAL ANSWER?

RIDESPRING

One of the most interesting additions to the local TDM landscape recently is the implementation of the RideSpring program for employees at both the City and County of Santa Cruz. Employers with one or more worksites can purchase the RideSpring web-based ridematching system that also incorporates incentives and a tracking system.

Funded mostly-partially through an Air District grant, the program currently runs \$1,500 month. People registered with the program are encouraged to stay in the database system, even after they find a carpool partner since each carpool trip (or trip using any alternative transportation mode) increases their chances for winning prizes. In the two and a half months since the program has been in operation at the County of Santa Cruz, the RideSpring program reports that through the program:

- 260 County employees signed up
- 67 County employees offered rides to co-workers
- 5,000 car trips were eliminated

DRAFT

- 34,000 vehicle miles traveled were reduced
- 1,400 gallons of gasoline was saved
- 29,000 lbs. of CO2 was prevented from entering the atmosphere

Results from the City of Santa Cruz where the program has been in place for more than a year and a half are equally impressive. After the end of the 12 month trial period that ended in February 2007, (at which time the City decided to continue the program) a quarter of the City staff ~~were~~-subscribed ~~in~~-to the RideSpring program with almost 10% of the staff offering rides. What's especially appealing to employers and policy makers alike, is that results oriented outcomes like the ones highlighted above for the County are built into the program/service and can be tracked and reported on an ongoing basis.

RideSpring is one of many such programs now available. ~~However, t~~The flexibility to take advantage quickly of innovations offered by new technology may be what is needed as much as the advancements themselves.

511 TRAVEL INFORMATION SYSTEM

One of the challenges in our current delivery of information about travel alternatives is the lack of centralized information. With no single source for information, people have a hit and miss approach to finding information about local transportation alternatives. While a short term goal may be to better coordinate information between TDM providers through collaboration, cross selling products, etc... a more long term goal of implementing a 511 travel information system for our area may serve our needs the best. This is true not only in the area of improving delivery of services, but could also provide decision-makers with much better quantitative data about what the community wants and needs. Currently that information is very diffused and difficult to assemble in a comprehensive way.

DRAFT

Gaps and Opportunities for TDM Services

As a community, we are very well poised to take local TDM programs to the next level by focusing efforts and effectively channeling our respective expertise. However, during research for this project, some gaps in basic TDM services were identified. In each instance, these gaps also present opportunities for improving upon or expanding existing services or adding new programs altogether. These opportunities are repeated in the Recommendations section of the report. Specific funding sources for projects are not identified, but it is hoped that an awareness of these needs can help guide future funding decisions by the Commission and funding applications submitted by the RTC and/or its partners to other outside agencies.

EMERGENCY RIDE HOME PROGRAM

Gap: Emergency Ride Home (ERH) Programs were developed by the TMAs and are currently operated by both Ecology Action and the PVTMA as a “safety-net” for commuters who have an emergency on a day that they have used alternative transportation to get to work. Almost every TDM program throughout the country; acknowledges that an emergency ride home program is essential to commuters’ willingness to change travel behavior. Currently the local ERH programs are limited to employees who work for TMA companies, to people who participate in Ecology Action’s bicycle programs or to people who found a carpool mate through the RTC’s regional ridematching system. These programs are not available to bus riders, carpoolers or people who walk to work or to people who use transportation alternatives, but have not interacted with Commute Solutions, the TMAs or Ecology Action in the process of selecting their commute choice.

Opportunity: Extend the program to users of all alternative modes. Fold all programs into a single program that can be accessed by commuters countywide which is also available to residents who commute to jobs outside of Santa Cruz County. Provide stable, ongoing funding for the program through the RTC or Air District to ensure program continuity and centralized tracking of results. Consider having Commute Solutions directly operate the ERH program (or contract out the service) which would allow the service to be marketed in conjunction with carpooling, vanpooling and bus riding in addition to the bicycling and walking programs of Ecology Action and the PVTMA. Consider charging a small annual fee ~~for~~ to users for this “insurance service.”

ONLINE INFORMATION

Gap: There is no centralized location where information about all of the local TDM programs is available. Information posted on various local transportation agencies and organization websites is frequently stale, and not easy to locate.

Opportunity: Work with all local TDM providers to offer user-friendly access and centralized location for information about all local programs and services. Coordinate website improvements with Ecology Action and PVTMA both of whom are also revamping websites – especially PVTMA who is working on providing bilingual

DRAFT

materials both online and in print. This focus makes sense since online delivery is now the preferred method for procuring transportation information as evidenced by Commute Solutions recent analysis of contact methods over the past six months which revealed a preference of 875:1 online access compared to contacts by phone or email.

