San Antonio Village Phase II+III TDM Plan

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FEHR PEERS

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1. Introduction

The Village at San Antonio Center is located south of California Street between San Antonio Road and Pacchetti Way in Mountain View, California, as shown in **Figure 1**. Phase II contains a 167-room hotel (with 5,280 square feet of hotel restaurant space), 57,093 square feet of retail space, 360,909 square feet of office space, 35,462 square feet of restaurant space, and a cinema with 1,150 seats and Phase III will contain 12,970 square feet of retail space and 169,382 square feet of office space, and the site plan can be seen in **Figure 2**. The City of Mountain View is requiring a Transportation Demand Management (TDM) program that reduces peak-hour vehicle trips generated by the office space by approximately 30 percent.

This comprehensive TDM program was prepared to comply with the City of Mountain View requirements, where the property owner is required to maintain a TDM program for the life of the project which will achieve a 30 percent (30%) reduction in net new peak-hour vehicle trips going to and from the office space onsite. The program includes multimodal measures that best fit the context of the site and its users. It includes measures that are incorporated into the site's design and those that can be implemented by the property management and/or by the tenants (employers).

This document summarizes the proposed TDM program, including detailed descriptions of the TDM strategies, an evaluation of the effectiveness of the TDM strategies, the party responsible for each strategy, and the trip-reduction monitoring process. At this point in time, there are no identified tenants for the Phase III office or retail space; therefore, the TDM plan was developed to allow for independent management and leasing of Phases II and III. However, due to the shared parking for the two phases, the TDM monitoring and reporting will need to be combined for the two phases.

1.1 San Antonio Precise Plan TDM Requirements

The San Antonio Precise Plan (2019) establishes vehicle trip reduction targets for all new office developments of 10,000 SF or more. To align with the City of Mountain View's Greenhouse Gas Emissions Reduction Program, new office projects must reduce vehicle trips by 20-30 percent, with higher requirements established for larger developments. The Precise Plan identifies the following policies regarding TDM strategies:

- **PTDM-1.1**: Provide consolidated, centralized underground garages and/or parking structures to facilitate a "park once" experience in the Mixed-Use Center subarea.
- **PTDM-1.2**: Prioritize underground parking to limit the visual impact of parking structures.
- **PTDM-1.3**: Wrap aboveground parking structures with residential or commercial uses and/or employ other design enhancements to improve their appearance.
- **PTDM-1.4**: Locate garage and service bay openings in alleys and at the rear of buildings.
- **PTDM-1.5**: Improve and coordinate connections through parking areas and with the overall circulation plan.

- **PTDM-1.6**: Provide clear wayfinding for vehicle access to parking areas.
- **PTDM-1.7**: Locate and design parking areas efficiently and consider the building uses, shared parking options, access to transit services, and tenant space size.
- **PTDM-1.8**: Allow parking regulations to make parking requirements consistent with parking demand.
- **PTDM-1.9**: Monitor parking standards and programs and adjust as needed over time to address any neighborhood impacts.
- **PTDM-2.1**: Provide convenient, secure, and accessible bicycle parking.
- **PTDM-2.2**: Develop and implement transportation management standards and programs through new development to improve transit use and reduce private vehicle trips, such as transportation demand management programs and transportation management associations.
- **PTDM-2.3**: Encourage increased transit ridership and access through building design; pedestrian and bicycle access improvements; enhanced transit station amenities; and transit incentives provided by individual development projects.
- **PTDM-2.4**: Leverage trip reduction measures with the Plan's proposed multimodal improvements and transit-accessibility.

1.2 Revised Trip Targets

The San Antonio Precise Plan (May 2019) requires that new office developments of at least 10,000 square feet reduce peak-hour vehicle trips made by employees by 30 percent, starting from a baseline established in the Institute of Transportation Engineers (ITE) *Trip Generation Manual, 9th Edition* (2012) for a general office building land use (ITE Land Use Code 710). The 30 percent reduction includes the 8 percent reduction required for new non-residential development that generates more than 50 employees.

Due to the addition of the Phase III development, the updated TDM program, which was previously developed for just the Phase II office space, proposes a trip cap that applies a 30 percent trip reduction requirement to Phase II & III office trips. The trip cap allows up to a total of 578 AM and 526 PM office trips, as shown in **Table 1.** The trip cap includes an adjustment for the Phase II office space since only 360,909 square feet was constructed, compared to the 392,853 square feet that was listed in the previous TDM program. The full trip generation estimate for Phase II and III of the project is provided in **Appendix A**. The office-specific trip cap assumes typical ITE trip generation rates.

Access to the first level of parking under Buildings 1 and 2 will be gate-controlled and reserved for office workers until 6 pm on weekdays; access to lower levels will be reserved for office workers at all times. These parking restrictions allows the trips to and from the office space to be independently monitored since they are separated from trips to and from other uses. Similarly, the Phase III parking will be reserved for office use only. There will be on-site property management for both phases to enforce parking management rules, which will be documented in a reciprocal parking agreement.

