



BEST PRACTICE CASE STUDIES

INTRODUCTION

Task 1. Existing Conditions Review

Nelson\Nygaard led the investigation of best practices for TDM programs implemented by other Bay Area cities and national best practice examples.

Research included both well-established strategies and approaches as well as new and innovative examples.

Cities chosen include:

- East Palo Alto, CA
- Redwood City, CA
- South San Francisco, CA
- San Jose, CA
- Arlington, VA
- Atlanta, GA

BEST PRACTICE CASE STUDIES

Case Study	Population	Transit Services Available	Relevance for San Mateo
San Mateo, CA	105,661	<ul style="list-style-type: none"> • BART • SamTrans • CalTrain • San Francisco Bay Ferry 	N/A
East Palo Alto, CA	30,034	<ul style="list-style-type: none"> • SamTrans • VTA • Dumbarton Express 	<ul style="list-style-type: none"> • Proximity to San Mateo • New TDM program
Redwood City, CA	84,292	<ul style="list-style-type: none"> • Caltrain • SamTrans 	<ul style="list-style-type: none"> • Proximity to San Mateo • New TDM program
South San Francisco, CA	66,105	<ul style="list-style-type: none"> • South City Shuttle • SamTrans • BART • Caltrain • San Francisco Bay Ferry 	<ul style="list-style-type: none"> • Proximity to San Mateo • Similar geographic and transit context
San Jose, CA	1,013,240	<ul style="list-style-type: none"> • Altamont Corridor Express • Caltrain • VTA • BART (future) 	<ul style="list-style-type: none"> • Best practice example • Recently revised TDM program to tie TDM to land use and zoning
Arlington, VA	238,643	<ul style="list-style-type: none"> • WMATA Metrorail and Metrobus • Arlington Transit • VRE Commuter Rail 	<ul style="list-style-type: none"> • Best practice example • Program with demonstrated success • Monitoring and compliance requirements
Atlanta, GA	498,715	<ul style="list-style-type: none"> • MARTA rail and bus • GRTA Xpress 	<ul style="list-style-type: none"> • Best practice example • Recently revised TDM program to capture residential, commercial, and hotel land uses

CASE STUDY FORMAT

Each case study includes:



Key Insights



Structure and Management



Applicability



Performance Metrics and Requirements



Monitoring and Compliance



Additional Questions

BEST PRACTICES CASE STUDIES

Case Study City	Who manages the program?	Applicability	Performance Target/Metrics	Monitoring Requirements	Non-Compliance Consequences
East Palo Alto, CA	City-designated TDM program administrator	Residential and non-residential developments	<ul style="list-style-type: none"> Reduction in average daily trips 	<ul style="list-style-type: none"> Review of annual TDM plans submitted Audits 	<ul style="list-style-type: none"> Penalty fee or in-lieu fee Fines and civil penalties
Redwood City, CA	City and TMAs (if created)	New residential, commercial, office, and industrial developments and existing developments that request permits for changes	<ul style="list-style-type: none"> Target mode share goals for types of development Required measures 	<ul style="list-style-type: none"> Annual survey Annual report 	<ul style="list-style-type: none"> Financial penalties Requirements to support community program Limits on future development
South San Francisco, CA	City staff	Four tiers of applicability capture most land uses	<ul style="list-style-type: none"> Reduction in vehicle trips (via mode shift and trip cap targets) Points requirements 	<ul style="list-style-type: none"> Monitoring based on intensity of use 	<ul style="list-style-type: none"> Modification of TDM plans Coordination with outside TDM experts Financial penalties
San Jose, CA	City staff	Home end uses Commute end uses Visit end uses Other Uses Special uses	<ul style="list-style-type: none"> Mode shift Points requirements 	<ul style="list-style-type: none"> Monitoring for Level 2 projects 	<ul style="list-style-type: none"> Compliance forms Non-compliance measures
Arlington, VA	County TDM agency staff	Developments that require a site plan	<ul style="list-style-type: none"> Mode shift Implementation of the plan 	<ul style="list-style-type: none"> Annual reports Transportation and parking performance monitoring study Annual Site Visit 	<ul style="list-style-type: none"> Non-compliant properties have additional monitoring requirements Risk of revoked certificate of occupancy
Atlanta, GA	City staff and TMAs	Developments above 25,000 square feet in certain areas	<ul style="list-style-type: none"> Implementation of the plan 	<ul style="list-style-type: none"> Annual monitoring reports 	<ul style="list-style-type: none"> Plans must be compliant with ordinance



CASE STUDY #1: EAST PALO ALTO, CA

EAST PALO ALTO, CA

SUMMARY OF KEY INSIGHTS FOR SAN MATEO:

- Developers are required to submit a developer TDM plan and alternative commute information plan
 - Plans must demonstrate how developers will require future employers to distribute commute alternative information about carpooling/ridesharing
- TDM plans must be updated and submitted annually
- Reductions are based on average daily trips (rather than VMT, points, or other)
- City conducts periodic audits for compliance. Noncompliance results in a variety of financial penalties (in-lieu fees, fines, and other penalties)
- TDM Plans are required before permitting for new developments or renewal of business licenses is completed by the city

EAST PALO ALTO, CA

MANAGEMENT AND ADMINISTRATION:

- Current TDM Ordinance updated in 2021 and effective in 2022
- Managed by a city-designated TDM program administrator
 - RFP out for a consultant in spring 2022

APPLICABILITY:

- TDM required for new development that is projected to generate more than 110 average daily vehicle trips and meets the following thresholds:
 - Developments with 10 or more residential units
 - Nonresidential developments with greater than 10,000 square feet
- Existing non-residential developments with 100+ employees

EAST PALO ALTO, CA

PERFORMANCE METRICS & REQUIREMENTS:

- Applicable developments must submit a TDM plan to demonstrate how the development or worksite will achieve a 40% reduction in average daily trips
- Existing Non-Residential Developments
 - Project owners with 100+ employees must submit a TDM plan annually
 - TDM plan must demonstrate how the worksite will achieve a 40% reduction from baseline conditions in average daily trips
- Non-Residential Developer Requirements
 - Developers must submit an enforceable plan to have all future employers distribute commute alternative information on ridesharing, transit, bicycling and other commute alternatives
 - Developers must submit a TDM plan that demonstrates how the site will achieve a 40% reduction in average daily commute trips
 - Developer TDM plans must be approved by the city TDM program administrator before approval of an entitlement permit
- Residential Developer Requirements
 - Developers must develop an enforceable TDM plan with the city's TDM program administrator that demonstrates compliance with TDM requirements and encourages mode shift to active transportation.
 - Developers must submit a TDM plan that demonstrates how the development will support TDM strategies in the city and will achieve a 40% reduction in average daily trips
 - If achieving the reduction target cannot be demonstrated, an in-lieu fee for the difference between the actual and target trip reduction target may be assessed. This must be pated prior to project entitlements.
 - Developers can apply for exemptions if they demonstrate significant hardship

EAST PALO ALTO, CA

MONITORING AND COMPLIANCE:

- If 40% reduction in average daily trips is not met, a penalty fee or in-lieu fee is assessed for the difference between actual and target trip reduction
 - All fees and fines are determined by the East Palo Alto City Council
- Developers who do not comply with the ordinance after 30 days of written notice are guilty of an infraction and fined
 - After 90 days, this raises to a civil penalty, in addition to a fine
 - All fees and fines are determined by the East Palo Alto City Council
- Property owners and employers may be subject to periodic audits to confirm compliance

EAST PALO ALTO, CA

KEY QUESTIONS FOR ADDITIONAL RESEARCH:

- The Ordinance was passed in 2021 and became effective in 2022. Are there separate TDM guidelines, or is everything contained in the ordinance?
- Why is the City looking to hire a consultant for program support? What duties will they fulfill, and what is the current status?
- What is the audit process? How do developments demonstrate that they are compliant with the trip reduction goal, outside of audits?
- Does "non-compliance" only mean they have not met their trip reduction goal? Or are they also "non-compliant" if they have not implemented the strategies stated in their TDM plan? What is the accompanying fee for non-compliance?





