



Transportation Committee

Item #16-9-4 Information

August 25, 2016

Draft Implementation Plan for Transportation Demand Management Strategic Plan

Issue: A working draft of implementation actions for the Transportation Demand Management (TDM) Strategic Plan is now available for Committee review and comment.

Recommendation: None; this is for information and discussion only.

Discussion: SACOG staff, external stakeholders, and interested Board members have been working on an update of the strategic plan for the Transportation Demand Management (TDM) program, drafts of which were shared with the Board in Spring 2016. In June, the Transportation Committee directed staff to complete an implementation portion and then return for adoption of the entire draft TDM Strategic Plan.

After taking input and feedback from a broad group of stakeholders in July and August, and re-examining the goals and strategies in the TDM Strategic Plan, SACOG staff has drafted the final chapter (Attachment A) that sets forth the Implementation Plan for the TDM Strategic Plan. The Implementation Plan includes a series of actions and investments to move the program to one that is more performance-based over time, and that prepares SACOG and its partners for FY 2018/19 when the current Transportation Control Measure guaranteeing TDM program funds expires.

The draft includes a recommended budget allocation of TDM program funds for actions during FY 2016/17. The draft also includes a proposed allocation of remaining funds in the program for FY 2017/18. Final allocations would come back to the Board for approval as part of the FY 2017/18 budget process.

Staff provided this draft implementation plan to TDM stakeholders on Tuesday, August 23, for a three-week comment period to close on Wednesday, September 14. Staff is also holding a workshop with TDM stakeholders on August 26 to take comments and questions. At the September 1 Transportation Committee meeting, staff will share the stakeholder comments and feedback received to date on the Implementation Plan, and take comment from Board members.

Based on all of this feedback, staff will complete a final version of the TDM Strategic Plan, including the implementation plan, for the Board to consider for adoption during the October committee/board cycle.

Approved by:

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MM:SB:rh
Attachment

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CHAPTER 8. IMPLEMENTATION PLAN

Introduction

As discussed in Chapter 1, the current Transportation Control Measure (TCM) that guarantees \$1.2 million in annual funding for TDM efforts will sunset in 2018. To help realize the goals, objectives and strategies from Chapter 7, this chapter puts forth an action plan for using the remaining TDM funds for Fiscal Years 2016/17 and 2017/18 to move the TDM program forward, as well as to prepare for the period beyond the expiration of the TCM. This implementation plan was developed with input from the TDM Task Force and two stakeholder workshops to identify, hone, and prioritize action steps and timelines.

A number of the actions in this implementation plan focus on preparing for the evolution of the funding program from one that has guaranteed, off-the-top funding allocated specifically to TDM, to one that is more flexible and performance-based in showing progress toward reducing air pollution and greenhouse gas emissions. Some of the themes and larger recommended changes to the program include:

- Creating a new TDM Innovations Funding program for grants to be awarded at the beginning of FY 2017/18, the final year of guaranteed TDM funding. The competitive program would be open to all applicants interested in piloting/supporting more innovative and cost-effective TDM strategies that promote behavior change.
- Embarking on more detailed work to assess and recommend technologies and methodologies that SACOG and its partners could institute to advance more integrated traveler information in the region, and improve upon the performance measurement methods used in other regions.
- Rethinking regional branding and marketing by developing more consistent messages, tools, strategies and resources.
- Becoming more integrated with planning and delivering projects that provide additional transportation options that would benefit from TDM programs, campaigns and promotions.
- Completing a variety of smaller research projects to inform expenditures for FY 2017/18 to help SACOG determine the best use of remaining TDM funding in the short term, while preparing for longer term changes.

Action Recommendations

The following are recommendations for actions to further the TDM goals and objectives from Chapter 7. A summary table of actions, recommended timeframes, and proposed funding allocations for the different actions are shown in Table 8.1. Proposed funding allocations will be considered by the SACOG Board in conjunction with adoption of the Strategic Plan. Allocations for FY 2017/18 will be considered as part of SACOG's FY 17/18 Overall Work Program and budget, to be adopted by the Board in May 2017.

