



A Transportation Demand Management Company



701-727 W. EVELYN AVE.

Parking & Transportation Demand Management Plan

January 8, 2019

Updated: February 13, 2019

701-727 W. Evelyn Avenue Mountain View

Preliminary Parking & Transportation Demand Management Plan



*CAL*Green

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Summary Table of PTDM Programmatic Measures

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Case Studies of TOD Projects with 80% car-free performance

Summary of Approved Mountain View PTDM Plans

Appendix A – Transportation Mode-use Forecast Model for Evelyn Development

Appendix B – Mountain View Downtown Precise Plan (TDM element)

PTDM SPECIALISTS, INC. QUALIFICATIONS

PTDM EXECUTIVE SUMMARY

The Parking and Transportation Demand Management (PTDM) plan (herein known as the Plan) for the Transit Oriented Development (TOD) at 701-727 W Evelyn (Project) provides a viable and dynamic program to support a 70-80 percent car-free environment for the future occupants of the Project.¹ The Plan will be one of the most robust put forward to the City of Mountain View (City). The Project Sponsor understands that the efficacy of this Plan is paramount. The Project Sponsor put in place a series of checks and balances that addresses compliance of the Plan. The mechanisms in the Plan will bind both the Project sponsor and future tenants. Both the Project and the Plan will set a precedent for future TOD developments in the downtown Mountain View transit corridor.

Six (6) factors set the proposed Plan apart from typical PTDM plans:

- **Annual Employee Transit Subsidies/Amenities:**

The Plan will include the most robust PTDM infrastructure, programs, and monitoring system delivered in the City. In addition to the conventional PTDM measures, the Plan will include transit subsidies, guaranteed ride home, preferential carpool parking, bike parking, telework options, and annual online surveys. The Plan will also include:

- Free VTA SmartPass transit program for retail employees
- Financial allowances for commuters who carpool/bike/walk (taxable)
- \$350 monthly MTC vanpool subsidy
- \$350 monthly matching applicant-provided vanpool subsidy (for retail employees)
- Dedicated e-bike fleet for employee commuters
- Annual intercept employee surveys to confirm performance
- On-going Commuter Consultant amenity support services for tenants and their employees
- A transportation information kiosk will be accessible to provide public access and use.

This Plan provides includes 65% more trip reduction measures than listed in the City's Precise Plan.

- **Location:** The Project is located immediately across the street from the Mountain View Caltrain Station and VTA services, the best site in the City to reduce car trips. This location allows tenants immediate and convenient access to 427 daily transit trips, public bikeshare resources, and bicycle storage facilities.

- **Enforcement Mechanisms:**

- Obligate Tenants to Perform: Language codified into the office, and retail leases will obligate future tenant(s) to achieve trip reduction goals and offer employee commuter benefits, such as transit subsidies.

¹ The percentage reduction is anticipated to vary between 70-80% depending on the number of employees that may occupy the net rentable building area, currently modeled at 24,000 square feet.

- Leases will also prohibit tenants and their employees (all personnel) from purchasing City parking permits, parking in the neighborhood, or parking in the Caltrain parking lot.

Lease language will include Covenants that prohibit tenants and their employees (all personnel) from purchasing City parking permits, parking in the neighborhood, or parking in the Caltrain parking lot.

- Intercept Surveys: Online employee surveys and annual physical intercept surveys will identify transportation mode use and ensure trip reduction goals are achieved.
- City Penalty Structure: The City possesses the most stringent financial penalties in the greater Bay Area for failure to comply with PPTDM goals. This financial penalty is the direct responsibility of the Project Sponsor. Additionally, the conditions of approval for the Project will provide a financial penalty structure, in the event of failure to perform or provide annual reporting, that will be more onerous than the cost to implement PTDM programs.
- Self-Audit: The Project Sponsor will perform an annual self-audit of the TDM program and its efficacy. Additionally, the Project Sponsor will cover the cost (up to a certain threshold) for the City to perform their own independent audit.
- **Forecast Planning Model for Mode-Use**: The Project Sponsor created a Transportation Mode-Use Forecast Tool to establish an understanding of how the Project will be parked through deployment of the Plan.
 - Key drivers in this model are:
 - Number of potential employees in the building
 - Number/percentages of SOV users vs Commuters
 - Percentage of employees who may use transit and other commuter modes
 - Annual budget for commuter subsidies
 - Endgame for this modeling exercise was to understand the number of employees who are candidates for mode-shift (after deducting transit users and garage users).
 - This subset of employees will use alternative commuting to get to work. The Team identified seven (7) different alternative commuter methods based off industry best practices and local behavior
 - Use of the planning tool allows the Project Sponsor to understand better the dynamics between commuter mode shift and SOV users in a building with having to employ “antidotal data” to make the case.
- **Ongoing Role for PTDM Consultant**: The PTDM Consultant who prepared the PTDM plan will be incorporated into the Project Sponsor’s Property Management team. Ongoing responsibilities will include:

The Project Sponsor created a Transportation Mode-Use Forecast Tool to establish an understanding of how the Project will be parked through deployment of the Plan.

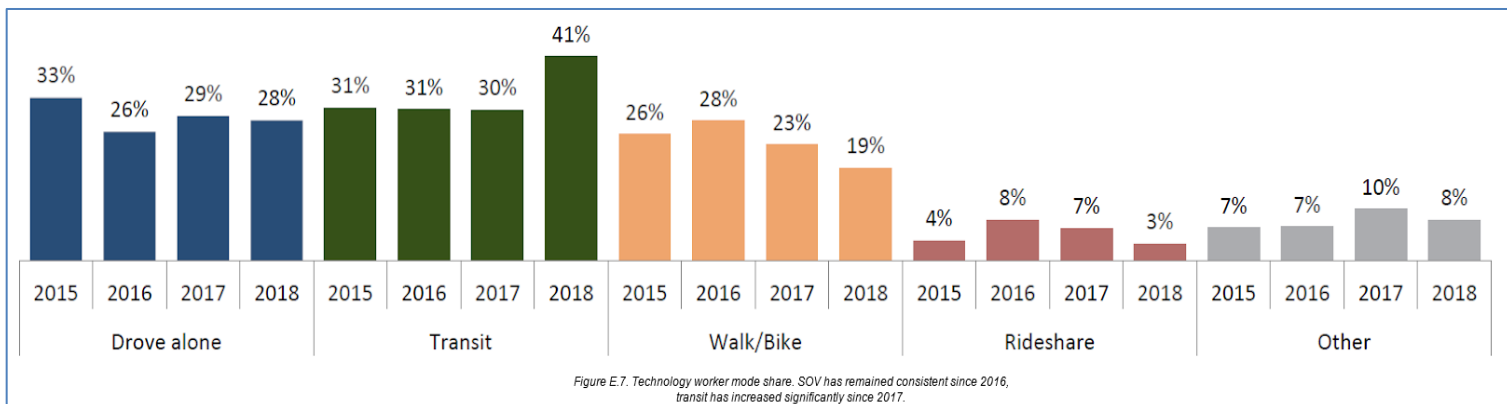
- Pre-occupancy engagement with tenants to transition drive alone commuters to alternative transportation options before tenants move to the site
 - New employee (all personnel) orientation to alternative transportation options
 - Quarterly on-site promotions and events for all employees that highlight public transit, pedestrian and biking, and carpooling transit options and rewards
 - Support tenants with Employee Wellness/Health/Commuter Transportation Fair/Earth Day/Bike to Work Day/Spare the Air events and promotions
 - Support retail tenants with free VTA SmartPasses and coordinate vanpool subsidies for their employees
 - Robust surveys of tenants and their staff to ensure compliance
 - Report PTDM performance to the City.
- **LEED Gold Certification:** The Project will achieve a minimum of LEED Gold green building certification. The LEED Gold certification ensures reduced parking demand, vehicle trips, air pollution, traffic congestion, and greenhouse gas emissions for long-term operations.

PTDM COMPARABLES

PATMA survey data shows that tech sector TOD office sites near Caltrain baby bullet stations have a SOV rate of approximately 30%, the lowest SOV rate in the U.S. for suburban companies offering free parking for employees.

The anticipated efficacy of the Project’s Plan is supported by comparable data points. Projects in Palo Alto (within six miles of the Project) and San Francisco (within 40 miles of the Project) achieve similar results, particularly when Projects are located adjacent to major transit nodes, as is the case here. Data on these Projects is provided in the “Attachments” section and discussed briefly below.

- **Palo Alto**
 - Palo Alto Transportation Management Association (PATMA) survey data shows that tech sector TOD office sites near Caltrain baby bullet stations—like the Mountain View Caltrain Station—have a SOV rate of approximately 30%, the lowest SOV rate in the United States for suburban companies offering free parking for employees.
 - 2018 data from the PATMA’s Annual Report shows that two tech sector office Projects located across the street from the Palo Alto Caltrain Station—Palantir and Amazon—have an SOV rate of 28% (72% commuter rate).
 - The next lowest SOV rate, based in Mountain View, was Google at 55% (45% commuter rate) although, unlike the Project, Google is not rail served and had to create a transit program.
 - The Chart below highlights the SOV and Commuter Mode Use in Downtown Palo Alto from 2016-2018.



Source: PATMA, 2018 Annual Report

- **San Francisco (SF)**

- In 2017, the San Francisco Planning Department hired Fehr & Peers to conduct a TMA Study. Results of the Study showed over eleven (11) office buildings throughout San Francisco, ranging in size from 9,200 SF to 354,000 SF, which demonstrated a commuter rate of 83% (SOV rate of 17%).
 - Of these 11 buildings, all are rail served. The data set is located below:

Comparable Office Projects in San Francisco		Site Characteristics		PM Peak Mode Split						Survey Dates		
TIA ID	Site Address	Land Use	Building Size (ksf)	Number of Survey Responses	Auto (other than Taxi/TNC)	Taxi/TNC	Transit	Walk	Other	Total Non Drive-Alone Rate	Person Trip Video Counts	Intercept Surveys
TIA254	733 Front Street	Office	9.268	20	10%	10%	5%	75%	0%	0.90	3/30/2017	11/16/2016
TIA123	654 Mission Street	Office	11.564	40	15%	3%	30%	50%	3%	0.85		11/10/2016
TIA238	221 Pine Street	Office	26.808	69	9%	6%	42%	43%	0%	0.91	3/30/2017	11/10/2016
TIA307	2333 Buchanan Street	Office	73.151	171	25%	11%	21%	11%	33%	0.75		4/27/2017
TIA229	417 Montgomery Street	Office	94.537	112	10%	9%	47%	31%	3%	0.90	3/30/2017	10/13/2016
TIA253	50 Green Street	Office	101.160	78	17%	8%	32%	29%	14%	0.83	3/30/2017	10/13/2016
TIA312	1 Letterman Drive (Bldg C & D)	Office	154.756	207	26%	8%	25%	33%	9%	0.74		4/25/2017
TIA166	1700 Owens Street	Office	167.053	122	26%	15%	17%	30%	12%	0.74		5/2/2017
TIA228	300 Montgomery Street	Office	211.947	149	26%	3%	33%	34%	4%	0.74	3/30/2017	5/9/2017
TIA173	455 Mission Bay Boulevard South	Office	222.000	89	19%	3%	37%	19%	21%	0.81	5/24/2017	10/25/2016
TIA119	535 Mission Street	Office	354.000	272	7%	5%	33%	52%	3%	0.93		11/10/2016
Average Totals			130	121	17.1%	7.2%	29.3%	37.2%	9.2%	82.9%		

(drive alone rate)

Note: TNC = Transportation Network Company (e.g., Uber/Lyft)

The Project Plan’s measures listed below are designed to achieve a 70-80 percent car-free Project. These measures are consistent with other very well-performing PTDM plans and trip-reduction programs in Mountain View, Palo Alto, the San Francisco Bay Area, and other national locations.

The following outline provides a summary of the applicant's Plan for the Project:

PTDM INFRASTRUCTURE AND PHYSICAL MEASURES

- Infill development
- Building design (set-backs, sidewalk amenities)
- Reduced parking
- Bicycle parking - long-term secure lockers or bike rooms (Class I)
- Bicycle parking - short-term racks (Class II)
- Enhanced bike parking facilities (beyond code requirements)
- Bicycle Fixit Station/repair tools/air pump
- Showers and clothes lockers
- Numbered preferential carpool/vanpool parking spaces
- Commuter/Transportation Kiosk (public access TransitScreen)
- Employee Commuter Resource Flier

PTDM PROGRAMMATIC MEASURES

Commuter Program Management (obligates applicant to provide)

- Commuter Consultant services for all tenants as a building amenity
- Kick-off transportation and commuter fair
- Free VTA SmartPass for retail personnel
- \$350 monthly matching applicant-provided vanpool subsidy for retail personnel
- Commuter incentives and reward programs
- Coordination of trip reduction programs with existing developments/employers
- Parking management strategies
 - Daily pay to park fees
 - Free, reserved vanpool parking
 - Free carpool parking (with two or more participants from the building)

Commuter Benefits (obligates the office tenant to provide)

- Transit subsidies (up to \$231 per month) or;
 - Caltrain GoPass
 - VTA SmartPass
- Vanpool subsidies (up to \$231 per month)
- UberPool/LyftLine subsidies (up to \$231 per month)
- Pre-tax transit deduction payroll option
- Pre-tax parking deduction payroll option (for parking at a transit station)
- Carpool/bike/walk commuter allowance (taxable)
- Telework option
- Alternative work schedule option (flextime, compressed workweek)

Commuter Service & Resources (obligates the office tenant to provide)

- Employee Transportation Coordinator
- Commute information web portal/intranet
- Guaranteed Ride Home program
- Access to public carshare program (e.g., Zipcar at 455 E. Evelyn Ave.)
- Scheduled mobile Bicycle Repair service
- Access to public bikeshare and scooter programs (e.g., ofo or Lime-E at Transit Center)
- Dedicated e-bike fleet for employee commuters
- Access to \$350 monthly MTC vanpool subsidy
- Carpool and Vanpool Ride-matching services
- Carpool and Vanpool Incentives
- Reserved carpool/vanpool parking program – with registration and permits

Commuter Marketing & Outreach (obligates the office tenant to perform)

- New employee - onboarding introduction to the commuter program
- Employee Wellness/Health/Commuter Transportation Fair events
- Earth Day/Bike to Work Day/Spare the Air promotions
- Downtown employer membership - Mountain View TMA

PTDM PERFORMANCE MONITORING & SURVEYING (obligates applicant and all tenants)

- The Project Sponsor will record Plan obligations and requirements into the Project's CCRs.
- Tenant leases will require reduction performance (70-80 percent car-free rate)
- Restrict tenants and their personnel from purchasing city parking permits
- Annual on-line Employee Commuter Survey and reporting
- Annual in-person intercept survey of tenant commuters and their parking uses
- Non-compliance penalty (included as a tenant responsibility per lease)
- No expiration of the Plan

Attachments

- Case Studies of TOD Projects with ultra-low percent drive rate or car-free performance
- Summary of prior approved Mountain View PTDM Plans
- A summary table of programmatic measures is provided as an attachment. The table includes:
 - The name of the measure;
 - The page in the Plan on which the measure is discussed;
 - Whether the measure will be mandatory; mandatory in case of non-compliance or encouraged;
 - Who will be responsible for implementing the measure (i.e., property owner, commute coordinator, tenant, TMA, etc.);
 - Who will be responsible for enforcing and oversight and how the measure will be enforced;
 - Monitoring and reporting information (i.e., what will be reported, how often, how measured)

INTRODUCTION

This 701-727 W. Evelyn Avenue Parking and Transportation Demand Management (PTDM) Plan (herein known as the Plan) was developed to meet the specific needs for the Project, considering the logistical resources, opportunities, and constraints of the site. The Plan measures provide specific elements and actions that commit the applicant and future tenant to their implementation. Execution of the Plan measures will increase opportunities for pedestrian, bicycle, carpool, and transit uses and is designed to achieve at least a 70 to 80 percent car-free environment.

The Plan is performance-based and directs the applicant and future employers (tenants) to implement programs, employee benefits and create a formal commute program. Commute program marketing, ongoing promotions, membership in the Mountain View Transportation Management Association (TMA), a guaranteed emergency ride home program, and an active commute coordinator will provide the synergism needed to create an effective and successful program for future Project employees. This Plan contains appropriate measures and elements that are consistent with other very well-performing Silicon Valley, San Francisco Bay Area region, and national commute programs. Annual monitoring via surveys will provide the documentation to demonstrate the effectiveness of the PTDM programs to meet or exceed a 70 to 80 percent car-free goal.

This Plan provides the details of the applicant's commitment to the City of Mountain View (City) and its designated responsibility for implementation.

This Project is designed to encourage the use of all alternate modes of transportation, including walking, bicycling, carpooling, vanpooling, and public transit. By balancing air quality with economic growth, the 701-727 W. Evelyn Avenue Project (Project) will help the City thrive as a community and meet its 2020 greenhouse gas (GHG) emission reduction goals.

PTDM Planning Process

The Project will include trip reduction elements and goals outlined in the Mountain View Downtown Precise Plan. It will also include Transit Oriented Development (TOD) and commute-sustainable standards by incorporating PTDM elements. Other contributing and complementary sustainable building efforts include applicable portions of the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) gold-level design, and California's Green Building standards. A successful LEED and green

The U.S. Green Building Council (USGBC) encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria (www.usgbc.org).

development Project reduce vehicle trips, air pollution, and traffic congestion and contributes to successful carbon footprint and greenhouse gas reductions for long-term operations.

