

**Attachment F**

**Mitigation Monitoring and Reporting Program**

**CITY OF SONOMA PLANNING COMMISSION**

**HOTEL PROJECT—Use Permit**

**November 21, 2019**

***Mitigation Monitoring and Reporting Program***

---

This Mitigation Monitoring and Reporting Program (MMRP) has been prepared for the Hotel Project Sonoma EIR. The purpose of the MMRP is to ensure the implementation of mitigation measures identified as part of the environmental review for the proposed Project. The MMRP includes the following information:

- The full text of the mitigation measures;
- The party responsible for implementing the mitigation measures;
- The timing or trigger for implementation of the mitigation measure;
- The agency responsible for monitoring the implementation;
- The monitoring action; and
- The monitoring frequency.

The City of Sonoma must adopt this MMRP, or an equally effective program, if it approves the proposed Project with the mitigation measures that were adopted or made conditions of Project approval.

MITIGATION MONITORING AND REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<b>AIR QUALITY</b>					
<b>AIR-1:</b> The Project's construction contractor shall comply with the following BAAQMD Best Management Practices for reducing construction emissions of PM <sub>10</sub> and PM <sub>2.5</sub> :	City of Sonoma, Construction Contractor	During Construction	City of Sonoma Planning Department and/or Building Department	Review construction specifications and retain for administrative record	Once, prior to construction activities
<ul style="list-style-type: none"> <li>▪ Water all active construction areas at least twice daily, or as often as needed to control dust emissions. Watering should be sufficient to prevent airborne dust from leaving the site. Increased watering frequency may be necessary whenever wind speeds exceed 15 miles per hour. Reclaimed water should be used whenever possible.</li> </ul>				Conduct site inspections during construction activities	During scheduled construction site inspections
<ul style="list-style-type: none"> <li>▪ Pave, apply water twice daily or as often as necessary, to control dust, or apply (non-toxic) soil stabilizers on all unpaved access roads, parking areas, and staging areas at construction sites.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ Cover all trucks hauling soil, sand, and other loose materials or require all trucks to maintain at least two feet of freeboard (i.e., the minimum required space between the top of the load and the top of the trailer).</li> </ul>					
<ul style="list-style-type: none"> <li>▪ Sweep daily (with water sweepers using reclaimed water if possible), or as often as needed, with water sweepers all paved access roads, parking areas and staging areas at the construction site to control dust.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ Sweep public streets daily (with water sweepers using reclaimed water if possible) in the vicinity of the project site, or as often as needed, to keep streets free of visible soil material.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ Hydroseed or apply non-toxic soil stabilizers to inactive construction areas.</li> </ul>					
<ul style="list-style-type: none"> <li>▪ Enclose, cover, water twice daily, or apply non-toxic soil binders to exposed stockpiles (dirt, sand, etc.).</li> </ul>					
<ul style="list-style-type: none"> <li>▪ Limit vehicle traffic speeds on unpaved roads to 15 mph.</li> </ul>					

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

<b>Mitigation Measures</b>	<b>Party Responsible for Implementation</b>	<b>Implementation Trigger/Timing</b>	<b>Agency Responsible for Monitoring</b>	<b>Monitoring Action</b>	<b>Monitoring Frequency</b>
<ul style="list-style-type: none"> <li>▪ Replant vegetation in disturbed areas as quickly as possible.</li> <li>▪ Install sandbags or other erosion control measures to prevent silt runoff from public roadways.</li> </ul>					
<b>AIR-2:</b> Implementation of Mitigation Measure AIR-1 and AIR-3.	See Mitigation Measures AIR-1 and AIR-3.				
<b>AIR-3:</b> The construction contractor shall use construction equipment fitted with Level 3 Diesel Particulate Filters (DPF) for equipment of 50 horsepower or more. The construction contractor shall maintain a list of all operating equipment in use on the Project site for verification by the City of Sonoma Building Department official or their designee. The construction equipment list shall state the makes, models, and number of construction equipment onsite. Equipment shall properly service and maintain construction equipment in accordance with the manufacturer's recommendations. The construction contractor shall also ensure that all nonessential idling of construction equipment is restricted to five minutes or less in compliance with CARB Rule 2449. Prior to issuance of any construction permit, the construction contractor shall ensure that all construction plans submitted to the City of Sonoma Planning Department and/or Building Department clearly show the requirement for Level 3 DPF for construction equipment over 50 horsepower.	City of Sonoma, Construction Contractor	During Construction	City of Sonoma Planning Department and/or Building Department	Review construction specifications and retain for administrative record  Conduct site inspections during construction activities	Once, prior to construction activities  During scheduled construction site inspections
<b>AIR-4:</b> Implementation of Mitigation Measure AIR-1 and AIR-3.	See Mitigation Measures AIR-1 and AIR-3				
<b>CULTURAL RESOURCES</b>					
<b>CULT-2A:</b> The Project shall comply with the following measures during construction of the Project:					
<ul style="list-style-type: none"> <li>▪ Once the surface is cleared, but before the commencement of construction, a cultural resources survey shall be completed by an archaeologist who meets the Secretary of the Interior's professional qualifications standards. Additionally, limited</li> </ul>	City of Sonoma, Construction Contractor, Project Archaeologist	Prior to initiation of ground-disturbing activities, during construction	City of Sonoma Planning Department and/or Building Department	Review construction specifications and treatment plan (if needed), and retain for administrative record	Once, prior to construction activities