Goal 1. Leverage existing and new partnerships to maximize technological opportunities, raise awareness of programs/services, and offer improved and new cost-effective programs/services that support alternative mode use and behavior change.

Objective 1A. Sharpen the focus and efficiencies of SACOG's Traditional TDM Programs.

Objective 1B. Enhance user experience and increase mobility options through technology-based solutions

This Implementation Plan includes the following recommended actions to help meet Goal 1 and Objectives 1A and 1B above: 1) improve integrated traveler information; 2) rethink and strengthen marketing and outreach to encourage mode shifts and behavior change; and 3) strengthen incentives/disincentives.

1. Improve Integrated Traveler Information

Currently the SACOG region does not have the level of integrated information on transportation options available in some of the nation's larger cities and metropolitan regions. The SACOG region's system was updated to feed real-time traffic information to the sacregion511 website but other travel information has not been fully updated, and the 511 website is separate from the Commuter Club website. Google's trip planner is still the broadest application for trip planning in the region, but real-time transit information is not universally available across the region. The Connect Card and regional bikeshare pilot program are still in final development. Static ridesharing information is found separately on the Commuter Club website or private operators' vanpool websites, and Commuter Club offers and requests for rideshares are not always up to date. Apps also tend to be separate for other current transportation options such as TNCs (Uber and Lyft) and car-sharing services.

The following are recommended actions over the next two years to improve and better integrate traveler information in the region:

1a. In the short term, make low-cost updates and improvements to the traveler information available on the sacregion511 website.

1b. Research in more detail the role that MPOs and the private sector have played in developing or supporting integrated website and mobile information on available transportation options and real-time travel, such as enhancing their 511 websites or supporting through partnerships, data and/or funding the development of integrated websites and mobile apps. This will also be informed by Action 5 work on performance measurement. Also consult with agencies in the SACOG region involved in smart city, shared mobility, bike/car share, transit and mobile app development for collaboration and integration opportunities for traveler information. Assess the experience, benefits, costs, outcomes, and lessons from these endeavors, and any potential for building on or leveraging existing platforms. Based on this further research, identify the most appropriate approach for SACOG to pursue in facilitating or supporting better integrated traveler information, and the follow-up actions needed to implement that approach.

2. Rethink and Strengthen Marketing and Outreach to Encourage Mode Shifts and Behavior Change

SACOG has traditionally funded outreach partners to help reduce commute trips through promoting transit, carpooling, vanpooling and bicycling through employers. SACOG also funds and coordinates two region-wide campaigns each year: May is Bike Month and the October Smart Commute campaign, which has focused on different modes in different years. As noted in Chapter 2, individual TMOs/TMAs also offer direct shuttle services, and promote alternative modes to residents through local campaigns, events, and schools.

For FY 2016/17, the SACOG Board approved the use of \$509,595 in CMAQ funds for TDM outreach and marketing. This included approximately \$329,595 in pass-through funds for FY 2016/17 Tier I contracts with TMAs to support their TDM promotional efforts; and \$80,000 for Tier II TDM grants. The FY 2016/17 Tier II competitive grants were available to TMAs to “help fund new or innovative TDM strategies, extend coverage of current partners, or fund other demonstration projects or programs. The intent is that the Tier II awardees will provide quantifiable performance-outcome results that can also help to inform future competitive funding programs.” Another \$100,000 was authorized for a new marketing/outreach effort: an activation campaign at light rail stations to encourage transit travel to the new Golden 1 Center.

The following are the actions recommended over the next two years to support and strengthen TDM-related marketing and outreach:

2a. Continue funding of existing TMO employer- and residential-based services while continuing to work with contracted TMOs to strengthen performance measurement practices.

2b. Implement approved Tier II FY 16/17 projects.

2c. Implement Transit Station Activation events for Golden 1 Center through existing contract.

2d. Implement transit-focused fall campaign for FY 16/17.

2e. Create a regional marketing and advertising strategy to leverage resources and ensure consistent branding for promoting transportation options in the region. SACOG should identify lessons from similar efforts by other MPOs/TMOs before procuring a third party marketing expert to work with SACOG and broad stakeholder interests to develop the regional marketing and branding approach. This regional strategy can complement local efforts and customization as needed to target local differences and specific market segments.

