FINAL
ALTERNATIVE CONGESTION RELIEF (ACR) TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN

SAN MATEO COUNTY
Transportation Authority

ACKNOWLEDGEMENTS

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* TA staff would like to extend an extra thank you to Directors Beach, Groom, and Romero for participating in a TA Board Ad-Hoc Committee to help shape the development of the ACR/TDM Plan.

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INTRODUCTION

The San Mateo County Transportation Authority (TA) is an independent agency that plans, funds and delivers transportation programs and projects throughout San Mateo County. The role of the TA is to administer proceeds from the county's two transportation sales tax measures, Measure A and Measure W. The TA Alternative Congestion Relief/Transportation Demand Management (ACR/TDM) Plan (Plan) is a guide for initiating and selecting projects and programs for the plan-based Measure A ACR category and the competitive Measure W TDM subcategory. These funds will support projects and programs that aim to reduce reliance on automobiles for travel and work and to increase the efficient use of the transportation network in San Mateo County. The Plan follows the recommendation set out by the TA Strategic Plan 2020-2024 which guides funded transportation programs in San Mateo County. The Plan integrates recommendations from other relevant plans, such as the US-101 Mobility Action Plan; peer research on TDM; and stakeholder input to assess current TDM needs in San Mateo County and provides the basis for the Plan's recommendations.

The TA Strategic Plan 2020-2024 recommended the creation of the Plan to provide a structure for the new TDM funding program. Until this Plan, Measure A funds were primarily used to support Commute.org, a joint powers authority in San Mateo County comprised of 17 cities and towns as well as the County of San Mateo. Commute.org is the county's transportation demand management agency and operates shuttle services throughout San Mateo County, as well as other non-automobile resources and incentive programs. Along with Measure W, the new funding sources available for ACR/TDM projects and programs dictate a need to reassess the scope and structure of the TDM program.

The ACR/TDM Plan development relies heavily on stakeholder engagement and feedback. TA staff assembled a project Advisory Group, consisting of staff from local jurisdictions and stakeholder organizations, and an Ad-Hoc Committee of the TA Board. Each group met with the project team three times over the course of the Plan development. Separately, the project team presented to Commute.org Board of Directors and the City/County Association of Governments of San Mateo County's (C/CAG's) Technical Advisory Group project updates. Lastly, a project landing page on the TA website and Plan fact sheet were prepared as a means to communicate information with the general public.

The Plan will act as a guide to organize the first and future TDM call-for-projects (CFP) cycles. Applicants will be able to determine if their projects and programs are eligible for funding by referring to the program inventory. The program guidelines and funding split directly address countywide gaps, such as countywide TDM monitoring, that were brought up during the stakeholder interview process. Finally, the evaluation criteria, with both quantitative and qualitative measures, will provide the flexibility needed to evaluate a wide range of TDM projects. The Plan also recommends future work, including a vehicle miles traveled (VMT) reduction model that is specifically calibrated to local conditions and TDM strategies eligible under the TDM program.

The Plan includes:

- Section 2: Measure A and W background, including TDM Definition and Plan Goals
- Section 3: Relevant Plans Review
- Section 4: Local TDM Conditions based on the stakeholder interview process
- Section 5: Program Inventory
- Section 6: Program Guidelines and Selection

The ACR/TDM Plan development project team (project team) includes TA Programming and Monitoring staff, SMCTD Government Affairs and Communication staff, and staff from WSP (the consultant for the project).

2 | MEASURE A AND MEASURE W BACKGROUND

2.1 MEASURE A

Measure A is a half-cent sales tax passed in 1988 to fund transportation construction projects, such as highway improvements, grade separations, and Caltrain commuter rail projects through the TA for a period of 20 years. In 2004, County voters reauthorized the TA's mission and a new Transportation Expenditure Plan (TEP) for an additional 25 years beginning in 2009 and running until 2033.

Measure A has four key goals:

- Reduce congestion
- Make regional connections
- Enhance safety
- Meet local mobility needs

Within the Measure A TEP is a program category that allocates one percent of the generated funds to Alternative Congestion Relief, which aims to provide commute alternatives and Intelligent Transportation Systems (ITS) (see Figure 2-1).

The one percent of Measure A generated funds for the ACR category is expected to accrue

FIGURE 2-1: MEASURE A FUNDING

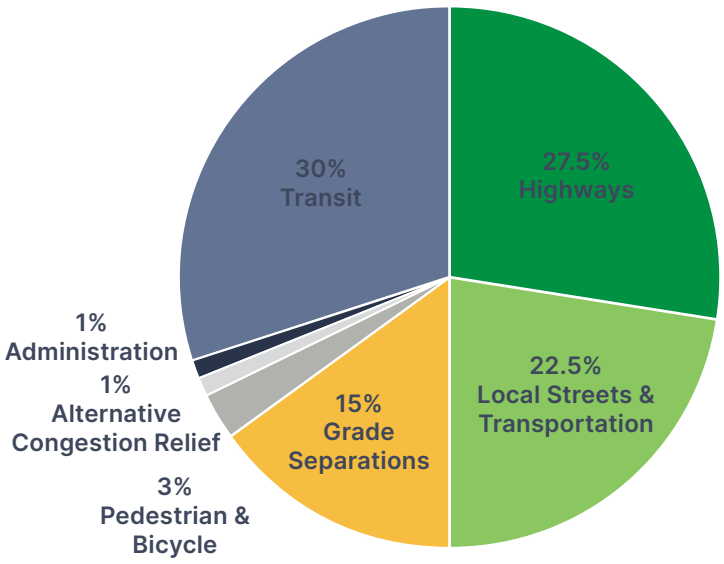


Photo: US-101 Express Lanes Construction

$15 million over the 25-year time horizon, or approximately $910,000 annually. The Measure A TEP governs the funding allocations for this category and requires that 0.8% (of the one percent) must be used for the "efficient use of the transportation network through ride sharing, flexible work hours, and other commute alternatives" and 0.2% must be used for the "planning and design of ITS systems for improved highway/transit capacity".[1] The distribution method is plan-based which provides the opportunity to create direct funding or competitive programs. Historically, the TA has used this funding category to provide direct support to Commute.org's ongoing annual TDM work programs, but the rest has not been allocated to specific projects or programs.

Measure A funds can continue to support Commute.org's annual work program through direct allocation while maintaining flexibility for other projects and programs through additional direct allocation, first-come-first-serve selection, or competitive selection.

[1] ITS includes innovative ways of transport and traffic management that enable users to be better informed and make safer, more coordinated, and smarter uses of transportation networks. See: https://www.dot.ny.gov/divisions/operating/oom/transportation-systems/systems-optimization-section/ny-moves/what-is-its

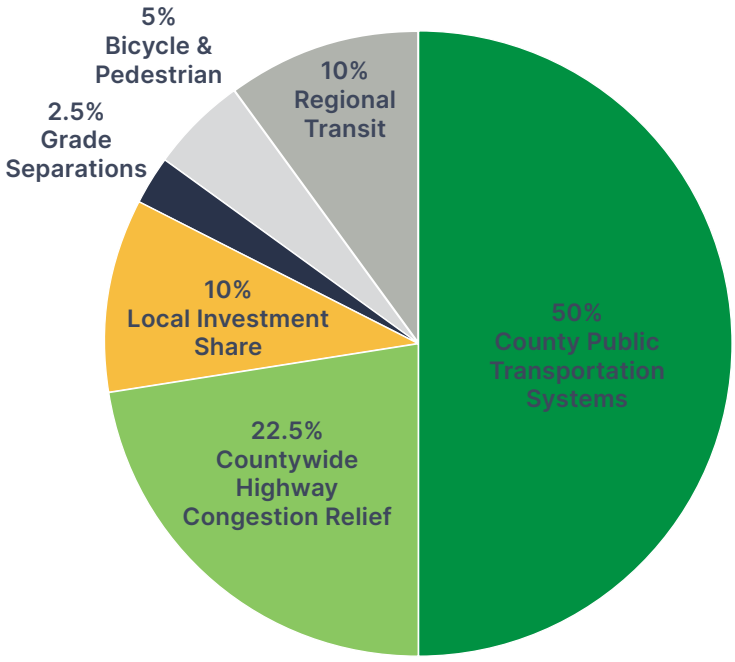
2.2 MEASURE W

Measure W is a half-cent sales tax that voters approved in 2018 to fund the implementation of the San Mateo County Congestion Relief Plan, along with other transportation services in the County. Fifty percent of the sales tax is administered by SamTrans and the other fifty percent is administered by the TA (see Figure 2-2). The measure is set to run from 2018 through 2038.

Measure W is guided by 11 core principles:

- Relieve traffic congestion countywide
- Invest in a financially sustainable public transportation system that increases ridership, embraces innovation, creates more transportation choices, improves travel experience, and provides quality, affordable transit options for youth, seniors, people with disabilities, and people with lower incomes
- Implement environmentally friendly transportation solutions and projects that incorporate green stormwater infrastructure and plan for climate change
- Promote economic vitality, economic development, and the creation of quality jobs
- Maximize opportunities to leverage investment and services from public and private partners
- Enhance safety and public health
- Invest in repair and maintenance of existing and future infrastructure
- Facilitate the reduction of vehicle miles traveled, travel times and greenhouse gas emissions
- Incorporate the inclusion and implementation of complete street policies and other strategies that encourage safe accommodation of all people using the roads, regardless of mode of travel
- Incentivize transit, bicycle, pedestrian, carpooling and other shared-ride options over driving alone
- Maximize traffic reduction potential associated with the creation of housing in high-quality transit corridors

FIGURE 2-2: MEASURE W FUNDING BREAKDOWN



Through the TA Strategic Plan 2020-2024, the TA developed a competitive TDM subcategory under the Highway Category aimed to encourage programs and projects that reduce highway congestion, including, but not limited to non-single occupant vehicle trips (SOV) and off-peak trip demand. The only constraint under Measure W is that projects must show a nexus to the highway system to qualify for Measure W TDM funds.[2] Approximately four percent of the Countywide Highway Congestion Relief program (or one percent of annual Measure W funds) is set aside for the TDM subcategory. This amounts to approximately $24 million over 30 years, or $819,000 annually. Measure W's TDM subcategory provides a significant new source of revenue that allows for more projects selected through a competitive process.

[2] Nexus includes any project that can demonstrate highway Vehicle Miles Traveled (VMT) reductions.

2.3 MEASURE A AND MEASURE W

Table 2-1 provides a summary of the two Measures.

TABLE 2-1: MEASURE A AND W SUMMARY

	Measure A ACR Category	Measure W TDM Category
History	Half-cent sales tax running from 2009-2033	Half-cent sales tax running from 2019-2038
Dollar Amount for ACR/TDM	$15M over 15 years	$24M over 30 years
Funding Distribution Method Requirements	Plan-based	Competitive (with guidelines set by this Plan)
Additional Funding Restrictions	80% of ACR money must go towards "efficient use of the transportation network through ride sharing, flexible work hours and other commute alternatives" 20% for planning and design of ITS systems for improved highway/transit capacity	Projects must have a nexus with highway congestion relief

Photo: Protected Bicycle Lane

Photo: Bicycle Route

2.4 TDM DEFINITION

A first step to developing the ACR/TDM Plan is to create a definition for ACR/TDM. The definition establishes a baseline understanding future projects and programs must meet to qualify for funding under the ACR/TDM program. A draft definition was presented to the ACR/TDM Advisory Group, the TA Board Ad-Hoc Committee, Commute.org Board, and C/CAG Technical Advisory Committee for comment and feedback and revised accordingly.

The Plan definition is:

Alternative Congestion Relief (ACR) and Transportation Demand Management (TDM) are strategies that encourage the use of sustainable transportation options and enhance mobility. ACR/TDM initiatives work toward ensuring that people's trips are safe, reliable, and convenient while discouraging driving, managing congestion, and reducing Vehicle Miles Traveled (VMT).

The definition was used to derive the Plan's goals and assist with developing the Plan's program inventory, guidelines, and evaluation criteria.

2.5 PLAN GOALS

Developing ACR/TDM goals are an important component of the Plan because they help frame the TDM outcomes that the TA is striving to achieve. The TA will use the goals to guide local cities and towns as they develop projects and plans that are eligible for Measure A or W funding.

Photo: SamTrans Bus

The Plan's goals were developed from peer agency literature review and the goals and core principles of Measure A and W, as seen in Table 2-2 on the next page. TDM themes from the TA Strategic Plan and US-101 Mobility Action Plan were also extracted to inform the draft goals. The draft goals were presented to the Advisory Group and Board Ad-Hoc Committee for feedback and were revised accordingly.

TABLE 2-2: ACR/TDM PLAN GOALS

Goal	Sub-goal (Source)
Provide Congestion Relief	▸ Offer reliable travel times for all | US-101 MAP ▸ Reduce commute corridor congestion | Measure A ▸ Relieve traffic congestion countywide | Measure W ▸ Maximize potential traffic reduction potential associated with the creation of housing in high-quality transit corridors | Measure W
Increase Sustainable Transportation Options	▸ Prioritize high capacity mobility options for all | US-101 MAP ▸ Invest in a financially sustainable public transportation system that increases ridership, embraces innovation, creates more transportation choices, improves travel experience, and provides quality, affordable transit options for youth, seniors, people with disabilities, and people with lower incomes | Measure W ▸ Incentivize transit, bicycle, pedestrian, carpooling, and other shared-ride options over driving alone | Measure W
Promote Sustainability & Health	▸ Foster healthy and sustainable communities | US-101 MAP ▸ Enhance Safety | Measure A ▸ Implement environmentally friendly transportation solutions and projects that incorporate green stormwater infrastructure and plan for climate change | Measure W ▸ Incorporate the inclusion and implementation of complete street policies and other strategies that encourage safe accommodation of all people using the roads, regardless of mode of travel | Measure W ▸ Enhance safety and public health | Measure W ▸ Facilitate the reduction of vehicle miles traveled, travel times, and greenhouse gas emissions | Measure W
Encourage Economic Development Opportunities	▸ Promote economic vitality, economic development, and the creation of quality jobs | Measure W ▸ Maximize opportunities to leverage investment and services from public and private partners | Measure W
Invest Funding Equitably*	

* Equity Goal did not appear in Measure A or Measure W. It was selected by the ACR/TDM Advisory Group and TA Board Ad-Hoc Committee for inclusion.

Each sub-goal is used only to ensure that potentially eligible projects align with at least one of the guiding documents used to develop the higher-level goals.

2.6 PLAN OUTCOMES

The outcome of the Plan is two fold: first to identify and set program guidelines for project and program eligibility and second to craft the pathway for the first Call for Projects (CFP) process for the Measure A and Measure W ACR/TDM funding cycle. The program guidelines development process included engaging with local stakeholders through a survey and interview, conducting a TDM best practices and agency peer review, and then framing a program inventory that identifies and classifies eligible projects. Lastly, the CFP process will be supplemented by a evaluation criteria framework that includes both quantitative and qualitative criteria.

The Plan is a guide to organize the ACR/TDM call-for-projects cycles. Applicants will be able to determine if their projects and programs are eligible for funding by using the program inventory. The program guidelines and funding split will directly address countywide gaps, such as countywide TDM monitoring, that were brought up during the stakeholder interview process. Finally, the evaluation criteria, with both quantitative and qualitative measures, will provide the flexibility needed to evaluate a wide range of TDM projects. The Plan also recommends future work tasks, including developing a quantitative tool for local jurisdictions to utilize for their applications to assist with calculating metrics required for the application process.

Photo: Scooter Share

3 | RELEVANT PLANS

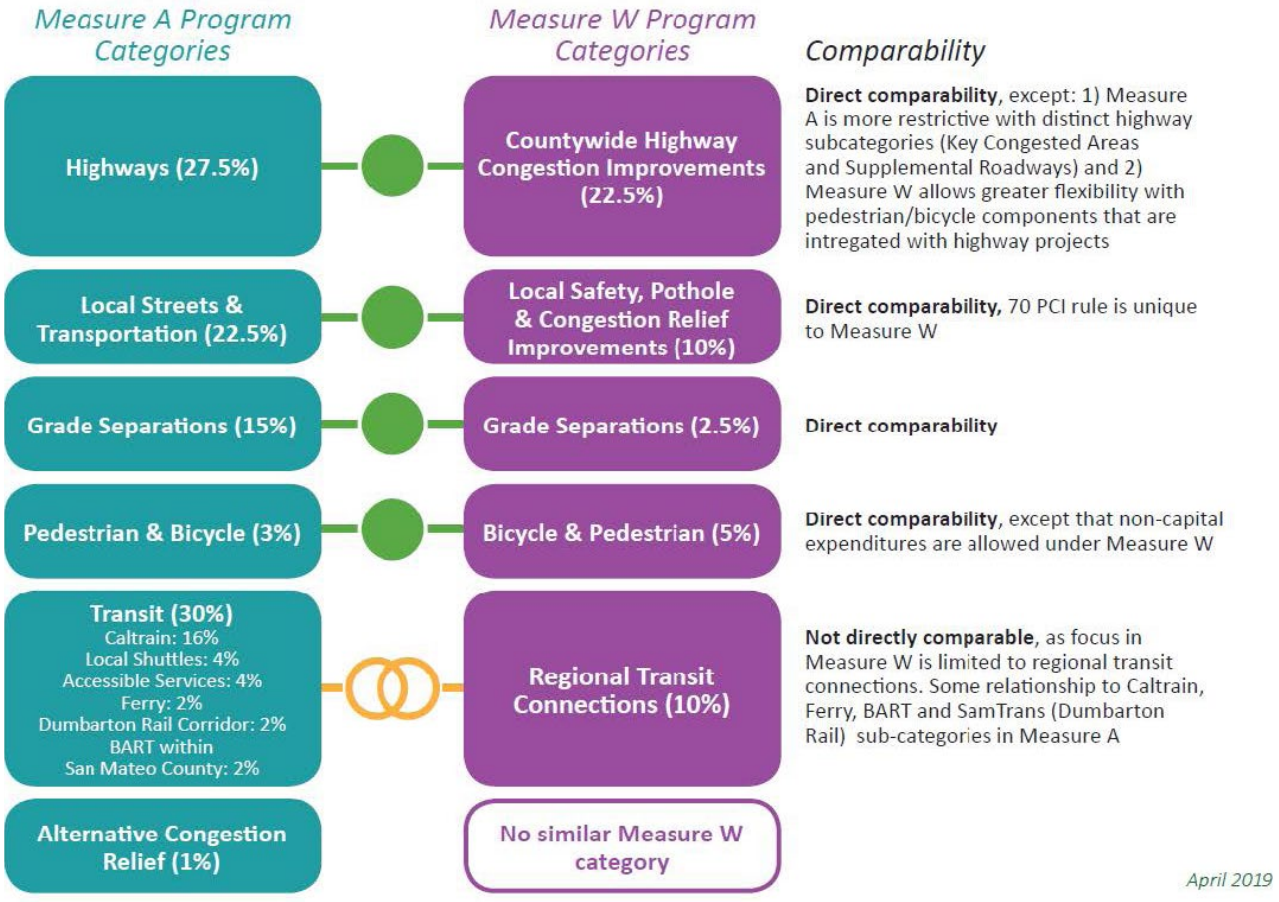
This section reviews regionally relevant plans for the ACR/TDM Plan. The plans provide context and background information on TDM activities within the county and the greater Bay Area. The section begins with the TA Strategic Plan 2020-2024, followed by a summary of countywide plans, regional plans and peer TDM plans.

3.1 SMCTA STRATEGIC PLAN 2020-2024 (2019)

The TA Strategic Plan 2020-2024 sets a vision for Measure A and Measure W funds. The Strategic Plan takes the four goals outlined in Measure A, the eleven core principles outlined in Measure W, and recommends criteria for the competitive funding programs. A chart comparing the two Measures' funding categories are shown in Figure 3-1. The Strategic Plan recommends adding a TDM subcategory to the Measure W highway program that would use four percent of the Measure W Highway Congestion Improvements funds for TDM projects and programs.

The Strategic Plan recommends the development of this report, an ACR/TDM Plan to establish the project selection process and evaluation criteria for the TDM subcategory funds.

FIGURE 3-1: SUMMARY OF SAN MATEO COUNTY BASED PLANS



3.2 SUMMARY OF SAN MATEO COUNTY & OTHER APPLICABLE PLANS

Table 3-1 summarizes regionally relevant plans for the ACR/TDM Plan, including regionally applicable and best practice example Plans from the Bay Area. Further detailed description on these plans can be found in Appendix A.

