

Bicycling Subsidies and Allowances



Incentive Programs and Subsidies

Introduction

Bike subsidies and allowances refer to a monthly financial subsidy that helps bike commuters defray the cost of bike maintenance and accessories, such as gloves, helmets and lights. Unlike transit or parking subsidies, bike subsidies are considered taxable income.

Impact and Benefits

Subsidies help address the perceived cost barrier of cycling, and they may be seen as a reward for choosing a greener commute mode. When subsidies for bicycling are offered, employers can see significant savings and benefits from people utilizing active modes of transportation such as improved employee retention and productivity.

Implementation Considerations

When implementing a subsidy for employees who commute to work by bike:

- Determine whether to structure the program as an incentive to bike or as a reimbursement program to defray the cost of bicycling. An incentive would be paid regardless of whether the bicyclist incurs any expenses, while the reimbursement program would reimburse bicycling-related expenses up to a limit upon submission of receipts. Keep in mind that it will be considered taxable income for employees unless the reimbursements are relatively infrequent and so small in value as to qualify as de minimus. De minimis benefits cannot exceed \$21 per month and are not provided on a regular or routine basis. The IRS considers de minimis benefits to have so little value that accounting for them is considered unreasonable and/or administratively impractical.
- Determine eligibility requirements, such as minimum number of days biked per month to qualify.
- In case of an incentive program, design the subsidy to be either based on month-to-month participation or to be paid for every day the employee bikes to work. Daily subsidies can also be offered to part-time bike commuters and will require a verification system that can rely on self-reporting or involve showing the bike or bike helmet. They typically are not paid daily, but rather along with payroll cycles.

To more directly impact those who drive to work on a regular basis, a bicycle subsidy can be offered in lieu of an employer provided parking space. If your organization provides free parking to employees, leverage the option of them giving up their parking space in exchange for a bicycle subsidy.

This employer-provided perk should be offered to all employees and should be presented as an option to new-hires during the onboarding process. An employee is more likely to ride their bicycle to work on a regular basis if they haven't made a habit out of driving to work.

Bicycling Workshops

Bicycle and Pedestrian Programs



Introduction

Onsite bicycling workshops provide a convenient, small group environment for employees and students to learn about safe bike commuting, basic bike maintenance, and advanced topics such as bike commuting in inclement weather. Classes are tailored towards removing perceived barriers to bicycle commuting and provide a forum for employees and students to learn from both experts and fellow bicycle commuters. Bicycle workshops are typically classroom-based but can also include an on-street component.

Impact and Benefits

Many people do not use bicycles for commute purposes because they do not feel safe or lack the confidence to do so. The skills learned in bicycling workshops help increase confidence among the attendees, which can lead to increased ridership. Safety tips learned in workshops can reduce conflicts between drivers and bicyclists as people become more knowledgeable about the laws and etiquette. Increased bike commuting will reduce motor vehicle parking demand and improve the health and wellness of employees and students.

Implementation Considerations

Bicycling workshops can be organized by your organization's transportation coordinator, a green team committee member or an interested employee, intern or student. Implementation considerations include:

- Determining demand for various topics and workshop types through conversations with commuters, surveys or focus groups. Workshops can range from introductory bike commuting classes to work to bike commuting in inclement weather, and typically cover some or all of the following:
 - Route planning and wayfinding to identify safe routes
 - What to wear while bike commuting
 - Basic bike maintenance
 - Traffic laws and etiquette pertaining to bicyclists
 - Worksite resources, such as bike parking, showers, bicycle user groups and incentive programs
- Determining workshop length: it could be a short, lunch hour workshop or a longer 2-3 hour hands-on session.
- Determining a time and location for the workshop, depending on whether it is class-room based or on-street. On-street sessions often begin with a classroom component, so make sure to allow for this.
- Securing instructors to teach and present on the respective subjects. For bicycle maintenance workshops, it is often possible to solicit a demonstration from a local bicycle shop that has the capacity to demonstrate basic bicycle maintenance. Local advocacy organizations may have bicycle commute classes or programs that can be made available to an organization or group. The League of American Bicyclists has trained instructors in most areas of the country that can be hired to teach a workshop.
- Promoting the event using regular communications channels, such as newsletters, e-blasts, posters and employee intranet, as well as by word of mouth through existing bike commuters.

During this process, it may be possible to identify workplace bike ambassadors: employees or students who are already bike commuters and are interested in sharing their knowledge, assisting with future events and serving as a resource for other commuters after the workshop has been conducted. If desire and capacity exist, an internal bike commuting group can be formed to champion onsite amenities and programs that make bicycle commuting more feasible and attractive for would-be bike commuters.

Bike Repair Kits/Station

Bicycle and Pedestrian Support Infrastructure



Introduction

Bike repair kits can be offered in form of a permanently installed bike repair station near you bike parking or as a set of tools that can be made available to students and employees.

Impact and Benefits

Bike repair kits or stations increase the reliability of bicycles as a commute mode and thereby make it more attractive for employees and students to bike.

Implementation Considerations

Offering bike repair services can include the following options:

- Provide an on-site bike stand with tools near bike parking.
- Keep a bike pump and basic repair tools at the front desk to be borrowed by employees.

Tools should include a pump that works with Schrader and Presta valves, multi-purpose bike tool, tire levers, tire patch kit and tubes in common sizes.

In addition or instead, the following could be explored to provide employees and students with peace of mind that their bike will get them safely to and from work or school:

- Discounts or vouchers for repair services to a nearby bike shop.
- A contract with an on-call mechanic, if available in your area.
- A bicycle repair workshop to help would-be commuters learn how to perform their own basic bicycle maintenance, repair flat tires and use a bicycle pump properly.

If your organization has an internal group of avid bicycle commuters, work with them to promote bicycle maintenance and use of the bike repair tools or services available. Avid bike commuters can also be a good internal resource for teaching other employees about bike maintenance.



Source: TAMC

Additional Resources:

Transportation Agency for Monterey County (TAMC) offers grants for the purchase price of a public bicycle repair station as part of its Bicycle Secure Program. Contact TAMC for program and application details: <https://www.tamcmonterey.org/programs/bike-pedestrian/bicycle-secure-program/>

Bike Share/Scooter Share or Loaner Program



Bicycle and Pedestrian Programs

Introduction

Bike or scooter share/loaner programs provide employees, students or visitors with short-term access to a bike or scooter for specific trips. Where no city- or district-wide program exists, large organizations can implement their own program to provide access to bikes for their constituents. Programs can be based on a low-tech check-out system that allows employees, students and visitors to rent bikes or scooters for a certain period or a technology enabled bike share system.

Bike/scooter share programs are a great option for students or employees who need to make short mid-day trips, but who do not own a bike or for whom it is not convenient to bring their own bike. It is also a great strategy to get visitors to leave their car parked and use a bike or scooter for trips around town.

Impact and Benefits

Bike/scooter share or loaner programs have been shown to reduce vehicle trips and increase the use of active transportation. They allow individuals to try a different way of getting around without having to commit to investing in a bike or scooter. In addition, they showcase an organization's commitment to multi-modal transportation, health and the environment.

Implementation Considerations

Low-tech Option: Bike/Scooter Loaner/Library

Bike or scooter loaner or library systems can be set up with a simple low-tech reservation system. Hotels can make bikes available to be checked out at the front desk. In an employment setting, employees can register for access to one or several company bikes at the front desk. This system typically requires users to return the bike or scooter where they picked it up.

High-tech Options: Station-based or Dockless Bike/Scooter Share Systems

Various bike and scooter share options are available through private vendors who can be permitted to operate within a defined service area. This system allows more flexibility with regards to where bikes or scooters are picked up or returned. Station-based models require that bikes/scooters are returned to a station when the ride has been completed. Dockless operational models include real-time vehicle tracking, which allows bikes or scooters to be left anywhere in the service area. Users use an app or website to locate the closest bike or scooter to them.

Dockless systems been particularly successful in campus settings, but must be accompanied with an education campaign about where to park these vehicles. To mitigate the clutter on sidewalks and public spaces, dockless bike and scooter locations should be determined and formalized through installation of bike racks, painting corrals, or other creative means to delineate the appropriate areas for dismounting and "parking" them. Dockless models have lower installation costs; however, some electric bike and scooter providers are now beginning to install charging docks to facilitate the process of rounding up vehicles to charge them.



Example of a dockless mobility "bike box"

Case Studies:

- Casa Munras Garden Hotel and Spa allows guests to rent a bike for a small fee at the front desk.
- In the fall of 2018, CSUMB partnered with Lime-S to bring electric scooters to campus. In the first five months, 60,000 rides were taken with Lime scooters.

Bike/Scooter or Car Share Subsidies



Incentive Programs and Subsidies

Introduction

Bike/scooter share or car share subsidies require the existence of a car share or bike/scooter share program either at the organizational level or at the city or regional level. They should be considered if your organization is working with a car share or bike share operator to bring vehicles to your location. If demand is unknown, the operator might require a direct financial commitment or the provision of subsidies to create demand.

Subsidies can take the form of membership subsidies, credits or promotional codes that offer free or reduced usage or direct subsidies to the operator to guarantee the availability of car share vehicles.

Impact and Benefits

Subsidies to access shared use vehicles remove a barrier (cost) to usage and as a result increase the use of shared vehicles. Shared vehicles can be particularly useful for mid-day trips or access to and from transit stops. Access to a free or subsidized car share vehicle for both business and personal use allows employees to carpool, bike, walk or take transit to work and still have access to a vehicle when they need one. In a college or university setting, shared vehicles and subsidies expand the mobility of students who may not have access to a car.

Implementation Considerations

Bike and car share memberships can be subsidized through a private operator, such as a dockless mobility provider, or through a municipally-operated system. The subsidy can be a cash payment made directly to the employee, with a credit system managed through a smartphone application or with a membership card that is paid for by the employer. Some car share operators allow corporate accounts to be created where employees are issued individual membership cards. An appointed account manager can approve employee car share requests. Through this structure, memberships are almost always completely subsidized by the employer, but costs can sometimes be shared with employees.

The shared mobility landscape is dynamic. As policies, technology and programs change in the future, new opportunities and payment structures may arise that change how shared vehicles could be subsidized.

Car Share

Parking Strategies



Introduction

Designate desirable parking spaces for car sharing vehicles and arrange for shared vehicles to be available. This allows commuters and students to leave their own cars at home and use alternative modes of transportation to commute to and from work/school while still guaranteeing access to a car during the day.

Impact and Benefits

Offering car share vehicles at your organization reduces vehicle trips during commute times and increases the mobility of employees and students.

Implementation Considerations

Unlike traditional fleet vehicles, car share vehicles are available to anybody with a membership for any type of trip, and can be reserved online or using an app. This ensures high utilization of the vehicles and allows employees and students to access a car at any time without the need for their own vehicle. Car share vehicles are typically managed by third-party car share providers and may require a financial subsidy in exchange for guaranteeing a vehicle at your location. Large organizations can also use car share software to manage their fleet vehicles across departments.

Designated parking spaces are a requirement for adding car share vehicles. Car share parking has many similarities with preferential carpool parking. These spaces should give priority to commuters who don't drive their cars alone to work and need to use a car share vehicle to complete midday trips. It is important for a designated car share parking to be in a prominent, highly-trafficked and visible location, and to be clearly marked to avoid abuse.

Oftentimes, private car share vendors will have approved signage for on-street parking spaces. If your organization provides your own car share vehicle, try to brand the parking space and vehicle to match your organization's commuter benefit program.

Charge for Parking

Parking Strategies



Introduction

Parking is often viewed as free as employees and students are unaware that they are in fact receiving a subsidy. Charging for parking, whether market rate or a lower subsidized rate, is an effective way to bring awareness to the cost of parking and level the playing field between driving alone and parking, and taking other modes of transportation.

Impact and Benefits

Charging for parking can have a significant impact on vehicle trips and miles traveled. Estimated reductions will vary based on the amount that is being charged, and the number and quality of alternative transportation modes available to employees, students and visitors. According to CAPCOA Quantifying Greenhouse Gas Mitigation Measures, a \$3 per day charge in an urban location can result in a reduction in vehicle miles traveled of up to 17 percent. Reduced parking demand is another benefit of charging for parking.

Implementation Considerations

Price Parking Based on Use

Parking pricing should be tailored toward the user and the duration necessary. Employee and student parking can be priced daily, weekly or monthly, and various mechanisms can be used to ensure that parking fees are collected. These include parking permit systems and access-controlled parking. Pricing employee and student parking on a daily basis provides an incentive to drive less and use alternative transportation. Weekly or monthly pricing translates into sunk costs instead and therefore incentivizes driving.

Customer and visitor parking is typically priced hourly to daily, depending on the services your organization offers. If your organization is concerned with encouraging parking turnover and availability, try to price your parking so it is always about 85-90% occupied. This may require adjusting pricing over time or dynamically to maintain occupancy rates below 90% during peak periods.