INCENTIVES AND DISINCENTIVES

Gap: Incentive programs targeted to change individuals commute behavior are limited to a few local employers such as the City and County of Santa Cruz, ~~and UCSC and ETR~~. Single day or week promotions such as those of Bike to Work/School or Rideshare Week are extremely valuable, but are not of long enough duration for individuals to sustain these activities and form new travel habits, which typically take between 21 and 45 days to achieve.

Opportunity: Develop community-wide incentive programs that reward people for using all TDM modes including transit use, bicycling, walking and telecommuting including cash and prize drawings. Integrate incentives with carpool and vanpool matching services for a more immediate impact on travel patterns. These incentive programs should be targeted towards increasing the number of people per vehicle or eliminating vehicle trips altogether. By including incentives with carpool matching, all participants remain in the pool even after finding an initial match. This helps the pool remain large increasing the chances of 3 and 4 person carpools. Limits should be placed on the duration and amount of cash incentives and clear performance measures established at the outset. Incentives can help foster a longer-term trial period so that new habits are actually developed and sustained.

Gap: Because parking is generally plentiful and free or inexpensive throughout Santa Cruz County, it does not pose a deterrent to driving.

Opportunity: Work with local jurisdictions to reevaluate the impact of providing inexpensive parking and consider enhancing parking management programs including increasing parking prices and unbundling parking from other land use arrangements.

CARPOOLING AND VANPOOLING

Gap: The current regional ridematching database system is not very user-friendly and can't be tailored to better match Santa Cruz County needs such as for informal carpooling to events, recreation, shopping and other non-commute trips. In the current system, both drivers and riders leave the database upon finding a carpool mate. This means that the database is ever shrinking instead of ever growing. It also means that carpools are more likely to be only 2 people rather than 3 or 4 individuals. Also, as a county outside of MTC's service area, the RTC has no ability to implement improvements to the current database that might better serve local needs. Survey results for database participants are not available for just Santa Cruz County alone, but are aggregated into those of the entire Bay Area region.

Opportunity: Consider contracting with a new vendor for a database that couples ridematching services with an incentive program so that people remain active in the

DRAFT

database (due to their eligibility for incentives) even after finding a carpool partner and potentially increase the number of carpoolers and vanpoolers overtime.¹⁷

Gap: There is currently no community-wide vanpool formation or vanpool incentive program.

Opportunity: Research further to determine if vanpools are cost effective given the current frequency of Hwy 17 bus service. Consider providing specific incentives to spark the formation of new vanpools. In-County vanpools may also be possible as evidenced by long-standing vanpool of maintenance employees of the City of Santa Cruz who vanpool from Watsonville daily as well as the 22 vanpools both in and out of county that are currently operated by UCSC.

Gap: Several years ago, Caltrans scaled back their role in the area of park and ride lots leaving the management of existing and development of any new Park and Ride (P&R) lots to local entities. A March 2007 assessment of local P&R facilities found that usage was at 67% of the daily capacity of 441 spaces. Of the six P&R lots in Santa Cruz County, two are owned by SCMTD, two are third party agreements with churches and two are informal lots in the Caltrans right-of-way. Any significant expansion of carpool and vanpool formation will increase the need for this complementary infrastructure support.

Opportunities: Market the use of existing P&R facilities, research need for additional facilities and identify potential locations, and secure funding to assist with improvements that may be needed to convert facilities to this use, or as incentives for third parties to open their private facilities for public P&R lot use, especially along the Highway 1 and Highway 17 corridors. (Review findings of the draft Mobility Plan for the Highway 1 HOV Lane Project which includes a Park and Ride Lot study and Transit Market Analysis.)

MARKETING AND EVALUATION SERVICES

Gap: Although some great TDM programs are offered locally, minimal marketing is done to promote these programs to a wider audience due to funding constraints.

Opportunity: Through Commute Solutions, provide marketing assistance and implement cooperative marketing efforts with local TDM providers including the Santa Cruz Metropolitan Transit District.

Gap: Almost all of the TDM programs report difficulty in evaluating programs adequately due to lack of funds and time.

Opportunity: Provide technical support and assistance to help local TDM providers design and implement meaningful, standardized, outcome based evaluation measures that can be tracked over time.

DRAFT

TRANSPORTATION DEMAND MANAGEMENT ALLIANCE

Gap: Several organizations provide TDM services, but don't know the specifics of each other's programs. There is no forum for sharing strategies about successes or pooling resources to achieve economies of scale by several jurisdictions or agencies working together to deliver a joint program.

