



HEXAGON TRANSPORTATION CONSULTANTS, INC.

180 East 3rd Avenue

Transportation Demand Management Plan

Prepared for:

City of San Mateo

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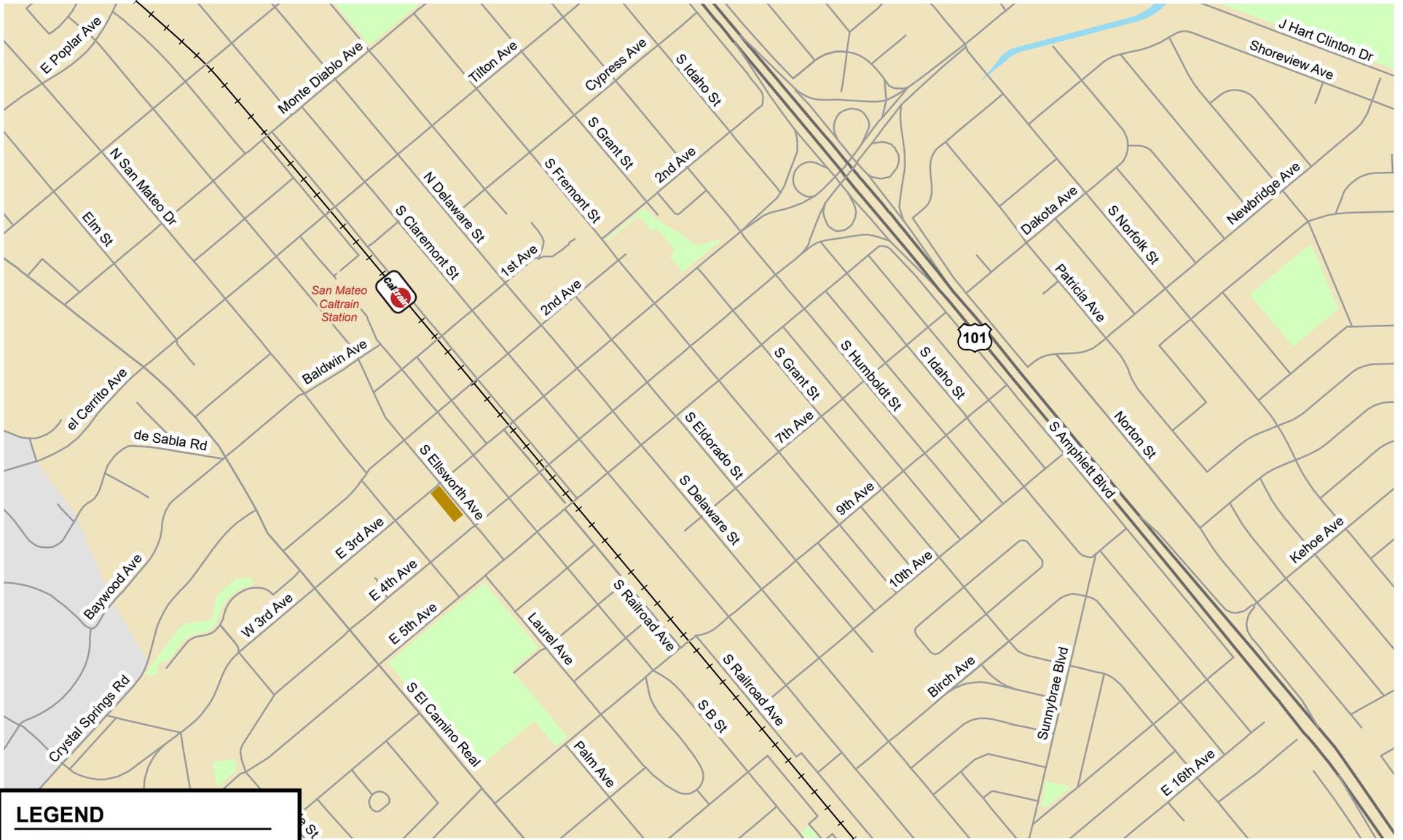
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1. Introduction

Transportation Demand Management (TDM) is a combination of services, incentives, facilities, and actions that reduce single-occupant vehicle (SOV) trips to help relieve traffic congestion, parking demand, and air pollution problems. The purpose of TDM is to promote more efficient utilization of existing transportation facilities, and to ensure that new developments are designed to maximize the potential for sustainable transportation usage. This Plan has been prepared for the proposed mixed-use development at 180 E. 3rd Avenue in San Mateo, California, in order to propose effective and appropriate TDM measures, based on the project's size, location, and land use. The project location falls within the boundary of the Downtown Specific Planning Area and is therefore required to prepare and implement a Transportation Demand Management (TDM) Plan. The purpose of this TDM Plan is to propose trip reduction strategies with the goal of reducing overall vehicular trip making activity in the area. This document identifies the baseline vehicular trip generation of the proposed project and documents appropriate trip reduction strategies.

