



FY 2016-2017 WORK PLAN

Approved by Board of Directors

June 2016

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Commute.org

FY 2016-2017 Work Plan

Executive Overview

Commute.org is San Mateo County's Transportation Demand Management (TDM) Agency. The purpose of TDM is to change travel behavior from driving single occupant vehicles to using other travel modes, which results in reduced traffic congestion and improved air quality. Commute.org's primary objective is to reduce single occupant vehicle (SOV) commute-related travel to, from and through San Mateo County. The benefits of reducing commute-related SOV trips in San Mateo County include:

- Reduction in congestion on San Mateo County highways and surface streets
- Reduction in greenhouse gas emissions
- Attraction and retention of employers to San Mateo County (economic vitality)
- Improved quality of life for the residents of San Mateo County and surrounding communities

The goal for all Commute.org programs is a mode shift from SOV commuting to the regular use of commute alternatives. Not every program has an easily measured SOV reduction goal; however, each program should be focused on the potential to reduce SOV travel.

As a joint powers agency, Commute.org is managed by a Board of Directors that includes representatives from each of the 17 cities or towns that are members of Commute.org as well as one representative from the San Mateo County Board of Supervisors. The Board of Directors has five regularly scheduled meetings during the fiscal year.

The agency has two standing committees: Supervisory and Finance. The Supervisory Committee is comprised of up to nine appointees from member agencies and funders, and meets approximately nine times each fiscal year. The Finance Committee is comprised of three board members and two representatives from the Supervisory Committee and meets up to five times during the fiscal year.

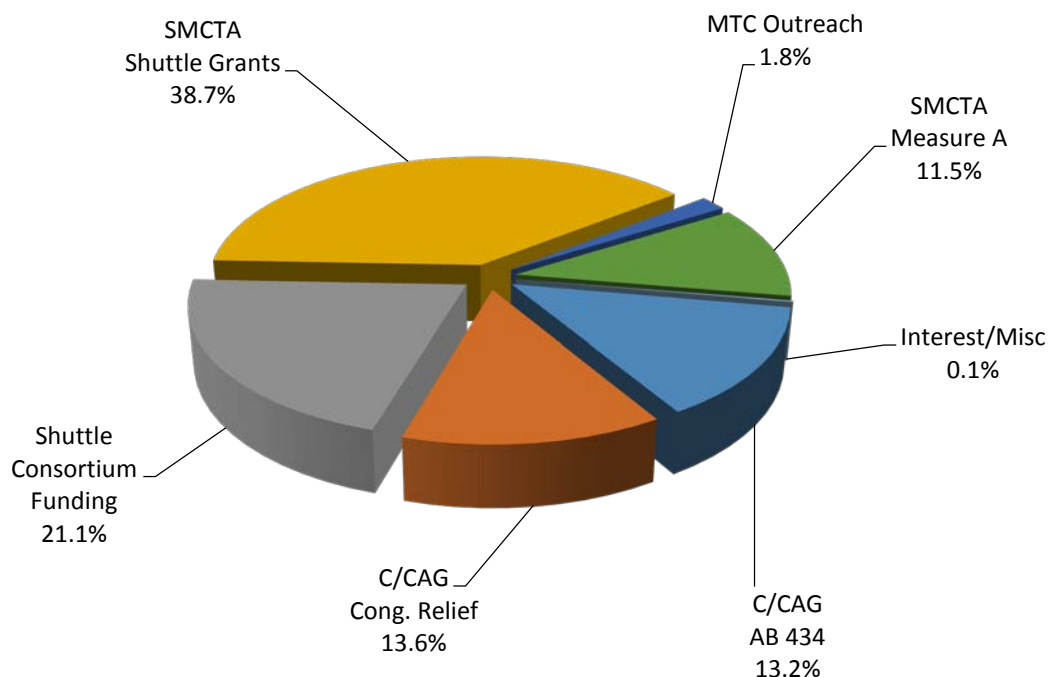
Commute.org has nine full-time staff members working from an office located in South San Francisco. The staff is divided into four functional areas: Employer Outreach, Commuter Outreach, Shuttle Program, and Administration; however, the organization operates in a cross-functional style with members of each team collaborating on projects to maximize the effectiveness of the agency. The employees are a committed group of individuals who strive to achieve the agency's goals and objectives. The average length of service of current Commute.org staff is over seven years.

Commute.org is funded through a variety of local government sources as well as by contributions from public and private employers supporting the shuttle services program. As shown in the chart below, the San Mateo County Transportation Authority (SMCTA), the City/County Association of Governments (C/CAG) of San Mateo County, and the Bay Area Air Quality Management District (BAAQMD) provide the majority of the funding for all non-shuttle programs. Additional funding is provided by the Metropolitan Transportation Commission (MTC) from the 511 Regional Rideshare Program; however, this is the final year that funding.

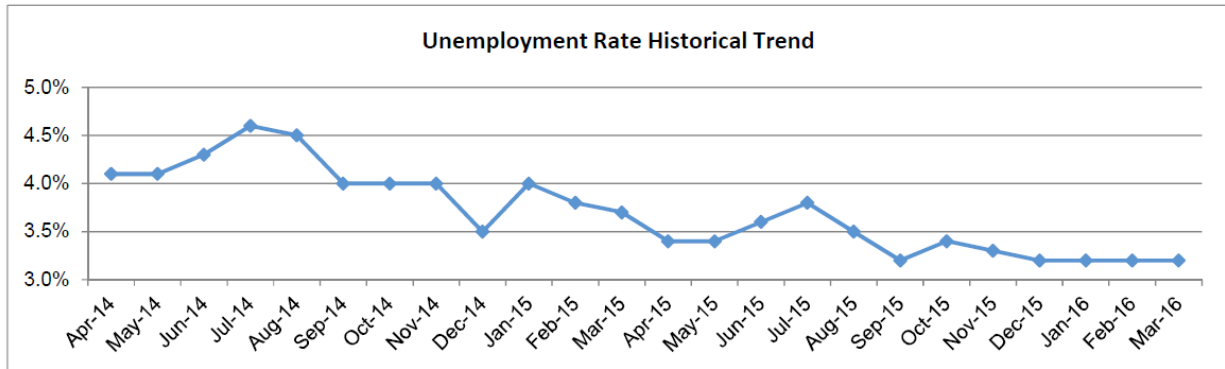
Commute.org is able to pool the funding from the aforementioned sources, which allows the agency to focus on programming that targets the closely aligned objectives of the funding partners. That structure combined with Commute.org’s size and independence allows the agency to tackle problems differently and adjust strategies more dynamically.

Commute.org’s shuttle program is funded through grants received from the SMCTA and contributions from private and public employers (shuttle consortium members). The revenue received from these sources pass through Commute.org budget to pay the shuttle service contractor and other shuttle program-specific expenses. Shuttle management services provided by Commute.org are paid for from the general funding sources.

Projected Revenue Sources for FY 2016-2017



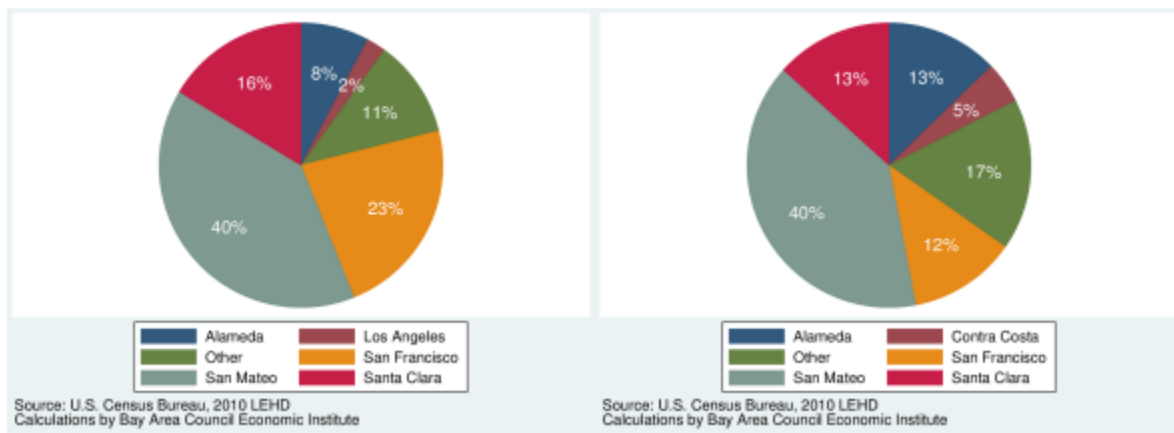
The Bay Area economy has been growing steadily since 2010 resulting in the strongest jobs growth San Mateo County has experienced in decades. According to data from the Employment Development Department, the unemployment rate in the San Francisco-Redwood City-South San Francisco area was 3.2 percent in March 2016, which is below the year-ago estimate of 3.7 percent. This compares with an unadjusted unemployment rate of 5.6 percent for California and 5.1 percent for the nation during the same period. The estimated unemployment rate in San Mateo County is near an all-time low of 3.0 percent.