Opportunity: Form an alliance of local TDM providers to share information, strategies and successes or pooling resources to achieve economies of scale by several jurisdictions or agencies working together to deliver a joint program. Via this collaborative alliance, create leaders and champions for transportation demand management services in Santa Cruz County.

Gap: The ridematching services offered by Commute Solutions through 511.org are provided in both English and Spanish. While some local printed materials on TDM are bilingual, many resources are only available in English.

Opportunity: Work with the PVTMA, to provide the majority of local materials on TDM in both English and Spanish both in the form of printed brochures, on the website and promote through the Spanish speaking media.

DRAFT

Recommendations

Commission

1. **Confirm RTC's commitment to TDM** and to alternative transportation as a means to making the existing transportation system more efficient, improving air quality, reducing carbon emissions and global warming, and maintaining a good quality of life. Consistent advocacy and leadership from the Commission for TDM is critical.
2. **Establish realistic, clear and ongoing performance measures** that are outcome based for all TDM programs funded by the Commission. In addition to evaluating what a program did the previous year, set goals about activities to be undertaken in the upcoming year. Require tracking and reporting of results both annually and over time. Centralize data on the impacts of local TDM programs at the RTC. Consider awarding allocation to continue to track retention and program use after initial grants establishing a program ends.
3. **Form an alliance of local TDM providers** to share information, marketing and promotion strategies and successes and to pool resources to achieve economies of scale by several jurisdictions or agencies working together to deliver a joint program. Via this alliance, create community champions for transportation demand management services in Santa Cruz County.
4. **Allocate funds specifically to promote and market more efficient, multi-passenger modes of travel** such as carpooling, vanpooling and transit. This could be direct allocation to agencies for this purpose, or a contract with non-profits or another public agency to provide marketing services.
5. **Consider investing in a regional 511 system** as a means to help residents and visitors travel smarter by better planning trip times, modes and routes used in order to avoid peak hour congestion. A regional 511 Travel Information system could include real time information about travel times and conditions as well as centralized information about travel options such as bus, carpool, vanpool, walking and biking.
6. **Conduct an Origin and Destination Study and consider an extensive countywide Employee Commute Survey** to get better baseline data about current community travel needs and preferences.
7. **Determine RTC's role in Commute Solutions**, either as a primary provider of these services, or in managing an outside contractor to deliver these services.

DRAFT

Commute Solutions

1. **Expand focus**, change name and rebrand program in light of the need to travel smarter all the time, not just on the commute trip.
2. **Switch to a more flexible web-based ridematching program** that is coupled with an incentive program that rewards users of all TDM modes. Consider a ridematching system that can be used for casual carpooling and trips other than work trips such as for single events such as concerts, fairs, and meetings. Look for a system that also matches bikers, walkers and transit riders with travel partners. Select a program with automated evaluation, reporting and tracking systems.
3. **Foster coordination, collaboration and partnership** with all TDM providers by hosting an alliance for information and referral, marketing and promotion – especially of transit.
4. **Upgrade Commute Solutions website**, keep-up-to-date, and make very user-friendly, in light of it being a preferred method for accessing information locally. Tell real-life commuter stories as positive examples of alternative commuting. Tell stories about using alternative transportation for getting to the movies, to shopping, to doctor’s appointments as well as to get to work.
5. **Work with all local TDM providers, agencies and employers** to offer user-friendly access and serve as a centralized clearinghouse for information about all local programs and services, TDM strategies and marketing ideas. Coordinate website improvements with Ecology Action and PVTMA both of whom are revamping websites – especially PVTMA who is working on providing many materials in a bilingual format.
6. **Maximize impacts and efficiencies** and avoid potential duplication. Ecology Action, the Pajaro Valley Transportation Management Association (PVTMA) and Commute Solutions need to work together to redefine core goals, focus and constituencies. A possible division of labor are for:

The RTC’s Commute Solutions Program to focus on:

- Increasing the number of people traveling in vehicles together, in and through Santa Cruz County (carpools, vanpools, and buses)
- Offering an Emergency Ride Home Program to the community at large (either directly or through a contract with another agency)
- Managing the regional ridematching database and TDM incentive program and consider a different matching database that can be more tailored to local needs
- Improving literature, availability and delivery of information about a wide variety of travel options, TDM strategies and marketing

DRAFT

- Providing marketing and data collection and analysis services to TDM providers

Ecology Action to focus on:

- Sustainable Transportation modes especially Bike and Pedestrian travel
- Safe Routes to School and other School-Based programs (in addition to CTSA and local jurisdictions)
- Bicycle and Pedestrian safety and best practices
- Environmental issues related to transportation
- Employer Assistance
- Bike to Work/School

The PVTMA to focus on:

- Bilingual outreach, information and referral and support services helping South County residents take advantage and register for countywide programs.
- Providing ongoing input on the transportation needs and issues of South County residents and businesses to help shape countywide programs
- Developing new programs and initiatives for South County as appropriate.