Project Description

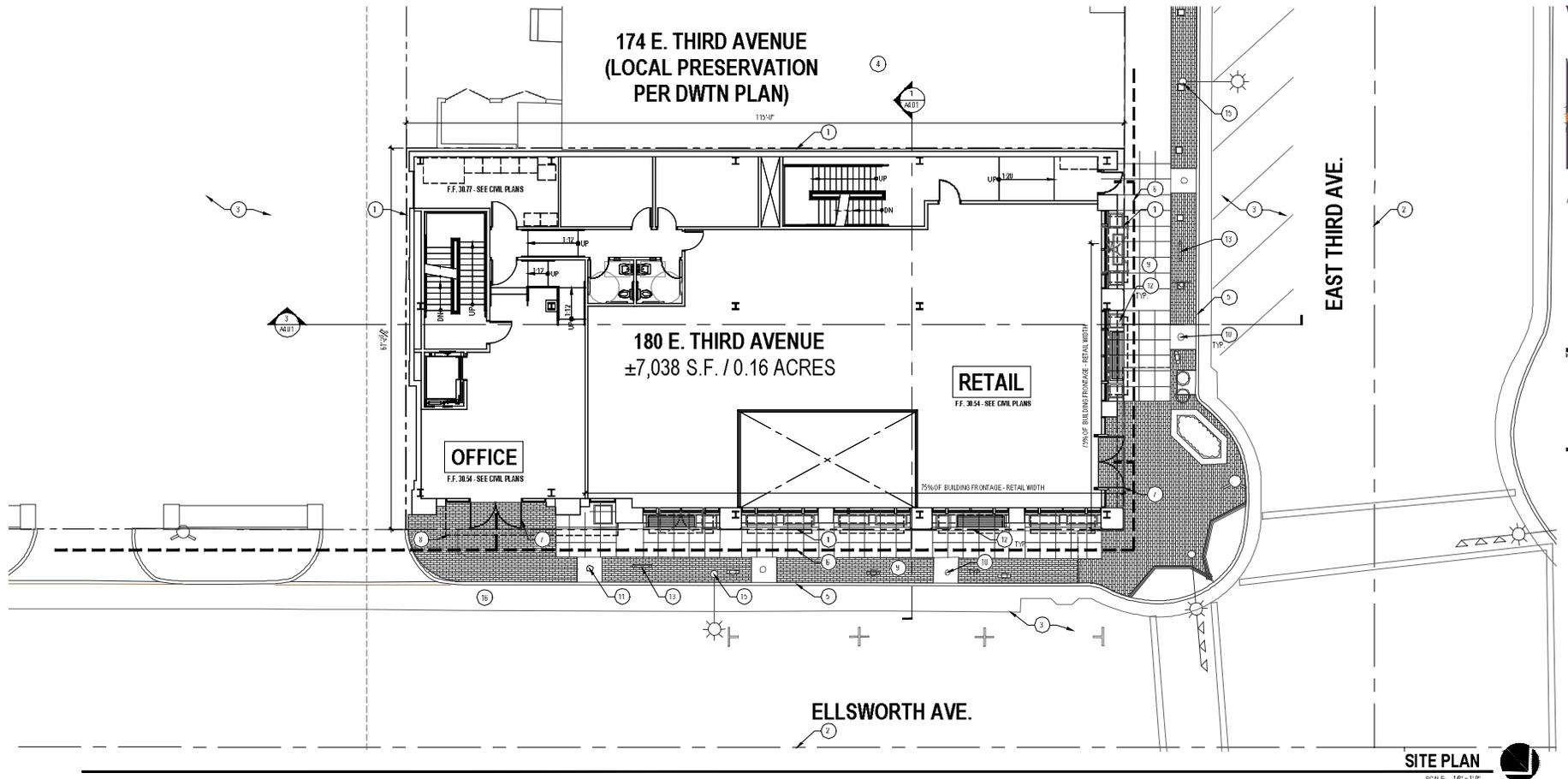
The proposed mixed-use development project at 180 E.3rd Avenue is located at the southwest corner of S. Ellsworth Avenue and 3rd Avenue in San Mateo, California (see Figure 1). The project site was previously occupied by an 11,289 square foot (s.f.) retail store and 1,550 s.f. of office space. The proposed project would remove the retail store and build a new three-story building including 19,608 s.f. of office space and 3,380 s.f. of ground-floor retail space (see Figure 2). The project proposes no parking on-site and will request to pay the in-lieu fees. As a result, employees and guests will be encouraged to use other transportation modes, such as public transit and bicycling. If employees and guests choose to drive, they may park in any public garage, lot, or on-street space. It is assumed most employees and guests would park in the Central Parking Garage due to its proximity just south of the project site.



LEGEND

 = Site Location

Figure 1
Site Location



FLOOR AREA CALCULATION (F.A.R.)	PARKING ANALYSIS	PROJECT DATA	KEYNOTES
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Figure 2
Site Plan

Background & Applicable Policies

The Circulation Element of the *City of San Mateo 2030 General Plan* establishes a goal to maintain a transportation system that accommodates future growth while maintaining acceptable levels of service (Goal CIR-2). To achieve this goal, policies in the *City of San Mateo 2009 Downtown Area Plan* were created as guidelines for projects within the Downtown area. Excerpts of the policies that affect the proposed mixed-use development project are as follows:

Policy VIII-2: Transportation Demand Management (TDM). Require participation in TDM measures, such as car/van pooling, car sharing, staggered work hours and transit use, as a condition of approval for projects anticipated to generate significant parking and traffic impacts.

