

**Attachment 1b:**  
**City of San Diego**  
**TPA Parking Regulations for Non-Residential Uses**

**DRAFT: ICommute TDM Benefits Memo**

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DATE: July 2, 2020

RE: Non-Residential TPA Parking Program – TDM & iCommute Section

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## Overview

The intention of this write up is to provide a section on TDM Benefits and iCommute information that can easily be included in the Technical Memorandum for the Non-Residential TPA Parking Project.

### Transportation Demand Management and SANDAG iCommute Program

Transportation Demand Management (TDM) is the wide-ranging transportation planning practice aimed at decreasing drive-alone trips by way of increasing incentives to carpool, walk, bicycle, or ride transit.

Common examples of TDM include providing subsidized transit passes for employees, establishing Emergency Ride Home programs for employees that bike, walk, take transit or carpool to work, and offering cash incentives to employees who do not drive alone to work.

San Diego is a growing city, with most of its growth planned to occur in TPAs. With growth comes more congestion, unless strategies and tools are implemented to help people change their travel behavior and use modes other than driving alone.

TDM is a tool that the City of San Diego is using to address the impacts of growth. TDM can be highly effective at a relatively low cost – if the right measure is applied in the correct location.

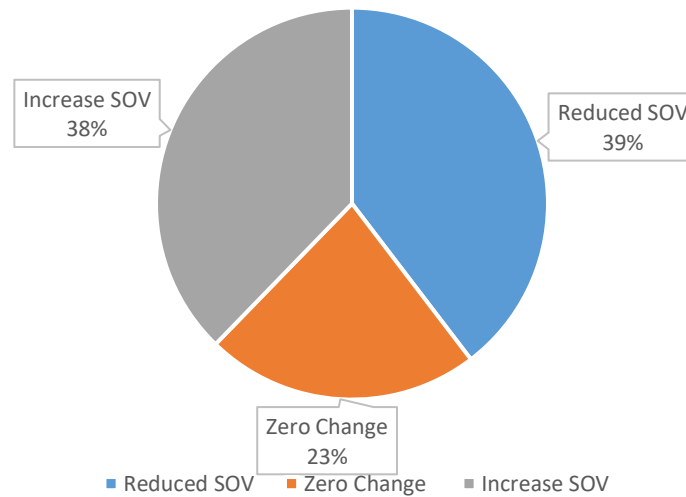
SANDAG, which is the San Diego region's metropolitan planning organization, administers a transportation demand management program by the name of iCommute. The iCommute program offers commuter assistance, employer services and support for local jurisdictions. As part of their employer services, SANDAG helps employers develop and implement customized employee commuter benefit programs.

### **iCommute Data**

SANDAG maintains a database of employers who participate in the program. The data is voluntarily self-reported. Change over time could be tracked for 53 employers in San Diego County. Of the 53 employers, 27 were located within TPAs and 26 were located outside of TPAs.

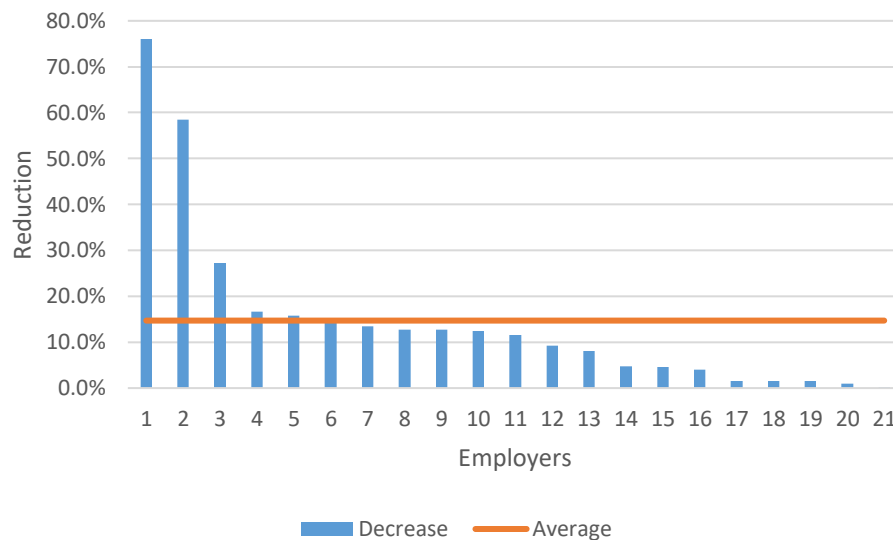
Out of the 53 employers, 21 saw a decrease in single occupancy vehicle (SOV) trips, 12 employers experienced no change in their SOV trips, and 20 employers saw an increase in SOV trips (though it should be noted, other contributing factors such as a growth in workforce, etc. were not accounted for in the database).

