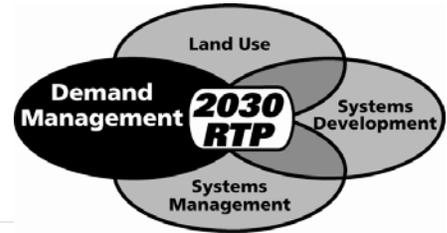


# CHAPTER 8 DEMAND MANAGEMENT: HOW CAN WE TAKE THE PRESSURE OFF THE SYSTEM?



The wide distribution of homes, offices, schools, and other major activity centers in the region, along with our growing economy and population, place ever increasing demands on our transportation system. This demand has challenged our ability to operate a reliable and efficient system. The continued growth in the number of vehicle trips in the region stretches our ability to keep pace.

Recognizing that we cannot build our way out of congestion by adding only new freeways or fixed-rail transit services, the 2030 San Diego Regional Transportation Plan: Pathways for the Future (RTP or the "Plan") continues to emphasize managing the demand on the system, especially during peak periods. Demand Management focuses on reducing trips on the transportation system during rush hours when most of our traffic congestion occurs. Through better management of travel demand, we can relieve some of the pressure on the regional transportation system and improve its efficiency by shifting demand to times or modes that have excess capacity.

By encouraging alternatives to driving alone, Demand Management also supports the Systems Development component of the 2030 RTP (Chapter 6). The Plan encourages the development of viable travel choices that include using transit, carpooling, vanpooling, biking, and walking. Demand Management strategies promote these alternative modes – which, in turn, help reduce single occupant vehicle trips – or eliminate trips during rush hours through teleworking and flexible work hours. This chapter also describes the region’s efforts to support non-motorized travel choices by addressing the biking and walking elements of the Plan. Discussion of the regional bikeway network is contained in the Systems Development Chapter of the Plan (Chapter 6).

## RIDELINK – REGIONAL TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM

TDM strategies improve the efficiency of the transportation system by helping to reduce or eliminate peak-period trips when the highest travel demand occurs. Travel demand strategies typically offer programs and incentives to encourage modes other than driving a single occupant vehicle or shift demand to non-rush hour periods. Employer-sponsored transportation benefits, regional transit and vanpool subsidies, and carpool and biking incentives are examples of current and future TDM strategies.

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*The 2030 RTP continues to emphasize managing the demand on the system, especially during peak periods.*

## CHAPTER 8 DEMAND MANAGEMENT: HOW CAN WE TAKE THE PRESSURE OFF THE SYSTEM?

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*RideLink assists employers, employees, and students with identifying and using alternative ways to commute to work or school.*

The most effective TDM programs combine financial incentives with the provision of alternative travel choices. In addition, the success of many TDM measures such as teleworking, flexible work hours, and compressed work weeks, are dependent upon cooperation from the region's employers.

The plan to manage demand is based on proven strategies. Since 1995, SANDAG has operated a regional transportation demand management program called RideLink. RideLink is SANDAG's regional commuting services program that assists employers, employees, and students with identifying and using alternative ways to commute to work or school. In the last year, RideLink staff responded to almost 20,000 inquiries for information about ridesharing, transit, and bicycling. These requests were made via the 1-800-COMMUTE telephone line or through the RideLink.org Web site, with more and more people accessing information through the Internet.

- ▶ **Regional Vanpool Program.** This program provides long-distance commuters with a cost-effective alternative to driving alone. SANDAG contracts with three vanpool vendors to provide the vehicles, maintenance, and insurance, and provides a \$400 monthly subsidy per eligible van to reduce the vanpool lease costs.
  - 572 participating vanpools as of October 2007
  - 4,716 daily passengers
  - 56-mile average, one-way distance
  - Reduced nearly 114 million vehicle miles in FY 2007
- ▶ **Employer Outreach.** RideLink assists employers in developing value-added commuter programs. Valuable tax benefits can accrue to employer and employee alike. SANDAG provides employers with assistance by surveying for employee preferences and then developing customized transportation management and benefit plans. Outreach efforts include employer presentations, informational forums, Rideshare Week, and the Diamond Awards, which honor employers with exceptional programs.
- ▶ **Transit Options.** RideLink connects employers and employees to commuting on transit and cost-saving pass options. The new Compass Card (coming in winter 2008) will make it easier than ever to use a monthly transit pass or for businesses to connect employees to transit.
- ▶ **Telework/Flex Time.** RideLink assists employers in developing customized telework, flex time, and compressed work week programs. Telework information is available through RideLink's employer representatives and ranges from providing employers with information and assistance with policy development, to working alongside employers in program implementation and monitoring.

