



APPENDIX C

DRAFT MEMORANDUM

Date: February 17, 2016
To: Crescentia Brown, ESA
From: Sam Tabibnia and Patrick Gilster
Subject: **Oakland City Center Development (T12) – Transportation Demand Management Program**

OK15-0069

This memorandum summarizes the proposed Transportation Demand Management (TDM) program for the Oakland City Center Block T12 Project which would consist of about 588,000 square feet of office and 9,500 square feet of ground-level commercial space on a currently vacant site. The Project would also provide a two-level underground parking garage with 205 automobile spaces, 26 motorcycle spaces, and 61 bicycle spaces with a full-access driveway on Martin Luther King Jr. Way between 11th and 12th Streets.

CITY OF OAKLAND TDM PLAN REQUIREMENTS

Preparation of a TDM plan is a requirement of the City of Oakland's Standard Conditions of Approval (Department of Planning and Building, Bureau of Planning, Revised July 22, 2015). The City of Oakland's vehicle trip reduction requirement of 20 percent will be met for a project of this size using the estimated vehicle trip reductions from implementing the proposed strategies in this TDM Program. The Standard Conditions of Approval states the following:

SCA TRA-4 - Transportation and Parking Demand Management

a. Transportation and Parking Demand Management (TDM) Plan Required

Requirement: The project applicant shall submit a Transportation and Parking Demand Management (TDM) Plan for review and approval by the City.

- i. The goals of the TDM Plan shall be the following:*



- *Reduce vehicle traffic and parking demand generated by the project to the maximum extent practicable, consistent with the potential traffic and parking impacts of the project.*
 - *Achieve the following project vehicle trip reductions (VTR):*
 - *Projects generating 50-99 net new AM or PM peak hour vehicle trips: 10 percent VTR*
 - *Projects generating 100 or more net new AM or PM peak hour vehicle trips: 20 percent VTR*
 - *Increase pedestrian, bicycle, transit, and carpool/vanpool modes of travel. All four modes of travel shall be considered, as appropriate.*
 - *Enhance the City's transportation system, consistent with City policies and programs.*
- ii. *TDM strategies to consider include, but are not limited to, the following:*
- *Inclusion of additional long-term and short-term bicycle parking that meets the design standards set forth in chapter five of the Bicycle Master Plan and the Bicycle Parking Ordinance (chapter 17.117 of the Oakland Planning Code), and shower and locker facilities in commercial developments that exceed the requirement.*
 - *Construction of and/or access to bikeways per the Bicycle Master Plan; construction of priority bikeways, on-site signage and bike lane striping.*
 - *Installation of safety elements per the Pedestrian Master Plan (such as crosswalk striping, curb ramps, count down signals, bulb outs, etc.) to encourage convenient and safe crossing at arterials, in addition to safety elements required to address safety impacts of the project.*
 - *Installation of amenities such as lighting, street trees, and trash receptacles per the Pedestrian Master Plan and any applicable streetscape plan.*
 - *Construction and development of transit stops/shelters, pedestrian access, way finding signage, and lighting around transit stops per transit agency plans or negotiated improvements.*
 - *Direct on-site sales of transit passes purchased and sold at a bulk group rate (through programs such as AC Transit Easy Pass or a similar program through another transit agency).*
 - *Provision of a transit subsidy to employees or residents, determined by the project applicant and subject to review by the City, if employees or residents use transit or commute by other alternative modes.*
 - *Provision of an ongoing contribution to transit service to the area between the project and nearest mass transit station prioritized as follows: 1) Contribution to AC Transit bus service; 2) Contribution to an existing area shuttle service; and 3) Establishment of new shuttle service. The amount of contribution (for any of the*



above scenarios) would be based upon the cost of establishing new shuttle service (Scenario 3).