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<p>subsurface explorations shall be completed through a series of auger hole borings.</p> <ul style="list-style-type: none"> <li>▪ If archaeological remains are found, work at the place of discovery shall be halted immediately until a qualified archaeologist can evaluate the finds (Section 15064.5 [f]).                             <ul style="list-style-type: none"> <li>- Prehistoric archaeological site indicators include: obsidian and chert flakes and chipped stone tools; grinding and mashing implements (e.g., slabs and handstones, and mortars and pestles); bedrock outcrops and boulders with mortar cups; and locally darkened midden soils. Midden soils may contain a combination of any of the previously listed items with the possible addition of bone and shell remains, and fire affected stones.</li> <li>- Historic period site indicators generally include: fragments of glass, ceramic, and metal objects; milled and split lumber; and structure and feature remains such as building foundations and discrete trash deposits (e.g., wells, privy pits, dumps).</li> </ul> </li> <li>▪ If archaeological remains are found and judged potentially significant, a treatment plan shall be developed and executed.</li> <li>▪ All cultural materials recovered as part of the Hotel Sonoma project shall be subject to scientific analysis and a report prepared according to current professional standards.</li> </ul>					

## MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1** MITIGATION MONITORING AND REPORTING PROGRAM

<b>Mitigation Measures</b>	<b>Party Responsible for Implementation</b>	<b>Implementation Trigger/Timing</b>	<b>Agency Responsible for Monitoring</b>	<b>Monitoring Action</b>	<b>Monitoring Frequency</b>
<b>CULT-2B:</b> If any prehistoric or historic subsurface cultural resources are discovered during ground-disturbing activities, all work within 50 feet of the resources shall be halted and a qualified archaeologist shall be consulted to assess the significance of the find according to CEQA Guidelines Section 15064.5. If any find is determined to be significant, representatives from the City and the archaeologist would meet to determine the appropriate avoidance measures or other appropriate mitigation. All significant cultural materials recovered shall be, as necessary and at the discretion of the consulting archaeologist, subject to scientific analysis, professional museum curation, and documentation according to current professional standards. In considering any suggested mitigation proposed by the consulting archaeologist to mitigate impacts to historical resources or unique archaeological resources, the City shall determine whether avoidance is necessary and feasible in light of factors such as the nature of the find, Project design, costs, and other considerations. If avoidance is infeasible, other appropriate measures (e.g., data recovery) would be instituted. Work may proceed on other parts of the Project site while mitigation for historical resources or unique archaeological resources is being carried out.	City of Sonoma, Construction Contractor, Project Archaeologist	During ground-disturbing activities	City of Sonoma Planning Department and/or Building Department	Review construction specifications and retain for administrative record  If additional mitigation is suggested by project archaeologist, City to determine whether avoidance is necessary and feasible.	Once, prior to construction activities  Once, if additional mitigation is suggested
<b>CULT-3:</b> In the event that fossils or fossil-bearing deposits are discovered during construction, excavations within 50 feet of the find shall be temporarily halted or diverted. The contractor shall notify a qualified paleontologist to examine the discovery. The paleontologist shall document the discovery as needed, in accordance with Society of Vertebrate Paleontology standards (Society of Vertebrate Paleontology 1995), evaluate the potential resource, and assess the significance of the find under the criteria set forth in CEQA Guidelines Section 15064.5. The paleontologist shall notify the appropriate agencies to determine	City of Sonoma, Construction Contractor, Project paleontologist	During ground-disturbing activities	City of Sonoma Planning Department and/or Building Department	Review construction specifications and retain for administrative record  If avoidance is not feasible, City to review and approve of excavation plan prior to implementation of excavation	Once, prior to construction activities  Once, prior to construction activities, if avoidance is not feasible

