

# Complete Streets Commission



## REGULAR MEETING AGENDA

**Date:** 4/14/2021

**Time:** 7:00 p.m.

**Regular Meeting Location:** [Zoom.us/join](https://zoom.us/join) – ID# 959 6579 2741

### NOVEL CORONAVIRUS, COVID-19, EMERGENCY ADVISORY NOTICE

On March 19, 2020, the Governor ordered a statewide stay-at-home order calling on all individuals living in the State of California to stay at home or at their place of residence to slow the spread of the COVID-19 virus. Additionally, the Governor has temporarily suspended certain requirements of the Brown Act. For the duration of the shelter in place order, the following public meeting protocols will apply.

Teleconference meeting: All members of the Complete Streets Commission, city staff, applicants, and members of the public will be participating by teleconference. To promote social distancing while allowing essential governmental functions to continue, the Governor has temporarily waived portions of the open meetings act and rules pertaining to teleconference meetings. This meeting is conducted in compliance with the Governor Executive Order N-25-20 issued March 12, 2020, and supplemental Executive Order N-29-20 issued March 17, 2020.

- How to participate in the meeting
  - Access the meeting real-time online at:  
[Zoom.us/join](https://zoom.us/join) – Meeting ID 959 6579 2741
  - Access the meeting real-time via telephone at:  
(669) 900-6833  
Meeting ID 959 6579 2741  
Press \*9 to raise hand to speak

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### Regular Meeting ([Zoom.us/join](https://zoom.us/join) – ID# 959 6579 2741)

#### A. Call To Order

#### B. Roll Call

#### C. Reports and Announcements

Under "Reports and Announcements," staff and Commission members may communicate general information of interest regarding matters within the jurisdiction of the Commission. No Commission discussion or action can occur on any of the presented items.

## **D. Public Comment**

Under “Public Comment,” the public may address the Commission on any subject not listed on the agenda. Each speaker may address the Commission once under public comment for a limit of three minutes. Please clearly state your name and address or political jurisdiction in which you live. The Commission cannot act on items not listed on the agenda and, therefore, the Commission cannot respond to non-agenda issues brought up under public comment other than to provide general information.

## **E. Regular Business**

- E1. Approve the Complete Streets Commission regular meeting minutes of March 10, 2021 ([Attachment](#))
- E2. Provide feedback and recommendation to City Council on the Transportation Management Association feasibility study’s implementation plan ([Staff Report #21-002-CSC](#))

## **F. Informational Items**

- F1. Update on major project status

## **G. Committee/Subcommittee Reports**

- G1. Update from Climate Action Plan Subcommittee (Levin/Meyer)
- G2. Update from Downtown Access and Parking Subcommittee (Behroozi/Espinosa)
- G3. Update from Multimodal Metrics Subcommittee (Behroozi/Espinosa/Levin)
- G4. Update from Multimodal Subcommittee (Cebrian/Levin)
- G5. Update from Safe Routes to School Program Subcommittee (Behroozi/Cebrian/Lee)
- G6. Update from Transportation Master Plan Implementation Subcommittee (Cebrian/Levin)
- G7. Update from Zero Emission Subcommittee (Cromie/Meyer)

## **H. Adjournment**

At every Regular Meeting of the Commission, in addition to the Public Comment period where the public shall have the right to address the Commission on any matters of public interest not listed on the agenda, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during the Commission’s consideration of the item.

At every Special Meeting of the Commission, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during consideration of the item.

For appeal hearings, appellant and applicant shall each have 10 minutes for presentations.

If you challenge any of the items listed on this agenda in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City of Menlo Park at, or prior to, the public hearing.

Any writing that is distributed to a majority of the City Council by any person in connection with an agenda item is a public record (subject to any exemption under the Public Records Act) and is available by request by emailing the city clerk at

[jaherren@menlopark.org](mailto:jaherren@menlopark.org). Persons with disabilities, who require auxiliary aids or services in attending or participating in City Council meetings, may call the City Clerk's Office at 650-330-6620.

Agendas are posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the City website at [menlopark.org/agenda](http://menlopark.org/agenda) and can receive email notification of agenda and staff report postings by subscribing to the "Notify Me" service at [menlopark.org/notifyme](http://menlopark.org/notifyme).

Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 4/8/2021)

# Complete Streets Commission



## REGULAR MEETING MINUTES – DRAFT

**Date:** 3/10/2021

**Time:** 7:00 p.m.

**Special Meeting Location:** Zoom.us/join – ID# 959 6579 2741

### Regular Meeting ([Zoom.us/join](https://zoom.us/join) – ID# 959 6579 2741)

#### A. Call to Order

Chair Levin called the meeting to order at 7:03 p.m.

#### B. Roll Call

**Present:** Behroozi, Cebrian, Espinosa, Kirsch, Lee, Levin, Meyer

**Absent:** Cromie

**Staff:** Engineering Technician Patrick Palmer, Senior Transportation Engineer Kevin Chen

**Other:** City/County Association of Governments (C/CAG) of San Mateo County  
Transportation Systems Coordinator Susy Kalkin and Placeworks Senior Associate Greg Goodfellow

#### C. Reports and Announcements

Staff Chen reported out on City Council actions related to transportation since the February 10, 2021, Commission meeting.

Chair Levin reported on the City Council priorities and work plan meeting.

#### D. Public Comment

None.

#### E. Regular Business

- E1. Approve the Complete Streets Commission regular meeting minutes of February 10, 2021 (Attachment)

**ACTION:** Motion and second (Kirsch/ Behroozi), to approve the Complete Streets Commission regular meeting minutes of February 10, 2021, passed 7-0-1 (Cromie absent).

- E2. Receive an update from City/County Association of Governments of San Mateo County on the San Mateo County Community Based Transportation Plan

Transportation Systems Coordinator Susy Kalkin and Placeworks Senior Associate Greg Goodfellow made the presentation (Attachment).

Chair Levin led a discussion about the plan, outreach timelines, and potential outreach recipients.



- E3. Receive an update and provide feedback on the Ravenswood Avenue bike lane gap closure project as part of the Ravenswood Avenue Resurfacing project (Staff Report #21-001-CSC)

Staff Chen made the presentation (Attachment).

- Judy Okio spoke in opposition of Concept A and concerns of possible tree removal.
- Randy Avalos spoke in opposition of the proposed tree removal.

**ACTION:** Motion and second (Meyer/ Behroozi), to support staff's recommendation and advised staff to explore 1) innovative bicycle marking for the westbound direction and; 2) a pedestrian median refuge, passed 7-0-1 (Cromie absent).

Chair Levin reordered the agenda.

- E5. Receive an update from the Transportation Master Plan Implementation Subcommittees

The Subcommittee made the presentation (Attachment).

**ACTION:** Motion and second (Levin/ Lee), to approve Subcommittee recommendations and designate the Subcommittee to present at the City Council meeting, passed 7-0-1 (Cromie absent).

- E4. Evaluate commission subcommittees to support City Council priorities

**ACTION:** Motion and second (Kirsch/ Espinosa), to 1) dissolve the Active Transportation Network Subcommittee and; 2) add Commissioner Behroozi to the Transportation Master Plan Implementation Subcommittee, passed 7-0-1 (Cromie absent).

## **F. Informational Items**

- F1. Update on major project status

Staff Chen provided an update on Climate Action Plan (CAP).

Chair Levin provided brief remarks on CAP.

## **G. Committee/Subcommittee Reports**

- G1. Update from Active Transportation Network Subcommittee

None.

- G2. Update from Climate Action Plan Subcommittee

Chair Levin reported on upcoming CAP item going to the City Council.

- G3. Update from Downtown Access and Parking Subcommittee

None.

- G4. Update from Multimodal Metrics Subcommittee

Commissioner Espinosa reported on Streetlight Data.

G5. Update from Multimodal Subcommittee

Chair Levin reported on potential earmarked future infrastructure funding/spending plan.

G6. Update from Safe Routes to School Program Subcommittee

Commissioner Lee reported on upcoming Safe Routes to School Task Force meeting and the M-A High School student returning to school.

G7. Update from Transportation Master Plan Implementation Subcommittee

None.

G8. Update from Zero Emission Subcommittee

None.

**H. Adjournment**

Chair Levin adjourned the meeting at 9:59 p.m.

Kevin Chen, Senior Transportation Engineer

NOVEL CORONAVIRUS, COVID-19, EMERGENCY ADVISORY NOTICE On March 19, 2020, the Governor ordered a statewide stay-at-home order calling on all individuals living in the State of California to stay at home or at their place of residence to slow the spread of the COVID-19 virus. Additionally, the Governor has temporarily suspended certain requirements of the Brown Act. For the duration of the shelter in place order, the following public meeting protocols will apply.

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# Menlo Park Complete Streets Commission

## March 10, 2021

Southeast San Mateo County Community Based Transportation Plan



# Goals This Evening

- » Introduce the Southeast San Mateo County Community Based Transportation Plan (CBTP)
- » Increase community participation and stakeholder involvement





# Community Based Transportation Plans





# CBTP Fundamentals

- » Response to 2001 MTC *Lifeline Transportation Network* report
- » Improve mobility for disadvantaged “Communities of Concern”
- » MTC Requirements
  - Inclusive planning
  - Improve a range of transportation choices
  - Address mobility gaps identified through direct outreach to low-income communities

# Communities of Concern

## » 8 Variables

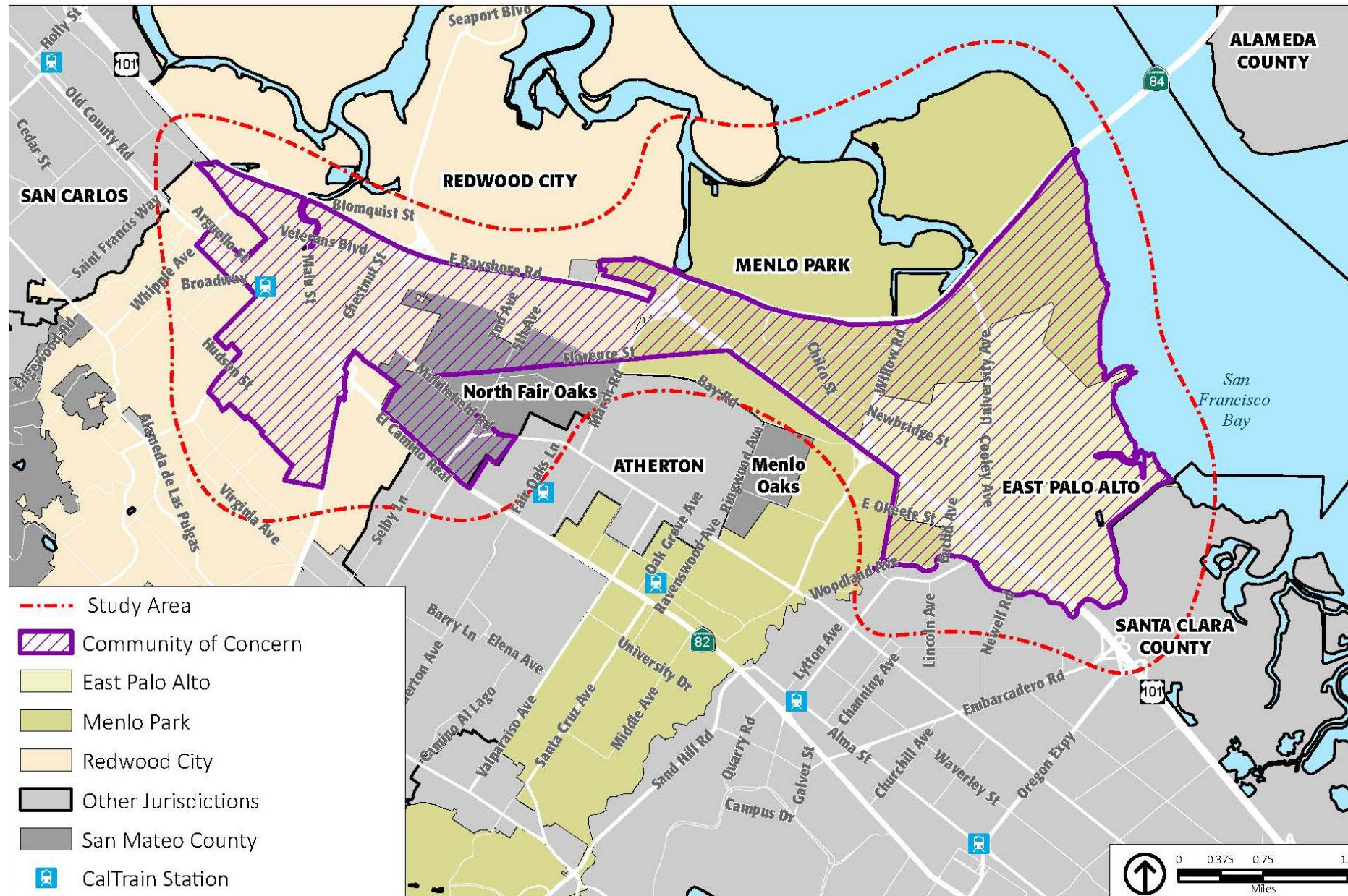
1. Minority (70%)
2. Low-Income (30%)
3. Level of English Proficiency (20%)
4. Elderly (10%)
5. Zero-Vehicle Households (10%)
6. Single Parent Households (20%)
7. Disabled (25%)
8. Rent-Burdened Households (15%)

## » COCs either:

1. Exceed Low-Income and Minority thresholds
2. Exceed Low-Income threshold and three other thresholds



# Southeast San Mateo County CBTP



- » **12 Census Tracts**
- East Palo Alto, Menlo Park, Redwood City, North Fair Oaks, unincorporated
  - 69,280 residents
  - 19,004 households
  - 13,045 families
  - All 12 low-income
  - All 12 rent-burdened



# CBTP Outreach





# MTC Requirements

## » CBTP Advisory Board

- Jurisdiction staff
- samTrans
- Commute.org

## » Stakeholder Involvement

- CBOs
- Non-profits

## » Diverse Community Engagement Plan



HELP IMPROVE TRANSPORTATION OPTIONS IN  
PITTSBURG, BAY POINT AND ANTIOCH!



### PARTICIPATE IN THE PITTSBURG-BAY POINT COMMUNITYBASED TRANSPORTATION PLAN

The Pittsburg-Bay Point Community Based Transportation Plan (CBTP) is an opportunity to improve transportation options and quality of life for residents in Pittsburg-Bay Point.

### PLAN DE RICHMOND DE TRANSPORTE BASADO EN LA COMUNIDAD

#### ¿Qué es Plan de Richmond de Transporte Basado en la Comunidad?

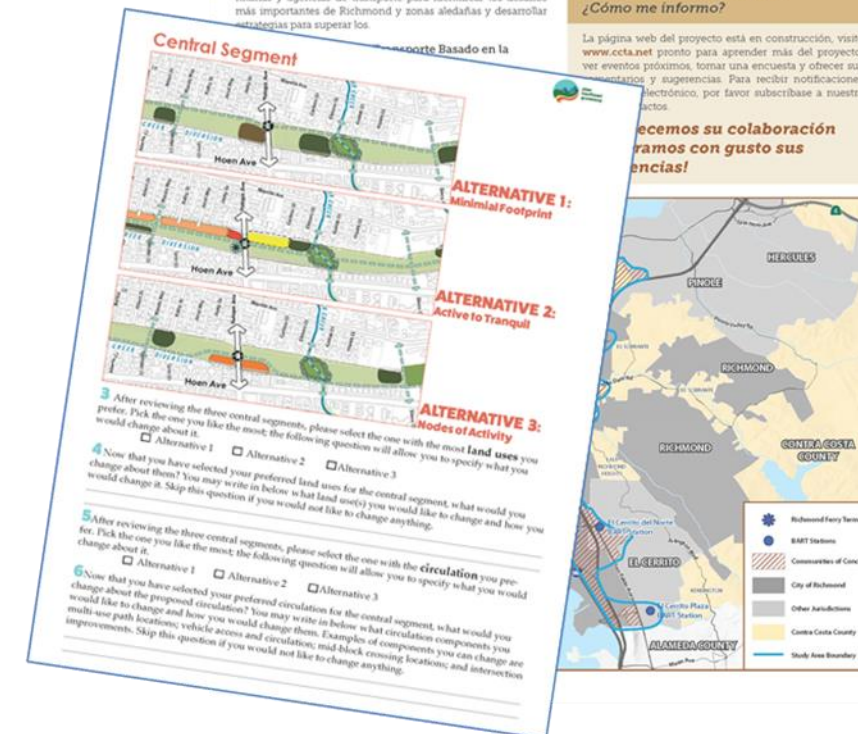
El plan de Richmond de transporte basada en la comunidad, o CBTP, es una oportunidad para mejorar las opciones de transporte y la calidad de vida de los vecindarios en la Ciudad de Richmond, North Richmond y San Pablo, incluyendo porciones de El Cerrito. El plan reunirá residentes, organizaciones comunitarias y agencias de transporte para identificar los desafíos más importantes de Richmond y zonas aledañas y desarrollar estrategias para superarlos.