- *Guaranteed ride home program for employees, either through 511.org or through separate program.*
- *Pre-tax commuter benefits (commuter checks) for employees.*
- *Free designated parking spaces for on-site car-sharing program (such as City Car Share, Zip Car, etc.) and/or car-share membership for employees or tenants.*
- *On-site carpooling and/or vanpool program that includes preferential (discounted or free) parking for carpools and vanpools.*
- *Distribution of information concerning alternative transportation options.*
- *Parking spaces sold/leased separately for residential units. Charge employees for parking, or provide a cash incentive or transit pass alternative to a free parking space in commercial properties.*
- *Parking management strategies including attendant/valet parking and shared parking spaces.*
- *Requiring tenants to provide opportunities and the ability to work off-site.*
- *Allow employees or residents to adjust their work schedule in order to complete the basic work requirement of five eight-hour workdays by adjusting their schedule to reduce vehicle trips to the worksite (e.g., working four, ten-hour days; allowing employees to work from home two days per week).*
- *Provide or require tenants to provide employees with staggered work hours involving a shift in the set work hours of all employees at the workplace or flexible work hours involving individually determined work hours.*

The TDM Plan shall indicate the estimated VTR for each strategy, based on published research or guidelines where feasible. For TDM Plans containing ongoing operational VTR strategies, the Plan shall include an ongoing monitoring and enforcement program to ensure the Plan is implemented on an ongoing basis during project operation. If an annual compliance report is required, as explained below, the TDM Plan shall also specify the topics to be addressed in the annual report.

When Required: Prior to approval of construction-related permit

Initial Approval: Bureau of Planning

Monitoring/Inspection: N/A

b. TDM Implementation – Physical Improvements

Requirement: For VTR strategies involving physical improvements, the project applicant shall obtain the necessary permits/approvals from the City and install the improvements prior to the completion of the project.



When Required: Prior to building permit final

Initial Approval: Bureau of Building

Monitoring/Inspection: Bureau of Building

c. TDM Implementation – Operational Strategies

Requirement: For projects that generate 100 or more net new AM or PM peak hour vehicle trips and contain ongoing operational VTR strategies, the project applicant shall submit an annual compliance report for the first five years following completion of the project (or completion of each phase for phased projects) for review and approval by the City. The annual report shall document the status and effectiveness of the TDM program, including the actual VTR achieved by the project during operation. If deemed necessary, the City may elect to have a peer review consultant, paid for by the project applicant, review the annual report. If timely reports are not submitted and/or the annual reports indicate that the project applicant has failed to implement the TDM Plan, the project will be considered in violation of the Conditions of Approval and the City may initiate enforcement action as provided for in these Conditions of Approval. The project shall not be considered in violation of this Condition if the TDM Plan is implemented but the VTR goal is not achieved.

When Required: Ongoing

Initial Approval: Bureau of Planning

Monitoring/Inspection: Bureau of Planning

In response to this requirement, Fehr & Peers has prepared this TDM program for the Project. The Project is estimated to generate more than 100 new peak hour vehicle trips, thus the measures specified for such projects above are applicable.

PROJECT SETTING

The Project is located in Downtown Oakland, which is a high-density, transit-rich, pedestrian-friendly area with limited parking supply. As a result, the Project is estimated to generate fewer automobile trips and parking demand than typical suburban developments. The Transportation Impact Analysis (TIA) completed for the Project (dated January 11, 2016) adjusts the automobile trip generation and parking demand for the Project to account for these characteristics. According to the TIA, the Project is estimated to generate 2,880 daily, 450 AM peak hour, and 420 PM peak hour automobile trips. The parking demand for the Project is estimated to be 941 spaces.



TDM PROGRAM GOALS

SCA TRA-4 requires the TDM program to reduce automobile trips by 10 percent for projects generating between 50 and 99 net new peak hour trips and by 20 percent for projects generating 100 or more net new peak hour trips. Since the proposed Project is expected to generate over 100 AM and PM peak hour trips, the goal of this TDM Program is to:

- Reduce the vehicle trips by 20 percent.

Because of its location in an area rich with non-automotive transportation options and the limited on-site automobile parking supply, the Project is estimated to generate fewer auto trips and lower parking demand than comparable developments elsewhere. Implementation of an effective TDM program can further reduce usage of the automobile as a primary mode of travel for the developments' employees and visitors. In urban areas with high transit availability, robust TDM programs have been shown to reduce vehicle trips by as much as 80 percent and an average range of 20-50 percent¹.

In order to meet the City of Oakland's SCA TRA-4 requirement of obtaining a 20 percent vehicle trip reduction, the TDM program would need to accomplish the following:

- Reduce automobile trip generation 90 AM and 84 PM peak hour trips, which would result in the Project generating 360 AM and 336 PM peak hour trips.
- Reduce peak automobile parking demand by 188 spaces, which would reduce the peak parking demand to 753 spaces and reduce the parking deficit from 736 spaces to 548 spaces.