Policy VIII-3: Downtown Transportation Management Agency (TMA). Develop a Downtown TMA to provide support and oversight of the Downtown residential and commercial transportation opportunities and enhance the use of public transit and/or bicycles while reducing the use of single-occupant vehicles.

Policy VIII-4: Support Sustainable Transportation Initiatives. Implement Downtown Area Plan policies calling for use of Transportation Demand Management (TDM) measures, establishment of a Transportation Management Association (TMA), and other measures to reduce vehicle trips and encourage transit use and promote bicycle and pedestrian accessibility.

The City of San Mateo Sustainable Street Plan suggests projects located within downtown San Mateo to implement TDM plans meeting the Tier I requirements, listed below:

- A 25% trip reduction target
- TMA participation
- Submission of a trip reduction and parking management plan with new development applications
- An annual monitoring plan

The project applicant shall commit to a TDM Plan that includes some of the recommended TDM measures and include all of the monitoring and reporting programs described below in Chapter 3. With a TDM Plan, the project is expected to meet the 25% trip reduction target for projects within downtown San Mateo.

Report Organization

The remainder of this report is divided into two chapters. Chapter 2 describes the transportation facilities and services near the project site. Chapter 3 presents the recommended TDM measures for the proposed project and the program for implementing and monitoring the TDM reductions.

2. Transportation Facilities and Services

Transportation facilities and services that support sustainable modes of transportation include commuter rail, buses and shuttle buses, bicycle facilities, pedestrian facilities, and metered parking. This chapter describes existing facilities and services near the project site that would support the TDM measures contained in this plan. Figure 3 shows the existing bus and rail services.

Caltrain Commuter Rail

Caltrain provides commuter rail service between San Francisco and San Jose, with limited service to Gilroy during commute hours. The project site is located about 0.3 miles (about 1,400 feet) from the San Mateo Caltrain station, which is approximately a six-minute walk or two-minute bike ride.



The San Mateo Station is served by local-stop, limited-stop, and baby bullet trains. During the morning peak period of 6:00 AM to 9:30 AM, the San Mateo Station is served by nine northbound trains, including three baby bullet and five limited-stop trains, with headways between 6 and 39 minutes. Nine limited-stop southbound trains serve the San Mateo Station in the AM peak period with headways between 16 and 23 minutes. During the PM peak period between 3:30 PM and 7:30 PM, the station is served by ten northbound trains, including nine limited-stop and one local-stop trains with headways between 15 and 26 minutes. Eleven southbound trains, including one local stop, three baby bullet, seven limited-stop trains, with headways between 7 and 47 minutes serve the San Mateo Station during PM peak hours.

Bus Routes

The San Mateo County Transit District (SamTrans) provides bus service within 18 cities in San Mateo County and into portions of San Francisco and Palo Alto. The project site is served by Routes 53, 55, 59, 250, 292, 295, 397, and ECR. Within the project area there are bus stops at 1st Avenue/B Street, S Delaware Street/2nd Avenue, S Delaware Street/3rd Avenue, San Mateo Dr/2nd Avenue, San Mateo Dr/4th Avenue, El Camino Real/2nd Avenue, El Camino Real/4th Avenue, which are all within 2,000 feet of the project site. Access between the bus stops and the project site is provided via sidewalks located along both sides of El Camino Real, Ellsworth Avenue, B Street, San Mateo Drive, 2nd Avenue, 3rd Avenue, and 4th Avenue.



Figure 3
Existing Transit Services

Local Route 53 line operates on Delaware Street within the project area, providing school service between Humboldt/Peninsula, Borel Square Shopping Center, and Borel Middle School. The line operates only on weekdays, with two buses in the westbound direction during the AM peak period and three buses during afternoon hours. The closest bus stop to the project site is at Delaware Street/2nd Avenue and Delaware Street/3rd Avenue, approximately 1,300 feet from the project site.



Local Route 55 operates on El Camino Real within the project area, providing school service between Borel Middle School and the Clark/El Camino Real. The line operates only on weekdays, with one bus in the southbound direction arriving at El Camino Real/Tilton Avenue around 7:37 AM and one bus in the northbound arriving between 1:10 PM and 3:13 PM. The closest bus stop to the project site is at El Camino Real and 4th Avenue, approximately 1,500 feet from the project site.

Local Route 59 operates on 1st Avenue and 4th Avenue within the project area, providing school service between Norfolk/Hillsdale and Aragon High School. The line operates only on weekdays, with two buses in the westbound direction arriving at 1st Avenue and B Street between 7:30 and 9:00 AM during AM peak hour and between 3:30 and 3:45 PM during afternoon. This line does not operate during the PM commute peak period. The closest bus stop to the project site is at Ellsworth Avenue and 4th Avenue, approximately 300-500 feet from the project site.

Local Route 250 operates on San Mateo Drive within the project area, providing service between the College of San Mateo and the intersection at El Camino Real/W. E. 5th Avenue. The line operates with 30-minute headways during the AM and PM peak periods. The closest bus stop to the project site is on San Mateo Drive, between Baldwin Avenue and 2nd Avenue, approximately 1,000 feet from the project site.