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<p>procedures that would be followed before construction is allowed to resume at the location of the find. If the Project proponent determines that avoidance is not feasible, the paleontologist shall prepare an excavation plan for mitigating the effect of the Project based on the qualities that make the resource important. The plan shall be submitted to the City for review and approval prior to implementation.</p>					
<b>NOISE</b>					
<p><b>NOISE-1:</b> Prior to obtaining building permits, the Project applicant shall submit an acoustic study to the satisfaction of the City planning director to ensure that the Project includes design features to meet the 45 dBA CNEL noise standard at all hotel rooms. The noise study shall estimate the future long-range noise levels at the building façade and calculate the exterior to interior noise reduction at all hotel rooms based on specific construction plans including grading plans, building footprints and architectural plans. The study shall describe specific windows and wall assemblies design and materials so all hotel rooms meet the 45 dbA CNEL noise standard due to exterior noise sources. The project applicant/developer shall implement all recommended design features.</p>	<p>City of Sonoma, Construction Contractor</p>	<p>Prior to issuance of building permits</p>	<p>City of Sonoma Planning Department and/or Building Department</p>	<p>Review and Approval of Acoustic Study  Review construction specifications and retain for administrative record.</p>	<p>Once, prior to construction activities  Once, prior to construction activities</p>

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

<b>Mitigation Measures</b>	<b>Party Responsible for Implementation</b>	<b>Implementation Trigger/Timing</b>	<b>Agency Responsible for Monitoring</b>	<b>Monitoring Action</b>	<b>Monitoring Frequency</b>
<p><b>NOISE-2:</b> During site preparation, demolition, and construction activities, the following controls to reduce potential vibration impacts shall be implemented:</p> <ul style="list-style-type: none"> <li>▪ The use of vibratory rollers would be prohibited. The construction contractor shall identify alternative soil compaction methods such as static rollers.</li> <li>▪ To the extent possible, the constructor contractor shall utilize small- to medium-sized bulldozers would produce less vibration than using large bulldozers.</li> <li>▪ To the extent possible, vibration-intense construction activities should take place during times when nearby sensitive receptors, such as hotels, meeting rooms, and residences are at their lowest utilization/occupancy.</li> <li>▪ Prior to the issuance of building permits the applicant and/or construction contractor shall inspect and report on the current structural condition of the existing buildings within 50 feet from where vibratory rollers, large bulldozers, and the like would be used.</li> <li>▪ During construction, if any vibration levels cause cosmetic or structural damage to existing buildings in close proximity to a project site, the applicant shall immediately issue “stop-work” orders to the construction contractor to prevent further damage. Work shall not restart until the building is stabilized and/or preventive measures are implemented to relieve further damage to the building(s).</li> </ul> <p>With implementation of the mitigation measures listed above, the Project would reduce potential vibration impacts to less than significant levels.</p>	City of Sonoma, Construction Contractor	During Construction Activities	City of Sonoma Planning Department and/or Building Department	<p>Review construction specifications and retain for administrative record.</p> <p>Conduct site inspections during construction activities</p>	<p>Once, prior to construction activities</p> <p>During scheduled construction site inspections</p>
<p><b>NOISE-4:</b> The Project shall implement the following measures.</p> <ul style="list-style-type: none"> <li>▪ Construction equipment shall be well maintained and used judiciously to be as quiet as practical. Equipment and trucks used for project construction shall utilize</li> </ul>	City of Sonoma, Construction Contractor	During Construction Activities	City of Sonoma Planning Department and/or Building Department	Review construction specifications and retain for administrative record.	Once, prior to construction activities