INFRASTRUCTURE IMPROVEMENTS

Several infrastructure improvements were previously recommended that would encourage bicycling, walking, and transit usage: These improvements, which are considered part of the TDM program include:

Recommendation TRA-2: While not required to address a CEQA impact, the following should be considered as part of the final design for the Project:

¹ CAPCOA, 2010. *Quantifying Greenhouse Gas Mitigation Measures*. Pages 58-60.



- Install directional curb ramps at the southwest, southeast, and the northwest corners of the 12th Street/Jefferson Street intersection, which would be the most heavily used intersection by pedestrians travelling to and from the Project. Considering that fire hydrants and/or signal poles are present at these locations, construction of bulbouts (curb extensions) may also be required.
- Explore the feasibility of installing directional curb ramps at the 12th Street/Martin Luther King Jr. Way, 11th Street/Martin Luther King Jr. Way, and 11th Street/Jefferson Street intersections. Prepare and submit a feasibility report, prepared by a qualified transportation consultant, for City review. If the City determines feasible, implement the improvement.
- Install pedestrian signal heads at the following locations:
 - All corners at the intersections of Martin Luther King Jr Way at 12th Street and 11th Street (eight at each location)
 - At all corners of the 12th Street/Jefferson Street intersection for pedestrians crossing the west and east approaches, and the westbound direction of the north and south approaches (six total)
- Use different paving material, texture, and/or paint for the segment of sidewalk crossing the garage driveways on Martin Luther King Jr. Way and loading driveway on 12th Street to alert both motorists and pedestrians. Ensure the passage zone on the sidewalk is level and at the same grade as the adjacent sidewalk.

Recommendation TRA-3: While not required to address a CEQA impact, the following should be considered as part of the final design for the Project:

- Explore the feasibility of providing a bus shelter and other amenities at the bus stop on 12th Street between Clay and Jefferson Street. Prepare and submit a feasibility report, prepared by a qualified transportation consultant, for City review. If the City determines feasible, implement the improvement.

Recommendation TRA-4: While not required to address a CEQA impact, the following should be considered as part of the final design for the Project:

- Relocate the long-term bicycle parking from the underground parking level to a more convenient location on the ground level, subject to City review and approval.



- Inclusion of additional long-term and short-term bicycle parking that meets the design standards set forth in chapter five of the Bicycle Master Plan and the Bicycle Parking Ordinance (chapter 17.117 of the Oakland Planning Code), and shower and locker facilities in commercial developments that exceed the requirement.

In addition, the Project would also provide adequate short-term and long-term bicycle parking that would meet City Code requirements. As part of the Bicycle Facility Monitoring component of the TDM Plan, building management would monitor the usage of the facilities and provide additional bicycle parking, as needed. Infrastructure improvements are identified as Mandatory Measures in Table 1 and are recommended to be included as conditions of approval for the project to be included as part of the final project design.

CITY CENTER PROJECT BLOCK T12 CONCEPTUAL TDM PLAN (2007)

This TDM Program expands the Block T12 Conceptual TDM Program (Mitigation Measure B.4) which was developed for the project site in 2007. **Appendix A** provides the 2007 Conceptual TDM Plan.

As part of the 2007 Conceptual Program, the Project Sponsor provided \$125,000 to AC Transit for transit infrastructure improvements in the Project vicinity. This payment is considered part of this TDM program.

MANDATORY TDM STRATEGIES

The T12 Building management (owner) shall implement the mandatory strategies described below. Some of these strategies shall be directly implemented by the building management and others shall be implemented by individual tenants. If the mandatory measures do not achieve the required VTR goals, additional voluntary measures are to be implemented, as described in the following section. **Table 2** lists these TDM strategies, identifies if the strategy is mandatory, and the responsible party for implementation. Table 2 also summarizes the effectiveness of the TDM strategies based on research compiled in Quantifying Greenhouse Gas Mitigation Measures (California Air Pollution Control Officers Association (CAPCOA), August 2010). This report is a resource for local agencies to quantify the benefit, in terms of reduced travel demand, of implementing various TDM strategies.