CASE STUDY #2: REDWOOD CITY, CA

REDWOOD CITY, CA

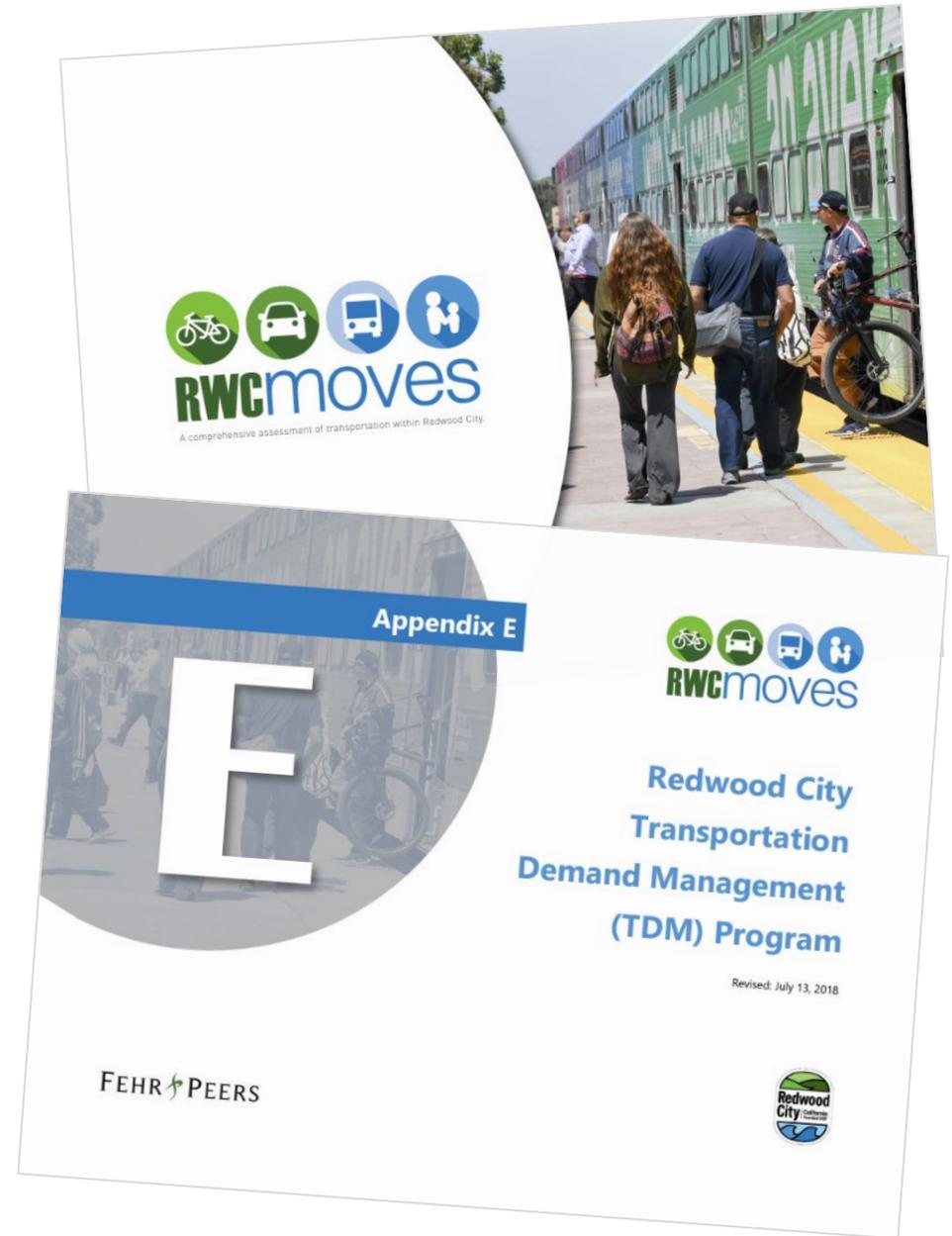
SUMMARY OF KEY INSIGHTS FOR SAN MATEO:

- Mode share targets differ by land use, ranging from a 33% SOV mode share target to a 52% SOV mode share target. These individual mode share goals are calibrated to achieve a combined citywide target mode share goal of 50% SOV trips by 2040
- The ordinance allows the City to adjust mode share targets for individual sites as part of ongoing monitoring (based on performance)
- The ordinance expresses a desire for TMA formation, but appears to lack specific incentives for them. TMAs are envisioned as key partners for TDM plan administration
- Site TDM plans must be approved by the city before permits and certificates of occupancy are issued

REDWOOD CITY, CA

STRUCTURE AND MANAGEMENT:

- TDM ordinance approved in 2018
- Originally created as part of the RWCmoves Citywide Transportation Plan
- Accompanying administrative guidelines support implementation, provide TDM requirement triggers describe individual measures, outline roles and responsibilities, and include information on compliance and monitoring



REDWOOD CITY, CA

STRUCTURE AND MANAGEMENT:

- TDM program is managed by the city,
- TMAs are encouraged in the ordinance, but no specific incentives given
 - If TMAs are created, most TDM administration and support is handled by the TMA
- The city reviews Site TDM Plans (as required for developments that meet the triggers below) before permits and certificates of occupancy can be provided
- TMAs coordinate transportation programs and services and conduct monitoring and evaluation within the city

Figure E-1: Recommended Area TDM Plans



Table E-2: Target Drive-Alone Mode Share

Land Use	Size and Type	Target Mode Share
Residential	5 to 24 units*	N/A
	Downtown, 25+ units	33%
	Suburban, 25+ units	44%
Office and Commercial	10 to 49 employees	N/A
	Downtown, 50+ employees	33%
	Suburban, 50+ employees	52%

*Residential properties with 5 to 24 units are only required to participate if they have a homeowners' association.

REDWOOD CITY, CA

APPLICABILITY:

- Site TDM Plans are required for:
 - New residential development with 25+ units for single and multi-family developments or 5+ units with a homeowner's association
 - New commercial, office, or industrial with 10,000 square feet or 10+ employees
 - Existing residential, commercial, or industrial development that meets requirements for new development and requests a permit for change in parking supply, change in use/density, and/or change in number of units or square footage.
- TMAs may be created by developments to implement area-wide TDM programs.
 - If TMAs are created, TMAs must create Area TDM plans.
 - Area TDM plans would include alternative targets and requirements for these areas.
 - Redwood City's Program Guidelines recommend creating TMAs and Area TDM Plans in areas that have high growth potential or have several sites with similar needs that would benefit from coordination.

REDWOOD CITY, CA

PERFORMANCE METRICS & REQUIREMENTS:

- Citywide goal: reduce drive-alone trips by 50% by 2040

Table E-4: Recommended TDM Measures

 = Required = Recommended Options = Other Options = Not recommended							
Measure	Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share ¹
	10-49	50 -299	300 +	5-24 ²	25-50	51+	
Preparation of Site TDM Plan							N/A
Provide on-site information							1% to 1.5% (max 4% for all information improvements combined)
Offer employees pre-tax deduction							1 to 5%
Annual commute survey							N/A
Participation in area- and city-wide monitoring and promotional activities							N/A
Bike racks for customers or employees ³							1 to 4% for residential 2 to 8% for non-residential
Indoor bike parking for residents or employees ³							2 to 5% for residential 4 to 10% for non-residential
Well-lit pedestrian paths to transit ³							0 to 2%

A
Required for All Sites

REDWOOD CITY, CA

PERFORMANCE METRICS & REQUIREMENTS:

- Citywide goal: reduce drive-alone trips by 50% by 2040

Table E-4: Recommended TDM Measures

		= Required		= Recommended Options		= Other Options		= Not recommended	
Measure		Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share ¹	
		10-49	50 -299	300 +	5-24 ²	25-50	51+		
B Additional Requirements for Large Sites	New/improved bus service OR shuttle open to the public (can be met through participation in TMA-operated service)								0 to 2% for improved bus service 2 to 10% for new shuttle service
	Transit passes for TMA to distribute in TMA area								10 to 15% if provided to potential site visitors
	Land/facilities for transit stops, hubs, program administration, bike share, etc.								0 to 2% for pedestrian and bike connections 5 to 10% for new transit stops within 1 mile
	Ongoing real time displays in shared or public spaces								1% to 1.5% (max 4% for all information improvements combined)
	On-site amenities that reduce trips i.e., café, ATM, childcare								1 to 12%, ATM at lower end, Café in the middle, Childcare at the high end
	Shared parking among multiple uses (if site is multi-use)								0 to 20%, depending on reduction in parking supply compared to required parking for each use
	Local hiring, housing subsidies or other incentives								1 to 15% depending on percent of employees within five miles of site

REDWOOD CITY, CA

PERFORMANCE METRICS & REQUIREMENTS:

- Citywide goal: reduce drive-alone trips by 50% by 2040

Table E-4: Recommended TDM Measures

		= Required		= Recommended Options		= Other Options		= Not recommended	
	Measure	Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share ¹	
		10-49	50 -299	300 +	5-24 ²	25-50	51+		
C Information and Marketing Measures	New employee/resident orientation							1% to 1.5% (max 4% for all information improvements combined)	
	New tenant information							1% to 1.5% (max 4% for all information improvements combined)	
	Designated on-site boards or kiosks with TDM and transit information							0.5% to 1% (max 4% for all information improvements combined)	
	Real time transportation information							1% to 1.5% (max 4% for all information improvements combined)	
	Info on website prioritizing directions via alt modes							0.5% to 1% (max 4% for all information improvements combined)	
	Annual promotion							0.5% to 1% (max 4% for all information improvements combined)	
	Quarterly promotion							0.5% to 1% (max 4% for all information improvements combined)	
	Signage for TDM features							0.5% to 1% (max 4% for all information improvements combined)	