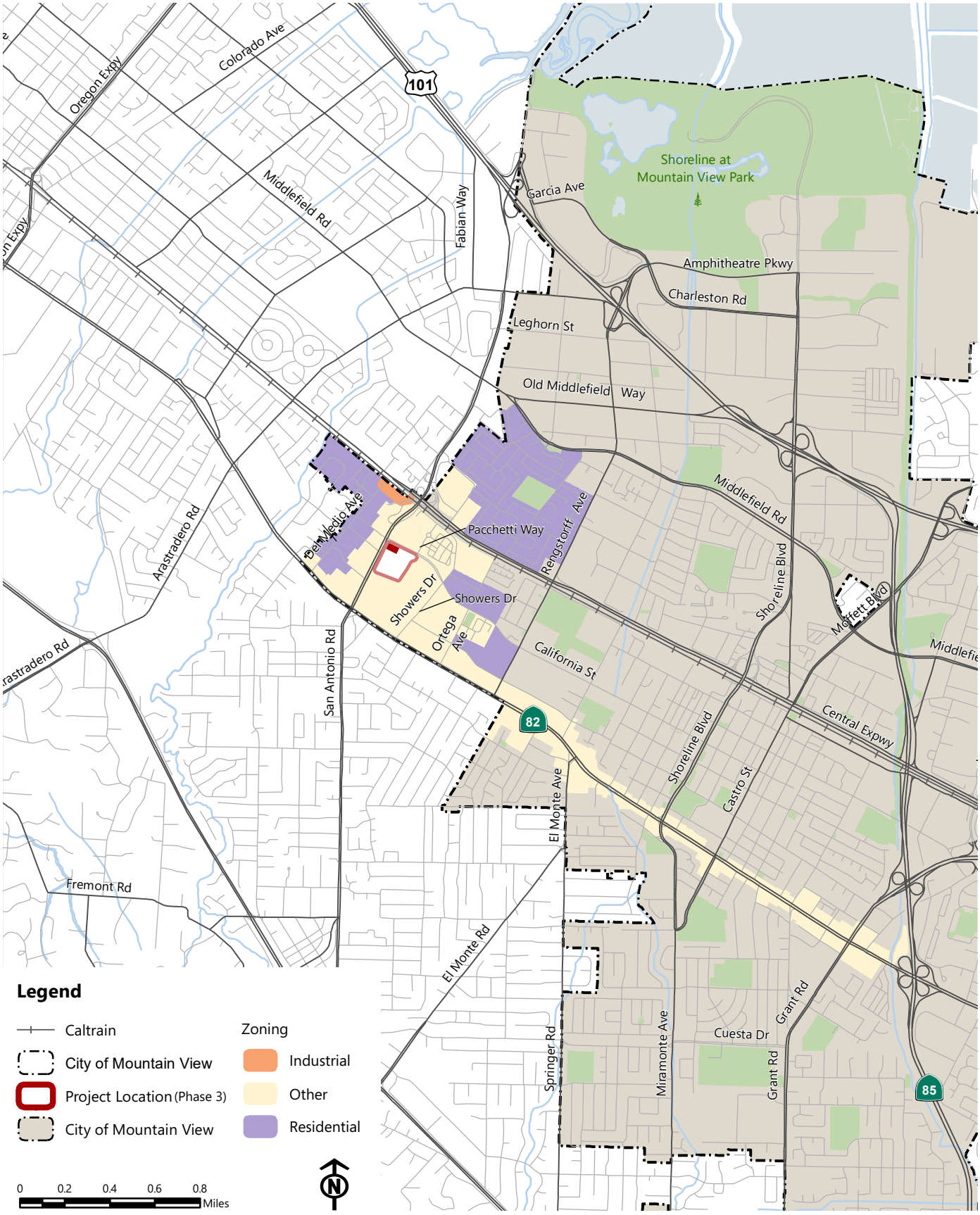

Figure 1

Project Site Location

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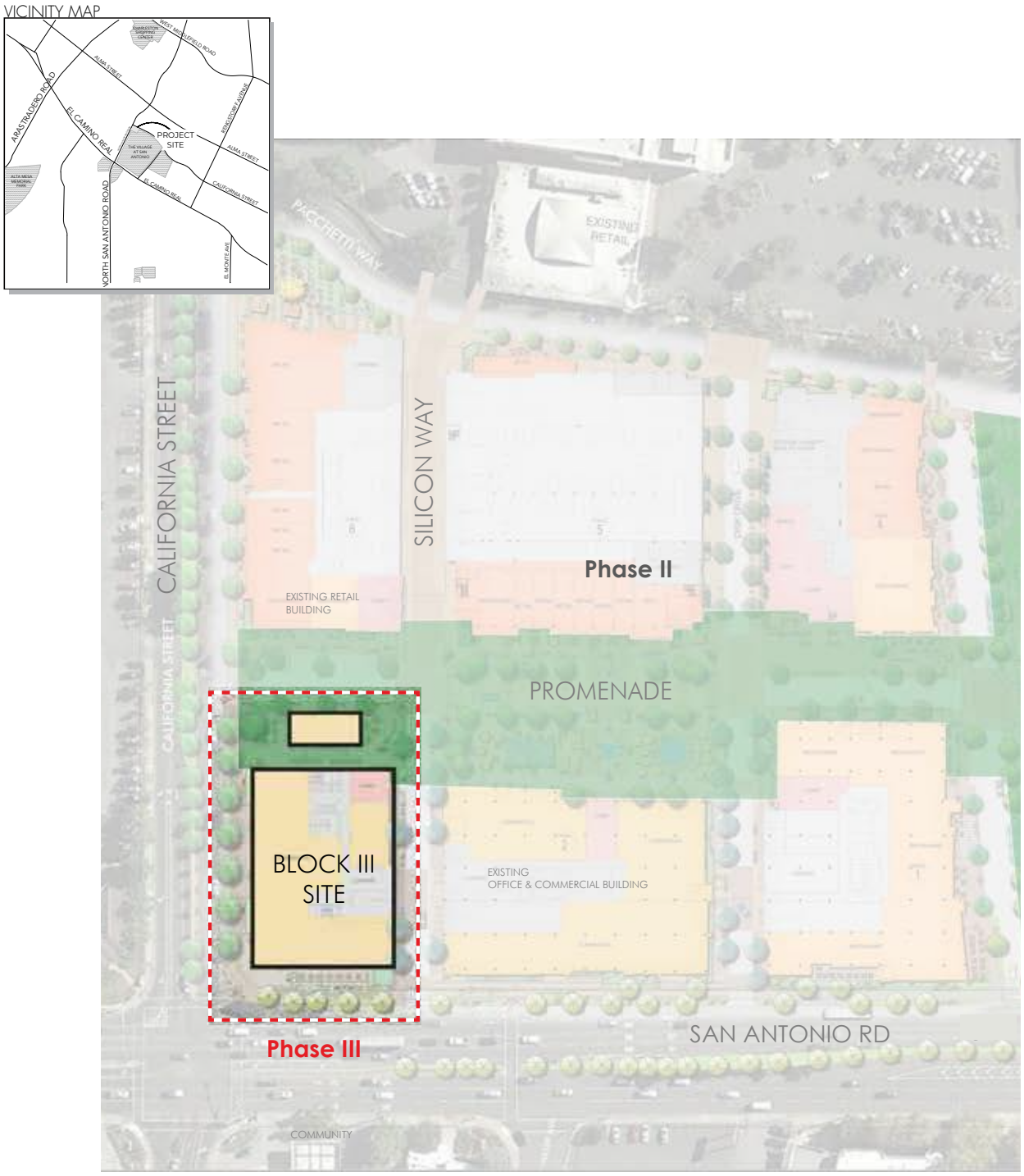
Table 1: Revised Peak Hour Trip Targets

Land Use	Units[1]	ITE Code	AM Peak Hour			PM Peak Hour		
			In	Out	Total	In	Out	Total
Net Project Trips Phase II Only								
Buildings 1 + 2								
Office	392.853 KSF	710	503	69	572	88	430	518
Commercial (flexible space)	28.502 KSF	710	62	8	70	19	91	110
30% TDM trip reduction (based on City's TDM requirements)		*710*	*(170)*	*(23)*	*(193)*	*(32)*	*(156)*	*(188)*
All other uses *(includes pass-by reductions for retail)*			77	45	122	265	259	524
		Total	472	99	571	340	624	964
Existing Use Trips Phase II Only								
Retail	55 KSF	820	0	0	0	88	90	178
Pass-by Reduction (30%)		820	0	0	0	*(26)*	*(27)*	*(53)*
		Total	0	0	0	62	63	125
Net New Project Trips: Net Site - Net Existing Use			***472***	***99***	***571***	***278***	***561***	***839***
Revised Office Trip Cap for Phases II & III								
As-Built Phase II Office	360.909 KSF	710	470	64	534	82	401	483
Proposed Phase III Office	169.382 KSF	710	257	35	292	46	222	268
30% TDM trip reduction		*710*	*(218)*	*(30)*	*(248)*	*(38)*	*(187)*	*(225)*
Trip Cap for Office			***509***	***69***	***578***	***90***	***436***	***526***

1. KSF = 1000 SF
Source: The Village at San Antonio Center Shared Parking Analysis (Phases 2 & 3).



Source: Gensler

Figure 2

Site Plan

2. Transportation Context

The pedestrian, bicycle, and transit facilities that support commuting to the site by modes other than the automobile are described in this section as a background for the recommended strategies in the next section.

2.1 Pedestrian Facilities

Pedestrian facilities consist of sidewalks, off-street paths, curb ramps, crosswalks, and pedestrian signals at signalized intersections. Most of the streets near the site have sidewalks on both sides, with some exceptions on San Antonio Road and Alma Street / Central Expressway. Along San Antonio Road and California Street near the site, sidewalks have pedestrian zones from four to eight feet wide, generally in good condition, and free from obstructions (such as telephone poles).

Most signalized intersections within one-quarter mile of the site have crosswalks and pedestrian signals on all four legs. In addition, there is a mid-block, unsignalized crosswalk at Miller Avenue that crosses San Antonio Road near the intersection of San Antonio Road and California Street. **Figure 3** and **Figure 4** show that land uses within a 2-mile radius of the site are mainly residential. Commercial and other uses are primarily concentrated within the project vicinity and along El Camino Real. Employees who live in residences near the site will have the opportunity to commute by walking. Other visitors to the site, including patrons of the retail and restaurant uses who live nearby can also walk to the site using the existing pedestrian network.

Figure 3 shows the adjacent sidewalk network and bus stops, as well as approximate travel times to nearby destinations by walking, bike, shuttle, or bus. The site is a 7-minute walk from the San Antonio Caltrain Station, located north of the site and accessible via Pacchetti Way or San Antonio Road and San Antonio Circle. Walking to nearby bus and shuttle stops provides transit access to major landmarks such as Stanford University, Googleplex, and Downtown Mountain View in 20 minutes or less.

To improve pedestrian access, the project has constructed pedestrian improvements at the following locations:

- California Street / Pachetti Way: High-visibility crosswalks
- California Street / San Antonio Road: High-visibility crosswalks
- San Antonio Road / Miller Avenue: High-visibility crosswalks

2.2 Bicycle Facilities

Bicycle facilities comprise of trails (Class I), lanes (Class II), routes (Class III), and protected bikeways (Class IV). **Figure 4**: presents existing and planned bicycle facilities around the site. The information was taken from the City of Mountain View's Street Bike Network GIS file, which was last updated in 2018.

Existing facilities that provide bicycle access within the project vicinity include:

- Bicycle lanes on:
    - Middlefield Road between Charleston Road and Montrose Avenue
    - Middlefield Road between Old Middlefield Way and Rengstorff Avenue
    - California Street between Del Medio Avenue and Castro Street
    - Rengstorff Avenue between El Camino Real and Garcia Avenue
    - Showers Drive between El Camino Real and Pacchetti Way
    - San Antonio Road between Foothill Expressway and California Street
    - Arastradero Road between Foothill Expressway and El Camino Real
    - Charleston Road between El Camino Real and Fabian Way
- Bicycle routes on:
    - San Antonio Avenue (parallel to San Antonio Road) between Byron Street and Alma Street/Central Expressway
    - Wilkie Way – Miller Avenue between McLane Street and Del Medio Avenue
    - Del Medio Avenue between California Street and Miller Avenue
- Bicycle boulevard on:
    - San Antonio Road between Middlefield Road and Charleston Road

The project has constructed the following bicycle facilities:

- A buffered/separated bicycle lane on California Street (eastbound lane from San Antonio Road to Pacchetti Way)
- Bicycle lanes on San Antonio Road (El Camino Real to California Street)

The Santa Clara County Bicycle Plan, adopted in 2018, proposes added bicycle facilities on the following streets:

- El Camino Real
- San Antonio Road between California Street and Alma Street/Central Expressway
- San Antonio Road between Alma Street/Central Expressway and Casey Avenue
- Central Expressway east of San Antonio Road
- Del Medio Avenue between California Street and Miller Avenue

As shown in **Figure 3**, the majority of land uses within a two-mile radius of the site are residential, with commercial uses primarily concentrated within the project vicinity and along El Camino Real. Employees and visitors living in these residences can travel to the site by bicycle using the bicycle network. Bicyclists who commute by Caltrain can travel to the site in 2 minutes from the San Antonio Station; if they

disembark at California Avenue Station (in Palo Alto) or Mountain View Station, they can bike in 14 minutes to the site. Other major destinations that bicyclists can access from the site include Downtown Mountain View (12 minutes), Googleplex (18 minutes), and Stanford University (23 minutes).