Avoiding Spillover Parking

Parking charges are most easily implemented in areas where parking is scarce and where street parking is restricted. In areas where free parking is readily available, pricing parking simply causes employees, students and visitors to park in surrounding areas.

Equity

Since parking fees tend to be a fixed price per person, they disproportionately put a burden on low-income employees and students. While setting parking fees based on financial need is difficult to administer, it is possible to differentiate fees by employment type. For example, California State University Monterey Bay has different parking fee schedules for staff, faculty and management/student/other. Alternatively, lower-priced parking can be made available in less desirable lots.

Use of Parking Revenue

If your organization is transitioning from a parking program that was free to users, consider using the revenue to help other commuter benefit programs or projects, such as subsidized transit passes or

bicycle amenities. If located in a larger commercial area, explore the possibility of forming a parking district where you can price parking similarly with surrounding lots and aggregate the funds to pay for community infrastructure programs and projects, such as sidewalk repairs or bike racks.

Charge Separately for Parking

Parking Strategies



Introduction

Instead of bundling parking cost into the cost of the hotel room or admissions price, charge separately for parking. This forces the visitor to consider the cost of parking and rewards visitors who arrive without a car. Visitor awareness of transportation options is important for this strategy, as they are more likely to consider visiting car-free if they are aware of the options prior to arrival.

Impact and Benefits

Visitors who choose to arrive without a vehicle will not drive while vacationing, which reduces vehicle trips, resulting in reduced traffic congestion and parking demand.

Implementation Considerations

Charging separately for parking not only helps to encourage visitors to consider the cost of parking their vehicle, it can help influence visitors to leave their car parked for a longer period of time and walk to nearby destinations.

In order to ensure visitors have the opportunity to consider how much they will pay for parking, be sure to advertise the parking costs on your organization's website or when the visitors books their hotels. This will help influence visitors to travel car-free.

Parking pricing can be managed through a permitting process conducted at a kiosk, in person or through automated systems if parking is gated. If not gated, enforcement is required to ensure all guests pay for parking. Whether to price parking at hourly or daily rates depends on your type of organization and your goals. Hotels should consider pricing their parking daily to encourage guests to leave their vehicle and explore the area car-free or consider traveling car-free entirely. Museums and similar tourist attractions should weigh the need for parking turnover with the desire to reduce short trips when pricing their parking. Organizations can also promote those municipal parking lots that offer all-day parking.

Case Studies:

The Monterey Hotel provides guests with the following parking options: Valet parking at \$27 a day with unlimited in/out privileges, nearby municipal parking at \$7 per entry for a maximum of 24 hours, and street parking, which is free but has a one to two hour limit on weekdays and Saturdays, depending on the location.

Additional Resources:

Municipal parking lots offering daily parking: <https://monterey.org/Visitors/Car-Free-Monterey>

Transportation/Commute Surveys



TDM and Active Transportation Support Programs

Introduction

Employee transportation surveys provide valuable information about how employee and student travel changes over time and provide insights into opportunities for offering programs that reduce drive alone trips or reduce the need for travel altogether. Transportation surveys are helpful in the planning stages of a TDM program to understand existing behaviors, helping narrow down which strategies have the greatest potential to make an impact. Periodic commuter surveys are also used to evaluate the effectiveness of TDM programs in shifting travel mode away from driving alone.

Impact and Benefits

Baseline surveys are an effective way to identify a baseline mode share and collect information that allows for the design of a tailored TDM program. Follow-up surveys measure the success of a program and determine the magnitude of behavior change and resulting reductions in vehicle trip and vehicle miles traveled. Surveys provide the opportunity to collect additional data to inform programming, such as attitudes related to commuting, interest in specific commute programs and barriers to using alternative transportation modes.

Implementation Considerations

Conducting employee transportation surveys entails survey design, distribution, and analysis. Ideally, surveys are conducted on a regular basis to establish commute trends overtime, continuously inform transportation programs and evaluate the success of those programs. Survey design and distribution must be carefully and consistently managed to ensure response data integrity and avoid survey fatigue.

Survey Design

When designing the baseline survey, be sure to ask the same questions you plan to ask in the future to simplify comparisons. At the minimum, your survey should ask questions to collect the following:

- Employee commute mode during a typical week
- Commute distance and time
- Departure and arrival time
- Transportation challenges and barriers

In addition, surveys often include questions about employee awareness of existing transportation programs offered by your organization or questions that gauge interest in specific programs. Along with mode split information, these responses can help to target commute-reduction programs directly to the employees who may benefit from them most. Keep your survey short and concise and avoid asking leading questions. Ensure your survey is tailored to the language abilities of your audience: for example, consider literacy levels or level of English understanding. You may need to create your survey in multiple languages.

Survey Distribution

Surveys can be distributed online or as paper surveys, depending on how your employees are most easily able to respond. Intuitive survey development and implementation tools are widely available. Survey Monkey and Survey Gizmo are two of several online survey tools that have competitive pricing,

a user-friendly interface and training videos. Before launching the survey, test it to make sure it performs as intended. Distribute the survey via your regular employee communications methods, such as email, employee portal, or in-house mail and draw attention to the survey by using posters, holding outreach events or by asking managers to mention it in staff meetings. To ensure a high response rate, either make it mandatory or offer prize incentives for survey respondents. In order to be able to extrapolate the results to all employees, make sure your sample size meets statistical significance, ideally at the 95 percent confidence level and 5 percent margin of error. Online survey tools often include sample size calculators along with guidance on how to use them.

Survey Analysis

Once you have reached your target response rate, discard incomplete and erroneous entries and then analyze and summarize the data. Online survey tools typically have reporting and analysis capabilities. In addition, they usually allow the user to export the survey responses and analyze them in Excel.

Survey Schedule

Define a regular survey interval, such as one year, so that your results are comparable over a consistent period of time. A regular survey schedule will also allow survey implementation to be more easily incorporated into a managers workplan.

Sample Survey Questions

The survey questions below are sample questions that can be adapted depending on employer needs and interests. For example, an employer with shift workers would want to adjust the arrival and departure time options from Questions 5 and 6, and a retail store that requires employees to be onsite would want to remove the Telework option from Question 1. Employee commute surveys present an opportunity to find out about their employees' transportation challenges and test certain ideas and programs, which will vary by employer.

1. How do you travel to work during a **typical week**? If you use more than one travel mode on a single day (such as walking to the bus stop and then taking the bus), report the travel mode you used for the longest distance of your trip.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Did not work							
Drove alone							
Bus/Train							
Bike							
Walk							
Carpool							
Vanpool							
Motorcycle/scooter							
Worked from home							
Other							

2. About how many miles do you travel from home to work (one way)? _____
3. About how many minutes does it take you to get from home to work? _____
4. About how many minutes does it take you to get from work to home? _____
5. What time do you typically arrive at work?

- Before 6:00 a.m.
- 6:00 – 6:59 a.m.
- 7:00 a.m. – 7:59 a.m.
- 8:00 a.m. – 8:59 a.m.
- 9:00 a.m. – 9:59 a.m.
- 10:00 a.m. or later
- My start time varies

6. What time do you typically leave work?

- Before 3:00 p.m.
- 3:00 p.m. – 3:59 p.m.
- 4:00 p.m. – 4:59 p.m.
- 5:00 p.m. – 5:59 p.m.
- 6:00 p.m. – 6:59 p.m.
- 7:00 p.m. or later
- My end time varies

Commuter Tax Benefits

Incentive Programs and Subsidies



Introduction

The federal commuter tax benefit based on Section 132(f) of the federal tax code enables commuters to pay for “qualifying transportation expenses” that include transit passes, vanpool fares, and parking fees using pre-tax income. Employees can use pre-tax income to pay for transit, vanpool, and parking expenses through a payroll deduction up to a maximum amount designated by the IRS every year, much like a flexible savings account.

Impact and Benefits

Employees pay no income tax (up to the allowable amount) on the benefit and the employer saves money through reduced payroll taxes. By reducing the cost of transit or vanpooling, this benefit can incentivize employees to choose to commute via public transit.

Implementation Considerations

The commuter tax benefit is defined in Internal Revenue Code Section 1.132 as a Qualified Transportation Fringe Benefit. An employer does not have to ask the IRS for permission to implement a commuter tax benefit. There are no plan filings or forms for the employer to fill out, no irrevocable elections and no mandatory enrollment dates.

The tax benefit program can be administered in-house or through a payroll service provider. Most payroll and benefits providers offer transportation benefits, but there are also companies that specialize in transportation benefit payroll services, including Wage Works, Benefit Strategies and Edenred. In some cases, vendor-managed commuter benefits have a relationship with existing transit agencies to provide transit passes or debit cards. Ask Monterey Salinas Transit or your local transit agency if they have a partnership with a commuter tax transportation benefit vendor.

The benefit your organization offers should be paid through a pre-tax payroll deduction. Integrate with your existing payroll management process to deduct employee deferrals at regular intervals, such as monthly, bi-weekly, or whenever your payroll is processed.

Once implemented, strive to integrate and to present the benefit as part your organization’s existing benefits package and ensure the program clearly defines that pre-tax dollars are used. Depending on your organizations trip reduction goals, you can offer commuter tax benefits in the form of transit passes or pre-loaded debit cards.

Additional Resources:

Internal Revenue Service, Publication 15-B, Employer’s Tax Guide to Fringe Benefits 2019
<https://www.irs.gov/pub/irs-pdf/p15b.pdf>

Customized Travel Plans

TDM and Active Transportation Support Programs



Introduction

This service provides customized travel plans to individual commuters along with programs and incentives that may be available to them. It is typically performed by an employee transportation coordinator. The consultation aims to influence decisions on where to live, and how to travel to school/work, and helps the commuter make other travel decisions.

Impact and Benefits

Awareness of all available transportation options increases the likelihood that employees and students will use alternative or active transportation over driving alone. Customized plans are more effective than general marketing in achieving lasting behavior change. They can reduce vehicle miles traveled up to 4%¹.

Implementation Considerations

Customized travel planning is typically provided to employees who show interest in improving their commute options. It can be offered at any time, but is particularly effective during the onboarding process, prior to a company relocation, and during events where vehicle access or parking is affected by construction, special events or similar reasons,

Travel plans map the employee's home and office location and offer one or several alternative modes and routes to driving alone. This can include transit routes and schedules, carpool options, and safe and pleasant bike and walk routes. In addition, the plan should include programs, incentives and subsidies the employee is eligible for, such as transit pass subsidies and carpool incentives.

¹ CAPCOA Quantifying Greenhouse Gas Mitigation Measures, August 2010

Earn-a-Bike Program

Bicycle and Pedestrian Programs



Introduction

An earn-a-bike program offers employees who do not already have a commuter bike the chance to earn one. This is typically done by providing employees with a bike (or a bike voucher) and then giving them a specified dollar amount as credit for every day they ride the bike. Once they reach the purchase price, they own the bike outright. This is a great incentive for staff who may be interested in biking to work, but do not have the funds to buy a bike or view the chance to earn a free bike as an encouragement to start biking.

Impact and Benefits

This strategy removes a significant barrier to bike commuting: the lack of a reliable, comfortable bike. By providing a bike upfront and transferring ownership ride by ride, it allows employees to get into the habit of biking while they are excited about the program. This increases the chance of lasting behavior change.

Implementation Considerations

Choose a schedule for the bike program that gives employees flexibility but still holds them accountable for riding their bike to work. A routine or requirement to ride will help ensure compliance with the program and reduce the rate of employees who fail to complete the challenge. To help employees envision how long it will take for them to own the bike, map out the amount of time it would take to own the bike showing variations if they commute one, three, or five times a week. Consider publicly displaying the portion of the bike that each employee has earned to date. This keeps the challenge fun, helps employees visualize their progress and raises awareness of the program to other employees.

If an employee fails to complete the necessary number of bicycle commutes within a certain time-frame, their bike may be revoked, or they can be asked to pay a prorated cost of the bike. This timeline will ensure the employee is remembering to make their bike commute a regular and routine part of their schedule.

Consider pairing the earn-a-bike program with onsite bicycle amenities or maintenance and safety classes. This will help mitigate some of the barriers to riding a bike that some new bicycle commuters may face, which will help them stay true to their timeline for owning their bike.

Case Studies:

Sonos, a manufacturer of wireless hi-fi systems located in Santa Barbara, CA, started offering an earn-a-bike program as part of a comprehensive commuter benefits program in an effort to minimize parking expenses while growing the number of employees. Participating employees receive a \$600 voucher towards a new bike and earn ownership by riding to work 60 days over the course of a year. This program, in combination with bike safety classes, bike-related events and ongoing transit and bike benefits for employees, led to an increased alternative transportation mode share among employees living five miles or less from work from 5 percent to 47 percent.

Emergency Ride Home

Employee Benefits/Cost Savings



Introduction

Emergency Ride Home (ERH) provides commuters who do not drive alone to work with a free ride home in the event of an approved emergency. Rides are typically provided by taxi, Lyft/Uber, or rental car for long distances and require pre-authorization. The service is reserved for true emergencies such as illness and unscheduled mandatory overtime. Rides to work are not eligible. Programs usually cap the total number or value of emergency rides per person per year and/or require manager confirmation before reimbursement.

