

LinkedIn

RideIn

Transportation Demand Management Plan



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PROJECT DESCRIPTION AND TDM APPROACH

This Transportation Demand Management (TDM) Plan describes the LinkedIn Corporation's approach to reduce the total number of vehicle trips at their 700 Middlefield Campus located in Mountain View, California. The Middlefield Campus lies within the City of Mountain View's East Whisman Specific Plan area where the City has established a TDM trip reduction goal of 0.90 trips/1,000 square feet, which is a 22% reduction over the Institute of Transportation Engineers (ITE) Trip Generation Manual, 10th Edition, general office average trip rate based on the development size. The East Whisman Specific Plan TDM trip reduction goal will reduce the traffic congestion on area roadways. This document describes how LinkedIn plans to meet the proposed trip reductions for the Middlefield Campus.

The TDM strategies described in this TDM Plan go beyond a standard toolbox of options for employees by offering a three point TDM approach (Chapter 1, this chapter) to achieving greater transportation balance at the LinkedIn Middlefield Campus and within the East Whisman planning area in general.

Key to the success of a TDM program is creating a system to manage demand that will shift the behavior of the employees and visitors to the site. The following TDM Plan describes a menu of transportation choices (Chapter 2) that make it easier and more convenient to use modes other than driving alone (encouragement) and methods of managing driving demand to make it less convenient when done alone (discouragement).

No TDM Plan exists in perpetuity; it must adapt to changing patterns and preferences to continue to serve the original intent and objectives as set out at its inception. This TDM Plan serves as a guide for how LinkedIn



intends to implement various TDM measures and monitor their success in order to meet the City of Mountain View's TDM policies and goals. Through this monitoring and evaluation, this living document will be reviewed and updated over time to respond to employee behavior and preferences to ensure compliance with the intent of the East Whisman Precise Plan trip reduction requirements (Chapter 3).

PROJECT DESCRIPTION

LinkedIn's Middlefield Campus in Mountain View, California consists of a 28 acre development, which is bordered by Middlefield Road to the south, the SR 237 frontage road to the west and Maude Avenue to the north as shown in **Figure 1**. The project program consists of five existing office buildings, two of which will be removed and three new buildings will be added to the site for a total development area of 1,075,00 square feet. Two new parking structures will be added to the site that will contain approximately 2,900 parking spaces. Parking on the site will be provided at a rate of 2.7 spaces per 1,000 square feet.

Figure 1: Site Plan



The existing buildings were recently upgraded and new landscaping was integrated into old campus. The proposed campus expansion will extend the landscaping to create new open spaces for outdoor activity. The Middlefield Campus landscaping plan includes pedestrian walking loops and bicycle paths through the campus. On site amenities will include cafés, fitness areas, bike shop, ATMs, and supporting retail spaces.

TDM APPROACH

LinkedIn's approach to TDM is multifaceted and goes beyond simply providing a TDM toolbox for its employees. The company's employees are dispersed across the San Francisco Bay Area and therefore a robust and diverse program is needed to reduce drive alone trips. The RideIn program will be funded by LinkedIn and includes three distinct and mutually supportive approaches:

- **Regional Multimodal Approach** - LinkedIn will actively engage in coordinated regional efforts with public, private and non-profit organizations to address optimizing and balancing the transportation system throughout the region.
- **Corporate Encouragement and Discouragement** - LinkedIn will incentivize walking, biking, riding transit and sharing rides while simultaneously disincentivizing driving alone through programs that directly engage with the employee.
- **Prioritized Convenience** - LinkedIn will design the site access and circulation to provide the most convenient and seamless experience for walking, biking, transit and shared ride arrivals and inconvenient arrival for those driving alone.

Regional Multimodal Approach

The outcome of multi-modalism in the company's policies is to achieve an ever increasing balance of transportation mode supply with travel demand in the Bay Area to facilitate ease of movement and improved accessibility. This approach will benefit the company by empowering it to successfully attract talent from a wide range of people who can choose a variety of travel modes other than driving alone. This component of the TDM approach includes:

- Participating in the Mountain View Transportation Management Association to collaborate with other employers and property owners.
- Publicly support infrastructure investments that benefit non-driving modes of transportation to and within the East Whisman planning area.
- Coordinating with public transit agencies and operators to support high quality service and in order to maintain long term growth and viability of ridership.

- Developing collaborative relationships and coalitions with regional business advocacy organizations to encourage public investment and direct prioritization to transportation improvements that benefit the East Whisman planning area.
- Coordinating with regional bicycle, pedestrian, and transit advocacy organizations to support projects and initiatives that directly and indirectly benefit the East Whisman planning area.
- Supporting and financing partnerships between the public and private sectors that establish transit options that supplement, rather than compete with, existing public transit opportunities.