2f. Continue May is Bike Month (MIBM) but assess how to evolve over time into a program that is more focused on VMT reductions and promotion of bicycling as an auto trip-replacement option. This will also include examining opportunities for delivering the campaign at a lower cost by hiring consultants or leveraging other external resources.

2g. Create a new TDM Innovations Funding program that would be a competitive pot of \$450,000 for grants to be awarded at the beginning of FY 2017/18, the final year of guaranteed funding. The competitive program would be open to all applicants interested in piloting/supporting more innovative and cost-effective TDM strategies that promote behavior change. Criteria for this funding program would be developed to ensure that the funds are used for examining/testing opportunities to incorporate the shared economy, new technologies and cutting-edge TDM programs, tools and strategies. Pilot project types might include but not be limited to working with TNCs to offer first mile/last mile connections, Emergency Ride Home services, or carpool options; partnering with technology companies to launch or test travel planning apps in the region; offering a city or employer the opportunity to test parking pricing strategies in its area, and other innovative projects or programs on the leading edge of the TDM field. Projects awarded in FY 2017/18 could still be implemented over a two-year time frame.

3. Strengthen Incentives/Disincentives for Modal Choices

As noted in Chapter 5, research has found that some of the most effective strategies to reduce employee vehicle trips are emergency ride home programs, a combination of TDM services with monetary incentives, and parking pricing.

SACOG as described in Chapter 2 currently offers a six-month Vanpool Incentive Program. This is currently the region's subsidy program offered to groups of riders starting a vanpool that travels at least 75 percent of its miles in the Sacramento six-county region. In terms of other incentives, anyone who works or lives in the Sacramento region is eligible for prize drawings by registering in the Commuter Club or May is Bike Month and logging their trips. Many public agencies and some private employers also offer subsidies towards transit passes, vanpool costs, and carpools. Depending on the TMO/TMA area, other traveler incentives include subsidies for teleworking, biking and walking; incentives for bike purchase, repair and accessories; and the Emergency Ride Home (ERH) program. ERH is currently only offered to employees of TMA/TMO member employers, and residents in the North Natomas TMA area, and is administered by TMA/TMO partners.

The following are recommended actions to strengthen the incentives available for mode shifts and behavior change and disincentives for solo driving.

3a. Maintain existing vanpool subsidy program while examining other options.

3b. Research the specific structures and accounting/payment systems of agencies with Emergency Ride Home (ERH) programs offering options beyond car rentals and taxis (such as Uber/Lyft rides and rides from coworkers), and reimbursements instead of advance vouchers. With input from stakeholders, assess projected usage, financial costs, and benefits to trip reduction of revising/expanding the ERH program, and potential administrative/structural options. Develop action steps to revise/expand the program based on findings and cost/benefit analysis.

3c. Assess the costs vs. financial returns of reporting vanpool trips to the National Transit Database. Assess the financial feasibility and benefits of revising the monthly vanpool subsidy program to extend beyond six months.

3d. Through Census information and SACOG tools, identify areas where travelers have transit, carpool, vanpool, bike and walk options and would be prime areas for targeted marketing and incentive efforts. This could include examining areas with many commuters making similar long commutes for targeted vanpool/carpool potential and areas where good transit service already exists but is underutilized.

3e. Build on prior SACOG research into parking pricing by working with local jurisdictions or employers interested in piloting parking pricing initiatives. These pilot projects could be funded through the expanded TDM Tier 2 funding program.

Goal 2. Better integrate TDM with planning and project delivery both to improve the land use/transportation planning process and promote new multimodal infrastructure when it is completed.

Objective 2A. Support Blueprint and MTP/SCS Implementation Efforts that Increase Travel Choices, Connectivity, and Accessibility.

People who would be open to driving alone less often must have viable alternatives and knowledge of those alternatives or they will not be able to make other choices. SACOG has focused a portion of its TDM resources on planning and implementing the MTP/SCS and Blueprint. This helps support integrated local land use and multimodal transportation planning and project delivery, which results in increased transportation options to promote.