2.2.1 Bicycle Level of Traffic Stress

As defined in AccessMV (Mountain View's Comprehensive Modal Plan dated May 2021), the Bicycle Level of Traffic Stress assigns a numeric value to streets and intersections to approximate the level of stress experienced by bicyclists, considering factors such as the number of through travel lanes and presence of traffic signals. The values range from 1 to 4, with 1 being the most comfortable and 4 being the most stressful.

Near the project site, San Antonio Road, Showers Drive, and California Street are rated as BLTS 3 (Somewhat Confident). North of California Street, Showers Drive is rated as BLTS 2 (Interested but Concerned). El Camino Real, Central Expressway, and San Antonio Road north of California Street are rated as BLTS 4 (Highly Confident).

2.2.2 Bicycle Share

Employees and visitors without a bicycle or who do not bring their bicycles to the site can still benefit from the network by using bike share to access nearby destinations or transit stations. The City of Mountain View ran a pilot dockless bike-share program in 2018. Two operators, Lime and ofo, had launched bike share programs but both withdrew from the program due to a shift in business priorities or conditions. The program evaluation was presented to the City Council in October 2019, which unanimously supported continuation of the program. If a Citywide bike share program is available, the tenants can choose to provide passes to their employees to access the City's bike share program.

The project will provide a minimum of 20 bicycles per building for shared use by office employees. Tenants of the San Antonio Village office space may choose to provide more bicycles or a separate employee bike share system in addition to the shared bicycles. Many employers and landlords throughout the Bay Area offer bike share to their employees.

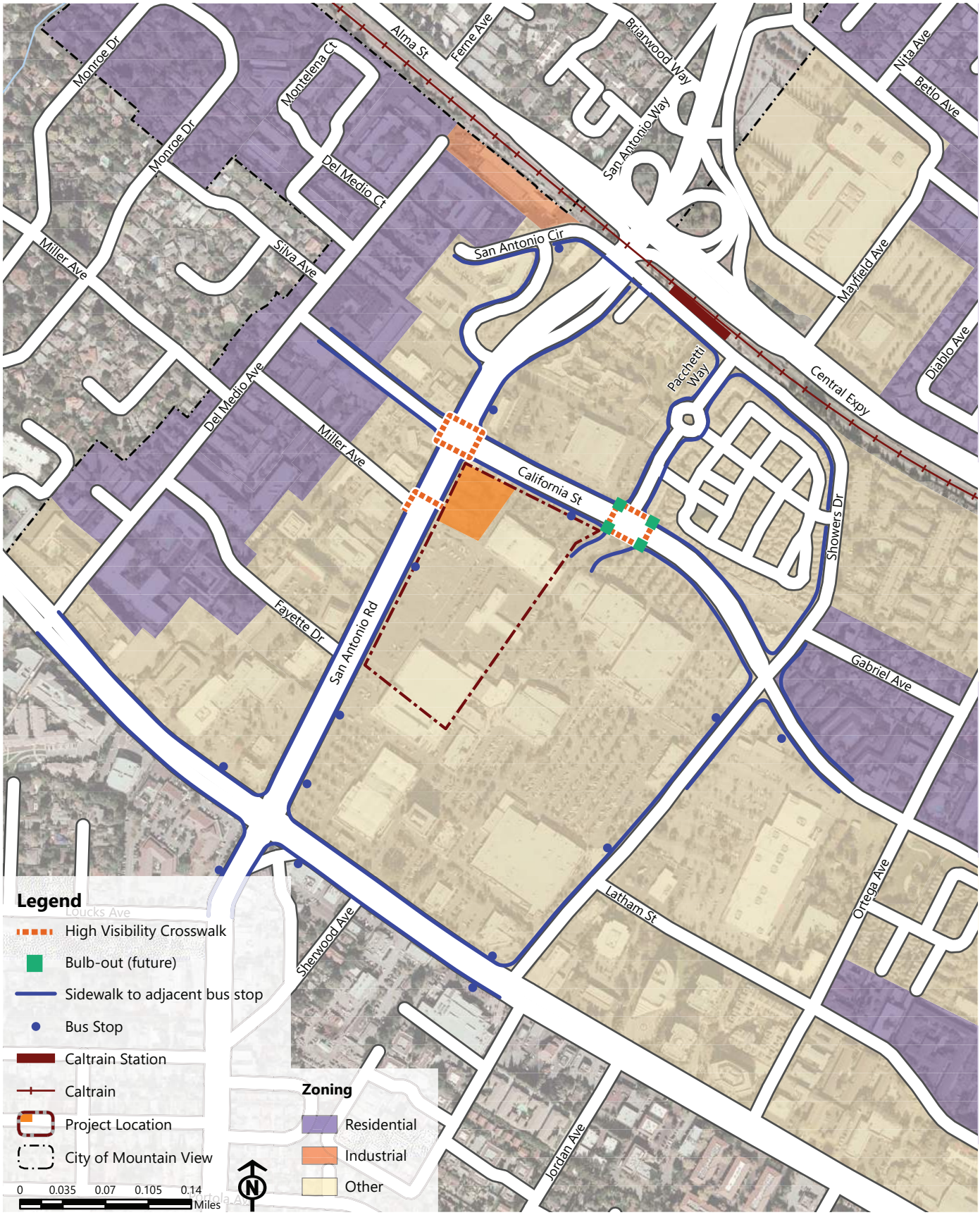
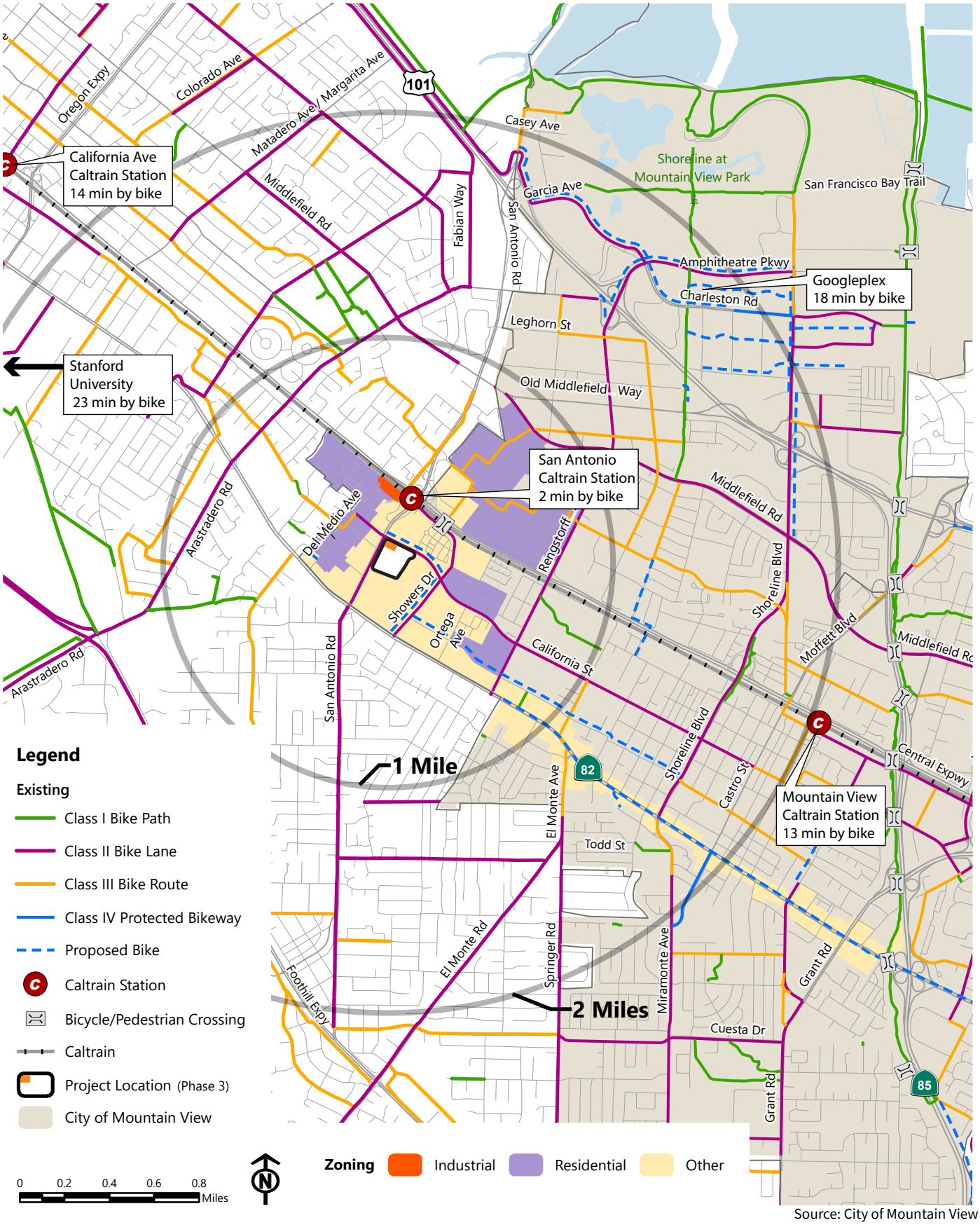


Figure 3

Existing and Proposed Pedestrian Facilities



Source: City of Mountain View

Figure 4

Existing and Planned Bicycle Facilities

2.3 Transit Service

The site is served by Santa Clara County Valley Transportation Authority (VTA) local, express, and rapid transit routes, Caltrain, and the Stanford Marguerite Shuttle. **Figure 5** shows existing transit service near the site. Near the site, VTA Route 21 runs along California Street and San Antonio Road, VTA Route 40 runs along San Antonio Road and Showers Drive, and VTA Routes 22 and Rapid 522 run along El Camino Real. Caltrain and VTA are both planning service changes that will affect transit access to San Antonio Village within the next five years. At the time of this writing, transit agencies have changed service substantially in response to the COVID-19 pandemic, which has reduced demand for peak-hour commute transit service and impacted agency budgets.