Figure 1 All Employers for Whom Change Could Be Measured



Of all the participating employers who saw a decrease in SOV, the average decrease was 14.7%. The change in SOV spanned from 0.14% to 76%.

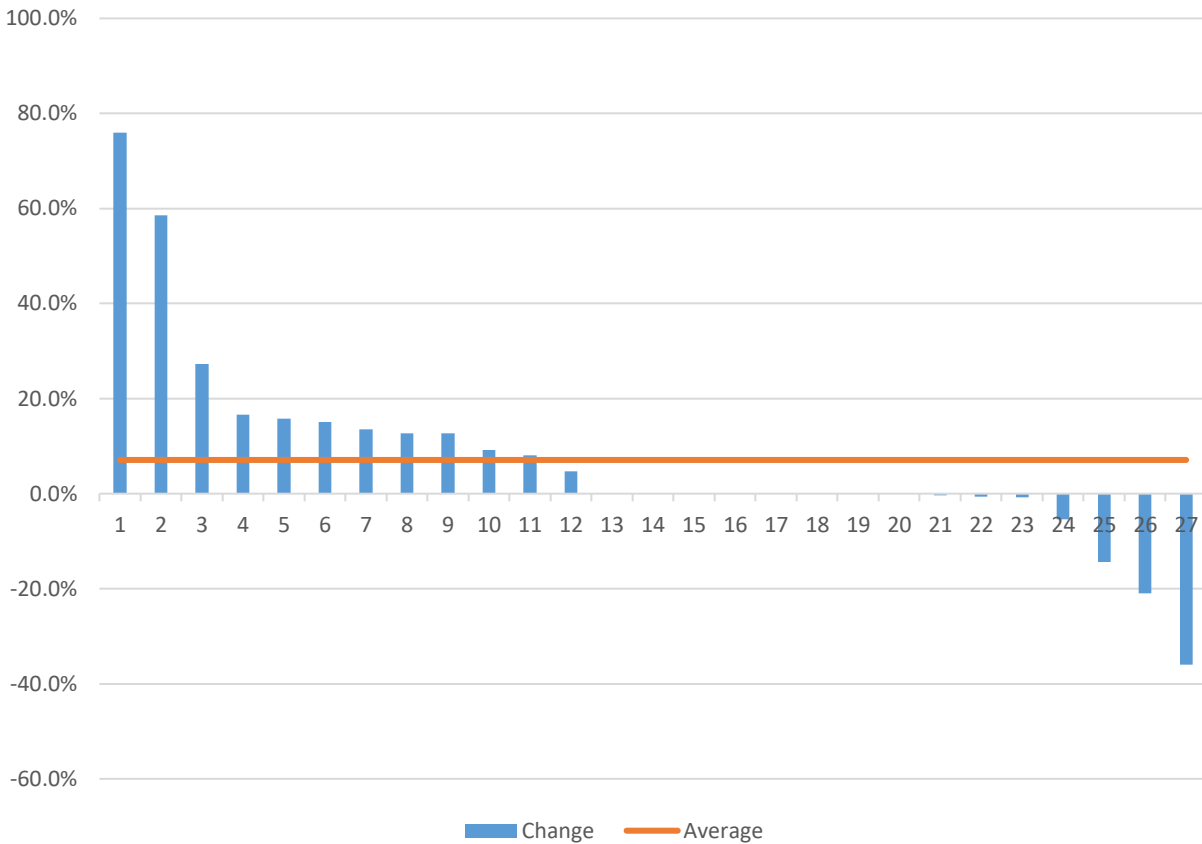
Figure 2 Average Decrease in SOV Trips Across All Employers Who Realized a Reduction