TABLE 3-1: SUMMARY OF SAN MATEO COUNTY BASED PLANS

Plan	Agency	Key takeaways for the ACR/TDM Plan
Strategic Plan (2020-2024)	SMCTA	The Strategic Plan took the four goals of Measure A, the eleven core principles of Measure W, and set recommended criteria for the competitive funding programs. The Strategic Plan recommended adding a TDM subcategory to the Measure W highway program which would use four percent of the Measure W Highway Congestion Improvements funds towards TDM projects and programs.
Short Range Highway Plan (2021-2030)	SMCTA	The Short Range Highway Plan (SRHP) outlines an evaluation framework that weights project scoring based on project phase with earlier planning work focused on need and construction and engineering prioritizing effectiveness. The SRHP identifies 4 percent of the Measure W Highway Program must be dedicated to funding TDM projects and programs.
US-101 Mobility Action Plan	SMCTA	The US-101 Mobility Action Plan (MAP) recognizes that infrastructure mprovements alone along US-101 will not solve congestion along the corridor. It identifies almost 60 actions public, private, and non-profit sector leaders could take over the next five years to fully leverage the upcoming infrastructure investment to offer reliable travel times for all, prioritize high-capacity mobility options for all, and foster healthy and sustainable communities.
Short Range Transit Plan (2019-2028)	SamTrans	The SamTrans Short Range Transit Plan (SRTP) documents the District's assets, capital and operating costs, ridership and programs for the last three fiscal years and provides forecasts for the next ten years (FY 2019 - 2028). The goals of the SRTP are focused on enhancing service for the transit-dependent, expanding innovative mobility services and promoting programs that relieve traffic congestion. Initiatives suggested that overlap with ACR/TDM include Transportation Network Company (TNC) Service Delivery and Microtransit Pilots.

Plan	Agency	Key takeaways for the ACR/TDM Plan
San Mateo Countywide Transportation Plan	C/CAG	The countywide transportation plan provides a coordinated, comprehensive transportation framework for the county. Several of the key vision and goals support the TDM Strategic Plan including ITS, demand-side and land-use measures for TDM and innovative parking policy and programs. The plan emphasizes the goal of VMT and GHG reductions supports over focusing on traffic delay.
Plan Bay Area 2050	MTC	Plan Bay Area 2050 is the region's long range strategic plan focused on housing, economic, transportation and the environment. Plan Bay Area 2050 forecasts a large household growth in San Mateo County with less job growth. This emphasizes the county's interest in utilizing TDM measures to enhance first/last mile opportunities.
Mobility Hubs Implementation Playbook	MTC	The Mobility Hubs Implementation Playbook proposes several mobility hubs in San Mateo County. These have a potential to increase accessibility and touch on TDM-related solutions including bicycle and pedestrian facilities, bikeshare systems and other new mobility. MTC and the TA have avenues to collaborate particularly in funding and technical assistance to support local jurisdictions. Mobility hub planning, design, and construction could be incorporated as eligible project categories for ACR/TDM.
Caltrain 2040 Business Plan	Caltrain	The Business Plan sets a vision for the growth of the railroad and its evolution from a traditional-commuter rail system with service stacked in the AM and PM commute times to a rail system with expanded midday and off peak service. First/last mile strategies, many of which are also TDM strategies, are emphasized such as bike parking, wayfinding, and access strategies. Caltrain provides a useful equity framework for the peninsula including looking at historic injustices in San Mateo County's transportation and land use practices, considering social, racial and geographic equity as a significant factor in analyses and improved engagement. Therefore, a specific equity focused goal in the ACR/TDM Plan would align well with other countywide planning efforts.
Rethinking Mobility: A Transportation Strategic Plan for the City of Walnut Creek	Walnut Creek	The transportation strategic plan provides a comprehensive example of city-led TDM to promote reductions in SOVs. It provides a template for San Mateo County jurisdictions' TDM plans.
Transportation Choices Plan: Transit and Transportation Demand Management	City of Alameda	The transportation choices plan provides another example of how a city implemented transit and TDM projects and programs in a targeted and strategic way.

4 | CURRENT TDM CONDITIONS IN SAN MATEO COUNTY

This section reviews existing countywide and local TDM programs and stakeholder outreach to assess TDM gaps, barriers and desired outcomes.

4.1 LOCAL TDM PROGRAMS

The City/County Association of Governments of San Mateo County (C/CAG) has traditionally led the development of TDM policy in San Mateo County. C/CAG is the designated Congestion Management Agency (CMA) for the county, which is responsible for updating the Congestion Management Plan (CMP) biennially. Since 2000, C/CAG has had an adopted TDM policy with guidelines for analyzing the impact of land use decisions made by local jurisdictions. The previous policy required all projects with over 100 peak hour trips to create a TDM plan which would include measures to reduce new trips from a menu of TDM options. All C/CAG members, which include all jurisdictions in San Mateo County, are subject to the countywide TDM policy unless they have their own, more stringent, TDM requirements. Over time, TDM projects in the county have been mainly developer-led as these larger projects are the ones that must conform with C/CAG's requirements.

C/CAG adopted a major update to their TDM policy in September 2021.[3] Table 4-1 summarizes the changes between the previous policy and the new policy. The first is lowering the requirement from 100 peak hour trips to 100 average daily trips (ADTs). The second is a greater focus on VMT reduction with adoption of vehicle trip reduction targets and mode share targets. Another area for update is related to monitoring and reporting. As part of the update, C/CAG proposed to collaborate with Commute.org to administer monitoring and reporting post-occupancy. However, it should be noted that no additional funding was identified for Commute.org to take on that monitoring role or to develop a consolidated monitoring platform to track if developments are implementing the strategies they agreed to.

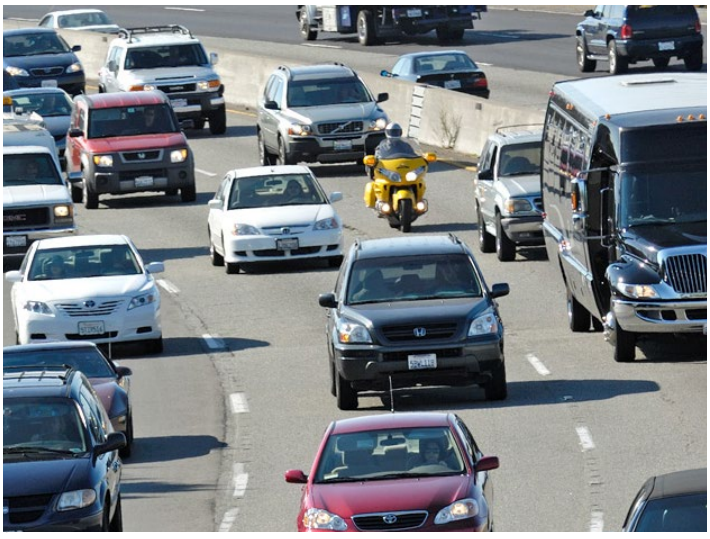


Photo: US-101 Highway

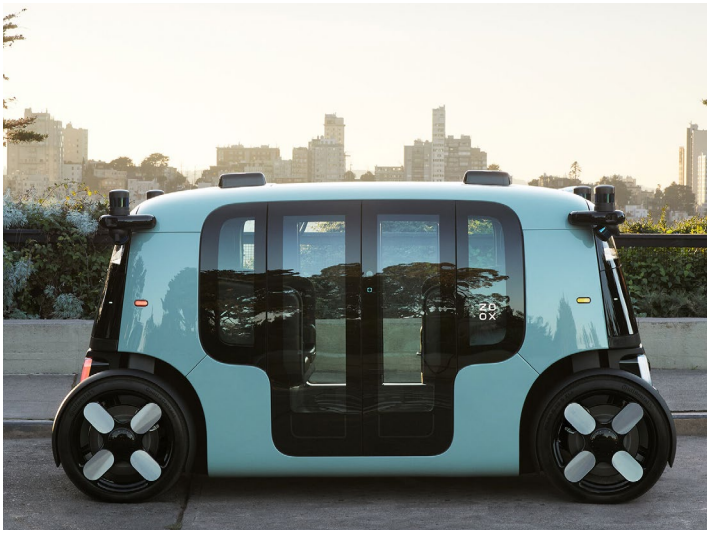


Photo: Zoox Automated Vehicle

[3] https://ccag.ca.gov/wp-content/uploads/2021/09/6.3-A5-CCAG_TDM-Policy-Update-Approach-June-2021_Final-w-redlines.pdf

TABLE 4-1: MAJOR CHANGES UNDER C/CAG TDM POLICY UPDATE

TDM Policy Area	Previous Policy	Updated Policy
Threshold for TDM Application	100 Peak Hour Trips	100 Average Daily Trips (ADTs) small projects/500 ADT large projects
Vehicle trip reduction and mode share targets	No quantifiable targets	Vehicle Trip Reduction target between 25%-35% depending on project type and size SOV mode share target between 67%-73% depending on project size
Monitoring & Reporting	No systematic post-occupancy monitoring requirement. Local jurisdictions are supposed to report project applications but inconsistently delivered.	Require periodic post-occupancy reporting. C/CAG partner with Commute.org for administering monitoring & reporting process across the county. Set up a process to help project owners struggling to achieve TDM targets

Only three of the 22 jurisdictions in San Mateo County have either a TDM Plan or ordinance separate from the C/CAG TDM Policy, with two cities currently in the process of codifying TDM (see Table 4-2). The local TDM ordinances are generally similar to C/CAG's in their provision of a menu of TDM measures to mitigate developer/employer trips such as bicycle parking, shuttles or transit passes. However, most of these plans do not provide direction for jurisdiction-wide TDM-related programs or projects where the local jurisdiction could lead efforts. A common avenue for TDM implementation is through the General Plan and Transportation Impact Assessment Guidelines.

Photo: Facebook Campus

TABLE 4-2: JURISDICTIONS WITH TDM PLANS OR ORDINANCES

Jurisdiction	TDM Plan or Ordinance
East Palo Alto	East Palo Alto is in the process of amending their Code of Ordinances to require a TDM plan for all projects that generate 100 or more net new weekday (AM or PM peak hour) or weekend peak hour trips.
South San Francisco	South San Francisco has an ordinance within their Municipal Code where all projects generating one hundred or more trips shall prepare and submit a preliminary TDM plan that includes all required measures and additional measures necessary to achieve a minimum 28% alternative mode use.
Redwood City	Redwood City has a TDM plan called "Redwood City Moves" which builds off of the General Plan to promote the best travel experience possible for everyone in Redwood City by creating and maintaining a safe, multimodal, and accessible transportation network. The plan separates projects into tiers and provides developers with a menu of options to choose from to support TDM and reach their required number of TDM points. It includes specific goals such as 50% of trips will be non-automobile trips by 2040.
Belmont	Belmont's TDM Plan requires projects to provide features and amenities that will foster a better pedestrian/bicycle environment, support transit, and make it easier and more appealing for residents, employees, and visitors to use alternatives to driving alone. They use a points-based system to evaluate projects based on their type and size. The TDM menu options include things such as bike parking, bike amenities, pedestrian amenities, carpool/vanpool, shuttles, transit passes, and telecommuting.
Menlo Park	Menlo Park's TDM program aims to encourage creative ways to mitigate the traffic impact of new development projects. Their development requirements are stricter than C/CAG's and the Municipal Code calls for at least a 20% reduction of trips in certain new zoning districts.

[4] Chapter 10.32 Transportation System Management Plan

The ACR/TDM Plan was supported by an Advisory Group with representatives from local jurisdictions and community-based organizations from across San Mateo County including:

Atherton

BART

Belmont

Brisbane

C/CAG San Mateo

Caltrain

Colma

Commute.org

Daly City

East Palo Alto

Eden Housing

Facebook

Foster City

Foster City Chamber of Commerce

Friends of Caltrain

Google

Greenbelt Alliance

Half Moon Bay

Half Moon Bay Chamber of Commerce

Joint Venture Silicon Valley

League of Women Voters – North and Central San Mateo County

Menlo Park

Metropolitan Transportation Commission

Millbrae

Pacific Climate Committee

Pacifica

Palo Alto

Redwood City

Safe Routes to School – County Office of Education

SAMCEDA

San Bruno

San Carlos

SFO

San Mateo Area Chamber

San Mateo Central Labor Council

San Mateo County

San Mateo County Aging and Adult Services

San Mateo County Housing

Santa Clara Valley Transportation Authority (VTA)

Senior Coastsiders

Silicon Valley Bike Coalition

South San Francisco

Office of Supervisor Slocum

Office of Supervisor Horsley

4.2 STAKEHOLDER OUTREACH

Stakeholder input is a foundational part of the ACR/TDM Plan's development. It provides insight on the County's stakeholder's TDM priorities and inform the plan's development on the program's goals and objectives as well as evaluating and recommending project applications through the Call for Projects process. The project team developed a robust stakeholder outreach plan, using a two-step approach to engagement. The first step focused on organizing project stakeholders to present materials and gather feedback and the second step focused on specific outreach with individual cities to gather first-person insights.

4.2.1 Stakeholder Group Engagement

Project stakeholders were organized into two groups, Group 1 – Plan Development and Group 2 – Information Sharing. Group 1 received more detailed project progress information and be used to gather focused, project-specific feedback. Group 2 received project updates and provided high-level feedback to TA staff and the project team.

The participants are:

Group 1:

- ACR/TDM Advisory Group
- SMCTA Ad-Hoc Committee

Group 2:

- SMCTA Board
- SMCTA Citizens Advisory Committee (CAC)
- Commute.org Board of Directors
- C/CAG Technical Advisory Committee (TAC)

Separate meetings for the Advisory Group and Ad-Hoc Committee were scheduled to present new project material, and feedback from the Advisory Group was used to inform project information presented to the Ad-Hoc Committee. The project team met with the Advisory Group and Ad-Hoc Committee each three times during the course of the project. In the first meeting the project team introduced ACR/TDM to the

groups, including a draft project definition and project goals, and discussed the current status of TDM policy in the county. The second meeting focused on the draft ACR/TDM framework and the draft Measure A and W funding categories. The final meeting discussed the draft evaluation criteria and Call for Projects requirements and process. Group 2 project stakeholders received project updates of the same materials.

4.2.2 Information Gathering Engagement

The second element of the stakeholder outreach plan consisted of meeting with San Mateo County city staff individually and releasing an online survey to them to collect information about current TDM policies in place, barriers each city faces, and what the city would be interested in implementing moving forward if funding were available. The full survey can be found in Appendix B-1 with the survey results in Appendix B-2.

ONLINE SURVEY

The project team received 16 responses from local jurisdiction planning or engineering staff to the online survey which covered topics such as local TDM initiatives, projects, and barriers.

When asked about both projects the constituents like and projects their local City Council or Board of Directors likes, the highest rated for both groups according to staff were shuttles and bicycle infrastructure (both at 80 percent for constituents and 93 percent for governing Boards respectively). The lowest rated TDM projects were real time traveler information and micromobility and share programs at under 50 percent. The largest gap between constituents and boards was for carpool and vanpool programs where 73 percent of governing Boards supports versus 53 percent of constituents according to staff.

Jurisdiction staff indicated implementation challenges were primarily due to having limited or no staff availability to implement and monitor project and funding availability. Some surveys identified a lack of guidance from municipal policy or code (33 percent) or a lack of a TDM plan or policy (20 percent) as a limitation. While some local jurisdictions may have municipal code requirements for development, almost all jurisdictions do not have a TDM Plan for strategies that the local jurisdiction itself could lead which aligns with the findings of the existing plans review. Additionally, 40 percent of jurisdictions who responded had not submitted any TDM-related grant opportunities in the past and 30 percent of those who submitted did not have their project funded. The most common reason for not submitting for grant funding was staff availability. See Appendix B-2 for the full survey results.

STAKEHOLDER INTERVIEWS

The project team held individual interviews with 21 different stakeholder groups between April 2021 and June 2021, including cities and towns in San Mateo County, county agencies, business/economic development organizations, representatives from Safe Routes to School, affordable housing groups, and active transportation advocacy organizations.[5]

The main themes that emerged from the stakeholder interview process were that TDM in San Mateo County is primarily market-led and reactionary. Many cities follow C/CAG's current 100 peak hour trip requirements for developers, but do not have their own TDM requirements. This leads to a lack of coordinated, city-wide TDM planning. The second is that cities with their own TDM plans or ordinances typically place more stringent TDM requirements on developers as CEQA mitigations during individual project development review. This leads to ad hoc TDM strategies that developers include in site-specific TDM plans which are not coordinated with other developments or projects.

The project team also asked what cities' main barriers were to implement TDM during stakeholder outreach. Jurisdictions cited limited staff availability, particularly in smaller jurisdictions, to monitor or enforce C/CAG trip requirements. There is also limited staff availability for TDM planning and minimal funding

[5] The 21 stakeholder groups included: Menlo Park, Atherton, Belmont, Brisbane, Foster City, Colma, Daly City, South San Francisco, Millbrae, San Mateo, East Palo Alto, Redwood City, Pacifica, San Carlos, Burlingame, C/CAG, San Mateo County, SAMCEDA, Mid-Pen Housing, Safe Routes to Schools, and the Silicon Valley Bicycle Coalition.

available to implement city TDM projects and programs. Without local TDM plans, jurisdictions do not have guidance on what citywide TDM projects or programs to plan for or to implement. Finally, there is a lack of technical knowledge and education on TDM – particularly how to set up Transportation Management Associations (TMAs), which TDM measures are the most effective, and how to codify TDM in ordinances and other policies.

The project team also asked about priority projects. The most cited projects included:

- Shuttles
- Bike and pedestrian spot treatments (examples: pedestrian stairs, crosswalks, bike lane network gaps, etc.)
- TMAs
- TDM plans
- Subsidized transit passes
- Bike or scooter share
- Technical assistance
- Countywide monitoring
- Safe Routes to School

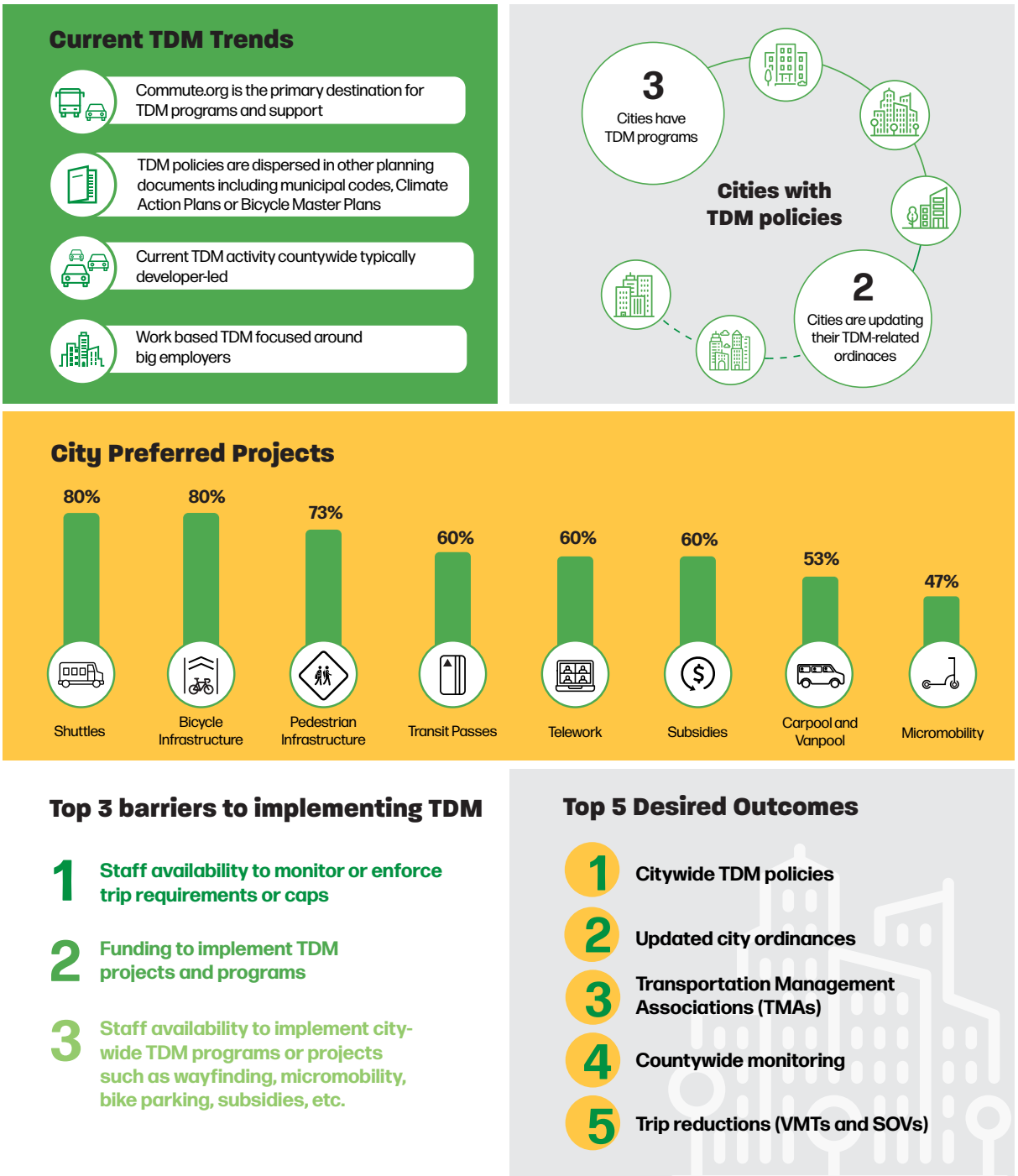
Finally, the project team asked about desired outcomes from the ACR/TDM Plan. Stakeholders noted countywide monitoring; funding for TDM plans or ordinances; parking management plans; trip reductions through first/last mile improvements; technical assistance with TDM; and equity-based programs. Many stakeholder also indicated that countywide monitoring for C/CAG's TDM requirements will allow consistent reporting in a centralized location and will help free up local jurisdiction staff time. This will also help with regional coordination efforts. Funding for TDM plans, ordinances, and parking management plans for cities will help cities create coordinated, citywide TDM plans and decrease reliance on the implementation of ad hoc TDM strategies by individual developments. Stakeholders noted the need for first/last mile VMT reductions and suggested spot treatments for bike and pedestrian facilities to encourage means of transportation other than personal vehicles, especially for the first/last mile of a trip.

