

1400 El Camino Real

Transportation Demand Management (TDM) Action Plan



The Pollock Financial Group

March 10, 2016 (Rev 2)

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TRAFFIC PATTERNS



March 10, 2016 (Rev 2)

Jeff Pollock
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Subject: Transportation Demand Management (TDM) Action Plan
1400 El Camino Real - Menlo Park, CA

Dear Mr. Pollock,

Traffic Patterns has completed the attached TDM Action Plan for the subject project hotel located at 1400 El Camino Real. The TDM Action Plan provides a concise and practical description of TDM Measures that should be implemented by the project to comply with the City of Menlo Park – El Camino Real and Downtown Specific Plan goals for reduction of Single Occupant Vehicle (SOV) Trips generated within the Specific Plan Area.

The TDM Action Plan provides builds upon already great Active Travel Mode options available to the Menlo Park community through Caltrain, the city's bicycle network, and technology solutions that are quickly developing and being adopted to help make travel more convenient. Innovative TDM Measures included within the plan include:

- Caltrain GO Pass participation for Employees and Hotel Guests
- Pedal Assist Hotel Bicycle Share Program
- Parking and Trip Generation Technology
- Technology Apps for Hotel Travel Accommodations

Traffic Patterns is available to provide any clarification and enhance the TDM Action Plan. If you have any questions, please do not hesitate to contact Jaime Rodriguez at (408) 916-8141.





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Pollock Financial Group is proposing a 61-room boutique hotel at 1400 El Camino Real located on the northeast corner of El Camino Real & Glenwood Avenue-Valparaiso Avenue. The project is located within the City of Menlo Park – El Camino Real & Downtown Specific Plan limits. Development of this Transportation Demand Management (TDM) Action Plan is a project Conditions of Approval by the City per the requirements of the Specific Plan.

The goal of the TDM Action Plan is to identify and implement both incentives and infrastructure improvements into the project design and ultimate operation of the project that are geared at reducing the amount of Single Occupant Vehicle (SOV) trips generated by the project. In the case of the proposed hotel, TDM incentives can be aimed at both hotel guests and employees of the hotel. This TDM Action Plan will include the recommended strategies that can be implemented during the planning and operations phases of the project but it should be noted that a successful TDM Action Plan is a “Living Document” that should be maintained and updated regularly to take advantage of new strategies that may be appropriate for implementation by the project.

TDM measures should be not confused with Leadership in Energy and Environmental Design (LEED) measures, although there are measures that can support both programs. For example, the installation of Electric Vehicle Charging Stations on a project does not reduce SOV Trips so it would not be considered a TDM measure. The installation of electric vehicle charging stations though does support LEED Certification for the project. An example infrastructure feature that does support both a TDM Action Plan and LEED Certification includes the installation of dedicated Employee Shower and Locker Rooms as their availability provides an incentive for employees to choose Active Travel Mode commute alternatives to SOV trips such as Bicycling or Walking. This TDM Action Plan does not identify LEED Certification measures planned as part of the project.

This TDM Action Plan provides suggested Mandatory and Optional TDM Measures to help serve as a discussion tool between policy makers, city staff, and development team staff. The TDM Measures are identified by Active Travel Mode including: Automobile, Transit, Bicycle, Walking, and Technology Solutions. Traffic Patterns estimates that a total of 160 trip credit may be applied to the project based on the City of Menlo Park adopted City/County Association of Governments TDM Trip Credit Methodology.

Menlo Park El Camino Real & Downtown Specific Plan

The Menlo Park El Camino Real & Downtown Specific Plan encourages the development of TDM Action Plans as a condition of development within the Specific Plan Area for any new development. Although each project within the Specific Plan Area will develop its own TDM Action Plan, over time the collective impact of all projects taking proactive measures to reduce SOV Trips within the project area should be a significant mitigation to the greater Menlo Park Community and region. *Section F.10 – Transportation Demand Management* of the Specific Plan encourages both programmatic, infrastructure, and operating type TDM Measures and it encourages participation in the Caltrain GO Pass Program. The Caltrain GO Pass Program is an employer sponsored TDM Measure that provides qualifying employees a Pass that allows for unrestricted ridership on the Caltrain corridor.

The 1400 El Camino Real project is located within one-quarter mile of the Menlo Park Caltrain Station located on Merrill Street making Caltrain GO Pass participation one of the strongest TDM Measures that can be implemented, and Mandatory participation is discussed further within this report.