## Employers Within TPAs

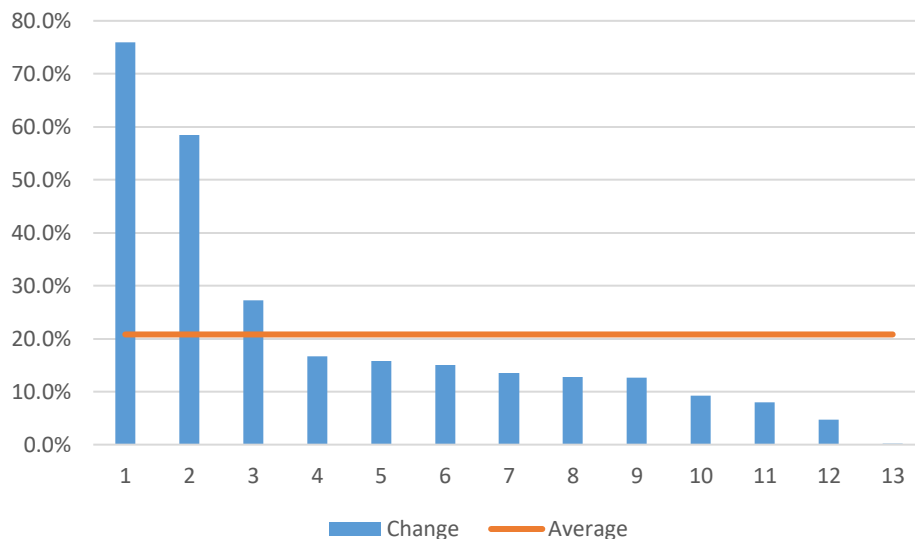
Within TPAs, the average change across all employers (for whom change over time could be measured), was a 7.1% decrease in SOV trips.

Figure 2 Average Change in SOV Trips for Employers within TPAs



Whereas for the employers located within TPAs who realized a decrease in SOV trips, the average reduction was 20.8%.

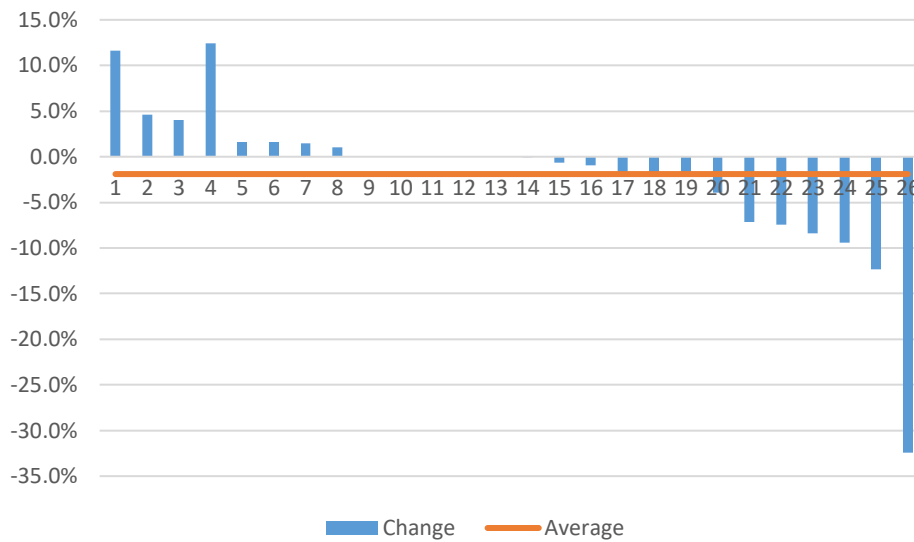
Figure 3 Average Decrease in SOV Trips for Employers within TPAs who Realized Reductions



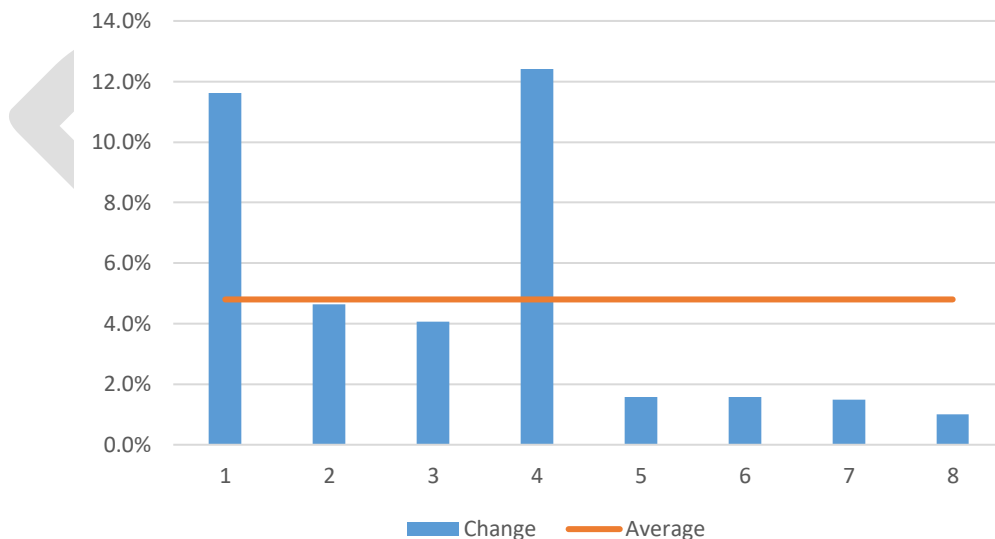
## Employers Outside of TPAs

Outside of TPAs, the average change across all employers (for whom change over time could be measured), was a 1.9% increase in SOV Commuters. For this same set of employers located outside of TPAs, for those which realized a decrease in SOV trips, the reduction was an average of 4.8%.

