



# Transportation Demand Management Toolkit

Version 1

## Introduction

The City of Mountain View Transportation Demand Management (TDM) Toolkit is a menu of transportation strategies that may be selected to prepare a project-specific TDM Plan in compliance with the City's TDM Ordinance. The Toolkit is intended to support developers, applicants, property owners, property managers, and employers in identifying practical, effective measures that reduce drive-alone travel and incentivize use of sustainable transportation modes.

The range of TDM strategies presented offer flexible choices to build a TDM Plan fit for purpose. The Toolkit spans programmatic, operational, and infrastructure-based options that can be combined to meet TDM requirements while responding to the location, land use, and transportation context of each project. Of note, this Toolkit may be updated periodically to reflect evolving transportation tools, strategies and opportunities, in order to ensure project applicants can produce effective TDM programs over time.

## How to Use this Toolkit

Applicants subject to the TDM Ordinance are required to prepare a TDM Plan that reflects a mix of strategies from the Toolkit, which is organized into **Core** and **Auxiliary** strategies. Core strategies represent higher-impact measures that form the foundation of a project's TDM approach, while Auxiliary strategies support, enhance, or reinforce the effectiveness of Core strategies.

When preparing a TDM Plan, applicants should:

- Review the full list of Core and Auxiliary strategies included in the Toolkit.
- Select strategies that are appropriate for the project's land use, size, level of transit access, and operational characteristics. The cumulative effectiveness of the strategies should equal the required ADT reduction target.
- Residential projects seeking exemptions from the City's minimum parking requirements or other development standards must meet one of the following criteria that exceed minimum TDM requirements. The two TDM criteria options below would require:
  - 1) exceeding the applicable ADT reduction target by *at least five percent (5%)*; **or**
  - 2) adopting one (1) additional Core Strategy and two (2) additional Auxiliary Strategies over the minimum requirements.
- Ensure that selected strategies are implemented for the required duration and are consistent with any applicable mutual exclusivity notes.
- Provide the required documentation described in the "Proof of Implementation" section for each selected strategy.

Each project will be assigned an Average Daily Trips (ADT) reduction target and a minimum number of Auxiliary strategies that must be implemented, as described in the TDM Program Standards. The strategies in this Toolkit are intended to be used collectively to help projects meet those requirements and demonstrate compliance with the Ordinance.

Applicants are encouraged to consider how strategies work together as a package. Combining pricing, incentives, information, and access improvements is often more effective than implementing a single measure in isolation. As part of ongoing compliance, applicants will be required annually to report on the strategies implemented and their continued operation, consistent with the reporting requirements outlined in Section 4 of the TDM Program Standards.

## How to Read a Strategy Table

Each strategy in this Toolkit is presented in a standardized table format. The table provides concise, implementation-focused information to help applicants understand the intent of the strategy, its applicability, and documentation requirements.

Each strategy table includes the following rows:

- **Description:** A plain-language summary of the strategy and how it supports reduced drive-alone travel or access to alternative transportation options.
- **Estimated ADT Reduction (if applicable):** An *approximate estimate* of the potential average daily trip (ADT) reduction associated with the strategy, provided for informational and planning purposes.
- **Relative Cost:** A general characterization of the expected cost level for implementing the strategy, such as low (\$0-\$5,000), medium (\$5,000-\$50,000), high (\$50,000+), or cost-neutral. Actual costs may vary by project.
- **Relevant Development Types:** Identification of the land use types for which the strategy is applicable, including residential, non-residential, and mixed-use development.
- **Implementation Guidance:** Specific considerations, best practices, and conditions to guide effective implementation of the strategy. This section explains how the strategy should be applied to achieve its intended outcome and, where applicable, how it should be coordinated with other strategies or programs.
- **Proof of Implementation:** The documentation required to demonstrate that the strategy has been implemented and is operational. This information is used by City staff to confirm compliance through the TDM Plan review, pre-occupancy, and ongoing reporting processes.

# Strategies Included in This Toolkit

The following strategies are included in the Mountain View TDM Toolkit. Applicants may select from both Core and Auxiliary strategies, subject to ordinance requirements.

