Oxnard Transportation Demand Management (TDM) Plan

Final Report

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Table of Contents

Table of Figures

1 INTRODUCTION

In the spring of 2014, the City of Oxnard (City) received a federal-aid highway grant from the California Department of Transportation (Caltrans) to fund a study that examines ways in which the City can reduce congestion and lower greenhouse gas emissions (GHG) by encouraging fewer single-occupant vehicle trips with the implementation of a best-practices traffic/transportation demand management (TDM) program.

As the largest city in Ventura County and a major employment center with a total of 61,400 workers in 2014, of whom about 34,500 (56%) both work and live within City limits and 26,900 (42%) commute outside the City, the development of TDM programs will help reduce the City's environmental footprint by reducing the amount of greenhouse gas emissions generated by gasoline-powered vehicles, with a focus on drive-alone commuters. Having an updated TDM program for which GHG emissions can be quantified is increasingly important for qualifying for grants from the Affordable Housing and Sustainable Communities (AHSC) Program funded by the State's GHG Reduction Fund (also known as "cap-and-trade") that is a key strategy to meet State Assembly Bill (AB) 32's GHG statewide reduction targets. The initial AHSC round was funded at $130 million and 50 percent of AHSC available funds are set aside for projects benefitting disadvantaged communities. Oxnard has several areas that appear to qualify for AHSC and having an up-to-date TDM program adds points to the AHSC grant application score.

In late 2014, a small advisory group comprised of local businesses and agencies was created in order to develop a set of TDM programs that best meets the needs of local employers and employees. The advisory group provided feedback on the types and effectiveness of programs and services they believed would both encourage their employees to try other ways to travel to work (and reduce vehicle trips) and be cost-effective for the employers themselves.

In early 2015, taking this feedback and reviewing best-practices TDM programs that have successfully reduced vehicle trips in similar jurisdictions, a menu of context-sensitive TDM strategies was developed for Oxnard. The strategies are grouped into two categories: 1) strategies that build on existing TDM programs, and 2) new strategies. The report is organized into the following chapters:

- Chapter 2 presents an analysis of existing (2014) commute patterns;
- Chapter 3 describes the TDM Plan, including an overview of the proposed strategies in a TDM program, how the strategies would be implemented or expanded upon, and anticipated environmental impacts;
- Appendix A is the Best Practices Memorandum that provides examples of other jurisdictions where these TDM strategies have been implemented and describes their impacts on travel behavior; and
- Appendix B provides a sample TDM ordinance.

The draft plan was released for public comment on June 24, 2015. The document was posted to the City's website, a notice of its availability was issued as a press release, and notices of the plan's availability were sent to interested stakeholders. Copies of the draft plan were provided to the project advisory group, the City's public libraries, and were available at the Service Center at City's Development Services Department. The comment period ended on September 16, 2015. The notice of intent to adopt a negative declaration was published in a local newspaper on October 8, 2015. The comment period for the negative declaration was October 8 -27, 2015. The notice of availability for the negative declaration was also mailed to several interested parties and government agencies.

The draft plan was presented in a Planning Commission study session on August 6, 2015, and generated comments about the related topics of the need for mixed use zoning, more transit serving the City and especially the beach and harbor area, the pivotal role density plays in supporting adequate transit service, the price of gas and the effect on transit use, the Naval Base Ventura County, bicycle transportation's role in reducing congestion, alternative transportation providers like Lyft and Uber, and car-sharing. The City Council conducted a study session on the draft plan on September 15, 2015.

2 EXISTING & FUTURE COMMUTE PATTERNS

In order to better understand how over 60,000 Oxnard residents get to and from work, the City's consultants completed an analysis of current and projected commute patterns. Consultants utilized a variety of data sources to develop a picture of commute patterns in the City of Oxnard and calculated associated greenhouse gas (GHG) emissions. Data sources include the Census Bureau's American Community Survey journey-to-work data, Southern California Association of Governments (SCAG) employment forecasts, and California Air Resources Board (CARB) emissions forecasts. The analysis focuses on the following:

- Estimates of total commute trips, commute mode choices, and commute patterns from surrounding cities to Oxnard;
- An estimated number of vehicle miles travelled (VMT) for Oxnard commuters;
- Forecasts of future commute VMT, based on employment forecasts generated by SCAG; and
- Estimates of current and future GHG emissions generated by Oxnard commuters, based on forecasts from the CARB's Emissions Factor (EMFAC) 2011 model.

ANALYSIS OF LOCAL AND REGIONAL COMMUTE PATTERNS

An estimate of both current and future commute patterns for Oxnard workers was calculated using 2010 five-year American Community Survey (ACS) estimates as presented in the Census Transportation Planning Package.[1] These estimates were then scaled using SCAG employment forecasts to derive current and future-year estimates.

Current Commute Patterns

Commute Patterns from Surrounding Cities

The total forecast for 2015 employment within Oxnard is roughly 61,900 workers. As illustrated in Figure 2-2, approximately 34,000 (56%) Oxnard workers live in the City. About 13,000 (21%) workers commute in from the adjacent cities of Port Hueneme, Camarillo, and Ventura and the unincorporated community of El Rio. The remaining 22% (roughly 14,000) of commuters travel from a large number of surrounding cities and unincorporated areas. Commuters from cities in Los Angeles County make up 4% (2,600) of all commute trips to Oxnard.

[1] Census Transportation Planning Package 5-year estimates. http://ctpp.transportation.org/Pages/5-Year-Data.aspx

Mode of Access

As shown in Figure 2-1, driving is the dominant commute mode for Oxnard workers: in total, 94% of Oxnard workers use a car or truck to get to work. The average vehicle has 1.1 occupants, indicating that carpooling is relatively rare. Three percent of workers walk to work, 2% use transit, and 1% ride a bicycle.

For commuters who both live and work in Oxnard, driving is still the dominant mode of access. In total, 92% of commuters who both live and work in Oxnard use a car or truck to get to work (at a rate of 1.2 persons per vehicle). Four percent walk to work, 2% use transit, and 1% ride a bicycle. Of those commuters traveling from other cities and unincorporated areas, 97% use a car or truck.

Figure 2-1 Mode of Access to Work

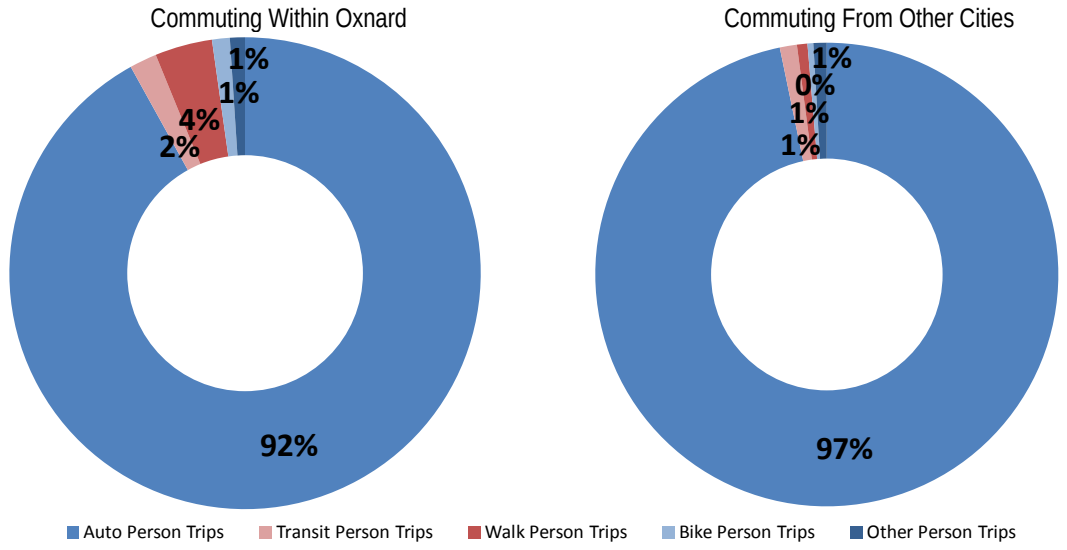
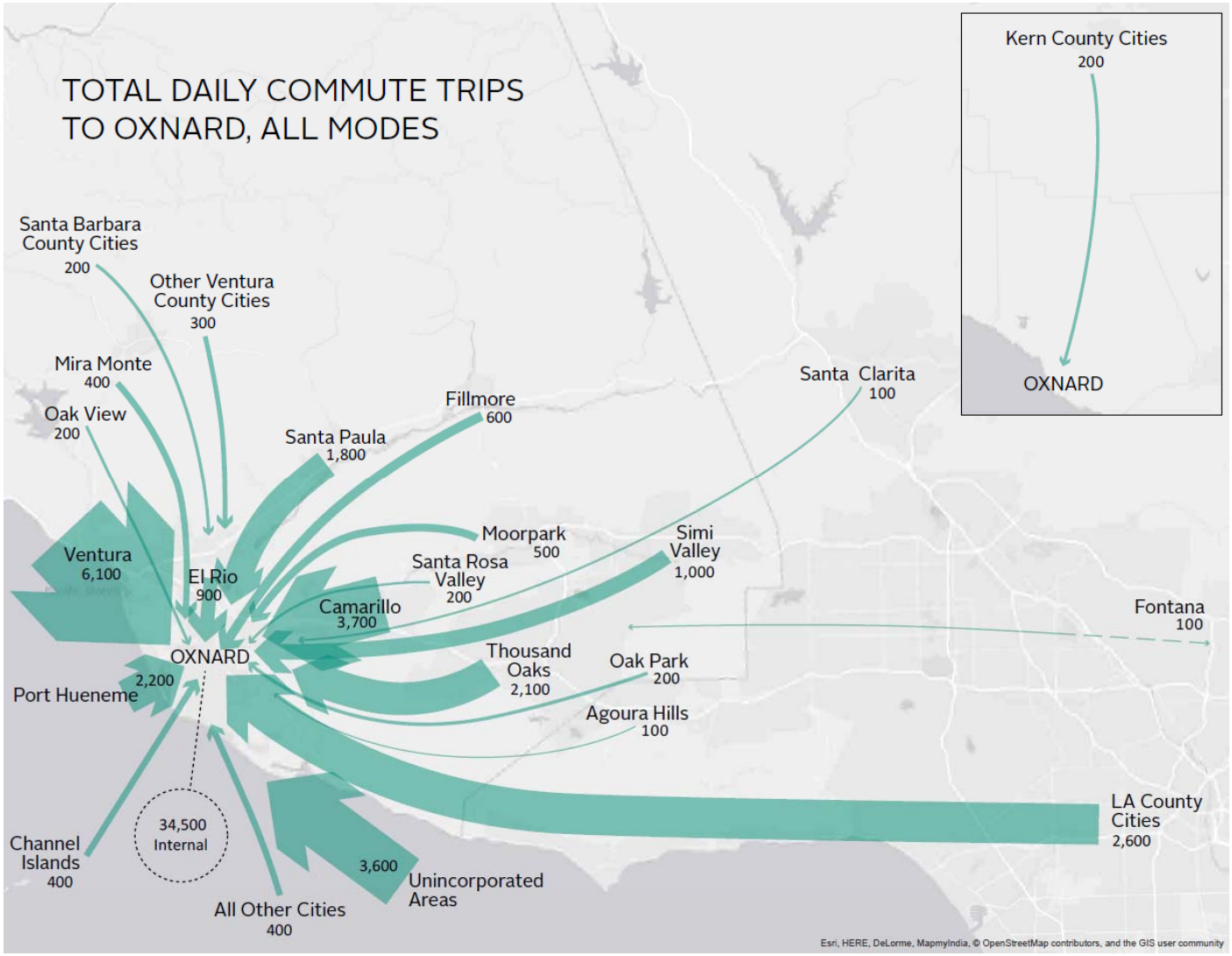


Figure 2-2 Daily Commute Trips to Oxnard by Home Origin (2014 Estimate)



Source: Place-to-place flows from Census Transportation Planning Package 5-year estimates, scaled to 2014 based on SCAG Employment Forecasts

Trip Length

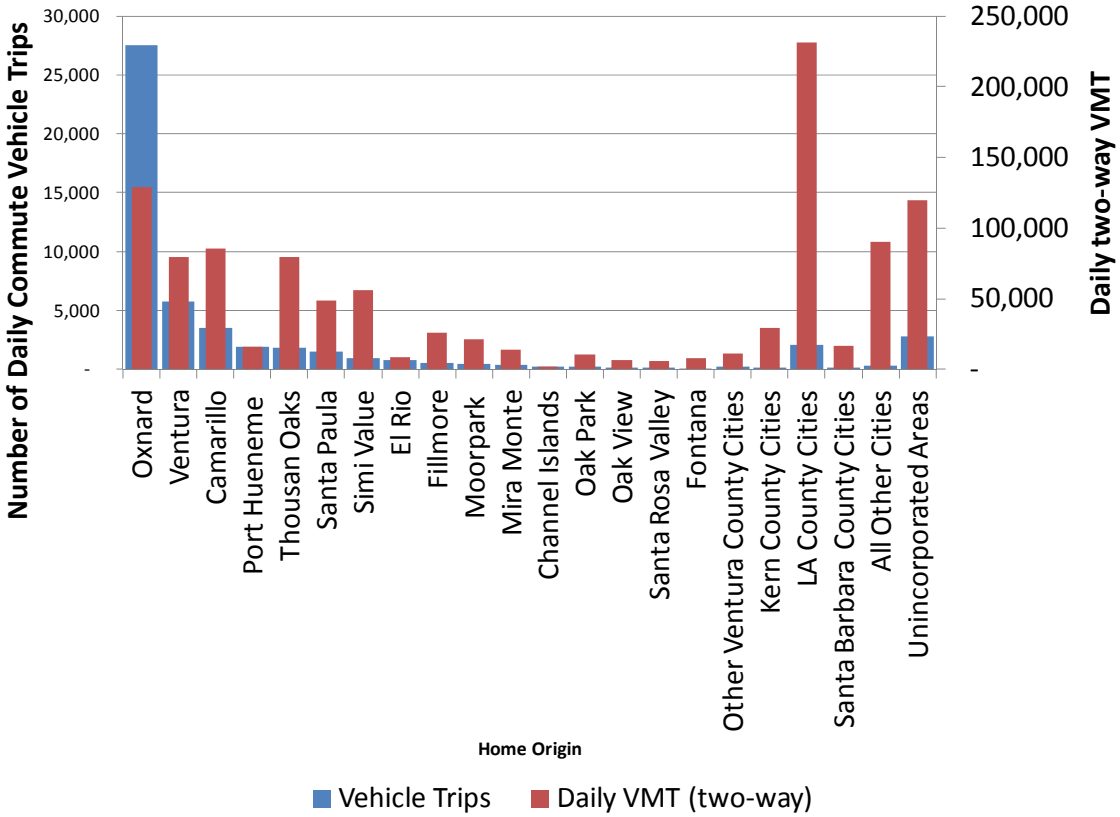
This analysis includes estimates of trip lengths for commute trips to jobs in Oxnard in order to calculate VMT and GHG emissions. Estimated trip lengths are based on the travel distance along the roadway network between the center of each designated census place and the center of Oxnard. The weighted average distance from all other cities (with weights based on the estimated number of commuters traveling from each city) is used for trips with home origins in unincorporated areas. For trips within Oxnard, trip lengths are based on a weighted average distance between each Census Transportation Analysis Zone (TAZ) and the center of the city.

Based on this analysis, the average Oxnard worker travels 10.8 miles each way to work. Distance travelled varies dramatically by origin: commuters who both live and work in Oxnard average just two miles each way while those who work in Oxnard but live in another city average roughly 42 miles.

Vehicle Miles Travelled

Employees commuting to and from jobs in Oxnard generate an estimated 987,000 VMT per day. While a minority of Oxnard workers (39%) lives outside the city, the large difference in average miles travelled per trip means that non-residents account for a large majority of total commute VMT. Figure 2-3 illustrates the breakdown of vehicle trips and daily two-way VMT from each home origin city.