To help local jurisdictions increase their knowledge of TDM best practices and strategies, educational resources or workshops could be organized in partnership with C/CAG and Commute.org. Topics could include how to start TMAs, best practices for TDM plans and ordinances, and the most effective TDM measures. Many stakeholders wanted to know more about TMAs and their ability to help with on-going funding of TDM strategies at the local level, especially for potential first/last mile shuttles. TMAs could also be helpful in shifting the current focus from solely large employers to area-wide districts like downtowns or business parks to incorporate small and medium businesses. Stakeholders believed that equity in TDM in San Mateo County included shifting focus from large, professional employers to programs that focus on alternative shift workers and students (or non-peak trips). A heavy focus was placed on subsidized transit passes.

4.3 STAKEHOLDER OUTREACH SUMMARY

The local plans review and stakeholder outreach provided insight into the TDM environment in the county. Stakeholder outreach indicated that the top barriers to implementing TDM include limited staff availability to monitor or enforce C/CAG's requirements; minimal funding to implement smaller TDM projects and programs that don't typically compete well in other, larger categories such as the bicycle and pedestrian program; and a lack of coordinated TDM policy in local jurisdictions that leads to a disjointed approach to TDM. By highlighting these challenges, the Plan will include targeted solutions to address these issues, in addition to helping reinforce the definition and goals of the Plan Figure 4-1 presents a summary of the stakeholder outreach process.

FIGURE 4-1: STAKEHOLDER OUTREACH SUMMARY



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5 | PROGRAM INVENTORY

The project team reviewed four peer agencies based on their TDM policies and best practices, including Alameda County Transportation Commission (Alameda CTC), San Diego Association of Governments (SANDAG), North Carolina Triangle (NCT), and Capital Area Metropolitan Planning Organization (CAMPO). The purpose of the peer review is to understand what programs and projects could be implemented in San Mateo County to identify what types of best practice strategies should be eligible for ACR/TDM funds. Each of the peers has a large focus on regional coordination, technical or planning assistance for local jurisdictions, and monitoring/performance measurements. A summary of each agency's focus is in Table 5-1.

TABLE 5-1: PEER AGENCY PROGRAM FOCUS

Agency	Program Focus
Alameda CTC	Supporting local jurisdictions through technical assistance programs and planning grants, such as their Sustainable Communities Technical Assistance Program, TMA feasibility studies, and parking studies.[6] Require local governments to undertake TDM actions such as 1) adopting design guidelines to enhance transit, pedestrian, and bicycle access and 2) implementing capital improvements that contribute to congestion management and GHG reductions.
CAMPO	Developing data collection, sharing programs, and procedures to advance the planning and implementation efforts of member agencies to address TDM priorities.[7] Establishing a TDM subcommittee within CAMPO's Technical Advisory Committee to advance TDM in the region across the full spectrum of applications and processes.[8]
Triangle J	Estimating the impacts of TDM strategies with sketch planning and modeling. Triangle J publishes an annual report, the "Triangle TDM Program Impact Report" that calculates the reduction of vehicle trips, VMT, and vehicle emissions from programs funded by the Triangle TDM Grant Program.[9]
SANDAG	Providing planning assistance, coordination assistance, and iCommute (similar to Commute.org) as part of their TDM strategies. The Mobility Management Toolbox provides tools such as a mobility management guidebook, VMT reduction calculator tool, implementation guidance, etc. to jurisdictions and developers to evaluate the benefits of TDM projects. Working with local stakeholders on best practices for effective micromobility operations and data sharing at a regional scale.[10,11]

[6] Alameda CTC (2017) "Congestion Management Program", Chapter 5: Travel Demand Management Element. https://www.alamedactc.org/wp-content/uploads/2018/11/CMP_05_TDM_Elemenat_2017.pdf
[7] CAMPO (2019). "Regional Transportation Demand Management Plan", pg. 6. https://47kzwj6dn1447gy9z7do16an-wpengine.netdna-ssl.com/wp-content/uploads/2019/09/FINAL-Regional-TDM-Plan.pdf
[8] Ibid, pg. 9
[9] TJCOG. "Annual Impact Report FY 2019-20" https://www.tjcog.org/sites/default/files/uploads/TDM/fy20_annual_impact_report.pdf
[10] SANDAG. "TDM Planning Resources". https://www.sandag.org/index.asp?classid=13&subclassid=97&projectid=592&fuseaction=projects.detail
[11] SANDAG (2019). "Transportation Demand Management Factsheet". https://www.sandag.org/uploads/publicationid/publicationid_1549_12578.pdf

Alameda CTC, Triangle J, and CAMPO provide free or reduced transit passes. CAMPO utilizes a Transit Empowerment Fund to distribute passes to low income individuals.

Compared with the peer agencies, San Mateo County jurisdictions are doing well at working with developers to create site specific TDM programs, providing incentives at the county-level through Commute.org, and providing education and outreach for TDM and Safe Routes to School. Opportunities for new focus include citywide TDM planning and local TDM requirement implementation, as well as estimating and providing impacts of TDM strategies. The list below highlights areas of focus for policies and projects in San Mateo County.

Key Policy Takeaways for the ACR/TDM Plan Development:

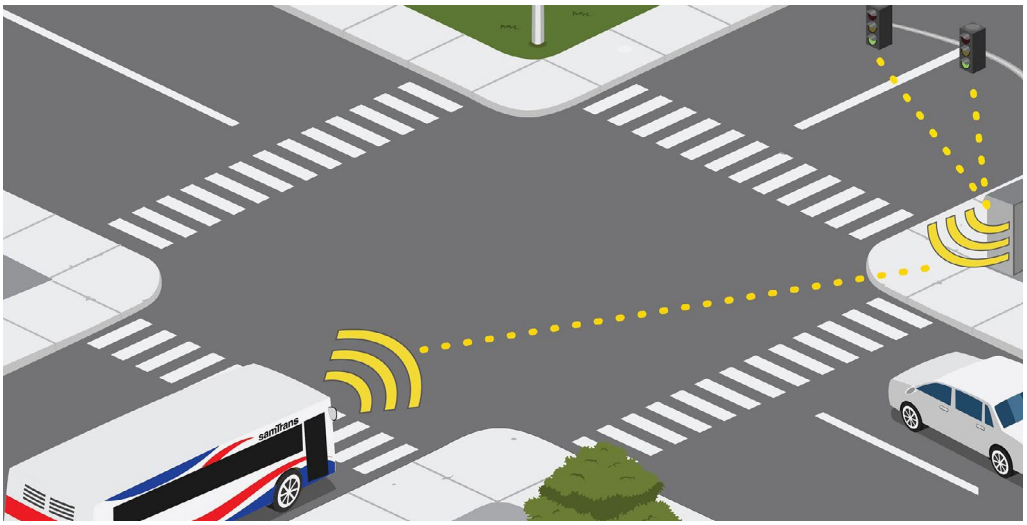
- Host a technical advisory committee (CAMPO)
- Estimate and publish impacts of implementing TDM strategies, including monitoring and quantification of VMTs and GHG emissions (Triangle J)
- Provide technical assistance to local jurisdictions (Alameda CTC)
- Provide planning grants to local jurisdictions, especially for TMAs (Alameda CTC)
- Provide education and outreach for TDM (CAMPO)
- Create CMP requirements for local jurisdictions (Alameda CTC)
- Create a collaborative, regional plan for TDM (CAMPO, SANDAG)

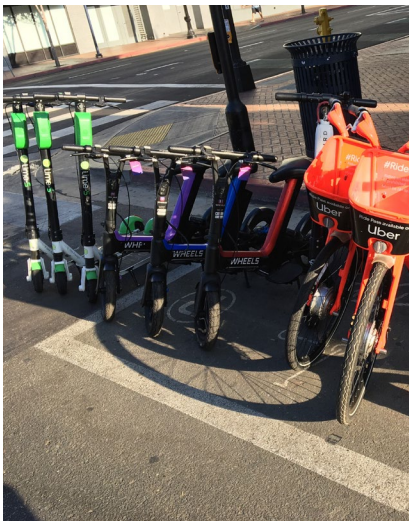
Key Project Opportunities to Include in the ACR/TDM Plan:

- Subsidized or free transit passes (Alameda CTC, Triangle J, CAMPO)
- Safe Routes to School access projects (Alameda CTC, SANDAG)
- Carpool and vanpool programs (SANDAG, Triangle J)
- Shared mobility projects (CAMPO)
- A Mobility Management Toolbox (SANDAG)

The full peer review can be found in Appendix C.

Photo: San Diego Association of Governments (SANDAG) iCommute Program





5.1 PROGRAM INVENTORY

This section documents the development of the program inventory, which is a living document of eligible ACR and TDM programs and projects.

A program inventory is a list a eligible projects and programs to help agencies determine whether their desired project is appropriate for the ACR/TDM funds. Given the wide range of potential eligible projects and the rapidly developing nature of TDM strategies, future projects and programs that align with the intent of the ACR/TDM Plan goals and project categories could be eligible for funding. The list below is not intended to be a complete inventory of all eligible projects and future project or program sponsors should consult with TA staff to determine eligibility.

The program inventory development process includes input from the local jurisdictions and community-based organizations described in this Plan. Additionally, a peer review of relevant agencies with similar tech industries populations, and funding processes was conducted to better understand best TDM practices. Table 5-2 describes the full program inventory. This inventory outlines which potential projects are eligible for Measure A and W funding under the Plan.

Photos clockwise: Transit Signal Priority (TSP) Project, Bikeshare and Scootershare Options, Safe Routes to School, Real Time Transit Updates

TABLE 5-2: FULL ACR/TDM PROGRAM & PROJECT INVENTORY FOCUS

	Measure A	Measure W
Network Efficiency (ITS and transit)	**ITS Sub-category Planning & Design Eligible Projects:** • Mobility Hub Plan • Transit Signal Improvements • Data Purchasing • Real Time Information • Dynamic Parking Signs • AV and Shared AV (pilot programs) **Competitive Funds:** • Transit Passes • Charging stations (infrastructure as part of mobility hubs) • Transit Signal Improvements (Infrastructure) • Transit Stop & Access Improvements	• Transit Passes • Charging stations (infrastructure as part of mobility hubs) • Transit Signal Improvements (Infrastructure) • Transit Stop & Access Improvements
Congestion Demand & Relief (Plans and other behavior shifts)	• Technical Assistance • Planning Bench • Countywide Taskforce and/or Workshops • Monitoring (through Commute.org) and TDM Clearinghouse • Lifeline/Equity-focused On-Demand Rideshare Subsides • Safe Routes to School (crossing & safety improvements)* • Carpool or Vanpool Programs • Affordable Housing Carshare • Telework Incentives	• Climate Action Plans (with transportation elements) • Safe Routes to School (crossing & safety improvements)* • Carpool or Vanpool Programs • Affordable Housing Carshare • Telework Incentives • Planning Work (includes City TDM Plans & Requirements, TMA Feasibility Studies, Curbside/Parking Management Plans or Reduction Requirements)
Sustainable Transportation Modes (Bikes and pedestrians)	• E-Bike/Scootershare programs • E-Bike & E-Scooter subsidies • Bike Charging Station • Bike and Pedestrian Crossings* • Bike and Pedestrian Access & Wayfinding* • Bike Parking & Repair* • Countywide Bikeshare	• E-Bike/Scootershare programs • E-Bike & E-Scooter subsidies • Bike Charging Station • Bike and Pedestrian Crossings* • Bike and Pedestrian Access & Wayfinding* • Bike Parking & Repair* • Countywide Bikeshare • Bike Parking Plan • Wayfinding Plan

**Denotes spot treatment that wouldn't compete in the Bike/Pedestrian CFP*

6 | PROGRAM GUIDELINES AND SELECTION

This section outlines how programs and projects are anticipated to be funded under Measure A and Measure W.

The program guidelines account for the local TDM environment in the county, best practices based on peer reviews, and feedback from stakeholder outreach. The program guidelines define the funding categories and funding allocations. This section estimates the amount of funding per measure and funding category for a typical two-year CFP cycle and identifies how accrued plan-based Measure A funds will be allocated.

Lastly, this section outlines the CFP process which includes project evaluation and selection. It includes qualitative and quantitative evaluation criteria that is based on equity, need, effectiveness, readiness and funding leverage.

6.1 PROGRAM FUNDING CATEGORIES

Table 6-1 shows the recommended funding categories for Measure A and Measure W.

TABLE 6-1: MEASURE A AND MEASURE W FUNDING CATEGORIES

Measure A Funding Category	Measure W Funding Categories
Intelligent Transportation Systems	Not Applicable to Measure W
Commute.org Operations	Not Applicable to Measure W
Not Applicable to Measure A	ACR/TDM Planning and Policy Funds
TDM Competitive Project Funds	TDM Competitive Project Funds

The two measures overlap under the TDM competitive project funds, where funds will be programmed through the Call for Projects process. The other funding categories are unique to Measure A or Measure W. Detailed description of the funding categories are provided in the following sections.

6.2 MEASURE A

The Measure A TEP approved by the voters indicates that funding is plan-based. The creation of this ACR/TDM Plan fulfills that requirement and provides opportunities to provide direct allocations to certain programs or create additional competitive categories. This flexibility enables TA staff to organize the funding categories to cover a broad range of project or programs. This spectrum is highlighted in the proposed funding categories described in Table 6-2, which shows the proposed Measure A funding category and its definition.

TABLE 6-2: MEASURE A FUNDING CATEGORIES AND DEFINITIONS

	Measure A Funding Category	Definition
1.	Intelligent Transportation Systems (ITS)	Provides funds for the planning and design of ITS systems for improved highway/transit capacity.
2.	Commute.org Operations	Continue to fund Commute.org's operations and programs.
3.	Countywide TDM Monitoring Program	Create a Countywide TDM Monitoring Program through Commute.org to assist with monitoring of C/CAG's TDM requirements for developers.
4.	TDM Competitive Funds	Set aside to be distributed on a competitive basis for TDM projects that will use a joint CFP process with Measure W funds.

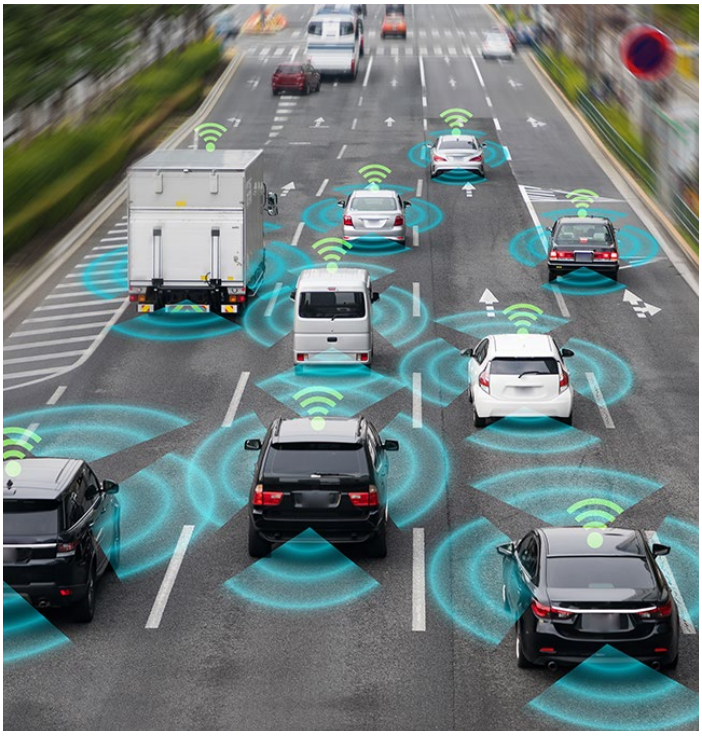


Photo: Autonomous Technology

6.2.1 Intelligent Transportation Systems

Measure A specifically identifies ITS as a funding distribution requirement. Twenty percent of Measure A funding must go towards the planning and design of ITS systems for improved highway/transit capacity. Example projects and programs include:

- Mobility Hub Plans
- Data Purchasing
- Real Time Information Plans
- Dynamic Parking Signs Plans
- AV and Shared AV (pilot programs)

ITS includes innovative ways of transport and traffic management that enable users to be better informed and make safer, more coordinated, and smarter uses of transportation networks.

6.2.2 Commute.org Operations

Currently, a portion of Measure A funding (approximately $500,000 per year) goes towards Commute.org's operations and shuttle administration. The new funding cycle will continue to support and finance Commute.org's operations. The Plan's proposed Measure A funding distribution calls for continued funding to Commute.org with the intent to encourage additional educational and training opportunities for jurisdictions. This would fill a need that many stakeholders identified during their stakeholder interviews. Workshops could be held in partnership with C/CAG and the TA to cover topics such as setting up TMAs, best practices for TDM programs and ordinances, effective monitoring, etc.

6.2.3 Countywide TDM Monitoring Program

A countywide TDM monitoring program would support local jurisdictions with monitoring of C/CAG's TDM requirements for developers. Many smaller jurisdictions and those with limited staff availability have a difficult time monitoring and enforcing TDM requirements for developers. This would streamline the process for businesses by creating a centralized place to show their compliance and would free up limited staff time in local jurisdictions. These funds are intended to create an on-going funding source allocated directly to Commute.org to enable the creation and management of such a program.

6.2.4 TDM Competitive Funds

Measure A funding can be plan-based or competitive. Funds have accrued from Measure A over the past few years, which means that there is a bigger pot of funding for the upcoming CFP cycle. The remaining funds will be released on a competitive basis similar to Measure W. Example projects that could be funded include:

- Bikeshare or Scooter Shares
- Bike Parking
- Safe Routes to School
- Transit Passes
- Wayfinding
- Bike & Pedestrian Spot Treatments

6.2.5 Funding Breakdown

The TA Strategic Plan 2020-2024 estimates that Measure A accrues approximately $910,000 per year. Table 6-3 shows the proposed breakdown for the annual allocation to each of the funding categories and the two-year fund projection amount that would correlate to the typical two-year CFP cycle.

Photos clockwise: Shuttle Service, Cycling Infrastructure, Lyft Bikeshare, Facebook Campus Rendering

TABLE 6-3: MEASURE A FUNDING SUBCATEGORY BREAKDOWN

	Measure A Funding Category	Administration	Annual Allocation Percentage	Typical Two-Year CFP Fund Projection
1.	Intelligent Transportation Systems (ITS)	Competitive - Call for Projects	20%	$364,000
2.	Commute.org Operations & Shuttle Administration	Direct Annual Allocation	60%	$1,092,000
3.	Countywide TDM Monitoring Program	Direct Annual Allocation	10%	$182,000
4.	TDM Competitive Funds	Competitive - Call for Projects	10%	$182,000
Total			**100%**	**$1,820,000**

Since the onset of Measure A ACR funding category, the TA has been collecting monies that now total approximately $3.8 million in addition to the on-going support provided to Commute.org. Using the "plan-based" directive from the Measure A TEP, three additional one-time allocations of existing funds are included as seed money to help jumpstart important countywide TDM-related initiatives.

The first one-time allocation will be to help Commute.org plan for the Countywide TDM Monitoring Program and purchase or develop a platform to coordinate monitoring of development TDM requirements. The second one-time allocation will be for TDM Planning Funds to help jumpstart much needed planning efforts identified by stakeholders to identify strategies that local agencies could lead rather than developers. The TDM Planning Funds will be open for all jurisdictions to apply for and be competitively distributed in the joint CFP with Measure W funds. The third category will be to support jumpstarting the US 101 Express Lanes Equity Program to bolster the program's aim of developing equity-focused projects. Table 6-4 shows the breakdown of existing funds from Measure A.