Grant Boulevard Multimodal Transportation Corridor Plan

The Grand Boulevard Multimodal Transportation Corridor Plan is a regional effort aimed at converting El Camino Real along the Peninsula of the San Francisco Bay Area to a more walkable and livable environment through the use of consistent Land Use Policies and Infrastructure Improvements. The operations & maintenance responsibilities of El Camino Real varies by agency, but for the most part, the corridor is operated by the California Department of Transportation – Caltrans.

The Menlo Park El Camino Real & Downtown Specific Plan support all of the Grand Boulevard Multimodal Corridor Plan goals by implementing complimentary Land Uses policies, such as the development of this TDM Action Plan. The proposed project also includes frontage improvements along El Camino Real that support the Grand Boulevard Corridor Plan implementation including new wider sidewalk facilities and the planting of future canopy generating trees and enhanced transit shelter facilities.

San Francisco Bay Area Regional Commuter Benefit – Senate Bill 1339

Adopted in 2012, Senate Bill (SB) 1339 the Regional Commuter Benefit Bill authorized the Metropolitan Transportation Commission (MTC) to require employers with 50 or more full-time employees to offer incentives to encourage a reduction of SOV trips. Employers have flexibility in how they can demonstrate compliance with use of one or more the following options:

- The option to pay for employee transit, vanpooling, or bicycling expenses with pre-tax dollars, up to the federal limits of \$245 per month
- Offering of a transit or vanpool subsidy of at least \$75 per month per employee
- Providing a free shuttle or vanpool operated by the employer
- Providing an alternative program that provides similar benefits in reducing SOV trips

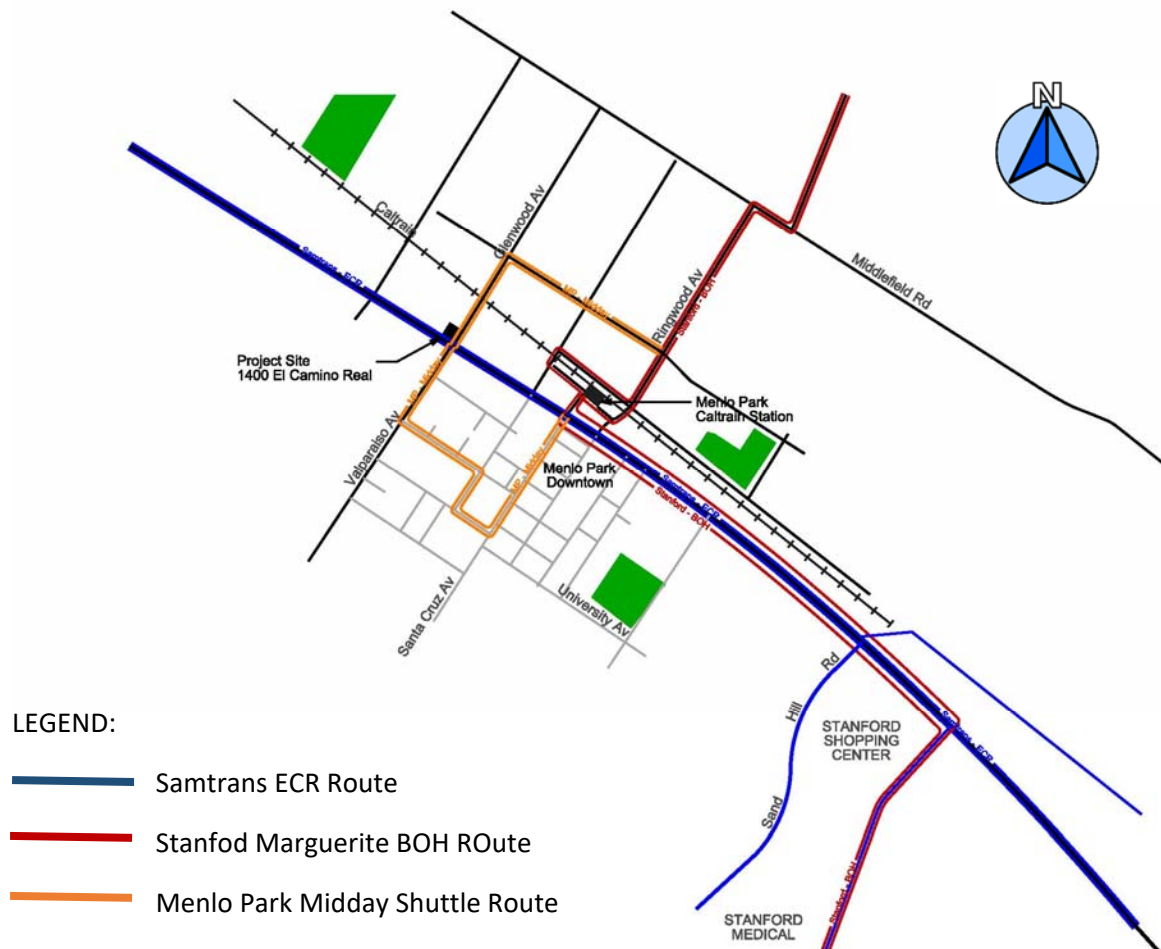
The proposed project will be compliant with Senate Bill 1339 through the initiatives outlined in this TDM Action Plan.