- ▶ **Carpool Matching.** RideLink maintains a database of commuters who are interested in joining a carpool or vanpool. Customers can request a matchlist online, via telephone, or through their employer. Matchlist requests are mailed to the commuter within a few days of the request. Once a commuter receives the matchlist, it is his/her choice to contact the other commuters listed to form a carpool. RideLink intends to measure the formation of carpools through a Web-based interface which will allow the collection of vehicle miles traveled reduction information and travel behavior.
- ▶ **Guaranteed Ride Home (GRH) Program.** GRH provides a free taxicab ride or 24-hour car rental to those who carpool, vanpool, use premium bus service or the COASTER train or bike to work at least three days per week. Registered participants can use this service in response to an unscheduled incident, overtime, or illness up to three times per year.
  - 1,027 active registrants as of October 2007
  - 228 rides home were provided last year
- ▶ **School Services.** RideLink offers a SchoolPool program that helps parents whose children attend the same schools to form carpools. In addition, RideLink offers a Walking School Bus program. The Walking School Bus consists of two adults walking to pick up children at pre-designated stops on the route to school. The SchoolPool and Walking School Bus programs have been adopted by elementary, middle, and high schools alike, both public and private.
- ▶ **Regional Bicycle Locker Program.** This program provides cyclists with a dedicated, secure space to park their bikes before or after commute trips. Program participants pay a one-time key deposit fee to reserve a locker at various major transit stations and activity centers. On-demand lockers are available at select locations. Lockers are used whenever the bicycle commuter makes a trip.
  - 559 lockers in the program located at 47 different sites.

*Interested commuters can request a matchlist online, via telephone, or through their employer.*

*RideLink also offers a SchoolPool program that helps parents whose children attend the same schools to form carpools.*

### **New Directions/Emphasis**

TDM regulations that mandated employer trip reduction programs were in place in the San Diego region in the 1990s. These regulations, including the San Diego County Air Pollution Control District (APCD) Regulation XIII and the City of San Diego's TDM Ordinance, were enacted primarily for air quality purposes. To reduce air quality emissions from motor vehicle sources, the regulations required larger employers to cooperate with regional TDM efforts to reduce employee commute trips by implementing trip reduction plans for their work sites.

*A challenge for the regional TDM program has been to develop a mix of programs and services that attracts the attention and makes “business sense” for both employers and commuters.*

In 1995, the TDM requirements were rescinded when the region’s air quality designation was reclassified from “severe” to “serious.” The business community at the time also objected to the mandated trip reduction programs. Since the mid-1990s, participation by area employers in TDM efforts has been entirely voluntary.

In the voluntary environment, a challenge for the regional TDM program has been to develop a mix of programs and services that attracts attention and makes “business sense” for both employers and commuters. The 2030 RTP calls for the development of innovative policy approaches that support expanded financial incentives and increased promotion of viable alternatives to the solo commute.

A main TDM objective for the 2030 RTP is to reduce peak-period commute trips through the implementation of Demand Management strategies. The reduction of peak-period commute trips will be monitored as we improve our performance capabilities, which are discussed further in Chapter 7. This reduction is premised on increasing participation of area employers in e-work (telework) strategies, more long-distance commuters joining vanpools and carpools, and the development of a robust, regionwide Managed Lane/HOV network that provides significant travel time savings for carpools, vanpools, and transit riders, among other strategies.