Impact and Benefits

This strategy provides a solution to a common concern related to not driving alone to work, that of limited flexibility in case of an emergency. Emergency Ride Home provides a back-up plan for commuters, allowing them the freedom to leave their car at home. Emergency Ride home has a limited direct impact on employee trips but provides important support to other programs.

Implementation Considerations

An emergency ride home program can be provided internally or in partnership with a regional provider, such as the Transportation Agency for Monterey County (TAMC).

All commuters who live, work, or go to school in Monterey County and use an alternative mode of transportation for commuting at least once a week are eligible for the TAMC ERH program. Both employers and employees need to register for the program by completing and submitting the application available on TAMC's ERH website. To obtain reimbursement, commuters must submit the reimbursement request form within a day of using an ERH. TAMC defines an emergency as illness, crisis or unexpected overtime required by their employer. Personal errands, medical/dental appointments, job related injuries, natural disasters, a missed ride home and business travel are not eligible.

Reasons your organization may want to host their own ERH program include the desire to provide a voucher or corporate account program so employees don't have to pay for the program upfront; to expand the eligibility requirements beyond the TAMC standard; or to allow more than one ERH per employee, per month.

If your organization would like to set up an ERH program independent from TAMC, it should consider rules for usage, maximum number of rides per year, reimbursement policies, and upset limits. The program can be set up on a reimbursement or voucher basis. Reimbursements can present a barrier to use, in particular to low-income workers who may be less able to cover costs upfront. Alternatively, the program can be delivered using a voucher or code system that is linked to a corporate account. Employees would call an identified program coordinator, who verifies eligibility and issues a voucher or code to use. The corporate account is then billed for the incurred charges.

Make sure to promote the ERH program to employees as a commuter benefit, regardless of whether you use the TAMC program or host your own.



Additional Resources:

TAMC Emergency Ride Home program information:

<https://www.tamcmonterey.org/programs/emergency-ride-home/>

Financial Carpool Incentives

Incentive Programs and Subsidies



Introduction

Financial carpool incentives provide one-time or ongoing financial payment to employees who carpool or vanpool. Carpool incentives are particularly effective among employees with long commutes, and in areas with High Occupancy Vehicle (HOV) lanes or tolled roads or bridges. This strategy can also be used with the preferential parking for rideshare vehicles strategy to further incentivize and encourage carpooling.

Impact and Benefits

Financially incentivizing carpooling is likely to increase the rate of carpooling activity, and lead to quicker adoption and longer lasting behavior. Associated benefits include cost savings and reduced stress for employees. Employers can expect a reduction in vehicle trips, improved parking availability and increased employee productivity.

Implementation Considerations

Implementing financial carpool incentives can take on a variety of forms. It can be a one-time or ongoing financial incentive to encourage carpooling or a prize drawing or raffle for those who carpool. Incentives can take the form of a gift certificate to a local restaurant, store or gas station, and do not need to be a high dollar amount to motivate carpool ridership.

- Identify what incentive(s) will be most appropriate:
 - Ongoing financial incentives: Financial incentives can be monthly subsidies for employees who carpool regularly or one-time incentives for forming a carpool or maintaining a carpool for a certain period of time. Unlike transit or vanpool subsidies, regular monthly carpool subsidies are considered taxable income for the employee.
 - One-time financial incentives: One-time incentives can be offered at enrollment and/or after carpooling for a certain period of time. Employees do not have to pay taxes on one-time incentives, such as gift cards.
 - Raffles/prizes: Incentives can be as simple as an informal weekly or monthly raffle for small cash prizes, gift cards or non-monetary awards, such as lunch with a coworker, additional vacation time or preferential parking (if not already provided as a carpool perk).
- Identify available, sustainable budget to support this strategy. Consider cost savings that may be realized due to reduced parking spaces or maintenance savings as a result of fewer cars being parked onsite.
- Determine eligibility requirements and develop a registration process.
- Design a tracking and verification process:
 - Go831, the countywide carpool matching and trip tracking platform, can be used by employees track their carpool trips and for employers to offer incentives
 - Alternatively, employees could be asked to report their carpool trips along with their timesheet and have it signed off by their supervisor
 - To avoid fraud, organizations typically ask carpoolers to re-register for the program after a certain amount of time (six months or a year). Ensure that participants understand eligibility requirements and any penalties for non-compliance.
- Promote the program

- In addition to the typical employee communications channels, a carpool challenge or competition is one effective way to kick-off a new program.
- Communicate clearly through online and posted information the rules and restrictions of the program.
- Recognize program participants who are reducing parking demand at your worksite by giving the spotlight to raffle winners.
- Distribute incentives
 - Depending on the type of incentive, financial subsidies can be paid out with payroll, while gift cards and other prizes can be mailed or hand delivered to employees.

Additional Resources:

Go831 Rideshare allows employers to offer incentives to employees who carpool and log their trips:
<https://go831.rideamigos.com/#/>

Flexible/Alternative Work Schedules



Work and Event Scheduling

Introduction

Flexible work schedules allow eligible employees to vary their start and end times by a certain amount each day. Organizations typically specify core hours during which all employees have to be present, or arrival and departure windows. Another flexible scheduling tool is a compressed work week. It allows employees to work more than eight hours per day and regularly take time off to compensate, such as working 4 x 10-hour days every week, 3 x 12-hour days per week, or one day off every two weeks when working 8 x 9-hour days plus 1 x 8-hour day.

Impact and Benefits

Flexible schedules make it easier for employees to adjust their schedules to better match the transit schedule or find a carpool partner. In addition, local congestion is reduced by spreading out employee arrivals and departures. Depending on the schedule, compressed workweeks can cut commuting time and costs by 10 to 40 percent¹, leading to improved employee satisfaction, reduced vehicle trips and vehicle miles traveled, and reduced parking demand. Flexible and alternative work schedules are associated with reduced stress levels, reduced absenteeism² and increased job satisfaction.

Implementation Considerations

Flexible and alternative work schedules tend to be popular among employees, and inexpensive to implement. The most important factor in implementation is defining which employees will be eligible to participate, since flexible or alternative work schedules might not work for all job functions within your organization, and because exempt and non-exempt employees are treated differently under California law with regards to overtime payment.

At the federal level, the Fair Labor Standards Act (FLSA) does not address flexible work schedules. Alternative work arrangements, such as flexible work schedules, are a matter of agreement between the employer and the employee (or the employee's representative). However, non-exempt employees are eligible for overtime pay in California if their workday exceeds eight hours and if their workweek exceeds 40 hours, unless an alternative workweek schedule has been arranged. In that case, they are able to work up to 10 hours per day without requiring overtime payment. If applicable, discuss the possibility with union representatives, and identify whether and how compressed workweeks can be incorporated into union contracts.

Work with your HR department and management to define the positions that will be eligible for the program. In addition, consider a pilot program with one department.

Create a comprehensive policy and guidance for employees and supervisors that outlines the flexible and alternative work schedule details, identifies who is eligible to participate and defines rules of participation. As part of your policy, you might consider designating core hours in which employees are

¹ Ten percent reflects the 9/80 schedule, 40 percent reflects a 3/36 schedule.

² [Work-Life Balance and the Economics of Workplace Flexibility, The Council of Economic Advisors, Executive Office of the President of the United States, June 2014](#)



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required to be on premises. This will help with continuity of operations in terms of scheduling meetings and other necessary job functions.

As with all commute benefits offered by your organization, ensure all employees are aware of the policy and its eligibility requirements, and offer training to supervisors.

Additional resources:

- How to Implement Alternative Workweek Schedules in California
<https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/californiaalternativeworkweekschedulesi.aspx>

Formal Telework Policy

Work and Event Scheduling



Introduction

Telework refers to allowing staff to work outside of the office some or all of the time. Telework can involve working from home, a satellite office or a telework center closer to home. By removing the need to travel to work some or all of the time, telework can have a significant impact on trip reduction and parking demand. This option does not work for every type of employee or with every position, and may require some education for managers and employees.

Impact and Benefits

By removing the need to travel to work some or all of the time, or some or all of the distance, telework can have a significant impact on trip reduction and parking demand. One work-from-home day per week reduces trips and vehicle miles traveled (VMT) by 20 percent. The partial or full removal of a daily commute allows employees to save time and money. This typically results in improved employee satisfaction and positively affects retention and recruitment. Telework also allows companies to reduce current real estate costs or grow without having to purchase or lease additional building space.

Implementation Considerations

Many organizations handle telework requests on an informal basis and leave it up to supervisors or department heads to grant employees permission to telework on an occasional or regular basis. Working to formalize your organization's telework policy may provide benefits to all eligible employees and ensure that telework is offered to all eligible employees in a consistent manner. The following items are important to consider:

- Review any existing telework arrangements to determine best practices for a formalized policy.
- Identify job functions that will be eligible for telework.
- Work with your IT department to identify existing technology resources and ensure that all eligible employees have the technological ability to work remotely. Consider security, phone and conference access, and ability to connect to servers and other file sharing services.
- Establish a policy and guidelines that include any restrictions on the number of days an employee may telework, expectations for availability, and communication, technology and data security protocols. A formal policy should also determine whether or not regular teleworkers will need access to a coworking space or other remote working environment.

As with other trip reduction strategies employed by your organization, ensure managers and supervisors are trained on the adopted policy.

Case Studies:

Transportation Agency for Monterey County allows employees to telework up to ten percent of the time in each pay period¹.

¹ http://www.tamcmonterey.org/wp-content/uploads/2015/09/TAMC-Admin-Policies_amended-June-25-2014.pdf

Free Event Transit Passes

Incentive Programs and Subsidies



Introduction

Include free transit passes in the cost of tickets for large events and promote the free service. This strategy will help manage the large demand for parking and high traffic congestion associated with large events. Alternatively, free transit could be extended beyond ticketed guests to all interested riders. An example would be to provide free rides to everyone on a bus line that serves the event location on event days.

Impact and Benefits

Including a free transit pass with event tickets removes uncertainty of how to pay for transit, a common barrier for people not used to taking transit, and promotes transit as a viable option. Incentivizing transit can lead to a reduction in local congestion related to event attendees arriving and leaving and to reduced parking demand. In addition, people who have tried transit for leisure activities may be more open to trying transit for commuting purposes.

Implementation Considerations

Work with MST or your local transit agency to purchase daily transit passes in bulk and on ways to incorporate them into the ticketing process. This could include providing event attendees with actual transit passes or working out a process where bus drivers accept the ticket stub as a transit pass.

Be sure to advertise that the event transit passes are included in the price of the event on your website and all event communications. Consider adding transit maps and park and ride locations, where drivers could park their car and ride the bus to the event, and point out the benefits of taking the bus, such as avoiding the stress of dealing with traffic and finding parking.

Case Studies:

The Monterey Jazz Festival offers free bus rides to the festival on the Monterey-Salinas Transit (MST) JAZZ buses. Buses are also operated more frequently (every 5-10 minutes) during the Festival.

<http://www.montereyjazzfestival.org/info/getting-to-the-festival>

Information Kiosk/Display

Marketing and Branding



Introduction

Information kiosks or digital displays provide transportation option information in one central location. Information typically includes transit and shuttle maps and schedules, bike maps, location of car share and bike share as well as preferential carpool parking. Additional information displayed can include information on programs and promotions available to the target audience.

Impact and Benefits

Awareness of transportation options is critical to successfully change the travel behavior of employees, students or visitors. Information kiosks or displays remove barriers and build the user's confidence by educating them on routes, schedules, available amenities and more. They also serve as visual reminders of the options available.

Implementation Considerations

Type of Kiosk/Display

This strategy can take the form of kiosks with flyers on display and for users to take, touch-screens, or digital displays that can include real-time information, such as next bus information or the availability of bikes at the nearby bike share station. Vendor-provided digital displays may include applications that will display the same information to commuters on their smart phone. In these cases, the display can also serve as a reminder to download and check the app. Multiple kiosks may be recommended depending on the size of your organization.

Target Audience and Location

The type of information displayed and the location of the kiosk/display can vary by audience. While transit schedules and maps and locations of bike share and car share nearby are relevant to all, employee or visitor transportation programs are limited to a certain audience. A hotel, for example, could have a lobby display with real-time transportation information and a back-office bulletin board with employee transportation benefits and programs, whereas an office building might be able to combine both into one location.

A public information kiosk should be permanently located in a common area where it is highly visible, such as a lobby or near an elevator bank. Highly visible kiosks or displays not only provide necessary transit information to those who are seeking it, they market mobility options to those who have not considered them before.

Upkeep and Maintenance

Transit schedules and routes and other transportation options and programs are typically updated several times per year. Coordinate with all necessary transportation providers to ensure the availability of accurate information. Keep in mind that an information kiosk or display is about improving people's access to mobility options; resources should be intuitive and accurate. If information is not kept up to date, users may view the kiosk as a barrier to taking alternative modes, which may contradict any potential trip-reduction benefits.