Caltrain's Peninsula Corridor Electrification Project will convert existing diesel trains to electric propulsion, allowing Caltrain to provide more frequent and/or express service to San Antonio Station. Currently, two trains per hour stop at San Antonio Station (one going northbound, one going southbound) during peak commute times, as opposed to four per hour at Mountain View Station. Due to COVID-19, Caltrain has reduced its frequency of service. Increased train frequency may attract additional riders at San Antonio Station, which saw rising ridership prior to the COVID-19 pandemic while service has remained unchanged. Caltrain is expected to complete the electrification process by 2022.

Originally, the Caltrain Business Plan was planned to be released in the spring of 2020, but due to COVID-19, Caltrain reoriented to focus on recovery planning. Caltrain released its *Framework for Equity, Connectivity, Recovery, & Growth* in September 2020, focusing on items like improving midday and off-peak service levels, making sure Caltrain is affordable to all, and providing a peak hour service level of 8 trains per hour, per direction, between San Francisco and San Jose.

In light of the COVID-19 pandemic, VTA has proposed the 2021 Transit Service Plan, which will provide frequency improvements on various bus lines, though none of these affect the bus lines that serve San Antonio Village. VTA is currently focused on increasing frequency on lines that have the most crowding to ensure passengers can maintain social distancing.

In addition to the service changes planned by VTA and Caltrain, the Mountain View TMA expanded into the San Antonio area and expanded its MVgo commuter shuttle service, which had previously operated only between downtown Mountain View and North Bayshore area, to provide additional shuttle service for San Antonio Village. The MVgo commuter shuttle service serves San Antonio Village by Routes C and D. However, all MVgo shuttle service is currently suspended due to COVID-19 and will resume as employees return to work in 2021.

Private tenants in the San Antonio Village office space may also choose to provide commuter shuttle service for their employees.

2.4 Post-COVID Transition

As noted in the previous section transit agencies have reduced service substantially in response to the COVID-19 pandemic, which has impacted agency budgets and reduced demand for peak-hour commute transit service.

The effectiveness of transit in reducing VMT, vehicle trips, and parking demand may be reduced for the short-term, as many people are either working from home or commuting in their own cars, to minimize contact with others. Conversely, telecommuting will play a significant role in reducing VMT, vehicle trips, and parking demand in the short-term, and potentially in the long-term, as some companies are planning to allow work from home indefinitely or allow more flexibility in working from home more often.

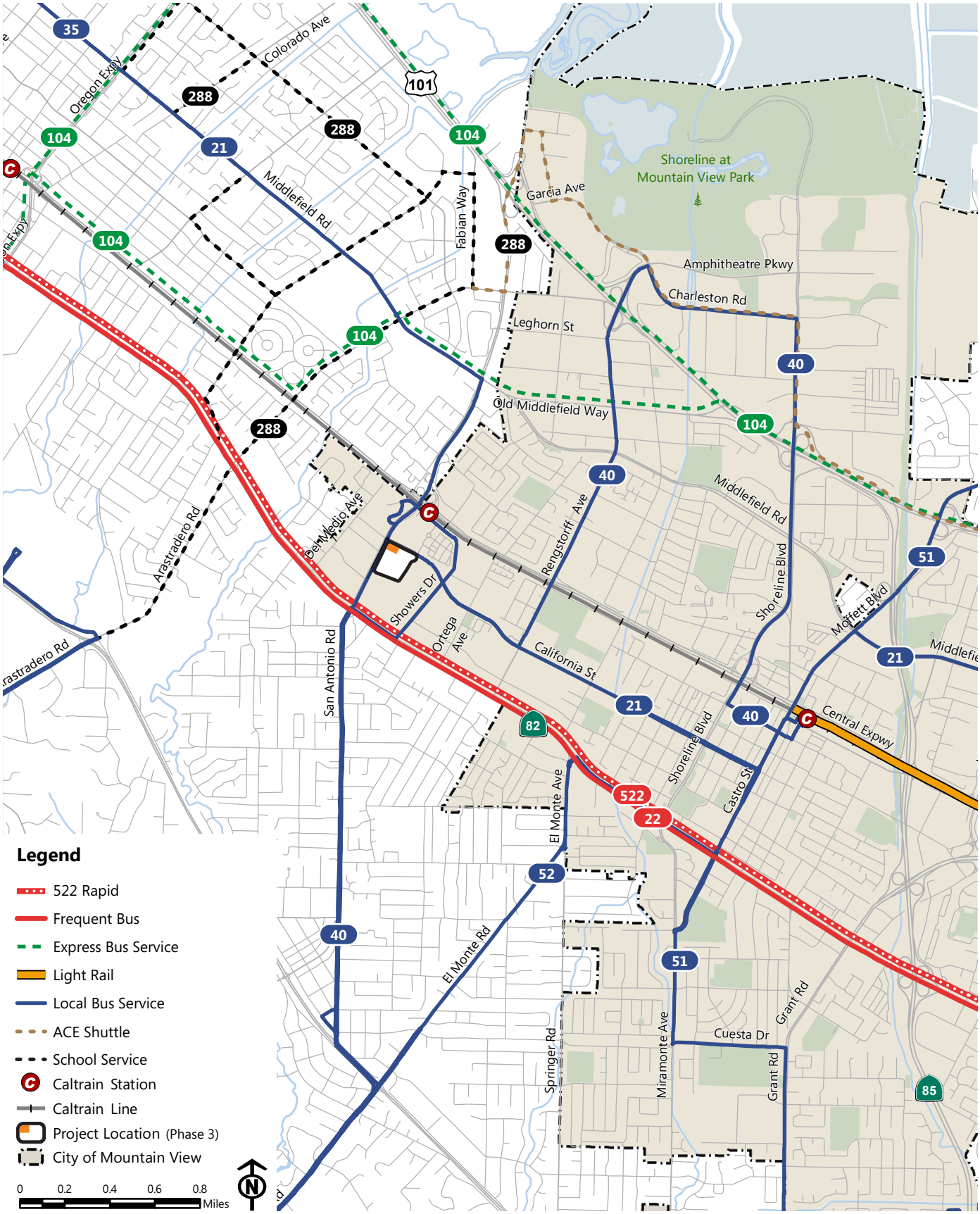


Figure 5

Existing Transit Facilities

3. TDM Measures and Strategies

This section describes the proposed TDM strategies for Phase II+III of The Village at San Antonio. The site's location near the San Antonio Caltrain station and the nearby bicycle facilities will support the use of transit and bicycle as commute modes for the office (and retail) employees. These are not always considered to be TDM strategies but are included in the list because they are contributing factors.

The TDM strategies are summarized in **Table 2** and are categorized as:

- Developer-provided measures
- Property management-provided measures
- Tenant-provided measures

In some cases, tenants may choose to provide measures that would ordinarily be provided by property management. This is particularly likely if the office space is leased to a single tenant, and/or if tenants include large organizations with existing TDM programs at other sites. Each strategy is described in more detail after the summary table.