### **Demand Management Strategy**

TDM strategies hold great potential to improve mobility in the San Diego region. The ability for TDM to influence commuter choice is directly related to the emphasis that is placed on market-driven strategies, such as robust incentive programs, the alternative modes available to commuters, and the participation in transportation benefits programs by employers.

The ITS Strategic Plan lays out the region’s TDM strategy for the 2030 RTP. This strategy will help guide the development of more successful, far-reaching TDM initiatives and delivery of choices to the public. The delivery of this strategy requires collaboration between local jurisdictions, transportation providers such as MTS, NCTD, and Caltrans, and area employers. Additionally, close coordination will be required with the ongoing development of the region’s Congestion Management Program (CMP) described in Chapter 7.

SANDAG will establish partnerships with the necessary agencies and large employers to deliver the TDM strategy. SANDAG will continue to build upon and enhance this strategy for the implementation of local TDM programs, development of guidelines for incentive programs, and increasing collaboration with area employers. A key aspect of the strategy is to provide as many self-service options as possible. Self-service options offer the customer (employers or commuters) to evaluate and choose alternatives for their commuting problems 24 hours a day, 7 days a week. Anticipated emphasis areas include:

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- ▶ **Telework e-Work.** Teleworkers or e-workers are wage and salary employees who conduct some or all of their daily work activities from their home or a remote site other than at the normal work site in order to avoid commuting during peak periods.

Despite the large number of progressive and entrepreneurial businesses based in the San Diego region, the growing number of knowledge-based jobs, and the high number of households with personal computers and Internet access, the total number of people who participate in telework remains less than 5 percent of all workers. Based on recent telework surveys, it is neither the lack of technology nor the unwillingness of employees that limits the numbers of teleworkers in the region. Rather, it is the lack of support and trust from individual supervisors and upper management in the region's businesses and agencies that hampers the growth of telework in the region. To increase support among supervisors and upper management, the RideLink employer outreach efforts provide employers with information on the value and benefits of telework e-work. SANDAG works alongside employers to develop customized telework e-work programs that benefit both the management and employees.

*Lack of support and trust from individual supervisors and upper management in the region's businesses and agencies hampers the growth of telework in the region.*

- ▶ **Financial Incentives.** Financial incentives have long been observed as an effective motivator to help solo commuters make a switch to an alternative transportation mode. The increase in the monthly regional vanpool subsidy from \$300 to \$400 resulted in a 40 percent increase during the first year of its implementation in 2001. This growth far exceeded the previous years' growth of 17 percent. The growth continues at nearly 20 percent each year.

*The increase in the monthly regional vanpool subsidy is evidence of the effectiveness of financial incentives, as the number of vanpools formed in the region increased 40 percent over the past twelve months.*

To encourage greater numbers of commuters to switch to an alternative commute mode, more aggressive financial incentives should be initiated. RideLink will continue to develop strategies to test varying levels and types of incentives for employers and commuters who participate in alternative commute modes and are not currently covered by other incentive programs (e.g., telework, carpooling, and bicycling).

- ▶ **Alternative Work Schedules.** Like the e-worker who avoids the peak-period commute by working from home one or more days per week, the employee who participates in a flex schedule or compressed work hours program can avoid commuting during peak periods. The employee does not necessarily work from home, but rather arrives at work before or after the morning rush hour and/or leaves work before or after the evening rush hour. Flex hours and compressed work schedules are simple, yet powerful tools that employers have to help reallocate travel demand to periods outside the daily peak. For example, a "9/80" work schedule helps eliminate one day of home-to-work commuting every two weeks.

*Flex hours and compressed work schedules are simple, yet powerful tools that employers have to help reallocate travel demand to periods outside the daily peak.*

To encourage more employer participation, RideLink will continue to emphasize marketing and promoting alternative work schedules to a broader audience. Marketing materials will be developed that focus on telework and alternative work schedules. SANDAG will seek to participate in seminars, workshops, and similar forums to promote and educate organizations regarding the benefits of alternative work schedule programs.