TABLE 6-4: MEASURE A EXISTING FUND USE[12]

	Measure A Funding Category	Administration	Allocation of Accrued Funds
1.	Intelligent Transportation Systems (ITS)	Competitive - Call for Projects	$760,200
2.	Commute.org Operations & Shuttle Administration	Direct Annual Allocation	$572,353
3.	Countywide TDM Monitoring Program	Direct Annual Allocation	$500,000
4.	TDM Planning Funds	Competitive - Call for Projects	$500,000
5.	TDM Competitive Funds	Competitive - Call for Projects	$1,068,447
6.	Express Lanes Equity Program Jumpstart Funds	Direct One-time Allocation	$400,000
Total			**$3,801,000**

6.3 MEASURE W

The Measure W TEP approved by voters indicates that funding will be distributed through a competitive-based process. The eligible projects must have a nexus to highway congestion relief since the program is a sub-category of the Countywide Highway Congestion Relief category. Measure W is split into two main categories – ACR/TDM planning funds and competitive funds. Table 6-5 presents each funding category within Measure W and its definition.

TABLE 6-5: MEASURE W FUNDING CATEGORIES AND DEFINITIONS[13]

	Measure W Funding Category	Definition
1.	ACR/TDM Planning Funds	Provides funding for developing TDM plans and policies at the local jurisdiction level.
2.	TDM Competitive Funds	Set aside to be distributed on a competitive basis for TDM projects that will use a joint CFP process with Measure A TDM competitive funds.

[12] This table reflects accrued Measure A funds as of December 2020. Any funds accrued after that date will be distributed based on the percentages in Table 6-3.
[13] This table represents the use of Measure A accrued funds as of December 2020. Funds collected after this period will be distributed based on the formula provided in Table 6-3.

6.3.1 ACR/TDM Planning Funds

ACR/TDM planning funds provide funding to local jurisdictions to develop TDM plans. This would support local jurisdictions who lack funding for the creation of citywide TDM plans that provide guidance on possible jurisdiction-led actions as opposed to the historical site-specific, ad-hoc developer led efforts. The planning funds are intended to help identify and prioritize projects or programs at the local level that would be eligible to apply for future TDM competitive funding from the TA. Example projects or programs include:

- TDM Plans
- TMA Feasibility Studies
- City TDM Requirements (ordinances)
- Curbside/Parking Management Plans or Reduction Requirements
- Climate Action Plans with transportation elements

6.3.2 TDM Competitive Funds

The TDM competitive funds make up the remaining Measure W funding category.

These funds include a set aside to be distributed on a competitive basis for TDM projects that will use a joint CFP process with Measure A TDM competitive funds. Sample projects that are eligible for funding are located in the project inventory. Projects that receive competitive funds from Measure W must demonstrate a highway nexus for congestion relief.

6.3.3 Funding Breakdown

The TA Strategic Plan 2020-2024 estimates that Measure W accrues approximately $819,000 per year. Measure W requires funding to be distributed on a competitive basis and that all proposed projects or programs have a nexus to reducing highway congestion. Prior to the development of this ACR/TDM Plan, no Measure W funds have been released in a competitive Call for Projects. Any accrued Measure W funds will be released in accordance with the percentage breakdowns presented in the ACR/TDM Plan. Table 6-6 shows the proposed funding breakdown. Measure W is a half-cent sales tax, revenue will be variable from year to year, but the percentage for allocation will remain stable.

TABLE 6-6: MEASURE W ANNUAL ALLOCATION AND TWO-YEAR CFP FUND PROJECTION

	Measure W Funding Category	Administration	Annual Allocation of New Funds	Typical Two-Year CFP Fund Projection
1.	ACR/TDM Planning and Policy Funds	Competitive - Call for Projects	10%	$162,000
2.	TDM Competitive Funds	Competitive – Call for Projects	90%	$1,458,000
Total			**100%**	**$1,620,000**

6.4 GENERAL PROGRAM GUIDELINES

Each funding measure identifies eligible sponsors. Measure A eligible sponsors are the San Mateo County cities and the County, which also include joint powers authorities such as Commute.org who operate on behalf of local jurisdictions. For Measure W, the eligible sponsors are set by the Strategic Plan and for the Countywide TDM program, Commute.org was added as an eligible sponsor.

Finally, Table 6-7 shows the general funding requirements that were developed based on input from the Advisory Group and TA Board Ad Hoc Committee, including minimum matches, maximum project funding, timeline for fund use, and number of applications per cycle.

The program guidelines section outlines how programs and projects are funded under Measure A and W, including funding breakdowns by subcategory, how to distribute accrued Measure A funds versus funds moving forward, and other requirements such as matching, timely use of funds, and maximum funding available per project. The Advisory Group and the TA Board Ad-Hoc Committee also recommended that any prior accrued sales tax money to be used in the TDM Competitive Funds be spread out over multiple CFP cycles. This will help to distribute additional funding in future CFPs once more TDM planning has occurred across San Mateo County in hopes that local jurisdictions will continue to develop and identify more competitive TDM projects.

After each CFP, any remaining funds in the subcategories will go back into the overall pot of ACR/TDM funding. This will allow all ACR/TDM funding to be re-distributed into the subcategories prior to each CFP cycle. Therefore, funds will not rollover in the subcategories except for the Measure A ITS category which is required by the TEP.

TABLE 6-7: GENERAL PROGRAM GUIDELINES

Program Guideline Category	Guideline Requirement
Matching Funds: Standard	Require a 10% minimum match for project/program applications in all sub-categories.
Matching Funds: Equity Priority Locations	Reduce the minimum match to 5 percent for project/program applications located in MTC Equity Priority Communities and/or Re-Imagine SamTrans and/or SamTrans Equity Priority Areas.
Maximum Project Award	For the planning and policy funding sub-category, requests for funding are capped at a maximum of $100,000. For the ITS and competitive funding sub-categories, requests for funding are capped at a maximum of $200,000.
Number of Applications	Jurisdictions are limited to sponsoring and submitting up to three applications per Call for Projects cycle.
Timely Use of Funds	Projects or programs must complete a funding agreement and begin work within one-year of an award and expend all funds within two years of the executed funding agreement date.

6.5 CALL FOR PROJECTS PROCESS

The majority of the ACR/TDM funds will be awarded through a competitive CFP. This includes the ITS, Planning, and TDM Competitive Funds categories. Applications for the TDM Competitive Funds category will be separated into two categories – small/coastal jurisdictions and mid/large jurisdictions. The TA will plan to release CFPs on a two-year cycle which is consistent with a majority of other TA programs.

The goal for the CFP is to make the process as simple and accessible as possible for local jurisdictions to encourage participation. The ACR/TDM funding source is a smaller pot of funds compared to the Highway and Bicycle and Pedestrian funding sources, and the TA recognizes that adding another funding application process can strain already limited staff resources. The sample CFP presented in the Plan, reflects this background. The sample application can be found in Appendix E but will updated prior to each CFP cycle to reflect new tools or information as they become available.

In addition to an application, the applicant will be required to have a mandatory pre-submittal meeting with the TA staff. The broadness of the ACR/TDM category dictates that TA staff be able to make a determination which funding category is the most appropriate for the jurisdiction to apply under, prior to receiving the formal application. Applicants will also be able to request the use of the Equity-based reduced match during the pre-submittal meetings (see Table 6-7).

6.5.1 TDM Competitive Funds Split

During the stakeholder interviews, the project team received many comments regarding geographic equity and fair distribution of sales tax dollars. Most comments focused on how smaller jurisdictions and coastal communities do not typically compete well in TA competitive programs against larger jurisdictions with larger populations and regional transit access. To address this concern, the project team created the TDM Competitive Funds split to ensure that small and coastal jurisdictions had a guaranteed source of funds. The split was calculated using a comparison of population sizes of communities across San Mateo County and was adjusted with input from the Advisory Group and Ad-Hoc Committee. Any funds not used in a sub-category will be made available to other sub-categories.

TABLE 6-8: TDM COMPETITIVE FUNDS SPLIT

Measure A and W Funding Category	Administration	Annual Allocation of New Funds
Small and Coastal Jurisdictions	Competitive – Call for Projects	30%
Mid/Large Jurisdictions	Competitive – Call for Projects	70%

SMALL AND COASTAL JURISDICTIONS

This category will group the small and coastal jurisdictions together in an effort to incentivize them to apply for TDM project funding. Table 6-9 below shows communities that are eligible to apply for funding through the Small or Coastal Jurisdiction category.

TABLE 6-9: SMALL AND COASTAL JURISDICTIONS

Jurisdiction	Population
Colma	1,302
Portola Valley	4,592
Brisbane	4,697
Woodside	5,542
Atherton	7,168
Hillsborough	11,447
Half Moon Bay	12,834
Pacifica	38,984
Total	**86,566**

Unincorporated San Mateo County will be considered on a case-by-case basis as different locations within unincorporated San Mateo County have different contexts. Therefore, projects or programs proposed in unincorporated communities of less than 20,000 people are eligible to apply under this category.

MID/LARGE JURISDICTIONS

Mid/Large jurisdictions include those jurisdictions with populations greater than 20,000 and that are not centrally bounded along Highway 1. Table 6-10 shows eligible communities which funding category to apply under. For Unincorporated San Mateo County, programs or projects proposed for the entire County or all unincorporated areas will be considered under this category.

TABLE 6-10: MID/LARGE JURISDICTION

Jurisdiction	Population
Millbrae	22,625
Belmont	27,097
East Palo Alto	29,593
San Carlos	30,154
Burlingame	30,576
Foster City	33,997
Menlo Park	34,138
San Bruno	43,083
South San Francisco	67,408
Redwood City	85,784
San Mateo	104,333
Daly City	106,677
Total	**615,465**

6.5.3 Project Evaluation and Selection

FRAMEWORK

The CFP application evaluation criteria sets the procedure for TA staff to evaluate funding applications for consistency and applicability with the program's requirements. The project team developed the ACR/TDM evaluation criteria by considering several factors: 1) the criteria from the TA's other funding programs (Highway, Bicycle and Pedestrian and Shuttle) to identify which criteria may be appropriate for the ACR/TDM program, 2) the Plan's definition and goals, and 3) stakeholder feedback. This input was used to determine what evaluation may look like before identifying the criteria themselves.

The Plan considered questions on how much the criteria should include qualitative versus quantitative metrics. While the evaluation criteria is not binary, accounting for the amount of information the TA will ask of applicants underscores where the evaluation criteria sits on the spectrum between fully qualitative and fully quantitative (as shown in Figure 6-1).

Qualitative questions allow for a holistic approach where applicants can highlight the benefits of the project or program. This can be especially useful with a program as broad as TDM, where several project or program types may be difficult to quantify. A disadvantage of qualitative criteria is that the process would rely heavily on the subjectivity of the panel, potentially losing credibility.

Quantitative questions allow for comparison across a common denominator, whether it be in travel time savings, VMT reductions, or cost per unit benefit. This allows for an apple-to-apple comparison of improvements. The main disadvantage is that for many planning type projects, the benefits are difficult to assess. Additionally, for a program of this scale, applicants may have trouble accessing the necessary data. While many other TA funding programs have tools to calculate the effectiveness of proposed projects, not all TDM strategies have effectiveness metrics or are calculated in the same manner. Therefore, quantitative metrics may be used to understand needs but applicants will work with TA stuff to propose appropriate monitoring metrics during the application process.

The ACR/TDM program attempts to balance both, by including quantitative requirements with qualitative questions to allow applicants to highlight strengths that might not otherwise be captured.

FIGURE 6-1: ILLUSTRATION OF QUALITATIVE-QUANTITATIVE CRITERIA SPECTRUM

Qualitative
Open-ended questions

Advantages:

- Allows for holistic approach

Disadvantages:

- Difficult to differentiate between different types of projects
- Might lack rigor

Quantitative
Numeric Responses

Advantages:

- Provides improvement estimates

Disadvantages:

- Difficult to assess benefits and costs for planning projects
- Availability of data sources

PROJECT EVALUATION AND PRIORITIZATION

The TA will assemble a ACR/TDM Evaluation Committee to evaluate project applications and proposals. The makeup of the evaluation committee is important to ensure diverse voices are heard during the selection process. The ACR/TDM Evaluation will be made up of impartial members who are not directly eligible for or are not a sub-recipient of potential ACR/TDM funding. This may include representatives from peer agencies like the San Francisco County Transportation Authority or Santa Clara Valley Transportation Authority and other represenatives from agencies that operate in San Mateo County such as SamTrans, Caltrain, or Caltrans. The committee's review will be based on criteria outlined in the CFP. The three general categories of criteria within project evaluation and selection are: need, effectiveness, and equity. These three categories are discussed below and also included in Appendix D-1.

6.5.4 Evaluation Criteria

The detailed discussion of the evaluation criteria can be found in Appendix D-1. The criteria for each of the competitive funding programs may be modified, subject to Board approval, to maintain flexibility and account for new policy directives, initiatives, and legislation that further promote ACR/TDM goals.

CRITERIA DEVELOPMENT

The evaluation criteria for the Plan is based on the criteria identified in the 2020-2024 TA Strategic Plan. The Strategic Plan identified typical evaluation categories, including:

- Need
- Effectiveness
- Sustainability
- Readiness
- Funding Leverage

However, based on the input from the Advisory Group and TA Board Ad-Hoc Committee, the Sustainability criteria was placed under the Need category. This allowed for Equity to be a elevated in the weighting as a standalone criteria.

CONNECTION TO GOALS

The evaluation criteria maintain a direct connection to the TDM Plan goals discussed in Section 2. The five TDM goals are informed by the four goals of Measure A and 11 priorities of Measure W, as well as the Strategic Plan and US-101 MAP.

TABLE 6-11: PROPOSED EVALUATION CRITERIA WEIGHTING

Criteria	Definition	Criteria Weight
Need	Addresses how well the project addresses the goals of the ACR/TDM program	40%
Effectiveness	Addresses how the project will show success and plans to track them	25%
Equity	Addresses how the project will contribute to advancing equitable outcomes	25%
Readiness	Address how ready the program/project may be to begin study or implementation	5%
Funding Leverage	Addresses if the necessary funding has been allocated or identified	5%
Total		**100%**

Need: The Project Review Committee will establish during the evaluation if the project meets the need identified in the ACR/TDM goals.

- Is the project consistent with the goals of the Plan?
- Does it support the policies of the sponsoring city's TDM goals?
- What is the mobility issue that needs to be addressed?
- How does this project contribute to a larger public goal?

The Need section connects a quantitative and qualitative metric to each TDM goal, shown in Table 6-12.

The TA will develop a tool to help applicants calculate the potential proxy metrics in order to streamline the application process. The proxy metrics will help compare needs across communities in an apples to apples manner.

TABLE 6-12: NEED CRITERIA

Goal	Qualitative Narrative Question	Potential Quantitative Proxy Metrics
Provide Congestion relief	How will the project or plan provide congestion relief or reduce VMT?	Vehicles Miles Traveled: Calculate total VMT of all census blocks or tracts a project boundary impacts
Increase Sustainable Transportation Options	How will the project or plan create incentives for transit, bicycle, pedestrian, carpooling, and other shared-ride options over driving alone?	Walkability: Calculate the average intersection density for all census blocks or tracts a project boundary impacts
Promote Sustainability & Health	How will the project or plan enhance health or safety?	Pollution Exposure: Calculate the average Pollution Burden Percentile scores of all census blocks a project boundary impacts
Encourage Economic Development Opportunities	How will the project or plan improve access to employment, job centers, business districts or retail opportunities?	Job Density: Calculate total number of jobs within ½-mile of a project boundary
Invest Funding Equitably	How will the project or plan would address the needs of historically underserved populations?	Equity Priority Areas: Calculate the proportion a project boundary overlaps with SamTrans EPAs or MTC EPCs

Effectiveness: The Effectiveness category measures how the project or program will demonstrate success and plans to track them.

- How will the program or project be monitored over time?
- How will the program or project measure success?
- How will the program or project be sustained after a two-year award?

Given the broad spectrum of eligible projects, the applicant will be responsible for identifying the proposed monitoring strategy for each program or project.

Equity: The Equity category will determine if a project meets countywide equity goals, including geographic, socioeconomic, and historically disadvantaged communities. Applicants will identify if their project or program utilizes one of three equity approaches:

- Progressive with respect to income
- Benefits transportation disadvantaged
- Improves basic access

Evaluating a program or project's equity will be through a mix of qualitative and a quantitative metrics, including:

- Location: Is the program or project located in either a MTC Equity Priority Community (region-wide assessment) and/or SamTrans Equity Priority Areas (countywide assessment)
- User: Will the program or project provide benefits for low income users, people with disabilities, older adults, non-traditional shift workers or other vulnerable populations
- Mode: Will the program or project create incentives for or encourages taking transit, riding bicycle, walking, carpooling, or using other first/last mile options over driving alone

For further discussion of equity framings and SamTrans and MTC equity tools see Appendix D-1 and D-2.

7 | CONCLUSION

The TA ACR/TDM Plan is a framework for identifying and selecting eligible projects and programs for the plan-based Measure A ACR category and the competitive Measure W TDM subcategory. It describes the current TDM environment in San Mateo County and reflects the views and concerns of local jurisdictions and stakeholders. The Plan combines this information into a program inventory, program guidelines, and evaluation criteria to be used during the CFPs cycle.

This plan supports reducing reliance on automobile travel and making the county's transportation network more efficient by encouraging sustainable transportation options and enhancing mobility through safe, reliable, and convenient trips. Projects and programs funded through the Plan will provide congestion relief, increase sustainable transportation options, promote sustainability and health, encourage economic development opportunities, and invest funding equitably.

APPENDIX A

RELEVANT PLANS

Appendix A provides more detail on the relevant plans to the ACR/TDM Plan. The Strategic Plan 2020-2024 is covered in the main body of the report in Chapter 3.

1.1 SMCTA SHORT RANGE HIGHWAY PLAN 2021-2030 (2021)

The TA Short Range Highway Plan (SRHP) establishes a strategy for directing the Agency's Measure A and Measure W revenues towards highway improvements in San Mateo County over the next ten years. Based on guidance from the SMCTA 2020-2024 Strategic Plan, the SRHP establishes criteria and evaluates 30 potential highway projects. The SRHP also discusses funding challenges for eligible projects and potential funding sources to offset that shortfall.

A major contribution of this plan to the TA's framework is the separation of criteria weighting by project phase. As shown in Figure A-1, projects in the planning and feasibility study or environmental review stages are evaluated primarily based on need, while later phases include other factors such as effectiveness. This provides an opportunity for the TA to collaborate with unsuccessful project sponsors to improve their applications before the next CFP.

FIGURE A-1: SRHP EVALUATION CRITERIA

Project Phase		Example from Inventory	Criteria Groupings				
			Need	Effectiveness	Sustainability	Readiness	Funding Leverage
1	Planning & Feasibility Studies	Kelly Avenue & Highway 1 Safety Improvement Project	●				
		SR 92 from U.S. 101 to I-280	●				
		Geneva Avenue Extension	●				
		US 101/Candlestick Point Interchange Environmental Studies	●				
		US 101/Sierra Point Pkwy Interchange replacement	●				
2	Environmental Review	US 101/Peninsula Ave. Interchange Project	●				
3	Engineering Design	SR 1 (Mid Coast) Congestion, Throughput & Safety Improvements	●	●	●	●	●
		US 101/ Woodside Road (SR 84) Interchange Project	●	●	●	●	●
4	Right of Way & Construction	SR 1 - Gray Whale Cove	●	●	●	●	●
		US 101/Holly Street Interchange Project	●	●	●	●	●
		US 101/University Avenue Interchange Project	●	●	●	●	●
		US 101 Express Lanes Project (SC/SM Co. Line to I-380)	●	●	●	●	●
5	Landscape/ Closeout	US 101/Holly Street Interchange Project	Not Applicable (Projects not evaluated)				
		US 101/Willow Road Interchange Project - Landscaping	Not Applicable (Projects not evaluated)				
		US 101/Broadway Interchange Project					

● Applicable to CFP Evaluation

Key: Pkwy = Parkway; SC/SM Co. = Santa Clara/San Mateo County; SR = State Route; U.S. = United States

Source: SMCTA SRHP 2021-2030

1.2 US-101 MOBILITY ACTION PLAN (US-101 MAP) (2021)

The US-101 Mobility Action Plan (MAP) identifies 60 actions that public, private, and non-profit sector leaders can take over the next five years to fully leverage upcoming infrastructure investments. It acknowledges that infrastructure updates along US-101 alone would not solve congestion or its impact on adjacent communities. MAP's goals include:

1. Offer reliable travel times for all
2. Prioritize high capacity mobility options for all
3. Foster healthy and sustainable communities

1.3 SAMTRANS SHORT RANGE TRANSIT PLAN (2019-2028) (2019)

The SamTrans Short Range Transit Plan (SRTP) addresses the Agency's operating and service plan for the next ten years. The SRTP documents the district's assets, capital and operating costs, ridership, and programs for the last three fiscal years and provides forecasts for the next ten years (FY 2019 through FY 2028). Operating highlights include:

- Systemwide ridership decreased one percent annually on average (prior to COVID-19)
- Express bus service is expected to grow as additional express bus service is added
    - Paratransit ridership (and cost) are expected to rise four percent annually
    - Shuttle service is expected to grow by one percent per year, however, there is currently enough capacity for the additional ridership

The SRTP also provides important countywide demographic information as it relates to SamTrans services. Currently, the eastern shore of the peninsula and the county's northern border have the highest population and employment densities. Results from the SamTrans Triennial Customer Survey in 2018 found that the majority of SamTrans passengers tend to have low incomes and identify as non-white. The average passenger income is approximately $50,000 per year – half the countywide median household income – and most passengers identify as Hispanic/Latino (32%), Filipino (25%) or White (21%). The survey found that between 2015 and 2018 fewer riders had access to a car, saw an increase in senior and youth riders, and saw that more people paid for Clipper in cash.

