





## AGENDA REPORT SUMMARY

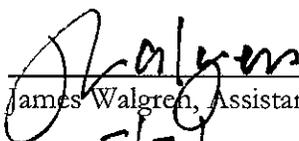
**MEETING DATE:** May 11, 2010

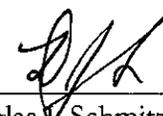
**SUBJECT:** Design Review and Development Agreement Applications for 343 Second Street

**RECOMMENDATION:**

Approve Design Review application 08-D-06 and Development Agreement application 10-DA-01 terms subject to findings and conditions.

ESTIMATED FISCAL IMPACT	ATTACHMENTS	PUBLIC HEARING NOTICE
<p><b>AMOUNT:</b> Not Applicable</p> <p><b>BUDGETED:</b> Not Applicable</p> <p><b>FUNDING SOURCE:</b> Not Applicable</p>	<p>Kornfield Agenda Report</p> <p>Planning Commission Agenda Report (Development Agreement Terms)</p> <p>Planning Commission Meeting Minutes</p> <p>Memorandum to the Planning Commission</p>	<p>April 15, 2010</p>
		<p><b>PREVIOUS COUNCIL CONSIDERATION</b></p> <p>Not Applicable</p>
		<p><b>CEQA STATUS</b></p> <p>Exempt</p>

  
 \_\_\_\_\_  
 James Walgren, Assistant City Manager  
 Date 5/5/10

  
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 Douglas J. Schmitz, City Manager  
 Date 6 May '10



## AGENDA REPORT

**DATE:** May 11, 2010  
**TO:** City Council  
**FROM:** David Kornfield, Planning Services Manager  
**SUBJECT: DESIGN REVIEW AND DEVELOPMENT AGREEMENT  
APPLICATIONS FOR 343 SECOND STREET**

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### **RECOMMENDATION**

Approve Design Review application 08-D-06 and Development Agreement application 10-DA-01 terms subject to findings and conditions.

### **BACKGROUND**

The David and Lucile Packard Foundation propose to develop a new office building at 343 Second Street to expand their headquarters. The goal of the project is to consolidate their offices and construct an environmentally-friendly, energy conserving building. The project includes removing the buildings at 321, 343, 371 and 377 Second Street and the buildings at 350, 390 and 398 S. San Antonio Road. The project creates a two-story office building with 45,553 square feet, maintains and improves the three parking lots on Second Street, creates a visitor parking lot at 321 Second Street and provides landscaped open space along the San Antonio Road frontage. The project renovates the Second and Whitney Street intersection with enhanced paving and sidewalk “bulb-outs” and adds a mid-block crosswalk on Second Street connecting the parking lots to the building’s staff entrance.

At their April 15, 2010 meeting, the Planning Commission held a public hearing and unanimously recommended approval of the project. The Planning Commission heard public input including support for the building design, the sustainability goals and the Development Agreement promoting the alternative transportation management. Public concerns were raised with regard to making the Second/Whitney intersection a four-way stop, the use of the private alley to access San Antonio Road, and allowing a large, single-user office building. The Planning Commission supported the staff recommendations to keep the two-way stop at the Second/Whitney intersection and to use decorative paving for the mid-block crosswalk on Second Street. The private alley access to San Antonio Road was not seen as an issue.

The Planning Commission also supported the Development Agreement terms including: a) a deed restriction to provide the required parking spaces should the Alternative Transportation Management Plan (ATMP) goals fall short; b) a five-year monitoring period of the ATMP and the set-aside of 350 S. San Antonio Road as a potential future parking location should it be required by the City; and c) an equity payment. The Planning Commission recommended in a separate motion

to limit the use of the equity payment to parking programs rather than a broader use that might include promoting alternative transportation management plans, green civic center reconstruction or other sustainability-oriented programs.

The conceptual terms of the Development Agreement accepted by the Council are outlined in more detail in Attachment 1 of this report. Additional attachments include the draft Minutes of the Planning Commission meeting and the staff memorandum to the Commission.

## **DISCUSSION**

### **Development Agreement Process**

This action approves the terms of the Development Agreement. The technical language of the Development Agreement will return to the Council for review and approval prior to development of the project.

The David and Lucile Packard Foundation have had a certain success using an ATMP in an effort to help achieve their environmental goals and create a reduction in vehicle trips by their employees. The Foundation is using this application process to strengthen and formalize their ATMP that has been a working document for several years. The attached Planning Commission Memorandum contains an early, working draft of their ATMP. Based on their presentations to the Planning Commission and City Council, the Packard Foundation has continued to develop their ATMP. As part of the Development Agreement process the Council will review and formally approve the applicant's ATMP.

### **Landscape Plan for 350 S. San Antonio Road**

The conditions of approval include a requirement to provide a landscape plan for the former bank property. The bank building will be used as a construction office and following completion of the new building the structure will be removed and the site landscaped in accordance with a plan to be approved by the Community Development Director. The landscape plan should complement the planned San Antonio Road streetscape improvements and provide for the interim use of the site as open space and future use of the site.

Cc: Carol S. Larson, President and CEO, The David and Lucile Packard Foundation  
Linda Rhodes and Victoria Dahl, RhodesDahl  
Brad Jacobson, AIA, Esherick, Homsey, Dodge and Davis

### **Attachments**

1. Planning Commission Agenda Report (Development Agreement Terms)
2. Planning Commission Meeting Minutes
3. Memorandum to the Planning Commission

## FINDINGS

08-D-06 & 10-DA-01—343 Second Street

1. With regard to commercial design review the City Council makes the following findings in accordance with Section 14.78.040 of the Municipal Code:
  - a. The proposal meets the goals, policies and objectives of the general plan and any specific plan, design guidelines and ordinance design criteria adopted for the specific district or area;
  - b. The proposal has architectural integrity and has an appropriate relationship with other structures in the immediate area in terms of height, bulk and design;
  - c. Building mass is articulated to relate to the human scale, both horizontally and vertically. Building elevations have variation and depth and avoid large blank wall surfaces;
  - d. Exterior materials and finishes convey quality, integrity, permanence, and durability, and materials are used effectively to define building elements such as base, body, parapets, bays, arcades, and structural elements;
  - e. Landscaping is generous and inviting and landscape and hardscape features are designed to complement the building and parking areas and to be integrated with the building architecture and the surrounding streetscape. Landscaping includes substantial street tree canopy, either in the public right-of-way or within the project frontage;
  - f. Signage is designed to complement the building architecture in terms of style, materials, colors, and proportions;
  - g. Mechanical equipment is screened from public view and the screening is designed to be consistent with the building architecture in form, material, and detailing; and
  - h. Service, trash and utility areas are screened from public view, or are enclosed in structures that are consistent with the building architecture in materials and detailing.
2. With regard to the Development Agreement, the City Council finds that the following terms are consistent with the General Plan and Zoning Code:
  - a. The terms of the Alternative Transportation Management Plan (ATMP) would be approved by the City Council and recorded with the property deed. The deed restriction would apply to any future owners of the facility, unless the additional 85 parking spaces were provided. The means to achieve the ATMP, e.g., employee CalTrain shuttles, carpooling and actual on-site and street parking demand would be monitored throughout each year.

- b. The vacant bank site at 350 San Antonio Road would be identified as a potential parking garage site should the ATMP not meet its goals. The property would be used as a construction office and staging area during construction and removed once the new office is completed. The site would be landscaped and held in reserve subject to the monitoring of the ATMP. The ATMP would be monitored for a period of at least five years and then if the ATMP has proven to be successful the reserve-site parking garage requirement would expire. The former bank property would remain a landscaped open space area for the five-year period and then could be developed per the current zoning ordinance allowances. The City would retain the authority in perpetuity via the deed restriction to monitor the efficacy of the ATMP if it was deemed necessary.
  - c. An equity fee of \$3,400,000 in-lieu of the 85 parking spaces not required to be initially built, based on a comparable value of 85 structured parking spaces, would be deposited into a Community Benefit fund account for City use to promote City environmental programs. This contribution could be used for “seed” funding for a future downtown parking district and ATMP programs, green civic center reconstruction or other sustainability-oriented programs.
3. With regard to environmental review, the City Council finds that based on the net reduction of building area and vehicle trips the project is categorically exempt from the California Environmental Quality Act in accordance with Section 15332 of the CEQA Guidelines.

## CONDITIONS

08-D-06 & 10-DA-01—343 Second Street

### GENERAL

1. The project approval is based on the plans received April 8, 2010 and as amended by these conditions.
2. The project shall comply with the Urban Runoff Pollution Prevention Program regulations in place at the time of construction. The improvement plans shall include the "Blueprint for a Clean Bay" plan sheet as page 2 in all plan submittals.
3. The applicant shall resubmit the current Storm Water Pollution Prevention Plan (SWPPP) to the City Engineer before July 1, 2010 to comply with new permit requirements.
4. The recommendations from the Storm Water Management Plan (SWMP) shall be shown on the building plans.
5. Improvements shall comply with Americans with Disabilities Act (ADA) requirements.
6. The property owner shall maintain the Rain Garden Detention and Treatment Areas along Second Street including the plantings and the constructed elements as shown on the Grading and Drainage Plan (Page C3.0).
7. Any proposed sewer lateral connections shall be approved by the City Engineer.
8. The terms of the Development Agreement shall be negotiated between the applicant and the City Manager in a form approved by the City Attorney consistent with Resolution No. 2008-39 setting forth the fees and procedures for development agreements.
9. The applicant agrees to hold City harmless from all costs and expenses, including attorney's fees, incurred by the City or held to be the liability of City in connection with City's defense of its actions in any proceeding brought in any State or Federal Court, challenging the City's action with respect to the applicant's project.

### PRIOR TO SUBMITTAL FOR A BUILDING PERMIT

10. The Development Agreement shall be reviewed and approved by the City Council at a public hearing in a form approved by the City Attorney.
11. The landscape plan shall be revised to include the property at 350 S. San Antonio Road as required by the Community Development Director. Such plan shall be compatible with the Streetscape Improvement Plan for San Antonio Road and shall provide for future parking on the site as required by the Community Development Director.

**PRIOR TO ISSUANCE OF BUILDING PERMIT**

12. The property owner shall record a Development Agreement as approved by the City Council and in a form approved by the City Attorney.
13. The off-site parking lots shall be maintained as required parking for the project unless otherwise approved by the City Council. Such properties shall have a deed restriction recorded in a form approved by the City Attorney.
14. The applicant shall record a lot merger or lot line adjustment to combine the lots where the new building will be located so the new building does not cross property lines. Plats and legal descriptions of the Lot Merger shall be submitted for review by the City Land Surveyor. Applicant shall provide a sufficient fee retainer to cover the cost of the Lot Merger application.
15. For the underground stormwater cisterns, the applicant shall obtain concurrence of the design from Santa Clara County Vector Control.
16. The applicant shall submit on-site grading and drainage plans that include (i.e. drain swales, drain inlets, rough pad elevations, building envelopes, drip line of major trees, elevations at property lines, all trees) for approval by City staff. No grading or building pads are allowed within two-thirds of the drip line of trees unless authorized by a certified arborist and the Planning Department. All newly constructed or remodeled loading docks shall be covered, protected from water run-on, and drain to the sanitary sewer through an approved fail-safe valve and approved treatment.
17. The applicant shall submit plan and profiles of the proposed utilities and existing utilities. The applicant shall verify that the City system is adequately sized to handle the proposed flow.
18. The recommendations from the Storm Water Management Plan (SWMP) shall be shown on the building plans. The SWMP must be reviewed and approved by a third party consultant at the applicant's expense prior to approval by the Engineering Division.
19. All work within the public right-of-way shall be done in accordance with plans to be approved by the City Engineer.
20. The applicant shall submit a cost estimate for review for work in the public right-of-way and shall submit a 100 percent cash deposit (to be held until acceptance of improvements) in an amount as approved by the City Engineer.
21. The applicant shall contact Mission Trail Waste Systems and submit a solid waste disposal plan indicating the type and size of containers proposed and the frequency of pick-up service subject to the approval of the Engineering Department. The applicant shall submit evidence that Mission Trail Waste System has reviewed and approved the size and location of the proposed enclosure for recyclables. The enclosure shall be roofed to prevent rainwater from mixing with

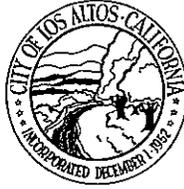
the enclosure's contents and then draining out and into the storm drain or sewer system. The enclosure's pad shall be designed to not drain outward, and the grade surrounding the enclosure designed to not drain into the enclosure.

**PRIOR TO OCCUPANCY**

22. The applicant shall repair the Lyell Street/Whitney Street alleyway as directed by the City Engineer.
23. A one-year, ten percent maintenance bond shall be submitted upon acceptance of improvements in the public right-of-way.
24. The applicant shall label all new or existing public and private catch basin inlets which are on or directly adjacent to the site with the "NO DUMPING-FLOWS TO BAY."
25. The applicant shall construct an at-grade, mid-block crosswalk opposite the parking lots on Second Street. The mid-block crosswalk design shall use the special paving as shown in the Streetscape Improvement Plan for San Antonio Road and have appropriate sight-distance, markings and signage for pedestrian safety as required by the City Engineer.
26. The applicant shall remove and replace any broken, cracked, or damaged sidewalk (and/or curb and gutter) and remove any abandoned driveway approaches as directed by the City Engineer. The applicant shall also provide improvements (sidewalk, curb and gutter, landscaping, street) along the frontage of the property (on San Antonio Road, Second Street and Whitney Street). These improvements shall be in accordance to City standards and with the plans to be approved by the City Engineer.
27. Flashing yellow lights are desired at the San Antonio Road crosswalk at the intersection of San Antonio Road and Whitney Street/Lyell Street.
28. The applicant shall submit a recorded maintenance agreement for the storm water treatment methods including the rain garden system in accordance with the Storm Water Management Plan.
29. The applicant shall underground the overhead utilities along the northeast frontage of the project along the public and private alley as shown on the project's Site Utility Plan (Page C4.0).
30. All on-site and off-site landscaping shall be implemented in accordance with the approved plans as required by the Community Development Department.

ATTACHMENT 1

PLANNING COMMISSION AGENDA REPORT  
(DEVELOPMENT AGREEMENT TERMS)



# ATTACHMENT 1

## AGENDA REPORT

**DATE:** April 15, 2010  
**TO:** Planning Commission  
**FROM:** James Walgren, Assistant City Manager  
**SUBJECT:** PACKARD FOUNDATION OFFICE PROJECT

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### RECOMMENDATION

Accept this report and recommend to the City Council that a Development Agreement be recorded adopting the terms outlined herein.

### BACKGROUND

The Packard Foundation has submitted plans for a new 45,553 sq. ft. office building at 343 Second Street, creating a downtown campus between this new facility and their existing building at 300 Second Street. This high-quality architectural proposal has been reviewed and recommended for approval by the Architecture and Site Review Committee. The project requires final Planning Commission and City Council review. Council received a project presentation at February 23 and March 23, 2010 study sessions, at which time the Foundation's Alternative Transportation Management Program (ATMP) objectives were also discussed – per the zoning ordinance, the project would require 152 parking spaces, but the proposal is to only provide 67 spaces primarily in the existing Second Street surface parking lots (58 surface spaces in three Second Street lots and nine parking spaces in the adjacent Whitney Street visitor lot). There is a resulting net shortage of 85 parking spaces.

### DISCUSSION

Staff has continued to meet with Packard Foundation representatives and believes that a very workable solution exists that both accommodates the Foundation's ATMP environmental goals to reduce car trips to their facility and that satisfies the City's parking requirements in an effective and equitable manner. The terms of the ATMP requirements would be recorded in a Development Agreement and are based on the following three basic tenets:

1. The terms of the ATMP would be recorded with the property deed and would apply to any future owners of the facility, unless the additional 85 parking spaces were provided. The means to achieve the ATMP, e.g. employee CalTrain shuttles, carpooling and actual on-site and street parking demand, would be monitored throughout each year.

2. The vacant bank site at 350 San Antonio Road would be used as a construction office and staging area during construction. The building would be removed once the new office is completed and the property would be identified as a potential parking garage site should the ATMP not meet its goals.

The ATMP would be monitored for a period of five years and then if the ATMP has proven to be successful the reserve-site parking garage requirement would expire. The former bank property would remain a landscaped open space area for the five-year period and then could be developed per the current zoning ordinance allowances. Staff believes that a five-year period is sufficient to determine the success of the ATMP and that having an empty parcel along San Antonio Road does not benefit long-term downtown economic development. The City would retain the authority in perpetuity via the deed restriction to monitor the efficacy of the ATMP if it was deemed necessary – it just would not be a mandatory requirement past the initial five years.

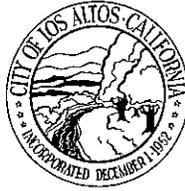
3. There is also an equity factor to consider if the 85 parking spaces are not required to be built. While the ATMP goals are admirable, and are the direction that development projects will be going given environmental and greenhouse gas reduction goals and requirements, this is a relatively new and untested program in Los Altos. It is also a program that to-date has not been made available to other property owners, which is significant given the high cost of structured parking. As a result, staff is recommending that a contribution to community environmental programs be required in lieu of building the parking spaces. This contribution could be used for “seed” funding for a future downtown parking district and ATMP programs, green civic center reconstruction or other sustainability-oriented programs.

Staff believes that the Packard Foundation project provides a great opportunity to both redevelop this languishing downtown property with an architecturally high-quality office building and retain the Foundation’s headquarters in Los Altos. Further, the Foundation’s ATMP could be used a model for both private and public future projects. In terms of the monetary amount of the community contribution, staff negotiated with the Foundation the sum of \$3,400,00 – based on a comparable value of 85 structured parking spaces – to be deposited into a Community Benefit fund account to promote City environmental programs.

Staff is recommending that the Planning Commission recommend approval of these basic Development Agreement terms. If the City Council approves the terms, which they indicated they supported at a March 23, 2010 study session, then a formal Development Agreement document will be drafted by the City Attorney incorporating these terms. The specifics of the ATMP monitoring and other Development Agreement details would be reviewed and approved separately by the City Council prior to the application receiving actual building permits.

ATTACHMENT 2

PLANNING COMMISSION MEETING MINUTES



MINUTES  
PLANNING COMMISSION

7:30 p.m., April 15, 2010  
Los Altos Community Meeting Chambers  
One North San Antonio Road, Los Altos, California 94022

CALL TO ORDER

Chair ABRAMS called the meeting to order at 7:30 PM.

ROLL CALL

Present: Chair ABRAMS, Vice-Chair HULL, Commissioners LORELL, BOCOOK, MOISON, and BRUINS  
Absent: Commissioner BAER  
Staff: Assistant City Manager WALGREN, Planning Services Manager KORNFIELD, Assistant Planner LACEY and City Attorney HOUSTON

PUBLIC COMMENT

None.

CONSENT CALENDAR

- 1. Planning Commission Minutes  
Approval of minutes – meeting of April 1, 2010

MOTION BY COMMISSIONER BRUINS, SECONDED BY COMMISSIONER MOISON, to approve the April 1, 2010 meeting minutes as drafted. THE MOTION CARRIED UNANIMOUSLY.

PUBLIC HEARINGS

- 2. 09-D-02, 09-V-09 and 09-SD-01 – R. Hartman – 70 Cuesta Drive  
Assistant Planner LACEY presented the staff report recommending approval to the City Council of Design Review application 09-D-02, Variance application 09-V-09, and Subdivision application 09-SD-01 subject to the listed findings and conditions.

The applicants spoke in support of the project but noted that the style of the building was not his preference and a response to working with the staff and Architecture and Site Review Committee direction. There was no other public comment.

The Planning Commission discussed the proposed project and expressed support for the original design. Staff informed the Commission that in order to recommend approval of the originally-designed project, findings would be required for a second-story interior side yard setback variance.

MOTION BY VICE-CHAIR HULL, SECONDED BY COMMISSIONER LORELL, to approve the original design (dated January 7, 2010) and make additional variance findings for the interior second story

side yard setback, and to modify condition No. 16 to reflect the updated garbage collection provider with the City. THE MOTION CARRIED UNANIMOUSLY.

3. 08-D-06 and 10-DA-01- The David and Lucile Packard Foundation – 343 Second Street  
Commissioner MOISON recused himself due to a conflict of interest since he owns an office building within 500 feet of the proposed project.

Planning Services Manager KORNFIELD presented the staff report recommending approval of Design Review and Development Agreement applications 08-D-06 and 10-DA-01 to the City Council subject to the listed findings and conditions. Assistant City Manager Walgren outlined the Development Agreement terms.

The Packard Foundation's Director of Operations outlined the project's corporate and environmental goals. The project architect spoke to the green building design concept and its relationship to the downtown area. Several Los Altos Hills and Los Altos residents spoke in support of the project design and parking strategies. The President of the Chamber of Commerce stated that their board unanimously supported the project. One resident raised concerns about developing a single-user building as being less vital than a multiple-user building. Another resident supported the sidewalk and crosswalk improvements expressed concerns about allowing a four-way stop at Second/Whitney intersection and about the private alley access to San Antonio Road.

The Planning Commission discussion included such topics as: the innovative nature of the alternative transportation management plan and the Development Agreement terms; that a having a large, single-user office building was an asset in bringing shoppers and consumers downtown, especially in this time of higher retail vacancies; whether the parking should be located under the building; the nature of the landscape plan as it related to the San Antonio Road streetscape plan; the potential of the off-site parking to constrain future development and that the building's inner courtyard might be an asset if opened to the street; and the nature of the Second/Whitney intersection and mid-block crosswalk design.

MOTION BY VICE-CHAIR HULL, SECONDED BY COMMISSIONER LORELL, to approve design application 08-D-06 and development agreement 10-DA-01 per the staff report findings and conditions and staff amendments to the conditions, with the following changes:

- Omit the flashers from the mid-block sidewalk design; and
- Use an at-grade mid-block crosswalk design with decorative paving as per the San Antonio Road streetscape plan.

THE MOTION CARRIED UNANIMOUSLY.

MOTION BY COMMISSIONER BOCOOK to have staff and the City Council review requiring on-site parking such as under the building rather than the Second Street parking lots.

THE MOTION FAILED DUE TO A LACK OF SECOND.

MOTION BY VICE-CHAIR HULL, SECONDED BY COMMISSIONER BRUINS, to earmark the equity payment required by the Development Agreement terms for parking use only.

MOTION PASSED UNANIMOUSLY.

## DISCUSSION ITEMS

None.

## CORRESPONDENCE

None.

## COMMISSION REPORTS AND DIRECTION ON FUTURE AGENDA ITEMS

Chair ABRAMS reported on the League of California Cities meeting that he attended. Commissioner BRUINS reported on the April 13, 2010 City Council meeting regarding the zoning code amendments. Vice-Chair HULL gave the report of the Architecture and Site Review Committee meeting and Commissioner LORELL gave the report of the Board of Adjustments meeting.

Vice-Chair HULL requested, and the Commission agreed, to request that staff put the First Street streetscape plan on the agenda as an informational topic.

## ADJOURNMENT

Chair ABRAMS adjourned the meeting at 10:35 PM.

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David Komfield, AICP  
Planning Services Manager

DRAFT

ATTACHMENT 3

MEMORANDUM TO THE PLANNING COMMISSION



## MEMORANDUM

**DATE:** April 15, 2010  
**TO:** Planning Commission  
**FROM:** David Kornfield, Planning Services Manager  
**SUBJECT:** 08-D-06 & 10-DA-01—343 SECOND STREET

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### RECOMMENDATION

Motion to recommend approval of Design Review and Development Agreement applications 08-D-06 and 10-DA-01 to the City Council subject to the listed findings and conditions.

### BACKGROUND

The David and Lucile Packard Foundation proposes a new office building at 343 Second Street to expand their headquarters. The goal of the project is to consolidate their offices and construct an environmentally friendly, energy conserving building. The project includes removing the buildings at 321, 343, 371 and 377 Second Street and the buildings at 390 and 398 S. San Antonio Road. The project creates a two-story office building with 45,553 square feet, maintains and improves the three parking lots on Second Street and creates a visitor parking lot at 321 Second Street. The project also renovates the Second and Whitney Street intersection and provides private open space along the San Antonio Road frontage.

On February 3, 2010 the Architecture and Site Review Committee considered the project. The Committee remarked on the outstanding design quality and discussed various site planning and architectural issues including but not limited to the parking lot design and orientation, use of the Packard Foundation's properties, and the use of the alleys. Several members of the public addressed the Committee stating concerns related to the loss of the existing building tenets, the sidewalk design and the lack of parking. Ultimately, the Architecture and Site Review Committee unanimously recommended approval of the design subject to the following direction:

- Review the mid-block crosswalk on Second Street for the use of flashing yellow lights;
- Evaluate the possibility of undergrounding more of the utility poles in the alley adjacent the visitor parking lot and to the northwest;
- Review the intended character of the open space landscape at the Second Street/San Antonio Road intersection; and
- Provide a plan for the use of adjacent properties in common ownership including the former bank on San Antonio Road and the potentially historic structure on Second Street (see Attachment C).

The meeting minutes and staff memorandum to the Architecture and Site Review Committee are attached for reference. The staff memorandum contains the project's General Plan and zoning analysis as well as additional project background. This memorandum focuses on addressing the concerns of the Committee and discusses the development agreement and parking supply and the street circulation changes.

## **DISCUSSION**

### **Development Agreement**

The Packard Foundation has applied for a Development Agreement. Among other things, the purpose a Development Agreement is to provide for more certainty in the development process, to assure an applicant as to the existing policies and regulations affecting a particular project, to strengthen the planning process and to encourage private participation in comprehensive planning. In this case the Development Agreement will help bridge the gap between the Packard Foundation's unique use of the property and their obligation to meet the City's parking regulations.

The project provides 67 parking spaces where the Municipal Code requires 152 parking spaces based on a recent amendment to the Code (1 space per 300 square feet). By their own account, the Packard Foundation has considerably reduced their parking demand with the implementation of an alternative transportation management plan. Based on this alternative transportation management plan that includes encouraging such things as carpooling, public transit, and telecommuting, the Packard Foundation proposes to build out the parking only to the level that they feel they actually need.

The City Council has accepted the conceptual terms of the Development Agreement as outlined in Attachment E of this report. In summary, the Development Agreement would be based on three tenets: recording an alternative transportation management plan, setting aside the former bank property to build a parking garage should it be deemed necessary, and an equity factor to make up for the obligation to provide the absent 85 spaces.

The Development Agreement should also include a requirement to maintain the off-site parking lots as required parking for the project unless otherwise approved by the City Council.

### **Circulation Changes**

The project includes changing the Second and Whitney intersection from a two-way stop to a four-way stop, adding a mid-block crosswalk on Second Street and a slight change to the private alley behind the project from Whitney to San Antonio.

The proposed four-way Stop sign and enhanced paving and sidewalk bulb-outs at the Second and Whitney intersection are intended to enhance pedestrian safety. Although a four-way stop will enhance pedestrian safety, based on the technical report, however, adding the Stop signs to Second Street is not justified from an engineering perspective (see Attachment F). The justification is based on the traffic volumes and intersection design and accepted engineering standards. From a staff

perspective, we do not recommend adding Stop signs where they lack technical warrants; when traffic controls are implemented whilst they are not justified, they are ignored over time and result in a reduction in safety.

The mid-block crosswalk on Second Street is desired because of the proximity of the parking lots to an employee building entrance. From a staff perspective we support such a crosswalk; however, we prefer that it be located at-grade to maintain the street drainage rather than raised up, and be marked with flashing yellow lights to call out its unusual location; it could be enhanced with the special paving such as proposed at the Second and Whitney intersection. In any case, staff does not recommend a raised, mid-block crosswalk design in this location.