Unemployment Trend in San Francisco-San Mateo County Metro Division

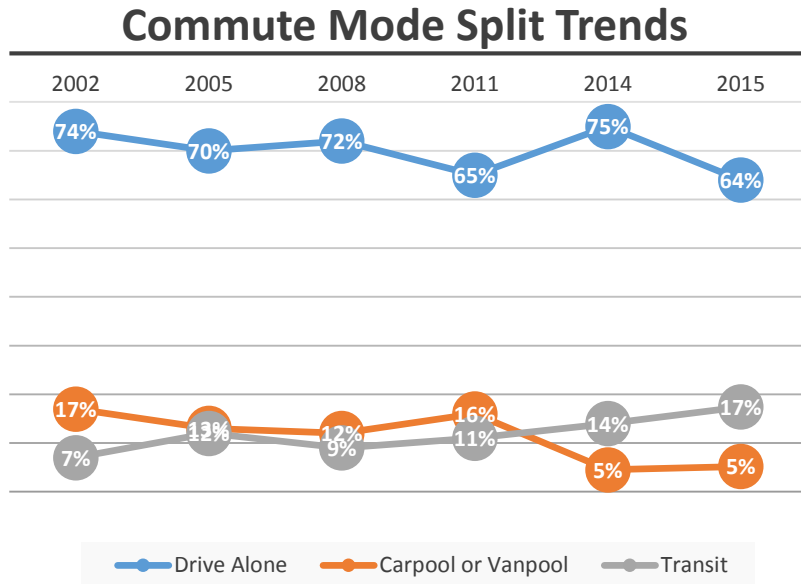
The increased economic activity and labor force participation puts an enormous strain on our local roads and transportation infrastructure. As the following charts show, 60% of San Mateo County residents work outside of the county and 60% of the county workforce commutes into the county.

(a) County of Employment for Residents of San Mateo County (b) County of Residence for Workers in San Mateo County



Based on Commute.org’s survey data, drive-alone rates for San Mateo County commuters are trending down while transit-ridership is increasing (see chart below). It is reasonable to assume that congestion on the Highway 101 corridor has gotten to the point where a significant number of commuters have grown frustrated with SOV commuting and have shifted to non-

SOV modes. The drop in carpool/vanpool rates from 2011 to 2014/2015 is likely the result of a change in survey methodology which now is conducted via email using voter registration data to identify survey participants. As a result, the new data may be missing members of the workforce that use carpool/vanpool as a primary mode of transportation to/from work.



Commuter.org’s Strategic Plan was updated in 2015. The agency’s goals have been restructured to reflect the changing environment of San Mateo County, the advances in technology, and the evolving objectives of our partners and funders. The agency’s tagline remains *Working Together to Improve Our San Mateo County Commute* which accurately defines the agency’s role as a county-wide body that focuses on commute-related issues.

The Strategic Plan includes the following five program areas through which to pursue the agency’s work:

- Program Area 1: Working with employers to develop and manage innovative partnerships to reduce peak period commute trips;
- Program Area 2: Working with employers, commuters and partners to provide first and last mile shuttles services during peak commute hours;
- Program Area 3: Working with commuters to explore and utilize alternative transportation;
- Program Area 4: Working with public and private partners to collaboratively develop new resources and tools to expand transportation alternatives; and
- Program Area 5: Strengthening the organizational capacity of the agency to achieve its goals.

Commute.org's board and staff have worked to develop a program of work for the upcoming fiscal year that will challenge the organization. The intent is to establish lofty goals for the agency and strive to achieve the very most that can be accomplished. Commute.org has an experienced staff, a supportive board, committed funders, and willing partners. All of those elements will need to continue to work together in order for Commute.org to meet its goals and make a difference for San Mateo County.

Key Initiatives: FY 2016-2017

In addition to ongoing operations, the agency focuses on several “Key Initiatives” during the fiscal year. Key Initiatives can be special projects, time-critical tasks, program redesigns, or projects that require special funding. Key Initiatives can span multiple fiscal years, but most times they are projects that can be completed in a single fiscal year.

Key Initiatives that have been selected for the upcoming fiscal year include:

Countywide TDM Software Platform

Deployment of the Ride Amigos UNITY Platform as an online tool for Commute.org to promote, track and incentivize alternative commuting behavior. This will be the primary initiative for the Employer Outreach and Commuter Incentive teams over the fiscal year. Full deployment is likely to take more than one year and will require the agency to identify funding beyond the first year in order to continue.

Over the past year, Commute.org conducted extensive analysis of TDM software tools. The Ride Amigos software was determined to be the best fit for Commute.org’s purpose. A group of employers participated in focus groups to help the agency determine if employers would be willing to adopt the tool if it was provided to them at no or low cost. There was overwhelming support from the focus groups to proceed; therefore, the UNITY Platform was licensed for use in a pilot implementation.

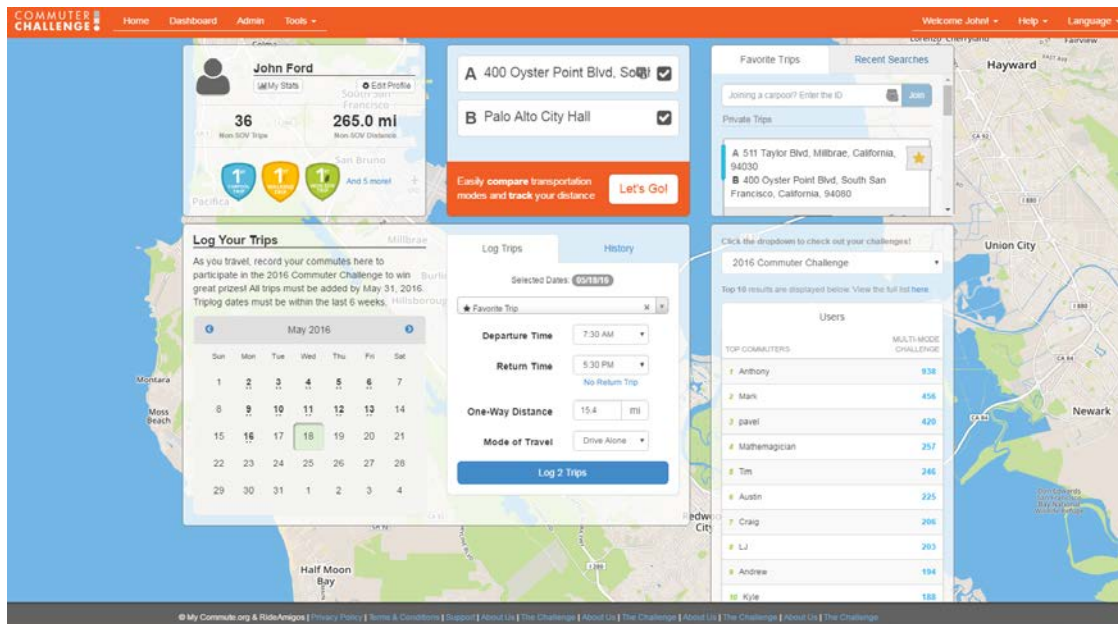
The Challenge module of the software platform was launched on a subdomain of the Commute.org website (me.commute.org) for use during the 2016 Commuter Challenge. Approximately 1300 commuters registered and logged their commute trips during the 2-month campaign. Upon completion of the Challenge, Commute.org will conduct a post-pilot analysis of the UNITY Platform. Part of the analysis will be a set of follow up meetings with Ride Amigos to discuss issues discovered during the pilot as well as to review the status of upcoming releases of the product that will enhance the overall feature set and functionality of the platform. If the final result of the analysis is positive, then the agency plans to license the software for full deployment beginning in the summer of 2016.

During the pilot, only the trip planning, trip logging, and ridematching tools were activated. The software also includes School Pool, Guaranteed Ride Home, Rewards, Reporting, and Network components. Those features will be enabled in a controlled manner to facilitate the effective roll out of the platform over the course of the fiscal year.

The key to success of the Ride Amigos UNITY Platform in San Mateo County will be the deployment and adoption of the “Networks” feature. This feature allows the parent organization (Commute.org) to create public and private networks that are managed by “network administrators” associated with companies, cities, or organizations. Each network has almost the set of full privileges available to the parent organization, but can limit access to their network to their own employees, members, etc. This allows employers to conduct

their own campaigns, challenges, and rewards programs while generating detailed information about their employees' commuting patterns and behaviors.

The Ride Amigos software gives each participant a Dashboard to view their commute statistics, badges, awards, competitions, and other data that can help them track and analyze their commute behavior. Ride Amigos is developing a smart phone based app to make the trip logging more automated. This will enhance the likelihood that individual commuters continue using the tool; however, it will still require employer participation and incentives to encourage commuters to continue their use of commute alternatives.



UNITY Platform Dashboard during 2016 Commuter Challenge

Commute.org will need to develop and deploy training tools to expedite the adoption of the platform by organizations throughout the county. More analysis is necessary to determine if anything more than basic training and basic reporting, should be provided on a fee-for-service basis.

Guaranteed Ride Home (GRH) Program:

Commute.org has operated an Emergency Ride Home (ERH) program for more than a decade. The current program is employer-centric, which means that only those employees who work for participating employers are eligible to use the program. In an effort to expand the coverage of this important safeguard to more people, Commute.org plans to revamp the existing program and relaunch it as the GRH program. This initiative was started in FY 2015-2016; however, there were issues with how to process reimbursements under the constraints of our “fiscal agent” requirements so the project was put on hold.

The Ride Amigos product includes a soon-to-be released integrated GRH module. An analysis of the tool and its applicability for San Mateo County will be made and if it meets

the needs then it will become the basis for the GRH program going forward. If it does not meet the criteria, then an independent program will be developed.

The goal of the GRH program will be to cover all permanent full-time and permanent part-time employees who are employed within San Mateo County and live within a yet to be determined number of miles of their worksite will be eligible for this program on days that they do not drive alone to work. Participants will be required to register before using the program. The existing ERH program will most likely be phased out with current participating employers (approximately 60) being allowed to issue vouchers thru an agreed upon date.