1.4 SAN MATEO COUNTYWIDE TRANSPORTATION PLAN (2017)

The San Mateo Countywide Transportation Plan (SMCTP) from the City/County Association of Governments of San Mateo County (C/CAG) provides a coordinated, comprehensive transportation planning framework for the county. The central vision is to "provide an economically, environmentally, and socially sustainable transportation system that offers practical travel choices, enhances public health through changes in the built environment, and fosters inter-jurisdictional cooperation." There are several specific visions and goals are related to TDM in the plan. These relevant visions and goals are shown in Table A-1.

TABLE A-1: TDM-RELATED VISIONS AND GOALS

Category	Vision	Goal
Transportation System Management and Intelligent Transportation System (ITS)	A San Mateo County in which the transportation system is safe, efficient, cost effective, and environmentally responsible.	Manage travel efficiently through supply-side measures, including low-cost traffic operations improvements and use of technologies that reduce or eliminate the need for increases in physical capacity.
Transportation Demand Management (TDM)	A San Mateo County in which reliance on solo occupant motor vehicle travel is minimized.	Reduce and manage travel efficiently through demand-side measures, including land use planning and transportation demand management efforts at work sites.
Parking	Parking in San Mateo County that is a "rightsized" balance of supply and demand, supportive of Transit Oriented Development and Sustainable Communities Strategies, intuitive to use, and environmentally responsible.	Encourage innovations in parking policy and programs, including incentives for reduced parking requirements, and a comprehensive approach to parking management and pricing.

The plan assesses both challenges and opportunities to improving the overall transportation system in San Mateo County. The plan identifies potential strategies, including close coordination with surrounding counties San Francisco, Santa Clara and Alameda, and an increased emphasis on reducing VMT and Greenhouse Gases (GHG) rather than reducing traffic delay. The four approaches to address these challenges are identified as:

- Enhancing transit capacity/frequency/connectivity,
- Intelligent Transportation Systems (ITS) & Transportation System Management (TSM),
- Employer-based trip reduction programs/parking policy, and
- Improving safety for pedestrians and bicyclists.

All of these elements, ITS/TSM, employer-based programs and policies, and active transportation projects in particular, are potential elements of a TDM program.

1.5 METROPOLITAN TRANSPORTATION COMMISSION (MTC) PLAN BAY AREA 2050

The Metropolitan Transportation Commission (MTC) prepares a regional transportation plan/ sustainable communities strategy (RTP/SCS) every four years. The most recent iteration is Plan Bay Area 2050 – the final draft was adopted in October. Forecasting out to 2050, the RTP/SCS projects population and economic growth trends, including where people in the Bay Area will live, work and how they will travel. Plan Bay Area 2050 doesn't address TDM specifically, but its 35 Strategies to reach the GHG reduction targets are related, primarily through VMT reduction, including

- Support Community-led Transportation Enhancements in Equity Priority Communities (formerly Communities of Concern)
- Build a Complete Streets network
- Allow a greater mix of housing densities and types of Growth Geographies comprised of Priority Development Areas (PDAs), select Transit-Rich Areas (TRAs) and select High-Resource Areas (HRAs)
- Expand TDM initiatives
- Expand commute trip reduction programs at major employers

The strategies aim to concentrate growth in a combination of PDAs, TRAs and HRAs and to reduce VMT. For San Mateo County, the 2050 housing growth forecasts estimates 70 percent of household growth in North San Mateo County, 39 percent in Central San Mateo County, and 32 percent in South San Mateo County. This is paired with a modeled three to four percent growth in jobs. As one of the major job centers of the region, the increased household growth in the county would indicate a greater ability for people to live near their place of work. The significant household growth combined with effective TDM policies applied to new residential development has the potential to significantly contribute to the county's VMT reduction goals.

1.6 MTC MOBILITY HUBS IMPLEMENTATION PLAYBOOK (2021)

In April 2021, MTC released the Mobility Hubs Implementation Playbook to assist agencies and community organizations with planning for mobility hubs and aligning with regional objectives including: Coordinated Mobility, Climate Action, Equitable Mobility, Exceptional Experience, Safety, and Value. Mobility hubs are defined as central community places – centered around frequent high-capacity transit – that seamlessly bring together various modes of public transit, bike share, car share and micro-mobility. MTC believes their role for mobility hubs is to fund them, ensure consistency, and provide technical assistance. These three components are all potential areas of collaboration between the TA and MTC. Another programming collaboration includes MTC's regional wayfinding programs that could be applied at mobility hubs. MTC has identified several potential mobility hub locations in the nine-county Bay Area, including several in San Mateo County.

1.7 CALTRAIN 2040 BUSINESS PLAN (ONGOING)

Caltrain's Long Range Service Vision (adopted in Fall 2019) aims to turn Caltrain into a regional rail service with frequent (15-minute headway) and all-day service. Key considerations of the plan include

how the service can be more affordable and equitable, as well as how it will integrate with other Bay Area transit services including SamTrans, VTA, BART, ACE, future HSR. First/last mile strategies and land uses around stations will also be key to implementing the Service Vision. The Caltrain Business Plan was meant to follow this service vision but has since had several key activities paused due to the COVID-19 pandemic with a focus instead on recovery planning. One of these efforts was the Equity, Connectivity, Recovery, and Growth Policy Framework, which was adopted by the Board on September 3, 2020. While the future conditions are uncertain, Caltrain is focusing on recovery and service growth, as well as a focus on equity.

1.8 RETHINKING MOBILITY: A TRANSPORTATION STRATEGIC PLAN FOR THE CITY OF WALNUT CREEK (2020)

The Rethinking Mobility Plan (2020) is a city led TDM program and provides an example of how jurisdictions can create a comprehensive, citywide TDM plan.

The Walnut Creek 2006 General Plan recommended developing and adopting a comprehensive TDM program to promote further reductions in SOV trips. The City has worked on parking programs, adopting a Bicycle and Pedestrian Master Plan, offering reduced-cost transit passes to City employees, reducing parking requirements in BART-accessible areas, and subsidizing two bus routes that serve the downtown area. In 2017, the Contra Costa Transportation Authority (CCTA) provided a grant to the City to prepare a citywide Transportation Strategic Plan (TSP) to reduce SOV trips and peak-period traffic congestion. The strategy also manages parking demand and enhances access for those walking, biking, and using public transit[1].

- The TSP highlighted programs and strategies to meet their TDM goals. These include:
- Collecting data for school, bicycle, and pedestrian trips
- Providing access and connection to transit (includes free student passes, mobility and TNC pilots for underserved transit areas)
- Requesting annual or bi-annual TDM program reporting from Walnut Creek's largest employers
- Improving walking and biking conditions (includes spot treatments, especially around BART)
- Enhancing the transportation experience
- Pursuing innovative partnerships to address first/last mile and gap coverage challenges
- Promoting Safe Routes to School
- Managing parking, including reviewing and modifying parking requirements for new developments, extending or eliminating time restrictions for on-street meters and price parking by zone, and increasing the hourly rates and cost of monthly parking permits in municipal garages
- Providing specific, time-targeted strategies to meet their TDM goals (includes near-term, mid-term, and long-term actions and measuring TDM project and program impacts)[2,3]

The City of Walnut Creek is on the path to meet its goals. Despite challenges from the COVID-19 pandemic, Walnut Creek was still able to implement free transit for students through their Pass2Class two-month pilot program.

[1] A Resolution of the City Council of the City of Walnut Creek Adopting 'Rethinking Mobility: A Transportation Strategic Plan'. https://walnutcreek.granicus.com/MetaViewer.php?view_id=12&clip_id=4159&meta_id=231917
[2] Rethinking Mobility: A Transportation Strategic Plan for the City of Walnut Creek (2020). http://www.rethinkingmobilitywc.com/wp-content/uploads/2020/12/RethinkingMobility_Final_Nov2020_red.pdf
[3] https://www.walnut-creek.org/departments/community-and-economic-development/transportation-strategic-plan

1.9 CITY OF ALAMEDA: TRANSPORTATION CHOICES PLAN: TRANSIT AND TRANSPORTATION DEMAND MANAGEMENT (2018)

The Transportation Choices Plan (2018) highlights current goals and objectives that allow the City of Alameda to measure its performance in providing effective travel choices and reducing SOV trips and quantifies existing and expected future travel characteristics. The plan includes potential projects and programs in a program inventory that is sorted by implementation time (near-term, mid-term, and long-term) that move the city towards achieving its performance goals. Notable projects include bicycle master plans, parking management, pedestrian master plans, bikeshare, transit signal priority, Safe Routes to School project, a citywide TMA, and TDM ordinance updates.

The priority strategies include:

- Expand transit, bicycling, and walking to/from Oakland and BART
- Expand transit and carpools to/from San Francisco
- Expand transit and achieve a low-cost or "free" rider experience within Alameda
- Improve bicycle and pedestrian safety within Alameda
- Improve mobility for all modes within Alameda[4]

Alameda plans to measure their progress through:

- Mode shift: measures shift from drive alone to other modes
- Climate change: assess the impact on GHG emissions
- Equity: assess the impact on ADA compliance, low income, and minority populations
- Safety: assess the impact on safety for all street users
- Cost: assess planning-level operating and capital costs[5]
- Alameda CTC is making progress on its priority strategies. They are the project sponsor for the East Bay Greenway, which proposes to construct a bicycle and pedestrian facility that will follow the BART alignment (between Lake Merritt BART and South Hayward BART) for 16 miles between Oakland, San Leandro, and Hayward. It will connect seven BART stations as well as downtown areas, schools, and other major destinations.[6] Alameda CTC also runs the Student Transit Pass Program, which provides free youth Clipper cards to eligible middle and high school students in Alameda County. These cards allow unlimited free bus rides in their area as well as a 50 percent discount on BART trips and youth discounts on other transit systems.[7]

[4] City of Alameda (2018). Transportation Choices Plan: Transit and Transportation Demand Management. https://www.alamedaca.gov/files/assets/public/departments/alameda/transportation/tcp/part-1_tcp.pdf
[5] Ibid.
[6] https://www.alamedactc.org/programs-projects/bicycle-and-pedestrian/eastbaygreenway/
[7] https://www.alamedactc.org/programs-projects/studentpass/

APPENDIX B

SURVEY

APPENDIX B-1

SURVEY INSTRUMENT

B-1 | SURVEY INSTRUMENT

1. Does your jurisdiction have TDM requirements?
   a. Yes
   b. No
2. If yes, what do you have? (select all that apply)
   a. City-led TDM (e.g. TDM Plan, Municipal Code, Climate Action Plan, etc.)
   b. Developer-led TDM (Trip reduction requirements in development agreements, etc.)
   c. Employer-led TDM (Trip reduction requirements in use permits, etc.)
   d. C/CAG Countywide CMP TDM Policy Only
   e. Other _____
3. What plans document these requirements? If available, please provide a link to the applicable document.
   a. Short answer
4. What types of TDM programs, policies, or projects do you currently have?
5. What projects do your constituents like? (select all that apply)
   a. Shuttles
   b. Pedestrian infrastructure (including secured crossings and prioritization)
   c. Bicycle infrastructure (including lockers, parking, etc.)
   d. Micromobility and share programs
   e. Transit fare reductions and subsidies
   f. Real-time traveler information
   g. Carpool and vanpool programs
   h. Employer flexible work hours & virtual work
   i. Incentive or subsidy program (including e-bike subsidies, parking cash-outs, etc.)
   j. Other _____
6. What projects does your board like? (select all that apply)

a. Shuttles
b. Pedestrian infrastructure (including secured crossings and prioritization)
c. Bicycle infrastructure (including lockers, parking, etc.)
d. Micromobility and share programs
e. Transit fare reductions and subsidies
f. Real-time traveler information
g. Carpool and vanpool programs

7. Do you have any TDM-related priorities or goals? If so, what are they?
8. What are the promising new and innovative approaches that the region should test and pilot?
9. What are your jurisdictions' limitations to implementing TDM programs or projects? (select all that apply)
    a. No adopted TDM Plan or Policy
    b. Municipal Code or Transportation Impact Guidelines do not provide guidance on trip reduction requirements or trip caps
    c. Staff availability to monitor or enforce trip requirements or caps
    d. Staff availability to implement citywide TDM programs or projects such as wayfinding, micromobility, bike parking, subsidy, etc.
    e. Funding to implement TDM projects and programs
    f. Other_____
10. What are your upcoming agency-led programs and projects that have potential TDM elements included? If there aren't any, is there a specific type of program you would be interested in?
11. Are these programs or projects fully-funded, partially-funded, or not funded?
    a. Fully funded
    b. Partially funded
    c. Not funded
12. Would you look to the TA for funding?
    a. Yes
    b. No
13. If you wouldn't look to the TA for funding, why?
14. Has your jurisdiction submitted any TDM-related grant opportunities in the past?

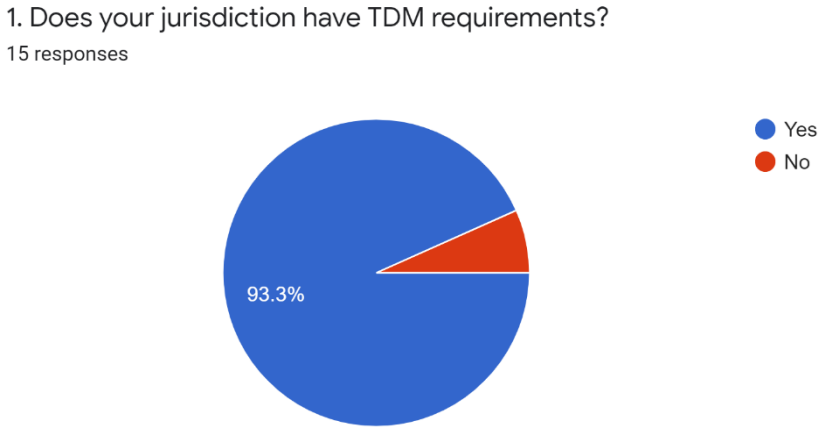
15. If so, which ones? (select all that apply)
    a. One Bay Area Grant (OBAG)
    b. Active Transportation Program (ATP)
    c. Transportation Fund for Clear Air (TFCA)
    d. Transformative Climate Communities (TCC)
    e. Other _____
16. Were those projects funded?
    a. Yes
    b. No
17. If the project wasn't funded, what type of project was it and why?
18. What are your lessons learned from the grant application process?
19. Is there anything that prevents you from submitting for grant funding?

APPENDIX B-2

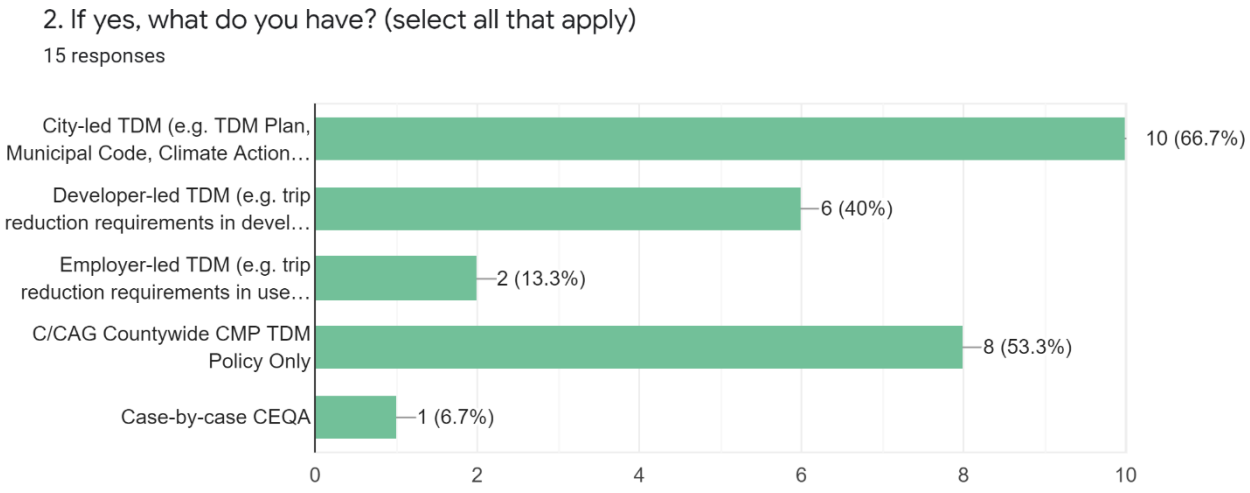
SURVEY RESULTS

B-2 SURVEY RESULTS

1. Does your jurisdiction have TDM requirements?
    a. Yes
    b. No



2. If yes, what do you have? (select all that apply)
    a. City-led TDM (e.g. TDM Plan, Municipal Code, Climate Action Plan, etc.)
    b. Developer-led TDM (Trip reduction requirements in development agreements, etc.)
    c. Employer-led TDM (Trip reduction requirements in use permits, etc.)
    d. C/CAG Countywide CMP TDM Policy Only
    e. Other _____

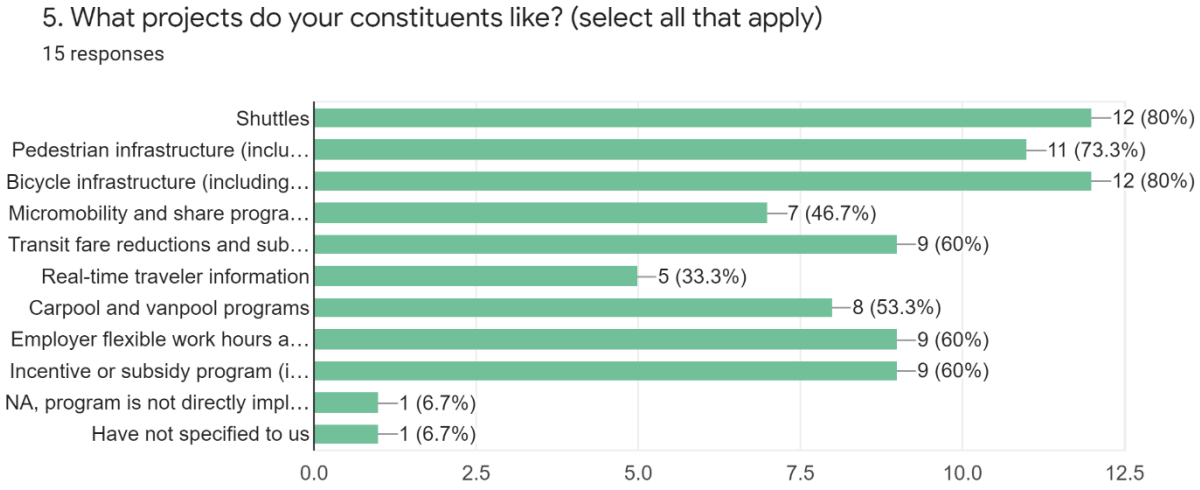


3. What plans document these requirements? If available, please provide a link to the applicable document.
    a. Short answer, withheld for confidentiality