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<p>the best available noise control techniques (e.g., improved mufflers, equipment redesign, use of intake silencers, ducts, engine enclosures, and acoustically attenuating shields or shrouds), wherever feasible;</p> <ul style="list-style-type: none"> <li>▪ Utilize “quiet” models of air compressors and other stationary noise sources where such technology exists. Select hydraulically- or electrically-powered equipment and avoid pneumatically powered equipment where feasible. Impact tools (e.g., jack hammers, pavement breakers, and rock drills) used for project demolition or construction shall be hydraulically or electrically powered wherever possible to avoid noise associated with compressed air exhaust from pneumatically powered tools. However, where use of pneumatic tools is unavoidable, an exhaust muffler on the compressed air exhaust shall be used. Quieter procedures shall be used, such as drills rather than impact equipment, whenever such procedures are available and consistent with construction procedures;</li> <li>▪ Locate stationary noise-generating equipment as far as possible from sensitive receptors that adjoin construction sites. Construct temporary noise barriers or partial enclosures to acoustically shield such equipment where feasible;</li> <li>▪ Prohibit unnecessary idling of internal combustion engines;</li> <li>▪ Prior to initiation of on-site construction-related demolition or earthwork activities, a minimum 12-foot-high temporary sound barrier shall be erected along the Project property line abutting adjacent operational businesses, residences or other noise-sensitive land uses. These temporary sound barriers shall be constructed with sound shielding properties and shall be constructed so that vertical or horizontal gaps are eliminated. These temporary barriers shall remain in</li> </ul>				Conduct site inspections during construction activities	During scheduled construction site inspections

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<p>place through the construction phase in which heavy construction equipment, such as excavators, dozers, scrapers, loaders, rollers, pavers, and dump trucks, are operating within 50 feet of the edge of the construction site by adjacent sensitive land uses. This measure could lower construction noise levels at adjacent, ground-floor residential units by up to 8 dB, depending on topography and site conditions;</p> <ul style="list-style-type: none"> <li>▪ To the maximum extent feasible, route construction-related traffic along major roadways and away from sensitive receptors;</li> <li>▪ Notify all businesses, residences or other noise-sensitive land uses within 500 feet of the perimeter of the construction site of the construction schedule in writing prior to the beginning of construction and prior to each construction phase change that could potentially result in a temporary increase in ambient noise levels in the Project vicinity;</li> <li>▪ Signs shall be posted at the construction site that include permitted construction days and hours, a day and evening contact number for the job site, and a day and evening contact number for the on-site complaint and enforcement manager, and the City's Building Official, in the event of problems;</li> <li>▪ An on-site complaint and enforcement manager shall be available to respond to and track complaints. The manager will be responsible for responding to any complaints regarding construction noise and for coordinating with the adjacent land uses. The manager will determine the cause of any complaints (e.g., starting too early, bad muffler, etc.) and coordinate with the construction team to implement effective measures (considered technically and economically feasible) warranted to correct the problem. The telephone number of the coordinator</li> </ul>					

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<p>shall be posted at the construction site and provided to neighbors in a notification letter. The manager shall notify the City’s Building Official of all complaints within 24 hours. The manager will be trained to use a sound level meter and shall be available during all construction hours to respond to complaints; and</p> <ul style="list-style-type: none"> <li>▪ A pre-construction meeting shall be held with the Building Official and the general contractor/on-site project manager to confirm that noise measures and practices (including construction hours, neighborhood notification, posted signs, etc.) are fully operational.</li> </ul>					
<p>The above mitigation measures shall be identified in construction contracts and acknowledged by the contractor.</p>					

