

# Technical Memorandum

June 1, 2022

Project# 24837.007

To: Somer Smith, AICP  
City of San Mateo Community Development Department  
330 W 20th Ave  
San Mateo, CA 94403

From: Mychal Loomis, PE/TE/PTOE/RSP and Sam Liu, EIT – Kittelson & Associates, Inc.

RE: 1701 Leslie St – Traffic and Parking Statement Memo - DRAFT

Kittelson & Associates, Inc is partnering with the City of San Mateo to assess the traffic impacts and parking demand generated from the proposed California Ninja Academy at 1701 Leslie Street. As part of this assessment, Kittelson estimated the net new trips generated by the project, assessed the current site circulation, accessibility, parking, and performed a vehicles miles travelled (VMT) analysis using the City's adopted traffic impact assessment (TIA) guidelines<sup>1</sup>. The traffic and VMT evaluation would consider the potential change in traffic volumes and trip lengths from the project. The parking study would consider the operations of the proposed business and the existing office use to determine the adequacy of the existing parking lot to accommodate the proposed use. This technical memorandum compiles findings from the analysis into the following subsections:

- Project Background
- Trip Generation
- Site Access and Circulation
- Parking Assessment
- VMT Evaluation
- Findings
- Appendix – Trip Generation, Trip Reduction, and Parking Demand Evaluation

## PROJECT BACKGROUND

California Ninja Academy, LLC proposes to operate a ninja warrior training studio at 1701 Leslie Street, which was previously occupied by Kirkpatrick School of Dance. The proposed business would be similar to Kirkpatrick in that it would offer daily instructional classes led by trained instructors. The interior non-loadbearing walls that currently divide the facility into four dance studios would be demolished, creating a large open training facility. The bathrooms or staff break rooms will remain in the same location. There would also be no changes to exterior walls, including windows and doors.

The project location is immediately adjacent to the Hayward Park Caltrain station and is connected to the city and regional roadway network via 17th Avenue leading to El Camino Real which provides connection to State Route 92 as shown in Figure 1. Access to the site is provided primarily along Leslie Street via three driveways. There is a one-way inbound access driveway from 17th Avenue. There is a walking path from the Hayward Park Caltrain station to the property as shown in the figure.

---

<sup>1</sup> Transportation Impact Analysis Guidelines, City of San Mateo, California, July 16, 2020

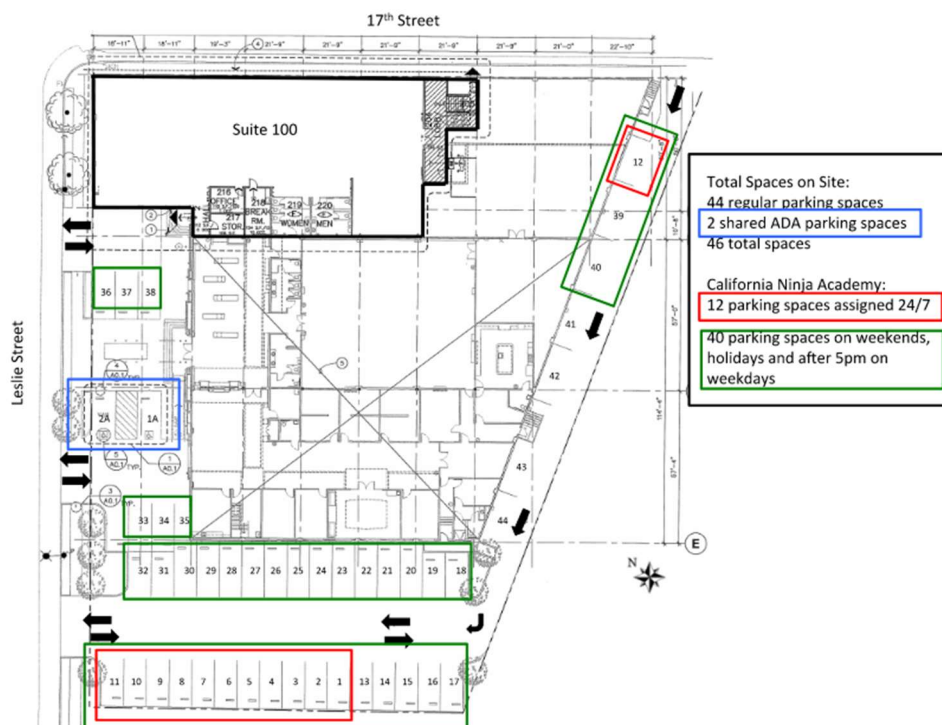
California Ninja Academy, LLC would share a parking lot with the existing office space. A shared parking agreement is currently in place that would designate the use with full-time access to 12 marked parking spaces and be able to utilize 40 parking spaces on weekends, holidays, and after 5pm on weekdays when larger events, including birthday parties and competitions, are more likely to occur. Figure 2 displays the current project site plan and information on proposed parking allocation.

**Figure 1: Project Site Location**



Source: Google Maps, March 2022

**Figure 2: Project Site Plan**



Source: City of San Mateo, October 2021

# TRIP GENERATION

## PROPOSED USE

A specialty use like a ninja academy is not defined in standard trip generation sources such as ITE's Trip Generation Manual. However, a ninja academy operates with scheduled classes throughout the day that require guests to sign up for class ahead of time due to limited equipment and space available for guests to use. With this operating model, the total number of trips can be estimated using site-specific information. The applicant provided their proposed business plan model (see *attachment*) that outlines the number of staff and guests anticipated by time of day which was used to estimate average daily and peak hour person trips.

To estimate vehicle trips from the total person trip estimates, several trip reduction factors were considered based on anticipated operations of the facility and the following measures that are being implemented as part of the project:

- Subsidize monthly transit passes for California Ninja Academy staff who commute to work
- Recruit staff from the Hayward Park neighborhood
- Neighborhood hour which offers membership discounts to Hayward Park residents within a 10-15 minute walking distance. "Local" area more or less defined by El Camino Real to the west, 21st Avenue/Saratoga Drive to the south, South Amphlett Boulevard to the east and 10th Avenue to the north.
- Provide bike racks and a bike repair station
- Prioritize parking for carpools
- Post CalTrain and SamTrans schedules in lobby area and on the California Ninja Academy website

The estimated person trips, vehicle trips, and trip reductions from the proposed measures are detailed in the Appendix of this memorandum. Table 1 summarizes the daily and peak-hour traffic trip generation for the site. There is no AM weekday commute peak included because the academy does not open until 11:00 AM on weekdays.

**Table 1: Trip Generation Estimate**

Time of day	Number of guest vehicle trips	Number of staff vehicle trips	Total Estimated Vehicle Trips
Daily weekday	140 daily trips	8 daily trips	148 daily trips (74 inbound, 74 outbound)
Weekday PM commute peak hour (4:00 – 6:00 PM)	32 trips (16 in, 16 out)	1 trip (1 out)	33 peak hour trips (16 inbound, 17 outbound)
Weekend daily	160 daily trips	10 daily trips	170 daily trips (85 inbound, 85 outbound)
Weekend peak (3:30 – 4:30 PM)	32 trips (16 in, 16 out)	4 trips (1 in, 3 out)	36 peak hour trips (17 inbound, 19 outbound)

Source: Kittelson and Associates, 2022

## PREVIOUS USE

The previous use that is being replaced was a dance studio. Information about the dance studio operations in 2018-2019 was obtained and included as an attachment. This information was used to estimate trip generation as trip generation rates for dance studio are not available from ITE's Trip Generation Manual. Similar to the proposed use, dance studios have a maximum capacity based on space available and typically operate with scheduled classes throughout the day. The previous dance studio had four studio areas that could be utilized simultaneously.

Trip generation calculations are provided in the Appendix and document weekday activity based on the dance studio schedule to estimate person trips and vehicle trips. Using this information, the trip generation is estimated to be 296 daily trips and 72 weekday PM peak hour trips.

## NET TRIP GENERATION

The proposed ninja academy's business plan refers to operations similar to the previous dance studio and is anticipated to generate similar trips. Based on the proposed business plan, the ninja academy has an estimated total trip generation of 148 daily trips. Using the previous dance studio's schedule that had simultaneous classes occurring throughout the afternoons and evenings, its trip generation is estimated to be 296 daily trips. These trip generation estimates were calculated using the same methodology mentioned prior. Based on this information, trip generation for the proposed ninja academy is assumed to generate less daily trips than its previous dance studio use.

# SITE ACCESS AND CIRCULATION

The project location is immediately adjacent to the Hayward Park Caltrain station and walking access between the station and site is approximately 600-feet using an access path just east of the building or via sidewalks along Leslie Street.

Local resident access to the site would be available by walking or biking. Sidewalks are generally available in the area and pedestrian scale lighting and high visibility crosswalks are planned along Palm Avenue. Palm Avenue, located two blocks from Leslie Street, currently provides bicycle lanes and shared lane markings that would provide a bicycle-friendly connection from local neighborhood streets. There are bicycle facility enhancements proposed along Leslie Street, 17th Avenue, 19th Avenue, and South Boulevard which would further improve comfort levels for those able to bike to the site.

Vehicles driving to the site are anticipated to primarily use El Camino Real and 17th Avenue to reach Leslie Street. With the dedicated parking for the ninja academy located along the southern edge of the property, vehicles would utilize the southernmost driveway of the site, which provides two-way access and adequate drive aisle width. In the event that a vehicle enters any of the parking lots along Leslie Street and finds the parking lot is full, the vehicle may have a difficult time turning around to properly exit. Vehicles entering from the driveway on 17th Avenue would not have this issue as the circulation from 17th Avenue is one-way inbound and a vehicle would drive through the parking lot towards the driveway on Leslie Street. Roadway volumes near the site are generally low and operations would not be significantly affected by the proposed project.

To reduce the risk of wrong-way driving on the one-way access from 17th Avenue, it is recommended that the project installs a one-way sign (R6-1 or R6-2) at the driveway entrance on 17th Avenue and a "Do Not Enter" sign (R5-1) in the parking lot at the southeast corner of the building where the one-way aisle enters the main parking lot.



## PARKING ASSESSMENT

The site plan shown in Figure 2 would maintain the existing parking lot and driveways. The existing parking lot includes 46 parking spaces with 44 general use spaces and 2 ADA-accessible spaces. The ninja academy would share the parking lot with the existing general office use (currently occupied by IBEW).

The ninja academy has a parking agreement in place that designates full-time access to 12 marked parking space and, 2 ADA-accessible parking spaces, and the ability to utilize up to 40 parking spaces in the lot on weekends, holidays, and times that the office use is closed (which is assumed to be after 5pm on weekdays).

This is a similar arrangement to what was provided for the previous dance studio use. The previous dance studio parking analysis and proposed site plan with dedicated ninja academy parking are provided as attachments. Previous parking analyses relied on the City of San Mateo Municipal Code Section 27.64.160 which requires a total parking of 1 space per 335 square feet for general office buildings with a total floor area less than 100,000 square feet, excluding uses defined in Section 27.04.200(d). Therefore, the existing office space has an eligible floor area of 6,553 square feet, which resulted in a parking need of 20 spaces that was assumed to be needed between the hours of 8:00 AM and 5:00 PM when a general office building is most occupied. Given that the project site is within the City's Rail Corridor Plan, these parking requirements no longer apply. However, they provide a basis for the anticipated office space's parking demand to consider in this parking analysis.

The ninja academy parking demand was estimated based on the proposed operation schedule and resulting vehicle trip generation. It is assumed that guests would arrive prior to the beginning of the hour which their class starts and depart after the end of the class, which typically end fifty minutes after the hour. An overlap of entering and exiting vehicles was accounted for in the parking analysis although the ten-minute offset of classes ending and starting may reduce the actual demand.

Detailed parking demand estimates for weekday and weekend hours are provided in the Appendix. As shown in the Appendix calculations, weekend parking demand was found to have a maximum parking demand of 36 spaces occurring around 4:00 PM. As such, this demand would be fully contained within the site's 40 spaces available on weekends and no further evaluation of weekend parking is needed. The weekday parking demand ranges from 9 to 34 spaces depending on the time of day and associated class types and sizes. This demand would exceed the 12 dedicated spaces available during weekdays and further evaluation was completed as described in the following subsections.

### CURRENT PARKING AGREEMENT EVALUATION

The ninja academy has a parking agreement currently in place with the existing office use that designates full-time access to 12 marked parking spaces during weekdays. The parking agreement also allows for use of all but four spaces at times when the office use is closed, which is assumed to be after 5:00 PM on weekdays. This would allow the ninja academy to have a parking demand up to 40 spaces in evenings after 5:00 PM.

Table 2 provides a summary of the estimated weekday parking demand compared to the dedicated parking supply within the site's parking lot. As shown in the table, the parking demand would exceed the available on-site parking during the hours of 1:00 – 5:00 PM on a weekday. During these afternoon hours, it is anticipated that parking supply may be short by up to 18 spaces.

**Table 2: Parking Demand Estimate – Current Parking Agreement**

Time of day	Parking Demand <sup>a</sup>	Dedicated On-Site Parking Supply	Does demand stay within available supply?
~ 11:00 AM	9 spaces	12 spaces	Yes
~ 12:00 PM	10 spaces	12 spaces	Yes
~ 1:00 PM	18 spaces	12 spaces	<b>No (-6 spaces)</b>
~ 2:00 PM	16 spaces	12 spaces	<b>No (-4 spaces)</b>
~ 3:00 PM	16 spaces	12 spaces	<b>No (-4 spaces)</b>
~ 4:00 PM	19 spaces	12 spaces	<b>No (-7 spaces)</b>
~ 5:00 PM	30 spaces	12 spaces	<b>No (-18 spaces)</b>
~ 6:00 PM	34 spaces	40 spaces	Yes
~ 7:00 PM	18 spaces	40 spaces	Yes
~ 8:00 PM	18 spaces	40 spaces	Yes

a Assumes overlap of inbound trips for upcoming class and outbound trips for recently completed class.

Source: Kittelson and Associates, 2022

## PROPOSED PARKING AGREEMENT EVALUATION

The ninja academy has proposed to modify their parking agreement to designate full-time access to 20 marked parking spaces during weekdays instead of the 12 spaces currently in the agreement. The parking agreement would maintain the ability of the ninja academy to use all but four spaces at times when the office use is closed, which is assumed to be after 5:00 PM on weekdays.

Table 3 provides a summary of the estimated weekday parking demand compared to a dedicated parking supply of 20 spaces within the site's parking lot. As shown in the table, the parking demand would stay within the available on-site parking on a weekday with the exception being around 5:00 PM where the overlap of larger classes occurs while office parking demand is still assumed active. During this peak time on weekdays, it is anticipated that parking supply may be short by up to 10 spaces. Having the 5:00 class start around 5:10 would likely alleviate the situation, allowing the project to utilize more on-site spaces.