Express Route 292 operates on S. Delaware Street within the project area, providing service between San Francisco, Hillsdale Mall and San Francisco Airport. The line is categorized as an express line, operating between 4:00 AM and 2:00 AM (next day) with 20- to 30-minute headways during the AM and PM peak periods. The closest bus stop to the project site is at Delaware Street and Second Avenue, approximately 1,500 feet from the project site.

Local Route 295 operates on San Mateo Drive within the project area, providing service between the San Mateo Caltrain Station and the San Carlos Caltrain Station, with limited service to the Redwood City Transit Center. This line operates with a 30 to 60-minute headway during both the AM and PM commute peak periods. The closest bus stop to the project site is at San Mateo Drive and 2nd Avenue, approximately 700 feet from the project site.

Express Route 397 operates on El Camino Real within the project area, providing service between San Francisco and the Palo Alto Transit Center. This line operates overnight service between 12:30 AM and 6:30 AM with one-hour headways. The closest bus stop to the project site is at El Camino Real and 4th Avenue, approximately 1,500 feet from the project site.

Express Route ECR operates on El Camino Real within the project area, providing service between the Palo Alto Transit Center and the Daly City BART Station. This line operates between 4:30 AM and 1:30 AM (next day) with 15 to 20-minute headways during both the AM and PM commute peak periods. The closest bus stop to the project site is at El Camino Real and 4th Avenue, approximately 1,500 feet from the project site.

Bicycle Facilities

The existing and proposed bicycle facilities within the study area, as found in the 2011 San Mateo Bicycling Master Plan and aerial photos, are shown on Figure 4, and include the following:

- **Class I Bike Paths:** Bike paths are off-street paths with exclusive right-of-way for non-motorized transportation used for commuting as well as recreation.
- **Class II Bike Lanes:** Bike lanes provide a striped lane for one-way bike travel on a street or highway and are designed for the exclusive use of cyclists with certain exceptions. For instance, right turning vehicles must merge into the lane before turning.
- **Class III Bike Routes:** Streets that are well-suited for bicycling where cyclists share the road with motor vehicles. Bike Routes may also be defined by a wide curb lane and/or use of a shared use arrow stencil marking on the pavement, known as a “sharrow.”



Within the vicinity of the project site, a Class I bicycle path exists on 3rd Avenue/4th Avenue from Humboldt Street to Norfolk Avenue. Overall, the north-south bicycle connectivity is adequate within the project vicinity. East-west bicycle connectivity within the project vicinity is lacking.

Pedestrian Facilities

Sidewalks are present on all roadway segments within the vicinity of the project site, and crosswalks are present at nearby intersections with pedestrian signal heads on all approaches. Signalized intersections in downtown San Mateo between San Mateo Drive and Delaware Street all have a leading pedestrian interval. The leading pedestrian interval allows pedestrians to begin crossing the crosswalks before the vehicular phase begins. The existing pedestrian facilities adequately connect the project site to surrounding uses and transit. Continuous pedestrian facilities are present between the project site and the San Mateo Caltrain Station.

Parking Facilities

Near the project site, there is paid on-street parking on Ellsworth Avenue and 3rd Avenue. Paid parking is also available within the Central Garage parking structure, located on Ellsworth Avenue, adjacent to the project site. It is assumed that many people will park in the Central Garage because it is adjacent to the project site. Other off-street paid parking within walking distance includes the surface lot at 4th and Railroad, the Kinko's surface lot at 4th and Claremont, the 2nd and El Camino Real Garage, and the Tennis Court Garage.

Street parking in the central downtown area (where the project site is located) costs \$1.50 per hour and is limited to 3-hour parking. Parking in the Central Garage costs \$1.25 per hour on the ground floor and is limited to 3 hours. Parking on the upper levels in the Central Garage costs \$.75 per hour and has a 10-hour time limit. Street parking in the perimeter area surrounding the central downtown costs \$1.00 per hour and is also limited to 3-hour parking. Garages in the perimeter area cost \$0.75 per hour and

have a 10-hour time limit. Additionally, monthly parking is available for downtown employees in the Central Garage. Monthly parking permits cost \$100 per month and are valid in any 10-hour parking space. The 2nd and El Camino Real Garage and Tennis Court Garage cost \$65 for a monthly parking permit. The Kinko's Lot at 4th and Claremont costs \$40 for a monthly parking permit.