Corporate Encouragement and Discouragement

Providing a balance in travel modes at the campus benefits LinkedIn by ensuring that employees and visitors can access the campus efficiently creating a more productive and satisfying work environment. In order to provide a balanced system, LinkedIn distinguished between prioritized modes, supported modes and informed modes. Prioritized modes include public transit, bicycling and walking. Supported modes include private transit and ridesharing. Informed mode is the drive-alone population regardless of the vehicle type (internal combustion/hybrid/electric). While vehicles will be able to get to this site, this is not a mode encouraged by the company and this population will be informed about the alternatives to driving. This component of the approach includes:

- Offering financial incentives to encourage adoption of preferred modes.
- Establishing private transit operations that serve areas not well served by public transit and where there is a critical mass of employees.
- Providing robust bicycle support to build the bicycle commuting population.
- Supporting higher occupancy vehicles by providing financial incentives for ridesharing.
- Supporting non-drivers with onsite services and amenities to reduce the need for leaving work during the day.

Prioritization

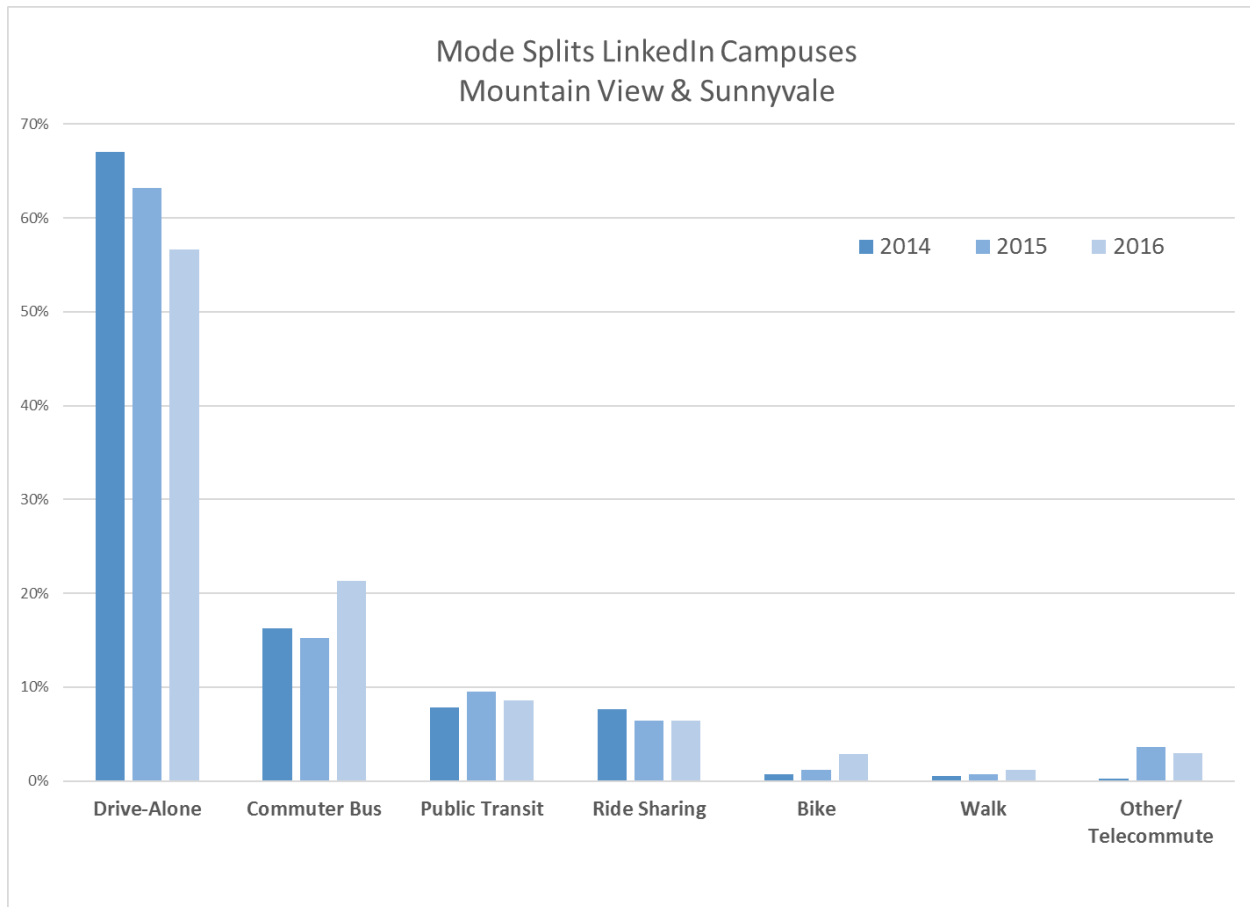
The outcome of this strategy is to achieve a built environment that provides a place that is more conducive to the prioritized travel modes. This benefits LinkedIn by establishing a built environment that prioritizes humans over vehicles; people movement over vehicle storage; social interaction over unhindered vehicle travel; personal safety over speed. It will result in a great work environment and demonstrate a commitment to creating a new type of workplace. This component of the approach includes:

- Improving access to the site for prioritized modes with new infrastructure and the most direct paths possible.

- Applying innovative circulation design to passively communicate the dominance of people over vehicles.
- Minimizing delay for prioritized modes by separating access and circulation for these modes from others.
- Designing a site that is safe, attractive and convenient for the prioritized modes.