The proposed hotel project at 1400 El Camino Real is ideally situated amongst existing transit services allowing for the use of TDM Measures that incentive employees to choose Transit as their preferred commute choice. Figure 2 below highlights the project location in relation to existing transit services.

The Caltrain commuter rail service is the most attractive Transit mode choice available to both employees and future hotel users. Bus service is available but not as robust, including the San Mateo Transit Agency – SamTrans ECR Route, City of Menlo Park Midday Shuttle, and the Stanford Marguerite Shuttle Bohannon (BOH) route.

The City of Menlo Park Midday Shuttle is a free community services that operates on weekdays with service on Glenwood Avenue immediately in front of the project site which would be an attractive alternative to hotel guests seeking travel options to the adjacent Downtown Menlo Park, Stanford Shopping Center, or Downtown Palo Alto areas. The Stanford Marguerite BOH Route is available near the Menlo Park Caltrain station and provides a route between the City of Menlo Park and the Stanford University campus.

Project Map with Transit Links



Mandatory TDM Measure 1 – Caltrain Go Pass Participation**TDM Target:** ☒ **Employees** ☒ **Hotel Guests**

The Menlo Park – El Camino Real and Downtown Specific Plan encourages new and existing qualifying employers to participating in the Caltrain GO Pass Program, an employer sponsored TDM Measure that provides qualifying employees a “Pass” that allows for unrestricted ridership on the Caltrain corridor. The “Pass” is typically a Caltrain-issued sticker that is affixed to the backside of the employer-issued identification badge. Caltrain requires that images of the employer’s identification badge be registered with Caltrain.



The proposed project at 1400 El Camino Real is located less than a quarter-mile from the Menlo Park Caltrain Station on Merrill Street making Caltrain ridership an ideal travel mode for both employees and future hotel guests whom are looking for travel choices to Silicon Valley destinations such as AT&T Park for San Francisco Giants games or Oracle Arena for events.

The Caltrain Go Pass Program is open to Participants of any size and is good for travel on Caltrain between all Zones, seven days per week. The cost to participate in the program varies depending on the number of eligible users including employees working more than 20 hours per week and residential complex users. Hotel guests during their stay qualify as residential complex users are eligible for Caltrain GO Pass use during their stay. Caltrain GO Pass participation is either \$190 per eligible user or \$15,960, whichever is greater. Participation at the \$15,960 rate allows for 84 user (\$15,960/\$190) which should be enough for all future hotel employees and allow for use of Hotel-issued resident passes on an as-needed basis.

In the event that the Caltrain GO Pass program is modified, or eliminated in the future, the minimum amount of funding that the proposed project should be required to allocate towards alternative transit-based TDM measures should be \$15,960, the anticipate Caltrain GO Pass participation rate for the project.



Mandatory TDM Measure 2 – Employee Transit Subsidy, \$245/Month

TDM Target: ☒ Employees ☐ Hotel Guests

The SamTrans ECR Route is the only bus route that operates immediately adjacent to the project site. The Samtrans ECR Route operates between Daly City BART and Palo Alto Transit Center and includes an existing stop located immediately in front of the project site that will be maintained following project implementation.

Given the limited bus route service it is recommended that the project offer up to \$245/month, the current federal pretax benefit, in Employee Transit Subsidy to help cover the cost of monthly bus passes, parking, or other transit-based employee expenses. This benefit would be on top of the Mandatory Caltrain GO Pass Program.