**TABLE 1
 MANDATORY TDM PROGRAM COMPONENTS**

TDM Strategy	Responsible Party	Estimated Trip Reduction¹
Mandatory Measures		
Provide Payment to AC Transit (Completed)	Building Management	NA ²
Infrastructure Improvements (Recommendations TRA-2 thru TRA-4)	Building Management	NA ²
Designate On-Site Car-Share Spaces	Building Management	1%
Coordinate to Provide Bike-Share Station	Building Management	NA ²
Parking Management	Building Management	5%
Alternative Work Schedule/Flexible Hours/Telecommuting	Project Tenants	<1%
Transit Fare Subsidy	Project Tenants	10% ³
Pre-tax Commuter Benefit	Project Tenants	NA ¹
Carpool and Ride-Matching Assistance	Building Management	2%
Preferential Parking for Carpoolers	Building Management	
Bicycle Facility Monitoring	Building Management	NA ²
Guaranteed Ride Home	Project Tenants	NA ²
TDM Coordinator	Building Management and Project Tenants	NA ²
TDM Marketing and Employee Education	Building Management and Project Tenants	2%
Total		20%

1. The focus of the CAPCOA document is reductions to VMT but the research used to generate the reductions also indicates vehicle trip reductions are applicable as well. For the purposes of this analysis the VT reduction is assumed to equal the VMT reduction. See the cited CAPCOA research for more information and related information on page 8 of the BAAQMD *Transportation Demand Management Tool User's Guide* (June 2012).

2. The effectiveness of this strategy cannot be quantified at this time. This does not necessarily imply that the strategy is ineffective. It only demonstrates that at the time of the CAPCOA report development, existing literature did not provide a robust methodology for calculating its effectiveness. In addition, many strategies are complementary to each other and isolating their specific effectiveness may not be feasible.

3. Assuming a subsidy of \$3.00 per employee per day.

Sources: Fehr & Peers, 2016.

- *Car-Share Spaces* – Designate at least two on-site parking spaces for Carsharing (such as City Car Share, Zip Car, etc.) for free. Monitor the usage of the carsharing spaces and adjust if necessary. As an additional strategy, encourage Project tenants to provide free/subsidized car-share membership to their employees.



- *Bike-Share Station* – Cooperate with City of Oakland and/or other regional agencies to allow installation of a potential bike-share station along the Project frontage.
- *Parking Management* – Building management shall charge for all parking spaces in the building unless noted in other strategies, remove the cost of parking from the lease agreements, and set the fee for monthly, daily, and/or hourly parking shall be same as or higher than other nearby garages.
- *Alternative Work Schedule/Flexible Hours/Telecommuting* – Encourage Project tenants to offer alternative work schedules, flexible hours, and or telecommuting, which can eliminate employee trips or shift them to non-peak periods.
- *Transit Fare Subsidy* – Encourage Project tenants to provide free or reduced cost transit in order to increase transit mode share. Options include:
 - Employers can offer a monthly commuter check (or alternatively Clipper Card, which is accepted by BART, AC Transit, and other major transit providers in the Bay Area) to employees to use public transit. Note that as of 2016, IRS allows up to \$255 per employee per month.
 - Employers can participate in AC Transit’s EasyPass program, which enables employers to purchase annual bus passes for their employees in bulk at a deep discount. The passes allow unlimited rides on all AC Transit buses for all employees. For more information, see www.actransit.org/rider-info/easypass.
- *Pre-tax Commuter Benefits* – Encourage Project tenants to enroll in WageWorks or other service to help with pre-tax commuter savings. This strategy allows employs to deduct monthly transit passes or other amount using pre-tax dollars. This can help to lower payroll taxes and allows employees to save on transit.
- *Carpool and Ride-Matching Assistance Program* – The building management shall offer personalized ride-matching assistance to pair employees interested in forming commute carpools. As an enhancement, building management may consider using specific services such as ZimRide, TwoGo by SAP, Enterprise RideShare, or 511.org RideShare.
- *Preferential Parking for Carpoolers* – The building management shall offer free or discounted preferential carpool parking for eligible commuters. To be eligible for carpool parking, the carpool shall consist of three or more people. The building management shall monitor and provide adequate carpool spaces to meet and exceed potential demand. Considering the limited parking supply at the site, all or some of the unoccupied parking spaces designated for carpool shall be available for general use after 10:00 AM.