MODE SPLIT

Currently LinkedIn's mode split for the Mountain View & Sunnyvale campuses is 57% drive alone, which is down from 67% in 2014. The reduction in drive alone demonstrates the company's shifting focus towards multi-modalism.



The Middlefield Campus is located in close proximity to LinkedIn's Sunnyvale Campus, which is a cluster of 12 buildings located along Maude Avenue and Mathilda Avenue. These combined campuses with approximately 3,500 existing employees allows for the implementation of innovative multi-modal TDM approaches; therefore, it is expected that the Middlefield campus will have a low drive alone rate for the

type of site. Commuter bus, public transit and bicycle usage have been increasing in recent years and is a trend that is expected to continue as LinkedIn continues to implement the RideIn program. In addition to documenting a reduction in driving alone, companywide surveys show that employees are willing to try other modes and have a high interest in using commuter buses, public transit and bicycling.

DISTRIBUTION OF VEHICLE TRIPS

Based on city of residence data, LinkedIn's employees are distributed throughout the greater Bay Area. Generally, the employees working at the Mountain View and Sunnyvale Campuses come from the following directions:

- | | | |
|---------|---|-----|
| • South | (San Jose, Santa Clara, Cupertino, Los Gatos) | 29% |
| • East | (Sunnyvale, Fremont, Milpitas, Alameda & Contra Costa counties) | 34% |
| • North | (San Francisco, Mountain View, Palo Alto, northern Peninsula) | 35% |
| • West | (Los Alto, Los Altos Hills) | 2% |

Approximately 70% of LinkedIn's employees come from following seven cities:

- | | |
|-----------------|-----|
| • San Jose | 21% |
| • Sunnyvale | 20% |
| • San Francisco | 9% |
| • Mountain View | 9% |
| • Santa Clara | 6% |
| • Fremont | 5% |



TDM PROGRAM

This chapter provides details on the TDM measures offered to on-site employees. The Chapter is divided into two sections, primary measures and optional measures. The combination of both sets of measures comprises the complete TDM Plan. These measures include both new strategies and enhancements to existing strategies. In order to gauge the effectiveness of the TDM Plan, monitoring and evaluation of the program will occur as described in Chapter 3.

PRIMARY TDM MEASURES

The TDM measures described below are represent the primary actions that LinkedIn proposes to use at the Middlefield Campus. These measures are also offered to the Sunnyvale Campus employees. By serving both populations there are economies of scale that allow for more extensive programs to be offered both groups of employees.

Priority Parking

Three tiers of employee parking will exist to encourage higher occupant vehicle arrivals. The most convenient parking will be prioritized for registered and proven shared ride vehicles with active involvement; the more passengers per day, the closer to the office building. This top tier parking will be located on the first level of the garage, immediately adjacent to the office building entrances. The next tier of parking will be reserved for drivers that share rides with



others less frequently but post their rides to the shared ride platform and actively accept requests. This parking will be located on the first level of the garage that is not directly adjacent to the office building entries and on the upper level of the underground garage directly adjacent to the garage stairways and elevators. The final tier of parking will be for drive-alone commuter and will be provided in the least convenient locations to discourage driving alone. LinkedIn will also provide convenient electrical vehicle charging with a preference for ridesharing.

On-Site Transportation Coordinator

Transportation coordinators are responsible for developing, marketing, implementing, and evaluating TDM measures. Having dedicated personnel on staff makes the TDM program more robust, consistent and reliable. Employees will have a designated point of contact for questions about the various programs available to assist them with their commute. The coordinator will also act as the company's representative to the Transportation Management Association (TMA).

LinkedIn will create a new full time position, Transportation Coordinator, whose duties include the following:

- Provide information on monthly transit passes
- Conduct transportation alternatives orientation for new hires
- Update company on transportation and commuter alerts
- Assist with companywide rideshare matching
- Provide Guaranteed Ride Home assistance
- Review company transportation needs
- Manage campus travel surveys to determine trends and evaluate TDM measures
- Act as reference for information regarding the TDM program including benefits such as pre-tax transportation benefits, compliance with regulatory requirements, and new potential commuter programs

Bicycle Parking, Showers, and Lockers

Secured bicycle parking on-site will provide employees with assurance that their bicycles are protected from theft. This will demonstrate the company's support for biking and promote it as an alternative commuting method. Strategic bicycle parking locations will give employees more direct access to building facilities. Showers and lockers will be provided on-site and will promote biking and walking as it gives employees an opportunity to change and freshen up.

To maximize convenience for bicyclists, secure bicycle storage will be provided within each building for 10% of the building's occupants.

The majority of the interior storage will be provided on the ground level directly along the bicyclist's path to their desk. In addition to significant ground level storage in each building, pockets of interior storage will be scattered around on each office floor to allow bicyclists to store their bicycles within sight. There will be a small number of bicycle lockers near each building entrance for those bicyclists that want to keep their bicycles completely separate from others. For casual transportation bicyclists and short term storage, sheltered bicycle racks will be provided near every entrance to the office buildings.