The project maintains the private alley behind the project. This private alley is maintained to provide fire and service access to the property. It also serves as a secondary to the former bank property. A concern was raised about the private alley becoming a potential cut-thru to San Antonio with future development nearby, however, staff does not see this as a significant concern. It is generally better to diffuse traffic to reduce its impacts. The private alley could be paved with more decorative paving rather than asphalt or use other means, however, to deemphasize its use, if the applicant has a concern about vehicle traffic using the private alley.

The conditions of approval include a staff desire for the applicant to install a flashing yellow light system to the crosswalk on San Antonio Road at Lyell Street. This is based on a desire to complete the lighted crosswalk system for this part of San Antonio Road. There is no technical basis for requiring such an improvement based on pedestrian traffic; however, it could loosely relate to improving the San Antonio Road frontage to City standards.

### **Landscape**

As mentioned in the attached memorandum to the Architecture and Site Review Committee, the project implements a portion of the San Antonio Road streetscape improvement plan. This is reflected along the eastern border of the site with a series of trees and open space. Staff mistakenly included an outdated application letter that implied this planting area was to reflect the idea of a historic orchard; however, the eventual plan was designed instead with a more rural appearance to complement the broader streetscape plan, which was designed by the same landscape architect. The applicants have clarified their intention to have the rural appearance as proposed.

The Development Agreement would require the removal of the vacant bank building along San Antonio Road. The landscape plan for this area should be expanded to include the former bank property; a condition of approval reflects this requirement.

### **Utilities**

The project will underground the utilities that serve it in accordance with the Code. The project also undergounds the utility poles adjacent to the site along the private alley. Staff investigated the potential to underground the Joint Pole to the northeast of the proposed Visitor parking lot; however, undergrounding this pole appears impractical. This pole contains three transformers

servicing adjacent properties that would have to be relocated and there is no room within the public alley to achieve such a task above or underground.

This plan contains a special rain garden system to treat on-street stormwater runoff along Second Street. Conditions of approval will require the applicant to construct and maintain the system.

### **Environmental Review**

This is considered an in-fill project that qualifies for a Categorical Exemption from the California Environmental Quality Act (CEQA). The project reduces the net building area by approximately 16,000 square feet, which results in approximately 450 fewer vehicle trips over the existing development (see Trip Generation Analysis in Attachment F). Accordingly, we can exempt the project from environmental review per Section 15332 of the CEQA Guidelines since the project will not result in significant effects relating to traffic, noise, air or water quality.

The technical reports include an acoustical analysis indicating that the project's mechanical equipment meets the City's noise ordinance.

### **Correspondence**

Several letters were received subsequent to the Architecture and Site Review Committee meeting. These letters largely reiterate the aforementioned issues however one letter offers more information on the proposed circulation changes.

Cc: Carol S. Larson, President and CEO, The David and Lucile Packard Foundation  
Linda Rhodes and Victoria Dahl, RhodesDahl  
Brad Jacobson, AIA, Esherick, Homsey, Dodge and Davis

### **Attachments**

- A. Architecture and Site Review Committee Meeting Minutes
- B. Memorandum to the Architecture and Site Review Committee
- C. Properties of the David and Lucile Packard Foundation
- D. Parking & Transportation Demand Management Plan
- E. Development Agreement Tenets
- F. Technical Reports
- G. Correspondence

## FINDINGS

08-D-06 & 10-DA-01—343 Second Street

1. With regard to commercial design review the Planning Commission makes the following findings in accordance with Section 14.78.040 of the Municipal Code:
  - A. The proposal meets the goals, policies and objectives of the general plan and any specific plan, design guidelines and ordinance design criteria adopted for the specific district or area;
  - B. The proposal has architectural integrity and has an appropriate relationship with other structures in the immediate area in terms of height, bulk and design;
  - C. Building mass is articulated to relate to the human scale, both horizontally and vertically. Building elevations have variation and depth and avoid large blank wall surfaces.
  - D. Exterior materials and finishes convey quality, integrity, permanence, and durability, and materials are used effectively to define building elements such as base, body, parapets, bays, arcades, and structural elements;
  - E. Landscaping is generous and inviting and landscape and hardscape features are designed to complement the building and parking areas and to be integrated with the building architecture and the surrounding streetscape. Landscaping includes substantial street tree canopy, either in the public right-of-way or within the project frontage;
  - F. Signage is designed to complement the building architecture in terms of style, materials, colors, and proportions;
  - G. Mechanical equipment is screened from public view and the screening is designed to be consistent with the building architecture in form, material, and detailing; and
  - H. Service, trash and utility areas are screened from public view, or are enclosed in structures that are consistent with the building architecture in materials and detailing.
2. With regard to the Development Agreement tenets, the Planning Commission finds that such an agreement framework is consistent with the General Plan and zoning code.
3. With regard to environmental review, the Planning Commission finds that based on the net reduction of building area and vehicle trips the project is categorically exempt from the California Environmental Quality Act in accordance with Section 15332 of the CEQA Guidelines.

## CONDITIONS

08-D-06 & 10-DA-01—343 Second Street

### GENERAL

1. The project approval is based on the plans received April 8, 2010 and as amended by these conditions.
2. The project shall comply with the Urban Runoff Pollution Prevention Program regulations in place at the time of construction. The improvement plans shall include the "Blueprint for a Clean Bay" plan sheet as page 2 in all plan submittals.
3. The applicant shall repair the Lyell Street/Whitney Street alleyway as directed by the City Engineer.
4. The applicant shall submit a copy of the Storm Water Pollution Prevention Plan (SWPPP) to the City Engineer prior to any demolition, any grading or issuance of the building permit, which ever happens first.
5. The recommendations from the Storm Water Management Plan shall be shown on the building plans.
6. Improvements shall comply with Americans with Disabilities Act (ADA) requirements.
7. The property owner shall maintain the Rain Garden Detention and Treatment Areas along Second Street including the plantings and the constructed elements as shown on the Grading and Drainage Plan (Page C3.0).
8. The existing sewer laterals shall be used and/or abandoned as required by the City Engineer.
9. The terms of the Development Agreement shall be negotiated between the applicant and the City Manager consistent with the approved tenets set forth by the City Council and in a form approved by the City Attorney.
10. The off-site parking lots shall be maintained as required parking for the project unless otherwise approved by the City Council. Such properties shall have a deed restriction recorded in a form approved by the City Attorney.

### PRIOR TO ISSUANCE OF BUILDING PERMIT

11. The Development Agreement shall be approved by the City Council and recorded in a form approved by the City Attorney.

12. The property owner shall record a Development Agreement as approved by the City Council.
13. The applicant shall merge the lots where the new building will be located so the new building does not cross property lines. Plats and legal descriptions of the Lot Merger shall be submitted for review by the City Land Surveyor. Applicant shall provide a sufficient fee retainer to cover the cost of the Lot Merger application.
14. For the underground stormwater cisterns, the applicant shall obtain concurrence of the design from Santa Clara County Vector Control.
15. The applicant shall submit on-site grading and drainage plans that include (i.e. drain swales, drain inlets, rough pad elevations, building envelopes, drip line of major trees, elevations at property lines, all trees) for approval by City staff. No grading or building pads are allowed within two-thirds of the drip line of trees unless authorized by a certified arborist and the Planning Department. All newly constructed or remodeled loading docks shall be covered, protected from run-on, and drain to the sanitary sewer through an approved fail-safe valve & approved treatment.
16. The applicant shall submit plan and profiles of the proposed utilities and existing utilities. The applicant shall verify that the city system is adequately sized to handle the proposed flow.
17. All work within the public right-of-way shall be done in accordance with plans to be approved by the City Engineer.
18. The applicant shall submit a cost estimate for review for work in the public right-of-way and shall submit a 100 percent performance bond (to be held until acceptance of improvements) and a 50 percent labor and material bond (to be held 6 months after acceptance of improvements) in an amount as approved by the City Engineer. A one-year, ten percent maintenance bond shall be submitted upon acceptance of improvements in the public right-of-way.
19. The applicant shall contact the Los Altos Garbage Company and submit a solid waste disposal plan indicating the type and size of containers proposed and the frequency of pick-up service subject to the approval of the Engineering Department. The applicant shall submit evidence that LAGCO has reviewed and approved the size and location of the proposed enclosure for recyclables. The enclosure shall be roofed to prevent rainwater from mixing with the enclosure's contents and then draining out and into the storm drain or sewer system. The enclosure's pad shall be designed to not drain outward, and the grade surrounding the enclosure designed to not drain into the enclosure.

**PRIOR TO OCCUPANCY**

20. The applicant shall remove and replace any broken, cracked, or damaged sidewalk (and/or curb and gutter) as directed by the City Engineer.
21. The applicant shall label all new or existing public and private catch basin inlets which are on or directly adjacent to the site with the "NO DUMPING-FLOWS TO BAY".
22. An at-grade, mid-block crosswalk shall be built opposite the parking lots on Second Street. The crosswalk design may use special paving and shall incorporate flashing yellow lights and have appropriate sight-distance, markings and signage for pedestrian safety as required by the City Engineer.
23. The applicant shall provide improvements (sidewalk, curb and gutter, landscaping, street) along the frontage of the property (on San Antonio Road, Second Street and Whitney Street). These improvements shall be in accordance to City standards and with the plans to be approved by the City Engineer.
24. Flashing yellow lights are desired across San Antonio Rd at the intersection of San Antonio Rd & Whitney Street/Lyell Street.
25. The applicant shall submit a recorded maintenance agreement for the storm water treatment methods installed in accordance with the Storm Water Management Plan.
26. The applicant shall underground the overhead utilities along the northeast frontage of the project along the public and private alley as shown on the project's Site Utility Plan (Page C4.0).
27. All on-site and off-site landscape shall be implemented in accordance with the approved plans as required by the Community Development Department.

**3. 343 Second Street – Commercial Design Application**

Planning Services Manager KORNFIELD presented the staff report recommending approval of the design application to the Planning Commission subject to the listed findings.

The property owner and project architects reviewed the project philosophy and scope.

Several members of the public spoke to the project. The statements included angst about the loss of the health spa use on the property, a question about the width of the proposed sidewalks and concern about the lack of parking.

The Committee stated their general support of the project and remarked on the outstanding design quality. The Committee discussed such issues as the size of the visitor parking lot as it related to the peak parking demand, the potential for three story development, the nature of the mid-block crosswalk on Second Street, making the Whitney/Second intersection a four-way stop, the undergrounding of utilities in the alley, the character of the open space landscape at the Second Street/San Antonio Road intersection, the use of adjacent properties in common ownership including the former bank on San Antonio Road and the potentially historic structure on Second Street, maintaining the alley behind the building, and whether the building courtyard should engage a site frontage.

MOTION BY COMMISSIONER BRESSACK, SECONDED BY COMMISSIONER UHLIR, to approve design application 08-D-06 per the staff report findings with the following direction:

- Review mid-block crosswalk on Second Street for the use of flashing yellow lights;
- Evaluate the possibility of undergrounding more of the utility poles in the alley adjacent the visitor parking lot and to the northwest;
- Review the intended character of the open space landscape at the Second Street/San Antonio Road intersection; and
- Provide a plan for the use of adjacent properties in common ownership including the former bank on San Antonio Road and the potentially historic structure on Second Street.

THE MOTION CARRIED UNANIMOUSLY.

**ADJOURNMENT**

Commissioner BAER adjourned the meeting at 8:00 PM.

Prepared by:

---

David Kornfield, AICP  
Planning Services Manager



## MEMORANDUM

**DATE:** February 3, 2010  
**TO:** Architecture and Site Review Committee  
**FROM:** David Kornfield, Planning Services Manager  
**SUBJECT:** 08-D-06—343 SECOND STREET

### RECOMMENDATION

Motion to recommend design review application 08-D-06 to the Planning Commission subject to the listed findings.

### PROJECT DESCRIPTION

The David and Lucile Packard Foundation proposes a new office building at 343 Second Street to expand their headquarters. The goal of the project is to consolidate their offices and construct an environmentally friendly, energy conserving building. The project includes removing the buildings at 321, 343, 371 and 377 Second Street and the buildings at 390 and 398 S. San Antonio Road. The project creates a two-story office building with 45,553 square feet, maintains and improves the three parking lots on Second Street and creates a visitor parking lot at 321 Second Street. The project also renovates the Second and Whitney Street intersection and provides private open space along the San Antonio Road frontage. The attached application narrative describes the project in greater detail.

**GENERAL PLAN DESIGNATION:** Downtown Commercial  
**ZONING:** Commercial Downtown  
**PARCEL SIZE:** 67,381 square feet  
**MATERIALS:** Standing seam metal roof, stained cedar wood siding, natural copper siding, frameless windows, painted steel metal railings, stone veneer

	Existing	Proposed	Allowed/Required
<b>SETBACKS:</b>			
Front (Second)	0 feet	6 feet	2 feet
Side (Whitney)	0 feet	22 feet	2 feet
Side (San Antonio)	3 feet	27 feet	2 feet
Rear (private alley)	60 feet	15 feet	0 feet
<b>HEIGHT:</b>	30	32 feet; 2 stories	45 feet; 3 stories
<b>PARKING:</b>	undetermined	67 spaces	183 spaces

## **BACKGROUND**

### **General Plan**

The General Plan designates the subject site for Downtown Commercial land uses such as the proposed office building. The relevant General Plan goals for this area include:

- ❖ *Preserve and enhance the identity and unique character of Los Altos* (Goal 1, Community Design & Historic Resources Element). Policies supporting this goal include preserving trees, enhancing the streetscape, and promoting excellent design that is compatible with the commercial environment.
- ❖ *Increase the appeal of downtown to pedestrians and shoppers* (Goal 3, Community Design & Historic Resources Element). Policies supporting this goal are to retain and enhance the small-town village atmosphere, to encourage high quality projects that enhance the pedestrian experience, to contribute to the architectural and historic interest, to creatively and safely incorporate street furniture and hardscape into the design of the public right-of-way.

### **Downtown Design Plan**

The Downtown Design Plan was adopted to reinforce the identity of downtown as a retail center, to improve the visual quality of the area, and to foster an attractive pedestrian environment. The subject property is located along a busy open edge of the downtown where the Downtown Design Plan suggests treating the edge with continuous trees and street amenities (DDP, Pages 9, 17-18, 40-41).

### **Downtown Design Guidelines**

The newly adopted Downtown Design Guidelines were created to help achieve the design objectives of the General Plan and the zoning code. The project is within the Mixed Commercial District where larger-scale projects are appropriate but still reflecting the pedestrian orientation and village character. In this district larger buildings should have their mass broken up into smaller segments but not as fine-grained in pattern as in the downtown core. The Guidelines help illustrate the requirements.

## **DISCUSSION**

### **General Plan Conformance**

The project preserves and enhances the unique village character of the area by accomplishing such things as: a) maintaining the mature pattern of Chinese Pistache trees along Second Street; b) creating landscaped rain gardens along Second Street to minimize storm water runoff; c) improving the Second-Whitney intersection safety and aesthetics with corner bulb-outs and decorative concrete consistent with the First Street improvement plan; d) significant landscape along the San Antonio Road frontage complementing the City's planned San

Antonio Road streetscape improvements; and e) providing an excellent design that appropriately reflects the commercial environment (see Design Review, below).

The project increases the appeal of downtown to pedestrians and shoppers with such things as: a) a building design that reflects an appropriate human scale at the ground level along the sidewalks; b) generous and inviting landscape that buffers the parking areas, softens the sidewalk and provides areas for pedestrians to rest such as with low seating walls; c) a safe and conveniently located mid-block crosswalk on Second Street, and by providing office workers during the day that add potential shoppers close to the downtown core.

### **Downtown Design Plan Implementation**

The project implements the Downtown Design Plan with significant edge treatments to the San Antonio Road frontage. The landscape plan includes a significant amount of open space with a mixture of coast live oak trees, evergreen screening, medium height hedges, berms and grassland plantings. The project also significantly improves the pedestrian experience with landscaped sidewalk areas and new light standards along Second Street.

### **Design Review**

This project is an excellent example of a design that has its own architectural integrity and an appropriate relationship to the buildings in the area. The large building is broken down into four two-story high segments sheathed in stained wood siding and covered with shed roofs sloping toward an inner courtyard. The four masses are connected by contrasting forms such as the smaller scale meeting room facing Whitney Street and the taller utility area sheathed in natural copper siding on the Second Street elevation. The effect of separating the four masses with different elements and careful wall and widow recesses in general yields a building that reflects the desired, roughly 50-foot modulation of the other buildings and properties in the area. The overall design concept has a modest yet sophisticated restraint that reflects understated character of the area.

The roughly 25-foot tall wall height along the street reflects an appropriate height in the commercial context. The building elevations reflect a human scale at the sidewalk with the taller vertical windows interrupted with lower mullions, changes in materials between stories, and significant balcony and eave overhangs. The building design reflects an appropriate balance between the horizontal and vertical elements and avoids large and blank wall surfaces.

The stained cedar wood siding, natural copper siding, standing seam metal roof, stone veneer, and wood beams reflect a high quality, integrity and permanence. The stone veneer is used effectively to define the building's base, corners and landscape walls. The exposed roof rafters and broad overhangs add to the appearance of strength and help to define the roof structure.

The landscape plan is generous and inviting. Substantial plantings are proposed around the building and within the parking lot areas. Special paving is included in the courtyards, pathways, and in the street intersection. Of particular note is the open space along San Antonio Road, the building entry court at the Second-Whitney intersection and the complementary open space in the visitor parking

lot across Whitney Street. The project maintains the significant street tree canopy along Second Street and enhances the street trees along Whitney Street and San Antonio Road.

The building sign is shown on the Partial East Elevation at the Entry, Page A3.02 of the plans. Small copper metal letters are shown to be pegged off the copper siding on the entry wall facing Second Street. The sign appropriately reflects the modest restraint of the overall building design.

The exterior mechanical equipment and trash area is planned in an accessory structure within an alcove in the private alley behind the building. The structure is appropriately designed to reflect the building with wood siding and a shed style standing seam metal roof. This accessory structure is buffered by landscape on the Whitney side and compatible with the context of the adjacent service station. The shed roof form of the photovoltaic carport in the visitor parking lot reflects the shed roof form of the building too.

The project meets the environmental goals of the City by incorporating photovoltaic panels on the roofs, a photovoltaic carport over the visitor parking lot and the many other features of the design including broad overhangs and the large daylight and natural air sources into the building.

### **Zoning Compliance**

The project complies with all zoning codes except for the parking regulations. The project intentionally under-parks the building by 116 parking spaces. This condition is consistent with the unique philosophy of the David and Lucile Packard Foundation to reduce the carbon footprint of development by eliminating concrete underground parking structures. The parking shortage also compliments the Foundation's unique ethos that promotes less density inside the building and alternative work and transportation methods that minimize vehicle trips by their employees. Ultimately, the parking shortage will be a Planning Commission and City Council matter along with the concept of a development agreement.

The Foundation seeks a development agreement to resolve the parking issue and provide for certainty in what may be a Phase II of the building. Phase II consists of adding to the eastern end of the building with more office space to accommodate the Foundation's future growth. This will be defined in greater detail for the Planning Commission.

The Municipal Code allows architectural elements such as overhangs to encroach up to four feet into the setback area. In this case the required setback is two feet from the Second Street property line and the eight-foot wide roof overhangs project two feet over the property line.

### **Correspondence**

A letter was submitted supporting the project. The letter recommends improving the mid-block crosswalk with flashing lights and other improvements which will be reviewed by the Engineering Division. The letter suggests that the private alley might serve as a cut-through to avoid the Whitney-San Antonio Road intersection; however, we are not aware of this condition and will

review it. Lastly, the letter suggests undergrounding the utilities along the private alley. The project accomplishes this as shown on the Site Utility Plan, Page C4.0.

### **Future Considerations**

Based on the discussion above, staff recommends that the Committee make positive design findings and forward to the project to the Planning Commission for consideration. In addition to design review the Planning Commission will consider the parking shortage and the environmental review in the form of a Mitigated Negative Declaration.

Cc: Carol S. Larson, President and CEO, The David and Lucile Packard Foundation  
Linda Rhodes and Victoria Dahl, RhodesDahl  
Brad Jacobson, AIA, Esherick, Homsey, Dodge and Davis

### Attachments

- A. Application and Overview Letter
- B. Tree Survey
- C. Area Map and Vicinity Map
- D. Correspondence

## FINDINGS

08-D-06—343 Second Street

With regard to commercial design review the Architecture and Site Review Committee makes the following findings in accordance with Section 14.78.040 of the Municipal Code:

- A. The proposal meets the goals, policies and objectives of the general plan and any specific plan, design guidelines and ordinance design criteria adopted for the specific district or area;
- B. The proposal has architectural integrity and has an appropriate relationship with other structures in the immediate area in terms of height, bulk and design;
- C. Building mass is articulated to relate to the human scale, both horizontally and vertically. Building elevations have variation and depth and avoid large blank wall surfaces.
- D. Exterior materials and finishes convey quality, integrity, permanence, and durability, and materials are used effectively to define building elements such as base, body, parapets, bays, arcades, and structural elements;
- E. Landscaping is generous and inviting and landscape and hardscape features are designed to complement the building and parking areas and to be integrated with the building architecture and the surrounding streetscape. Landscaping includes substantial street tree canopy, either in the public right-of-way or within the project frontage;
- F. Signage is designed to complement the building architecture in terms of style, materials, colors, and proportions;
- G. Mechanical equipment is screened from public view and the screening is designed to be consistent with the building architecture in form, material, and detailing; and
- H. Service, trash and utility areas are screened from public view, or are enclosed in structures that are consistent with the building architecture in materials and detailing.

# ATTACHMENT A



## CITY OF LOS ALTOS GENERAL APPLICATION

Type of Review Requested: *(Check all boxes that apply)*

Permit # 7008-1103992

<input type="checkbox"/>	One-Story Design Review	<input type="checkbox"/>	Sign Review	<input type="checkbox"/>	Multiple-Family Review
<input checked="" type="checkbox"/>	Two-Story Design Review	<input type="checkbox"/>	Sidewalk Display Permit	<input type="checkbox"/>	Rezoning
<input type="checkbox"/>	Variance(s)	<input type="checkbox"/>	Use Permit	<input type="checkbox"/>	R1-S Overlay
<input type="checkbox"/>	Lot Line Adjustment	<input type="checkbox"/>	Tenant Improvement	<input type="checkbox"/>	General Plan/Code Amendment
<input type="checkbox"/>	Tentative Map/Division of Land	<input type="checkbox"/>	Preliminary Project Review	<input type="checkbox"/>	Appeal
<input type="checkbox"/>	Subdivision Map Review	<input type="checkbox"/>	Commercial Design Review	<input checked="" type="checkbox"/>	Other: Development Agreement

Project Address/Location: 300-343 Second Street

Project Proposal/Use: Approval of building design and parking plan.

Current Use of Property: Administrative offices

Assessor Parcel Number(s) Block 8, Lot 29; Block 9, Lots 1,3,5,7,9,11,12,13,14; Block 11, Lots 10,

Site Area: 128,133 gross sq.ft. Total Existing Square Feet: 84,375 gross sq.ft. 14, 16

Total Proposed Square Feet (including basement): 67,457 gross sq.ft.

Applicant's Name: Mr. George Vera; Vice President, CFO

Home Telephone #: \_\_\_\_\_ Business Telephone #: 650-917-7119

Mailing Address: 300 Second Street

City/State/Zip Code: Los Altos, CA 94022

Property Owner's Name: The David and Lucile Packard Foundation

Home Telephone #: \_\_\_\_\_ Business Telephone #: 650-917-7119

Mailing Address: 300 Second Street

City/State/Zip Code: Los Altos, CA 94022

Architect/Designer's Name: Brad Jacobson, EHDD Architecture Telephone #: 415-285-9193

\*\*\* If your project includes complete or partial demolition of an existing residence or commercial building, a demolition permit must be issued and finalized prior to obtaining your building permit. Please contact the Building Division for a demolition package. \*\*\*

*(continued on back)*

December 19, 2008

Mr. James Walgren  
Assistant City Manager  
Director of Planning, Building and Engineering  
Los Altos City Hall  
One North San Antonio Road  
Los Altos, CA 94022

**Re: Overview of David and Lucile Packard Foundation ("Foundation")  
Downtown Los Altos Headquarters Expansion ("Project")**

Dear Mr. Walgren:

This is to introduce the Foundation's program for expanding and improving its office spaces in downtown Los Altos.

Since 1987, the Foundation has maintained the headquarters for its worldwide philanthropic activities at 300 Second Street, and for several years before that, at another downtown Los Altos location. To accommodate recent and projected growth of our activities, we plan to build a new building diagonally across the street from our current headquarters, creating an attractive and architecturally unified Foundation "campus" centered at Second and Whitney Streets. The new building will be located at 343 Second Street.

**Functional Overview of the Project.** The daily activities of the Foundation are like those of many other essentially "financial" businesses, and therefore are consistent with the underlying General Plan designation and zone districts containing our downtown properties. Our staff numbers roughly 110 people now, and is expected to grow slowly over the next ten years. Foundation employees all work during normal daytime office hours, and they shop and patronize downtown businesses and restaurants during the day. Once Foundation employees arrive for work, the great majority of their daytime circulation through downtown is on foot. Since the Foundation offices receive no more (probably fewer) commercial deliveries than comparable offices, our offices cause a less-than-average impact on downtown vehicle traffic, noise and municipal services. Importantly, while the Foundation maintains local offices for its staff, many of them spend a large fraction of their work week engaging grant recipients off-site, all over the country and around the world.

Mr. James Walgren  
December 19, 2008  
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**Aesthetic Appearance.** A top priority in the design of the Foundation's new building has been to make it attractive and complementary to the Foundation's current office building at 300 Second Street, and to the overall downtown Los Altos aesthetic. The design relies heavily on unusually thorough landscaping to unify new with existing structures, to mask surface parking areas, and to create a notably green, shady, pleasant pedestrian environment extending southward on Second Street to San Antonio Road.

Second Street already has an excellent array of Chinese pistache street trees, and our design adds more street frontage plantings, extensive interior landscaping, screening of vehicle parking areas with mature plantings and trees, and creation of an historically evocative landscaped feature at the intersection of Second Street and San Antonio Road. This feature is intended to replace a vacant parking lot and a nondescript older building with trees, and to provide a pleasant southerly entrance to the Foundation's "campus" area.

The new building itself is two stories tall, with a partial basement and shed roofs sloping up to a central courtyard, to bring in more daylight and natural ventilation to the interior, offering an attractive profile from street level. It is nearly 35 feet high at its highest point, with a predominantly horizontal, accessible, pedestrian-friendly exterior appearance.

**Green Building Philosophy and Innovations.** Consistent with the Foundation's mission, the new building has been designed to incorporate the latest innovations in architectural and engineering methods to implement energy savings and control carbon emissions, while still providing a pleasant, efficient working environment. The building is designed to Platinum LEED standards, the U.S. Green Building Council's highest distinction, recognizing that the new Foundation building will consume only "net zero energy;" that is, it will generate on-site roughly as much energy annually as it consumes. LEED is the acronym for Leadership in Energy and Environmental Design. Our intention is to demonstrate the feasibility and appeal of Platinum LEED construction methods, serving as an example of other Silicon Valley property owners who might follow suit.

**"Campus" Design.** The Foundation owns three small parcels across Second Street from the Foundation's current office, and proposes to incorporate the parcel fronting Whitney Street into the overall design of the Project. To complement new intersection improvements at Second and Whitney, intended to improve pedestrian safety and convenience, the northwestern corner of that intersection will become an intensely landscaped area roughly 50 by 50 feet square. Surface parking for Foundation visitors at that location will be screened by additional landscaping. Similar landscaping treatments will screen new surface parking area on the west side of Second Street, across from the new building.