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Digital display will also need maintenance. Ensure that the information is easily updated as transportation options are modified, expanded or eliminated. If your display has proprietary technology or software, updates may be more difficult to manage. In cases where a display is vendor-managed, a monthly subscription fee includes automatic updates.

Additional Resources:

TransitScreen: <https://transitscreen.com/>

Mobile App

Marketing and Branding



Introduction

Mobile responsive websites, software and apps can help inform users of multiple travel options and information in one easy to use mobile platform. Recent advances in mobile technology include opportunities to promote and manage incentive programs, improve trip reporting, and provide ridematching and trip planning software solutions.

Individual organizations usually promote mobile travel-related apps available at the regional level, such as Monterey Salinas Transit's real-time app called Transit App or Google Maps. Large organizations may decide to integrate transportation information into existing apps.

Impact and Benefits

Mobile apps put transportation information readily available at any time at the users' finger tips. Real-time transit information has led to an increase in bus ridership due to resulting shorter wait times by riders.

Implementation Considerations

For most organizations, it is most cost effective to test and market mobile apps that are already available or incorporate transportation information into an existing app used by the organization. If a highly customizable, branded app is desired, work to outline what the app should accomplish before working with an app developer. Mobile apps can be expensive; defining the purposes of the app upfront will help keep the app development costs down and ensure user-friendliness in the end product.

The mobile app complements the additional marketing and branding strategies. For example, new employee/student transportation kits can advertise the mobile app and encourage travelers to download it so that it is readily available if they need information regarding transportation programs and incentives.

Additional Resources:

- <https://www.google.com/maps>
- <https://transitapp.com>

New Employee/Student Transportation Kits



Marketing and Branding

Introduction

New employees and students should receive information about the transportation options and programs available to help them commute to work or school. Starting a new job or school is a behavior change moment when individuals are considering travel options and are more willing to try new modes of transportation. Providing information about alternatives to driving alone before that decision has been finalized can increase the rate at which employees and students carpool, bike, walk or take transit to work. It is an opportunity to create a new behavior rather than change an existing habit.

Impact and Benefits

Providing transportation options and programs information during the orientation process is a cost-effective way to educate new employees and students at a point when a new commute is being considered. This strategy can lead to a higher adoption rate of alternative commute options, resulting in reduced parking demand and higher employee satisfaction and retention.

Implementation Considerations

Transportation kits should include information about how to use all alternative transportation options available to your employees or students, and might include one-time incentives or giveaways to raise awareness. Kits usually include transit schedules, bicycle maps, information on available subsidies and transportation programs, including registration information, and one or more free transit rides. The contents can be standardized or tailored based on the employee's home address. If possible, send these welcome kits to the new employee or student before they arrive on their first day.

In addition to the transportation kits, information can be provided during job fairs, open houses and new hire orientations sessions or videos.

Off-peak Incentives

Incentive Programs and Subsidies



Introduction

Off-peak incentives are incentives to employees to shift their commute time slightly to avoid peak periods and related congestion on roads and in parking lots. In Monterey, avoiding peak times could include times that are impacted by visitor travel on Friday evenings, Saturday mornings and Sunday evenings. This strategy goes hand in hand with offering flexible work schedules that allow eligible employees to take advantage of off-peak incentives.

Impact and Benefits

Off-peak incentives have the potential to significantly reduce local peak hour congestion by shifting commute trips to earlier or later times. Avoiding peak hours can shorten your employees' commute times and reduce commute-related stress.

Implementation Considerations

Off-peak incentives work well within an existing array of alternative transportation options, programs and incentives, such as flexible or alternative work schedules. A flexible or alternative work schedule policy will allow your organization to more easily adopt off-peak incentive programs. Consider integrating off-peak incentives at the same time as your organization's flexible work schedule policy.

Incentives to shift travel to off-peak periods can take various forms but are generally most effective in the form of a small cash payment combined with prize drawings. Compliance with off-peak travel periods can be measured through an employee travel diary, or through the use of a trip planning tool's smartphone application, such as RideAmigos' Commute Tracker, which tracks travel time in addition to commute mode.

Incentives and promotion should be ongoing in some form to avoid commuter's tendencies to shift mode back to peak period after the incentive ends.

Case Study:

In a pilot program Stanford University achieved a 21 percent reduction in the morning peak and 13 percent reduction in evening peak hour traffic by offering employees and students incentives to shift their travel away from the peak hour. Incentives included very small cash payments and the chance to win prizes.

Additional resources:

<https://rideamigos.com/platform/automatic-trip-logging/>

<https://go831.rideamigos.com/>

Park Once and Explore Car-Free Campaign

Marketing and Branding



Introduction

To improve visitor transportation, encourage guests to park once and explore car-free. This entails providing information about parking and using alternative transportation to guests on the website prior to their arrival, during the booking process, and upon arrival during the check-in process.

It is especially important to promote visitor awareness of transportation options, as they are generally less aware compared to residents. If transportation options information is also provided to all guests and visitors prior to arrival, this strategy may have a significant effect on areas with a high tourist population.

Impact and Benefits

Encouraging guests to leave their cars parked and walk, bike or use public transit once they have arrived avoids local congestion caused by short trips and circling for parking, both of which tend to be more prevalent among visitors who are less familiar with the area.

Implementation Considerations

This strategy can be implemented at the local or regional level as well as by individual organizations. Hotels and event operators can encourage customers to park once and provide information about how to get around without a car.

Crucial to encouraging visitors to park once is marketing a convenient and safe parking area for them. Since reaching visitors with messaging can be challenging given their relatively short visits, strive to incorporate messaging where they are likely to receive it, such as at hotels, at tourist information centers, and on the visitors' bureau website.

As a creative expansion of the program, consider creating a parking validation program that encourages visitors to patronize various destinations when they explore. If a visitor knows they might be able to pay less or park longer if they spend more time walking from destination to destination, they will be encouraged to leave their car parked for a longer period.

Parking Cash-Out

Incentive Programs and Subsidies



Introduction

Parking cash-out is a program that allows employees to receive cash for giving up their free or subsidized parking space at work. To allow flexibility, employees typically do not have to give up their parking space altogether, but can get compensated for every day, week or month they do not park onsite and use alternative modes of transportation instead.

In addition to incentivizing employees not to drive alone, a parking cash-out program addresses an equity issue that is prevalent at many employment sites: employees who drive receive free or highly subsidized parking, while employees who choose to take transit, walk, bike or carpool often do not receive a subsidy, or receive one that is of lesser value. By offering them an amount equal to the value of the parking space, they are recognized and compensated for their commute choice.

Impact and Benefits

Studies have shown that employers who implement parking cash-out experience a reduction in employee drive alone trip of 11 to 12 percent¹. The level of trip reduction is most directly impacted by the value of the cash-out offered, the percentage of employees who are offered this benefit, how well the program is marketed to employees, and how well it is enforced. Daily cash-out programs tend to result in higher participation than monthly programs because they do not require participants to give up their parking spot for a whole month.

Additional Benefits:

- Reduced parking demand and potential for reducing the cost of providing employee parking, including lower leasing costs, lower maintenance costs and/or avoided construction costs
- Potential for reallocation of parking spaces to increase the number of customer or visitor parking spaces, or prioritize carpool and vanpool parking spaces

Implementation Considerations

Parking cash-out programs tend to be managed through or in conjunction with Human Resources departments as the cash amount is typically paid out along with payroll. Unlike transit and parking benefits, parking cash-out programs are not tax-exempt under IRS 132(f), and are considered income for which employers incur payroll taxes. However, if employees elect to use their cash-out benefit for a transportation expense qualified under IRS 132(f), it is not considered taxable income to the employee.

Parking cash-out is most commonly implemented where employees receive free parking, but it can also be provided as an additional incentive in areas where employees pay a subsidized or full cost of parking.

How parking is managed can determine the feasibility of funding the program with parking cost savings. If an employer leases their parking spaces, they can typically reduce the number of spaces they lease as solo driving decreases, allowing for more immediate financial savings. Owned parking spaces tend

¹ Shoup, D. C. (1997). Evaluating the effects of cashing out employer-paid parking: eight case studies. *Transport Policy*, 4(4), 201-216.

Van Hattum. (2009). *Parking Cash-out: Where "Smart growth" and Effective Transit Intersect*. Downtown Minneapolis Transportation Management Organization.

not to have an immediate cash savings for employers but could be leased out to another party or be used for redevelopment in the long-term.

What variables should I consider?

The key to parking cash-out is to develop a program that is mutually beneficial to the employee and to the company. Below are a few variations from programs that achieve that balance:

- Providing a month-to-month payment to employees who do not use parking. The monthly amount should reflect the value of the parking space that is provided free or at a subsidized amount to employees who drive.
- A daily cash-out allows more flexibility for employees who want the option to occasionally park at work. Employees could still be compensated monthly, but only receive a cash-out amount based on the number of days they did not park at work. This option requires more coordination between parking management and payroll to determine how many days employees chose to park. Tracking can take place using a parking management system or by setting up a system that allows employees to report their parking status with a verification system that discourages false reporting. An example would be to have employees report the days they did not park on their time sheet, which is signed off by a supervisor.
- Pair any parking cash-out program with a free or subsidized monthly transit pass to help further incentivize employees to drive alone less. If the transit pass is partially subsidized, an employee can use their cash-out to pay down the remainder of their transit pass, tax free.
- Create a flexible monthly cash-out program that allows employees who give up their monthly parking pass to park up to three or five days per month. This flexibility removes barriers to participation.

Case Studies:

- 1) A parking cash-out for employees in Los Angeles yielded a reduction in solo drivers from 79 percent to 67 percent. Accounting for the increase in carpooling, transit, walking and biking, the policy change lead to an overall vehicle miles traveled (VMT) reduction of 9 percent. Employees were given the opportunity to receive a cash-out of \$100 per month in-lieu of receiving an employer provided parking space.
- 2) SolidFire, a company located in Boulder, CO, began offering a monthly parking cash-out of \$150 to employees who choose not to receive a monthly parking pass that cost the organization over \$200 a month on average. Thirty-three percent of its employees participate in the cash-out program, which saves the company approximately \$17,000 a month. For those who receive the benefit, compliance is verified by the accounting department on a monthly basis to ensure recipients are not taking advantage of subsidized parking elsewhere. Employees are eligible to enroll or unenroll from the program on a bi-monthly, per pay period basis.

Passenger Pick-up/Drop-off Areas



Enhanced Transportation Options

Introduction

Designate passenger pick-up and drop-off areas for taxis and transportation network companies, such as Uber and Lyft, and carpools or vanpools dropping off employees. This strategy helps organize the various vehicles in a parking lot or on the street, improving overall traffic flow and efficiency. It eases the experience for drivers and passengers, as both parties have some expectation of their destination or where they will meet the driver. While pick-up and drop-off areas are especially helpful for organizations with high visitor activity such as restaurants, hotels, event venue or convention centers, and museums, they are also applicable to other organizations with high pick-up and drop-off activity, such as large office buildings, schools and colleges, and hospitals.

Pick-up and drop-off areas can be designated permanently or on a temporary basis, such as, for example for large special events.

Impact and Benefits

Designating passenger pick-up and drop-off areas reduces local traffic delays by providing spaces other than the street or parking lot for picking up or dropping off passengers. It also avoids conflicts with and increases safety for other road and parking lot users, including pedestrians and bicyclists.

Implementation Considerations

Designation of the pick-up/drop-off area should account for the amount of anticipated traffic, location in proximity to building entrance, ease of access, and visibility to users.

Steps to Implementation:

- Identify the best location for pick-up and drop-off locations, considering anticipated passenger loading volumes, circulation requirements, visibility, proximity to building entrances and space requirements, including ADA standards. This can be on private property or on adjacent streets.
- On private property, passenger pick-up and drop-off areas can be designated by the property owner. In addition to curb space or designated lanes, it can take the form of repurposed, close-in parking spaces or other areas near a building's entrance.
- On public property, work with the public entity governing the right of way, most commonly the city, to designate areas for short-term parking or similar curbside passenger areas.
- Employ signs and markings to delineate the area from other parking spaces. This will help minimize abuse and ensure availability. Enforcement may be required should abuse occur.
- If a taxi stand or passenger loading area already exists, expanding or remarking the area to permit more rideshare options should be considered.
- Clearly communicate pick-up and drop-off locations to employees, customers, visitors and patients using your organization's website, booking confirmations and similar communications channels.
- Have Transportation Network Companies (TNCs) designate the area as the default drop off point for journeys beginning and ending at the location.