## Core Strategies

- [Alternative Transportation Subsidies](#)
- [Bikeshare and/or Scootershare Program](#)
- [Bike Facilities](#)
- [Carshare Program](#)
- [Employee Parking Cash-Out](#)
- [First / Last-Mile Transit](#)
- [Limit Parking Supply](#)
- [Price Workplace Parking](#)
- [Rideshare Program](#)
- [Telecommuting and Alternative Work Schedules](#)
- [Transit Service / Shuttle Service Expansion](#)
- [Unbundled Parking Costs](#)
- [User-Defined Strategy \(Core\)](#)

PLACEHOLDER – ADDITIONAL CORE STRATEGIES TO BE ADDED BY 05/04

- Active Ground-Floor Uses and Amenities (forthcoming)
- Active Transportation Gap Closure Improvements (forthcoming)
- Market Rate Residential Parking Pricing (forthcoming)
- New Resident Transportation Resources (forthcoming)
- School Carpool Matching Program (forthcoming)
- Transit Land Dedication or Capital Improvements (forthcoming)
- Transportation Coordinator/ Designated Contact (Required Strategy) (forthcoming)

## Auxiliary Strategies

- [Behavioral Intervention \(Personalized Travel Planning\)](#)
- [Guaranteed Last Mile Program](#)
- [Guaranteed Ride Home \(GRH\) Program](#)
- [Mid-Day Mobility](#)
- [On-Site Wayfinding](#)
- [Pre-Tax Benefits](#)
- [Priority Carpool / Vanpool / Carshare Parking](#)
- [Raffles and Giveaways](#)
- [Support Safe Routes to School Programs](#)
- [TMA Membership](#)
- [Transportation Information Hub](#)
- [Transportation Events](#)
- [User-Defined Strategy \(Auxiliary\)](#)

## Core Strategies

Core strategies are higher-impact transportation demand management measures that form the foundation of a project’s TDM Plan. These strategies are intended to meaningfully reduce drive-alone trips through changes to access, incentives, pricing, or travel behavior.

### Alternative Transportation Subsidies

Provide subsidies to all building occupants from certificate of occupancy for at least one of the following:

- Transit
- Vanpool
- Carpool
- Active transportation
- Micromobility (bikeshare & scootershare)

<b>Estimated ADT Reduction</b>	<p>5% - for projects near a Major Transit Stop (as defined by <a href="#">California Code, PRC 21064.3.</a>)</p> <p>4% - for projects not located near a Major Transit Stop but located within a High Quality Transit Corridor (as defined by VTA’s VMT Evaluation Tool)</p> <p>2% - for everywhere else in the City</p>		
<b>Relative Cost</b>	Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Project transit accessibility:</b> The project should be located either within 1 mile of high-quality transit service, defined as rail or bus service with headways of less than 15 minutes; within 0.5 mile of local or less frequent transit service; or along a designated shuttle route that provides last-mile connections to rail service.</li> <li>• <b>Extended eligibility with bikeshare access:</b> If a well-established <a href="#">bikeshare service</a> is available, the project site may be located up to 2 miles from a high-quality transit service.</li> <li>• <b>Coverage across multiple transit providers:</b> If more than one transit agency serves the project site, subsidies should be provided that can be applied to each available service.</li> <li>• <b>Consistency of subsidy assumptions:</b> If subsidies are applied to only one transit service, all associated assumptions and variable inputs should apply only to that subsidized service.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Copies of invoices or receipts documenting transit pass purchases and subsidy contributions.</li> <li>• Copies of informational materials provided to project residents or employees describing available transit subsidies must be submitted as attachments to the annual TDM Reporting Form.</li> </ul>		

## Bikeshare and/or Scootershare Program

Implementation of campus bike sharing system that includes capital investment and operations, preferably with interoperability to neighboring systems and high penetration within the region (e.g. Bay Wheels).