The Project consists of two phases. The first is construction of the new building at 343 Second Street, in a size and configuration sufficient to house all projected Foundation

Mr. James Walgren  
December 19, 2008  
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employees. The second, optional phase is a small expansion of the new building at 343 Second Street, extending the building to the south, adding an additional 16,000 square feet of office area. Incidental to the second phase, additional employee parking area would be developed, as described further below.

**Customized Parking Regulation Needed.** The Foundation's new Project is fully consistent with the General Plan and zoning, but it also is an unusual type of land use, employing substantially fewer staff than is typical and therefore generating very little vehicle traffic and very little parking demand.

Our overall Project design and philosophy requires reductions in the Project's carbon footprint, a goal which we have achieved by many design elements, one being elimination of underground or elevated parking structures. Parking structures, aside from being unattractive, embody large amounts of carbon consumption in their concrete and steel construction. Our plan instead is to use surface parking, and to screen it from street views with impressive natural landscaping. Our design preserves the beauty of the new building at 343 Second Street by not clustering parked cars around it, and instead placing the necessary parking area across the street in surface spaces entered by narrow (and therefore more attractive) driveway entrances.

Our proposed parking plan provides a total of 153 parking spaces in the lots at 300 Second Street and on the west side of Second Street. Our actual calculated employee, handicapped and guest parking demand is for 145 spaces. This is below the amount of parking normally required by the City of Los Altos' ("City's") downtown parking regulations, but we believe that this unique Project readily demonstrates the types and magnitude of "public benefit" justifying enactment of a statutory development agreement ("DA") per Government Code section 65864, et sec.

**Proposed Development Agreement terms.** The unusual circumstances presented by the Project are ideally addressed by a DA. The Foundation's low actual occupancy and unusually low parking demand are atypical, and in fact outside the presumptions underlying the City's parking regulations. By allowing the Foundation to build only sufficient parking for its actual long-term use, however, the City will enable the Project design to embody various water and energy conservation features, generous landscaping, and superior architectural design, serving as a demonstration of numerous site design innovations to other Silicon Valley communities.

In addition, the proposed DA allows the City to evaluate and approve both Project phases together, along with the parking, landscaping and other improvements that will accompany the second phase, ensuring that the Project will remain balanced, fully mitigated, and attractive as it is implemented, and providing the Foundation with the assurance that the second phase can be built in due course.

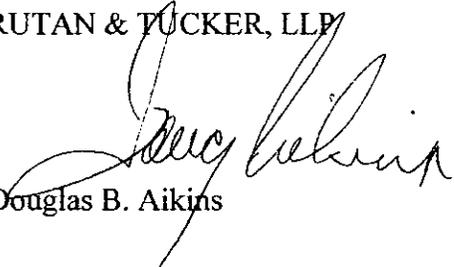
Mr. James Walgren  
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The proposed DA authorizes the City to guard against any serious future parking concerns by providing for regular monitoring of the Foundation's parking demand, by limiting this parking solution to the Foundation's occupancy, and by providing remedies by which, if the Foundation's low parking demand increases for any reason, the DA's remedies would be triggered, requiring construction of additional parking spaces.

**Conclusion.** We hope that this overview is helpful, and look forward to working with you and your colleagues to resolve any technical issues presented by this exciting new project.

Very truly yours,

RUTAN & TUCKER, LLP



Douglas B. Aikins

DBA:mtr

cc: Mr. George Vera; Packard Foundation  
Ms. Vickie Dahl; RhodesDahl, LLC



**BARRIE D. COATE**  
**and ASSOCIATES**

Horticultural Consultants  
23535 Summit Road  
Los Gatos, CA 95033  
408/353-1052

# ATTACHMENT B

## **A TREE SURVEY AT THE PACKARD FOUNDATION PROPERTY LOS ALTOS**

Prepared at the Request of:  
Tom Lodge  
Rhodes – Dahl LLC  
180 E. Bay St., suite 300  
Charleston SC 29401

Site Visit by:  
Barrie D. Coate  
Consulting Arborist  
July 30, 2008

Job #06-08-110

### Assignment

I was asked by Tom Lodge of Rhodes-Dahl LLC, Project Manager for the Packard Foundation project in Los Altos to provide information about the preservation recommendations for the trees which are shown on the maps titled Topographical Survey sheets SU1 through SU4, as prepared by Lea and Braze Engineering, Inc., Land Surveyors.

### Summary

The majority of the 25 street trees on 2<sup>nd</sup> Street are Chinese pistache (*Pistacia chinensis*) of 10 to 12 inch trunk diameter, a height of 25 feet and branch spread of 20 feet plus or minus.

In addition to the 18 Chinese pistache trees there are two southern magnolias (*Magnolia grandiflora*), three little leaf linden (*Tilia cordata*) and one Mexican fan palm (*Washingtonia robusta*).

Five of these trees are causing a significant degree of pavement displacement.

One of the little leaf lindens is in such poor condition that it should be removed and one of the Chinese pistache is a weak tree with a significant amount of deadwood.

The majority of the trees on the east side of 2<sup>nd</sup> Street are growing in 2 x 3 foot openings in the pavement. The majority of the trees are in good to excellent health, the little leaf lindens and the magnolias being very old specimens while the Chinese pistache are relatively much younger.

Trees #6-12 on the west side of 2<sup>nd</sup> Street are growing in open spaces of 3 ½ feet wide and linear to the street.

There is Algerian ivy growing in the majority of the space beneath them.

The greatest challenge to tree preservation during installation of the planned changes will be avoiding damaging a significant proportion of the trees absorbing root system which is in the top 6 inches while installing any new facilities which are planned.

The balance of trees in this survey (#26-44) are on the properties west of 2<sup>nd</sup> Street or east of the buildings which are east of 2<sup>nd</sup> Street. Most of them are in parking lots.

Trees #32-39 are on the property occupied by the used book store which I was told is not part of this project but since a portion of their canopy and their roots would travel onto the subject property, they were included in the survey.

### Observations

1. Trees #26-31 are coast live oaks, probably volunteers occurring on 4 to 6 foot centers in a hedge row beginning beside the street at 2<sup>nd</sup> Street and creating a hedge row toward the west.

These trees have all been topped at 8 feet above grade and again in various other heights.

The trees are all in excellent health but all have structures affected by this hedge like pruning.

The canopy of most of them extends toward the south over the adjacent parking lot.

2. Trees #32 and 33 are a pair just west and adjacent to the sidewalk on 2<sup>nd</sup> Street.
3. Tree #32 is a volunteer blackwood acacia (*Acacia melanoxylon*) with a codominant leader near the top.

This is a junk tree which will become more of a nuisance than a benefit.

It is already raising the adjacent pavement and, in my opinion, should be removed.

4. Tree #33 is a coast redwood which is very weak with a very thin canopy, probably due to drought.

There is very little opportunity for this tree to absorb moisture due to the adjacent pavement.

If this tree is to be retained it will certainly require quantities of water to rejuvenate it.

On the other hand its removal and replacement might in the long run be a better decision.

5. Tree #34 is a coast live oak in good form and good health.

Unfortunately the tree is heavily infected with ehrhorn scale.

6. Tree #35 is a blackwood acacia which is in good health but with a terrible structure, thanks probably to frost damage during the 1990 winter.
7. Trees #36 and 37 are multi-stem *Eugenia* which are directly west of the small book store.

These appear to have been killed to the ground in probably the 1990 freeze and have regrown as stub sprouts at that time.

8. Trees #38 and 39 are *Ailanthus altissima* the tree of heaven which are always volunteer since they are seldom initially planted.

Tree #37 is growing immediately adjacent to a power pole at the corner of the book store parking lot and tree #39 is growing on the south side of the same parking lot.

9. Trees #45-55 are located in a parking lot islands.  
Canary Island pine #47 and Chinese pistachios #48, 49 and 50 are in a 12 inch wide planter strip adjacent to the parking lot and as such have very small areas from which to absorb water and oxygen.

As a result of this all of these trees are causing some degree of pavement displacement both curbing and pavement.

Canary Island pines #51, 52, 54 and 55 are in 5 foot wide islands which badly restricts their root zone growth and as a result they are also raising pavement.

It may not be possible to excavate in these paved areas without causing severe damage to these trees however new pavement could be installed on top of existing paving without causing terminal damage.

This would however result in eventual recreation of the pavement damage.

Canary Island pines #51 and 52 are very weak specimens, probably due to the very small root zone which they have available.

10. Trees #56-60 are another grove of Canary Island pines for reasons that are not apparent trees #56 and 57 are very weak and probably not worth trying to preserve while tree #58 is in reasonably good health and trees #59 and 60 are in excellent health.

This grove of trees is sited in a landscape island of approximately 25 feet wide and 35 feet in length which is receiving minimal amounts of irrigation water.

### **Recommendation for Tree Preservation During Construction**

This Applies To The East Side Of The Street.

1. Any pavement which is removed must first be broken up by a jack hammer or equivalent tool into sizes which can be hand loaded into a tractor which is standing on previously undisturbed pavement such as the street.

Preferably this pavement removal would occur during the winter when the trees are dormant, causing less damage than if that were done during the growing season.

2. The newly exposed root zones/soil surface must be protected on a full time basis from immediately after the pavement is removed until new treatment is installed.
  - a) This protection must include a 3 inch layer of pea gravel to not only protect the roots from drying but from compression by walking.

- b) All of the exposed surfaces must be kept wet on a daily basis during the entire projects life.
  - c) If for some reason it is not possible to do the work which would disturb roots such as pavement removal during the dormant season and it is done during the growing season the soil wetting should be on a weekly basis instead of daily.
3. All trees should be fertilized in October of the year of construction using Greenbelt 22-14-14 soluble fertilizer mixed at 4 pounds per 100 gallons of water to inject 10 gallons of mix per 1 inch of trunk diameter into the root zone of the tree.

It would be preferable if the pavement removal occurred before the fertilizer was installed to allow broader access to the root zone.

4. Protective chainlink fences must be installed at the curb and at the opposite side of the pavement opening to encompass all areas beneath the canopy after the existing pavement is removed.

This would create a protective space of about 3 feet in width and 12 to 20 feet in length per tree.

#### **This Applies On The West Side Of The Street**

1. The existing parking strip is approximately 6 feet in width and is currently covered either with organic material such as tree chips or with a ground cover such as Algerian ivy.
2. Any changes which are made in the area within 5 times the trunk diameter should be made in the winter when the trees are dormant.
3. Any pavement which is removed must first be broken up by a jack hammer or equivalent tool into sizes which can be hand loaded into a tractor which is standing on previously undisturbed pavement such as the street.

Preferably this pavement removal would occur during the winter when the trees are dormant, causing less damage than if that were done during the growing season.

4. The newly exposed root zones/soil surface must be protected on a full time basis from immediately after the pavement is removed until new treatment is installed.
  - a) This protection must include a 3 inch layer of pea gravel to not only protect the roots from drying but from compression by walking.
  - b) All of exposed soil surface must be kept wet on a daily basis during the entire projects life.

- c) If for some reason it is not possible to do the work which would disturb roots during the dormant season the soil wetting should be on a weekly basis instead of daily.
5. I recommend the removal of tree #4, a linden tree which is in very poor health and pistache tree #6 which has a very poor structure and camphor tree #8 which is very weak and of a species which is notorious for destroying pavement.
  6. No soil disturbance should occur closer than 5 times the trunk diameter from the trunk of any of the trees on the west side.

This means that a 12 inch diameter tree should not have soil disturbed in an area 5 feet from the trunk in any direction.

7. I recommend that protective fences be installed at the curb and sidewalk margin and 5 times the trunk diameter from the trunk in a north and south direction to protect the proportion of the root zone of these trees that is minimal to assuring their survival.

As an example, this would leave a fenced area for tree #3 of 6 feet width east to west and 11 feet in length north to south.

8. I suggest that all ivy and other groundcovers be removed by hand from the area beneath these trees since those groundcovers compete for moisture and minerals with the trees at the same depth as the tree roots.

If these precautions are carefully followed I see no reason that these trees should not survive the renovation in good health.

### **Pine Tree Preservation**

If the Canary Island pines (*Pinus canariensis*) are to be maintained in their existing locations will require careful planning for renovation of existing pavement.

If the existing pavement is to be removed it must be removed in pieces small enough to be picked up by hand and placed in a tractor bucket and the tractor must be sitting on as yet undisturbed existing pavement.

The tractor must not drive over newly exposed soil/root zone after the pavement pieces are removed.

No excavation across root systems of these pines should occur within 5 times there trunk diameter from the trunk in any one direction.

If instead of removal and replacement of pavement if it were possible to install any new pavement that is desired over the existing pavement surface that would be preferable but of course leaves the potential for later pavement displacement by the same roots.

It would not be possible to excavate and remove shallow roots on these Canary Island pines since that would make them highly susceptible to pine bark beetle (*Ips paraconfusus*).

In contrast it would be possible to excavate much closer to the Chinese pistachio trees in the properties since they are more tolerant of root disturbance than the pines.

One could excavate within 5 times the trunk diameter of a tree (5 feet from a 12 inch diameter tree) if that excavation occurs in one quadrant of the root system not on several sides at the same time.

### **Transplanting**

It will be possible to transplant several of the trees seen in this survey but it would not be practical or cost effective to do so. All of the trees are large enough that cost for transplanting would far exceed their value and as a result it would be more logical to replace them with new trees, even with large specimens if that is necessary.

Respectfully submitted,

  
Barrie D. Coate

BDC/sl

### **Encl.:**

Assumptions and Limiting Conditions  
Glossary of Terms  
Tree Data Charts  
Definitions of Tree Data Charts  
Pictures  
Maps (4)



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**ASSUMPTIONS AND LIMITING CONDITIONS**

1. Any legal description provided to the appraiser/consultant is assumed to be correct. No responsibility is assumed for matters legal in character nor is any opinion rendered as to the quality of any title.
2. The appraiser/consultant can neither guarantee nor be responsible for accuracy of information provided by others.
3. The appraiser/consultant shall not be required to give testimony or to attend court by reason of this appraisal unless subsequent written arrangements are made, including payment of an additional fee for services.
4. Loss or removal of any part of this report invalidates the entire appraisal/evaluation.
5. Possession of this report or a copy thereof does not imply right of publication or use for any purpose by any other than the person(s) to whom it is addressed without written consent of this appraiser/consultant.
6. This report and the values expressed herein represent the opinion of the appraiser/consultant, and the appraiser's/consultant's fee is in no way contingent upon the reporting of a specified value nor upon any finding to be reported.
7. Sketches, diagrams, graphs, photos, etc., in this report, being intended as visual aids, are not necessarily to scale and should not be construed as engineering reports or surveys.
8. This report has been made in conformity with acceptable appraisal/evaluation/diagnostic reporting techniques and procedures, as recommended by the International Society of Arboriculture.
9. When applying any pesticide, fungicide, or herbicide, always follow label instructions.
10. No tree described in this report was climbed, unless otherwise stated. We cannot take responsibility for any defects which could only have been discovered by climbing. A full root collar inspection, consisting of excavating the soil around the tree to uncover the root collar and major buttress roots, was not performed, unless otherwise stated. We cannot take responsibility for any root defects which could only have been discovered by such an inspection.

**CONSULTING ARBORIST DISCLOSURE STATEMENT**

Arborists are tree specialists who use their education, knowledge, training, and experience to examine trees, recommend measures to enhance the beauty and health of trees, and attempt to reduce risk of living near trees. Clients may choose to accept or disregard the recommendations of the arborist, or to seek additional advice.

Arborists cannot detect every condition that could possibly lead to the structural failure of a tree. Trees are living organisms that fail in ways we do not fully understand. Conditions are often hidden within trees and below ground. Arborists cannot guarantee that a tree will be healthy or safe under all circumstances, or for a specified period of time. Likewise, remedial treatments, like medicine, cannot be guaranteed.

Trees can be managed, but they cannot be controlled. To live near trees is to accept some degree of risk. The only way to eliminate all risk associated with trees is to eliminate all trees.

*Barrie D. Coate*

Barrie D. Coate  
ISA Certified Arborist  
Horticultural Consultant

Tree Evaluation During Property Development

Tree #	Tree Name	MEASUREMENTS							CONDITION										DISPOSITION			NOTES				
		DIA METER @ 4-1/2 FEET ABOVE GRAD	DBH	DBH	DIA METER @ 2 FEET ABOVE GRADE	HEIGHT	SPREAD	HEALTH	STRUCTURE	CD WITH I.B. *see below	TOPPED CROWN	HEAVY ENDWEIGHT	CABLES INDICATED	INSECTS	DISEASE	DEADWOOD	PAVEMENT DISPLACEMENT	NEEDS WATER	PROTECTED ?	HERITAGE TREE ?	SUITABLE TO PRESERVE		SUITABLE TO TRANSPLANT	RECOMMEND. P, T, R *see below		
1	Little Leaf Linden <i>Tilia cordata</i>	22				20	25	1	2																on plan SU3	NOTES OR COMMENTS
2	Little Leaf Linden	24				20	25	2	2																on plan SU3	
3	Chinese Pistache <i>Pistacia chinensis</i>	10				18	20	1	1																on plan SU3	
4	Little Leaf Linden	15	x	10		20	20	4	4														R		on plan SU3	
5	Mexican Fan Palm <i>Washingtonia robusta</i>	12				30	6	1	1																on plan SU4	
6	Chinese Pistache	9				15	12	1	4														R		on plan SU4	
7	Chinese Pistache	15				20	25	1	2																on plan SU4	
8	Campbor Tree <i>Cinnamomii camphora</i>					12	20	20	3	2													R		on plan SU4	
9	Chinese Pistache	9				20	18	1	3																on plan SU4	
10	Chinese Pistache	10				20	20	1	1																on plan SU4	



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 Date: June 27, 2008

\* CD W/IB = CODOMINANT LEADERS WITH INCLUDED BARK  
 \* RECOMMEND = P=PRESERVE, T=TRANSPLANT, R=REMOVE



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Tree #	Tree Name	MEASUREMENTS					CONDITION										DISPOSITION				NOTES				
		DIAMETER @ 4-1/2 FEET ABOVE GRAD	DBH	DBH	DIAMETER @ 2 FEET ABOVE GRADE	HEIGHT	SPREAD	HEALTH	STRUCTURE	CD WITH I.B. * see below	TOPPED CROWN	HEAVY ENDWEIGHT	CABLES INDICATED	INSECTS	DISEASE	DEADWOOD	PAVEMENT DISPLACEMENT	NEEDS WATER	PROTECTED ?	HERITAGE TREE ?		SUITABLE TO PRESERVE	SUITABLE TO TRANSPLANT	RECOMMEND: P, T, R * see below	
11	Chinese Pistache	12				20	20	1	1																on plan SU4
12	Chinese Pistache	8				18	20	1	1																ivy ground cover on plan SU4
13	Chinese Pistache	6				12	8	1	1																ivy ground cover on plan SU4
14	Chinese Pistache	12				22	25	1	1																on plan SU4
15	Chinese Pistache	10				22	25	1	1																on plan SU4
16	Chinese Pistache	12				25	25	1	1																on plan SU4
17	Chinese Pistache	10				22	25	1	1																on plan SU4
18	Chinese Pistache	12				25	25	1	1																on plan SU4
19	Chinese Pistache	9				20	15	1	2																on plan SU3
20	Chinese Pistache	12				25	20	1	1																on plan SU3

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Tree #	Tree Name	MEASUREMENTS				CONDITION										DISPOSITION				NOTES			
		DIAMETER @ 4-1/2 FEET ABOVE GRAD	DBH	DIAMETER @ 2 FEET ABOVE GRADE	HEIGHT	SPREAD	HEALTH	STRUCTURE	CD WITH I.B. *see below	TOPPED CROWN	HEAVY ENDWEIGHT	CABLES INDICATED	INSECTS	DISEASE	DEADWOOD	PAVEMENT DISPLACEMENT	NEEDS WATER	PROTECTED ?	HERITAGE TREE ?		SUITABLE TO PRESERVE	SUITABLE TO TRANSPLANT	RECOMMEND: P, T, R *see below
21	Chinese Pistache	10			20	20	1	1															on plan SU3
22	Chinese Pistache	12			20	20	1	1							X								on plan SU3
23	Chinese Pistache	8			15	15	1	1															on plan SU3
24	Southern Magnolia <i>Magnolia grandiflora</i>	9			18	12	2	1							X								on plan SU3
25	Southern Magnolia	9			15	12	1	1							X								on plan SU3
26	Coast Live Oak	7			15	6	1	4															on plan SU3
27	Coast Live Oak	14			18	15	1	4															on plan SU3
28	Coast Live Oak	10			18	15	1	3															on plan SU3
29	Coast Live Oak	10			20	20	1	3															on plan SU3
30	Coast Live Oak	10			20	20	1	3															on plan SU3

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Tree #	Tree Name	MEASUREMENTS							CONDITION										DISPOSITION			NOTES		
		DIA METER @ 4-1/2 FEET ABOVE GRAD	DBH	DBH	DIA METER @ 2 FEET ABOVE GRADE	HEIGHT	SPREAD	HEALTH	STRUCTURE	CD WITH I.B. *see below	TOPPED CROWN	HEAVY ENDWEIGHT	CABLES INDICATED	INSECTS	DISEASE	DEADWOOD	PAVEMENT DISPLACEMENT	NEEDS WATER	PROTECTED ?	HERITAGE TREE ?	SUITABLE TO PRESERVE		SUITABLE TO TRANSPLANT	RECOMMEND: P, T, R *see below
31	Coast Live Oak	15				20	20	1	3															on plan SU3
32	Blackwood Acacia <i>Acacia melanoxylon</i>	7				78	8	1	2														R	on plan SU3
33	Coast Redwood <i>Sequoia sempervirens</i>	20				40	15	3	1								X							on plan SU3
34	Coast Live Oak	14				30	20	1	1				X											on plan SU3
35	Blackwood Acacia	18				30	20	1	3															on plan SU3
36	Eugenia <i>Syzygium paniculatum</i>	8	6	6		20	20	2	3	X														on plan SU3
37	Eugenia	9	6			20	20	2	3	X														on plan SU3
38	Tree of Heaven <i>Ailanthus altissima</i>	6				18	12	1	3	X														on plan SU3
39	Tree of Heaven	12	12			25	30	1	2	X														on plan SU3
40	Carob Tree <i>Ceratonia siliqua</i>	18				18	25	1	1															on plan SU3



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Tree #	Tree Name	MEASUREMENTS					CONDITION										DISPOSITION			NOTES				
		DIA METER @ 4-1/2 FEET ABOVE GRAD	DBH	DBH	DIAMETER @ 2 FEET ABOVE GRADE	HEIGHT	SPREAD	HEALTH	STRUCTURE	CD WITH I.B. *see below	TOPPED CROWN	HEAVY ENDWEIGHT	CABLES INDICATED	INSECTS	DISEASE	DEADWOOD	PAVEMENT DISPLACEMENT	NEEDS WATER	PROTECTED ?		HERITAGE TREE ?	SUITABLE TO PRESERVE	SUITABLE TO TRANSPLANT	RECOMMEND: P, T, R *see below
41	Japanese Privet <i>Ligustrum japonicum</i>	7	6			22	10	2	3															on plan SU4
42	Incense Cedar <i>Calocedrus decurrens</i>	19				40	10	2	2	X								X						on plan SU4
43	American Sweetgum <i>Liquidambar styraciflua</i>	8				20	10	3	4	X														on plan SU4
44	American Sweetgum	9				30	12	1	2	X														on plan SU4
45	Chinese Pistacio <i>Pistacia chinensis</i>	10				15	20	1	1															on plan SU1
46	Canary Island Pine <i>Pinus canariensis</i>	33				60	20	1	1															on plan SU1
47	Canary Island Pine	20				65	15	2	1															on plan SU1
48	Chinese Pistacio	12				20	20	1	1															on plan SU1
49	Chinese Pistacio	8				15	20	1	1															on plan SU1
50	Chinese Pistacio	10				20	20	1	1															on plan SU1

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Tree #	Tree Name	MEASUREMENTS						CONDITION										DISPOSITION				NOTES OR COMMENTS		
		DIAMETER @ 4-1/2 FEET ABOVE GRAD	DBH	DBH	DIAMETER @ 2 FEET ABOVE GRADE	HEIGHT	SPREAD	HEALTH	STRUCTURE	CD WITH I.B. *see below	TOPPED CROWN	HEAVY ENDWEIGHT	CABLES INDICATED	INSECTS	DISEASE	DEADWOOD	PAVEMENT DISPLACEMENT	NEEDS WATER	PROTECTED ?	HERITAGE TREE ?	SUITABLE TO PRESERVE		SUITABLE TO TRANSPLANT	RECOMMEND: P, T, R *see below
51	Canary Island Pine	8	7			38	15	3	1															on plan SU1
52	Canary Island Pine	9				35	15	4	1															on plan SU1
53	Chinese Pistacio	18				15	20	1	3															on plan SU1
54	Canary Island Pine	19				60	20	1	1															on plan SU1
55	Canary Island Pine	20				60	20	1	1															on plan SU1
56	Canary Island Pine	15				40	15	3	2								X							on plan SU2
57	Canary Island Pine	19				80	15	4	1								X							on plan SU2
58	Canary Island Pine	19				80	15	1	1															on plan SU2
59	Canary Island Pine	18				80	15	1	1															on plan SU2
60	Canary Island Pine	16				80	15	1	1															on plan SU2



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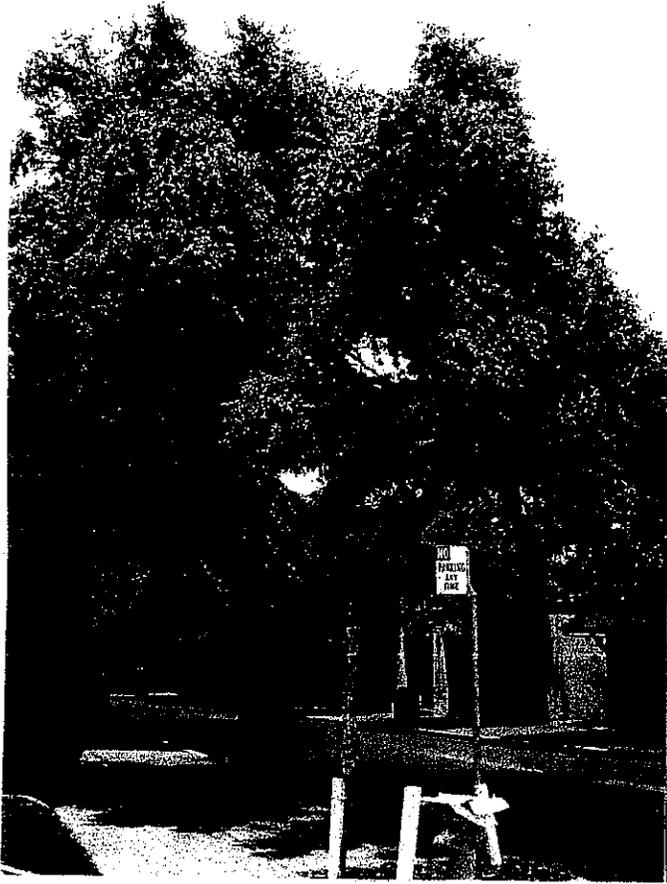


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DEFINITION OF TERMS ON TREE EVALUATION CHARTS

DBH 1	Diameter in inches at breast height, or 4 ½ feet.
MULTI-STEM TREE	Check mark if the tree has more than one stem.
DBH 2 and DBH 3	Diameter at breast height for the multi-stem trunks, if any.
HEIGHT	As explained, listed by feet, approximately.
CANOPY DIAMETER	Canopy diameter listed by feet, approximately.
HEALTH	A judgment of relative health for the species in the subject area and soil. Number 1 signifies excellent health. A rating of number 5 represents specimens which are dead or actively dying.
STRUCTURE	Judgement of relative structure: 1= perfect structure; 2= good to average structure; 3= potentially hazardous and repairable; 4= actively hazardous, but repairable; 5= actively hazardous and not repairable.
HAZARD RATING	A proportionate degree of hazard, based on 3 factors, failure potential, size of part which would fail, and a target rating potential 4-12.
CONDITION RATING	A composite of Health and Structure ratings.
CROWN CLEANING	Crown cleaning is the removal of dead, dying, diseased, crowded, weakly attached, and low-vigor branches and watersprouts from a tree crown.
CROWN THINNING	Includes crown cleaning and the selective removal of branches to increase light penetration and air movement into the crown. Increased light and air stimulates and maintains interior foliage, which in turn improves branch taper and strength. Thinning reduces the wind-sail effect of the crown and the weight of heavy limbs. Thinning the crown can emphasize the structural beauty of trunk and branches as well as improve the growth of plants beneath the tree by increasing light penetration. When thinning the crown of mature trees, more than one-third of the live foliage should never be removed.
CROWN REDUCTION	Used to reduce the height and/or spread of a tree. Thinning cuts are most effective in maintaining the structural integrity and natural form of a tree and in delaying the time when it will need to be pruned again. The lateral to which a branch or trunk is cut should be at least one-half the diameter of the cut being made.
CROWN RESTORATION	Can improve the structure and appearance of trees that have been topped or severely pruned using heading cuts. One to three sprouts on main branch stubs should be selected to reform a more natural appearing crown. Selected vigorous sprouts may need to be thinned to a lateral, or even headed, to control length of growth in order to ensure adequate attachment for the size of the sprout. Restoration may require several prunings over a number of years.