Table 2: Summary of TDM Strategies for the San Antonio Village Office Space

Category	Strategy	Strategy Description	Listed in SA Precise Plan
Developer-Provided Measures (Building and Site Design)			
Site Location	Located within 2,000 feet of a rail station	The site is located 2,000 feet from the San Antonio Caltrain station.	PTDM-2.3
Building Design	Building Setbacks	Building setbacks are designed close to the street.	PTDM-2.3
	Pedestrian / Transit-Oriented Building Entries	Provide secure, transit-oriented building entrances.	PTDM-2.3
		Pedestrian paths are provided throughout the site.	PTDM-2.3
	Sidewalk Amenities	Wide, shaded sidewalks with furniture are provided.	PTDM-2.3
Multi-Modal Street Design Elements	Enhanced Transit Stops	Bus stops with shelter & lighting are provided adjacent to the site.	PTDM-2.3
		Incorporate shuttle stops and passenger loading zones.	PTDM-2.3
	Enhanced Pedestrian Crossings	Enhance crosswalks with high visibility paint.	PTDM-2.3
	Enhanced Bicycle Network	Support new bike signage, sharrows, and bike lanes.	PTDM-2.3
Site Layout / Amenities	Bicycle Parking	Short- and long-term bicycle parking is provided in excess of project requirements.	PTDM-2.1
		Bicycle parking is secure, well-lit, and sheltered.	PTDM-2.1
		At least two electric bike charging stations will be provided near the bicycle maintenance station.	
		Regular monitoring of bicycle parking will be conducted, and bicycle parking shortages will be addressed.	
	Bicycle Amenities	An on-site bicycle maintenance and repair station will be provided.	
		Provide 20 shared bicycles per building.	
		Tenant improvements: 5 on-site shower and locker rooms (located in Parking Level 1).	
	On-site Amenities	Gym, dry cleaning, and banking facilities are currently provided.	
Property Management-Provided Measures			
Category	**Strategy**	**Strategy Description**	
		Provide a TDM information space.	

Category	Strategy	Strategy Description	Listed in SA Precise Plan
Policies and Resources	TDM Information and Program Management	Identify or hire a TDM coordinator.	PTDM-2.2
		Monitor employee commuting patterns and enforce the TDM program.	PTDM-2.2
	TMA	Join and maintain ongoing membership in the Mountain View Transportation Management Agency (MVTMA) for the life of the project.	PTDM-2.2
	Legal Agreement	TDM measures shall be formally accepted by the applicant.	PTDM-2.2
	Vehicle Parking Policy	Ensure preferential parking spaces for carpools and vanpools and for hybrid/electric vehicles	
	Shuttle Service	If nonpeak-hour shuttle services are approved by the MVTMA during the applicant's membership, the property owner or tenant will be required to pay their proportionate share for the shuttle operations and maintenance. The proportionate share cost shall be determined by and paid in a manner acceptable to the MVTMA.	
	Carshare	Provide carshare-only parking spaces and vehicles (2 vehicles per building).	
	Bike Share	Bicycle share program for employees (40 shared bicycles/20 per building).	
	Transit Enhancements	Collaborate with transit agencies to maintain / enhance service.	
	Promotional Programs	Facilitate Bike-to-Work Day and walking/biking groups or buddies.	
		Orient new employees to commute options and TDM programs.	
		Regularly market TDM programs.	
		Organize TDM activities such as transportation fairs and walking groups.	
Phase II Tenant-Provided Measures			
Category	**Strategy**	**Strategy Description**	
Policies & Resources	Shuttle Service	Provide a private commuter shuttle service	
	TDM Information and Program Management	Provide a smartphone application showing the location of employer-provided shuttles and other travel modes.	
Category	**Strategy**	**Strategy Description**	

Category	Strategy	Strategy Description	Listed in SA Precise Plan
Policies & Resources	Program Administration	Administer TDM elements as needed.	PTDM-2.2
	Telecommuting / Flex work	Provide flexible work arrangements.	
	Guaranteed Ride Home	Provide a free ride or reimburse costs for an emergency ride home.	
	Alternative Mode Incentives	Subsidize transit, carshare, walking, and biking costs. Provide a transit subsidy and/or transit passes (e.g., VTA SmartPass) to all office / retail employees (regular, part-time, and contract) who utilize public transit and desire to have a subsidy or pass for the life of the project	

Source: Fehr & Peers, 2021.

3.1 Developer-Provided Measures

3.1.1 Site Location

The site is located within walking distance of the San Antonio Caltrain station. This makes Caltrain a viable commute option. Locating a project near transit will facilitate the use of transit by people traveling to or from the site. The site location near fast and reliable transit service connecting to regional destinations, combined with complementary building and street design, encourages use of alternate modes of travel.

3.1.2 Building Design

Building design elements aim to enhance the attractiveness of the site from the perspective of anyone entering the site from the adjacent sidewalk or bicycle network. These elements include:

- Building setback
- Pedestrian / transit-oriented building entries
- Sidewalk amenities

Figure 6: Street-level View of the Site at California Street and San Antonio Road

The buildings are located close to the street (see **Figure 6**) in order to enhance pedestrian and bicyclist perceptions of proximity and safety. Most building entrances are oriented toward the street for convenient access from sidewalks and transit stops. Pedestrian-only paths are provided throughout the site, and bicyclists will circulate within the site on designated routes (marked with "sharrows"). All site frontages are designed with a minimum 8-foot sidewalk and sidewalk furniture has been installed to enhance the street space for pedestrians and bicyclists. Sidewalk trees and storefront overhangs are provided to shade and shelter the sidewalks for pedestrians.

3.1.3 Street Design Elements

Street design elements aim to enhance the attractiveness of the site from the perspective of pedestrians, bicyclists, bus / shuttle users, and vanpoolers / carpoolers, who are approaching the site using the adjacent roadway network. This includes:

- Enhanced transit stops
- Enhanced pedestrian crossings
- Enhanced bicycle network

Enhanced Transit Stops

Figure 7: An Enhanced Transit Stop

Bus stops with shelter and lighting (see **Figure 7**) are provided adjacent to the site on San Antonio Road and on California Street (see **Figure 3**). Carpoolers, vanpoolers, and shuttle riders will benefit from passenger loading zones located near building entrances. If tenants provide commuter shuttle service to the site, shuttle stops will be integrated with the existing bus stops or located on-site, and shuttle operations will be coordinated with building and site management and City.

Enhanced Pedestrian Crossings

Crosswalks at California Street / Pachetti Way, California Street / San Antonio Road, and San Antonio Road / Miller Avenue were enhanced with high visibility paint. As shown in **Figure 3** and **Figure 4**, the site is surrounded by residential land uses. Employees and visitors who travel from nearby residences or from the San Antonio Caltrain station will feel safer crossing traffic lanes with these improvements and will be encouraged to walk to the site.

Enhanced Bicycle Network

A major gap in the adjacent bicycle network was filled by the addition of bicycle lanes on San Antonio Road between El Camino Real and California Street (indicated by the purple line on **Figure 4**). Bike route and wayfinding signs on streets in the City of Mountain View within three miles of the site are also recommended, subject to City approval. Signs would indicate distance and direction to the Village at San Antonio, the San Antonio Shopping Center, Downtown Mountain View, the Caltrain stations at San Antonio, Mountain View, and California Avenue, and other destinations. These signs would help guide bicyclists between residences, transit stops, other commercial areas, and the site. Developers of the Village at San Antonio contributed funding to add signage and / or paint sharrows on the local streets north of the San Antonio Road Caltrain Station (Mayfield Avenue / Nita Avenue / Dell Avenue / Victory Avenue / Alvin Street / Thompson Avenue / Jane Lane / Laura Lane / Whitney Drive). These improvements would

add connectivity for bicyclists traveling to / from north of the site who use the undercrossing at the San Antonio Station to cross the railroad tracks.

3.1.4 Site Layout & Amenities

Site layout elements and amenities aim to provide the infrastructure needed to support alternative modes. These include:

- Bicycle parking
- Bicycle amenities

Bicycle Parking

A minimum of 160 spaces of bicycle parking must be provided in convenient locations throughout the project site, including a secure bicycle parking area located within the office buildings. For Phase II, approximately 200 bicycle rack parking spaces free for anyone to use are provided in convenient locations with respect to street access and building entrances. Long-term bicycle parking spaces are also provided in the first level of the parking structure, with approximately 128 racks located in a secure area. For Phase III, sixteen bicycle racks and sixteen long-term bicycle parking spaces will be provided. Bicycle parking is secure, well-lit, and protected from the elements.

Bicycle parking will be monitored for the first five years following project completion. If a shortage is found, the building owner will be required to add bike parking spaces.

Bicycle Amenities

Five on-site shower and locker facilities have been constructed as part of tenant improvements to the office building, and two more showers will be provided in Phase III. A Bike Fix-It Area (maintenance and repair station) will be provided in the tenant space dedicated to bicycle uses. Additionally, two outlets are provided in the bicycle storage room on the first basement parking level (P1) to permit e-bike users to charge bicycle batteries.

3.1.5 On-site Amenities

A gym, dry-cleaning, and banking facilities are currently provided on-site; restaurant options will expand with this phase of the development. Per agreement with the City, tenants will limit the number of free meals and meals subsidized by more than 50 percent that are provided in the office on a daily basis in order to encourage the use of restaurants on-site and in the surrounding neighborhood.

3.2 Management-Provided Measures

The property manager will provide several TDM measures for office employees who work at San Antonio Village. Individual tenants may choose to provide or manage some of these measures, particularly if the office space is leased to a single tenant.