Bicycle Sharing

Bicycle share programs provide flexibility for employees who want use bicycles as a form of transportation on campus without bringing a bicycle to work. This will help eliminate vehicle trips made during the day. LinkedIn will provide a variety of bicycle share systems including a public bicycle share program and a campus bicycle program, loaner bicycle program, fitness bicycle program.

Bike share systems will allow members to rent a bicycle, bicycle to their destination and return to any of the bike pod locations in the system. These systems typically have real-time information on availability and location of the bicycles through web and mobile applications.

LinkedIn will provide free, readily available bicycles for employees to use on the Middlefield and Sunnyvale campuses along with helmets and locks. The program will provide campus bicycles for 5% to 10% of employees to use during the work week to get between buildings, to nearby meetings at the Sunnyvale Campus, or go on team bicycle meetings. Loaner bicycles in a variety of forms will be made available for employees interested in testing out bicycle commuting. A fitness bicycle program will make bicycles available to employees to use during the day for training rides offered through the company Wellness program. This program will be managed by the Transportation Coordinator.

Telecommuting/Flexible Work Schedule Program

Telecommuting allows employees to work remotely and reduces trips made to the employer site. Flexible schedules allow employees to set or modify their arrival and departure times which can provide the flexibility people need to use alternative modes. Other types of alternative work schedules, such as compressed schedules or staggered work hours, can be incorporated into a company's policies to create additional flexibility for employees. LinkedIn allows flexible work schedules on a team by team basis and has a strong backbone to support telecommuting work.



Guaranteed Ride Home Program

Employees who use transit, carpools, or vanpools are guaranteed a ride home in case of emergency or if they need to work late which helps reduce concerns about using alternative modes. Having this program encourages employees to not drive alone to work. While LinkedIn currently has an Emergency Ride Home Program, LinkedIn will further strengthen their Emergency Ride Home and Guaranteed Ride Home Programs through partnering with a Transportation Network Company (TNC such as Uber, Lyft, or Sidecar) to provide reliable transportation options for non-drivers. The program will be managed by the Transportation Coordinator.

Membership in the Transportation Management Association

The Transportation Management Association (TMA) includes companies and property owners in the East Whisman and North Bayshore areas of Mountain View. The key purpose of the TMA is to help its members and the surrounding community reduce congestion and improve connectivity by pooling resources and developing coordinated transportation strategies. Its responsibilities include creating and managing publicly accessible employee shuttle service, assisting members in satisfying TDM goals as well as developing transportation system and demand management solutions for its members. LinkedIn will become a formal member of the TMA.

Rideshare Match Services

Rideshare programs help facilitate carpool and vanpools by matching drivers and passengers based on location and schedules. Currently LinkedIn provides ride matching services through

vRide with an onsite coordinator one day per week actively engaging employees to help match rides. LinkedIn also subsidizes employee participation in the SCOOP dynamic ridematching program that is customized to the company through a multimodal transportation management platform. In addition to facilitating fixed shared rides, the transportation management platform will be designed to allow dynamic seat matching services in private vehicles and company sponsored vanpools.

Transit Shuttle Services (long-haul & short-haul)

LinkedIn provides bus service through WeDriveU in areas with concentrations of employees that do not have convenient public transit options. These buses provide amenities such as Wi-Fi which will allow employees to be productive while commuting to work. The service currently runs along four routes in San Francisco, two routes in East Bay locations, and four new routes in the South Bay. In the future, LinkedIn will partner with other local employers through the TMA to participate in a bus service that will benefit multiple employers in the East Whisman area.

LinkedIn currently provides short-haul shuttle service between the Middlefield and Sunnyvale campuses and the Caltrain stations in Mountain View and Sunnyvale. This service also provides connections to the ACE train. This service is being provided independently from the Mountain View TMA since it provides service to areas of both Mountain View and Sunnyvale.

Marketing and Information

Marketing the TDM program will provide awareness to employees and will improve participation. Providing readily available information will make it easier for employees to participate. Employees will have a range of different options to choose from so providing clear messaging and information will ensure that those options are well understood. The marketing program includes:

- Information or “welcome” packets for new employees
- Orientation assistance
- Personalized commute planning assistance
- A campus access guide webpage with internal information for employees and external information for visitors
- Regularly published electronic newsletters and e-blasts
- Information boards and kiosks
- Real-time arrival information screens in lobbies and at transit stops on-site

- Transportation coordination platform, such as ride matching, multimodal trip planning, parking directions, and service areas for buses



OPTIONAL TDM MEASURES

The TDM measures described below are considered optional by LinkedIn and the measures are included for the site if they are needed to meet trip reduction goals.

Parking Cash-Out (or Commuter Credits)

Employees that avoid driving alone more often will receive a cash equivalent for the cost of parking or a credit based system that reinforces non-driving access. This provides an economic incentive to use a mode other than driving alone to work and also reduces parking demand. Employees who choose the cash/credit option will not have a parking space at work. The company may provide parking passes for employees who normally commute to work but have to drive to work for that particular day. This will provide more flexibility and further encourage non drive alone commutes. To monitor parking, LinkedIn will sell parking permits and individuals who choose not to take a parking permit can "cash-out".