<b>Estimated ADT Reduction</b>	6%		
<b>Relative Cost</b>	Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Pick the model and service area:</b> Decide whether to host stations on site (docked) or provide designated scooter/bike parking corrals. Coordinate locations to close first and last mile gaps to Caltrain, VTA, MVgo routes, and the Mountain View Community Shuttle. Prioritize visible, well-lit locations near primary building entrances.</li> <li>• <b>Right-size supply:</b> For employment uses, target at least 0.05 to 0.1 shared micromobility vehicles per on-site employee who is within a 2-mile shed of major transit, adjusting after the first 6 to 12 months based on utilization.</li> <li>• <b>Provide safe parking and charging:</b> Provide marked parking zones or docks that do not obstruct sidewalks, curb ramps, transit stops, or fire access. Where e-bikes or e-scooters are provided by the applicant, include UL listed charging and battery storage with clear operating rules. Follow local micromobility parking and operating policies.</li> <li>• <b>Lower the barrier to try:</b> Offer an annual membership or monthly credit for each unit or employee to use toward an existing micromobility provider in the City for at least the first two years. Bundle with trip planning information and eligibility for <a href="#">Guaranteed Ride Home</a>.</li> <li>• <b>Integrate wayfinding and comms:</b> Include <a href="#">on-site wayfinding</a> to nearest docks/corrals and publish a page on the property website with how to access and rules of use. Update quarterly.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Documentation demonstrating active participation in a shared bikeshare or scootershare program, such as a service agreement, membership contract, or invoice.</li> <li>• Site plan or photos showing the location and installation of bikeshare stations, docks, or designated scooter/bike parking areas.</li> <li>• Copies of materials provided to residents or employees describing access, pricing, and rules of use.</li> </ul>		

## Bike Facilities

Provide and maintain facilities for bicycle users at the project site. Examples of end-of-trip facilities include bike parking, bicycle lockers, showers, and personal lockers. The extent of VMT reduction is based on the Project provision of secure bike parking or secure bike parking and additional facilities proportional to the number of commuting bicyclists or as determined by the Mountain View Municipal Code SEC. 36.32.85.

<b>Estimated ADT Reduction</b>	3%		
<b>Relative Cost</b>	Bicycle parking facilities are required per Sec. 36.32.85 of the City of Mountain View Municipal Code		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Meet or exceed code:</b> Provide secure, long term bike parking and short-term racks meeting <a href="#">City</a> and <a href="#">CALGreen</a> standards. Place short term racks near main entrances and long-term parking inside or in secure rooms with access control. Provide personal lockers near showers.</li> <li>• <b>End of trip amenities:</b> For non-residential projects, include showers and changing rooms sized to anticipated bicycle demand and inclusive single occupant options where feasible. Post access instructions at the bike room.</li> <li>• <b>Visibility and maintenance:</b> Install signage to bike rooms from building entries. Provide a basic repair station and floor pump. Inspect racks and rooms monthly and keep a maintenance log.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Site plans or as-built drawings identifying the location, quantity, and type of bicycle parking, lockers, showers, and changing facilities.</li> <li>• Photos demonstrating that facilities are installed, accessible, and maintained in working order.</li> <li>• A brief description of ongoing maintenance responsibilities.</li> </ul>		

## Carshare Program

Provide subsidies and promotions, as well as dedicated parking spaces, for car sharing services such as ZipCar, Car2Go, and GetAround.

<b>Estimated ADT Reduction</b>	2%		
<b>Relative Cost</b>	Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Secure spaces and visibility:</b> Reserve dedicated, signed stalls near entries.</li> <li>• <b>Confirm subscriptions:</b> Negotiate member discounts or credits and publish how to enroll.</li> <li>• <b>User access:</b> If hosting vehicles on site, ensure access arrangements, maintenance windows, and insurance are documented.</li> <li>• <b>Program promotion:</b> Promote availability through orientation materials and other relevant channels.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Agreement or confirmation of partnership with a carshare provider.</li> <li>• Site plan or photos showing dedicated carshare parking spaces.</li> <li>• Materials provided to occupants describing membership or usage.</li> </ul>		

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## Rideshare Program

Organize a program to match individuals interested in carpooling who have similar commute patterns or leverage existing County and/or regional programs (MTC and VTA).

<b>Estimated ADT Reduction</b>	4%		
<b>Relative Cost</b>	Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Leverage regional platforms.</b> Participate in the Bay Area <a href="#">Carpool and Vanpool</a> and <a href="#">VTA's Smart Commute</a> programs, and promote sign-ups during onboarding/new orientation and at least twice per year. Provide an internal matching option for tenants or employees who opt in.</li> <li>• <b>Utilize employee data.</b> If available, analyze employee home/work locations to identify whether there are specific zip codes or areas where employees/residents are more concentrated. Without sharing any individual data on employee home locations, target messaging to those groups and create voluntary opportunities for them to meet and create carpool or vanpool opportunities.</li> <li>• <b>Incentivize and reserve parking spaces.</b> Provide <a href="#">priority spaces</a> near entrances and offer a monthly incentive or parking discount (if applicable) for verified carpools and vanpools. Combine with pre-tax benefits administration.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Confirmation of enrollment in a regional or employer-based carpool or vanpool matching platform.</li> <li>• Copies of promotional or informational materials provided to site occupants describing how to join the rideshare program.</li> <li>• If applicable, photos or site plans showing designated priority carpool or vanpool parking spaces.</li> </ul>		

## Telecommuting and Alternative Work Schedules

Allow and encourage employees to telecommute or allow alternative work schedules that result in fewer in-office days.