**TRANSPORTATION AND TRAFFIC**

<p><b>TRANS-2:</b> The Project Applicant (or Project site operator) shall submit a VMT Strategy Report, prior to occupancy, of measures the Hotel shall implement once the Project is operational (see Table 2 attached), to reduce VMT from the baseline determined in the revised Final EIR. After the Project has been operational for six months a report shall verify the reductions have been achieved. If the reductions in VMT of 15% are not demonstrated in the report, the Owner/Operator shall implement additional strategies from Table 4-6. The Project Applicant or operator shall submit an annual report to the City for the first three years demonstrating the efficacy of the selected TDM strategies in achieving the identified VMT reduction goal and proposing modifications as required to achieve the required VMT reduction goal.</p>	Hotel Operator	At the time of Building Permit the Applicant shall submit to the Planning and Community Services Director a list of measures that are measurable and included in the Project that reduce VMT by 15% below the baseline.	City of Sonoma Planning and Public Works Departments	The Hotel operator shall submit a report to the Planning and Community Development and Services Director quantifying the measures that are implemented. If needed additional measures shall be incorporated to the satisfaction of the City.	At the time of occupancy, at six months of operation and then annually for the first three years
---	----------------	---	--	--	--

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

<b>Mitigation Measures</b>	<b>Party Responsible for Implementation</b>	<b>Implementation Trigger/Timing</b>	<b>Agency Responsible for Monitoring</b>	<b>Monitoring Action</b>	<b>Monitoring Frequency</b>
<p><b>TRANS-6A:</b> The following shall be implemented:</p> <p>The Project shall pay its fair share of Improvements to the intersection of West Napa Street/First Street West, identified by the City of Sonoma as part of the General Plan Update process, and the Systemic Safety Report (March 2019) including curb extensions, striping modifications, and enhanced signing by the Project identified as approximately \$6,238 at the time of building permit.</p>	City of Sonoma, Construction Contractor	During construction	City of Sonoma Planning Department and/or Building Department	Review construction specifications and retain for administrative record	Once, prior to construction activities.
<p><b>TRANS-6B:</b> The following shall be implemented:</p> <ul style="list-style-type: none"> <li>▪ Bicycle storage facilities shall be provided on-site as proposed.</li> <li>▪ Should the project include any changes to the existing frontage on West Napa Street, such changes must accommodate planned future bike lanes.</li> </ul>	City of Sonoma, Construction Contractor	During construction	City of Sonoma Planning Department and/or Building Department	Review construction specifications and retain for administrative record	Once, prior to construction activities.
<p><b>TRANS-7:</b> The following shall be implemented: Improvements identified by the City of Sonoma through the General Plan Circulation Element update process include a southbound right-turn lane with a signal timing modification to include an overlap between the southbound right turn (from 5<sup>th</sup> Street West onto West Napa Street) and eastbound left turn (from West Napa Street onto 5<sup>th</sup> Street West) at the West Napa/5<sup>th</sup> Street West intersection. The Project shall pay it's equitable share towards these improvements, either through a proportional share fee of 1.1 percent of the \$338,000 estimated cost identified in the City's Systemic Safety Analysis Final Amended Report, or City fees, shall be collected at the time of building permit.</p>	City of Sonoma	At the time of Building Permit.	City of Sonoma Public Works Department	Verification of payment by City.	Once

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<b>UTILITIES AND SERVICE SYSTEMS</b>					
<p><b>UTIL-6:</b> The Project Applicant shall coordinate with the Sonoma Valley County Sanitation District (SVCSD) to upgrade the capacity of the local sanitation collection system, such that the additional flows generated by the project shall be fully accommodated, specifically during peak wet weather flows. This shall be accomplished using one of the following means, or combination thereof, of which the final determination of the means to use shall be at the discretion of the SVCSD:</p> <ul style="list-style-type: none"> <li>▪ Payment of In-Lieu Fee: The Project Applicant shall pay an in-lieu fee into the SVCSD Water Conservation Program, specifically, the Direct Installation Plumbing Program, which promotes the installation of high efficiency plumbing fixtures (toilets, urinals, faucet aerators, showerheads) for SVCSD commercial and residential customers. The amount of the fee, which shall be determined by the SVCSD, shall be sufficient to fund identified conservation measures within the collection system area that would offset flows generated by the project (38.44 ESD).</li> <li>▪ Holding Tank: The Project Applicant shall install a holding tank, if needed, near the downstream end of the new on-site sewer service lateral. The tank is to be sized to store a minimum of 8 hours of wastewater originating from the project and discharge at a rate and time approved by SVCSD. The final calculations for the required size to accommodate 8 hours of storage shall be verified during plan check. Design details shall be established during plan check, and the tank shall be installed and operational prior to occupancy of the Project site. The Project Applicant shall develop an operations and maintenance plan for the holding tank to ensure that the holding tank operates correctly and leaks are prevented or repaired.</li> </ul>	City of Sonoma, Project Applicant	Prior to issuance of grading permit	City of Sonoma Planning Department and/or Building Department, SVCSD	Site plan review, and City to retain for administrative record	Once, prior to construction activities