**Figure 4 Average Change in SOV Trips for Employers outside of TPAs**



**Figure 5 Average Decrease in SOV Trips for Employers outside of TPAs who Realized Reductions**



## Employers Who Realized a Reduction in SOV Commute Trips Regardless of Location

The data pertaining to employers who experienced a reduction in SOV commute trips was analyzed more closely. The discussion below focuses on these 21 employers regardless of their location.

SANDAG's iCommute program includes a global category indicating whether the employer allows for flexible work arrangements. Of the employers which saw a reduction in SOV trips, 90% allow for flexible work arrangements.

There are three types of flexible work arrangements which reported within the program: telework, flexible schedule and compressed work week. (However, as noted in the interview section, it became apparent in the interviews that some employers use the terms "flexible schedule" and "compressed schedule" interchangeably.)

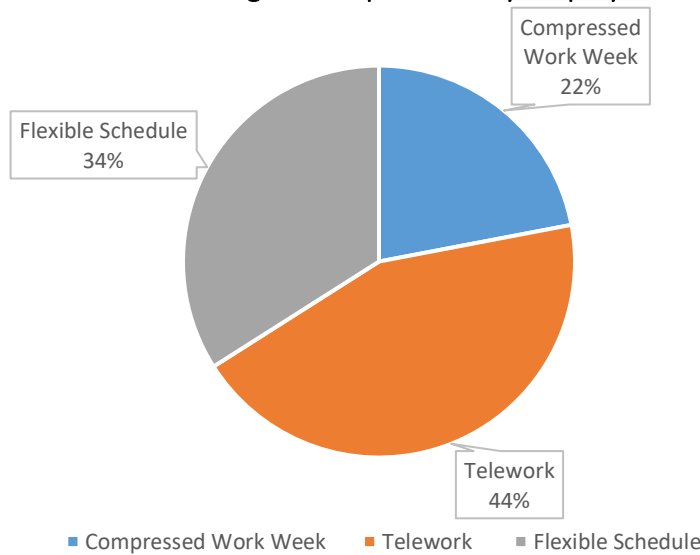
*Telecommute* – SANDAG defines as allowing employees to work from home.

*Flexible Schedule* - SANDAG's flexible schedule is defined as situations where employees can work outside of 9am-5pm to help with commuting outside of typical commute peak periods.

*Compressed Schedule* - SANDAG's compressed work week is defined as allowing employees to work "9/80" which means that employees may elect to work eight nine-hour days and one eight-hour day in a two week period and then receive one work day off. Even though, SANDAG defines the compressed work week as "9/80," anecdotally a participating iCommute employer shared employees at their place of employment are allowed to work "4/10's", in other words work four ten-hour work days in exchange of having the fifth work day off.

Of the 21 employers who saw a reduction in SOV trips, 19 employers offered some sort of Flexible Work Arrangement. Of the employers who allow for Flexible Work Arrangements, 44% allow telework, 34% allow for flexible schedules and 22% allow for a compressed work week, as shown in **Figure 6**.

Figure 6 Types of Flexible Work Arrangements provided by Employers who saw SOV Reductions

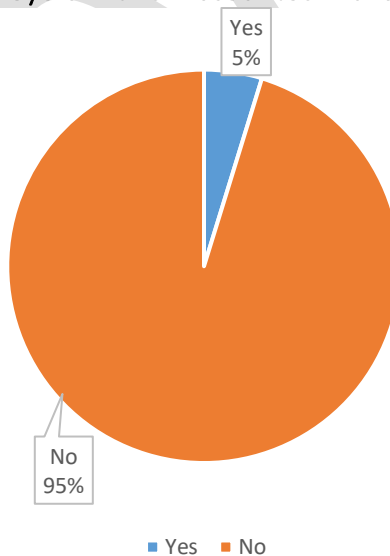


Data Source: SANDAG iCommute Data, 2020

Another TDM benefit offered are discounted or subsidized transit passes. Of the 53 participating employers for whom SOV change could be tracked, only 7 employers offered discounted transit passes. Six of these employers are located outside of TPAs.

Only one employer, of the 21 participants that realized a reduction in SOV trips, offer discounted transit passes, as shown in **Figure 7**. The employer that realized a reduction in SOV trips and offers discounted transit passes, is located outside of a TPA.