El Plan incorporará un amplio programa dirigido al público para empoderar a las comunidades locales y residentes, ayudando así a formar el futuro de la comunidad.

#### ¡Quiero saber más de el plan! ¿Cómo me informo?

La página web del proyecto está en construcción, visite [www.ccta.net](http://www.ccta.net) pronto para aprender más del proyecto, ver eventos próximos, tomar una encuesta y ofrecer sus comentarios y sugerencias. Para recibir notificaciones electrónicas, por favor suscríbese a nuestra lista de correo.

**Necesamos su colaboración  
¡Trabamos con gusto sus  
ideas!**



### Latest News and Events



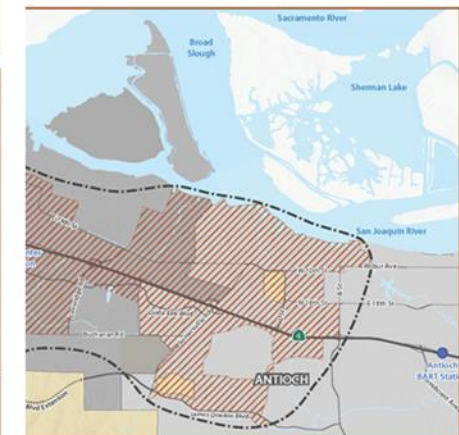
#### Text-based mobile survey

Please take a few moments to answer our short mobile phone survey about your transportation habits and challenges. Access the survey by sending a text to (111) 111-1111



#### Project webpage:

A project webpage is currently under development. Check [www.ccta.net](http://www.ccta.net) soon to learn more about the project, project partners and community events!



# Impacts of COVID

## » Creative Outreach

### Approaches

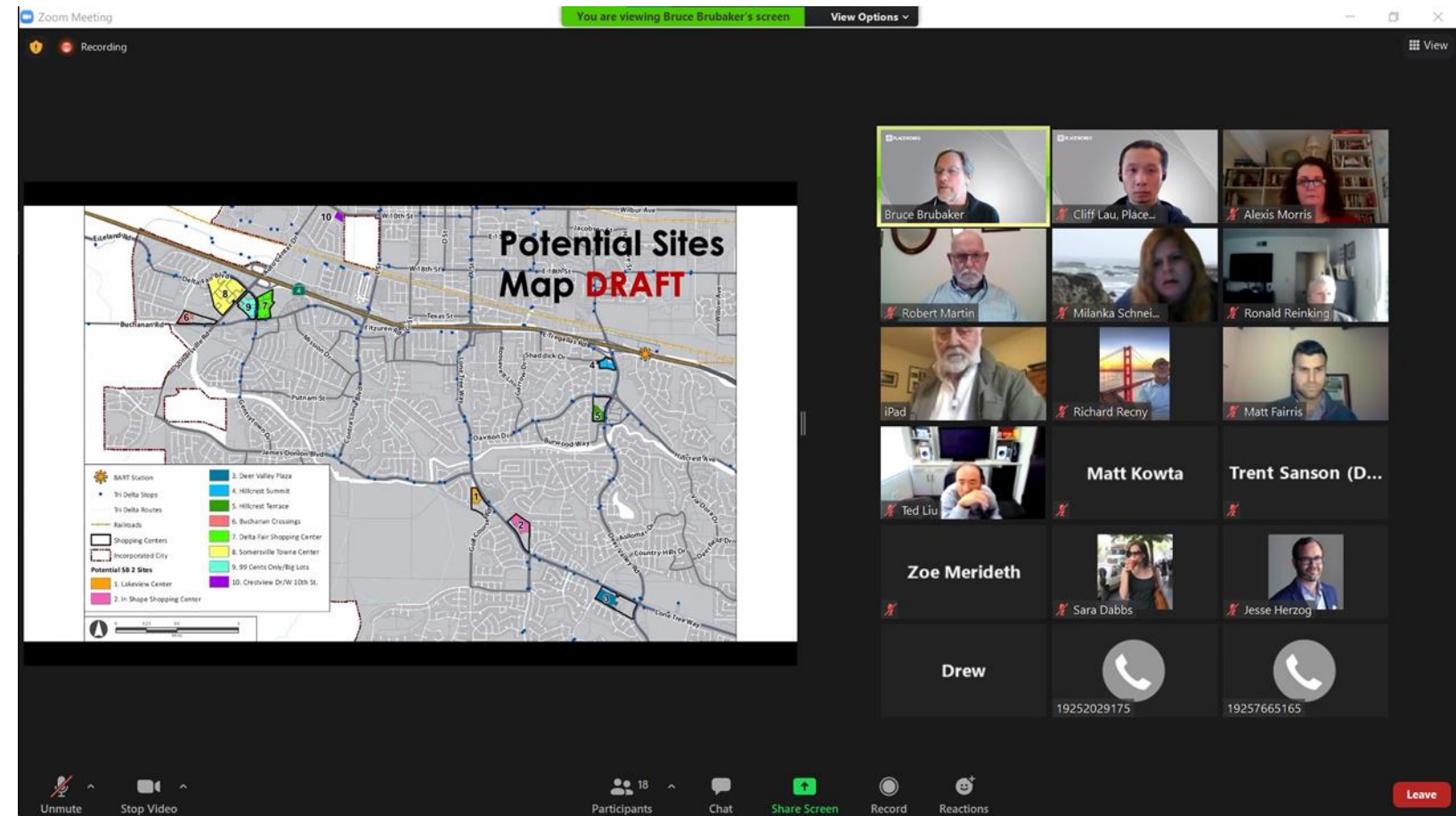
- Distanced engagement
- Digital divide

## » Shifted Mobility Landscape

- New community challenges

## » Changes in CBO Priorities

- Economic support
- Health and lifestyle support





# Current Outreach Efforts

## » Stakeholder Surveys

- Broad perspectives


## » Community Surveys

- COVID impact questions
- Spanish version:  
<https://arcg.is/G1WiX>
- English version:  
<https://arcg.is/j00jb>

## » Stakeholder Coordination

- Compensation package
- Various “Levels of Support”

### AYUDA A MEJORAR LAS OPCIONES DE TRANSPORTE EN SUR ESTE SAN MATEO COUNTY



PARTICIPE EN EL PLAN CONDADO  
SOUTHEAST SAN MATEO PLAN DE  
TRANSPORTE BASADO EN LA COMUNIDAD

**El CBTP hará:**

- Evaluar las brechas de transporte y las barreras identificadas por la comunidad
- Desarrollar soluciones y proyectos para solucionar estos desafíos
- Identificar posibles fuentes de financiación para pagar esas soluciones y proyectos

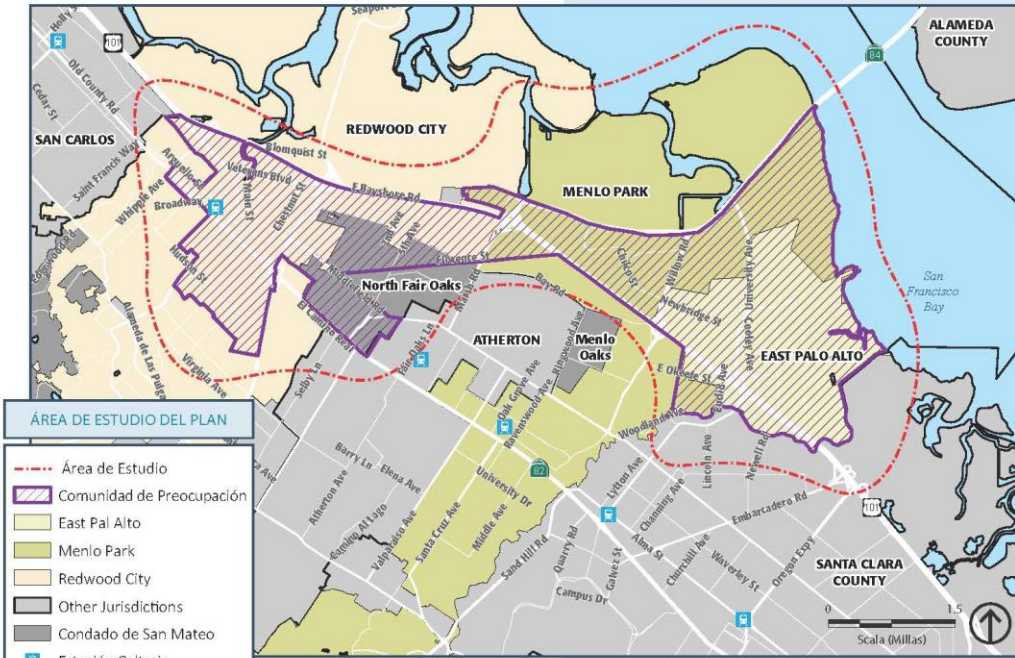
**C/CAG**  
City/County Association of Governments  
of San Mateo County

**POR FAVOR, TOME NUESTRA ENCUESTA**

**Sus comentarios darán forma al Plan:**

Los resultados de esta breve encuesta sobre los problemas de transporte existentes nos permitirán crear soluciones significativas:

<https://arcg.is/G1WiX>



**ÁREA DE ESTUDIO DEL PLAN**

- Área de Estudio
- Comunidad de Preocupación
- East Palo Alto
- Menlo Park
- Redwood City
- Other Jurisdictions
- Condado de San Mateo
- Estación Caltrain

Scale (Millas)

# ***CBTP Next Steps***

## **» Increased Survey Distribution**

- Stakeholder, government & local leadership social media
- Social support centers

## **» Stakeholder/CBO Contracts**

- Stakeholder survey
- Community Survey distribution
- Meeting facilitation

## **» Plan & Policy Development**

- Advisory Body review and prioritization

# Questions for the Commission

- » Known gaps, restrictions or accessibility challenges?
- » Community forums—digital or traditional—for survey distribution?
- » Suggestions for Menlo Park-focused CBO's or non-profits?
- » Web Page: <https://ccag.ca.gov/community-based-transportation-plans/>
- » Susy Kalkin, C/CAG: [kkalkin@smcgov.org](mailto:kkalkin@smcgov.org)
- » Greg Goodfellow, PlaceWorks : [ggoodfellow@placeworks.com](mailto:ggoodfellow@placeworks.com)





# Menlo Park Complete Streets Commission

## March 10, 2021

Southeast San Mateo County Community Based Transportation Plans



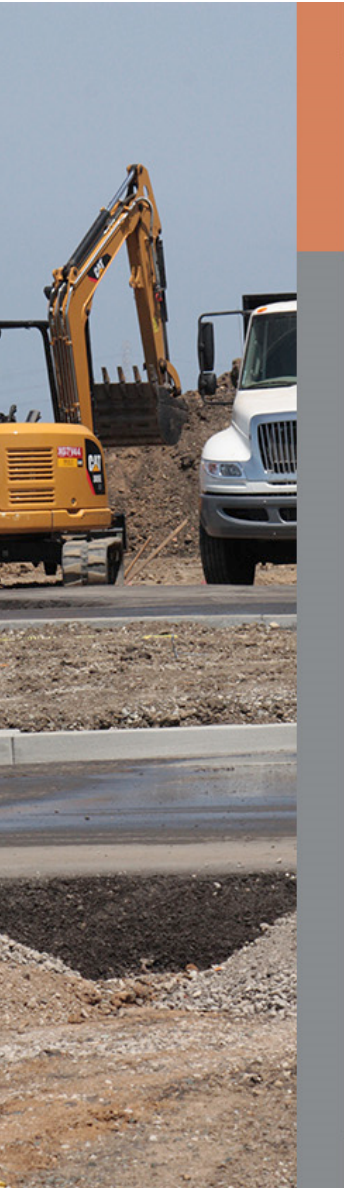


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# RECEIVE UPDATE ON RAVENSWOOD AVE. RESURFACING AND BIKE LANE GAP CLOSURE

Complete Streets Commission: March 10, 2021



## AGENDA

- Background
- Transportation study
- Study results
- Recommendation
- Next steps



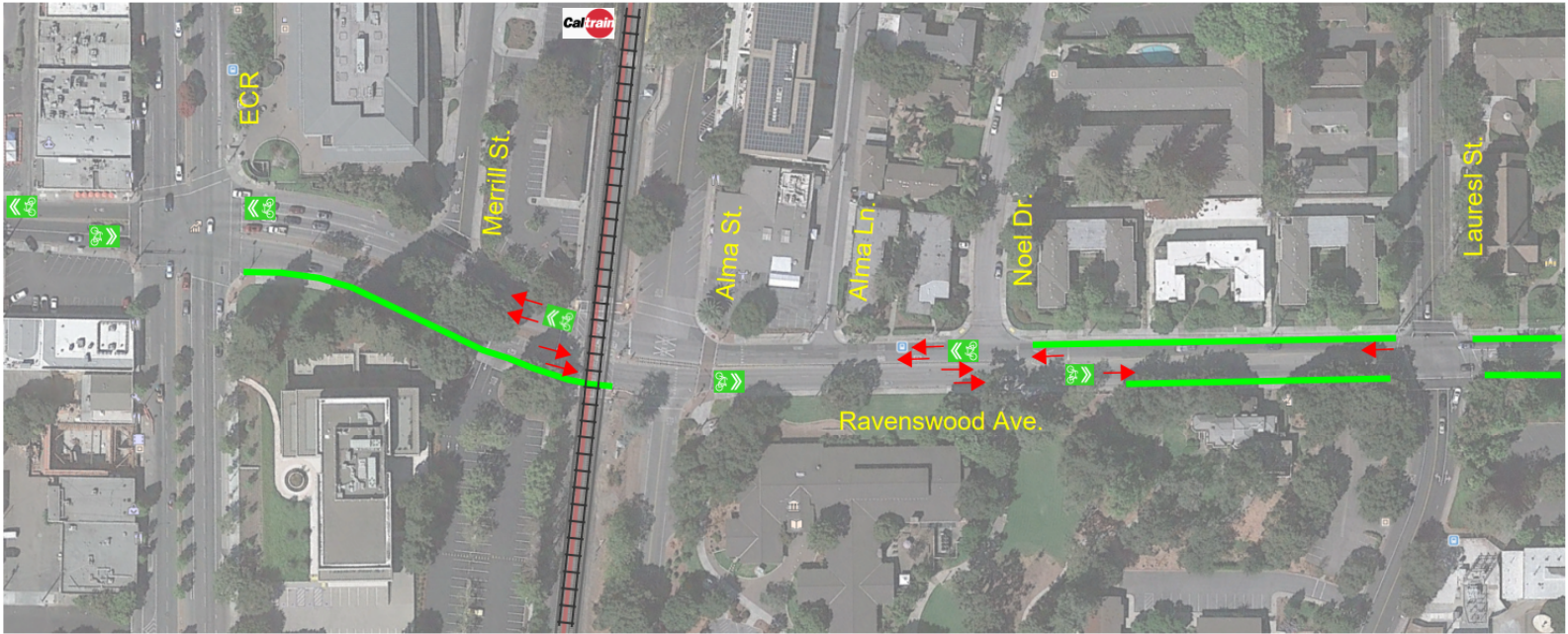
## BACKGROUND

- Ravenswood Ave. resurfacing
  - Capital Improvement Program: fiscal year 2020-2021
  - Alma St. to Marcussen Dr.
- Ravenswood Ave. bike lane project
  - Transportation Master Plan No. 78
  - El Camino Real (ECR) to Noel Dr.
- Ravenswood Ave. bike lane gap closure (Project)
  - Alma St. to Noel Dr.