REDWOOD CITY, CA

PERFORMANCE METRICS & REQUIREMENTS:

- Citywide goal: reduce drive-alone trips by 50% by 2040

Table E-4: Recommended TDM Measures

		= Required		= Recommended Options		= Other Options		= Not recommended	
	Measure	Commercial or Institutional (by number of employees)			Residential (by number of units)			Estimated Percent Reduction in Drive-alone Trips/Mode Share ¹	
		10-49	50 -299	300 +	5-24 ²	25-50	51+		
D Physical Facilities Measures	Preferred parking for carpools								1 to 3%
	Car-share spaces								0.5% to 2%
	Showers, lockers for cyclists								2 to 8% for non-residential
	Drop off area (TNC, pools, shuttles)								0 to 2%
	EV plug-in stations								N/A
	Reserve parking for occasional drivers (instead of permit holders)								1 to 5% if free or very low cost 5 to 10% if priced based on market rates
E Programs and Policies	Flex time/telecommuting								0.5% to 7%
	Transit subsidies								10 to 15%
	Transit passes for all employees/households								15 to 20%
	Car/bikeshare memberships or subsidies								0 to 2%
	Unbundled parking								2 to 20%
	Parking cashout								5 to 8%
	Rideshare/vanpool ride matching service								10 to 20%

¹Sources: "Quantifying Greenhouse Gas Mitigation Measures", California Air Pollution Control Officers Association 2010; "Guidelines for Implementing the Land Use Component of the Congestion Management Program", City/County Association of Government of San Mateo County; "Transportation Demand Management Ordinance Guide", Contra Costa County 2009; "West Berkeley Transportation Demand Management Plan", Wilbur Smith Associates.

²Residential properties with 5 to 24 units are only required to participate if they have a homeowners' association.

³Required for some or all sites by the RWC Zoning Code

REDWOOD CITY, CA

ADDITIONAL QUESTIONS:

- The Program Guidelines encourage creating TMAs. Have any TMAs been created in Redwood City?
- How does monitoring and enforcement work? How do developments demonstrate that they are compliant with the mode share goal? Or more simply, that they have implemented the strategies stated in their TDM plans?



CASE STUDY #3: SOUTH SAN FRANCISCO, CA

SOUTH SAN FRANCISCO, CA

SMMARY OF KEY INSIGHTS FOR SAN MATEO:

- Only office and research and development uses are held to mode shift targets—other land uses simply need to implement TDM measures that meet minimum requirements
- Requirements are based on a point system (for all tiers), mode split targets (some tiers), and trip caps (last tier)
- Monitoring requirements increase as development intensity and size increases
- TDM plans must be submitted to and approved by the city before building permits and/or business licenses are approved



SOUTH SAN FRANCISCO, CA

STRUCTURE AND STATUS:

- TDM ordinance most recently updated in 2022 as part of the Shape SSF 2040 General Plan

MANAGEMENT AND ADMINISTRATION:

- City-managed program



SHAPE SSF

2040 GENERAL PLAN



SOUTH SAN FRANCISCO, CA

APPLICABILITY:

- All projects subject to TDM requirements must incorporate measures that have a demonstrable effect on reducing vehicle trips generated
- Measures must be selected from a menu of options and achieve a total number of points required
 - Points are associated with a measure’s estimated level of demand reduction impact, with each point roughly equivalent to a 1% demand reduction
- Four tiers of applicability:

Tier	Applicability
Tier 1	Residential land uses with 20 or more units (excluding senior housing developments and affordable housing developments with greater than 50 percent of units below market rate)
Tier 2	All hotels, retail, warehouse/distribution, and industrial uses anticipated to generate greater than 100 daily trips; and small office and R&D uses greater than 10,000 square feet but less than 50,000 square feet
Tier 3	Office and research and development uses between 50,000 and 400,000 square feet of gross floor area, and any Tier 2 land uses found to have a significant impact to vehicle miles traveled during environmental review
Tier 4	Office and research and development uses with at least 400,000 square feet of gross floor area

SOUTH SAN FRANCISCO, CA

PERFORMANCE METRICS & REQUIREMENTS:

Tier 1:

- Total of 20 Points
- Annual self-certification form is required for the first five years after occupancy

TDM Measure (*Description Required as Attachment)	Eligible Points
Unbundled parking	10
Free transit passes to residents for first year of tenant's residency	10
Affordable Housing (Beyond Minimum Requirements)	6
Active Transportation Gap Closure/Improvement*	6
Transit facility improvement*	6
TDM coordinator/point of contact for commute assistance	5
Reduced Parking	Up to 5
Increased Bicycle Parking	Up to 4
Onsite Carshare	4
Sidewalk-oriented pedestrian entrance	2
Mixed-use development with ground-floor retail	2
Bicycle repair station	1
Pedestrian-oriented street lighting	1
Promotional programs & materials	1
Tier 1 Requirement if Located within ½ Mile of a High-Quality Transit Corridor, Low-VMT Residential Area, or consistent with General Plan	20
Tier 1 Requirement for Other Locations with Potential VMT Impact	30

SOUTH SAN FRANCISCO, CA

PERFORMANCE METRICS & REQUIREMENTS:

Tier 2:

- Total of 30 points
- Annual self-certification form is required for the first 20 years of occupancy

Type	TDM Measure (*Description Required as Attachment)	Eligible Points
Required Measures (20 Points)	50% Transit Pass Subsidies and Pre-Tax Transit Benefits	7
	Participation in Commute.org Programs	5
	Carpool/ Vanpool Programs and Parking	3
	Bicycle Storage, Showers, and Lockers	2
	Designated TDM Coordinator	1
	Bicycle and Pedestrian-Oriented Site Access	1
	Encourage Telecommuting & Flexible Work Schedules	1
Optional Measures (Description Required as Attachment)	Paid Parking or Parking Cash-Out	10
	Enhanced Shuttle Commitment*	10
	Fully Subsidized Transit Passes	8
	Affordable Housing	6
	Active Transportation Gap Closure*	Up to 6
	Transit Capital Improvements*	Up to 6
	Reduced Parking	Up to 5
	On-Site Pedestrian-Oriented Amenities	3
	Bikeshare Program Participation	3
	Shared Parking Approach	2
	Cash Incentives ¹	2
	On-Site Carshare	2
	Active Transportation Subsidies	1
	Increased Bicycle Parking (>50% Greater than City Code)	1
Bicycle Repair Station	1	
Requirements	Tier 2 Projects	30

SOUTH SAN FRANCISCO, CA

PERFORMANCE METRICS & REQUIREMENTS:

Tier 3:

- Total of 40 points
- Annual monitoring to achieve a maximum of 60 percent of employees commuting via driving alone

Type	TDM Measure (*Description Required as Attachment)	Eligible Points
Required Measures (20 Points)	50% Transit Pass Subsidies and Pre-Tax Transit Benefits	7
	Participation in Commute.org Programs	5
	Carpool/ Vanpool Programs and Parking	3
	Bicycle Storage, Showers, and Lockers	2
	Designated TDM Coordinator	1
	Bicycle and Pedestrian-Oriented Site Access	1
	Encourage Telecommuting & Flexible Work Schedules	1
Optional Measures (*Description Required as Attachment)	Paid Parking or Parking Cash-Out	10
	Enhanced Shuttle Commitment*	10
	Fully Subsidized Transit Passes	10
	Affordable Housing	6
	Active Transportation Gap Closure*	Up to 6
	Transit Capital Improvements*	Up to 6
	Reduced Parking	Up to 5
	On-Site Pedestrian-Oriented Amenities	3
	Bikeshare Program Participation	3
	Shared Parking Approach	2
	Cash Incentives	2
	On-Site Carshare	2
	Active Transportation Subsidies	1
	Increased Bicycle Parking (>50% Greater than City Code)	1
Bicycle Repair Station	1	
Requirements	Tier 3 Projects	40



SOUTH SAN FRANCISCO, CA

PERFORMANCE METRICS & REQUIREMENTS:

Tier 4:

- Total of 50 points
- Annual monitoring to achieve a maximum of 50 percent of employees commuting via driving alone
- Annual monitoring of a site-specific trip cap