1.0 REGULATORY AND SUSTAINABLE ENVIRONMENTS

The Plan is a combination of services, incentives, facilities, and actions that reduce single occupant vehicle (SOV) trips to help relieve traffic congestion, parking demand, and air pollution problems. The following are goals that can be achieved through the effective utilization of a PTDM Plan with the use of PTDM measures:

- *Reduce parking demand by converting SOV trips to an alternate mode of transportation (e.g., transit, carpool or vanpool, bicycling or walking).*
- *Shift travel to less congested routes by providing traveler information systems that warn motorists about delays or alternative routes.*
- *Support other technological solutions (e.g., compressed natural gas, electric/hybrid vehicles, or other zero-emission vehicles).*
- *Eliminate or shift trips from peak periods (e.g., flexible schedules, compressed work weeks, or telecommuting).*

Successes achieved from PTDM Planning will also have a significant impact on GHG emission reductions while providing sustainable mobility solutions. At a City-wide level, the sustainable solution combines innovative strategies with proven trip reduction methods, mobility enhancing strategies, and energy consumption-reducing programs. The results include mitigating GHG emissions and other pollutants, improved traffic flow and connectivity, reduced parking demand, and lower energy bills.

A summary of city, county, and State policy goals related to sustainability, congestion management, and GHG reduction follows below.



City of Mountain View

The Downtown Precise Plan policies² encourage and offer incentives to more transit-oriented and sustainable development while supporting diverse land uses to serve future workers and neighbors.

Mountain View has required trip reduction programs (sometimes called commute alternative programs) in several areas of the City. In the Transit Zone near the Middlefield light rail station, property owners can obtain approval of higher-intensity development by agreeing to implement trip reduction programs as a condition of approval.

Trip reduction plans are typically tailored to the unique needs of a specific employer and require time to implement, monitor and refine before they are fully effective. Most trip reduction plans occur at the employment end of commute trips because it is the employer who initiates and manages trip reduction programs.

Source: Mountain View Downtown Precise Plan, Appendix A, Transportation Demand Management

According to the Downtown Precise Plan (Appendix A), the most effective trip reduction strategies can be combined to increase the range of effectiveness. The Precise Plan cited

Usually [PTDM] measures are combined with other services to create a “package” of measures. Trip reduction packages can range from modest to aggressive and have a range of effectiveness proportionate to the range of services. The range of trip reduction packages include:

- Commute alternatives information only (trip reduction effectiveness 1 percent to 3 percent).
- Information plus services (trip reduction effectiveness 3 percent to 15 percent).
- Information plus services plus financial incentives (trip reduction effectiveness 15 percent to 33 percent).
- Financial incentives only (trip reduction effectiveness 12 percent to 25 percent).
- Parking charges where previously free (trip reduction effectiveness 18 percent to 35 percent).

Source: Mountain View Downtown Precise Plan, Appendix A, Transportation Demand Management

national research “that the most effective trip reduction strategies fall into the following three categories....1) Financial incentives and disincentives, 2) Shuttles to/from transit stations or remote parking lots, and 3) Subsidized vanpool programs.”

When applied to the Project, the City’s PTDM effectiveness determination for aggressive trip reduction programs ranged as high as 68 percent as shown in summary on page 3.

Because the Plan designed for the Project included aggressive PTDM measures, it was appropriate to show that the packaged set of measures could result in

² City of Mountain View, Mountain View General Plan 2030 (adopted July 10, 2012)

aggressive trip reduction effectiveness. The two columns shown in the table below demonstrate the possible range of trip reduction effectiveness that could be generated based on the packaging of combined PTDM measures as listed in the Plan. It is not intended that the table is stating that packaged PTDM measures were expected to be additive. However, the City’s Precise Plan statements are accepted as relevant for Projects in Mountain View and applicable for current San Francisco Bay Area vehicle trip reduction environment.

The table below depicts the range of effectiveness that could be applied to the overall Plan.

701-727 W. Evelyn TDM Package Measures	Range of Percent Trip Reduction	
	Modest Effectiveness	Aggressive Effectiveness
Information + services + financial incentives	15%	33%
Parking charges where previously free	18%	35%
Total Possible Effectiveness	33%	68%

The Plan includes most of the public and private services and measures identified in the Precise Plan. A comparison of the City’s trip reduction measures and the Project’s Plan measures are shown below. The Plan includes additional measures and services to further enhance its trip reduction effectiveness to achieve a 70 to 80 percent car-free environment. This Plan provides robust programs and resources to achieve performance and goal requirements and includes 65 percent more trip reduction measures than listed in the City’s Precise Plan.

Trip Reduction and TDM Measures	Downtown Mountain View Precise Plan Trip Reduction Measures	Included in 701-727 W. Evelyn TDM Plan
Guaranteed Ride Home Program *	✓	✓
Eco-Pass sales (VTA only) *	✓	✓
Commuter Check Subsidies and Pre-tax (includes all transit) *	✓	✓
Shuttle/bus service to Caltrain*	✓	
Car sharing or car rental center (Zip car access)	✓	✓
City-sponsored public outreach for trip reduction programs	✓	
Carpool and vanpool subsidies	✓	✓
On-site child-care center or jointly sponsored center nearby	✓	
Infill retail development *	✓	✓
Membership in Transportation Management Association *	✓	✓
Coordination of trip reduction programs between employers *	✓	✓
Reduced parking standards (in combination with other transportation systems) *	✓	✓
Preferential parking *	✓	✓
Internal rideshare matching services*	✓	✓
Transportation Coordinator and Commute Assistance Center *	✓	✓
Telecommuting policies and equipment *	✓	✓
Web media/video conference center	✓	✓
Compressed workweek or flexible workday *	✓	✓
Fleet vehicles for mid-day and personal travel *	✓	
Parking pricing and Parking Cash Out Program (an employer-only feature)	✓	✓
On-site amenities (ATM, cafeteria, support retail, gym, including opening them to other employees in the area) *	✓	
Bicycle parking and showers *	✓	✓
Employee Commute coordinator	✓	✓
Annual monitoring - online employee survey	✓	✓
Free VTA SmartPass for all retail employees		✓
Subsidies for vanpooling and UberPool/LyftLine *		✓
Cash allowances for commuter who carpool, bike or walk		✓
\$350 monthly vanpools subsidy for retail employees (combined with \$350 monthly MTC vanpool subsidy)		✓
Private-sponsored public outreach for trip reduction programs		✓
Free, reserved vanpool parking		✓
Free carpool parking		
Access to public bike share and scooters		✓
On-site commuter E-bike fleet		✓
Nearby amenities throughout walkable downtown area		✓
Expanded bicycle parking beyond code		✓
Bicycle fixit repair station		✓
Schedule mobile bike repair services		✓
TDM commuter consultant/program manager		✓
Annual monitoring - intercept employee survey		✓
Building design, ped-friendly		✓
Public TransitScreen transportation kiosk		✓
TDM obligations recorded in Project's CC&Rs		✓
TDM obligations included in tenant leases		✓
Tenant and employee restrictions from purchasing city parking permits		✓
No expiration of the TDM Plan		✓
Penalty for non-compliance		✓

*Previously used in Mountain View

The City's Greenhouse Gas Reduction Program (GGRP) adopted July 2012, also incorporates PTDM requirements. The GGRP provides that by 2014, the City was to adopt a PTDM ordinance that requires all new non-residential development generating 50 employees or more to reduce home-based, drive-alone peak hour commute trips. The ordinance was to require PTDM performance standards and identify peak-hour, drive-alone commute trip reduction.³ A list of PTDM Plan previously approved in the City is provided as an attachment.

Santa Clara County Congestion Management Program⁴

California's Congestion Management Program (CMP) statutes encourage local jurisdictions to develop comprehensive transportation improvement programs that reduce traffic congestion, improve land-use decision-making and enhance air quality.

The State's CMP statutes require regular monitoring to determine whether local jurisdictions are in conformance with all elements of the CMP. In Santa Clara County, CMP member agencies submit their monitoring data to VTA on an annual basis. If a member agency fails to meet CMP standards or to implement the program's requirements, it could be found to be in non-conformance with the CMP and thus risk forfeiting a portion of its gas tax subventions from the State.

San Francisco Bay Area Commuter Benefit Program

Air District Regulation 14, Rule 1, also known as the Bay Area Commuter Benefit Program, requires employers with 50 or more full-time employees to register and offer commuter benefits to their employees. The purpose of this rule is to improve air quality, reduce emissions of greenhouse gases and other air pollutants, and decrease traffic congestion in the San Francisco Bay Area by encouraging employees to commute to work by transit and other alternative commute modes.

2.0 PROJECT DESCRIPTION

The Project is designed as a sustainable TOD to include a four-story building containing approximately 38,500 gross square feet with a floor area ratio (FAR) of 3.2. The proposed uses include general office, research, and related uses. Underground parking will provide 55 parking spaces. A Project location map is shown on page 8.

As a rising leader in sustainable green building Projects, the applicant has prepared this Plan to meet commute-sustainable standards identified by the USGBC's LEED for Gold-like (and possibly Platinum) designation

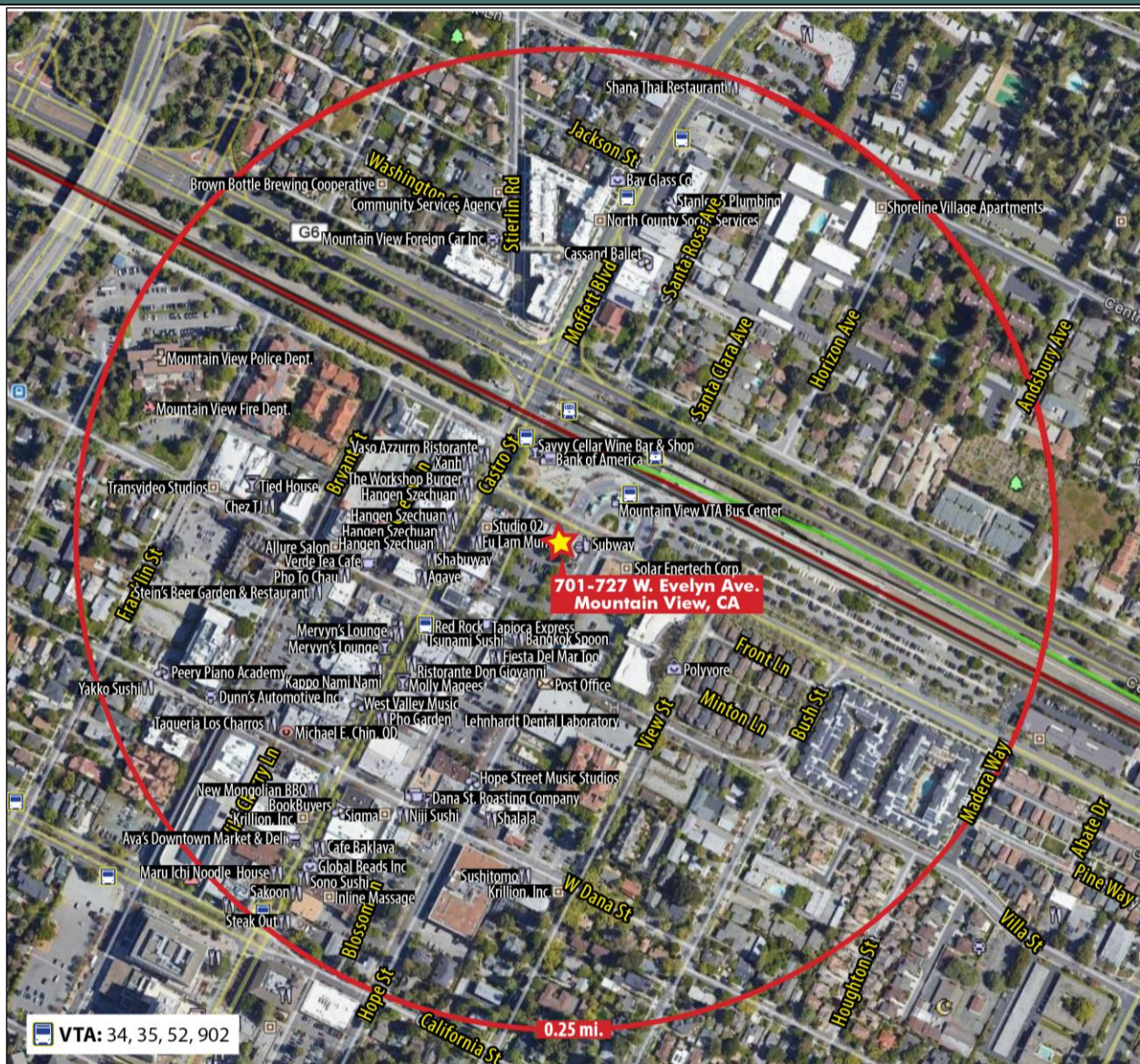
³ Mountain View Greenhouse Gas Reduction Program, Measure T-1.1 and Table 4.2

⁴ VTA Transportation Handbook, A Primer for Understanding Transportation in the Silicon Valley, 2009

LEED Buildings and may include the following measures:

- Bicycle Storage and Changing Rooms – Provide secure bicycle racks and/or storage within 200 yards of a building entrance for 3% or more of all building users (calculated on average for the year).
- Provide shower and changing facilities in the building, or within 200 yards of a building entrance, for 0.5% of fulltime equivalent (FTE) occupants.
- Low-Emitting and Fuel-Efficient Vehicles – Provide preferred parking for low-emitting and fuel-efficient vehicles for 5% of the total vehicle parking capacity of the site. An additional 3% of clean-air vehicle parking will meet CalGreen guidelines.
- Parking Capacity – Provide preferred parking for carpools or vanpools, marked as such, for 3% of total parking spaces.

Project Location (and Radius) Map



3.0 EXISTING TRANSPORTATION FACILITIES

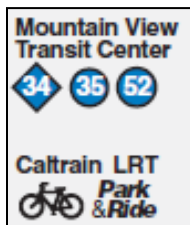
The Project is located within steps of the Mountain View Transit Center which includes access to bikeshare resources, a park and ride lot, Caltrain and Valley Transportation Authority (VTA) light rail and buses, and several MVgo community shuttles. The Transit Center is located 66 feet from the Project. The immediate proximity to the Transit Center creates a superior advantage for Project commuters.



Public Transportation Access (Transit, Shuttle, and Bicycle)

The Mountain View Transit Center connects with regional transit services provided by ACE Train and Capitol Corridor. These two heavy-rail transit providers each stop at the Great America train station and connect commuters with VTA light rail at the Lick Mill Light Rail Station. Commuters can connect to downtown via light rail. VTA also offers no-charge bicycle lockers at VTA transit centers, Caltrain Stations and park and ride lots.

In total, the Mountain View – Winchester Light Rail line provides 125 trips per day, providing excellent transit connectivity for future employees at the



worksite. Combined with other VTA buses, MVgo shuttles, and Caltrain total transit trips serving Project commuters is 427 trips per day. The MVgo commuter shuttle program is slated to expand by five new shuttles in early 2019. The Santa Clara Valley Transportation Authority (VTA) map is shown below on page 10. This map identifies various VTA routes, Caltrain, and the Light Rail line.

Route	Span of Service	Trips per Weekday	Communities Served
34 VTA	5 Days/Week 9:40 a.m. - 3:00 p.m.	12	San Antonio Transit Center, Hackett & Montebello, Mountain View Senior Center, Castro & Villa , and Mountain View Station
35 VTA	7 Days/Week 6:05 a.m. - 9:42 p.m.	59	Mountain View Station, Castro & Villa , San Antonio Transit Center, Middlefield & Mayview, Middlefield & Colorado, Middlefield & Embarcadero, Palo Alto Transit Center, and Stanford Shopping Center
52 VTA	5 Days/Week 7:08 a.m. - 9:48 p.m.	50	Foothill College, El Monte & Foothill Expwy, Castro & El Camino Real, Castro & Villa , and Mountain View Station
902 VTA	7 Days/Week 5:10 a.m. - 10:47 p.m.	125	Winchester Station, Bascom Station, Fruitdale Station, San Jose Diridon Station, San Jose Convention Center, Santa Clara Light Rail Station, Civic Center Light Rail Station, Metro Light Rail Station, Tasman Station, Old Ironsides Light Rail Station, Fair Oaks Station, Lockheed Martin Transit Center, Middlefield Station, and Mountain View Station
Mountain View Community Shuttle	7 days/week 10:12 a.m. - 5:12 p.m.	30	San Antonio Center, California/Ortega, Community Center, Rengstorff/Central Expy, Rengstorff/Montecito, Rengstorff/Middlefield, Middlefield/Terra Bella, Shoreline/Middlefield #3, Middlefield/Moffett, Middlefield/Easy, Whisman/Middlefield, Whisman Station, Sylvan Park, El Camino Real/Sylvan, Grant Road, Cuesta/Grant, El Camino Hospital, Grant/Eunice, Cuesta/Grant, Cuesta/Miramonte, Graham Middle School, Castro/El Camino Real, Civic Center, MV Transit Center , Villa/Franklin, Villa/Shoreline, Senior/Teen Center, California/Rengstorff, California/Ortega, and San Antonio Center
East Whisman Mvgo	7 days/week 7:14 a.m. - 7:40 p.m.	24	MV Transit Center , #301 E Evelyn Ave Parking Lot, 389 N Whisman (Google Quad), 545 N Whisman (Symantec), 313 Fairchild (Google), 645 Clyde (Samsung), VTA Middlefield Station, E Middlefield & Ellis, N Whisman & E Middlefield, and Ferry Morse Way & Evelyn Ave
East Bayshore Mvgo	7 days/week 6:45 a.m. - 8:35 p.m.	24	MV Transit Center , Shoreline & Terra Bella, Pear & Inigo, 1065 La Avenida (Microsoft Bldg 1), 1255 Pear (Google), 1288 Pear (Microsoft Bldg 6), Shoreline & Pear, Shoreline & Charleston, Stierlin Ct (Google), Crittenden Lane (Google), Shoreline & Charleston, Shoreline & Pear, and Shoreline & Terra Bella
West Bayshore Mvgo	7 days/week 6:45 a.m. - 8:35 p.m.	23	MV Transit Center , Plymouth & Joaquin, Alta & Plymouth, 1950 Charleston, Salado & Google West, Intuit (Buildings 1, 5, 7 & 8), Charleston & Landings, Alta & Plymouth, and Plymouth & Shoreline
Caltrain	7 days/week 4:39 a.m. - 1:25 a.m.	80	Gilroy, San Martin, Morgan Hill, Blossom Hill, Capitol, Tamien, San Jose Diridon, College Park, Santa Clara, Lawrence, Sunnyvale, Mountain View , San Antonio, California Avenue, Stanford (football only), Palo Alto, Menlo Park, Atherton (weekend only), Redwood City, San Carlos, Belmont, Hillsdale, Hayward Park, San Mateo, Burlingame, Broadway (weekend only), Millbrae Transit Center, San Bruno, South San Francisco, Bayshore, 22nd Street, and San Francisco
Total Bus Trips/Weekday		427	

* All buses and trains are lift equipped for handicapped, elderly, or those in need.