MITIGATION MONITORING OR REPORTING PROGRAM

**TABLE 1 MITIGATION MONITORING AND REPORTING PROGRAM**

Mitigation Measures	Party Responsible for Implementation	Implementation Trigger/Timing	Agency Responsible for Monitoring	Monitoring Action	Monitoring Frequency
<p>To address any potential secondary impacts, all standard construction provisions that apply to the project shall be met, including compliance with the noise ordinance, traffic safety provisions (flaggers and signage), and stormwater control to protect water quality.</p> <p>Completion of improvement or implementation of conservation measures shall be required prior to final occupancy of the project. Enforcement Responsibility; Sonoma Valley County Sanitation District, City Engineer; City of Sonoma Public Works Department.</p>	See Mitigation Measure UTIL-6.				
<b>UTIL-7:</b> Implement Mitigation Measure UTIL-6.	See Mitigation Measure UTIL-6.				

MITIGATION MONITORING OR REPORTING PROGRAM

**Table 2**

**TRANS-2 Detailed Measures to Reduce Vehicle Miles Traveled.**

Strategy	Description	% VMT Reduction	Target
Unbundle Parking Costs from Property Cost	Separate parking from hotel stay costs, requiring those who wish to purchase parking to do so at an additional cost.	2.6 – 13%	Guests
Commute Trip Reduction Program	Implement a multi-strategy program that encompasses a combination of individual measures, designed to discourage single-occupancy vehicle trips and encourage alternate modes such as carpooling, transit, walking, and biking. The program should include: <ul style="list-style-type: none"> <li>- Carpooling encouragement</li> <li>- Ride-matching assistance</li> <li>- Preferential carpool parking</li> <li>- Flexible work schedules for carpools</li> <li>- Half time transportation coordinator</li> <li>- Vanpool assistance</li> <li>- Bicycle end-trip facilities (parking, showers and lockers)</li> </ul>	1.0 – 6%	Employees
Ride-sharing Program	Increasing vehicle occupancy by ride sharing will result in fewer cars driving the same trip, and thus a decrease in VMT. The project will promote ride-sharing programs through a multi-faceted approach such as: <ul style="list-style-type: none"> <li>- Designating a certain percentage of parking spaces for ride-sharing vehicles</li> <li>- Designating passenger loading, unloading, and waiting areas for ride-sharing vehicles</li> <li>- Providing a web site or message board for coordinating rides</li> <li>- Promoting ride-matching apps such as Waze Carpool, Carma, or the Sonoma County 511 program.</li> </ul>	2.5 – 8.3%	Employees
Subsidized or Discounted Transit Program	Provide subsidized/discounted daily or monthly public transit passes. The project may also provide free transfers between all shuttles and transit to participants.	0.3 – 20.0%	Both
End of Trip Facilities	Provide "end-of-trip" facilities for bicycle riders including showers, secure bicycle lockers, and changing spaces. End-of-trip facilities encourage the use of bicycling as a viable form of travel to destinations, and provide the added convenience and security needed to encourage bicycle commuting.	Limited when implemented alone	Employees
Telecommuting and Alternative Work Schedules	Where applicable, encourage employees to utilize telecommuting or alternative work schedules, thereby reducing the number of trips and VMT by employees. Alternative work schedules could take the form of staggered starting times, flexible schedules, or compressed work weeks.	0.2 – 4.5%	Employees
Commute Trip Reduction Marketing	Implement marketing strategies that promote commute alternatives to employees. Strategies may include new employee orientation of trip reduction and alternative mode options, event promotion, and publications.	0.9 – 26%	Employees