# BACKGROUND





Legends:

 Bike lane

 Bike routes

 Railroad tracks

 Caltrain station

 Travel lanes

**EXISTING CONDITIONS**  
RAVENSWOOD AVENUE

## TRANSPORTATION STUDY

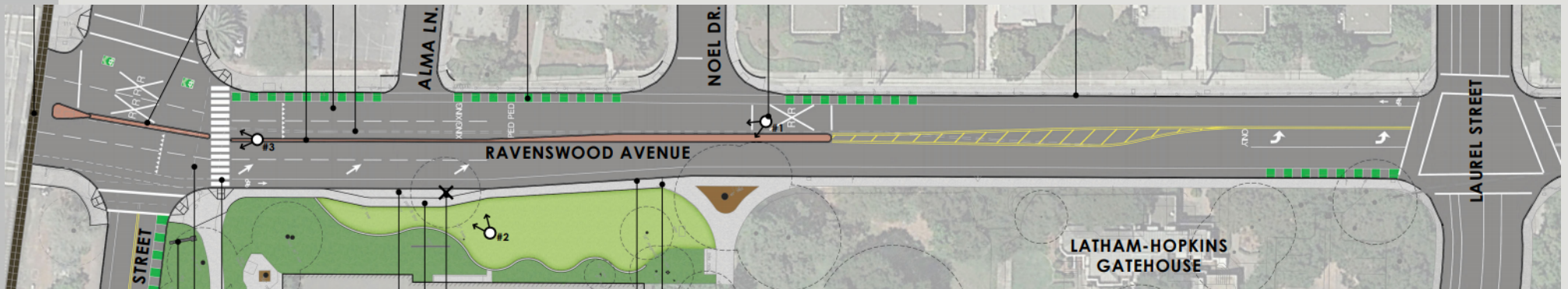
- Study area: Ravenswood Ave. from ECR to Laurel St.
- Study concepts: Ravenswood Ave. from Alma St. to Noel Dr.
  - “No project”
  - Concept A: bike lanes w/ two travel lanes in each direction
  - Concept B: bike lanes w/ two travel lanes in eastbound and one travel lane in westbound
- Study metrics:
  - Level of service (LOS)
  - Queue length



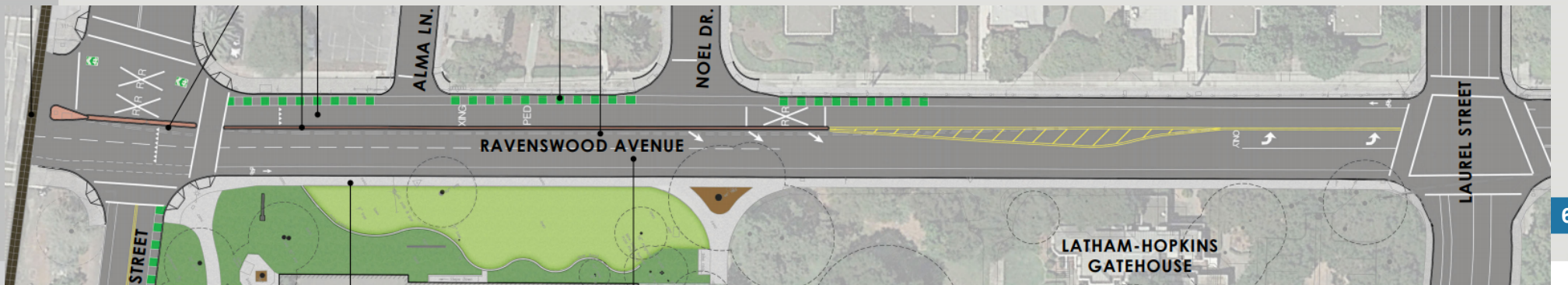
# TRANSPORTATION STUDY



Concept A



Concept B





# STUDY RESULTS – EXISTING (2019)

AM peak hour



**LEGEND**

AM Peak Hour Queuing (ft)

- = No Build
- = Concept A
- = Concept B

PM peak hour



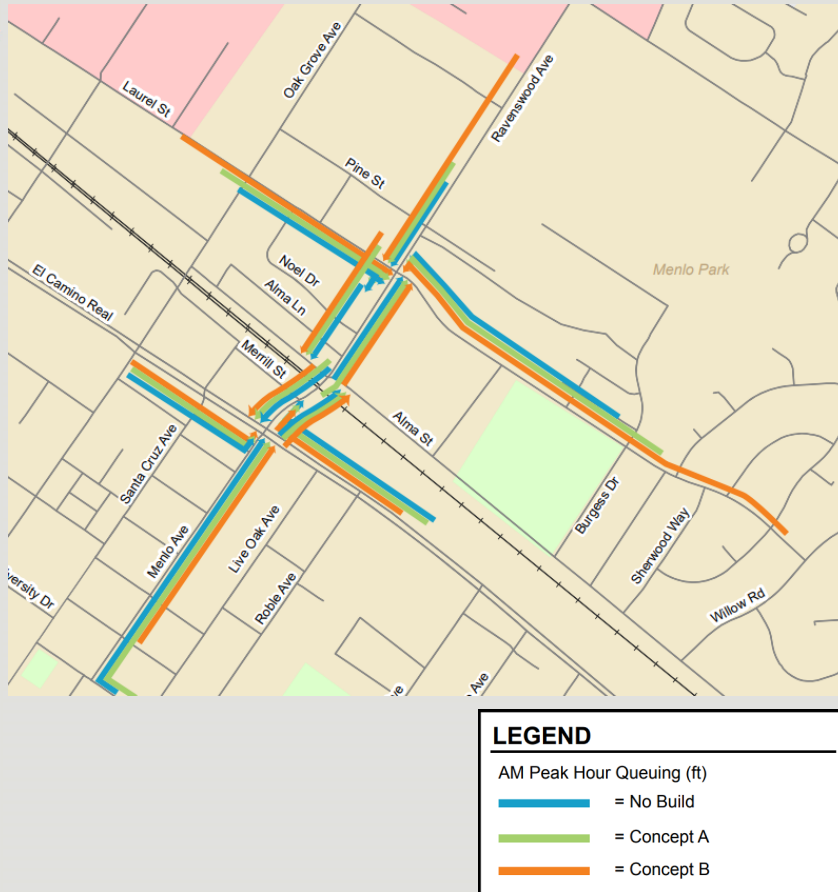




# STUDY RESULTS – FUTURE (2040)



AM peak hour



PM peak hour

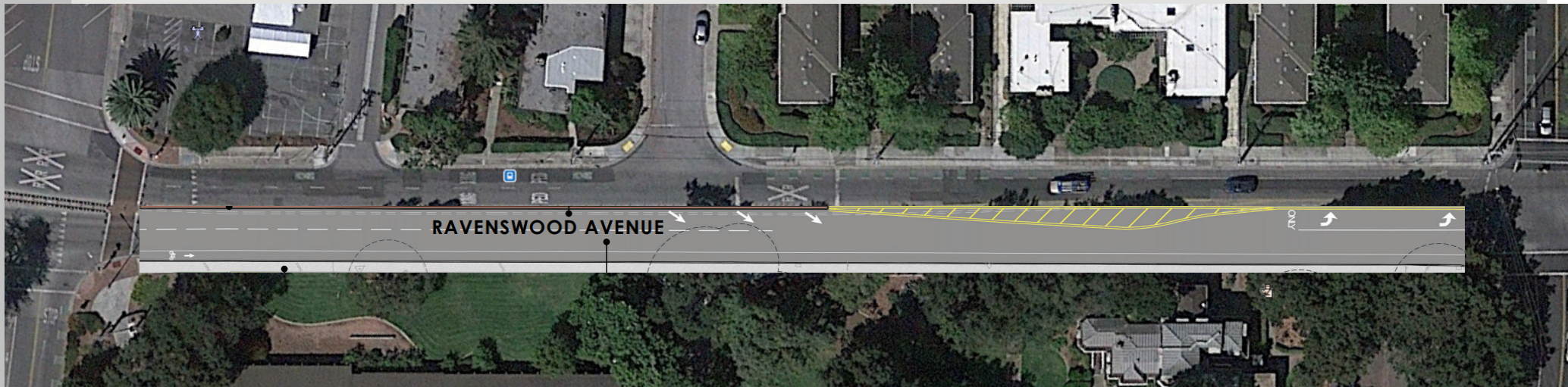


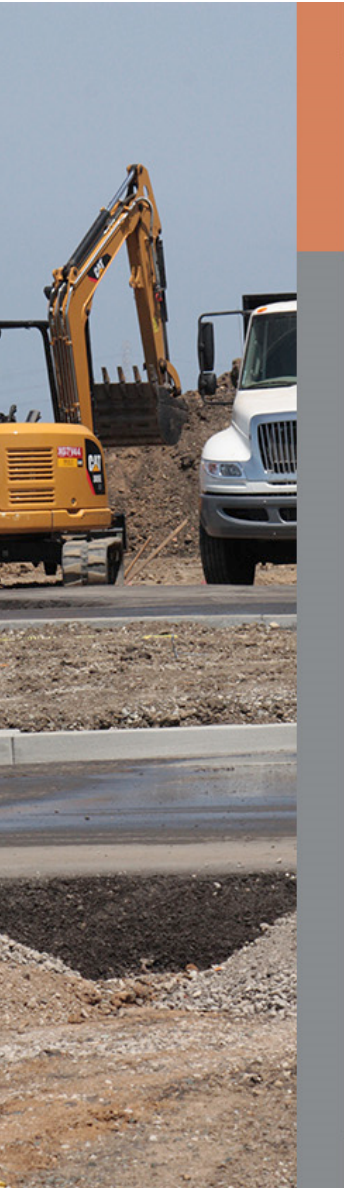


# STAFF RECOMMENDATION



Concept B (MOD) – Eastbound only





## NEXT STEPS

- Incorporate commission feedback
- Design phase
- Tentative resurfacing schedule: Summer 2021







THANK YOU /  
QUESTIONS



## RAVENSWOOD AVE. / LAUREL ST QUEUE COMPARISON - FUTURE

Approach	Peak hour	No project	Concept A	Concept B	Concept A – No project	Concept B – No project
Northbound	AM	1,560	1,980	2,860	420	1,300
	PM	2,880	2,900	2,920	20	40
Southbound	AM	1,040	1,240	1,500	200	460
	PM	1,100	1,360	1,480	260	380
Westbound	AM	520	660	1,480	140	960
	PM	680	740	1,320	60	640

Assumed Ravenswood Ave. is a east-west roadway.



## EXISTING INTERSECTION DELAYS



#	Intersection	Traffic Control	Peak Hour	Current (No Bike Lanes)		Concept Plan A <sup>1</sup>		Concept Plan B <sup>2</sup>	
				Delay <sup>3</sup>	LOS	Delay <sup>3</sup>	LOS	Delay <sup>3</sup>	LOS
1	Ravenswood & Laurel St	Signal	AM	31.35	C	31.21	C	31.25	C
			PM	30.62	C	31.85	C	31.57	C
2	Ravenswood & Alma St	TWSC							
	NB Alma Street	Stop	AM	7.10	A	6.20	A	5.80	A
			PM	7.50	A	7.90	A	7.00	A
	SB Alma Street	Stop	AM	11.30	B	10.60	B	9.30	A
			PM	10.60	B	11.20	B	9.90	A
	EB Ravenswood	Yield	AM	30.74	D	30.36	D	28.84	D
			PM	<b>46.59</b>	<b>E</b>	<b>52.21</b>	<b>F</b>	<b>45.15</b>	<b>E</b>
	WB Ravenswood	Yield	AM	12.92	B	14.98	B	25.00	D
			PM	14.93	B	17.18	C	30.61	D
3	Ravenswood & El Camino Real	Signal	AM	40.40	D	40.75	D	40.59	D
			PM	44.47	D	49.06	D	43.08	D

### Notes-

TWSC - Two Way Stop Control

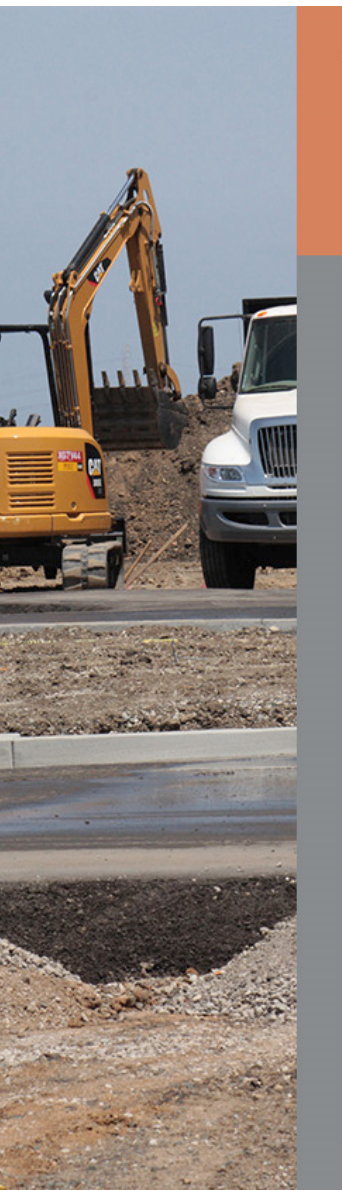
**BOLD** - Indicates deficient LOS operation.

<sup>1</sup> Under Concept Plan A, the existing merge (from 2 travel lanes to 1 travel lane) on eastbound Ravenswood that currently exists east of Noel Drive would be offset approximately 175 feet to the west.

<sup>2</sup> Under Concept Plan B, travel lanes on westbound Ravenswood between Noel Drive and Alma Street would be reduced from two lanes to one lane. The location of the existing merge (from 2 travel lanes to 1 travel lane) on eastbound Ravenswood would not change.

<sup>3</sup> The delay reflects extended queues from the downstream intersection.