4. What types of TDM programs, policies, or projects do you currently have?
    - TDM requirements for developers, Transportation Master Plan (2020), Bicycle Master Plan (2005), shuttles, safe routes to school, transportation management association feasibility study, bike wayfinding/lanes, Middle Ave Caltrain undercrossing
    - City is in process of updating the TDM ordinance
    - We do not have a program in place, only relates to project base
    - Citywide TDM, Council-adopted policy
    - For SMC employees, cash incentives for walking, biking, or carpooling to work; subsidy for transit pass, pre-tax allowance for parking at transit stations, emergency ride home, bike lockers, flexible schedules. Unincorporated areas, actively pursuing funding to support bicycle and pedestrian infrastructure, "smart" corridors
    - We have required a robust TDM program by Gilead Sciences, one of the City's major employers. Gilead Sciences has instituted a robust Transportation Demand Management program, including the launch of the Gilead Commuter Bus Program on December 1, 2016. Gilead is permitted to generate up to 2,110 new AM peak hour trips and up to 2,230 new PM peak hour trips. In the TDM Annual Report Submittal for 2019, the Gilead Commuter Program and other TDM measures have resulted in up to 1,013 new AM peak hour trips and 822 new PM peak hour trips, well below the maximum that would be allowed. Approximately 1,100 employees current participate in the commuter program. Another large employer, Illumina, also has a TDM program. Before occupancy in May 2017, Illumina established an East Bay BART shuttle program, an intercampus shuttle, a private last-mile shuttle service to BART and Caltrain, joined the Commute.org consortium, enhanced employee commuter benefits, and conducted significant, pre-occupancy employee outreach and marketing. Multiple pre-move commuter events were hosted to educate employees about the new and enhanced transportation benefits. Follow-up surveys were postponed due to COVID. The City has required TDM programs for six other smaller developments, including annual reporting.
    - We have a TDM Plan and in-progress TDM ordinance. Currently, all new projects are subject to the 2018 TDM Plan.
    - TSM Program
    - Measures apply to projects projected to generate 100+ new peak hour trips
    - Shuttles, Bike Lockers/other facilities
    - Requirements for TDM plans for any commercial projects generating more than 100 daily trips, seeking a FAR bonus, or for residential projects seeking a parking reduction.
    - TDM plans are required as part of most private development projects. Rail Corridor TOD Plan has specific trip reduction targets and short/long-term goals and required establishment of Rail Corridor TMA.
    - Employee incentives through Commute.org
    - C/CAG TDM requirements

- None that I know of

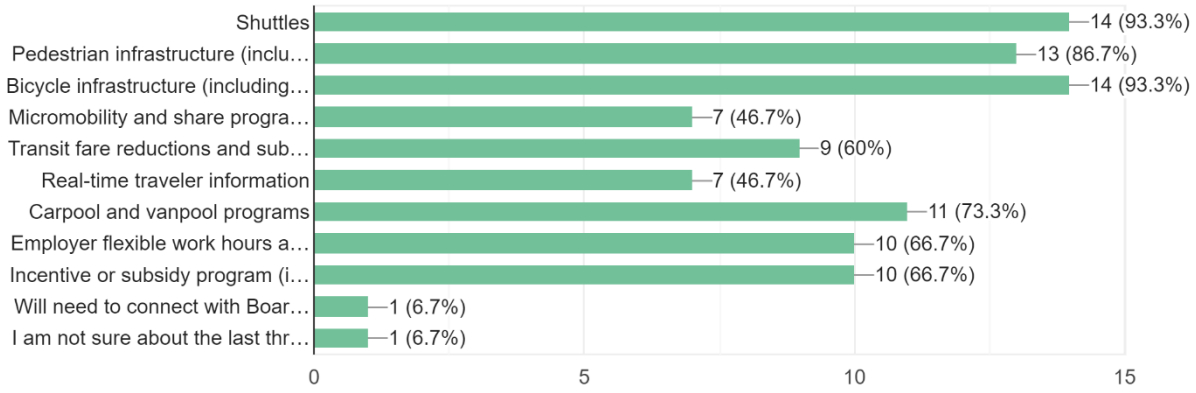
5. What projects do your constituents like? (select all that apply)
    a. Shuttles
    b. Pedestrian infrastructure (including secured crossings and prioritization)
    c. Bicycle infrastructure (including lockers, parking, etc.)
    d. Micromobility and share programs
    e. Transit fare reductions and subsidies
    f. Real-time traveler information
    g. Carpool and vanpool programs
    h. Employer flexible work hours & virtual work
    i. Incentive or subsidy program (including e-bike subsidies, parking cash-outs, etc.)
    j. Other _____



6. What projects does your board like? (select all that apply)
    a. Shuttles
    b. Pedestrian infrastructure (including secured crossings and prioritization)
    c. Bicycle infrastructure (including lockers, parking, etc.)
    d. Micromobility and share programs
    e. Transit fare reductions and subsidies
    f. Real-time traveler information
    g. Carpool and vanpool programs
    h. Employer flexible work hours & virtual work
    i. Incentive or subsidy program (including e-bike subsidies, parking cash-outs, etc.)
    j. Other _____

6. What projects does your board like? (select all that apply)

15 responses



7. Do you have any TDM-related priorities or goals? If so, what are they?
    - Transportation management association feasibility study to help smaller businesses with TDM, and how that may mesh with regional efforts
    - Updated TDM ordinance to require 40% reduction of trips
    - to reduce cut through traffic and provide alternative means of transportation
    - decrease SOV trips
    - Implementing the Unincorporated San Mateo County Active Transportation Plan and Connect the Coast side, which include recommended active transportation infrastructure, policies, and programs; transit service and microtransit; and real-time traveler information. Similarly, the County intends to address implementation of C/CAG's TDM policy and SB 743 VMT requirements, and in developing these, will need to revisit policies related to parking, providing of bike/ped infrastructure, and management strategies. Priorities for Shift include parking management and paid parking strategies and hoteling/teleworking. Further, ISD is advancing smart mobility solutions for data collection/analysis (including related to parking management), transit stop improvements (charging benches, real-time information), pedestrian smart lighting, among others.
    - Land Use/Circulation Policy LUC-F-3: Employer-based Trip Reduction. The City will work with employers to implement employer-based trip reduction programs that get people to high-boarding destinations on the Peninsula and, if applicable, in the East Bay, such as employment centers and regional destinations, including: a. Coordinating with regional and local ridesharing organizations; b. Encouraging Caltrain/bus passes; c. Employer-based shuttles.
    - Yes, included in TDM plan. Reduce drive alone mode share to 50% by 2040.
    - Updating the C/CAG TDM program to reflect current best practices, provide updated performance targets, and standardize annual survey, monitoring and reporting requirements.
    - Trip reduction especially peak hour
    - Reduction of peak time traffic, reduction of GHGs, increased mode share for AMS.

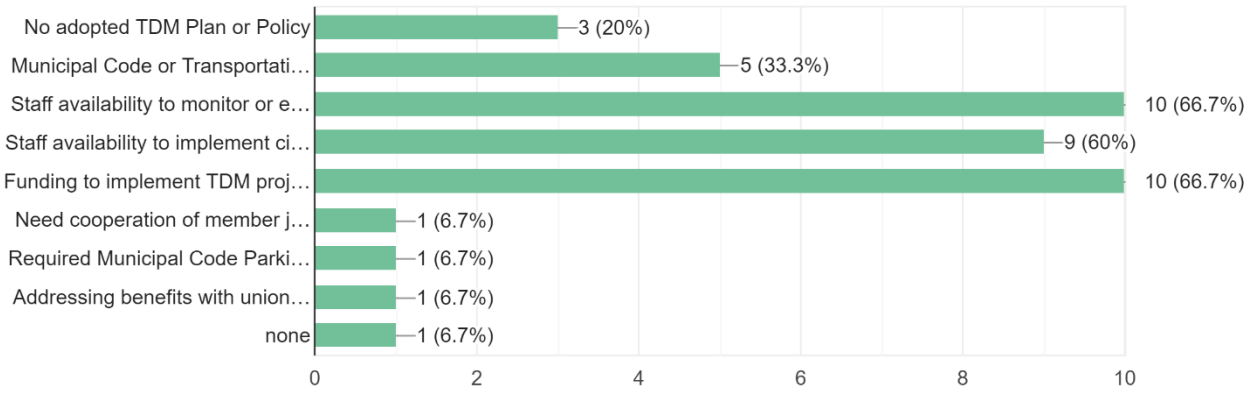
- Development of Citywide TDM policy/goals.
- Reduce vehicle miles traveled and manage traffic on SR-1.

8. What are the promising new and innovative approaches that the region should test and pilot?
    - Regional coordination/efforts where transit agencies are lacking, first/last mile gap solutions
    - Regional/countywide cooperation
    - Telework to the max
    - Regional VMT mitigation banks, congestion pricing, quick-build/pilot projects for traffic calming and bike/ped infrastructure, pooled private/public partnership-led hoteling offsite options for teleworkers, regional approach to parking requirements and pricing
    - More shuttles; subsidize on-demand “last mile” connections
    - shuttles, micromobility, integrated fare
    - EV Charging Stations, reduced parking requirements, transit oriented development, car share, transit pass subsidies, bicycle improvements, SOV trip reduction strategies.
    - e-bikes, fare integration
    - Parking maximums, aggressive housing production proximate to transit, microtransit
    - Integrated approach to micromobility, first/last-mile connections, VMT banking
    - Remote work requirements for certain employers; increased transit and bike/ped infrastructure funding.

9. What are your jurisdictions' limitations to implementing TDM programs or projects? (select all that apply)
    a. No adopted TDM Plan or Policy
    b. Municipal Code or Transportation Impact Guidelines do not provide guidance on trip reduction requirements or trip caps
    c. Staff availability to monitor or enforce trip requirements or caps
    d. Staff availability to implement citywide TDM programs or projects such as wayfinding, micromobility, bike parking, subsidy, etc.
    e. Funding to implement TDM projects and programs
    f. Other_____

9. What are your jurisdictions' limitations to implementing TDM programs or projects? (select all that apply)

15 responses



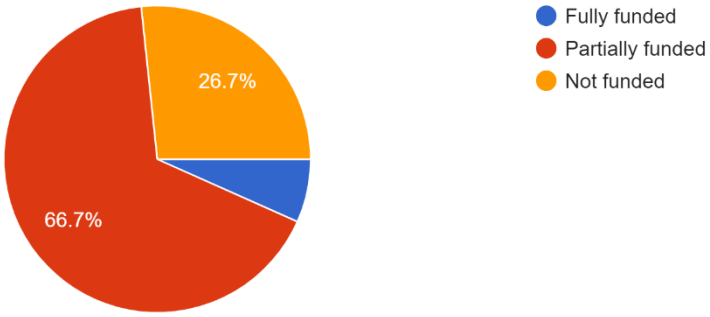
10. What are your upcoming agency-led programs and projects that have potential TDM elements included? If there aren't any, is there a specific type of program you would be interested in?

- Safe Routes to School, TMA feasibility study, shuttles, Transportation Master Plan
- TDM ordinance update and Ravenswood Specific Plan Update
- developer led TDM
- Ongoing work with the County's Shift program & implementation of bicycle and pedestrian improvements, programs and policies in the County's Active Transportation Plan
- City Staff continues to implement the 92 Corridor Alliance Work Plan by implementing "right-sized" transit solutions around high capacity / fixed routes, last mile shuttles, water based transit, carpooling, and bicycles. New projects are reviewed for progress in meeting the goals of Transportation Demand Management (TDM) programs currently in place; new development project applications (such as a proposed new hotel), are reviewed for their capacity to incorporate new TDM programs.
- The City continues to promote alternative transportation through its "Connect Foster City" website
- We are in the process of amending the city ordinance to add TDM requirements.
- There aren't any. Funding for TDM implementation, monitoring and management program for large development projects
- County-wide CMP TDM Program update
- Various capital projects that include bike/pedestrian/transit improvements
- Interested in more robust and innovative shuttle service (first/last mile)
- General Plan Update - we will be updating our TDM ordinance
- Citywide TDM policy development, developer guidelines
- Rockaway Quarry Specific Plan

11. Are these programs or projects fully-funded, partially-funded, or not funded?

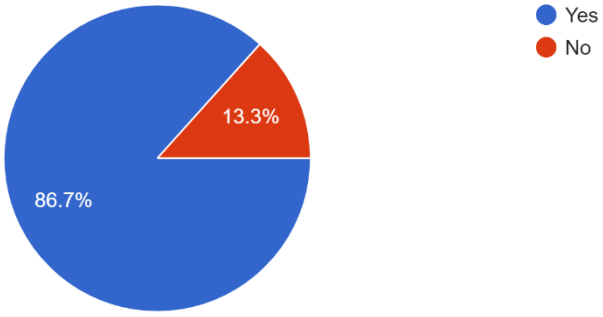
a. Fully funded
b. Partially funded
c. Not funded

11. Are these programs or projects fully-funded, partially-funded, or not funded?
15 responses



12. Would you look to the TA for funding?
    a. Yes
    b. No

12. Would you look to the TA for funding?
15 responses

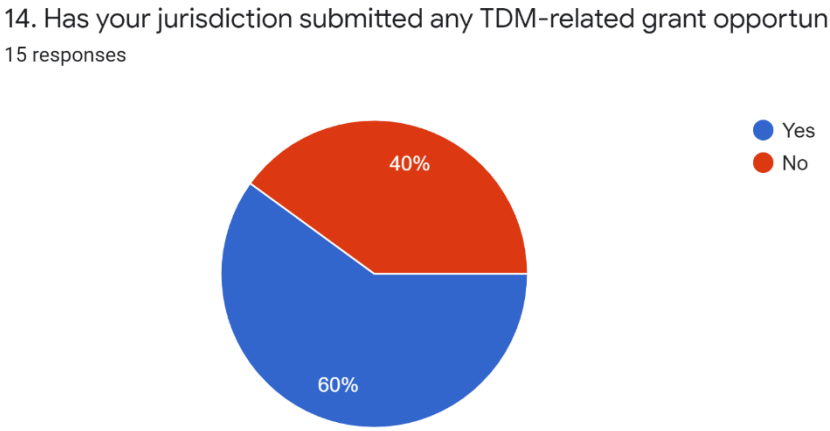


13. If you wouldn't look to the TA for funding, why?
    - This is the answer we're looking for with this project, but we wouldn't look to the TA if we knew a project wasn't eligible. Either defining specific categories/items, or ironically leaving it broad may allow a jurisdiction to think outside the box for potentially novel solutions that haven't been tested. Related sidenote: we looked to CCAG for Lifeline funding for some of our shuttles. We run traditional shuttles (scheduled services) and a hybrid paratransit one ("Shoppers Shuttle"), both in typical 20 passenger vehicles. The latter is geared for seniors and less mobile patrons, but it is not necessarily efficient. We looked at possibly offering subsidized Lyft credits (similar to what Little House/Sequoia Health District does) as a way to supplement the Shoppers Shuttle to better utilize funds. But because TNCs don't qualify with the grant money, we're not able to pursue 'novel' ideas

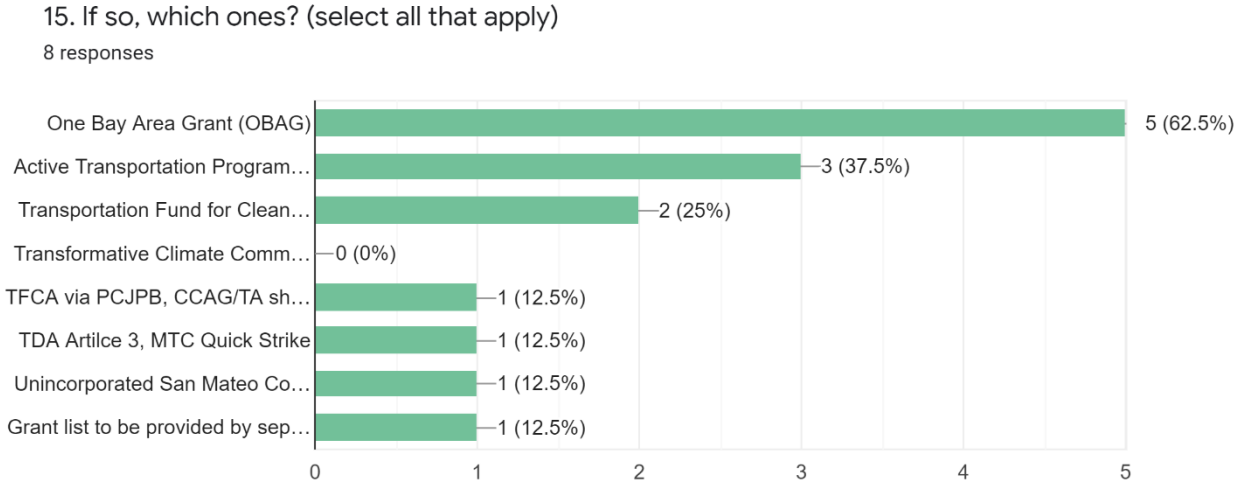
and are relegated to more costly means of providing service. Neither is a perfect solution, but having the flexibility to choose the best options might make it easier and more enticing for jurisdictions to apply for funding.

- to help with program administration as well as staring new TDM measures such as citywide shuttle.
- Size of town and staffing
- Developer funded.

14. Has your jurisdiction submitted any TDM-related grant opportunities in the past?

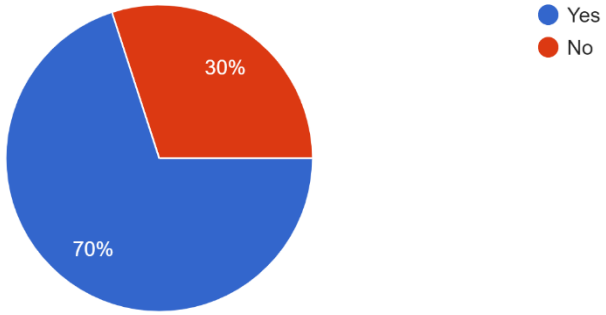


15. If so, which ones? (select all that apply)
    a. One Bay Area Grant (OBAG)
    b. Active Transportation Program (ATP)
    c. Transportation Fund for Clear Air (TFCA)
    d. Transformative Climate Communities (TCC)
    e. Other _____



16. Were those projects funded?
    a. Yes
    b. No

16. Were those projects funded?
10 responses



17. If the project wasn't funded, what type of project was it and why?
    - All of the listed projects have been funded except for the Caltrans STP grant application in North Fair Oaks, which is pending
    - OBAG was funded, ATP, TDA Article 3 was not, MTC Quick Strike is TBD.
    - ATP- Safe Routes to Schools did not receive points for being a community of concern location.
    - TDA Article 3 - walkway project did not have enough projected pedestrian use to be competitive.