Employer Commute Program Survey

Commute.org conducts a triennial survey of San Mateo County commuters and residents. The “Commute Profile” survey provides important information about the commute mode choices, commute patterns, effectiveness of incentives, employer participation rates, and a host of other data that provides the framework for Commute.org’s program of work.

In FY 2015-2016, Commute.org conducted a scaled down version of the triennial commute profile survey. While the information gathered in the survey was valuable, it has been determined that biennial surveying is likely sufficient. Therefore, in FY 2016-2017, the agency will design, develop, and conduct a survey of employers with the goal of capturing detailed information about the commuter benefits, employer needs, barriers to success, and issues facing San Mateo County employers. The survey will guide program development for the Employer Outreach team as well as form the basis for the “Employer Commute Profile” data collection process.

Mobility as a Service (MaaS) Partnerships

Commute.org has been participating in an emerging technology project led by Joint Venture Silicon Valley. The project is based on the concept of Mobility as a Service (MaaS), which is a transport service model in which a customer’s major commuting and traveling needs are met over one interface and are offered by a variety of service providers.

MaaS envisions a seamless combination of transportation modes—public and private transit, bikeshare, rideshare, carshare, vanpool, taxi, employer commute benefits, electric scooter/bike lease, pay-by-phone parking, future autonomous vehicles—to reduce private auto usage. This combined with a financial disincentive for parking at employer locations that can be used to provide financial incentives for the use of commuter alternatives is key to driving down SOV rates to a target level of 50 percent across the Bay Area.

The goal of the project is to form regional MaaS public-private partnerships that will develop and pilot new TDM tools focused on measurably increasing mobility, convenience, and productivity while reducing stress, congestion and GHG emissions. The MaaS project is in its second year and is likely to be a multi-year, multi-phase effort. The UNITY Platform is being considered for the tool for San Mateo County employers to use during the early pilot phases of the MaaS project. Commute.org is actively involved in this phase of the project.

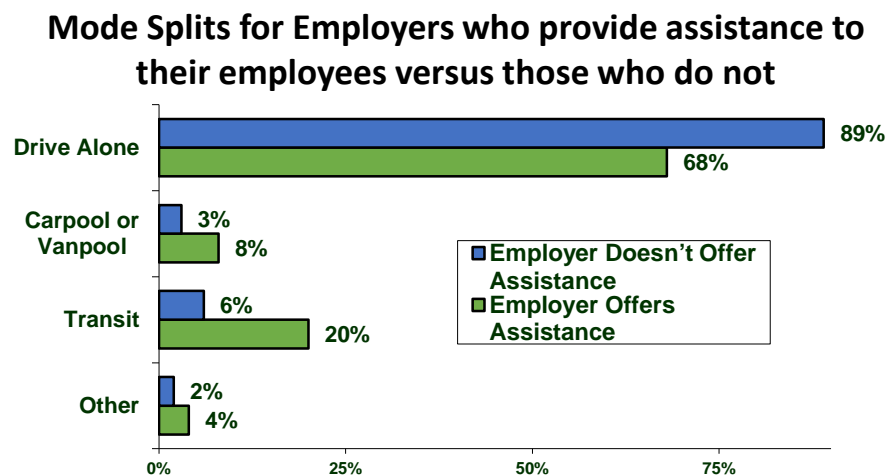
Program Area 1: Employer Outreach & Support Services

Commute.org works with employers of all sizes and types including private companies, non-profits, schools, and government agencies. The Employer Outreach Team provides no-cost consulting and support services for employers' transportation coordinators, HR departments and facilities managers. The team's core work involves providing employers with the information needed to adopt and sustain employee participation in commute alternative programs, such as taking public transit, carpooling, vanpooling, biking and telecommuting. Working directly with employers allows the agency to leverage those relationships to reach a great number of commuters through a single channel.

With over 4,000 employers in San Mateo County, the Outreach Team also incorporates technology and social media into their arsenal in order to reach as many employers as possible. The Work Plan includes the development of self-service toolkits, online training, and peer-to-peer matching services that will allow a small team to expand their reach.

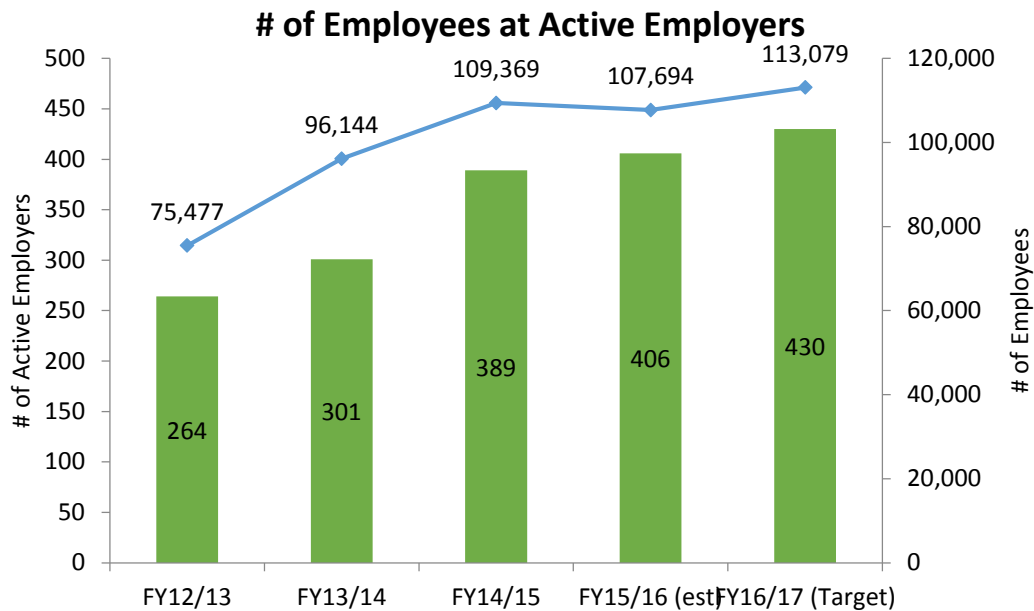
Employer Outreach

- Goal: Increase market penetration of commute alternative programs in San Mateo County.
- Measures of effectiveness: a) compare mode splits of employers who offer Commute.org assistance versus employers who do not offer assistance – use triennial survey data as well as annual mode-split survey data; b) annually calculate peak period auto trips reduced, annual emissions reduced and participation in commuter alternative programs by employers participating in Commute.org programs.
- Additional metrics: a) employer status measurements stratified by size; b) number of employees represented by employers in each status category; c) participation rates in programs as a percentage of total employers in San Mateo County by size and type.



- FY 2016-2017 Action Items:

- 1) Design, develop and conduct “Employer Commute Profile” survey of employer commute benefits programs, barriers to success, and TDM needs for San Mateo County employers. The survey will form the basis for gathering data for a new employer-specific commuter benefits/program profile database. Survey data will be published and presented in the fall/winter.
- 2) Provide ongoing outreach, guidance and consulting services to those San Mateo County based employers who have not yet complied with the Bay Area Commuter Benefits Program (Regulation 14, Rule 1). The regulation went into effect on April 1, 2014. The program is likely to become permanent in 2016, which will provide certainty to the staff in terms of working with employers to become and stay compliant. This program has resulted in an increase in the number of “active” employers in the Commute.org database and should continue to do so.
- 3) Leveraging employers to reach their employees is one of the most important functions the Outreach Team performs. The Outreach Team actively uses direct marketing campaigns to target employer transportation coordinators (ETC’s) in an effort to get a deeper connection to those critical individuals.



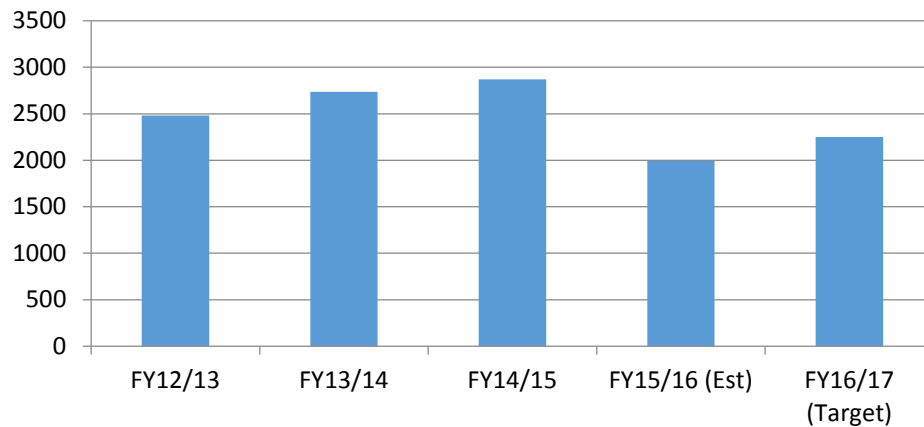
- 4) Work with SamTrans and C/CAG to support their respective mobility management goals as it relates to employers.
- 5) Build on the success of the “Breakfast with Transportation Champions” (2015) and the “Reimagine the Commute” (2016) events that engaged with transportation contacts at employers throughout San Mateo County. Staff will schedule and produce another event in February 2017 that will solidify the event as “the” annual symposium for ETC’s in San Mateo County.