Pre-Tax Commuter Benefits

Pre-Tax commuter benefits allow employees to pay for transit passes using pre-tax income. Employees are given vouchers which are paid through pre-tax earnings thus lowering an employee's taxable income. This tax break provides a financial incentive to use alternative modes of transportation. LinkedIn currently provides commuter tax benefits for discounted transit benefits to all employees and will consider expanding this to a directly funded subsidy in the future

Subsidized or Free Vanpools or Carpools

The company provides financial incentives for those who participate in vanpools or carpools. Currently there are over 40 fully subsidized vanpools which continue to grow. Financial subsidies and incentives for vanpools are structured to provide a minimum amount and grow as participation of a particular vanpool increases. These incentives include fuel, toll subsidies and/or Wi-Fi service for carpools and vanpools that reach a certain threshold of participation. The program will be managed by the Transportation Coordinator.

Subsidized or Free Transit Passes

LinkedIn has a public transit first policy which means the company does not provide bus service that competes with public transit and it fully supports employees utilizing the existing systems. Through the TMA the company will support enhancements to public transit in order to serve its employees and the East Whisman area. LinkedIn will also continue to provide free transit passes for their employees as an incentive to promote non drive alone commute trips. LinkedIn currently provides the Caltrain GoPass to all Bay Area employees at no cost. It is likely that LinkedIn will expand this program to provide direct subsidies for transit riders to use for VTA, SFMTA, ferry service, ACE Train, and or SamTrans to further expand public transit usage for some leg of the employee's commute.

Biking Financial Incentives

Providing financial incentives for those who ride their bicycle to work encourages employees to use that mode choice more consistently. LinkedIn will offer direct taxable incentives for either walking or biking to work at $\frac{1}{2}$ and $\frac{1}{4}$ the average cost for supporting commuting per employee per day respectively. In addition, walking and biking to work will reward employees with additional commuter credits that can be used for other transportation related benefits such as free use of car share vehicles, discounts on event bus rentals, or cash exchange. Individuals that opt in for the walking or biking incentives forgo their daily use of the commuter buses and are not eligible for any transit subsidy (other than the Caltrain GoPass).

On-Site Bicycle Repair Facilities

Bicycle repair facilities at key locations on campus will allow cyclists to conduct repairs as needed. This encourages commuters to bike to work because it's a convenient way to make routine repairs and maintenance. It also gives riders peace of mind if they choose this mode choice as their primary transportation option. Do-it-yourself bicycle repairs stands include an air pump and basic tools such as Phillips/Flat-head screwdrivers, 15/32 mm combination wrench, 8/9/10 mm combination wrenches, tire levers, Torx wrench, and Allen wrenches.



Bike repair station, Source: bikingtoronto.com

Bike Buddy Program

Having companions when biking to work can make bike commuting more enjoyable and safe. It can allow for more experienced riders to partner with inexperienced riders. This will allow for first time bicycle commuters to get familiar with the routes and traffic patterns. Bike buddy

programs encourage employees to form bicycle groups where many bicyclists bike together on the same route. As part of the Bike Buddy Program, LinkedIn will:

- Organize guided commute rides with nearby employees interested in biking to work
- Provide direct assistance for planning bicycle commuting routes
- Provide software platform to assist in matching employees for riding in together
- Provide training classes on bicycle skills and safety
- Bike buddies will receive commuter credits for every partner they accompany

LinkedIn will promote the program through marketing resources including regular newsletters, an online webpage, and e-blasts.

Bicycle Give Away Program

Employers can offer a free bicycle to those who are interested in biking to work. Participants who receive bicycles should plan to bike to work consistently. This is another great incentive for employees who are interested in biking to work but do not own a bicycle. To encourage commutes via bicycle, LinkedIn will offer loaner bicycles to employees who want to try to bike to work. The program will be managed by the Transportation Coordinator.

Expanded Carpool Matching

Carpool matching is a great way to connect drivers and passengers who are interested in carpooling. Currently LinkedIn provides ride matching services through vRide with an onsite coordinator one day per week actively engaging employees to help match rides. In the future LinkedIn plans to facilitate increased carpools and vanpools by providing matching services that are customized to the company through a multimodal transportation management platform. In addition to facilitating fixed shared rides, the transportation management platform will be designed to allow dynamic seat matching services in private vehicles and company sponsored vanpools. Because the expanded carpool matching is specific to LinkedIn employees this will help ease riders and drivers who are wary of riding with strangers. This method will increase the success of forming long term carpools and vanpools. The program will be managed by the Transportation Coordinator.

Car Sharing

Car sharing programs on-site will give employees who do not normally drive to work access to a vehicle. Employees, who commute to work by biking, taking transit, or participating in carpools, can utilize a car share vehicle located on-site for errands or meetings. This will help reduce concerns and inconveniences of not having a vehicle during the day. LinkedIn will

provide onsite car sharing services, such as ZipCar vehicles, to provide employee access to a vehicle during the workday. This will also continue to encourage individuals to use alternatives modes for commuting to and from the campus. LinkedIn provides free memberships to all employees and will provide at least 2 vehicles on-site that will be expanded based on demand.