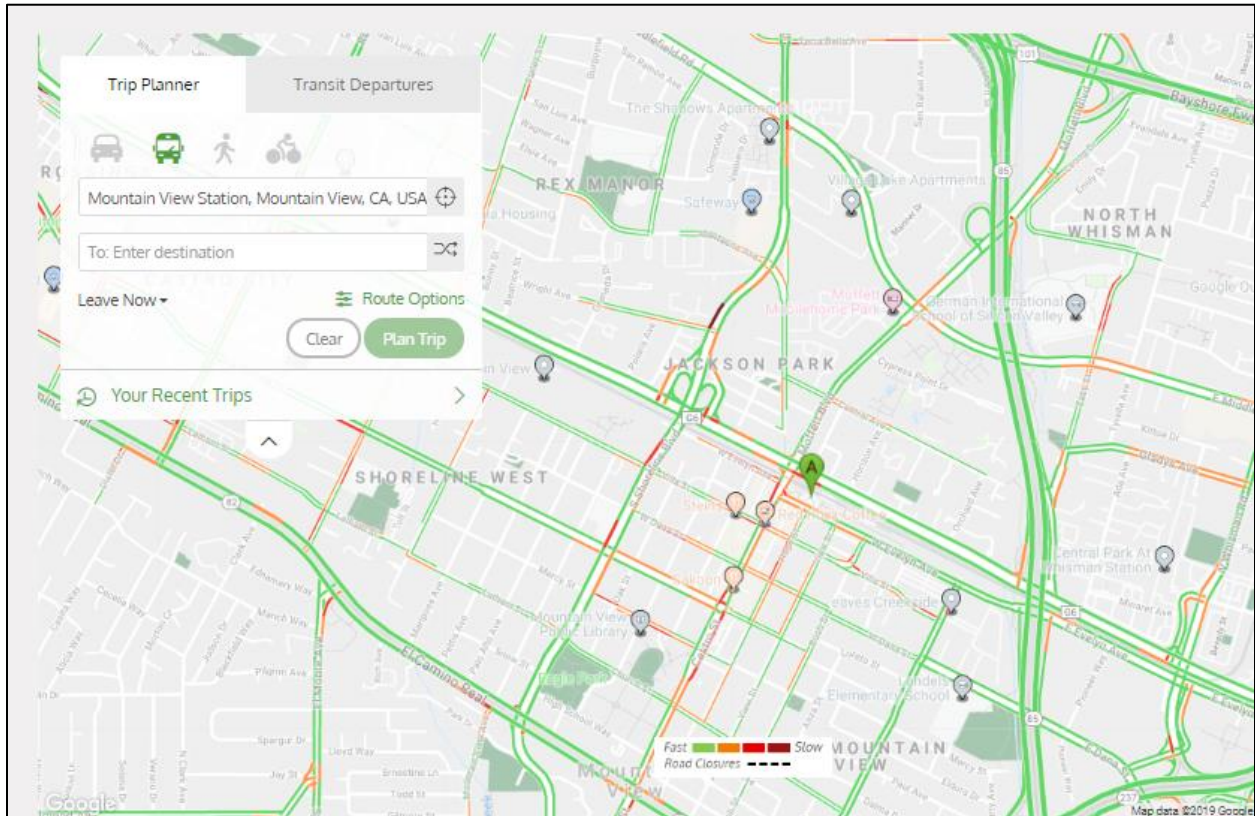
Project tenants will have access to several community shuttle services which serve the City.

The Mountain View Community shuttle runs a continuous loop between the Mountain View Caltrain and, Middlefield Light Rail stations providing daytime service. The Mountain View Community Shuttle route map is shown below.



Transit Trip Planning Resources

Transit planning resources include the online transit trip planning. The greater San Francisco Bay Area is currently served by the 511 trip planner. A trip planner is a useful tool for planning public transit trips and building an itinerary that suits the needs of the transit user. An itinerary can be built that can identify the fastest commute, with the least amount of transfers or the cheapest fares. The Trip Planner, by default, will generate the fastest itinerary between the origin and destination. This free service can be found online at <https://511.org/>.



Other Transit Resources:



The [511 Transit App](https://511.org/), designed for iPhone 4 and Android, provides door-to-door transit trip planning on more than 30 transit agencies and finds scheduled departure times for transit stops throughout the region. This app provides a complete transit agency coverage for the San Francisco Bay Area. It quickly finds transit trip options based on selected start and end points. Third party apps can be found at <https://511.org/gettingaround/third-party/apps>.



www.Dadnab.com enables commuters to plan transit trips in the Bay Area using text messaging from a mobile phone, by converting information from the 511 Transit Trip Planner to a text message. By sending a text message with the origin,

destination, and optional arrival or departure time, Dadnab’s reply will tell commuters what buses or trains to take at which locations and times.

Google has also collaborated with select regional transit agencies to provide a public transit planner for riders of VTA, AC Transit, and BART. This free service can be found online at www.google.com/transit.

Bicycle Connections

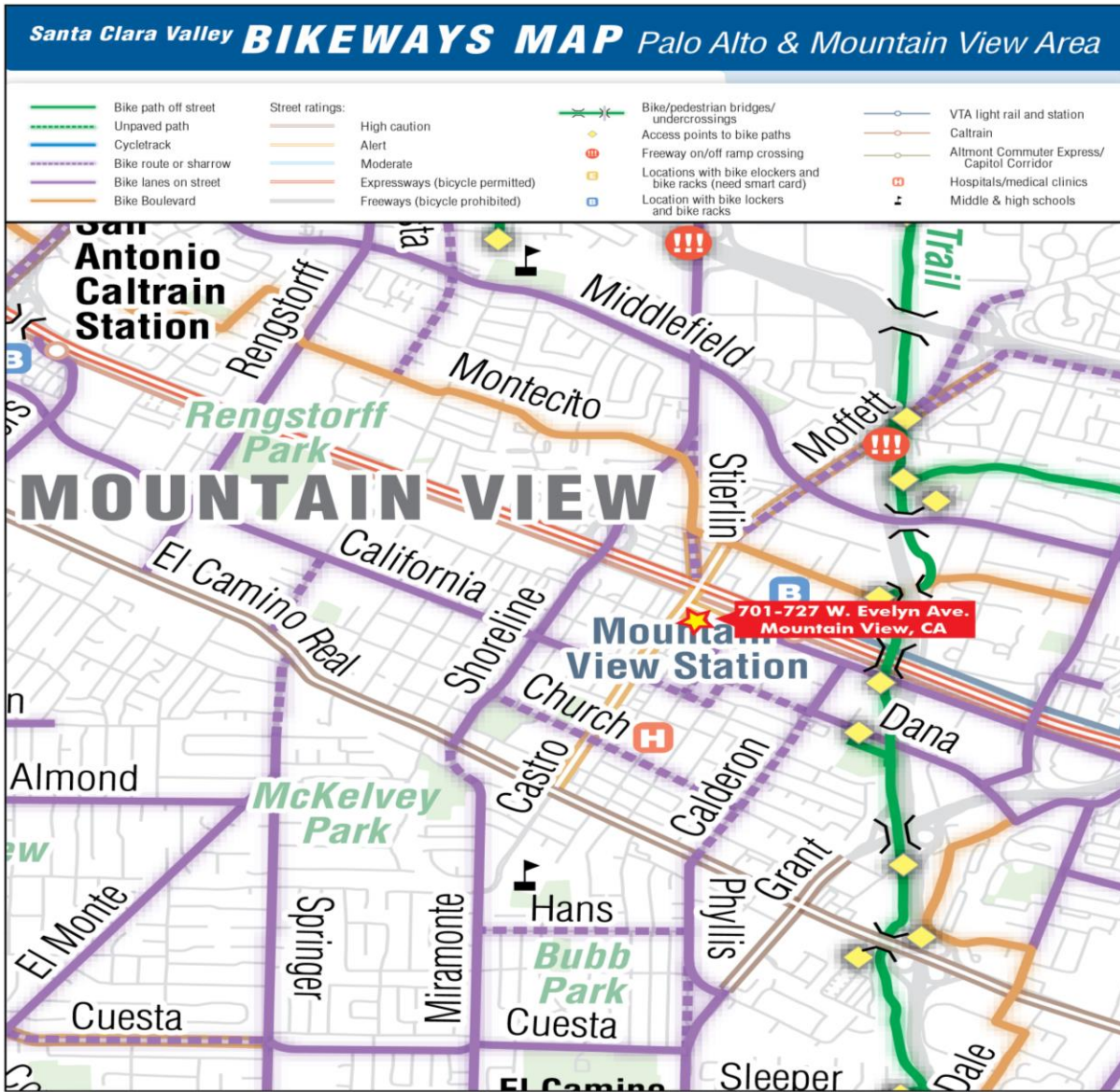
The Santa Clara Bikeways map is shown on page 14 shows various bicycle facilities for commuters. Class II bike lanes are identified West Evelyn Street, and a bike route is shown along Moffett Boulevard. The City of Mountain View Bicycle Map, shown on page 15, provides another view of bicycle facilities in the city.

According to WalkScore.com, this Project location scores an 88 out of 100 for bikeability. This type of connectivity provides bicycle access for the Project.

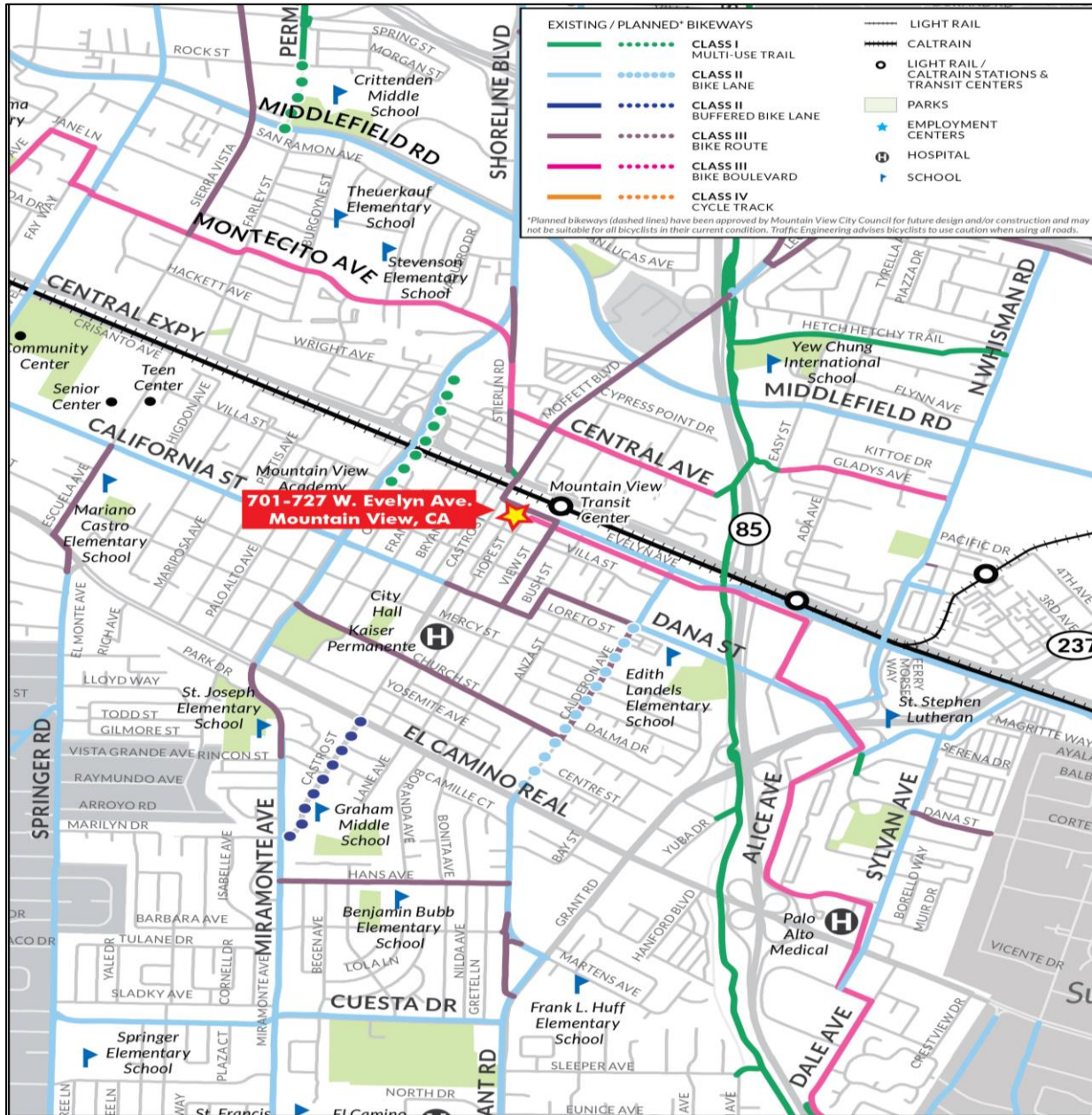


Very Bikeable

Santa Clara County Bicycle Map (VTA)



City of Mountain View Bicycle Map



Bicycle Commuter Resources

Bicycle commuters looking to find a riding partner can log on to <http://bicycling.511.org/> for more information. The 511 system also provides significant resources for bicycle commuters including:



- ◆ Free Bike Buddy matching
- ◆ Bicycle maps
- ◆ Location of lockers
- ◆ How to take your bike on public transit
- ◆ How to take your bike across Bay Area toll bridges
- ◆ How to ride safely in traffic
- ◆ Tips on commuting
- ◆ Tips for bike selection
- ◆ Links to bicycle organizations
- ◆ Bike to Work Day



Other Bicycle Resources

VTA now provides 350 bike lockers at light rail and Caltrain stations, Park & Ride lots and transit centers for the use of transit riders. There is no charge for the bike locker rental. However, a \$25 refundable security deposit is required. Call (408) 321-7520 or e-mail your request to bikelockers@vta.org.

Pedestrian Facilities

According to WalkScore.com, this Project location scores an 86 out of 100 for walkability which means most errands can be accomplished on foot. This type of connectivity provides a high-level of pedestrian access for the Project.



Very Walkable

Most errands can be accomplished on foot.

PTDM Planning

The following comprehensive Plan is designed to address employee commute trips typically associated with this type of Project. The Plan contains appropriate measures and elements that are consistent with other Silicon Valley and regional commute programs.

This Plan encompasses an array of alternative transportation mode-use strategies categorized in the following three sections:

- I. PTDM Infrastructure and Physical Measures
- II. Programmatic PTDM Measures
- III. PTDM Monitoring and Reporting

SECTION I – PTDM INFRASTRUCTURE AND PHYSICAL MEASURES

The following physical infrastructure measures are designed to support commuters who use alternative transportation. These Plan components will be installed during construction of the Project.

Infill Development

The proposed Project would develop under-used parcels within the existing urban area. The area surrounding this Project is mostly improved. Under these conditions, the Project would be considered infill development which contributes to trip reduction outcomes. According to the City/County Association of Governments of San Mateo County, infill development can reduce peak-hour vehicle trips by two percent.⁵

Due to its infill location, the Project will become a pedestrian-friendly, bicycle and transit-oriented mixed-use Project that embraces the City's goals and policies. Some of the pedestrian and transit-oriented design features include orienting the building toward transit stops and tying into adjacent bicycle and pedestrian circulation facilities.

Building Design

Building design will enhance pedestrian continuity by:

- Recessing door and window features of the building to further the walkable area of the sidewalks.
- Incorporating landscaped areas to serve visitors and passersby at the entry to the building.
- Installing planters on the property adjacent to the public right-of-way.



⁵ City/County Association of Governments (CCAG) of San Mateo County's Congestion Management Program.

4.0 BICYCLE FACILITIES

A total of eleven (11) bicycle parking facilities will be provided. The Project exceeds the City's Bicycle Parking code. This increase in bicycle facilities also exceeds the LEED bicycle parking requirement by 275 percent.

Long-Term Bike Parking

The Project Sponsor will provide at least seven Class I secure, covered Class I bicycle parking facilities. A Class I bike parking cage will be provided in a covered, secure location in the Project garage. This caged area can be expanded to accommodate more bike parking for future needs. Photos of a sample bike room are shown to the right and below.



Short-Term Bike Parking

The Project Sponsor will provide at least four short-term parking bike racks (Class II). The racks will have the ability to secure the frame and both wheels of the bike. Racks will be located near building entrances within constant visual range.



Enhanced Bike Parking Facilities

The Project will increase the number of bicycle facilities to double the number required by code. Enhanced bicycle facilities will encourage building occupants to use cycling as a commuter option and will provide capacity for a larger number of cyclists.