<b>Estimated ADT Reduction</b>	5%		
<b>Relative Cost</b>	Low		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Adopt a written policy.</b> Establish eligibility, minimum remote days, and schedule options such as 9/80 or 4/10 where operationally feasible. Communicate expectations, performance measures, and equity considerations across roles.</li> <li>• <b>Make it measurable.</b> Track telework days and compressed schedule off-days as part of TDM reporting and compare against baseline SOV rates.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• A written telecommuting or alternative work schedule policy adopted by the employer or property manager.</li> <li>• A brief narrative describing eligibility criteria and how employees are informed of the policy.</li> <li>• Summary statistics indicating participation levels, if available.</li> </ul>		



## First/ last-Mile Transit

Provide free shuttle service to and from nearby transit hubs/stations. Participation in the MVgo shuttle program qualifies applicants to select this strategy via TMA membership.

<b>Estimated ADT Reduction</b>	5%		
<b>Relative Cost</b>	High		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Use existing public shuttles first.</b> Participate in MVgo through the TMA and locate tenant information about routes, stops, operating hours, and the Guaranteed Last Mile policy in prominent building areas and onboarding materials.</li> <li>• <b>Close the gap.</b> If stops are more than a comfortable walk, provide safe pedestrian connections and wayfinding to MVgo stops or request a stop adjustment with the TMA based on ridership demand.</li> <li>• <b>This strategy is mutually exclusive with “Free Door-to-Door Transit” and therefore both strategies should not be selected together.</b></li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Proof of membership or participation in the MVgo shuttle program through the TMA, or an agreement with an equivalent first / last-mile service provider.</li> <li>• Maps or materials showing shuttle routes, stops, and schedules serving the project site.</li> <li>• Copies of communications or orientation materials provided to residents and/or employees.</li> </ul>		



## Unbundled Parking Costs

Unbundle the cost of parking space from the rental price of properties.

\*\*Required for multi-family residential properties with 16+ residential units, per AB 1317 Unbundled Parking

<b>Estimated ADT Reduction</b>	10%		
<b>Relative Cost</b>	Potential to be cost-neutral or savings		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Align with AB 1317.</b> For multifamily projects with 16 or more units, comply with state unbundling requirements, disclose parking prices up front, and prohibit mandatory parking bundling in leases.</li> <li>• <b>Structure pricing transparently.</b> Lease parking spaces separately from rent with a published monthly and daily price that reflects market value. Offer the same cash equivalent or transit benefit to non-parkers where applicable.</li> <li>• <b>Pair with alternatives.</b> Market <a href="#">transit subsidies</a>, <a href="#">carshare</a>, and <a href="#">micromobility</a> alongside unbundled parking to provide real choices.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Sample lease language or parking agreement demonstrating that parking costs are separated from rent or unit price.</li> <li>• A parking pricing schedule showing monthly or daily rates.</li> <li>• A brief explanation of how non-parking occupants are informed of their options.</li> </ul>		

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## Limit Parking Supply

Provide parking supply at rates lower than the Institute of Transportation Engineers (ITE) Parking Generation Manual or lower than those documented in the Mountain View City Code. Decreasing parking supply encourages building occupants to choose alternative transportation modes and, for residential uses, can reduce long-term vehicle ownership. This measure is more effective if surrounding street parking is not free or unrestricted. Adjacent street parking must be metered, have time limits during typical working hours, and/or be available to residential parking permit (RPP) holders only.