Type	TDM Measure (*Description Required as Attachment)	Eligible Points
Required Measures (20 Points)	50% Transit Pass Subsidies and Pre-Tax Transit Benefits	7
	Participation in Commute.org Programs	5
	Carpool/ Vanpool Programs and Parking	3
	Bicycle Storage, Showers, and Lockers	2
	Designated TDM Coordinator	1
	Bicycle and Pedestrian-Oriented Site Access	1
	Encourage Telecommuting & Flexible Work Schedules	1
Optional Measures (*Description Required as Attachment)	Paid Parking or Parking Cash-Out	10
	Enhanced Shuttle Commitment*	10
	Fully Subsidized Transit Passes	10
	Affordable Housing	6
	Active Transportation Gap Closure*	Up to 6
	Transit Capital Improvements*	Up to 6
	Reduced Parking	Up to 5
	On-Site Pedestrian-Oriented Amenities	3
	Bikeshare Program Participation	3
	Shared Parking Approach	2
	Cash Incentives	2
	On-Site Carshare	2
	Active Transportation Subsidies	1
	Increased Bicycle Parking (>50% Greater than City Code)	1
Bicycle Repair Station	1	
Requirements	Tier 4 Projects	50



SOUTH SAN FRANCISCO, CA

MONITORING AND COMPLIANCE:

- Requirements:
 - Monitoring requirements are included in tier requirements
 - Tier 1: Annual self-certification form for first 5 years of occupancy
 - Tier 2: Annual self-certification form is required for the first 20 years of occupancy
 - Tier 3: Annual monitoring to achieve a maximum of 60 percent of employees commuting via driving alone
 - Tier 4: Annual monitoring to achieve a maximum of 50 percent of employees commuting via driving alone and annual monitoring of a site-specific trip cap
- Non-Compliance:
 - First violation: Participants modify TDM programs to achieve compliance
 - Second violation: Participants must coordinate with Commute.org or retain an outside consultant to identify additional program modifications
 - Third violation: The City may assess a financial penalty

SOUTH SAN FRANCISCO, CA

KEY QUESTIONS FOR ADDITIONAL RESEARCH:

- How successful has the program been at achieving mode share goals?
- How well has monitoring and compliance been? How common is non-compliance developments?





CITY OF
SAN JOSE

CAPITAL OF SILICON VALLEY



**CASE STUDY #4:
SAN JOSE, CA**

SAN JOSE, CA

SUMMARY OF KEY INSIGHTS FOR SAN MATEO:

- San Jose's TDM program was developed in parallel with a reassessment of citywide minimum parking requirements. This is a trend seen in other cities across the U.S.
- Applicability is based on the end use, rather than the entitled land use. The idea is that the specific end use may be a more accurate determinant of whether the user will drive or take another mode
- Some of San Jose's proposed TDM measures include more involved strategies, like providing neighborhood schools or increasing residential density
- TDM strategies are for the **life of the project**
- Compliance for physical measures are confirmed at the end of the development process (certificate of occupancy); compliance for programmatic measures are documented on an ongoing basis
- Developments must submit a TDM Plan before the city issues a development, ministerial, or building permit or a certificate of occupancy

SAN JOSE, CA

STRUCTURE AND MANAGEMENT:

- TDM ordinance with accompanying TDM program guidelines and handbook
- San Jose reevaluated parking and TDM policies to advance Climate Smart San Jose and Envision San Jose 2040 General Plan
- San Jose removed minimum parking requirements to allow more flexibility with the types of uses allowed in existing buildings
 - Also provides an opportunity for alternative uses of underutilized parking
- New ordinance and new TDM program are effective April 10, 2023

CLIMATE SMART SAN JOSE

A People-Centered Plan for a
Low-Carbon City



SAN JOSE, CA

STRUCTURE AND MANAGEMENT:

- Managed by the City of San Jose
- The city maintains a menu of TDM measures and sets point targets
 - These measures are memorialized in the guidelines/handbook rather than the ordinance, which means they can be updated at the administrative level (without council approval)
- Project applicants must work with city staff to develop a TDM plan that meets their project's point requirement
- Prior to issuance of any use permit and/or Certificate of Occupancy, projects must execute and record a Covenant and Agreement that the approved TDM Plan and the TDM measures contained therein, have been provided and will be maintained throughout the life of the project
- The City performs an inspection prior to issuing a Certificate of Occupancy to ensure that physical measures have been installed as part of construction. The project must also provide documentation of the programmatic measures

SAN JOSE, CA

APPLICABILITY:

- TDM ordinance applies to all development that adds:
 - Commute End Uses (such as offices) that add at least 10,000 square feet
 - Visit End Uses (such as retail, restaurants, personal services) that add at least 100,000 square feet
 - Residential End Uses (such homes or apartments) that add at least 25 multi-family units or 15 single-family detached units
 - Other Uses (most industrial uses) that add at least 30,000 square feet
 - Projects with 100% restricted affordable units

Use Category	Level 1 If a project meets ANY of the criteria below, it is classified in Level 1	Level 2 If a project meets ANY of the criteria below, it is classified in Level 2.
Home End Uses	16-299 dwelling units	300+ dwelling units
Commute End Uses	10,000-149,999 sf of gross floor area	150,000+ sf of gross floor area
Visit End Uses	100,000-249,999 sf of gross floor area	250,000+ sf of gross floor area
Other Uses	30,000 sf or more of gross floor area	300,000 + sf of gross floor area
Special Uses	hotel/motel with 150-249 guest rooms, or suites of rooms	hotel/motel with 250+ guest rooms, or suites of rooms
	school, college, or university (which requires building permits from City of San Jose) with 250 or more students	N/A

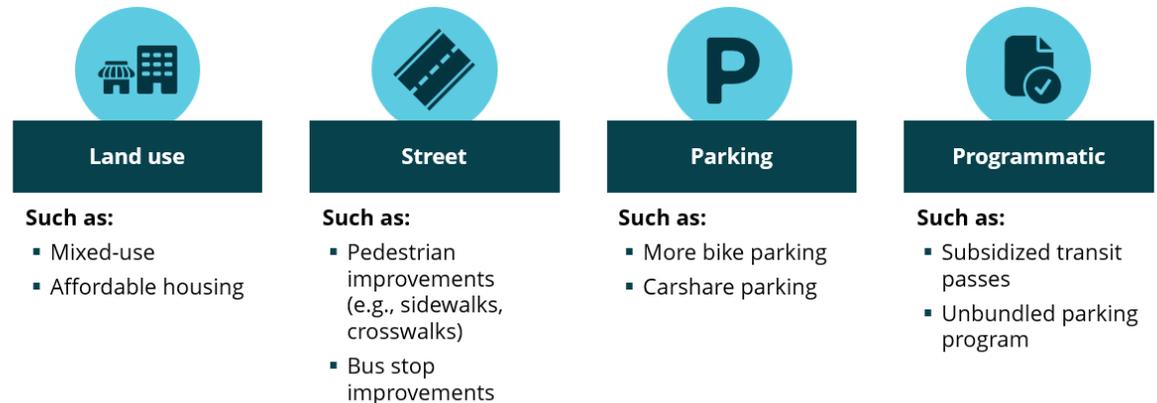
SAN JOSE, CA

PERFORMANCE METRICS & REQUIREMENTS:

- All projects must meet a point target
- Two tiers of projects (Level 1 and Level 2) based on project size
- All developments must submit a TDM plan
- All developments must submit annual TDM plan compliance documentation
- Only Level 2 projects are required to submit TDM monitoring reports
- Current TDM menu and points totals are being developed

Project Level	Point Target for HEU/VEU/CEU Uses	Point Target for Other Uses	TDM Plan and Annual TDM Plan Compliance Documentation	TDM Monitoring Report
Level 1 Projects	25 Points	5 Points	Required	Not Required
Level 2 Projects	25 Points	5 Points	Required	Required

There are 30 TDM strategy options (in 4 categories)



SAN JOSE, CA

PERFORMANCE METRICS & REQUIREMENTS:

Proposed Menu of TDM Measures include:

- Increase residential density
- Increase development diversity
- Provide affordable housing
- Increase employment density
- Provide bike and micromobility network improvements
- Provide new street connections
- Provide transit network improvements
- Provide residential street improvements
- Provide walking network improvements
- Parking supply
- Provide bike parking facilities
- Shared parking
- Provide school pool programs
- Provide bike share programs
- Provide carshare programs
- Provide education, marketing, and outreach
- Join a TMA
- Provide parking cash-out
- Provide transit subsidy
- Provide flexible work schedules
- Provide private shuttles/transit services
- Price workplace parking
- Provide alternative transportation benefits
- Provide neighborhood schools
- Provide ride-sharing programs
- Subsidize public transit service upgrade or expansion
- Provide travel behavioral intervention
- Unbundle parking costs from property cost
- Provide vanpool incentives
- Provide voluntary travel behavior change programs



SAN JOSE, CA

MONITORING AND COMPLIANCE:

- Projects that include a TDM Plan as a Condition of Approval must implement the selected TDM measures for the life of the project
- Annual Compliance Forms
 - Projects required to provide at least one programmatic measure must submit a TDM Plan Compliance Form and associated administrative fees
 - Compliance forms must include project size, point of contact, documentation of existing TDM measures
- Annual Monitoring Report
 - Large projects that are required to provide at least one programmatic measure also must complete monitoring reports
 - Annual monitoring reports must include building occupant/tenant travel strategies; driveway traffic counts; and evaluation of TDM plans
- Non-Compliance
 - Non-compliant projects must submit a follow-up report that demonstrates compliance within a six-month period
 - If projects are still non-compliant, the city can withhold issuance of building, grading, demolition, foundation, use of land, change of use permits, and issuance of Certificates of Occupancy

SAN JOSE, CA

KEY QUESTIONS FOR ADDITIONAL RESEARCH:

- What does the transportation analysis handbook include? (to be published April 2023)
- From the City's perspective, how resource-intensive is the program to operate and monitor? Is there a role for a TMA to support?