4. Continue Coordination and Complementary Multimodal Transportation & Land Use Planning Support

This Implementation Plan recommends continuing work in partnership with local jurisdictions and stakeholders as follows:

4a. Work with member cities and counties' elected officials, executives, planning and public works staff, in concert with broad TDM partners, on more coordinated efforts to plan for, deliver, implement and promote TDM projects and programs that help implement and achieve the outcomes of the MTP/SCS. These efforts would include:

- Identifying high priority areas where bicycle and pedestrian infrastructure and transit improvements could have maximum impact on reducing VMT, and incorporating development patterns and projects supporting enhanced transportation choices into local plans.
- Prioritizing and delivering projects that offer and promote the use of non-solo driving options (complete streets, improvements to bike and/or pedestrian facilities, transit services, ridesharing options, etc.)
- Promoting alternative mode programs and multimodal use of new infrastructure projects when complete.

4b. Work with local jurisdictions and the Office of Planning and Research on opportunities to support the implementation, monitoring and enforcement of Transportation Management Plans and EIR TDM mitigation measures (e.g., mitigations that require membership in a TMA, transit pass provision, car share memberships, etc.).

4c. Continue to encourage broader participation in the TDM Task Force to expand knowledge-sharing and collaborative opportunities for TDM efforts between sectors and partners.

4d. Explore with SACOG staff and the ITS Partnership ways to integrate TDM into the Local and Regional Intelligent Transportation System (ITS) Master Plan and Architecture Updates to be launched by SACOG in FY 2016/17.

Goal 3. Collect & analyze data to make smart investments that focus on long term behavior change.

Objective 3A. Evolve to Become a Truly Performance-Based Regional Program

Objective 3B. Diversify TDM Funding Sources and Leverage External Funds to Implement Creative, Innovative and Long-Term Efforts

As noted in Chapter 6, SACOG and an expanding group of partners' involved in TDM efforts can have a significant impact on reducing VMT not only now, but also as infrastructure investments are made that offer more transportation options to more people in the region. A more robust performance measurement system and increased ability to leverage and compete successfully for outside funds will support investments in these transportation options and TDM strategies most likely to achieve regional goals for mode shifts, VMT and emission reductions, as well as help communicate program performance, outcomes and successes.

5. Develop, Test and Implement TDM Performance Measures

SACOG's research, described in more detail in Chapter 6, found that the agencies considered as having the "best practices" for TDM performance measurement largely depend on a high level of surveying. However, traditional surveys can be costly and time-consuming, and therefore tend to be administered on an annual or less frequent basis.

SACOG is committed to expanding the region's capacity for evaluating its TDM programs and strategies, and recognizes that attention and resources will need to be devoted to developing performance measures and associated methods to collect data. For this reason, SACOG developed a TDM evaluation grant proposal for the TransitCenter, which moved the application into its regular funding program. Through this funding, SACOG would engage a consultant to assess a variety of technologies and platforms for collecting and quantifying outcome data more simply and efficiently, and recommend a plan for establishing more systematic TDM measurement approaches. This work will also help inform the future role of the 511 and Commuter Club websites in concert with Task 1b.

The following are recommended actions to move towards a more performance-based program:

5a. Continue to fund Commuter Club and May is Bike Month websites while examining opportunities where other technologies may offer more cost-effective features. While the Commuter Club and May is Bike Month websites offer some outreach and user engagement features that are valuable, it is important to examine other technologies that might allow for similar engagement levels while providing better data collection and performance measurement opportunities at a lower cost. Depending on the work that results from the actions below, funding allocations for these websites may need to be altered.

5b. Conduct project (potentially through SACOG's TransitCenter funding application) to assess new technologies and methodologies for data collection, and develop recommendations for more systematic measurement/evaluation of TDM programs and strategies.

5c. Incorporate findings on how to institutionalize a more performance-driven measurement system into TDM program work plans, funding guidelines, and contracts. This could include how to make revisions to

Commuter Club, 511 and May is Bike Month websites or adopt new methodologies for data collection and measurement.