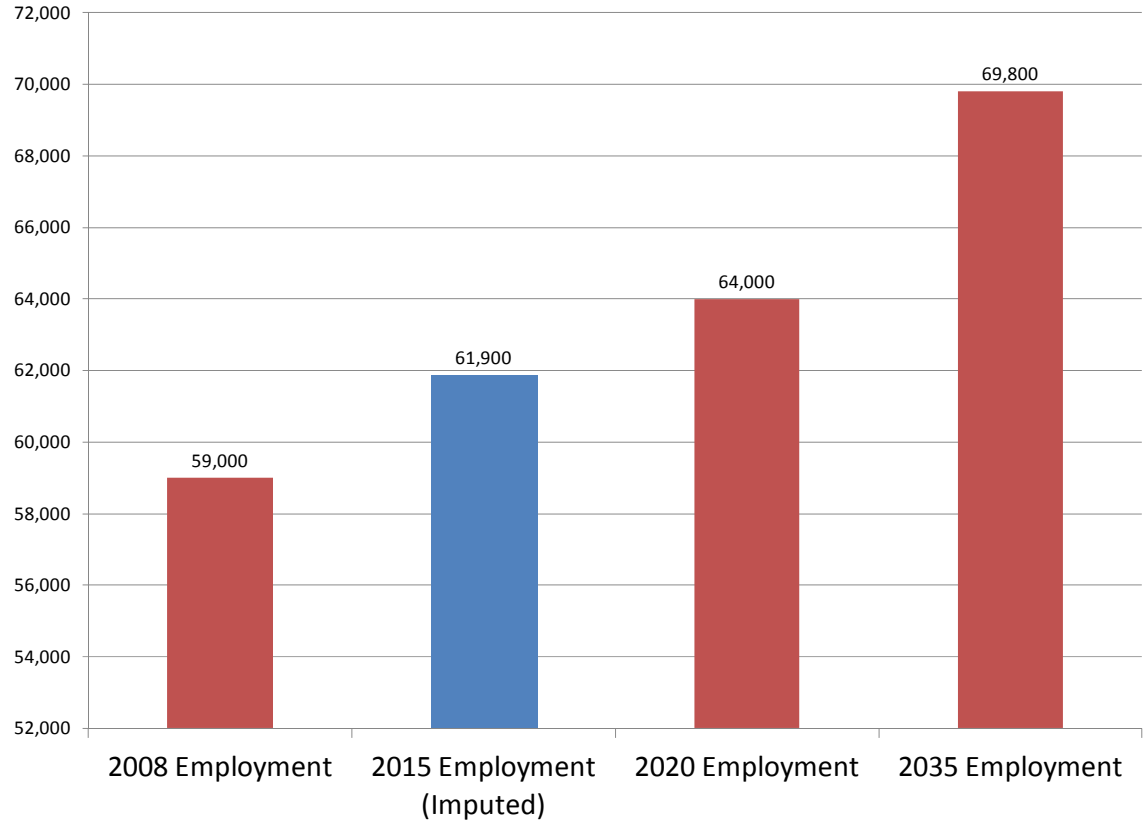
Figure 2-3 Oxnard Worker Vehicle Commute Trips and Vehicle Miles Travel (VMT) by Home Origin



Future Commute Patterns

SCAG forecasts that employment in Oxnard will grow modestly in the coming decades,[2] with total employment growing to approximately 64,000 by 2020 and 69,800 by 2035 (Figure 2-4).

Figure 2-4 SCAG Employment Forecast – City of Oxnard



This analysis assumes a proportionate increase in commute trips and VMT from each home origin. The forecast implies a 3% increase in commute trips (and total VMT) by 2020 and a 13% increase in commute trips and VMT by 2035.

ANALYSIS OF EXISTING AND FUTURE GHG COMMUTE EMISSIONS

This section analyzes GHG emissions generated by commuters traveling to and from jobs in Oxnard, using the Emissions Factor (EMFAC) 2011 model developed by the California Air Resources Board. The model's outputs were used to generate emissions-per-mile estimates for Ventura County drivers.[3] An aggregated vehicle fleet was used for all passenger vehicles.

[2] http://gisdata.scag.ca.gov/Pages/SocioEconomicLibrary.aspx?keyword=Forecasting

[3] EMFAC 2001. Ventura County, Vehicle categories LDA, LDT1, LDT1, LDT2, LDT2, MCY, aggregated model years, seasons, and speeds. http://www.arb.ca.gov/emfac/

Emissions per Mile

Based on this analysis, the typical vehicle trip in Ventura County generates roughly 0.37 kilograms (0.00037 metric tons) of carbon dioxide (CO_2) emissions per mile.

As a result of continuing improvements in both fuel carbon content and fleet fuel efficiency (spurred in part by California's Low Carbon Fuel Standard and Pavely rule regarding vehicle fuel efficiency), the EMFAC model forecasts that emissions per mile will fall over time for Ventura County drivers. Estimates suggest that CO_2 emissions per mile will fall to 0.31 kilograms (0.00031 metric tons) per mile in 2020 and 0.27 kilograms (0.00027 metric tons) per mile in 2035.

Because of this improving efficiency, the EMFAC model forecasts that total CO_2 emissions generated by passenger vehicles in Ventura County will fall 16% by 2035, though total VMT is forecast to increase by 13%. This relationship is illustrated in Figure 2-5.

Figure 2-5 Emissions Generated by Workers Commuting to Jobs in Oxnard

	2015	2020	2030	2035
Forecast VMT	987,000	1,021,000	1,082,000	1,113,000
CO_2/Day (Metric Tons)	420	358	343	351
CO_2/Mile (Metric Tons)	0.00037	0.00031	0.00028	0.00027

Total Emissions for Oxnard Commuters

In 2015, Oxnard commuters are forecasted to drive roughly 1.1 million miles per day. At today's rate of GHG rate of GHG emissions, that amount of driving generates 420 metric tons of CO_2 emissions per workday. While employment and commute VMT are forecast to grow 13% by 2035, the forecast improvements in fleet efficiency and fuel carbon content would more than offset the forecast increase in travel, resulting in a 16% net decrease in CO_2 by 2035, prior to the implementation any TDM program. Figure 2-6 illustrates the share of emissions generated by internal and external commuters.

Figure 2-7 presents the forecasted change in VMT and CO_2 over time.

Figure 2-6 Emissions Generated by Workers Commuting to Jobs in Oxnard

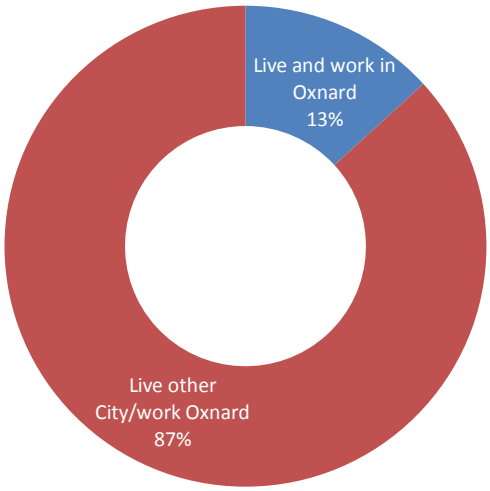
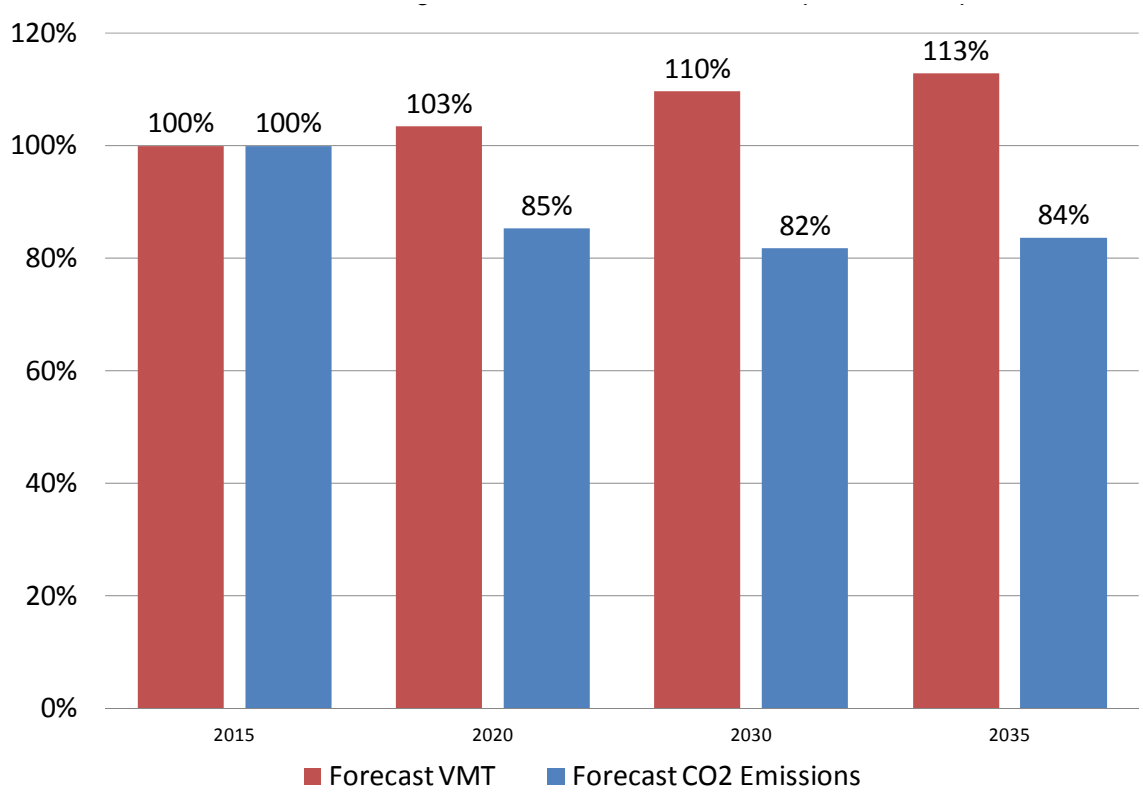


Figure 2-7 Forecast Change in VMT and Emissions for Oxnard Commuters



SUMMARY

The analysis presented in this chapter reveals the following:

- Total current employment is approximately 61,400. SCAG forecasts suggest that employment will grow to 61,900 by 2015, 64,000 by 2020, and 69,800 by 2035.
- Driving alone is the dominant mode of transportation for people who work in Oxnard: 94% of all workers drive or carpool to work. Among Oxnard workers who live outside of the City, 97% drive to work.
- About 60% of the people working in Oxnard reside in the city. While Oxnard residents live only two to three miles from their jobs, on average, they generate 56% of auto commute trips in the city.
- Of workers who live outside Oxnard, about half arrive from Ventura, Camarillo, Port Hueneme, and the unincorporated community of El Rio. The others travel from a wide range of cities and incorporated areas, including places as far away as Los Angeles and Bakersfield. While long-distance commuters represent a minority of Oxnard workers, they travel much longer distances than local residents, and therefore represent the bulk of the VMT and GHG generated by commuting to and from jobs in Oxnard. For example, commuters from Los Angeles County represent 4% of all workers but 24% of Oxnard commuter's VMT and GHG emissions.
- People working in Oxnard are estimated to travel approximately 987,000 vehicle miles per work day, generating 420 metric tons of carbon dioxide (CO_2) emissions.
- While SCAG forecasts that employment in Oxnard will grow modestly in the coming decades, CARB forecasts suggest that improvements in fleet fuel efficiency and fuel carbon content will lead to a falling rate of GHG emissions per mile, and an overall net *decrease* in commute emissions by 2035.

3 TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN

The Transportation Demand Management (TDM) Plan describes strategies found best-suited for the needs of employers and their employees located in Oxnard. The development of the TDM Plan included an assessment of many strategies based on the travel patterns established through the commute analysis, a review of successful TDM programs in similar communities, and conversations with the advisory group about TDM strategies. Given the characteristics of Oxnard's bicycle and pedestrian infrastructure, the extent of local public transit service, and that many employees travel from outside the City to get to work, initial strategies focused on carpooling, vanpooling, and information and marketing.

The advisory group participated in the refinement of the initial TDM strategies to better address the types of businesses present in Oxnard and the needs of their employees to generate a final set of strategies, presented in this chapter, determined to be the most effective in reducing vehicle trips without unduly burdening the employer. Eight strategies are in the TDM plan of which four are an expansion of existing TDM programs and four are new TDM programs.

EXPANSION OF EXISTING TDM PROGRAMS

The City has several existing transportation policies and programs in place that can be expanded to increase their impact on reducing vehicle trips.

1. Vehicle Trip Reduction (VTR) Ordinance No. 2334

Background: In 1988, Oxnard's City Council passed Resolution 9556, which stated the City's intent to implement transportation control measures identified in the 1987 Ventura County Air Quality Management Plan. Programs identified for implementation, where feasible, included the adoption of a TDM ordinance, ridesharing programs, traffic flow improvements, parking management, land-use strategies, transit services, and non-motorized strategies for bicyclists and pedestrians.

After adopting this resolution, the City Council adopted a vehicle trip reduction (VTR) ordinance (No. 2334) in 1994 that requires companies to provide "adequate transportation demand management and trip reduction measures" if required by the City Traffic and transportation manager. Measures specifically called out in the ordinance include providing bike racks, vanpool and carpool spaces, and transit-stop improvements where "feasible and appropriate." The ordinance also requires companies with 50 or more employees to provide a transportation information kiosk or board with displays and handouts about transit, ridesharing, and other services for non-auto commuters. These provisions were very common throughout Southern California and were often mandated as part of a regional air quality improvement plan.

Strategy: The City should expand VTR Ordinance No. 2334 requirements for employers with 50 or more employees to further encourage the use of alternatives to driving to work alone. Recommended measures include the following:

- Provide all new employees with a packet of information regarding available transportation options.
  - This packet should include information on Ventura County Transportation Commission's (VCTC) free Guaranteed Ride Home (GRH) program and carpool and vanpool matching services, transit schedules and routes, bicycle maps, pre-tax benefits if offered, and other relevant information. In order to ensure that the information provided is consistent across all employers, the City could consider creating a standard information packet that employers can adjust to fit their needs.
- Identify an employer's staff person who would serve as the transportation coordinator.
  - This person would provide the City and VCTC with a direct point of contact to provide employers and employees with information regarding transportation services and programs. Depending on the transportation services and programs offered by an employer, this person may also be responsible for overseeing these programs.
- Conduct an annual employee survey.
  - A simple employee survey, asking employees how they get to work and what transportation programs and services they utilize, would allow the City and employers to track employee mode split over time. This survey could be developed by the City and provided to employers. For ease of use, the survey could be offered both in paper form and online.[4]
- Invite VCTC to conduct at least one on-site information session per year for those employees who are interested in learning more about transportation options and the services they offer.

In addition, the existing VTR ordinance could be revised to include employers with 10 to 49 employees and/or for commercial centers where there are more than 50 total employees in small businesses, such as a shopping center. Requirements for smaller employers and commercial centers would not be as extensive as those for larger employers as some programs would be difficult to implement on a smaller scale. The following measures are recommended for employers with 10 to 49 employees:

- Transportation information kiosk
- New employee information packet
- Preferential and reserved parking for carpools and vanpools

2. Infrastructure and Design Standards

Background: The term "complete streets" is commonly used to describe a walkable, bikeable, and transit-friendly environment that offers people more transportation choices and improves quality of life. Bus stops should be well-lighted, have comfortable seating and trash receptacles, be safe and near businesses such as a coffee shop, and have state-of-the-art transit headway information. A well-designed network of streets with bicycle facilities is a key element to

[4] Per Rule 211, the Air Pollution Control District currently requires annual survey reporting, but only for businesses with 100 or more employees.

improving pedestrian and cyclist accessibility. Interviews with stakeholders found that many people do not feel safe or comfortable walking and biking in Oxnard due to fast moving traffic, wide streets with long (or no) pedestrian crossings, lack of continuous sidewalk and bicycle connections between major destinations. Described below are ways that the City can encourage cycling and walking through zoning code changes and street design.

Strategy 1: Complete Street Design

Complete street design standards can be used to create a friendlier walking and biking environment. A complete street design approach requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

Types of standards or requirements that can help achieve this goal include:

- Requiring all new development projects to provide sidewalks at widths above the federal Americans With Disabilities Act (ADA) minimum width of 3 feet[5],
- Minimizing the number and width of curb cuts to maintain a continuous walking path,
- Minimizing curb radii to enhance pedestrian safety, and
- Requiring quality bicycle facilities, ideally Class I or II (bike path or bike lane, respectively).

There are also opportunities for the City to evaluate the feasibility of implementing road diets on streets that are currently designed with more traffic capacity than necessary, often causing safety, quality of life, and property value impacts. A four lane to three lane conversion is a common road diet that enables bicycle lanes to be added with relatively inexpensive restriping.

It is important to note that providing funding in lieu of constructing improvements is an acceptable, and often preferable, method of creating complete streets, particularly for businesses that do not occupy an entire blockface. Rather than having businesses construct infrastructure in a piecemeal fashion, the City can instead accept funding, collect fees over a period of time, and then improve the streetscape as a single project. This has the benefit of creating a continuous street face and reducing construction costs.

Strategy 2: Bicycle Parking, Showers, and Lockers

Bicycle parking requirements for new development projects could be adjusted to better support cycling. The City could consider linking bicycle parking requirements to building size or number of employees rather than the number of required parking spaces, and creating separate requirements for short-term parking (e.g. for visitors) and long-term parking (e.g. for employees).