CASE STUDY #5: ARLINGTON, VA

ARLINGTON, VA

KEY INSIGHTS FOR SAN MATEO:

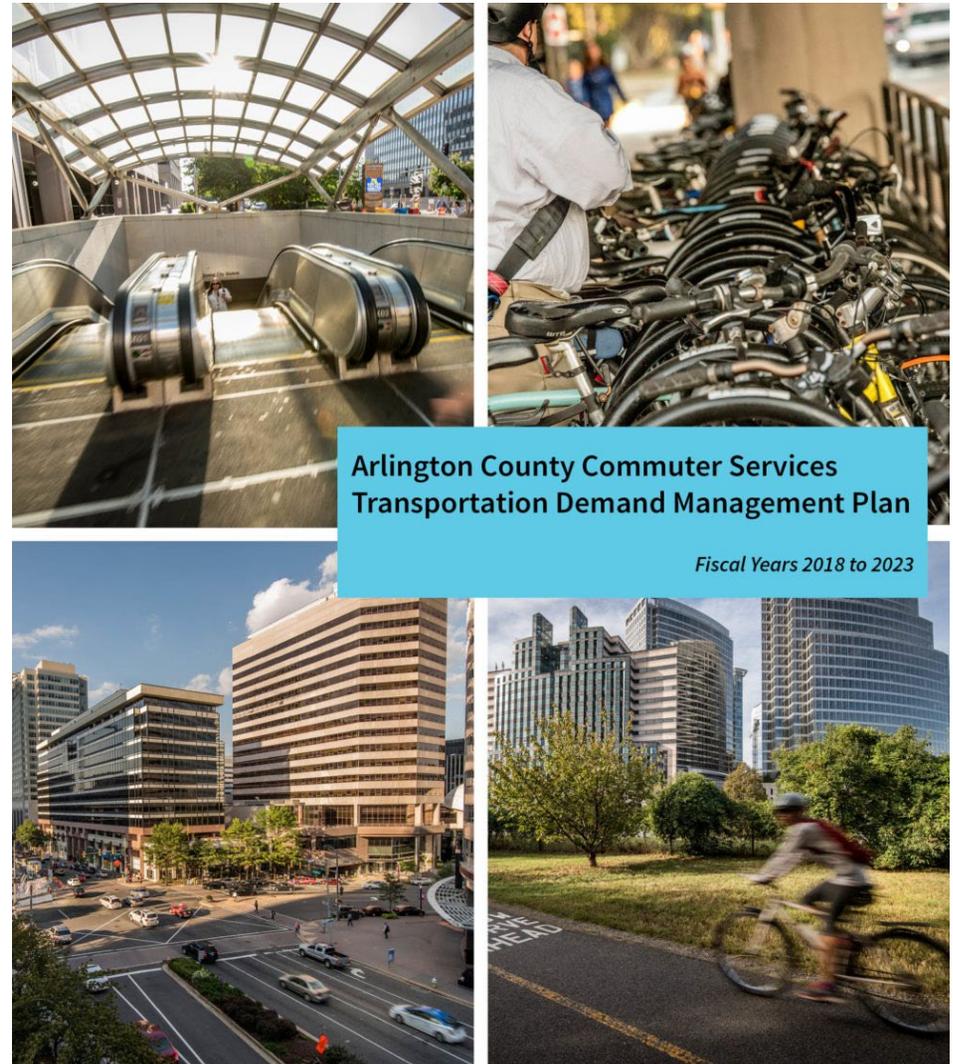
- Arlington's county-wide TDM plan must be updated every six years. This is a state requirement
- Arlington's TDM for Site Plans program is optional, but developers receive a significant density bonus for opting into the program. This is a key reason why adoption is so high
- If developments opt into the TDM for Developments program, developments must submit a TDM Plan as part of the Site Plan review process. This plan must be approved by the County TDM Planner before the County issues the first Certificate of Occupancy for the building. Developers write individual site plans, but receive extensive support from county staff.
- Arlington County handles monitoring, but developments must pay a set fee (about \$10,000) for monitoring costs. This allows Arlington to contract with a consultant to do the majority of monitoring and annual reports
- The program is extremely well-staffed and well-funded. The TDM Site Plan section has 12 full-time employees, in addition to the other employees who staff Arlington's TDM and commute programs. The TDM Site Plan section has an average annual budget of about \$550,000



ARLINGTON, VA

STRUCTURE AND MANAGEMENT:

- Arlington's TDM program was first implemented in 1989
- No explicit TDM ordinance – included under Site Plan portion of Arlington County's Code
- Arlington's main TDM program is the TDM for Site Plans program
- Arlington also provides additional TDM programs to support the TDM for Site Plan Program
 - These include commuter benefits programs; school TDM programs; and hotel TDM programs
 - Educational/training programs and materials



Photos by Sam Kittner / Kittner.com


ARLINGTON
VIRGINIA

ARLINGTON COUNTY COMMUTER SERVICES
Arlington Transportation Partners | The Commuter Store |
CommuterPage.com | CommuterDirect.com | Bike/Walk Arlington |
Car-Free Diet | Mobility Lab | Capital Bikeshare



ARLINGTON, VA

STRUCTURE AND MANAGEMENT:

- Arlington County Commuter Services (ACCS) runs the TDM for Site Plan Development program
- ACCS is a bureau within Arlington County's Department of Transportation Division.
- ACCS receives support from Arlington Transportation Partners for TDM
 - Arlington Transportation Partners functions similarly to a TMA
- ACCS contracts with a consultant to do monitoring
- ACCS has about 12 full-time staff
 - Volunteers can become "TDM champions" for their sites



ARLINGTON, VA

APPLICABILITY:

- There is no TDM requirement – developments can choose to opt into the TDM for Site Plans programs. If developers opt in, they receive a significant density bonus
 - Density bonuses can include increased floor-area ratio and height increases
- Any development that submits a site plan must include a proposed Transportation Demand Management Plan
- Following the approval of the site plan, the developer must prepare a TDM Plan, including a schedule and implementation details, and must identify and describe the responsible party for confirming that the conditions are met, ensuring that properties are committed to implementing the TDM Program.
- The TDM Plan must be approved by the County TDM Planner before the County issues the first Certificate of Occupancy for the building.

ARLINGTON, VA

PERFORMANCE METRICS & REQUIREMENTS:

- Projects must track metrics including drive-alone commute mode share; average weekday single-occupancy trips and miles reduced; daily reduction of emissions; and transit usage
- Developers must include TDM measures from a baseline of TDM strategies included in the TDM Policy Matrix

ARLINGTON, VA

PERFORMANCE METRICS & REQUIREMENTS:

TDM STRATEGIES	LAND-USE CATEGORY			
	A	B	C	D
A. Program Structure, Participation and Funding				
1. Maintain an active membership in Arlington Transportation Partners (ATP)	x	x	x	x
2. Designate and train the property transportation coordinator (PTC).	x	x	x	x
3. Facilitate development of tenant transportation coordinator (ETC).	x	x	x	x
4. Provide annual contribution to Arlington County Commuter Services minimum of thirty (30) years or the life of the Site Plan:	x	x	x	x
-Commercial (office, retail, hotel) use \$0.058/sq. ft.				
-Residential use \$0.035/sq. ft.				
-Non-Profit use \$2000.00 minimum				
B. Facilities and Improvements				
<i>On-Site Construction</i>				
5. Provide transportation kiosk or information display.	x	x	x	x
6. Provide space in development for commuter store or ACCS Program		3	3	x
7. Maintain an on-site business center (residential use only).	x	x	x	x
8. Provide secure bike-storage facilities	x	x	x	x
9. Provide shower and locker facilities. (Commercial / Retail / School)	x	x	x	x
10. Provide van-accessible garage.	x	x	x	x
11. Provide off-street delivery loading facility.	x	x	x	x
12. Provide roadway improvements adjacent to site.	x	x	x	x
<i>Off-Site Construction</i>				
13. Provide for bus-stop improvement.	x	x	x	x
14. Maintain existing bus stops during construction.	x	x	x	x
15. Provide pedestrian systems (sidewalks, crosswalks, trails).	x	x	x	x
16. Contribute to bicycle infrastructure and operations	x	x	x	x
17. Provide direct connections to Metro Station or other transit station:				
-existing knockout panels to stations	x	x	x	x
-new connections (elevator, escalator, tunnels)			x	x
18. Provide intersection improvements (i.e., turn lanes, signals, etc.).			x	x
19. Provide new facility construction				x
20. Provide new Metrorail Station				x
21. Contribute to Metrorail Expansion / Improvement	x	x	x	x
C. Coordinated Parking Management				
22. Prepare a comprehensive parking-management plan.	x	x	x	x
23. Provide a comprehensive sign plan for the property.	x	x	x	x
24. Depict area parking plan for the site and adjacent street frontage.	x	x	x	x
25. Prohibit on-street loading during peak periods.	x	x	x	x
26. Design for paratransit access at main entrance to building.	x	x	x	x
27. Provide signed, preferred, reserved spaces for carpoolers & vanpoolers	x	x	x	x
28. Provide spaces for car-share vehicles minimum 1 per 100,000 sq. ft. GFA	x	x	x	x
29. Provide membership subsidy for car-share vehicles	x	x	x	x