Additional Resources:

- ADA requirements for passenger loading: <https://www.access-board.gov/guidelines-and-standards/buildings-and-sites/about-the-ada-standards/guide-to-the-ada-standards/chapter-5-passenger-loading-zones>
- Student drop-off and pick-up tools: http://guide.saferoutesinfo.org/dropoff_pickup/student_drop-off_and_pick-up_tools.cfm

Permit Parking

Parking Strategies



Introduction

Implement a parking permit program that defines who can park on the campus. Permits can be issued free of charge or sold to control the demand for parking, which is often more cost effective than increasing parking supply. This is especially relevant on campuses, as the high density of students, faculty, and staff create a high demand for parking in a limited area. Unless the campus is in an area with unlimited space, parking demand will need to be controlled, especially as growth occurs.

A permit program can be used to implement certain restrictions related to student, employee, and visitor parking. A common example among colleges and universities is restricting on-campus parking permits to upper-class students. This is sometimes supported by requiring freshman and sophomore students to live on campus, reducing their need for a car.

Selling parking permits can generate revenue and decrease parking demand by disincentivizing driving to campus. This is a powerful strategy in urban areas where space is especially limited. For example, a student may choose to live near campus to avoid transportation and parking expenses. The result will help reduce congestion near campus during peak hours and improve mobility around campus.

Impact and Benefits

A permit program enables the management of parking demand and can reduce drive-alone trips by restricting who is able to acquire a permit, or by charging for those permits.

Implementation Considerations

Manage the parking permits through a central location to avoid confusion when parking permits need to be issued or renewed. Permit parking may also be managed through an existing parking benefit district. If your organization has a carpool or vanpool parking program with priority parking, consider creating a special permit for those who will be using the priority spaces. The special treatment and exposure of a priority parking space can help commuters feel valued in their efforts to help reduce congestion and improve air quality.

Charging for permits may help your organization reach its commute reduction goals. If charging for permits, consider pricing the permits to reduce demand for parking generally. If your permit parking program is too inexpensive, the program will be less effective in reducing parking demand.

Case Studies:

The Middlebury Institute of International Studies in Monterey only issues parking permits to faculty, staff and students who live more than a mile from campus.

<https://www.middlebury.edu/institute/offices-services/security/parking>

Pre-Arrival Transportation Information



Marketing and Branding

Introduction

Provide comprehensive transportation option information to visitors and guests in confirmation emails, tickets and any additional communications prior to their arrival. Providing information to visitors when they are planning their trip or event is critical in motivating them to consider various transportation options to get both to and around Monterey once they have arrived.

Impact and Benefits

Pre-arrival information can alleviate event-related or general visitor-related local and regional congestion either by shifting visitors to leaving their car at home or to parking their cars upon arrival, and then using other transportation modes to move around.

Implementation Considerations

Providing visitors with transportation option information prior to their arrival can be as easy as utilizing existing resources, such as the Car-Free Monterey web site, or can include providing event or location-specific information about transportation options, directions on how to use them, and additional resources available. Examples are information about your own or third party airport or event shuttles, information on how to get around Monterey using the free trolley, MST buses or walking, and information about nearby bike rentals and the Monterey Bay Coastal Recreation Trail.

Information should be distributed to visitors using a variety of communications channels, including:

- Prominent information on your website
- Information in booking or ticket confirmation mailings or emails
- Reminder emails
- Descriptions of your organization or event on third-party travel or ticket booking sites

Ensure that information is periodically checked and updated as needed.

Additionally, work with the Monterey County Convention & Visitors Bureau and other organizations to make sure that transportation options are listed on the See Monterey website.

Additional Resources:

<https://monterey.org/Visitors/Car-Free-Monterey>

Preferential Carpool/Vanpool Parking

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Parking Strategies

Introduction

Preferential parking for carpools and vanpools means reserving the most desirable parking spaces for employees who share a ride to get to work. These can be close to the building entrance, covered or otherwise preferable. This strategy incentivizes carpooling and vanpooling by making the experience more convenient than driving alone.

Impact and Benefits

Preferential parking for carpool and vanpool vehicles can lead to higher rates of carpooling and vanpooling thereby reducing overall parking demand, vehicle travel and local congestion. It can be a highly visible benefit that signals to others that the organization values and supports carpooling and vanpooling.

Implementation Considerations

Implementing preferential carpool/vanpool parking requires designation of parking spaces as well as a system of program enrollment and enforcement.

Location and Signage

It is important to identify and designate locations for carpool parking that are near a building entrance, in a weather-protected area, near a parking exit or in an otherwise preferable location. Additionally, consider locating the carpool spaces in a highly-trafficked, visible location. Delineating rideshare parking should be clear and simple. Use paint and signage to prevent abuse.

If your organization leases spaces, work with your property manager to identify, sign and designate the spaces. If the parking is owned by your organization, work with your facilities department. If parking is paid by the employee, consider offering the preferred parking at a free or reduced rate. Consider converting special employee parking to show your organization's commitment to trip reduction, such as a former executive parking space. Preferential parking should be advertised as a perk of carpooling and marketed along with any other carpool incentive program.



Source: MyParkingSign

Registration and Compliance

Abuse of carpool parking spaces can occur if the program is not adequately defined or managed. The following elements can ensure a well-managed program:

- Develop a carpool policy that specifies when a carpool vehicle is permitted to park in a preferred space and how individuals register as a carpool or vanpool.

- Design an enrollment and verification process that periodically checks to make sure individuals remain eligible.
- Mirror tags or window stickers can be used to permit carpool and vanpool vehicles to park in a preferential parking space. Alternatively, or in addition, license plate information for the vehicles that will be used for carpooling or vanpooling could be collected and used for verification purposes.

Case Studies:

Humboldt State University is based in Northern California and has a population of about 9,000 students. The university offers carpooling incentives in the form of preferential parking, where faculty and students with three or more (unless two passengers is the car maximum) occupants in their car get a preferential parking pass that allows them to park in designated spaces. The university issues carpool parking passes that are displayed on the dashboard on a day-by-day basis at the onsite parking kiosk. Carpool spaces are reserved from 7:00 a.m. to 11:00 a.m. and are opened up for anyone after that. More information: <http://parking.humboldt.edu/carpooling>

Program Branding and Messaging

Marketing and Branding



Introduction

A thriving TDM program starts with a cohesive marketing strategy that leverages both cogent messaging and brand appeal. Create buzz by emphasizing the value your program brings to employees. What's in it for them? Once a value is determined, you can spark program participation among employees through a well-developed brand identity paired with simple messages that have a clear and achievable call-to-action.

Impact and Benefits

A strong brand and relevant messaging contribute significantly to increased awareness of your company's TDM initiatives. Awareness is the first step to achieving program participation and associated trip reductions.

Implementation Considerations

A program's brand and messaging strategy should be tailored to employee needs and planned in tandem with your plans for the program's launch and ongoing implementation.

Identify and Understand Your Audience

Develop insights about your employees to understand how your program can best meet their needs. This depth of awareness will guide your messaging and help you determine your call-to-action to ultimately produce a positive response.

Create an Identity for Your Program

Support your workplace TDM program with essential brand elements including a program name and assets like a logo and visual identity system. While your corporate brand identity should drive this effort, be sure to align it with Monterey's regional program Go831.

Determine Your Tactics

Establish visibility and awareness for your program by scoping out the best opportunities to reach your employees. Identify channels and methods including social media, internal newsletters and e-communications, on-site events, and more.

Additional Resources:

<http://www.go831.org/>

Promotional Events/Fairs/ Challenges



Marketing and Branding

Introduction

Promotional events range from information tables at an employment site to regional month-long competitions or challenges that allow individuals and organizations to compete against each other. Targeted "Try It" days or weeks are another way to allow employees to discover a new commute mode. The goal is to spread awareness, increase participation and create excitement around transportation options, eventually influencing cultural norms.

Impact and Benefits

Increased awareness and engagement with commuters about their transportation options is imperative to increasing usage of non-drive alone travel options. Making a game of trying a new commute helps promote teamwork and comradery around existing transportation options and serves as a good way to educate employees about new or upcoming travel options.

Implementation Considerations

Promotional events can take a variety of forms. Below are a few activities commonly used to promote transportation options and travel programs offered by your organization.

Tabling Event

A promotional event can be as simple as setting up a table in a common area of your organization to help employees with trip planning, answer questions about commute benefits or to highlight your campaign or pledge. It is often helpful to set up a table at a benefits fair, a health and wellness fair or as part of an Earth Day event. Make sure you have regional trip planning resources available at your event, such as bus schedules and bike maps, along with information about any transportation benefits and programs available at your organization or regionally.

Try it Campaign

Try It campaigns are built around removing barriers to trying a different commute mode, creating excitement around it and getting employees to experience a different commute option first hand. While the commitment asked of the employee is small (try this just one time), for some employees this first step will lead to the discovery of a new commute option. For a Try Transit campaign, identify employees who could reasonably take transit to work and offer them one or several transit passes to use during a certain time frame. As part of a Try It campaign, it might be helpful to offer supporting events. For example, a workshop teaching bicycle safety and maintenance, or a transit group ride where would-be transit riders are taught how to pay fares, request a stop and navigate the bus system.

Commute Challenge

Commute challenges or competitions are a great way to incentivize employees to use alternative commute modes more frequently. Challenges typically offer prizes, which can range from gift cards to an extra day of paid time off to lunch with the president. Structure and promote the challenge in a way that it is inclusive and not intimidating to first time participants or non-competitive individuals. Build momentum and raise awareness of promotional events or challenges by connecting them to a complementary event or season, such as Earth Day or the regional Bike to Work Month. It may also be

possible to promote and participate in regional, statewide or national challenges instead of organizing your own. Commute challenges are typically tracked using a trip tracking tool, such as TAMC's Go 831.

Appropriate timing for events and campaigns is important to maximize participation. If your campaign is focused on getting commuters to try biking to work or taking transit, host the campaign during a fair-weather season. Likewise, events can be planned to address seasonal challenges. An example to mitigate congestion from summer visitor traffic could be a "Carpool Fridays" challenge.

Case Studies:

TAMC ran its inaugural Smart Commute Challenge in October of 2018. Commuters who biked, walked, rode the bus, carpooled or telecommuted at least once during the month were eligible to win prizes of up to \$300.

Additional resources:

<http://www.go831.org>

Public Bike Racks

Bicycle and Pedestrian Support Infrastructure

1 POINT
\$\$\$

Introduction

Public bike racks allow all bicyclists, including retail customers and visitors, to secure their bikes to a rack that is specifically designed to protect against theft. A well-designed bike rack allows the user to lock the frame using a U-lock and provides plenty of circulation space.

Impact and Benefits

Widely available bike parking supports cycling as a primary transportation mode and improves the bicycling experience, which results in increased participation and reduced vehicle trips. Providing bike parking prevents cyclists from using other infrastructure to secure their bikes, which can harm the infrastructure or create obstacles on sidewalks or plazas.

Implementation Considerations

Location

Since public bike racks are open to all, choose a location that is publicly accessible and easily located by anyone who may need to use them. Near a building entrance or in a repurposed, close-in parking space are the best options. Note that conversion of an on-street parking space will require permission by the city. If a person wants to lock their bike but cannot easily find a proper bike rack, they will often opt to lock their bike to any suitable object, such as street signs or fences). This can create ADA concerns for other visitors, damage infrastructure and may lead to a negative perception of bicycle riders for those who are concerned with aesthetics. However, it can also assist with determining unmet bike parking demand.

Type of Bike Rack

To discourage theft, select a type of rack that allows cyclists to lock the bike frame to the rack with a U-lock and install it in a way that ensures enough room for circulation of bicyclists and pedestrians. Examples of effective types of bike racks include inverted U racks, post and ring racks and wheelwell-secure racks as well as high-density vertical or double-decker racks. Ensure that bike racks are installed according to specifications.



Additional Resources:

- Transportation Agency for Monterey County (TAMC) provides grants for bicycle parking through their Bicycle Secure Program. TAMC also provides dimensions for various bike rack styles. Reference their Bicycle Secure Program Guidelines for styles and specifications. Review program guidelines and submit an application at:
www.tamcmonterey.org/programs/bike-pedestrian/bicycle-secure-program/
- Essentials of Bike Parking Revision 1.0, Association of Pedestrian and Bicycle Professionals (APBP), September 2015
https://cdn.ymaws.com/www.apbp.org/resource/resmgr/Bicycle_Parking/EssentialsofBikeParking_FINAL.pdf

Reduction of Parking Supply

Parking Strategies

 3 POINTS


Introduction

Parking supply can be reduced in various ways: the amount of parking that is leased can be reduced, underutilized owned parking can be leased out or parking can be shared with other organizations that have complementary parking demand. Since the availability of abundant free parking is associated with high drive-alone rates, reducing parking supply incentivizes people to consider alternative transportation options.

Impact and Benefits

The vehicle miles traveled (VMT) reduction percentage related to reducing parking is estimated to be half the parking supply reduction percentage (for example a parking supply reduction of 20 percent results in a 10 percent reduction in VMT)¹. Additionally, the money saved from providing less parking can be used towards incentivizing alternative transportation trips.