← Photo 1 - Linden #1.

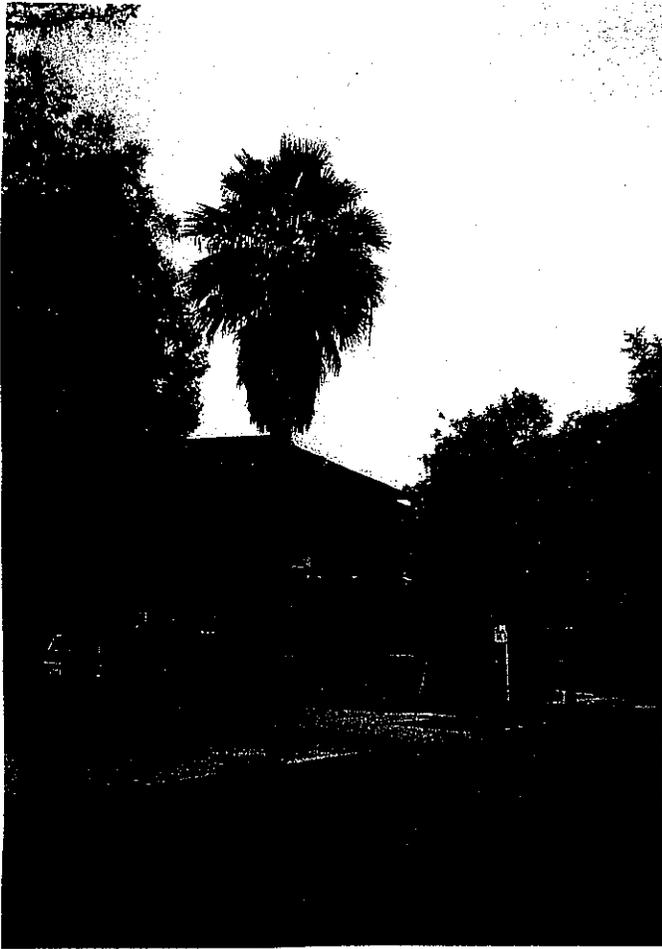
↓ Photo 2 - Linden #2.





↑ Photo 3 – Pistache #3.

← Photo 4 – Linden #4.



← Photo 5 – Mexican fan palm  
#5.

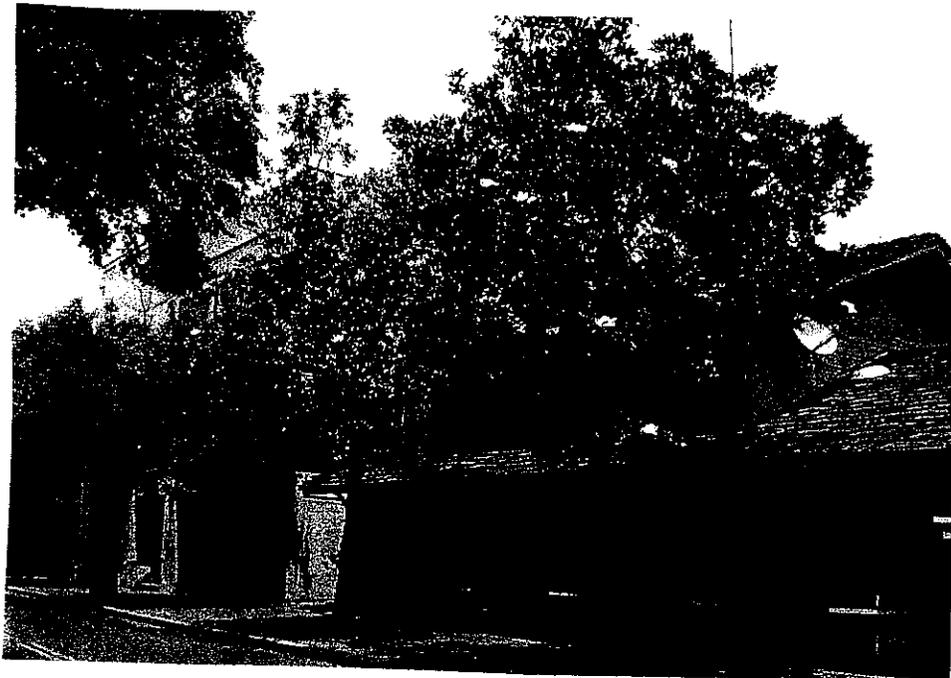
↓ Photo 6 – Pistache #6 & 7.

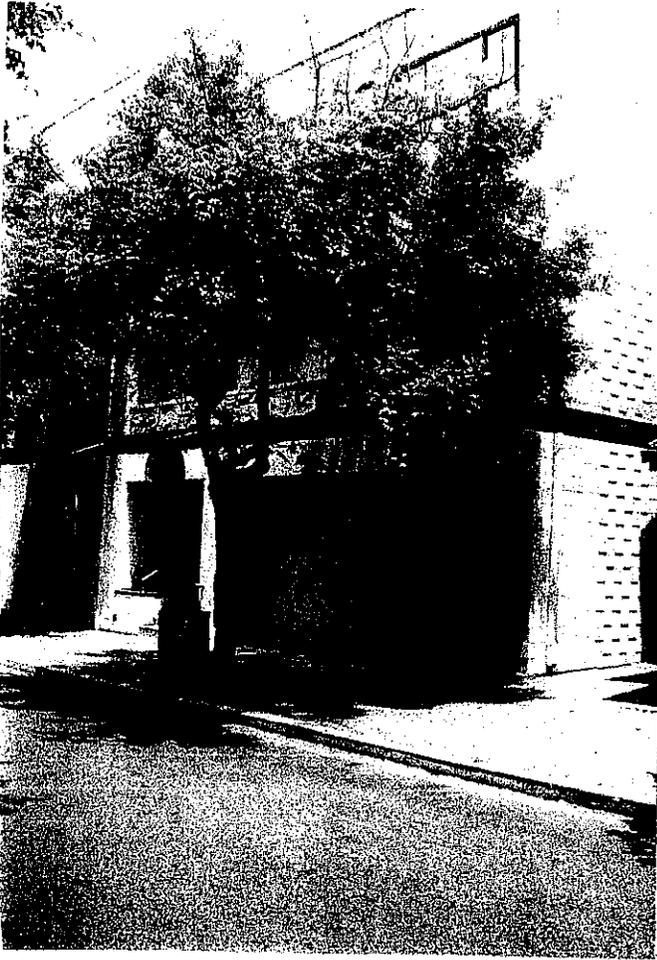




← Photo 7 – Camphor #8,  
Pistache #9 – 12.

↓ Photo 8 – Magnolias #24 & 25.

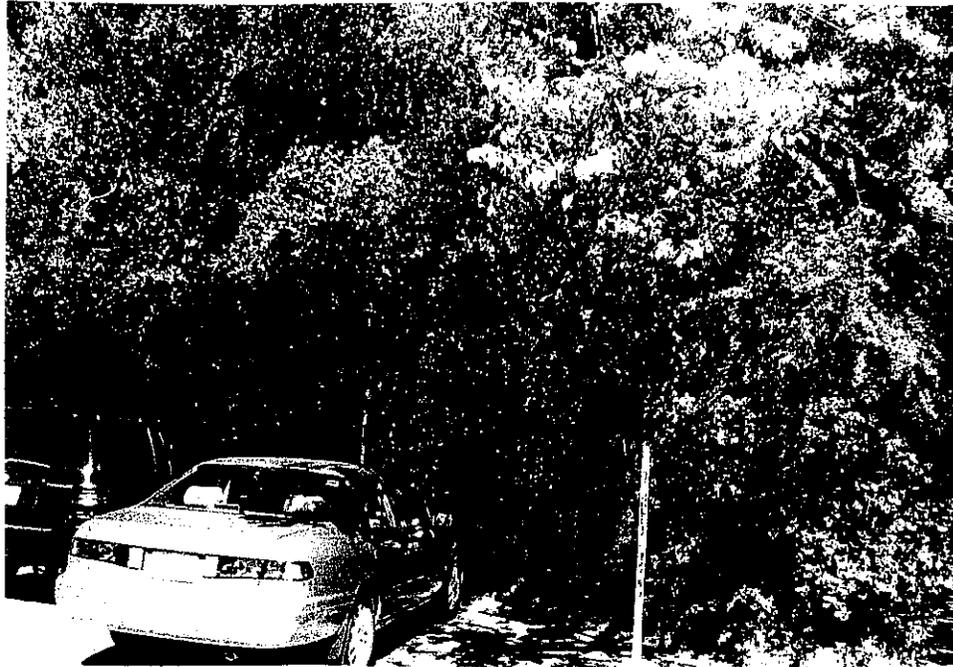




← Photo 9 – Pistache #23 a poor specimen.

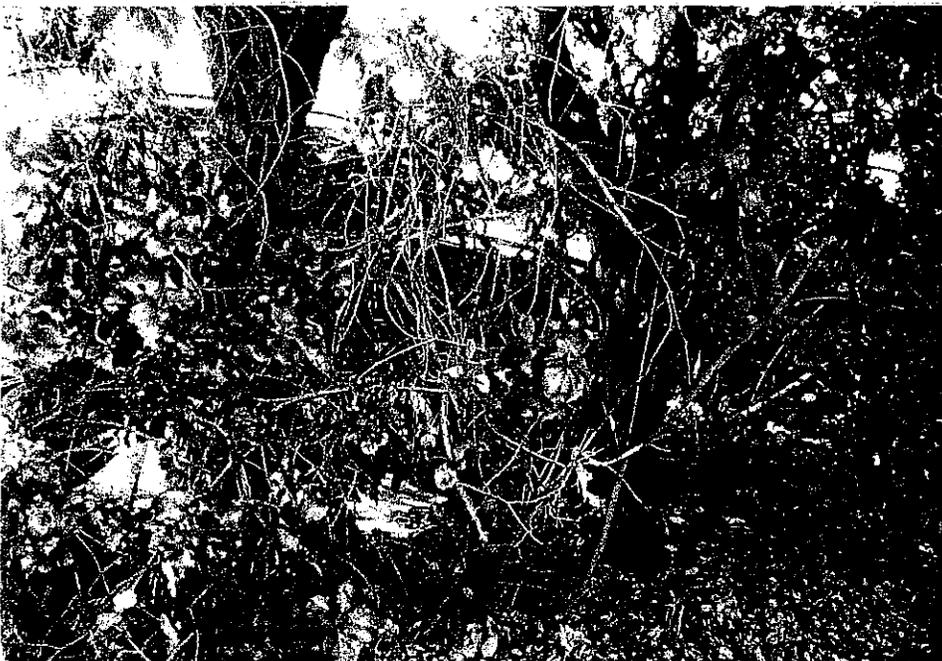
↓ Photo 10 – Pistache #22 & 13.





↑← Photos 11 & 12-

Oaks #26-31.



↑↑←

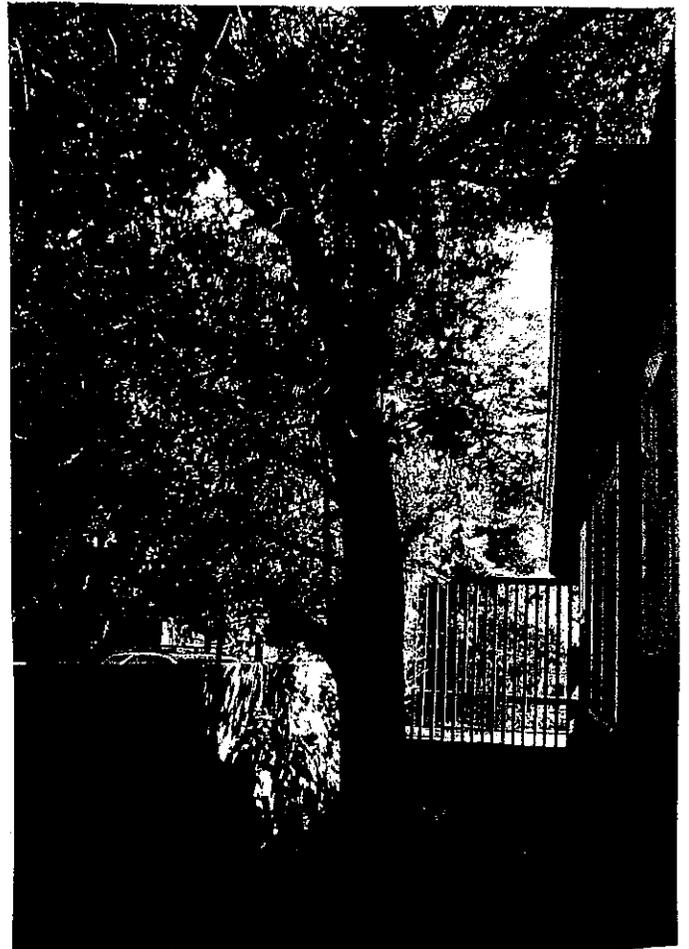
Photos 13, 14 & 15 -  
Oaks #26-31.

Packard Foundation, Los Altos



← Photo 16 – Trees #32 and 33.

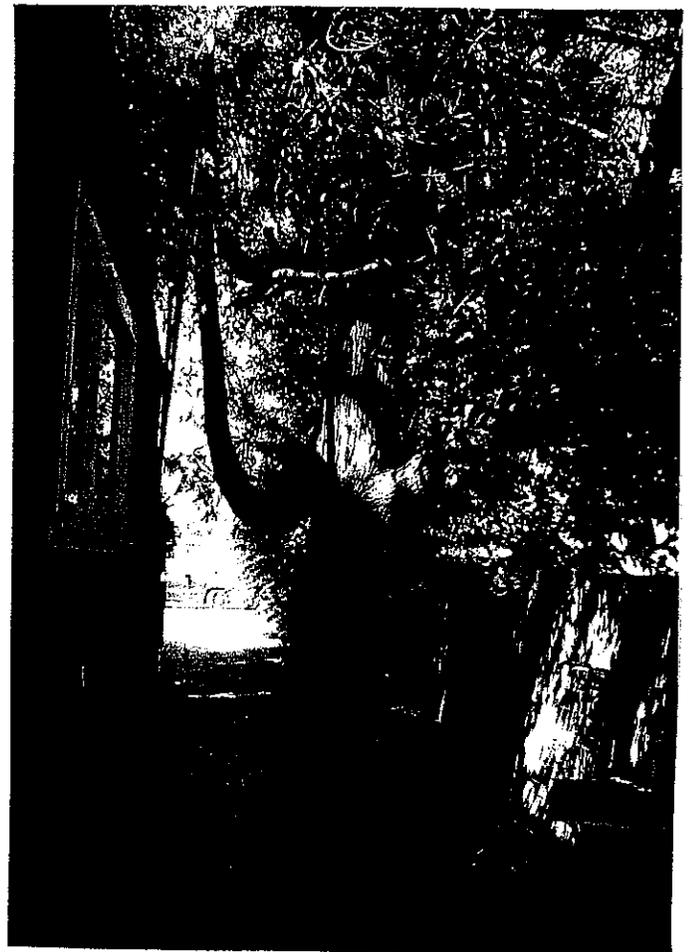
↓ Photo 17 – Live oak #34.





← Photo 18 – Severe infestation  
by Ehrhorn scale.

↓ Photo 19 – Black acacia #35.



Packard Foundation, Los Altos



← Photo 20 – Damage from 1990 freeze.

↓ Photo 21 – Eugenias #36, 37.





← Photo 22 – Ailanthus #38.

↓ Photo 23 – Ailanthus #39.





↑ Photo 24 – Carob #40.

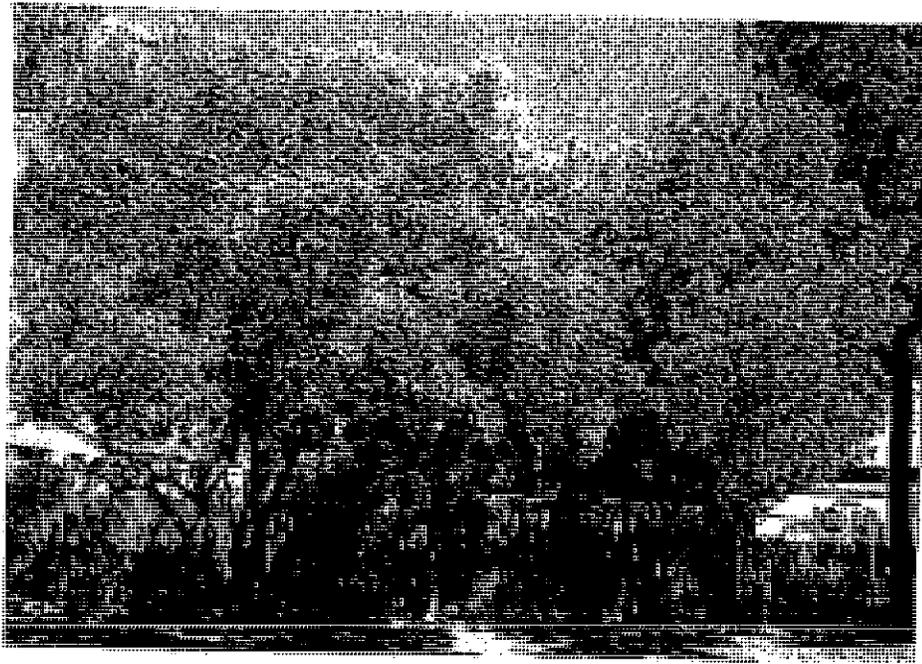
← Photo 25 – Privet #41.



↑ Photo 26 – Incense cedar #42,  
sweetgums #43, 44.

← Photo 27 – Pistachios #45, 48,  
Pines #46, 47.

Packard Foundation, Los Altos

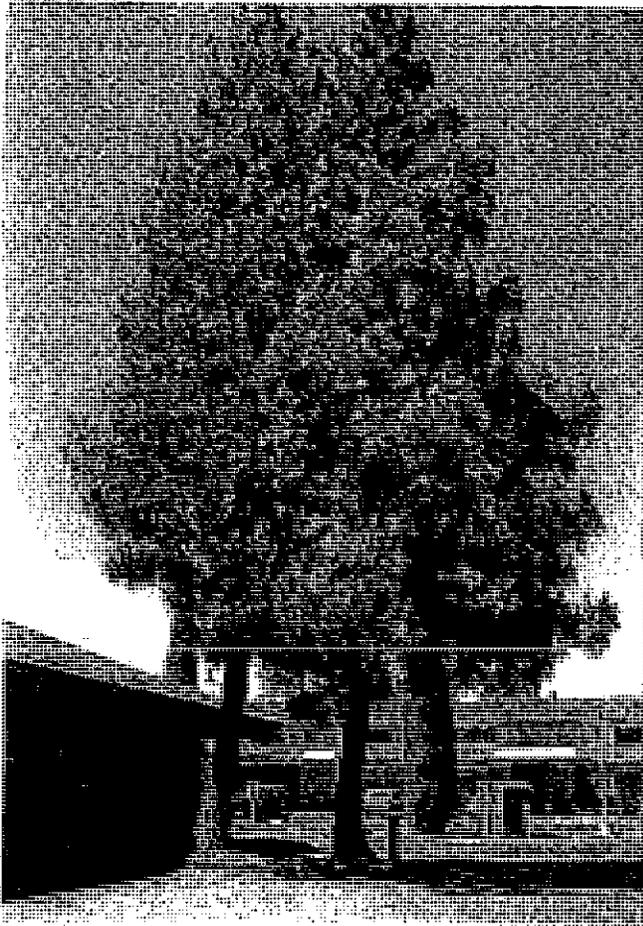


↑ Photo 28 - Pistachios #48-50.



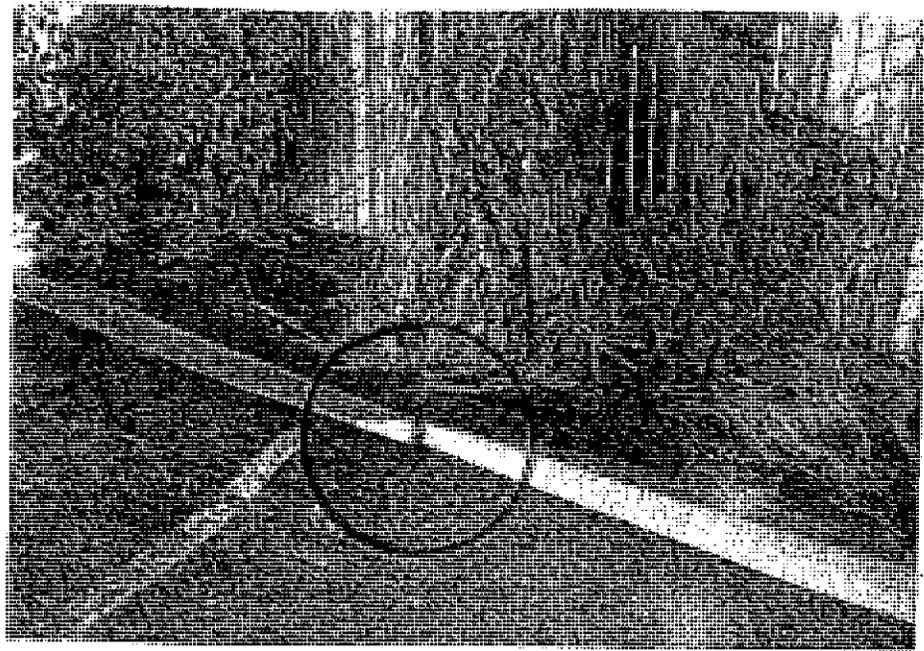
← Photo 29 - Pines #51, 52.

Packard Foundation, Los Altos



← Photo 30 – Pines #54, 55.

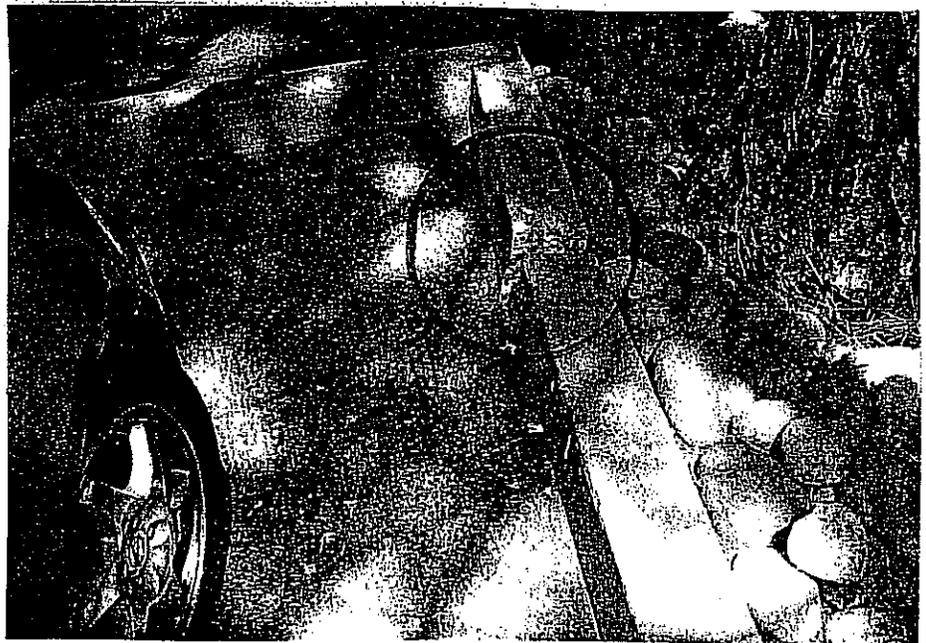
↓ Photo 31 – Curb damage by pines.



Packard Foundation, Los Altos



← ↓ Photos 32 & 33 - Curb  
damage by pines.



# ATTACHMENT C

## AREA MAP

*SITE*



CITY OF LOS ALTOS



APPLICANT:  
LOCATION:

08-D-06  
The David and Lucile Packard Foundation  
343 Second Street

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**ATTACHMENT D****David Kornfield**

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**From:** James Wing [jameswing@msn.com]  
**Sent:** Thursday, January 28, 2010 5:31 PM  
**To:** David Kornfield  
**Subject:** A & S 2/3/10 Meeting

Los Altos City Planner David Kornfield,

Subject: Architectural & Site Control Committee 2/3/10 Meeting Packard Agenda Item

I find proposed building a very good fit for site bounded by San Antonio, Whitney, and 2nd. Pedestrian experience walking along Whitney and San Antonio is enhanced by removal of 3 1/2 driveways, providing soft low landscaping and generous building setbacks. Keeping existing mature street trees along 2nd is a real plus. Removing existing small one story building at Northeast corner of Whitney / 2nd and providing landscaped parking is also a real plus.

Following are some suggested improvements for pedestrian crosswalk, alley, and utilities:

Thanks to developer for wanting to provide a mid-block crosswalk at 2nd street access to parking across the street. Plans show curb to curb raised crosswalk with storm water drainage routed through sidewalk edge landscaping. A mid-block location is an unexpected crosswalk for drivers on 2nd. Raised crosswalks are hard to see from a distance that is needed for driver reaction to pedestrian entering crosswalk. Mature trees on 2nd are deciduous [lots of leaves in gutter] and storm water flow along curbs is high. Bypass drain around raised crosswalk will get clogged with leaves. Trees also restrict visibility of pedestrians entering crosswalk. A better solution for crosswalk is use of embedded wireless solar power flashing LED warning lights activated by pedestrians, same as installed on San Antonio. Drivers can easily see flashing lights from Whitney or Lyell and existing open curb gutter that works well can be used for storm water drainage

Developer plans to provide underground utility along alley on both sides of Whitney. Existing power pole 48 feet north of Whitney carries three heavy transformers and is bent with some cracking [north side 20 feet up]. I recommend this power pole be removed, heavy transformers placed in underground vault and voltage lines run underground north along alley to next pole 152 feet away. All buildings already have underground utility connection except Walgreens which can be re-strung to next pole or run underground. This will improve streetside appearance and provide high reliable utilities for new building.