- ▶ **Vanpools.** While there has been a significant increase in the number of vanpools operating in the San Diego region over the last two years, the average number of passengers each vanpool carries is decreasing slightly. This is due in part to a more desirable, smaller vehicle (7- or 8-passenger minivans) and the ease with which a smaller vanpool can be formed. However, moving more passengers in fewer vehicles continues to be the primary goal of the vanpool program.

To encourage more commuters to participate in vanpooling and commuting in larger vehicles, especially those commuting from the outlying residential communities, the region will increase vanpool outreach activities and explore opportunities to offer a tiered-subsidy to attract additional participants commuting in larger vehicles. Additional activities may include developing individual vanpool Web pages on a pilot basis to test the value of providing specific information regarding vanpool routes, meeting points, and schedules to attract new vanpool riders. The goal is to increase the average passenger count in each vanpool, while maintaining growth of new vehicles. It is envisioned the vanpool program will support more than 720 vehicles by 2009.

SANDAG will examine the potential for providing commuters with more information about these various services by including route and schedule information through the 511 phone and Web-based information system.

- ▶ **First and Last Mile.** One of the barriers commuters face when deciding to use transit is the first and last mile of the commute between their homes and transit stops and between transit stops and work locations. Providing solutions that address this issue is essential to improving mobility, reducing automobile dependency, and developing a seamless multi-modal transportation network. First-and-last-mile solutions include enhanced walking and bicycling networks around transit stations, the use of innovative mobility concepts such as segways, electric bicycles and electric vehicles, short-haul vanpooling, and car sharing.

*The goal is to increase the average passenger count in each vanpool, while maintaining growth of new vehicles. It is envisioned the vanpool program will support more than 720 vehicles by 2009.*

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- ▶ **On-Demand Bicycle Lockers.** The San Diego region currently boasts more than 1,100 miles of bike lanes and bike routes, as well as more than 550 bike locker spaces in which to store a bicycle for commuting purposes.

The current lease method for the bike locker program is for commuters to sign a RideLink Bike Locker Program agreement, provide a current, valid driver's license or photo identification, and a key deposit in the form of a check or money order. This process could be streamlined to afford the commuter with more instantaneous service and in turn, allow for less administrative support cost from RideLink staff.

- ▶ **TDM Outreach Activities.** Outreach to employers has proven to be the most effective method for promoting alternative travel to work choices to the largest numbers of the region's commuters. Employers hold the key to changing commute behavior, whether it means offering a company-sponsored vanpool, a company-paid transit pass or benefit, or support for telework.

*Employers hold the key to changing commute behavior, whether it means offering a company-sponsored vanpool, a company-paid transit pass or benefit, or support for telework.*

To help promote and market TDM programs and services, a major emphasis will be to partner with industry partners to co-market transportation alternatives to employers and commuters. Periodic advertising campaigns, tied to the launch of new commuter services, will serve to increase awareness and build interest among employers. Promotional and public relations events, tied to new commuter services, will be conducted to provide opportunities to address larger audiences.

- ▶ **Promotions.** Each year, RideLink sponsors two major TDM promotional events, Bike to Work Day and Rideshare Week. The purpose of these events is to encourage commuters to try bicycling, carpooling, vanpooling, and other alternates to driving solo. To raise awareness, RideLink offers monthly prize promotions for those willing to try an alternative mode. These prizes will continue to be developed through sponsorships and donations.

In addition, RideLink sponsors the employer Diamond Awards to honor those employers who have developed, maintained, and marketed superior transportation programs for their employees. In 2007, RideLink honored 20 employers and 5 individuals who have made outstanding contributions to the promotion of TDM.

Opportunities also exist for increased interregional coordination when it comes to marketing and outreach to commuters whose trips originate from nearby regions, such as Western Riverside County, Orange County, and Baja California/Mexico. Relationships with interregional partners will be strengthened to improve coordination and look for ways to increase partner outreach through collaborative marketing efforts.

- ▶ **On-line Rideshare Matching.** To increase usage of RideLink’s rideshare program, SANDAG will implement a Web-based ridematching service offering real-time access via the Internet. The service will help provide immediate information to interested commuters while they are motivated to act, if they have moved, or changed jobs.