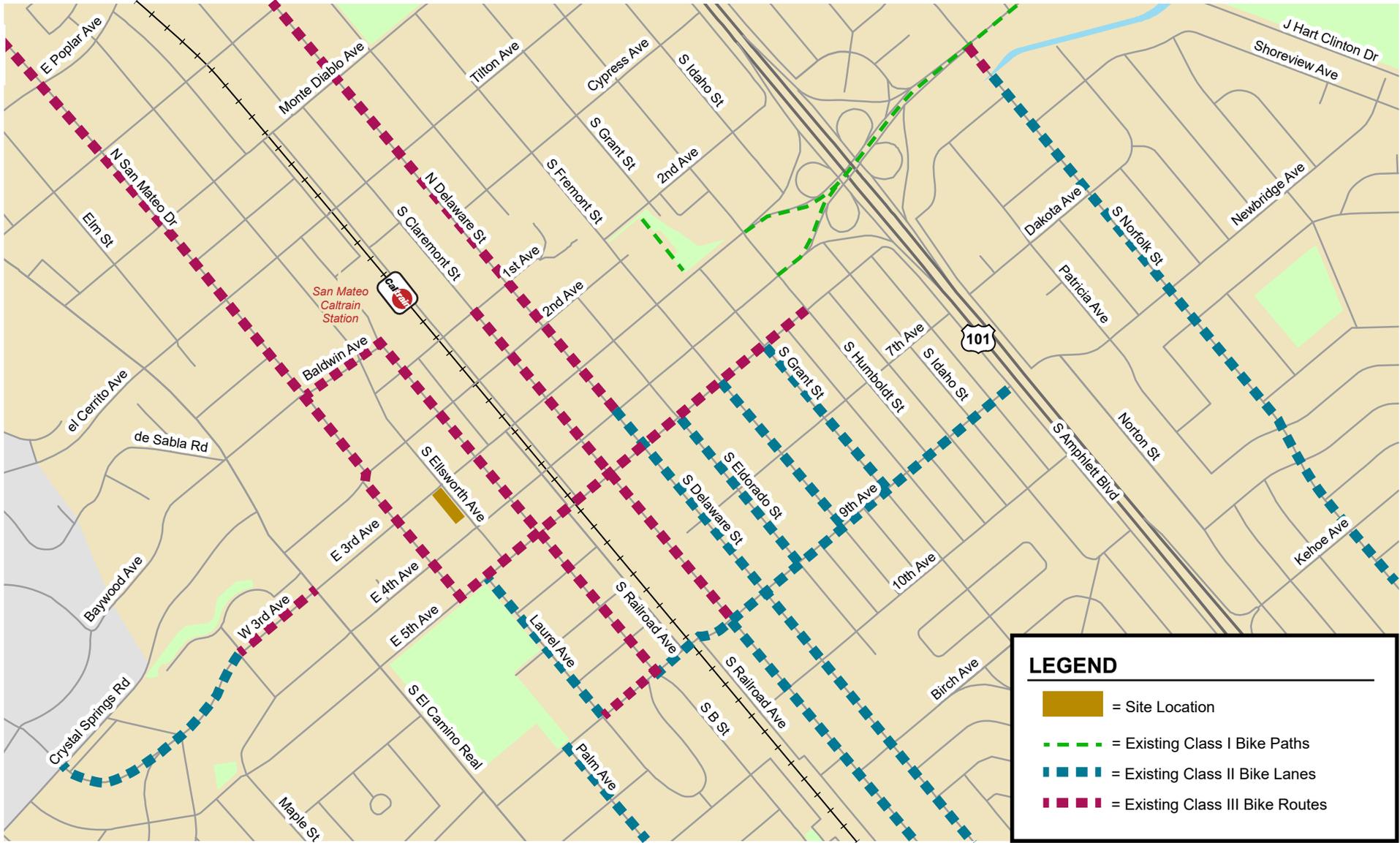


Figure 4
Existing Bicycle Facilities

3. Recommended TDM Measures

This chapter describes Transportation Demand Management (TDM) strategies that are applicable to the proposed mixed-use development project. First discussed are project design features that promote alternative modes of transportation. A list of TDM strategies that should be required for implementation is provided next. A brief summary of other resources promoting sustainable modes of transportation are provided for information. Discussed last are the recommended monitoring and reporting procedures to ensure ongoing success of the TDM Plan.

TDM Project Design Features

The TDM measures to be implemented for the mixed-use development at 180 E.3rd Street include design measures related to the physical attributes of the site and the proposed buildings. Such design measures encourage walking, biking, and use of transit. For the proposed project, these include:

- **Proximity to Rail.** The project site is directly served by SamTrans Routes 53, 55, 59, 250, 292, 295, 397, and ECR. In addition, the project site is located within 1,400 feet of the San Mateo Caltrain Station. This short distance to bus and rail stops encourages the use of Caltrain and SamTrans/Shuttle buses for employees of the proposed project.
- **Bicycle Parking.** Secured bicycle parking encourages employees to bike to work. Short-term bicycle parking encourages customers to bike to the project site. The project proposes two bike racks for short-term bicycle parking. One is on E. 3rd Street and the other is on Ellsworth Avenue, as well as 22 long-term bicycle parking spaces within the basement of the project site for employees.
- **On-Site Shower.** The project will provide an on-site shower and changing room on the basement level of the building. An on-site shower and changing room can encourage employees to bicycle to work.

TMA Membership & Services

Currently, a Downtown TMA is in the development stages and does not exist. Therefore, once the Downtown TMA is established, the proposed project shall participate and pay its fair-share fees. The purpose of a TMA will be to (1) arrange for shared parking, (2) market TDM services and programs, (3) coordinate TDM measures with other agencies, and (4) consult on trip reduction options with its members.

Required TDM Measures

Table 1 shows recommended and optional TDM measures that will be utilized for the project.