Employee Transit Subsidies are typically managed by the employer's Human Resources or Finance Department and typically include the use of a 3rd party operators whom validates expenditures through the use of the employee's personal Clipper Card. Expenditures are paid in advance by the employee and qualifying expenditure reimbursed on a monthly basis.



Option Future TDM Measure 3 – Samtrans Way2Go Program

TDM Target: ☒ Employees ☐ Hotel Guests

SamTrans, whom operates public transit services within San Mateo County does offer a Caltrain GO Pass equivalent program called the Way2Go Program, which offers annual unlimited-ride passes to eligible employees or residents but participation is not recommended at this time due to the limited number of SamTrans routes that service the site.



The cost of the Way2Go Program is similar to the Caltrain Go Pass Program, costing either \$125 per eligible employee/resident or \$12,500, whichever is greater.

Traffic Patterns recommends that the project monitor its bus transit reimbursements for a minimum of two years after implementation to determine if participation in the SamTrans Way2Go Program is more financially feasible compared to reimbursement of individual qualifying employee expenditures.

The City of Menlo Park is a Silver Bicycle Friendly Community as ranked by the League of American Bicyclists. The City offers residents and visitors an extensive network of bicycle facilities including Class II Bike Lanes immediately adjacent to the project site along its Glenwood Avenue frontage. The project also proposes a widening of Glenwood Avenue to accommodate a Best Practice bicycle lane facility to the left of right turn traffic to improve bicycle safety for the community. The following TDM Measures are proposed for the project to help take advantage and promote use of the city's bicycle network.



Mandatory TDM Measure 4 – Pedal Assist Bicycle Share Program

TDM Target: ☒ **Employees** ☒ **Hotel Guests**

To help encourage the use of bicycling as a preferred travel mode choice for hotel guests and employees, Traffic Patterns recommends that implementation of a Pedal Assist Bicycle Share Program for the project. Bike Share programs are available under many different shapes and sizes. A Regional Bay Area Bike Share Program for example is sponsored by the Metropolitan Transportation Commission and includes Bike Share Stations through the San Francisco Bay Area; no stations are currently provided within the City of Menlo Park City Limits. Regional Bike Share Program users can procure daily, 3-day, or annual memberships to use a bicycle on a 30-minute time-limit allocation before additional fees are incurred. Many Bay Area employers such as Facebook in Menlo Park and Google in Mountain View offer their own employee bicycle share programs where employees may use bicycles to travel between campus buildings or to any destination of interest to the employee.

Given the location of the proposed project hotel and its proximity to many local and regional destinations that promote bicycle use as a preferred travel mode, such as Stanford University, Traffic Patterns recommends the implementation of a Bicycle Share Program for hotel guests and employees that takes advantage of new Pedal Assist or e-Bike technologies. Although the Menlo Park community already offers a low-stress bicycle environment with relatively flat traffic claimed streets and close-proximity amenities Pedal Assist or e-Bike technologies will help to further reduce the level of energy that users will be required to exert to quickly ride between destinations.

The Bay Area Regional Bike Share program does not currently offer Pedal Assist or e-Bike solutions and the 30-minute time limits to users without additional fees makes that program infeasible for implementation for the type of proposed high-end boutique hotel clientele.

Traffic Patterns recommends a new and potential model bike share program for the San Francisco Bay Area in which hotel guests and employees can check out at no cost bicyclists, managed by the hotel concierge with helmets and locking mechanisms.

The Copenhagen Wheel by SuperPedestrian for example transforms any bicycle into a smart electric, hybrid bicycle that allow the user to achieve 3x to 10x the pedaling power.

The bicycles can be conveniently integrated into the projects architecture by storing the bicycles using Bikearc Racks to both highlight their availability to hotel guests. Bikearc is a local company based in Palo Alto, CA that design seek to combine function and beauty to bicycle parking facilities.

In combination with the Caltrain Go Pass Program, hotel guests for example could check out a hotel bike share bicycle and take it to San Francisco for a leisurely day of travel, to the Stanford University campus for scenic tour, or to Downtown Menlo Park for dining.

Complete details on the Hotel Pedal Assist Bicycle Share program will be provided prior to Building Occupancy to allow for the best technology solution to be identified.