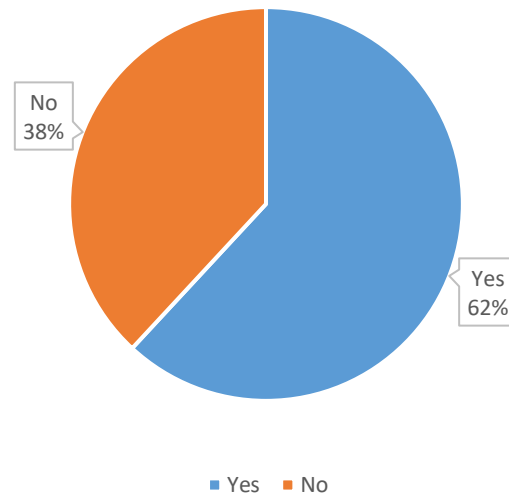
Figure 7 Employers with a Discounted Transit Pass Benefit



Data Source: SANDAG iCommute Data, 2020

Commuter Tax Benefit is another TDM incentive offered by employers. This is part of a federal program which helps to reduce employee's monthly transportation expenses. The U.S. tax code allows employees to set aside pre-tax dollars through payroll to cover their commute expenses and reduce taxable income. The employer realizes a savings by having payroll taxes decrease. As shown in **Figure 8** approximately 62% of employers which realized a SOV reduction offer a commuter tax benefit.

**Figure 8 Employers with Commuter Tax Benefits**

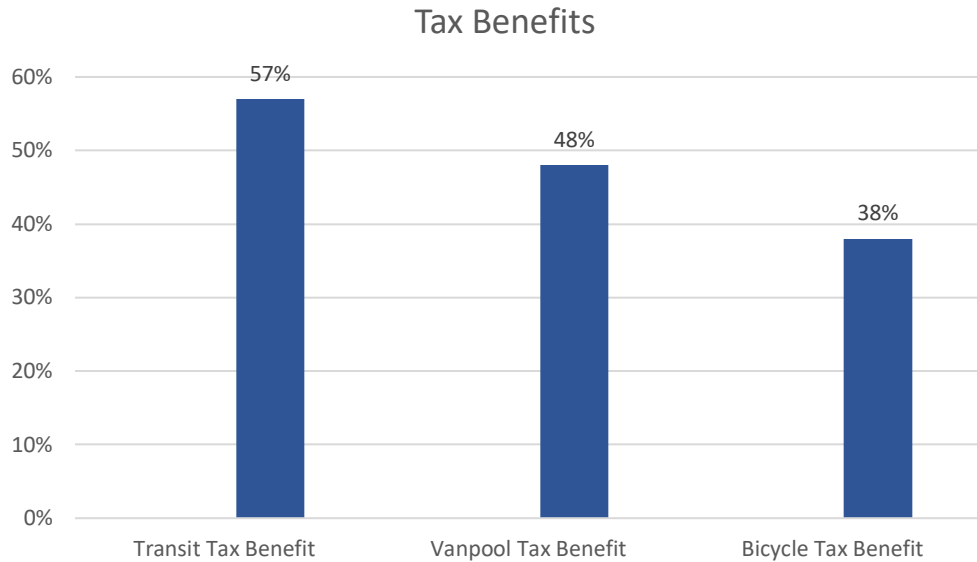


Data Source: SANDAG iCommute Data, 2020

There are generally three types of commuter tax benefits offered, a transit tax benefit, a bicycle tax benefit and a vanpool tax benefit. As shown in **Figure 9**, the transit tax benefit is the most frequently offered benefit followed by the vanpool tax benefit. Approximately, 57% of employers who saw a SOV reduction offer a transit tax benefit.



Figure 9 Types of Tax Benefits offered by Employers who saw a SOV Reduction



Several of the participating employers offer amenities on-site. These amenities range from having a childcare, a bank, a retail or convenience store, a gym, to food (either a café or restaurant) and having a shared car or bicycle fleet.

All the employers who saw a reduction in SOV trips, offer on-site amenities. **Figure 10** shows the number of amenities offered by employers. The most common amenity was food on the premise, with 86% of employers (or 18 out of 21 employers) offering this amenity. The least common amenity was on-site childcare, only 2 employers offered this benefit.