**Table 3: Parking Demand Estimate – Proposed Parking Agreement**

Time of day	Parking Demand <sup>a</sup>	Dedicated On-Site Parking Supply	Does demand stay within available supply?
~ 11:00 AM	9 spaces	20 spaces	Yes
~ 12:00 PM	10 spaces	20 spaces	Yes
~ 1:00 PM	18 spaces	20 spaces	Yes
~ 2:00 PM	16 spaces	20 spaces	Yes
~ 3:00 PM	16 spaces	20 spaces	Yes
~ 4:00 PM	19 spaces	20 spaces	Yes
~ 5:00 PM	30 spaces	20 spaces	<b>No (-10 spaces)</b>
~ 6:00 PM	34 spaces	40 spaces	Yes
~ 7:00 PM	18 spaces	40 spaces	Yes
~ 8:00 PM	18 spaces	40 spaces	Yes

<sup>a</sup> Assumes overlap of inbound trips for upcoming class and outbound trips for recently completed class.

Source: Kittelson and Associates, 2022

## PARKING-BASED SITE CAPACITY EVALUATION

The availability of dedicated on-site parking is a limiting factor to the ninja academy's operations. As shown in the previous analyses, the on-site parking supply shared with the office space has overlapping needs between the two uses in the afternoon hours. The parking demand was estimated using the proposed business plan, which can be subject to change as needs of the business change. To align the parking demand with a measurable variable and allow flexibility in future operations of the ninja academy, it is recommended to establish a capacity of allowable people on-site during time-of-day. Using a person-based approach will ensure the parking demand remains at constant levels while providing the ninja academy the opportunity to adjust class sizes, types, and times in the future.

### METHODOLOGY

Trip reduction estimates for non-vehicle use were taken into consideration during the parking demand calculations and would also be included in the person-based approach. The guest trip reduction factor of 25% and the staff trip reduction factor of 33% to account for people using a combination of transit, walking, bicycling, and ridesharing are utilized in the equation shown below.

For a business that runs on scheduled class times, the amount of time between classes can have a significant impact on the parking demand. The methodology applied assumes class are offset between 5 - 20 minutes, which accounts for some parking turnover to occur between classes. Other class offset options were calculated and are included in the Appendix.

The number of staff that is needed varies by class. For example, youth classes require additional instructors to monitor and support the activities compared to an adult class. Using the provided business plan for guidance on typical staff-to-guest ratios, an assumption of one staff per five guests was assumed.

With these considerations in place, the following assumptions are key to the methodology:

- For every guest capacity available, 1.35 parking spaces needs to be accommodated. This methodology assumes classes are offset by 5 - 20 minutes of each other.
- For every staff on site, 0.67 parking spaces needs to be accommodated.
- Estimates 1 staff per 5 guests to account for hosts, instructors, and other potential staff needs.
- Round calculations up to the next whole number.

Using these parameters, the number of parking spaces can be correlated to an hourly person-capacity. The following equation was developed to calculate hourly class and staff person-capacity for the site. More detailed steps to arrive at this correlation is provided in the Appendix.

***Hourly class and staff person-capacity = # of parking spaces \* 0.67***

It is important to note that the person-capacity used in this evaluation relates only to the total of the class capacity and staff. It does not account for total persons on-site such as parents or other non-class attendees that may physically be on site.

## SCENARIOS

Three parking-based site capacity scenarios were evaluated for the following relevant parking supply scenarios: 12 spaces, 20 spaces, and 40 spaces. However, the methodology used could be applied to any other parking supply numbers that are considered during approval of the project or in future modifications to the parking agreement.

**The following two calculations would be applicable to weekday hours before 5 PM:**

- $12 \text{ parking spaces} * 0.67 = 8$  class and staff hourly person-capacity (applied if using current shared parking agreement)
- $20 \text{ parking spaces} * 0.67 = 14$  class and staff hourly person-capacity (applied if using proposed shared parking agreement)

**The following calculations would be applicable to weekday hours after 5 PM and on weekends with the current or proposed parking agreement:**

- $40 \text{ parking spaces} * 0.67 = 27$  class and staff hourly person-capacity

## PARKING EVALUATION SUMMARY

The parking assessment found that the current shared parking arrangement would not be adequate to capture the anticipated parking demand on-site. A proposed revision to the parking agreement to increase the dedicated spaces for the project from 12 to 20 would provide the needing parking supply except potentially at 5:00 PM, which could be alleviated by having the 5:00 class start around 5:10.

To allow flexibility in future operations of the business, an equation was developed to correlate the number of dedicated parking spaces with the number of hourly class and staff person-capacity. The equation assumes a 5 – 20 minute offset between classes and accounts for non-vehicle trips.

***Hourly class and staff person-capacity = # of parking spaces \* 0.67***

This equation was applied to the 12, 20, and 40 parking space scenarios and found them to be feasible with the proposed ninja academy business plan.



# VMT EVALUATION

## Screening Criteria

Per the City Guidelines, a project requires a detailed VMT analysis per SB 743 unless it meets at least one of the city's five screening criteria:

- Small projects
- Provision of affordable housing
- Local-serving retail and public services
- Project located in a High-Quality Transit Area (HQTa)
- Project located in low VMT area

Table 4 summarizes the screening criteria and results for the proposed project. As the table indicates, the project would satisfy the City's screening criteria, and therefore no further VMT analysis is required.

**Table 4: VMT Screening Criteria and Results**

Criteria	Result
Small project (less than 110 trips per day)	<b>No</b> , the proposed project is estimated to generate a total of 148 daily trips.
Provision of affordable housing	<b>No</b> , the proposed project does not add any residential units
Local-serving retail and public services	<b>Yes</b> , the proposed project is considered a locally-serving retail fitness facility with 26,077 square feet <sup>2</sup>
Project located in a HQTa	<b>No</b> , even though the proposed project is located within ½ mile of Hayward Park Caltrain station (see attachments) this presumption is not applicable because the project has a FAR of 0.62 which is less than the required 0.75. Evaluation of determining if this criterion can be applicable includes the following factors, which must all be met as "yes": <ul style="list-style-type: none"><li>• has a floor area ratio (FAR) greater than 0.75 – <b>no, 0.62</b></li><li>• does not include more parking for use by residents, customers, or employees of the project than required by the jurisdiction – <b>yes, there is no parking requirement for the project</b></li><li>• is consistent with the applicable Metropolitan Transportation Commission's (MTC) Sustainable Communities Strategy (SCS), as determined by the City – <b>yes</b></li><li>• does not replace affordable residential units with a smaller number of moderate- or high-income residential units – <b>yes</b></li></ul>
Project located in low VMT area	<b>No</b> , the proposed project is in traffic analysis zone (TAZ) 3031 with an average of 16.4 VMT per employee – see attachments

<sup>2</sup> Section 2.1.1.3 Local-Serving Retail and Public Services of the *San Mateo Transportation Impact Analysis Guidelines* dated July 16, 2020 states "Groceries, medicines, fast food and casual restaurants, fitness and beauty services are typical goods and services provided by local-serving retail centers".

---

## VMT Impact Discussion

---

For purposes of VMT evaluation, the project would be considered a local-serving retail that would screen out of further VMT analysis. As a result of the VMT evaluation, the proposed project is not anticipated to have a VMT impact.

Additional reasons supporting the finding that the proposed redevelopment project, changing the use from a dance studio to a ninja academy, is not expected to generate a significant VMT impact include:

- The project is replacing a dance studio that is estimated to previously generate over 200 daily trips and would result in a reduction in net daily and PM peak hour trips.
- There will be little to no increase in staff employment or total vehicle trips at California Ninja Academy when compared to the previous dance studio use.
- Several trip reduction measures are incorporated into the project's operating business plan to reduce vehicle miles travelled and encourage non-vehicle trips for all users.
- The facility is marketing to local residents (e.g., targeted discounts to residents of Hayward Park) and those using Caltrain to attract those that can access the site through short vehicle trip lengths or non-vehicle trips.
- There are currently no parks, play structures, or recreational facilities within a 1000 feet radius of the facility, so the project provides residents nearby with a local recreational option that would reduce trip lengths when compared to other similar options in the region.

## FINDINGS

Kittelson & Associates completed an assessment of potential traffic impacts and parking demand generated from the proposed California Ninja Academy at 1701 Leslie Street in the City of San Mateo. The project is providing trip reduction measures that are anticipated to be beneficial in reducing vehicle trips to the site.

### Trip Generation

The project is anticipated to reduce its vehicle trips by at least 25% through several transportation demand measures the applicant has committed to. This would be consistent with a goal of the San Mateo Rail Corridor Transit Oriented Development Plan.

The resulting vehicle trip generation after applying trip reduction measures to person trips calculated from the proposed business model is estimated to be 148 daily trips on a typical weekday and 170 daily trips on a weekend, with 33 trips during the weekday afternoon peak period. The net trip generation is estimated to decrease when compared to the previous dance studio and, therefore, the project would not have a significant effect on traffic operations in the area.

### VMT

The project was found to not have a significant impact on vehicle miles travelled (VMT) due to its local-serving business model as a fitness service.

## Parking

The project currently has a parking agreement for the shared parking lot designating 12 full-time parking spaces and up to 40 available spaces during times when the adjacent office use is not being utilized. The parking assessment found that parking demand would exceed the available on-site parking during the hours of 1:00 – 5:00 PM on a weekday.

A proposed revision to the parking agreement to increase the dedicated spaces for the project from 12 to 20 would provide the needed parking supply except potentially at 5:00 PM, which could be alleviated by having the 5:00 class start around 5:10.

To allow flexibility in future operations of the business, an equation was developed to correlate the number of dedicated parking spaces with the number of hourly class and staff person-capacity. The equation, shown below, assumes a 5 – 20 minute offset between classes and accounts for non-vehicle trips.

***Hourly class and staff person-capacity = # of parking spaces \* 0.67***

Weekend parking demand was found to be fully contained within the site's 40 spaces.

## Site Circulation

To reduce the risk of wrong-way driving on the one-way access from 17th Avenue, it is recommended that the project installs a one-way sign (R6-1 or R6-2) at the driveway entrance on 17th Avenue and a "Do Not Enter" sign (R5-1) in the parking lot at the southeast corner of the building where the one-way aisle enters the main parking lot.



## APPENDIX

---

# Trip Generation, Trip Reduction, and Parking Demand Evaluation

---

Trip generation for the project was estimated by calculating the person trips that would be generated by the proposed project based on business operations information provided by the applicant and then estimating the number of vehicle trips that would occur. The *ITE Trip Generation Handbook 3rd Edition* defines person trips and vehicle trips as follows:

*The term "person trips" refers to trips made to or from a site by each individual person using any mode (personal passenger vehicle, truck, pedestrian, transit, bicycle). Two people in a personal passenger vehicle counts as two person trips. "Vehicle trip" generation refers to the number of vehicles traveling to or from a site. If a vehicle has two people in it, it still counts as one vehicle trip.*

Non-vehicle trips (transit, bicycle, walking, rideshare) were estimated based on a review of the site location and adjacent connections, operation considerations of the use, and trip reduction measures being provided by the applicant. Staff and guest trips were evaluated separately, as there are specific measures and travel patterns that would be different between the two user types.

### PERSON TRIP ESTIMATES

Based on the business plan provided as an attachment, the total person trips for the site can be estimated. The total person trips were calculated by summing the daily capacity provided in the business plan. The business plan shows the maximum guest capacity and staff requirement of each class by the hour.

#### Guests:

- Total weekday capacity person trips: 90 persons \* 2 trips per person = 180 person trips
- Total weekend capacity person trips: 100 persons \* 2 trips per person = 200 person trips

#### Staff:

- Total weekday capacity person trips: 6 persons \* 2 trips per person = 10 person trips
- Total weekend capacity person trips: 7 persons \* 2 trips per person = 14 person trips

### VEHICLE TRIP ESTIMATES

The location and operations of the proposed ninja academy indicate that some ridesharing and non-vehicle trips (transit, walking/biking) would be reasonable and should be accounted for. Further, to align with the Rail Corridor Plan's corridor-wide reduction goals, the City of San Mateo aims to reduce new vehicle trips by at least 25%. The following proposed trip reduction measures are included as a part of the project to help achieve this goal:

- Subsidize monthly transit passes for California Ninja Academy staff who commute to work
- Recruit staff from the Hayward Park neighborhood
- Neighborhood hour which offers membership discounts to Hayward Park residents within a 10-15 minute walking distance. "Local" area more or less defined by El Camino Real to the west, 21st Avenue/Saratoga Drive to the south, South Amphlett Boulevard to the east and 10th Avenue to the north.

- Provide bike racks and a bike repair station
- Prioritize parking for carpools
- Post CalTrain and SamTrans schedules in lobby area and on the California Ninja Academy website

Each of these measures can be attributed a maximum percent trip reduction based on our independent analysis of the reduction specific to the site's location, use, and operations plan and use of CAPCOA's *Handbook for Analyzing Greenhouse Gas Emission Reductions, Assessing Climate Vulnerabilities, and Advancing Health and Equity*<sup>4</sup>. The assumed trip reduction and reasoning is denoted in Tables A-1 and A-2. These measures have been assessed to achieve vehicle trip reductions by at least 25% for both guests and staff. These measures may vary in their actual performance for the project itself; however, the diverse options provided by the project are anticipated to meet or exceed the 25% new vehicle trip reduction goal.

Guests:

- **Transit Use: 12.5% trip reduction estimate**
  - Posted public transit schedules on-site and online
  - Community-based travel planning (focused marketing on Caltrain users)
- **Walking/Biking: 2.5% - 20% trip reduction estimate**
  - Discount to Hayward Park residents
  - On-site bike racks
- **Ridesharing: 10% trip reduction estimate**
  - Carpooling
  - Community-based travel planning (focused marketing on Hayward Park area)

**Total Guest Trip Reduction Estimate = 25% reduction (12.5% transit + 2.5% walking/biking + 10% ridesharing)**  
**Total Guest Trip Reduction Estimate (Neighborhood hour) = 42.5% reduction (12.5% transit + 20% walking/biking + 10% ridesharing)**

Staff:

- **Transit Use: 16.7% trip reduction estimate (1 out of 6 staff)**
  - Implement Commute Trip Reduction Program (Voluntary)
  - Subsidized monthly transit passes for staff
  - Posted public transit schedules on-site and online
- **Walk/Bike Use: 16.7% trip reduction estimate (1 out of 6 staff)**
  - Staff recruitment from Hayward Park
  - On-site bike racks

**Total Employee Trip Reduction Estimate = 2 out of 6 staff = 33%.** The maximum employee commute VMT reduction from Trip Reduction programs according to CAPCOA is capped at 45 percent. The assumptions made are within that range of reduction.