<b>Estimated ADT Reduction</b>	10%		
<b>Relative Cost</b>	Cost-neutral or savings		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Right-size supply.</b> Provide on-site parking below ITE or local norms where allowed. Pair with on-street controls such as meters, time limits, and <b>residential parking permit (RPP)</b> protection in surrounding areas to avoid spillover.</li> <li>• <b>Manage access.</b> Prioritize carpools and vanpools. Consider daily or hourly pricing if a supply reduction alone does not change behavior.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Approved site plan or parking study demonstrating parking supply below ITE rates or City Code standards.</li> <li>• Permit or entitlement documents confirming reduced parking approval.</li> <li>• If applicable, documentation describing on-street parking controls in the surrounding area.</li> </ul>		

## Employee Parking Cash-Out

The State’s Parking Cash-Out Program, California Health & Safety Code, Section 43845 and AB 2206 requires certain employers who provide subsidized parking for their employees to offer a cash allowance in lieu of a parking space.

<b>Estimated ADT Reduction</b>	12%		
<b>Relative Cost</b>	Potential to be cost-neutral or savings		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Check applicability and calculate correctly.</b> If you or future tenants plan to subsidize employee parking and meet thresholds under Health and Safety Code 43845 as clarified by AB 2206, offer a taxable cash allowance equal to the parking subsidy to employees who do not drive and park. Follow <a href="#">CARB’s 2024 calculation guidance</a> and maintain records.</li> <li>• <b>Communicate the option.</b> Inform employees annually and at onboarding about cash-out eligibility and how to enroll. Coordinate with payroll and benefits so payments and taxes are properly handled.</li> <li>• <b>This strategy is mutually exclusive with “Price Workplace Parking” and therefore both strategies should not be selected together.</b></li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Written description of the parking cash-out program, including eligibility and cash value.</li> <li>• Payroll or benefits documentation showing how the cash-out option is administered.</li> <li>• Copies of employee notifications describing the availability of the program.</li> </ul>		



## Price Workplace Parking

Require commuters to pay for parking on-site.

<b>Estimated ADT Reduction</b>	12%		
<b>Relative Cost</b>	Cost-neutral or savings		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Set a fair daily price.</b> Charge a daily market rate for parking. Avoid monthly permits that lock in driving. Use license plate recognition or access cards to administer daily billing and enforce.</li> <li>• <b>Reinvest revenues.</b> Earmark a portion of parking revenue to fund transit passes, micromobility credits, shuttle participation, or facility improvements.</li> <li>• <b>This strategy is mutually exclusive with “Employee Parking Cash-Out” and therefore both strategies should not be selected together.</b></li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Parking pricing schedule showing daily or monthly parking fees.</li> <li>• Description of how parking payments are managed and enforced.</li> <li>• Copies of materials informing employees of parking costs and alternatives.</li> </ul>		



## Transit Service/ Shuttle Service Expansion

Subsidize transit/ shuttle service through fees and contributions to the transit provider or TMA. This strategy must be negotiated with the transit agency, TMA, or other agency as approved by the City.

<b>Estimated ADT Reduction</b>	10%		
<b>Relative Cost</b>	Low-Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Coordinate with MVgo, Mountain View Community Shuttle, VTA, and Caltrain.</b> Engage the TMA early to evaluate adding trips or stops on MVgo routes that connect your site during peaks. Where TMA participation is not feasible, coordinate directly with a provider for a shared shuttle that interlines with transit schedules.</li> <li>• <b>Service design basics.</b> Target headways of 10 to 20 minutes in the peak period with timed meets to rail where possible. Publish maps and arrival info in lobbies and online.</li> <li>• <b>Sustainability and access.</b> Use wheelchair accessible vehicles with bike racks and real time information. Explore zero emission fleets where possible.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Agreement or confirmation of financial contributions to a transit agency, shuttle provider, or TMA supporting service expansion.</li> <li>• Documentation describing the expanded service, such as schedules, route changes, or added frequency.</li> <li>• Communication materials provided to site occupants explaining the enhanced service.</li> </ul>		

## User-Defined Strategy

Propose a tailored and effective TDM strategy to occupants with supporting data to demonstrate level of effectiveness, for review and approval by City staff.

<b>Relative Cost</b>	Variable		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Show evidence and measurability.</b> Provide a clear description, logic model for trip reduction, target population, implementation steps, and a monitoring plan with data sources. Cite empirical studies, regional benchmarks, or agency guidance to support claimed effectiveness.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Documentation as approved by City staff as part of the TDM Plan approval, tailored to the proposed strategy.</li> <li>• Evidence demonstrating that the strategy has been implemented as described and is operational.</li> <li>• Any monitoring or tracking materials identified in the approved plan.</li> </ul>		

## PLACEHOLDER – ADDITIONAL CORE STRATEGIES TO BE ADDED BY 05/04

### Active Ground-Floor Uses and Amenities

Provide pedestrian-oriented, publicly visible uses and amenities on the ground floor that meet daily needs on site and reduce off-site vehicle trips. Examples include cafes, small retail, fitness facilities, childcare, co-working space, or service uses accessible to residents and visitors.