As part of the on-line service, RideLink also will offer a spontaneous ridematching service for those who may need a ride only for a short-term commuting situation, such as a temporary job assignment.

- ▶ **Construction Mitigation.** One very tangible way that TDM measures complement and support Systems Development is through applying TDM programs and services as mitigation for major highway construction projects. While temporary in nature, construction-related TDM measures are designed to encourage solo commuters to avoid construction-related traffic congestion. The concern over lengthy construction-related delays can be a key motivator to encourage commuters to switch either their mode or time of travel. Once commuters take action and choose a commute alternative, they may be more likely to continue using an alternative mode after the highway construction is complete.

SANDAG will form partnerships with Caltrans, local jurisdictions, transit agencies, and employers to develop commuter-oriented solutions to traffic congestion caused by highway construction. The model for this collaboration was developed in conjunction with Caltrans and the City of San Diego for the I-5/I-805 merge widening project. Increased funding, promotion of alternative commute options, developing performance measurements during the construction period, and outreach to employers in the vicinity of the highway construction, are key components of construction-related TDM activities.

### Demand Management Funding

Providing sufficient funding is critical to the implementation of the Demand Management strategies contained in the 2030 RTP. The Plan includes about \$191 million spread over 25 years to fund the new programs that encourage telework, alternative work schedules, and expanded outreach to employers, schools, and residential communities. Because TDM measures are relatively low-cost solutions that can be implemented more quickly than major capital projects, an increased level of TDM funding is included in the Reasonably Expected Revenue Scenario compared to the Revenue Constrained Plan.

Performance measures, many of which are already in place, will be used to monitor and report on the effectiveness of each element of the regional TDM program. Each element in the program will be managed by objectives, and new performance monitoring criteria will be developed as part of the ITS Strategic Plan and Demand Management Strategy.

*The Plan includes about \$191 million spread over 25 years to fund the new programs that encourage telework, alternative work schedules, and expanded outreach to employers, schools, and residential communities.*

## IMPROVING NONMOTORIZED ALTERNATIVES

Bicycling and walking are typically local modes of transportation, but both can play a part in the region's transportation network. Nearly 40 percent of all home-to-work trips could be made in about 30 minutes by bicycle, and 40 percent of home-based trips not associated with work are within 10 minutes by bike.

Virtually every trip begins and ends with a walk, and access to transit is an especially important role for walking, but walking can be a viable means of travel in and of itself. A short trip to the library, post office, or ball field can easily be made on foot where the transportation network serves the needs of pedestrians. These short trips, when made by auto, are among the most inefficient in terms of air quality and fuel efficiency. Making bicycling and walking a more attractive means of travel is not difficult from an engineering point of view; however, walking does require changes in the way we use land, build our transportation infrastructure, and maintain our public rights-of-way. It also requires education and marketing that encourages people to expand the way they think about their transportation choices.

Making the region's transportation network more accessible will require a continued financial commitment to bicycling and walking infrastructure. Some improvements can be accomplished relatively easily when new streets are built or old ones are reconstructed; however, some parts of the region's transportation network will need to be retrofitted without the benefit of major reconstruction. With the passage of the *TransNet* Extension Ordinance, the voters approved an increase in funding for nonmotorized transportation projects from the current \$1 million a year for bicycle programs and projects to 2 percent of the *TransNet* funds for bicycle, pedestrian, and neighborhood safety (traffic calming) projects. In FY 2009 that will amount to nearly \$6 million. Even so, because the *TransNet* Extension expands the types of projects to be funded, financing for bicycle and pedestrian projects will continue to be one of the challenges that the region faces.