Table 1
TDM Measures

Transportation Demand Management Measures	
Required TDM Measures	
	Subsidized Transit Passes
	Emergency Ride Home Program
	Car Sharing
	Information Board/Online Kiosk
	Transportation Information Packet
Optional TDM Measures	
	Employee Parking Cash Out Program
	Employer Sponsored Carshare Membership
	Flexible Working Hours

TDM measures would involve programs and services that promote sustainable modes of transportation. These measures include programs that should be implemented by the building developer and commercial tenants. Therefore, in addition to the design features, Hexagon recommends the following programs and services that promote sustainable modes of transportation be required:

- **Subsidized Transit Passes.** This project should provide employees with free transit services for the life of the project. There are several different options to satisfy this requirement. Some of these options are described below:
 - *Caltrain Go Pass* – The Caltrain Go Pass program is an employer-sponsored annual pass that offers unlimited rides on Caltrain through all zones, seven days a week for the life of the project. To participate in the Go Pass program, employers (or other program sponsors) sign a written agreement with Caltrain, have an acceptable photo identification badge where the company can affix the Go Pass sticker, and track the employee distribution of Go Passes. Participating companies pay an annual fee to provide the Go Pass to every regular, full-time employee (excluding contractors, temporary employees, interns and consultants), regardless of how many



would use the transit pass. For 2019, the total cost of participating in the Go Pass Program would be the greater of \$285 per eligible employee or \$23,940. The cost is pro-rated if a company joins for less than a full year.

- *SamTrans Way2Go Program* – Similar to the Go Pass program, the SamTrans Way2Go program allows companies to purchase annual ride passes for all eligible employees. To participate in the SamTrans Way2Go Program, participants pay an annual fee for every eligible employee who would use the program. Currently, the total cost of participating in the Way2Go Pass program is the greater of \$125 per eligible employee or \$12,500. The cost is pro-rated if a participant joins for less than a full year.
- *Reimburse Commuter Expenses* – Employers can choose to reimburse commuters who choose to use other alternative modes of transportation. For example, companies can choose to reimburse the cost of a carpool seat.
- **Emergency Ride Home Program.** An emergency ride home program provides employees with a free taxi ride or a 24-hour car rental in the case of an emergency. An Emergency Ride Home program would guarantee that employees need not worry about being stranded at work without a car in the event of illness, family emergency, or unexpected overtime if they use transit, carpool, or vanpool. By reassuring commuters who do not drive alone that they can have timely and paid transportation in the event of an emergency, this program removes one of the largest concerns expressed by most employees about using alternative modes of transportation. Commute.org provides a guaranteed ride home program for employees in San Mateo County. Commuters who use alternative modes of transportation to get to work and need an emergency ride home can use any form of transportation to get home. Commute.org will reimburse people who commute to work in San Mateo County and have an emergency or qualifying circumstance via Tango Card, which can be redeemed for gift cards, or PayPal. Commuters can be reimbursed up to \$60, four times per calendar year.
- **Car Sharing.** Commercial car-sharing programs provide affordable and convenient mobility to employees who do not drive to work. Registering for a car sharing service such as Zipcar, would encourage fewer employees to drive, decrease the demand for parking, and provide an additional option for the Guaranteed Ride Home program (i.e., depending on where an employee lives, using a Zipcar may make more sense than taking a taxi home). Currently, the nearest Zipcar docking station is located less than 900 feet away from the project site at the 4th Avenue/S. Railroad Avenue parking lot, which is close enough to benefit the project. The Zipcar program should be promoted to employees. Employers should reimburse the cost of the Zipcar rental if it is used for a guaranteed ride home.
- **Information Board/Online Kiosk.** A key element of this TDM plan should be an attractive, up-to-date “online kiosk” with all of the site-specific information about the transportation resources available to employees. The project should establish and maintain an on-site bulletin board and/or an online resource center on the project’s website that would include information regarding non-auto transportation alternatives (i.e. transit schedules, bike maps, and information about car and ride sharing). Additionally, transportation news and commuter alerts should be



posted on the online resource. The project should update key transportation information included in the welcome packets. The project should also consider adding a kiosk in the lobby with a transit screen displaying transit departure times, space permitting. Some of the typical resources for alternative modes of transportation are listed in the following section.

- **Transportation Information Packet.** In addition to the online information center, the project should provide “hard copy” transportation information packets to employees and tenant(s) upon move-in. Because all information would be available online, the welcome packets need not be a comprehensive stack of paper about all services available, which employees and tenant(s) tend to disregard anyway. Instead, the new employee/tenant packet would provide a quick easy-to-read announcement of the most important features of the TDM program for employees to know about immediately. New employees would also be advised to gather information regarding non-auto transportation alternatives from the on-site information board and/or online transportation kiosk. The welcome packets should also include a message to employees and tenant(s) that their building manager and/or owner values alternative modes of transportation and takes their commitment to supporting alternative transportation options seriously. For example, it should include a flyer announcing the “online kiosk”, information about bicycle resources, information about trip planning resources, and a ride-matching application.

Optional TDM Measures

The following optional TDM measures should be implemented if it is found that the trip reduction target of 25% has not been met.