## FUTURE INTERSECTION DELAYS



#	Intersection	Traffic Control	Peak Hour	No Improvements		Concept Plan A <sup>1</sup>		Concept Plan B <sup>2</sup>	
				Delay <sup>3</sup>	LOS	Delay <sup>3</sup>	LOS	Delay <sup>3</sup>	LOS
1	Ravenswood & Laurel St	Signal	AM	<b>88.42</b>	<b>F</b>	<b>113.03</b>	<b>F</b>	<b>181.17</b>	<b>F</b>
			PM	<b>201.58</b>	<b>F</b>	<b>199.48</b>	<b>F</b>	<b>230.67</b>	<b>F</b>
2	Ravenswood & Alma St	TWSC							
			NB Alma Street	Stop	AM	14.20	B	14.60	B
					PM	19.90	C	20.10	C
			SB Alma Street	Stop	AM	16.40	C	18.30	C
					PM	14.60	B	14.80	B
			EB Ravenswood	Yield	AM	<b>68.21</b>	<b>F</b>	<b>71.11</b>	<b>F</b>
					PM	<b>75.83</b>	<b>F</b>	<b>80.24</b>	<b>F</b>
			WB Ravenswood	Yield	AM	22.92	C	29.08	D
3	Ravenswood & El Camino Real	Signal	AM	<b>208.32</b>	<b>F</b>	<b>205.02</b>	<b>F</b>	<b>178.89</b>	<b>F</b>
			PM	<b>305.21</b>	<b>F</b>	<b>310.87</b>	<b>F</b>	<b>312.92</b>	<b>F</b>

### Notes-

TWSC - Two Way Stop Control

**XXX - Bold** indicates deficient LOS operation.

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# Complete Streets Commission

Transportation Master Plan Implementation  
Subcommittee Recommendations





# TMP Implementation Subcommittee Goals

Recommendations to City Council regarding implementation of the Transportation Master Plan, especially to address the goals of:

- Safety / Vision Zero / Eliminate Traffic Fatalities
- Climate / Reduce Vehicle Miles Travelled



# City Council Process

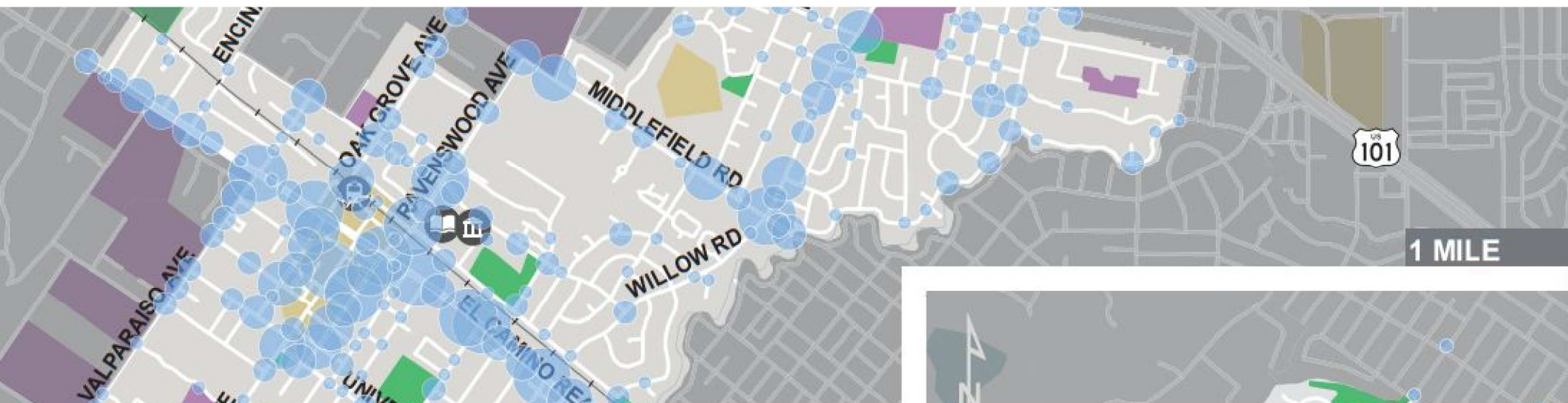
The City Council decision-making process includes:

- Priority-Setting - the top Council projects for the upcoming fiscal year (21/22)
- Capital Improvement Plan - a 5-year plan for construction projects
- Budget - what gets funded

# Sources

The subcommittee reviewed these materials

- [Transportation Master Plan](#)
  - Project listing and prioritization
  - Collision map in Appendix III (page 139)
- Council Priority-Setting staff reports
- [Last year's Capital Improvement Plan](#)





# Criteria for recommendations

- Safety/Vision Zero
  - Address collision hot spots and high-injury corridors
- Climate / Vehicle Miles Travelled
  - Routes that connect frequently used destinations (staff recommended method)



# Priority-Setting Recommendations

- Staff recommendation includes:
  - Middle Avenue Bicycle/Pedestrian Crossing of Caltrain Tracks
  - Traffic Calming on Middle Ave
  - Transportation Management Association
- Subcommittee Recommends keeping these priorities, for these reasons

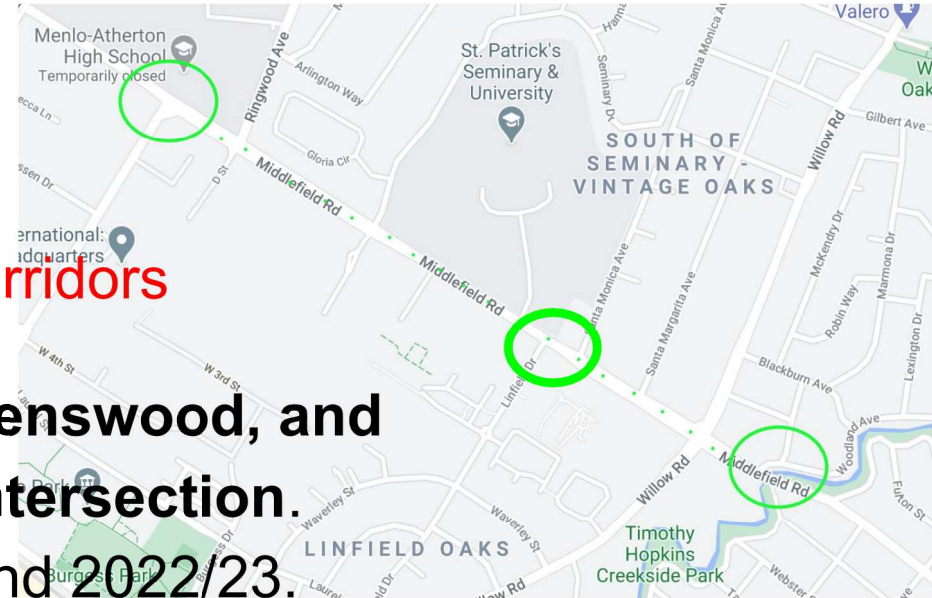
Middle Avenue Crossing	Connects to schools, parks, civic center, supermarkets, downtown - many options to reduce driving
Middle Avenue Improvements	A complete route with the Middle Ave Crossing; Frame broadly as “complete streets” safety for all road users
Transportation Management Association	Programs to reduce commute trips - benefits for climate and traffic reduction pending staff/consultant report

- For any additional projects, clarify impact on these and other CIP projects

# CIP recommendations

Keep good TMP projects in the CIP and consider additions along the high-injury corridors

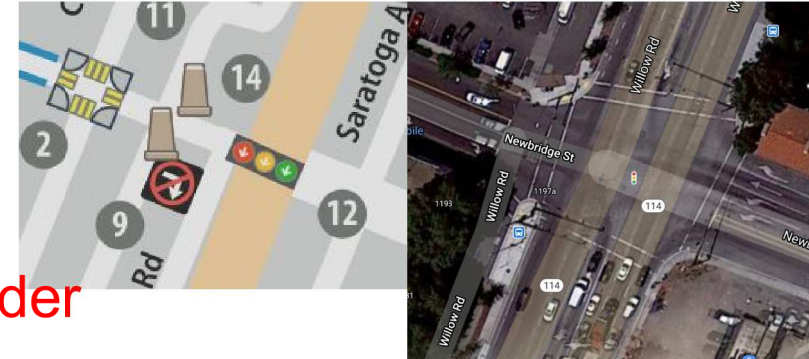
- **Middlefield Road–Woodland to Ravenswood, and Middlefield/Linfield/Santa Monica intersection.**
  - Spending proposed for 2021/22 and 2022/23.
  - Serves many local trips to common destinations such as schools, food shopping, transit, downtown, and workplaces
  - Consider adding intersections at Ravenswood, Ringwood that are also categorized as Tier 1 projects in the TMP and are hot spots in the city's collision map.





# CIP recommendations

Keep good TMP projects in the CIP and consider additions along the high-injury corridors



- **Willow and Newbridge bicycle and pedestrian improvements.**
- Spending proposed for 2022/3.
- Major hotspot in the city's collision map; enables connections to local destinations such as food stores, bus stops, churches, schools.
- Consider adding other Willow corridor projects including O'Brien and Ivy (Tier 1) and Hamilton (classified as Tier 2).
- Given increased commercial and residential density in the Bayside area, all of these will merit attention in the coming years.

## Related policy recommendations

### ***Design Standards and Principles that Further City Safety and Climate Goals.***

- Recommend City Council adopt goals and standards for sidewalk, bike lane, and repaving projects to achieve more uniform outcomes throughout the city.
- Currently, staff draw from a set of established technical standards when developing new infrastructure.
  - However, the minimum standards are not always the same as the level desirable or optimal for safety.
- Examples of desirable standards to achieve more uniform outcomes:
  - Narrow travel lanes in residential and mixed-use areas
  - Build sidewalks and bike lanes that are wider than minimum and consistently available at all times of day
- Allow for some discretion around context such as available right of way, relative level of vehicle traffic, and land uses

# Related policy recommendations




## ***Consider Project Clusters.***

- There are many examples of projects in which an individual project has more impact in conjunction with additional nearby improvements.
- Creating a complete route on high-injury corridors improves safety and encourages use of alternatives to driving, improving climate outcomes

### Examples:

- Middlefield Corridor, Ravenswood, Ringwood, Santa Monica
- Willow Corridor North of 101: Newbridge, Ivy, O'Brien, Hamilton

39.		Willow Rd & Ivy Dr
40.		Willow Rd & O'Brien Dr
41.		Willow Rd & Newbridge St

63.		Middlefield Rd & Ravenswood Ave
64.		Middlefield Rd & Ringwood Ave-D St
65.		Middlefield Rd & Linfield Dr-Santa Monica Ave



## Key Insights

***Vision Zero and VMT reduction goals are symbiotic.***

If we want more people to feel comfortable biking and walking to destinations outside of their immediate neighborhoods (e.g. offices, schools, parks, downtown), we need to **invest in infrastructure projects that *complete networks*** by safely connecting popular neighborhood cycling and pedestrian routes along and across high-traffic corridors (e.g. Willow, Ravenswood, Middlefield, Santa Cruz, and El Camino Real).

# Key Insights

***Well-executed Complete Streets projects can have a traffic calming effect.***

Example: Oak Grove between El Camino Real and Middlefield

- Measured 85th percentile speed dropped from 32mph in 2012 to 24 mph in 2019
- Posted speed limit was always 25 mph
- In 2017, the city added buffered bike lanes and narrowed travel lanes

Example: Santa Cruz between University and Olive

- Measured 85th percentile speed dropped from 34 to 30 mph after implementation of sidewalks and bike lanes



## Summary of Recommendations

- Council Priorities: Support staff recommendation
  - Middle undercrossing
  - Middle corridor, framing the project as complete streets providing safety for all road users and slowing vehicle speeds
  - Transportation Management Association (pending staff review)
- For any other proposed transportation priorities, consider impact on these priorities and other CIP projects that advance safety and climate/VMT reduction



# Summary of Recommendations

- Capital Improvement Plan
  - Projects
    - Support Middlefield Corridor and Willow / Newbridge
    - Consider adding other TMP projects on these high injury corridors to improve safety
  - Policies
    - Consider project clusters to improve safety on high injury corridors
    - Adopt goals and standards for sidewalk, bike lane, and repaving projects to achieve more uniform outcomes throughout the city.



## STAFF REPORT

### Complete Streets Commission

**Meeting Date:** 4/14/2021  
**Staff Report Number:** 21-002-CSC

**Regular Business:** Provide feedback and recommendation to City Council on the Transportation Management Association feasibility study's implementation plan

### Recommendation

Staff recommends that the Complete Streets Commission provide feedback and recommendation to City Council on the Menlo Park Transportation Management Association (TMA) feasibility study's implementation plan.

### Policy Issues

The development of a TMA supports the City's Transportation Demand Management (TDM) program guidelines and is listed as program CIRC-6.B in the 2016 General Plan circulation element to "assist local residents, employees, students, and other community members in identifying and taking advantage of travel options between employment centers and rail connections, downtown, and nearby cities."

### Background

The development of a TMA was identified as one of the City Council's priorities in the 2019 Work Plan, and is a strategy in the adopted 2020 Climate Action Plan. The goal of a TMA is to coordinate logistics and TDM services amongst multiple member businesses. Instead of an individual business providing TDM services for their employees, a TMA allows multiple businesses to share TDM resources. TDM services may not be cost-effective and well-utilized at individual businesses, so a TMA creates cost-efficiency and a shared burden amongst everyone, allowing smaller businesses to access some services that they would normally not be affordable.

On July 16, 2020, staff presented five TMA model options for City Council to narrow down to two for further research in Phase 3 of the feasibility study (Attachment A). City Council provided direction to staff and the consultant to thoroughly research the Citywide and the regional/sub-regional models, whose benefits are listed in Table 1. Both models enable TDM services to be provided more efficiently and consistently to employees of smaller businesses, allowing all businesses to adhere to City-mandated requirements.

However, as a result of COVID-19 and its impact on businesses as well as the launch of a new sub-regional organization, it was determined that creating a separate TMA, whether at the sub-regional or citywide level, would no longer be the most cost-effective and efficient strategy for the City. Instead, the City may be better served by adopting a hybrid model leveraging existing services and filling in gaps to ensure that all businesses have access to commute program planning and implementation services.

Several strategies are discussed to help the City achieve these objectives, all of which involve partnering

with two existing regional/sub-regional organizations, as described further below. This informational item serves as an update of the work to date since July and the next steps leading to final recommendations and feedback from City Council in May 2021.

**Table 1: Benefits of various TMA models**

Model	Benefits
Citywide TMA	<ul style="list-style-type: none"> <li>• Ability to reap benefits outlined for both the small and large employer models.</li> <li>• Covers businesses of all sizes, entirety of City at greater cost-efficiency.</li> <li>• Focus on Menlo Park-related concerns, issues.</li> <li>• This model can join other TMAs in a regional alliance, or be folded into a sub-regional model.</li> </ul>
Regional/sub-regional TMA	<ul style="list-style-type: none"> <li>• Ability to create large economies of scale and reach many more employers.</li> <li>• Better to act as advocate for improved transit service with agencies.</li> <li>• Focus on southern San Mateo County, northern Santa Clara County concerns and issues that transcend county boundaries.</li> <li>• This model can easily fit in with the Manzanita Works model.</li> </ul>

The project timeline was delayed in order to gather more details about the state of commuting in the Bay Area, due to the ongoing COVID-19 pandemic and the operational start of Manzanita Works in November 2020.

## Analysis

Since July 2020, there have been many external factors that have caused the City to reevaluate its original strategy in recommending the Citywide or region/sub-regional TMA options. Specifically, developments around the ongoing COVID-19 pandemic, the Metropolitan Transportation Commission (MTC) telework policy, and the start of Manzanita Works as a subregional TMA, have necessitated that the feasibility study plan for a new normal in the City and the Bay Area as a whole.

The COVID-19 pandemic has delayed the physical return to offices, along with many companies reevaluating telework and/or permanent remote work policies and has also created the need for social distancing and a fear of using public transit for those who have the luxury to use alternative means, resulting in sharp drops in ridership. As a result, many companies' attitudes toward telework and/or remote work policies has changed. While the current sentiment may evolve, the viability to work remotely and productively has been proven to many companies. Although the long-term effects are yet to be known, it may potentially reduce strain on congested transportation networks, thus reducing the need for alternative strategies and TMAs.

MTC, the Bay Area's nine-county metropolitan planning organization, is currently performing its quadrennial update to its long-range planning document, Plan Bay Area 2050. One component is a mandated telework policy. MTC's Strategy Environment (EN) 7 in Plan Bay Area 2050 originally sought to mandate employers of 25 or more to have a 60 percent telework mode split. This aggressive policy proposal was formally opposed by many Bay Area transit agencies and County transportation authorities in fall 2020. MTC staff revised EN7, with MTC approving Resolution No. 4337 in November 2020 to allow the revised EN7 to be added to the draft Plan Bay Area 2050. Instead of the original 60 percent telework mandate, employers of 25 or more must have 40 percent of non-single occupant vehicle (SOV) trips coming from transit, bicycling, carpooling, telework, etc. As a point of comparison, pre-pandemic, the citywide non-SOV mode share for



employees commuting to Menlo Park from the latest US census data is 20 percent, or closer to 30 percent if including telework. Based on these statistics, it will require about an additional 10 percent in non-SOV trips to achieve the EN7 mandate for Menlo Park.

The shift in telework attitudes and policies presents a potential decrease in the demand for a TMA-type organization. Since the start of the City's feasibility study in 2019, Manzanita Works has transitioned from regional collaboration and talks, into becoming an operating regional TMA. With its headstart on any City-related TMA actions, along with it creating collaboration across San Mateo and Santa Clara Counties, it has great potential to be an effective organization. Additionally, some potential larger employers in a Citywide Menlo Park TMA may have already or are planning to join Manzanita Works. The lack of membership from larger employers, along with their commensurate membership dues, may not allow for the viability for a cost-efficient Citywide TMA. Therefore, the City creating a TMA would be duplicative of Manzanita Works' efforts, an inefficient use of resources, and potentially confusing to the public.