Figure 10 Number of Amenities Offered by Employers

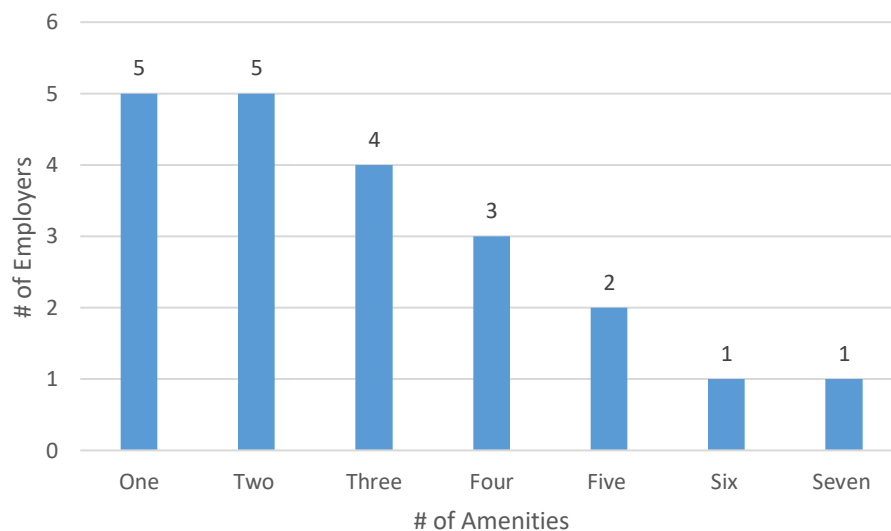
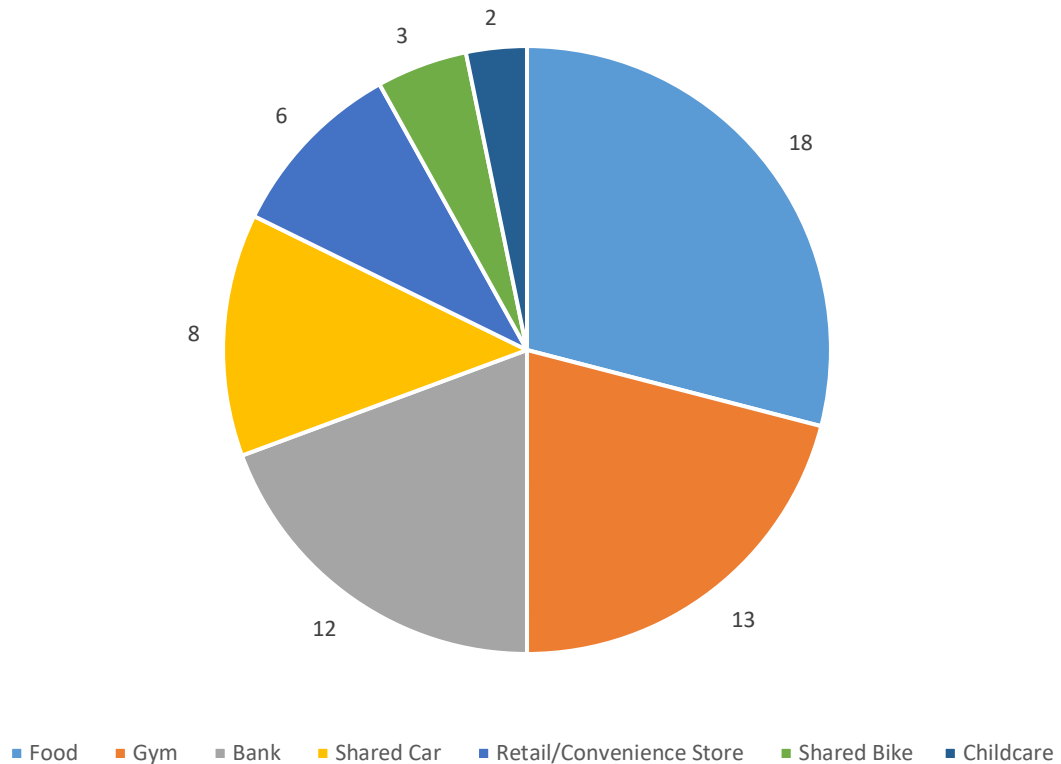