Mandatory TDM Measure 5 – Expanded Site Bicycle Parking

TDM Target: ☒ Employees ☐ Hotel Guests

The 1400 El Camino Real project currently proposes the installation of 2 bike racks providing 4 bicycle parking spots for employee parking use. The bicycle racks will be located in the project parking garage which is available only to hotel employees and Parking Valet Attendants ensuring security to employees and eliminating the need for bike cages.



Traffic Patterns recommends the use of colored pavement to highlight the bike rack facilities within the garage along with at least one bicycle service station to allow bicyclists to change tires or add air to tires as needed. The bicycle service station will also allow the hotel to provide basic service to its Pedal Assist Bicycle Share fleet.

TDM Measures that support Pedestrian travel modes can be difficult to quantify in that implement given that pedestrian focused improvements outside of the project site typically reside within the public right-of-way space outside of the area of influence of a specific project. For the proposed hotel project at 1400 El Camino Real, the most effective pedestrian-focused TDM measures may be in the form of Educating and Encourage employees and hotel guests regarding the close proximity of the many amenities offered within the Menlo Park community.

Mandatory TDM Measure 6 – Pedestrian Wayfinding Maps

TDM Target: ☒ Employees ☒ Hotel Guests

Traffic Patterns recommends that the project develop marketing materials that can be included in Hotel reservation confirmations and open public space with maps that promote the City of Menlo Park and adjacent community's amenities. The maps can highlight walking and bicycle travel times to facilities such as the Menlo Park Caltrain Station, public parks, Downtown Menlo Park, Downtown Palo Alto, and Stanford University.

Typically when people are given a choice and provided information regarding travel modes, they may identify foot power as the most convenient and healthy choice for trips less than one mile. The location of the proposed boutique hotel at 1400 El Camino Real provides an opportunity to use foot power to serve as a final link between facilities.

The maps and education materials can be a partnership opportunity between the hotel and the local chamber of commerce to promote destination areas of interest for the community. The maps can also serve as an marketing piece of the hotel on its website to promote its ideal location within the Heart of Silicon Valley to areas of global interest.



Sample Site Map by Jill McCoy Design

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TDM Measures – Facility Improvements

TDM Action Plan – 1400 El Camino Real – Menlo Park, CA

Facility improvements offered within a project can help to support TDM Measures just as much as the incentives themselves. The proposed project for example will be offering a fantastic array of incentives for employees and residents to take advantage from including Caltrain GO Passes to encourage Transit use and bicycle facilities.

Shower and Clothes Lockers for Employees

For employees, Traffic Patterns recommends that dedicated Shower and Locker Facilities be provided so that employees whom do bike or walk longer distances to work have a dedicated place and storage facility to assist in changing from commuter wear into work attire, and vice versa. Dedicated employee shower and locker facilities are also support LEED Certification.

Mandatory TDM Measure 7 – Shower and Clothes Lockers

TDM Target: ☒ Employees ☐ Hotel Guests

Per LEED standards, shower and changing facilities should be located in the building where LEED Certification is being measured, or within 200 yards of a building entrance. This standard should be applied to the project to support the Transit, Bicycle, and Pedestrian TDM Measures recommended within this TDM Action Plan.

Employee Transportation and Commuter Kiosk Station

Ensuring that employees and hotel guests have easy access to information that may help to inform travel choices is an extremely effective, and low-cost way to reduce SOV Trips. An employee transportation and commuter kiosk station can include current transit route schedule information along with links to regional rideshare or carpool programs. The kiosks can be as simple or as elaborate as desired by the hotel management but being simple and easy to find is the most important measure of effectiveness.

For hotel guests, transportation information and travel options can be provided during hotel registration as web link online and made available at hotel concierge desks or business areas for self-service.

Traffic Patterns also recommends promoting regional commuter information from 511.org at the kiosk.



Although TDM Action Plans are geared at reducing the demand for parking at a site, management of parking supply is one of the most effective ways to measure success of a program. The proposed boutique hotel at 1400 El Camino Real is unusual from most projects in that the below grade parking garage for the project is proposed to be managed full-time for Parking Valet Attendants. Employees though just need to get to work as quickly as possible when they must travel by vehicle so having space dedicated within the garage for employee use will allow them to bypass the Parking Valet Zone that will be used by hotel guests.