In combination with conveniently located bike racks on the street and near building entrances for short-term use, sheltered or indoor bicycle parking for long-term parkers provides a high level of access, security, and convenience. Covered or sheltered bicycle parking should be located in areas suitable for longer-term stays. Secure bicycle parking should be:

- Accessible 24 hours a day;
- Clearly signed;
- Conveniently accessible from surrounding streets and destinations; and

[5] http://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/sidewalks/chap4a.cfm#wid

- Safe, secure, and monitored.

In addition, the City should consider requiring larger commercial development projects to include shower and locker facilities to provide employees with a place to change and shower after biking to work.

Strategy 3: Bus Transit Stops

High-quality bus stop amenities should be provided by new development projects served by a transit stop in cooperation with Gold Coast Transit. Bus stops should be well-lighted, have comfortable seating and trash receptacles, and have state-of-the-art transit headway information. New development projects should incorporate transit stops into the site design and work with the City and Gold Coast Transit to ensure that adequate space is set aside and the placement of the bus stop meets transit service needs.

All of these requirements could potentially be linked to "credits" for vehicle parking reduction that would enable fewer vehicle trips and a greater level of non-motorized travel (see Zoning and Density Bonuses section below).

3. Ridesharing

Background: Increasing carpooling is a key way to reduce vehicle trips, given that many employees who work in Oxnard do not live within easy walking or biking distance of their work location, transit is not a convenient option, and weather conditions may require use of a vehicle.

The Ventura County Transportation Commission (VCTC) is a participant in the three-county ridematch.info service that allows commuters to enter their information in a database and be matched with commuters who have similar origins and destinations. As of May 2014, the service had roughly 400,000 participants, most of whom were Los Angeles County residents or workers. Building on this existing tool, there are several ways the City, VCTC, and local employers can work together to increase participation in VCTC's existing ridesharing system.

Strategy: First, the interface for establishing potential carpool matches could be updated to provide registrants with real-time access to potential carpool partners. A web-based platform would allow participants to choose their ride matches directly without having to submit a form to VCTC and wait for a list of potential matches to be provided. Closed matching could be set up for larger employers where employees can look for colleagues at their company who are interested in carpooling. Having the option for closed matching can help address concerns over sharing a ride with an unknown person. Depending on the system used, it is possible for participants to share information about themselves, which can also help facilitate matches. For example, http://www.hov.ee/ ridematching services allows participants to create profiles that can be viewed by other participants, helping them to determine if this would be a person with whom they would feel comfortable carpooling. Applications such as https://carmacarpool.com/sfbay/ also allow users to create profiles.

Enhancing the VCTC website and establishing new prize and incentive programs which are promoted on the site could increase the volume of website visitors, which in turn would likely increase program participation. Businesses could donate prizes or incentives to help offset this cost. Lastly, employers can help spread awareness of this program by providing employees with information on VCTC's services and inviting VCTC to come on-site and talk with employees about their transportation options.

NEW TDM PROGRAMS

1. Commercial Zoning and Density Bonuses

Background: Cities and counties can use the development review and entitlement process to entice developers and private companies to implement robust, outcomes-based TDM programs. Some cities have agreed to increasing commercial density and/or lower parking requirements in exchange for commitments from businesses to incorporate TDM strategies.

Strategy: The City should consider adopting zoning code language to formalize density bonuses or lower parking requirements for new commercial developments in exchange for commitments to limit single-occupancy-vehicle trip-making, through the implementation of a TDM program or other measures.

For commercial property owners who wish to expand an existing facility or apply for a change of use permit, resulting in an increase in the amount of required on-site parking, the City could provide a parking reduction or exemption if the property owner implemented TDM measures to reduce parking demand.

These strategies would likely require some changes in the development review process and might only be applicable to large development projects.

Strategy: The City should consider establishing additional mixed-use zoning that would allow eating establishments in employment areas, enabling employees to walk or bike to get lunch, which, in turn, would reduce automobile lunch trips.

2. Safe Routes to School

Background: Safe Routes to School (SR2S) programs integrate health, fitness, traffic relief, environmental awareness, and safety under one program. The goal is typically to increase the number of non-motorized (walk and bike) and higher occupancy (carpool and transit) trips to schools, in order to:

- Reduce traffic congestion around schools;
- Increase physical activity for children and youth;
- Foster a healthier lifestyle for the whole family;
- Create safer, calmer streets and neighborhoods; and
- Improve air quality and a cleaner environment.

A SR2S program typically consists of five key components:

- *Education.* Classroom lessons teach children the skills necessary to navigate through busy streets and show them how to be active participants in the program.
- *Engineering.* A licensed traffic engineer can assist schools in developing a plan to provide a safer environment for children to walk and bike to school.
- *Encouragement.* Events, contests and promotional materials are incentives that encourage children and parents to try walking and biking.
- *Enforcement.* Police officers, crossing guards and other law enforcement officials can participate throughout the Safe Routes process to encourage safe travel through the community.

- *Evaluation.* Program participation should regularly be monitored to determine the growth in student and parent participation. Typically, "before and after" surveys are taken to ascertain any change in travel mode to school over the course of the year.

As part of the City's 2012 Bicycle and Pedestrian Facilities Master Plan (Plan), the expansion of bicycle and pedestrian education programs through the existing Safe Routes to School program was recommended. The Plan identifies the City's role in the Safe Routes to School process as providing resources to support school-based Safe Routes to School stakeholder teams and to provide assistance in funding, construction, and program implementation.

Strategy: The TDM Plan is consistent with the Plan's recommendation that the City develop an educational program for bicyclists and pedestrians and work with the area's five school districts to incorporate this type of safety class into curricula. The City should also actively pursue Safe Routes to School funding as well as other grants for infrastructure improvements.

3. City of Oxnard Employee TDM Program

Background: As a major employer, the City of Oxnard has an opportunity to implement programs that can help reduce vehicle trips and serve as a best practice example to other large employers.

Strategy: Described below are measures that the City should implement as part of the City of Oxnard Employee TDM Program.

- **Telecommuting**: Offer employees the option to work from home one or more days per week.
- **Secure Bicycle Parking, Showers, and Lockers**: Provide secure long-term parking and lockers and showers to support employees who bike to work.
- **On-Site Bike Repair Facilities**: Providing basic tools for keeping bikes in good working order can encourage commuters to try biking to work, and keep them riding.
- **Staff Transportation Liaison**: Identify a staff person to act as liaison to VCTC and the Ventura County Air Pollution Control District for the bi-annual commuter survey and ridesharing information.
- **Transportation Information Website:** Creating a single webpage or website that serves as a comprehensive source of parking, transportation, and TDM information has proven highly effective in raising awareness of alternatives to drive-alone mobility and commute options. Such websites can provide specific information on benefits and options available to employees as well as links to citywide or regional information.
- **Welcome Packet/Handbook for New Employees:** Information on transportation services, benefits, and options could be provided to all new employees. Making employees aware of their transportation options provides an opportunity to encourage employees to try alternative ways of getting to work, before a pattern of driving alone to work is established. The welcome packet/handbook could include information on transit services, schedules and maps, bicycle maps, contact information for program administrators/transportation coordinator, and instructions on how to sign up for pre-tax commuter benefits.
- **Pre-tax Commuter Benefits:** Pre-tax commuter benefits allow employees to use pre-tax income to pay for transit, bicycling, or parking.

- **Preferential Parking for Carpools/Vanpools:** By reserving a certain number of parking spaces for carpool or vanpool vehicles, the City can encourage ridesharing. Preferential parking spaces should be located in highly visible areas, near convenient access points such as the entrances to buildings, and clearly marked.
- **Subsidized Vanpool Program:** By purchasing a City vehicle for vanpooling, the City would effectively be subsidizing vanpooling by providing a vehicle at no cost to employees. In addition the City may wish to consider providing a pre-paid gas card to further cover the cost of vanpooling.

4. Communication & Outreach

Background: Communications and marketing are a major component of VCTC's TDM efforts. According to a recent study, however, approximately one-third of commuters are aware of the organization primarily through the media. [6] In addition to its ridesharing program, the agency provides other benefits to employers within the county, many of which are not well-known.

For example, workers in Ventura County are eligible to sign up for its Guaranteed Ride Home (GRH) program, which gives users access to a free ride home if they do not drive themselves to work and need to leave the office, either in an emergency or before their return trip is available. People who sign up for VCTC's ridesharing program are automatically enrolled in the GRH program. Despite being free, however, a study found that only 13% of Ventura County commuters were aware of the GRH program. [7] This hints that the agency might be able to see increased rates of participation and effectiveness by bolstering its efforts to communicate about both ridesharing and GRH.

In addition, the agency organizes a countywide Rideshare Week every fall and Bike to Work Week every spring, and also creates brochures and other informational materials on non-auto commute options. For example, employees who sign up for the ridematching service receive a brochure with customized information on how to get to work without an automobile. The VCTC website also includes contact information for vanpool organizations and companies. The agency also provides employers with materials they can display on workplace bulletin boards with information on commuting without driving alone to work. VCTC offers assistance with efforts to customize the materials. The Air Pollution Control District supports VCTC's TDM efforts through outreach to employers and other marketing activities. However, despite VCTC's considerable outreach efforts, there is still a lack of awareness around transportation services and programs.

[6] Strategic Consulting and Research. "2007 Commute Profile for Santa Barbara, San Luis Obispo, and Ventura Counties." Santa Barbara County Association of Governments, June 2007. Retrieved from http://www.sbcag.org/uploads/2/4/5/4/24540302/2007_commuter_profile_report.pdf on 10/10/14.

[7] Ibid.

Strategy: Involving the City of Oxnard and employers in outreach can help build on VCTC's efforts to get the word out to more people. This strategy is comprised of both direct outreach as well as the development of marketing materials.

Marketing Materials

As part of this project, the City has created a TDM website, www.onthego.oxnard.org, which provides a centralized location for TDM and other transportation information. In addition, City staff would help develop basic electronic messaging of TDM programs and services for display at large employers who have TVs throughout their facilities.

In order to reach the large Spanish-speaking population, materials in both English and Spanish should be created as well as paper based materials, such as flyers, for those persons who do not have access to the internet.

Direct Outreach

City staff would work with the Chamber of Commerce, the Downtown Oxnard Management District, Mexican Consulate, Small Business Development Center (SBDC), and the Economic Development Corporation of Oxnard to promote the TDM website and distribute VCTC's and the City's informational materials. Given Oxnard's large Spanish-speaking community, considerable outreach efforts would be targeted towards this group, with outreach made to churches, community centers, schools, and the Mexican Consulate.

The City should also make efforts to reach out to the non-Spanish speaking Mixtec and indigenous immigrant community through organizations like Mixteco/Indígena Community Organizing Project (MICOP) which unites indigenous leaders and allies to strengthen the Mixtec community, which is estimated at 20,000 people. Most are strawberry farm workers, and many speak primarily their indigenous language.

One of the initial outreach steps that should be taken is to generate a list of employers. Using the business contacts and members of these organizations, the City would generate a list of employers. The City would maintain and routinely update the list of employers and share this information with Alan Holmes, the TDM Manager for VCTC. After compiling this list, the City would reach out to these employers with an initial focus on the larger ones, so as to reach the greatest number of employees. At larger employers, the City would reach out to Human Resource personnel, Facilities Management personnel, or the Office Manager. For smaller businesses, the business owner would be contacted.

As part of the initial outreach to businesses, the City would ask for a 30-minute sit down meeting to discuss the purpose of the TDM Plan and available programs and services. The initial outreach would focus on two aspects:

1. Communicate the value that the program brings to employers (e.g. savings through pre-tax benefits, employee retention) and employees (e.g. cost savings from ridesharing, GRH, etc.) This outreach should focus on cost-benefits for the firm as well as success stories.
2. Ensure that the program is easy to use with little effort necessary on the part of the employer.

If the business is amenable, a more detailed presentation to the employer and employees can be made. If possible, the outreach event would be scheduled in conjunction with lunches or events already held by employers (e.g., Haas Automation has monthly lunches for its employees in which presenters can attend). If that is not possible, then the City transportation coordinator would organize employee meetings that include food to attract attendees.

The City should work on an ongoing basis with these organizations to help set up meetings where VCTC can meet with association members to discuss their services. Ideally, VCTC should meet annually with all employers with 50 or more employees to ensure information is distributed as widely as possible. Lastly, as a major employer, the City should continue to participate in promotional events for City employees such as Bike to Work Day and Bike to Work Week.

FUTURE PROGRAMS

Looking to the future, there are several key pieces of State legislation that may result in the need to expand upon the TDM Plan and adjust some of its components.

Senate Bill 743

Senate Bill 743 reforms how project traffic impacts are measured by replacing the Level of Service (LOS) analysis instead with vehicle miles traveled, vehicle miles traveled per capita, automobile trip generation rates, or automobile trips generated. Depending on the final implementation guidelines for Senate Bill 743, there may be an opportunity for the City to develop formal language on what types of measures projects would need to undertake if their SB743 impact exceeds the acceptable thresholds. The implementation of TDM programs and pedestrian, bicycle, and transit infrastructure improvements are directly correlated to reducing vehicle trips and could be required of those projects that must reduce their associated vehicle trips.

Strategic Growth Council

In September 2008, SB 732 was signed into California law, creating the Strategic Growth Council (SGC). The SGC is composed of agency secretaries from Business Transportation and Housing, California Health and Human Services, California Environmental Protection Agency, and the California Natural Resources Agency; the director of the Governor's Office of Planning and Research; and a public member, Robert Fisher, who was appointed by the Governor.

The larger purpose of the council is to:

- Improve air and water quality,

- Improve protection of natural resources and agricultural lands,
- Increase the availability of affordable housing,
- Promote public health,
- Improve transportation,
- Reduce automobile use and fuel consumption,
- Encourage greater infill and compact development,
- Reduce greenhouse gas emissions,
- Revitalize community and urban centers in a sustainable manner, and
- Assist state and local entities in the planning of sustainable communities and meeting the targets set in California Assembly Bill 32, which requires California to reduce its GHG emissions to 1990 levels by 2020.

The SGC oversees a number of grant programs that provide funding for planning efforts and projects that work towards achieving these objectives.

SUMMARY

Figure 3-1 provides a summary of the TDM strategies identified in the TDM Plan. For each strategy, the table provides a ranked priority number (signifying the strategy's relative level of importance), a brief description, the type of development project it applies to, which organization would likely oversee the program, potential funding sources if needed, and the timeframe for implementation after adoption of the TDM Plan.

The timeframe for implementation is broken down in the following phases:

- Near-term – within a year
- Mid-term – 1 to 3 years
- Long-term – 3 or more years

Figure 3-1 Summary of TDM Strategies

Program	Priority Level	Description	Existing/New Development	Management	Timeframe	Potential Funding Source
Communication & Outreach	1	Work with VCTC and employers to increase outreach efforts to boost awareness of transportation services and programs.	Existing & New	City of Oxnard, Employers, VCTC	Near-term	City General Fund, VCTC
Safe Routes to School (SR2S)	2	Continue to work with schools to support the implementation of SR2S programs and seek grant funding for pedestrian and bicycle infrastructure improvements	Not applicable	City of Oxnard	Near-term	Federal Transportation STP and HSIP funds, Center for Disease Control grants, Environmental Protection Agency grants, City Air Pollution Buy-Down Fund
Ridesharing	3	Increase awareness of VCTC's existing ridematching service. Consider updating the matching mechanisms to allow participants to view matches themselves.	Existing & New	City of Oxnard, Employers, VCTC	Near-term	City General Fund, City Air Pollution Buy-Down Fund, VCTC
Commercial Zoning and Density Bonuses	4	Offer new commercial development projects density bonuses or reductions in parking requirements for the reduction of vehicle trips through TDM.	New	City of Oxnard	Mid-term	N/A. Would be revised by City staff.
City Employee TDM Program	5	Implement a range of TDM programs for City employees	Not applicable	City of Oxnard	Mid-term	City General Fund, City Air Pollution Buy-Down Fund
Vehicle Trip Reduction (VTR) Ordinance	6	Expand requirements for employers with 50 or more employees. Establish requirements for employers with 10 – 49 employees.	Existing & New	City of Oxnard, Employers	Mid-term	N/A. Would be revised by City staff.
Infrastructure and Design Standards	7	Implement new design standards that create a more walkable and bikeable environment. Consider street reconfigurations such as road diets to improve safety and room for bicycle, pedestrian, and transit infrastructure.	New	City of Oxnard	Mid-term	Circulation System Improvement Fee, Federal Surface Transportation Program (STP) and Highway Safety Improvement Program (HSIP) funds, Local Transportation Fund monies

Strategic Growth Council (SGC)	8	The SGC oversees grant programs for planning efforts and projects that improve transportation, increase affordable housing, and promote public health amongst other aims. This could be a potential funding source for TDM programs.	New and existing	City of Oxnard	Long-term	N/A. Would be a source for funding TDM programs
Senate Bill 743	9	Changes to level of service (LOS) metrics may present the City with an opportunity to have developers implement TDM programs if they exceed acceptable standards	New	City of Oxnard	Long-term	N/A. Would be a source for funding TDM programs

ENVIRONMENTAL IMPACTS

As discussed in Chapter 2, the analysis of existing and future greenhouse gas (GHG) emission forecasts that Oxnard commuters will drive roughly 1.1 million miles per day in 2015. At today's rate of emissions, that amount of driving generates 420 metric tons of CO_2 emissions per workday. While employment and commute VMT are forecast to grow 13% by 2035, the forecasted improvements in fleet efficiency and fuel carbon content would more than offset the forecasted increase in travel, resulting in a 16% net decrease in CO_2 by 2035, prior to the implementation of any TDM program.