Garage for approved three story development at 240 Third has exit to alley. Occupants will exit to San Antonio north on alley, left on Whitney to a difficult access onto San Antonio. Many Walgreens customers also use this exit route. Existing traffic waiting for San Antonio now backs up on Whitney. New one way south alley [enter on Whitney, exit on San Antonio] planned by developer will be a desired short-cut to San Antonio. This alley should be changed to reduce cut-through traffic. One option is to maintain existing one-way alley direction north and put small right turn radius for San Antonio drivers to turn into northbound alley.

Thank you for your consideration.

Jim Wing  
Milverton Rd.  
Los Altos, CA

1/29/2010

## *The David and Lucile Packard Foundation*

### **Properties of The David and Lucile Packard Foundation Los Altos, California**

#### **Purpose**

The purpose of this document is to identify the properties currently owned by The David and Lucile Packard Foundation and to provide a brief overview of the Foundation's intent for our properties, in response to a request from the City of Los Altos.

#### **History and Context**

The David and Lucile Packard Foundation has been a member of the Los Altos community for more than 45 years. The Foundation has proudly supported the vitality of the Los Altos community and cares about Los Altos as a place to work and live. The family of David and Lucile Packard were raised in this community and serve as Trustees for the Foundation today. We hope to continue to participate in the success of Los Altos for many years to come.

Over the years, the Foundation has grown in staff size and grantmaking scope, and has occupied from three to seven buildings in Los Altos at any given time. Two properties currently serve the Foundation's work and staff ---300 Second Street and 175 San Antonio. 300 Second Street was completed in 1987 to serve as the Foundation's headquarters. In 1997, 175 San Antonio was added. However, the Foundation's operation is disadvantaged by the distance between these properties.

The Foundation's goals for the 343 Second Street Project are to improve the efficiency of our operations and align our project efforts with our conservation goals. A new building has been planned since 2000, but the project has been interrupted by two downturns in the economy. In December 2009, our Board of Trustees approved plans to build a replicable Net Zero energy building designed to meet the highest LEED rating, and that will minimize our impact on the community and the environment.

Through the years, the Foundation has sought to accommodate our growing operational needs by purchasing properties in close proximity to the 300 Second Street building. Thusly, the Foundation assembled a number of properties that could be suitable for constructing a new building in close proximity to 300 Second Street.

The anticipated future of each of the properties that the Foundation currently owns is described below.

#### **Foundation Properties in 2010**

**A. 300 Second Street.** This property is 22,500 SF and currently houses 61 Foundation staff as well as seven staff for The Packard Humanities Institute. This building was completed by Lucile Packard in 1987 and remains an important symbol of the Foundation's early history. It

March 2010

is anticipated that this property will remain as a home for some Foundation staff after the completion of 343 Second Street.

**B. 175 South San Antonio.** The building will be sold or leased at some point after 343 is occupied. No dates have been discussed yet.

**C<sup>1</sup>. 343 Second Street.** The new building will be constructed on the site bordered by Whitney, Second, and San Antonio streets. The corner of the site, at Second and San Antonio streets, will be landscaped.

**C<sup>2</sup>. 321 Second Street.** This property has been incorporated into the overall 343 Second Street project. The existing building is to be deconstructed and a landscaped visitor parking is proposed. This parking will be covered by trellises with photo voltaic or solar panels. The corner of the site, at Whitney and Second, will be a landscaped feature area.

**C<sup>3</sup>. Surface parking lots, Second Street.** These surface lots have been incorporated into the overall 343 Second Street project. They will be re-surfaced and landscaped. These are Lots 10, 14, and 16, Block 11.

**D. 388 Second Street.** At present, there is not a plan or an anticipated use for this property. It is currently being leased.

**E. 350 S. San Antonio.** This property was purchased in anticipation of its potential use as part of the new 343 Second Street project. In fact, it is not required. The Foundation does not have an anticipated use for this building or its surface parking except during the construction of 343 Second Street. During construction, this property will serve as offices for the Owner's Representative and the Contractor. Its use thereafter is uncertain.

**F. 309 Second Street.** Like others, this property was purchased to facilitate the construction of the new building. It has not been incorporated as part of the 343 Second Street Project. It is currently leased to tenants and the Foundation anticipates continuing to lease out this property.

PACKARD FOUNDATION

**Parking & Transportation Demand  
Management Plan**

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Nelson\Nygaard Consulting Associates  
785 Market Street, Suite 1300  
San Francisco, CA 94103

**April 2008**

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## Introduction

This report proposes a parking and transportation demand management strategy for the Packard Foundation's buildings in downtown Los Altos. It includes several sections. First, we briefly review the current City of Los Altos zoning code requirements regarding parking. We then describe three options for handling parking and transportation at the Foundation, and discuss the implications of each option for winning approval for the Foundation's proposed new building. The next section considers the question of setting goals for the Foundation's parking and transportation strategy. We propose the Foundation consider adopting two primary goals for its parking and transportation strategy. First, there is an immediate need to secure entitlements from the city to build the Foundation's proposed new building, and to continue providing the necessary parking and transportation services required to allow Foundation employees and visitors to efficiently go about their everyday business. Second, we propose that the parking and transportation demand management strategy for the Foundation should seek to advance the Foundation's conservation mission.

The next section of this report estimates the cost of providing additional parking spaces to serve the Foundation's expansion, since understanding the cost of building and operating parking is useful for evaluating the cost-effectiveness of investing in transportation demand management programs and services to reduce parking demand.

We then review the existing commute patterns of Foundation employees, as revealed by the recent employee transportation survey, describe the existing transportation demand management programs of the Foundation, and summarize suggestions received from employees about how to improve and expand these programs. Finally, we recommend a set of transportation demand management strategies for the Foundation to consider.

## Background: the Existing Regulatory Framework

As described at greater length in our previous parking analysis memo of March 4, 2008 (attached as Appendix A), the 343 Second Street building site, like 300 Second Street, lies in a Commercial Downtown (CD) Zoning District. Under the current zoning code, a parking supply of no less than one parking space for every 250 square feet of gross floor area, or four parking spaces per thousand gross square feet (gsf), is required, unless a parking variance is granted by the City. As described in the parking analysis memo, providing this amount of parking, we believe, will result in the construction of a substantial number of excess spaces. This number of parking spaces could be built in some combination of underground spaces and surface lots (using the Foundation's parcels adjacent to the 300 Second Street). However, doing so would be costly (either in terms of construction cost, for underground spaces, or valuable land, in the case of surface lots). Therefore, we propose that the Foundation consider three options for the Foundation's expansion:

- a. **Comply with current zoning:** build enough parking to meet the current zoning code's requirements.
- b. **Assume current behavior:** provide enough parking to meet the Foundation's actual needs, assuming no change in current parking demand rates.

- c. **Implement a strong transportation demand management program:** provide enough parking to meet the Foundation's actual needs, assuming a strong transportation demand management program is implemented.

These three options are described in more detail in the next section.

## **Parking & Transportation Options for the Foundation's Expansion**

### **Option A (Worst-Case Scenario): Meet the Current Zoning Code**

As noted above, under the current zoning code, a parking supply of no less than four spaces per thousand gross square feet (gsf) of building area is required, unless a parking variance is granted by the City. The proposed new building at 343 Second Street will have an approximate square footage of 39,650 square feet, so the City's zoning code will require the Foundation to provide no fewer than 159 parking spaces for the new building, unless a variance is granted (see Figure 1). The Foundation's existing building at 300 Second Street, since it is already entitled, will be required to retain its existing 86 spaces, but will not be required to add more spaces. Therefore, under the current zoning code, the Foundation will be required by the city to provide a minimum of 245 parking spaces for the two buildings.

### **Figure 1 Proposed Buildings, Parking Required by Current Zoning**

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Since there is no guarantee that the City will grant a variance from the current zoning code, we recommend that as a worst-case scenario the Foundation prepare a design option that provides a total supply of at least 245 parking spaces. This can be accomplished through a combination of underground parking and surface parking on the adjacent parcels owned by the Foundation. Providing this amount of parking will however, in our estimation, result in the construction of a substantial number of excess spaces.

### **Option B (Assume Current Behavior): Provide Enough Parking to Meet the Foundation's Actual Needs, Assuming No Change in Current Parking Demand Rates**

The proposed employee population for 343 Second Street is 121, based upon the number of office workstations provided in the current building plans. As currently configured, 300 Second Street accommodates a maximum of 64 workstations, and is therefore expected in the future to house a maximum of 64 employees (including both Foundation employees and non-Foundation employees).<sup>1</sup> Therefore, the two buildings will contain a total of up to 185 employees in the future, or 2.97 employees per thousand gsf (see Figure 2).

<sup>1</sup> Source: February 26, 2008 telephone conversation with Don Silva of the Packard Foundation.

## Figure 2 Proposed Buildings, Employee Population & Parking Demand

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The employee transportation survey conducted in February examined employee transportation behavior at the Foundation's Los Altos offices over the course of a full workweek. Foundation employees were asked about their commute patterns during the week of February 11-15. The survey found that on the peak day for employee driving to the office (Wednesday, February 13), 69% of employees drove to the office alone and 3% were drivers for a carpool, so that on this peak day, 73% brought a car to the office. The employee parking demand rate on that peak day was therefore 0.73 parking spaces occupied per employee working in the Foundation's Los Altos buildings. The peak parking demand rate is noticeably less than one parking space per employee, in part due to use of alternative transportation modes and in part due to employee travel, telecommuting, days off due to illness and vacation days taken.

As shown in Figure 2, at 0.73 parking spaces occupied per employee, employee parking demand for the future population of 185 employees would be 135 parking spaces. Guest parking is also needed. For example, Board meetings of the Foundation create visitor parking demand. With 16 Board members, assuming that all attend and all drive alone (a conservative scenario) an additional 16 parking spaces may be occupied during Board meetings. Board meetings normally occur four times per year, and are typically held over two days on Thursday and Friday. However, if the Foundation wishes to provide a large number of additional on-site parking spaces to serve events at the proposed new large meeting room in the new building, more parking spaces may be desired. We look forward to discussing the program and parking needs for this meeting room with you further.

Given our current understanding of the building program, it appears that *assuming no change in current behavior*, the Foundation will need 135 parking spaces for employees, plus a number of guest spaces. If 16 guest parking spaces were provided (one per Board member), a total of 151 parking spaces would be needed. Since 86 spaces already exist at 300 Second Street, an additional 65 spaces would need to be provided. Based upon the draft plans prepared for the new building at 343 2nd St, the spaces could be provided in a single level of underground parking (providing approximately 73 spaces) below the new building, or in surface lots on the adjacent Foundation-owned parcels.

### **Option C (Implement Transportation Demand Management Program): Provide Enough Parking to Meet the Foundation's Actual Needs, Assuming A Strong Transportation Demand Management Program Is Implemented**

If a strong transportation demand management program is developed to serve the employees and guests of the Foundation, then the Foundation can expect to reduce parking demand from its current level. In similar circumstances, employers have been able to reduce parking demand (and the associated traffic) by 25% or more. This report presents a recommended transportation demand management program which is designed to achieve that goal, for the Foundation's consideration.

As described under Option B, given our current understanding of the building program, it appears that *assuming no change in current behavior*, the Foundation will need 135 parking spaces for employees, plus a number of guest spaces.

If a strong transportation demand management program is implemented to reduce employee parking demand by 25% (or approximately 34 spaces), then 101 employee parking spaces will be needed. Adding, as in the previous scenario, 16 guest parking spaces (one per Board member), means that a total of 117 parking spaces would be needed. Since 86 spaces already exist at 300 Second Street, an additional 31 spaces would need to be provided. Again, based upon the draft plans prepared for the new building at 343 2nd St, these spaces could be provided in a single level of underground parking below the new building, or in surface lots on the adjacent Foundation-owned parcels.

In addition, the Foundation may wish to consider options such as sharing parking with the City. The nearby public parking lots and the available supply of nearby on-street parking may be especially useful for helping to handle occasional parking needs, such as parking for occasional large events at the Foundation's new meeting room. For occasional large events (if the Foundation chooses to host such events in the future), making use of this resource will be cheaper than constructing additional underground parking spaces.

Finally, the realities of building construction mean that constructing underground parking is often a "lumpy" investment. Decisions about building underground parking are typically made in terms of constructing full levels of parking beneath the footprint of a building (e.g., no underground parking, one level of parking or two levels). Normally, it is not possible to save a pro-rata share of a parking garage's cost by constructing one fewer space, or half a level instead of a full level. Some savings may be obtained, but not a simple pro-rata share.

Therefore, the Foundation may still wish to build a single full level of underground parking (approximately 73 spaces) beneath the new building, while also implementing a strengthened transportation demand management program. This option would provide a total of 159 spaces (86 existing at 300 Second Street, plus 73 new spaces at 343 Second Street). This would provide 58 spaces more than needed to satisfy employee parking demand when a strong transportation demand management program is in place. In the short term, the spaces would provide additional guest parking; in the longer term, the spaces could serve a future expansion of the Foundation.

Still another alternative would be to construct no underground parking at 343 Second Street, and rely instead upon surface lots on the adjacent parcels, plus the existing garage at 343 Second Street.

## **Setting Goals for This Parking & Transportation Demand Management Plan**

To be effective, the Foundation's parking and transportation strategy should be guided by clear goals. We propose that the Foundation consider adopting two primary goals for this plan. First, there is an immediate practical need to secure entitlements from the city to build the Foundation's proposed new building, and to continue providing the necessary parking and transportation services required to allow the Foundation's employees and visitors to efficiently go about their everyday business

Second, we propose that the parking and transportation demand management strategy for the Foundation should seek to advance the Foundation's conservation mission. Forming a

transportation strategy which both meets the Foundation's essential, practical needs of the moment -- to win approval for a new building and to provide for its employees and visitors daily needs -- and advances the Foundation's overall conservation goals is a unique opportunity. It provides the opportunity to clearly understand the challenge that so many other employers face, to design practical, cost-effective and readily implementable solutions for that challenge, and to demonstrate through everyday action how American employers, and local governments, can chart a more sustainable course.

The Foundation's website summarizes the mission of the Foundation's conservation and science program as follows:

*[The Foundation's conservation and science program] is focused on the challenge of sustainability, finding paths for human progress that protect and restore the ecological systems upon which all life depends. We invest in action and in ideas. We support public policy reforms and changes in private sector practices. We also support scientific activities to develop essential knowledge and tools for addressing current and future priorities.<sup>2</sup>*

Regarding the particular challenge of climate change, the Foundation's goal is described in this way:

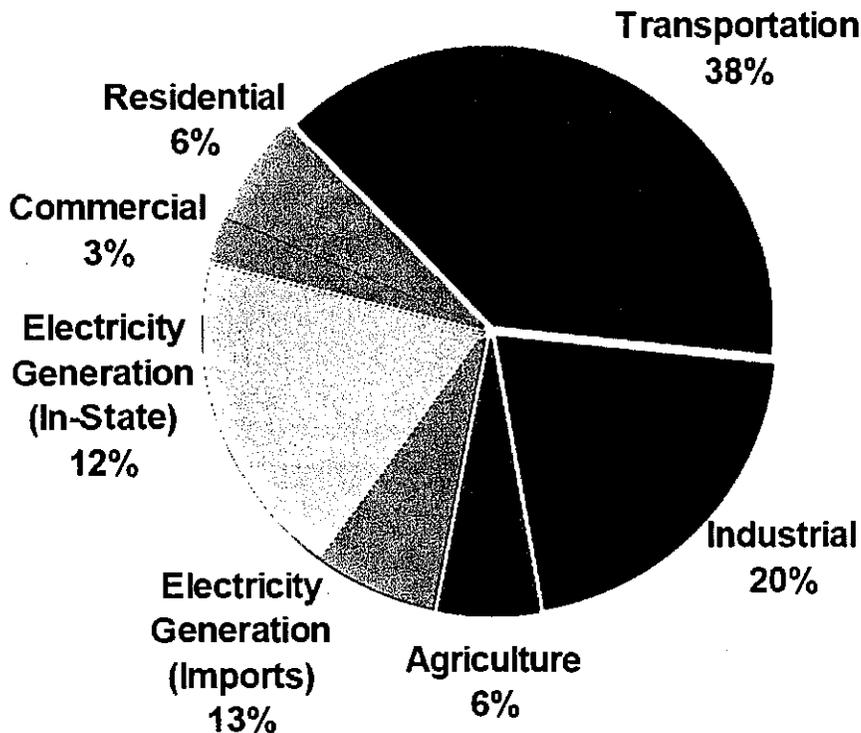
*The goal of the Climate subprogram is to reduce greenhouse gas emissions that cause climate change by supporting energy policy reforms and research in the United States, China, and the Amazon.<sup>3</sup>*

Addressing the transportation sector is a critical part of reforming energy policy. In California, for example, as shown in Figure 3, the transportation sector accounted for 38% of greenhouse gas emissions in 2004, with the vast majority of these emissions coming from private automobiles.

<sup>2</sup> <http://www.packard.org/categoryList.aspx?RootCatID=3&CategoryID=61> Accessed on April 13, 2008.

<sup>3</sup> *Ibid.*

**Figure 3 California Greenhouse Gas Emissions 2004<sup>4</sup>**



Considering the case of office buildings in California, recent studies have found that for the average office building, employees' commutes to the building consume substantially more energy than the operation of the building itself. For the average office building in California, operating energy usage is 72 KBTU per square foot per year. Transportation energy usage for commutes to and from the average California office building is 127 KBTU per square foot per year. That is, the amount of energy consumed by the commute to the average office building is 57% greater than the energy used to operate the building itself.<sup>5</sup>

Addressing employee transportation is therefore an essential part of addressing climate change in California. What specific goal, if any, should be adopted for reducing greenhouse gas emissions resulting from employee commutes to the Foundation? That is a question for the Foundation to decide. However, one goal to consider would be to seek to achieve California's statewide goals for reducing greenhouse gas emissions at the level of the emissions resulting from the operations of the Foundation itself, including employee commutes. California's targets call for greenhouse gas (GHG) emissions to be reduced to 2000 levels by 2010; 1990 levels by 2020; and 80% below 1990 levels by 2050.<sup>6</sup>

<sup>4</sup> Panama Bartholomy, Advisor to the Chairman California Energy Commission. *California Leadership on Land Use and Climate Change: Presentation at the New Partners for Smart Growth Conference, Washington, DC. February, 2008.*

<sup>5</sup> Ibid.

<sup>6</sup> Office of the Governor, press release 6/1/2005

Whatever specific goal the Foundation might choose to adopt, it appears likely to us that to achieve truly significant reductions in greenhouse gas emissions due to Foundation employee commute trips, it will be necessary to not only improve the fuel efficiency of any automobiles driven to the Foundation, but to also reduce the number of employee commute trips made by automobile. Fortunately, helping employees get to work without a car has the advantage of not only reducing greenhouse gas emissions, but also of potentially reducing the number of parking spaces that Foundation will need to construct (at considerable expense).

We believe that by instituting a stronger transportation demand management program, the Foundation can cost-effectively reduce parking demand, traffic congestion and greenhouse gas emissions. As noted earlier, numerous employers have used transportation demand management programs to reduce employee parking demand and vehicle trips by 25% or more, and we believe that similar reductions can be achieved at the Foundation.

## **The Zoning Code Challenge**

However, creating a cost-effective parking and transportation demand management strategy does face a notable challenge, in the form of the current city approval process for new buildings. The City's current zoning code, which requires the construction of four parking spaces per thousand gross square feet of building area (that is, more than 1.3 parking spaces for each employee who will work in the new building when it is fully occupied), creates a significant hurdle for sustainable transportation planning.

Given the value of land in downtown Los Altos (and the desire to create an attractive, pedestrian friendly new building that fits within the traditional village environment), it is desirable to place new parking underground. The cost of doing so, however, is likely to exceed \$50,000 per space (as described later in this report), or in excess of \$350 per month per space to build and operate over the expected useful lifetime of the garage. When land value is taken into account, the cost of providing parking on surface land within downtown Los Altos is also high.

If the Foundation were to construct enough parking to meet the standard city zoning code requirements, many of these expensive spaces would sit empty, even assuming no change in the current patterns of employee commuter behavior. If the Foundation then invests substantial resources in providing employees with better alternatives to driving to work alone, still more expensively built employee parking spaces will sit unused.

In short, it would be very expensive to build an oversupply of employee parking, and then invest still more money in transportation demand management programs to persuade employees to not use it.

For the Foundation, the swiftest and most certain path to gaining approval for the new building is simply to build enough parking to meet the current zoning code requirement. However, if this path is taken, then from a purely financial standpoint, leaving aside the Foundation's environmental mission, it makes little sense to invest additional funds in reducing parking demand, traffic and greenhouse gas emissions.

On the other hand, if the City will allow the Foundation to build only as much parking as it feels will be required to meet its own needs, then the savings on parking construction can be invested in programs to reduce employee parking demand, traffic and pollution. With a cost to

accommodate employee cars of greater than \$350 per month per parking space, it makes both environmental and financial sense to invest in all those alternative transportation strategies that are capable of reducing parking demand for less than the price of \$350/space/month.

This situation is not unusual. In many American cities, the minimum parking requirements embedded in the typical zoning ordinance require employers to build enough parking so that there is a surplus of parking at the typical employment site, even when there is little or no transit present, parking is given away for free and the employer has no transportation demand management programs. Once employers have built a space for every person, they then have little incentive to invest in transportation demand management programs to reduce parking demand.

To overcome this hurdle, it will be important to work with the City staff, elected officials and other stakeholders in Los Altos (as the Foundation deems appropriate) to understand why the City placed minimum parking requirements in its current zoning code, and to work with the City to craft a development agreement (or parking variance, or zoning code change) that will allow the Foundation to build the right amount of parking for its own needs and to then invest a portion of the savings on parking construction in more sustainable transportation programs.

## **Background: the Purpose & History of Parking Requirements in Los Altos**

To place the Foundation's own challenge in perspective, and to understand the larger challenge facing all employers who seek to reduce greenhouse gas emissions in the transportation sector, it is helpful to understand why cities like Los Altos adopted minimum parking requirements, and why many cities have been working to reform them. This section provides that background. For the reader who wishes to move directly to recommended actions to strengthen the Foundation's transportation demand management programs, this section may be skipped.

When did Los Altos first adopt minimum parking requirements, and why? The exact year in which Los Altos first adopted minimum parking requirements is unknown to us, but judging from both the architecture of Los Altos's historic buildings, and the history of similar California cities, Los Altos's first minimum parking requirements probably went into effect in the first decade after World War II.<sup>7</sup> The City's first parking requirements may have been adopted in 1952, when the community became an incorporated city.

Why were they adopted? The text of the zoning code in Los Altos does not actually single out a specific purpose for its parking requirements. However, in nearby Palo Alto, the zoning code specifies that minimum parking requirements are adopted to "alleviate traffic congestion", while other California cities list similar purposes for their minimum parking requirements. For example, the City of San Diego zoning ordinance says the purpose of minimum parking requirements is to "to reduce traffic congestion and improve air quality". Has it worked? For half a century, virtually every city in California has had minimum parking requirements, and yet not only has traffic congestion gotten worse, it is projected to steadily worsen over the next 20 years.

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<sup>7</sup> UCLA Professor Donald Shoup writes that a 1946 survey of 76 cities found that only 17% had parking requirements in the zoning ordinances. Five years later, 71% of the cities had parking requirements or were adopting them. Refer to: Shoup, Donald. 2005. *The High Cost of Free Parking*. Chicago: Planners Press. Page 22.

As described in later sections, several of the cities with the strongest records of reducing vehicle trips and traffic congestion have eliminated minimum parking requirements, and instead now have *maximum* parking requirements (that is, they limit the number of spaces allowed at each building). These cities now regard maximum parking requirements - the opposite approach - as an essential tool for preventing traffic congestion.

Why was it believed that setting minimum parking requirements would alleviate traffic congestion? By the 1920s, the new problem of "spill-over parking" had already arrived in many downtowns. Automobiles filled up all of the curb parking in front of shops and apartments, and any nearby private parking, and then sometimes spilled over into nearby neighborhoods, crowding the streets there. In search of free parking near their destination, motorists often took to circling about, waiting for a space to open up. Figure 4 shows the observed patterns of various motorists circling in search of parking spaces in Chicago in 1939. The study, undertaken by Wilbur Smith, was carried out by recording vehicles that repeatedly passed through a busy intersection during the evening hours.

In several studies conducted throughout the 20th century, researchers studying cruising in urban areas found that, as UCLA Professor Donald Shoup summarizes, "Between 8 and 74% of traffic was searching for parking, and it took between 3.5 and 13.9 minutes to find a curb space."<sup>8</sup>

Instead of searching for parking, many motorists simply double-parked, clogging traffic lanes and greatly increasing congestion. Perhaps most importantly, well-known traffic engineers, such as Wilbur Smith, pointed out that if enough off-street parking were built to meet all possible demand, it would be much easier to prohibit on-street parking. The streets could then be filled from sidewalk to sidewalk with moving traffic.

The desire to take over the curb lanes for traffic, along with the problems of double parking and cruising for parking spaces, led to a new idea: the minimum parking requirement. In 1923, Columbus, Ohio adopted the first off-street parking requirement, requiring one parking space for each apartment in new apartment buildings. In 1939, Fresno became the first city to adopt minimum parking requirements for any use besides housing, adopting them for hotels and hospitals. The essential concept was that if each destination provided ample parking, with enough spaces available so that even when parking was free there would be plenty of room, then there would be plenty of spaces at the curb.

