



City of
Santa Monica

PLANNING AND COMMUNITY DEVELOPMENT
MEMORANDUM

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To: Rick Cole, City Manager
From: David Martin, Director of Planning and Community Development *DM*
Date: August 10, 2016
Re: SCAQMD Rule 2202 Employee Trip Reduction Plan

Each year, in accordance with the South Coast Air Quality Management District's (SCAQMD) Rule 2202, the City of Santa Monica, as an employer located in the South Coast Air Basin employing more than 250 employees, must prepare and submit an annual Employee Trip Reduction Plan (ETRP) to the SCAQMD. The ETRP consists of:

- reporting of City employee commute data derived from our annual employee commute survey, and
- the City's proposed employee trip reduction plan which is subject to AQMD review, and includes incentives, support programs, and marketing strategies designed to encourage employees to green commute (walk, bike, transit, carpool, vanpool) rather than drive alone to City worksites.

The AQMD trip reduction target for Santa Monica is an Average Vehicle Ridership (AVR) of 1.50 or higher (an average of 1.5 employees per vehicle that arrives at the worksite). The trip reduction target set by the Santa Monica Municipal Code, Chapter 9.53 is 2.20 AVR. This target was adopted by Council in July 2015, with an effective date of January 1, 2016.

In order to comply with AQMD requirements, staff has prepared the attached ETRP which requires the City Manager's signature and submittal with required fees by August 11, 2016. Highlights of this ETRP are:

- Employees were surveyed the week of 6/20, with a response rate of 94%.
- The survey week was a compressed work week, reflecting a best-case scenario.
- City employee AVR was 1.57; based on 6,508 total employee trips in the commute period, using 4,134 automobiles. This is discussed more below.
- ETRP strategies remain: compressed work week, guaranteed ride home, green commuter rewards, rideshare matching, and some personalized assistance. Marketing requirements remain an annual information session, rideshare assistance, transit and vanpool postings, and program information.

Analysis of Survey Results for City Consideration in reaching the 2.20 Target

This year, the annual employee survey showed that the City's AVR is 1.57, up from 1.50 last year after many consecutive years of a falling employee AVR. This 5% improvement can be primarily attributed to Expo Light Rail opening in May 2016, as rail participation increased 3% over last year and drive alone trips dropped a corresponding 3%. Outreach also helped to get employees out of their cars and riding Expo. In addition to GoSaMo and BOGO promotions, City staff held outreach events at City Hall, Big Blue Bus and City Yards in the weeks leading up to the opening of the Expo line.

Although the City's AVR has improved, we did not reach the AVR target of 2.20. At the current rate of increase in AVR, the City would reach the 2.20 AVR in nine years. While participation in Expo may continue to rise, without concentrated employee outreach and increased incentives it is doubtful the City will see a continuous AVR increase. The data points to a need to evaluate and refine the both the program content and administration.

Over the past months, staff from Planning, Human Resources and the City Manager's Office have been in discussion about strategies to improve employee participation in green commute programs to work toward the 2.20 AVR target. Human Resources has initiated conversations with some of the bargaining units about long-term solutions. In the near-term, the City could pursue some pilot strategies to make quicker progress toward the 2.20 AVR target which could improve next year's AVR number:

1. Institutionalize Support for the Program at all Organizational Levels

The most successful employer trip reduction programs are those with strong leadership among staff at all levels, combined with consistent communication of goals. Departments could be asked to develop strategies among their employee pool that would support green commuting. Support at a departmental level could include regular departmental encouragement, employee recognition, communications, and management decisions. For example managers could allow, where appropriate, slight shift changes so employees can carpool, vanpool or take transit. Additionally, promoting green commute options at staff meetings shows management support for trip reduction efforts which could encourage employees to rethink their commute.

2. Review Program for Additional Resources

Effective January 2016, existing TDM staff in the Mobility Division added administration of the City's current plan incentives (Transit Club, Vanpool Club and Commuter Club) to the existing workplan. This competes for time with TDM staff's primary role of reviewing employer trip reduction plans, performing employer site audits, providing one-on-one employer assistance requests, and reviewing developer TDM plans.

An effective incentive program that achieves a 2.20 AVR target needs to be well-administered and promoted in order to steadily increase participation. Maintaining the program takes day-to-day problem-solving and responsiveness to participants, and growing the program requires regular marketing and communications. Providing one-on-one employee outreach has been shown to be the most successful way to get an employee to

change their commute. The City may need to review current administrative capacity and determine if additional resources are needed to meet current needs and to steadily serve an expanding program.

3. Increase the Rideshare Rewards Incentives

Currently there is a disparity in the commute incentive program the City offers:

<u>Mode</u>	<u>Trip Subsidy</u>	<u>Monthly Maximum</u>
2 person carpool	\$1.00	\$20.
3+ person carpool	\$1.50	\$30
Bike	\$2.00	\$40
Walk	\$2.00	\$40
Transit	100% subsidy	\$110
Vanpool	100% subsidy	\$100
Auto Parking (in lieu)	100% subsidy	\$160 (Dwtn/Civic)

Vanpool participants and transit riders receive subsidies of up to \$100/month and \$110/month respectively, in the form of a reimbursement. Maximum incentives for people who walk and bike are \$40/month, and for people who carpool are \$20-30/month. People who drive and park for free receive an in-lieu subsidy of up to \$160/month; based on the new monthly pass rates in the Civic Center. The City could equalize the value of commute incentives on a \$/day basis. This would create parity for commuters of all modes, and motivate more employees to participate by walking, biking and carpooling.

As one of the largest employers, the City of Santa Monica can lead by example to create the new model for mobility. One of the first questions asked by employers when meeting with TDM staff is "What is the City's AVR?" Similar inquiries have come in public records requests, and been the subject of local conversations and reporting. Supporting our own employee trip reduction program, and purposefully moving towards the 2.20 AVR target would reduce local trips and show the City's leadership in strategic priority areas such as the Mobility Strategic Goal, the Wellbeing Project, and the Sustainable City Plan. We strengthen our knowledge, leadership and credibility by leading by example, and stand behind policy decisions and regulations.

Next Steps

In the near term, the City is prepared to submit the attached documents required by AQMD once signed. Pilot actions for quicker AVR changes could be discussed in the next meeting with your office about this topic. In the longer view, Human Resources is holding meetings, supported by PCD, with the City's employee bargaining units to discuss enhanced green commute incentives and additional strategies to be implemented in the upcoming years. As always, your strong organizational support of this effort is greatly appreciated.

cc: Donna Peter, Director of Human Resources

Prepared by: Jacquilyne Brooks de Camarillo, Transportation Management Coordinator

Enclosed: City of Santa Monica Employee Trip Reduction Plan