Employees should be easily identifiable through the use easy to identify hang tags or vehicle identification tags. To encourage carpooling, use of the Hotel Valet Program should be reserved only for employee carpools. In a typical project where LEED Certification standards are being applied, 3% of the total parking supply can be reserved for Carpool and Vanpool parking but given the unique valet operation and use of mechanical lift systems for this project, this strategy may not be as effective as use of the Parking Valet program.

Mandatory TDM Measure 8 – Valet Parking Priority for Carpools and Vanpools

TDM Target: ☒ Employees ☐ Hotel Guests

Although not applicable as a TDM Measure for Parking on this project due to its unique Parking Valet program, it should be noted for reference by future projects in the Menlo Park – El Camino Real and Downtown Specific Plan area that effective TDM measures for Parking can include strategies such as:

- **Car Share Priority Parking**
Programs with Car Share operates such as City Share or ZipCar can allocate space on a site for the subject or adjacent projects to provide vehicles for emergency trips
- **Motor Cycle Parking**
Including easy to access parking for motorcycles, scooters, and e-Bicycles can make it easy for employees that choose these travel modes to quickly park for work. These travel modes are also less impactful to the environment offering serving as more fuel efficient alternatives to SOV's.
- **Priority Parking for Carpools and Vanpools**
Offering priority parking next to building entry points for employees that choose to carpool or vanpool to work is a great way to reducing the number of SOV Trips generated at a site.

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TDM Measures – Parking and Trip Management

TDM Action Plan – 1400 El Camino Real – Menlo Park, CA

The ultimate goal of this and any TDM Action Plan is to reduce SOV Trips and trips general to a project site by making available and providing incentives to choose an alternative travel mode choice. To help measure the effectiveness of this TDM Action Plan and to help the City track the number of trips in total for the Specific Plan area, Traffic Patterns recommends the installation of Parking Occupancy and Trip Generation Tracking Tools on the site.

Parking Occupancy Sensors in parking spaces track the presence of vehicles in marked parking spaces to track occupancy. When used in combination with counters, the two data sets can provide a real-time measure of Parking and Trip Generation of a site.

Technology solutions for these types of applications are still developing, but are being advanced most recently through the Connected City and Internet of Things (Iot) market places. Bay Area cities are now deploying solutions such as Landscape Computing by VIMOC Technologies to track real-time parking occupancy management in public parking space areas, usually in high-use downtown parking areas. VIMOC Technologies Landscape Computing solutions are currently in use in Downtown Palo Alto, Los Gatos, Redwood City, and on the Stanford University Campus. This technology can be easily applied to the proposed project to provide a real-time snapshot of parking and trip demand that the city can use to track the effectiveness of this suggested TDM Action Plan.

Mandatory TDM Measure 9 – Parking & Trip Generation Technology

TDM Target: ☒ Employees ☒ Hotel Guests

Traffic Patterns recommends that a Parking & Trip Generation Technology be included within the project and a User Interface (UI) account for the City Transportation staff to be able to periodically check in on the project. As technologies for use in the proposed mechanical lift systems of the project are still being designed, Traffic Patterns recommends that the final solution be identified prior to Building Occupancy to for the best technology solution to be researched and implemented by the project.

The information collected through the system will allow for an improved transparency for the project.



Sample TDM Utility Infrastructure – Los Gatos, CA

The following TDM Measures are considered programmed and take advantage of a growing technology marking built around app-based transportation solutions.

TDM Coordinators/Commuter Assistance

Typically a Human Resources or Facility Manager function, Traffic Patterns recommends instead having a dedicated or accessible person on staff to help develop personalized Active Travel Plans for employees can be useful in constantly encouraging and reminding employees to choose an alternative to a SOV Trip. TDM Coordinator assistance can be provided by appointment or as part of a new hire orientation process where the coordinator provides a personalized travel tool kit personalized to each new employee. Going through the travel tool kit and ensuring that the employee understands the amazing incentives being offered to them as part of their employment benefits to the project site will go a long way in encouraging an alternative to a SOV Trip.