Implementation Considerations

If your organization leases its parking, consider reducing the number of spaces your organization currently leases. If your organization owns their own parking, seek opportunities to sell, lease or share some parking spaces with adjacent organizations. Alternatively, there explore the potential to repurpose or develop parking into a more economically productive use.

If you reduce supply, demand has the potential to increase. In order to mitigate a spike in demand, consider charging, or charging more, for parking. This will likely result in a reduction in parking demand that will make it easier to reduce supply. As a more immediate way to reduce parking supply, consider implementing preferential parking for those who carpool or vanpool, or for customers. Although this may not actually reduce the number of total spaces, there will be fewer general parking spaces available.

The majority of trip reduction strategies have the potential to reduce parking demand. Therefore, a reduction in parking supply should be implemented when other trip reduction programs are already in place. This will help avoid concerns of equity for those who, without other TDM programs, may financially have no other alternative than driving alone to work.

¹ CAPCOA Quantifying Greenhouse Gas Mitigation Measures, August 2010

Ridematching, Trip Planning, Trip Reporting



TDM and Active Transportation Support Programs

Introduction

The primary way in which ridematching, trip planning and trip reporting is currently facilitated is through an online regional tool, such as TAMC's Go831 platform, or through one procured by a large organization. The tools currently on the market allow users to tap into a pool of potential matches beyond co-workers or fellow students while restricting the search to their organization, if desired.

In addition to matching users for carpooling and vanpooling, the tools also assist with overall trip planning, regardless of mode. Lastly, the tools have trip reporting modules, which allow organizations to offer incentives in return for users reporting their trips, and to set up special challenges or competitions to increase the use of carpooling and vanpooling. The benefit of trip reporting is built-in evaluation of how the program is performing

Recently, dynamic rideshare apps have become available in the market. They allow users to look for rideshares on a real-time basis.

Impact and Benefits

Providing and promoting ride-matching services can result in vehicle miles traveled reduction of up to 15 percent¹. Additional benefits include reduced stress for employees who previously drove alone, and reduced parking demand.

Implementation Considerations

TAMC hosts a regional ride-matching tool, Go 831, which provides ridematching for carpool formation, and trip planning for transit, bike commuting, carpooling and more. With this local program already in place, active promotion of the program is likely the most needed element to successfully match your employees with carpool partners or vanpools.

It is important to recognize that the more potential carpoolers are registered on a rideshare matching tool, the more successful a carpool program will be. The higher the number of participants, the higher the chance of being matched with a carpool partner who both lives and works nearby, and whose schedule matches.

In order to maximize the impact, rideshare matching tools should be paired with other ongoing TDM programs, such as carpool parking or carpool incentive programs. Consider integrating the Go 831 website into your organization's onboarding materials and ongoing transportation resources.

Additional resources:

<http://www.go831.org/>

¹ CAPCOA Quantifying Greenhouse Gas Mitigation Measures, August 2010

Secure Bike Parking

Bicycle and Pedestrian Support Infrastructure



Introduction

Secure bike parking describes all bike storage that protects bikes against theft and inclement weather. It is typically provided and used for long-term bike parking, such as the duration of a work day. Examples include bike lockers and bike cages or rooms with restricted access. Secure bike facilities provide a greater degree of certainty that bike parking will be available than public racks and reduces fears of bike theft.

Impact and Benefits

By removing an often named barrier to cycling – fear of theft or damage to the bike – secure bike parking encourages greater use of cycling as a commute mode. Secure bike parking can result in a reduction in vehicle travel of approximately one percent¹.

Implementation Considerations

Location

Identify a location that is easily and safely accessible by bike and that can accommodate the desired number of bike racks in a bike room or bike cage or with bike lockers. This can be inside the building, a parking garage or a space outside the building. The location should be well-lit and easily accessible. Provide wayfinding signage to highlight the facility and direct employees to it, and distribute information to employees on how to gain access.

Type of Secure Bike Parking

- **Bike rooms/lockers:** Bike rooms or cages typically restrict access through an RFID card systems that require bicyclists to register their employee badge or receive a special access card. Additionally, coded locks can be used. Bike rooms or cages typically require less space per bike than bike lockers and offer the opportunity to add charging facilities for e-bikes or scooters or provide a bike maintenance station with tools. The type of bike racks used inside bike rooms or cages include double-stacked racks and vertical racks, which are more space efficient.
- **Bike lockers** require more space than bike rooms or bike cages, but come with built-in security mechanisms and do not require the purchase of additional bike racks. Some models can be accessed using an app.
- Secure bike parking can also mean allowing employees to store their bike in their office, as long as access is available and space allows it.

¹ CAPCOA Quantifying Greenhouse Gas Mitigation Measures, August 2010



Source: <https://www.broxap.com>



Source: <https://bouldercolorado.gov/goboulder/bike-parking>

Additional Resources:

Transportation Agency for Monterey County (TAMC) provides grants for secure bicycle lockers and racks through their Bicycle Secure Program. Review their program guidelines and submit an application at tamcmonterey.org. www.tamcmonterey.org/programs/bike-pedestrian/bicycle-secure-program/

Share Event Traffic Management with Key Transportation Routing Platforms



TDM and Active Transportation Support Programs

Introduction

Provide traffic routing and trip planning platforms, such as Waze's free Global Event Partner program with key traffic management information to guide visitors to your events, and other travelers to alternative routes.

Impact and Benefits

Sharing event traffic management information, such as street closures and detours, is an easy way to mitigate traffic impacts and reduce delays, and may prompt travelers not only to choose a different route, but potentially a different mode to get to their destination.

Implementation Considerations

Sign up for Waze's free Global Event Partner program to access the following services:

- Technology and outreach to improve traffic flow during your event
- Directions for Waze users to the fastest route around event closures and traffic
- Tools for real-time closure management and real-time monitoring of traffic
- Customized event website
- Shareable links with driving directions to event locations

After providing traffic management information to a transportation routing platform, such as Waze, be sure to promote the relevant trip planning and routing tools in all event communications. Once you have process for reporting traffic management information for events, be consistent in the future so attendees know where they can reliably reference event traffic and routing information.

Additional resources:

<https://www.waze.com/eventpartners>

Shared Walk/Bike Amenities



Bicycle and Pedestrian Programs

Introduction

Shared walk/bike amenities include umbrellas, rain ponchos, bike lights, rain covers for bike seats, bags/backpacks and other items pedestrians and bicyclists can borrow when needed. Having these low-cost items available when employees need them is an easy way to support walking and biking as a transportation mode.

Impact and Benefits

This strategy supports using active modes for commutes and mid-day trips by providing amenities that remove small but significant barriers to walking and cycling. It sends a signal that the employer supports and appreciates employees who choose to bike and walk.

Implementation Considerations

Implementation can be as easy as purchasing one or several umbrellas, bike lights, emergency rain ponchos and similar items that make it possible for employees to commute or do mid-day trips if it starts to rain or when it gets dark early.

- Consider what basic barriers are prohibiting employees to use alternative modes for their commute or mid-day trips and determine which amenities would work best to overcome those barriers. Observation of employee behavior during inclement weather or informal discussions with staff can quickly uncover these barriers.
- Identify one or several locations where shared amenities can be stored and accessed by employees. This could be at the front desk, near a transportation kiosk, or at multiple locations in different departments.
- Develop a check-out and tracking system to ensure that items are returned. This can be managed informally or with a sign out sheet or electronic booking system (for example through Outlook).
- Budget for and purchase shared items.
- Ensure that amenities are accessible to all employees and that employees are aware of the amenities, including their purpose and location. Post signage indicating rules of use, including length of time allowed for borrowing and reporting of faulty amenities.

Shift Start/End Coordination with Nearby Employers to Encourage Carpooling



TDM and Active Transportation Support Programs

Introduction

Coordinating shift start and end times with other nearby employers improves carpool matching opportunities in the service industry or other industries with fixed shifts. It increases the potential number of carpool matches for each interested employee.

Impact and Benefits

Aligning shift hours enables a greater number of employees to carpool or vanpool, which results in a reduction in drive-alone trips. This reduces parking demand and facilitates future growth at employment centers due to the reduced need for parking.

Implementation Considerations

The smaller your employee base, the more difficult it can be to facilitate carpool matching. By coordinating shift schedules with other organizations, you increase the number of people whose schedule allows them to carpool together.

Attempting to coordinate employee shifts can be done on a one-on-one basis with neighboring businesses or on a larger scale. In a multi-tenant building, the property manager might be able to facilitate these discussions. Business districts can also be a good starting point. Set up meetings to discuss the feasibility of aligning shifts.

If it is deemed feasible, it is important to distribute information to employees and promote carpool matching options. One of the biggest challenges to coordinating carpool matching with another organization is the ability to distribute consistent information across employees at multiple organizations. If you share a property manager or an email distribution list, post carpool opportunities and information via email so everyone has the opportunity to consider their options. In addition, regional ridematching tools, such as RideAmigos' Go831 are an excellent resource for employees to find carpool matches within and beyond their organization. Carpool matching events give potential carpoolers the opportunity to meet potential matches, which works well for employees who are hesitant to carpool with a stranger.

Additional Resources:

<http://www.go831.org/>

Shop Local Campaigns/Partnerships



Marketing and Branding

Introduction

Campaigns to encourage residents, employees, students and visitors to shop locally have a dual benefit: they can strengthen the local economy and reduce the number and length of vehicle trips associated with shopping and errands.

Impact and Benefits

Shop local campaigns encourages community members to shop at local businesses, which reduces vehicle miles traveled (VMT) by requiring fewer and shorter driving trips. Local shopping also offers the possibility of walking to stores, which contributes to healthy lifestyles. They have the added benefit of re-circulating revenue back into the community thereby strengthening the municipal tax base.

Implementation Considerations

Shop local campaigns are most effective when organized at the city or regional level through the chamber of commerce, business districts or other organizations, such as the Monterey County Convention & Visitors Bureau. However, in addition to collaborating with other organizations to launch a campaign, individual organizations can implement their own shop local campaign in two ways: by influencing employees and students to shop locally for their personal needs and by creating guidance or policies around company purchases that favor local suppliers. The latter has the potential to decrease vehicle travel associated with goods movement.

Case Studies:

B Corporation Local Purchasing Policy

[https://bimpactassessment.net/sites/all/themes/bcorp_impact/pdfs/B%20Resource%20-%20Local%20Purchasing%20Policy%20\(1\).pdf](https://bimpactassessment.net/sites/all/themes/bcorp_impact/pdfs/B%20Resource%20-%20Local%20Purchasing%20Policy%20(1).pdf)

Resources:

<https://monterey.org/Services/Community-Development/Sustainability/Buy-Local-Monterey>

<https://monterey.org/Visitors/Dining-and-Shopping>

<http://downtowndevelopment.com/pdf/BuyLocalCampaigns.pdf>

<https://www.amiba.net/resources/multiplier-effect/>

<https://grist.org/article/2009-08-19-neighborhood-stores-strategy-for-fighting-global-warming/>

Showers, Lockers, and Changing Facilities



Bicycle and Pedestrian Support Infrastructure

Introduction

Provide showers, changing rooms, and lockers for employees who use active transportation to get to work or would like to be active during their lunch break. Showers allow employees to freshen up, and lockers provide a space to keep a change of clothes, bike helmets or walking shoes. These facilities enable employees to enjoy an active commute and maintain a professional appearance.

Impact and Benefits

Making it easy and convenient for employees to use active transportation to commute part or all of the way to work removes barriers to adoption and thereby increases employee health and wellness while reducing parking demand. Offering showers, lockers, and changing facilities, a bicycle-related measure, can result in a reduction in vehicle miles traveled of up to one percent¹.

Implementation Considerations

Access to showers and lockers can be provided in several ways:

- If showers and locker facilities are available in your building, determine if they can be made available for active commuters to use.
- Alternatively, it may be possible to negotiate shower-only access with nearby gyms or fitness studios for a small fee, or to subsidize a regular gym membership for qualifying employees.
- Consider adding showers, locker rooms and lockers during major building renovations or when construction new buildings. When identifying a location for new changing or shower facilities as part of a building renovation, look for opportunities to save costs by retrofitting existing plumbing installations, such as utility sinks or extraneous bathrooms.

When you have arranged shower and locker access, promote their availability and provide detailed information to employees on location, access restrictions and other rules of use.

¹ CAPCOA Quantifying Greenhouse Gas Mitigation Measures, August 2010

Shuttle Service

Enhanced Transportation Options



Introduction

Provide or participate in, subsidize, and promote shuttle service as a first- and last-mile solution to and/or from a transit stop, or to supplement public transit service and enhance connectivity within the transportation network. This strategy has the potential to enhance the visitor or student experience by improving mobility through added transportation options.

Impact and Benefits

Convenient and frequent shuttles can reduce drive alone trips by adding service or improving access to transit. The result is a decrease in drive-alone trips congestion, and corresponding local congestion and parking demand.