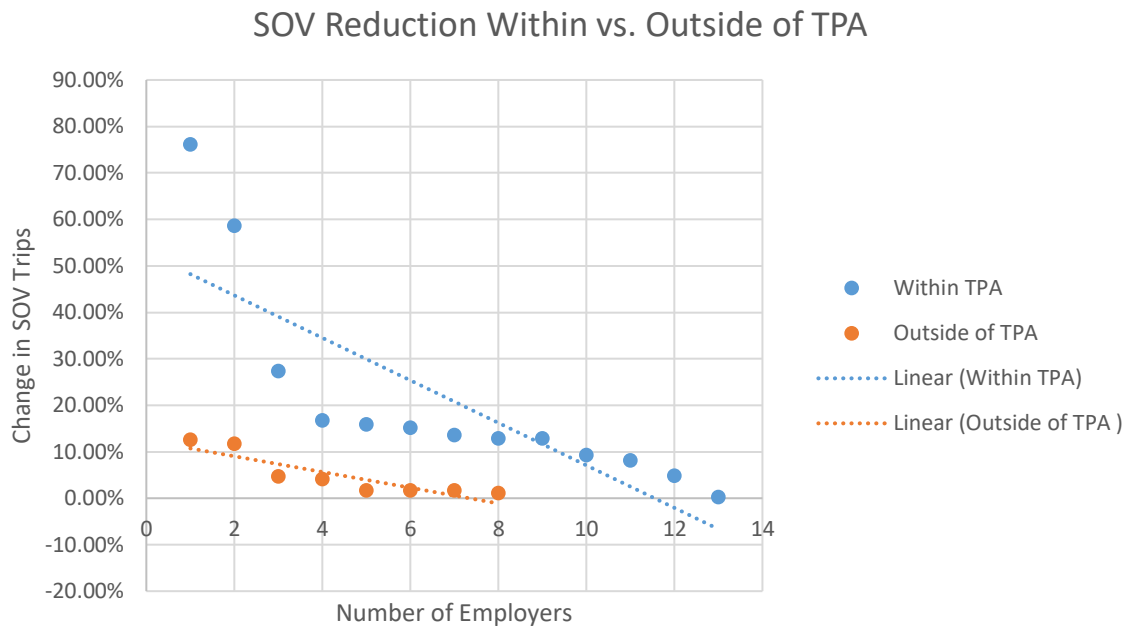
Figure 11 Number of Employers Offering Amenities by Type



## Scatterplot

**Figure 12** compares the employers which saw a decrease in SOV trips based on location. As shown, more employers located within TPAs saw a reduction in SOV commute trips (13 employers compared to 8 employers). Additionally, the employers located within TPAs saw a greater reduction in SOV trips, compared to those outside of TPAs. Of employers located within TPAs who saw a reduction in SOV, the average reduction was approximately 21%. For employers located outside of TPAs who saw a reduction, the average reduction was approximately 5%.

Figure 7 SOV Reduction for Employers Within TPAs vs. Outside of TPAs



## iCommute Participating Employer Interviews

Employers who realized a reduction in SOV trips of 10% or greater amongst their employees were contacted by the City of San Diego. Six employers agreed to answer questions regarding how the TDM incentives were implemented and worked – in practical terms – at their place of employment. The questions were answered by the person who was the iCommute point of contact and the questions were shared in advance via email. All questions were intended to capture the state of affairs pre-COVID.

Through the interviews, it became clear that some employer representatives viewed coordinating information and communication regarding TDM incentives internally with colleagues as part of their job duties, while other representatives clearly stated that their role as TDM educator/promotor was explicitly a voluntary task, in other words, uncompensated.

Participation in the iCommute program ranged from 3 to 14 years across the six employers.

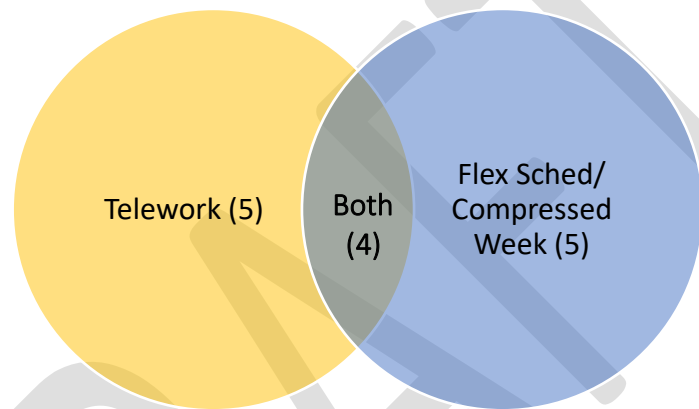
The employers who communicated with the City ranged in size from 8 employees to over 3,600 employees.

**Table 1 Interviewed Employer Metrics**

Employer ID	# of Employees	In TPA?	Reduction in SOV
1	70	No	11.6%
2	380	Yes	58.5%
3	250	Yes	12.7%
4	8	Yes	15.79%
5	1,600	Yes	16.7%
6	3,650	No	13.5%

There was some variation across employers regarding the TDM incentives offered. However, pre-COVID, five of the six employers allowed for telework and five of the six employers allowed for a flexible schedule/compressed work week<sup>1</sup>. Four of the six employers offered their employees both options, telework and a flexible schedule/compressed work week, as shown below in **Figure 8**.