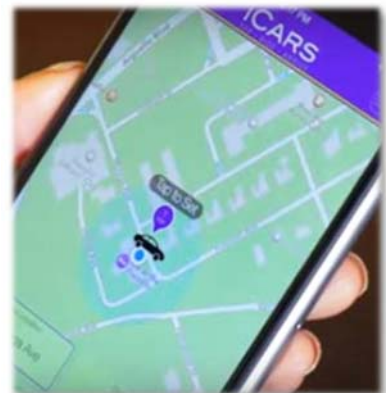
Mandatory TDM Measure 9 – On Demand TDM Coordinator

TDM Target: ☒ **Employees** ☐ **Hotel Guests**

The TDM Coordinator information should be provided in a follow-up TDM Action Plan report immediately prior to final occupancy permits for the project to ensure that a resource will be made available for future building employees. The On Demand TDM Coordinator will be contacted primarily by the Human Resource staff of the building to coordinate with new hires during employee orientations and be responsible for developing the travel tool kits for each employee that also highlight regional resources such as 511.org, can help to setup a Clipper Card and reimbursement program, and serve as a resource that tracks and introduces new technology alternatives for the project.

Hotel Guest Travel Accommodations

For hotel guests, simple solutions such as offering a hotel coordinated travel arrangements from local airports will eliminate the need for car rentals which are typically SOV Trips. Within the SF Bay Area, companies such as Bauer Intelligent Transportation and Black Tie Transportation offer boutique hotel transportation services that can be billed directly to hotel rooms via 3rd party applications such as **iCARS**. The partner transportation operators can make available vehicle transportation of any size or scope to fit individual or group demands. To the hotel guest the service is seamless making it appear as a hotel service.



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Programmatic and Technology TDM Measures

TDM Action Plan – 1400 El Camino Real – Menlo Park, CA

Services such as iCARS take advantage of cloud-based applications to coordinate transportation activities and allow the hotel to option of billing the services directly to the traveler’s hotel rooms or directly to the guest. The use of such a system for the proposed boutique hotel would ensure a reduction in the amount of car rentals used by guests at the site.

iCARS can continue to be used for daily short trips to supplement traditional taxi services. Within the technology area of communities such as Menlo Park, many hotel guests already rely on new tech services such as Uber, Uber Black, or Lyft, services that are coordinated directly by hotel guests. These types of last-mile alternative solutions can also be coordinated by hotel guest directly using easily accessible mobile device applications.



Traffic Patterns recommends that as part of a TDM Supplement Report prior to the issuance of building occupancy be provided that identifies all technology service providers that will be used by the hotel to help coordinate trips for guests. Such a service will also provide hotel employees a Guaranteed Ride Home option when required to work late beyond the use of transit services.

Mandatory TDM Measure 10 – Technology Apps for Travel Accommodations

TDM Target: ☒ Employees ☒ Hotel Guests

This TDM Action Plan includes a variety of TDM Measures that will assist the proposed boutique hotel project at 1400 El Camino Real reduce its SOV Trip count through both traditional and innovative strategies. The proposed TDM Measures are listed below although a supplemental TDM Report is suggested just prior to building occupancy to help document for the City those technology solutions that will be implemented, but are still too early to identify during the planning phase of the project.

TDM Measure	TDM Measure Description	TDM Target	
		Employees	Hotel Guests
1	Caltrain GO Pass Program Provide a Caltrain GO Pass to all building employees and On Demand for Guest Use.	✓	✓
2	Employee Transit Subsidy Provide up to \$245 in monthly subsidies reimbursed through ClipperCard program.	✓	
3	SamTrans Way2Go Program (OPTIONAL) TDM Measure to provide annual bus passes to employees.	✓	
4	Pedal Assist Bicycle Share Program To provide Free use e-Bicycles to hotel guests for local and regional travel. Bikes can also be made available to employees for local travel	✓	✓
5	Expanded Site Bicycle Parking To encourage bicycling by employees and offering secured parking with service station	✓	
6	Pedestrian Wayfinding Maps To encourage hotel guests to travel by foot power and for use as part of employee orientations to identify Active Travel Modes	✓	✓
7	Showers & Clothes Lockers To accommodate employees and encourage use of Bicycle or Walking travel modes.	✓	
8	Parking & Trip Generation Technology To allow real-time Parking Occupancy and Trip Counts for Future Reporting.	✓	✓
9	On Demand TDM Coordinator To develop Personalized Travel Plan Tool Kits for employees and to educate employees on	✓	
10	Technology Applications To Coordinate Travel Arrangements for Hotel Guests and Allow Direct Room Billing, such as iCARS. This program can also serve as a guaranteed ride home program for hotel employees that may need to work late for special events after public transit options are no longer available.	✓	✓