These trip reductions were applied to the class and staff capacities (person trips) to estimate the vehicle trip generation for the proposed use and resulted in **148 weekday daily vehicle trips and 170 weekend daily vehicle trips**. An hourly breakdown of person and vehicle patterns for weekday and weekend use are shown in Tables A-3 and A-4, respectively.

---

<sup>4</sup> California Air Pollution Control Officers Association's Handbook for Analyzing Greenhouse Gas Emission Reductions, Assessing Climate Vulnerabilities, and Advancing Health and Equity, Final Draft December 2021



**Table A-1. Guest Trip Reduction Evaluation**

Trip Reduction Strategy	Reasoning	Industry Metrics	Project Metric Evaluation	Assumed Project % Trip Reduction
Transit Use				
Posted public transit schedules on-site and online	Providing accessible public transit schedules encourage transit ridership, thereby reducing the number of single occupancy vehicle trips.	Employee trips using Public transportation ranged from 2.02% - 19.86% with the project's census tract having 9.25% transit use.	<b>The project is adjacent to the Hayward Park station and is targeting Caltrain users to encourage transit use.</b>  <b>Assumes an average of 12.5% (1 out of 8) guests would utilize transit</b>	<b>12.5%</b>
Provide Community-Based Travel Planning	This measure targets residences in the plan/community with community-based travel planning. It includes outreach that provides households with customized information, incentives, and support to encourage the use of transportation alternatives in place of single occupancy vehicles.	CAPCOA T-23 estimates up to 2.3% reduction.		
Walking and Biking				
Discounts to Hayward Park residents	Reducing the out-of-pocket cost for membership within walking distance of the facility encourages walking and carpooling, thereby reducing vehicle trips.	CAPCOA T-23 indicates an average of 19% of residents targeted will participate, resulting in a 12% trip reduction among participating residences.	<b>Assumes 2.5% (1 out of 40) of regular hour guests would be walking or bicycling trips.</b>  <b>Assumes 20% (4 out of 20) of neighborhood hour guests would be walking or bicycling trips.</b>	<b>2.5% regular hours; 20% neighborhood hour</b>
On-site bike racks	The provision of secure bike parking and related facilities encourages commuting by bicycle,	CAPCOA T-10 documents a maximum reduction of 4.4%.	<b>Assumes guests would be encouraged to bicycle instead of drive and have a</b>	

Trip Reduction Strategy	Reasoning	Industry Metrics	Project Metric Evaluation	Assumed Project % Trip Reduction
	thereby reducing vehicle trips.	Bicycle trips are estimated to account for about 5.6% of commute trips in the project site's census tract and within San Mateo.	<b>higher % of bicycling trips.</b>	
<b>Ridesharing</b>				
Carpooling	Includes adjustments for carpooling as it is anticipated that not all trips are single-occupancy vehicle trips for a scheduled recreational activity.	The amount of carpooling that occurs varies by land use and is difficult to quantify.	<b>Assumes an average of 10% (1 out of 10) guests would utilize carpooling (i.e., friends, partners, families).</b>	<b>10%</b>
Provide Community-Based Travel Planning	This measure targets residences in the plan/community with outreach that provides households with customized information, incentives, and support to encourage the use of transportation alternatives in place of single occupancy vehicles.	CAPCOA T-23 estimates up to 2.3% reduction.		
Prioritize carpool parking on-site	Ridesharing encourages carpooled vehicle trips in place of single-occupied vehicle trips, thereby reducing the number of trips.	Recommended for on-site parking to further encourage ridesharing beyond the assumed levels.		

**Table A-2. Employee Trip Reduction Evaluation**

Trip Reduction Strategy	Reasoning	Industry Metrics	Project Metric Evaluation	Assumed Project % Trip Reduction
<b>Transit Use</b>				
Implement Commute Trip Reduction Program (Voluntary)	This measure will implement a voluntary commute trip reduction program that discourages single-occupancy vehicle trips and encourages alternative modes of transportation such as carpooling, taking transit, walking, and biking, thereby reducing trips.	CAPCOA T-5 estimates up to 4% reduction.	<p><b>There are assumed to be 6 staff (hosts + instructors) per day. Staff would regularly commute to and from the project site.</b></p> <p><b>Assumes at least 1 of the 6 staff would use transit each day. The resulting 16% percent is on the high end of industry metrics due to the low number of total staff.</b></p>	<b>16%</b>
Subsidized monthly transit passes for staff	Reducing the out-of-pocket cost for choosing transit improves the competitiveness of transit against driving, increasing the total number of transit trips and decreasing vehicle trips.	<p>Employee trips using Public transportation ranged from 2.02% - 19.86% with the project's census tract having 9.25% transit use.</p> <p>Assuming a 100% reimbursement of a \$76.80 1-zone monthly pass for all staff, CAPCOA T-9 estimates up to a 2.0% reduction.  <math>(\\$76.80 / \\$76.80 \times 0.43) \times 100\% \times 100\% \times 9.25\% \times 50\% \times 1 = 2.0\%</math></p>		
Posted public transit schedules on-site and online	Providing accessible public transit schedules encourage transit ridership, thereby reducing the number of single occupancy vehicle trips.	Employee trips using Public transportation ranged from 2.02% - 19.86% with the project's census tract having 9.25% transit use.		

Trip Reduction Strategy	Reasoning	Industry Metrics	Project Metric Evaluation	Assumed Project % Trip Reduction
<b>Walking and Biking</b>				
Staff recruitment from Hayward Park	Hiring staff within walking distance of the facility encourages walking and carpooling, thereby reducing vehicle trips.		<b>There are assumed to be 6 staff (hosts + instructors) per day. Staff would regularly commute to and from the project site.</b>  <b>Assumes at least one of the staff would walk instead of drive.</b>	<b>16%</b>
On-site bike racks	The provision of secure bike parking and related facilities encourages commuting by bicycle, thereby reducing vehicle trips.	CAPCOA T-10 documents a maximum reduction of 4.4%.  Bicycle trips are estimated to account for about 5.6% of commute trips in the project site's census tract and within San Mateo .		

**Table A-3. Weekday Hourly Trip Estimates**

Time of day	Class Capacity & Staffing	Change in Guests	Guest Vehicle Trips <sup>a</sup>	Change in Staff	Staff Vehicle Trips <sup>b</sup>
Before 11:00 AM	closed	0	0	+1	1 in
11:00 AM	10 guests 2 staff	+10	8 in	0	0
12:00	Same class as 11:00	0	0	+1	1 in
1:00 PM	10 guests 3 staff	+10, -10	8 in, 8 out	0	0
2:00 (Neighborhood Hour)	10 locals 3 staff	+10, -10	6 in, 8 out	0	0
3:00	10 guests 3 staff	+10, -10	8 in, 6 out	+2	1 in
4:00	10 guests 4 staff	+10, -10	8 in, 8 out	0	0
5:00	20 guests 4 staff	+20, -10	16 in, 8 out	+2, -2	1 in, 2 out
6:00	20 guests 3 staff	+20, -20	16 in, 16 out	-1	1 out
7:00	Same class as 6:00	0	0	0	0
8:00 and after	closed	-20	16 out	-3	2 out
Total			70 in, 70 out		4 in, 4 out

a The guest trip adjustment factor of 25% is applied to account for a combination of transit trips, walking and bicycling trips, and ridesharing (i.e., friends, families, partners). The neighborhood hour from 2:00 – 3:00 PM has an adjustment factor of 42.5%.

b The staff trip adjustment factor of 33% is applied to account for transit, walking and bicycling trips.



**Table A-4. Weekend Trip Estimates**

Time of day	Class Capacity & Staffing	Change in Guests	Guest Vehicle Trips <sup>a</sup>	Change in Staff	Staff Vehicle Trips <sup>b</sup>
Before 10:00 AM	Closed	0	0	+4	3 in
10:00 AM	20 guests 4 staff	+20	16 in	0	0
11:00 AM	Same class as 10:00	0	0	0	0
12:00	20 guests 4 staff	+20, -20	16 in, 16 out	0	0
1:00 PM	Same class as 12:00	0	0	0	0
2:00	20 guests 4 staff	+20, -20	16 in, 16 out	0	0
3:00	Same class as 2:00	0	0	0	0
4:00	20 guests 2 staff	+20, -20	16 in, 16 out	+2, -4	1 in, 3 out
5:00	Same class as 4:00	0	0	0	0
6:00	20 guests 3 staff	+20, -20	16 in, 16 out	+1	1 in
7:00	Same class as 6:00	0	0	0	0
8:00 and after	Closed	-20	16 out	-3	2 out
Total			80 in, 80 out		5 in, 5 out

a The guest trip adjustment factor of 25% is applied to the adjusted capacity to account for a combination of transit trips, walking and bicycling trips, and ridesharing (i.e., friends, families, partners).

b The employee trip adjustment factor of 33% is applied to the staff trips to account for transit, walking and bicycling trips.

## PARKING DEMAND ESTIMATES

The trip generation estimates were used to calculate estimated parking demand by time of day for the proposed site. It is assumed that guests would arrive prior to the beginning of the hour which their class starts and depart after the end of the class, which typically end fifty minutes after the hour. An overlap of entering and exiting is reflected in the parking analysis although the ten-minute offset of classes ending and starting may reduce the actual demand. An hourly breakdown of guest and staff vehicle patterns for weekday and weekend use are shown in Tables A-5 and A-6, respectively.

**Table A-5. Weekday Parking Demand Estimates**

Time of day	Number of guest vehicles	Number of staff vehicles	Parking Demand <sup>a</sup>
~ 11:00 AM	8	1	9 spaces
~ 12:00 PM	8	2	10 spaces
~ 1:00 PM	16	2	18 spaces
~ 2:00 PM	14	2	16 spaces
~ 3:00 PM	14	2	16 spaces
~ 4:00 PM	16	3	19 spaces
~ 5:00 PM	24	6	30 spaces
~ 6:00 PM	32	2	34 spaces
~ 7:00 PM	16	2	18 spaces
~ 8:00 PM	16	2	18 spaces

<sup>a</sup> Parking demand assumes overlap of inbound trips for the upcoming class and outbound trips for the recently completed class.

**Table A-6. Weekend Parking Demand Estimates**

Time of day	Number of guest vehicles	Number of staff vehicles	Parking Demand <sup>a</sup>
~ 10:00 AM	16	3	19 spaces
~ 11:00 AM	16	3	19 spaces
~ 12:00 PM	32	3	35 spaces
~ 1:00 PM	16	3	19 spaces
~ 2:00 PM	32	3	35 spaces
~ 3:00 PM	16	3	19 spaces
~ 4:00 PM	32	4	36 spaces
~ 5:00 PM	16	1	17 spaces
~ 6:00 PM	32	2	34 spaces
~ 7:00 PM	16	2	18 spaces
~ 8:00 PM	16	2	18 spaces

<sup>a</sup> Parking demand assumes overlap of inbound trips for the upcoming class and outbound trips for the recently completed class.

## DANCE STUDIO TRIP GENERATION ESTIMATE

Based on the 2018-2019 schedule obtained and shown as an attachment, the following classes were identified for a typical weekday (Tuesday – Thursday). Each class is assumed to have a 12 person capacity based on the class descriptions provided.

**Table A-7. Dance Studio Weekday Class Schedule Summary**

Tuesday	Wednesday	Thursday
Tiny Dance (2:30 – 3:15)	Little Stars (3:30 – 4:30)	Super Stars (10:00 – 11:00)
Kinderdance (3:30 – 4:30)	Tap 1 (3:30 – 4:30)	Tiny Dance (2:30 – 3:15)
Combo GP (3:30 – 4:30)	Ballet 2 (3:30 – 4:30)	Super Stars (2:30 – 3:30)
Ballet 4 (4:00 – 5:30)	Ballet Intro (3:30 – 4:30)	Kinderdance (3:30 – 4:30)
Modern Beginning (4:00 – 5:30)	Tap 4 (4:30 – 5:30)	Jazz 1 (3:30 – 4:30)
Tap 6/7 (4:30 – 5:30)	Ballet 3 (4:30 – 5:30)	Ballet 4 (4:00 – 5:30)
Ballet 3 (4:30 – 5:30)	Ballet 1 (4:30 – 5:30)	Ballet 3 (4:30 – 5:30)
Ballet 5/6 (5:30 – 7:00)	Jazz Intro (4:30 – 5:30)	Tap 5 (4:30 – 5:30)
Ballet Inter. (5:30 – 7:00)	Tap Intro (5:30 – 6:30)	Tap Inter. (4:30 – 5:30)
Jazz 4 (5:30 – 6:30)	Tap Advanced (5:30 – 6:30)	Ballet 5/6 (5:30 – 7:00)
Hip Hop Teen (6:30 – 7:30)	Jazz 3 (5:30 – 6:30)	Ballet Inter. (5:30 – 7:00)
Ballet Adv. (7:00 – 8:30)	Jazz 5 (5:30 – 6:30)	Ballet Teen (5:30 – 6:30)
Jazz 5/6 (7:00 – 8:30)	Jazz Inter. (6:30 – 8:00)	Jazz 2 (5:30 – 6:30)
	Modern Advanced (6:30 – 8:00)	Jazz Teen (6:30 – 7:30)
	Ballet 4/5 (6:30 – 8:00)	Hip Hop Advanced (6:30 – 7:30)
		Ballet Adv. (7:00 – 8:30)
Total classes =13	Total classes =15	Total classes =16
Total estimated class capacity = 156	Total estimated class capacity = 180	Total estimated class capacity = 192
Total estimated instructors = 4	Total estimated instructors = 5	Total estimated instructors = 6

### Person Trips

As shown in Table A-7, Thursday would have the highest daily trip generation with an estimated 192 students and 6 instructors. Applying two trips (one inbound, one outbound) to each person, this results in 384 student person trips and 12 instructor person trips,

### Vehicle Trips

For the conversion from person trips to vehicle trips, the same adjustment factor calculated for the ninja academy operations is used for comparison purposes between the proposed ninja academy and previous dance studio use. Applying the 25% adjustment factor to students and 33% adjustment factor to instructors results in an estimated 288 student daily trips and 8 instructor daily trips, for a total daily trip generation of 296 vehicle trips.

The dance studio had much more clustered timeframes, with all but one class occurring between 2:30 – 8:30 PM. The peak afternoon time has four classes ending at 5:30 PM and four classes beginning at 5:30 PM, which would generate 36 inbound trips and 36 outbound trips (4 classes x 12 person trips per class x 0.75 vehicle trips per person trips, calculated for both inbound and outbound direction).