Invitation to ETC in February 2016

- 6) Conduct targeted campaigns of small to medium sized employers to encourage employer consortiums to participate in commute alternative programs – use property managers, chambers of commerce and business organizations to reach these employers.
- 7) Promote the adoption of commuter-focused incentives (Carpool, Vanpool and Try Transit) at new-employee orientations, employee benefit meetings and employer transportation events.
- 8) Continue to support the City of San Mateo’s carshare program under the “Connect, San Mateo!” program. The grant funds for this program are controlled by the City of San Mateo and will likely be expended over a two year period.
- 9) An employer resource page was included in the newly designed website, but is not yet the essential “toolbox” that it can become. The Outreach Team will continue to define the elements that are critical for Employer Transportation Coordinators and add it to the resource page.
- 10) Develop a set of training tools including webinars, videos, documents that will be used to train and support network administrators with the Ride Amigos UNITY Platform. The tool already has a broad set of training videos that will need to be augmented with San Mateo County/Commute.org specific training.
- 11) Continue direct outreach to large employers in San Mateo County who do not currently work with Commute.org or existing employers who currently work with Commute.org to participate in new programs. This past fiscal year saw a drop in employer contacts (post-Bay Area Commuter Benefits Program push the prior year), but it is expected to increase significantly with the Employer Commute Profile survey project.

Employer Contacts Per Year

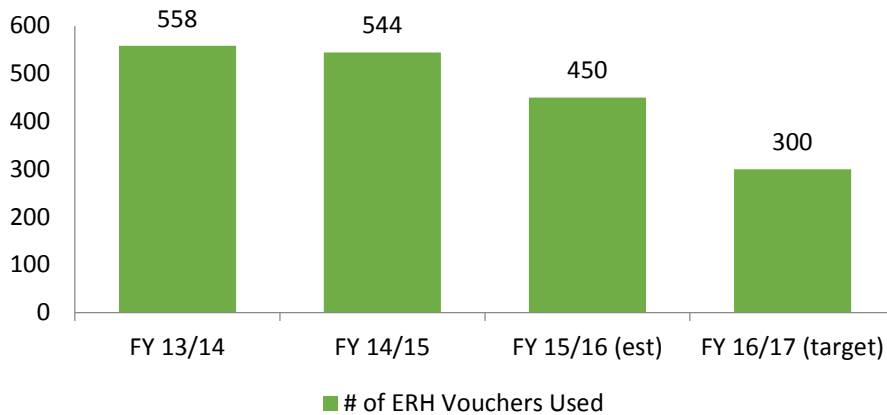


- 12) Coordinate with BAAQMD's Spare the Air team to promote the "Great Race for Clean Air" campaign in San Mateo County in the fall (if it happens). This campaign focuses on getting employers to participate in a friendly competition with other employers to promote commute alternatives to their employees.

Employer Support Services

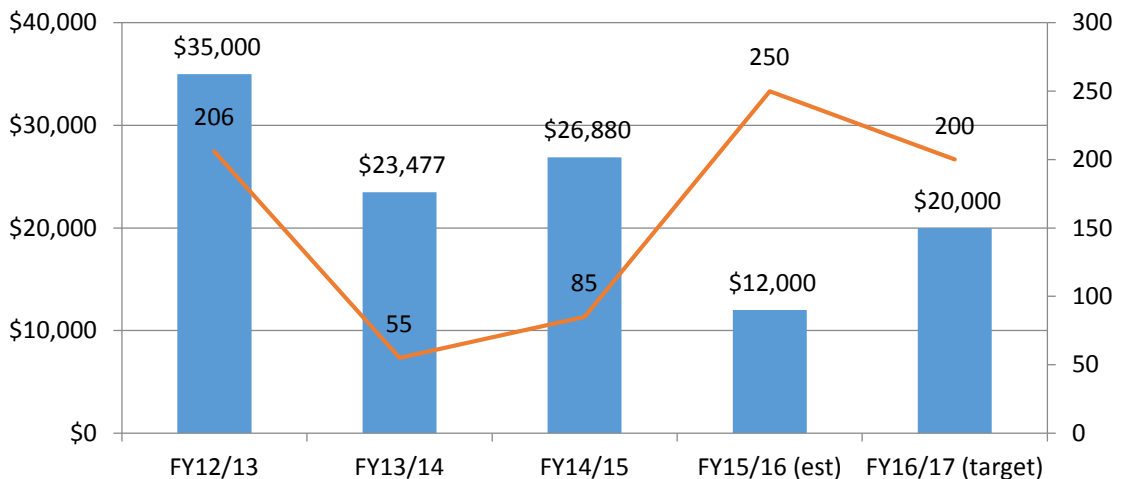
- Goal: Provide employer support services, including the Emergency Ride Home Program, Bicycle Rack and Locker program and bicycle safety and training workshops. These programs are provided to overcome barriers to utilizing commute alternative programs.
- Measures of Effectiveness: a) employer satisfaction with program delivery; b) annual feedback from employer participants.
- FY 2016-2017 Action Items:
 - 1) The Emergency Ride Home Program was to be phased out in FY 2015-2016 as a replacement Guaranteed Ride Home program was deployed; however, that project has been extended to the FY 2016-2017. Outreach staff will need to work with the 60+ employers who are currently participating in the ERH program to transition their employees to the new GRH program. As the chart below indicates, there was a significant decrease in vouchers used in FY 2015-2016 which was a result of the employer who issued the most vouchers leaving the program. The target for FY 2016-2017 is based on the existing employers and their current use. It is not clear yet what level the GRH program might generate.

Emergency Ride Home Program



- 2) Provide employers and JPA members with an opportunity to participate in the bicycle rack and locker incentive program, providing incentives for the installation of bicycle lockers and/or racks. An updated application for reimbursement which is more restrictive is one of the factors that lead to a decrease in locker/rack incentives. The goal for FY 2016-2017 is to identify high quality opportunities for the limited budget that is being allocated to the program in FY 2016-2017 (\$20,000).

Bicycle Parking Incentives \$ Value and Units



- 3) Coordinate bicycle safety and training workshops with employers at their worksites or through city or county entities by a certified bicycle safety instructor to provide rules of the road for cyclists, tips on buying a bicycle and bicycle maintenance instruction. Consider offering a second, more detailed course on bicycle maintenance.

Program Area 2: Shuttle Program

The Commute.org shuttle program actually operates as a mini-transit agency that provides first/last mile transportation services during peak commute hours linking commuters and residents to transit stations throughout the county. The Commute.org shuttle program is part of a larger, county-wide shuttle system. The vast majority of Commute.org shuttle passengers are employees who use the service between BART or Caltrain stations and their places of work. Additionally, the shuttles provide “reverse commute” service to residents that live in close proximity to shuttle routes.

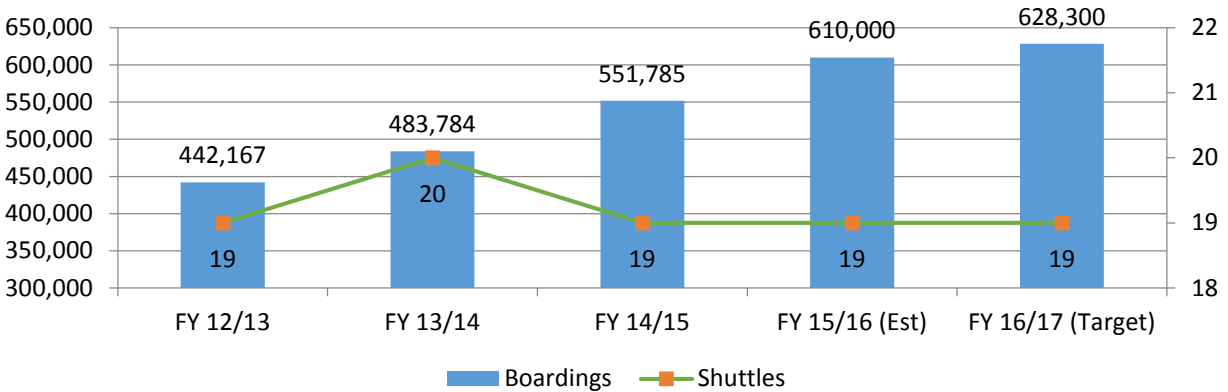


Commute.org has traditionally been the lead agency when public and private money are used to fund a shuttle route. Commute.org also manages several routes on behalf of SamTrans and Caltrain where there is no public funding. In recent years, Commute.org has brought commercial property managers into the shuttle program as route sponsors. This model allows commercial properties to attract tenants by sponsoring shuttle service to their buildings. This simplifies the consortium management process for the Commute.org shuttle team and provides first/last mile transit service to a new group of employees.