To understand how the implementation of the TDM Plan could further reduce commute GHG emissions, a Commute Greenhouse Gas Emissions Calculator for the City of Oxnard was created. This calculator allows the City to calculate the impacts of projected employment growth and the TDM plan on future average daily VMT generated by Oxnard commuters. The calculator is consistent with the *2030 Oxnard General Plan* and the protocols established by the California Air Resources Board (CARB). The analysis is based on average daily vehicle miles travelled generated by Oxnard commuters, with emissions calculated using data from CARB's Emissions Factors (EMFAC) model.

A trip reduction estimate was established for each TDM measure identified in the TDM Plan. Depending on the program, this reduction could apply to all businesses, only new development projects, or select groups such as City of Oxnard employees. The key source for estimating trip reduction impacts is the California Air Pollution Controls Officer's Association (CAPCOA), "Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures, 2010"[8]

Figure 3-2 and Figure 3-3 show the VMT and GHG emissions generated by Oxnard commuters in each of several scenarios.

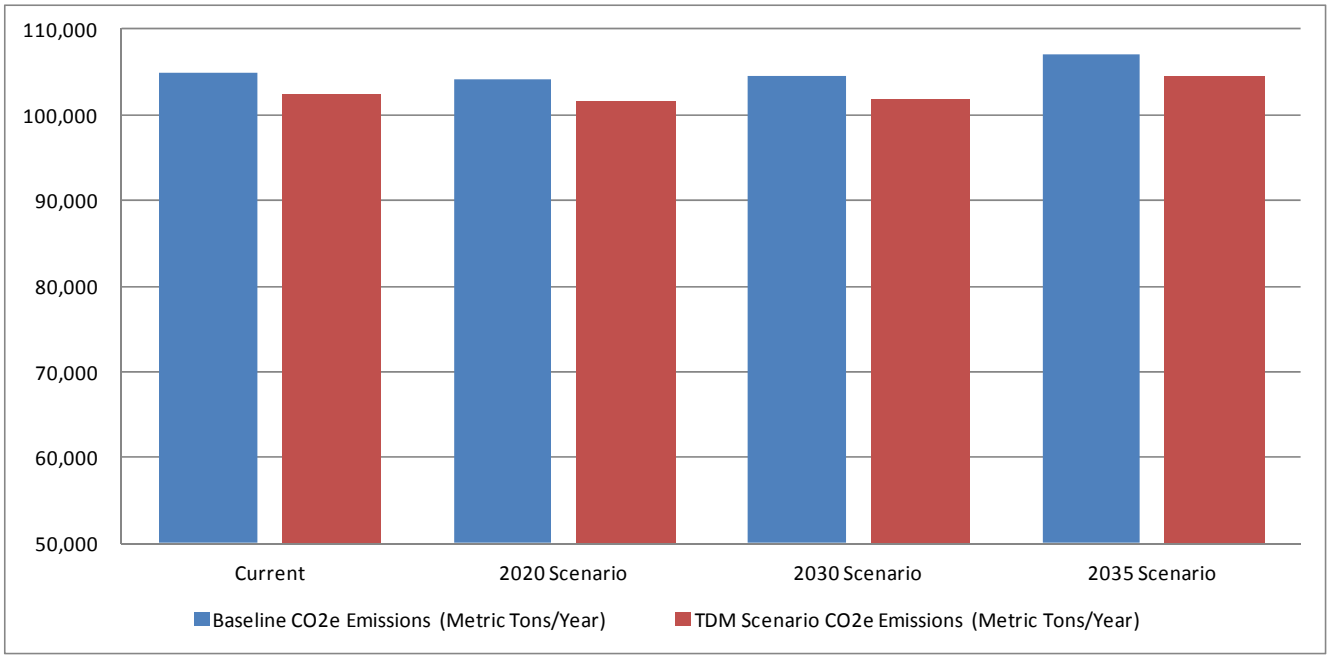
- **Baseline vs. TDM Scenarios**:
  - Baseline: Current and forecast commute trips, daily VMT, annual VMT, and CO_2 emissions in absence of any new TDM
  - TDM Scenario: Current and forecast commute trips, daily VMT, annual VMT, and CO_2 emissions with the implementation of the TDM Plan
- **Forecast year scenarios:** Baseline and TDM scenario forecasts are generated for each of several forecast years:
  - The current year (2015)
  - Three future-year scenarios: 2020, 2030, and 2035

[8] http://www.capcoa.org/wp-content/uploads/2010/11/CAPCOA-Quantification-Report-9-14-Final.pdf

Figure 3-2 Impacts of the TDM Plan on Reducing Commuter GHG Emissions

	# Auto Trips (Average Weekday)	Emissions per Mile (Metric Tons)	Baseline CO_2 Emissions (Metric Tons/Year)	TDM Scenario CO_2 Emissions (Metric Tons/Year)	Impact of TDM Program (Metric Tons/Year)	Impact of TDM Program (Percent Reduction)
Current	1,132,126	0.00037	104,898	102,423	2,475	2.4%
2020 Scenario	1,171,157	0.00036	104,133	101,634	2,498	2.4%
2030 Scenario	1,240,885	0.00034	104,497	101,857	2,640	2.5%
2035 Scenario	1,277,290	0.00033	106,974	104,431	2,542	2.4%

Figure 3-3 Oxnard Commute Emissions: Baseline and Transportation Demand Management (TDM) Scenarios



Given this analysis, a 2.4% GHC reduction (from the current baseline) would be a reasonable target for the City of Oxnard to establish.

Appendix A TDM Best Practices

INTRODUCTION

Municipalities across the country have implemented transportation demand management (TDM) programs that have helped reduce drive-alone rates, even in areas with lower population and employment densities such as Oxnard. This memorandum gives an overview of TDM programs already offered by Ventura County and the City, and profiles potential new TDM efforts that have found success in other jurisdictions. It should be noted that programs listed here are not necessarily recommended for the City now, but could be evaluated at a later date as resources become available.

EXISTING PROGRAMS

Regulations

In 1998, the City Council passed Resolution 9556, which stated the City's intent to implement transportation control measures identified in the 1987 Ventura County Air Quality Management Plan, where feasible, in recognition of the important role transportation plays in reducing greenhouse gas emissions and other air pollutants. Programs identified for implementation, where feasible, included the adoption of a TDM ordinance, ridesharing programs, traffic flow improvements, parking management, land use strategies, transit services, and non-motorized strategies for bicyclists and pedestrians. Since the passing of this resolution, the City has adopted a vehicle trip reduction (VTR) ordinance that is described in more detail below.

In 1994, the City adopted its VTR ordinance (No. 2334), which requires companies to provide "adequate transportation demand management and trip reduction measures" if required by the City traffic and transportation manager. Measures specifically called out in the ordinance include providing bike racks, vanpool and carpool spaces, and transit-stop improvements where "feasible and appropriate." The ordinance also requires companies of 50 or more employees to provide a transportation information kiosk or board with displays and handouts about transit, ridesharing, and other services for non-auto commuters.

The Ventura County Air Pollution Control District's (APCD) Rule 211 requires larger companies to survey employees on their commute habits every other year and report the information to the APCD. The rule applies to employers with 100 or more employees at a given worksite in the County, and it does not include any requirements to actually reduce average vehicle occupancy.

The City charges a Circulation System Improvement Fee on new developments. The fee is calculated based on the projected increase in average vehicle trips generated by a proposed project. In the future, the City could spend some fund money on TDM efforts, which would help mitigate development impacts rather than creating space that induces traffic demand. This may require a revision to the existing ordinance as well as a nexus study to enable funds to be used for TDM programs and services.

The City collects an environmental mitigation fee from some development projects for air quality impacts based on the criteria established in the Ventura County Air Pollution Control District's guidelines for assessing the impacts of development on air quality (http://www.vcapcd.org/pubs/Planning/VCAQGuidelines.pdf). The mitigation fee is deposited to the City's air pollution buy-down fund. The funds are used to reduce emissions from internal combustion engines. Typical projects include pedestrian improvements like new sidewalks and crosswalk safety beacons, bicycle lanes and bicycle paths, bicycle and pedestrian master plan

updates, and improvements at bus stops. These projects support the City's goal of reducing traffic congestion as well as fostering public health and promoting alternative ways for employees to commute to work.

Programs

The Ventura County Transportation Commission (VCTC) manages several TDM-related programs.

The agency is a participant in the three-County ridematch.info service, which allows commuters to enter their information in a database and be matched with commuters who have similar origins and destinations. As of May 2014, the service had roughly 400,000 participants, most of whom were Los Angeles County residents or workers. VCTC was slated to reimburse LA County Metro for 6% of the overall $535,000 program cost.[9]

Workers in the County can also sign up for VCTC's Guaranteed Ride Home (GRH) program, which gives users access to a free ride home if they do not drive themselves to work and need to leave the office either in an emergency or before their return trip is available. People who sign up for VCTC's ridesharing program are automatically enrolled in the GRH program. According to a Federal Transit Administration study, Ventura County's program had the highest cost per claim of any of 47 GRH programs included, at $114.08 (against an average of $36.39 and a median of $30 in 2006 dollars).[10] This may be in part because of Ventura County workers' long average commutes. The program's cost per member was $1.79, and the program was in the middle of the pack in terms of the share of members who used the service, at around 1.5%. Another study found that while only 13% of Ventura County commuters were aware of the program,[11] a third of commuters had heard of VCTC, mostly through the media. This hints that the agency might be able to see increased rates of participation and effectiveness by bolstering its efforts to communicate about both ridesharing and Guaranteed Ride Home.

Communications and marketing are also major components of VCTC's TDM efforts. The agency organizes a County-wide Rideshare Week every fall and Bike to Work Week every spring. VCTC also creates brochures and other informational materials on non-auto commute options. For example, employees who sign up for the ridematching service receive a brochure with customized information on how to get to work by non-auto modes. The VCTC website also includes contact information for vanpool organizations and companies. The agency also provides employers with materials they can display on workplace bulletin boards that share information on non-auto commuting. VCTC offers assistance with efforts to customize the materials. The Ventura County Air Pollution Control District supports VCTC's TDM efforts through outreach to employers and other marketing activities.

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[9] Los Angeles County Metropolitan Transportation Authority. "Regional Rideshare Services." Planning and Programming Committee Briefing Materials, May 14, 2014. Retrieved from http://media.metro.net/board/Items/2014/05_may/20140522rbmitem19.pdf on 10/10/14.

[10] Menczer, William. "Guaranteed Ride Home Programs: A Study of Program Characteristics, Utilization, and Cost." Federal Transit Administration. May 10, 2006. Retrieved from http://www.fta.dot.gov/documents/Guaranteed_Ride_Home_Program_final_study_web.pdf 10/10/14.

[11] Strategic Consulting and Research. "2007 Commute Profile for Santa Barbara, San Luis Obispo, and Ventura Counties." Santa Barbara County Association of Governments, June 2007. Retrieved from http://www.sbcag.org/uploads/2/4/5/4/24540302/2007_commuter_profile_report.pdf on 10/10/14.

TDM PROGRAM EXAMPLES

Places with built environments that are similar to Oxnard's have had success reducing drive-alone rates through a variety of programs. The profiles below include two programs already offered to workers in Ventura County and several others that could be implemented in the area in the future. The profiles of programs already offered in the County are included as a way of exploring whether existing programs might be improved.

National Examples of Programs Currently Offered in Oxnard

Ridesharing

Description: County-administered ridesharing programs tend to operate in a similar fashion as those offered by Ventura, Los Angeles, and Orange counties: commuters enter their names in a database on a transportation-information website and either wait to be matched with others who have similar commute patterns, or they can search the database for people with similar commute profiles. National studies have not found ridesharing or ridematching services to have a major impact on commute mode choice.

The Bay Area's 511 ridematching service is considered a somewhat successful ridematching program. Operated by the Metropolitan Transportation Commission (MTC), which serves as the regional metropolitan planning organization (MPO), the service has a similar registration process to that of VCTC. The website receives approximately 23,000 hits per day and 100 applicants per week,[12] with a total of 51,000 registrants in the regional database. MTC has estimated that without the program, 20,000 carpoolers would drive alone to work, adding 625,000 vehicle miles traveled (VMT) to regional roadways.[13] The program is housed on the region's centralized transportation-information website, 511.org, which offers endpoint-to-endpoint travel directions, among a variety of commuter resources. The ridesharing portion of the site also includes information on regional prize programs for users of alternative modes, and links to apps and the websites of companies that facilitate dynamic ridesharing, in which those requesting and those offering rides match up in real time online or via an app.

Many counties in California also offer cash incentives for participating in registered vanpools. For example, the Orange County Transportation Authority offers $400 per month per van for each seven-person vanpool. A representative for VRide, a vanpool company, says the incentive program is part of why Orange County is one of the company's biggest markets, with more than 700 active vanpools.[14] Commute Connection (a joint effort of San Joaquin, Stanislaus, and Merced counties) administers a similar program to encourage people to form vanpools, offering $150 per month per van for one year.

Casual carpooling is another successful ridesharing program in the Bay Area. MTC has designated more than 20 sites where drivers of single-occupancy vehicles can pick up commuters going to similar central destinations in downtown San Francisco, enabling them to pay reduced tolls on

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[12] Goodwin, John. "511 Regional Ridesharing Program Attracts Record Number of Commuters." Metropolitan Transportation Commission, Press Release, 7/7/05. Retrieved from http://www.mtc.ca.gov/news/press_releases/2005/rel315.htm on 10/10/14.

[13] Metropolitan Transportation Commission. "Evaluation of Regional Ridesharing & Bicycling Program and Funding Agreement (FY 2012-13 to FY 2015-16)." MTC Operations Committee, January 6, 2012. Retrieved from http://apps.mtc.ca.gov/meeting_packet_documents/agenda_1798/Agenda_Item_4.pdf on 10/10/14.

[14] Ortega, Chase. VRide Account Manager, Northern California. Interview, 11/24/14.

the Bay Bridge and travel in the bridge's less congested high-occupancy vehicle lanes. According to a survey of casual carpoolers, 19% drove alone before starting casual carpooling, 47% rode transit, and approximately 15% had carpooled in other ways.[15]

How it could work in Oxnard: At a basic level, the Bay Area's ridematching service is not dramatically different from that already offered to Ventura County commuters, but the way the program is marketed could offer some important lessons for the County and its partners. Enhancing the website and housing information on new prize and incentive programs on the site could increase the volume of website visitors, which in turn would likely increase program participation. Following the example of private companies like Lyft, participation rates might also increase with a web-based platform that allows participants to choose their ride matches directly without having to submit a form. Cash incentives have been shown to help encourage the use of vanpools, and the City or County could initiate a program like those in Orange County and the Central Valley to encourage this form of ridesharing. A program like the Bay Area's Casual Carpool program would potentially be more difficult to implement in a place like Oxnard, where inbound commuters are not traveling to an area with as high a density of office jobs as there is in downtown San Francisco.

How Companies Might Implement Ridesharing: Companies with successful ridesharing programs generally take a few simple steps. First, many offer preferred parking for carpools and vanpools. The VRide representative noted that this is a simple but important way companies with successful carpool and vanpool programs help promote and reward ridesharing.

Vanpool companies generally make marketing vanpool formation quite low-effort for employers. Both VRide and Enterprise RideShare generally send a representative to a participating employer to meet with employees and show them how to sign up. VRide typically tries to start with data on employee home locations (using employer data scrubbed of identifying information) to find clusters of employees who live near each other and might be good candidates for vanpooling. A VRide representative then hosts a lunch session with the candidate employees to walk them through the benefits of vanpooling, how the vanpool program works, and how to sign up. Enterprise RideShare uses a similar approach, working with companies to figure out how much direct marketing would be most helpful, given company size and resources.[16] Both companies then administer the program directly with employees, providing a vehicle, insurance, regular maintenance, and roadside assistance in exchange for a monthly rental fee that is split among vanpool participants.