TDM STRATEGIES	LAND-USE CATEGORY			
	A	B	C	D
C. Coordinated Parking Management (cont.)				
30. Provide Preferential Parking Management to include: (commercial use only)				
a. unlimited reserved rideshare parking	x	x	x	x
b. market rates for single occupant vehicles	x	x	x	x
c. lease agreements reserved parking space		x	x	x
d. free vanpool parking	x	x	x	x
e. variable rate parking for carpools	x	x	x	x
f. shared parking	x	x	x	x
f. Unbundled parking (residential and commercial)	x	x	x	x
g. No subsidized parking by developer or tenants	x	x	x	x
D. Transportation Promotions, Services, Policies				
31. Distribute transportation information, including the following:				
a. Provide website hotlinks to CommuterPage.com™.	x	x	x	x
b. Provide new-resident or tenant commuter information package.	x	x	x	x
c. Distribute transportation options information.	x	x	x	x
e. Reference adjacent metro stations in promotional materials.	x	x	x	x
32. Conduct employee transportation surveys.	x	x	x	x
33. Participate in Ozone Action Days and similar activities.	x	x	x	x
34. Participate in Guaranteed Ride Home (taxi, bus) (commercial use only).	x	x	x	x
35. Operate a vanpool program (commercial use only).		x		x
36. Subsidize vanpool program (commercial use only).			x	x
-backup, reserve maintenance vehicle			3	x
-on-site ride matching			3	x
37. Encourage or require flexible work strategies to/from property.	x	x	x	x
38. Encourage or require telecommuting.	x	x	x	x
39. Provide a transit fare-media subsidy to all bldg./mgmt. employees (100 percent is federal maximum)				
- SmarTrip cards and				
- 25 - 50 percent (of federal tax-free maximum)	x	x	x	x
- 50 - 75 percent			x	x
- 75+ percent				x
40. Provide transit benefit for a six-month period for tenant's employees (commercial use only).				
- 25 - 50 percent (of federal tax-free maximum)	x	x		
- 50 - 75 percent			x	x
- 75+ percent				x
41. Provide fare media subsidy equivalent to the federal commuter benefit (Residential use only)				
- SmarTrip cards and				
- 25 - 50 percent (of federal tax-free commuter benefit max)	x	x	x	x
- 50 - 75 percent			x	x
- 75+ percent				x
42. Provide bicycling/ walking subsidy (commercial use only)				
- Cash Payment (\$4.00 a day)	x	x	x	x
- Increase bike parking space based related to demand	x	x	x	x



ARLINGTON, VA

PERFORMANCE METRICS & REQUIREMENTS:

LAND-USE CATEGORY

	A	B	C	D
43. Transit access and/or operation				
- contribute \$8,000 per year per 100,000 GFA or portion thereof for shuttle	x	x	x	x
- operate a shuttle bus service to nearest transit station	x	x	x	x
- provide free fares on local bus	x	x	x	x
44. Lease Agreements: Progressive Employee Policies				
a. flex time, variable work hours	x	x	x	x
b. allow and promote telecommuting	x	x	x	x
c. trip-generation limits in excess of approved TIA projection	x	x	x	x
d. join transportation-management association	x	x	x	x
e. tenant membership in car-share organization to provide a pool of cars to employees	x	x	x	x
f. parking cash-out	x	x	x	x
g. participation in transportation surveys	x	x	x	x
i. provide rideshare bulletin boards	x	x	x	x
j. unbundle parking	x	x	x	x
k. no parking subsidy	x	x	x	x
l. continuing transit benefits	x	x	x	x
<u>E. Performance and Monitoring</u>				
45. Submit an annual report of performance to the County Manager	x	x	x	x
46. Conduct transportation-performance studies	x	x	x	x
47. Other performance and monitoring strategies:				
a. Monitoring costs will be paid by the building owner	x	x	x	x
b. Performance Guarantees				x
c. Zoning-Compliance Fines	x	x	x	x
d. Contingent Phasing		x	x	x
e. TDM-Compliance Fines	x	x	x	x
f. Contingent TDM measures based on non-attainment of County's goals	x	x	x	x

Applications

- _ - Not applicable to project in that category
- x - Could apply to any project regardless of development size
- 3 - Could apply to projects greater than 200,000 sq. ft. in gross floor area

Matrix Land Use-Congestion Categories

Category A includes development proposals which are consistent with the General Land Use Plan (GLUP) in terms of both land use type and density (i.e., office, mixed use, 3.0 floor-area ratio) and is located in an area not forecast to have a traffic-congestion problem. Mitigation strategies are tied to the size of the development and include strategies that are basic to promoting group-riding.

Category B includes development which is consistent with the General Land Use Plan and is located in an area that is forecast to have a traffic-congestion problem. The intensity or range of required mitigation strategies would be related to the degree of the traffic problem. For example, if a proposed improvement

which is scheduled for construction would improve the situation, the strategy might be required until the time that the improvement is completed.

Category C includes development for which a General Land Use Plan amendment is required for either land use or density (or both) and is located in an area not forecast to have a traffic-congestion problem. Like Category B strategies, the intensity of the strategies would be related to the degree of the development's inconsistency with the GLUP. The inconsistency would be measured in terms of a comparison of the trip-generation factors, for by-right, planned, and proposed development.

Category D includes development for which a General Land Use Plan amendment is required for either land use or density (or both) and is located in an area forecast to have a traffic-congestion problem. Like Categories B and C, the intensity of the strategies would be related to the degree of inconsistency with the GLUP. Being both inconsistent and located in a traffic-congestion area, a comprehensive program coordinating a combination of several strategies at the highest level of participation would be required.

A second and third level of stratification are included in the categorical program to incorporate the density of the development and its location with respect to transportation facilities, such as proximity to a Metrorail Station or other public-transport system or high-occupancy-vehicle facility with the cost of implementing specific mitigation strategies. The additional levels of stratification reflect economies of scale and program effectiveness with respect to size and location.



ARLINGTON, VA

MONITORING AND COMPLIANCE:

- Developers are required to submit an annual report
- Transportation and parking performance monitoring study
 - Done at two years, five years, and every subsequent five-year interval
 - Developers are required to reimburse Arlington County for the cost of the study – about \$10,000
 - Study includes occupancy rates, average vehicle occupancy, average garage occupancy, parking availability, average duration of stay, pedestrian traffic, seven-day county of site-generated vehicle traffic, voluntary mode-split survey, and special event parking rates.
 - Studies are typically done by a consultant that Arlington contracts with
- Annual site visit
 - Meeting and tour of the property
 - All TDM components of the site plan are reviewed

ARLINGTON, VA

KEY QUESTIONS FOR ADDITIONAL RESEARCH:

- How has the program changed over time, and why?
- What makes the program so successful in getting vehicles trips off the road?
- Has the TDM program matrix been updated since 2008?