#### The hybrid approach

As a result of these developments over the last six months, the City's consultant on this project, Steer Group, has recommended a hybrid approach in order to offer the benefits of both the Citywide and regional/sub-regional TMA options, while also being fiscally responsible. These recommendations are available in the draft TMA implementation plan (Attachment B).

Table 2 lays out three objectives and six strategies, along with their associated costs, that the City can pursue in lieu of the Citywide and regional/sub-regional TMA options. The components of those two options have been fleshed out to reveal overarching themes and objectives. While these strategies are listed independently, strategies supporting objectives 1 and 3 are not mutually-exclusive (see Attachment B, Figure 3). They may also be phased over time.

Table 2: Revised TMA/TDM options	
Objective	Strategy
<b>Objective 1:</b> Endorse and support regional and sub-regional TDM efforts	<b>Strategy 1.1:</b> City joins Commute.org as a member <b>Cost:</b> City Council time as Commute.org board representative
	<b>Strategy 1.2:</b> City encourages employers and developers to participate in Manzanita Works, when possible <b>Cost:</b> Transportation Division, Planning Division staff time
<b>Objective 2:</b> Ensure TDM support is available for all businesses	<b>Strategy 2A:</b> City partners with Commute.org, who will provide contracted service to provide tailored education and engagement support to all Menlo Park businesses <b>Cost:</b> \$100,000 for contracted part-time employee (0.5 FTE)
	<b>Strategy 2B:</b> City sponsors small to medium-sized businesses to join Manzanita Works <b>Cost:</b> Estimated at \$100,000 for 50 small businesses
<b>Objective 3:</b> City can serve as an example of an employer with a robust and collaborative TDM program	<b>Strategy 3.1:</b> City joins Manzanita Works to as way to offer more commuter benefits <b>Cost:</b> Estimated at \$50,000-\$100,000 as medium-sized employer
	<b>Strategy 3.2:</b> City promotes Commute.org's full suite of free services to its employees <b>Cost:</b> TDM Coordinator staff time

#### Staff recommendations

Staff recommends that the City pursue the entirety of Objective 1, one of the two strategies from Objective 2, and Strategy 3.2 in Objective 3 with an option to pursue Strategy 3.1 once the pandemic ends and regular commute patterns emerge. This will allow the City to strategically phase in TDM support and services in response to how the region recovers from the COVID-19 pandemic.

Potential TMA member services, typical of a Citywide or regional/sub-regional model, are listed in Table 3. These services vary by each TMA and member desires, but encompass general offerings that make for a successful TMA. Table 3 also lists how each of the proposed strategies from each objective can fulfill the services and offerings of a TMA. Overall, the strategies can generally cover the majority of a TMA's offerings. Note that for innovative strategies in Table 3, these are not currently offered by Commute.org nor Manzanita Works. However, these are services that may come at a later time based on each organization's budget and goals.

<b>Service type</b>	<b>TDM strategies</b>	<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>
Shuttle Service Provision	Open private shuttles (first/last mile) to public during peak and off-peak hours	1.21.2, 2B, 3.1)	2B	3.1
Advocacy	Advocacy for improved transit service and bike/pedestrian infrastructure and coordination on regional travel	1.1, 1.2	2A, 2B	3.1
Financial Incentives	Promote and connect employers to Commute.org, which offers "try-transit tickets," rewards/contests, Guaranteed Ride Home	1.1, 1.2	2A, 2B	3.1, 3.2
Marketing & Education for Commuting	New employee packet for commute options, services provided	1.1, 1.2	2A, 2B	3.1, 3.2
	Trainings and webinars for commute options, services provided	1.1, 1.2	2A, 2B	3.1, 3.2
	Annual events such as wellness fairs, Bike to Work Day	1.1, 1.2	2A, 2B	3.1, 3.2
	Promote and connect employers to Commute.org, which offers "try-transit tickets," rewards/contests, Guaranteed Ride Home	1.1, 1.2	2A, 2B	3.1, 3.2
Surveying and Reporting	Annual survey administration & analysis		2A, 2B	3.1
	Survey reporting on annual basis		2A, 2B	3.1
	Enforcement and compliance tracking		2A, 2B	3.1
Other supportive services	One-on-one consultation and support for commute programs/options, TDM plan development, implementation of any City-mandated requirements		2A, 2B	3.1
	Additional fee-for-services, such as parking management, telework policies, customized marketing strategies, etc.		2A, 2B	3.1
Innovative Strategies	Procure and manage a Scoop/Waze carpool	Currently not offered by Commute.org or Manzanita Works		
	E-bicycle rebate program to incentivize purchases for shorter distance commutes	Currently not offered by Commute.org or Manzanita Works		
	Small business TDM grant to implement key strategies, such as bicycle racks	Currently not offered by Commute.org or Manzanita Works		
	Pilot programs to test new, innovative ideas and technologies as they become available	Currently not offered by Commute.org or Manzanita Works		

#### Phasing recommendations

Staff also considered the potential to phase implementation over time, and recommends considering three phases:

- Phase 1: Pursue Commute.org membership, encourage businesses to join Manzanita Works, and continue promoting Commute.org to City employees (Strategies 1.1, 1.2, 3.2, respectively).

- Phase 2: Either contract with Commute.org to provide a TDM liaison specifically for Menlo Park, or sponsor small businesses with Manzanita Works memberships (Strategies 2A, 2B, respectively) based on strengths, weaknesses, and available budget.
- Phase 3: Investigate viability of City joining Manzanita Works as a member (Strategy 3.1), based on how it may fit the needs of City employees.

The first phase in implementing the hybrid strategies can be achieved when the City joins Commute.org (Strategy 1.1), the City encourages employers and developers to participate in Manzanita Works (Strategy 1.2), and the City continues promoting Commute.org's services to its employees (Strategy 3.2). This is the easiest to achieve, as it requires minimal financial commitments, given these are undertakings that staff is already performing or can add to their routine with minimal additional effort.

The second phase in implementing the hybrid strategies is to investigate which option in Objective 2 is most prudent, and allocating approximately \$100,000 annually to fund the selected option. The choice is to either contract with Commute.org (Strategy 2A) to provide a liaison supporting local businesses, or to sponsor 50 small businesses to have membership into Manzanita Works (Strategy 2B). Either option is estimated to cost approximately \$100,000 annually, and the goal is that more businesses in Menlo Park will have access to services and resources. Each option has its strengths and weaknesses, as seen in Table 4. Following feedback from the Complete Streets Commission in April 2021, a recommendation will be made to City Council in May 2021, with their feedback ultimately guiding the decision of which option will provide the best reach to employers with its services.

**Table 4: Comparison of contracted services**

Contracted service type	Benefits	Risks and challenges
<b>Strategy 2A:</b> Commute.org  <b>Cost:</b> \$100,000 annually	<ul style="list-style-type: none"> <li>• San Mateo County focus</li> <li>• Provides TDM liaison for entire City and its businesses</li> <li>• More tailored support to Menlo Park as contracted position is specifically for the City</li> <li>• Offers online trip planner, trip tracker, shuttles, carpool rewards program, guaranteed ride home program</li> <li>• Established program, Commute.org is San Mateo County's Transportation Demand Management Agency</li> </ul>	<ul style="list-style-type: none"> <li>• San Mateo focus may not fully address cross-county commutes</li> <li>• No access to cross-county shuttles like Manzanita Works</li> <li>• Are the currently-provided services adequate for needs of the City?</li> <li>• Direct organization participation is only by member cities/towns, private entities have less official input</li> </ul>
<b>Strategy 2B:</b> Manzanita Works  <b>Cost:</b> \$100,000 annually	<ul style="list-style-type: none"> <li>• San Mateo County and Santa Clara County focus, addresses cross-county commutes</li> <li>• Provides access to small businesses that would not be able to afford membership into Manzanita Works</li> <li>• Offers long-distance shuttles, TDM outreach/support, and other services (yet to be determined)</li> <li>• Organization allows participation of private and public entities as members</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on multiple and counties may not adequately address Menlo Park needs</li> <li>• Only benefits member organizations, not entirety of Menlo Park</li> <li>• New entity, membership is still growing and services are still being determined</li> </ul>

The last phase is investigating whether the City should join Manzanita Works (Strategy 3.1). The City would join Manzanita Works as an employer, similar to other City businesses, thus gaining some of the benefits



listed in Table 4. The City could then offer the direct commute benefits of Manzanita Works to its employees, such as one-on-one commute planning support and long-distance shuttles. Due to the unknowns of the COVID-19 pandemic and recovery, and Manzanita Works' future plans and offerings, it is recommended to delay pursuing Strategy 3.1 until after the other strategies are implemented and more information is available.

The end goal is to have both the City and employers achieve tangible shifts from single-occupant vehicle commutes to transit, bicycling, and carpool/vanpool. This approach to innovating the commute through the hybrid strategies will reduce congestion and greenhouse gas emissions, which supports other City-led initiatives such as the General Plan, Transportation Master Plan, and Climate Action Plan.

While not all services of a TMA can be directly replicated with the proposed hybrid implementation strategies, they will still offer a majority of similar services and meet the objectives compared to the Citywide and regional/sub-regional TMA models. In lieu of a formally incorporated TMA, the City can capitalize on existing programs and organizations. This would give it the flexibility to pick and choose from various TDM strategies to deliver lower cost solutions to a greater audience (as provided by the benefit-cost analysis in Attachment B).

#### Next steps and schedule

Table 5 lays out the next steps and schedule as the TMA feasibility study concludes. Following this Commission meeting, staff and Steer Group will refine the recommendations with feedback from the Complete Streets Commission in their presentation to City Council in May 2021, where staff will seek City Council approval of the final strategies. Following the City Council review and approval in May, the implementation plan will be refined with final edits and incorporated into the final report in early summer 2021.

Table 5: Next steps and schedule	
Completion of tasks	Schedule
Complete Streets Commission Meeting Deliverable: Feedback on TMA Objectives	April 14, 2021
City Council Meeting Phase 3: Approval of TMA Objectives	May 2021
Deliverable: Final Report	Summer 2021

#### **Impact on City Resources**

This feasibility study was funded by a \$100,000 contribution required as part of the Facebook campus expansion project development agreement. Additional staff resources and budget may be needed depending on which TMA objectives moves forward.

#### **Environmental Review**

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it will not result in any direct or indirect physical change in the environment.

## Public Notice

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

## Attachments

- A. Hyperlink – TMA feasibility study, July 16, 2020, City Council staff report:  
[menlopark.org/DocumentCenter/View/25676/D1-20200714-CC-TMA-models-study](https://menlopark.org/DocumentCenter/View/25676/D1-20200714-CC-TMA-models-study)
- B. TMA draft implementation plan

Report prepared by:  
Nicholas Yee, Transportation Demand Management Coordinator

Report reviewed by:  
Kristiann Choy, Acting Transportation Manager

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Cost Benefit Analysis and Implementation Plan  
April 2021

# City of Menlo Park TMA Implementation Plan

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# City of Menlo Park TMA Implementation Plan

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## Executive Summary

The City of Menlo Park is interested in studying the feasibility of a Transportation Management Association (TMA) to encourage the provision of amenities, services, and incentives to encourage non-drive alone commutes and reduce vehicle miles traveled (VMT) in the city. Following an Existing Conditions Study of current trends and challenges with implementing TDM strategies within the city and an Options Analysis to compare different potential structures for the TMA, Staff was directed to explore two models further: a Sub-Regional TMA and Citywide TMA.

As a result of COVID-19 pandemic and its impact on businesses as well as the launch of a new sub-regional organization, it was determined that creating a separate TMA, whether at the sub-regional or citywide level, would no longer be the most cost-effective and efficient strategy for the City. Instead, this report indicates that the City will be better served by adopting a hybrid model leveraging existing services and filling in gaps to ensure that all businesses have access to commute program planning and implementation services.

Based on the Existing Conditions Study and Options Analysis, three key objectives were identified:

1. The City should endorse and support regional and sub-regional TDM efforts;
2. The City should ensure TDM support is available and accessible to all businesses in Menlo Park; and
3. The City has an opportunity to serve as an example of a Menlo Park employer with a robust and collaborative TDM Program.

Several strategies are discussed to help the City achieve these objectives, all of which involve partnering with two existing regional/sub-regional organizations, Commute.org and Manzanita Works while ensuring dedicated support is available to Menlo Park businesses. Commute.org is San Mateo County's Transportation Demand Management Agency which provides free commute planning assistance to employers and incentives and resources to employees in San Mateo County. Manzanita Works is a non-profit organization bringing together regional stakeholders to tackle transportation and workforce-related challenges. By partnering with these organizations, the City would be able to cost-effectively achieve both objectives while ensuring that TDM efforts are advanced and standardized within the city.



# 1 Introduction

In the spring of 2019, the City of Menlo Park published a Request for Proposals seeking guidance on the development of a Transportation Management Association (TMA). While TDM exists in many worksites across Menlo Park already, the City was seeking support in the form of an organization that would help to leverage partnerships across the City and sub-region and support the provision of TDM service to a broader group of employers. The study was meant to explore four unique options for TMA structure, and compare their expected success in reducing citywide vehicle miles traveled, changing travel behavior, and supporting stakeholder engagement and partnerships.

Following an existing conditions study in which the Project Team analyzed current travel habits, interviewed large and small employers, and surveyed employees of select businesses regarding their transportation challenges, several key goals for the potential TMA were identified:

- Consistency in TDM implementation throughout the city;
- Leveraging existing services and programming for efficiency and cost-savings; and
- Facilitating regional and sub-regional coordination.

Using these data, the team conducted an Options Analysis to define the strengths and weaknesses of five potential TMA models. In July 2020, Council provided direction to proceed with conducting further analyses on two models: a Citywide TMA and Sub-regional TMA.

## 1.1 TMA Models Revisited

As the team began to consider implementation for the recommended options, it became apparent that neither might be the best course of action for the City. Since this study initiated, two major developments have emerged which influence the viability of these options:

1. The **COVID-19 pandemic** has significantly shifted the landscape in which people live, work and travel. Many businesses are experiencing funding constraints, and may not have the capacity to invest in TDM;
2. The **Manzanita Works** organization has become official, has developed and convened sub-regional consortiums and engaged further with Menlo Park stakeholders. There is now a clearer picture of how their membership structure and service offering works which were not available for this analysis when the project commenced.

Given these latest developments, the two TMA models, as originally presented to Council, may no longer be viable options. The below summary outlines these issues:

- **Citywide TMA:** The goal of a Citywide TMA is to provide TDM services, including TDM Plan and compliance support, resources, and incentives, to all Menlo Park businesses. Since these services are already available to San Mateo County businesses for free from Commute.org,

the role of this organization would largely be to connect Menlo Park employers to those resources. However, now that Manzanita Works has more officially been launched and established, it would be duplicative to create another entity to serve the same purpose. Employers participating in Manzanita Works - which charges membership dues - would be unlikely to pay additional fees toward a Citywide TMA, thus, threatening the ability of the TMA to be self-sustaining. Therefore, it would be more cost-effective to dedicate City resources toward promoting and connecting businesses to these existing services without the development of a new formal organization itself.

- **Sub-regional TMA:** With the promise of economies of scale and a regional collaboration, the sub-regional model may be enticing to employers. While Manzanita Works has fully launched and may serve this role, there remains a cost barrier for participation, especially for smaller businesses operating with limited budgets. Therefore, while it is sensible for the City to partner with Manzanita Works, this alone won't support the distribution of TDM services to the majority of employers in Menlo Park.

## 1.2 TDM Services Currently Available to Menlo Park Businesses

### 1.2.1 Commute.org

Commute.org is a Joint Powers Authority governed by a board of 18 elected officials, one from each of the 17 cities and the County of San Mateo. As San Mateo County's Transportation Demand Management Agency, its mission is to reduce the number of drive-alone vehicles traveling to, from or through San Mateo County by providing information and commute planning assistance to employees, employer programs, and city transportation demand management partnerships.

All San Mateo County employers have access to Commute.org's services, including:

- Assistance with Bay Area Commuter Benefits Program Compliance;
- Shuttle service;
- Guaranteed Ride Home;
- Vanpool and Carpool ridematching services and subsidies;
- Free Transit Ticket Program;
- Reward and Incentives Program;
- Employee commute program consultation;
- Employee transportation coordinator (ETC) support;
- On-site events (e.g., bicycle safety education); and
- Agency of Record.