<b>Estimated ADT Reduction</b>	2%		
<b>Relative Cost</b>	N/A		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		

### Active Transportation Gap Closure Improvements

Construct or enhance pedestrian and bicycle infrastructure that closes gaps between the project site and existing sidewalks, bikeways, trails, transit stops, or adjacent streets to improve safety and continuity.

<b>Estimated ADT Reduction</b>	14%		
<b>Relative Cost</b>	Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		

### Market Rate Residential Parking Pricing

Price residential and visitor parking at rates comparable to or exceeding prevailing market rates in the surrounding area to discourage excess vehicle ownership and use.

<b>Estimated ADT Reduction</b>	16%		
<b>Relative Cost</b>	Cost-neutral or savings		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		

## New Resident Transportation Resources

Provide new residents with a transportation orientation program or materials that explain available non-drive-alone options and how to access them from the site.

<b>Estimated ADT Reduction</b>	3%		
<b>Relative Cost</b>	Low		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		

## School Carpool Matching Program

Facilitate a voluntary program that helps families connect with one another to form carpools for school drop-off and pick-up trips.

<b>Estimated ADT Reduction</b>	6%		
<b>Relative Cost</b>	Low		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		

## Transit Land Dedication or Capital Improvements

Dedicate land or fund capital improvements on or adjacent to the project site that directly support transit operations or access.

<b>Estimated ADT Reduction</b>	3%		
<b>Relative Cost</b>	High		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		

## Transportation Coordinator (Required Strategy)

Designate a Transportation Demand Management (TDM) Coordinator to serve as the primary liaison responsible for implementing, managing, and monitoring the project's TDM program and serving as a point of contact for tenants, residents, and City staff.

<b>Estimated ADT Reduction</b>	2%		
<b>Relative Cost</b>			
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>[Forthcoming]</li> </ul>		

## Auxiliary Strategies

Auxiliary strategies are complementary measures that support, reinforce, or enhance the effectiveness of selected Core strategies. While generally lower in impact when implemented on their own, these strategies play an important role in improving visibility, awareness, and long-term effectiveness of a project’s overall TDM approach.

### Behavioral Intervention

Provide personalized travel planning assistance such as information on how to use transit and transit itineraries, carpool matching and personal follow-up to tenants/employees.

<b>Relative Cost</b>	Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Make it personal and timely.</b> Provide one-to-one trip planning during onboarding and at move-in, with follow-up nudges after 1 to 3 months. Include route maps, time and cost comparisons, and backup options like <b>Guaranteed Ride Home</b>. Track conversion and retention.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Description of personalized travel planning services offered.</li> <li>• Sample materials, emails, or trip planning resources provided to occupants.</li> <li>• Summary of participation or outreach efforts.</li> </ul>		

### Guaranteed Last Mile Program

Provide eligible tenants/ employees with a reimbursement of up to \$15 for the cost of alternative transportation when the MVgo shuttle is 15 or more minutes late, or Caltrain is delayed.

<b>Relative Cost</b>	Minimal cost associated with promotion of the TMA’s Guaranteed Last Mile Program		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• TMA membership qualifies applicants to select this strategy. Contact the TMA for more information at <a href="mailto:admin@mvgo.org">admin@mvgo.org</a>.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Confirmation of participation in the TMA Guaranteed Last Mile Program or equivalent.</li> <li>• Copy of program rules or reimbursement policy provided to employees.</li> <li>• Summary of promotional efforts informing eligible participants.</li> </ul>		

## Guaranteed Ride Home (GRH) Program

Provide eligible tenants/ employees with a return trip home if they used a sustainable mode of transport to commute to work, when an unforeseen emergency arises and riding transit, cycling or ridesharing isn't possible, for up to at least three trips per year.