### Accommodating Bicycling and Walking

People traveling on foot or by bicycle have the same needs as motorists. They want safe and convenient ways to travel, and they need access to most all of the same destinations as motorists. To meet this need the region's transportation system should be designed and built to accommodate bicyclists and pedestrians. This notion has been established by both federal and state policy, and by the *TransNet* Extension Ordinance. The 1999 federal guidance on this topic makes it clear that accommodating bicycle and pedestrian travel should be a routine part of the planning, design, construction, and operation of every federally funded transportation project. Likewise, Deputy Directive 64 commits Caltrans to "fully

#### HOW THE 2030 RTP PROMOTES NONMOTORIZED TRAVEL

- Support for universal bicycle and pedestrian access
- Support for land use and street design standards that make bicycling and walking safer, more practical and attractive
- Support for continuing educational and promotional campaigns

*Transportation facilities should be designed to encourage bicycle and walking trips, and not be a barrier to those trips.*

consider the needs of nonmotorized travelers in every aspect of its work.” At the regional level, the *TransNet* ordinance requires all projects constructed with *TransNet* funds to accommodate travel by pedestrians and bicyclists in all settings where they are allowed unless the cost would be “excessively disproportionately to the need or probable use.” Local and regional agencies should take the same approach when developing transportation improvements.

Most bicycle and walking trips are relatively short and within a single community. While these community trips may be focused on a neighborhood commercial district, school, or other community service like public transit, the trip origins are widely dispersed. Because of this, nearly all of the transportation network must accommodate bicycle and pedestrian travel. Transportation facilities should be designed to encourage bicycle and walking trips and not be a barrier to those trips. Whether a freeway interchange, local arterial, or residential street, the needs of bicyclists and pedestrians should be included in the planning from the start. By doing so, the cost of providing access can be minimized, especially when compared to the cost of retrofitting an existing facility.

### **Making Bicycle- and Pedestrian-Friendly Communities**

The region’s transportation system needs to provide a full range of transportation choices in a balanced and integrated manner. Sidewalks and streets do not accomplish this alone. As discussed in Chapter 5, a complementary relationship must exist between the transportation system and land uses that it serves, and appropriate support infrastructure and programs need to be in place.

### **Walkable Communities**

*Planning and Designing for Pedestrians, Model Guidelines for the San Diego Region (June 2002)* provides guidance on a wide range of factors affecting walkability. It addresses community structure, street design and network connectivity, site design, and pedestrian facility needs. Implementation of pedestrian facilities is largely a local responsibility however, so SANDAG is encouraging local jurisdictions to address walkability as well.

- ▶ **Local Pedestrian Plans.** SANDAG requires local agencies to develop pedestrian master plans in order to be eligible to compete for Transportation Development Act (TDA) and *TransNet* nonmotorized funding administered by SANDAG. To facilitate this, SANDAG will support development of the plans through these funding programs. Having local pedestrian master plans in place also will help SANDAG identify and address the funding needs the region faces to make it a model of walkability.
- ▶ **Safe Routes to School.** With the alarming rise in childhood obesity discussed in Chapter 5, the journey to school becomes an important

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opportunity for children to increase the level of physical activity in their daily lives. Unfortunately the trend has been in the opposite direction. Where three decades ago as much as 65 percent of children walked or rode bikes to get to school, today as little as 10 percent do. Recognition of this problem at the state and federal levels has led to the development of Safe Routes to School funding programs that support education, encouragement campaigns, and infrastructure improvements. Effective Safe Routes to School programs help reduce the amount of traffic congestion around schools and make the journey to school on foot or by bike that much more feasible for children. Local agencies should aggressively pursue funding under these programs.

### **Safe Routes to Transit**

Planning for walkable communities takes on regional significance where it facilitates access to regional transit services. Mixed land use and transit network connectivity make it easier for public transit to efficiently take people where they want to go. Well-designed sidewalks and crosswalks make walking to and from transit more attractive. *Planning and Designing for Pedestrians* shows how to do this and how to incorporate transit stops into pedestrian walkways so there will be room for both. Creating higher density, walkable neighborhoods around regional transit facilities also makes it possible for more people to have access to transit without the use of a car, and thus, reduces the need to construct costly parking facilities. SANDAG’s Smart Growth Incentive Program, funded under the *TransNet* Extension Ordinance, will help focus investments in smart growth and walkable communities around regional transit and should encourage local jurisdictions to do the same.