Shuttle Program Goals/Objectives

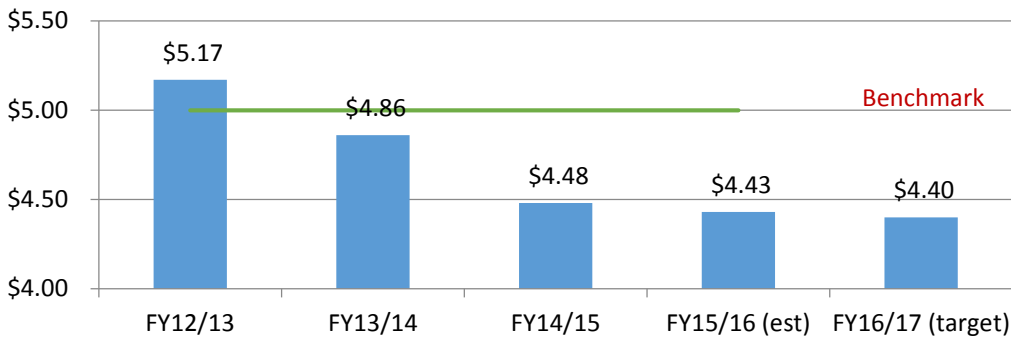
- Goal: a) continue to provide safe and reliable employer based shuttle services between employment sites and Caltrain, Bay Area Rapid Transit (BART), and San Francisco Bay Ferry stations/terminals (operated by the Water Emergency Transportation Authority – WETA); b) continue to work with existing and potential new employer consortiums to attract and retain additional ridership; c) improve the overall customer experience by maintaining high standards for on-time performance, accurate schedules, clean vehicles, and courteous drivers; d) provide employer based shuttle services that are financially sustainable and meet the funders’ targets and benchmarks.
- Objectives: a) expand financial participation by employers in consortium routes by 5% annually to reduce costs to other participating employers; b) increase ridership through employer promotion on existing shuttle routes and potential new shuttle routes to build ridership on SamTrans, Caltrain, BART and WETA by an average of 5% annually over a three-year period.

of Shuttles and Boardings



- Measures of Effectiveness: a) achieve an overall cost per passenger of \$5.00 or less across Commute.org managed network of employer-based shuttles; b) achieve funders’ benchmark of 15 passengers per revenue hour for all commuter based shuttle services; c) attain high satisfaction rates in annual customer surveys; d) reduce total cost per ton of emission to below \$90,000 per ton.
- New Metrics: a) take advantage of the new service providers data/reporting to measure on-time performance and make route/schedule changes based on the data; b) gather rider satisfaction data using online tools/apps; c) measure and report on cost per passenger using public funding as the numerator; d) calculate and report on public/private funding ratios across all routes.

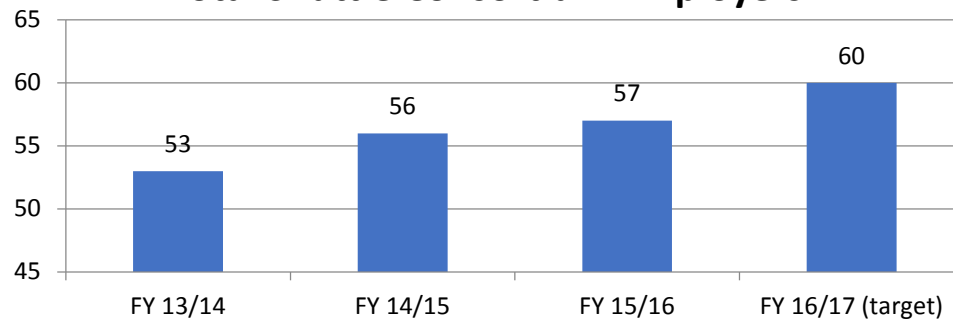
Cost Per Passenger - All Routes



- FY 2016-2017 Action Items:
 - 1) Promote the “Where’s My Shuttle?” tool on the Commute.org web site. The tool uses MV Transportation’s Timepoint Software to show close to real-time shuttle locations along all of the Commute.org managed routes.
 - 2) Continue to work on Customer Service programs including after-hours and overflow phone service.

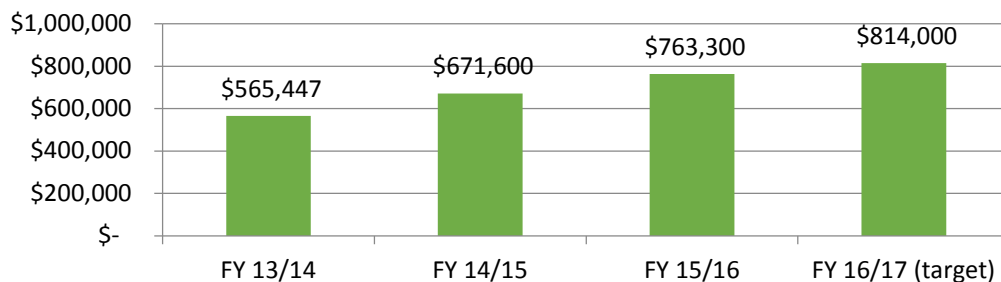
- 3) Work with shuttle vendor to move vehicles with higher passenger capacities to routes that have capacity issues at peak periods. The electronic signage makes it easier to shift assets around, but it requires a significant amount of driver and dispatcher training to get the right mix of vehicles on the various routes throughout the service day.
- 4) Work with SamTrans to determine if there are other “employer-focused” routes that would be better suited as Commute.org managed routes. The shuttle team has some additional bandwidth available, but would need to supplement current staff in some type of sharing arrangement with SamTrans if more than one or two routes were transitioned.
- 5) Continue to develop additional shuttle metrics that are easy to understand and relevant to the overall performance of the routes.
- 6) Conduct shuttle monitoring checks to ensure vendor compliance with agency policies and procedures. Each route should be monitored at least quarterly. This target may grow as additional routes are added to Commute.org shuttle management program.
- 7) Participate in employer events and meetings to encourage shuttle ridership and ensure sustainability of the shuttle program.

Total Shuttle Consortium Employers



- 8) Expand employer financial participation in consortium routes by 5% annually by bringing in more employers/partners on existing routes.

Total Shuttle Consortium Revenue



Program Area 3: Commuter Outreach & Incentive Programs

Educating commuters about alternative transportation options and then inspiring and incentivizing them to use them is the objective of this program area. The Commute.org website has been the primary vehicle used to disseminate the information and promote the incentives. This program area relies heavily on the use of advertising (online, video, and display), games, and prize-based campaigns to attract and retain the target audience.



Example of digital billboard advertising used for Commuter Challenge

Much of Commute.org's outreach efforts are focused on getting the people who commute to, from, through, or within San Mateo County to use Commute.org as a gateway to find commute alternatives. Social media has become an effective way of reaching and communicating with individual commuters. Additionally, expanding the Commute.org web site with mobile applications and interfaces is critical to the success of our outreach to this segment.

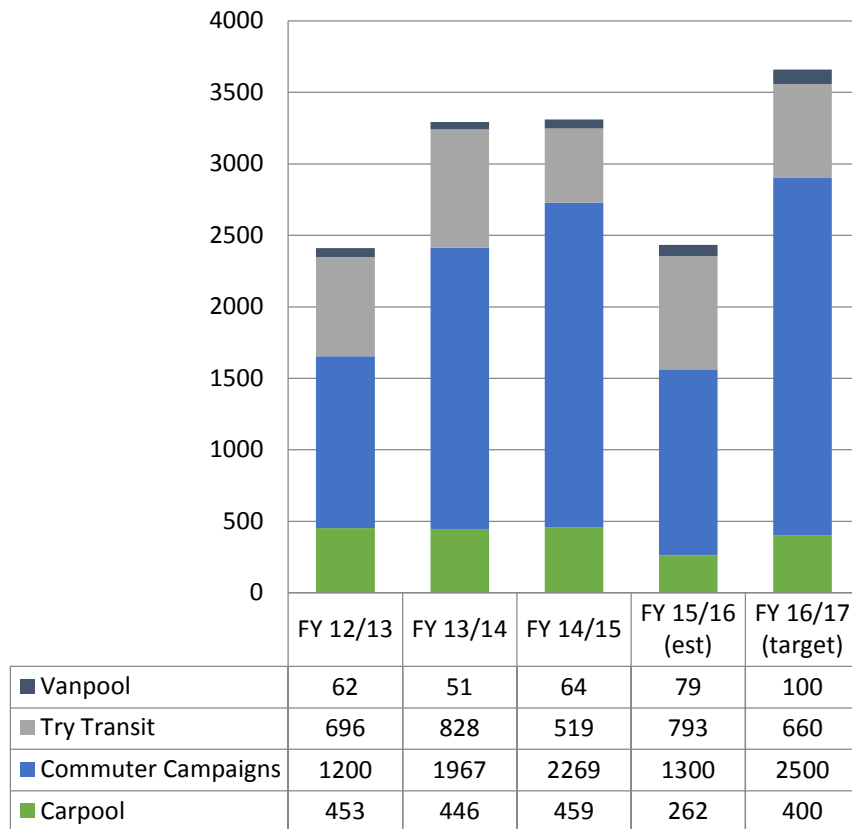


Commute.org's Facebook Profile

Incentives are one of the tools that Commute.org uses to encourage people to try commute alternatives. The graph below shows the number of incentive program participants in recent

years by category. Since participants are not allowed to receive an incentive more than once, Commute.org must continually reach new people to bring them into one of the incentive programs.

Incentive Program Participants (all programs)

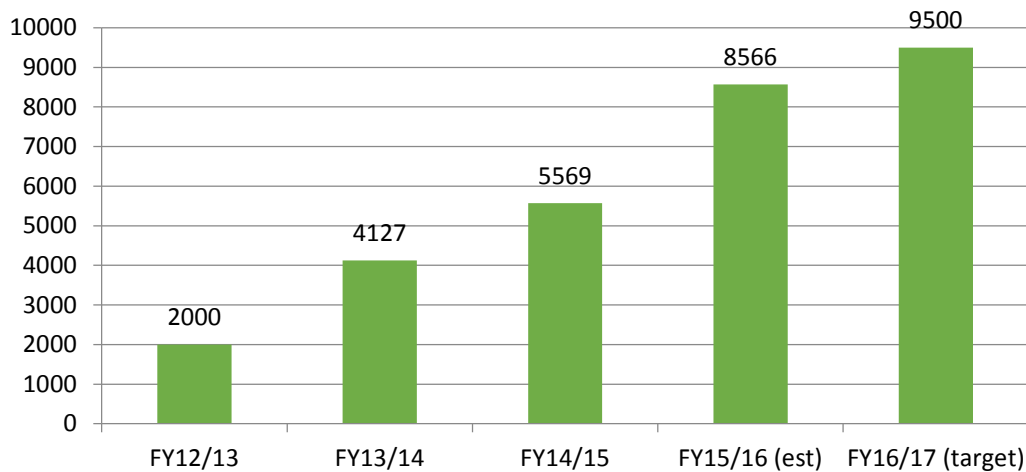


In FY 2015-2016, Commute.org saw a growth in Vanpool and Try Transit incentives, but a decrease in Carpool incentives. The Commuter Campaign showed the most significant drop as a result of the decision require a deeper level of engagement with each participant. In FY 2014-2015, participants were only required to register for the campaign in order to be counted. In the 2016 Commuter Challenge, participants were required to register *and* log commute trips in order to be qualified for prize drawings. There were an additional 900 commuters who registered for the campaign, but did not log any trips.