<b>Relative Cost</b>	Minimal cost associated with promotion of VTA's GRH program		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Leverage existing programs.</b> Enroll tenants or employees in <a href="#">VTA's GRH</a> or an equivalent program and advertise eligibility. Allow at least three trips per year for qualifying emergencies. Provide clear instructions for claims and keep records for TDM reporting.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Confirmation of enrollment in VTA's GRH program or an equivalent program.</li> <li>• Copies of materials provided to occupants explaining eligibility and how to request a ride.</li> <li>• Description of trip limits and administrative process.</li> </ul>		

## Mid-day Mobility

Employees who take transit, carpool or bike to work can request reimbursement of up to \$15 for mid-day trips taken between 10am and 3pm via Uber, Lyft or taxi.

<b>Relative Cost</b>	Minimal cost associated with promotion of the TMA's Mid-Day Mobility Program		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• TMA membership qualifies applicants to select this strategy. Contact the TMA for more information at <a href="mailto:admin@mvgo.org">admin@mvgo.org</a>.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Confirmation of participation in the TMA Mid-Day Mobility Program or equivalent.</li> <li>• Copy of program rules or reimbursement policy provided to employees.</li> <li>• Summary of promotional efforts informing eligible participants.</li> </ul>		

## On-site Wayfinding

Provide clear information for site users guiding them to transit and active transportation infrastructure and resources, consistent with City wayfinding practices.

<b>Relative Cost</b>	Low-Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Follow consistent conventions.</b> Use a consistent graphic style and place signs at decision points from entrances, lobbies, and garages to transit stops, bike rooms, and micromobility parking. Include approximate walk and wait times for transit. Maintain signage and update after any circulation changes.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Photos or site plans showing installed wayfinding signage directing users to transit stops, bike facilities, and micromobility parking.</li> <li>• Description of signage standards used and confirmation that signage is maintained.</li> </ul>		

## Pre-tax Benefits

Leveraging [the Federal Pre-tax Commuter Benefit law](#), provide opportunity for employees to receive a tax-free allotment to be spent on transit or other allowable travel expenses.

<b>Relative Cost</b>	Cost-neutral or savings		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Offer Section 132(f) commuter benefits.</b> Set up payroll pre-tax deductions for transit and vanpool up to the IRS monthly limit and promote during onboarding and open enrollment. Pair with transit subsidies for greater impact.</li> <li>• <b>Support regulatory compliance.</b> For employers subject to regional requirements, offering pre-tax transit and vanpool benefits under Section 132(f) helps satisfy the <a href="#">Bay Area Air District's (BAAD) Commuter Benefits Program</a> requirements.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Payroll or benefits documentation showing availability of pre-tax commuter benefits.</li> <li>• Enrollment instructions or benefits summaries provided to employees.</li> <li>• Confirmation that benefits comply with federal pre-tax limits.</li> </ul>		

## Priority Carpool/ Vanpool/Carshare Parking

Provide dedicated carpool/vanpool/carshare spaces near building entrances. In areas where parking is priced, priority carpool/vanpool parking may be discounted.

<b>Relative Cost</b>	Low		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Designate and enforce.</b> Sign and stripe spaces closest to entries or elevators. Require two or more occupants per vehicle and verify quarterly through self-certification plus random checks. Combine with <a href="#">carpool matching</a> communications.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Site plan or photos identifying designated carpool or vanpool parking spaces.</li> <li>• Description of eligibility criteria and enforcement approach.</li> <li>• Copies of informational materials explaining priority parking to occupants.</li> </ul>		

## Raffles and Giveaways

Provide raffle prizes for individuals who participate in Core strategies or indicate they travel to site without driving alone (the MVTMA may support in provision of raffles and giveaways).

<b>Relative Cost</b>	Low		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Reward desired behavior.</b> Offer monthly raffles for verified non-drive-alone trips using commute trackers or affidavits, and give practical prizes like transit credits, bike tune-ups, or safety gear. Publicize winners to keep momentum.</li> <li>• <b>Coordinate with the TMA.</b> The TMA may support on-site events through the provision of raffles, prizes, and promotional items to encourage participation and engagement, subject to availability. Please contact the TMA for more information at <a href="mailto:admin@mvgo.org">admin@mvgo.org</a>.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Description of raffle or giveaway program, including eligibility and frequency.</li> <li>• Copies of promotional materials announcing raffles or incentives.</li> <li>• Summary of prizes distributed and participation levels.</li> </ul>		

## Support Safe Routes to School (SRTS) Programs

In coordination with Mountain View Safe Routes to School Program, support efforts to encourage students to walk or bike to school. Initiatives may include annual efforts to form bike trains and walking school buses and offering bicycle and pedestrian safety training.