6. Identify and Leverage Additional Funding Opportunities

There are a variety of funding programs that could potentially fund TDM activities and/or leverage TDM activities, such as the Sacramento Transportation Authority's TOD set-aside, SMAQMD's Infill Streamlining Program, Cap-and-Trade programs, the state Active Transportation Program, and federal programs. New funding programs such as the Federal Transit Administration's Mobility on Demand program also provide new opportunities for partnership and program funding. The following actions are recommended to capitalize on additional funding opportunities:

6a. Monitor funding opportunities related to TDM that could provide funding to SACOG, TMOs and other partners that might allow for more pilot programs, innovation opportunities, or expansion of cost-effective programs, that increase travel behavior change.

6b. Communicate these funding opportunities these funding opportunities to partners and provide technical assistance in applying for funds and/or assist with connecting partners that might have shared interests and goals in applying for funds.

7. Plan and Implement Program Revisions

SACOG will continue to make progress on the actions above with the overarching goal being to move the TDM program to one that is more performance-based and outcomes-oriented. This final action step involves setting aside a small amount of funding to be allocated in the final year of the TCM requirement based on the findings from the research and actions outlined above, as well as to continue longer range planning for TDM efforts beyond FY 2017/18.

7a. Put money aside as a contingency for additional resource needs as they become clearer for FY 2017/18 based on the above actions.

7b. Building on above actions, plan for TDM program transition and revisions in funding allocations and funding programs beyond the TCM expiration in FY 17/18.

Table 8.1 TDM Implementation Plan Proposed Funding Allocations

Broad Action	Specific Action	Timeline July 1, 2016 - June 30, 2018	Proposed Two Year Total Budget	Proposed Fiscal Year 16/17	Estimated Fiscal Year 17/18
1. Improve Integrated Traveler Information	1a. In the short term, make low-cost updates and improvements the traveler information available on the sacregion511 website.	Months 0-6	\$ 15,000	\$ 15,000	\$ -
	1b. Research in more detail the role that MPOs and the private sector have played in developing or supporting integrated website and mobile information on available transportation options and real-time travel, such as enhancing their 511 websites or supporting through partnerships, data and/or funding the development of integrated websites and mobile apps. This will also be informed by Action 5 work on performance measurement.	Months 6-12	\$ 20,000	\$ 20,000	\$ -
2. Rethink and Strengthen Marketing and Outreach to Encourage Mode Shifts and Behavior Change	2a. Continue funding of existing TMO employer- and residential-based services while continuing to work with contracted TMOs to strengthen performance measurement practices.	Months 0-24	\$ 659,190	\$ 329,595	\$ 329,595
	2b. Implement approved Tier II FY 16/17 projects.	Months 0-12	\$ 80,000	\$ 80,000	\$ -
	2c. Implement Transit Station Activation events for Golden 1 Center through existing contract.	Months 0-6	\$ 125,000	\$ 125,000	\$ -
	2d. Implement transit-focused fall campaign for FY 16/17.	Months 0-18	\$ 50,000	\$ 50,000	\$ -
	2e. Create a regional marketing and advertising strategy to leverage resources and ensure consistent branding for promoting transportation options in the region.	Months 6-12	\$ 50,000	\$ 50,000	\$ -
	2f. Continue May is Bike Month (MIBM) but assess how to evolve over time into a program that is more focused on VMT reductions and promotion of bicycling as an auto trip-replacement option.	Months 6-24	\$ 430,000	\$ 215,000	\$ 215,000
	2g. Create a new TDM Innovations Funding program that would be a competitive pot of \$450,000 for grants to be awarded at the beginning of FY 2017/18, the final year of guaranteed funding. The competitive program would be open to all applicants interested in piloting/supporting more innovative and cost-effective TDM strategies that promote behavior change.	Months 12-24	\$ 450,000	\$ -	\$ 450,000
3. Strengthen Incentives/Disincentives for Modal Choices	3a. Maintain existing vanpool subsidy program while examining other options.	Months 0-24	\$ 60,000	\$ 30,000	\$ 30,000
	3b. Research the specific structures and accounting/payment systems of agencies with Emergency Ride Home (ERH) programs offering options beyond car rentals and taxis (such as Uber/Lyft rides and rides from coworkers), and reimbursements instead of advance vouchers.	Months 12	\$ 10,000	\$ 10,000	\$ -
	3c. Assess the costs vs. financial returns of reporting vanpool trips to the National Transit Database. Assess the financial feasibility and benefits of revising the monthly vanpool subsidy program to extend beyond six months.	Months 6-8	\$ 10,000	\$ 10,000	\$ -
	3d. Through Census information and SACOG tools, identify areas where travelers have transit, carpool, vanpool, bike and walk options and would be prime areas for targeted marketing and incentive efforts.	Months 6-15	\$ 20,000	\$ 10,000	\$ 10,000
	3e. Build on prior SACOG research into parking pricing by working with local jurisdictions or employers interested in piloting parking pricing initiatives. These pilot projects could be funded through the expanded TDM Tier 2 funding program.	Months 6-12	\$ 10,000	\$ 5,000	\$ 5,000