CASE STUDY #6: ATLANTA, GA

ATLANTA, GA

KEY INSIGHTS FOR SAN MATEO:

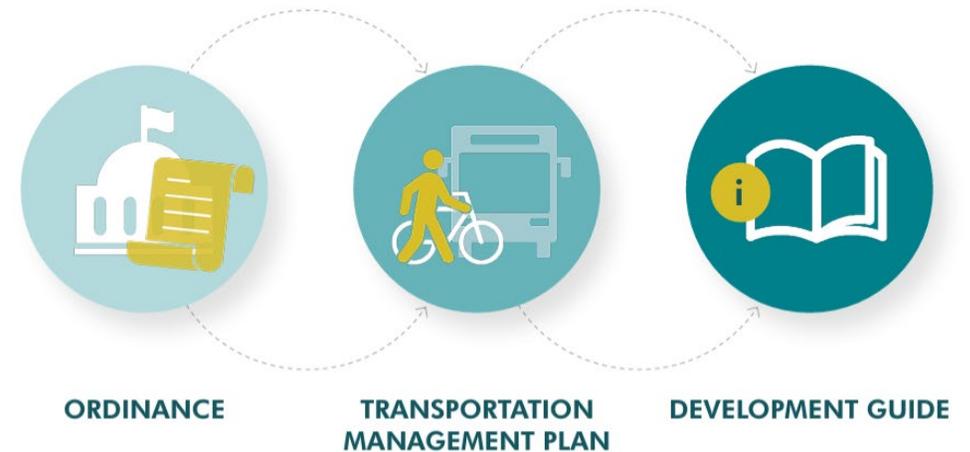
- The TDM program only applies in dense areas with existing TMAs, and does not include all land uses
 - The narrow focus of the program has resulted in slow implementation of TDM. There are few new developments that qualify under the ordinance, and this has slowed widespread implementation
- Monitoring has been challenging. Atlanta does not have a long history of TDM and the program has limited staff. Responsibilities are also split between two departments
- Atlanta's program includes parking ordinance updates that set parking maximums
- Compliance is enforced by withholding Certificate of Occupancy until a Transportation Management Plan is approved, though the success of this approach is unclear



ATLANTA, GA

STRUCTURE AND MANAGEMENT:

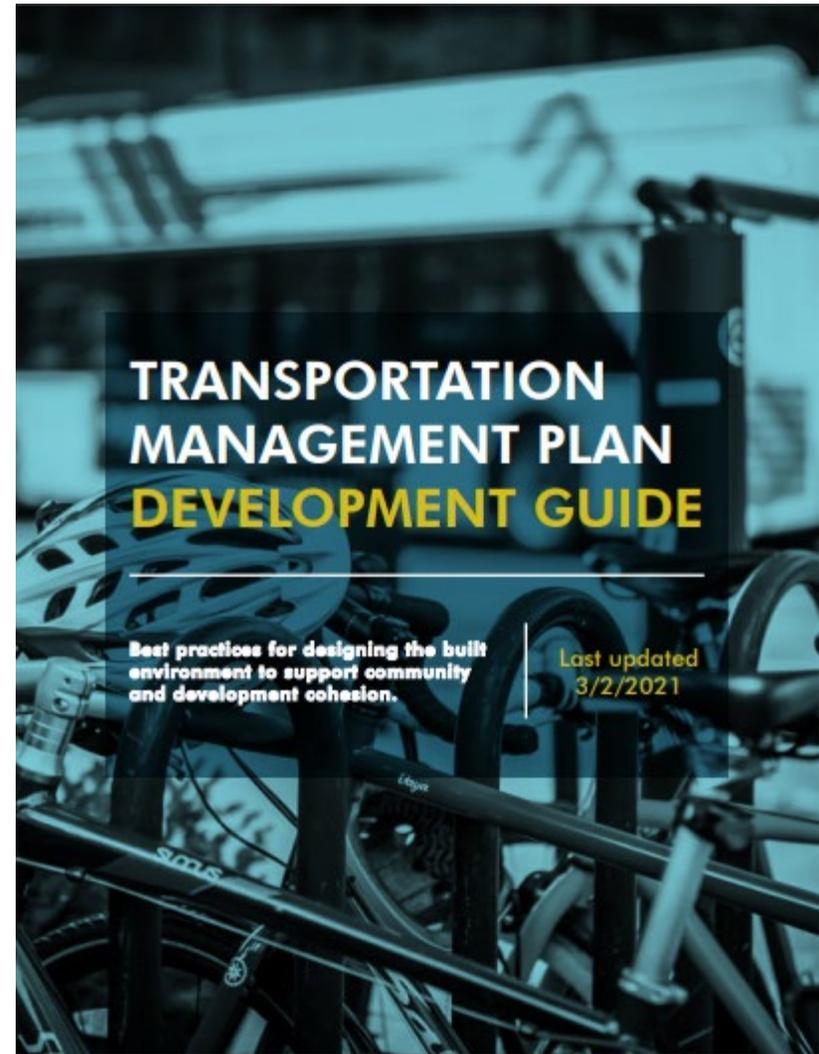
- City of Atlanta TDM Strategic Plan
 - Developed in 2019
 - Most recently updated in 2021
- Accompanying ordinance
- The 2021 plan update included new zoning requirements for TDM in new developments
- The Strategic Plan suggested parking reforms including reduced parking maximums; these recommendations are currently under legislative consideration



ATLANTA, GA

STRUCTURE AND MANAGEMENT:

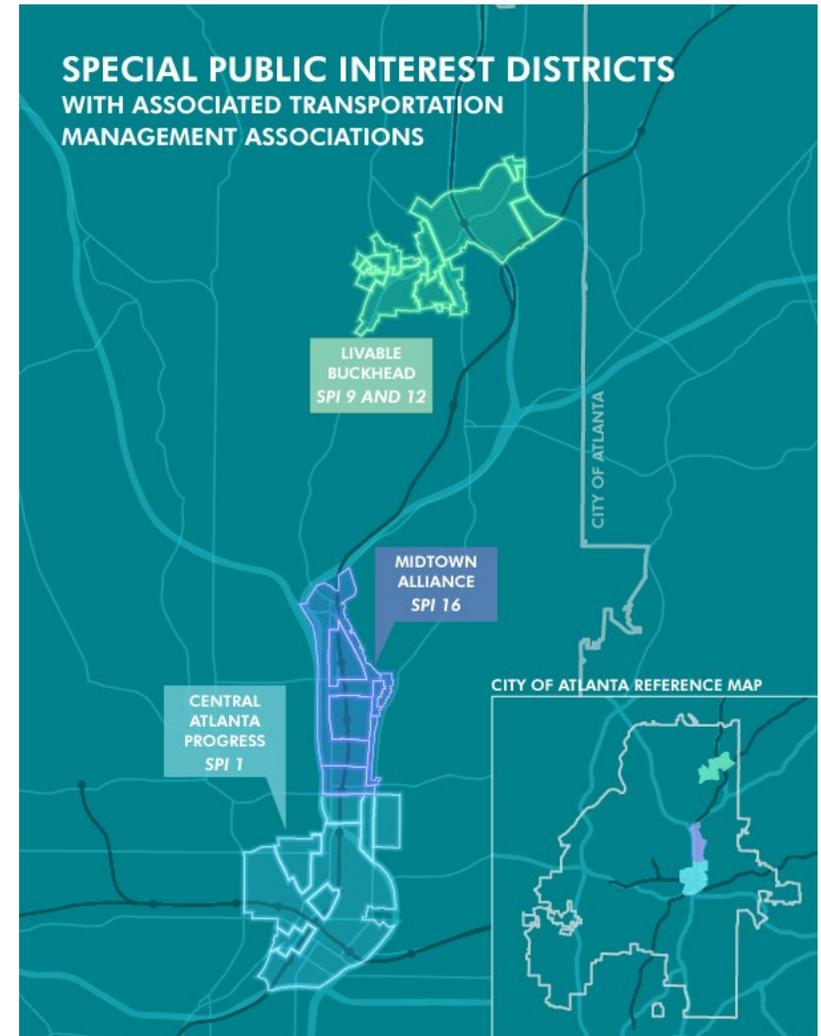
- City-managed program
- Developments in applicable areas must have an approved Transportation Management Plan for a Certificate of Occupancy to be issued
- The TDM program is supported by the local TMAs
- Atlanta staff shared that administrative changes to the requirements are needed long-term as some criteria are too easy to meet



ATLANTA, GA

APPLICABILITY:

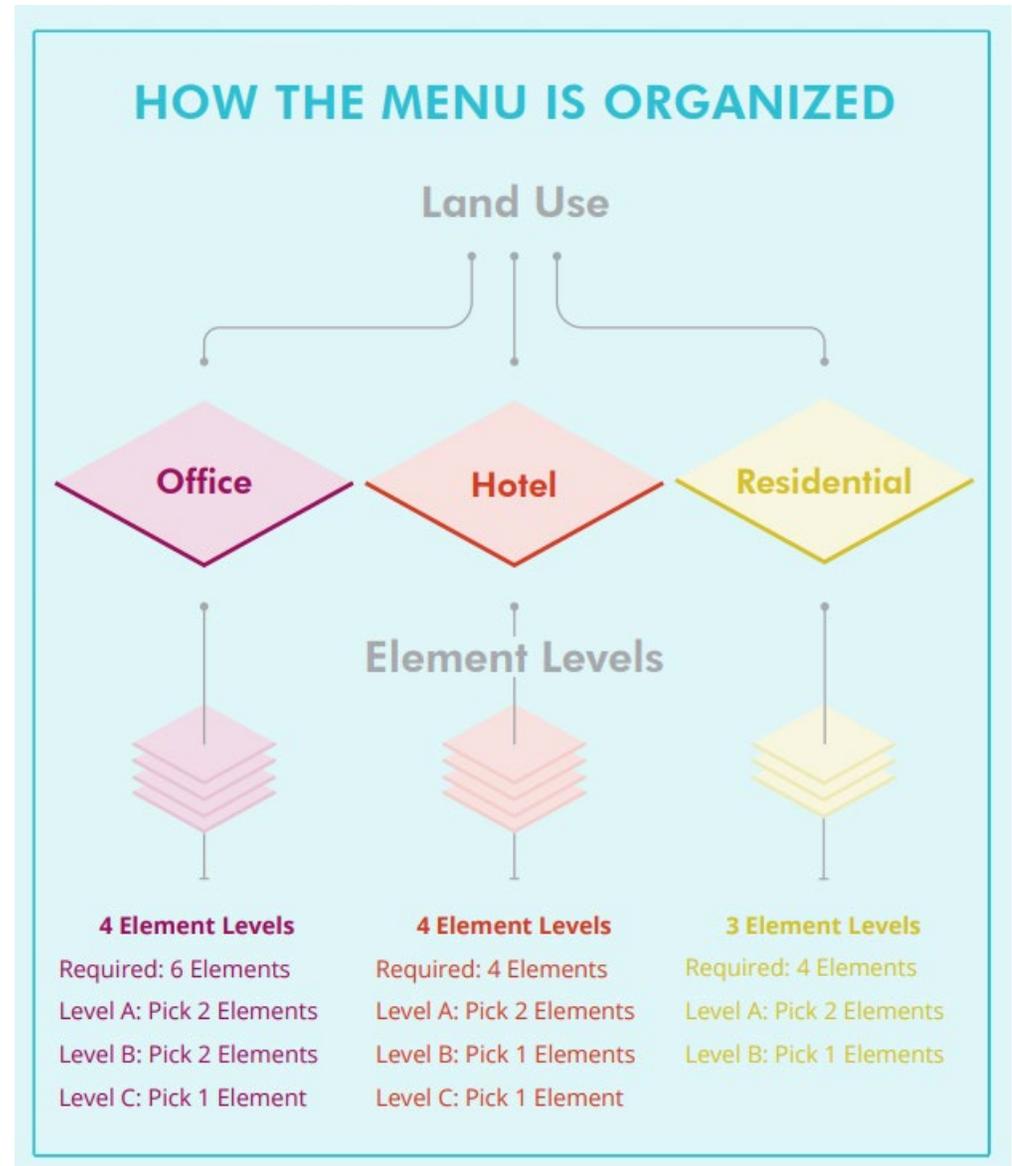
- Applies to only to developments in special interest districts that already require Transportation Management Plans
 - There are limited adoption areas for the new TDM program
- Applies to office, hotel, and residential land uses larger than 25,000 square feet
- Long-term city goal is to expand TDM applicability beyond major business districts to cover bike access



ATLANTA, GA

PERFORMANCE METRICS & REQUIREMENTS:

- TDM plans/programs are required for office, hotel, and residential uses
- Each use has required elements and optional elements
 - Required elements: Transportation coordinator; information distribution; process and monitoring reporting; must meet existing zoning requirements for bicycle and carpool infrastructure
 - In practice, hard to achieve elements like parking pricing, transit investment, and unbundling parking



ATLANTA, GA

PERFORMANCE METRICS & REQUIREMENTS:

Office TDM Menu

Required Elements (Must have all 6)

- Require building management to appoint a Building Transportation Coordinator (BTC)
- Require building management to distribute up-to-date commuter information as provided by Georgia Commute Options or a Transportation Management Association (TMA)
- Annually report on TMP implementation to the City of Atlanta OR participate in a Transportation Management Association (TMA)
- Provide bicycle storage that meets or exceeds the zoning ordinance
- Provide an on-site commuter shower and locker facility that meets or exceeds the zoning ordinance
- Designate carpool/vanpool parking to meet or exceed the zoning ordinance

Level A Elements (Choose at least 2)

- Provide and maintain a bicycle fix-it station on-site
- Offer free programs for bicyclists such as safety training and bicycle maintenance workshops
- Install a commuter information center in an appropriate and central location, including real-time arrival screens
- Designate a micromobility parking area in coordination with the Atlanta Department of Transportation
- Establish a commuter part-time parking/flexible parking arrangement

Level B Elements (Choose at least 2)

- Install and maintain or financially contribute to the installation of new bus stop infrastructure (in coordination with the appropriate transit operator)
- Install multimodal wayfinding signage
- Execute a shared parking arrangement with an adjacent property or properties
- Financially contribute to a carpool program for building tenants
- Provide discounted or free parking for carpools and vanpools
- Provide and maintain bicycle and/or micromobility fleet for tenant use
- Provide carshare on-site
- Eliminate parking space minimum requirements in leases
- Unbundle parking from building-space leases

Level C Elements (Choose at least 1)

- Install or contribute financially to the installation of a MARTA rail station connection
- Provide an on-site daycare facility
- Charge for parking on a daily basis
- Set parking fee structure so that the cost of monthly parking is not lower than the sum of daily parking for the month (21 business days)
- Reduce parking supply below 80% of maximum allowable in the zoning ordinance
- Financially contribute to a shuttle from transit to site
- Provide one 20-trip Breeze card for free, one time to each of tenants' employees and property management company and/or building operator employees during the building's opening and the start of a new tenant's occupancy



ATLANTA, GA

PERFORMANCE METRICS & REQUIREMENTS:

Hotel TDM Menu

Required Elements (Must have all 4)	Level A Elements (Choose at least 2)	Level B Elements (Choose at least 1)	Level C Elements (Choose at least 1)
<ul style="list-style-type: none">Require hotel management to appoint a Building Transportation Coordinator (BTC)Require building management to distribute up-to-date commuter information to employees as provided by Georgia Commute Options or a Transportation Management Association (TMA)Annually report on TMP implementation to the City of Atlanta OR participate in a Transportation Management Association (TMA)Provide bicycle storage that meets or exceeds the zoning ordinance	<ul style="list-style-type: none">Offer programs for bicyclists such as safety training and bicycle maintenance for staffInstall commuter information center in an appropriate and central location, including real-time arrival screensDesignate a micromobility parking area in coordination with the Atlanta Department of TransportationInstall multimodal wayfinding signageEstablish commuter part-time parking/flexible parking arrangement	<ul style="list-style-type: none">Install and maintain or financially contribute to the installation of new bus stop infrastructure (in coordination with the appropriate transit operator)Execute a shared parking arrangement with an adjacent property or propertiesSet employee parking fee structure so that the cost of parking is not lower than the sum of daily parking for the month (21 business days)Provide discounted or free parking for carpools and vanpoolsProvide and maintain bicycle and/or micromobility fleet for visitor use and/or subsidize	<ul style="list-style-type: none">Charge for parking on a daily basisReduce parking supply below 50% of maximum allowable in the zoning codeFinancially contribute to a shuttle from transit to site

ATLANTA, GA

PERFORMANCE METRICS & REQUIREMENTS:

Residential TDM Menu

Required Elements (Must have all 4)

- Require building management to appoint a Building Transportation Coordinator (BTC)
- Require building management to distribute up-to-date commuter information to staff as provided by Georgia Commute Options or a Transportation Management Association (TMA)
- Annually report on TMP implementation to the City of Atlanta OR participate in a Transportation Management Association (TMA)
- Provide bicycle storage that meets or exceeds the zoning ordinance

Level A Elements (Chose at least 2)

- Provide and maintain a bicycle fix-it station on-site
- Install commuter information center in an appropriate and central location, including real-time arrival screens
- Designate a micromobility parking area in coordination with the Atlanta Department of Transportation
- Provide and maintain bicycle and/or micromobility fleet for resident use and/or subsidize
- Provide carshare on-site

Level B Elements (Choose at least 1)

- Unbundle parking from building-space leases or deeds
- Install and maintain or financially contribute to the installation of new bus stop infrastructure (in coordination with the appropriate transit operator)
- Execute a shared parking arrangement with an adjacent property or properties
- Reduce parking supply below 50% of maximum allowable in the zoning ordinance
- Financially contribute to a shuttle from transit to site
- Provide one 20-trip MARTA Breeze card for free, one time to each tenant at the start of a new tenant's occupancy

ATLANTA, GA

MONITORING AND COMPLIANCE:

- Annual monitoring reports
- Monitoring is not occurring
 - Limited staffing
 - Limited culture/experience with TDM at the City of Atlanta
 - Responsibilities are split
- TDM is reliant on the development process – developments not going through redevelopment are not touched by TDM

ATLANTA, GA

ADDITIONAL QUESTIONS:

- Were developments in special interest districts required to have transportation management plans before 2019?
- How does the city's effort fit into regional TDM efforts?
- How well has the program been working?
- How is compliance/non-compliance handled?