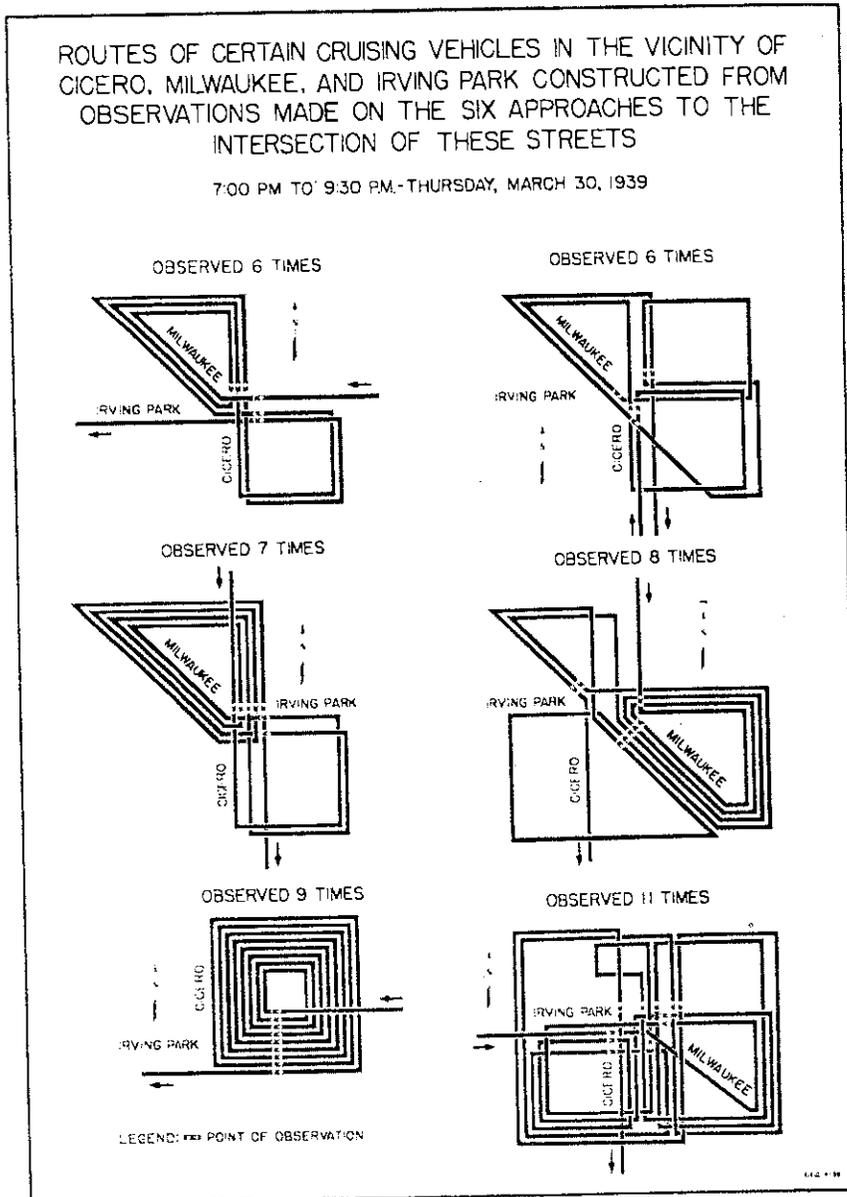
Motorists would no longer need to circle the block looking for a space, and so traffic congestion would be lessened. As a matter of both American policy and law, the concept is well-established. For example, in a 1975 court ruling on off-street parking requirements, the Colorado Supreme Court ruled:

*Studies of traffic problems uniformly find air pollution to be related to autoists moving slowly around block after block seeking a place to park. In these days of environmental concern, we cannot believe that it is unconstitutional to require those who invite large numbers of people to their establishments--who in turn clog the streets, air and ears of our citizens--to provide parking facilities so that automobiles may be placed in a stall and stilled.<sup>9</sup>*

<sup>8</sup> Shoup, Donald. 2005. *The High Cost of Free Parking*. Chicago: Planners Press. Page 290.

<sup>9</sup> Shoup, Donald. 2005. *The High Cost of Free Parking*. Chicago: Planners Press. Page 277.

Figure 4 Observed Routes of Cruising Vehicles in Chicago, 1939



From the Report: "A Plan to Relieve Traffic Congestion in the Portage Park Retail Shopping Center." A Survey by City of Chicago, Chicago Motor Club, Chicago Surface Lines, April 1939

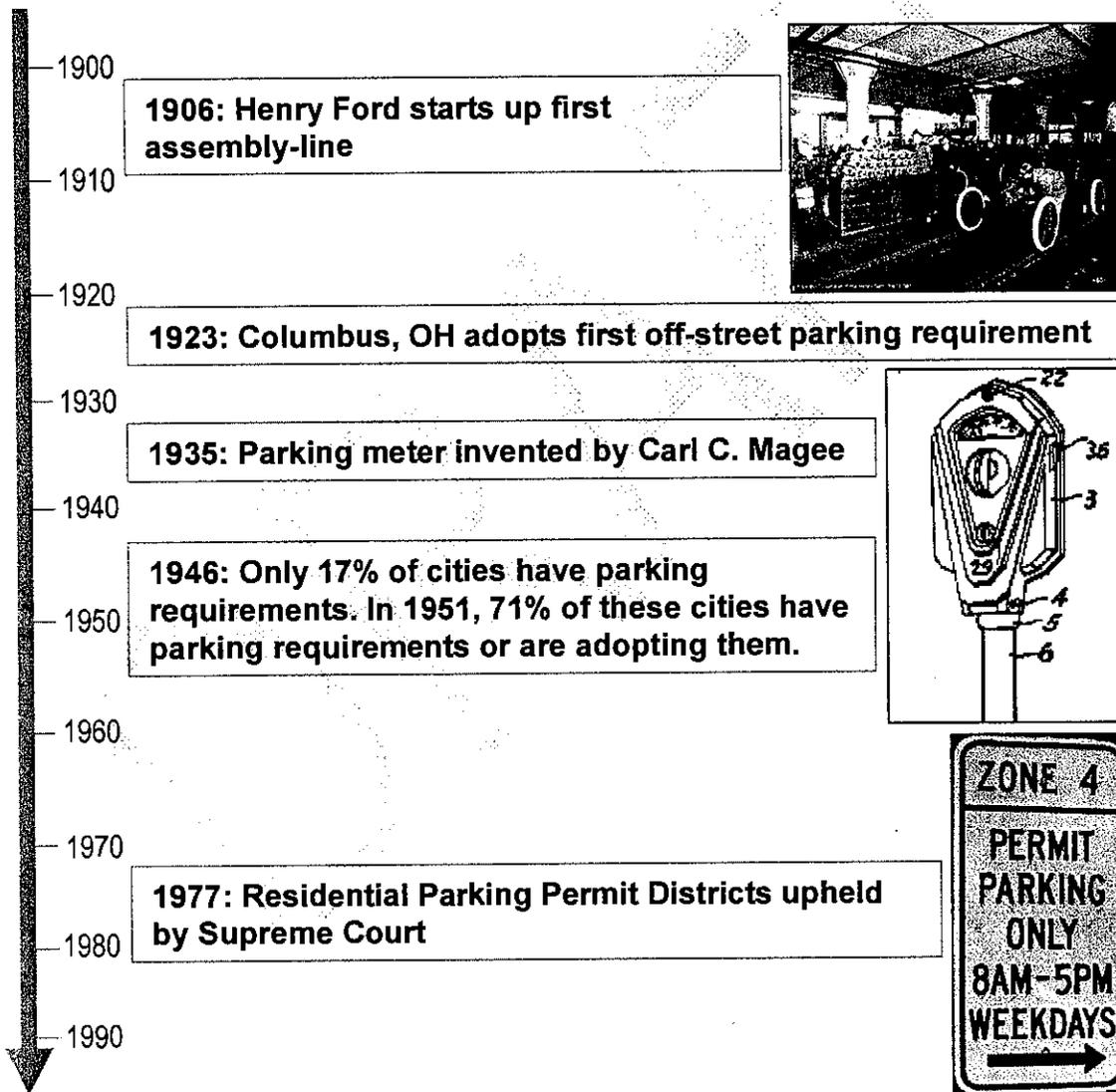
FIGURE 4—Observed Routes of Cruising Vehicles

Thus, minimum parking requirements stem from a philosophy that providing ample parking lots at every destination *reduces* traffic congestion, air pollution and greenhouse gas emissions.

In 1923, when minimum parking requirements were first invented, they probably appeared to be the only solution for the novel problem of cars filling up all of the curb space. It was not until 1935, in Oklahoma City, that the parking meter would be invented and then spread rapidly to

other cities (see timeline in Figure 5). Even then, minimum parking requirements likely appeared to be the only reasonable solution for preventing spillover parking in many areas, given the relatively high cost of installing and enforcing meters. Moreover, land was cheap and there were ample orchards and fields yet to be developed all over the San Francisco Bay Area, so the cost of complying with minimum parking requirements might have seemed fairly low. The concept of Residential Permit Parking Districts, which reserve curb spaces for residents and their guests, and effectively prevent spillover parking, had not yet been invented. The nation's first to be challenged in court, in Arlington, Virginia, was upheld by the Supreme Court in 1977, and thereafter, Residential Permit Parking districts spread rapidly throughout the country.

**Figure 5 History of Off-Street Parking Requirements**



Minimum parking requirements, however, had unintended consequences for traffic. When considering the problem of traffic congestion created by cruising for parking, and the concept of minimum parking requirements as a cure for this congestion, one thing is often overlooked. In

city after city, from Seattle to San Francisco to Sarasota, the motorists circling the block are not just looking for a parking space. They are looking for a space that is cheap or free.

Los Altos, like most California cities, did not explicitly require free parking, but did set minimum parking requirements that were simply high enough to satisfy the demand for parking even when parking was given away for free. Forcing the creation of this much supply had the predictable result of ensuring that most destinations in fact did wind up with free parking.

What were the consequences? Hawley Simpson, who conducted the first research on cruising for parking (and who later became president of the Institute of Traffic Engineers), predicted the problems that later arose from free off-street parking. "Rather than assisting in solving the street traffic problem" he said, "it may very probably have the opposite effect by inducing a large amount of unnecessary vehicle usage. Free storage is an economic fallacy."<sup>10</sup>

Decades later, researchers conducted numerous studies demonstrating that Hawley Simpson's observation was right. Dozens of studies have now demonstrated that when parking is given away free of charge, people drive more. The amount of extra driving induced is substantial. In the Recommendations section of this report, we summarize the results of several studies of commuters in Los Angeles and elsewhere. The studies found that on average, when employers pay for their employees' parking at work (and provide no equivalent benefit to those who don't drive), the number of employees driving to work increases by more than a third.

If a major goal of this transportation plan is to understand how to reduce parking demand and greenhouse gas emissions, then the role played by parking requirements in creating free parking, and thus more driving, cannot be overlooked.

When asked why he robbed banks, Willie Sutton famously said, "Because that's where the money is." The case for paying attention to the cost of complying with parking requirements in Los Altos is similar: because that is where a good deal of transportation spending is going. The cost is hidden, and therefore often almost unnoticed by most citizens. However, this does not make it any less important. In transportation planning, as in many other fields, you tend to get what you pay for. When cities require large amounts of spending on parking and other automobile infrastructure, they tend to get large amounts of additional automobile usage.

Minimum parking requirements also give employers, including the Foundation, a strong incentive to build auto-oriented projects. *As of right*, under standard minimum parking requirements, employers may build projects with free parking and at least one parking space per person -- a formula for the maximum amount of traffic per person. As noted earlier, once employers have built a space for every person, they have little incentive to invest in transportation demand management programs to reduce parking demand. Once a great deal of money has been spent to build a parking structure, with enough space to park everyone for free, who would want to invest still more money to empty it out?

Minimum parking requirements also frequently set up a dynamic in the development approval process that works against traffic reduction. Employers who seek to build less parking are sometimes seen as "trying to get away with something". Suppose that an employer seeks to invest heavily in traffic reduction: for example, by spending one dollar on transportation demand management for every dollar spent on parking, instead of only investing in providing employees

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<sup>10</sup> Ibid. Page 280.

with free parking. Such a strategy requires special permission, introduces uncertainty and potential delays into the approval process, and is therefore seen by developers and employers as an uphill road.

Fortunately, as described in some of the examples shown in the Recommendations section of this report, many employers (and sometimes entire cities) have succeeded in reducing traffic, often funding their traffic reduction efforts by using the savings reaped on parking construction costs. Especially in cities where land values and therefore parking costs are as high as in Los Altos, it is often simply cheaper to reduce traffic and parking demand than to build additional parking.

The point of this brief history has been to show the power of good intentions and unintended consequences. Los Altos, like most American cities, imposed minimum parking requirements in an effort to prevent the serious traffic congestion caused by cruising for free curbside parking. The unexpected result, however, was to create far more driving.

Fortunately, the Foundation and the City of Los Altos have more choices available to them than either: (a) accepting traffic congestion caused by cruising for free curbside parking, or (b) imposing minimum parking requirements, which tends to lead to free parking everywhere and induces more driving. The following sections summarize some key lessons learned from the large body of research literature on traffic reduction, and present a set of recommended strategies for helping employees get to work without bringing along a car. We begin by estimating the cost of providing additional employee parking at the Foundation.

## **The Cost of Parking**

Between the existing garage at 300 Second Street and the spaces in existing surface lots owned by the Foundation, the Foundation already owns a substantial parking supply. This section estimates the cost to add additional parking spaces to that supply, as a way of estimating the savings that might be gained by investing in improving the Foundation's transportation demand management programs.

As shown in Figure 6, an underground garage beneath 343 Second Street can be expected to cost in the neighborhood of \$50,000 per space to build, creating mortgage and operating costs in excess of \$350 per month per space to build and operate over the expected useful lifetime of the garage.

### Figure 6 Estimated Costs Per Space for Underground Parking

#### Capital Costs

	Parking Structure
Construction Costs per Space	\$50,000
Soft Costs (as a percentage of construction costs)	27%
Project Cost (= construction costs + soft costs)	\$63,500

#### Resulting Costs Per Space Per Year

Debt Service, per Space per Year	\$3,878
Operations & Maintenance, per Space per Year	\$396
<b>Total Cost per Space per Year</b>	<b>\$4,274</b>

<b>Total Cost per Space per Month</b>	<b>\$356</b>
<b>Total Cost per Space per Workday</b>	<b>\$16.40</b>

This analysis is based on the following definitions and assumptions, which are fairly typical for the parking industry:

- Construction Costs (a.k.a. "hard costs") are the brick-and-mortar expenses for the parking ground. Hard costs include all costs for visible improvements, such as grading the site, pouring concrete, steel and steel workers, electrical work, carpentry and plumbing. These costs were estimated at \$50,000 per space, based upon our experience with cost estimates for other recent underground parking garages.
- Soft costs are the costs for items that one cannot visibly see, such as architectural and engineering fees, environmental reports and any government fees, such as building permits. In the spreadsheet below, soft costs are entered as a percentage of construction costs. A typical rule of thumb for parking facilities is that soft costs will be equal to 27% of construction costs.
- A long-term interest rate of 5% to repay any mortgage taken out to pay for the facility was assumed. (Alternatively, if cash were to be used to pay for parking, this rate would represent the opportunity cost of tying up capital in a garage, rather than placing it in an endowment where it can be expected to earn interest.)
- A 35-year expected useful life for the parking facility was assumed, in line with typical parking industry rules of thumb.
- The estimate of costs per space per workday is based on an assumption of 21.72 workdays per month.

These assumptions lead to a cost to provide underground parking of approximately \$356 per space per month, or \$16.40 per workday.

The analysis above estimates the cost per space for an underground parking structure. When land value is taken into account, the cost of providing additional parking on surface land within downtown Los Altos is also likely to be high. However, we have not attempted to estimate that

cost as part of this study, since the current building plans call for underground parking. Moreover, for purposes of this analysis, understanding the cost to add underground parking spaces is sufficient to establish that the cost of providing additional parking at the Foundation is substantial.

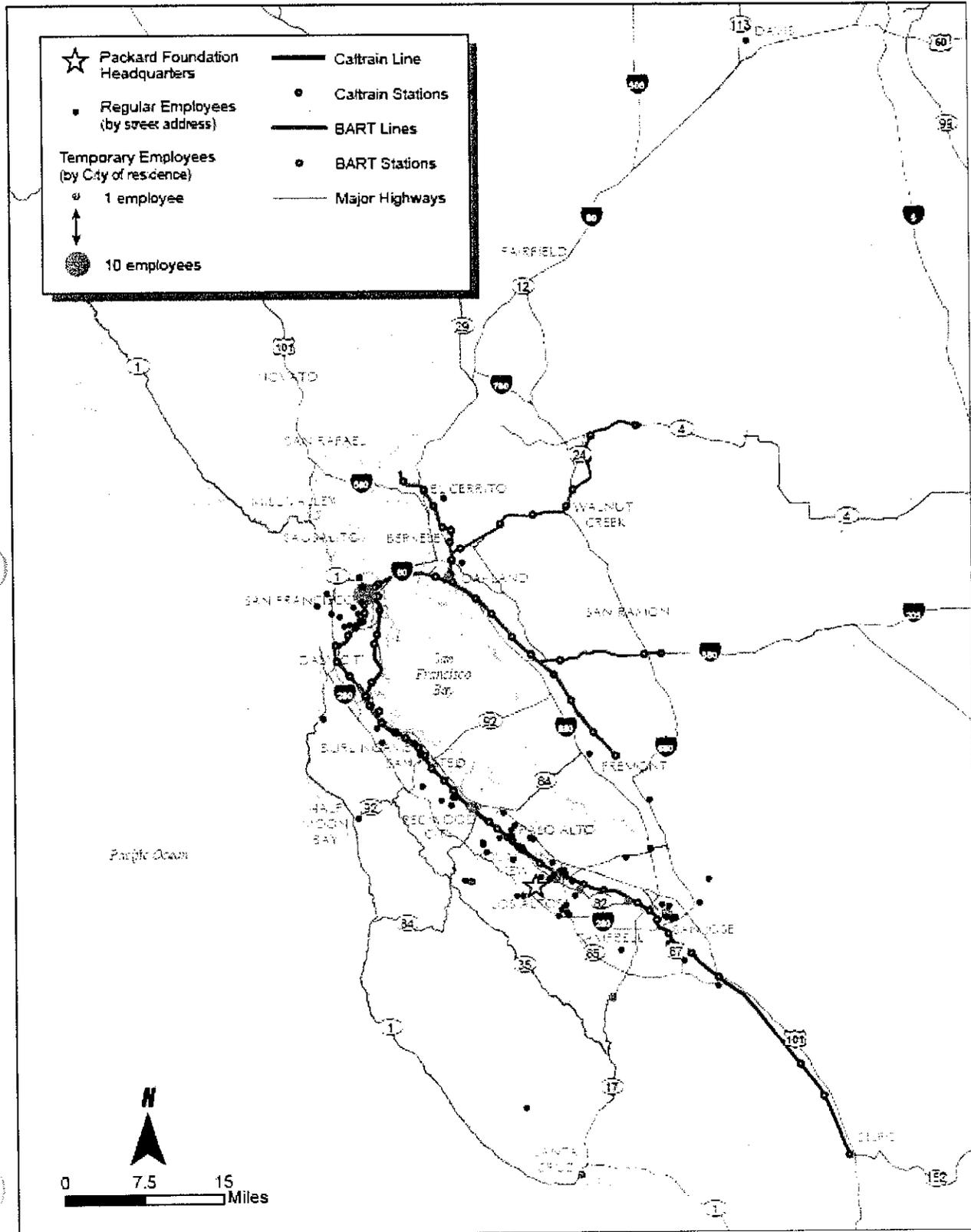
### **An Alternative to High Parking Costs**

A clear alternative to taking on this high cost of providing additional parking (for at least some portion of the employee population) is to implement all those alternative transportation strategies that are capable of reducing parking demand for less than the price of \$350/space/month. The next section describes the existing commute patterns of Packard employees and the Foundation's existing transportation demand management programs, and then recommends a set of demand reduction strategies for consideration.

## **Existing Transportation Conditions: Summary of Employee Survey**

In order to better understand how Foundation employees currently get to work and what their transportation needs are, we conducted an employee transportation survey in February, 2008. The complete survey results are described in Appendix B. The survey found that Foundation staff live throughout the Bay Area, with concentrations in San Francisco, along the Peninsula and in San Jose (as shown in Figure 7).

**Figure 7 Employee Home Locations - Bay Area**



## Employee Transportation Mode Split

- During the survey week, most employees reached work by driving alone. *On average* during the week, commute patterns were as follows (as shown in Figure 8):
- 66% of survey respondents drove to work at one of the Foundation's buildings, and drove to work alone.
- 3% were carpool drivers, and 3% carpool passengers.
- 5% rode CalTrain.
- 1% listed the Packard shuttle from CalTrain as their *primary* transportation mode.
- 1% bicycled and 1% walked to the office.
- The second largest mode group was those who did not go into the office, due to various reasons: 12% did not go into the office due to travel for work (12%); an additional 3% worked from home; 1% were out sick; and 3% did not work or were on vacation. Therefore, on average during the week, 19% of employees did not come to the Los Altos offices for these various reasons.

**Figure 8 What was the Primary Mode of Transportation You Took to Get to Work each Day Last Week?**

Day	Drive Alone	Carpool Driver	Carpool Passenger / Other	Caltrain	VTA Light Rail	Bus	Packard Shuttle from Caltrain	Bicycle	Walk	Other	Did not go to office	Travel for work	Worked from home	Out sick	Did not work	On vacation
Feb 11	67%	3%	3%	4%	0%	0%	1%	1%	0%	0%	12%	3%	1%	3%	0%	
Feb 12	66%	3%	3%	4%	0%	0%	1%	1%	0%	0%	12%	3%	1%	3%	0%	
Feb 13	69%	3%	3%	4%	0%	0%	1%	1%	0%	0%	12%	3%	1%	3%	0%	
Feb 14	66%	3%	3%	4%	0%	0%	1%	1%	0%	0%	12%	3%	1%	3%	0%	
Feb 15	58%	3%	3%	3%	0%	0%	1%	1%	0%	0%	12%	3%	1%	3%	8%	
Week	66%	3%	3%	4%	0%	0%	1%	1%	0%	0%	12%	3%	1%	3%	0%	

Although there is VTA Light Rail in the region, and (infrequent) VTA bus service to Los Altos, none of the respondents indicated that they used either as their primary mode of transportation. It is important to note that the Drive Alone rate ranged from 64% to 69% from Monday to Thursday, but dropped to 58% on Friday. In part, this is due to many workers not working on that day. During the week surveyed, this Friday, February 15, was just before the President's Day three-day weekend, which may explain why the rate of people working from home or taking the day off jumped to 8%.

To evaluate employee parking demand, it is worth noting that on the peak day for employee driving to the office (Wednesday, February 13), 69% drove to the office alone and 3% were drivers for a carpool, so that on this peak day for driving, 73% of survey takers brought a car to the Foundation's Los Altos offices. **One can therefore estimate that the employee**

parking demand rate on that peak day was 0.73 parking spaces occupied per employee who works in these buildings. The peak parking demand rate is noticeably less than one parking space per employee, partially due to use of alternative transportation modes, and partially due to employee travel, telecommuting, illness and days off.

One survey question (see Figure 9) examined whether employees made use of an automobile once they had arrived at work. On average, 11% used a car during the business day for business needs (e.g., to go to off-site meetings). In addition, the survey found that on average, approximately 19% conducted personal trips by car during the workday, presumably during lunch or another break.

**Figure 9 On which days last week did you use a car at work?  
(Question # 6)**

Response	Yes - for business needs	Yes - for personal needs	No - I don't use a car (not for business or personal)	Percentage
02110000	6%	18%	74%	100%
02120000	7%	21%	73%	100%
02130000	11%	11%	78%	100%
02140000	12%	20%	68%	100%
02150000	10%	20%	70%	100%
Total	11%	19%	70%	100%

## Employee Suggestions for Reducing Vehicle Trips

The employee transportation survey included an open question to close out the survey. This final question asked: "Given the Foundation's commitment to the environment, we are hoping to reduce the number of cars driven to the Foundation on a daily basis. Do you have any ideas to facilitate this effort?" Almost 60 employees responded with suggestions. These employee suggestions included:

- Charge for parking
- Provide cash incentives for *not* driving
- Increase Caltrain Shuttle frequency
- Provide hybrid cars for use to and from Caltrain
- Create a "buddy" system to encourage train riding
- Establish a San Francisco Office
- Provide shuttles or vanpools from San Francisco
- Provide better on-site showers/lockers for cyclists

- Allow more telecommuting
- Provide shared cars on-site for errands/meetings

A number of these strategies suggested by employees could work well for the Foundation. They, and other strategies, are discussed in detail in the following sections.

## A Toolkit of Transportation Demand Management Strategies

Figure 10 provides a matrix of potential transportation demand management strategies for the Foundation's consideration. Some, such as providing a shuttle to the CalTrain Station, are strategies that the Foundation can implement by acting on its own, without necessarily needing to partner with other institutions. The last four strategies listed would almost certainly require acting in partnership with others: for example, improving the frequency or quality of public transit service to Los Altos would require partnering with the Valley Transportation Authority (which operates the public bus routes in Los Altos) and potentially also with other partners, such as the City of Los Altos and other employers.

**Figure 10 Toolkit of Strategies**

	Implementation	
	Can do independently	Requires partners
<b>Current strategies</b>		
Shuttle to CalTrain	√	
Commuter Check program	√	
Bicycle parking, showers, clothes lockers	√	
<b>Potential additional strategies</b>		
Eco-Pass/Go-Pass	√	
Parking pricing	√	
Parking cash-out	√	
Guaranteed ride home	√	
Car-sharing	√	
Improve telecommuting	√	
Information, marketing, promotions	√	
Ride-matching service	√	
Improve public transit		√
Improve bicycle lanes & paths		√
Transportation Management Association		√
"Park-Once" district: share public parking		√

# Current Transportation Demand Management Programs

## Caltrain Shuttle

Currently, Packard Foundation employees are offered a free shuttle service from the Mountain View and San Antonio CalTrain stations. The current shuttle service, which the Foundation has funded as a six-month pilot program, is being administered by the Silicon Valley Community Foundation (SVCF). The Community Foundation has contracted with Serendipity, a private bus operator, to provide the shuttle service. Four shuttle runs are made in the morning and four during the evening commute period, at approximately 30 minute frequencies. Each run is timed for easy transfers to CalTrain.

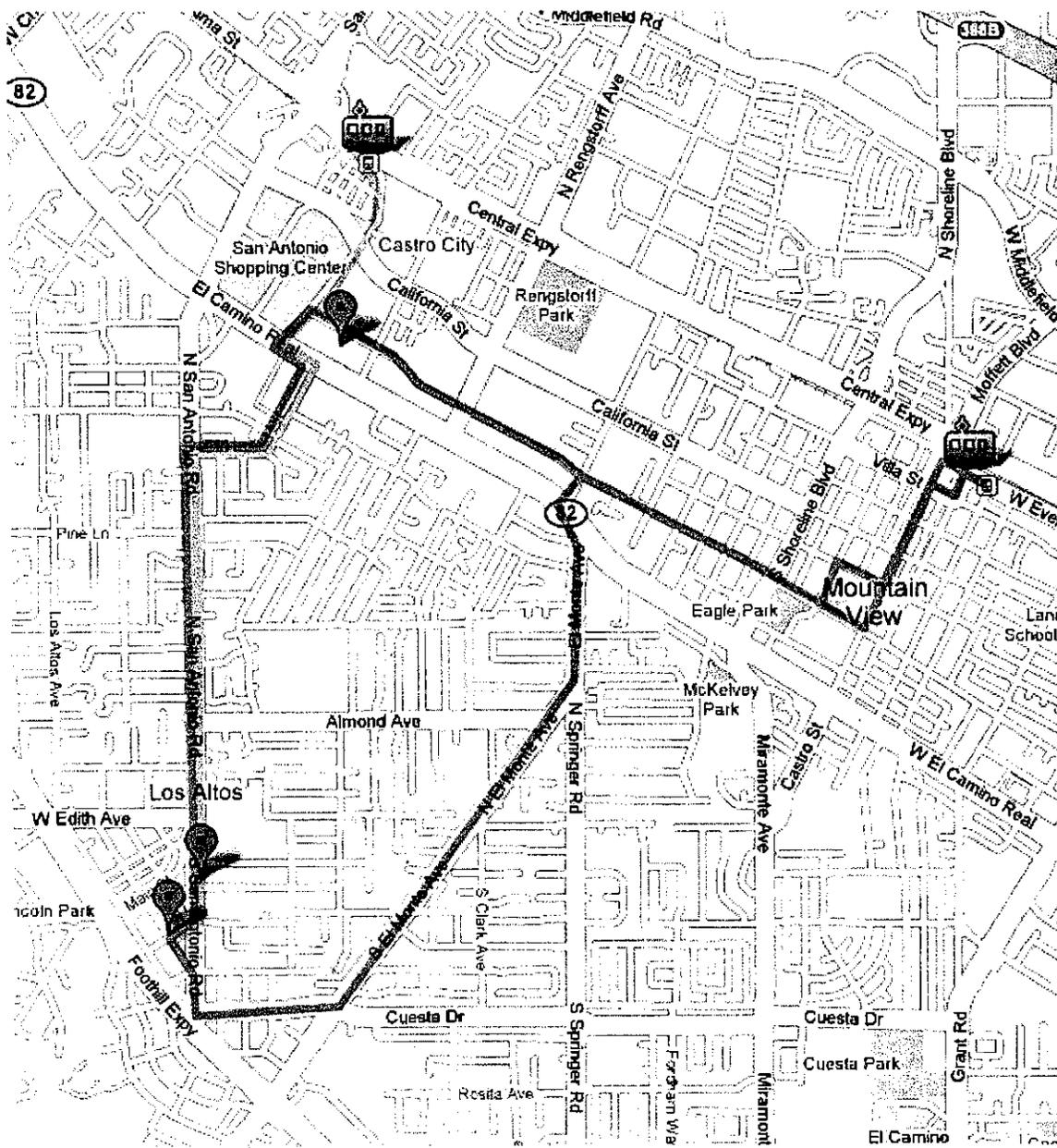
As shown in Figure 11, in the morning, three of the four shuttle runs pick up passengers at the Mountain View Caltrain Station, then drop off passengers at Silicon Valley Community Foundation (SVCF). The shuttle runs then go south on San Antonio Road, dropping off Packard Foundation employees at both Foundation buildings in downtown Los Altos. The remaining a.m. shuttle run is timed to meet a train arriving at the San Antonio CalTrain Station, and then follows the same route as the other three morning shuttle runs. In the afternoon, all four shuttle runs are made to the Mountain View Station. The route is the same as in the morning, except that passengers are first picked up at SVCF, then at the Packard Foundation, and the shuttle finishes its route at Mountain View Station where passengers are dropped off.