- **Employee Parking Cash Out Program.** An employee parking cash-out program would offer employees a cash payment equal to the cost of parking employers would otherwise pay for an employee parking permit. This would incentivize employees to use alternative means of transportation other than driving an automobile to get to work.
- **Employer Sponsored Carshare Membership.** Employers can establish a company account for employees to use. By establishing a company account, employees can have access to a car, while leaving theirs at home, for business uses or as a guaranteed ride home. Alternatively, employers can offer a Zipcar membership for those who forgo a parking pass.
- **Flexible Working Hours.** Employers can offer flexible working hours to employees. By offering flexible working hours, employees can start and end work at off peak hours, when there is less traffic.

Resources for Multimodal Travel

This section provides a brief discussion of some of the typical resources for alternative modes of transportation that should be included in the information board and/or online kiosk as discussed above.

Bicycle Resources

As part of the information available in the “online kiosk” discussed above, resources useful to cyclists should be included. For example, the local bikeways map should be posted for easy reference. A map showing the safe routes to the public elementary school, middle school, and high school that would serve the site’s families should also be posted.

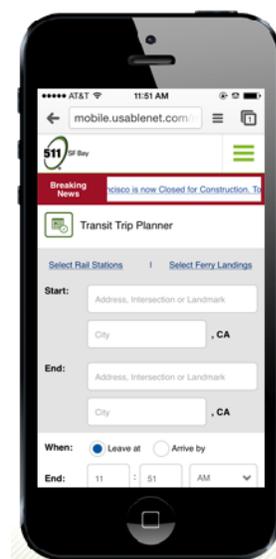
The following resources are available to bicycle commuters through 511.org. These resources should be noted on the project's online information center, in order to make tenants aware of them.

- Free Bike Buddy matching
- Bicycle maps
- Bicycle safety tips
- Information about taking bikes on public transit
- Location and use of bike parking at transit stations
- Locations of bicycle repair stations¹
- Information on Bike to Work Day
- Information on Spare the Air Day
- Tips on selecting a bike, commute gear, and clothing
- Links to bicycle organizations
- Links to local bicycle stores

Trip Planning Resources

There are several free trip planning resources that employees may not be aware of, and information on these services should be promoted for commercial tenants through the online transportation resource center. Trip planning resources can promote alternative transportation methods by providing users with directions, transit schedules, carpooling groups, or matching users with carpooling/bicycle partners. Examples of resources that could be included, but not limited to, are:

- **511 Transit Trip Planner.** Online transit trip planning services are available to the greater San Francisco Bay Area through 511.org. Users enter their starting and ending points, and either the desired starting or ending trip time. The service can build an itinerary that best suits the user's preferences for the fastest trip, fewest transfers, or less walking.
- **511 Mobile.** Many popular features from 511.org can be accessed using smart phones or mobile devices. With 511 Mobile, commuters can: (1) receive real-time transit departure predictions, (2) plan a public transit trip, (3) check real-time traffic conditions on the live traffic map, (4) get current driving times for the most popular routes in the Bay Area, (5) locate parking facilities throughout the bay area and get real-time availability and pricing, and (6) and create a custom transit schedule.
- **511 RideMatch.** The 511 RideMatch² service provides an interactive, on-demand system that helps commuters find carpools, vanpools or bicycle partners. This free car and vanpool ride-matching service helps commuters find others with similar routes and travel patterns with whom they may share a ride. Registered users are provided with a list of other commuters near their employment or residential ZIP code along with the closest cross street, email, phone number, and hours they are available to commute to and from work. Participants are then able to select and contact others with whom they wish to commute. The service also provides a list of existing



¹ Locations can be found at: <https://www.cityofsanmateo.org/2531/Bicycle-Resources>

² For additional info visit www.rideshare.511.org

car and vanpools in their residential area that may have vacancies. Ride-matching assistance is also available through a number of peer-to-peer matching programs, such as Zimride, which utilize social networks to match commuters.

- **Other Online and Mobile Resources.** The project should maintain a list of online and mobile resources that employees can utilize in trip planning. The list of resources should be updated for new employee packets and be updated in the information board and/or online kiosk. Resources that could be added include programs or apps for transit directions and carpooling apps.

Carpool/Vanpool Incentives for New Users

The 511 Regional Rideshare Program and commute.org offer a number of incentive programs to encourage people to try carpooling and vanpooling. Most of these programs are designed to reward someone for forming or trying a carpool or vanpool, and provide an award or subsidy after the first three or six months of use.

Carpool 2.0. The Carpool 2.0 Program rewards all forms of carpooling and aims to increase local carpooling during peak travel periods. The Program is sponsored by the City/County Association of Governments of San Mateo County (C/CAG) and the Bay Area Air Quality Management District (BAAQMD). Carpoolers will be able to claim a \$25 e-gift card reward, up to \$100, for every 10 carpool days tracked on commute.org.



Vanpool Participant Incentives. Commute.org offers commuters who live in or commute through San Mateo County a reimbursement for trying vanpooling. Commute.org will reimburse half of the cost of a new vanpool participant's seat, up to \$100 per month. New vanpools that operate for at least six months can receive a one-time rebate of \$500, paid to the vanpool driver.