### **Bicycle Facilities and Access**

Communities that support walking as a means of access usually are bicycle-friendly communities as well. The mix of land uses bring more destinations into easy bicycling range where the bicycle can fill the gap between destinations that can be reached on foot and those that would require a transit or auto trip. Calming traffic on pedestrian-oriented streets usually makes them more attractive places to ride a bike.

*Calming traffic on pedestrian-oriented streets usually makes them more attractive places to ride a bike.*

Beyond these improvements, bicycle access is improved where the road network provides space for bicyclists and road surfaces are well maintained. Where the street network cannot adequately serve bicyclists, separate bike paths should be built. These bike paths also can provide access for pedestrians. Also important are adequate bike parking and other support facilities and ongoing education and promotional programs.

- ▶ **Bike Parking.** Bicycle theft is one of the deterrents to bicycle travel, but it can be overcome by providing quality bicycle parking facilities. Fortunately, good bicycle parking can be provided at a very modest cost. In contrast, poor quality bike parking is often underutilized because it is either inconvenient, does not effectively secure the bike, or both. For bicycle commuting trips, employers should be encouraged to provide bike lockers or other high-security parking. To assist in providing proper parking facilities, SANDAG will incorporate bicycle parking design guidelines into the regional bike plan to be developed in FY 2008.

The bicycle also can be an efficient means of gaining access to transit, provided there are safe and attractive routes to transit stations. The Coastal Rail Trail and Inland Rail Trail are two examples of how SANDAG is developing bikeways to enhance bicycle access to transit, and the regional bicycle locker program provides secure bicycle parking at a fraction of the cost of providing parking for motor vehicles. As bike access to transit improves, SANDAG and local agencies should look for opportunities to enhance bicycle parking through facilities like the bike stations currently in use in Long Beach and at several BART stations in the Bay Area.

- ▶ **On-Demand Bike Lockers.** On-demand bicycle lockers allow bicycle commuters to use any locker at a given site on a first-come, first-serve basis. These lockers have been tested for consideration for new and replacement installations of the region's existing bicycle lockers. State-of-the-art lockers use electronic keys, allow multiple users the opportunity to use the same locker, and have the ability to provide information about utilization and demand. The potential benefits of on-demand lockers include reduced program administration costs, reduced inappropriate usage of the lockers, and increased utilization. In addition, the total number of lockers required at any given site may be reduced as the number of lockers required only needs to meet the peak demand.

In 2007, RideLink will begin a multi-year effort to retrofit all regional bicycle lockers with electronic, on-demand locks, thereby increasing the utility of the existing lockers without increasing the space needs at transit centers. Ease of use is typically cited as a major reason commuters will switch and stay with an alternative mode. It is envisioned that as the Compass Card is implemented, the regional bicycle lockers would be accessible using the card, making the combined use of transit and bicycles easy.

- ▶ **Support Facilities.** Support facilities, such as clothing lockers and showers, greatly enhance the experience of bicycling to and from the workplace and also serve to encourage employees to consider bicycling as a viable commute choice. Where employment density warrants, local agencies should consider policies that encourage

*Support facilities, such as clothing lockers and showers, greatly enhance the experience of bicycling to and from the workplace and also serve to encourage employees to consider bicycling as a viable commute choice.*

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building owners and employers to provide clothing lockers and showers for their employees to accommodate longer bike trips.

- ▶ **Bicycle Education.** The most frequently cited reason for not riding a bicycle is concern for personal safety. This is understandable since bicyclists are very vulnerable in collisions with motor vehicles. However, education on proper bicycle riding can significantly improve the bicyclist's safety, which in turn, can help to overcome some of this resistance. SANDAG has provided funding for adult bicycle education in the region through the League of American Bicyclists' Bike Ed program. This effort has significantly increased the number of bicyclists receiving Bike Ed training (1,700 over the last two years), but the need extends well beyond what this program can provide.