The pilot program began operating on November 23, 2007 and is scheduled to run until the end of April. The Packard Foundation provided a six-month grant of \$49,500 (i.e., \$8,250 per month) to SVCF to fund the service. The service replaced the previous taxi service, which offered a free taxi ride each day for any Packard employees who signed up for a group taxi ride each day to or from the Caltrain station.

Currently, access to the service is limited to Packard and SVCF affiliates. Daily ridership is four to eight Packard employees, and three to four Silicon Valley Community Foundation employees, for a total of seven to 12 daily riders.

This pilot program has revealed one significant issue that needs to be resolved in order for the shuttle service to continue. For the Packard Foundation and the Silicon Valley Community Foundation's employees, liability risks are covered by the employees' Worker's Compensation. However, opening up the shuttle service to other riders, such as other downtown Los Altos employees, (which could improve ridership and potentially attract other funding partners) is a significant liability concern for the SVCF.

**Figure 11 Caltrain Shuttle Route**



### Commuter Checks

The Commuter Check program allows employees to purchase transit passes with pretax dollars. The Foundation also subsidizes employee transit pass purchases in the following manner:

- If an employee requests \$110/month worth of commuter checks, the Foundation contributes \$40 and the employee pays the balance.
- If an employee requests \$55/month worth of commuter checks, the Foundation contributes \$20 and the employee pays the balance.

## Bicycle Parking, Showers & Clothes Lockers

The Foundation currently offers sheltered bike racks at 175 San Antonio Road, and at 300 Second Street, there is a bicycle rack in the secure, gated underground parking garage. Showers are provided at both sites. At both sites, small lockers are provided for employees to store clothes.

Potential future improvements, as at least one employee suggested, could include full-length clothes lockers to make it more convenient for employees to store clothes at the office.

At 343 Second Street, the new building should (and we understand is currently being designed to) also provide secure bicycle parking, showers and clothes lockers. As at 300 Second Street, secure bicycle parking can be accomplished by placing bicycle racks within a secured underground garage, or by providing bicycle lockers on-site or a bicycle room within the building.

## Potential Transportation Demand Management Strategies *Not* Recommended

As at least one employee suggested, the Foundation could charge for employee parking. Charging for parking is indeed one of the most effective strategies for reducing employee parking demand and commute trips. When it comes to fringe benefits for transportation, most American employees are presented with a strongly skewed set of financial incentives: free parking if they drive, and little or no help if they don't. That combination leads to high drive-alone rates and high parking demand.

As Figure 12 shows, charging employees to park (i.e., removing or reducing parking subsidies) reduced vehicle trips by an average of 27% in the mostly California case studies shown here.

**Figure 12 Employee Parking Pricing Effect on Auto Commute Rates**

Case Study and Type	Autos Driven per 100 Employees		Decrease in Auto Trips
	Employer Pays for Parking	Driver Pays for Parking	
Mid Wilshire, Los Angeles (before/after)	48	30	-38%
Warner Center, Los Angeles (before/after)	92	64	-30%
Century City, Los Angeles (with/without)	94	80	-15%
Civic Center, Los Angeles (with/without)	78	50	-36%
Downtown Ottawa (before/after)	39	32	-18%
Average of Case Studies	70	51	-27%

Source: Willson, Richard W. and Donald C. Shoup. "Parking Subsidies and Travel Choices: Assessing the Evidence." Transportation, 1990, Vol. 17b, 141-157 (p145).

In a previous section we estimated that free parking is a benefit which will cost in the range of \$350 per month per space to provide at the Foundation's new building. The parking prices charged in the studies summarized in Figure 12 were substantially lower than this sum.

However, free parking is one of America's most cherished (and tax-free) employee benefits. For most employers, taking this benefit away or reducing it raises concerns about employee morale and retention. Therefore, the best answer for most employers, instead of trying to take this benefit away, is to even out the incentives faced by employees, by offering cash to those employees who choose not to drive.

## Recommended New Transportation Demand Management Strategies

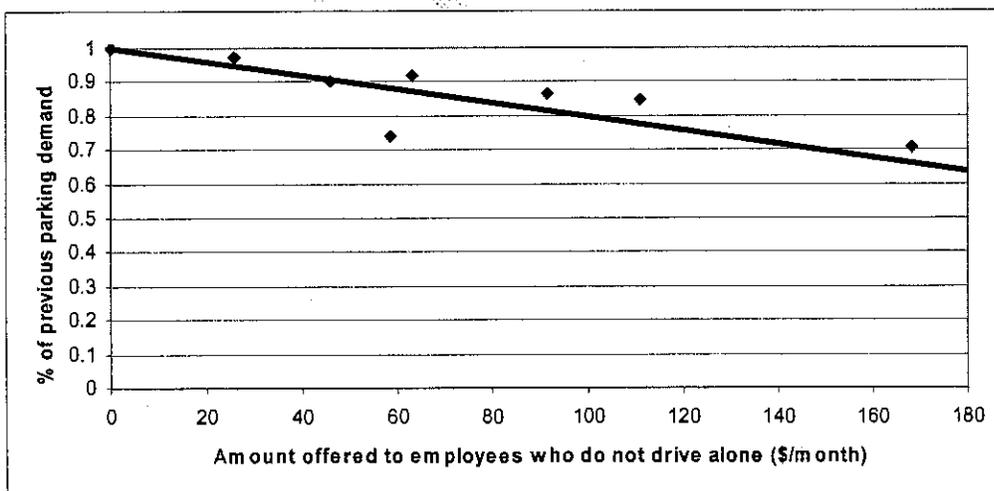
### Recommendation 1. Establish a Parking Cash out Program

**Goal:** Subsidize all employee commute modes equally and create incentives for employees to carpool, take transit and bike or walk to work.

**Recommendation:** Offer all employees a cash subsidy for each day that the employee comes to work at the office without bringing a car. To be equal in value to the cost of the free parking currently offered to employees, the cash subsidy should be set at \$16 per workday, equal in value to the estimated cost to build and operate underground parking at the new building.

**Discussion:** The primary benefit of establishing a parking cash out program is its proven effect on reducing employee vehicle trips and parking demand. Figure 13 illustrates the effect of instituting parking cash out programs at seven different employers located in and around Los Angeles. Figure 14 presents the same information in the form of a table.

**Figure 13 Effects of Parking Cash Out on Parking Demand**



Source: Derived from Donald Shoup, "Evaluating the Effects of Parking Cash out: Eight Case Studies", 1997. Figures are in 2005 dollars.

### Figure 14 Effects of Parking Cash Out on Parking Demand

Case study	Cash offered per month	Demand before (Cars per hundred employees)	Demand after (Cars per hundred employees)	Change in demand
City Government	\$26	72%	70%	-3%
Legal Services	\$46	83%	75%	-10%
Medical Care Services	\$58	61%	45%	-26%
Video/Audio Production	\$63	85%	78%	-8%
Legal Service	\$92	88%	76%	-14%
Banking Service	\$111	79%	67%	-15%
Legal Service	\$168	75%	53%	-29%
<b>Average of all studies</b>	<b>\$70</b>	<b>78%</b>	<b>66%</b>	<b>-13%</b>
<b>Weighted Mean</b>	<b>\$81.04</b>			<b>-16% = -0.202% / \$1</b>

Source: Derived from Donald Shoup, "Evaluating the Effects of Parking Cash out: Eight Case Studies", 1997. Figures are in 2005 dollars.

As shown in the graph, offering larger cash amounts resulted in greater reductions in employee parking demand, with the largest effect, a reduction of 29% in parking demand, occurring at the employer which offered a cash benefit equal to \$168 per month (in 2005 dollars) to employees who did not drive to work. It should be noted that most of employers in the case studies are located in areas that do not have good access to transit service, so a large part of the reduced parking demand that occurred due to these parking cash out programs resulted when former solo drivers began carpooling.

Other benefits of establishing a parking cash out program include:

- The program establishes an equal transportation subsidy for employees who ride transit, carpool, vanpool, walk or bicycle to work. The benefit is particularly valuable to low-income employees, who are less likely to drive to work alone.
- The program is uniquely flexible, offering assistance to any employee who does not drive, on any day that they do not drive, no matter what alternative mode they choose. The program also works even if an employee carpools on one day, and bicycles to work on the next.
- The program provides a new fringe benefit that can help recruit and retain employees.
- Employers who offer parking cash out programs report that the programs are simple to administer and enforce, typically requiring just one to two minutes per employee per month to administer.

Examples of parking cash out programs in the San Francisco Bay Area include Genentech, the South San Francisco biotechnology company, which offers four dollars per workday to employees who do not drive, and Varian Medical Systems in Palo Alto, which offers two dollars per workday to employees who do not drive.

### **Administering Parking Cash out**

The most common approach to administering an employee parking cash out program is to provide employees with a tracking sheet (either an on-line form, as at Genentech, or on paper). The employee checks a box on the tracking sheet for each day that he or she does not drive, and submits it to his or her supervisor for approval. The sheets are then processed by the payroll department, and the cash benefit is added to the employee's paycheck (either monthly or in each pay period). To make the benefit visible, it is often useful to note the benefit as a separate line item on the employee's paystub.

### **Recommendation 2. Join the CalTrain Go Pass Program.**

**Goal:** Increase CalTrain ridership.

**Recommendation:** Join CalTrain's Go Pass program. CalTrain's Go Pass is an annual pass purchased by companies for all of their full-time employees. For the price of \$106 per employee per year, the Go Pass program will provide all Packard employees with an annual CalTrain Pass, valid all year long. The Go Pass is good for travel on CalTrain between all zones (i.e., from San Francisco to Gilroy), seven days a week. The Go Pass must be purchased for all full-time employees at the Foundation.

**Discussion:** The Go Pass program is an example of a deep-discount group pass program. The \$106 per employee per year price for the Go Pass is a major discount from the ordinary \$717-\$1749 per year pass prices that an individual must pay for a CalTrain Pass (a pass for travel from San Francisco to Mountain View, for example, ordinarily costs \$915 per person per year). The principle of deep-discount group transit passes is similar to that of group insurance plans -- transit agencies can offer deep bulk discounts when selling passes to a large group, with universal enrollment, on the basis that not all of those offered the passes will actually use them regularly.

As shown in Figure 15, the major benefit of deep-discount group pass programs (a.k.a. "universal transit passes") such as CalTrain's Go Pass program is their record of reducing driving to work and increasing transit ridership. As shown in the table, by making transit free to employees, these programs have succeeded in sharply increasing transit ridership.

**Figure 15 Universal Transit Pass Results**

Location	Drive to Work		Transit to Work	
	Before	After	Before	After
<b>Municipalities</b>				
Santa Clara (VTA)	76%	60%	11%	27%
Bellevue, Washington	81%	57%	13%	18%
Ann Arbor, Michigan	N/A	-4%	20%	25%
<b>Universities</b>				
UCLA (faculty and staff)	46%	42%	8%	13%
Univ. of Washington, Seattle	33%	24%	21%	36%
Univ. of British Columbia	68%	57%	26%	38%
Univ. of Wisconsin, Milwaukee	54%	41%	12%	26%
Colorado Univ. Boulder (students)	43%	33%	4%	7%

As with the Commuter Checks currently provided by the Foundation, the costs of purchasing the Go Passes is tax-deductible to the organization (i.e., exempt from payroll taxes such as the employer portion of FICA/Medicare) and tax-free to the employee. As an additional fringe benefit, even for employees who do not commute by Caltrain, the Go Pass can be used to go to special events such as ballgames in San Francisco or concerts in San Jose

What would it cost to provide Go Passes to all current Foundation affiliates? As a rough estimate, assuming that all of the approximately 116 Foundation affiliates in Los Altos were enrolled, at a cost of \$106/person/year, the annual cost would be \$12,296 per year.

For comparison, we can roughly estimate current employee expenditures on CalTrain passes. The employee transportation survey found that currently, between 4% and 8% of survey respondents ride CalTrain on any given day. Assuming each current CalTrain commuter purchases a year's supply of monthly passes, and travels from San Francisco to Mountain View, then these employees are paying \$915 per year each. Assuming a 4% CalTrain commute rate, this puts a lower bound of approximately \$4246 per year that employees currently spend on passes (~4% \* ~116 affiliates \* \$915/year = \$4,246 per year). Assuming an 8% CalTrain commute rate, this would put an upper bound on current employee CalTrain expenditures of approximately \$10,614 per year (~8% \* ~116 affiliates \* \$915 = \$10,614 per year).

**Administration:** To enroll employees in the Go Pass program, CalTrain issues stickers to be placed on each employee's company photo ID card. If the Foundation does not currently provide photo ID cards to employees, one would need to be created. CalTrain, however, is typically able to assist with the creation of ID cards.

### Recommendation 3. Offer a Guaranteed Ride Home

**Goal:** Provide employees with peace of mind and reassurance that in an emergency, they will be able to be able to get home or pick up a child, even if they did not drive to work.

**Recommendation:** Provide employees with a guaranteed free ride home in case of emergencies that unexpectedly require them to leave work early (such as a child's illness) or to stay late.

**Discussion:** Employees frequently cite the possibility that they may, due to an unexpected emergency situation, need to be able to drive a car home from work. Therefore, employees often feel the need to drive a car to work, even if an alternative would work for them on most days, just in case such an emergency situation might arise. Guaranteed Ride Home programs have proven to be a low-cost way to ease this concern. These programs provide employees with a free taxi ride home (or to pick up a sick child, and then proceed home) in case of unexpected emergencies. Typical reasons for using a guaranteed ride home include the employee becoming ill during the workday, a child's illness that arises during the school day, or the need to unexpectedly work overtime that is requested by a supervisor.

In actual practice, guaranteed ride home programs are rarely used by employees, and are therefore very low cost.

**Administration:** Typically, employers establish a contract with a taxi operator and provide employees with the taxi firm's number. Employees can then telephone the taxi company to request the ride, and fill out a form later for their employer to explain the reason why the guaranteed ride home was used. For rides home of over a certain distance, employers often require the employee to make use of a contract with a car rental agency, since a daily car-rental fee is normally less costly than a very lengthy taxi ride. Car rental companies such as Enterprise are able to deliver cars to the company's location as part of their ordinary business model.

#### **Recommendation 4. Establish an On-Site Car Sharing Program.**

**Goal:** Provide employees with access to a fleet of shared vehicles, so that employees need not drive to work in order to have a car available for business meetings or personal errands during the day.

**Recommendation:** Contract with an established carsharing firm, such as the San Francisco nonprofit City Carshare or the for-profit national firm ZipCar, to provide one (or preferably more) shared vehicles on-site, so that employees have vehicles available to use during the workday.

**Discussion:** Carsharing can offer many of the benefits of owning fleet vehicles, while avoiding the complications of actually owning and maintaining a vehicle fleet, and of managing reservations for those vehicles. Providing employees with cars that they can use for off-site meetings and other business errands (or even for personal errands during the workday) makes it possible for employees to come to work without bringing their own cars.

In the past, the Foundation has had discussions with carsharing firms, which at the time were unable to commit to establishing a carsharing pod at the Foundation. However, as that was some time ago, we recommend renewing those discussions.

Carsharing firms typically charge users by the hour. City Carshare, for example, charges a fee of \$5 per hour and \$0.44 per mile driven. Car reservations can be made on the Internet or by phone. Typically, for a suburban location such as the Foundation, the carsharing firm would

need to be provided with a revenue guarantee, providing the firm with a guarantee of minimum base monthly payment for each vehicle placed at the Foundation. If the total hourly usage fees collected for the car during that month fall below that minimum base monthly payment, then the minimum monthly fee applies. ZipCar, for example, typically requires a base monthly payment of \$1650 per vehicle per month.

In order to ensure that vehicles are generally available when users desire them, the carsharing companies recommend that at least two vehicles be provided at each location.

As a pilot program, the Foundation could enter into a six or 12 month agreement, and monitor the vehicle's usage and cost during that time. One option is to allow Foundation employees exclusive use of the cars during regular business hours. The cars can then be made available to the general public during evenings and weekends. Revenue from use by the general public can then partially offset the cost of the vehicles, while providing a community service. A more open option is to establish the carsharing vehicles as available to the general public at all times. This would allow numerous downtown employers to share in the cost of the vehicles and make use of them, but increases the risk that the vehicles would not be available when needed by Foundation employees.

## **Recommendation 5. Offer Personalized Transportation Information to Employees**

**Goal:** Ensure that employees are fully aware of all of the transportation choices and alternative transportation benefits available to them.

**Recommendation:** Offer personalized commute evaluations to all employees.

**Discussion:** Providing employees with personalized commute evaluations can be an effective way of marketing alternatives to driving alone to employees. As one example, the TravelChoice program, a commute marketing program is currently offered to City of Alameda residents, provides commuters with information on all of the commute alternatives available to them. In the program, a commute consultant sits down with each employee individually to learn about the employee's daily transportation needs. The commute consultant then provides the employee with information about the transportation options available, detailing, for example, the schedule and cost of any available transit options, and helping to check on the availability of vanpools, carpools, and other alternatives. The goal of the program is to offer useful information to employees who are interested and to make sure that they are aware of all benefits for which they may qualify, rather than to deliver a hard sell or to pester employees. To ensure this is achieved, this service should normally be *offered*, rather than requiring employees to participate in an evaluation.

Report Name • Volume Name

CLIENT NAME

# Appendix A. Parking Analysis Memo



# Appendix B. Employee Transportation Survey Memo

*[Faint, large, diagonal watermark text, possibly reading "DRAFT", is visible across the page.]*



## AGENDA REPORT

**DATE:** April 15, 2010  
**TO:** Planning Commission  
**FROM:** James Walgren, Assistant City Manager  
**SUBJECT:** PACKARD FOUNDATION OFFICE PROJECT

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### RECOMMENDATION

Accept this report and recommend to the City Council that a Development Agreement be recorded adopting the terms outlined herein.

### BACKGROUND

The Packard Foundation has submitted plans for a new 45,553 sq. ft. office building at 343 Second Street, creating a downtown campus between this new facility and their existing building at 300 Second Street. This high-quality architectural proposal has been reviewed and recommended for approval by the Architecture and Site Review Committee. The project requires final Planning Commission and City Council review. Council received a project presentation at February 23 and March 23, 2010 study sessions, at which time the Foundation's Alternative Transportation Management Program (ATMP) objectives were also discussed – per the zoning ordinance, the project would require 152 parking spaces, but the proposal is to only provide 67 spaces primarily in the existing Second Street surface parking lots (58 surface spaces in three Second Street lots and nine parking spaces in the adjacent Whitney Street visitor lot). There is a resulting net shortage of 85 parking spaces.

### DISCUSSION

Staff has continued to meet with Packard Foundation representatives and believes that a very workable solution exists that both accommodates the Foundation's ATMP environmental goals to reduce car trips to their facility and that satisfies the City's parking requirements in an effective and equitable manner. The terms of the ATMP requirements would be recorded in a Development Agreement and are based on the following three basic tenets:

1. The terms of the ATMP would be recorded with the property deed and would apply to any future owners of the facility, unless the additional 85 parking spaces were provided. The means to achieve the ATMP, e.g. employee CalTrain shuttles, carpooling and actual on-site and street parking demand, would be monitored throughout each year.

2. The vacant bank site at 350 San Antonio Road would be used as a construction office and staging area during construction. The building would be removed once the new office is completed and the property would be identified as a potential parking garage site should the ATMP not meet its goals.

The ATMP would be monitored for a period of five years and then if the ATMP has proven to be successful the reserve-site parking garage requirement would expire. The former bank property would remain a landscaped open space area for the five-year period and then could be developed per the current zoning ordinance allowances. Staff believes that a five-year period is sufficient to determine the success of the ATMP and that having an empty parcel along San Antonio Road does not benefit long-term downtown economic development. The City would retain the authority in perpetuity via the deed restriction to monitor the efficacy of the ATMP if it was deemed necessary – it just would not be a mandatory requirement past the initial five years.

3. There is also an equity factor to consider if the 85 parking spaces are not required to be built. While the ATMP goals are admirable, and are the direction that development projects will be going given environmental and greenhouse gas reduction goals and requirements, this is a relatively new and untested program in Los Altos. It is also a program that to-date has not been made available to other property owners, which is significant given the high cost of structured parking. As a result, staff is recommending that a contribution to community environmental programs be required in lieu of building the parking spaces. This contribution could be used for “seed” funding for a future downtown parking district and ATMP programs, green civic center reconstruction or other sustainability-oriented programs.

Staff believes that the Packard Foundation project provides a great opportunity to both redevelop this languishing downtown property with an architecturally high-quality office building and retain the Foundation’s headquarters in Los Altos. Further, the Foundation’s ATMP could be used a model for both private and public future projects. In terms of the monetary amount of the community contribution, staff negotiated with the Foundation the sum of \$3,400,00 – based on a comparable value of 85 structured parking spaces – to be deposited into a Community Benefit fund account to promote City environmental programs.

Staff is recommending that the Planning Commission recommend approval of these basic Development Agreement terms. If the City Council approves the terms, which they indicated they supported at a March 23, 2010 study session, then a formal Development Agreement document will be drafted by the City Attorney incorporating these terms. The specifics of the ATMP monitoring and other Development Agreement details would be reviewed and approved separately by the City Council prior to the application receiving actual building permits.


 HEXAGON TRANSPORTATION CONSULTANTS, INC.
 

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## MEMORANDUM

TO: Mr. Tom Lodge, Rhodes Dahl LLC

FROM: Brian Jackson

DATE: June 24, 2008

SUBJECT: ***Trip Generation Analysis for the Proposed 343 Second Street Office Development in Downtown Los Altos, California***

Hexagon Transportation Consultants, Inc. has completed a trip generation analysis for the proposed 343 Second Street office development project in downtown Los Altos, California. The project site is located in the southeast quadrant of Second Street and Whitney Street. The project as proposed would consist of replacing 61,900 square feet (s.f.) of existing office/commercial uses with an approximately 44,200 s.f. office building. The adjacent gas station would remain. All parking for the project would be provided via surface lots located on Second Street and Whitney Street.

The magnitude of traffic added to the roadway system by a particular development is estimated by multiplying the applicable trip generation rates to the size of the development. The standard trip generation rates are published in the Institute of Transportation Engineers (ITE) manual entitled *Trip Generation, seventh edition, 2003*. The ITE trip generation rates for a single tenant office building were applied to the proposed office project. The project receives credit for the trips generated by the existing office/commercial uses that would be replaced. Since the site currently is approximately 50 percent occupied, the ITE rates were used to estimate the site's existing potential trip generation. The project is allowed to receive credit for all of the existing uses, including the vacant space, since the existing uses can be reoccupied at any time if the office project is not constructed.

Based on the ITE trip rates, the proposed office would generate 730 gross daily vehicle trips, with 96 gross trips occurring during the AM peak hour and 105 gross trips occurring during the PM peak hour. When compared to the trip generation of the existing uses on the site at full occupancy, the project would result in 457 fewer daily vehicle trips, with 8 more AM peak hour trips and 25 fewer PM peak hour trips. Table 1 shows the estimated trip generation for the proposed and existing uses.

Since the proposed 343 Second Street office development project would generate fewer trips overall than the existing uses on the site, it is our professional opinion and the opinion of James Walgren of the City of Los Altos that the proposed project does not warrant preparation of a Traffic Impact Analysis (TIA).

*Spoke of Brian said he could have study/report 1st week in Oct.*



**Table 1**  
**Trip Generation Estimates**

Land Use	ITE Category	Size (SF)	Daily Trips		AM Peak Hour			PM Peak Hour								
			Rate <sup>1</sup>	Trips	Rate <sup>1</sup>	% In	% Out	Total	In	Out	Rate <sup>1</sup>	% In	% Out	Total	In	Out
<u>Proposed Use</u>																
Single Tenant Office	715	44,200	16.52	730	2.18	89%	11%	96	85	11	2.37	15%	85%	105	16	89
<u>Existing Uses</u>																
General Office Occupied	710	22,400	11.01	247	1.55	88%	12%	35	31	4	1.49	17%	83%	34	6	28
Shopping Center Occupied	820	9,800	42.94	421	1.03	61%	39%	10	6	4	3.75	48%	52%	37	18	19
General Office Vacant	710	23,700	11.01	261	1.55	88%	12%	37	32	5	1.49	17%	83%	36	6	30
Shopping Center Vacant	820	6,000	42.94	258	1.03	61%	39%	6	4	2	3.75	48%	52%	23	11	12
Existing Use Totals:		61,900		1,187				88	73	15				130	41	89
<b>Net Project Trips:</b>				<b>-457</b>				<b>8</b>	<b>12</b>	<b>-4</b>				<b>-25</b>	<b>-25</b>	<b>0</b>

**Notes:**

<sup>1</sup> Source: ITE Trip Generation, 7th Edition, 2003. Fitted curve equations used for proposed office use; average rates used for existing office and shopping center uses.

MEMORANDUM

TO: Mr. Tom Lodge, Rhodes Dahl LLC

FROM: Brian Jackson

DATE: September 29, 2008

SUBJECT: *Unsignalized Intersection Analysis for the Proposed Packard Foundation Office Development located at 343 Second Street in Downtown Los Altos, California*

Hexagon Transportation Consultants, Inc. has completed an unsignalized intersection level of service (LOS) analysis and operations analysis for the proposed conversion of the Second Street and Whitney Street intersection from two-way stop-controlled to 4-way stop-controlled. The intersection is located in downtown Los Altos, California. Currently, only Whitney Street is stop-controlled. The planned conversion would occur in conjunction with the 44,200 square-foot Packard Foundation office building development project, located in the southeast quadrant of Second Street and Whitney Street.

**Intersection Level of Service Analysis**

Levels of service for the Second Street and Whitney Street intersection were calculated using TRAFFIX software, which is based on the 2000 *Highway Capacity Manual (HCM)* methodology. The correlation between average delay and level of service for unsignalized intersections is shown below in Table 1.

**Table 1  
Unsignalized Intersection Level of Service Definitions Based on Delay**

Level of Service	Description of Operations	Average Delay Per Vehicle (Sec.)
A	Little or no traffic delay	10.0 or less
B	Short traffic delays	10.1 to 15.0
C	Average traffic delays	15.1 to 25.0
D	Long traffic delays	25.1 to 35.0
E	Very long traffic delays	35.1 to 50.0
F	Extreme traffic delays	Greater than 50.0

Source: Transportation Research Board, *2000 Highway Capacity Manual* (Washington, D.C., 2000) p17-2.