## PARKING-BASED SITE CAPACITY EQUATION

In developing the equation for class and staff capacity based on parking spaces, the amount of time (offset) between classes was a key consideration. For a business that runs on scheduled class times, the amount of time between classes can have a significant impact on the parking demand. The following demonstrates different offset calculations performed. Each scenario uses a baseline 25% reduction for guest trips and 33% reduction for staff trips based on the trip reduction evaluation performed in this study. Further, it includes the estimate of 1 staff per 5 guests to account for hosts, instructors, and other potential staff needs.

If classes are not offset by at least 5 minutes, then no parking demand factor adjustment is applied and a rate of 1.5 parking spaces per guest is used in the calculations. For every staff on site, 0.67 parking spaces needs to be accommodated. The following equation was developed to calculate class and staff person-capacity for the site with no offset between classes:

$$\# \text{ of parking spaces} = (\# \text{ of people (guests)} * 1.5) + (\# \text{ of people (staff)} * 0.67)$$

$$\# \text{ of parking spaces} = (\# \text{ of people (guests)} * 1.5) + (\# \text{ of people } ([\text{guests}/5]) * 0.67)$$

$$\# \text{ of parking spaces} = (\# \text{ of people} * 1.5) + (\# \text{ of people} * 0.134)$$

$$\# \text{ of parking spaces} = \# \text{ of people} * 1.634$$

$$\# \text{ of people} = \# \text{ of parking spaces} / 1.634$$

$$\# \text{ of people} = \# \text{ of parking spaces} * 0.61 \text{ (assuming no offset between classes)}$$

If classes are offset between 5 – 20 minutes, then an 80% factor is used to account for overlap between classes. This accounts for parking turnover times that have inconsistent patterns depending on the amount of time guests stay after class, how early guests arrive before their class, and how long loading and unloading vehicles can take. For every staff on site, 0.67 parking spaces needs to be accommodated. The following equation was developed to calculate class and staff person-capacity for the site with a 5 – 20 minute offset between classes:

$$\# \text{ of parking spaces} = (\# \text{ of people (guests)} * 1.35) + (\# \text{ of people (staff)} * 0.67)$$

$$\# \text{ of parking spaces} = (\# \text{ of people (guests)} * 1.35) + (\# \text{ of people } ([\text{guests}/5]) * 0.67)$$

$$\# \text{ of parking spaces} = (\# \text{ of people} * 1.35) + (\# \text{ of people} * 0.134)$$

$$\# \text{ of parking spaces} = \# \text{ of people} * 1.484$$

$$\# \text{ of people} = \# \text{ of parking spaces} / 1.484$$

$$\# \text{ of people} = \# \text{ of parking spaces} * 0.67 \text{ (assuming a 5- 20 minute offset between classes)}$$

If class offsets are greater than 20 minutes, then no parking demand factor is applied and a rate of 0.75 parking spaces per guest is used in the calculations. For every staff on site, 0.67 parking spaces needs to be accommodated. The following equation was developed to calculate class and staff person-capacity for the site with at least a 20 minute offset between classes:

$$\# \text{ of parking spaces} = (\# \text{ of people (guests)} * 0.75) + (\# \text{ of people (staff)} * 0.67)$$



# of parking spaces = (# of people (guests) \* 0.75) + (# of people ([guests/5]) \* 0.67)

# of parking spaces = (# of people \* 0.75) + (# of people \* 0.134)

# of parking spaces = # of people \* 0.884

# of people = # of parking spaces / 0.884

**# of people = # of parking spaces \* 1.13 (assuming at least 20 minute offset between classes)**

## Attachments – Supporting Documents

- Ninja Academy Business Plan
- Dance Studio 2018-19 Class Schedule
- Dance Studio Site Plan and Parking Evaluation
- VMT Evaluation Maps

# California Ninja Academy, LLC Special Use Permit Application - Business Information

Zoning.....	2
Neighborhood-Serving Business.....	3
Commuter-Serving Business.....	6
Fitness Studio Operational Model .....	7
Operating Hours.....	9
Capacity.....	14
Staffing.....	16

Applicant: California Ninja Academy, LLC., Regan Fletcher owner  
Property Owner: Electrical Workers Building Inc.  
Project Address: 1701 Leslie Street, Suite 100

# Zoning

1701 Leslie Street is zoned for C-1 Neighborhood Commercial within the Railroad Corridor Transit-Oriented Plan. The proposed business fits within the current zoning for a number of reasons:

1. California Ninja Academy will provide a recreational benefit to the immediate neighborhood in support of the objectives laid out in section 2-7 of the plan
2. Because of this neighborhood recreational offering, California Ninja Academy will draw a large part of its membership from the immediate neighborhood
3. California Ninja Academy will be ideally located to market itself to Caltrain commuters as a convenient stop on their way home for a workout
4. California Ninja Academy will have an operational model similar to that of a local yoga studio or martial arts dojo

# RRCT-O Plan:

## Neighborhood Recreation Benefit

### 2-7 Conservation, Open Space, Parks and Recreation Element

*“Within the element are several policies intended to ensure the protection of important natural and urban resources, and parks and recreational facilities.”*

Despite offering three-bedroom units, the *Station Park Green* development, directly across the RR tracks from 1701 Leslie, was approved despite not offering any play structures for kids.

California Ninja Academy will offer residents of the immediate neighborhood a locals' discount (see neighborhood map on page 10) . We will offer a family-focused recreational opportunity that will be a short walk for neighborhood residents. In addition to the locals' discount, there will be a dedicated hour each weekday just for neighborhood residents to use the facility.

Station Park Green

1700 S Delaware St, San Mateo, CA

R

Ask a question

Is this apartment is low income house ? Please give me form or website.

5

Answer

Station Park Green (Owner)

a year ago

Hi Farzana. We appreciate you taking the time to inquire about this. Our community participates in the County of San Mateo's program for below market rate housing. Questions or requests for information can be directed to the county's housing department, [housing.smcgov.org](https://housing.smcgov.org), as they handle all aspects of the program. Thank you! -- Station Park Green.

1

1 more answer

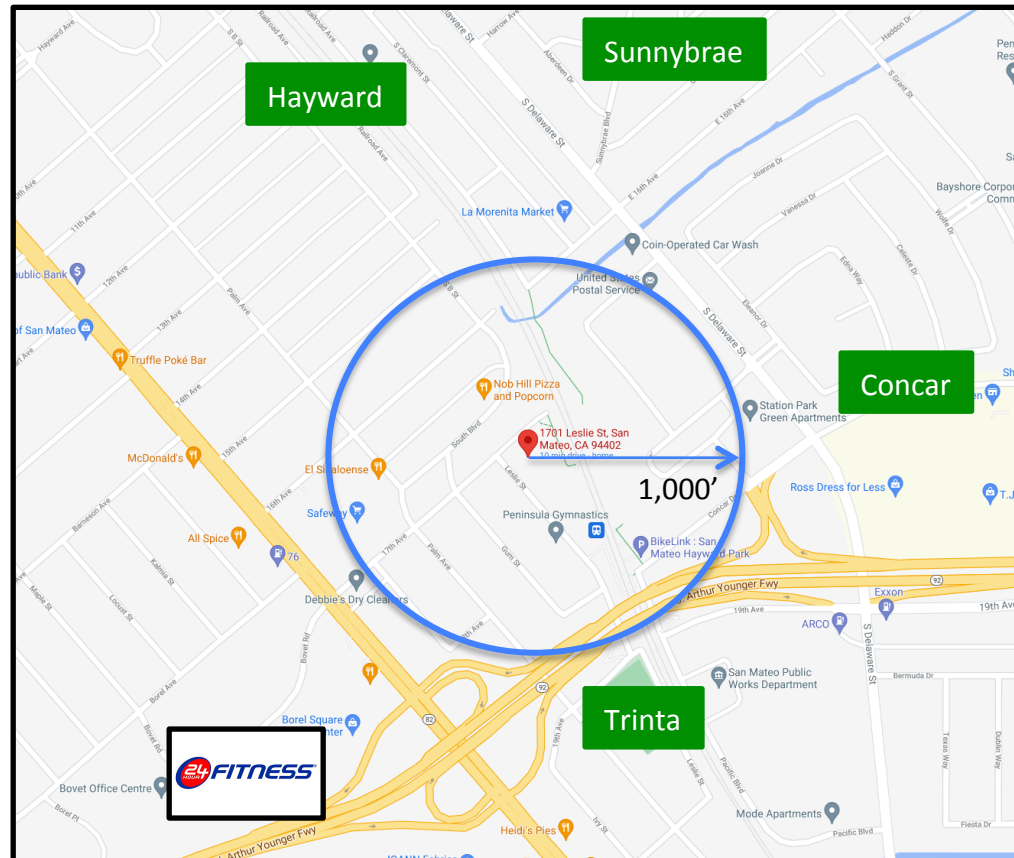
Lots of amenities for commuter hipsters like dog wash, mingling areas, pool tables, open spaces for blanket chilling. still so much space and no playground for kids? it seems your trying to keep families out?

Like

Answer

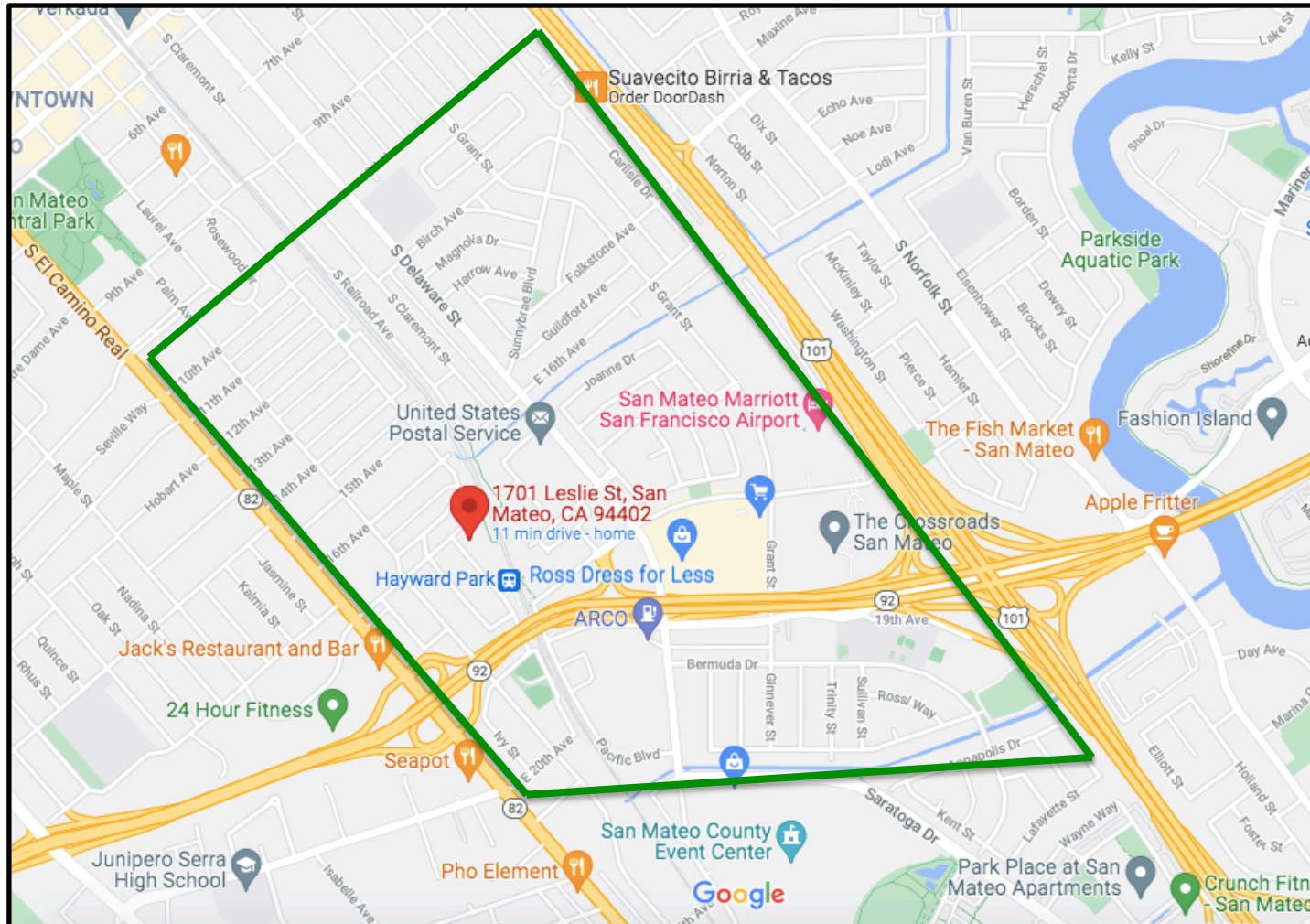


# Neighborhood-Serving Recreation



California Ninja Academy will offer a walkable recreational benefit to the immediate neighborhood. There are currently no parks, play structures or recreational facilities within a 1000' radius of 1701 Leslie.

# Neighborhood Hour



Discounted admission from 2pm to 3pm for Hayward Park locals who can walk to the gym. See 'Operating Hours'.

# RRCT-O Plan: Commuter-Serving

## 5-12 Ground Floor Retail Uses

*“These uses should only be neighborhood and commuter serving...”*

In addition to adding a recreational benefit that serves the immediate neighborhood, California Ninja Academy will be ideally situated for Caltrain commuters as well:

- Targeted social media ads, as well as a sign facing the RR tracks, will promote California Ninja Academy to commuters as a place to de-stress on their way home from work
- Commuting members of California Ninja Academy will find a number of convenient retail services nearby that will maximize the efficiency of their stop at Hayward Park Station
- The trickle-down effect of commuters stopping at Hayward Park Station will benefit the entire neighborhood
- Starting at 5pm every weekday, all sessions will be adult-exclusive or adult-inclusive, making California Ninja Academy an ideal stop on a commuter's ride home
- California Ninja Academy will subsidize monthly transit passes for full-time employees who commute to work

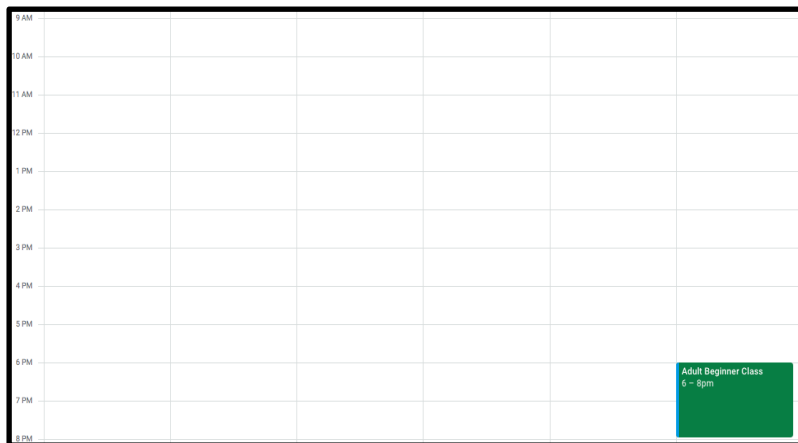
Most ninja warrior facilities in the US are located in car-centric suburbs. California Ninja Academy will be similar to *NY Ninja Academy* in Manhattan on W 55<sup>th</sup>, whose members access it via the nearby M11 bus or the 59th St / Columbus Circle subway station. Or *Shins Ninjas* on Long Island, which is just a couple blocks from the Nassau Blvd station on the Long Island Rail Road. The owners of both facilities have told me they rely heavily on commuter traffic for membership. Boston and Chicago are also home ninja warrior facilities strategically located close to stations on the T (Boston) or L (Chicago) trains.