Funded by the City/County Association of Governments of San Mateo County (C/CAG), the San Mateo County Transportation Authority (TA), the Bay Area Air Quality Management District (BAAQMD) and the Metropolitan Transportation Commission (MTC), the organization is a free service available to all employers in San Mateo County.

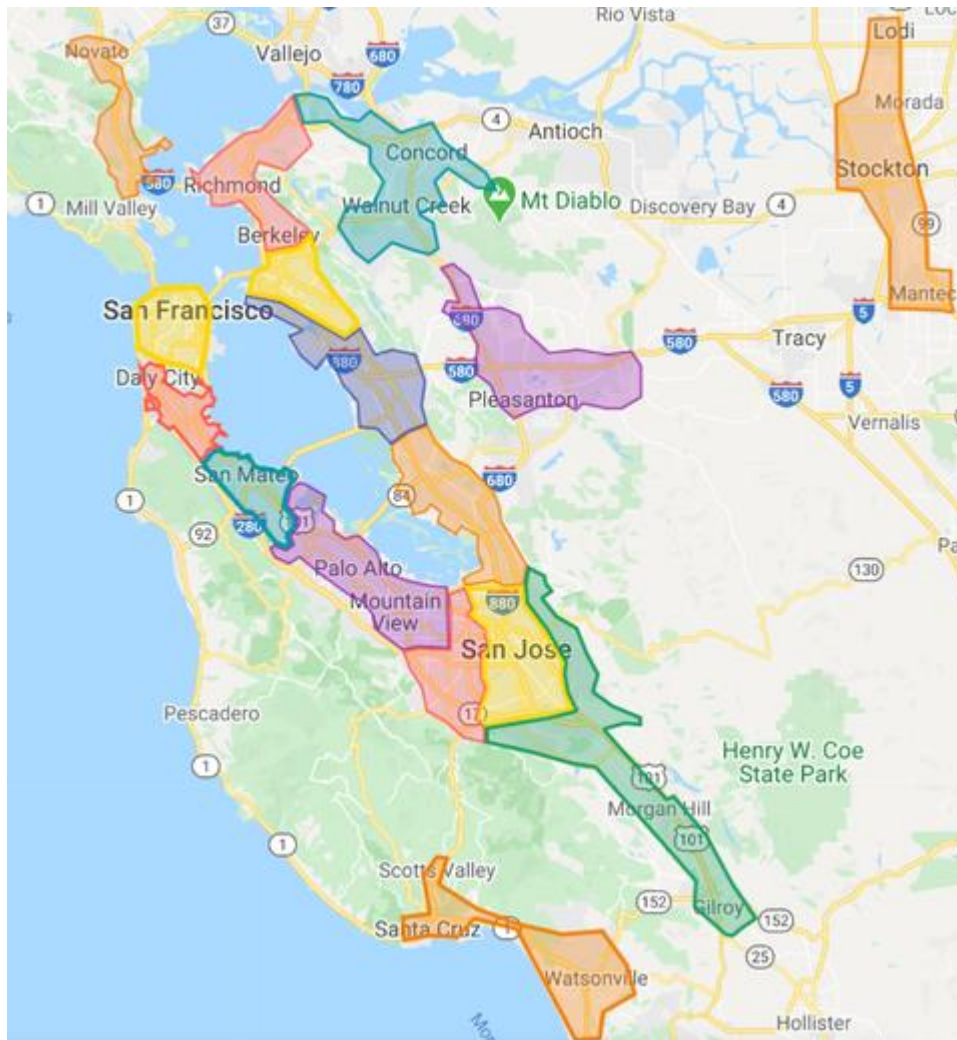
While the City has not joined Commute.org's Board, the City does leverage some of Commute.org's services for their own employees and Staff, such as promoting the Guaranteed Ride Home and incentives program.

### 1.2.2 Manzanita Works

Manzanita Works is a non-profit organization bringing together public and private partners in the region with the goal of improving the welfare of workers through increased access to transit, housing, food, and childcare. Launched in 2020, the organization has convened stakeholders in discussions about regional challenges, launched a free shuttle service to connect essential workers from, and will initiate a bikeshare feasibility assessment once funding has been secured.

While Manzanita Works is the overarching organization bringing together stakeholders and partners throughout the region, members are organized into employer-led consortiums based on geography to allow for more focused discussions and solutions. Because commutes may span multiple cities and counties, these sub-regions may cross county lines and jurisdictions. Menlo Park would fall under the Ravenswood Sub-Region, which encompasses the Mid-Peninsula from Sunnyvale in Santa Clara County to Redwood City in San Mateo County and would engage with peer cities and employers located within this sub-region.

**Figure 1 Manzanita Works Sub-Regional Approach**





The organization provides a forum for members and stakeholders to discuss current challenges and identify solutions and provides the connections and administrative support to bring them to fruition. For example, as a result of COVID-19 and state-mandated Shelter in Place Orders, there was both a reduced demand for employer-provided shuttles and an increased need to assist essential workers to their worksites. The organization led the effort in developing the agreement and process by which the employers are able to donate their unused shuttle vehicles to be used by essential workers. There are currently six routes connecting East Palo Alto to other Mid-Peninsula regions either directly or through connecting services.

**Table 1 Current Essential Workers Shuttle Routes**

	Route
Route 1A	Livermore to East Palo Alto
Route 4A	Richmond to East Palo Alto
Route 7A	Daly City to East Palo Alto
Route 9A	Hayward to East Palo Alto
Route 10A	Fremont to East Palo Alto
Route 14A	South San Jose to East Alto

As a member-based organization, businesses are required to join Manzanita Works and pay an annual fee based on the type of employer category under which they fall. The four are as follows:

1. Small business (less than 50 employees) & Service Sector (e.g., restaurants, hospitality, grocery, other food service, retail, janitorial, security)
2. Medium to Large Private Sector
3. Nonprofit Sector
4. Public Sector

While the fee structure may vary based on employer type and size, a rough cost estimate for a small employer with fewer than 50 employees would be \$2,000 per year for membership and outreach support.

The organization also offers a discount for public institutions wishing to join the organization and would be happy to provide further details regarding costs upon the City's entering into a Mutual Non-Disclosure Agreement. In addition to the US Geological Survey which has approximately 400 employees, Manzanita Works is in negotiations with ten other public entities at various levels of governments to participate. Additional details will be available as the agreements are authorized and approved.

As part of membership to Manzanita Works, employers in the City of Menlo Park have access to:

- A "seat at the table" with the Ravenswood Sub-Regional 'cohort';
- Employee commute program consultation;
- Access to existing Essential Workers shuttle services;
- Developer agreement compliance support;
- Customized outreach and education; and
- Connection to free Commute.org services, including incentives, ridematching, and Guaranteed Ride Home.

### 1.2.3 Summary of TDM Services Available to Menlo Park Employers

**Table 2 Summary of Available Services**

Service	Commute.org	Manzanita Works
Assistance with Bay Area Commuter Benefits Program and Developer Agreement Compliance;	Free	Available to members
Shuttle service;	Marsh Road and Willow Road Shuttles managed by City of Menlo Park	Essential Workers Shuttle Available to Members (see Section 1.2.2)
Guaranteed Ride Home;	Free	Through Commute.org
Vanpool and Carpool ridematching services and subsidies;	Free	Through Commute.org
Free Transit Ticket Program;	Free	Through Commute.org
Reward and Incentives Program;	Free	Through Commute.org
Employee transportation coordinator (ETC) support;	Free	Through Commute.org
Employee commute program consultation;	Free	Available to members
On-site events (e.g., bicycle safety education)	Free	Available to members
Outreach and education materials	Free	Available to members
Agency of Record	Free	Through Commute.org
A “seat at the table” regional/sub-regional community	Free (City only upon joining the Board)	Available to members
Customized engagement strategy and implementation, including paid local advertising, direct mail, telemarketing, and canvassing;	\$100,000 annually for dedicated staff time	Available to members
Survey development, administration, and analysis	\$100,000 annually for dedicated staff time	-
Customized monthly eNewsletters	\$100,000 annually for dedicated staff time	-
Bikeshare system	-	Will conduct feasibility study
Direct partnership opportunities with sub-regional partners	-	Available to members
Advocacy on important topics and policies	Free (City only upon joining the Board)	Available to members

## 2 Revised Objectives

Given the recent developments, it is recommended that the City pursue neither of the options previously proposed as the sole solution to providing commuter services and amenities to employees in Menlo Park. Instead, this analysis has identified restructured recommendations based around three high-level objectives to further TDM implementation and support in the city, as well as several actions to assist with reaching each objective:

<ul style="list-style-type: none"> <li>• <b>Objective 1</b></li> <li>• <b>Endorse and support regional and sub-regional TDM efforts</b></li> </ul>	<b>Strategy 1.1:</b> City joins Commute.org Board of Directors
<ul style="list-style-type: none"> <li>• <b>Objective 2</b></li> <li>• <b>Ensure TDM support is available for all businesses</b></li> </ul>	<b>Strategy 2 (Option A):</b> City contracts with Commute.org to provide tailored education and engagement support to all Menlo Park businesses  <b>Strategy 2 (Option B):</b> City sponsors small to medium-sized businesses to join Manzanita Works
<b>Objective 3</b> <b>Serve as an example of an employer with a robust and collaborative TDM program.</b>	<b>Strategy 3.1:</b> City joins Manzanita Works to replace or supplement existing employee commuter benefits  <b>Strategy 3.2:</b> City promotes Commute.org's full suite of services to its employees



## 2.1 Objective 1 – Endorse and Support Regional and Sub-Regional TDM Efforts

Through analysis of Streetlight data, which uses anonymized location records from smart phones and navigation devices to show travel patterns, the Project Team found that many employees commute into the city from neighboring cities as well as across the Dumbarton Bridge. Because of the regional nature of commutes, as well as the need for inter-city travel options, coordination with neighboring cities, transit agencies, and regional bodies was identified as a key objective for the City.

The City Council has also expressed interest in facilitating coordination between the City of Menlo Park and regional/sub-regional partners toward advancing TDM implementation. As described above, the City of Menlo Park and its employers have access to two organizations that provide TDM services across San Mateo County and beyond, Commute.org and Manzanita Works. As such, rather than creating a TMA with a sub-regional focus, it would be more cost-effective and efficient for the City to partner with these existing regional/sub-regional organizations to provide TDM support and services to its businesses. Below is a high-level overview of how it is recommended that the City partner with each of these organizations to advocate for and advance TDM efforts within the city and region. While these strategies are listed independently, they are not mutually-exclusive and the City may choose to implement all of them.

### 2.1.1 Strategy 1.1: City joins Commute.org Board of Directors

As an alliance of 17 cities and the County of San Mateo, cities are invited to join the organization's board and help guide its programming free of charge. Commute.org is governed by a board of directors made up of elected officials from each of the 18 member agencies. The Board meets five times each year and are advised by two committees, the Supervisory Committee and the Finance Committee, comprised of member-agency staff. The Supervisory Committee meets monthly and the Finance Committee meets five times per year.

With representation on the Board, the City would have the ability to help guide the development of the organization's Strategic Plan, including ensuring that programming and services are aligned with the city's transportation goals and plans, and connect with peer cities and agencies.

While the City had previously taken steps toward joining the organization, those efforts were delayed. As such, given the increased interest in implementing and standardizing TDM strategies across the county, this would be an opportune time for the City to renew efforts to join and participate in these conversations.

On May 22, 2018, the City of Menlo Park brought before Council a recommendation to authorize the Mayor to sign a letter to request the City join Commute.org. However, the passing of Assembly Bill 1912 Public Employees' Retirement: Joint Powers Agreements: Liability presented challenges to Commute.org's ability to add new members and the effort was stalled.

Commute.org has since determined that AB 1912 would not present an issue and are able to allow new members to join the organization. As part of Commute.org's new Strategic Plan, one of their goals is to "complete the alliance" to bring in the remaining city (Menlo Park) and two towns (Woodside, and Portola Valley) into the JPA. Their next action is to draft Memorandums of Understandings (MOUs) with each city in the first quarter of Fiscal Year 2021 (July-September

2021). Once completed, the current Commute.org members will initiate the process of approving the new members.

It is recommended that the City continue pursuing membership with Commute.org by supporting in the drafting and approval of the MOU.

#### *Costs*

As Commute.org is fully funded, membership with Commute.org would not have a direct financial cost for the City.

The City would be asked to appoint a City Councilmember (and an alternate) to participate on the Commute.org Board of Directors. Should the Board request city staff to participate in the advisory committees, this may include approximately eight hours of staff time per month.

#### *Benefits*

Once part of the Commute.org Board, the City would be able to help guide TDM implementation in San Mateo County and advocate for city-specific needs.

### **2.1.2 Strategy 1.2: City encourages employers and developers to participate in Manzanita Works, when possible**

The City should encourage businesses with the means to join Manzanita Works to do so. While certain large employers may voluntarily choose to participate due to the perceived benefits the organization would bring to their businesses, the City should also consider formalizing this through requiring Manzanita Works membership in Conditions of Approval and similar conditions as part of the entitlement process.

Members of Manzanita Works have access to the organization's benefits, including shuttle service, outreach support, and transportation counseling. By encouraging businesses to join, the City would be pushing for more standardized and consistent TDM implementation and reporting among the city's employers. In addition, these employers would benefit from gaining access to regional stakeholders to share best practices and identify partnership opportunities.

#### *Costs*

While employers would be required to pay membership dues to join Manzanita Works, the City would not incur any associated costs.

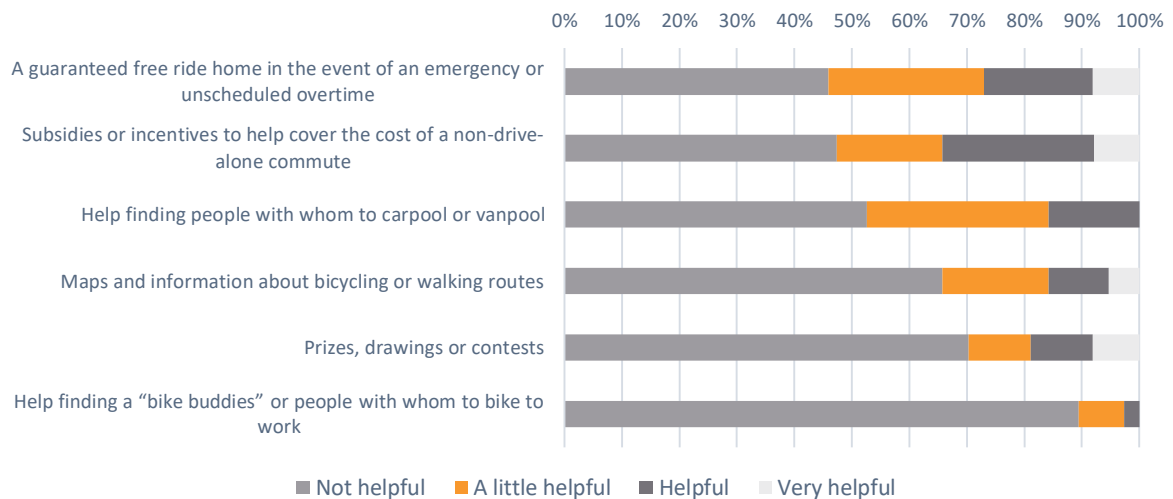
#### *Benefits*

By encouraging employers and developers to join Manzanita Works, there will be increased sub-regional collaboration and support for commuters.

## 2.2 Objective 2 – Ensure TDM Support is Available for All Businesses

Based on feedback received from the Chamber of Commerce, interviews with small business employers, and a survey to employees of small businesses gathered in Fall 2019, both employers and employees have expressed an interest in receiving more support for the provision of transportation information and resources as well as marketing assistance (see Figure 2)Figure 3. When asked, many were not aware of the fact that these services were already available free of charge from Commute.org.