Implementation Considerations

A new shuttle service can either be open to the public or reserved for a specific user-group, such as a single employer. If possible, try to implement a shuttle that complements existing transit service in order to make the most of your community's transit investments. Additionally, explore partnering with other organizations nearby who may be interested in a shuttle service. A shared shuttle connecting multiple employers to a common destination will minimize operating costs for individual organizations.

Shuttles can be operated on fixed routes or on-demand. The latter allows riders to call a ride or book a seat on a shuttle via an app.

Shuttles are expensive to operate, and shuttle operation is typically outsourced to third party providers to take advantage of their expertise and to have flexibility to be able to more easily adjust shuttle service based on demand. Technology, ranging from real-time tracking to on-demand scheduling, increases the user experience while also adding costs. On-demand shuttles, also called micro-transit, can supplement fixed-route transit/shuttle service by aggregating people's pick up/origin locations, picking a common route, and providing proximate drop-off locations. Individuals use an app to request a ride, and the shuttle service optimizes the route based on rider requests.

In order to gauge demand for a shuttle, first conduct a survey of employees, students and/or visitors. If there is demand, it may be beneficial to explore a pilot with a Transportation Network Company (TNC), such as Uber or Lyft. This would allow for testing of demand and routes without having to make a large investment. Use ridership data and feedback from the pilot to test whether or not ridership warrants a more permanent shuttle service.

Once demand has been established, define operating hours, routes, number of stops and frequencies based on the needs of your organization or group of organizations.

Shuttles often operate in congested areas with significant parking constraints, and in campus settings. First- and last-mile shuttles are also prevalent in less dense and congested areas. Shuttles are typically free to riders and sponsored by one or several organizations.

Special Event Parking and TDM Plans



Parking Strategies

Introduction

By carefully managing special event parking and transportation, event managers can minimize the impact large events have on traffic congestion. A special event parking and TDM plan goes beyond the required traffic control plan for large special events in the City of Monterey by encouraging event attendees to use alternative transportation to get to the venue rather than simply improving vehicular traffic management.

The plan can include strategies, such as valet bike parking, free event transit passes and special event transit service strategies to reduce parking demand at the event location and traffic congestion surrounding the event location.

Impact and Benefits

By taking a comprehensive and coordinated approach to event transportation, traffic congestion and parking demand can be reduced while safety can be improved, resulting in a better visitor experience.

Implementation Considerations

Special event transportation TDM encompasses a variety of specific strategies to improve transportation options for event attendees, manage transportation resources and communicate options and transportation system impacts to both attendees and the general public. These can include:

- Coordination with other large events taking place in the area
- Special event transit service and free transit passes
- Shared parking nearby or at satellite locations to take advantage of unused parking capacity
- Shuttle service from transit stations or satellite parking as well as shuttles between venues, where applicable
- Taxi/Transportation Network Company (TNC) pick-up and drop-off areas
- Taxi/TNC discounts for event attendees
- Preferential and/or discounted carpool parking
- Parking charges
- Valet bike parking
- Ensuring that the event site can be easily accessed by pedestrians and bicyclists
- Wayfinding and detours
- Share event traffic management with key transportation routing platforms
- Communication of traffic impacts and transportation options to both attendees and the general public
- Activities or incentives for attendees to come early or leave late for an event

Special events are an opportunity to test new TDM concepts and plans, so think about how you might be able to highlight a potential program or service to decision makers or potential users that could lead to a long-term community benefit.



reTIME



reDUCE



reMODE



reROUTE

Use the special event as an opportunity to highlight alternative forms of transportation. Parking charges and even parking shortages and traffic can be used as leverage to promote transit, walking, carpooling and biking.

Additional Resources:

<https://monterey.org/About-Monterey/Event-Planning>

Special Event Transit Service

Enhanced Transportation Options



Introduction

The special event transit service strategy involves working with local transit providers to offer additional, frequent transit service on relevant routes for special events, such as festivals, sporting events or commencement activities. Special events often have to accommodate a large number of visitors arriving and departing at the same time, so having a portion of the visitors take alternative modes can have a significant impact on traffic congestion and parking demand. By offering an alternative, reliable solution to parking at the event site, special event transit service eliminates the stress of finding a place to park at the event site.

Impact and Benefits

Increasing transit service during high volume special events reduces parking demand and traffic congestion by changing automobile trips to transit trips. Offering free transit passes on the day(s) of the event in addition to increased service frequency will further increase the trip reduction benefit.

Implementation Considerations

Work with your local transit providers to offer a special transit route or augment an existing route by increasing transit frequency to accommodate the event-induced demand. If the special event occurs during off-peak periods, transit companies may have resources to support increased capacity on certain routes due to reduced demand elsewhere.

The added service presents an opportunity to highlight all alternative forms of transportation to visitors. They can be promoted as part of overall event communications, including notifications on event websites, advertisements, tickets and event reminder emails. Adding a free bus ticket or pass to your event ticket will further encourage visitors to use the special event service provided.

A special event transit service can be a unique opportunity for your organization and your local transit agency to test new a new transit route, concept or technology. Consider how an improved transit connection might be beneficial on a day-to-day basis and look for opportunities to test and demonstrate such a service with a special event transit service.

Case Studies:

The Monterey Jazz Festival collaborates with Monterey Salinas Transit to provide more frequent bus service on the Jazz lines during the festival: <http://www.montereyjazzfestival.org/info/getting-to-the-festival>.

Additional Resources:

Monterey Salinas Transit: <https://mst.org/>

Car-free in Monterey: <https://monterey.org/Visitors/Car-Free-Monterey>

Student Transit Pass Subsidy

Incentive Programs and Subsidies



Introduction

Providing free or subsidized transit passes is an effective strategy to increase transit ridership and decrease the number of students driving alone. In addition to being price sensitive, students are experiencing a significant change in their lives when they start an educational program. This has been shown to translate into a willingness to consider different commute options. Some transit agencies, including Monterey Salinas Transit (MST), also offer discounts for bulk purchasing of transit passes.

Impact and Benefits

By significantly impacting the student's cost benefit analysis, transit subsidies are among the most effective strategies to effect behavior change. Depending on transit and parking availability, as well as parking costs, a full transit subsidy can result in vehicle trip reductions of 20 to 70 percent¹. By shifting students from driving alone to transit, transit subsidies decrease parking demand, leading to long-term real estate cost savings, and can decrease local congestion. An added benefit of providing transit pass subsidies to students may be that they form the life-long habit of riding transit.

Implementation Considerations

Colleges and universities can purchase GoPasses directly from MST at a reduced rate with discounts of up to 35 percent. Consider partially or fully subsidizing transit passes for participating students, or building the transit pass cost into the student fee structure and providing a pass to all students.

As with other TDM strategies, maximizing the potential of subsidized student transit passes depends on a comprehensive trip reduction strategy. Promote the transit discount through an access guide or transportation kit provided to students at orientation or at a regular interval aligned with the academic calendar. Provide trip planning help through an information kiosk or transit fair.

Case Studies:

California State University Monterey Bay provides students with a free transit pass to the MST system. Students simply show their ID card to ride. The program is funded in part by student fees allocated by the Student Fee Advisory Committee, and by contributions from the university. In 2018, approximately nine percent of students took the bus as their primary commute mode to class, a high percentage considering more than half of CSUMB students live on campus.

Additional resources:

MST Group Discount Program: <https://mst.org>. To enroll, call 1-888-MST-BUS1 (1-888-678-2871).

¹ TCRP Synthesis 131, College Student Transit Pass Programs, A Synthesis of Transit Practice, 2018
<https://www.nap.edu/read/25052/chapter/4#14>

TNC/Taxi Discounts

Incentive Programs and Subsidies



Introduction

This strategy recommends offering promotional codes or automatic discounts to reduce the cost of using transportation network companies (TNCs), such as Uber or Lyft, or taxis for first and last mile trips between your organization and nearby transit stops or other activity centers.

Impact and Benefits

Providing a TNC/taxi subsidy can encourage individuals to leave their personal vehicle at home or forego renting a car on a trip and incentivizes the use of public transportation when used for first/last mile trips. It can reduce parking demand at your organization, thereby alleviating any parking shortages or preventing the need to add costly parking.

Implementation Considerations

TNC/taxi discounts can be used in various settings. Employers can offer discounts for employees to take TNCs from the nearest transit stop to work to encourage the use of transit as a commute mode. Retail stores, restaurants or tourist attractions located in an area with limited parking can offer discounted rides for customers to improve accessibility. And hotels can offer discounts for airport rides to encourage visitors to forego renting a car. Providing TNC/taxi discounts is typically more feasible and affordable than operating a shuttle or circulator.

TNC and taxi discount programs are often set up with a discount code, either subsidized by the employer or offered by the provider as a promotion, that can be redeemed by recipients with a smart phone app or online. To ensure compliance with the use of TNC/taxi discounts, it is possible to set up a geofenced area that limits the discount code to only being available when traveling from defined pick-up and drop-off locations.

It is important to note that TNC and taxi discounts do not necessarily lead to a vehicle trip reduction. However, their availability can support the use of transit or other alternative forms of transportation. In addition, they have the potential to reduce parking demand.

Transit Subsidies and Allowances

Incentive Programs and Subsidies



Introduction

Providing free or subsidized transit passes is an effective strategy to increase transit ridership and decrease the number of employees driving alone. Transit and vanpool subsidies, similar to parking subsidies, can be provided tax-free to employees up to an IRS-specified monthly limit. Transit subsidies can be a supplement to tax-free transit benefits and further reduce the cost of an employee riding transit. Some transit agencies, including Monterey Salinas Transit (MST), also offer discounts for bulk purchasing of transit passes. This means that even with only a small additional subsidy, employees will experience significant savings on their transit costs.

Impact and Benefits

By significantly impacting the employee's cost benefit analysis for commute costs, transit subsidies are among the most effective strategies to effect behavior change. Depending on transit and parking availability, as well as parking costs, a full transit subsidy can result in vehicle trip reductions of up to 30 percent¹. By shifting people from driving alone to transit, transit subsidies decrease parking demand, leading to long-term real estate cost savings, and can decrease local congestion.

Implementation Considerations

Transit subsidies can be administered in-house or through a third party payroll or commute benefits provider. Employers can purchase GoPasses directly from MST at a reduced cost with discounts available for purchases as low as five passes per month. Alternatively, most payroll service providers are set up to handle commute subsidies. Companies that specifically provide transportation benefit payroll services include Wage Works, Benefit Strategies and Edenred.

Once a subsidy has been determined and the program set up, promote the program to employees. Information about the benefits should also be incorporated into new-employee orientation sessions, company benefits literature, and internal communications. Ongoing program administration includes managing the database of enrolled employees, purchasing transit passes monthly or coordinating with your benefits provider, and promoting the benefit on an ongoing basis.

Case Studies:

The Monterey Bay Aquarium provides employees with MST transit passes, in addition to providing incentives to biking to work. As a result, thirty percent of staff get to work using alternative modes of transportation (2016).

Additional resources:

MST Group Discount Program: <https://mst.org>. To enroll, call 1-888-MST-BUS1 (1-888-678-2871).

¹ Traveler Response to Transportation System Changes Handbook, Third Edition: Chapter 19, Employer and Institutional TDM Strategies (2010)

Transportation Coordinator/ Champion



TDM and Active Transportation Support Programs

Introduction

A Transportation Coordinator is an individual whose responsibility is to provide transportation information to employees, students, customers and patients, and promote any programs aimed at increasing the use of alternative transportation. The Transportation Coordinator also typically attends local and regional events related to transportation to better coordinate and thereby increase the effectiveness of programs offered by individual entities. The coordinator must have strong support from the owner/leadership to make it a success.

Impact and Benefits

A TDM program or plan is more likely to be successful if an individual is designated to execute and maintain the selected TDM strategies. This centralizes the responsibility and eliminates any inefficiencies associated with adding responsibilities to existing positions. A Transportation Coordinator is able to focus on the various tasks and challenges related to implementing the strategies, which improves the chances of their success.

Implementation Considerations

Designating a Transportation Coordinator

The role of the transportation coordinator is multifaceted and dynamic. When designating (or hiring) a transportation coordinator, consider how well they will work all employees and management to achieve the commute trip reduction goals of the organization. For large organizations, a transportation coordinator may be a full-time position that serves as the primary point of contact for all employee commute resources. This type of position is sometimes supported with parking revenue. Alternatively, depending on the size of the organization and resources available, the transportation coordinator may be an existing employee who is given the responsibilities of the transportation coordinator. In that case, it is helpful to anchor those responsibilities in the job description. Transportation coordinator duties are most frequently performed by Human Resources or Facilities employees

Required Skills

The role of the transportation coordinator could include the facilitation of travel surveys, development of new company policies to reduce commute trips, or serving as the liaison between management and staff to reduce commute trips. Excellent analytical and communication skills are essential, and experience with data analysis and marketing are helpful.