*Education on proper bicycle riding can significantly improve the bicyclist's safety, which in turn can help to overcome some of the resistance to bicycling.*

Education of motorists also is needed to promote safe and lawful interaction between motorists and bicyclists. SANDAG has been working with local agencies and stakeholders to develop a public education media campaign called the Safety Traffic Education Program (STEP). Implementation of the program should begin in FY 2008.

To reach children, bicycle education should be provided through the schools. Instituting an ongoing program in the schools likely will require development of a teacher training program. Effective programs that can serve as a model have been instituted in Texas and Nevada. Opportunities also may exist to distribute bicycle safety materials to adults in conjunction with campaigns that promote alternatives to driving alone, but a program will have to be developed, and funding sources will have to be identified for such an effort. To further encourage both bicycling and walking, the Plan also recommends continued support for Ridelink's annual Bike to Work Day and Rideshare Week/Month, as well as support for events like the annual Walk Your Child to School Day.

### **Bicycle and Pedestrian Program Funding**

With the extension of the *TransNet* Ordinance, SANDAG has taken a significant step forward in financing bicycle and pedestrian projects, and in providing incentives for community designs that support these modes. In addition, beginning in FY 2009, the *TransNet* Ordinance will require that most *TransNet*-funded projects provide for the needs of bicyclists and pedestrians. The annual revenues from the TDA for bicycle and pedestrian projects (currently about \$2.5 million) and the 2 percent of funds in the *TransNet* program (estimated at just under \$6 million in FY 2009) will provide \$377 million over the next 25 years to fund bicycle and pedestrian improvements.

No accurate estimates exist for needed pedestrian infrastructure improvements, but based on existing bicycle transportation plans and additional estimates provided by local jurisdictions, current bicycle project

**CHAPTER 8**  
**DEMAND MANAGEMENT: HOW CAN WE TAKE THE PRESSURE OFF THE SYSTEM?**

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needs for the region are at least \$420 million. Additional funding will be required to support a significant near-term effort to implement the nonmotorized component of the Plan. How local and regional funds can best be utilized to implement a regional bicycle improvement program will be addressed in the San Diego Regional Bike Plan discussed in Chapter 6. SANDAG also will need to identify and support pedestrian improvements throughout the region, especially where they directly support regional transit services.

## ACTIONS

The following actions support the Plan’s Demand Management Chapter recommendations.

| <b>DEMAND MANAGEMENT</b>  |  |
|---|--|
| <b>Proposed Actions</b>   | <b>Responsible Parties</b>                   |
| <i>RideLink – Regional TDM Program – The following proposed actions support the RTP goals of Mobility, Efficiency, Sustainability, and Equity.</i>                                |  |
| 1. Develop a Demand Management Strategy as part of the ITS Strategic Plan.  | SANDAG, member agencies, and employers       |
| 2. Increase vanpools participating in Regional Vanpool Program by 20 percent over the next three years.   | SANDAG                                       |
| 3. Coordinate with interregional partners to maximize vanpool participation and equally share in the costs of the program.  | SANDAG, RCTC, and OCTA                       |
| 4. Establish regional partnerships; promote telework, flex schedules, and compressed work weeks.  | SANDAG and industry partners                 |
| 5. Develop incentives and measurements for carpooling, bicycling, and e-work.   | SANDAG                                       |
| 6. Develop First-and-Last-Mile Strategy.  | SANDAG, Caltrans, MTS, and NCTD              |
| 7. Expand marketing, outreach, and education to employers and schools.  | SANDAG                                       |
| 8. Collaborate with industry interregional partners on co-promotion and marketing RideLink services to employers and commuters.   | SANDAG, industry, and interregional partners |
| <i>Improving Nonmotorized Alternatives – The following proposed actions support the RTP goals of Mobility, Accessibility, Efficiency, Livability, Sustainability, and Equity.</i> |  |
| 9. Support local efforts to develop pedestrian master plans.  | SANDAG and local jurisdictions               |
| 10. Monitor changes in bicycle and pedestrian travel and summarize in annual State of the Commute report.   | SANDAG                                       |