Fix-it Bicycle Repair Station

The Project Sponsor will install a bicycle Fix-it station to provide cyclists the opportunity to conduct minor maintenance on their bike. The Fix-it includes all the tools necessary to perform basic repairs and maintenance, from changing a flat to adjusting brakes and derailleurs. The tools and air pump are securely attached to the stand with stainless steel cables and tamper-proof fasteners. Hanging the bike from the hanger arms allows the pedals and wheels to spin freely while adjusting.



Showers and Changing Facilities

Showers and clothes lockers will be installed for use by employees who walk, jog, or bicycle to work, or those who wish to change clothes after commuting via an alternate mode of transportation. A total of two showers will be installed providing one shower for each gender. Shower and changing facilities will be provided free of charge for all employees. Showers, kiosk, bicycle storage, and bike maintenance amenities will be accessible to all building users.

SS Credit 4.2: Alternative Transportation—Bicycle Storage and Changing Rooms

Intent

To reduce pollution and land development impacts from automobile use.

Requirements

- Provide secure bicycle racks and/or storage within 200 yards of a building entrance for 3% or more of all building users.
- Provide shower and changing facilities in the building, or within 200 yards of a building entrance, for 0.5% of fulltime equivalent (FTE) occupants.

5.0 PARKING FACILITIES

The Project Sponsor will have a reduced supply of parking and be responsible for striping parking space pavement and providing appropriate signage for preferential carpool, vanpool, electric and fuel-efficient parking throughout the site.

Reduced Parking Supply

The willingness and the actual level of employee ridesharing are directly linked to parking convenience and availability. The Project will provide on-site parking in the amount of

approximately 30 stalls, an amount significantly less than the City’s standard code requirement for office use.

Reduced or constrained parking supports trip reduction and PTDM efforts and discourages SOV commuting by limiting an abundance of convenient parking options. Reduced parking availability also enhances other alternative transportation mode options.

Carpool/Vanpool Designations

The Project is anticipated to provide three percent of total parking to be used for carpool/vanpool parking. These parking spaces will be designated for carpool and vanpool vehicles and for the exclusive uses of employees who are ridesharing. The space will be incorporated with the clean-air vehicle parking discussed below. The carpool/vanpool spaces will be in parking areas closest to a building’s entrance or a prime location in the garage.



The carpool parking spaces may require policy development, employee registration, and permitting. Registered vanpools may receive a special designated parking space.

*SS Credit 4.4: Alternative **Transportation**—Parking Capacity*

Intent

To reduce pollution and land development impacts from automobile use

Requirements

- Size parking capacity to meet but not exceed the minimum local zoning requirements.
- Provide preferred parking for carpools or vanpools for 3% of the total parking spaces.

Clean Air, Clean-Fuel Vehicle Facilities

The Project will also include a clean-air parking space. The Project Sponsor will be responsible for construction, striping, and signage for the specialty parking space. A description of the designated parking space includes:

- One clean-air vehicle parking space will be installed. The clean-air vehicle parking space will also accommodate carpool and vanpool striping and signage.



- The space will be in the parking areas closest to the building’s employee entrances or prime locations in the garage.

In total, three percent of all parking will be allocated to clean air, electric, and carpool/vanpool parking. The designed parking space satisfy CalGreen standards.



6.0 TRANSPORTATION AND COMMUTE INFORMATION KIOSK

The Project Sponsor will provide a transportation information kiosk on the exterior of the building to provide public access and use. The TransitScreen will be like a unit currently installed at the Elan Mountain View Project located on El Camino and Castro Street. Below is a sample of transportation information that would be included on the TransitScreen. Further below are images of outside transit screens.

Mode	Route	Destination	Time
Caltrain	Mountain View 18 min walk	Bullet San Jose Diridon	1, 61 min
		LTD San Jose Diridon	10, 57 min
VTA	Mountain View Station 16 min walk	902 Winchester Outbound	5, 19 min
		902 Mountain View Inbound	8, 19 min
VTA	Castro & El Camino Real (SB) 1 min walk	81 Eb Truman & Bryant	14, 39 min
		Castro & El Camino Real (NB) 1 min walk	81 Wb Moffett Field - Nasa Ames
VTA	El Camino Real & Castro (WB) 2 min walk	522 Rapid Palo Alto	4, 26 min
		22 Palo Alto	6, 22 min
		52 Foothill College	15, 48 min
VTA	El Camino Real & Castro (EB) 2 min walk	22 Eastridge	9, 20 min
		522 Rapid Eastridge	11, 18 min
Ridein	Mountain View Caltrain 16 min walk	184 MV to SV AM	5 min
Uber	UberXL	1.9x	10 min away
	Black		13 min away
	UberX	1.9x	6 min away

ELAN
MOUNTAIN VIEW

7:48 am
Tue, December 11

Now 46°
Foggy

9 am 48°
Partly Cloudy

10 am 49°
Partly Cloudy

Download TransitScreen GO app. Then enter code:
q79y

TRANSIT SCREEN

Feedback? Contact support@transitscreen.com and let us know!



7.0 EMPLOYEE COMMUTER RESOURCE FLIER

All future tenants will be provided with a reproducible and editable employee commuter flier. This flier will include (but is not limited to) information about carpool parking, transit opportunities, shuttles, bicycle routes, and on-site amenities and resources. The flier will promote commuter assistance, incentives, and rewards along with links to helpful resources.

Fliers will be integrated with tenant/employer information. Fliers can also be incorporated with the new employee packets. A sample flier is provided below on page 23.

COMMUTER RESOURCES & PROGRAMS

COMMUTER SUPPORT – Find transportation and commuter information below.

TRANSIT AND SHUTTLE SERVICES	CARPOOL AND RIDE-MATCHING SERVICES
<p>Map of nearby Transit Resources</p> <p>FREE Caltrain Shuttle Schedule</p> <p>FREE Midday Shuttle Service</p> <p>Mountain View Transit Station Map</p> <p>Mountain View Caltrain Real Time Mobile Tracking</p> <p>FREE VTA Transit Passes</p> <p>www.VTA.com</p> <p>www.Caltrain.com</p> <p>Transit Trip Planner</p> <p>511 Transit Trip Tracker</p>	<p>Scoop Carpool Matching app</p> <p>First Scoop ride free – promo code Carpool511</p> <p>Waze Carpool Matching app</p> <p>First Waze ride free - promo code Carpool511</p> <p>Other Regional Carpool Matching apps</p> <p>\$100 Carpool Incentive</p> <p>511.org Carpool Rewards</p> <p>Commute.org Vanpool Incentives</p> <p>\$350 monthly Vanpool Subsidy</p>
BICYCLE PARKING AND FACILITIES	COMMUTER INCENTIVES AND SERVICES
<p>Secure Bicycle Parking (registration form)</p> <p>Bicycle Fixit Repair Studio (<i>at garage level 1</i>)</p> <p>San Mateo County Bike Map</p> <p>Santa Clara County Bikeways Map</p> <p>Regional City Bike Maps</p> <p>Find a Bike Buddy to share the ride</p> <p>511.org BikeMapper 3.1 BETA</p> <p>Silicon Valley Bicycle Coalition</p> <p>Bicycle Resource Guide</p>	<p>Transportation Kiosk & Commuter material</p> <p>West Evelyn online resource website</p> <p>NEW Free Guaranteed Ride Home Program</p> <p>Commute.org Commuter Rewards</p> <p>511.org Commuter Rewards</p> <p>Bay Area Spare the Air Alert Notices</p> <p>West Evelyn Commuter Assistance</p>



West Evelyn Commute Coordinator
 Elizabeth Hughes
commute@701west-Evelyn.com
 408-420-2411

SECTION II – PROGRAMMATIC PTDM MEASURES

The following programmatic measures are designed to enhance the success of the Plan. Upon implementation, they create the “Evelyn Station Commute Program.” Representing various promotions and outreach activities of the Commute Program, these measures are PTDM components that will be required of tenants and employers as part of their occupancy agreements. Implementation efforts represent the backbone of a successful commuter program.

8.0 APPLICANT COMMUTER PROGRAM MANAGEMENT

Commuter Consultant Amenity

The Project Sponsor will provide a commuter consultant/PTDM professional to support the tenants of the Project. As a building amenity, the commuter consultant will help organize and plan programs and communications for the tenant before they occupy the site. Pre-move engagement will assist employees with customized trip planning, registration for transit subsidies and commuter allowances, and the establishment of program policies. The commuter consultant will become a constant resource for tenants and their employees and will remain a feature of the Project to meet the 70-80 percent car-free goal.

The commuter consultant will provide employer training, and employee commute program start-up assistance, planning assistance, and instructions for the annual monitoring and survey reporting. The overarching goals of this support function are to reduce commute trips for employees, formalize tenant commute programs, and assist with employee marketing and outreach. The PTDM/commuter consultant will assist building property management in the preparation of tenant materials for new employee orientation, production of kick-off events, and coordination of carpool parties, commute e-news articles, employee assistance, and coordination of the annual transportation fair.

Kick-off Transportation and Commuter Fair

At 75 percent occupancy of the Project, the tenant will host a commute alternative kick-off event. Transportation providers, such as Caltrain, VTA, 511, and bicycle representatives will be invited to set up exhibit booths/tables. To encourage employee participation in the event, the Project Sponsor and tenant may provide food (such as popcorn, ice cream, hot dogs, or other refreshments). The Project commute consultant will coordinate this event in cooperation with the tenant(s).

Free Retail Employee VTA SmartPass

The tenant will fund a VTA SmartPass program for retail tenants. One-hundred percent (100%) of retail employees will be offered a free VTA SmartPass as a commuter resource. The SmartPass will provide employee participants unlimited rides on VTA buses and light rail.

VTA's SmartPass is an annual calendar-year pass available for institutions within Santa Clara County. It is a great way for employers and their employees to reduce their environmental impact while saving their employees from the expenses and hassles of driving and parking.

Source: <http://www.vta.org/getting-around/fares/smartpass>



Retail Employee Matching \$350 Vanpool Subsidy

The tenant will fund a \$350 monthly matching subsidy for retail tenants to be used for their employees. This matching vanpool subsidy can be combined with the Bay Area Vanpool subsidy offered by the Bay Area Vanpool Program creating a total monthly vanpool subsidy of \$700 per month. This matching vanpool subsidy is only available to employees of the retail tenants to use as a commuter resource.


Commuter Incentives and Rewards

During the year, the commuter consultant will promote various commuter incentives and rewards. Many incentives are offered by the San Francisco Bay Area 511.org program.


Current 511.org incentive programs include:

Promotions County Specific Calculate Savings Testimonials


511 wants to reward you for taking the initiative to start and ride in carpools, and for practicing a green commute. Your decisions have a big impact on Bay Area freeway congestion.



Carpool in Nov and Dec for \$20 to shop Amazon!
Take five (5) carpool trips with Waze Carpool, Waze, or Scoop. Upload app screenshots of completed rides and get a \$20 Amazon gift card at carpool.511.org. Keep up the green commute!
[Learn More](#)

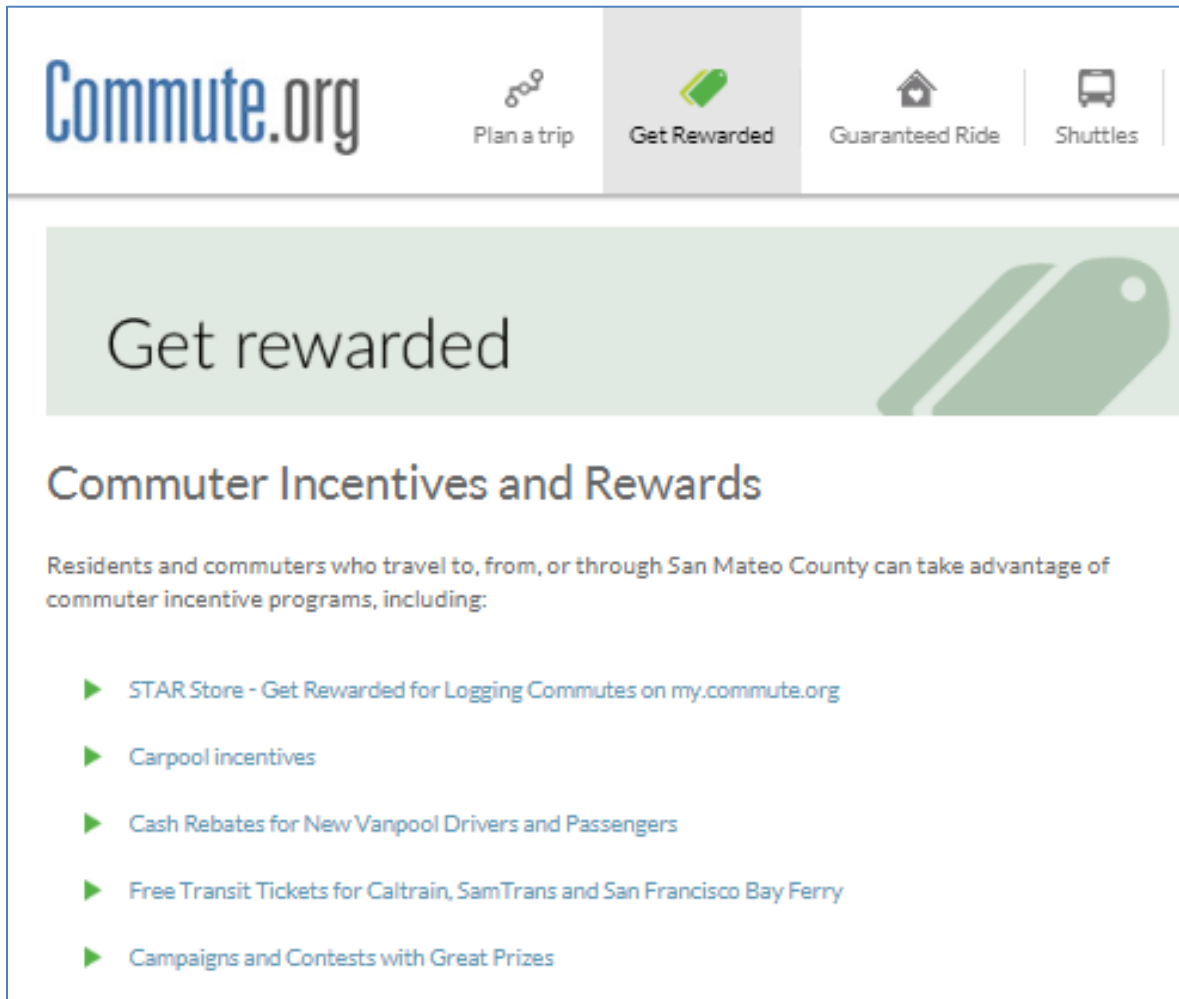


Free Fandango gift card for carpool commuters...need we say more?
Carpoolers have the chance to win a \$25 Fandango gift card by tracking five carpool trips each month in their [511 Trip Diary](#). 10 lucky winners selected each month! It is our way of saying 'Thanks' for reducing congestion on Bay Area freeways.
[Learn More](#)



Stay warm this season with a Starbucks treat on us!
Track at least five green commute trips (carpooling, vanpooling, walking, bicycling, transit, or telecommuting) in your [511 Trip Diary](#) each month and you will be entered to win a \$5 Starbucks gift card. We select 10 lucky winners each month. Keep up the green commute!
[Learn More](#)

Other incentives are available for commuters traveling from or through San Mateo County. Commute.org offers a \$100 e-gift card carpool reward, a \$500 cash vanpool driver reward, and free trial transit tickets for new riders. An image of the Commute.org incentives is shown below.



The screenshot shows the Commute.org website interface. At the top, there is a navigation bar with the logo 'Commute.org' on the left and four menu items: 'Plan a trip' (with a carpooling icon), 'Get Rewarded' (with a green tag icon and highlighted), 'Guaranteed Ride' (with a house icon), and 'Shuttles' (with a bus icon). Below the navigation bar is a large green banner with the text 'Get rewarded' and a graphic of a green tag. Underneath the banner is the section title 'Commuter Incentives and Rewards'. The text below the title reads: 'Residents and commuters who travel to, from, or through San Mateo County can take advantage of commuter incentive programs, including:'. A list of five items follows, each preceded by a green arrow icon: 'STAR Store - Get Rewarded for Logging Commutes on my.commute.org', 'Carpool incentives', 'Cash Rebates for New Vanpool Drivers and Passengers', 'Free Transit Tickets for Caltrain, SamTrans and San Francisco Bay Ferry', and 'Campaigns and Contests with Great Prizes'.

Coordination of Trip Reduction Programs with Existing Developments

The Project Sponsor's commuter consultant will coordinate with nearby developments and employers, in the downtown area, to identify opportunities to leverage or co-op commuter resources. For example, employees from the future hotel may have similar schedules as retail employees of the Project. The commuter consultant will investigate carpool matching options between the retail tenants and the hotel management and facilitate carpool candidates' introductions. Another example may be available seats on a vanpool that is established for retail employees, and nearby retail or restaurant employees would be invited to participate in the vanpool.

Parking Management Strategies

The Project Sponsor will implement various policies and programs that result in more efficient use of parking resources. According to the Victoria Transport Policy Institute, "cost-effective parking management programs can usually reduce parking requirements by 20-40% compared with conventional planning requirements, providing many economic, social and environmental benefits."

”Parking management reduces the amount of land required for parking facilities, reduces automobile use and increases infill affordability. These land use patterns, in turn, tend to reduce vehicle ownership and use, and so reduce parking requirements. They allow more sharing of parking facilities, shifts to alternative modes, and various types of parking pricing. Smart growth usually incorporates specific parking management strategies, as indicated in the table below. Effective parking management is a key component of smart growth.”⁶

Parking management solutions tend to be better than expanding supply because they support more strategic planning objectives:

- Reduced development costs and increased affordability.
- More compact, multi-modal community planning (smart growth).
- Encourage use of alternative modes and reduce motor vehicle use (thereby reducing traffic congestion, accidents and pollution).
- Improved user options and quality of service, particularly for non-drivers.
- Improved design flexibility, creating more functional and attractive communities, and shared resource opportunities.
- Ability to accommodate new uses and respond to new demands.
- Reduced impervious surface and related environmental and aesthetic benefits.