Direct Marketing and Communication with Commuters

- Goal: Provide commute alternative information directly to commuters that travel to, through, from, or within San Mateo County so that they can make informed choices on commute options.
- Measures of Effectiveness: a) gauge awareness of Commute.org and its programs in periodic general public surveys; b) number of commuters participating in Commute.org Commuter Club – agree to receive email communication from Commute.org:

Commuter Club Participants



- FY 2016-2017 Action Items:

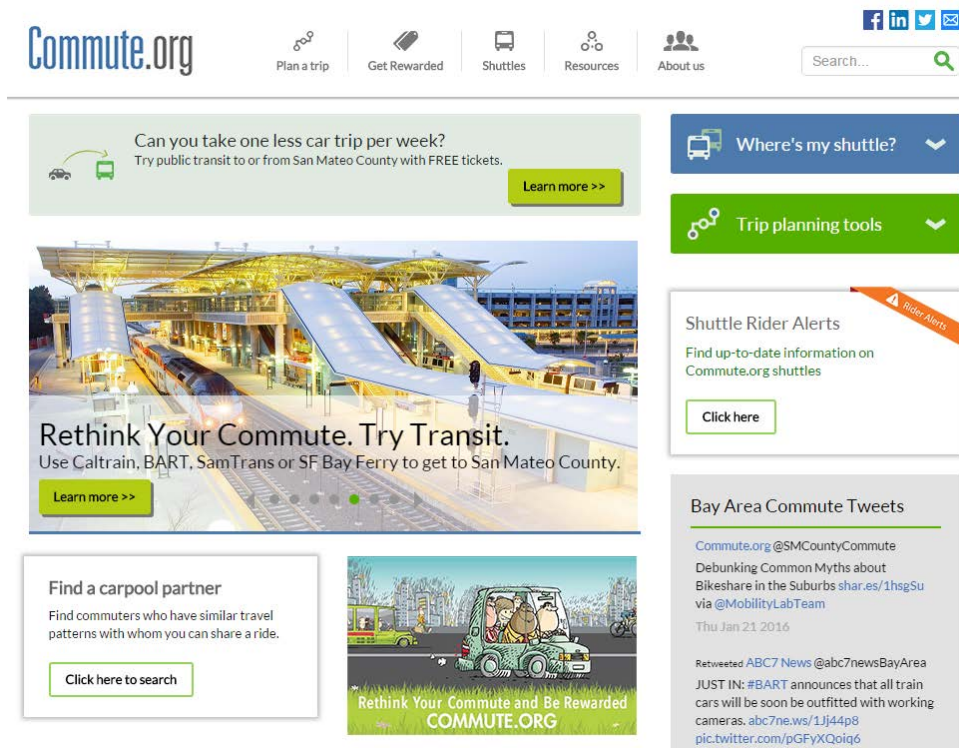
- 1) Plan and implement media campaigns to broaden awareness of Commute.org and its programs including the UNITY Platform. Collaborate with transit partners, on a Try Transit Campaign in FY 2016-2017 that builds on the ongoing “Rethink Your Commute” campaign.



Commuter Challenge 2016 Web Site (UNITY Platform)

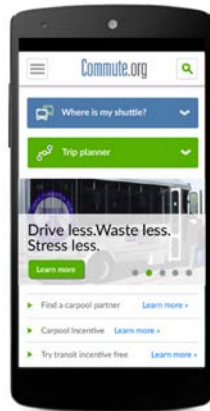
- 2) Use a variety of media sources to reach commuters in San Mateo County. Commute.org develops an annual media plan that includes advertising and messaging across newspaper, online radio, online news sites, social media sites, public transit-oriented and high visibility public location advertising. The advertising is used to support specific programs and campaigns as well as general awareness of the agency and its available resources.

- 3) Agency staff to use the agency's vehicle (Prius Hybrid) to travel to all events in the county. The vehicle is "wrapped" with a commuter-alternative theme and is highly visible to commuters.
- 4) Participate in San Mateo County Spare the Air Resource Team campaigns sponsored by BAAQMD to increase awareness of Commute.org and target San Mateo County commuters.
- 5) Develop, promote, and manage campaigns that directly target those who commute in or through San Mateo County. Use the Commuter Club email database to help promote the incentive campaigns and UNITY Platform.
- 6) Continue to upgrade the user interface of the Commute.org site to increase its functionality, "stickiness", and effectiveness with users.



Commute.org Web Site

- 7) Continue to evolve the mobile version of Commute.org, ensuring that the most relevant content is available for users on desktops, tablets and smart phones.

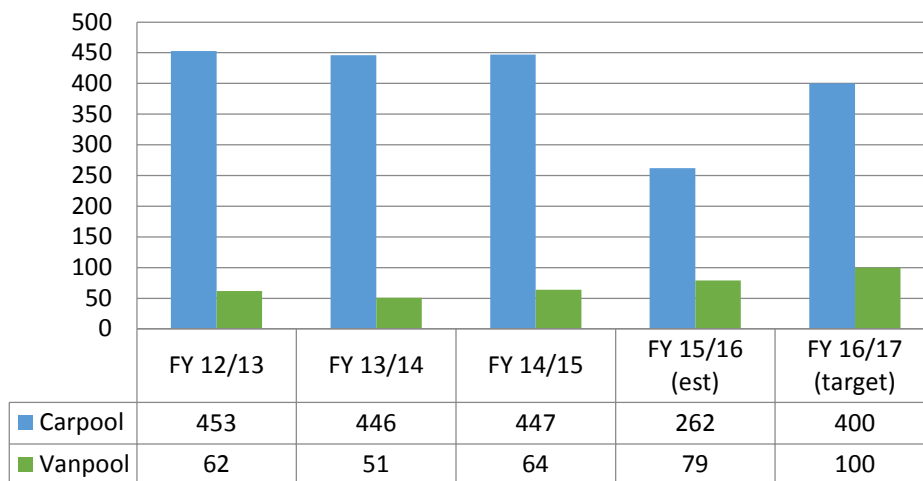


- 8) Continue to use media and video on Commute.org’s web site in our outreach efforts. Additional staff and third-party resources will be assigned and/or contracted to provide sufficient resources to this task to further expand our reach to a younger and more technically-oriented demographic.

Vanpool and Carpool Incentive Program

- Goal: Provide commuters with a direct incentive to try a carpool or vanpool.
- Measures of Effectiveness: a) meet objective of increasing participation by 10% each year; b) meet objective of having a minimum of 70% of program participants continue their use of carpool or vanpool after incentive is provided.

Carpool / Vanpool Participants



- FY 2016-2017 Action Items:
 - 1) Promote traditional Carpool Incentives providing incentives to encourage commuters to carpool at least two days per week for eight weeks. This is promoted through employers, colleges and directly to commuters at employer fairs and on the Commute.org website. In FY 2016-2017, the gas card incentive will be removed from the options that commuters can choose from when they earn the incentive. Additionally, the value of the reward may be lowered by \$10 to \$50.
 - 2) Develop a Carpool Incentive for dynamic and/or app-based carpooling. Use similar criteria to reward commuters who shift modes to carpooling using one or more of the third-party apps (e.g. Scoop, Carma, Lyft Carpool). The incentive will still be one-time and will need to be verified by data recorded by the app provider. In anticipation that this program change will result in significantly more qualified incentive applications, the agency is considering reducing the incentive to \$50 and imposing a cap on the total number of incentives available during the fiscal year.
 - 3) Promote the Vanpool Incentive Program providing \$500 for vanpool drivers who drive a vanpool for six months and three month subsidy for vanpool passenger costs up to \$100 per month for those who ride in a vanpool for three months. Work with 511.org to fill vacant seats in currently running vanpools.
 - 4) Continue to provide support and resources for the MTC Innovative TDM Program grant project focused on carsharing in the City of San Mateo. Commute.org will work with the city to launch the “Connect, San Mateo!” brand and website. Commute.org’s primary role in this project will be marketing and outreach.
 - 5) Conduct post-incentive survey of carpool and vanpool incentive participants to determine if they are continuing to utilize the commute alternative.