7. **Track and report on Commute Solution program outcomes** annually and over time.

DRAFT

Agencies Interviewed

The following individuals graciously shared information about their TDM programs and provided recommendations about how TDM could be enhanced and improved upon in the future.

Cory Caletti, Nathan Luedtke, Tegan Speiser
Commute Solutions, [RTC Staff](#)

Bob Nunn
Caltrans, District 5, Park and Ride Lots

Piet Canin
Ecology Action (formerly Santa Cruz Area Transportation Management Association)
[Bike to Work/School](#) -(B2W/S)

Sandra Coley
Pajaro Valley Transportation Management Association (PVTMA)

Corinne Hyland, Teresia Rogerson
Community Traffic Safety Coalition (County Health Services Agency)

Mark Dorfman, Donna Canales
Santa Cruz Metropolitan Transit District (SCMTD)

Cathy Crowe, Larry Pageler, [Teresa Buika](#)
University of California Santa Cruz – Transportation and Parking Services (UCSC TAPS)

Paul McGrath
RideSpring, Inc.

Dave Fairchild
Monterey Bay Unified Air Pollution Control District (MBUAPCD)

Shelley Gesicki
Monterey County Rideshare – Association of Monterey Bay Area Governments (AMBAG)

Kaki Chen
Transportation Agency for Monterey County (TAMC)

Veronica Lezama
San Benito County Rideshare – San Benito County Council of Governments (SBCCOG)

DRAFT

Susan Heinrich
Metropolitan Transportation Commission (MTC) – 511.org

Cheryl Schmitt
RideSpring Administrator and Bike and Pedestrian Coordinator City of Santa Cruz

Representatives of the RTC's Interagency Technical Advisory Committee who attended the June 2007 ITAC meeting

¹ Washington State Transportation Commission. *WSDOT's Role in Transportation Demand Management: Strategic Interest, Structure, and Responsibilities*, Evans School of Public Affairs, University of Washington, July 2005.

² FHWA, *Mitigating Traffic Congestion – the Role of Demand-Side Strategies*, October 2004.

³ Center for Urban Transportation Research, University of South Florida, National TDM and Telework Clearinghouse online: www.nctr.usf.edu/clearinghouse/tdmterms.htm

⁴ David Schrank and Tim Lomax, Texas Transportation Institute. The 2007 Urban Mobility Report, September 2007.

⁵ David Schrank and Tim Lomax, Texas Transportation Institute. The 2007 Urban Mobility Report, September 2007.

⁶ David Schrank and Tim Lomax, Texas Transportation Institute. The 2007 Urban Mobility Report, September 2007.

⁷ Joe Cortright, Portland's Green Dividend, A White Paper from CEOs for Cities, www.ceoforcities.org, Chicago, IL, July 2007

⁸ Joe Cortright, Portland's Green Dividend, A White Paper from CEOs for Cities, www.ceoforcities.org, Chicago, IL, July 2007

⁹ Safe Routes to School – FHWA Safety <http://safety.fhwa.dot.gov/saferoutes/>

¹⁰ Philip L. Winters, Center for Urban Transportation Research, University of South Florida *TDM and Transportation Systems Performance: Florida Perspective*

¹¹ United Way of Santa Cruz County, Comprehensive Report 2007, Community Assessment Project Santa Cruz County, Year 13.

¹² McCormick Rankin Corporation, 2001 GTA Cordon Count, Transportation Trends 1991-2001, 2003.

¹³ Larry Pageler, Director, UCSC Transportation and Parking Services, Resource Group

¹⁴ Larry Pageler, Director, UCSC Transportation and Parking Services, Resource Group

¹⁵ Valerie Sokolosky, Spirit Magazine, Southwest Airlines, April 1997.

¹⁶ MTC's [spring 2007 survey of 511.org ridematch database participants](#) reports a 36% placement rate ~~based on the spring 2007 survey of 511.org ridematch database participants.~~

¹⁷ National Center for Transit Research at the University of South Florida, *Do You Get What You Incent?: A Virtual Discussion*, Sponsored by: Association for Commuter Transportation, April 2007.