Source: Parking Management: Strategies, Evaluation and Planning; Victoria Transport Policy Institute, Todd Litman, February 18, 2011.

Daily Paid Parking

The Project will include a paid parking rate for users of the garage parking. Management of the parking garage and collection of parking fees will be handled by the parking garage management vendor. All users of the parking garage will pay a daily rate or fee to park at the building.

Free Reserved Vanpool Parking

The Project Sponsor will arrange to fund a limited number of free, reserved parking spaces for commuter vanpools. Commuter vanpool parking spaces will only be made available to employees from the building who vanpool as their commute option.



⁶ Smart growth (New Urbanism, Location Efficient Development and Transit Oriented Development), Parking Management: Strategies, Evaluation and Planning; Victoria Transport Policy Institute, Todd Litman, February 18, 2011.

Free Carpool Parking

The Project Sponsor will arrange to fund a limited number of free carpool parking spaces for commuter carpools. Carpools must contain two or more participants who work at the building. A registration process will provide carpoolers with a special carpool parking permit.

Shared Parking

The Project Sponsor will allow public use of garage parking spaces after business hours. The policies around this public amenity will be worked out with the garage operator and the Robert Green Company. The current proposal by the applicant is to provide approximately 25 parking stalls to the public that will be available 24/7.

9.0 TENANT COMMUTER EMPLOYEE BENEFITS

Transit Subsidies

Office tenants will offer all employees a transit subsidy or a transit pass for commuting to the Project site. A transit subsidy program may include participation in the Caltrain GoPass or VTA SmartPass program or a comparable transit subsidy or commute allowance program up to \$231 per month.



To be successful, the future tenant will need the flexibility to choose the type and amount of transit subsidy and incorporate benefit programs that best suit their employees' needs. Subsidies will be equivalent to the cost of a three-zone Caltrain monthly pass of \$231. Subsidies may also be provided in tandem with the pre-tax payroll deduction program.

Caltrain GoPass:

The Caltrain Go Pass program allows companies to purchase annual unlimited-ride passes for all eligible employees. A Go Pass sticker is affixed to an approved identification badge, and the user presents it on the train as proof of payment. The Go Pass is good for travel on Caltrain between all zones, seven days a week, for one low annual cost per user.⁷

VTA SmartPass:

VTA's SmartPass is an annual calendar-year pass available for institutions within Santa Clara County. It is a deeply-discounted pass making it a low-cost benefit allowing employers to reduce their environmental impact while saving their employees from the expenses and hassles of driving and parking. SmartPass participants may use their pass as often as they need or choose; whether they are daily VTA riders, use the service occasionally, or are completely new to public transit.⁸

⁷ http://www.caltrain.com/Fares/tickettypes/GO_Pass.html

⁸ <http://www.vta.org/getting-around/fares/smartpass>

Vanpool Subsidies

The tenant will provide employees with vanpool subsidies. The vanpool subsidy will be equivalent to the amount offered to transit rides up to \$231 per month. Vanpool subsidies may also be provided in tandem with the pre-tax payroll deduction program.

Pre-tax Transit Payroll Deduction Option

The office tenant(s) will offer a transit and vanpool pre-tax payroll deduction option as a way for employers to provide transit and vanpool expenses on a tax-free basis. The monthly cap for the transit and vanpool benefits are now at \$265/month as of 2019. The transit and vanpool pre-tax benefit is a highly effective and easy tool for employers to provide options to their employees.

Employees elect to withhold funding from their paycheck to use to purchase fare media for transit or vanpools. The employee is not taxed on the funding withheld, and the employer does not pay employment taxes on those funds. The transit and vanpool pre-tax benefit helps reduce congestion, increase transit ridership, and improve air quality.

Pre-tax Parking Payroll Deduction Option

The office tenant(s) will offer a parking pre-tax payroll deduction option as a way for employers to provide parking expenses on a tax-free basis. The monthly cap for the parking benefits is now at \$265/month as of 2019.

Employees elect to withhold funding from their paycheck to use to purchase payment media for parking expenses incurred at transit stations. The employee is not taxed on the funding withheld, and the employer does not pay employment taxes on those funds. T

Commuter Allowance – Pedestrian, Bicycle, Carpool

As a taxable benefit, the office tenant(s) will offer their employees a monthly cash allowance for commuters who predominately walk, bicycle or carpool to work. Per IRS regulations [Section 132(f)], commuter payments will be added to income and subject to tax withholding at the federal and state supplemental tax rate.

A commuter may only participate in one type of transportation mode per day up to the maximum allowance allowed per month. For example, commuters may not receive transit subsidy benefits and then claim a walk, bike or carpool allowance for last-mile travel from the train station.

Telework/Remote Work Option

The office tenant(s) will allow their employees to work remotely when viable. The provision of telework infrastructure and equipment may be needed to ensure that teleworkers enjoy fast, smooth data transmission between their workplace and telework office. Telework options reduce or eliminate the need for commute travel to the office.

Alternative Work Schedule Option – Flextime, Compressed Workweek

The office tenant(s) will offer their employees the option to use an alternative work schedule. An alternative work schedule may include a compressed workweek (e.g., four-day week) option or flextime (e.g., adjusting work hours to fit arrival and departure times).

A compressed workweek lets employees work longer hours but shorter weeks. The shortened workweek and shifted hours may help employees avoid rush-hour traffic and reduce the number of commute days. Employees also have an additional day for leisure activities, personal business, and family time. Typical compressed work options include a 9/8/80 workweek and a 4/10 schedule. A 9/8/80 schedule is eight, nine-hour workdays (72 hours) plus one eight-hour day, totaling 80 hours over two weeks. This program allows employees to have one day off every two weeks. A 4/10 schedule allows the employee to work four 10-hour days per week. Employees typically are divided into two groups: one group works Monday through Thursday; the other group works Tuesday through Friday.

Flextime provides versatility, enables employees to more conveniently use rideshare options and avoid traffic congestion and transit crowding. It is also an attractive employee recruitment tool that allows employees to work around childcare or school schedules.

To maximize alternative mode-use, the Project tenant(s) will offer a preference for alternative work schedules to employees who use or will use an alternative transportation mode.

10.0 TENANT COMMUTER SERVICE & RESOURCES

Office tenants will partner with the Project Sponsor and property management to develop employee commute programs and services. As written in the lease agreement, the tenant will be required to provide an employee transportation coordinator, participate in the emergency ride home program (ERH) and offer their employees a transit subsidy and/or transit passes to all employees.

Commute Program Coordinator/Employee Assistance

The tenant shall identify an employee transportation coordinator (ETC) to manage and monitor the alternative commute program. The ETC's primary responsibility will be implementing many of the programs and features described in the Plan. The ETC will be responsible for providing ongoing commute assistance to employees, producing on-site transportation fairs and promotional events, collaborating with VTA to promote the SmartPass program, 511 to maximize rideshare resources, conducting the annual survey, and producing the annual commute report.

The ETC will provide the following services:

- Promote trip reduction and air quality strategies to employees at the Project site;

- Maintain membership in the TMA and promote the emergency ride home program to employees;
- Be the main point of contact for tenant/employer and employees who wish to commute using an alternative transportation mode;
- Work with local agencies such as Caltrain, VTA, 511 Rideshare, Silicon Valley Bicycle Coalition and the Bay Area Air Quality Management District (BAAQMD);
- Post informational materials on the campus Commuter Website, transportation kiosks and disperse alternative program information to employees via designated employer contacts, posters, fliers, banners, e-newsletters, new employee orientation, etcetera;
- Participate in the BAAQMD Spare the Air program to encourage employees not to drive to work alone;
- Provide timely transit alerts to riders of VTA and Caltrain;
- Coordinate various aspects of the program that require periodic updating or monitoring, such as the guaranteed ERH program, car and vanpool registration, parking enforcement, and locker assignment and enforcement; and,
- Develop and manage campus transportation and commute information webpage. The webpage will contain transportation information, resources, and links, promotions, incentives, prizes or awards, spare the air notices, transit links, 511 ride-matching, and other related information.



Alternate transportation programs will be presented to commuters in a comprehensive and proactive manner just like any other employee program. This can be done via participation in, and support of, employee orientation forums or transportation fairs, transportation kiosk posting, employee newsletters, management bulletins, emails, and other methods.

An Employee Commute Program should be viewed as a big picture process. This includes explaining the area's air quality problems and describing how fighting air pollution is part of being a good corporate citizen. It is important that the employees recognize the benefits on a personal and community level to see how they gain from better air quality: less traffic congestion on the highways and the surrounding neighborhoods, fewer parking hassles, and cost savings for employees, among other benefits. The ETC will work with to build employee participation in the commute programs.

Commute Information Web Portal/Intranet

The office tenant(s) will establish a comprehensive transportation and commute information website for employees. The Project will contain transportation information, resources, and links, including promotions, incentives, Bay Area Spare the Air notices, guaranteed ride home


information, transit schedules, 511 ride-matching, and other related information. A sample image of a transportation homepage for employee commute programs is shown at below.



Guaranteed Ride Home Program

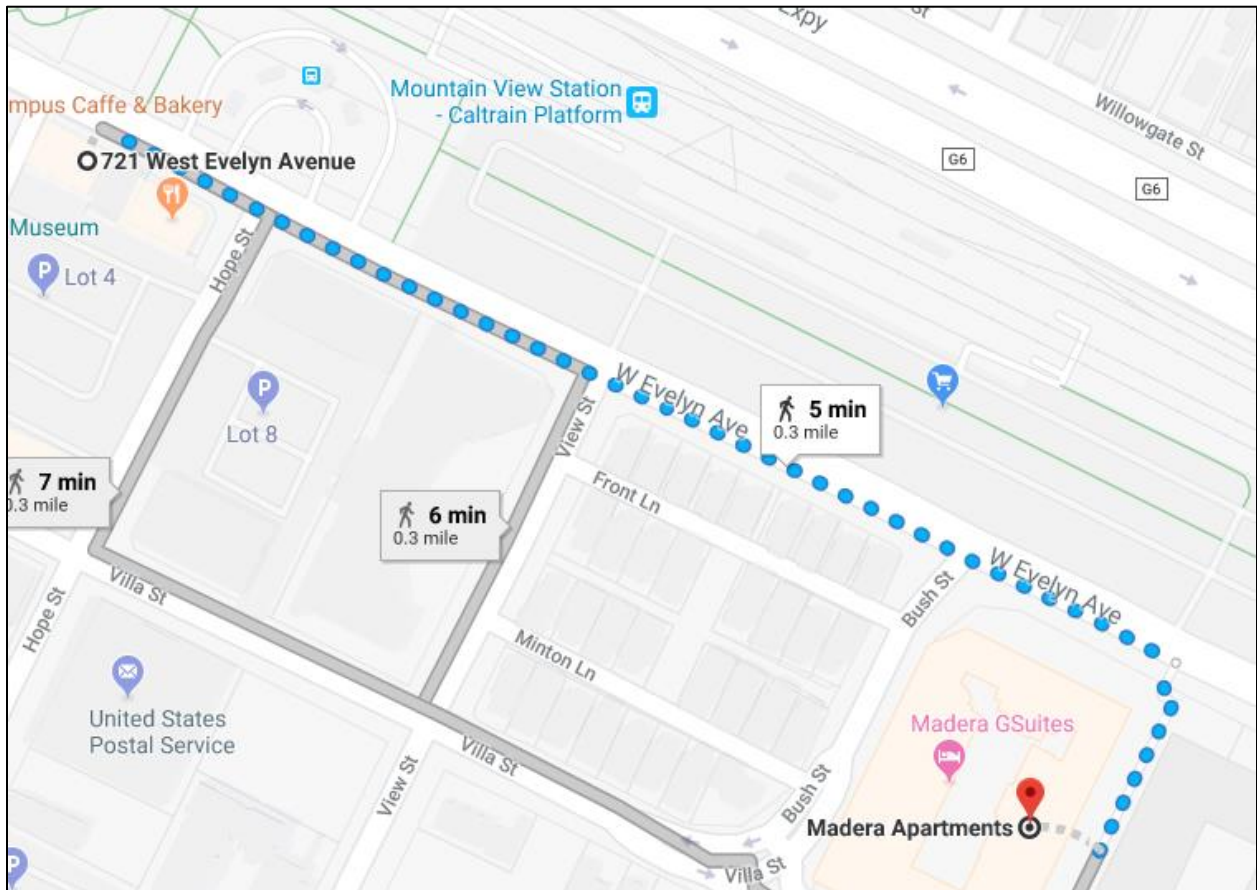
Tenants will be required to establish an emergency guaranteed ride home program (GRH). Employees who commute to work using transit, bicycle, or carpool or vanpool will be guaranteed a free ride home in the case of a personal emergency, or when they unexpectedly must work late, thereby missing the last bus or their normal carpool home. The GRH program has proven very successful, as it removes one of the major objection's employees must giving

up their private automobile, especially those with young families. **When utilized with the VTA SmartPass, the GRH program is free to commuters.** An example employer GRH voucher is provided below.

Corporate Account # XXXX		Charge To: c/o Human Resources 701-727 W. Evelyn Avenue Mountain View, CA 94043															
DATE: _____	TRANSPORTATION FOR: Company Name: _____ Employee Name: _____ Employee Phone Number: _____ Manager Name: _____	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left; padding: 2px;">My Normal Commute Mode:</th> <th style="text-align: left; padding: 2px;">My Commute Today Was:</th> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> Transit</td> <td style="padding: 2px;"><input type="checkbox"/> Transit</td> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> Carpool</td> <td style="padding: 2px;"><input type="checkbox"/> Carpool</td> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> Bicycle</td> <td style="padding: 2px;"><input type="checkbox"/> Bicycle</td> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> Walk</td> <td style="padding: 2px;"><input type="checkbox"/> Walk</td> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> Vanpool</td> <td style="padding: 2px;"><input type="checkbox"/> Vanpool</td> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> Drive alone</td> <td style="padding: 2px;"><input type="checkbox"/> Drive alone</td> </tr> </table>	My Normal Commute Mode:	My Commute Today Was:	<input type="checkbox"/> Transit	<input type="checkbox"/> Transit	<input type="checkbox"/> Carpool	<input type="checkbox"/> Carpool	<input type="checkbox"/> Bicycle	<input type="checkbox"/> Bicycle	<input type="checkbox"/> Walk	<input type="checkbox"/> Walk	<input type="checkbox"/> Vanpool	<input type="checkbox"/> Vanpool	<input type="checkbox"/> Drive alone	<input type="checkbox"/> Drive alone	I, _____ attest that I am an alternative commuter registered with my employer and need an emergency ride home. _____ Employee Signature
My Normal Commute Mode:	My Commute Today Was:																
<input type="checkbox"/> Transit	<input type="checkbox"/> Transit																
<input type="checkbox"/> Carpool	<input type="checkbox"/> Carpool																
<input type="checkbox"/> Bicycle	<input type="checkbox"/> Bicycle																
<input type="checkbox"/> Walk	<input type="checkbox"/> Walk																
<input type="checkbox"/> Vanpool	<input type="checkbox"/> Vanpool																
<input type="checkbox"/> Drive alone	<input type="checkbox"/> Drive alone																
ISSUED BY: _____	Please describe the nature of your emergency. _____ _____ _____ _____																
WHITE - Cab Driver YELLOW - Employee PINK - Human Resources																	

Access to Public Carshare Program

Carshare resources can offer employees midday travel options for meetings and appointments. A public carshare resource is provided by Zipcar and is located at 455 West Evelyn Avenue. The walking time to the Zipcar resources is approximately five minutes.



Access to Public Bikeshare Program

Near the Project site is a pilot bikeshare program managed by the City. The City launched a



dockless bike share pilot program to encourage people to use bicycles and to support the goals of embracing sustainable living, providing new options for first- and last-mile trips, and encouraging a healthy economy while minimizing traffic and parking congestion.⁹ Bicycles will be available to all employees in the downtown area.

⁹ https://www.mountainview.gov/depts/pw/transport/pilot_bike_share_program.asp

Scheduled Mobile Bicycle Repair Service

The tenant's ETC will coordinate periodic mobile repair services for its bike commuters. Mobile repair and services companies (e.g., Velofix, Beeline Bikes) will travel to the Project site and provide on-site repair and maintenance services for cyclists.



Dedicated e-Bike Fleet for Employee Commuters

The tenant will coordinate a small fleet of electric bicycles to be provided for employees to use for commuting. Employees can use the bicycles for commuter between home and work and midday trips. An organization that leases electric bicycles, such as eShare.bike, can provide turnkey, month-to-month services for a small fleet of electric bicycles.



Access to \$350 Monthly Vanpool Subsidy

The tenant(s) will provide information to their employees about the \$350 monthly vanpool subsidy available from 511.org and the Metropolitan Transportation Commission (MTC). The Bay Area 511 Vanpool Program partnered with Commute With Enterprise to provide an all-inclusive option to make vanpooling easy. A Commute With Enterprise vanpool comes with a newer model, low-mileage van or SUV, with roadside assistance and maintenance included.

Carpool and Vanpool Ride-matching Services

Tenants will promote free ride-matching services. San Francisco Bay Area 511.org is working with private ride-matching companies to provide commuters with alternative ridematching resources. A sample of ridematching apps include the following:





App Store

Google Play

Scoop — takescoop.com

- Provides guaranteed ride home.
- Best for work trips during regular commute hours - Scoop currently matches carpoolers who work in various locations from home locations throughout the Bay Area.
See "More" below.
- Enter your trip information by 9 p.m. the night before your morning commute, and 3:30 p.m. for your afternoon commute. Scoop automatically provides you with your match and trip itinerary.
- Register with Promo Code **SCOOPME05** for a free first trip.