Carpool to College Incentive Program

- Goal: Increase the market penetration of schools and students participating in the Carpool to College Program; and, ensure that all community and private colleges in San Mateo County are partnering with Commute.org on the Carpool to College program
- Measure of Effectiveness: Annually calculate peak period commute trips reduced, annual emissions reduced, and participation in commute alternatives by schools participating in Commute.org programs.
- FY 2016-2017 Action Items:
 - 1) Partner with colleges in the county to promote the Carpool to College program for students carpooling to college a minimum of 2 days per week during a consecutive 8 week period and/or the new criteria for dynamic app-based carpooling. The program has been promoted at the three San Mateo Community College Districts campuses – Canada College, Skyline College and College of San Mateo.
 - 2) Commute.org will continue to use social media, web-based marketing and video to promote the Carpool to College program. This program will lead to a reduction in

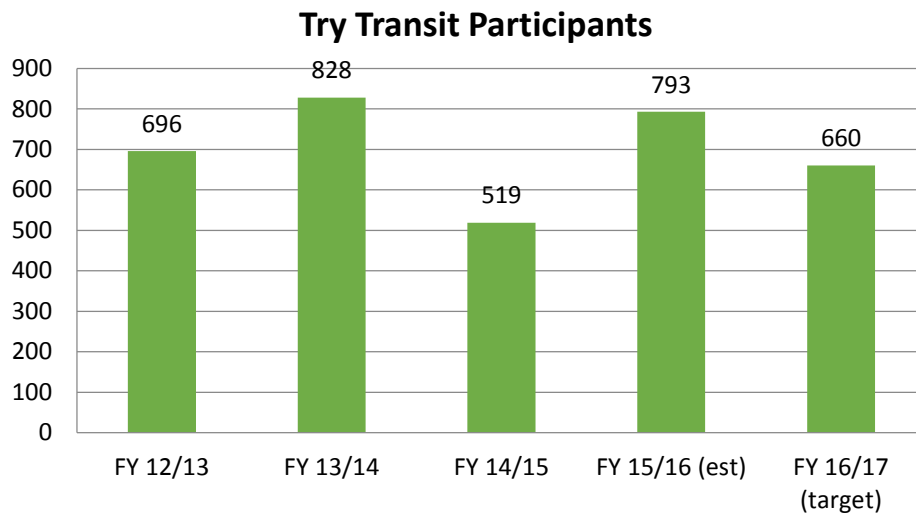
single occupant vehicle trips in the county and encourage a long-term change in the commute patterns of college students in San Mateo County.

School Pool Incentive Program

- The School Pool program was suspended in FY 2015-2016 due to its low performance and lack of partner interest. While it is not the highest priority for FY 2016-2017, the program will receive attention from staff and management.
- The Ride Amigos UNITY Platform has a School Pool module that has been successfully deployed in numerous regions in the United States. The module was developed in coordination with a major school district in Denver that has a long history of successful School Pool programming.
- Commute.org staff will first gather an in-depth understanding of the capabilities and limitations of the tool and then identify partners in San Mateo County to help with the deployment.

Try Transit Incentive Program

- Goal: Increase ridership on Caltrain, SamTrans, BART, and WETA's SSF Ferry.
- Measure of Effectiveness for Incentive Programs: a) track the annual number of program participants by program; b) continue follow-up surveys to measure changes in travel behavior and annually track reduction in peak period commute trips, vehicle miles travelled and emissions reduction.



- FY 2016-2017 Action Items:

- 1) Promote Try Transit Program to potential riders who currently drive alone. Provide program information to employer ETC's and directly to commuters at employer fairs, and via the Commute.org web site. In FY 2015-2016 a direct mail campaign targeting San Mateo County residents who live in close proximity to transit stations resulted in significant increases in applications for the program. That campaign will continue in FY 2016-2017.



Try Transit Direct Mail Postcard (2016)

- 2) Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the incentives.
- 3) Produce annual report to transit agencies and secure new tickets to continue program with partnering agencies.
- 4) Build upon the success of the 2016 Commuter Challenge campaign to capture an even larger segment of the commute population. The spring campaign has been a primary way that Commute.org promotes transit alternatives to the people who commute to, through or within the county. Engage prior recipients of Try Transit incentives through the use of social media, surveys, and contests. By engaging with these participants we will keep the commute alternatives message in front of them and will be able to learn from their experiences with the agency and their commutes.

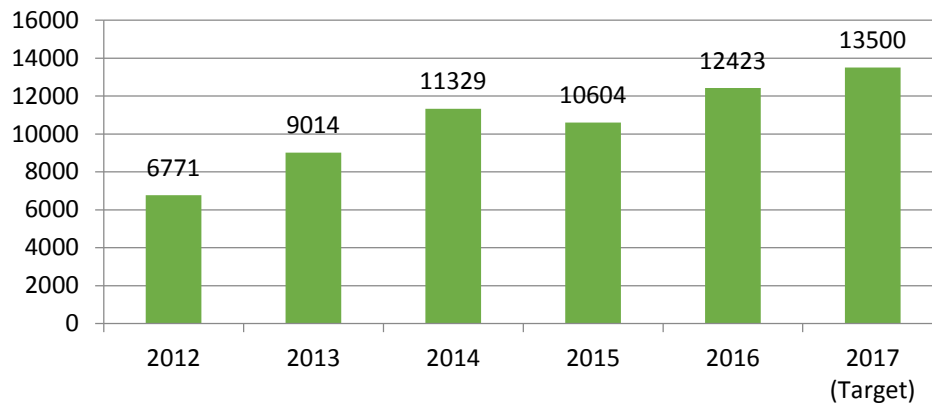
Bike to Work Day

- Goal: Participate in Bay Area wide event to promote the use of bicycling as a convenient form of commuting.
- Measures of Effectiveness: Results are developed at the regional level. Commute.org will include the San Mateo County results in their Annual Report.

- FY 2016-2017 Action Items:

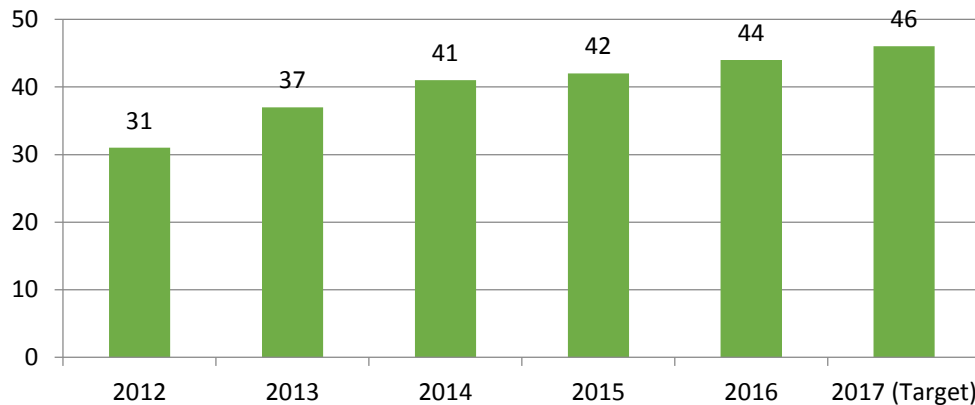
- 1) Function as the county-wide coordinator for Bike to Work Day. Coordination entails: Recruiting and managing volunteers to staff the Energizer Stations; organizing and supplying the handouts for participants; promoting the event through employers, cities, organizations, agencies, and the media; working with the region-wide event coordinator (Silicon Valley Bicycle Coalition); and keeping statistics on the event participation.
- 2) Promote Bike to Work Day to employees in San Mateo County with a goal of increasing participation on Bike to Work Day by 10%. Advertising, as part of Commute.org’s annual Media Plan, will be conducted through print, online, and social media outlets.

Bike to Work Day Rider Count



- 3) Increase the number of Energizer Stations in San Mateo County from 44 in 2016 to 46 in 2017. Visit as many Energizer Stations as possible on BTWD to thank volunteers and ensure compliance with station procedures.

Energizer Stations



Program Area 4: Public/Private Partnerships

This program area focuses on the work that Commute.org does with public and private partners to collaboratively develop new resources and tools to expand transportation alternatives. Efforts in this area include funding and resource development, development of community-based services and community facilitation of transportation alternatives.

Funding and Resource Development

- Goals: a) Retain existing funding sources through successful project delivery; b) seek additional funding to address identified needs and plans developed in collaboration with SMCTA and C/CAG.
- Objectives: a) work with partners to ensure 100% sustainability of existing funding; b) expand funding to meet identified needs and priorities; c) develop new partnerships.
- Measures of Effectiveness: a) sustainability of existing funding resources; b) amount of additional new financial and other resources generated each year.
- FY 2016-2017 Action Items:
 - 1) Ensure that Commute.org is the recognized funding partner to implement employer-based initiatives on behalf of other transit partners in San Mateo County.
 - 2) Participate in the Transit Authority's proposed research project that will help determine future TDM projects in San Mateo County.
 - 3) Expand financial participation by employers in consortium routes by 5% annually. Additional participation lowers the cost for all participants and helps to ensure the sustainability of the shuttle program.
 - 4) Build the "Connect, [City Name]!" brand as a way to promote TDM strategies in San Mateo County cities. Commute.org has registered the following domains:
 - a. ConnectRedwoodCity.com / .org ~ currently live
 - b. ConnectSanMateo.com / .org ~ going live in June 2016
 - c. ConnectSanMateoCounty.com / .org
 - d. ConnectSFO.com / .org
 - 5) Continue to provide managerial support to the San Mateo Rail Corridor TMA. Since FY 2010-2011, Commute.org has provided assistance to the TMA to help them get established as a stand-alone non-profit (501(c)(4)) organization that will provide services to its members in and around the Bay Meadows development area.
 - 6) Use the experience with the San Mateo Rail Corridor TMA to assist other cities and business districts on TDM program development.

Development of Community-Based Mobility Services

- Goal: Implementation of future community-based shuttles should be based on direct collaboration with SMCTA and a prioritized needs assessment.
- Objective: Focus agency efforts on first/last mile shuttles serving transit hubs. The inclusion of residential areas and community centers in commuter-based shuttles during peak commute hours is in keeping with Commute.org's mission and is achievable with existing agency resources.