MITIGATION MONITORING OR REPORTING PROGRAM

Strategy	Description	% VMT Reduction	Target
New Employee Commute Orientation	Incorporate information on commute alternatives and benefits into orientation and new-hire packets for employees.	Limited unless bundled with companion strategies	Employees
Preferential Parking Program	Provide preferential parking in convenient locations (such as near building front doors) in terms of free or reduced parking fees, priority parking, or reserved parking for employees who carpool or vanpool.	Limited unless bundled with companion strategies	Employees
Car-Sharing Program	Implement a car-sharing project to allow on-demand access to a shared fleet of vehicles on an as-needed basis, thereby reducing the need for a personal vehicle.	0.4 – 0.7%	Both
Employer-Sponsored Vanpool/Shuttle	Implement an employer-sponsored vanpool to service employees' commute to work. Employer-sponsored vanpool programs entail an employer purchasing or leasing vans for employee use, and often subsidizing the cost of program administration, if not more. The driver usually receives personal use of the van, often for a mileage fee. Scheduling is within the employer's purview, and rider charges are normally set based on vehicle and operating cost.	0.3 – 13.4%	Employees
Bike/Scooter Share Program	Work with private providers to provide access to shared bikes and/or scooters. Consider providing subsidized memberships or pricing for guests/employees to increase utilization.	The effect of shared bikes and scooters is still being studied. Initial evidence suggests they reduce vehicle trips for shorter trips.	Both
Employee Parking "Cash-Out"	The project will require employers to offer employee parking "cash-out." The term "cash-out" is used to describe the employer providing employees with a choice of forgoing their current subsidized/free parking for a cash payment equivalent to the cost of the parking space to the employer.	3.0 – 7.7%	Employees
Price Workplace Parking	The project will implement workplace parking pricing at its employment centers. This may include explicitly charging for parking for its employees, implementing above market rate pricing, validating parking only for guests, not providing employee parking and transportation allowances, and educating employees about available alternatives.	0.5 – 14%	Employees
Local Shuttle Service	Provide local shuttle service through coordination with the local transit operator or private contractor. The local shuttles will provide service to transit hubs, commercial centers, residential areas, and tourist destinations. A shuttle program could be targeted towards employees, guests, or both.	Limited unless bundled with companion strategies	Both
Transportation Resource Guide	Provide "How to Get Around" resources to guests. Include concierge service information about non-motorized and alternative transportation options for the area.	Unknown.	Guest

MITIGATION MONITORING OR REPORTING PROGRAM

Strategy	Description	% VMT Reduction	Target
Transportation Network Company (TNC) Partnership	Subsidize pooled TNC trips to/from transit stops and stations and to major destinations.	Unknown	Both

The specific VMT reduction strategies to include as mitigation can be selected from the menu in Table 1. The menu consists of transportation demand management (TDM) strategies that are designed to reduce vehicle trips or trip lengths. For each strategy, the menu provides a detailed description along with potential VMT reductions and the intended users of the strategies.

The specific mitigation action is to require the Project Applicant (or project site operator) to select and implement a combination of the strategies from Table 1 such that the VMT generated by the project would be 7.5 percent below a calculated baseline. Because of its proximity to Downtown Sonoma and amenities in the area, a 7.5% reduction is what is need to reduce impacts to a less than significant level.

For monitoring, the baseline VMT could be an estimate of the project generated VMT without mitigation expressed in per capita, per service population, per guest, or per worker form. Upon issuance of building permits, the Project Applicant (or hotel operator) shall prepare a baseline VMT estimate for the project using trip generation and trip length data for comparable hotels from travel surveys or commercially available mobile-device data (i.e., StreetLight) sources. The project shall be monitored by the City or by the project application/operator on an annual basis to determine the efficacy of the selected TDM strategies in achieving the 7.5 percent VMT reduction goal. The monitoring shall include project generated VMT estimates compatible with the methodology used to estimate baseline VMT so that performance comparisons can be made. The City shall approve the proposed detailed methodology, but it should be based on observed data collected from the project site’s guests, workers, and visitors. This can include active or passive data collection techniques. An annual monitoring memorandum shall be submitted to City staff. If the Project site is found not to be in compliance with the mitigation measure, the project must incorporate additional TDM strategies from Table 1 to meet the target of 7.5 percent below the calculated baseline. Alternatively, the project applicant/operator may propose new strategies that develop over time to further reduce project generated VMT if substantial evidence is provided to support the efficacy of the strategy.