18. What are your lessons learned from the grant application process?
    - Not sure. Would be good to get feedback if project was say asking for too much money, wasn't competitive enough, there were just better projects, what made the project 'weak' in the eyes of the judges, etc. Sometimes grants feel like you're shooting in the dark, not too sure what's the appropriate amount to ask for or how competitive you'll be.
    - Strong community engagement and documented feedback supporting the application is critical. Early and often leadership discussions about the need for the project. Starting off with easy wins.
    - Very restrictive and complicated process. Requirements on what the funding can be used for and the timelines on when funding must be spent are restrictive. Also, the tracking and monitoring of the funds is cumbersome and complicated and approval process is complex.
    - Robust supporting data is critical to ensure competitiveness
    - They take time to administer

19. Is there anything that prevents you from submitting for grant funding?

- Similar to what I wrote above. If there is not enough staff time, or not knowing if you'll have a real chance or not of getting full (or even partial funding to make the effort worth it) grant is hard to determine if it's worth the effort to go through the process.
- Staffing and funding limitations
- Jurisdiction does not fit the criteria for these grants
- Costs for future operations and maintenance and enforcement (e.g., monitoring of a program), “divisive” projects for community and/or elected leadership, staff time to oversee a grant if awarded and to engage in requisite reporting requirements, lack of pipeline projects (e.g., little funding to prepare us for grants that are construction/implementation-ready)
- Probably lack of awareness that funds are available to support TDM plans and programs; City does not have a Priority Development Area, so availability of grants is more limited
- Not clear what type of TDM measure may work especially after COVID impacts.
- Jurisdiction is a small city and often its projects are not as competitive with other larger cities in the SF Bay Area. Also, grant application process is a very restrictive and complicated process. Requirements on what the funding can be used for and the timelines on when funding must be spent are restrictive. Also, the tracking and monitoring of the funds is cumbersome and complicated and approval process is complex.
- No, unless it requires the applicant be a local jurisdiction
- Sometimes they require additional outside support for grant application writing and data collection/projection, do not have a wide variety of proposed projects eligible for every available grant.
- Staff availability / time
- Staff time and no current projects
- Awareness of TDM grant opportunities

APPENDIX C

PEER REVIEW

TABLE C-1 ALAMEDA COUNTY TRANSPORTATION COMMISSION (ALAMEDA CTC)

Agency TDM Definition	Goals	TDM Focus Area	TDM Programs
TDM and parking management seek to address transportation challenges, such as congestion and the need for adequate parking, with programs that manage travel demand. TDM measures seek to reduce demands on existing roadway and parking capacity using incentives and disincentives designed to influence travel choice. **Travel demand management (TDM)** measures seek to reduce pressure on existing roadway and parking capacity by using incentives and disincentives to influence travel choice. They reduce peak-period vehicle trips and total vehicle miles traveled. Related benefits include reducing congestion and carbon emissions, improving public health, and increasing transportation options.	The goal of the Alameda County Transportation Demand Management (TDM) Program is to accommodate growing travel demand by increasing the number of trips people take using alternative modes to driving a single-occupancy vehicle (SOV). Other goals: ▸ Reduce congestion and vehicle trips ▸ Increase transit use and reduce drive alone rates ▸ Reduce emissions ▸ Produce quick results and longer-term impacts ▸ Are cost effective ▸ Are politically viable ▸ Region-wide applicability and flexibility ▸ Pro-market27	Parking management, financial incentives, shared vehicle services, safety net, alternative commute scheduling, promotional activities, urban form and land use, trip reduction mandates, multimodal infrastructure	**Express lanes and congestion pricing strategies:** toll-free use for carpools and transit to encourage commuters to share their ride. 38% of users travel toll free through carpools, transit, or eligible clean air vehicles **Guaranteed Ride Home** **Technical Support:** support creation of new **TMAs** in the county and strengthen existing TMAs through technical assistance. Ex: Emeryville TMA (all commercial and industrial property owners in the city) includes shuttles for community members to BART, information and referral services. Alameda CTC also provides TOD technical assistance through the **Sustainable Communities Technical Assistance Program**. This includes funding TDM and parking studies to assist local jurisdictions. **Provide 1) technical resources and 2) planning grants** **Information & Education: Commute Choices** provides information on the full range of TDM programs in Alameda County. Alameda CTC funds and promote green transportation modes through public outreach, earned and paid media, and advertising. Ex: I Bike Advertising Campaign. Also have, **Bicycle Safety Education classes** **Safe Routes to School:** intended to reduce traffic congestion and promote health by working with educators, parents, and students to increase walking, biking, and carpooling to school **Transit Passes:** pilot program to offer free or reduced transit passes to middle/high schools **CMP Requirements:** requires local governments to undertake TDM actions. Must 1) adopt design guidelines or comparable policies that enhance transit and pedestrian and bicycle access; and 2) implement capital improvements that contribute to congestion management and greenhouse gas reduction

TABLE C-1 ALAMEDA COUNTY TRANSPORTATION COMMISSION (ALAMEDA CTC)

Agency TDM Definition	Goals	TDM Focus Area	TDM Programs
Transportation Demand Management (TDM) Programs and strategies that manage and reduce traffic congestion by encouraging the use of transportation alternatives.	The goal of the iCommute program is to reduce traffic congestion in order to cut greenhouse gas emissions and other environmental pollutants that result from driving alone.	Ridesharing, alternative work schedules and teleworking, transit use, biking, and walking	**Planning Assistance:** Mobility Management Toolbox31: helps jurisdictions and developers evaluate the benefits of TDM and TSM on reducing VMT. Includes a mobility management guidebook, VMT reduction calculator tool, implementation guidance, etc. Park & Ride Strategy: interregional strategy to improve planning and management of park and ride facilities. Includes GIS data center, identifies tools for improving existing and future facilities, and proposes regional recommendations for public agencies to consider. Regional Parking Management Toolbox: framework for evaluating, implementing, and managing parking management strategies **Local Agency Collaboration:** Regional Micromobility Coordination & Mobility Hub Planning: coordinate with local stakeholders on best practices for effective micromobility operations and data sharing. Currently working on a Mobility Hub Pilot projects **iCommute:** Employer Services Program32: Free assistance to local businesses, helping them develop and implement customized employee commuter benefit programs that lower costs, increase productivity, and help the environment SANDAG Vanpool Program: contracts with vanpool vendors that provide vehicles, maintenance, and insurance. Provides up to $400 in a monthly subsidy to qualified vanpools (5 or more people) Guaranteed Ride Home (GRH): provides a free ride home up to three times per year in the event of an emergency to commuters using alternative transportation modes Bike Encouragement Program: hosts Bike to Work Day events, funding mini-grants in support of Bike Month events, and manage 750 bike lockers at more than 60 transit stations and park and ride lots. Walk, Ride, and Roll to School: education and outreach program to increase number of children who walk bike, skate, or scooter to school. Offers free education and safety classes and events for schools. Promotions and Campaigns: iCommute organizes annual, nationally celebrated events to encourage participation in TDM programs, including Bike to Work Day and Rideshare Week. iCommute Partnership Program: relies on support from business and agency partners to fund programs and services. This includes customized levels of support including cash donations, in-kind contributions and in return, partners receive marketing benefits and exposure to regional decision makers, employers, the public, and iCommute participants.

TABLE C-3 NORTH CAROLINA TRIANGLE J COUNCIL OF GOVERNMENTS

Agency TDM Definition	Goals	TDM Focus Area	TDM Programs
Transportation Demand Management (TDM) is the application of strategies and policies to reduce reliance on single occupancy vehicles (SOV) for travel by encouraging options such as carpooling, vanpooling, public transit, biking, walking, teleworking, and flexible work weeks.	**Previous goal from 7-Year Long Range Triangle TDM Plan (2007):** Reduce annual commute VMT (vehicle miles traveled) growth by 25% **New Goals (2019):** Refine and enhance program evaluation methods Align funding cycles with performance Expand program marketing and outreach Get innovative Integrate with local and regional planning efforts	Carpooling, vanpooling, taking transit, telecommuting, walking or bicycling	**Transit Passes: GoPass** allows employees or students to ride on all transit systems across the Triangle for free when employers, universities or property managers pay a discounted fare. GoPass use rose by 2.6% to 848,653 boardings on GoTriangle buses in FY2019. **Information: GoLive** provides real-time bus route information. The Triangle also provides bicycle use and safety trainings. **Share the Ride NC** helps form carpools and vanpools, houses Emergency Ride Home program, Single Trip Matching Tool, and GoPerks incentive program (incentives to start a smart commute or for loyal smart commuters). 23% increase in participation from FY2018 **TMAs: GoRTP** is the TMA for the Research Triangle Park (includes 300 member companies and 55,000 employees). Services include employee vanpools, telework, compressed work weeks, transit, Emergency Ride Home (ERH), carpools, and bicycle facilities **Best Workplace for Commuters:** membership program which provides qualified employers with national recognition and an elite designation for offering high quality commuter benefits, such as a free or low cost bus pass, vanpool fares and strong telework programs. The program provides public recognition and promotion of exemplary workplaces, as well as technical assistance, training, web-based tools, and forums for information exchange. **University Programs:** shuttles for students (Duke), bike and scooter shares (UNC bikeshare program – Tarheel Bikes has over 6,500 members) **Vanpools:** enables employees to pay one monthly fare and share an Enterprise vehicle with 6 – 14 other passengers. GoTriangle provides each vehicle a $400 monthly subsidy.

TABLE C-4 CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION (CAMPO)

Agency TDM Definition	Goals	TDM Focus Area	TDM Programs
Transportation Demand Management (TDM) is a collection of strategies designed to reduce automobile trips, roadway congestion, and parking demand by redirecting travel towards other modes, times, and routes. TDM programs, plans, and policies address traffic congestion, safety, mobility, and travel time reliability issues by considering operational strategies, implementing mobility solutions, air quality maintenance, and providing choices for travelers.	**Regional Coordination:** Document a collaborative plan where all TDM stakeholders have ownership and contribute to developing and maintaining a regional TDM system that benefits the entire CAMPO region; **Incorporate TDM into the transportation planning process:** Develop CAMPO polices with its partner agencies that promote and prioritize both programmatic and infrastructure investments in TDM projects and strategies; **Provide Education and Outreach:** Expand outreach and education to travelers, providing the transportation options available to them for getting from point A to point B; **Improve the Transportation System:** Enhance the performance of the region's multimodal transportation system, especially during peak periods; and **Increase Mobility Choices for Travelers:** Provide a range of transportation options throughout the region.	Ridesharing, flexible work schedule, multimodal, realtime information, land use	**Bus Express Lanes:** Toll-free access for transit vehicles led to a 73% increase in Express Bus ridership on MoPac route due to higher speeds and commutes that are up to 50% faster **Park and Ride:** dedicated to transit stations or other lots that are not normally used during work hours such as those of churches, theaters, or shopping malls. Ex: Austin's New Life Church parking lot is used as a Park-and-Ride facility for Capital Metro's Express Bus Service. **Guaranteed Ride Home** **Commute Planning:** Smart Trips Austin offers personalized transportation information for commuters. Includes informational events on riding the bus, carpooling, biking, etc. Commute Solutions offers a one stop trip planning tool. **Transit Passes:** MetroWorks provides organizations a purchasing plan to offer employees and students transit passes at a discounted price. Offers employees free or discounted transit passes and reduced or reimbursed costs for shared mobility programs such as carpools or vanpools. Transit Empowerment Fund distributes transit passes to low-income individuals. **Shared Mobility:** community-based carpooling solutions, bicycle share (B-cycle use is very high), scootershare (Lime and Bird), careshare (ZipCar and Car2Go) **Parking Policies:** Managing parking supply, either through cost, time or availability is a powerful, market-based incentive to influence traveler behavior. Focus on Austin CBD and San Marcos for managing parking. Recommend region-wide parking study be conducted to gather more data on other regional nodes

APPENDIX D

EVALUATION CRITERIA

APPENDIX D-1

EVALUATION CRITERIA

D-1 EVALUATION CRITERIA

A review of other SMCTA funding programs and peer agencies were reviewed to find best practices for both the evaluation criteria and call for projects process. The table below presents some key takeaways, though not all takeaways will be necessarily appropriate for the ACR/TDM program they are helpful in framing.

Table D1-1 Summary of Evaluation Criteria Peer Programs

Program	Agency	Key Takeaways
Highway Program	SMCTA	An early submittal can be helpful to applicants
Bicycle-Pedestrian Program	SMCTA	Be conscious and transparent about who will sit on the scoring panel. Online tools to provide data can aid in quantitative scoring. A separate infrastructure and non-infrastructure application can make sure appropriate questions are asked of each type of project
Peninsula Shuttle Study	SMCTA and C/CAG	A key goal after the study is to streamline the application process. Online tools to provide data can aid in quantitative scoring.
Transportation Demand Management	Capital Area Metropolitan Planning Organization (CAMPO)	Uses “communities of concern” to target funds. Framing questions as "provide detail and documentation/analysis" while not being overly prescriptive on sources or what level of detail. TDM can be difficult to measure and show results immediately. For this reason CAMPO deferred performance measures data collection 2 years.
Transportation Demand Management	Triangle J Council of Governments (TJCOG)	Measuring and weighting areas of high job concentration (work clusters) in addition to “communities of concern”

Each category serves an important function in evaluating the project. *Need* addresses how well the project addresses the goals of the ACR/TDM program. *Effectiveness* addresses how the project will show success and plans to track them. *Equity* addresses how the project will contribute to advancing equitable outcomes. *Readiness* addresses how ready the project/program is ready to begin study or implementation. *Funding Leverage* addresses if the necessary funding has been allocated or identified

EQUITY

One area of interest to both the Board and Advisory group was how to assess equity in the evaluation criteria. Equity can be complicated first by how to define it as well as who is included and who is not.

Transportation equity can be measured one of three ways: location-based, user-based or mode-based. Location-based estimates focus on populations, benefits and costs by geography, typically using concentration approach at the census tract level. If a project overlaps a tract/area with a high concentration of the target population, it is assumed to benefit them. One advantage to this method is that it tends to be easy to assess in GIS. A user-based approach starts with the recognition that not everyone can use the system the same way. Target groups using this type of analysis may include older adults and people with disabilities or low-income households (who may or may not live in an area of high concentration of low-income households). Mode-based equity metrics derives from the basis that users of certain modes of transportation are inherently disadvantaged. This type of metric would focus on transit riders or pedestrians as needing special consideration. The ACR/TDM program in some ways is inherently structured to address mode-based equity in its desire to improve options beyond single occupancy driving.

Most conceptions of equity fall into one of two categories: horizontal equity and vertical equity. Horizontal equity is concerned with the distribution between individuals or groups with the same ability and need. In contrast vertical equity is concerned with the distribution of costs and benefits between groups of different need and ability such as income. Based on feedback from the Advisory group, vertical equity seems to be the primary goal. Three possible framings for vertical transportation equity are presented in Table D1-2. Applicants are encouraged to describe how their project increases equity under these framings.

Table D1-2: Transportation Equity Criteria and Definitions

Criteria	Definition	Type of Equity
Progressive with respect to income.	This reflects whether a strategy increases Transportation Affordability and makes lower income households better or worse off.	Vertical
Benefits transportation disadvantaged.	This reflects whether a strategy makes people who are transportation disadvantaged better off by increasing their travel options or providing financial savings.	Vertical
Improves basic access	This reflects whether a strategy favors more important transport (emergency response, commuting, essential shopping) over less important transport.	Vertical

Source: Litman, Todd. "Evaluating Transportation Equity." Victoria Transportation Policy Institute 2021

NEED

The **NEED** section contain looks at the five goals of the ACR/TDM program. For each of the goals there are two parts, a qualitative narrative provided by the applicant and a quantitative proxy metric. See Table D1-3 for a full accounting

Table D1-3 Need Criteria by Goal

Goal	Narrative Question	Proxy Metrics	Source
Provide Congestion relief	Please explain how your project or plan provides congestion relief or reduces VMT	Initial: If possible, select strategy VMT reduction potential Future: Calculate total VMT of all census blocks or tracts a project boundary impacts	Initial: CAPCOA GHG Mitigation Guide Future: Streetlight data or travel demand model runs
Increase Sustainable Transportation Options	Please explain how your project or plan will create incentives for transit, bicycle, pedestrian, carpooling, and other shared-ride options over driving alone?	Calculate the average intersection density for all census blocks or tracts a project boundary impacts	OpenStreetMaps
Promote Sustainability & Health	Please explain how your project or plan will enhance health or safety	Calculate the average Pollution Burden Percentile scores of all census blocks a project boundary impacts	CalEnviroscreen 4.0
Encourage Economic Development Opportunities	Please explain how your project or plan improve access to employment, job centers, business districts or retail opportunities	Calculate total number of jobs within ½-mile of a project boundary	US Census OntheMap tool
Invest Funding Equitably	Please explain how your project or plan would address the needs of historically underserved populations	Calculate the proportion a project boundary overlaps with SamTrans EPAs or MTC EPCs	SamTrans, MTC

EFFECTIVENESS

Effectiveness is meant to measure how the project will show success and plan to track that. In an ideal world a common metric could be used to track all projects by the same baseline. However, given the breadth of eligible projects, the proper metrics for success vary widely. The TA will ask applicants to provide their own metrics for monitoring to judge success based on the goals of the project or plan.

READINESS

Readiness is a measure of how ready the project or program is to begin study or implementation. Questions about readiness are most appropriate for projects near the design and construction phase.

FUNDING LEVERAGE

Funding leverage will assess if the necessary funding for the project or program has been identified or allocated. The standard funding match the TA has required for other programs is 10%. However, for projects associated with disadvantaged communities, a reduced match of 5% will be required instead. This will be assessed by overlap with either MTC's Equity Priority Communities (EPCs) or SamTrans' Equity Priority Areas (EPAs) described in further detail in Appendix D-2. TA staff will have a pre-submittal meeting with all applicants and will approve a project to use the reduced match prior to submission.

APPENDIX D-2

EVALUATION CRITERIA TOOLS

D-2 EVALUATION CRITERIA TOOLS

VMT REDUCTION CALCULATION TOOLS

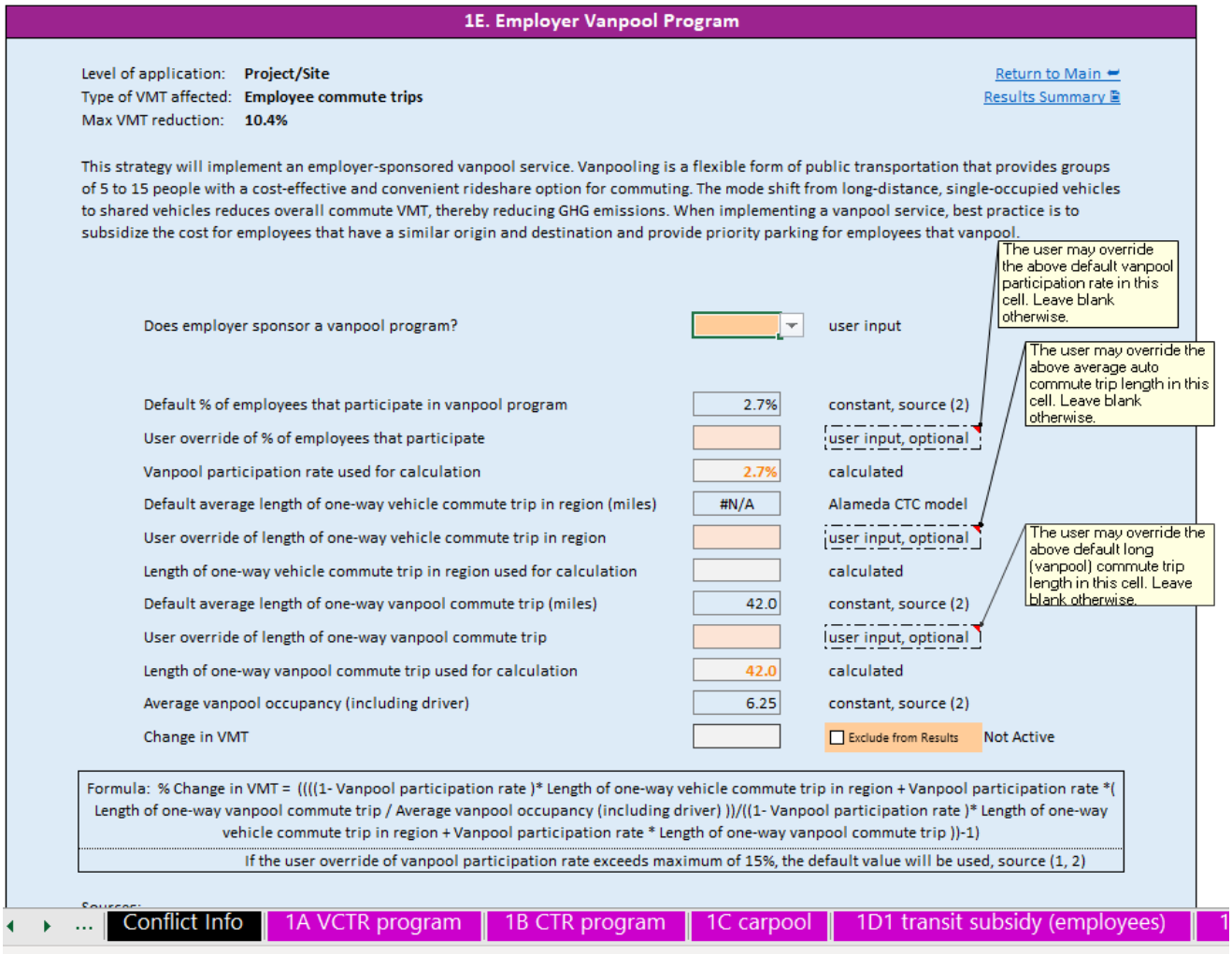
A VMT reduction calculator is a tool used to assess the effectiveness of ACR/TDM strategies. VMT reduction is a key goal identified for ACR/TDM, reducing VMT is identified in the ACR/TDM definition. However it is difficult to estimate both the VMT generated by a new project and associated reductions of mitigations for a variety of reasons. The science is still developing on providing those values, the field of modeling VMT and potential reduction strategies at a project level is an assumption-filled endeavor. At the moment there are several possible tools with different approaches to assessing VMT reduction. For this program in particular, having a comprehensive tool would be challenging given the broad range of project-types eligible under the ACR/TDM program.

In the best case scenario, a VMT reduction calculator would need to account for local conditions (ex: transit mode share, job/population density, average commute time). Such a model does not currently exist calibrated to San Mateo County conditions but could be considered in future. Recognizing the need for interim VMT reduction assessment for the upcoming Call-for-Projects, several sources for VMT reduction information are discussed below.