TDM Information and TDM Program Management

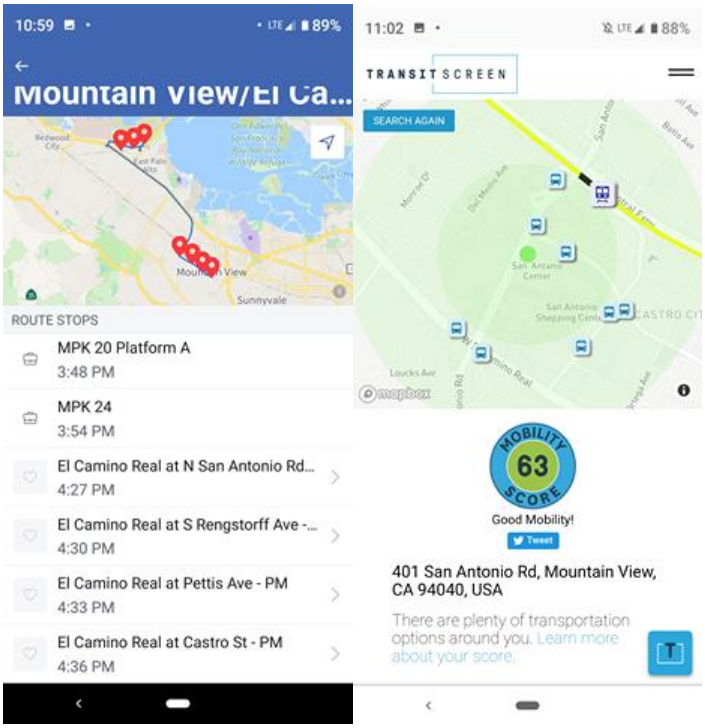
Building tenants may provide TDM information to employees through smart phone applications and other communications.

Figure 8 shows a screenshot of the Phase II tenant-provided smartphone application, which provides real-time information for employer-provided shuttles as well as information about other travel modes. If needed, the property manager will provide supplemental information to ensure that employees working at the building are aware of transit and alternative transportation options. Real-time transit, carshare, and bikeshare information may be displayed on a lobby screen.

Additionally, the property management will appoint an on-site commute coordinator to manage and monitor commute-alternative programs, including, but not limited to, the following:

- Develop commute-alternative programs for employees whose employers do not provide them, which could include a telecommute program, a bike buddy matching program, a Guaranteed Ride Home Program; One-Way Carshare Program; and Commute Rewards Program
- Create and maintain commuter information, emergency ride-home information, transit subsidy and/or transit pass information, transit schedules, bicycle maps, 511.org match information and transit alerts.
- Participate in the Bay Area Air Quality Management District (BAAQMD) Spare the Air Program.
- Monitor and enforce the TDM program.
- Market, evaluate, and adjust TDM program
- Handle transactions on-site related to shuttle, vanpool, transit, etc.
- Match carpools or find regionally available vanpools. Provide, or utilize an existing, web platform to assist in matching carpools and vanpools.
- Implement pilot projects to test new modes/technologies (e.g. e-bike charging, ridesharing apps, etc.)
- Conduct an annual review of employee commuting patterns through the monitoring process.

Figure 8: Phase II Tenant-Provided Smartphone Application



Transportation Management Association

The developer will join and maintain ongoing membership in the Mountain View Transportation Management Agency (MVTMA) for the life of the project. The MVTMA is non-profit partnership between major employers in the City and was launched in March of 2014. Its founding members include Google, Intuit, and Deutsche Asset & Wealth Management. The goal of the MVTMA is to improve mobility for its members and reduce congestion by implementing TDM strategies, operating shuttle services open to the public, improving connectivity with Caltrain and VTA routes, and facilitating other alternative modes such as carshare and bikeshare. MVTMA currently operates the MVgo shuttle service, which connects the downtown Mountain View Caltrain station with businesses in North Bayshore, East Whisman, and San Antonio Road.

Legal Agreement

The TDM measures shall be formally accepted by the applicant prior to building permit issuance, through a legal agreement or recorded document, as determined by the City Attorney, with contents.

Parking Policy

Approximately 8 percent of the Phase III parking spaces have been striped as reserved for vanpools / clean air / electric vehicles. These spaces are located in preferred locations, such as near elevators. TDM staff will ensure that these spaces are used only by vanpools, clean air, and electric vehicles, e.g., through license-plate monitoring or parking permits. In addition, for Phase III, at least 17 spaces for electric vehicle

(EV) charging are provided within the parking garage, in locations that are convenient to building entrances. The garage has been wired to allow for additional EV charging spaces if demand warrants.

Shuttle and Public Transit Service

Through membership in the MVTMA, the site management will contribute funding to operate and potential upgrade or expand existing local shuttle service (currently operated by MVgo). In 2014, VTA operated the North Bayshore Shuttle between the Downtown Mountain View Caltrain Station and the Intuit campus. Since then, the MVTMA has taken over operations and expanded shuttled service to North Bayshore, East Whisman, and San Antonio Road, and currently operates four MVgo routes: Route A (Whisman, Clyde, and Middlefield), Route B (Shoreline, La Avenida, and Crittenden), Route C (Charleston, Garcia, and San Antonio (counterclockwise loop)), and Route D (San Antonio, Garcia, and Charleston (clockwise loop)).

If nonpeak-hour shuttle services are approved by the MVTMA during the applicant's membership, the property owner or tenant(s) will be required to pay their proportionate share for the shuttle operations and maintenance. The proportionate share cost shall be determined by and paid in a manner acceptable to the MVTMA.

Individual office tenants may choose to operate commuter shuttles to and from the site. The proposed shuttle route is shown in **Figure 9**. The Phase II building tenant is proposing to provide private commuter shuttle service, with 22 vehicle trips to drop off commuters during the morning arrival period (from 7:00 AM to 10:00 AM) and 33 vehicle trips to pick up commuters during the afternoon/evening departure period (from 3:00 PM to 8:00 PM). Shuttles will arrive every 8 to 9 minutes, with typically only one shuttle onsite at any time. Tenant customer service representatives will be present to coordinate drop-offs and pick-ups. Shuttle drivers must remain inside their vehicles while onsite and must be proactive in minimizing conflicts with other vehicles accessing the site, including moving out of the way of emergency vehicles. Shuttles will not be staged or kept onsite during the day. The property management will prepare a signing and striping plan for the proposed bus stop and submit it for City approval. City staff may require that the private shuttle stop be relocated if conditions at the site impede operations at the stop identified in this report.

Proposed tenant shuttle operations

- Drop-offs: 7-10 AM (22 trips total)
- Pick-ups: 3-8 PM (33 trips total)
- Shuttle arrivals every 8-9 minutes, with typically only one shuttle onsite at any time
- Buses will wait approximately 3 minutes to load passengers
- Shuttle drivers will remain in vehicles while onsite
- Tenant customer service representatives will be present to organize and coordinate drop-offs and pick-ups
- Temporary portable signs will indicate shuttle stop location
- Buses will be 35' and 40' long with curb weight of 41,000-60,000 lb

Figure 9

Shuttle Route - Phase II Tenant Shuttle

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Carshare

A minimum of two car-share vehicles shall be provided per building. Two car share vehicles will be provided in the parking garage and accessible to tenant employees; another two vehicles will be located in parking spaces that are accessible to members of the public, including tenant employees. Carshare providers will utilize the spaces to make carshare vehicles available to users and will handle carshare reservations and payment. The TDM staff or individual tenants may coordinate with carshare providers to provide membership discounts to employees.

The property manager is currently working with Zipcar to provide four carshare vehicles, which will be stored onsite in the dedicated carshare parking spaces and available before employees are onsite. Zipcar charges users a flat membership fee plus a time-based fee; users are required to return the vehicle to the same location where they picked it up. Zipcar has hundreds of locations across the Bay Area, including four locations in Mountain View.

Bike Share

Figure 10: Social Bicycle

The developer is providing and maintaining a minimum of 20 bicycles in each office building for employee use to access transit facilities and local amenities. Forty (40) bicycles will be provided onsite (20 per office building), with 20 bikes (10 per office) provided by the property management for the use of tenant employees and the remainder provided by LimeBike, a dockless bike share operator that is currently providing bike share under the City's pilot program. The dockless bicycles have built in GPS units and locks on each bicycle. This system requires less capital cost and commands less physical space that docked bicycle share systems. An example of dockless bike share bicycles is shown in **Figure 10**.

Transit Enhancements

Figure 11: A VTA Transit Bus

The TDM staff will collaborate with transit agencies to maintain / enhance transit serving the site, if possible. As shown in **Figure 5** there are several bus routes and one shuttle that have stops adjacent to the site or on the same block. These services operate along major corridors in all directions from the site (see **Figure 1**). Improvements could potentially address frequency, capacity, and / or route issues that users have. **Figure 11** shows a typical VTA bus.

Promotional Programs

Promotional programs administered by the TDM staff may include elements such as:

- New employee orientation to alternative mode options and benefits
- Regular marketing of alternative modes through flyers, posters, emails, and newsletters
- Fun activities such as transportation fairs, transit field trips, Bike-to-Work Day, and walking groups
- Competitions and rewards to attract new users and increase participation

3.3 Tenant-Provided Measures

The tenants who will occupy the office space are responsible for carrying out TDM elements which require their participation, for example, to communicate messages from TDM staff, to set protocol, and to finance subsidies. The TDM measures will be included in the tenant lease agreements to ensure the tenants implement the measures. This will include:

- Program administration
- Flexible work options
- Guaranteed ride home
- Alternative mode incentives

Tenants may choose to provide additional TDM measures to promote employee satisfaction, or they may take over operations of some TDM measures provided by the property management, such as promotional programs, shuttle service, and carshare incentives.