FY 2016-2017 Action Items:

- 1) Continue to implement the action items recommended in the Shuttle Business Practices Study with a focus on determining the most effective and efficient methods for the various transportation-related agencies to provide shuttle services in the county.
- 2) Work with cities and community organizations that operate community shuttle projects to help them understand the keys to success. Serve as an advisor of best practices when it comes to questions they may have through the application and development process.
- 3) Assist cities and community organizations with their new routes that received funding from the San Mateo County Shuttle Program Call for Projects. Assistance may include route design, vendor coordination, shuttle monitoring, and general technical assistance.

Program Area 5: Agency Development

The final program area relates to strengthening the organizational capacity of Commute.org to achieve its goals and prioritizing its program efforts. This involves review of finance and budget, governance, administration and business practices, and communication to employers, riders and public and private partners.

Finance and Budget

- Goal: Ensure the integrity of the financial reporting and budgeting process and increase operational efficiencies.
- FY 2016-2017 Action Items:
 - 1) Improve on cost-accounting procedures and systems to support the need for accurate and timely reports required by funding agreements.
 - 2) Review all activities and programs to determine those that are most effective and those that are underperforming based on performance measurements adopted.
 - 3) Evaluate each organizational activity for cost effectiveness as measured by Performance Measures recommended in Program Areas 1 thru 4.
 - 4) Adjust the budget to match Commute.org's role and responsibility of the county-wide shuttle program – as changes necessitate.
 - 5) Eliminate activities and programs that are dramatically underutilized and/or provide little substantial effect on the organizational mission.

Governance

- Goals: a) Ensure meaningful participation by each key constituency of Commute.org including employers, riders and public and private partners; b) continue to ensure that all new Board members receive full orientation to Commute.org's mission and goals, as soon as they are appointed to the Board; c) ensure that the Strategic Plan is monitored and updated on a regular basis.
- FY 2016-2017 Action Items:
 - 1) Accountability and Transparency Initiative (carried forward from FY 2015-2016):
 - a. As part of Commute.org's commitment to achieving a culture of accountability and transparency, it will develop and publish an "Accountability Kit" that contains board approved permanent governance documents.
 - b. The Board will formally approve amendments to specific documents as required, and make an annual resolution approving the accountability documents in their entirety as representative of the prevailing governance practices of Commute.org.

- c. In conjunction with the annual Board resolution, all Directors and Supervisory Committee members will review the accountability documents and acknowledge their understanding, and execute the Conflict of Interest form.
 - d. Annually, the Executive Director will conduct an orientation session for all employees on the Organization's commitment to and implementation of accountability and transparency.
 - e. New employees, as part of their orientation will be required to review the accountability documents either in printed form or on Commute.org's website and acknowledge their understanding. Further, employees who are in management positions will execute the Conflict of Interest form.
- 2) Update agency by-laws, as necessary, to align with the agency's structure and mission. The by-laws received a thorough review resulting in updates that were adopted in FY 2014-2015; therefore, only minor changes are anticipated for the current fiscal year.
 - 3) Comply with all county and state-mandated reporting and transparency initiatives.
 - 4) Conduct orientation for new Board and Supervisory Committee members following the first Board meeting after new Board members have been appointed.
 - 5) Expand use of existing program participant database to solicit feedback from each of Commute.org's key constituency groups. Use surveys, social media tools and focus groups to understand needs and concerns.

Administration and Business Practices

- Goals: a) Ensure adoption of Commute.org's mission and assess all new programs and activities to maintain adherence to the mission; b) attract and retain quality employees; c) foster a culture of environmental stewardship and sustainability.
- FY 2016-2017 Action Items:
 - 1) Update the Emergency/Disaster Planning documents to reflect changes in the agency's location, scope of work, and other factors. Commute.org's role as a provider of public transportation necessitates continual review and refinement of emergency plans.
 - 2) Review existing performance measurements, and then utilize a prioritization framework for formal policies and criteria to evaluate new opportunities that emerge to develop or manage programs and initiatives.
 - 3) Work with Supervisory Chair and staff department managers to review/update employee wellness program, leadership development and succession plan and potential opportunities to develop grant applications that have an environmental or energy technology component.

- 4) Have all staff participate in a Network Security Training course provided by the IT services and support vendor.
- 5) Implement a secondary, off-site (cloud-based) data backup procedure.
- 6) Convert existing hosted MS Exchange email system to Microsoft's 365 email system.
- 7) Find partners to jointly develop grant proposals for funding implementation of cutting edge environmental and energy technologies.

Communication

- Goals: a) heighten awareness of Commute.org and create more powerful, compelling communications; b) increase employer participation in transportation demand management programs through communication efforts directly to San Mateo County employers to reach their employees.
- FY 2016-2017 Action Items:
 - 1) Utilize media buyer to recommend and purchase advertising using different media to cost effectively get the message about Commute.org out to the general public to build awareness of Commute.org.
 - 2) Publish an Annual Report that can be used to showcase the efforts of the agency and serve as a "call to action" document for municipalities and employers in San Mateo County.
 - 3) Ensure that the FY 2016-2017 marketing campaign work across all program areas such that Commute.org's message appears seamless to all constituents.

Appendix A

Board of Directors – FY 2016-2017

(as of June 2016)

Honorable Jeff Gee, Chair

Council Member
City of Redwood City

Honorable Michael Lempres

Vice Mayor
Town of Atherton

Honorable Davina Hurt

Council Member
City of Belmont

Honorable Clifford Lentz

Mayor
City of Brisbane

Honorable Emily Beach

Council Member
City of Burlingame

Honorable Rae Gonzalez

Council Member
Town of Colma

Honorable Judith Christensen

Council Member
City of Daly City

Honorable Carlos Romero

Council Member
City of East Palo Alto

Honorable Sam Hindi

Council Member
City of Foster City

Honorable Marina Fraser

Council Member
City of Half Moon Bay

Honorable Shawn Christianson

Council Member
Town of Hillsborough

Honorable Reuben Holofer

Vice Mayor
City of Millbrae

Honorable Sue Digre

Mayor
City of Pacifica

Honorable Jim Ruane

Mayor
City of San Bruno

Honorable Mark Olbert

Council Member
City of San Carlos

Honorable Rick Bonilla

Council Member
City of San Mateo

Honorable Richard Garbarino

Council Member
City of South San Francisco

Honorable Dave Pine

Supervisor, District 1 & Board President
County of San Mateo

Supervisory Committee – FY 2016-2017

(As of June 2016)

Ms. Maria Saguisag-Sid, Chair

Principal Analyst
City of Brisbane

Mr. Randy Torrijos, Vice Chair

Legislative Aide, Supervisor Dave Pine
County of San Mateo

Ms. Shirley Chan

Traffic Engineer
City of Daly City

Mr. Christian Hammack

Parking & Transportation Demand Manager
City of Redwood City

Ms. Kathy Kleinbaum

Sr. Management Analyst
City of San Mateo

Mr. John Hoang

Transportation Program Manager
C/CAG of San Mateo County

Mr. Douglas Kim

Director of Planning
San Mateo County Transit District

Mr. Sam Bautista

Principal Engineer
City of South San Francisco

Finance Committee – FY 2016-2017

(As of June 2016)

Hon. Bob Grassilli, Chair

Council Member
City of San Carlos

Hon. Richard Garbarino, Vice Chair

Mayor
City of So. San Francisco

Hon. Sue Digre

Council Member
City of Pacifica

Mr. John Hoang

Transportation Program Manager
C/CAG of San Mateo County

Ms. Maria Saguisag-Sid

Principal Analyst
City of Brisbane

Commute.org Staff

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So. San Francisco, CA 94080
PH: (650) 588-8170
FAX: (650) 588-8171

Administrative/Financial/Agency Development

John Ford, Executive Director

Agency Management
Liaison with Board of Directors, Supervisory Committee and Funding Agencies
Strategic Planning, Financial Management, Staff Development, and Marketing

Teresa Avelar, Administration and Finance Manager

Clerk of the Board
Accounting, Insurance, General Office Management and IT
Incentive Program Data and ERH Program Management

Elaine Dulay, Administrative Assistant

Assists Administration & Finance Manager and Executive Director
Try Transit, Incentive Program Processing and Fulfillment
Front Desk Reception, Office Management

Employer Marketing/Outreach

Karen Sumner, Transportation Programs Manager

Management of Transportation Programs/Outreach Team
Territory: Atherton, Menlo Park, East Palo Alto, Half Moon Bay, Portola Valley, Woodside

Kim Comstock, Special Projects & Sr. Programs Representative

Marketing and promotion of TDM Programs to employers, residents and cities.
Territory: San Mateo, Redwood City, Redwood Shores, County of San Mateo

Gina Javier, Programs Representative

Marketing and promotion of TDM Programs to employers, residents, cities.
Territory: Belmont, San Bruno, San Carlos, Burlingame, Foster City, San Francisco Airport, Hillsborough

Amy McCrary, Programs Representative

Marketing and promotion of TDM Programs to employers, residents, cities.
Territory: Colma, Daly City, Pacifica, Brisbane, South San Francisco, Millbrae

Shuttle Services

Brian Jackson, Shuttle Programs Manager

Manages Shuttle Programs
Liaison with Shuttle Funding Partners, Shuttle Vendor Management
Consortium Member Development and Management

Richard Fontela, Marketing & Shuttle Programs Coordinator II

Assists Shuttle Programs Manager, Assists Marketing/Outreach Staff
Employer Database Updates, Customer Service, Schedules, Route Inspection

Legal and Financial Counsel

Legal Counsel

Hanson Bridgett LLP
Joan L. Cassman, Partner

Fiscal Manager and Human Resource Services

City of Daly City
Lawrence Chiu, Finance Director

Auditors

Maze & Associates
Richard Kowalski, Partner