# Fitness Studio Operational Model

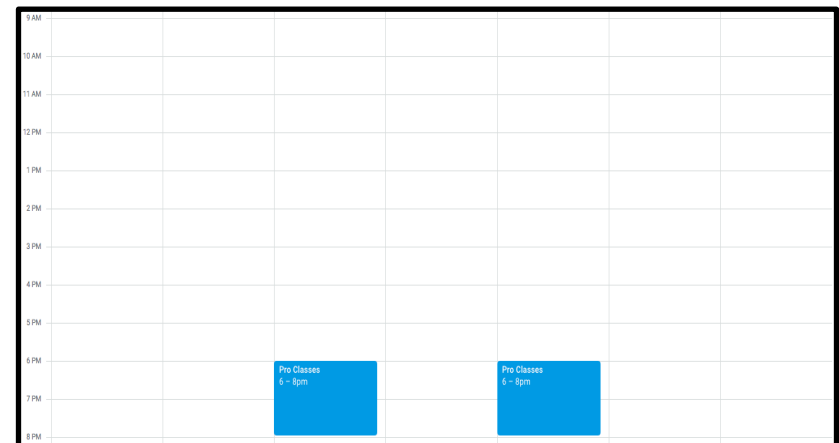
California Ninja Academy will have a daily schedule of instructional classes led by trained instructors. The entire workout floor will be dedicated to these classes. Think of a martial arts dojo or a yoga studio or a dance studio as analogous comparisons.

- By contrast, a traditional gym like 24-Hour Fitness or Crunch Fitness hosts classes in small ancillary rooms off the main floor. The main floor of the gym is dedicated to drop-in individual workouts. California Ninja Academy's classes not compete with any "open gym" times. All classes, and even open gym, will require signups for limited spaces.

## Adult Beginner Classes



## Pro Classes



# Fitness Studio Operational Model











Ninja warrior training is centered around community, similar to the communities you would find at a neighborhood yoga studio or a martial arts dojo. Ninja athletes prefer to train with other ninja athletes in a group environment that lifts up everybody, similar to dancers, yogi's or martial artists.

- By contrast, members at a traditional gym typically use it for a solo workout without regard to when other members of the gym want to work out. One member's workout time is not dependent on that of any other member.




There will indeed be times when the gym is “open” for unstructured training. But even those will be similar to a dance workshop setting where athletes connect and share techniques and tips with other athletes there at the time.

# Operating Hours




	Sun	Mon	Tues	Wed	Thur	Fri	Sat	
10a	B'day Party						B'day Party	10a
11a		Junior Gym	Junior Gym	Junior Gym	Junior Gym	Junior Gym		11a
Noon	B'day Party						B'day Party	Noon
1p		Home School PE	Home School PE	Home School PE	Home School PE	Home School PE		1p
2p	B'day Party	Neighborhood Hour	Neighborhood Hour	Neighborhood Hour	Neighborhood Hour	Neighborhood Hour	B'day Party	2p
3p		Open Gym	Open Gym	Open Gym	Open Gym	Open Gym		3p
4p	Adult Open	Youth Classes	Youth Classes	Youth Classes	Youth Classes	Youth Classes	Adult Open	4p
5p		Open Gym	Open Gym	Open Gym	Open Gym	Open Gym		5p
6p		Adult Open	Pro Classes	Competition	Pro Classes	Adult	Competition	6p
7p				Teams		Beginners	Teams	7p
8p								8p

-  Birthday Parties – two hour time slots allow one party to clear out before next party starts, minimizing traffic
-  Junior Gym – pre-school age only; limited to 10 signup slots (+ guardians)
-  Home School PE – PhysEd classes for home school students; limited to 10 signup slots; 50-minute class
-  Open Gym – gym open to anyone but limited to 10 signup slots for 3pm slot; limited to 20 for 5pm slot; 50-minute sessions
-  Adult Open Gym – gym open to adults only and limited to 20 signup slots; 50-minute sessions
-  Adult Beginners – instructor-based for adults who want to try ninja warrior without being overwhelmed by kids or pros; 50-minute sessions
-  Pro Classes – instructor-based and open to competition-level only; limited to 20 signup slots;
-  Competition Teams – no min. age but limited to athletes training at competition level; focused on racing vs. instruction
-  Neighborhood – discounted and reserved time slots for neighborhood residents; 50-minute sessions; see map on page 5
-  Youth Classes – instructor led classes and limited to 14 years old and under; 50-minute classes

# Weekday Mornings




-  Junior Gym: Facility reserved for kids 6 and under, along with their care giver.  
Access limited to easiest obstacles but no danger of being run over by an older kid or adult.  
Care givers have access to party area tables and chairs.  
Staff (not necessarily ninja warrior instructors) will give basic guidance to using apparatus but focus primarily on safety (eg. making sure only one person on an obstacle at a time).
-  Home School PE: Structured PhysEd classes for home schooled kids of elementary and middle school age.  
Access to obstacles will be based on ability so younger kids won't be using the same obstacles as older kids.
-  Neighborhood Hour: Discount offered to Hayward Park residents within a 10-15 minute walking distance.  
"Locals" area more or less defined by ECR to the west, 21<sup>st</sup> Ave / Saratoga Drive to the south, South Amphlett to the east and 10<sup>th</sup> Ave to the north.  
Financial incentive for locals who work from home or the evening shift to walk to California Ninja Academy when it's less crowded.

# Weekday Afternoons




-  Open Gym: Transitional hours from Neighborhood Hour to Youth Classes and from Youth Classes to Adult Open. Open to all ages but access to obstacles based on ability and testing into most difficult obstacles. Qualified instructors available to provide instruction but will be “bouncing” from one athlete to another and one obstacle to another, not dedicated to a specific group of athletes. Limited to 10 athletes; signups required ahead of time. 50-minute sessions
-  Youth Classes: Structured 50-minute classes led by qualified instructors for athletes 14 years old and younger. Access to obstacles based on selections by instructors. Limited to 10 athletes; signups required ahead of time.
-  Adult Open: Limited to adults; no kids getting in their way. Qualified instructors available to provide instruction but will be “bouncing” from one athlete to another and one obstacle to another, not dedicated to a specific group of athletes. Limited to 10 athletes; signups required ahead of time. 50-minute sessions



# Weekday Evenings

-  **Pro Classes:** No minimum age but limited to high level athletes who are training for competition. Led by instructors and limited to 10 qualified athletes who signup ahead of time.
-  **Competition Teams:** Athletes who have been training for competition have access to competition-level courses that will change from week to week.  
A “course” is simply a specific path through designated obstacles with a clock running and penalties assessed. Courses change from week to week.
-  **Adult Beginners:** Instructor-led classes for any adults who would like to try ninja warrior in an environment where more experienced athletes won’t be judging them or “hogging” the obstacles.  
Limited to 10 athletes who signup ahead of time.  
50-minute classes

# Weekends

-  Birthday Parties: Facility reserved for one birthday party at a time.  
Birthday parties limited to 20 guests.  
Two “hosts” (not necessarily ninja warrior instructors) will give basic guidance to using apparatus but focus primarily on safety (eg. making sure only one person on an obstacle at a time).  
One qualified instructor will be available and providing instruction similar to that of Open Gym, i.e. going from guest to guest and obstacle to obstacle.  
Party slots are officially two hours but that includes clean up and departure. Hosts will start moving guests off the obstacles at the 1:45 mark as guests for the following party begin to arrive.  
Arriving guests will gather in lobby area, ensuring waivers are signed and waiting for their party to begin.
-  Adult Open and
-  Competition Teams: After birthday parties are completed for the day, adults athletes will have an opportunity to use the ninja gym without kids running around. Competition Teams will include non-adults but they will all be high-level ninja athletes and considered peers by adult athletes.

# Guest Capacity

	Sun	Mon	Tues	Wed	Thur	Fri	Sat	
10a	20 kids + parents						20 kids + parents	10a
11a		10 kids + guardians	10 kids + guardians	10 kids + guardians	10 kids + guardians	10 kids + guardians		11a
Noon	20 kids + parents						20 kids + parents	Noon
1p		10 students + guardian	10 students + guardian	10 students + guardian	10 students + guardian	10 students + guardian		1p
2p	20 kids + parents	10 locals of all ages	10 locals of all ages	10 locals of all ages	10 locals of all ages	10 locals of all ages	20 kids + parents	2p
3p		10 athletes	10 athletes	10 athletes	10 athletes	10 athletes		3p
4p	20 athletes	10 athletes	10 athletes	10 athletes	10 athletes	10 athletes	20 athletes	4p
5p		20 athletes	20 athletes	20 athletes	20 athletes	20 athletes		5p
6p		20 athletes	20 athletes	20 athletes	20 athletes	20 athletes	20 athletes	6p
7p								7p
8p								8p

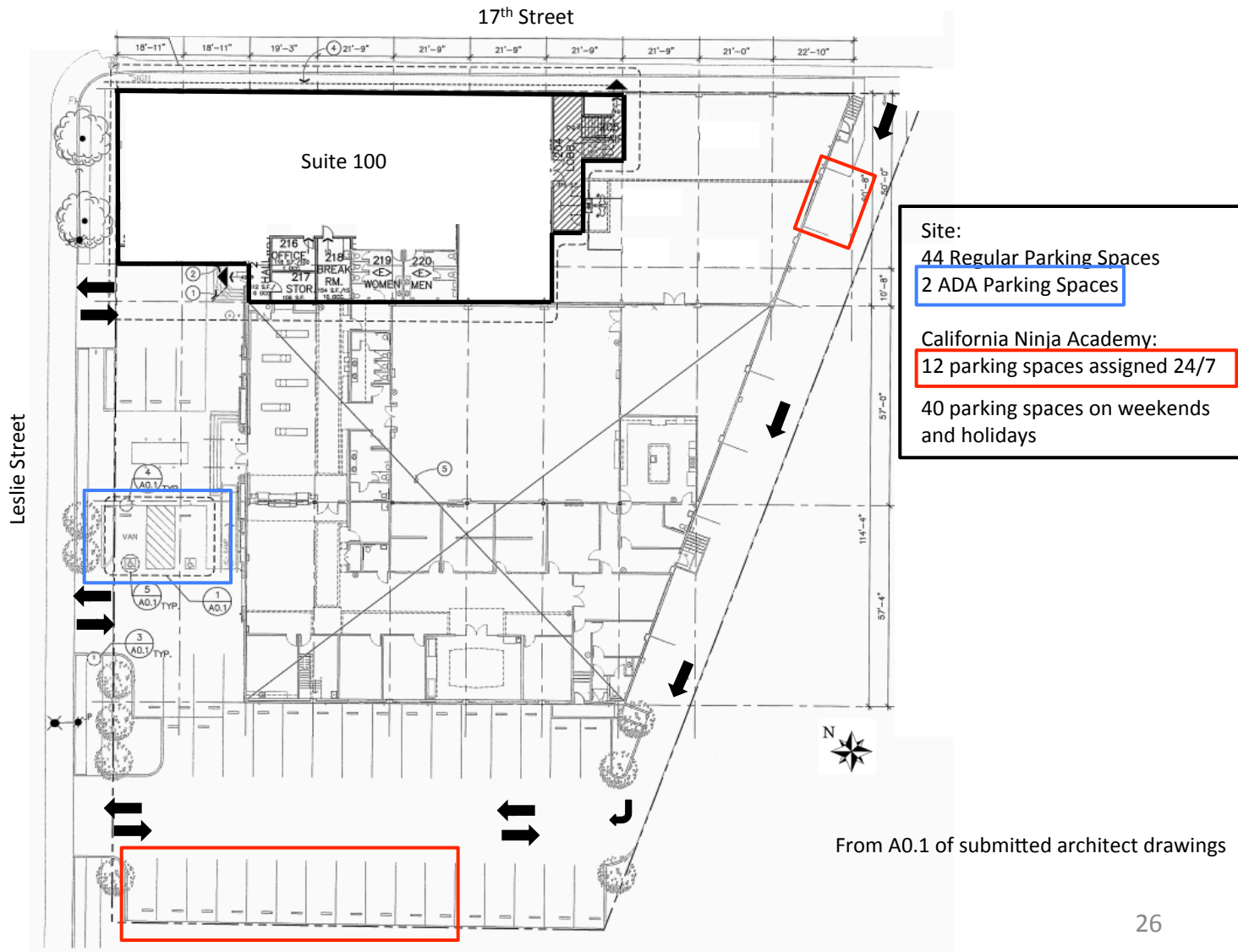
\*Weekday sessions will end at the :50 minute mark of the hour so one class can clear out before the other begins

# Staffing

	Sun	Mon	Tues	Wed	Thur	Fri	Sat	
10a	3 hosts + 1 instructor						3 hosts + 1 instructor	10a
11a		1 host	1 host	1 host	1 host	1 host		11a
Noon								Noon
1p		1 instructor	1 instructor	1 instructor	1 instructor	1 instructor		1p
2p		1 instructor	1 instructor	1 instructor	1 instructor	1 instructor		2p
3p		1 instructor	1 instructor	1 instructor	1 instructor	1 instructor		3p
4p	2 instructors	1 host + 3 instructors	1 host + 3 instructors	1 host + 3 instructors	1 host + 3 instructors	1 host + 3 instructors	2 instructors	4p
5p		2 instructors	2 instructors	2 instructors	2 instructors	2 instructors		5p
6p		2 instructors	3 instructors	3 instructors	3 instructors	2 instructors	3 instructors	6p
7p								7p
8p								8p

Host = Part-time; checks in guests, conveys rules of the gym, etc. Many would be local high school students who can walk/ride to work.  
 Instructor = Part-time; trained as a ninja warrior instructor to provide instruction on technique and strategy.