Program Administration

Tenants have the responsibility to administer TDM elements that are not provided by property management, as needed.

Flexible Work Arrangements

Tenants will be encouraged to provide employees with flexible work options, including:

- Telecommuting
- Compressed work weeks (more hours per day, fewer days per week)
- Staggered work hours to shift trips to off-peak hours

Emergency Ride Home

Tenants will be required to provide a free ride or reimburse costs for employees who use alternative modes and need an emergency ride home. An emergency may include: illness or crisis of the employee or immediate family member, carpool or vanpool ride is unavailable due to unexpected changes in the driver's schedule or vehicle breakdown, bicycle problem (flat tire, mechanical failure, vandalism, theft), or required unexpected overtime.

Alternative Mode Incentives

Tenants will provide employees with monetary and other incentives for using alternative modes, such as:

- Transit subsidies – provide a transit subsidy and/or transit passes (e.g., VTA SmartPass) to all office / retail employees (regular, part-time, and contract) who utilize public transit and desire to have a subsidy or pass for the life of the project
- Carshare perks – tenants are encouraged to offer employees free registration costs, free hours of usage every month, and / or reduced rates for carshare services
- Bike Share perks – tenants are encouraged to offer employees free membership costs for Bike Share in order to incentivize them to use Bike Share as part of their commute and / or for midday trips
- Walking / Biking perks – tenants are encouraged to offer to reimburse walking- and bicycling-related costs such as bike maintenance, walking shoes, etc.

These perks can all be aggregated into a company-wide employee commute rewards program.

4. TDM Strategy Evaluation

Fehr & Peers used a TDM model that is grounded in objective and fact-based research specific to the San Francisco Bay Area to assess TDM measures to achieve a 30% reduction in peak hour trips. This TDM model has been adopted into the California Emissions Estimator Model (CalEEMod) (a statewide land use emissions model developed in collaboration with the air districts of California) and is recommended for use in California Environmental Quality Act (CEQA) documentation by the Bay Area Air Quality Management District. The TDM model draws on the individual effectiveness and grouped effectiveness of measures based on the literature review from the California Air Pollution Control Officers Association (CAPCOA) report titled *Quantifying Greenhouse Gas Mitigation Measures: A Resource for Local Government to Assess Emission Reductions from Greenhouse Gas Mitigation Measures*.[1] Specifically, the TDM measures included in the TDM model were screened on the basis of the feasibility of quantifying the emissions, the availability of robust and meaningful data upon which to base the quantification, and whether the measures (alone or in combination with other measures) would result in appreciable reductions in vehicle trips. The TDM model has since been updated to reflect new research published since 2010 and to align with the forthcoming update to the CAPCOA document and Zero Carbon Communities Feasibility Study (forthcoming in 2021 from the California Air Resources Board).

Each TDM measure's contribution to peak period trip reductions was estimated and is summarized in **Table 3**. While the trip reductions identified here have been estimated using state-of-practice techniques, the effectiveness of specific TDM measures varies widely depending upon where they are implemented, the target user, and the operator's approach to implementation. As a result, the estimated TDM reductions presented here do not guarantee that implementing the program outlined will achieve a 30 percent peak hour trip reduction. The TDM monitoring program will be conducted to ensure that the 30 percent reduction is achieved. If the reduction is not achieved, additional and/or more intensive programmatic TDM measures will be implemented.

[1] This report was prepared in collaboration with the Northeast States for Coordinated Air Use Management (NESCAUM) and the National Association of Clean Air Agencies; and the report was also prepared with support from ENVIRON and Fehr & Peers for technical analysis. The report provides methods for quantifying trip reductions from a specified list of mitigation measures, primarily focused on project-level mitigation.

Table 3: Estimated TDM Trip Reduction

TDM Strategies	% Trip Reduction (Low)	% Trip Reduction (High)
Site Location / Building Design / Street Design / Site Amenities: -Building setback near street -Building entrances oriented to street -Sidewalk trees & overhang -Adjacent bus stops with shelter, lighting -Customized bus stop shelter design -Shuttle stops & passenger loading zones	2%	2%
Parking Supply -Provide less parking spaces for Phase III than required, utilizing Phase II parking	0%	0%
Alternative Work Schedule -Telecommuting -Compressed work weeks -Staggered work hours & flex-time	0%	0%
Transit Fare Subsidy -Employee transit passes 100% subsidized	6%	7%
TDM Marketing -New employee orientation -TDM center / board & website -Flyers, posters, emails, newsletters, etc. -Organized biking, walking, etc. activities and games	7%	16%
Emergency Ride Home -Emergency Ride Home provided to employees	0%	1%
New Shuttle Service -New Employer-Sponsored Shuttle (potentially part of new Mountain View TMA) or tenant-run shuttle	3%	18%
Rideshare Program -Employee matching via TDM coordinator -Preferential parking spaces -Passenger loading zones	0%	0%
Carshare -Carshare vehicles on-site with reserved parking spaces -Subsidies for employees	0%	1%
Bicycle Strategies: -On-site bike maintenance / repair station -Secure bicycle parking -Showers / changing facilities -Bike racks for everyone & free bike valet for employees -Electric bike charging on-site -New bike lanes on San Antonio -Signage / sharrows on nearby local streets	0%	2%
Bikeshare -Subsidies for employees -Dedicated bikes for each building	0%	1%
Estimated Total Trip Reduction:	**18%**	**40%**

Source: Fehr & Peers, 2021. Note that the estimated trip reduction is less than the sum of all strategies to account for the diminishing returns of strategies targeting a single user population. As additional measures are implemented, the benefit of each

individual measure decreases, so that a project cannot reduce their trip reduction by more than 100%. To reflect typical observed effectiveness of TDM programs and strategies in the real world, reductions are capped at 40% maximum.

5. Implementation & Monitoring

The property owner, or tenant(s), shall prepare an annual TDM report and submit it to the City to document the effectiveness of the TDM program in achieving the goal of thirty percent (30%) peak-hour vehicle trip reduction from employees within the project and the trip cap of 578 a.m. peak-hour trips and 526 p.m. peak-hour trips generated by occupants of both Phases (see **Table 1**). The TDM report shall be prepared by an independent consultant and paid for by the property owner, property managers, and/or tenants. The TDM report will include a determination of employee commute methods, which shall be informed by surveying all employees working at the office buildings and through driveway traffic counts. The driveway traffic counts shall be prepared and provided by an independent approved consultant and paid for by the property owner or tenant. The driveway counts and resulting data shall be included in the TDM report provided to the City.

The TDM program for the project shall be applied to all office buildings in Phases II and III. The trip cap numbers, penalty provisions, TDM monitoring, and report requirements shall only apply to the project site.

The TDM plan contained in this document is not a guarantee that the 30 percent reduction goal will be met. The vehicle trips must be monitored regularly and the TDM program adjusted accordingly in order to meet the goal. This section provides a step-by-step procedure for the San Antonio Village (Phase II+III) monitoring process.

5.1 Trip Targets

The AM and PM peak-hour vehicle trip targets (including the 30% TDM trip reduction) are shown in **Table 4**; their development is detailed in **Section 1.2.**

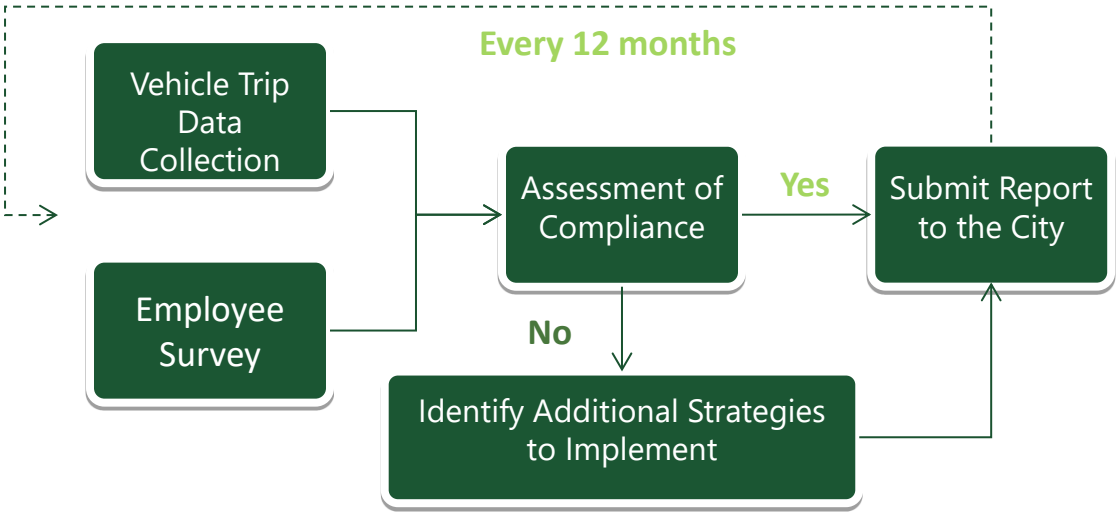
Table 4: Peak Hour Vehicle Trip Targets

	Time Period	Vehicle Trip Target
Office Space	AM	578
	PM	526

5.2 Monitoring Process

The process for assessing San Antonio Village (Phase II+III) compliance with the City's trip reduction targets is illustrated in the flow chart below. The monitoring process will include a determination of employee commute methods, which shall be informed by surveying all employees working at the office buildings and through driveway traffic counts. San Antonio Village (Phase II+III) will submit an annual

report to the City to document the monitoring process and results, starting one year after the Certificate of Occupancy is granted for the first office building. Details of each step are described below.