Broad Action	Specific Action	Timeline July 1, 2016 - June 30, 2018	Proposed Two Year Total Budget	Proposed Fiscal Year 16/17	Estimated Fiscal Year 17/18
4. Continue to improve Complementary Multimodal Transportation & Land Use Planning Support	4a. Work with member cities and counties' elected officials, executives, planning and public works staff, in concert with broad TDM partners, on more coordinated efforts to plan for, deliver, implement and promote TDM projects and programs that help implement and achieve the outcomes of the MTP/SCS.	Months 6-24	\$ 380,000	\$ 200,000	\$ 180,000
	4b. Work with local jurisdictions and the Office of Planning and Research on opportunities to support the implementation, monitoring and enforcement of Transportation Management Plans and EIR TDM mitigation measures	Months 6-12	\$ 15,000	\$ 15,000	\$ -
	4c. Continue to encourage broader participation in the TDM Task Force to expand knowledge-sharing and collaborative opportunities for TDM efforts between sectors and partners.	Months 0-24	\$ 25,000	\$ 12,000	\$ 13,000
	4d. Explore with SACOG staff and the ITS Partnership ways to integrate TDM into the Local and Regional Intelligent Transportation System (ITS) Master Plan and Architecture Updates to be launched by SACOG in FY 2016/17.	Months 9-12	\$ 15,000	\$ 15,000	\$ -
5. Develop, Test and Implement TDM Performance Measures	5a. Continue to fund Commuter Club and May is Bike Month websites while examining opportunities where other technologies may offer more cost-effective reporting and engagement features.	Months 0-24	\$ 230,000	\$ 115,000	\$ 115,000
	5b. Conduct project (potentially through SACOG's TransitCenter funding application) to assess new technologies and methodologies for data collection, and develop recommendations for more systematic measurement/evaluation of TDM programs and strategies. (Application to TransitCenter is for \$50,000 in additional support)	Months 3-18	\$ 138,000	\$ 50,000	\$ 88,000
	5c. Incorporate findings on how to institutionalize a more performance-driven measurement system into TDM program work plans, funding guidelines, and contracts. This could include how to make revisions to Commuter Club, 511 and May is Bike Month websites or adopt new methodologies for data collection and measurement.	Months 9-18	\$ 20,000	\$ 12,000	\$ 8,000
6. Identify and Leverage Additional Funding Opportunities	6a. Monitor funding opportunities related to TDM that could provide funding to SACOG, TMOs and other partners that might allow for more pilot programs, innovation opportunities, or expansion of cost-effective programs, that increase travel behavior change.	Months 0-24	\$ 30,000	\$ 15,000	\$ 15,000
	6b. Communicate these funding opportunities these funding opportunities to partners and provide technical assistance in applying for funds and/or assist with connecting partners that might have shared interests and goals in applying for funds.	Months 0-24	\$ 10,000	\$ 5,000	\$ 5,000
7. Plan and Implement Program Revisions	7a. Put money aside as contingency for additional resource needs as they become clearer for FY 2017/18 based on above actions.	Months 13-24	\$ 151,400	\$ -	\$ 151,400
	7b. Building on above actions, plan for TDM program transition and revisions in funding allocations beyond TCM expiration in FY 17/18.	Months 11-24	\$ 35,000	\$ 10,000	\$ 25,000
TOTAL			\$ 3,038,590	\$ 1,398,595	\$ 1,639,995