# Parking



**KIRKPATRICKS SCHOOL OF DANCE CLASS SCHEDULE 2018-19**

**PRE-DANCE**

**TINY DANCER**

Tues. 2:30-3:15

Thurs. 11:00-11:45

Sat. 9:30-10:15

**LITTLE STARS**

Wed. 3:30-4:30

Sat. 10:30-11:30

**SUPER STARS**

Thurs. 10:00-11:00

Thurs. 2:30-3:30

**KINDERDANCE**

Tues. 3:30-4:30

Thurs. 3:30-4:30

Sat. 9:30-10:30

**COMBO GP**

Tues. 3:30-4:30

**COMBO**

Fri. 3:30-4:30

Sat. 10:30-11:30

**CONCENTRATED CLASSES**

**TAP**

**TAP NEW (7-12 years old)**

Fri. 4:30-5:30

**TAP INTRO**

Wed. 5:30-6:30

Sat. 9:30-10:30

**TAP 1**

Mon. 3:30-4:30

Wed. 3:30-4:30

Sat. 9:30-10:30

**TAP 2**

Mon. 4:30-5:30

**TAP 3**

Mon. 5:30-6:30

**TAP 4**

Wed. 4:30-5:30

**TAP 5**

Thurs. 4:30-5:30

**TAP 6/7**

Tues. 4:30-5:30

**TAP INTERMEDIATE**

Thurs. 4:30-5:30

**TAP ADVANCED**

Wed. 5:30-6:30

**BALLET**

**BALLET NEW**

Fri. 3:30-4:30

**BALLET INTRO**

Mon. 3:30-4:30

Wed. 3:30-4:30

Sat. 10:30-11:30

**BALLET 1**

Mon. 4:30-5:30

Wed. 4:30-5:30

Sat. 10:30-11:30

**BALLET 2 (both classes required)**

Mon. 3:30-4:30

Wed. 3:30-4:30

**BALLET 2**

Sat. 11:30-1:00

**BALLET 3 (both classes required)**

Mon. 4:30-5:30

Wed. 4:30-5:30

**BALLET 3 (both classes required)**

Tues. 4:30-5:30

Thurs. 4:30-5:30

**BALLET 4 (both classes required)**

Tues. 4:00-5:30

Thurs. 4:00-5:30

**BALLET 4/5 (both classes required)**

Mon. 6:30-8:00

Wed. 6:30-8:00

**BALLET 5/6 (both classes required)**

Tues. 5:30-7:00

Thurs. 5:30-7:00

**BALLET INTERMEDIATE**

(Modern class required)

Tues. 5:30-7:00

Thurs. 5:30-7:00

**BALLET ADVANCED**

(Modern class required)

Tues. 7:00-8:30

Thurs. 7:00-8:30

**BALLET TEEN**

Thurs. 5:30-6:30

**MODERN BEGINNING**

Tues. 4:00-5:30

**MODERN INTERMEDIATE**

Mon. 5:30-7:00

**MODERN ADVANCED**

Wed. 6:30-8:00

**JAZZ**

**JAZZ NEW**

Fri. 5:30-6:30

**JAZZ INTRO**

Mon. 4:30-5:30

Wed. 4:30-5:30

Sat. 11:30-12:30

**JAZZ 1**

Mon. 5:30-6:30

Thurs. 3:30-4:30

**JAZZ 2**

Mon. 5:30-6:30

Thurs. 5:30-6:30

**JAZZ 3**

Mon. 3:30-4:30

Wed. 5:30-6:30

**JAZZ 4**

Tues. 5:30-6:30

**JAZZ 5**

Wed. 5:30-6:30

**JAZZ 5/6**

Tues. 7:00-8:30

**JAZZ INTERMEDIATE**

Wed. 6:30-8:00

**JAZZ ADVANCED**

Mon. 7:00-8:30

**JAZZ TEEN**

Thurs. 6:30-7:30

**HIP HOP**

**HIP HOP NEW**

Fri. 4:30-5:30

**HIP HOP INTRO**

Fri. 3:30-4:30

**HIP HOP 2**

Mon. 6:30-7:30

**HIP HOP 3/4**

Mon. 7:30-8:30

**HIP HOP ADVANCED**

Thurs. 6:30-7:30

**HIP HOP TEEN**

Tues. 6:30-7:30

# KIRKPATRICK'S SCHOOL OF DANCE

---

## CLASS DESCRIPTIONS AND REQUIREMENTS FOR AGES 3 and up

### Tiny Dancer

Tiny Dancer is a specially designed class for 3 year olds. Each 45 minute class is divided into short segments to accommodate the concentration span of children this age. Children will learn the essential skills they need to participate in our more structured 'Stars' dance classes. Students will experience creative and rhythmic movement as well as pre-ballet, tap and mat work. Class size is limited to 12 students and is taught by a dance instructor and teacher assistant. **Children must be potty trained and 3 years of age by the first class of the dance season to register.**

### Little Stars

Little Stars is for 4 and 5 year old children new to dance. Each one hour class consists of 20 minutes each of ballet, tap, and mat work to accommodate the concentration span of children this age. Class size is limited to 12 students and is taught by a dance instructor and teacher assistant. **Children must be potty trained and 4 years of age by the first class of the dance season to register.**

### Super Stars

Super Stars is for 4 and 5 year old children that have completed Tiny Dancer. Each one hour class consists of 20 minutes each of ballet, tap, and mat work to accommodate the concentration span of children this age. Class size is limited to 12 students and is taught by a dance instructor and teacher assistant. **\*\* Completion of Tiny Dancer is required to enroll in this class.**

### Kinderdance

Kinderdance is for 5 and 6 year old children that are enrolled in Kindergarten and have completed one of our 'Stars' classes. Each one hour class consists of 20 minutes each of ballet, tap, and mat work to accommodate the concentration span of children this age. Class size is limited to 12 students and is taught by a dance instructor and teacher assistant. **\*\* Completion of Little Stars or Super Stars is required to enroll in this class.**

### Combo

Combo is for 6 and 7 year old children that are entering first grade. Each one hour class consists of 30 minutes each of ballet and tap. Students learn the fundamentals needed to continue into the concentrated levels of dance the following season. Class size is limited to 12 students and is taught by a dance instructor and teacher assistant. **Children must be 6 years of age by the first class to register.**

**\*\* COMBO - Open to New students and/or students that have completed a 'Stars' class.**

**\*\* COMBO GP - Completion of Kinderdance is required to enroll in this class.**

## CONCENTRATED CLASSES

### Intro

The Introduction classes are for 7 & 8 year olds who have completed our combo program and want to take more dance classes per week. We offer one hour specialized classes enabling students to excel in Ballet, Tap, Jazz or Hip Hop. The Introduction classes incorporate strong technical foundations, as well as fun dance combinations. We strongly recommend students who enroll in Jazz or Hip Hop also continue with Ballet and Tap for a good technical background in dance. **\*\* Completion of Combo is required to enroll in this class.**

### New

The New classes are for 7 – 12 year olds new to dance, who want to take more dance classes per week. We offer one hour specialized classes enabling students to excel in Ballet, Tap, Jazz or Hip Hop. The New classes incorporate strong technical foundations, as well as fun dance combinations. We strongly recommend students who enroll in Jazz or Hip Hop also enroll in Ballet and Tap for a good technical background in dance.

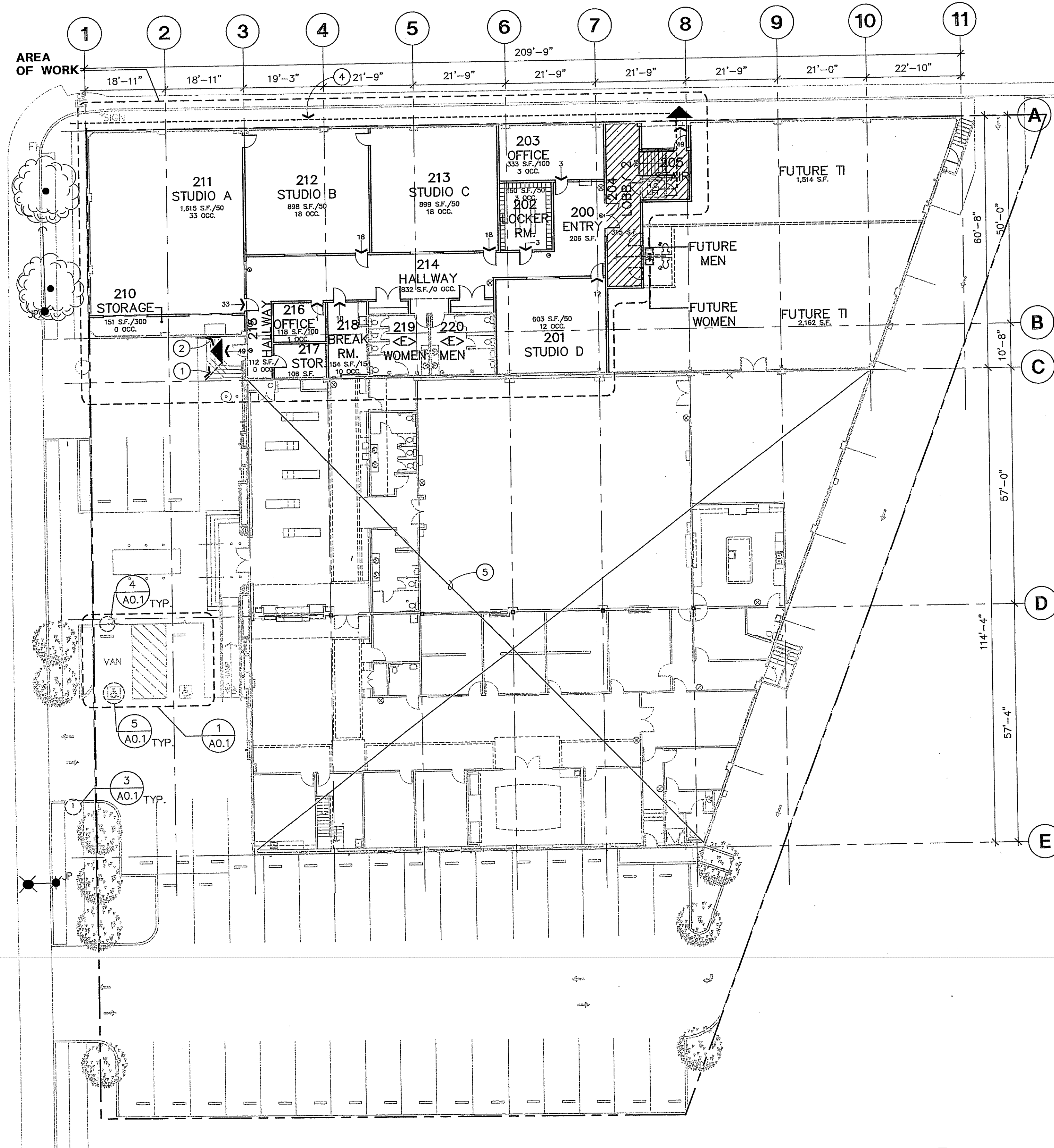
**\*\* Student must be in Second Grade or higher to enroll in this class.**

### Teen

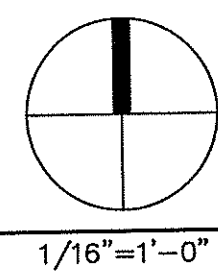
The Teen classes are similar to the New classes, but are structured for ages 12 and up.

**\*\* Student must be in Seventh Grade or higher to enroll in this class.**





EXITING AND SITE PLAN



### PARKING ANALYSIS

PARKING USE	FLOOR AREA	MIN. STALL REQ./ SF	REQ'D PARKING
<b>IBEW</b>			<b>10.86</b>
GENERAL OFFICE	1,983	335	5.92
BUSINESS MANAGER	258	335	0.77
AGENT A	284	335	0.85
AGENT B	285	335	0.85
ORGANIZER	285	335	0.85
BOOK KEEPER	285	335	0.85
DISPATCH	285	335	0.85
<b>IBEW (NOT COUNTED PER SECTION 27.04.2000 SAN MATEO CITY CODE)</b>			
BOARD ROOM	634		
WORK-OUT AREA	183		
RESTROOMS	722		
BREAK AREA & BREAK ROOMS	228		
WAITING ROOM/ LIBRARY	257		
STORAGE AREA	1,935		
KITCHEN	651		
LOBBY	1,716		
LOADING AREA	351		
MEZZANINE STORAGE	2,019		
CORRIDOR	313		
<b>DANCE STUDIO</b>			<b>18.77</b>
STUDIO A	1,813	250	7.25
STUDIO B	900	250	3.60
STUDIO C	900	250	3.60
STUDIO D	900	250	3.60
OFFICES	240	335	0.72
<b>DANCE STUDIO (NOT COUNTED PER SECTION 27.04.2000 SAN MATEO CITY CODE)</b>			
LOBBY AND WAITING	1,823		
RESTROOMS	460		
LOCKER ROOM	196		
<b>SECONDARY ENTRY LOBBY (NOT COUNTED PER SECTION 27.04.2000 SAN MATEO CITY CODE)</b>			
LOBBY	288		
CORRIDOR	224		
<b>FUTURE OFFICE SPACE</b>			<b>9.55</b>
FUTURE OFFICE #1	1,200	335	3.58
FUTURE OFFICE #2	2,000	335	5.97
<b>TOTAL PARKING PROVIDED</b>			<b>46</b>
STD CAR			44
LOADING			2
<b>ASSEMBLY: DISPATCH (7:30 TO 8:30) AND UNION MEETINGS (7:00PM TO 10:00PM ONCE A MONTH)</b>			
MEETING HALL	3,695	70	52.79
NOTE: ASSEMBLY PARKING NOT COUNTED IN REQUIRED DAY TIME PARKING PER CITY AGREEMENT.			