Companies with the highest vanpool participation tend to offer employees direct subsidies that cover all or part of the cost of renting the vanpool vehicle, and some provide additional subsidies or rewards (to cover tolls or gas). However, many simply facilitate employees' use of pre-tax income. Regardless, ridesharing is generally much cheaper than commuting alone in a single-occupancy vehicle, given the cost to individuals of private insurance, vehicle ownership, maintenance, and gas. County subsidies often help encourage participation.

Cost Estimate (Order of Magnitude): Website enhancements are relatively cheap, though ensuring that the website is of high enough quality to draw return users and increasing the marketing of the service to commuters in the area could significantly add to the expense.

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[15] 511 Rideshare. "Casual Carpool Survey Summary 2010 – Final." July 2010. Retrieved from http://www.mtc.ca.gov/library/CasualCarpool_summary_final.pdf on 10/10/14.

[16] McGee, Connie. Rideshare Manager, Enterprise RideShare. Interview, 11/24/14.

Management Structure: Given that ridematch.info is a program run collaboratively with two other counties, enhancements would likely require cooperation.

Guaranteed Ride Home

Description: Guaranteed ride home programs are quite common across the country and are premised on the idea that psychological barriers play an important role in people's decisions not to commute by non-auto modes. Specifically, GRH programs assure people that even if they must get home to respond to an emergency – a child's sickness, for example – at an off-peak time, they will be able to get there as quickly as they need to, without spending a huge sum or greatly inconveniencing participants in their carpool. It can be difficult to get around outside peak commuting hours in places with limited transit service, and some commuter transit services only run in the high-demand direction during peak hours, making it impossible to make a return trip outside of a limited window of time. Typically, the participant takes a taxi home and is reimbursed for the cost through the program.

Such programs are generally implemented in one of two ways. Some programs are only open to employees of companies that opt into the program and, in some cases, pay a membership fee. Other programs, like VCTC's existing one, are open to anyone in a given geographic area. Employees must sign up on a central website, and they can contact a call center for information and to file a claim. Such services can be outsourced – for example, Nelson\Nygaard answers calls for the Alameda County Transportation Commission GRH program, fielding several calls per week from program participants.

Studies have had difficulty estimating the independent effect of GRH programs on commuter decisions. A study of the Washington, D.C. region's program found that 31% of participants rated the program "very important" in their decision to use a non-auto commute mode, and 20% reported that they would definitely use another mode if GRH were not an option. However, a study of a smaller program in the Baltimore-Washington International Airport Business District found that only 8% of participants would have been unlikely to switch to a non-auto commute mode without GRH.[17]

How it could work in Oxnard: Oxnard employees already have access to VCTC's GRH program, thus a new program would not be needed. Because the program depends on employees to sign up, and given the relatively low awareness of the program county-wide, participation rates might increase with more marketing.

Cost Estimate (Order of Magnitude): Costs vary widely among programs, though most are cheaper on per-claim and per-member bases than the one currently run by Ventura County. In general, GRH is relatively cheap to administer, given generally low rates of claims. Additional funding would be needed for increased marketing to build awareness of the program.

Management Structure: Running a GRH program simply requires a database of participants and a phone line for people seeking to ask a question or file a claim. Given that there are generally only a few calls per week, even in areas with high rates of GRH participation, answering phone claims generally does not require dedicated employees.

[17] Kuzmyak, J. Richard, Johne E. Evans, IV, and Richard Pratt. "TCRP Report 95: Traveler Response to System Changes, Employer and Institutional TDM Strategies." Transportation Research Board, 2010.

Potential New Strategies

Business Improvement Districts Support Local TDM

Description: Local fees generated through approaches like business-improvement districts (BIDs) or other special assessments on a subset of local businesses can help support transportation programs that encourage people to use non-auto modes. Oxnard already has a downtown BID (the Oxnard Downtown Management District) that primarily funds efforts to keep the area clean and inviting for visitors and to promote the area as a destination. The organization's efforts could be extended to incorporate activities generally executed by a Transportation Management Agency (TMA).

TMAs administer transportation services and/or provide support for those using non-auto modes in a variety of ways. They can directly manage transportation services like shuttles, provide transit subsidies, and facilitate bike and pedestrian education culture-building events and activities, among other efforts. They are typically voluntarily funded by groups of businesses in a given area. Members are most commonly non-retail businesses with employees who mostly commute during typical commute hours, and as a result, cause significant congestion on nearby roads, though the concept could be extended to areas with a mix of business types.

There are a number of examples of places combining the BID and TMA concepts. The King of Prussia BID, in suburban Philadelphia, manages a commuter shuttle service and a website dedicated to helping people find their way to the area by any mode of transportation.[18] The BID for Rosslyn (Virginia) Business Improvement District is another example of a BID that invests significantly in providing transportation services and information.[19]

California's recent reauthorization of tax-increment financing (TIF) may provide another neighborhood-based funding stream for transportation-related improvements that might encourage more people to use non-auto modes. TIF revenues must be used to fund infrastructure or transit-priority projects,[20] but coupled with the efforts of a combined BID/TMA, such improvements could be quite influential in getting people to use non-auto modes.

How it could work in Oxnard: Extend the mission of the Oxnard Downtown Management District to include activities typically executed by a TMA, including transportation services, incentive programs, and transit subsidies. Consider implementing TIF in the area to fund transportation improvements like transit-priority treatments and streetscape projects.

Cost Estimate (Order of Magnitude): Cost-neutral to the City of Oxnard. Business assessment fees would pay for all program costs.

Management Structure: The existing Oxnard Downtown Management District would manage these activities.

Zoning Code Changes and Development Bonuses

Description: Cities and counties can use the development-review process to entice developers and private companies to implement robust, outcomes-based TDM programs. Cities have agreed to higher densities or lower parking requirements in exchange for commitments from businesses

[18] http://www.visitkop.com/

[19] http://www.rosslynva.org/about/whitepaper

[20] http://www.natlawreview.com/article/california-governor-signs-new-tax-increment-financing-structure

to avoid exceeding limits on automobile commuting. Two examples of such programs show how successful such an approach can be for a larger land user with a strong desire to grow.

Stanford University is one example. In exchange for approving the university's land-use plan in the early 2000s, Stanford agreed to limit the number of peak-period trips at 16 gateway intersections to 2001 levels.[21] In response, the university made its TDM programs much more robust, expanding its campus shuttle network, creating a parking cash-out program, expanding programs for employees participating in carpools and vanpools, building new bike infrastructure, and other programs. The university has met its targets at the monitored intersections by reducing drive-alone rates from approximately 72% in 2002 to 51.9% in 2007, dipping below 50% more recently, despite a significant building program.

In the suburban City of South San Francisco, Genentech, a private biotech company, approached the City with a proposal for expanding its footprint without building significant new parking in the mid-2000s. With an interest in limiting single-occupancy vehicle trips to the site, the City agreed to the proposal.[22] Through a TDM program that includes 41 shuttle buses and participation from 60% of site employees, the company reduced the drive-alone commute rate from 77% in 2005 to 65% in 2011.

How it could work in Oxnard: City policy-makers could signal a willingness to negotiate higher densities or lower parking requirements in exchange for commitments to limit single-occupancy-vehicle trip-making. This would likely require some changes in the development-review process and might only be applicable to large land users.

Cost Estimate (Order of Magnitude): Most program costs would be borne by land developers and private companies, who would agree to finance all monitoring and trip-reduction efforts on their own. Shifts to non-auto modes might require increased transit service. This might actually increase revenues for the City, as it would mean more active uses per square foot of land area on sites that enter an agreement with the City. One drawback of these proposals is a lack of continuity when land changes ownership and commitments are not kept to maintain the trip-reduction efforts.

Management Structure: This would require efforts on the part of the City's development-review and planning apparatuses. Planning staff would likely need to verify monitoring efforts.

Employer Outreach

Description: Building and maintaining relationships with local employers can facilitate communication with them about commute-related issues and, ultimately, program participation. Places that do this in a robust way hire a team of staff members dedicated to meeting with businesses and their employees, running commuter education and culture-building programs, and selling them transportation-related products like transit passes.

Arlington County, Virginia has a robust employer-outreach program. Arlington County Commuter Services is a bureau within the Department of Environmental Services that executes programs like the ones listed in the previous paragraph. The bureau claims that through its

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[21] Hamilton, Brodie. "The Transportation Demand Management Experience at Stanford University." *TDM Review*, Issue 2, 2008.

[22] Girrbach, Claudia. "How Genentech Used a Parking Lot to Fund Its Employee Commuter Shuttle." GreenBiz.com, November 17, 2011. Retrieved from http://www.greenbiz.com/blog/2011/11/17/how-genentech-used-parking-lot-fund-its-employee-commuter-shuttle on 10/10/14.

efforts, it has achieved a 34% reduction in VMT, with 600 area employers participating in one way or another. It helped increase the number of employees in the area taking a transit benefit by 17%.

Employer outreach has been a key strategy for a variety of other agencies and departments charged with managing transportation demand. Through its Mass*Rides* program, the Massachusetts Department of Transportation reaches out to businesses to provide commuter-program implementation assistance to businesses and to organize events and marketing activities, among other efforts.[23] The Riverside County Transportation Commission provides direct assistance to employers to help them create commute-trip reduction programs.[24] A Washington, D.C. region-wide program called Commuter Connections reaches out to employers to support commute-alternatives programs and works with local jurisdictions to create robust local employer-outreach programs.

How it could work in Oxnard: VCTC could expand its employer outreach program and incorporate transit-pass sales and other services in its array of offerings. The City could partner with VCTC to coordinate with existing employers through organizations such as the Chamber of Commerce, the Economic Development Corporation of Oxnard, and the Oxnard Downtown Management District to expand the number of employers VCTC can contact.

Cost Estimate (Order of Magnitude): This would likely require the hiring of several new staff members, with costs in excess of $100,000 per year.

Management Structure: Given VCTC's existing administration of commuter programs and employer-outreach efforts, it may be prudent for the Commission to manage these efforts.

Residential Travel-Choice Marketing

Description: Travel-choice marketing is a concentrated effort to get residents in a given area to change to non-auto commute modes using a variety of outreach strategies, including one-on-one conversations, advertising, and events, among others. Conversations might include a discussion of current commute habits, exploration of potential alternatives, and efforts to help the commuter take additional steps to actually switch modes several days per week.

Portland, Oregon provides the most robust data on this approach, with over 14 years of data as they implemented their travel-choice marketing program in several neighborhoods in the late 2000s. In southwestern Portland, before-and-after surveys indicated a modest drop in drive-alone mode share, from 52% to 47%. Programs in the slightly denser southeastern and northeastern parts of the city were more successful, seeing drops in drive-alone mode share on the order of 15 to 20%.[25]

A few other areas have used this approach. A 2004 program in the suburban Seattle community of Bellingham, Washington led to an 8% reduction in drive-alone commuting. Programs implemented in Cleveland and Durham, North Carolina in 2005 led to 7% reductions, while another 2005 program in Sacramento led to a 2% reduction.

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[23] http://www.commute.com/about-massrides

[24] http://www.dot.ga.gov/Projects/programs/Documents/AirQuality/pdfs/program_comparison_research_for_nine_tdm_programs_across_the_nation.pdf

[25] Dill, Jennifer and Cynthia Mohr. "Long-Term Evaluation of Individualized Marketing Programs for Travel Demand Management." Oregon Transportation and Education Consortium. July 2010.

How it could work in Oxnard: The approach would likely reduce Oxnard's residential commute VMT and emissions somewhat, affecting those traveling to jobs all over the region.

Cost Estimate (Order of Magnitude): In Portland, programs covering several neighborhoods at a time required approximately $200,000 (in 2008 dollars) in materials and the efforts of four full-time employees for 9 to 12 months.

Management Structure: This would require a dedicated team of City or County employees.

Appendix B Sample TDM Ordinance

SANTA MONICA, CA

Chapter 9.16 TRANSPORTATION MANAGEMENT

Note

* Prior history: Prior code Sections 9220 through 9234; Ord. No. 1604CCS, adopted 11/12/91; Ord. No. 1679CCS, adopted 3/30/93; Ord. No. 1698CCS, adopted 8/10/93; Ord. No. 1708CCS, adopted 10/26/93; Ord. No. 1787CCS, adopted 2/14/95.

9.16.010 Findings.

The City Council finds and declares:

(a) Expected growth in population and employment opportunities in the City will be accompanied by concomitant increases in traffic congestion.

(b) Transportation and traffic studies project that future traffic levels on surface streets will be severe unless measures are taken to reduce commute hour traffic levels.

(c) Air quality studies indicate that ozone and carbon monoxide concentrations exceed State and Federal standards some days in the City.

(d) Traffic along some major routes in the City has or is expected to reach level of service “F” during peak hours, indicating conditions where excessive delays develop repeatedly due to vehicles arriving at rates greater than capacity and where emergency vehicle travel is impeded.

(e) New development and major additions to existing development by the year 2010 will have an adverse impact on the existing transportation systems by adding approximately seventeen thousand trips to the existing demand of over twenty thousand p.m. peak-hour trips from nonresidential land uses.

(f) The City’s General Plan calls for formation of a plan to implement the transportation management policies of the Circulation Element, an uncongested traffic circulation system, energy conservation, and maintenance of noise and air quality levels within established standards.

(g) The transportation system is impacted citywide by the traffic and parking requirements of development.

(h) Transportation systems management, transportation demand management and transportation facility development strategies can improve service and operations to increase mobility and the general efficiency of the system. These strategies encompass traffic operations, ridesharing and bicycle improvements as well as transit planning and management of the system. These strategies enhance vehicle flow or shift demand on an

existing transportation facility and can be effective to mitigate negative effects of transportation, such as air quality, energy use and noise levels.

(i) Reduction of congestion and the time of commute trips will improve the quality of life in the City and improve quality and level of access for residents and employees and patrons of local businesses.

(j) Coordination of transportation systems management, transportation demand management and transportation facility development strategies with other cities and counties in the region and through regional agencies will assist in meeting the goals of this Chapter. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96)

9.16.020 Purpose and objectives.

The purpose and objectives of this Chapter are to establish an emission reduction plan that will:

(a) Allow for any growth permitted by the land use plans of the City while minimizing peak-hour automobile commute trips from new and existing places of employment.

(b) Reduce traffic impacts within the community and region through a reduction in the number of vehicular trips and total vehicle miles traveled.

(c) Reduce the vehicular air pollutant emissions, energy usage and ambient noise levels through a reduction in the number of vehicular trips, total vehicle miles traveled and traffic congestion.

(d) Ensure City compliance with South Coast Air Quality Management District Rule 2202, and require employers both to meet Rule 2202 emission reduction targets and to achieve City traffic objectives.

(e) Achieve a commuter average vehicle ridership of 1.50 or the equivalent in emission reductions within one year for employers of one hundred employees or more.

(f) Achieve citywide commuter average vehicle ridership of 1.50 or the equivalent in emission reductions within three years.

(g) Maintain levels of service on streets and intersections during peak hours at or below capacity for as long a period of time as feasible.

(h) Prevent levels of service on streets and intersections that have not reached level of service “E” during peak hours from reaching that level.

(i) Improve levels of service on streets and intersections that have already reached level of service "E" during peak hours.

(j) Minimize the percentage of employees traveling to and from work at the same time and during peak-hour periods in single-occupant vehicles.

(k) Assist in attainment of the requirements of the Federal Clean Air Act.

(l) Implement several air quality control measures required of local governments by the 1991 Air Quality Management Plan adopted by the South Coast Air Quality Management District and subsequent updates.

(m) Promote and increase work-related transit use, ridesharing, walking and bicycling to minimize parking needs and to protect critical intersections from severe overload.

(n) Decrease the government cost of transportation and parking facility construction and improvements.

(o) Maximize the use of commute modes other than the single-occupancy vehicle through transportation systems management, transportation demand management and transportation facilities development. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96)

9.16.030 Definitions.

The following words and phrases shall have the following meanings when used in this Chapter:

Audit. A selective inspection by the City of an employer's activities related to the fulfillment of ongoing implementation and monitoring of an approved emission reduction plan.

Average Vehicle Ridership (AVR). The total number of employees who report to or leave the worksite or another job-related activity during the peak periods divided by the number of vehicles driven by these employees over that five-day period. The AVR calculation requires that the five-day period must represent the five days during which the majority of employees are scheduled to arrive at the worksite. The hours and days chosen must be consecutive. The averaging period cannot contain a holiday and shall represent a normal situation so that a projection of the average vehicle ridership during the year is obtained.