On-Site Amenities and Services

Providing on-site amenities will reduce the number of trips employees will need to make throughout their day. This will lower the vehicular demand to and from the company site. Offering these amenities on campus will also promote biking and transit as bringing a vehicle to work will not be a necessity. LinkedIn provides an array of on-site amenities include snack and meal services to help reduce the number of trips made to and from the campus throughout the day and in particular, the number of trips made during the lunch period. LinkedIn also will also provide other services such as medical, dental, dry cleaning, and vehicle maintenance to accommodate employee errands and to help reduce the number of midday trips.

Other TDM Measures: Encouragement and Discouragement

BIKE TO WORK DAY AND BIKE EVENTS

A regional event to introduce bicycle commuting can get people to start bicycling more frequently. The event will encourage first timers to ride their bicycles to work. People who have never tried biking to work may find biking enjoyable and continue the behavior after the event. LinkedIn sponsors bicycle recharge stations on the national bike to work day and will be sponsoring monthly bike to work day events during the normal biking season.



BIKE RIDERS GUIDE

A guide with bicycle routes, lanes, and paths to the site and bicycle parking facilities on the site make it easier for people to bike and walk to work. People who normally drive to work do not know the most common or direct routes. The guide can help gain more bike ridership. LinkedIn's Bike Buddy Program and transportation coordination platform also provide employees with information about bike commuting to and from work.

PEDESTRIAN PROGRAM

Pedestrian programs encourage employees to walk to work and may include mapping walking routes, creating walking groups or buddies, and providing incentives. LinkedIn will provide pedestrian support in the form of amenities such as umbrellas, scooters, backpacks and flashlights. The program will be marketed as part of the company's comprehensive marketing strategy.

REAL-TIME INFORMATION

511, NextBus, Twitter, Transit Screen, etc. are all existing real-time platforms that many commuters are unaware of. Dedicated marketing to increase awareness of these platforms can make it much easier for people to use transit. LinkedIn currently works with Transit Screen to offer real-time arrival and departure displays for both public and private transit lines in the lobbies and at the transit stops on-site. Information about ZipCar and bike share availability are also posted.

EVENT TRANSPORTATION

LinkedIn will provide transportation for events to support reduced demand for parking for onsite events and reduce vehicle trips generated by offsite events.

Other TDM Measures: Prioritization

BICYCLE INFRASTRUCTURE IMPROVEMENTS

LinkedIn will work with the TMA and bike advocacy organizations to help identify the financing needed to implement bicycle improvements such as filling in gaps in the network, upgrading existing facilities to Class I or II, providing bicycle parking and installing way finding signage.

PASSENGER LOADING ZONES

There are a number of ways the Middlefield Campus will provide infrastructure for supported modes including providing pick up and drop off locations at strategic locations that provide more convenient access to/from the destinations onsite for prioritized modes. This improves transit, carpool and vanpool ridership; convenient passenger loading zones include areas near the main entries to buildings or other centralized locations that generate high pedestrian traffic; and providing sheltered seating in convenient locations to improve the passenger experience.

BUILDING WIRING

Telecommuting and working from home are effective options for limiting roadway vehicle demand. In order to make telecommuting more feasible and attractive, fiber optics will be provide for fast internet access. High performance internet access is critical for successful home operations.

PEDESTRIAN CONNECTIVITY AND ACCESS

The Middlefield Campus design provides extensive infrastructure for prioritized modes including pedestrian connectivity with attractive and safe connections between buildings which can encourage people to walk more. Walking paths will be provided prioritizing pedestrian desire lines between buildings as well as circuitous routes for leisure activities. On-site bike facilities are also provided for intra-campus circulation.

BUILDING ORIENTATION

Proper building orientation will encourage pedestrian travel. The Middlefield Campus orients building entries towards plazas, parks or adjacent roadways with pedestrian facilities which will create a more pedestrian friendly environment.

PARKING LOCATION AND CONFIGURATION

The Middlefield Campus will locate parking in two parking structures located on the perimeter of the core campus so that parking does not impede access to the campus by other modes. At points where parking access interfaces with pedestrian and bicycle modes, the facilities will prioritize pedestrians and cyclists and vehicles will yield to the non-drivers. For instance, when a garage access point crosses a sidewalk, the sidewalk will continue unimpeded and the garage access will traverse the sidewalk.

TRANSIT AMENITIES

Providing transit amenities will make it a more attractive form of transportation and as a result help increase ridership. Employers can work with the transit agencies to improve facilities at existing bus stops such as benches, shelters, lighting, and bicycle parking. The onsite transit stops may be outfitted with covered seating, real time arrival displays, Wi-Fi, solar powered charging, and bicycle racks.

ELECTRIC VEHICLE AMENITIES

LinkedIn designates 145 or 5% of parking spaces for electric vehicles. Electric vehicle charging facilities are also available to employees with preferential treatment for employees who ride share. Free charging is available for ride sharing electric vehicles while subsidized charging is available to other electric vehicles.