Take Scoop to BART and get guaranteed parking at the Concord, Dublin/Pleasanton, Millbrae, Orinda, Pleasant Hill, Rockridge, San Bruno, and Union City stations. Find out more [here!](#)

More >



App Store

Google Play

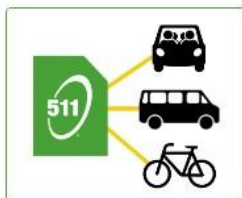
Waze Carpool

Waze Carpool makes it easy and fun for Wazers to commute together, saving time and money while reducing the strain on the roads and the environment.

3 Steps to Carpool:

1. **See who's on your route:** With Waze Carpool, YOU CHOOSE who you carpool with based on detailed profiles, star ratings, and connections — shared interests, same workplace, and more — as well as price and distance off route.
2. **Offer/request a ride:** Found someone? Simply offer a ride (drivers) or request a ride (riders), and wait for a reply. You're notified as soon as the ride is confirmed.
3. **Enjoy your commute!** Drivers are guided by Waze on the fastest route, while riders can follow their progress on the map in real-time. When the ride is over, payment is transferred from rider to driver automatically.

Use code **511WAZE** for a free ride! Learn more at waze.com/carpool.



Register

Log in

511 RideMatch Service

- An interactive system that helps you find carpools, vanpools or bicycle partners.
- Over 60,000 Bay Area commuters available for matching.
- Track your trips in the 511 Trip Diary and be eligible to win prizes. [Watch this video explanation](#) of how the Trip Diary works.
- Discounts on tolls and nifty rewards from 511 and local county agencies all just for doing what you already do!
- Live staff available by phone to help you find a match.

Carpool Incentive Programs

- Carpool Rideshare Rewards – Employees can participate in the 511 Rideshare Rewards program for carpoolers. Rewards may include Amazon gift cards, Fandango gift cards or Starbucks treats. More details can be found at <https://511.org/carpool-vanpool/benefits/promotion>.

Rideshare Rewards for carpoolers are available from 511 for a limited period each year and are provided on a first-come, first-served basis until funds are depleted.

- Carpool (HOV) Lanes – Carpool lanes, also known as high-occupancy vehicle (HOV) lanes, can reduce commute times. To drive in carpool lanes during commute hours, commuters must be in a carpool, vanpool, public transit vehicle, or riding a motorcycle. Carpool lanes vary in their hours of operation and the minimum number of people per car. A list of HOV hours of operation and the required number of passengers can be found at <https://511.org/carpool-vanpool/carpool/lanes>.
- Park and Ride Lots – There are 150 free park and ride lots conveniently located throughout the Bay Area, where carpool partners or vanpools can meet in a central location. Many lots also feature easy access to transit connections and bike lockers.
- San Mateo County Carpool Commuters \$100 Reward – Employees who live in or commute through San Mateo County can participate in the Commute.org \$100 carpool incentive program. Employees who ten days of carpooling activities and log or track their carpool trips in the STAR program may receive a \$25 e-gift card, up to \$100.



Vanpool Incentive Programs

- \$350 Monthly Vanpool Subsidy – Vanpoolers can apply for a \$350 monthly vanpool subsidy for the vanpool group. The Bay Area 511 Vanpool Program provides this monthly subsidy for vanpools with seven or more participants.
- San Mateo County \$500 New Vanpool Participant Rebates – Commuters who live or drive through San Mateo County can participate in [the vanpool incentive](#) program. As an incentive for vanpooling, Commute.org will pay half of the cost for the first three

months of vanpooling, up to \$100 per month per employee. Vanpool drivers of new vanpools can receive a \$500 cash incentive. This one-time incentive is provided for those who have joined a new vanpool in the last six months and have not vanpooled for three months.

11.0 TENANT COMMUTER MARKETING & OUTREACH

New Employee Onboarding

A commuter program onboarding process will be established to welcome, and retain, new employees. Onboarding may include pre-hire planning and support to coordinate employee's transportation needs. A written summary of commuter programs and trip reduction goals will be provided to hiring candidates for their consideration. Once hired, the onboarding process will include an overview of commuter benefits, systems, services and resources. Registration forms will be provided to engage employees in the transit and vanpool subsidies, emergency ride home program and bicycle resources. Personalized support will be provided during welcome events and one-on-one sessions will be scheduled when new employees start employment.

Reserved Carpool/Vanpool Parking Program

The Project is anticipated to provide three percent of total parking to be used for carpool/vanpool parking. The preferential parking spaces will be designated for carpool and vanpool vehicles for the exclusive uses of employees who are ridesharing. These spaces will be incorporated with the clean-air vehicle parking count. The carpool/vanpool spaces will be in parking areas closest to a building's entrance or a prime location in the garage.

The carpool parking spaces may require policy development, employee registration, and permitting. Registered vanpools may receive a special designated parking space.

Employee Wellness/Benefits/Transportation Fairs

Project tenants may host internal wellness or benefits fairs that should include the commuter program. When appropriate, the tenant's ETC will add tabling space for the employer's commute program to join these employee events.

Downtown Employer Membership – Mountain View Transportation Management Association

Transportation Management Associations (TMAs) are private, nonprofit organizations run by a voluntary board of directors, typically with a small staff. They help businesses, employers, developers, building owners, local government representatives, and others work together to collectively establish policies, programs, and services to address local transportation problems.



In the City, a TMA has been established. The key to these transportation organizations lies in the synergism of multiple groups banding together to address and accomplish more than any single employer, building operator, or developer could do alone.

Before issuance of the certificate of occupancy, the applicant shall become a one-time member of the MVTMA. As employers and tenants occupy the Project, TMA membership will be a required feature of their lease agreements. By becoming a member of the Mountain View TMA, employers and their employees will receive the benefit of several programs and services that will encourage employees to use mass transit, carpool, vanpool and other means of alternative transportation. The tenant will ultimately be in control of its performance under the Plan which will be required to follow also by way of lease covenant. The applicant will pay the initial fee to join the TMA, and the tenant will be required to maintain annual membership in the TMA after that.

Membership in the TMA will be ensured via stipulations contained in the recorded CC&Rs, leases and other binding documents.

Existing TMA programs include:

- Shuttle programs
- Real-time shuttle tracking app

Future TMA programs and services may include:

- Carpool and vanpool matching
- Parking management programs
- Trial transit passes
- Emergency ride home program
- Shared bicycle facilities
- Car and vanpool incentives
- Transit trip planner
- Transit advocacy
- Employer Training
- Marketing programs
- Promotional assistance
- Newsletter

The applicant will ensure (via lease requirements) that Project tenant joins the TMA and provide resources for their employees. Participating in the TMA will be a valuable asset for Project tenants. The TMA may grow to become a clearinghouse for information about alternative commute programs, incentives, and transportation Projects affecting Mountain View businesses.

12.0 TENANT SERVICES AND COMMUTER OUTREACH

Active and cooperative property management and involved tenant-employers will generate positive impacts toward the success of the Plan measures that will be implemented. The applicant or property manager for the site shall participate in the following commute alternative programs aimed at increasing transit use and reducing the need for employees to drive alone to work.

Tenant Performance and Lease Language – PTDM Requirements

The Project Sponsor will include lease language for the future tenant that require the identification of a designated employer contact responsible for implementation of the Plan (including annual survey and reporting, and registration in the emergency guaranteed ride home program). Sample lease language may be worded as follows:

Transportation Management. *Tenant shall fully comply with all present or future programs mandated by the City of Mountain View intended to manage parking, transportation or traffic in and around the Project and/or the Building, and in connection therewith, Tenant shall take responsible action for the transportation planning and management of all employees located at the Premises by working directly with Landlord, any governmental transportation management organization, or any other transportation-related committees or entities. Such programs may include, without limitation: (i) restrictions on the number of peak-hour vehicle trips generated by Tenant; (ii) increased vehicle occupancy; (iii) implementation of an in-house ridesharing program, transit subsidies, and designation of an employee transportation coordinator; (iv) working with employees and any Project, Building or area-wide ridesharing program manager to conduct annual commuter surveys; (v) instituting employer-sponsored incentives (financial or in-kind) to encourage employees to rideshare; joining the Mountain View TMA; and (vi) utilizing telework and flexible work shifts for employees.; and be responsible for any financial penalties for non-attainment of vehicle trip reduction requirements.*

SECTION III – PTDM COMPLIANCE, MONITORING AND REPORTING

A comprehensive program of PTDM measures and incentives can reduce parking demand, traffic, and air pollution creating a more sustainable employment environment while freeing up valuable land for higher and better uses.

Adequate parking, traffic congestion, and air pollution are critical concerns in maintaining a healthy economy for the City. Traffic congestion results in time lost to residents and commuters and increased demand on City fiscal resources for roadway construction and maintenance. According to the U.S. Environmental Protection Agency, “mobile sources account for more than half of all the air pollution in the United States. The primary mobile source of air pollution is the automobile.” “...today's motor vehicles are still responsible for up to half of all the emissions released into the air.”¹⁰ “In the Bay Area, the transportation sector accounts for more than 50 percent of air pollution, and more than 40 percent of greenhouse gas emissions.”¹¹

13.0 COMPLIANCE, MONITORING AND REPORTING

The intent of the Plan is to reduce SOV trips and lessen parking demand, traffic congestion, and mobile source-related air pollution. As written, this Plan is designed to achieve at least a 70-80 percent car-free rate. To evaluate the performance and success of the Project’s Plan, it is important to ensure PTDM measures are implemented and effective. Therefore, a PTDM reporting and monitoring program will be implemented.

Annual Employee Commute Survey

Because the Plan is performance-based, the tenant will perform an annual commute program evaluation (a five-day, weekday commute survey) which will allow the applicant, tenant, and the City to assess the effectiveness of the unique program designed for this Project. Survey data can be used to focus marketing and outreach efforts to employees based on their specific commuter interests.

¹⁰ <http://www.epa.gov/apti/course422/ap3a.html>

¹¹ Bay Area Air Quality Management District, Aaron Richardson, Public Information Officer

The commute survey will be a critical part of the monitoring process to evaluate and ensure the success of the Plan’s measures. Employees who do not participate in the commute survey will be counted as drive-alone or SOV commuters by default. Therefore, the results will be appropriately conservative. A sample commute survey tool is shown below.

A report on the number of people using commute alternatives (alternatives to the single-occupant car) shall be submitted to the Zoning Administrator following building occupancy and may require annual updates thereafter.

Annual Employee Intercept Survey

Specialized survey staff will conduct an on-site intercept employee survey. Survey monitors will be stationed at building entrances on a midweek morning between 7:00 am and 10:00 am. The in-person, intercept sampling allows monitors to directly engage with commuters about their transportation modes (and parking activities) via a quick engagement dialog as they arrived at work.

Tenants/employers will be notified in advance about the intercept survey effort and asked to support the process. The intercept, in-person information will be expected to correlate with the results from the online survey. Included in the intercept process, will be additional morning peak-hour monitors who will be responsible for tracking the number of bicyclists who access the site through the garage.

Annual Driveway Hose Counts

The Project will install a technology-based parking stall counting system in the garage. Parking data collected will be included in the annual PTDM Commute Survey Report.

Annual Commute Survey Report

Each year, the tenant ETC will prepare an annual PTDM summary report to be submitted to the City documenting the effectiveness of the Plan. A report summarizing results from the

employee survey will provide mode-use information. An *example* of a 77 percent alternative transportation commute rideshare results is shown at left.

Commuter Modes	Employees	% of Users
Transit (Caltrain, VTA)	62	50%
UberPool/Lyftline	15	12%
Telework	6	5%
Bicycle	5	4%
Carpool	4	3%
Walk	2	2%
Uber or Lyft (Individual Users)	2	2%
Vanpool	0	0%
Estimated Commuters	96	77%
Users Parking in Garage	28	23%
Total Personnel	124	100%

The initial annual employee survey (and subsequent surveys) will be conducted in the second or fourth quarter of each year. Reports will be provided to the City’s Zoning Administrator.

Additionally, the annual report shall be accompanied by a report on all incentive programs or use of commute alternatives currently being offered to all persons that work in the building including regular, part-time and contract employees.

Penalty for Noncompliance

The tenant shall prepare an annual PTDM report, and submit same to City, to document the effectiveness of the Plan in achieving the goal of a 70-80 percent car-free rate. The PTDM report will be prepared by a PTDM consultant and paid for by the tenant, which consultant will work in concert with tenant's ETC. The PTDM report will include a determination of historical employee commute methods, which information shall be obtained by a survey of all employees working in the buildings on the property. All non-responses to the employee commute survey will be counted as a drive alone trip (as a default mechanism).

- PTDM Reports: The initial PTDM report will be submitted one (1) year after the granting of a certificate of occupancy for 75 percent or more of the Project. Subsequent reports will be collected annually.
- Report Requirements: The goal of the Plan is to encourage alternative mode usage. The initial PTDM report shall either: (1) state that the applicable property has achieved a 70-80 percent car-free rate, providing supporting statistics and analysis to establish attainment of the goal; or (2) state that the applicable property has not achieved the car-free rate, providing an explanation of how and why the goal has not been reached, and a description of additional measures that will be adopted in the coming year to attain the Plan's goal.
- The penalty for Non-Compliance: If after the initial PTDM report, the second annual report indicates that, despite the changes in the Plan, the car-free rate is still not being achieved, or if the tenant fails to submit such a PTDM report at times described above, City may assess the applicant a penalty.
 - In determining whether a financial penalty is appropriate, City may consider whether employer/tenant has made a good faith effort to meet the Plan's goals and allow the owner a six-month "grace period" to implement additional PTDM measures to meet the 70-80 percent car-free rate.
 - Any expenses that are put towards returning to the 70-80 percent car-free rate can be subtracted from the PTDM Penalty.
 - The PTDM Penalty shall be paid to the MVTMA and used to promote transportation alternatives, to drive-alone vehicle uses in the City.

ATTACHMENTS

- 1. Summary Table of PTDM Programmatic Measures***
- 2. Sample Commute Survey Tool***
- 3. Case Studies of TOD Projects with 80% car-free performance***
- 4. Summary of prior approved Mountain View TDM Plans***
- 5. Appendix A – Transportation Mode-use Forecast Model for Evelyn Development***
- 6. Appendix B – Mountain View Downtown Precise Plan (PTDM element)***

SAMPLE ONLY not actual - 701-727 W. Evelyn Avenue PTDM Programmatic Measures

Measure	Page No.	Status	Implementation Responsibility	Enforcement and Oversight	Monitoring
TMA Participation	25				
Initial TMA membership	25	Mandatory	Applicant	Applicant	TMA will confirm
Annual ongoing TMA membership	32	Mandatory	Tenant	Applicant	compliance annually
Tenant Lease Language	26	Mandatory	Applicant	Applicant	As-built report
Initial Tenant TDM Training	26	Encouraged	Applicant	Applicant	As-built report
Kick-off Commuter Campaign	27	Mandatory	Tenant	Tenant	Annual TDM Report
Employee Transportation Coordinator	27	Mandatory	Tenant	Tenant	Annual TDM Report
Transit and Vanpool Subsidy or VTA Eco Pass	28	Mandatory	Tenant	Tenant	Annual TDM Report
Emergency Ride Home program	29	Mandatory	Tenant	Tenant	Annual TDM Report
Transit Trip Planning R					Annual TDM Report
Ride Matching Resour					Annual TDM Report
Bicycle Incentives					Annual TDM Report
Pre-tax payroll deduct					Annual TDM Report
Caltrain Go Pass					Annual TDM Report
Carpool/Vanpool ince					Annual TDM Report
Wireless internet acce					Annual TDM Report
Exercise facility					Annual TDM Report
Commuter promotion					Annual TDM Report
Flextime/off-peak commuting	32	Encouraged	Tenant	Tenant	Annual TDM Report
Telework/remote work	32	Encouraged	Tenant	Tenant	Annual TDM Report
Compressed work week	32	Encouraged	Tenant	Tenant	Annual TDM Report
Additional campus bikes	32	Encouraged	Tenant	Tenant	Annual TDM Report
Carshare program	32	Encouraged	Tenant	Tenant	Annual TDM Report
Mobile services (dry cleaning, etc.)	32	Encouraged	Tenant	Tenant	Annual TDM Report
San Mateo Co. Try Transit program	33	Encouraged	Tenant	Tenant	Annual TDM Report
Carpool Incentive Programs	34	Encouraged	Tenant	Tenant	Annual TDM Report
Vanpool Incentive Programs	34	Encouraged	Tenant	Tenant	Annual TDM Report
Notice of Implementation TDM as-built	37	Mandatory	Applicant	Applicant	As-built report
Annual Employee Commute Survey	37	Mandatory	Tenant	Tenant	Annual TDM Report
Annual Driveway Hose Counts	37	Mandatory	Tenant	Tenant	Annual TDM Report
Annual Commute Survey Report	37	Mandatory	Tenant	Tenant	Annual TDM Report
Penalty		mandatory in case of non-compliance	Applicant	City of Mountain View	City of Mountain View

SAMPLE ONLY

Sample Commute Survey Tool

"HOW YOU GET TO WORK" SURVEY

The Clyde Avenue office is assessing our employees' travel habits to and from work in an effort to reduce our carbon footprint. Your participation and information can help us get there.

Please complete this short survey and share with us how you travel to work. As a reward for your time (2 minutes), you will be entered into a prize drawing. You'll have an opportunity to win prizes! Ready? Let's Go! Thank you for participating in this important survey!