ALAMEDA COUNTY TRANSPORTATION COMMISSION (ACTC) VMT REDUCTION CALCULATOR TOOL

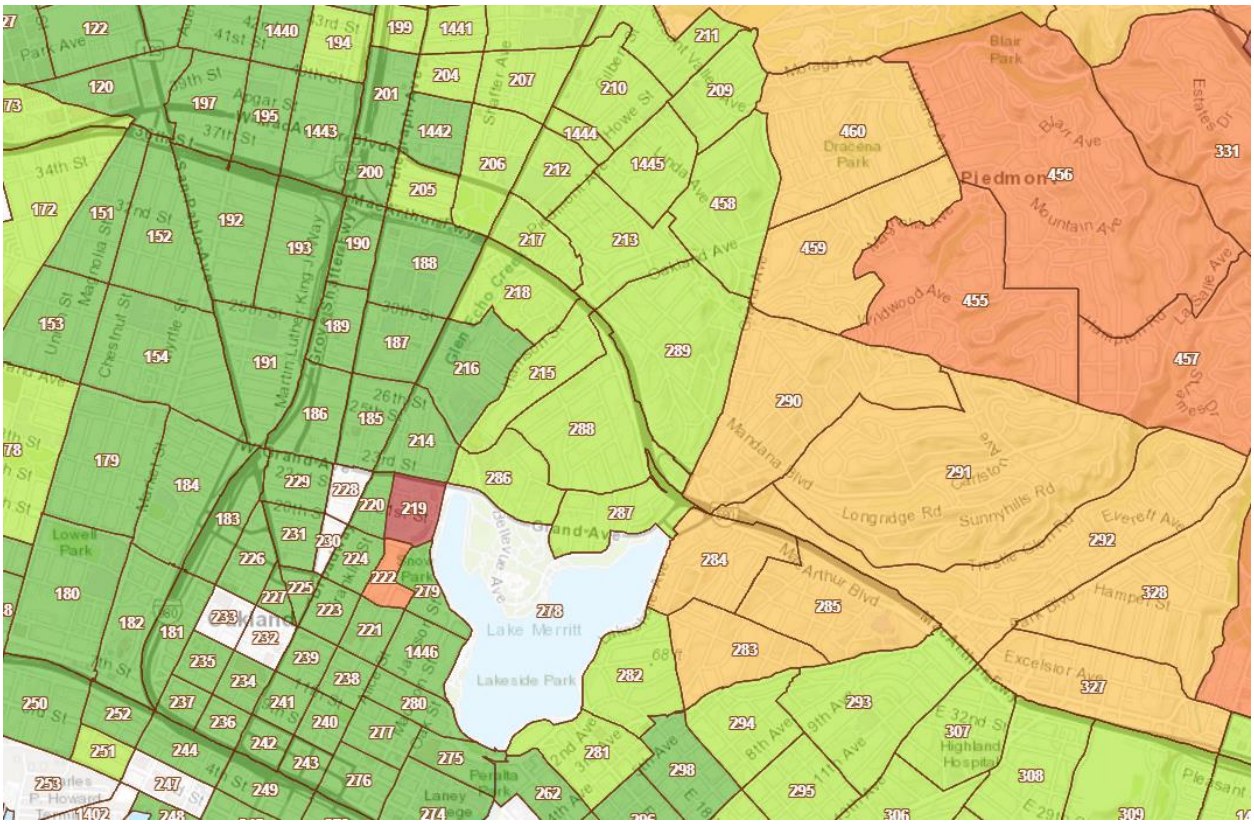
In the near term, a realistic VMT estimation tool that could be used by project applicants is Alameda County Transportation Commission's (ACTC) VMT Reduction Calculator tool. Adapted from San Diego Association of Governments (SANDAG), the spreadsheet-based tool assesses the percent reduction to VMT for 29 TDM strategies (example shown in Figure D2-1).

Figure D2-1 Sample ACTC VMT Reduction Strategy



The tool is primarily intended to address VMT reduction for various projects and programs. The tool is calibrated to Alameda County conditions and locations and meant to assist local jurisdictions. Transportation Analysis Zones (TAZs) can be selected, as shown in Figure D2-2, which automatically inputs various values into the spreadsheet such as population and employment densities, commute distances, VMT per employee and transit mode share. While TAZs assist with data input, the spreadsheet also typically has the possibility of a manual override for inputs. SMCTA would need to provide applicants with a spreadsheet to assist in filling in the necessary cells potentially calculating values to the city-level as needed. Step by step guidance would be necessary for all 29 spreadsheets.

Figure D2-2 ACTC VMT Reduction Calculator TAZ map



Although calibrated to Alameda County rather than San Mateo County, they come from a similar region compared to other tools. With 29 strategies, it still does not cover the full range of projects covered under the ACR/TDM program but it is one of the most comprehensive tools found that provide a quantitative output.

One benefit to the ACTC tool is that it is already prepared and thus could likely be used in the first cycle of project applications. While there are significant differences between San Mateo County and Alameda county, the two counties share many similarities as well. Disadvantages of using the model include the need for a manual override of data as described above. Related to this is that if the TA suggests using the tool, the agency may need to take a degree of ownership and answer questions from the applicants about said model.

STRATEGIC GROWTH COUNCIL/CARB BENEFIT CALCULATOR

The Strategic Growth Council/ California Air Resources Board (CARB) Emissions Benefits Calculator was created for the Affordable Housing and Sustainable Communities program. It primarily applies to affordable housing, active transportation infrastructure, increased transit service and solar power projects. The calculator is currently used by SMCTA's Bike/Ped program application.

It would be difficult for the ACR/TDM program to use the SGC/CARB tool because – first, the limited number of project-types covered. Second, the types of projects included for bicyclists, pedestrians and transit are hard infrastructure and the related data inputs needed would not be easily estimated at early stages (example shown in Figure D2-3).

Figure D2-3 SGC/CARB Emissions Benefits Calculator - Active Transportation Projects

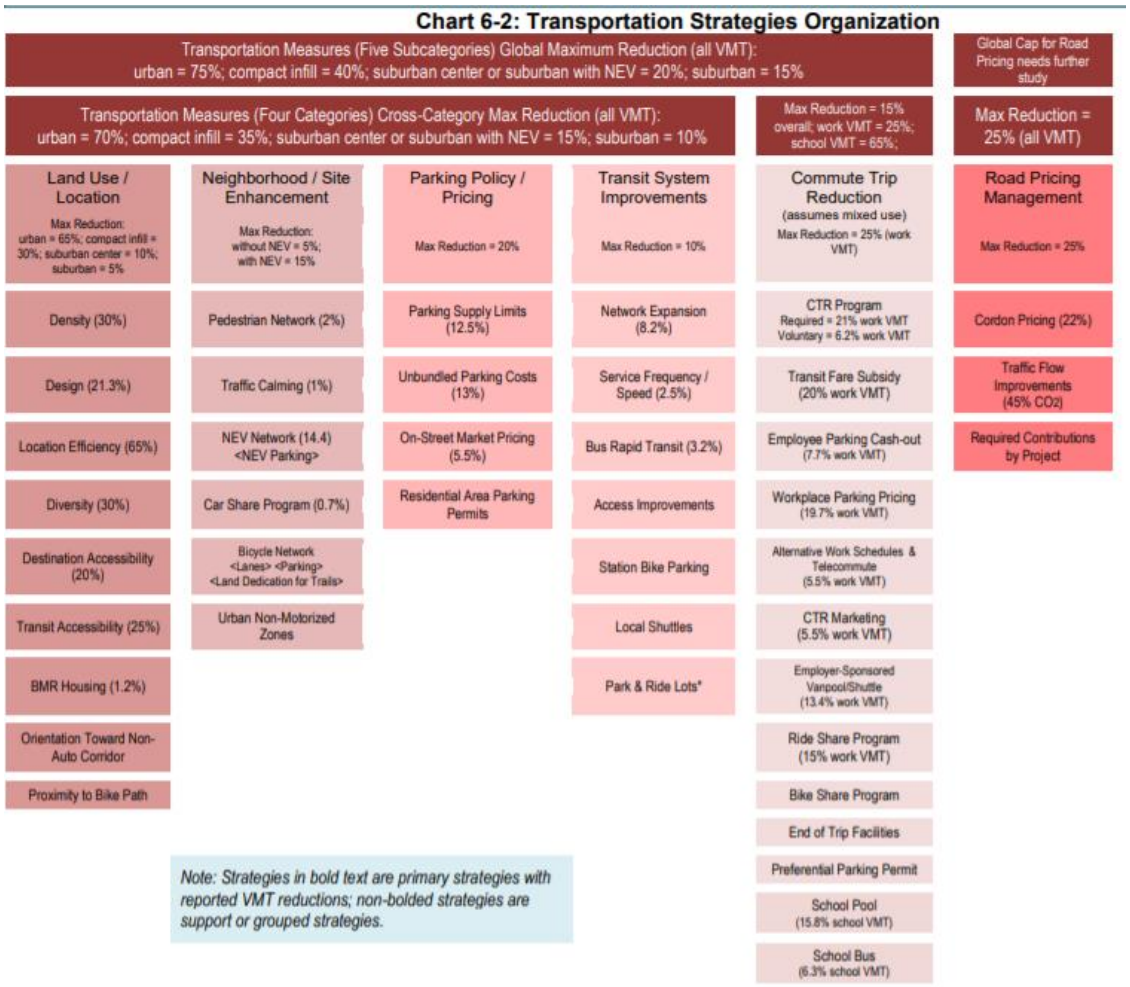
New Active Transportation Facilities and Programs											VMT and Emission Reductions			
New Facility or Program Type	Name or Location	First Year Operational	One-way Facility Length (miles)	Average Daily Traffic (trips/day)	University Town with Population < 250,000?	Key Destinations within 1/4 Mile	Key Destinations within 1/2 Mile	Bike Share Energy Consumption (kWh/mile)	Average Cost of Bike Share Trip ($)	Bike Share Trips in Year 1	Passenger VMT Reductions (miles)	GHG Emission Reductions ($MTCO_2e$)	Local ROG Emission Reductions (lbs)	Local NO_x Emission Reductions (lbs)
	sdf													

For these reasons, the SGC tool was not recommended for further consideration.

CAPCOA QUANTIFYING GHG MITIGATION MEASURES (2010)

The California Air Pollution Control Officers Association (CAPCOA) produced a 2010 report on quantifying GHG mitigation measures so that local governments could assess emission reductions. In the report, a long list of VMT reducing strategies are provided based on best knowledge. As shown in Figure D2-4, a reduction range is still provided for various strategies but there is less customization to local circumstances

Figure D2-4 CAPCOA Transportation VMT reduction strategies



This report could be used by applicants to confirm that the program or plan has proven VMT reduction potential. A public draft for an update was released in August 2021 but is still under development

OPR SB743 TECHNICAL ADVISORY (2018)

Jurisdictions and agencies around the state have recently changed the way they evaluate transportation impacts of projects primarily due to state-level changes to the California Environmental Quality Act (CEQA) through Senate Bill 743 (SB743) which passed in 2013. These changes are meant to focus evaluation on measuring relevant impacts to greenhouse gas (GHG) emissions rather than impacts to vehicular traffic. As of June 2020, all jurisdictions were required to change their transportation impact measurement for the purpose of CEQA from Level of Service (LOS) to Vehicle Miles Traveled (VMT). The VMT determined to be generated from a project could be mitigated through TDM measures. LOS analysis is still requested by every jurisdiction in San Mateo County as part of the local impact analysis even if it is no longer an impact per CEQA.

California's Office of Planning and Research (OPR) develops technical advice on issues that affect CEQA and land use planning. Following the passage of Senate Bill 743 (2013), OPR prepared a technical advisory on evaluating transportation impacts in CEQA for the shift to evaluating VMT. This included recommendations regarding methodology, how to assess significance thresholds, and estimating VMT impacts for both land use and transportation projects. One part of CEQA is the estimation not only of a projects impact but providing mitigations as needed. OPR presents a list of VMT mitigations and alternatives to address these.

Similar to the CAPCOA guidance, the inclusion of the project type in this list of measures could be used by project applicants to prove the project or programs VMT reduction potential.

FUTURE VMT CALCULATION TOOLS

All the VMT calculation tools described above are already prepared. However, none are calibrated to local conditions. This requires either extra work by TA staff to prepare necessary data inputs, such as for the ACTC VMT reduction calculator. Alternatively, a simple method is used to identify whether the general project type has VMT reducing potential but does not consider the specifics of the project or strongly differentiate between projects.

In the long term, C/CAG is in the process of updating its TDM policy. One element under development is a VMT estimation tool. It is currently focused on development-related TDM strategies. If the model were expanded to accommodate more project types, the tool has the benefit of a calculator calibrated to local San Mateo county conditions. At this time the tool is not available and its capabilities and shortcomings are unknown.

Another potential program that could incorporation of VMT reduction calculations is a VMT Mitigation bank or exchange. As SB743 has been implemented, local agencies have found that individual projects can only provide so much mitigation. A bike lane along the road in front of a new development is not as impactful if it does not connect into a network. MPOs across California are beginning to research, develop and pilot VMT mitigation banks and exchanges. In this scheme, developers would pay into a regional bank or trade VMT credit on an exchange. In this way, a program approach would contribute to a larger pool of targeted funds for VMT reduction.

In order to implement such system, a nexus study would need to be used to assess VMT generated by projects and VMT reductions from mitigation measures, including from the types of projects funded under the ACR/TDM program. These reduction values, calibrated to local conditions, could be used as part of future assessment of project applications

Recommendation: coordinate with C/CAG to understand the tool's purpose and potential application

APPENDIX E

SAMPLE CALL FOR PROJECTS APPLICATION

SAMPLE CFP APPLICATION

For the purposes of this application, any submission will be referred to as a 'project' throughout this application regardless of the intent of the request. However, please provide further description of the proposed project in this section.

GENERAL INFORMATION

Project Title: _____

Project Type:

- ☐ Plan (e.g. TDM Plan, Climate Action Plan, Municipal code update etc)
- ☐ Program (e.g. subsidies, educational promotion etc)
- ☐ Project (e.g. network gap closure, wayfinding, charging stations etc)

Project Scale: Please identify the geographic extent of the project____

- ☐ Countywide/Multijurisdictional
- ☐ Citywide
- ☐ Neighborhood
- ☐ Singular site/Spot treatment

Project Location: Please describe the geographic extent of the project

_____

_____

Project Scope: Please describe the elements of the project

_____

_____

_____

_____

Project Schedule: Start Date_____ End Date _____

Sponsoring Agency: _____

Implementing Agency (if different than Sponsor): _____

ACR/TDM ELIGIBILITY

Program Classification: Please select as many as apply (at least one).

- ☐ Network Efficiency – projects and programs that are intelligent transportation systems (ITS) and transit related
- ☐ Congestion and Demand Relief – projects and programs that are planning related or encourage behavior shifts
- ☐ Sustainable Transportation Modes – projects and programs that are bicycle and pedestrian related (separate from projects that qualify under the Bicycle and Pedestrian Program).

Pre-submittal meeting with TA staff: Meeting occurred on_____(MM/DD/YYYY)

Highway Nexus: Please indicate how your project has a highway nexus. This could include if your project has a VMT reduction potential. If your project was is not listed in Exhibit XX, please also provide an alternative source and explanation that support consideration for reducing highway congestion or VMT.

_____

_____

Funding Leverage: Please select minimum match amount needed and percent match provided. Note that equity match must be pre-approved in consultation with TA staff.

- ☐ Standard Match (10%)
- ☐ Reduced Equity Match (5%)

Project Cost: *Amount Requested* _____
Total Matching Funds _____
Unfunded Amount _____

Match sources: *Please identify sources for match funds. Note: additional credit is given to applications with a private match*

Local _____
*Private*_____
Other _____

Projects will receive additional credit for having matching funds above and beyond the minimum percentage required as well as for having private sector contribution.
Please attach support letter(s).

ACR/TDM EVALUATION CRITERIA

NEED

Need will be assessing how the projects meets the goals of the ACR/TDM Program. Equity has been pulled out of the Need section and forms its own section.

Provide Congestion Relief

Identify if your project could be covered under state guidance having VMT reduction potential. Possible references include CAPCOA Quantifying Greenhouse Gas Mitigation Measures (2010) *or* OPR Technical Advisoryon Evaluating Transportation Impacts in CEQA (2018)

Please explain how your project provides congestion relief or reduces VMT.

_____
_____
_____

Increase Sustainable Transportation Options

Calculate the average intersection density for all census blocks or tracts a project boundary impacts.
Using OpenStreetMaps is recommended

Please explain how your project will create incentives for transit, bicycle, pedestrian, carpooling, and other shared-ride options over driving alone?
If checked, please explain:

_____
_____
_____

Promote Sustainability & Health

Calculate the average Pollution Burden Percentile scores of all census blocks a project boundary impacts

Please explain how your project or plan will enhance health or safety
If checked, please explain:

_____
_____
_____

Encourage Economic Development Opportunities

Calculate total number of jobs within ½-mile of a project boundary
Using US Census OntheMap is recommended

Please explain how your project or plan improve access to employment, job centers, business districts or retail opportunities
If checked, please explain:

EFFECTIVENESS

Effectiveness will address how the project will demonstrate success and track that over time. Recognizing the wide variation of eligible project types, applicants will give a proposal depending on the strategy/project applied.

How do you propose to evaluate the success of the project? What outcomes does the project aim to achieve? What metrics do you propose to deploy to track the project's objectives? Please propose metrics that can be tracked (e.g. number of transit passes distributed in equity communities, construction of the scope of work within schedule, etc.)

☐ Is this project identified in a local, countywide or regional planning document? If so please identify which

Describe how the project will provide a level of benefit in line with the amount of funding requested (i.e. "Bang for the buck"). High-cost projects should discuss safety and mobility benefits that cannot be accomplished by less expensive solutions or life-cycle cost savings due to reduced maintenance/operations costs

EQUITY

Equity can be complicated first by how to define it as well as who is included and who is not.
Transportation equity for this application is measured two ways: location-based and user-based equity. Location-based estimates focus on populations, benefits and costs by geography, typically using concentration approach at the census tract level. If a project overlaps a tract/area with a high concentration of the target population, it is assumed to benefit them. One advantage to this method is that it tends to be easy to assess in GIS.

A user-based approach starts with the recognition that not everyone can use the system the same way. Target groups using this type of analysis may include older adults and people with disabilities or low-income households (who may or may not live in an area of high concentration of low-income households). This is better assessed qualitatively for this program.

Location-based framing focuses on geographic concentration of priority populations. Two such measures used in the region are MTC's Equity Priority Communities (EPCs) and SamTrans' Equity Priority Areas (EPAs). The TA will provide a tool to calculate the value requested below

Location-based: *Does your project's geographic extent fall within either a MTC Equity Priority Community (EPC) tract or SamTrans Equity Indicators tract? The SamTrans Equity Zone applies to tracts with the lowest two quartiles of the Transit Equity Index.*

- ☐ Any overlap with a Equity Priority Community (MTC)
- ☐ Any overlap with a Equity Priority Area (SamTrans)

MTC EPC data layer: https://opendata.mtc.ca.gov/datasets/equity-priority-communities-plan-bay-area-2050/explore?location=37.878600%2C-122.370850%2C9.04
SamTrans Equity Indicator map: [link] NOT PUBLIC

If there is overlap: Share of project geography that takes place in a EPA/EPC ___%

User-based: Equity can cover a spectrum of needs and evaluated several ways. Three equity framings are provided below. Please describe how the project/program considers equity under at least one user-based equity framing below:

1. ***Progressive with respect to income*** - This reflects whether a strategy increases Transportation Affordability and makes lower-income households better or worse off.
2. ***Benefits transportation disadvantaged*** - This reflects whether a strategy makes people who are transportation disadvantaged (which could include among other low-income households, people with disabilities, older adults, non-traditional shift workers, or other vulnerable populations) better off by increasing their travel options or providing financial savings.
3. ***Improves Basic Access*** - This reflects whether a strategy favors more important transport (emergency response, commuting, essential shopping) over less important transport.
4. Other

_____
_____
_____
_____

Are there potential negative impacts of the project for historically marginalized communities? If so, do you plan for any mitigations of these impacts?

_____
_____
_____

CRITERIA WEIGHTING

Criteria	Definition	Criteria Weight
Need	Addresses how well the project addresses the goals of the ACR/TDM program	40%
Effectiveness	Addresses how the project will show success and plans to track them	25%
Equity	Addresses how the project will contribute to advancing equitable outcomes	25%
Readiness	Addresses how ready the project/program is ready to begin study or implementation	5%
Funding Leverage	Addresses if the necessary funding has been allocated or identified	5%
	Total	100%

BONUS

The TA is looking to promote the creation and adoption of TDM-related plans that help provide a guidance on efforts local agencies could be leading. To encourage the development of these, the TA is offering five (5) bonus points for agencies that either propose a TDM plan. If the project sponsor already has a TDM plan in place, the bonus will be provided to the project