TABLE 1: TDM MEASURES

Category	TDM Measure	Implementing Party	Status
Bicycle Programs	Bike Sharing	Developer	Provided
	Bicycle Parking, Showers, and Lockers	Developer	Provided
	Biking Financial Incentives	Tenant / Transportation Coordinator	Optional
	Bike Buddy Program	TMA/Transportation Coordinator	Optional
	Bicycle Giveaway	Tenant / Transportation Coordinator	Optional
	Bike to Work Day	Tenant / Transportation Coordinator	Optional
	Bicycle Rider's Guide	Transportation Coordinator	Optional
	Bicycle Infrastructure Improvements	Building Manager	Optional
Building Design Elements	Priority Parking	Developer	Provided
	Electric Vehicle Amenities	Developer	Optional
	On-Site Bicycle Repair Facilities	Developer / Tenant	Provided
	On-Site Amenities and Services	Developer / Tenant	Optional
	Building Setbacks	Developer	N/A?
	Passenger Loading Zones	Developer	Optional
	Building Wiring	Developer	Optional
	Pedestrian Connectivity and Access	Developer	Provided
	Building Orientation	Developer	Optional
	Parking Location and Configuration	Developer	Provided
Financial	Pre-Tax Commuter Benefits	Tenant / Transportation Coordinator	Optional
Parking Programs	Parking Cash-Out	Tenant / Transportation Coordinator	Optional
	Parking Pricing	Tenant / Transportation Coordinator	Optional
Pedestrian Programs	Walking Program	Tenant / Transportation Coordinator	Optional
Ridesharing Programs	Rideshare Matching Services	Tenant / Transportation Coordinator	Provided
	Subsidized or Free Vanpools or Carpools	Tenant / Transportation Coordinator	Optional
	Expanded Carpool Matching	Tenant / Transportation Coordinator	Optional
	Car Sharing	Tenant / Transportation Coordinator	Optional
	Last-Mile Connections	Tenant / Transportation Coordinator	Optional
	On-Site Transportation Coordinator	Transportation Coordinator	Provided

Category	TDM Measure	Implementing Party	Status
TDM Coordinator	Membership in the Transportation Management Association	Transportation Coordinator	Provided
TDM Marketing	Guaranteed Ride Home Program	Transportation Coordinator	Provided
	Marketing and Information	Transportation Coordinator	Provided
	Employee Surveys	Transportation Coordinator	Provided
Telecommuting / Alternative Work Schedules	Telecommuting / Alternative Work Schedules	Tenant / Transportation Coordinator	Provided
Transit Programs	Shuttle Services	Tenant / Transportation Coordinator	Provided
	Subsidized Transit Passes (Go Pass)	Tenant / Transportation Coordinator	Provided
	Last-mile Transit Shuttles	Tenant / Transportation Coordinator	Provided
	Real Time Information	Developer / Transportation Coordinator	Optional
	Commuter Bus Services (Shuttle)	Tenant / Transportation Coordinator	Optional
	Event Transportation	Tenant / Transportation Coordinator	Optional



EVALUATION AND MONITORING

This TDM Plan is a living document that identifies employee priorities and effective TDM strategies. Below are the methods that will be used to help evaluate the effectiveness of the program on an annual basis.

CITY OF MOUNTAIN VIEW TDM POLICIES

The Mountain View 2030 General Plan (July 2012) includes policies to develop, adopt and monitor transportation demand management strategies for land development projects in the East Whisman change area. These policies include:

- Policy LUD 17.2: Transportation Demand Management strategies. Require developments to include and implement Transportation Demand Management (TDM) strategies.
- Policy MOB 10.2: Reduced travel demand. Promote effective TDM programs for existing and new development.

The underlying drive-alone commute trip reduction percent used in the City of Mountain View Draft 2030 General Plan and Greenhouse Gas Reduction Program (GGRP) Environmental Impact Report (June 2012) for the entire Whisman change area were:

- 2.5 percent reduction of daily drive-alone vehicle commute trips, and

- 8.9 percent reduction of peak hour drive-alone vehicle commute trips.

These reductions were relative to existing conditions established in the General Plan and GGRP Environmental Impact Report (EIR) (2008 as the baseline year).