1 Do you want to be entered in the survey prize drawing? <i>(Only one survey submission per employee, please.)</i> <input type="checkbox"/> Yes <input type="checkbox"/> No	2 Company <input type="checkbox"/> Tenant A <input type="checkbox"/> Tenant D <input type="checkbox"/> Tenant B <input type="checkbox"/> Tenant E <input type="checkbox"/> Tenant C
--	--

3 What is your employee type? <input type="checkbox"/> Part-time (less than 40 hours per week) <input type="checkbox"/> Full-time (40 hours or more per week)	4 Where do you start your morning commute to work? City or town where you live: <input style="width: 100%;" type="text"/> Zip Code (5-digit): <input style="width: 100%;" type="text"/>
--	--

5 How important is it to you to help the environment by reducing your carbon footprint and using greener methods of getting to work (other than driving alone)? *Please select only ONE option.*

<input type="checkbox"/> Very important	<input type="checkbox"/> Important, but not enough to disrupt my routine
<input type="checkbox"/> Important	<input type="checkbox"/> Not that important
<input type="checkbox"/> Important enough to try some new ways to get to work	<input type="checkbox"/> Not important at all

6 How did you get to the office last week (select the primary transportation method you used)? *If you were out of the office, please describe your "typical" weekly commute activity. Please select only ONE answer per day.*

	MON	TUE	WED	THU	FRI
Drove alone to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit (bus, train, light rail, shuttle)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vanpool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpooled with one or more adults (not children)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpooled with another employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Biked to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walked/jogged to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worked from home/worked remotely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle/ scooter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did not work this day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7 If you DROVE ALONE to work, would you consider using a different transportation option one or two days per week?
Please select only ONE option.

<input type="checkbox"/> Yes – I would consider a different option one or two days per week	<input type="checkbox"/> No – I would not change my current commute choice
<input type="checkbox"/> Yes – I would consider a different option one or two days per month	<input type="checkbox"/> I do not or rarely drive alone to work

8 What commute option(s) would you most likely use instead of driving alone? *Please select all that apply.*

- Carpool
- Vanpool
- Caltrain
- Free TMA or Mary Moffett Caltrain shuttle
- VTA bus or light rail
- Bicycle
- Walk or jog
- None - I choose to drive alone to work
- I do not know which option is best for me
- Other (please specify) _____

9 If you used TRANSIT to get to work, please identify any and all transit used for your commute to work. *Select all that apply.*

	MON	TUE	WED	THU	FRI	SAT	SUN
Caltrain and/or Caltrain Shuttle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACE Train and/or ACE Shuttle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SamTrans Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BART	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC Transit (Dumbarton Express)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MVgo Last-Mile Shuttle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VTA Light Rail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VTA Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
None - I do not use transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10 There is a free emergency ride home program for employees in the event of a mid-day emergency at work, home, daycare or school.
Would you like to learn more about this in the event you need a free ride home due to an emergency?

Yes No I already know about the emergency ride home program

Case Studies of TOD Projects with 80% car-free performance

San Francisco Planning Department Survey of Drive-alone Commuter Rates

In 2017, the San Francisco Planning Department (“SF Planning”) hired Fehr & Peers to assist with an update to the trip generation, trip distribution, mode-split and loading demand methodologies contained within SF Planning’s Transportation Impact Analysis Guidelines for Environmental Review (“SF Guidelines”). The specific tasks were to update the existing SF Guidelines with new data (including primary data collection and analysis); derive updated parameters including trip generation rates, trip distribution tables, mode splits, and loading demand rates; review the current geographic analysis structure; and examine whether any major assumptions built into the SF Guidelines need revisiting.

This following table summarizes office Projects that have very low rates of drive-alone commuters.

Comparable Office Projects		Site Characteristics			PM Peak Mode Split							
TIA ID	Site Address	Land Use	Building Size (ksf)	Number of Survey Responses	Auto (other than Taxi/TNC)	Taxi/TNC	Transit	Walk	Other	Total Non Drive Alone Rate	Person Trip Video Counts	Intercept Surveys
TIA254	733 Front Street	Office	9.268	20	10%	10%	5%	75%	0%	90%	3/30/2017	11/16/2016
TIA123	654 Mission Street	Office	11.564	40	15%	3%	30%	50%	3%	85%		11/10/2016
TIA238	221 Pine Street	Office	26.808	69	9%	6%	42%	43%	0%	91%	3/30/2017	11/10/2016
TIA307	2333 Buchanan Street	Office	73.151	171	25%	11%	21%	11%	33%	75%		4/27/2017
TIA229	417 Montgomery Street	Office	94.537	112	10%	9%	47%	31%	3%	90%	3/30/2017	10/13/2016
TIA253	50 Green Street	Office	101.160	78	17%	8%	32%	29%	14%	83%	3/30/2017	10/13/2016
TIA312	1 Letterman Drive (Bldg C & D)	Office	154.756	207	26%	8%	25%	33%	9%	74%		4/25/2017
TIA166	1700 Owens Street	Office	167.053	122	26%	15%	17%	30%	12%	74%		5/2/2017
TIA228	300 Montgomery Street	Office	211.947	149	26%	3%	33%	34%	4%	74%	3/30/2017	5/9/2017
TIA173	455 Mission Bay Boulevard South	Office	222.000	89	19%	3%	37%	19%	21%	81%	5/24/2017	10/25/2017
TIA119	535 Mission Street	Office	354.000	272	7%	5%	33%	52%	3%	93%		11/10/2016
Average Totals			130	121	17.1%	7.2%	29.3%	37.2%	9.2%	82.9%		
(drive alone rate)												

Note: TNC = Transportation Network Company (e.g., Uber/Lyft)

Source: san Francisco Travel Demand Update: Data Collection and Analysis, San Francisco Planning Department, Prepared by Fehr & Peers, June 29, 2018

Chicago Project – Case Studies of Low Drive-Along Commuter Activities

Near Car-free Commuter Programs - Case Studies

Organization	McDonald's	PowerReviews	Revolution Brewing	CA Ventures	Urban Juncture
Issue	Access to Talent	Access to Tech Talent	Economic Development	Employees ride for free	Community Development
Location	Chicago West Loop	Chicago Loop	Chicago, Logan Square	Chicago Loop	Bronzeville
Alternative transportation commuter rate	90% non drive-alone commuters	95% non drive-alone commuters		"a majority of employees"	
Parking spaces	295	unknown	zero		
Employees	2,500	160	80	170	40
Parking ratio	0.118				
	Relocation downtown for access to talent	Transit matters to tech employees	Transit access is important for patrons to access the brewery	Transit is a real benefit when the employer pays fares	Businesses have a close relationship to the Chicago Transit Authority (CTA) green line transit station
	Choosing a transit-accessible location with shuttles for station connections	Transit is a major location factor for tech companies	Transit access to O'Hare Airport is important for growing company	Riding transit is increasingly attractive for employers who want productive commuters	"Transit is essential for many folks, and locating commerce here represents a layering of amenities."
	Managing a transition to transit commutes	Transit helps the company do business daily	Urban location near transit is critical for good access by employees	The marketing is demanding transit-oriented properties	"...there is a flow of commuters which represents 1,000 potential customers per day from the train alone."
	Planning a transit-oriented facility		Active transportation is part of the brand and culture	100% funded transit and bikeshare memberships	
	New talent access is paying off			No subsidized parking	

Access to Talent – McDonald's

CHICAGO WEST LOOP
2,000 EMPLOYEES

Relocation downtown for access to talent

In 2018, more than 40 years after leaving Chicago for the suburbs, McDonald's moved its headquarters to Chicago's West Loop. The company is clear about the reason: access to a greater pool of talent.

In recent years, the human resources department noted that most job applicants lived in Oakbrook, and McDonald's was not attracting the broader labor pool who live in the city and would not consider commuting to the suburbs. Previous efforts to run a shuttle bus from the Metra station in Elmhurst to the office campus were not enough to entice reverse commutes. Retention was also a problem as it was difficult to retain lower-wage workers whose commutes required two buses. Therefore, the company decided the solution was to relocate to a central, transit-accessible location.

Choosing a transit-accessible location with shuttles for station connections

McDonald's new location in the West Loop is two blocks from the Morgan Green Line CTA station. It is $\frac{3}{4}$ of a mile (a 15-minute walk or six-minute bike ride) from Ogilvie Metra and just under a mile to Union Station where Metra south and west side lines and Amtrak operate. McDonald's runs its own fleet of shuttle buses from four Metra train stations in downtown Chicago to supplement the CTA fixed route transit system. Shuttles operate every five to seven minutes during rush hour periods so that employees can be in the office within 15 minutes of train arrival. Employees can also walk and ride Divvy bikeshare for the last mile from Metra stations.

Managing a transition to transit commutes

With the previous location quite inaccessible by transit, the vast majority of employees had been used to driving to work. The transition to mostly transit commutes required a major program of education and support. McDonald's has been heavily promoting pretax transit benefits and is paying for the first year of transit fares to facilitate the transition. Prior to the move, McDonald's gave employees free tickets to a neighborhood street festival and encouraged them to try the commute on Metra on a weekend, to get used to riding Metra during a quiet period.

Planning a transit-oriented facility

McDonald's planned only 295 parking spaces in its new building for its 2,500 employees (a 0.118 ratio) and employees must pay to park. Before the move, employees were encouraged to drive downtown at rush hour one day to experience the commute by car. **While before the**

move only one third of employees planned to ride transit to work, now more than 90 percent of workers arrive via non-auto modes, mostly Metra and CTA.

New talent access is paying off

Just in the first two months of being in its new location, McDonald's is attracting larger numbers of higher-quality job applicants, given the location is accessible to a larger labor pool. McDonald's notes that the move wasn't only an address change, it was also a culture change.

Access to Tech Talent - PowerReviews

CHICAGO LOOP
160 EMPLOYEES

Transit matters to tech employees

If you have written a review for a product you bought online, chances are you have interacted with PowerReviews' technology. Founded in 2006, PowerReviews is a global technology leader in reviews and user-generated content for more than 1,000 brands and retailers. The company recruits software engineers, user experience professionals, product technology experts, designers, data scientists, sales people and client success pros who coach brands and retailers on how to leverage their technology to increase website traffic, improve sales conversion and reduce product churn. Clients span industries including apparel and shoes, health and beauty, food and beverage, plus home and garden. Their roster notable client brands include Lucky Brand, Crocs, Wrangler, Skechers, Ulta, Estee Lauder, Aveda, MAC, Hershey's, Teavana, Dean and DeLuca, Room and Board, iRobot, and World Kitchen.

In technology, especially SAAS, talent is key. PowerReviews notes that transportation is a critical consideration among candidates at all levels, from executives to entry-level staff. The company actively promotes its transit accessibility, and this continues to be a selling point for employees. **In fact, 95 percent of PowerReviews' 160-person staff ride Metra and CTA.** The company makes riding transit as cost-effective as possible by providing pre-tax transit benefits for transit or parking at the Metra station. The company promotes transit accessibility along with other amenities including daily ping-pong tournaments, standing/treadmill desks, and a Wi-Fi-enabled rooftop deck.

Transit is a major location factor for tech companies

The company is now located at 1 N. Dearborn. Among the top priorities when considering this location was transit access. At the onset of their search for this location, PowerReviews asked its real estate broker to analyze employees' home addresses and the modes of transportation that were available at potential locations. The close proximity to CTA Red and Blue lines, as well walkability to Metra, were key determining factors in choosing the current location.

Transit helps the company do business daily

The Loop Location matters not only to staff but also to contractors that travel to PowerReviews' offices to provide services. When consultants or remote workers from out of town travel to Chicago they appreciate that PowerReviews' office is a direct train ride away on the Blue Line from O'Hare Airport.

Economic Development - Revolution Brewing

CHICAGO, LOGAN SQUARE
80 EMPLOYEES

Revolution Brewing is a Chicago-based brewery that opened its first location at 2323 N. Milwaukee in 2010 adjacent to the CTA Blue Line California stop. In its original business plan, owner Josh Deth included a transit map, so transit was always a key factor in selecting locations near rail and bus. In 2011, Revolution added its second floor Brewer's Lounge at the brewery. Before ride-sharing, this was a difficult location to hail a taxi, yet even so, Deth was committed to limiting the number of drivers and built zero parking for the site. The production Brewery and tap room at the second location on Kedzie Avenue opened in Spring 2012.

Transit access is important for patrons to access the brewery

Given that people who are drinking beer should not be driving, an important benefit of Revolution's location near the California Blue Line stop and on three bus lines is safe transportation for their customers and those of the food and entertainment district that has sprouted up around them. A former executive director of the Logan Square Chamber of Commerce, Deth is a big proponent of bringing along neighborhood retail, and Revolution Brewing was a catalyst for attracting other entertainment and food and beverage retail. The Blue Line's 24-hour operation means that transit is an option any time of day, even at Revolution's 2 a.m. closing time. The high level of pedestrian traffic around the station means that the environment feels safe for patrons in the evening.

Transit access to O'Hare Airport is important for growing company

Now that Revolution employs 20 salespeople who travel regularly to market the product in eight states, and a leadership team that travels to conferences and for other business reasons, the company especially values its Logan Square location on the Blue Line, just a 30-minute ride from O'Hare.

Urban location near transit is critical for good access by employees

Many of the 80 employees choose to live in the neighborhood and want a job close to their homes for an easy commute. A high percentage of employees take public transit, bike or walk to work, especially since the Milwaukee Ave. location has no parking. A number of employees

have chosen to live along the Blue line for easy work access. The brewery on Kedzie is open 24 hours a day and some employees who work the night shift use transit. Revolution provides pre-tax transit benefits for employees to incentivize transit use by employees.

Active transportation is part of the brand and culture

Revolution has created a brand highly associated with active transportation and targets marketing dollars toward this segment. In fact, Revolution was the first business in Chicago to pay to build a bike corral in front of the brewpub on Milwaukee, for both employees and patrons to use along this heavy cycling corridor. There is a bike rack inside the tap room at the Kedzie location. The company also sponsors nonprofit organizations that promote transit, biking and walking.

Employee ride for free - CA Ventures

CHICAGO LOOP
170 EMPLOYEES

CA Ventures is a privately-held real estate investment management firm headquartered in Chicago with a focus on market-rate student, senior and multifamily assets. Much of the firm's development focus is on transit-oriented sites across the U.S. The firm recently relocated its corporate headquarters to the Prudential building, in the heart of Chicago's Loop.

Transit is a real benefit when the employer pays fares

CA Ventures fully supports use of public transportation by covering the costs of all transit (CTA, Metra, and Pace), including Divvy bikeshare memberships, and a majority of the 170 employees take advantage of the transit benefit. While parking is available at its Loop location, the firm does not subsidize parking costs. In fact, this transportation policy was established by the Principals of the company early in its history and has been embraced by senior management. The decision to locate downtown means that the office is very centrally located and near various transit options. While the building is several blocks away from the Metra trains stations, employees can use Divvy, the Loop Link CTA buses in express lanes or pay for rides on the Prudential shuttle offered by the building for the last mile. "The location and funding of transit fares is a selling point when recruiting," notes Carmen Smith, VP of Human Resources.

Riding transit is increasingly attractive for workers who want productive commutes

In recruiting conversations, time spent commuting is a topic that is frequently raised. HR specialists find that employees have a greater tolerance for longer commutes on transit because they can use their electronic devices and be productive. In fact, they find more people want to take transit even if it takes longer due to the advent of mobile technology.

The market is demanding transit-oriented properties

In real estate, demographics and trends drive decisions. CA Ventures knows that investments in places with good access to public transit are more in demand, and business and retail are more likely to flourish around transit-oriented sites. In downtown Chicago, buildings are smaller with a focus on density and transit. A recent building at State and Huron, two blocks from the CTA Red Line Chicago stop, has a parking ratio of only .33 (1 space per 3 units) and was fully leased within six months at premium rents. “This Project has one of the lower parking ratios in the city, yet has seen some of the strongest demand and rents in the city,” notes Bob Flannery, who leads CA Residential, the multifamily platform of CA Ventures.

All three of CA Residential’s most recent multifamily developments in Chicago have been located within one to two blocks of rail transit. At the 320-unit, 1140 S. Wabash building, located adjacent to the Roosevelt Red Line Station, TransitScreen, which displays the arrival times of trains at the CTA station, has been installed in the lobby. Eighty percent of the residents in the building work in downtown Chicago and commute via public transit. Demand for parking is very low, with the majority of the property’s limited parking spaces leased out to a third-party operator for non-resident use.

Community Development - Urban Juncture

BRONZEVILLE
UP TO 40 EMPLOYEES

Vibrant communities depend on vibrant commerce. That’s the driving force behind Urban Juncture, a Bronzeville community developer that leverages cultural assets to create enterprises that employ residents, provide quality goods and services to locals and hosts events to attract visitors. Their goal: revitalize communities by reinvigorating local commerce. Food—in particular black cuisine—is a focus at Urban Juncture because President Bernard Loyd observed there was a shortage of quality food in the Bronzeville neighborhood and a lack of this type of cuisine in Chicago.

Loyd bought his first commercial building in 2005 at the intersection of the CTA Green Line and 51st Street. “Transit is essential for many folks, and locating commerce here represents a layering of amenities,” he notes. Plus, there is a flow of commuters which represents 1,000 potential customers per day from the train alone. The location on the Green Line also benefits from buses that run along 51st Street, so it’s very well served by transit. The Project has been slowly growing over a decade and a half. “This is a community that has suffered disinvestment and depopulation for a half century. Fifteen years seems like a long time, but really, it’s a drop in the bucket,” noted Loyd. “We have a long way to go and need to continue to access capital and work to reshape the image of the neighborhood.”