**Figure 2 "How useful would the following services be to you?" Survey Response**



Since these services are already available to Menlo Park employers, the remaining gap lies in raising awareness and connecting employers to these organizations. While the City could choose to manage these education and engagement efforts itself, it would be most cost-effective to partner with the organizations themselves to provide more dedicated support to Menlo Park businesses. This would be especially helpful as businesses navigate the changing work schedule and commuting patterns, long-term work from home policy, and mode preferences related to recovery from the COVID-19 Pandemic.

There are two options proposed for advancing this objective. Given both options have costs associated, it is recommended that the City choose either Option A or Option B.



### 2.2.1 **Strategy 2 Option A: City contracts with Commute.org to provide tailored education and engagement support to all Menlo Park developers and businesses**

As uncovered during stakeholder interviews, many small businesses are not able to offer TDM benefits to their employees, either due to the lack awareness of available resources or the capacity to manage a TDM program internally. Therefore, while Commute.org services are available to all San Mateo County businesses for free, few small businesses are currently utilizing these services.

This gap in awareness, by both small employers and their employees, has been a limiting factor in distributing transit benefits, Guaranteed Ride Home, and other trip planning assistance to more employees in the city. Should the City enter into a contract with Commute.org to provide dedicated outreach and education support for all Menlo Park businesses, this will widen the group of employees who would benefit from Commute.org's services.

To provide TDM support, especially in education and engagement, to all Menlo Park businesses, the City could contract with Commute.org to provide a staff person who would dedicate half of their time (roughly 20 hours per week) exclusively to Menlo Park employers. In addition to providing information about existing Commute.org services (see Section 1.2.1), this dedicated staff member would:

- Develop an engagement strategy for varying tiers of employers, including paid local advertising, direct mail, telemarketing, and canvassing;
- Identify opportunities to incentivize engagement and program performance measures;
- Work with the City to identify target employers for engagement;
- Assist with survey development, administration, and analysis;
- Assist with Bay Area Commuter Benefits Program compliance (for employers with 50+ employees);
- Educate employers lead contacts on TDM programs and services available to them;
- Consult with employers to get them to next tier of engagement;
- Host online and in-person (when appropriate) forums for TDM program promotion;
- Customize monthly eNewsletters to include local content; and
- Maintain accurate accounts of engagement activities, communication, and information distribution.

In addition, this individual would provide quarterly updates on employer and employee participation, engagement efforts, and mode shift, to Staff and annual reports to City Council.

#### *Costs*

Commute.org has provided an initial cost estimate of **\$100,000** per year but would like to further refine the expectations for role of their dedicated staff before finalizing costs.

#### *Benefits*

Estimated 1,362.7 vehicles miles reduced daily during peak hours.

### 2.2.2 Strategy 2 Option B: City sponsors small to medium-sized businesses to join Manzanita Works

Due to the cost of membership into Manzanita Works, some businesses may not have the resources to participate. It is expected that small businesses (those with under 50 employees), in particular, may not have the capacity to join Manzanita Works on their own. Therefore, to ensure those businesses still have access to TDM support, such as shuttle service for essential workers, outreach and commute counseling, the City could choose to sponsor the cost of membership for small businesses and those in the service industry.

By sponsoring small employers and those in the service industry, the City would be expanding TDM services to businesses that would normally not have the resources nor the experience to lead these efforts themselves. As most small businesses are in the retail and hospitality industry, this investment would help extend TDM benefits beyond the typical office workers.

The City could sponsor an initial 50 businesses for a year and assess the impact on employee commute behavior, trip counts, and parking. The businesses could be selected based on interest, proximity to transit, geography, or other methods as determined by the City. Employers would then have access to:

- One-year membership in the Ravenswood Transit Consortium;
- Outreach and marketing support to create awareness and promote alternative modes of transportation;
- Conduct a needs assessment for bike commuting services and support for small and service sector employers in the consortium;
- Operational planning of bike commuting services and support for small and service sector employers in the consortium.

As a condition of participation, the employers could be asked, with assistance from Manzanita Works, to provide an annual summary of engagement activities and mode shift to the City.

#### *Costs*

Membership for small businesses with under 50 employees as well as service retailers costs approximately \$2,000 annually. The final cost to the City would, therefore, depend on how many employers the City wishes to sponsor. For the purposes for the Cost Benefit Analysis, it has been assumed the City would sponsor 50 small employers for an annual total of **\$100,000**.

#### *Benefits*

Estimated 197.4 vehicles miles reduced daily during peak hours for 50 employers.

## 2.3 **Objective 3: Serve as an example of an employer with a robust and collaborative TDM Program.**

The City currently provides transportation benefits to encourage its employees to use non-drive alone modes to commute to work, including \$75 commuter check for additional transit costs, \$1.50 per day transportation allowance for biking, walking, or carpooling to work as primary mode, on-site employee bikeshare, as well as two-week trial loans of e-scooters/e-bikes. In addition, the City participates in the Caltrain Go Pass Program, which costs \$75,000 per year to provide its employees with free rides Caltrain. While the program requires employers to purchase passes for all employees, based on 2020 utilization rates, only half of the City's employees take advantage of it.

As an employer in San Mateo County, the City also leverages and promotes several of Commute.org's services to its employees:

- Promotion of Commute.org's incentives program to reward employees for every sustainable commute trip and as part of large annual events such as the Commuter Challenge;
- Distribution of Commute.org materials (e.g. brochures, flyers, etc.) as part of New Hire Orientation and annual Employee Health Fair; and
- Guaranteed Ride Home Program.

The City has the opportunity to serve as a model providing an enhanced Commuter Benefits Program for its employees. By fully leveraging and collaborating with TDM partners, the City will be able to lead by example as it encourages other Menlo Park employers to do the same.

### 2.3.1 **Strategy 3.1: City joins Manzanita Works to supplement its existing employee commuter benefits**

As a member of Manzanita Works, the City would have a "seat at the table" to participate in the Ravenswood sub-region (which encompasses the Mid-Peninsula from Sunnyvale to Redwood City) as well as the wider regional discussions regarding ways to improve the quality of life for employees, including improving access to transportation options. This congregation of public and private sector partners provides not only an opportunity to guide TDM implementation in the region but to also identify cost efficiencies and partnership opportunities, such as shared shuttle service. It is important to note that because the City is joining as an employer, only the City and Staff would have access to the organization's services.

While the City provides Caltrain Go Passes to all City employees, only those living on the Peninsula (roughly half) are able to utilize it to travel to and from work. Therefore, the shuttles operated by Manzanita Work may offer a solution for those not served by Caltrain. Given the cost of both programs, it may not be feasible for the City to participate in both programs immediately. Acknowledging that Manzanita Works is a new organization still building out its membership base and participation would require additional funds from the City, the timeline for joining may be more measured. This additional time will allow the City to allocate the necessary funds and establish a working relationship with the organization. As Manzanita Works continues to expand, additional benefits and partnership opportunities may also arise between members at which point, the benefits of joining may outweigh those of participating in the Go Pass.

Manzanita Works prioritizes developing collaborative relationships with public entities to ensure programs align with city goals, regulations, and plans. Regardless of whether and when the City chooses to join the organization, Manzanita Works is committed to notifying the City of any upcoming projects prior to deployment as well as inviting the City to participate in workshops or presenting an idea requiring seed funding before its members. While the City would still retain a working relationship with Manzanita Works were it to choose to not join the organization, there remains a benefit for the City to be actively engaged in the discussions to identify gaps and opportunities for the organizations to explore.

#### *Costs*

In addition to staff time to represent the City, the City would be asked to provide an annual fee of \$75,000 which includes membership costs for a public sector entity and outreach support.

#### *Benefits*

Estimated 30 vehicles miles reduced daily during peak hours.

### **2.3.2 Strategy 3.2: City promotes Commute.org's full suite of services to its employees**

Given the full suite of services available to the City free of charge of Commute.org (see Section 1.2.1), it is recommended that the City consult with Commute.org to identify ways to better leverage and promote Commute.org's services and programs. For example, the City could promote Commute.org's Vanpool and Carpool Programs, which provides incentives for commuters to start or join new vanpool or carpool, on the City's intranet and as part of New Hire Orientation. In addition, the City would also direct employees to Commute.org's Trip Planner or the 511 Ridematch System for assistance finding an open vanpool or carpool.

Acknowledging that Staff have limited capacity to actively promote these services year-around, there may be opportunities for Commute.org to assist the City putting forth a one-time effort (e.g., incorporating its full suite of services into the City's intranet) or developing a regular schedule for promotions (Commute.org could plan to host or participate in one event a year to raise awareness of the organization and educate employees on their options). The goal would be to make employees aware of their commuter options and benefits with minimal additional administrative burden placed on the City.

#### *Costs*

Since Commute.org's services are available businesses in San Mateo County for free, there are no additional costs associated with this strategy. However, there may be additional effort required on the part of City Staff to more actively promote and raise awareness of Commute.org's full suite of services.

#### *Benefits*

For the City, offering an enhanced Commuter Benefits Program to its employees may serve to encourage behavior change and reduce parking demand on City lots while also serving as an example of a Menlo Park employer investing in commuter benefits to help employees reduce their reliance on their vehicles.



## 2.4 Alignment with Regional and City Goals and Plans

*“Menlo Park provides thoroughly-connected, safe and convenient transportation, adequate emergency vehicle access, and multiple options for people traveling by foot, bicycle, shuttle, bus, car, and train, including daily service along the Dumbarton Rail Corridor.”*

*-City of Menlo Park General Plan*

This TDM Implementation Plan was designed to support the City’s goals to reduce vehicle trips and increase access to transportation options. The strategies identified here align with the City’s plans and policies, including:

- **General Plan, Circulation Element** – The Circulation Element of the General Plan describes the key issues and opportunities in the community. Program CIRC-6 B recommends the formation of a TMA to provide assistance to local residents, employees, students, and other community members in identifying and taking advantage of travel options between employment centers and rail connections, downtown, and nearby cities. Require new, large commercial and residential development to participate in the TMA was identified. While the formation of a TMA is no longer recommended, the strategies recommended in this report serve the same purpose of providing assistance, education, and support to help members of the community make informed decisions about how they travel.
- **Climate Action Plan** – The City’s 2030 Climate Action Plan (CAP) updated in 2020 calls for a 25% reduction in vehicle miles traveled (VMT) (Plan Item #4). The recommendations in the TDM Implementation Plan will not assist in reducing VMT by encouraging the use of alternative modes of transportation, including transit, carpool, vanpool, biking and walking, but would also help reduce congestion, lower GHG emissions, reduce the carbon footprint in Menlo Park.
- **Complete Streets Policy** – The Complete Streets Policy acknowledges the benefits and value for the public health and welfare of reducing vehicle miles traveled and increase transportation by walking, bicycling, and public transportation through the provision of supportive infrastructure.
- **Transportation Master Plan** – The draft TMP seeks to identify and prioritize key projects to implemented as a path forward to achieving the City’s General Plan goals of: Safety, Sustainability, Mobility Choice, and Congestion Management. By promoting and encourage the use of non-drive along modes, this Plan are in line with these goals.

By leveraging existing TDM programs, the City will be able to provide supportive services and amenities in the most cost-effective manner, allowing for more resources and funds to be redirected toward efforts to raise awareness and encourage adoption of non-drive alone modes of travel.

## 3 Cost Benefit Analysis

### 3.1 TRIMMS Model

A cost benefit analysis was conducted to weigh the costs and benefits of each strategy. The Trip Reduction Impacts of Mobility Management Strategies (TRIMMS) model was selected for this analysis as it allows for the estimation of a broad range of transportation demand initiatives in terms of reductions in VMT and congestion and provides program cost effectiveness assessment, such as net program benefit and benefit-to-cost ratio analysis.

**Table 3 TRIMMS Model Outputs**

Category	Description	Metrics
<b>Impact of auto-drive alone travel</b>	Calculates the impact of each drive-alone trip taken off the road as a result of the TDM intervention.	<ul style="list-style-type: none"> <li>• Daily one-way trips</li> <li>• Daily VMT</li> <li>• Added daily delay (mins)</li> <li>• Gasoline consumption (gallons/day)</li> </ul>
<b>Changes in social costs</b>	Calculates the changes in social costs in terms of daily dollar amounts. These are external costs imposed on society as a result of the mode chosen. For example, congestion costs consider the opportunity cost of time that could have been spent on other activities, such as work or leisure. These costs are in portion of the overall travel time and only take into consideration the portion of congestion costs generated by added delay to others.	<ul style="list-style-type: none"> <li>• Air pollution</li> <li>• Congestion</li> <li>• Excess Fuel Consumption</li> <li>• Global Climate Change</li> <li>• Health and Safety</li> <li>• Noise Pollution</li> </ul>
<b>Program Benefits</b>	Summarizes the analysis into a single number to assist with comparisons across strategies: Benefit to Cost Ratio (BCR)	<ul style="list-style-type: none"> <li>• Annualized benefits</li> <li>• Annualized costs</li> <li>• Net benefit and benefit to cost ratio (BCR)</li> </ul>

#### 3.1.1 Considerations

As this analysis was conducted to assist the City in developing a plan for TDM advancement in the city, only costs to the City were considered in the analysis. Staff time as well as costs to employers were not taken into consideration. As a result, strategies in which there are no additional costs to the City (i.e., Strategies 1.1, 1.2, and 3.2) were not analyzed.

Furthermore, the TRIMMS model does not have the capacity to incorporate the intangible benefits of regional coordination, such as the ability to participate in regional forums, guide regional planning, and sharing of best practices. While the Benefit Cost Ratio (BCR) identified by the TRIMMS model provides a useful way to compare options, it should not be the only factor and each strategy should be considered in the context with less tangible benefits as well. Also, because Commute.org's free services (e.g., Guaranteed Ride Home, transit subsidies, carpooling matching, etc.) would be available under all strategies, those services have been incorporated into each strategy.

## 3.2 Results

Below are the results to the Cost Benefit Analysis for the strategies under the three Objectives. Only strategies requiring additional costs (i.e., 2A, 2B, and 3.1) to the City were analyzed.

The Benefit-to-Cost Ratio (BCR) provides an economic assessment of how cost-efficient a TDM program is while producing positive benefits. A ratio equal to 1.0 indicates that for each dollar spent on the TDM program under evaluation there is a one-dollar return in terms of social benefits.