Transportation Management Association

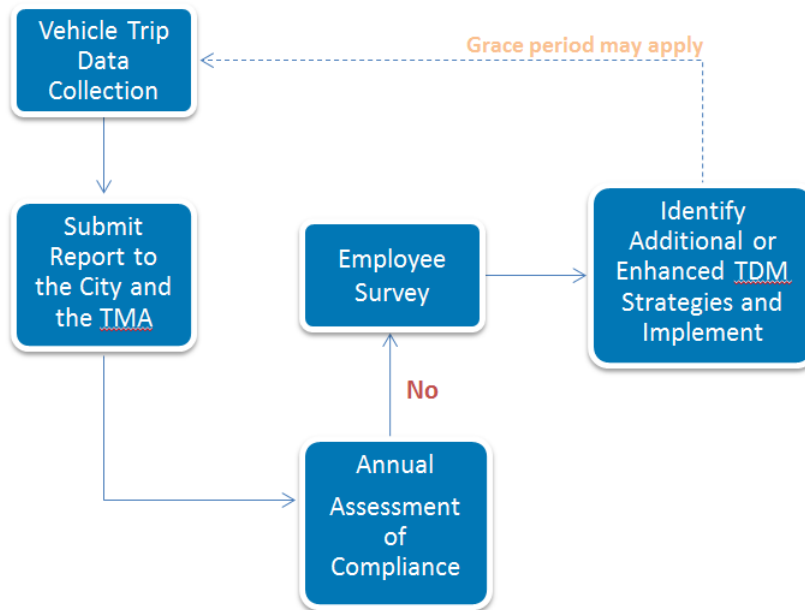
The Mountain View Transportation Management Association (TMA) was formalized with adoption of the NBPP. The TMA includes companies and property owners in the East Whisman and North Bayshore areas. The purpose of the TMA is to help its members reduce congestion and improve access to the area. Its responsibilities include creating and managing publicly accessible employee shuttle service, assisting members in satisfying TDM goals as well as developing transportation system and demand management solutions for its members. LinkedIn's participation in the TMA will ensure that TDM efforts meet employee needs and preferences. This includes participation in the annual mode share survey.

Project Site Trip Cap

The City of Mountain View has set a TDM trip reduction goal for office projects in the East Whisman planning area of 0.90 trips/1,000 square feet, which is a 22% reduction over the Institute of Transportation Engineers (ITE) Trip Generation Manual, 10th Edition, general office average trip rate based on the development size. As stated previously, LinkedIn's TDM Plan provides an extensive list of measures that are either already provided to employees or can be provided to achieve the goals set by the City of Mountain View.

The process for assessing LinkedIn's compliance with the City's trip reduction is illustrated in chart on the next page. The strategy is to use the TDM monitoring program as the feedback loop for determining the success of the program and, if needed, what additional TDM measures are needed. If LinkedIn does not meet the trip reduction targets defined by the City, the annual employee survey will be used to determine current participation levels and identify additional strategies to improve the TDM program's performance. LinkedIn will submit an annual report to the City and the TMA to document the monitoring process and results.

Details of each step are documented below.



MONITORING

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

1. Selecting a typical work week to conduct classified vehicle counts. The week will be consistent with prior year's data collection time frame. The selection of the week will take care to avoid unusual activities (e.g. a conference week or special events which attract an unusually high volume of traffic) or inclement weather.
2. The driveway counts will be:
 - a. Conducted on the Tuesday, Wednesday, and Thursday of the selected week
 - b. Classified by vehicle type
 - c. Collected for daily (24 hours) and morning peak period (7:00 AM to 10:00 AM)
3. Field observations will be conducted during the AM peak period 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 number of inbound and outbound trips occurring during the AM peak hour and 3-hour peak period from the vehicle counts entering the specified driveways. The AM peak hour and peak period vehicle counts will be an average over the three-day data collection period. If appropriate, the 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).

EVALUATION AND ENFORCEMENT

The daily and AM peak period trips will be compared to past surveys and the morning AM peak period trip cap will be compared to the project site volumes. If this trip cap is not met, the TDM Plan will be improved and refined to achieve the City's TDM goal. The TDM program improvements could be in the form of providing more of an existing services (employee shuttles) or adding new measures like parking cash out or subsidized transit passes.

Annual Report Submittal

A monitoring report, submitted annually to the City of Mountain View and the City of Mountain View per the *TDM Plan Guidelines*, will be developed by LinkedIn and an independent transportation firm. The report will include the following elements:

1. Results of the trip count data collection
2. Findings of whether the site is in compliance with the trip cap
3. A description of the current TDM programs and services

If the findings in the report show that the trip cap has not been met, LinkedIn will modify the TDM Plan to reduce vehicle trips in the morning peak period further.

TDM Effectiveness Survey

LinkedIn will conduct an annual employee mode survey. Conducting an annual employee survey provides insight into the success of various TDM measures and strategies. It will provide guidance on how to change unpopular strategies and expand upon successful ones.

EMPLOYEE SURVEY

Employee opinions and preferences are an important component to the evaluation of the TDM program. An effective TDM program responds to employee commute needs. In addition to gathering information on employee preferences, surveys can be used for mode choice data collection. Typically, people are more likely to respond to surveys coming from their employer. However, offering incentives to complete the survey, such as prizes and drawings, can bolster participation. LinkedIn conducts employee surveys annually to evaluate the performance of the TDM program.

Enforcement

The annual report will state whether the trip cap has been met or not. If the trip cap has not been met than the TDM Plan will be modified. If subsequent annual monitoring effort shows the trip cap is still not being met, the City may assess a financial penalty to be paid to the TMA. Since some TDM measures take longer to implement and become widely accepted, the City may consider whether the employer/property owner has made a good-faith effort to meet the TDM goals and may allow the employer/property owner a certain "grace period" time to implement additional TDM measures to meet their TDM goals.