<b>Relative Cost</b>	Low-Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Coordinate with City SRTS.</b> Contact Mountain View’s SRTS program to align on walk audits, bike trains, and education. Time activities with Walk and Roll to School Days and publish route maps for nearby schools in residential lobbies and websites.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Documentation of coordination with the Mountain View Safe Routes to School Program or affiliated schools.</li> <li>• Copies of materials, event flyers, or communications supporting SRTS activities.</li> <li>• Brief summary of the type and frequency of support provided.</li> </ul>		

## TMA Membership

Join the Mountain View Transportation Management Association (TMA).

<b>Relative Cost</b>	Variable, dependent on project size and services utilized		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Join the TMA as a member.</b> Contact TMA staff to understand expected membership cost.</li> <li>• <b>Take advantage of membership benefits.</b> TMA members have access to support from the TMA in their annual TDM reporting to the City. The TMA also provides the following services, which may be incorporated in applicants’ TDM Plans: <ul style="list-style-type: none"> <li>– First/Last Mile Transit (core strategy with 10% ADT reduction)</li> <li>– Mid-day Mobility (auxiliary strategy)</li> <li>– Guaranteed Last Mile Program (auxiliary strategy)</li> <li>– Marketing/transportation events (auxiliary strategy)</li> <li>– Raffles &amp; Giveaways (auxiliary strategy)</li> </ul> </li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Documentation from TMA staff confirming membership.</li> </ul>		

## Transportation Information Hub

Provide virtual (webpage) or physical (bulletin board) information on local transportation resources and promote programs selected through site's 'Core' strategies. Information must be kept current and reviewed/updated at least quarterly.

<b>Relative Cost</b>	Low-Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Make it hybrid and current.</b> Provide a web page and a lobby display that includes MVgo and Mountain View Community Shuttle routes, Caltrain and VTA links, wayfinding maps, <b>Guaranteed Ride Home</b> information, micromobility rules, and instructions for how to enroll in subsidy programs. Review quarterly and after any service change.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Screenshots or photos of the online or physical information hub.</li> <li>• List of transportation resources included and confirmation of quarterly updates.</li> <li>• URL or access instructions provided to residents or employees.</li> </ul>		

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## Transportation Events

Host virtual or on-site gatherings or workshops at least two times per year focused on transportation information sharing.

<b>Relative Cost</b>	Low-Medium		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Hold recurring events.</b> Host at least two events each year. Include on-site sign-ups for benefits, trip planning clinics, and micromobility safety demos. Track attendance.</li> <li>• <b>Increase participation through incentives.</b> Make events attractive to employees and residents by offering giveaways, raffles, free food or refreshments, and other incentives such as transit passes, micromobility credits, or branded transportation-related items. Incentives can help boost attendance, engagement, and on-site sign-ups.</li> <li>• <b>Coordinate with the TMA.</b> Coordinate with the TMA to plan and host on-site transportation events. TMA services may include event facilitation, informational materials, coordination with transit providers, and on-site support. Please contact the TMA for more information at <a href="mailto:admin@mvgo.org">admin@mvgo.org</a>.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Event calendar, flyers, or promotional materials showing at least two transportation-related events per year.</li> <li>• Attendance summaries, sign-in sheets, or photos from events, if available.</li> <li>• Documentation of coordination with the TMA, transit agencies, or other partners when applicable.</li> </ul>		



## User-Defined Strategy

Propose a tailored and effective TDM strategy to occupants with supporting data to demonstrate level of effectiveness, for review and approval by City staff.

<b>Relative Cost</b>	Variable		
<b>Relevant Development Types</b>	Residential	Non-residential	Mixed-Use
<b>Implementation Guidance</b>	<ul style="list-style-type: none"> <li>• <b>Show evidence.</b> Provide a clear description target population, implementation steps, and a monitoring plan with data sources. Cite empirical studies, regional benchmarks, or agency guidance to support claimed effectiveness.</li> </ul>		
<b>Proof of Implementation</b>	<ul style="list-style-type: none"> <li>• Documentation as approved by City staff as part of the TDM Plan approval, tailored to the proposed strategy.</li> <li>• Evidence demonstrating that the strategy has been implemented as described and is operational.</li> <li>• Any monitoring or tracking materials identified in the approved plan.</li> </ul>		

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