Discounted Tolls: The 511 Regional Rideshare Program offers free toll passage on seven of the Bay Area's bridges for vanpools with 11-15 people who register with 511. Additionally, the program also offers toll discounts to carpools with three or more people (two people in a two-seat vehicle) on eight of the Bay Area's bridges during peak commute hours. The discounts vary per bridge, but typically are half of the standard toll price. For example, the San Mateo – Hayward Bridge has a standard toll of \$6, but for a carpool of three people (two people in a two-seat vehicle) the toll is only \$3 Monday through Friday between 5-10 AM and 3-7 PM.

TDM Administration and Promotion

Designated Transportation Coordinator

Experience with other TDM programs indicates that having a Transportation Coordinator who focuses on transportation issues and is responsible for implementing and managing the TDM program is key to its success. The building owner or management will need to appoint an individual as the Transportation Coordinator or TDM contact person, and that person's name and contact information will be provided to the City.

The Transportation Coordinator's responsibilities will include organizing and implementing the promotional programs, updating information on the online information board/kiosk, providing trip planning assistance and/or ride-matching assistance to employees who are considering an alternative

mode for their commute, providing information about the subsidized mode programs (including transit, zip car, and bike share), joining and maintaining TMA membership, and managing the annual driveway counts. The Transportation Coordinator should maintain a supply of up-to-date transit schedules and route maps for SamTrans and Caltrain and be knowledgeable enough to answer tenant’s and employee’s TDM program-related questions.

Promotional Programs

The Transportation Coordinator will need to undertake additional marketing activities to encourage employees to try an alternative mode to get to work. Although some marketing, such as the online kiosk and distributing information welcome packets to new tenants, will be conducted immediately, additional promotional activities might include email blasts of flyers, brochures or other materials on commute alternatives, ridesharing incentive programs, and transit benefits. SamTrans.com and 511.org can help provide some useful marketing materials.

Estimated Trip Reduction

The URBEMIS model uses data supplied by the California Air Resource Board to calculate vehicle emissions. The model also includes methods to calculate trip reductions based on various trip reduction measures such as the TDM measures recommended for the project. According to the URBEMIS model, the project based on its location, proximity to transit and surrounding land uses would reduce the vehicle emissions/trips by 21 percent. The TDM measures discussed in this chapter would result in the project being able to achieve a 25% trip reduction (see Table 2).

**Table 2
Transportation Demand Management Reduction for 180 E. 3rd Avenue**

Mitigation Step :	% Reduction	Total % Reduced
0. Baseline		100%
1. Mix of Uses ¹	7.49%	7%
2. Locally Serving Retail (includes step 1) ¹	2.00%	9%
3. Transit Service (includes step 1-2) ¹	9.53%	19%
4. Pedestrian/Bicycle Friendliness (includes step 1-3) ¹	2.44%	21%
5. Transportation Demand Management (includes step 1-4) ²	3.93%	25%

1. Trip reduction based on project location near : complementary uses near residential project and pedestrian friendly environment. Source: URBEMIS model

2. Trip reduction based on amenities included: free transit passes, bike parking, transportation kiosks, TDM contact on site, showers/changing facilities, guaranteed ride home program, car-sharing services, and carpool matching program. Source: URBEMIS model.

Monitoring and Reporting

The purpose of this TDM Plan is to propose trip reduction strategies with the goal of reducing overall vehicular trip making activity in the area. The San Mateo Sustainable Streets Plan recommends projects within downtown San Mateo have a 25% trip reduction target. The 25% trip reduction target applies to employees in the office portion of the project and assumes that the reduction translates into a minimum 25% alternative mode split. Because the proposed project provides no parking, it would be difficult to record actual trip making. Instead, commute surveys (described below) should be administered to office employees in order to poll them on their means of transportation. Regular monitoring will be necessary to ensure that the implemented TDM measures are effective in meeting the alternative mode split target. The program shall be evaluated annually to assess the actual level of trip reduction achieved at the site and to identify any adjustments to the program necessary to ensure the TDM measures are successful.

Annual Commute Surveys

The Transportation Coordinator should administer an annual commute survey to measure the number of employees commuting by alternative modes. Employees who do not respond to the survey will be assumed to be driving alone. In addition to obtaining quantitative data on the mode split, the survey will provide qualitative data regarding employee perceptions of the alternative transportation programs. The survey results will measure the relative effectiveness of individual program components relative to other components and facilitate the design of possible program enhancements.

Annual Summary Report

An annual TDM summary report shall be prepared using the employee commute survey and submitted to the City. The report shall document the effectiveness of the TDM Plan in alternative means of transportation. The current year mode split should be compared to the previous survey results to determine progress and the effectiveness of current strategies.

If the TDM survey data indicate that the alternative mode target is not being achieved, additional TDM measures should be implemented. Enhancements to the TDM program may include other TDM initiatives based on site-specific conditions and/or the availability of newly developed technologies or programs that either discourage single-occupant auto trips or promote alternative modes of transportation to the site. The TDM summary report should describe any planned modifications to the TDM program intended to ensure compliance with the alternative mode split targets established for this project.

The Transportation Coordinator shall be responsible for preparing the annual TDM summary report. The annual TDM summary report will be submitted to the appropriate City staff overseeing all TDM programs.