5.2.1 Vehicle Trip Data Collection

Data collection will be conducted by an independent transportation firm once a year. The data collection should include the following:

1. Selecting a typical work week to conduct the vehicle counts. The week should be consistent with prior years' data collection time frame. The selection of the week should take care to avoid unusual activities (e.g., school breaks or when special events occur, which may attract an unusually high volume of traffic) or inclement weather.
2. The driveway counts will be conducted for:
    a. Tuesday, Wednesday, and Thursday of the selected week
    b. Morning peak period (7:00 AM to 10:00 AM), and evening peak period (4:00 to 7:00 PM)
    c. For the driveways providing access to the parking garage serving the office buildings
3. Field observations will be conducted during the AM and PM peak periods for each of the data collection days to confirm that the survey reflects a typical day without special events.

The independent transportation firm will calculate the AM and PM peak hour vehicle counts entering the specified driveways. The AM and PM peak hour vehicle counts will be an average over the three-day data collection period. If appropriate, the AM and PM peak hour vehicle counts may be adjusted based on field observations (i.e., if employees are parking on the street and thus not captured by the driveway counts).

5.2.2 Employee Survey

A survey of all employees will be conducted by an independent transportation firm. This survey will be timed to coincide with the vehicle trip data collection effort. The results of the survey will be used to inform and adjust the peak hour trip results, if necessary.

5.2.3 Private Shuttle Operations

Any private shuttle operations will initially be monitored twice per year for consistency with the operations standards identified in Section 3.2.5, including shuttle frequency, dwell time, and management of conflict events with other vehicles onsite, and the number of passengers using the shuttles. An initial monitoring date of May-June 2019 has been identified. City staff may require that the private shuttle stop be relocated if conditions at the site impede operations at the stop identified in this report.

5.2.4 Identify Additional Strategies

The employee survey may also be used to provide insight into the success of various TDM program elements. It will provide guidance on how to change unpopular strategies and expand upon successful ones. It is recommended that the TDM strategies in this document be reviewed in conjunction with the annual employee survey results to identify refinements to existing strategies and new strategies to implement.

Annual Report Submittal

The applicant shall prepare an annual TDM report and submit it to the City to document the effectiveness of the TDM program in achieving the goal of 30 percent peak-hour trip reduction by employees within the project. The property owner is required to maintain a TDM program for the life of the project which will achieve a thirty percent (30%) reduction in net new peak-hour vehicle trips from the average vehicle trip rates per square foot established by the Institute of Transportation Engineers (ITE) *Trip Generation Manual* 9th Edition (2012) for a general office building land use (ITE land use Code 710), which results in a trip cap of 578 a.m. peak-hour trips and 526 p.m. peak-hour trips generated by occupants of both buildings (as identified in **Table 1**: Revised Peak Hour Trip Targets). The specific TDM measures to be used in the program can be any combination of measures which achieve the 30 percent peak-hour trip reduction and trip-cap numbers.

A monitoring report, submitted annually to the City of Mountain View, will be developed by the independent transportation firm. The report will include the following elements:

1. The initial TDM report for the project will be submitted one year after the granting of the Certificate of Occupancy for the first Phase II office building and subsequent reports shall be submitted to the City annually thereafter and shall include the second Phase II building after the

granting of a Certificate of Occupancy for that building and Phase III after the granting of a Certificate of Occupancy for Phase III.

2. The TDM report shall state that the project has: (1) achieved a minimum thirty percent (30%) peak-hour vehicle trip reduction from ITE average vehicle trip rates per square foot; and (2) the project does not result in more than 578 a.m. peak-hour trips and 526 p.m. peak-hour trips for both buildings. If the TDM report states that the project has not achieved the required thirty percent (30%) peak-hour vehicle trip reduction and trip cap of 578 a.m. peak-hour trips and 526 p.m. peak-hour trips for both buildings, the report shall provide an explanation of how and why the reduction and/or trip cap has not been reached and a description of additional measures that will be implemented by the property owner or tenant in order to attain the goal.
3. Status of all existing TDM program measures and strategies – including any data on participation rates.
4. Status of all recommended TDM measures from prior monitoring report (if applicable) – including any available data on participation rates.
5. Data collection methodology.
6. Documentation of traffic count and shuttle monitoring results.
7. Employee survey results.

Non-Compliance

If, after the initial TDM report, the second annual report indicates that, in spite of the changes in the TDM program, the thirty percent (30%) peak-hour vehicle trip reduction and trip cap are still not being achieved, or if the applicant fails to submit such a TDM report at the times described above the property owner must amend the TDM plan to incorporate additional measures to reduce trips and the City may levy a penalty fee.

Appendix A: San Antonio Village Trip Generation

Original Trip Generation Table from TIA

TABLE 1: Trip Generation (from TIA)

Row	Land Use	Units[1]	ITE Code	Daily	AM Peak Hour			PM Peak Hour		
					In	Out	Total	In	Out	Total
	Gross Project (Phase 2) Trips									
1	Hotel	167 rooms	310[2]	1,121	53	36	89	51	49	100
2	Retail	54.186 KSF	820[3]	2,314	32	20	52	96	105	201
3	Office	392.853 KSF	710[4]	3,714	503	69	572	88	430	518
4	Commercial	28.502 KSF	710[4]	506	62	8	70	19	91	110
5	Restaurant	35.358 KSF	931[5]	3,180	16	13	29	178	87	265
6	Cinema	1710 seats	445[6]	822	0	0	0	49	88	137
7	*Total Gross Project Trips*			11,657	666	146	812	481	850	1,331
	Phase 1 Apartments									
8	Apartment	330 DU	220[7]	2,123	33	132	165	129	70	199
	Project Trip Reductions [8]									
9	*MXD hotel and retail (AM 10% reduction and in/out ratios based on retail+restaurant; PM 10% reduction and in/out ratios based on hotel)*									
10	Retail + Restaurant		820[3]	112	5	3	8	5	5	10
11	Hotel		310[2]	112	3	5	8	5	5	10
	MXD employment and employee-serving retail (1% AM reduction; 3% PM and daily reduction and in/out ratios based on office)									
12	Retail + Restaurant		820[3]	69	1	6	7	16	3	19
13	*30% Office Reduction based on City's TDM Requirements*									
	Office		710[4]	1,266	170	23	193	32	156	188
	Pass-by trips (30% reduction) [9]									
14	Retail		820[3]	694	10	6	16	29	31	60
15	Restaurant		931[5]	954	5	4	9	54	26	80
16	*Total Project Trip Reductions*			3,207	194	47	241	141	226	367
17	***Net Site: Gross Project Trips - Reductions***									
18	Hotel	167 rooms	310[2]	1,009	50	31	81	46	44	90
19	Retail	54.186 KSF	820[3]	1,438	16	5	21	46	66	112
20	Office	392.853 KSF	710[4]	2,448	333	46	379	56	274	330
21	Commercial	28.502 KSF	710[4]	506	62	8	70	19	91	110
22	Restaurant	35.358 KSF	931[5]	2,226	11	9	20	124	61	185
23	Cinema	67.279 KSF	445[6]	822	0	0	0	49	88	137
24	*Total Net Site*			8,449	472	99	571	340	624	964
	Existing Use Trips [10]									
25	Retail	55 KSF	820[3]	2,349	0	0	0	88	90	178
26	Retail Passby (30% Reduction)[9]		820[3]	705	0	0	0	26	27	53
27	*Total Existing Use Trips*			1,644	0	0	0	62	63	125
28	***Net New Project Trips: Net Site - Net Existing Use (Trip Caps in COA)***			***6,805***	***472***	***99***	***571***	***278***	***561***	***839***

- This trip generation analysis used the same assumptions and methodology as the original TIA.

- Phases II and III are treated independently in the analysis.

- For the analysis, the Phase II office space has been updated to reflect the as-built condition.

- The trip cap for the Phase II and III offices are combined because there will be shared parking on the site and one monitoring report.

Table 1-1: Revised Peak Hour Trip Targets

Land Use	Units[1]	ITE Code	Daily	AM Peak Hour			PM Peak Hour		
				In	Out	Total	In	Out	Total
Revised Office Trip Cap									
As-Built Phase II Office	360.909 KSF	710	3482	470	64	534	82	401	483
Proposed Phase III Office	169.382 KSF	710	1868	257	35	292	46	222	268
30% TDM trip reduction		*710*	*-1605*	*-218*	*-30*	*-248*	*-38*	*-187*	*-225*
	Trip Cap for Office		***3745***	***509***	***69***	***578***	***90***	***436***	***525***