- *Bicycle Facility Monitoring* – As previously described, the Project would meet the City's requirements for short-term and long-term bicycle parking. Building management shall monitor the usage of these facilities and provide additional bicycle parking if necessary.
- *Guaranteed Ride Home* – Encourage Project tenants to register for the Guaranteed Ride Home (GRH) program. Employees may be hesitant to commute by any other means, besides driving alone, since they lose the flexibility of leaving work in case of an emergency. GRH programs encourage alternative modes of transportation by offering free rides home in the case of an illness or crisis, if the employee is required to work unscheduled overtime, if a carpool or vanpool is unexpectedly unavailable, or if a bicycle problem arises. The Alameda County Transportation Commission offers a GRH service for all registered permanent employees who are employed within Alameda County, live within 100 miles of their worksite, and do not drive alone to work. The GRH program is offered at no cost to the employer, and employers are not required to register in order for their employees to enroll and use the program.
- *TDM Coordinator* – Each tenant shall designate a staff person as their TDM coordinator to coordinate, monitor and publicize TDM activities. Building management shall also designate a "Building TDM coordinator."
- *TDM Marketing and Employee Education*- Building management shall provide employees information about various transportation options in the Project area and the TDM strategies provided by the building. This information would also be posted at central location(s) and be provided to each building tenant. The information shall be updated as necessary. Marketing strategies can promote alternative trips by making commuters aware of the options and incentives of using non-automobile transportation. Implementing commute trip reduction strategies with a complementary marketing strategy can increase the overall effectiveness of the program.

ADDITIONAL TDM STRATEGIES

The Project should consider the implementation of some or all of the following additional strategies to limit automobile use and encourage non-automotive travel. If the TDM program does not meet the required goals, the implementation of some or all of these measures may become necessary.



**TABLE 2
 ADDITIONAL TDM PROGRAM COMPONENTS**

TDM Strategy	Responsible Party	Estimated Trip Reduction
<i>Additional TDM Strategies</i>		
Increased Transit Subsidy	Building Management	NA ¹
Increased Parking Fee	Building Management	NA ¹
Car-Share Membership	Project Tenants	NA ¹
Bike-Share Membership	Project Tenants	NA ¹
Personalized Trip Planning	Building Management	NA ¹

1. Estimated trip reductions will only be recalculated as part of a Corrective Action Plan, if required.
 Sources: Fehr & Peers, 2016.

- *Increased Transit Subsidy* – Encourage tenants to increase the transit subsidy provided to employees. Alternatively, the building management can include a specific number of transit passes with each lease agreement.
- *Increased Parking Fees* – Increase the cost of on-site parking to further discourage site employees from driving.
- *Car-Share Membership* – Encourage increased usage of car-share by encouraging tenants to fully or partially pay for their employees’ yearly membership fee and insurance associated with car-sharing.
- *Bike-Share Membership* – Encourage increased usage of bike-share by encouraging tenants to fully or partially pay for their employees’ yearly membership fee and insurance associated with bike-sharing.
- *Personalized Trip Planning* – In the form of in-person assistance or as a web tool, this provides employees with a customized menu of options for commuting. Trip planning reduces the barriers employees see to making a walk, bike, or transit trip to the site. Transit trip making tools, such as those available from Google or 511.org, could be promoted to inform employees of transit options to/from work. Providing a map of preferred walking routes to destinations within one mile of the site and a map of bicycling routes within five miles of the site would be a proactive strategy to encourage those employees to use alternatives to driving. Building management can make presentation to employers and their employees upon request or at set times.



MONITORING, EVALUATION AND ENFORCEMENT

Consistent with the requirements of the City's Standard Conditions of Approval, this TDM program requires regular periodic evaluation of the program to determine if the program goals in reducing automobile mode share are satisfied and to assess the effectiveness of the various strategies implemented. Site management shall prepare an annual TDM monitoring report consisting of the following:

- Annual vehicle trip counts and reports. 24-hour driveway counts shall be conducted by a third party over at least three days during a typical week (e.g., school is in-session, and dry weather)
- An annual employee mode share survey with 80% employee response rate. This employee transportation survey is meant to monitor the number of driving trips to and from the site and the parking demand generated by the site.
- Summary of TDM measures implemented by the building and the tenants and their effectiveness (e.g., bicycle parking occupancy, number of transit passes issued, etc.)

The monitoring report shall describe the TDM programs and services that are currently offered to employees/tenants and summarize the findings of the vehicle trip counts and mode share survey, noting if they are in compliance with the established vehicle trip cap.