An example of morning AVR using a weekly averaging period for an employer with three hundred employees all reporting to work weekdays between six a.m. and ten a.m. is:

Employees reporting to work:

Monday	300
Tuesday	300
Wednesday	300
Thursday	300
Friday	300
Total	1,500

Number of vehicles driven to the worksite by these employees:

Monday	270
Tuesday	250
Wednesday	280
Thursday	265
Friday	262
Total	1,327

In this example, AVR is arrived at by dividing the number of employees reporting to work between six a.m. and ten a.m. during the week (one thousand five hundred) by the number of vehicles driven to the worksite between the same hours during the week (one thousand three hundred twenty-seven):

1500	=	1.13 AVR
1327		

A similar calculation is required for obtaining the afternoon peak period AVR for commute trips to and from the worksite between three p.m. and seven p.m.

AVR Target. The AVR that an emission reduction plan is designed to achieve for a particular worksite. The AVR target for worksites in Santa Monica is 1.5 AVR.

AVR Verification Method. A method approved by the City's Transportation Management Coordinator for determining an employer's current AVR.

AVR Window. The period of time comprised of both hours and days used to calculate AVR (i.e., six a.m. to ten a.m. and three p.m. to seven p.m.).

Carpool. A motor vehicle occupied by two or more persons traveling together to and from the worksite for the majority (at least fifty-one percent) of the total commute.

Commute Trip. A home-to-work or work-to-home trip.

Compliance Inspection. An unannounced inspection by the City of an employer's activities related to the fulfillment of ongoing implementation and monitoring of an approved emission reduction plan.

Compressed Work Week. This applies to employee(s) who, as an alternative to completing the basic work requirement in five eight-hour workdays in one week are scheduled in a manner which reduces vehicle trips to the worksite. The recognized compressed work week schedules for purposes of Chapter 9.16 of the Municipal Code are thirty-six hours in three days (3/36), forty hours in four days (4/40), or eighty hours in nine days (9/80).

Consultant ETC. A person that meets the requirements of and that serves as an ETC at a single worksite for an employer other than the consultant ETC's employer.

Developer. Any person responsible for development of a non-residential development project that will result in ten or more peak period trips.

Disabled Employee. An individual with a physical or mental impairment which prevents the individual from complying with the employer's emission reduction plan.

Emission Reduction Plan (ERP). A plan intended to reduce emissions related to employee commutes and to meet a worksite specific emission reduction target for the subsequent year.

Emission Reduction Plan Appeals Board (ERP Appeals Board). The administrative review body for decisions of the City's Transportation Management Coordinator. The ERP Appeals Board shall consist of the Transportation Planning Manager, the Director of Planning and Community Development, and an at-large

member appointed by the City Council. The Transportation Planning Manager and the Director of Planning and Community Development may designate an employee from his or her division or department as his or her representative.

Emission Reduction Target (ERT). The annual VOC, NOx and CO emissions required to be reduced based on the number of employees per worksite and the employee emission reduction factor.

Employee. Any person employed by a person(s), firm, business, educational institution, nonprofit agency or corporation, government agency or other entity who reports to work at a single worksite for six months or more, excluding paid resident students working on a school campus. Temporary employees, part-time employees, field construction workers and independent contractors shall be treated as defined.

Employee Transportation Coordinator (ETC). The designated person, with appropriate training as approved by the City who is responsible for the development, implementation and monitoring of the employee trip reduction plan. The ETC must be at the worksite a minimum of fifteen hours per week or have a certified on-site coordinator at the worksite a minimum of fifteen hours per week. All worksite-related information must be kept at the worksite. Employee transportation coordinators shall participate in City-sponsored workshops and information roundtables.

Employee Trip Reduction Plan (ETRP). A plan for implementation of strategies that are designed to reduce employee commute trips during the AVR windows.

Employer. Any public or private employer, including the City of Santa Monica, having a permanent place of business in the City and employing ten or more employees.

Field Construction Worker. An employee who reports directly to work at a construction site outside the City of Santa Monica for the entire day, an average of at least six months out of the year. These employees will not be calculated in the AVR, but shall count as part of employee population when figuring the employer annual impact fee.

Holiday. Those days designated as national or State holidays, or religious or other holidays in which more than ten percent of the employee population observes by not reporting to work. These days shall not be included in the AVR survey week.

Independent Contractor. An employee who enters into a direct written contract or agreement with an employer to perform certain services and is not on the employer's payroll. These employees shall be treated as temporary employees.

Level of Service (LOS). A term to describe prevailing and projected traffic conditions on a roadway and is expressed by delay and the ratio of volume/capacity (V/C). Six levels of service are designated "A" through "F." "A" describes a free flowing condition and "F" describes forced traffic flow conditions with severe capacity

deficiencies and delays. This definition is based on the Highway Capacity Manual Transportation Research Board SR 209 (1985).

Low Income Employee. An individual whose salary is equal to or less than the current individual income level set in California Code of Regulations, Title 25, Section 6932, as lower income for the county in which the employer is based. Higher income employees may be considered to be "low-income" if the employee demonstrates that the plan disincentive would create a substantial economic burden.

Monitoring. The techniques used to assess progress towards complying with the transportation management plan.

Multi-Site Employer. Any employer which has more than one worksite within the City of Santa Monica, or more than one worksite in the South Coast Air Basin with one or more of those sites located in the City of Santa Monica.

Multi-Tenant Worksite. A structure, or group of structures, on one worksite where more than one employer conducts a business.

On-Site Coordinator. An employee who serves as on-site contact for employees at a worksite served by a consultant ETC, or for an employer with more than one worksite located in the City of Santa Monica.

Parking Cash-Out. Assembly Bill 2109 that requires employers with fifty or more employees who lease their parking and subsidize all or part of that parking to implement a parking cash-out program. Employers who fall under the purview of parking cash-out must offer their employees the option to give up their parking spaces and receive a cash subsidy in an amount equal to the cost of the parking space. Employers who are subject to parking cash-out requirements must implement a parking cash-out plan. Employers who do not implement a parking cash-out plan will have their emission reduction plans disapproved.

Part-Time Employee. Any employee who reports to a worksite on a part-time basis fewer than thirty-two hours per week, but more than four hours per week. These employees shall be included in the AVR calculations of the employer provided the employees report to or leave the worksite during the AVR window.

Peak Period. In the morning, the peak period includes the hours from six a.m. to ten a.m. In the evening, the peak period includes the hours from three p.m. to seven p.m..

Peak Period Trip. An employee's commute trip that begins or ends at the worksite or a work related trip within the peak period.

Pedestrian Oriented Use. A use which is intended to encourage walk-in customers and which generally does not limit the number of customers by requiring

appointments or otherwise excluding the general public. Such uses may include, but not be limited to, neighborhood commercial uses, retail uses, cultural uses, restaurants, cafes and banks.

Performance Target Zone. A geographic area that determines the employee emission reduction factor for a particular worksite. Santa Monica is located in Zone 2.

Preferential Parking. Parking spaces designated or assigned for carpool and vanpool vehicles carrying commute passengers on a regular basis and are provided at a reduced cost and/or in a location more convenient to a place of employment than parking spaces provided for single occupant vehicles.

Remote Sensing. An emissions reduction strategy in which gross-polluting vehicles are identified by exhaust gas analyzers. Remote sensors measure absorption changes in the infrared or ultraviolet light spectrum and correlates that change to exhaust emission levels. Emission reductions resulting from the subsequent repair of the identified vehicles can be used to meet commute emission reduction targets.

Ridesharing. Any mode of transportation other than a single occupancy vehicle that transports one or more persons to a worksite.

South Coast Air Quality Management District (SCAQMD). The air quality control agency that monitors and enforces air quality regulations in Los Angeles, Orange, Riverside and San Bernardino Counties.

Telecommuting. Any employee(s) working at home, off-site, or at a telecommuting center for a full work day, eliminating the trip to work or reducing travel distance by more than fifty percent.

Temporary Employee. Any person employed by an employment service or a "leased" employee, that reports to a worksite other than the employment service's worksite, under a contractual arrangement with a temporary employer. Temporary employees are counted as employees of the employment service for purposes of calculating AVR. Temporary employees reporting to the worksite of a temporary employer for a consecutive period of more than six months shall count as an employee of the temporary employer and shall be calculated in the AVR. The temporary employee shall also be considered an employee when figuring the employer annual impact fee.

Temporary Employer. Any employer who "leases" an employee from an employment service, or who hires an independent contractor as defined.

Training Provider. A person, firm, business, educational institution, nonprofit agency or corporation or other entity which meets requirements and is certified by the Executive Officer of the South Coast Air Quality Management District and the City of

Santa Monica's Transportation Management Coordinator to provide training, as required by Chapter 9.16 of the Municipal Code, to employee transportation coordinators (ETCs).

Transportation Demand Management ("TDM"). The implementation of strategies that will encourage individuals to either change their mode of travel to other than a single occupancy vehicle, reduce trip length, eliminate the trip altogether, or commute at other than peak periods.

Transportation Facility Development ("TFD"). Construction of major capital improvements to a highway or transit system or installation of operating equipment that includes new construction of the existing system or construction of a new system.

Transportation Management Association ("TMA"). A group formed so that employers, employees and developers can collectively address community transportation related problems. Transportation management associations may be formed to implement TDM, TSM, and/or TFD strategies in employment clusters or at multi-tenant worksites. The primary function of a TMA is to pool resources to implement solutions to commuter-related congestion problems in conjunction with the City transportation coordinators. The City may identify employment clusters or multi-tenant worksites where an employer organization such as a TMA should be formed.

Transportation System Management ("TSM"). Strategies designed to improve traffic flow through modifications in, or coordination of, the operation of existing facilities.

Trip Reduction. The reduction in single occupant vehicle trips by private or public sector programs used during peak periods of commuting.

Vanpool. A van or similar motor vehicle in which seven or more persons commute to and from the worksite.

Vehicle. A passenger car or truck used for commute purposes including any motorized two wheeled vehicle. Vehicles shall not include bicycles, transit vehicles, buses serving multiple worksites, or vehicles that stop only to load or unload passengers or materials at a worksite while on route to other worksites.

Work Place or Worksite. A building, part of a building, or grouping of buildings located within the City which are in actual physical contact or separated solely by a private or public roadway, and are owned or operated by the same employer. Employers may opt to treat more than one structure, building, or grouping of buildings as a single worksite even if they do not have the above characteristics if they are owned or leased by the same employer, and are wholly located within the City of Santa Monica. Structures that are located more than one-half mile away from each other must have a certified ETC or on-site coordinator at each site.

Worksite Transportation Plan ("WTP"). A plan for implementation of marketing strategies designed to provide employees with information about alternative commute options required by employers of ten to forty-nine employees.

Zero Emission Vehicle (ZEV). A motor vehicle, as certified by the California Air Resources Board (CARB), which emits no tail pipe pollutants. Currently, the only vehicle that meets the ZEV standard is the electric vehicle. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96; amended by Ord. No. 1938CCS § 1, adopted 3/23/99; amended by Ord. No. 1983CCS § 1, adopted 8/8/2000)

9.16.040 Applicability.

This Chapter shall apply to employers and developers as defined above. The City shall not be exempt from the requirements of this Chapter. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96)

9.16.050 Transportation fee.

(a) **Employer Annual Transportation Fee.** There shall be an employer annual transportation fee. The purpose of the employer annual transportation fee is to pay for the costs of administration and enforcement of this Chapter.

(1) Employers of fifty or more employees filing employee trip reduction plans (ETRPs) and employers of ten to forty-nine employees filing worksite transportation plans (WTPs) shall pay an annual transportation fee calculated using the following formula: Fee = (number of employees) x (employee cost factor). The employee cost factor equals:

(A) Seven dollars per employee for employers with fifty or more employees.

(B) Nine dollars per employee for employers with ten to forty-nine employees. The employee cost factor shall from time to time be amended by resolution of the City Council.

(2) The annual transportation fee for employers of fifty or more employees who choose to implement the emission reductions options described in Section 9.16.070 (a) through (c) shall be established and from time to time amended by resolution of the City Council.

(3) For purposes of calculating an employer's annual transportation fee, the definition of employee shall include full-time, part-time, temporary, seasonal, at-home or

in-field contractors of consultants working at a worksite for an average of six months or more.

(4) Employers shall be notified of the employer annual transportation fee when they receive notice to submit an ERP or WTP in accordance with Section 9.16.090. Employer impact transportation fees shall be due and paid in full with the submittal of the ERP or WTP. The City shall mail notice of payment required by this subsection at least ninety calendar days prior to the due date.

(5) Once the employer annual transportation fee required pursuant to this Section has been paid, there shall be no refunds.

(6) Employers of fifty employees or more who implement an employee trip reduction plan and demonstrate attainment of a 1.5 a.m. and p.m. AVR shall receive the following reductions in their employer annual transportation fees:

(A) Attainment of a 1.5 am. and p.m. AVR for one year shall result in a forty percent reduction of employer annual transportation fees;

(B) Attainment of a 1.5 a.m. and p.m. AVR for two consecutive years shall result in a fifty percent reduction of employer annual transportation fees;

(C) Attainment of a 1.5 a.m. and p.m. AVR for a period of three or more consecutive years shall result in a sixty percent reduction of employer annual transportation fees;

(7) Employers of fifty or more employees who join a TMA certified by the City shall receive a twenty-five percent reduction in the annual employer transportation fee. This reduction shall be in addition to any fee reduction the employer is awarded for attainment of a 1.5 a.m. and p.m. AVR. Fees charged by the TMA to employers for its operation and administrative costs shall be separate from the City's employer transportation fee.

(b) **Developer Impact Fee.** The purpose of the developer impact fee is to defray the costs of providing transportation facilities and services associated with new commercial development.

(1) Developers who apply for building permits for new or expanded development projects in the City shall mitigate their resultant transportation by paying a one-time transportation impact fee. The amount of the fee and manner of payment shall be established and from time to time amended by resolution of the City Council.

(2) Fees shall apply to developers who have not received certificates of occupancy as of the effective date of the resolution establishing the fees.

(3) Developers shall pay the required fee prior to issuance of a building permit. Developers who have already obtained building permits must pay the required fee prior to issuance of a certificate of occupancy.

(4) The following land uses are encouraged by the City because of their beneficial impacts and shall receive reductions from the developer impact fee: supermarkets and pedestrian oriented uses on the ground floor of a multi-story building. Both the impact fee and the reduction shall be established by resolution.

(5) Refunds of the developer impact fee shall be made upon filing of a request for refund within six months of expiration of a building permit upon verification that construction of the improvements for which the permit was issued have not commenced and no extensions of the building have been granted. No interest shall be paid on any refunded fee. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96; amended by Ord. No. 1942CCS § 2, adopted 3/23/99; amended by Ord. No. 1983CCS § 2, adopted 8/8/2000)

9.16.060 Deposit and use of fees.

(a) Employer transportation fees collected pursuant to Section 9.16.050(a) shall be deposited in an account separate from the General Fund and shall be allocated to TMP office administration and the development and operation of TMAs.

(b) Developer impact fees collected pursuant to Section 9.16.050(b) shall be deposited into an account separate from the General Fund and shall be allocated to the following uses:

(1) Transportation demand management (TDM) improvements.

(2) Transportation system management (TSM) improvements.

(3) Transportation facility development (TFD).

(4) Public transit improvements. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96)

9.16.070 Contents of emission reduction plans.

Employers of fifty or more employees are required to submit to the City, within ninety days of notification, an emission reduction plan designed to reduce emissions related to employee commute trips and to meet specific emissions reduction targets specified for

the subsequent year. The annual emission reduction target (ERT) shall be determined according to the following equation for VOC, NOx and CO, based on employee emission reduction factors specified in subsection (i) of this Section. Any employer who falls under the purview of Assembly Bill 2109 shall implement a parking cash-out program. Failure to do so will result in the disapproval of an employer's ERP.

[ERT (in lbs. per year)] =

[{employees} x {employee emission reduction factor}] - {vehicle trip emission credit}

Where:

Employee = Average daily number of employees reporting to work in the window

Employee emission

reduction factor = Determined by the year of the plan submittal as defined in subsection (i) of this Section.

Vehicle trip

emission credits = Determined according to subsection (i) of this Section

Each employer shall choose one or more of the following options in implementing their emissions reduction plan:

Old vehicle scrapping;

Remote sensing;

Other work-related trip reductions;

Employee trip reduction plan.

(a) **Old Vehicle Scrapping.** In order to meet their emission reduction target, any employer of fifty or more employees may scrap old vehicles by purchasing mobil source emission reduction credits (MSERCs) from an SCAQMD licensed vehicle scrapper/broker, in accordance with SCAQMD Rule 1610.