### EXIT WIDTH ANALYSIS (PER CBC SECTION 1003.2)

<b>OCCUPANCY B</b>	
<b>GROSS BUILDING FLOOR AREA</b>	7,570 S.F.
<b>FIRST FLOOR:</b>	
<b>OCCUPANT LOAD (IBC TABLE 10-A)</b>	
<b>B OCCUPANCY:</b>	
GENERAL OFFICE @ 100 S.F./OCCUPANT = 451 S.F./100 =	5 OCC.
STUDIOS @ 50 S.F./OCCUPANT = 4,015 S.F./20 =	80 OCC.
MINOR ACCESSORY BREAK RM. @ 154 S.F./OCCUPANT =	10 OCC.
S.F./15 =	
CORE AREAS @ 0 S.F./OCCUPANT = 2,693 S.F./0 =	0 OCC.
STORAGE @ 300 S.F./OCCUPANT = 257 S.F./300 =	1 OCC.
<b>TOTAL B OCCUPANT LOAD:</b>	<b>OCC.</b>
<b>TOTAL OCCUPANTS:</b>	<b>96 OCC.</b>
<b>EXIT WIDTH (1003.2)</b>	
FIRST FLOOR: 95 OCCUPANTS X 0.2 = 19 1/2 EXITS=	9.5"
MINIMUM DOOR WIDTH REQUIRED:	9.5"
MINIMUM CLEAR DOOR WIDTH PROVIDED:	34"

### TOILET FIXTURE ANALYSIS

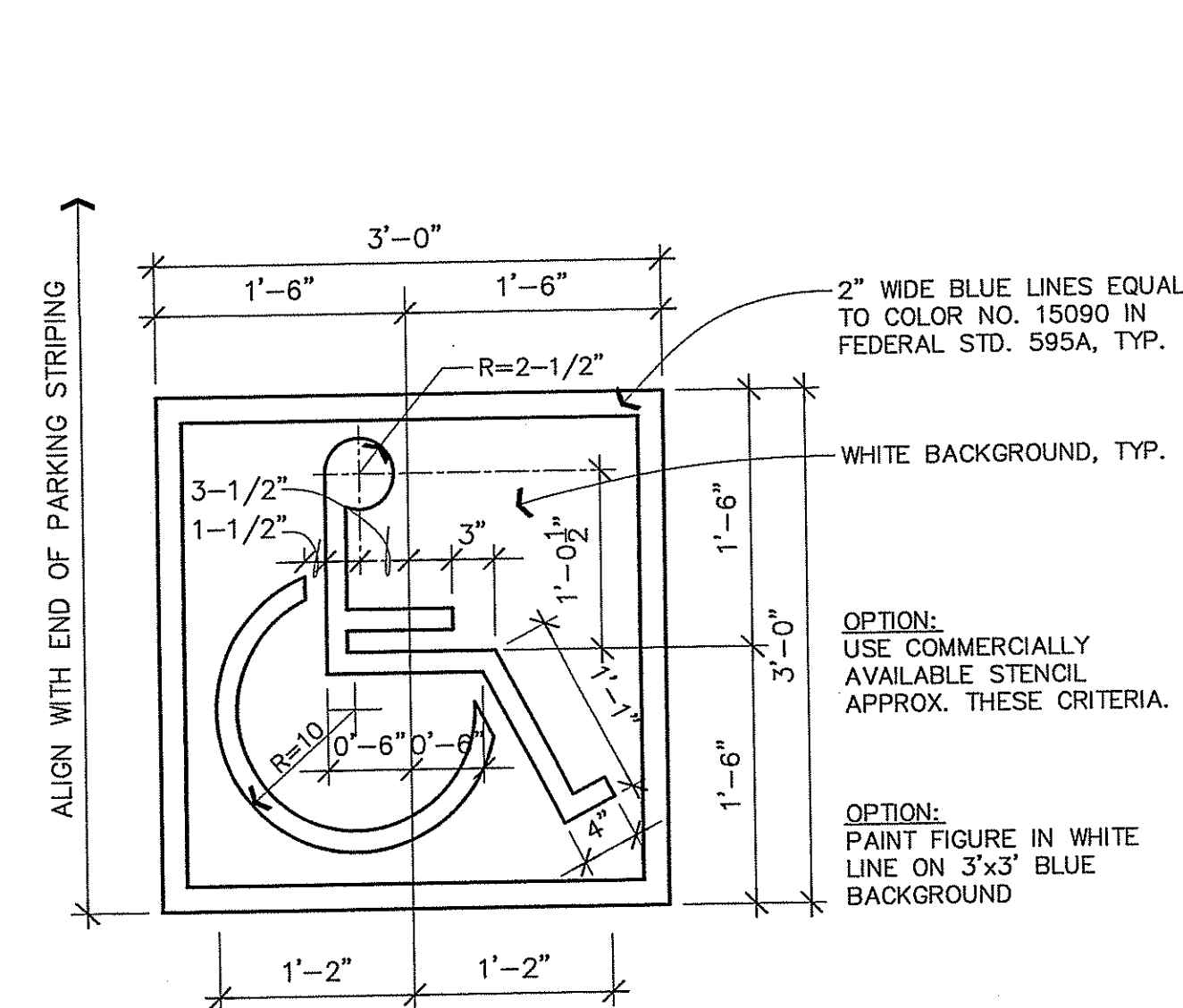
<b>OCCUPANCY A-3 AND B</b>	7,570 S.F.
<b>GROSS BUILDING FLOOR AREA</b>	
B AREA	4,620 S.F.
STORAGE	-257 S.F.
CORE AREAS/CIRCULATION	-2,693 S.F.
<b>TOTAL NET AREA:</b>	<b>1,670 S.F.</b>
<b>OCCUPANT LOAD (PER CBC TABLE 4-1)</b>	
B OCCUPANCY: 4,620 S.F./200 S.F./OCCUPANT =	23 OCC.
<b>TOTAL OCCUPANT LOAD FOR FIXTURE ANALYSIS:</b>	<b>23 OCC.</b>
OCCUPANT LOAD - MEN:	11 OCC.
OCCUPANT LOAD - WOMEN:	12 OCC.
<b>TOTAL PLUMBING FIXTURES REQUIRED (PER CBC TABLE 4-1)</b>	
<b>B OCCUPANCY</b>	
MEN:	
WATER CLOSETS:	1
URINALS:	1
LAVATORIES:	1
WOMEN:	
WATER CLOSETS:	1
LAVATORIES:	1
<b>TOTAL PLUMBING FIXTURES PROVIDED</b>	
MEN:	
WATER CLOSETS:	2 > 1
URINALS:	2 > 0
LAVATORIES:	2 > 1
WOMEN:	
WATER CLOSETS:	4 > 1
LAVATORIES:	2 > 1

### EXITING PLAN NOTES

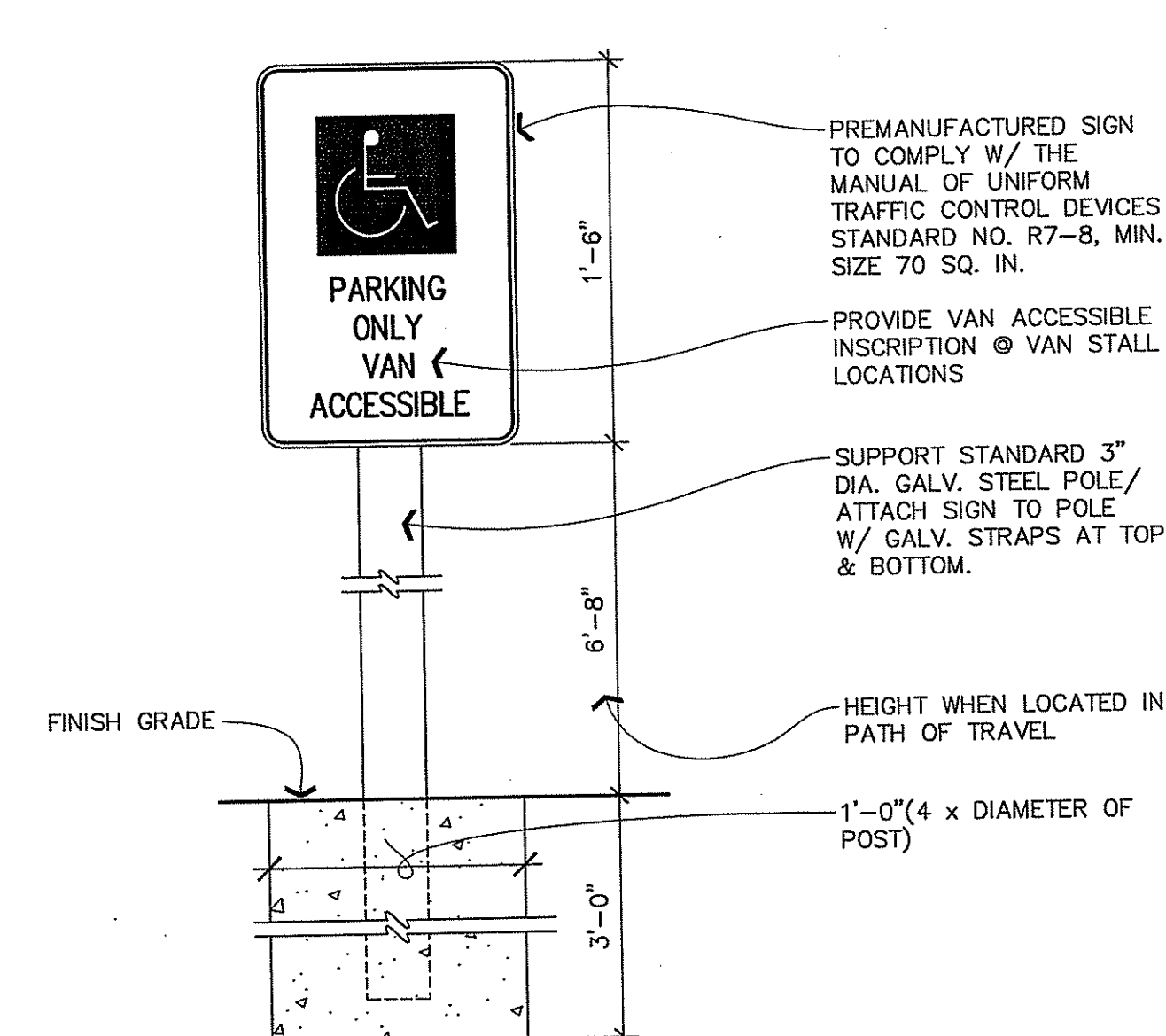
- EXIT DOORS SHALL BE OPENABLE FROM THE INSIDE WITHOUT THE USE OF A KEY OR ANY SPECIAL KNOWLEDGE OR EFFORT.
- EXIT DOORS SHALL SWING IN THE DIRECTION OF EXIT TRAVEL WHEN SERVING ANY HAZARDOUS AREA OR WHEN THE AREA SERVED HAS AN OCCUPANT LOAD OF 50 OR MORE.
- REPAIR OR REPLACE ANY DAMAGED OR MISSING EXITING HARDWARE ON EXISTING SHELL EXIT DOORS.
- REPAIR OR REPLACE ANY MISSING EXITING SIGNAGE.

### EXITING PLAN REMARKS

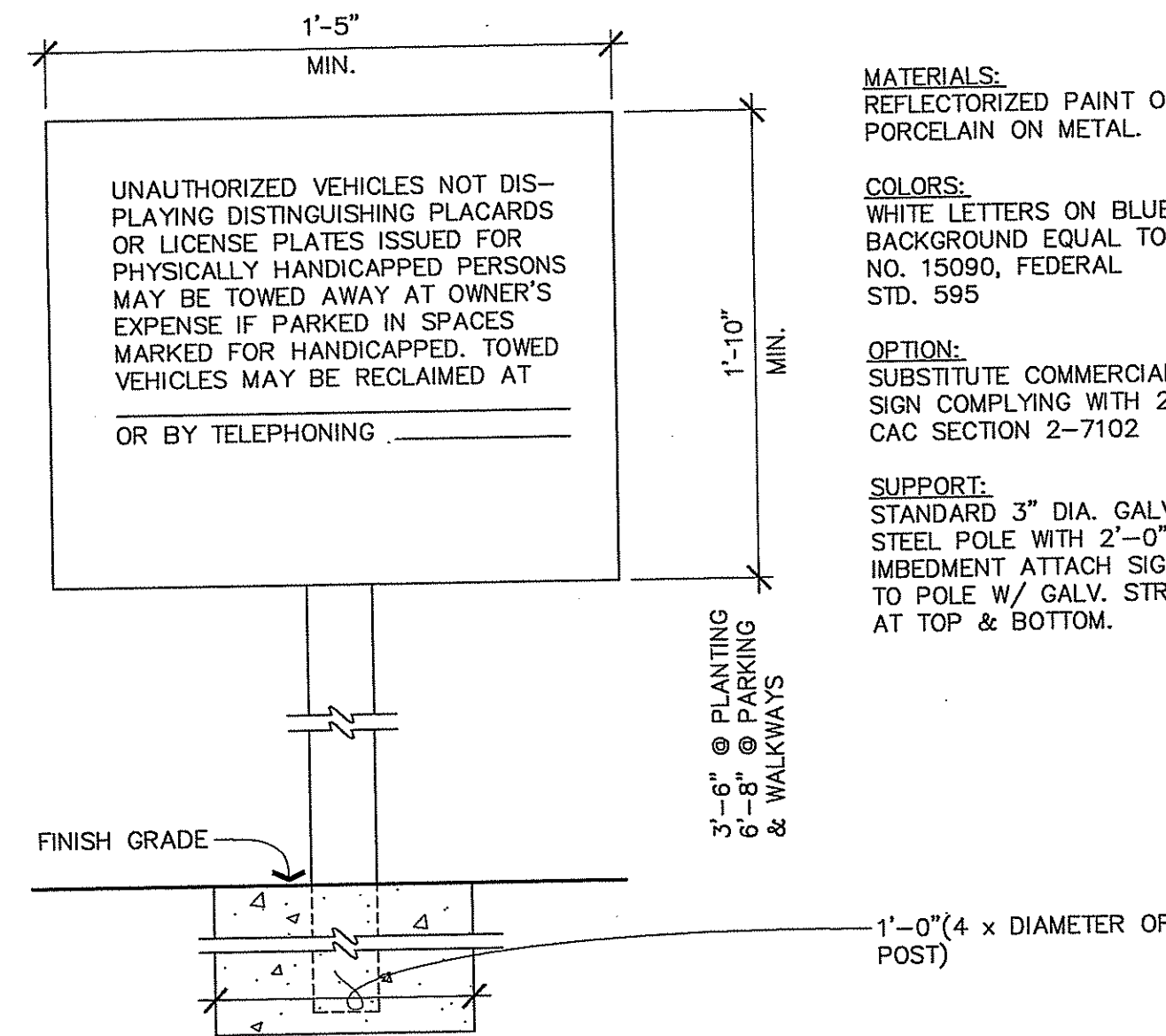
- REMOVE <E> HANDRAIL PATCH AND REPAIR STAIR TO MATCH EXISTING.
- PROVIDE NEW H.C. COMPLIANT WALL MOUNTED HAND RAIL TO MATCH <E>.
- PROVIDE NO PARKING LETTERING.
- ACCESSIBLE PATH OF TRAVEL.
- AREA OCCUPIED BY ANOTHER TENANT.