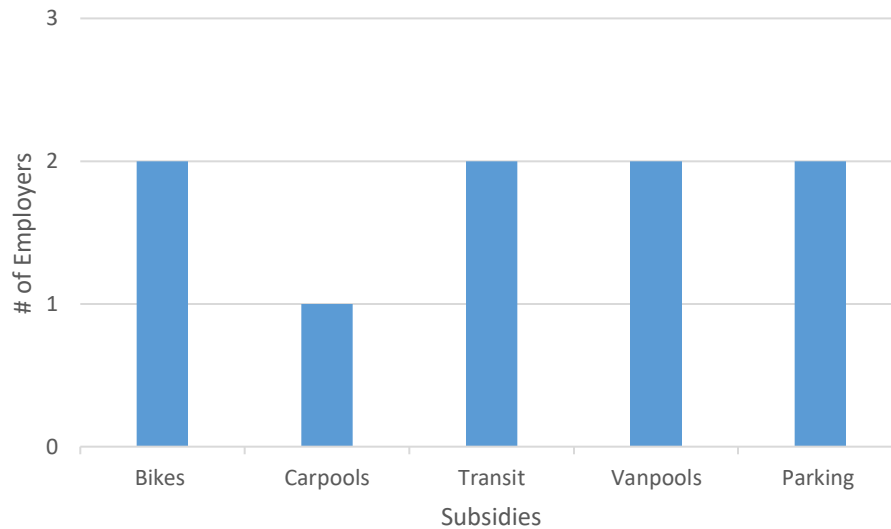
**Figure 8 Number of Employers offering Telework, Flexible Schedules/ Compressed Work Week**



The subsidies and cash incentives varied across employers as well. One employer gave employees \$1/day for each day they did not use a parking space in the lot and offered \$1/day to each carpool participant. Two employers offered transportation subsidies which could be used for parking. The break down of subsidies is shown below **Figure 9**.

<sup>1</sup> There appeared to some definitional confusion among the two terms. Some employers had indicated that they offer “flexible schedules” in their responses on the SANDAG iCommute surveys but in conversation it became clear that they offered compressed work schedules, though this incentive had not been selected by the employer on the survey.

Figure 9 Number of Employers offering Different Types of Subsidies



Three employers provided bicycle lockers, five employers provided bicycle racks and one employer allows employees to park their bicycles in the office (in addition to providing racks). Four employers offer showers.

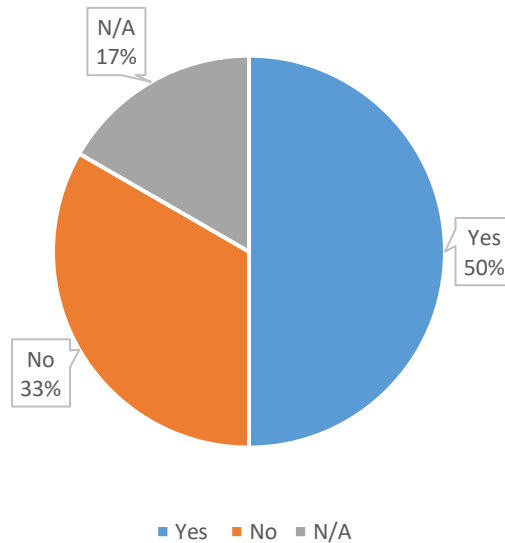
When asked, the representatives had different impressions regarding which TDM incentives produced the greatest mode shift away from SOV commute trips, as shown in **Table 1**.

**Table 1 Interviewed Employer Metrics**

Employer	Perception of Incentive Which Produced the Greatest Mode Shift
1	Flexible (Compressed) Work Schedule \$1/day
2	Working from Home
3	Teleworking
4	Do not believe TDM affects mode choice
5	Not just one, but the continued education surrounding TDM incentives
6	Carpool

There was also a difference in the response to the question which asked whether there had been a noticeable reduction in the demand for parking since implementing TDM measures. Three employers said yes, two said no and 1 did not answer the question, as displayed in **Figure 10**.

Figure 10 Was there a Noticeable Reduction in Occupied Parking Spaces?



The representatives were asked hypothetically how they would reallocate the space from unused parking spaces.

**Table 2 Responses to the Question regarding Hypothetically Reallocating Space from Unused Parking**

Employer	Hypothetical Reallocation of Unused Parking Spaces
1	More outdoor seating and amenities for the customers
2	Larger storage warehouse Cafeteria with healthy food choices in the building More outdoor space
3	Tables for sitting during the workday or lunch Area for pet owners who would love to bring their dogs to work Provide more bike lockers EV Charging stations Initiate a compost program and/or an outdoor garden
4	The private sector should be allowed to decide what to do with the excessive parking spaces, this will ensure creative ideas and uses
5	Taco Trucks (presumably any type of food carts) Storage for Facilities Designated scooter parking or last mile type of corral
6	Green Space for employees to exercise and relax