(1) All scrappers/brokers must be licensed by the SCAQMD and adhere to SCAQMD Rule 1610 requirements.

(2) An annual plan indicating the amount of credits purchased and the amount of emissions reduced must be submitted to the City's Transportation Management Coordinator each year.

(3) MSERCs must be transferred to the City MSERC account no later than one hundred eighty days after the approval of the ERP by the City's Transportation Management Coordinator.

(4) Employers choosing this option must do so for a minimum period of three years.

(b) **Remote Sensing.** Any employer of fifty or more employees may implement a remote sensing program to earn credit towards their emission reduction target. Emission reductions obtained from the implementation of remote sensing shall be determined according to the following equation:

[emission reductions in lbs per year] =

[{pre-repair emission rate in lbs per mile} -

{post-repair emission rate in lbs per mile}] x

[miles traveled]

When:

Pre-repair = Measured emission rate prior to work.

Post-repair = Measured emission rate immediately following repair work.

Miles traveled = Number of miles traveled following repair work until the next regularly scheduled California Inspection and Maintenance Smog Check.

(1) Vehicles used in the remote sensing program may come from any source (i.e., employee vehicles, fleet vehicles, non-employee vehicles). Employers shall not require employees to repair their vehicles.

(2) An annual plan must be submitted to the City's Transportation Management Coordinator indicating:

(A) The number of vehicles repaired.

(B) The measured emission rates of each vehicle before repair.

(C) The measured emission rates after repair.

(D) The number of miles traveled for each vehicle following repair work until the next regularly scheduled California Inspection Maintenance Smog Check.

(E) Calculations indicating the emission reduction target has been met.

(c) **Other Work-Related Trip Reductions.** Employers of fifty or more employees may receive vehicle trip reduction credits (VTEC) towards meeting their emission reduction targets from employee commute reductions that occur outside of the morning and evening peak windows. VTEC obtained from work-related trip reductions shall be determined according to the following equation:

$$VTEC = \frac{[CTR] \times [EF]}{[CF]}$$

Where:

CTR (Creditable trip reductions) = The daily average of one-way trip reductions that are real, surplus, and quantifiable. A round trip is considered to be two one-way trips.

CF (Conversion factor) = 2.3 for non-peak trips

EF (Emission factor) = Emission factor in subsection (i) of this Section.

Employers must submit an annual report to the City' s Transportation Management Coordinator indicating the number of commute-related non-peak trips reduced and the amount of emissions reduced.

(d) **Employee Trip Reduction Plan.** Employers of fifty or more employees who choose this option shall prepare, implement and monitor employee trip reduction plans (ETRP) for transportation demand management, transportation system management and transportation facility development which will be reasonably likely to result in the attainment of a 1.5 a.m. and p.m. AVR within three years and continued achievement and maintenance of the AVR targets thereafter. The ETRP shall be in a form approved by the Transportation Management Coordinator. The ETRP shall undergo an intensive plan review by the City's Transportation Management Coordinator and Transportation Management Specialists.

(1) The ETRP shall include strategies designed to encourage employees to rideshare during the morning and evening AVR windows.

(2) The ETRP shall consist of a report that:

(A) Calculates and documents AVR levels for morning and evening peak periods;

(B) Lists plan incentives and a schedule for their implementation;

(C) Determines a marketing strategy for the plan year;

(D) Determines the use of worksite parking facilities to achieve rideshare and transit objectives (i.e., number of received spaces for carpools, vanpools, etc.);

(E) Lists the bicycle paths and routes within one-half mile of the worksite;

(F) Lists the public transit services within one-quarter mile of the worksite;

(G) Provides a general description of the type of business;

(H) Includes an emergency episode plan and a daily air quality log;

(I) Includes a sample of the employee AVR survey, or other mechanism approved by the Transportation Management Coordinator. This survey must not be more than six months old. For employers with two hundred fifty or more employees, the survey must conform with SCAQMD requirements. The survey must be taken over five consecutive days during which the majority of employees are scheduled to arrive at or leave the worksite. The days chosen cannot contain a holiday and cannot occur during

"Rideshare Week" or other "event" weeks (i.e., Bicycle Week, Walk to Work Week, Transit Week, etc.). This survey must have a minimum response rate of seventy-five percent of employees who report to or leave work between six a.m. and ten a.m., inclusive, and seventy-five percent of employees who report to or leave work between three p.m. and seven p.m., inclusive. Employers that achieve a ninety percent or better survey response rate for the a.m. or p.m. window may count the "no-survey responses" as "other" when calculating their AVR;

(J) Provides the name and proof of certification of the employee transportation coordinator who is responsible for implementation and monitoring of the plan;

(K) Provides the name of the on-site coordinator (if different from the ETC) for each site who is responsible for implementation and monitoring of the plan;

(L) Identifies the objectives of the plan and provides an explanation of why the plan is likely to achieve the AVR target levels;

(M) Includes a parking cash-out plan if required;

(N) Includes a management commitment cover letter signed by the highest ranking official on site, or the executive responsible for allocating the resources necessary to implement the plan, which includes a description of efforts taken to involve employees in the development of commute alternative strategies, a statement that employees have been notified of plan provisions at least thirty days before plan submission date, and that all data is accurate to the best of the employer's knowledge.

(3) The ETRP shall be updated every twelve months, with an annual report submitted on the anniversary date of the initial plan approval date. The annual employee trip reduction plan shall include the following:

(A) AVR calculations and documentation for the plan year;

(B) Lists plan incentives, changes to plan incentives, and a schedule for their implementation;

(C) Determines a marketing strategy, indicating changes from the previous plan year;

(D) Determines the use of worksite parking facilities to achieve rideshare and transit objectives (i.e., number of spaces for carpools and vanpools, etc.);

(E) Lists the bicycle paths and routes within one-half mile of the worksite;

(F) Lists public transit services within one-fourth mile of the worksite;

(G) Provides a description of the general type of business;

(H) Includes a sample of the employee survey for the plan year as described in subsection (2) of this Section;

(I) Provides the name and proof of certification of the employee transportation coordinator who is responsible for the preparation, implementation and monitoring of the plan;

(J) Provides the name of the on-site coordinator (if different from the ETC) for each site who is responsible for implementation and monitoring of the plan;

(K) Identifies the objectives of the plan and provides an explanation of why the plan is likely to achieve the AVR target levels;

(L) Includes a management commitment letter as defined in subsection (2) of this Section;

(M) Includes update and revisions to the ETRP as the City's Transportation Management Coordinator deems appropriate, if the annual report indicates that the goals of the previously approved ETRP have not been met.

(4) The procedure for calculating AVR at a worksite shall be as follows:

(A) The AVR calculation shall be based on data obtained from an employee survey as defined in subsection (2) of this Section.

(B) AVR shall be calculated by dividing the number of employees who report to or leave the worksite by the number of vehicles arriving at or leaving the worksite during the peak periods. All employees who report to or leave the worksite that are not accounted for by the employee survey shall be calculated as one employee per vehicle arriving at or leaving the worksite. Employees walking, bicycling, telecommuting, using public transit, arriving at the worksite in a zero-emission vehicle, or on their day off under a recognized compressed work week schedule shall be counted as employees arriving at or leaving the worksite without vehicles. Motorcycles shall be counted as vehicles.

(C) A child or student may be calculated in the AVR as an additional passenger in the carpool/vanpool if the child or student travels in the car/van to a worksite or school/childcare facility for the majority (at least fifty-one percent) of the total commute.

(D) If two or more employees from different employers commute in the same vehicle, each employer must account for a proportional share of the vehicle consistent with the number of employees that employer has in the vehicle.

(E) Any employee dropped off at a worksite shall count as arriving in a carpool only if the driver of the carpool is continuing on to his/her worksite.

(F) Any employee telecommuting at home, off-site, or at a telecommuting center for a full work day, eliminating the trip to work or reducing the total travel distance by at least fifty-one percent shall be calculated as if the employee arrived at the worksite in no vehicle.

(G) Zero emission vehicles (electric vehicles) shall be calculated as zero vehicles arriving at the worksite.

(5) Employers must keep detailed records of the documents which verify the average vehicle ridership calculation for a period of two years from plan approval date. Records which verify strategies in the ETRP have been marketed and implemented shall be kept for a period of at least two years from plan approval date. Approved ETRPs must be kept at the worksite for a period of at least three years from plan approval date. For employers who implement their plans using a centralized rideshare service center, records and documents may be kept at a centralized location. Failure to maintain records, or falsification of records will be deemed a violation of this Chapter.

(e) **Minimum Requirements.** Employers implementing options (a), (b) or (c) as defined in this Section must meet the following minimum plan requirements:

(1) Conduct an AVR survey in accordance with the requirements of Section 9.16.070(d)(2)(I) in order to receive commute trip reduction credits (CTRCs) for employees who rideshare to and from the worksite.

(A) Failure to survey employees shall result in a default AVR of 1.0.

(B) In conducting the survey, employers must choose either the a.m. window (six a.m. to ten a.m.) or the p.m. window (three p.m. to seven p.m.) depending on which window reflects the time period when the majority of employee trips occur.

(2) **Marketing Plan.** Employers shall include a marketing plan to educate employers about alternative commute options by making information available to employees.

Information shall be posted at the worksite, or distributed to each employee at the worksite.

(3) Information shall be updated annually.

(f) **Extensions.** In the event that an employer reasonably needs more time to submit an emission reduction plan, a written request for extension may be filed with the City's Transportation Management Coordinator. All requests must be received by the

City TMP Office no later than fifteen calendar days prior to plan due date. Such requests must be made in writing and shall state why such extension is requested, what progress has been made toward developing the ERP, and for what length of time the extension is sought. The City's Transportation Management Coordinator shall notify the employer in writing whether or not the extension has been granted within fifteen calendar days of receipt of a written request for extension.

(1) An employer may request an extension up to sixty days for the initial submittal of a plan.

(2) An employer may request an extension of up to thirty days to complete a revised plan.

(3) An employer may, upon receipt of a written objection to the terms of the proposed plan by an employee, employee representative or employee organization, request a single extension for thirty calendar days. A copy of the written objection must be attached to the request. Only one such request shall be granted by the City; no subsequent extension may be granted for this purpose.

(4) The City's Transportation Management Coordinator, at his or her discretion, may grant extensions beyond sixty days in the event of an extreme emergency. Each employer's request shall be reviewed on an individual basis.

(g) **Plan Revisions.** An approved ERP may be revised between plan submittal dates by submitting a plan revision in writing to the City's Transportation Management Coordinator. Any changes to an approved plan which is in effect must be submitted in writing to the Transportation Management Coordinator. The revision shall not be effective until approved by the Transportation Management Coordinator in writing.

(1) If the Transportation Management Coordinator determines that the ERP marketing strategy is not being carried out to the fullest extent, the Transportation Management Coordinator may require the employer to submit quarterly marketing reports that include examples of the marketing strategies implemented for each quarter.

(2) If it is necessary for an employer to amend an ERP before the plan can be approved, the employer shall have fifteen days from the date of notice in which to submit amendments to the Transportation Management Coordinator. Employers failing to submit the amendments shall have their ERP disapproved.

(3) The Transportation Management Coordinator shall not approve any plan or plan revisions if the employer, an employee, an employee representative or organization requests, in writing, within ten calendar days of plan submittal, that the Transportation Management Coordinator delay such action for a period of time not to exceed the ninetieth calendar day after plan submittal. If the request is made by a party other than the employer, the party must concurrently submit written comments to the

City's Transportation Management Coordinator and the employer setting forth the objection(s). Upon receiving such a request, the Transportation Management Coordinator shall maintain neutrality with respect to any negotiations regarding the ERP. Nothing in this paragraph shall be construed to affect the requirement to implement an approved ERP and comply with applicable deadlines.

(4) An ERP shall be disapproved if any employee(s), employee representative, or employee organization submits information demonstrating that:

(A) The plan includes strategies, such as parking charges; and

(B) Such strategies would create a widespread substantial disproportionate impact on minorities, women, low-income or disabled employees. A plan shall not be disapproved pursuant to this subdivision if it includes provisions as are necessary to ensure reasonable opportunity for employees to commute by means other than a single-occupant vehicle and thereby avoid the disproportionate impact described above. The City's Transportation Management Coordinator shall provide the employer an opportunity to review and respond in writing to information submitted by an employee, employee representative or employee organization pursuant to this subdivision. The burden of proof that a plan should be disapproved pursuant to this subdivision rests with the employee, employee representative or employee organization submitting the information.

(5) If a final determination that an element of an approved ERP violates any provision of law issued by any agency or court with jurisdiction to make such determinations, then the employer shall, within forty-five calendar days, submit a proposed plan revision to the City's Transportation Management Coordinator which shall be designed to achieve an AVR equivalent to the previously approved plan.

(h) **Employee Transportation Coordinators.** Employers of fifty or more employees shall designate a certified employee transportation coordinator (ETC) or an ETC and an on-site coordinator for each worksite included in the emission reduction plan.

(1) An employer may elect to use a consultant ETC or a TMO/TMA in lieu of an ETC; provided, the consultant ETC or the TMO/TMA staff has received certified training and the site maintains an on-site coordinator.

(2) If the absence of a certified ETC, consultant ETC, or on-site coordinator exceeds eight consecutive weeks, a substitute ETC or on-site coordinator at the same level must be designated and trained. Notice of such a change must be submitted to the City's Transportation Management Coordinator with proof of training no later than twelve weeks after the beginning of the absence.

(3) ETCs are not required to attend yearly update training.

(4) On-site coordinators are not required to be certified provided the ETC or consultant ETC is certified and writes and administers the ERP.

(i) **Emission Reduction Factors.** The following emission factors shall be used in calculations pursuant to this rule.

(1) The following employee emission reduction factors (pounds per year per employee) shall be used in determining the emission reduction target for the current plan year:

Emission Year	VOC	NOx	CO
1998	5.84	4.42	45.14
1999	5.12	4.11	40.01
2000	4.40	3.80	35.19
2001	4.10	3.39	32.83

(2) The following default emission factors (pounds per year per daily commute vehicle) may be used in determining vehicle trip emission credits:

Emission Year	VOC	NOx	CO
1998	17	13	132
1999	15	12	117
2000	13	11	103
2001	12	10	96

(Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96; amended by Ord. No. 1938CCS § 3, adopted 3/23/99; amended by Ord. No. 1983CCS § 3, adopted 8/8/2000)

9.16.080 Requirements for employers of ten to forty-nine employees.

(a) All employers of ten to forty-nine employees shall be required to attend a City-sponsored training seminar upon notification and submit a worksite plan (WTP) to the City in accordance with the procedures set forth in this Section. This plan shall include at a minimum:

(1) Worksite location.

(2) The name and title of the highest ranking official at the site.

(3) The name and phone number of the designated on-site contact who has attended a City-sponsored training program and is responsible for the implementation of the WTP.

(4) The number of employees at the site, and proof of employee population (i.e., payroll records, unemployment insurance records, or any records approved by the Transportation Management Coordinator).

(5) Description of the type of business.

(6) Description of any on-site amenities

(7) Location of the kiosk or bulletin board and a description of the information displayed.

(8) Lists the public transit services within one-fourth mile of the worksite.

(9) Lists the bicycle paths and routes within one-half mile of the worksite.

(10) Includes a management commitment letter signed by the highest ranking official at the site.

(b) Employers of ten to forty-nine employees shall make, at a minimum, the following information available to each employee:

(1) Carpooling/vanpooling information, including information about the services provided by the regional ridesharing agency and their phone number.

(2) Transit schedules and token/pass purchase information.

(3) Information on air pollution and options to driving to work alone.

(4) Bicycle route and facility information, including regional/local bicycle maps, locations of nearest bicycle racks, or locker storage facilities, and bicycle safety information.

(5) Information on walking to work, pedestrian safety and walking shoe information.

(6) Make information available to new employees upon date of hire.

(c) Employers of ten to forty-nine employees shall submit a WTP within sixty days of notification by the City.

(d) Employers of ten to forty-nine employees shall submit yearly updated WTP in accordance with this Section. Employers who fail to submit an initial plan, revised plan, or updated plan when required, shall be in violation of this Chapter.

(e) After an employer submits the WTP, the City's Transportation Management Coordinator must either approve or disapprove the plan within sixty days.

(1) Notice of approval or disapproval shall be given by mail. If the worksite plan is disapproved, the reasons shall be given in writing to the employer.

(2) Any plan disapproved by the City's Transportation Management Coordinator must be revised by the employer and resubmitted to the City's Transportation Management Coordinator within thirty calendar days of notice of disapproval or the employer shall be deemed to be in violation of this Chapter. The City has sixty calendar days to review the resubmitted plan.