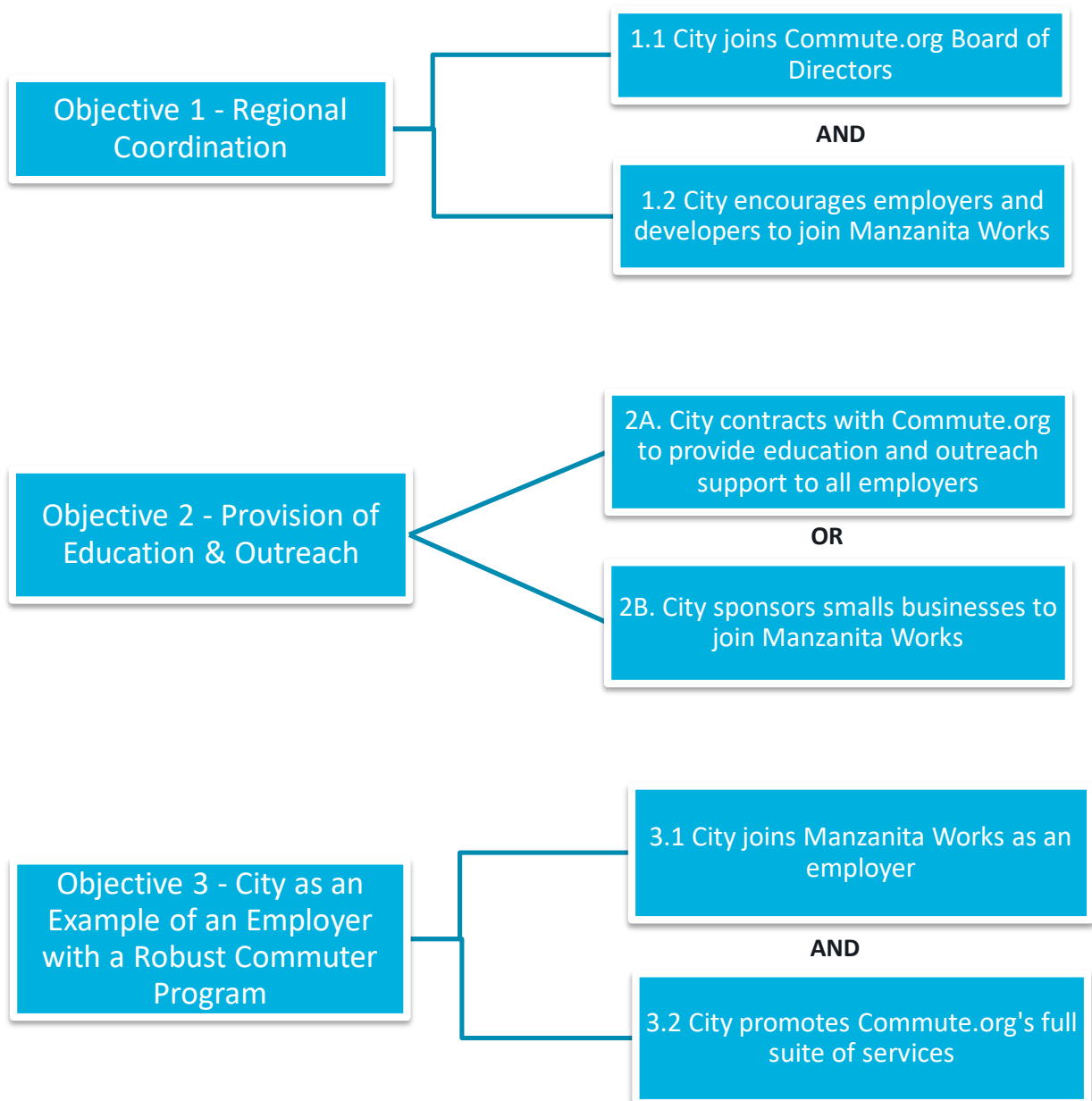
Table 4 Summary TRIMMS Results

Objective	Strategy	Costs	BCR
<b>1. Endorse and support regional and sub-regional TDM efforts</b>	1.1 City joins Commute.org Board of Directors	Free	N/A – Because it is difficult to quantify the value of regional coordination and \$0 costs, this objective was not analyzed using the TRIMMS model
	1.2 City encourages employers and developers to participate in Manzanita Works, when possible	Free	
<b>2. TDM Support for All Menlo Park Businesses</b>	Option 2A: City contracts with Commute.org to provide tailored education and engagement support to all Menlo Park developers and businesses	\$100,000	1.9
	Option 2B: City sponsors small to medium-sized businesses to join Manzanita Works	\$100,000	0.3
<b>3. Serve as an example of an employer with a robust and collaborative TDM Program.</b>	3.1 City joins Manzanita Works to replace or supplement existing employee commuter benefits	\$75,000	0.1
	3.2 City promotes Commute.org's full suite of services to its employees	Free	N/A – Because there are no additional costs to the City other than staff hours, this strategy was not analyzed.

### 3.3 Recommendations

Based on the Cost Benefit Analysis, the following strategies are recommended for the City's consideration. Because the strategies in Objectives 1 and 3 are not mutually-exclusive, the City could choose to implement all strategies, as indicated with an "AND" between the strategies. For Objective 2, however, it is recommended that the City selects either Option A or Option B, as indicated with an "OR" between the strategies.

Figure 3 Decision Tree for Objectives 1, 2 and 3





## 4 Implementation

This section discusses the steps needed to implement the strategies recommended in Section 0, including funding sources, timelines, and key roles and responsibilities.

### 4.1 Potential Funding Sources

Several of the recommended strategies include monetary contributions from the City. While the City currently collects fees for the management of several shuttle services, it would be insufficient to fund these proposed strategies and additional sources of funding will need to be identified. Below are several options for further consideration and exploration by the City:

#### 4.1.1 Future Development Agreements and Specific Plan Requirements

Many large developments in the city have active development agreements (DAs) or TDM Plan requirements through the triggering of a Specific Plan related to providing services and amenities to support and encourage travel via alternative modes of transportation. These requirements range from the provision of shuttles to the installation of bike racks and lockers.

While existing plans cannot be altered, there is an opportunity to incorporate language to advance the proposed strategies into future Conditions of Approvals. For example, Conditions could include a requirement for the developer to sponsor their tenants to join Manzanita Works or pay into a fund to support the City's contract with Commute.org to provide dedicated education and engagement services citywide.

Refer to Appendix B for sample language for the City's consideration for incorporation into future Conditions of Approvals.

#### 4.1.2 Restructured Shuttle Requirements

The City currently manages four shuttle services, two of which serve to connect the business parks along Marsh Road and Willow Road with the Caltrain station during commute hours. As previously mentioned, shuttle development fees are excised from certain developments to fund shuttle operations.

The City is interested in conducting a shuttle assessment study related to route optimization. As part of that study, there is an opportunity to consider alternative uses, cost-efficiencies with privately-operated shuttles, and review the fee structure. For example, if it has been determined that there is an existing privately-operated shuttle which could serve the same group of commuters, the study could explore the ability to partner with the operator to run a single, joint shuttle and reallocate the funds toward other TDM efforts.

#### 4.1.3 Adjusted Parking Revenue

Based on a 2016 Parking Study of Downtown Menlo Park, there are a total of 1,602 parking spaces in Downtown, including 405 on-street and 1,197 off-street spaces. While most are not metered, 395 of the three-hour spaces in Plazas 1 and 5 may be used for a longer duration for a fee: \$1 per hour after the first three hours. Two types of parking permits are available: annual permits and temporary (daily) permits. As of 2016, 685 annual permits were available for purchase at \$592 and temporary permits cost \$10 per day. Since 2018, annual and day permit purchases have been on a downward trend, with 2020 being exceptionally low due to the suspension of parking enforcement due to the COVID-19 pandemic.

During the Existing Conditions process the Project Team asked small business representatives questions about their primary challenges to commute to work and their employee commute habits. Parking was identified as the second most important challenge for employees after traffic. Employees cited that parking is an issue for not only customers but also themselves as they oftentimes must decide between looking for a space in the neighborhood (which can be difficult) or in the on- and off-street lots with temporary free parking (which means they must move their vehicles every two or three hours). The high cost of an annual pass is also cost prohibitive for many retail and hospitality workers working in Downtown.

The City could consider undertaking another Parking Study to identify possible revenue streams to help fund TDM efforts within the City. Potential areas to consider include the feasibility of expanding permitted spaces or providing daily passes for employees which would generate revenue and open up the free parking spaces for customers, increasing the cost of a temporary permit, or adding meters to on-street spaces.

## 4.2 Implementation Plan

Based on the proposed recommendations in the previous section, the roles and responsibilities, timeline, and next steps are discussed for Objectives 1, 2 and 3.

### 4.2.1 Roles, responsibilities and timeframe

The table below summarizes the parties involved for each strategy and their potential tasks.

**Table 5 Objective 1 Roles, Responsibilities, and Timeframe**

Strategies	Roles	Responsibilities	Timeframe
<b>1.1 City joins Commute.org Board of Directors</b>	City Transportation Demand Management Coordinator	<ul style="list-style-type: none"> <li>• Liaise with Commute.org to initiate steps to join the organization.</li> <li>• Provide Council with regular updates on progress on TDM efforts in the city.</li> </ul>	<ul style="list-style-type: none"> <li>• Upon initiation of draft MOU by Commute.org (estimated July-September 2021)</li> </ul>
	Menlo Park elected official	<ul style="list-style-type: none"> <li>• Represent City at Board meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Upon approval by Commute.org and at the next scheduled Board meeting</li> </ul>
<b>1.2 City encourages employers to join Manzanita Works</b>	City Staff (Planning)	<ul style="list-style-type: none"> <li>• Work with developers and employers during the entitlement and use permit process to incorporate participation in Manzanita Works into TDM Plans.</li> <li>• Review update to future Conditions of Approvals to include membership into Manzanita Works as an option.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate (within next 6 months)</li> </ul>
	Employers (Employee Transportation Coordinators)	<ul style="list-style-type: none"> <li>• Engage with Manzanita Works for TDM support and submit trip count reports to City on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>• During entitlement process and as projects are occupied.</li> </ul>

Table 6 Objective 2 Roles, Responsibilities, and Timeframe

Strategies	Roles	Responsibilities	Timeframe
<b>2A. City contracts with Commute.org to provide outreach and education services to all businesses in Menlo Park</b>	City Staff (Transportation Demand Management Coordinator)	Oversee contract, including: <ul style="list-style-type: none"> <li>Regularly meeting with Commute.org to understand program reach and utilization.</li> <li>Providing direction on outreach efforts and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Upon allocation of funds and finalization of membership</li> </ul>
	City Staff (Planning)	<ul style="list-style-type: none"> <li>Direct developers and businesses to Commute.org for questions or support during the TDM Plan development phase.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (within next 6 months)</li> </ul>
<b>2B. City contracts Manzanita Works to provide outreach and education services to 50 employers</b>	City Staff (Transportation Demand Management Coordinator)	Oversee sponsorship arrangement, including: <ul style="list-style-type: none"> <li>Regularly meeting with Manzanita Works and employers to check in and receive updates.</li> <li>Review quarterly progress reports by participating employers.</li> </ul>	<ul style="list-style-type: none"> <li>Upon allocation of funds and finalization of membership</li> </ul>
	Employers	<ul style="list-style-type: none"> <li>Appoint an Employee Transportation Coordinator (ETC) to liaise with Manzanita Works.</li> <li>Submit monitoring report on an annual basis to City.</li> </ul>	<ul style="list-style-type: none"> <li>During entitlement process and as projects are occupied</li> </ul>

Table 7 Objective 3 Roles, Responsibilities, and Timeframe

Strategies	Roles	Responsibilities	Timeframe
<b>3.1 City joins Manzanita Works as an employer, when able</b>	City Transportation Demand Management Coordinator	<ul style="list-style-type: none"> <li>Manage partnership with Manzanita Works, including attending consortium meetings and workshops.</li> </ul>	<ul style="list-style-type: none"> <li>Upon allocation of funds and finalization of membership</li> </ul>
<b>3.2 City promotes Commute.org's full suite of services to its employees</b>	City Transportation Demand Management Coordinator	<ul style="list-style-type: none"> <li>Consult with Commute.org to integrate Commute.org's full suite of services into its existing Commuter Benefit Program; and</li> <li>Promote and market the program, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (within next 6 months)</li> </ul>



### 4.3 Implementation Process

While two of the strategies (1.1 and 1.3) do not require financial contributions by the City, the remaining strategies involve varying levels of funds before they can be implemented. As a result, rather than providing a timeline with discrete time periods, the graphic below outlines the steps in which these strategies may be implemented.

**Figure 4 Phases of Implementation**



# A Appendix A – Cost Benefit Analysis Results

Table 8 Objective 2 Cost Benefit Analysis Results

Strategy	Impact to Drive Alone (Peak) <i>Negative value is a reduction</i>				Impact to Drive Alone (Off-Peak) <i>Negative value is a reduction</i>				Program Benefits <i>Positive value is a benefit</i>			
	Daily One-Way Trips	Daily VMT	Delay Reduced (mins, daily)	Gas Consump (gal/day)	Daily One-Way Trips	Daily VMT	Delay Reduced (mins, daily)	Gas Consump (gal/day)	Total Annual Benefits	Total Annualized Costs	Net Benefit	BCR
<b>2A</b>	-232.4	-1,362.7	-279.5	-75.7	-209.3	-1,227.4	-251.8	-68.2	\$189,076	\$100,400	\$88,676	1.9
<b>2B</b>	-33.7	-197.4	-40.4	-11.0	-30.3	-177.8	-36.4	-9.9	\$ 27,314	\$100,400	-\$73,086	0.3

Table 9 Objective 3 Cost Benefit Analysis Results

Strategy	Impact to Drive Alone (Peak) <i>Negative value is a reduction</i>				Impact to Drive Alone (Off-Peak) <i>Negative value is a reduction</i>				Program Benefits <i>Positive value is a benefit</i>			
	Daily One-Way Trips	Daily VMT	Delay Reduced (mins, daily)	Gas Consump (gal/day)	Daily One-Way Trips	Daily VMT	Delay Reduced (mins, daily)	Gas Consump (gal/day)	Total Annual Benefits	Total Annualized Costs	Net Benefit	BCR
<b>3.1</b>	-5.1	-30.0	-6.1	-1.7	-4.6	-27.0	-5.5	-1.5	\$4,138	\$75,300	-\$71,162	0.1

### A1.1 Important Notes

- To understand the potential impact of each strategy, focus should be placed on Peak trips as the strategies discussed in this report target commute trips.
- To understand the full Program Benefits, focus should be placed on the BCR. These results combine both peak and off-peak results to show the full impact of each strategy. The individual numbers may be affected by off-peak results which show a smaller reduction in VMT and costs (see point above).

### A1.2 Assumptions

The following assumptions were made to inform the data inputs into the model:

- **Commuters affected:** The model requires a number of *potential* commuters who would be affected by the TDM strategies, rather than the number of commuters who will change their behavior. The total number of employees in the city were calculated using the City's list of businesses requesting business licenses.

**Table 10 Menlo Park Employee Count Breakdown**

	Employees	% Labor Force
City	287	1%
Small (first 50 employers with <50)	1,723	6%
Small (remaining)	1,481	5%
Medium (<213, >50)	7,465	25%
Large employers (Top 6 employers)	18,577	63%
<b>Total</b>	<b>29,533</b>	<b>100%</b>

**Table 11 TRIMMS Model Inputs**

	Total Employment
City	287
Option 2A (Potential population + City employees)	10,956
Option 2B (first 50 employers with <50)	1,723

- **Total Annualized Costs:** The model asks for the total cost of implementation on an annual basis. Of note, because this analysis is conducted for the benefit of the City to weigh the costs and benefits of each option, only costs paid by the City are considered. Costs for large employers to manage their own TDM program or participate in Manzanita Works as well as regional costs for Commute.org were not taken into account.

**Table 12 Annual Costs to the City**

	Annual Costs
Option 2A	\$100,000
Option 2B	\$100,000
Strategy 3.1	\$75,000

- **Program Duration:** Because the first-year start-up costs for both options are similar to their annual costs, the model is currently set for program duration of 1 year.

### A1.3 Data Sources

Below is a table of the data sources used in the Cost Benefit analysis.

**Table 13 TRIMMS Model Data Sources**

Source	Data	TRIMMS Input Location
City of Menlo Park Business License List (FY 2019-2020)	<ul style="list-style-type: none"> <li>Employee count for all businesses operating in Menlo Park</li> </ul>	Program Analysis Details
City of Menlo Park Comprehensive Annual Financial Report (FY 2019-2020)	<ul style="list-style-type: none"> <li>City employee count</li> </ul>	Program Analysis Details
U.S. Census Bureau: American Community Survey (2018)	<ul style="list-style-type: none"> <li>Commute mode split for San Mateo County</li> </ul>	Site Parameters
Bureau of Labor Statistics: Occupational Employment Statistics Survey (2019)	<ul style="list-style-type: none"> <li>Total employment statistics by sector</li> </ul>	Site Parameters



## B Sample Conditions of Approval Language for City Consideration

Below are sample texts for the City's consideration for use on future Condition of Approvals.

- Prior to issuance of a building permit for the Project, Developer shall develop and implement acceptable TDM measures satisfactory to the City's Transportation Division and either contribute [amount] to the City or partner with a third-party organization as approved by the City for Transportation Demand Management (TDM) education, and outreach support. The City shall deposit such monies into a separate restricted account to be used exclusively for TDM programs.
- "Developer and tenants shall comply with the applicable requirements of Transportation Demand Management (TDM) Program by developing and implementing TDM measures satisfactory to the City's Transportation Division and paying any applicable annual monitoring fee as required by the City. Developer and tenants shall also provide ongoing TDM outreach and education support by either paying the City [amount] toward the City's Outreach and Education account or contracting with a third-party organization as approved by the City. This includes, but is not limited to:
  - a. Committing to reduce vehicle miles traveled by 25 percent;
  - b. Developer shall, upon request, provide [specific TDM strategies (e.g., shuttle service or comparable alternative options)]."



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