As previously discussed, the goal of the TDM program is to reduce automobile mode share by 20 percent so that the Project would generate no more than the following:

- 360 total AM peak hour automobile trips
- 336 total PM peak hour automobile trips
- Peak parking demand of 753 parking spaces

Based on the results of the surveys, TDM programs shall be increased if these goals are not met. This program ensures the implementation of the mandatory TDM measures and related requirements through compliance with the Mitigation Monitoring and Reporting Program, as implemented through the Conditions of Approval adopted for the Project. If following the annual monitoring the TDM goals are not satisfied, additional measures shall be implemented until the goal is met. Following the surveys, site management shall prepare and submit an annual report documenting the results, comparison to the TDM program requirements and additional measures to be implemented, if any.



If in two successive years the Project's TDM goals are not satisfied, site management shall prepare and submit for City approval a Corrective Action Plan. The Corrective Action Plan shall detail the additional TDM measures to be implemented on site and their expected modal split reduction.

If, one year after the Corrective Action Plan is implemented, the required automobile mode trip reduction target is still not being achieved, or if site management fails to submit a report as described above, or if the reports do not meet City requirements outlined above, the City may, in addition to its other remedies, (a) assess the Project a financial penalty based on the observed reduction in the automobile mode share compared to the target; or (b) refer the matter to the City Planning Commission for scheduling of a compliance hearing to determine whether the Project's approvals should be revoked, altered or additional conditions of approval imposed.

The penalty as described in (a) above shall be determined by assigning a cost to the number of additional automobile trips to be reduced in order to meet the required goal. Assuming the cost per new alternative commuter is \$26/day and that there are 261 workdays per year, the annual cost per new alternative commuter is \$6,790. The Project shall therefore pay a penalty of \$6,790 per year for each trip that should have been using an alternative mode if the 20 percent reduction after completion of the Project had been achieved.

In determining whether a financial penalty or other remedy is appropriate, the City shall not impose a penalty if the Project has made a good faith effort to comply with the TDM program. The City would only have the ability to impose a monetary penalty after a reasonable cure period and in accordance with the enforcement process outlined in Planning Code Chapter 17.152. If a financial penalty is imposed, such penalty sums shall be used by the City solely toward the implementation of the TDM plan.

If in five successive years the Project is found to meet the stated TDM goal, additional surveys and monitoring shall be suspended until such a time as the City deems they are needed.

Please contact us with questions or comments.

Attachments:

City Center Project Block T12 - Conceptual TDM Program (2007)

City Center Project Block T12

Mitigation Measure B.4

Mitigation Measure B.4: Although a parking shortfall is not considered a significant impact under CEQA, implementation of the following measure would reduce the potential parking shortfall in the project vicinity. It is the policy of the City when a parking shortfall exists that alternative transportation methods be encouraged to fill the gap. This focus on reduction of parking demand rather than increase in parking supply is a cornerstone of the Oakland Transit First Policy. To meet the goals of the policy, project sponsor of the Block T12 phase of the proposed project, and as determined applicable by the City, subsequent phase of the proposed project, shall implement a Transportation Demand Management Plan (TDM) consistent with the conceptual TDM attached hereto as follows:

- As to those aspect of the conceptual TDM which require physical implementation in the building configuration or design elements, such aspects will be included in building construction plans approved by the City prior to issuance of the first building permit for project construction.
- Prior to the issuance of the final certificate of occupancy for the project, the project sponsor shall require building management to adopt a final TDM Plan focusing on the goals and criteria established in the conceptual TDM.

Conceptual TDM Program

Transit

Building Management shall appoint a member of the building staff to act as a transit coordinator to make information available to tenants about available transit service.

- Provide schedule books, maps and other information to interested employees.
- Sponsor on-site Commute Solutions Programs and invite transit service providers to participate.

Tenants shall be encouraged to further inform employees about transit options by:

- Including transit information in employee orientation packets.
- Posting transit information in popular gathering places, such as cafeterias, break rooms, etc.

Building Management shall encourage the tenants to consider transit subsidies, such as free transit passes and participation in the MTC - Commuter Check Program. Other incentive ideas include:

- Providing transit ticket books with coupons for rides, instead of a monthly pass
- Setting up a pre-tax payment system for employees
- Coupon ticket (free ride) giveaways to interested employees to try transit
- Providing a Guaranteed Ride Home (GRH) program for transit riders

Building Management shall identify and promote locations where transit passes are sold. If none exist in close proximity, to the extent within its control Building Management will encourage existing retail tenants (convenience stores, small groceries, etc.) in the immediate vicinity to provide transit pass services. Building Management shall encourage interested parties in establishing a Transit Store operation on-site or within the development area. If no Transit Store or other location, where transit passes are sold, is identified, Building Management shall make such passes available for sale through the on-site transit coordinator until such a location is available.