(3) Upon receipt of the second disapproval notice, and until such time as a revised plan is submitted to the City's Transportation Management Coordinator, the employer is in violation of this Chapter. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96; amended by Ord. No. 1938CCS § 4, adopted 3/23/99)

9.16.090 Procedures for submission of emission reduction plans and worksite transportation plans.

(a) All employers with fifty or more employees, located within the City of Santa Monica, and subject to this Chapter shall submit to the City, within ninety days of receipt of notice to implement an ERP designed to reduce emissions related to employee commutes and to meet a worksite specific emission reduction target (ERT) specified pounds of emissions per employee for the subsequent year. This emission reduction program shall be in the form of an ERP.

(b) Employers of fifty or more employees shall identify measures in their ERP that will result in attainment of their emission reduction targets through one or all of the Emission Reduction Options specified in Section 9.16.070 within ninety days of notification by the City.

(c) Employers of ten to forty-nine employees are required to submit WTPs as defined in Section 9.16.080 within sixty days of notification by the City.

(d) Multi-site employers of two hundred fifty or more employees, with one or more sites located outside of the City of Santa Monica but within the South Coast Air Basin, have the option of filing a Rule 2202 plan with the SCAQMD, or filing an ERP with the City of Santa Monica. Employers choosing to file a rule 2202 plan with the SCAQMD

will be required to notify the City's Transportation Management Coordinator in writing no later than fifteen days prior to the plan due date.

(e) Upon the City Transportation Management Coordinator's approval of a written request, an employer may submit a single ERP or WTP encompassing all worksites subject to the requirements of this Chapter if the worksites are owned or leased by the same employer and located wholly within the City of Santa Monica.

(f) All employer ERP's and WTP's shall be consistent with any plans previously submitted by the developer of the property at which the worksite is located.

(g) If an employer's ERP or WTP due date falls on a day City Hall is normally closed (i.e., weekend, holiday, 9/80 Friday off), the employer may submit the ERP or WTP on the first business day after the plan due date.

(h) If an ERP or WTP is mailed to the City, the plan must be postmarked before the plan due date. If the plan is postmarked on or after the plan due date, the plan shall be considered late and the employer shall be considered to be in violation of this Chapter.

(i) After an employer submits a plan, the City's Transportation Management Coordinator must either approve or disapprove the plan within ninety days for an ERP and within sixty days for a WTP.

(1) Notice of approval or disapproval shall be given by mail. If the plan is disapproved, the reasons for disapproval shall be given in writing to the employer.

(2) Once the plan is approved, the employer will have sixty days from the date of approval to implement all aspects of the plan.

(3) Any plan disapproved by the City's Transportation Management Coordinator must be revised by the employer and resubmitted to the City's Transportation Management Coordinator within thirty calendar days of notice of disapproval or the employer shall be deemed in violation of this Chapter. The City has ninety calendar days to review the resubmitted plan.

(4) Upon receipt of the second disapproval notice, and until such time as a revised plan is submitted to the City's Transportation Management Coordinator, the employer is in violation of this Chapter.

(j) An approved ERP or WTP may be revised between plan submittal dates by submitting a plan revision in writing to the City's Transportation Management Coordinator. The revision shall not be effective until approved by the Transportation Management Coordinator.

(k) Any employer who establishes a new worksite in the City of Santa Monica, or whose employee population increases to more than ten, will be required to submit an ERP or WTP to the City of Santa Monica. Employers are required to contact the City's Transportation Management Coordinator within sixty days of establishing a new worksite, or increasing employee population. The notice shall be written, and include the employer's name, the business and mailing address, the number of employees reporting to the worksite and the name of the highest ranking official at the worksite. Upon receipt of the notice, the City shall mail a notification letter to the employer and ninety calendar days thereafter the employer shall submit a plan and shall be subject to all provisions of this Chapter.

(l) Employers who relocate to another worksite located within the City of Santa Monica shall notify the City of the relocation within thirty days. The City shall notify the employer to submit an updated version of the Employee Profile and Worksite Analysis of the ERP or WTP.

(m) Any employer who has submitted a plan pursuant to this Chapter and whose employee population falls to fewer than ten employees for a six-month period, calculated as a monthly average, may submit a written request to the City's Transportation Management Coordinator to be exempt from this Chapter. The employer must submit documentation which demonstrates an employee population of less than ten employees. Such demonstration could be made by payroll records or other appropriate documentation.

(n) No employer of two hundred fifty or more employees shall be responsible for complying with this Chapter until such time as the City and the SCAQMD execute an agreement which provides an exception to those employers from the requirements of filing a Rule 2202 plan with the SCAQMD. If at anytime the City fails to meet its obligation under the executed agreement, employers of two hundred fifty or more employees in the City shall be released from this Chapter and shall be subject to compliance with the SCAQMD Rule 2202 requirements. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96; amended by Ord. No. 1938CCS § 5, adopted 3/23/99)

9.16.100 Transportation management associations (TMAs).

(a) Transportation management associations are groups formed so that employers, employees, developers and building owners can collectively address community and worksite transportation-related problems. Transportation management associations may be formed to implement TDM, TSM and/or TFD strategies in employment clusters or at multi-tenant worksites. The primary function of a TMA is to pool resources to implement solutions to commuter-related congestion problems in conjunction with the City Transportation Coordinators.

(b) The City will certify TMAs that submit a first year work plan which outlines the following:

(1) A mission statement which describes the reasons for the association's existence and the overriding goals of the TMA.

(2) Goals and objectives for the first year which target achievement of the mission statement. Specific activities and tasks shall be listed to show how the members will be served by the TMA and how the TMA will help meet the area and regional transportation and air quality goals.

(3) A plan for a baseline survey of commuters and employers in the area to establish existing commuter characteristics and attitudes of commuters toward traffic and the use of commute alternatives. The employer survey shall obtain a descriptive profile of existing programs and employer attitudes toward developing new programs.

(4) The services to be provided by the TMA to its members, including the commute alternatives to be provided and promoted, the advocacy and marketing activities planned, and the role of the TMA staff in providing the services.

(5) A marketing plan which creates an identity for the TMA and which describes how the TMA's planned services will be marketed to member employers and their employees.

(6) A monitoring and evaluation plan which will be used to measure progress against goals and objectives, including results of the TMA's activities with each member. This plan will be used to provide annual reporting information to the City.

(7) A budget which details how the work of the TMA will be accomplished, including details of public and private financing and expenditures.

(c) The TMA must provide an annual report to the City to become recertified yearly. The annual report shall include the same elements as the first year plan with the following exceptions:

(1) The mission statement shall be restated based on changes in the goals and objectives of the TMA, if any.

(2) The goals and objectives shall be updated to reflect progress and changes in the TMA services.

(3) The baseline survey need not be repeated, however, the annual report shall include follow-up monitoring and evaluation activities related to the baseline survey.

(4) The evaluation and results shall be discussed and used to describe the next year's planned activities. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96)

9.16.110 Developer emission reduction plans.

Developers of nonresidential projects which will result in ten or more peak-period trips once the development is completed shall submit an emission reduction plan to the City for implementation of selected measures from Section 9.16.070 and required measures, as applicable, from Section 9.16.120, at their development site in accordance with the procedures set forth in Section 9.16.120. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96)

9.16.120 Procedure for submission of developer plans.

(a) Developers of nonresidential projects which will generate ten or more p.m. peak-period trips who apply for building permits for new or expanded development projects in the City shall be required to submit an emission reduction plan meeting the requirements of this Chapter at the time of application for the project's first planning approval. The City's Transportation Management Coordinator shall approve or disapprove the plan within thirty days of project approval by the Planning Division or the City Council, when a Planning Division approval is appealed. Notice of approval or disapproval shall be given by registered or certified mail. If the plan is disapproved, the reasons for disapproval shall be given in writing to the developer. Any plan disapproved by the City's Transportation Management Coordinator must be revised by the developer and resubmitted to the City's Transportation Management Coordinator within thirty days of the notice of disapproval.

(b) Developer emission reduction plans shall include those items listed in Section 9.16.070(e) which relate to facility improvements that the developers may implement, plus any improvements as required in subsection (c) of this Section. Examples of developer plan elements include preferential parking areas, bicycle storage lockers, showers and lockers, and transit bays.

(c) In addition to optional or otherwise required facility improvements, the following shall be required:

(1) Nonresidential development of twenty-five thousand square feet or more shall provide, to the satisfaction of the City, a bulletin board, display case or kiosk, displaying transportation information located where the greatest number of employees are likely to see it. Information shall include, but is not limited to, the following:

(A) Current maps, routes and schedules for public transit routes serving the site;

(B) Telephone numbers for referrals on transportation information including numbers for the regional ridesharing agency and local transit operators;

(C) Ridesharing promotional material supplied by commuter-oriented organizations;

(D) Bicycle route and facility information, including regional/local bicycle maps and bicycle safety information;

(E) A list of facilities available for carpoolers, vanpoolers, bicyclists, transit riders and pedestrians at the site.

(2) Nonresidential development of one hundred thousand square feet or more shall comply with the requirements in subsection (c)(1) of this Section, and shall provide all of the following measures to the satisfaction of the City:

(A) A safe and convenient zone in which vanpool and carpool vehicles may deliver or board their passengers;

(B) Sidewalks or other designated pathways following direct and safe routes from the external pedestrian circulation system to each building in the development;

(C) If determined necessary by the City to mitigate the project impact, bus stop improvements must be provided. The City will consult with the local bus service providers in determining appropriate improvements. When locating bus stops and/or planning building entrances, entrances must be designed to provide safe and efficient access to nearby transit stations/stops.

(d) An approved emission reduction plan shall be required prior to issuance of a building permit.

(e) Developers shall not be required to update approved emission reduction plans. However, compliance with such plans shall be accomplished by the requirement set forth in Section 9.16.080 that employer worksite plans be consistent with developer plans for the worksite, unless the Transportation Management Coordinator approves alternative plan components.

(f) A developer may amend an emission reduction plan subsequent to approval of such plan by submitting a plan revision. A subsequent owner may amend a plan in the same manner. The amended plan shall not be effective until approved by the City's Transportation Management Coordinator. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96)

9.16.130 Enforcement.

(a) **Audits.**

(1) **City Audits.** The City shall perform follow-up audits on a selective basis. Employers shall receive at least ten days notice of such an audit. An audit may include, but shall not be limited to, an on-site inspection and demonstration that an employer is performing the on-going monitoring required by this Chapter.

(2) **Compliance Inspection.** Any employer subject to this Chapter is subject to an unannounced compliance inspection. This inspection will require access to records that demonstrate implementation and monitoring of the employer's emission reduction plan.

(b) **Violations of this Chapter.**

(1) No business license shall be renewed if an employer has not paid the fee required by this Chapter.

(2) Failure to submit an initial plan when due, annual report and update plan when due, or mandatory plan revisions when due, or failure to implement provisions of an approved plan as set forth in the plan implementation schedule, failure to keep records, falsification of records, failure to have a certified ETC or designated on-site coordinator on site if required, or failure to submit proper fees in accordance with Section 9.16.050 is a violation of this Chapter. Additionally, upon receipt of a second disapproval notice and until such time as a revised plan is approved by the City, the developer or employer shall be deemed in violation of this Chapter.

(3) If an employer chooses the employee trip reduction option and complies with all provisions of the approved plan but fails to meet the AVR targets, that is not a violation of this Chapter. However, the Transportation Management Coordinator shall retain the right to require the employer to provide additional incentives and marketing strategies in the ETRP with the goal of increasing the employer's AVR.

(4) If an employer chooses any emission reduction option (excluding the employee trip reduction option), the employer must meet the required emission reduction targets for that plan year. Failure to do so will be considered a violation of this Chapter.

(5) Each day a developer or employer violates the provisions of this Chapter or the terms and conditions of any approved ERP or WTP shall constitute a separate violation.

(c) **Enforcement Actions.** In addition to any other remedy provided for by law, the City, or the South Coast Air Quality Management District when appropriate, may take

the following actions for violation of this Chapter or of the terms and conditions of any approved ERP or WTP:

(1) Require the addition of elements to a work or development site plan submitted by an employer or developer.

(2) Transfer authority for plan implementation from an employer or developer to the City.

(3) Institute proceedings to revoke any approval of an ERP or WTP.

(4) Revoke the business license held by any violator, following the procedures set forth in Section 9.04.20.30.060 of this Code.

(5) Impose an enforcement fee as provided for in Section 9.16.130(d).

(6) Request that the City Attorney take appropriate enforcement action. Referral by the City's Transportation Management Coordinator is not a condition precedent to any enforcement action by the City Attorney.

(7) Notwithstanding any other provisions of this Chapter regarding penalties or fees for enforcement actions or for violations, for violators with two hundred fifty or more employees, the City, in addition to any other remedies under this Chapter, shall refer the matter to the South Coast Air Quality Management District for appropriate action under Article 3, Chapter 4, Part 4 of Division 26 of the Health and Safety Code.

(d) **Enforcement Fees.** An enforcement fee shall be paid to the City by each person who has violated the provisions of this Chapter or the terms and conditions of any ERP or WTP. The purpose of this fee is to recover the costs of enforcement from any person who violates the provisions of this Chapter or any permit or approval.

(e) **Fee Assessment Fee.** Fees shall be assessed as follows:

(1) Employers who choose any emission reduction option (excluding the employee trip reduction option) shall be fined five dollars per employee per day for each violation during the plan year.

(2) Developers, employers of ten to forty-nine employees and employers of fifty or more who choose the employee trip reduction option shall receive a warning notice for the first violation of the plan year and no fee shall be collected. For each additional violation in the plan year the employer shall receive a violation notice and the violation fee shall be five dollars per employee per day.

(3) The City's Transportation Management Coordinator shall cause to be issued a notice imposing enforcement fees under this Section. The notice shall provide that the fee

shall be due and payable within fifteen days from the date of the notice. A penalty of ten percent per month shall be added to any fees that have not been paid when due.

(4) Any person upon whom fees have been imposed pursuant to this Section may appeal the action in accordance with the following procedure:

(A) A notice of appeal shall be filed with the City's Transportation Management Coordinator within ten days of the date of the notice.

(B) At the time of filing the notice of appeal, the appellant shall deposit with the City Treasurer money in the amount of all fees due. If, as a result of the hearing, it is determined that the City is not entitled to all or a portion of the money, the City shall refund to the person all or a portion of the money deposited.

(C) The Emission Reduction Plan Appeals Board ("ERP Appeals Board") shall hold a hearing on the appeal within forty-five days of the date of filing of the appeal. The City shall give the appellant at least five days notice of the time and place of the hearing. The ERP Appeals Board shall render a decision within fifteen days of the date of the hearing. The purpose of the hearing shall be limited to whether or not the violation occurred.

(D) The ERP Appeals Board shall uphold an appeal of an enforcement fee under this Section in only one of the following circumstances:

(i) An error has been made in calculating the enforcement fee.

(ii) The person is found not to have been violating the provisions of this Chapter or the terms and conditions of the ERP or WTP.

(E) The decision of the ERP Appeals Board shall be final except for judicial review and there shall be no appeal to the City Council.

(F) Any notice issued pursuant to this Section shall set forth the appeal rights as provided for in this subsection.

(G) Any notice of revocation issued pursuant to this Section shall be final upon the expiration of the appeal period if no appeal is timely filed or upon the decision of the ERP Appeals Board. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96; amended by Ord. No. 1938CCS § 6, adopted 3/23/99)

9.16.140 Administrative appeals.

(a) Disapproval of an ERP or WTP by the City's Transportation Management Coordinator, including a revision of such a plan, may be appealed to the Emission Reduction Plan Appeals Board.

(b) An appeal of an action by the City's Transportation Management Coordinator shall be filed with the City's Parking and Traffic Division within ten consecutive calendar days following the date of action from which an appeal is taken. If no appeal is timely filed, the action by the City's Transportation Management Coordinator shall be final.

(c) A hearing on an appeal shall be scheduled within sixty days of the date of filing an appeal. Notice of an appeal hearing shall be mailed to the appellant not less than ten consecutive calendar days prior to the hearing scheduled before the Emission Reduction Plan Appeals Board.

(d) A written decision on an appeal shall be issued thirty days from the date of hearing.

(e) An action of the City's Transportation Management Coordinator that is appealed to the Emission Reduction Plan Appeals Board shall not become effective unless and until approved by the Emission Reduction Plan Appeals Board.

(f) A decision of the ERP Appeals Board shall be final except for judicial review and there shall be no appeal to the City Council. (Added by Ord. No. 1847CCS § 1 (part), adopted 4/23/96; amended by Ord. No. 1938CCS § 7, adopted 3/23/99)