The results of the unsignalized intersection level of service analysis show that the Second Street and Whitney Street intersection currently operates and would continue to operate at LOS B or better during the AM and

PM peak hours. While the intersection would operate at LOS B during both the AM and PM peak hours under project conditions with no changes to the intersection, adding stop signs to the Second Street legs would actually improve the level of service at the intersection to LOS A during both peak hours of traffic. Table 2 shows the results of the unsignalized intersection level of service analysis. The detailed level of service calculation sheets are included in Appendix A.

**Table 2  
 Unsignalized Intersection Levels of Service**

Intersection	Peak Hour	Project Conditions							
		Existing		Background		2-Way Stop		4-Way Stop	
		Avg. Delay/a/	LOS	Avg. Delay/a/	LOS	Avg. Delay/a/	LOS	Avg. Delay/a/	LOS
Second St & Whitney St	AM	9.7	A	9.7	A	10.1	B	7.6	A
	PM	10.5	B	10.7	B	10.9	B	8.1	A

**Notes:**

/a/ The average delay shown corresponds to the worst-movement delay at the intersection.

**Signal Warrant**

In addition to the level of service analysis, the unsignalized intersection also was evaluated using the *Manual on Uniform Traffic Control Devices for Streets and Highways* (MUTCD) Peak Hour Volume Warrant in order to determine if there would be justification for installing a traffic signal based on peak hour traffic volumes. The volume warrant makes no evaluation of intersection level of service, but simply provides an indication whether vehicular peak hour traffic volumes are, or would be, sufficient to justify installation of a traffic signal. Intersections that meet the peak hour warrant are subject to further analysis (i.e., additional warrants) before determining that a traffic signal is necessary and appropriate. The analysis revealed that the peak hour volume warrant would not be satisfied at the unsignalized intersection based on estimated AM and PM traffic volumes under project conditions. The signal warrant worksheet is included in Appendix B.

**Vehicle Queuing Analysis**

An operations analysis also was conducted based on vehicle queuing at the unsignalized intersection for all four stop-controlled approaches. Vehicle queues were estimated using a Poisson probability distribution, which estimates the probability of “n” vehicles for a vehicle movement using the following formula:

$$P(x=n) = \frac{\lambda^n e^{-\lambda}}{n!}$$

Where:

P (x=n) = probability of “n” vehicles in queue per lane

n = number of vehicles in the queue per lane

λ = Average number of vehicles in the queue per lane (vehicles per hour per lane/signal cycles per hour)

The basis of the analysis is as follows: (1) the Poisson probability distribution is used to estimate the 95<sup>th</sup> percentile maximum number of queued vehicles for a particular approach; (2) the estimated maximum number of vehicles in the queue is translated into a queue length, assuming 25 feet per vehicle; and (3) the estimated maximum queue length is compared to the existing or planned available vehicle storage. The queue estimates and a tabulated summary of the findings for the AM and PM peak hours are provided in Table 3.

**Table 3**  
**Queuing Analysis for 4-Way Stop-Controlled Second St and Whitney St**

Approach <sup>1</sup>	Northbound	Southbound	Eastbound	Westbound
<b>AM Peak Hour</b>				
Cycle/Delay <sup>2</sup> (sec)	7.3	7.6	7.5	7.3
Volume <sup>3</sup> (vphpl )	56	84	54	39
Avg. Queue (veh/ln.)	0.1	0.2	0.1	0.1
Avg. Queue <sup>4</sup> (ft./ln)	3	4	3	2
95th % Queue (veh/ln.)	1	1	1	1
95th % Queue (ft./ln)	25	25	25	25
<b>PM Peak Hour</b>				
Cycle/Delay <sup>2</sup> (sec)	7.4	8.1	7.6	7.9
Volume <sup>3</sup> (vphpl )	29	144	54	113
Avg. Queue (veh/ln.)	0.1	0.3	0.1	0.2
Avg. Queue <sup>4</sup> (ft./ln)	1	8	3	6
95th % Queue (veh/ln.)	1	1	1	1
95th % Queue (ft./ln)	25	25	25	25

<sup>1</sup> Lane configuration for each approach consists of a shared left/thru/right.

<sup>2</sup> Vehicle queue calculations based on cycle length for signalized intersections and vehicle delay for unsignalized intersections.

<sup>3</sup> Traffic volumes shown are peak hour volumes under project conditions.

<sup>4</sup> Assumes 25 feet per vehicle queued.

The analysis indicated that the estimated maximum vehicle queues for all four approaches during the AM and PM peak hours of traffic would be only 1 vehicle in length. The lack of vehicle queuing is directly related to the low peak hour traffic volumes that currently occur and would continue to occur at this intersection. Therefore, it can be concluded that adding stop signs to the Second Street legs of the intersection would not result in any queuing problems and would have little effect on vehicle flow along Second Street through the intersection. Converting the intersection to a four-way stop-controlled intersection also would create a safer environment for pedestrians crossing the street between the new Packard Foundation office building and the surface parking areas on Second Street located directly across from the office building.

## Conclusions

The results of the unsignalized intersection analysis show that the Second Street and Whitney Street intersection would operate at LOS A during both the AM and PM peak hours under project conditions with the 4-way stop conversion. The results also show that the peak hour volume warrant would not be satisfied, and that adding stop signs to the Second Street legs of the intersection would not result in any queuing problems.

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William H. Gundersen  
Randy Quinter  
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Jeffrey Anderson

18 December 2008

Brad Jacobson  
**EHDD Architecture**  
500 Treat Avenue, Suite 201  
San Francisco, CA 94110  
Email: b.jacobson@ehdd.com

**Subject: Packard Foundation –  
Property Line Mechanical Noise Analysis  
CSA Project No. 07-0667**

Dear Brad:

As requested, we have analyzed the noise level from the project mechanical equipment at the neighboring property lines. This letter summarizes the results of our analysis.

## CRITERIA

The City of Los Altos Municipal Code, Chapter 6.16 contains property line noise criteria for mechanical equipment noise. We understand that the neighboring land uses (e.g., the gas station to the east, the office buildings to the west across Second Street) are zoned Commercial. The noise limits for Commercial zoning are as follows:

- 65 dBA during the daytime hours (i.e., 7:00 a.m. to 10:00 p.m.)
- 60 dBA during the nighttime hours (i.e., 10:00 p.m. to 7:00 a.m.)

## PROPOSED MECHANICAL EQUIPMENT

Table 1 summarizes the location and type of outdoor equipment proposed for the new Packard Foundation building.

*Table 1 – Proposed Outdoor Mechanical Equipment*

<b>Location</b>	<b>Equipment</b>
Northwest corner of the site, adjacent to the gas station	One Evapco AT 29-624 205 Ton Cooling Tower, One Airstack ASP-20A Heat Pumps
Northeast Corner of 2 <sup>nd</sup> Floor	Two air-handling units
Midpoint of Building Rooftop	Two air-handling units

Brad Jacobson  
18 December 2008  
Page 2

#### ANALYSIS

We have analyzed the noise level at the eastern property line and northern property lines, as these are the property lines closest to the mechanical equipment. Based on the manufacturer's sound data for the cooling tower, heat pump, and air-handling units, it will be necessary to construct a 13.5-foot tall noise barrier along the eastern property line. The barrier should surround the cooling tower on the north and east side of the tower or begin at the edge of the parking lot to the south of the gas station and extend to the Whitney Street sidewalk.

The selected barrier should be solid, with no gaps or breaks in the barrier face; the barrier should have a minimum surface density of 2.5 pounds per square foot (e.g., one-inch thick plywood). If it is necessary to keep the bottom of the barrier above the ground by one inch for drainage purposes, this is acceptable.

\* \* \*

This concludes our analysis of the property line mechanical noise for the Packard Foundation. Please do not hesitate to contact us with any questions.

Sincerely,

**CHARLES M. SALTER ASSOCIATES, INC.**



Randy D. Waldeck, P.E., LEED AP  
Principal Consultant

2008\_12\_18 Property Line Mech Noise Analysis (07-0667).doc

# ATTACHMENT G

David Kornfield

**From:** James Wing [jameswing@msn.com]

**Sent:** Monday, April 05, 2010 9:52 PM

**To:** David Kornfield

**Subject:** Packard Development

Los Altos Planning Commission Chair Abrams & Members,

Subject: Planning Commission Meeting 4/15/10 Meeting Packard Agenda Item

I find proposed building a very good fit for site bounded by San Antonio, Whitney, and Second. Pedestrian experience walking along Whitney and San Antonio is enhanced by removal of 3 1/2 driveways, providing soft low landscaping and generous building setbacks. Keeping existing mature street trees along Second is a real plus. Drawing page C3.0 now shows 8 feet wide sidewalk along Second bordered by 6 feet wide planter between sidewalk and building. Total building set back from curb is 17.6 feet.

Following are some suggested improvements for pedestrian crosswalk and service alley.

Thanks to developer for wanting to provide a mid-block crosswalk on Second street for access to parking across the street. Drawing pages C3.0 & C5.0 show raised crosswalk flush with 6 inch high curb that routs storm water drainage through landscaping on sidewalk edge. Storm water drainage on east side of Second is very small [ 890 gallons for 1/2 inch rain storm]. This raised design will have the impact of a extreme [5 inches high] speed hump on a short street that does not have speeding. Speed humps in 700 block University are specified at 3 inches and slow traffic to 15 /20 miles per hour.

A mid-block location is an unexpected crosswalk for drivers on Second. Raised crosswalks are hard to see from a distance that is needed for driver reaction to pedestrian entering crosswalk. Street trees also restrict visibility of pedestrians entering crosswalk. This design of raised crosswalk will act like a extreme unexpected speed hump and conserve very little water. A better solution for crosswalk is use of embedded wireless solar power flashing LED warning lights activated by pedestrians, same as installed on San Antonio. Drivers can easily see flashing lights from Whitney or Lyell and existing open curb gutter that works well can be used for storm water drainage

Garage for approved three story development at 240 Third has exit to alley. Occupants will exit to San Antonio north on alley, left on Whitney to a difficult access onto San Antonio. Many Walgreens customers also use this exit route. Existing traffic waiting for San Antonio now backs up on Whitney. New one way south alley [enter on Whitney, exit on San Antonio] planned by developer will be a desired short-cut to San Antonio. This alley should be changed to reduce cut-through traffic.

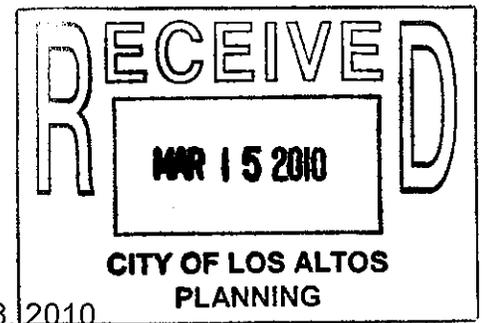
One option is to maintain existing one-way alley direction. One entrance from southbound San Antonio at existing wide driveway north of abandon bank building [350 San Antonio] and proceed north to Whitney. A short dead end service alley behind abandon bank building is useful.

Thank you for your consideration.

Jim Wing  
Milverton Rd.  
Los Altos, CA

4/6/2010

Lori Sorenson  
655 Giralda Dr.  
Los Altos, CA 94024



March 8, 2010

Office of the City Clerk  
Planning Department  
One North San Antonio Road  
Los Altos, CA 94022

Re: Packard Foundation's Proposed Project on 2<sup>nd</sup> St and Whitney

I am a resident of Los Altos and as such I try and do as much business with the downtown merchants as possible. The amount of vacancies is alarming but I am finding the parking easier to find because of it. Most recently I enjoyed the 3-hour limit during the holidays to shop.

I also am a member of the SPA gym on Second St. where the parking continues to be difficult because those merchants are not as close to the open lots behind either side of Main St. While I realize the SPA is going away I want to point out that the members are constantly chasing out cars that should be parking somewhere else. The businesses surrounding the lot including those on First Street migrate into the lot for the SPA (Packard's Future Lot). These include bank customers, Pancake House, Round Table, RJ Dailey Construction, Personal Trainers of Los Altos and the Adobe Pet Hospital that I know of. First Street has been rezoned for further density to the city so the parking problems will likely compound here.

The Packard Foundation is proposing to build a new facility on Whitney and Second Street and not provide the parking required by code. They are using the excuse that they don't believe in private transportation and have jumped on the "building green bandwagon" to hopefully get away with 116 spaces short of what is required. This is not a minor concession requiring city approval.

This seems backward to me. This is not 1950 with the railroad tracks on Foothill or one car in the garage. Every family member has one these days. The Packard Foundation would like us to think they have more foresight than the rest of us and that the community would be better off if we all took public transportation. That is not practical for those that live in the community. It is likely that many Packard employees live locally and public transportation options are limited the closer you are.

While they can undoubtedly recite their good deeds for communities in the bay area that is not the point here. To be a good neighbor they must abide by the

same rules that other business owners are required to do. Allowing them to pay a penalty, which they can undoubtedly afford, is a great cost savings to them. They should build a parking structure underground or build one on the lot across the street to provide for their required number of spaces. That would be a good neighbor and role model for other owners in the area.

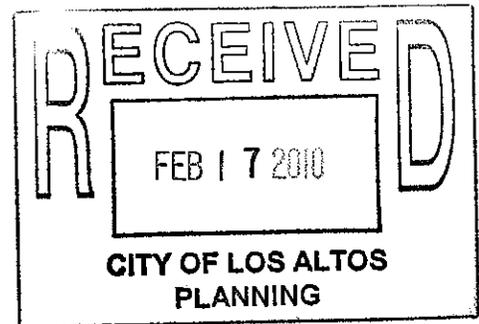
Safeway would also like to expand but seems to be short 50 of the required spaces for their plan. Safeway also provides a community service of supplying food to local residents as well as providing sales tax revenue to the city.

I believe it is the duty of the city to enforce the parking requirements, which are 183 spaces for the structure Packard wants to build. Consideration of allowing them such a significant shortage of parking is irresponsible. If no one can meet the requirements perhaps the requirements need to be adjusted for everyone and not just for the most popular.

Sincerely,

Lori Sorenson

David C  
Kornfield, AICP  
Planning Services Manager  
City of Los Altos  
One North San Antonio Road  
Los Altos, CA 94022-3088



Dear David:

My brother Jerry and I would like to thank you for taking the time last week to review HP Foundation's proposed building plans for Second Street.

Both Jerry and I attended the public meeting last week and were thoroughly impressed with most of the proposed building plans. This green building will be "state of the art" and the model for future green buildings in Los Altos and beyond.

Jerry and I own the office building located at 350 Second Street, directly across from the proposed new building. We have been here for almost two decades and are very familiar with the neighborhood, its needs, and its shortcomings.

Parking in this neighborhood, as in most downtown locations, is at a premium. Neighboring businesses such as Walgreen's and Dragger's do not have enough parking to accommodate their employees. As a result the employees from most of the surrounding businesses force their employees to park on the street and away from their workplace. By 9 a.m. most of the street parking in this neighborhood is unavailable for public use and by potential customers for the down town merchants. We have neighbors asking us all the time if they can "lease" a parking stall at our building.

The standard parking ration for office use is 4 per 1,000 square feet. The proposed new HP building will be approximately 45,000 square feet. This equates to 180 parking stalls for their employees and guests. The proposed plans call for 67 parking stalls. This is 37.2% of customary parking requirements for a building of this size. HP argues that their employees are unique in their commute habits and take public transportation. They also argue that at any given time half of their employees are out in the field.

These are very weak arguments and if the City of Los Altos allows this parking allotment to move forward it will be an unmitigated disaster. The future value of this building for another user will be zero. I'm aware that HP is willing to sign an agreement that the building will never be sold. That is a weak argument to allow this type of parking for this building.

If this argument HP uses is good enough for the City of Los Altos, the future will most assuredly be filled with developers in down town Los Altos arguing that their parking

requirements should be much less than standard for the same or other equally weak reasoning.

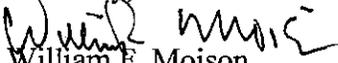
HP owns several buildings adjacent to the proposed site that they could raze and provide additional parking. HP could build underground or make a two story parking structure to accommodate normal parking requirements.

Whatever the solution, it has to be that more parking is required for approval of this proposed plan. Not simply 100 spaces or 120. HP should be held to normal parking requirements, particularly in a crowded downtown setting in Los Altos.

If the City of Los Altos allows HP to develop this site with inadequate parking, this entire neighborhood, particularly the already struggling merchants of downtown, will suffer dramatically. It is realistic to believe that in any given morning as many as 100 employees of HP will be parking on the street and in City owned parking that is here to accommodate shoppers of our down town merchants. This added congestion and legitimate parking being taken away from potential shoppers will add even more strain to our already overburdened down town merchants.

Thank you for your consideration. We along with many of our immediate neighbors will watch this parking problem very closely in the coming hearings. We pray the City acts in the best interest of the City of Los Altos and forces HP Foundation to provide adequate parking for their proposed building.

Sincerely,

  
William F. Moison

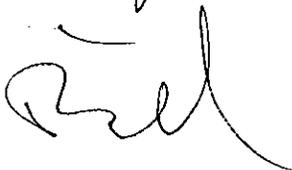
President Moison Investment Company  
350 Second Street  
Los Altos, CA

Dave;

I've forwarded a copy of this to the Mayor and City Council.

Call if you have any questions.

Regards



**February 3, 2010**

**To: The Planning Commission for the Hewlett Packard Foundation  
Re: The Spa of Los Altos**

**This unique Spa has been a source of pleasure and health for thousands of women for many decades.**

**The building, the facilities, machines, pool, hot tub and showers are well maintained. Manicures and massages are available. The intimate size makes it possible for members to meet and share information and experiences. Partly because of our aging population, many doctors recommend the Spa for their patients. Discussions of surgeries, deaths and joys may be as healing as the water aerobics.**

**We hope you will reconsider destroying this space. Please at least postpone the closing of the Spa of Los Altos as long as possible.**

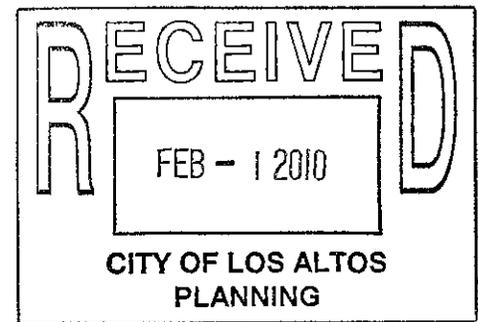
Speaking for the members of the SPA, I am

A handwritten signature in black ink that reads "Maura McNiel" with a horizontal line extending to the right.

Maura McNiel

Resident of Los Altos and  
Long time member of Los Altos Spa

February 1, 2010



City of Los Altos

Panel of Architecture Committee

Los Altos, California

Dear Members of the Panel,

May it please the Panel: The Spa of Los Altos for Women provides a unique experience for women of all ages, races, and spiritual affiliation. It is a meeting place for women in which they can restore themselves. This restoration occurs as a result of being able to exercise, and move, and relax in an environment that is provided wholly for the member's needs. This is centered around the non-judgmental atmosphere of women working towards creating health together: Health for each woman personally, and by extending conviviality and compassion to everyone they meet, an extended camaraderie focused on creating well-being for all.

I came to the Los Altos Spa for Women in 1996 to recover mobility, flexibility, and physical strength after a car accident in 1995. Before that, among a multitude of healing modalities used to lessen the pain of a neck injury, I attended C.A.R.S. in Palo Alto for swimming therapy. After regularly attending classes for physical structural alignment, and yoga for relaxation and psycho-spiritual awareness, at the Spa the body began to return to a more vigorous level of functionality.

To my surprise and delight I found more than a physical exercise joint within the walls of the Spa of Los Alto for Women. I found a community of women focused on creating sustainable wellness. Since that time in 1996 attending the Spa has become a motivating daily habit. A habit that comes to me out of the desire to fulfill not only a bodies' physical needs, but the deeper imagination, gratitude, beauty, and joy of the soul. What I know and experience is that for each and every woman who comes to the Spa of Los Altos a similar story for creating wellness is embodied in her life.

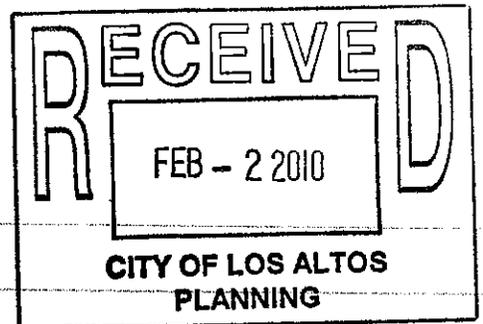
As newness and change comes to the City of Los Altos it would be a vitally important characteristic to continue the long standing tradition of supporting women's health. So many women benefit personally and by extension affect an amazing exponential number of people, places, and things within their relational set(s). Please help to find and manifest a feasible, workable, equitable agreement that will generate a dynamic solution for all.

Thank you for allowing me to express this deeply important necessity that is so imperative to so many women personally, and more expansively for the good of the health of the greater community as a whole. We appreciate your consideration and any and all benefits that will unfold on behalf of women's health and well-being from your generous attention, thoughtfulness, and actions.

Sincerely,

A handwritten signature in black ink, written in a cursive style. The name 'Rondalyn' is clearly legible, followed by 'Schorer Wright' in a more fluid, less distinct script. The signature extends to the right with a long, sweeping tail.

Rondalyn Schorer Wright



Feb. 1, 2010

To Whom It May Concern:

There is no place that meets my well ness needs like the Spa of Los Altos. The rumor is that the City of Los Altos & the Hewlett Packard Foundation will include the Spa in the plans for the block, or assist in creating a new location. I humbly ask that you please make it so, and offer my gratitude in advance. Perhaps you'll feel my gratitude as I account the unique ways the Spa helps me.

My history of physical traumas began when I was a child, & I have known chronic pain since I was eleven. After more injuries, candida & chronic fatigue, at 34 I was diagnosed with Fibromyalgia (and told it probably began when I sixteen). I have tried many

things over the years, & nothing has helped as much as a swim in a warm pool. Even though the Spa's pool is not the 90° recommended for Fibro patients, the hot tub is a great warm up. It's uncommon design allows for a great massage from jets that are actually accessible.

I also have bi lateral tendinitis of the arms, so it has been quite a challenge driving to the Spa, since I live in Belmont. However, it is worth it because I require the physical therapy.

Before finding Spa LA, I went to the YMCA in SM. My sensitivity to the water's chemicals got worse & worse. The rashes & itching kept me from sleeping. I went from swimming 5 or 6 X a week, to swimming twice a month. I lost strength & flexibility.

my pain increased, & my need for pain medicine increased. The increase in pain meds caused constipation & toxicity & severe fatigue.

I do not like feeling dependent on having a place like the Spa, because it looks like it is the only choice, or I'll fall apart. One & 1/2 years ago, I tried the pool at Mills Hospital in San Mateo. At the time, they used saline & minimal chlorine, and although the itching was less than the YMCA, the itching was so distracting and it kept me from sleep. It was not tolerable. In addition, even though it was a 90° pool, without a hot tub prep, my muscles felt strained afterwards.

Palo Alto's Equinox has a saline pool, & besides my problem

with a similar system at Mills, it has other problems. It has no hot tub, & the pool is not warm enough. Most likely, I'd strain my muscles, again. Besides, the pool is outdoors, & my medication causes major skin blotches from sun (SPF is not enough). In addition, I am on disability & Equinox cost too much.

Also, I love the people at the Spa of Los Altos. We are friends who support & teach each other. A coed facility would not allow for the depth of connection. The atmosphere of the Spa allows many of us to make it part of our spiritual practice. Many of us meditate in the hot tub, sauna & steam room.

A coed facility does not allow for this peace. I know I'm not

P.S. Should a new pool be built, please know it would be best to make it bigger. An up dated or new facility would bring more members.

the only member who has been abused by men. Besides, many of us did not like previous coed places because men watched us like we were an adult show. I like not worrying about being followed, when I leave the Spa.

So, again I ask that you please find a way to allow us to keep <sup>our</sup> beloved sanctuary, our means to wellness of body, mind & spirit, the Spa of Los Altos. I've worked so hard to achieve my current degree of wellness, & I refuse to be like others I know with Fibro who fell apart when they stopped their water therapy.

Thank you for your help in keeping me going. Please feel free to contact me at P.O. Box 5171, Belmont, CA 94002, or 650-591-2766.

Sincerely, Sasha Kativa 

**David Kornfield**

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**From:** DAVIDLEBARON@comcast.net  
**Sent:** Thursday, April 15, 2010 6:10 PM  
**To:** David Kornfield; Shaun Lacey  
**Cc:** Clyde Lebaron; tim lebaron; davidlebaron@comcast.net  
**Subject:** Packard Foundation Plans

Dear David,

As a person who was one of ten children to grow up in Los Altos I have seen Los Altos evolve over the last five decades. Members of my family have been living in Los Altos for seven decades and we know that Los Altos is a very special place.

I am one of the new owners of 36 Lyell (at San Antonio) which is one the closest residences to this development.

I wanted to write you to express my support for the plans that the Packard Foundation has on Second Street.

It is a thoughtful and appropriate project and I whole heartedly support all aspects of it.

Their approach to making this the highest LEED level building in Los Altos (Platinum) and a net zero energy building is a testimony to the kind of Organization it is today. The Foundation has a lot of choices where it wants to call home and we are lucky to have them call Los Altos its home. We should do everything possible to encourage them to continue to call Los Altos their home. They have been a trusted partner in Los Altos for a long time and their reputation is held in the highest regard and their reach is global.

Their desire to build here and actually reduce the existing square footage from over 65,000 square feet to only 45,000 square feet in Platinum LEED standards is strong indication of thier commitment to Los Altos and is appropriate for the site. I support their request for fewer parking spaces than the code and feel that this is NOT a precedent setting issue. They actively encourage, collaborate and manage their staff to use public transportation and in the spirit of the foundation have accomplished this in a fashion that many public and private companies should model.

The Packards have been part of Los Altos for over 45 years and we hope that with the completion of this project their wonderful organization will be here for our children's children.

I encourage your staff, the planning commission and council to approve their plan as is and allow the Foundation to build their Second Street project. The approval of this project will insure that this wonderful organization will continue to call Los Altos home and provide the community with the "greenest gem" of all at 343 Second Street.

Thank you for your support in forwarding this on to the planning commission and the council.

Respectfully,

David LeBaron

4/15/2010

Hello James.

I am unable to attend the April 15<sup>th</sup> Planning Committee but I wanted to support the Packard Foundation's new development. The architecture and design is certainly unique as it pertains to meeting their goal of creating a LEED Platinum certified building and operation. It is obvious that the well recognized architects and consultants did a remarkable job in blending the environmental goals with the appropriate building materials and finishes. Another good decision was to locate the building "kitty corner" from their other attractive office building. Their colored rendering showing the streetscape at 2<sup>nd</sup> and Whitney is impressive and will visually revitalize the area.

I do have concern that the Planning Commission might want to move the building to another part of the property or modify the design or change the treatment of the exterior. I do understand reviewing every new development but this one is unique. It's the newest of green building and there are very specific reasons for the materials selected, angles for sunlight, and many other design and environmental requirements that should be left undisturbed.

The Los Altos community is fortunate to have this state of the art building in our city as it will receive regional as well as national attention.

We all know that the Packard Foundation is a classy organization so let's move forward and approve this development, Ron

Please email to the Planning Commission

Dated April 12, 2010

From Ron Labetich