Ridesharing

Building Management shall encourage and promote the formation of carpools and vanpools with the following actions:

- Provide tenants with marketing and informational materials promoting ridesharing services and opportunities.
- Encourage tenants to register interested employees the with Metropolitan Transportation Commission's 511 Rideshare program or Bay Area RIDES.
- Provide preferential parking for interested registered carpool and vanpool vehicles on site.
- Provide reduced parking rates for interested registered carpool and vanpool vehicles on site or nearby.
- Encourage employers to consider ridesharing incentives/subsidies to carpools and vanpoolers.

- Establish car share service with interested vendors (Flexcar, Zip Carshare, etc) on site or nearby.

There are a number of local “Concierge Services” doing business in the downtown area. These services provide assistance with daily errands (dry cleaning and pharmacy drop-off and pick-up, post office, shopping, etc.). Building Management shall identify, promote and encourage building occupants use of outside concierge type services.

Bicycling

Building Management shall provide long-term and short-term on-site parking facilities for bicycle commuters.

Long-term bicycle parking serves people who frequently leave their bicycles at the same location for the day or overnight providing superior security and protection from the weather. Long-term bicycle parking includes the following:

- Bicycle lockers are enclosed storage units that each store one bicycle.
- Bicycle cages are secure rooms of bicycle racks where access is limited to authorized individuals.

Short-term bicycle parking serves people who leave their bicycles for relatively short periods of time, typically for shopping, recreation, eating, or errands. The parking is conveniently located at the destination to effectively serve these short trips.

Building Management shall provide information to tenants and employees regarding existing local bicycle routes and paths. Transit providers rules related to transporting bicycles shall be posted and available to bicyclists. Other community resources that may be available that helps bicycle commuters find the safest, quickest and easiest routes to work shall be identified and posted.

[Building Management shall provide shower and locker facilities to accommodate registered long term bicycle parking users.] [Details pending discussion]

Parking Management

Parking garages in the area primarily provide long-term commuter parking on a monthly and daily basis. Transient (short-term) parking is available even when all spaces are leased because individual monthly spaces are not parked every day. Typically there is a daily 15 to 20 percent absentee rate for a fully leased parking supply.

Building Management shall set parking rates and establish signage plans so as to avoid encouraging use by people not associated with the project, including by providing discounts for monthly/tenant parkers.

A valet operation can significantly increase (20-40 percent) garage capacity however this type of operation is most efficient when vehicles are parked long-term.

- In the event actual demand is appropriate, Building Management shall encourage incorporation of valet parking.
- Building Management shall provide preferential parking for interested registered carpool and vanpool vehicles on site.
- Building Management shall provide reduced parking rates for interested registered carpool and vanpool vehicles on site or nearby.
- Building Management shall provide parking for interested car share vendors (Flexcar, Zip Carshare, etc) on site or nearby.

Telecommuting

Building Management shall encourage tenant employers to consider instituting telecommuting options for some of their employees. Telecommuting can significantly reduce commute travel. For example, a twice-a-week telecommuter reduces commute trips by 40 percent. Established telecommuting programs reduced parking demand as well as office space needs and overhead costs.

Alternative Work Schedules

Building Management shall encourage tenant employers to consider instituting alternative work schedules (also called variable work hours). This type of program generally includes:

- **Flextime.** This means that employees are allowed some flexibility in their daily work schedules. For example, rather than all employees working 8:00 to 4:30, some might work 7:30 to 4:00, and others 9:00 to 5:30.
- **Compressed Workweek.** This means that employees work fewer but longer days, such as four 10-hour days each week (4/40), or 9-hour days with one day off every two weeks (9/80).
- **Staggered Shifts.** This means that shifts are staggered to reduce the number of employees arriving and leaving a worksite at one time. For example, some shifts may be 8:00 to 4:30, others 8:30 to 5:00, and others 9:00 to 5:30. This has a similar effect on traffic as flextime, but does not give individual employees as much control over their schedules.

These programs can reduce peak period congestion, and can make ridesharing and transit use more feasible. Compressed Work Weeks reduce total vehicle travel and it is among the most effective commute trip reduction strategies available.