Role and Responsibilities within the Organization

Transportation coordinators often work with Human Resources, which is essential when facilitating a TDM strategy that requires new payroll policies, employee- or employer-paid transit subsidies, or financial incentives. They also frequently work with facilities and parking staff to implement preferential carpool parking or to identify the best location for bike racks. When identifying a transportation coordinator or assigning transportation coordinator duties to specific job functions, ensure that the person and the role have the interest, ability and authority to work with staff in other departments on implementing programs and can communicate and market those programs to employees.

Use of Local Suppliers for Events

Work and Event Scheduling



Introduction

The use of local suppliers for large events minimizes the distance and time suppliers must travel to deliver their supplies. Similar to campaigns to encourage travelers to shop locally, a commitment to using local suppliers for events can have a dual benefit: it can strengthen the local economy while reducing the length of supply vehicle trips.

Impact and Benefits

Prioritizing local suppliers for event supplies results in shorter freight trips. While this strategy does not necessarily result in a significant reduction in local congestion, it reduces the vehicle miles traveled (VMT) and related air quality impacts attributable to the event's supply chain. Additionally, using local suppliers supports the local economy, which has lasting benefits for all involved.

Implementation Considerations

Incorporate supplier location into your purchasing policies as a factor to be considered. This can include using local suppliers as well as prioritizing vendors that support and deliver locally grown or produced items.

Additional resources:

[https://bimpactassessment.net/sites/all/themes/bcorp_impact/pdfs/B%20Resource%20-%20Local%20Purchasing%20Policy%20\(1\).pdf](https://bimpactassessment.net/sites/all/themes/bcorp_impact/pdfs/B%20Resource%20-%20Local%20Purchasing%20Policy%20(1).pdf)

Valet Bike Parking

Bicycle and Pedestrian Programs



Introduction

Valet bike parking allows bicyclists to check their bike into a secure, monitored area while they attend an event. This ensures bicyclists that their bikes will be safe while they attend the event. Offering valet bike parking near the event entrance raises the visibility of biking as a transportation mode and rewards cyclists for avoiding a vehicle trip. Valet bike parking can be an important aspect of a special event parking and TDM plan.

Impact and Benefits

Bike valet parking at events results in an easier bike trip, increasing bicycling and reducing drive alone trips. This reduces automobile parking demand and helps mitigate event-related traffic congestion. In addition, offering valet parking signals that the event values alternative transportation and sustainable practices in general.

Implementation Considerations

Valet bike parking can be managed with event staff, in partnership with bicycle organizations or outsourced to a third-party non-profit or for-profit provider. Implementation considerations include:

- Location and designated space: Valet bike parking should be in a convenient location near an event entrance. It can be in a parking lot, a green space or plaza.
- Designated space: Delineating the bike parking area from the event space or parking lot is essential to help those parking their bike ensure that it is safe and protected. Depending on the event size and location, the area does not need to be physically secure, but roped off and under visual surveillance by those operating the bike valet. Estimate the number of bicycles that have to be accommodated by looking at the area's bike mode share and obtaining numbers from previous years or similar events.
- Design a coat check system and process for accepting, storing and retrieving bikes.
- Bike valet parking is typically provided at no charge to the user because processing payments delays the bike parking process, deters use and introduces security concerns. Should a fee be charged, a secure system to keep track of cash and adequate staffing to minimize queues would be required.
- Make sure that your organization or the third party vendor has liability insurance.
- Based on the system and expected demand, determine staffing requirements and arrange for staffing.
- Purchase or rent fencing and bike racks and procure supplies. Bike racks can be simple and temporary.

A third-party vendor will assist with all of the above.

Once valet bike parking has been arranged, make sure to market its availability to event attendees using the event website, printed materials, information sent along with event tickets and onsite signage.

Case Studies:

- Since 2008, the Monterey Jazz Festival has been offering free valet bike parking for anybody riding their bikes to the festival. This service is provided in partnership with the Monterey County Fair & Event Center, Green Pedal Couriers and Bicycling Monterey. The Monterey Jazz Festival

advertises the service on its website in the “Getting to the Festival” section along with directions, transit, air travel and parking information: <http://www.montereyjazzfestival.org/info/getting-to-the-festival>

- The Sea Otter Classic offers complimentary bike valet parking near the Expo entrance: <http://www.seaotterclassic.com/getting-in-and-around/>

Vanpool Program

Enhanced Transportation Options



Introduction

A vanpool is an arrangement whereby commuters travel to and from work together by van. The van is driven by a commuter who often rides free or at a reduced rate in return. Vehicles can be sponsored by employers or offered as part of a regional program that assists with vanpool formation, matching up riders with empty seats and helping to promote the programs. Vanpools can provide shared ride options in areas where transit service is lacking.

Impact and Benefits

Vanpooling can lead to a vehicle miles traveled (VMT) reduction of up to 13 percent¹ at your organization. VMT reduction is typically highest in areas with High Occupancy Vehicle (HOV) lanes and/or tolls.

Implementation Considerations

Vanpools can be operated by individual employees or by an organization. While it is possible for individuals or employers to lease their own vehicles, third-party vendors, like CalVans, are set up to take on the risk, logistics and support that would otherwise fall on the company or person. By leasing the van for a monthly fee, individuals or organizations avoid having to cover the cost of insurance, operating costs, and maintenance.

To start a vanpool program, first determine interest, and identify enough riders with similar origins and a common schedule. Designate a driver and back-up driver(s), and ensure that they submit their driver's license and other necessary paperwork to the vanpool vendor. It is the driver's responsibility to collect payment from vanpool riders and submit it monthly to the vanpool provider.

Check with CalVans to see whether any start-up or similar subsidies are available in your region. To further incentivize vanpooling, consider implementing or expanding a preferential carpool parking program and include reserved, preferred parking for vanpools. In addition, employees can purchase vanpool fares with pre-tax funds, if their employer participates, which can further reduce the cost of vanpooling.

Additional resources:

<https://calvans.org/>

¹ California Air Pollution Control Officer's Association, Quantifying Greenhouse Gas Mitigation Measures

Vanpool Start-up Subsidy

Incentive Programs and Subsidies



Introduction

Vanpools can provide shared ride options where transit service is lacking. They can be sponsored by employers and can be part of a regional program that assists with vanpool formation, matching up riders with empty seats and general vanpool promotion. Providing a start-up subsidy for a certain period of time until the vanpool fills up supports a vanpool during its formative stage to keep costs down for initial riders and reduce the risk of failure in the early stage.

Impact and Benefits

Vanpools or shuttles can result in up to 13 percent¹ in vehicle travel, with the reduction being highest in areas with high occupancy vehicle (HOV) lanes and/or tolls. A vanpool startup subsidy will contribute to the vehicle trip reduction impact by making it easier for employees to start a vanpool.

Implementation Considerations

Determining the Subsidy Amount

Vanpools can cost over \$1,000 per month to operate, and often need some financial support to become established before they are self-sustaining. When a vanpool route is identified, usually through a local or regional ridematching database, determine the amount by which the vanpool will be subsidized by weighing the available funds and price sensitivity of passengers. The subsidy can be a fixed monthly subsidy or vary based on the number of empty seats that need to be covered. The latter has the advantage that the individual fares can be fixed based on the expected ridership once the vanpool is fully established, making it easier for riders to budget for their expenses.

- Example: a 10-person carpool is established at a cost of \$1,000 per month. The vanpool begins with seven riders paying \$100 each and your organization subsidizes the remaining \$100 per empty seat for a certain period of time or until those seats are filled. If 10 riders are found after the start-up period, vanpool fares remain at \$100 per month. If only 8 riders are found, fares increase to \$125 until additional riders join.

Subsidy Schedule

Develop a schedule for how long the subsidy will last so that passengers have time to develop their own cost sharing arrangements for when/if the per rider cost increases. It may also be helpful to gradually reduce the subsidy over time so passengers aren't faced with an immediate cost increase, which is likely to lead to a loss in ridership and increased costs for remaining riders.

Ongoing Empty Seat Subsidy Option

If funds continue to be available after the vanpool start-up subsidy ends, a program enhancement would include empty seat subsidies that temporarily cover the cost of an empty seat if the van has fewer than a certain number of riders. This way, the vanpool will continue to cost the same amount per rider and help avoid further ridership loss due to increased cost from the loss of a passenger.

To justify start up subsidies to decision makers, it typically helps to describe the alternative social costs of automobile travel or to outline how the subsidy could help achieve the trip reduction goals of the

¹ CAPCOA, Quantifying Greenhouse Gas Mitigation Measures, August 2010

organization. If parking is employer paid, it might be possible to cover the cost of the vanpool subsidy through parking cost savings.

Visitor Discounts to Avoid Peak Period Arrivals and Departures



Incentive Programs and Subsidies

Introduction

Incentives aimed at visitors include offering discounts for visitors at restaurants or hotels to avoid traveling during peak hours. Examples are discounted Sunday night stays or discounts at local restaurants for Sunday night dinner. A financial incentive has the potential to impact the visitors' cost benefit analysis, as they may otherwise find it more valuable and convenient to travel during peak periods.

Impact and Benefits

Participation in these incentive programs will reduce congestion during times when visitors are most likely to travel. As an added benefit, visitors who extends their stays to avoid peak periods will likely contribute more to the local economy.

Implementation Considerations

Consider your ability to offer discounts that will keep visitors off the roads during peak travel periods. This could be a discounted Sunday night stay at a hotel, Sunday evening happy hour or dinner at a restaurant or Saturday or Sunday early bird specials at museums or other tourist attractions.

While individual offers are valuable, a coordinated campaign through the Monterey County Convention & Visitors Bureau, your local business district or another local or regional organization would increase the effectiveness and reach of this type of effort. Ideally, discounts are advertised on one website and advertised as part of an overall program to share costs.

Case Studies: As part of *GoI70*, a travel website maintained by CDOT, a number of businesses in the I-70 mountain corridor offer discounts to delay travelers heading east after a weekend of exploring the mountains beyond the mid- to late afternoon peak travel hours.

Wayfinding

Marketing and Branding



Introduction

Wayfinding includes signs, maps, and directions to point travelers to the location of nearby alternative commute resources, such as bike parking, preferential carpool or vanpool parking, transit or shuttle routes, bicycle and pedestrian paths, as well as parking and major nearby destinations. It is an important tool to educate people about and point them to the transportation choices available to them. Wayfinding can be applied at any level, from the property level (signs to bike parking) to the regional level (signs on the highway advertising park and rides).

Impact and Benefits

Wayfinding strategies promote alternative transportation modes by raising their visibility and by providing route information to users. It can also reduce the number of vehicles circulating because people are looking for parking, thereby reducing local traffic congestion. Wayfinding strategies help achieve marketing and branding objectives by integrating consistent logos and designs with the route information.

Implementation Considerations

Wayfinding is most applicable to larger organizations in campus settings or large event venues. Temporary or permanent, designing wayfinding signage and maps requires a thorough understanding of the transportation options and resources as well as routes individuals are likely to take.

Signage is the most prominent form of wayfinding, typically supplemented with location and context maps. Transportation kiosks and real-time transit displays can be incorporated into a wayfinding system.

It can be in form of signage and map displays, printed materials and online or app-based tools, and can include real-time information, such as next bus information or parking availability. The implementation of a wayfinding strategy should be considered for its visibility, accessibility and audience. It is important to make sure that wayfinding signage and materials meet ADA and general accessibility standards, include tactile communication, and speak to the intended audience, which may require translations into foreign languages. It is also important to consider how your wayfinding strategy integrates with existing or planned local or regional efforts by the neighborhood, city or transit agency.

Case Studies:

An example of temporary wayfinding signage that could be applicable to campuses and large events:
<https://walkyourcity.org/>

Website

TDM and Active Transportation Support Programs



Introduction

Create or promote a website that aggregates information about local transportation options, programs and incentives available to employees or students. A comprehensive website acts as a one-stop shop for all relevant information and complements other ways information is distributed, such as an information kiosk and new employee/student transportation kits. In addition, a website can direct individuals to relevant tools, such as online directions and maps, real-time transit or shuttle information, ridematching, trip planning and trip tracking tools.

Impact and Benefits

As more options become available, easily accessible information is increasingly more important to help people make transportation decisions. By aggregating all relevant transportation information, a website removes barriers to using new transportation modes.

Implementation Considerations

Websites can be available to the public or limited to employees via password protection. Most sites are integrated with an organization's main website, making it important to think about where the transportation information will be located and how easy and intuitive it will be to find. In many cases, organizations maintain a public transportation website aimed at visitors and a password protected site or intranet site for information about transportation options and programs only available to employees and/or students.

Website content can include travel surveys, trip planning information, employee commute benefits, local transit information or other relevant information to make traveling without a car more feasible for students, employees or visitors. Your website should provide a simple way for anyone who visits to plan a trip. Keeping the site simple and intuitive is important to help people get the information they need quickly and easily.

Ongoing maintenance of your website is crucial to ensure content is kept accurate and relevant. Review your site's content on a regular basis and update as needed.

Case Study:

CSUMB has a comprehensive transportation site: <https://csumb.edu/transportation>