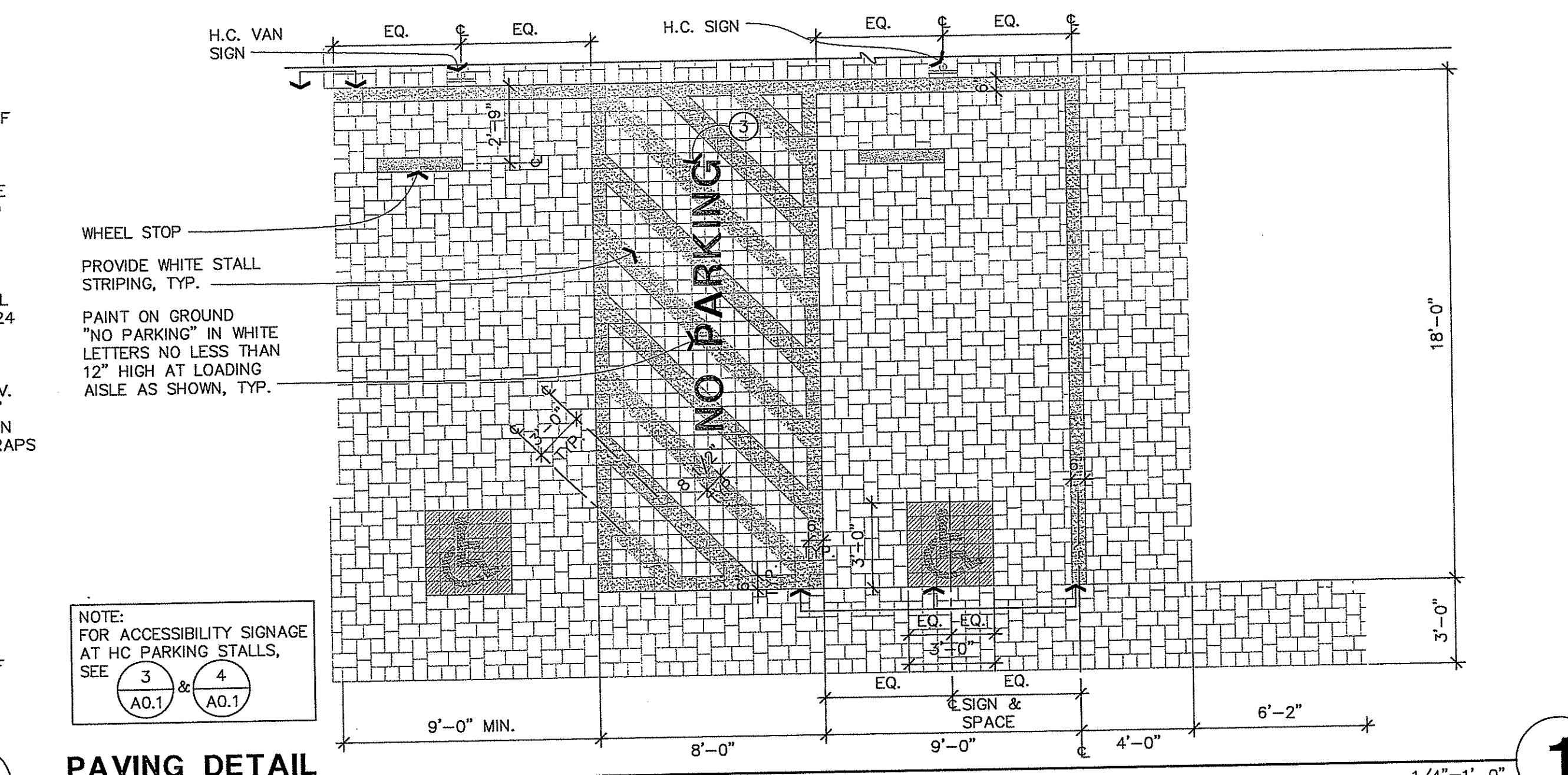
H.C. SYMBOL



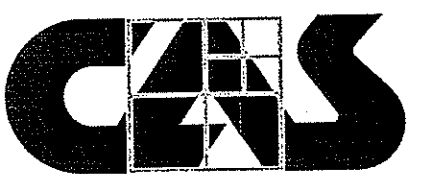
HANDICAPPED PARKING SIGN @ STALLS (FOR REF. ONLY)



HANDICAPPED PARKING SIGN (FOR REF. ONLY)



PAVING DETAIL (FOR REFERENCE ONLY)



CAS Architects, Inc.  
1023 Shoreline Boulevard  
Mountain View, CA 94043  
Tel 650.967.6600  
Fax 650.967.6616  
ANTHONY P. MATSIS, A.I.A.

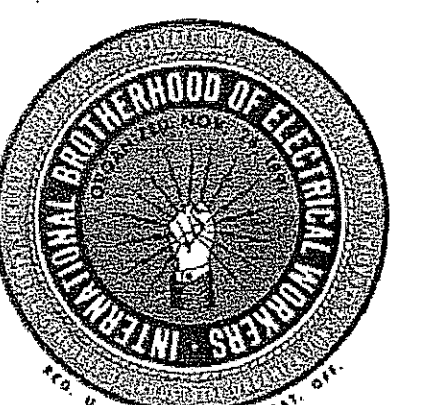
REV.	BY	DESCRIPTION	DATE
	AM	PROGRESS PRINT	05/16/03
	AM	CITY SUBMITTAL	06/17/03

### LEGEND

- (1) HOUR RATED EXIT CORRIDOR
- POINT OF ACCESSIBLE EGRESS
- OCCUPANT LOAD AND DIRECTION OF TRAVEL
- EXIT SIGNAGE
- ACCESSIBLE PATH OF TRAVEL
- PROPERTY LINE
- RECESSED FIRE EXTINGUISHER CABINET (17)
- SURFACE MOUNTED FIRE EXTINGUISHER N.I.C. SUPPLIED BY OWNER.

TENANT IMPROVEMENTS FOR:  
**KIRKPATRICK'S SCHOOL OF DANCE**  
1701 LESLIE STREET, SUITE 100  
SAN MATEO, CALIFORNIA 94402

BUILDING OWNER:



IBEW  
1701 LESLIE STREET  
SAN MATEO, CA

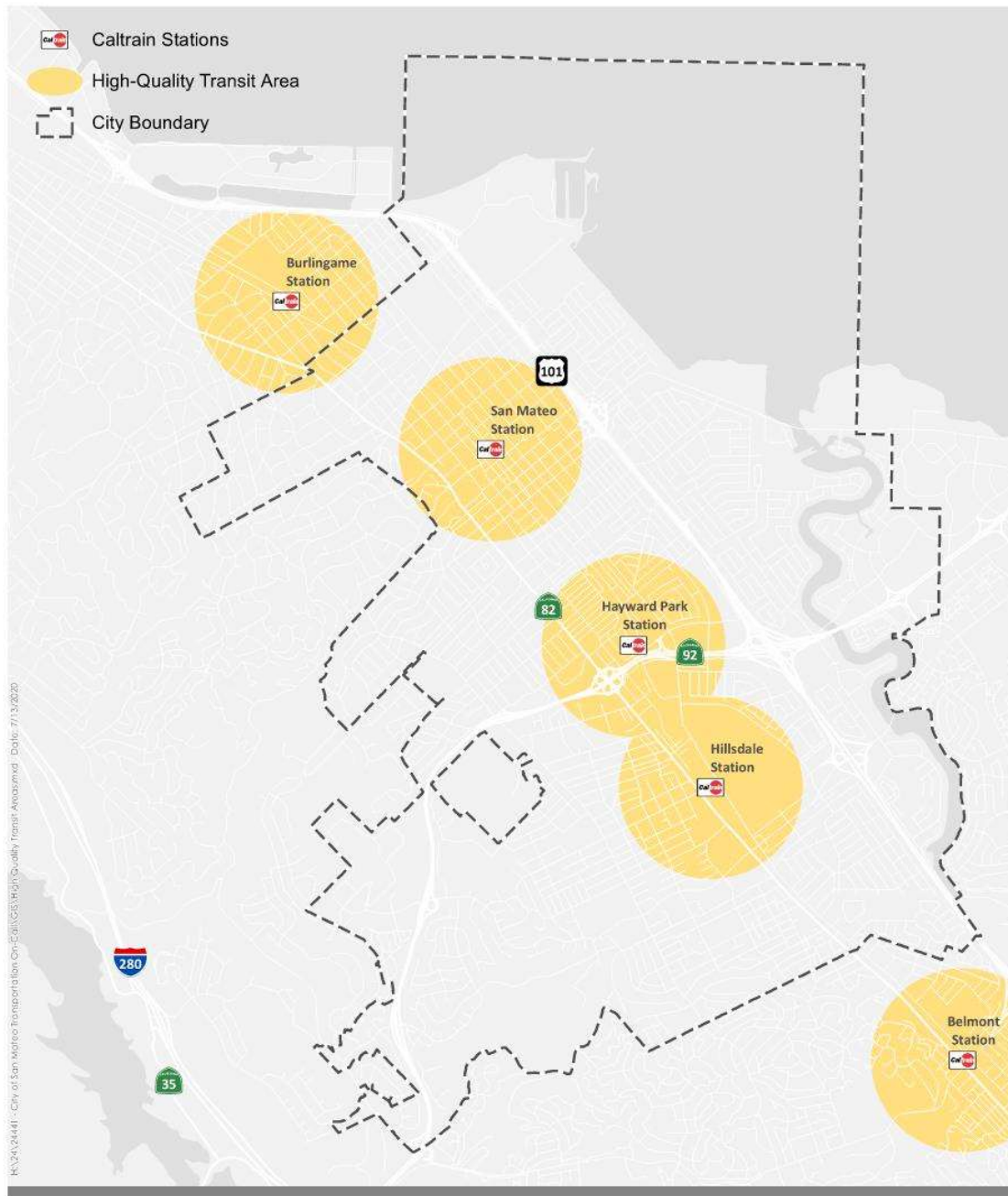
SHEET TITLE:

### SITE/EXITING PLAN & DETAILS

DRAWN:	ADS	SHEET
CHECKED:	AM	
DATE:	3/20/03	<b>A0.1</b>
SCALE:	AS SHOWN	
JOB NO:	2003_044	OF
		SHEETS



## High Quality Transit Area Map



High-quality transit areas are within 1/2 mile of an existing major transit stop or an existing stop along a high-quality transit corridor

0 3,900 Feet

**KITTELSON**  
& ASSOCIATES

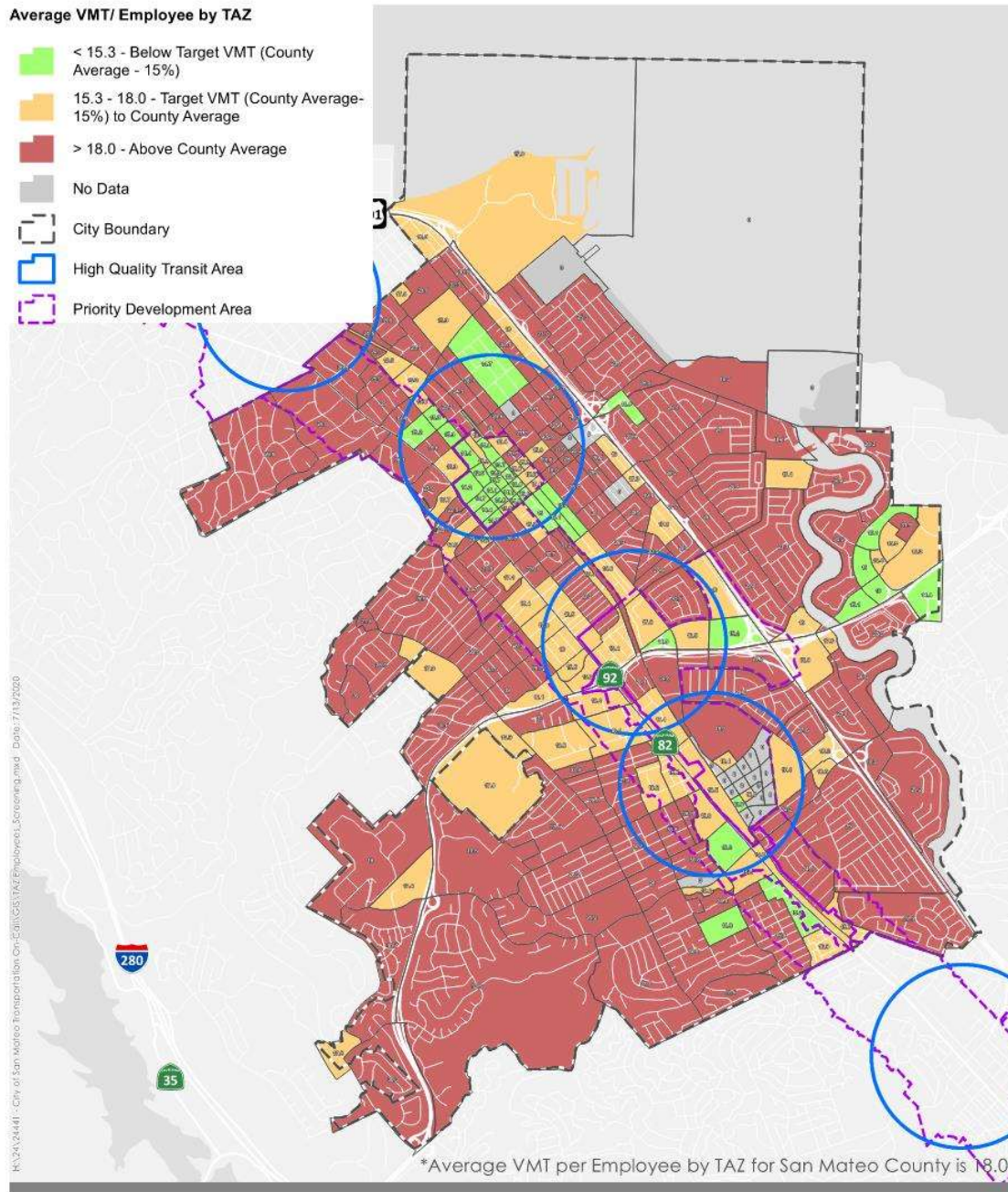
**High-Quality Transit Areas**  
City of San Mateo, CA

## VMT per Employee Map

### Average VMT/ Employee by TAZ

- < 15.3 - Below Target VMT (County Average - 15%)
- 15.3 - 18.0 - Target VMT (County Average - 15%) to County Average
- > 18.0 - Above County Average
- No Data
- City Boundary
- High Quality Transit Area
- Priority Development Area

K:\24\24441 - City of San Mateo Transportation On-Call\GIS\TAZ\Employee\_Screening.mxd Date: 7/13/2020




**KITTELSON**  
& ASSOCIATES

**Average VMT per Employee by TAZ**  
**VMT per Employee Labeled**  
**City of San Mateo, CA**



## VMT per Employee Map, TAZ labeled

### Average VMT/ Employee by TAZ

- 
 < 15.3 - Below Target VMT (County Average - 15%)
- 
 15.3 - 18.0 - Target VMT (County Average- 15%) to County Average
- 
 > 18.0 - Above County Average
- 
 No Data
- 
 City Boundary
- 
 High Quality Transit Area
- 
 Priority Development Area