A half-dozen enterprises are housed within Urban Juncture’s Bronzeville Cookin’ Initiative, including the Bronzeville Incubator, which is an incubation, events, and co-working space;

Greenline Farm, a rooftop farm; Friistyle a unique local restaurant that combines french fries with a variety of toppings; and Bronzeville Community Garden. In addition, Urban Juncture is developing Boxville, a colorful set of shipping containers that now house a bike repair shop, a mix of mini-food shops and other vendors. Eighty percent of vendors and employees live on the South Side of Chicago, and in the height of summer, up to 40 people can be found working on-site. The development is funded by private capital in Chicago and around the U.S., including a crowdfunding offering. A community development financial institution (CDFI) is also an equity partner. The organization is also certified as 501(c)(3) to accept charitable donations. While some enterprises at the site will not be profitable, Loyd feels they are important for stabilizing the area.

Businesses have a close relationship to the CTA green line transit station

One of the more prominent beautification efforts near the station is the Wall of Peace and Love mural, a community initiative led by Urban Juncture that has changed the tone of the area. Located on the east facing wall at the southwest corner of 51st Street and South Prairie Avenue, it covers 2000 sq. ft. and is just 150 feet away from the train station. Urban Juncture has also planted trees near the station, which has improved the look and feel of the corridor.

Both the garden and Greenline Farm were created to improve the vista for people exiting the train. Train riders now see lush green landscape instead of a broken-up roof. The transit platform and Greenline farm are separated by only an 18-foot-wide alley so riders on the platform are just feet away from green.

Urban Juncture facilitated placement of a Divvy bikeshare station near the Green Line stop, at 51st and Calumet, which is a last-mile resource for both patrons and staff. The Bike Box, a container-based bicycle shop adjacent to the Divvy station, repairs and refurbishes bikes and encourages bike use among team members, vendors, and patrons.

Summary of Approved Mountain View TDM Plans

The following list shows eleven Mountain View Projects that have received City approval for their TDM plans.

Project Name	Approved	Applicant	Type	Size (office space)	Parking Reduction	TDM Requirement	Enforcement
625-685 Clyde Ave TDM Plan	2013	TMG Partners	office	385,510	10%	20% peak-hour vehicle trip reduction	Financial Penalty
580-620 Clyde Ave TDM Plan	2016	Clyde Ave JV LLC	office	178,477	10%	20% peak-hour vehicle trip reduction	Financial Penalty
National Ave TDM Plan	2015	National Ave Partners, LLC	office	140,654	10%	20% peak-hour vehicle trip reduction	Financial Penalty
Google Charleston East TDM Plan	2016/2017	Google	office	595,000	33%?	45% single-occupant rate (55% alt. mode rate)	Financial Penalty
2600 Marine Way Office Project-DA	2014	Intuit	office	364,000	10%	35% peak-hour vehicle trip reduction & and trip cap	Financial Penalty
Lots 4 & 8 Hope Street TDM Plan	2018	The Robert Green Co.	mix/hotel			unknown/unstated	unknown/unstated
The Village at San Antonio Phase II	2018	WeWork	mix/hotel	420,444		30% net new peak-hour vehicle trips/trip cap for office only	Financial Penalty
Elan Mountain View		Greystar	residential/mixed			4% trip reduction	
Church Street Mixed Use TDM Plan	2016	The Sobrato Organization	residential/mixed	88,590	5%	8% peak-hour vehicle trip reduction	unknown/unstated
899 W. Evelyn Ave TDM List	2013	W Evelyn Bryant Office Partners	office	52,770	113 in lieu		unknown/unstated
Mountain View San Antonio	2018	Greystar	residential/mixed		10%	8% peak-hour vehicle trip reduction	Financial Penalty

Appendix A – Transportation Mode-use Forecast Model for Evelyn Development

Transportation Mode-Use Estimate: Forecast Model for Evelyn Development 02.2018

The Project Sponsor created a Transportation Mode-Use Forecast Tool to establish an understanding of how the Project will be parked through deployment of the Plan. Key drivers in this mode are the percentage of employees who use transit. The Team ran various scenarios ranging from 30%-70% transit use. The endgame for this modeling exercise was to understand the number of employees who remain (after deducting transit users and garage users). This subset of employees will be using alternative commuting to get to work. The Team identified seven (7) different alternative commuter methods based off industry best practices and local behavior. Specifically, the forecast model allows for different scenarios to depict the following:

- 1) The number of future employees who will be in the habitable office space
- 2) The number/percentage of employees who be considered SOV users versus the number/percentage of employees who will be considered Alternative Commuters.
- 3) The various transportation modes (7) that will be employed by the Alternative Commuters
- 4) A monthly/annual subsidy program build-up related to each scenario that will be provided by the Employer to the employees. This will be the responsibility of the tenant.

Below is a screen-shot of one scenario in the model depicting the following:

Employee Ratio: 5 per thousand

Number of Employees: 128

% of Transit Users: 60%

SOV Rate: 23% or 30 employees

Commuter Rate: 77% or 98 employees (21 employees after deducting Transit Users)

Working Assumptions

Building GSF	
- Office RSF	25,476 SF
- Retail RSF	6,911 SF
# of Parking Spaces	30
# of Employees per 1,000 SF	5
Total # of Employees	128
Parking Ratio	1.2
% of Total Employees = Alternative Commuters	77%
# of Total Employees = Alternative Commuters	98

Transportation Mode-Use Estimates

Commuter Modes	Employees	% of Users	Unit Cost	Monthly \$	Annual GoPass	Annual VTA SmartPass	Annual Costs	Taxable	% of Gross \$
Users Parking in Garage	30	23%	\$150	\$4,500			\$54,000	Yes	37%
Uber or Lyft (Individual Users)	12	9%	\$0	\$0			\$0		0%
* Transit (Caltrain, VTA)	64	50%	N/A	\$4,768	\$36,480	\$20,736	\$57,216	No	39%
** Carpool	4	3%	\$100	\$400			\$4,800	Yes	3%
** Bicycle	5	4%	\$100	\$500			\$6,000	Yes	4%
** Walk	2	2%	\$100	\$200			\$2,400	Yes	2%
** Telework	6	5%	\$0	\$0			\$0		0%
*** Vanpool	0	0%	\$231	\$0			\$0	No	0%
** UberPool/Lyftline	5	4%	\$0	\$0			\$0	No	0%
TRUE Subtotal Commuter Program Costs	128	100%	\$681	\$10,368			\$124,416		85%
Additional Costs									
** eBike Fleet (6 bikes = 1 fleet)	1		\$1,500	\$1,500			\$18,000	Yes	12%
** Guaranteed Ride Home program	TBD		\$300	\$300			\$3,600	Yes	2%
Additional Costs SubTotal	30		\$1,800	\$1,800			\$21,600		15%
Total Commuter Program Costs			\$2,481	\$12,168			\$146,016		100%
Cost Per Employee				\$95			\$1,141		
Cost Per Commuter				\$124			\$1,490		

TRUE	Alternative Commuters	98
	Commuter Rate	77%

TRUE	Single Occupancy Drivers (SOV)	30
	SOV Rate	23%

- * Pre-Set Deductions Offered by Transit Agencies
- ** Employer Driven Policy
- *** Scaled Deduction Based on Cost

Definitions

Go Pass	The Caltrain Go Pass program allows Participants to purchase annual unlimited-ride passes for all users. The Go Pass is good for travel on Caltrain between all zones, seven days a week, for one low annual cost per user. The total cost of participating in the Go Pass program is the greater of \$285 per eligible user or \$23,940. To determine the cost, multiply the number of eligible Users by \$285. If the total is less than \$23,940, the participation cost is \$23,940. If the total exceeds \$23,940, the cost is \$285 per eligible user. The cost is pro-rated if the participant joins the program for less than a full year.
VTA Smart Pass	VTA's SmartPass is an annual, discounted pass available for institutions within Santa Clara County. Depending on the size of your organization, prices can range from \$1.73 to \$17.25 a month per participant and allows unlimited rides on VTA buses and light rail.
Commuter Costs	
eBike Fleet	A fleet of electric bicycles, also known as an e-bike, powerbike or booster bike, which is a bicycle with an integrated electric motor that can be used for propulsion
Guaranteed Ride Home Program	Company program with Uber or Lyft to be used in an emergency or ad hoc basis
Vanpool	Vanpool is considered "transit-like" mode of service. The MTC has a funded program that provide a \$350/monthly subsidy for vans that possess atleast 7 passangers. Cheapest vanpool is around \$1,200 for 40 miles. Because a 3-Zone Caltrain Pass is priced at \$231/Month, this dollar amount was chosen as the threshold monthly stipend to commuters using this form of transportation

Appendix B – Mountain View Downtown Precise Plan (Appendix A - TDM element)

APPENDIX A

Trip reduction plans, also referred to as Transportation Demand Management (TDM), are sets of strategies, measures and incentives that result in more efficient use of transportation resources. They can reduce overall traffic volume and they can reduce the demand for parking spaces. There are many different strategies which vary depending on land uses and trip purposes. Some strategies improve the transportation options available to commuters. Some cause changes in trip scheduling, route, destination or mode. Others reduce the need for physical travel through more efficient land use or transportation substitutes.

Mountain View has required trip reduction programs (sometimes called commute alternative programs) in several areas of the City. In the Transit Zone near the Middlefield light rail station, property owners can obtain approval of higher-intensity development by agreeing to implement trip reduction programs as a condition of approval. In the downtown, several new developments have received small reductions (3 percent to 6 percent) in parking by agreeing to implement trip reduction programs.

Trip reduction plans are typically tailored to the unique needs of a specific employer and require time to implement, monitor and refine before they are fully effective. Most trip reduction plans occur at the employment end of commute trips because it is the employer who initiates and manages trip reduction programs.

National research shows that the most effective trip reduction strategies fall into the following three categories:

1. *Financial incentives and disincentives.* Incentives include free or subsidized transit passes and “parking cash-out” programs where employers provide a monthly stipend for employees not to drive. Parking charges are the primary financial disincentive.
2. *Shuttles to/from transit stations or remote parking lots.* Combined with other services, privately operated, frequent and comfortable shuttle service from workplace to transit or remote parking lots is effective for employees not within walking distance of transit.
3. *Subsidized vanpool programs.* Mostly for large employers, subsidizing a vanpool (leasing, fuel and insurance) and providing rideshare matching services can be effective in reducing commute trips.

Usually the above measures are combined with other services to create a “package” of measures. Trip reduction packages can range from modest to aggressive and have a range of effectiveness proportionate to the range of services. The range of trip reduction packages include:

- Commute alternatives information only (trip reduction effectiveness 1 percent to 3 percent).

- Information plus services (trip reduction effectiveness 3 percent to 15 percent).
- Information plus services plus financial incentives (trip reduction effectiveness 15 percent to 33 percent).
- Financial incentives only (trip reduction effectiveness 12 percent to 25 percent).
- Parking charges where previously free (trip reduction effectiveness 18 percent to 35 percent).

Some of the public and private services and measures that can be part of a comprehensive trip reduction plan are listed below. Those that have been used in Mountain View are marked with an asterisk (*). Employers could choose from this list in developing trip reduction programs that would then be subject to City review as a condition of project approval.

Employment Centers

- Guaranteed Ride Home Program*
- Eco-Pass sales (VTA only)*
- Commuter Check (includes all transit)*
- Shuttle/bus service to Caltrain*
- Car sharing or car rental center
- City-sponsored public outreach for trip reduction programs
- Carpool and vanpool subsidies
- On-site child-care center or jointly sponsored center nearby
- Infill retail development*
- Membership in Transportation Management Association*
- Coordination of trip reduction programs between employers*
- Reduced parking standards (in combination with other transportation systems)*
- Preferential parking*
- Internal rideshare matching services*
- Transportation Coordinator and Commute Assistance Center*
- Telecommuting policies and equipment*
- Web media/video conference center
- Compressed workweek or flexible workday*
- Fleet vehicles for mid-day and personal travel*
- Parking pricing and Parking Cash Out Program

- On-site amenities (ATM, cafeteria, support retail, gym, including opening them to other employees in the area)*
- Bicycle parking and showers*

Trip reduction programs can be effective, but they require ongoing monitoring. The City requires building owners to assign a commute coordinator to implement and monitor the program and to report annually to the Zoning Administrator on how well the program is working. Only one building with a trip reduction program has been occupied for over a year, so the City has limited experience with the reporting function.

As noted above, trip reduction programs work best with large concentrations of employees, such as office buildings. They would not be realistic for retail stores and restaurants.

TDM SPECIALISTS, INC. QUALIFICATIONS



A Transportation Demand Management Company



We are planners and technical experts focused on development projects and improving employee mobility options. Our Transportation Demand Management (TDM) planning solutions reduce vehicle traffic, parking demand, greenhouse gases, and air pollution impacts. We work successfully with developers, employers, and government agencies to get TDM Plans approved and projects entitled. We also implement and manage on-site commuter programs and achieve required TDM goals.

Our TDM practitioners provide full-service commute and traffic mitigation, sustainable LEED planning, and air quality conformity. Serving as an extension of client staff, we provide a broad range of services to get the job done efficiently while meeting the unique needs of the client and specific jurisdiction.

“We have finished the review of the Draft TDM. First let me say, that was the best TDM I have ever seen! The best by a large margin...a fantastic TDM Plan. Thank you so much.”

Steve Lynch, AICP, Senior Planner, City of Santa Clara, California

Transportation Demand Management

TDM Specialists develop Transportation Demand Management plans, traffic mitigation plans, and sustainable programs that address green commuting, mobility, and constrained parking issues. The purpose of TDM is to promote more efficient utilization of existing transportation facilities, reduce traffic congestion and mobile source emissions, and ensure that projects are designed in ways to maximize the potential for alternative transportation use.

Commute Program Implementation

We have a proven track record of getting employees out of their cars. As projects are built and occupied, TDM Specialists can develop the structure, outreach and promotions necessary to implement and manage employee Commute Programs. The initial start-up, implementation, and ongoing management of the Commute Program are designed to meet TDM or trip reduction objectives and requirements. The overarching goal of a Commute Program is to enhance the quality of life and reduce commute trips for project employees.

Quality of life improvements can enhance employee recruitment, morale and retention, and increase productivity that create positive benefits for businesses.

Sustainable Air Quality and Greenhouse Gas (GHG) Solutions

TDM Specialists successfully implements trip reduction programs tailored to fit the project, and can typically reduce employee trips to the site by 30 percent. This results in reduced drive-alone trips and complies with requirements to reduce project GHG impacts. We coordinate the mechanisms to calculate and report these results to appropriate agencies.

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A Transportation Demand Management Company

Areas of Expertise

Traffic Mitigation

TDM/TSM Mitigation Plans
 TDM Employer Training
 Commute Program Development
 Commute Program Management
 Commute Program Audits
 Commuter Surveys
 Transportation Fairs and Events
 Car Management Strategies
 Shuttle Programs
 TMA Management

Parking Mitigation

Parking Demand Reduction
 Parking Management Strategies
 Parking Constraints Solutions

Entitlement

Project Support
 Strategic Counsel
 Critical Response Support
 Environmental (EIR) Mitigation
 (Air Quality and Transportation)

Sustainability

Greenhouse Gas Emission Reductions
 Supporting LEED Components
 Air Quality Mitigation Plans

TDM Applications

- Office or R&D buildings
- Corporate Headquarters/Campus
- Master Plan projects
- Specific Plans
- Business Parks
- Hospitals/Medical Offices
- Retail/Shopping Centers
- Residential (multi family, single family, hi-rise, etc.)
- Special Events
- Recreation
- Universities and Colleges
- Warehouse and Manufacturing
- Airports and Transit Stations

Development, Property Management and Employer Projects

- Facebook
- Genentech
- NVIDIA
- SAP Labs
- Intel Folsom
- Intel Santa Clara
- Nokia
- Yahoo! Inc.
- NetApp
- VMware
- McClellan Business Park
- Juniper Networks
- Sunnyvale City Center
- Marvell
- Access/Palm Source
- Alexandria Real Estate Equities
- Oyster Point Business Park
- Metro Air Park
- Raley Field
- Moffett Park Business and Transportation Association
- Intuitive Surgical
- The Allen Group
- Spieker Properties
- HCP, Inc.
- Granite Regional Park
- Hyatt Place Hotel – So. San Francisco
- So. San Francisco Business Center
- Masonic Homes of California
- Fairview River Landing
- Donahue Schriber
- BioMed Realty Trust
- Panattoni Development
- Taylor Properties Development Co.
- SKS Investments, LLC
- Shorestein
- LBA Realty
- Jones Lang LaSalle
- California Farm Bureau
- California Highway Patrol
- Separovich • Domich
- Newell Real Estate Advisors
- LinkedIn
- Menlo Equities, LLC
- TMG Partners
- The Minkoff Group
- Arnell Enterprises, Inc.
- The Pollock Financial Group
- Wolff Enterprises

Municipal & Agency Locations

- Sacramento Area Council of Governments
- California Highway Patrol
- County of Sacramento, Dept. of Human Services
- City of South San Francisco
- City of Mountain View
- City of Santa Clara
- City of Sunnyvale
- State of California, Dept. of General Services
- San Mateo City/County Association of Governments
- City of Union City
- Cal PERS
- Cal STRS
- Ogden City, UT
- City of Brisbane
- Grand Rapids Interurban Transit, MI
- City of Citrus Heights
- University of California San Diego West Campus
- Sacramento County International Airport

Biotech, Pharmaceutical and Hospital Projects

- Genentech
- Amgen
- Rigel
- Takeda
- Onyx Pharmaceutical
- University of California San Diego, East Campus Medical Center
- Sutter Medical Center, Sacramento
- Mercy General Hospital
- Mercy San Juan Medical Center
- Enloe Medical Center
- Intuitive Surgical
- Blood Source
- Eclipsys, MA
- Counsyl, Inc.
- Theravance, Inc.