



FY 2017-2018 WORK PLAN

Approved (final)

June 2017

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Commute.org

FY 2017-2018 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.

Fortunately, Commute.org is not alone in trying to solve these problems. Regional transportation and policy groups like C/CAG, San Mateo County Transportation Authority, Caltrain, SamTrans, Metropolitan Transportation Commission (MTC), and SAMCEDA are working on a wide-range of projects to ease congestion. Many of the county's large employers are also stepping up to provide expanded commute programs for their employees and contributing both time and money to expedite solutions. Additionally, our members are providing leadership with progressive TDM requirements on new and existing employment centers as well as sponsorship of alternative commute options.

While many of the proposed projects will take years to complete, Commute.org focuses on programs and technology that can provide more immediate relief to the residents and commuters in our county. San Mateo County has become a testbed for new mobility-focused technology including dynamic ridesharing, autonomous vehicles, integrated fare payment systems, and enterprise commute trip reduction tools. Commute.org is committed to supporting the deployment of the most promising technology to effect change in commute behavior now and into the future.

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

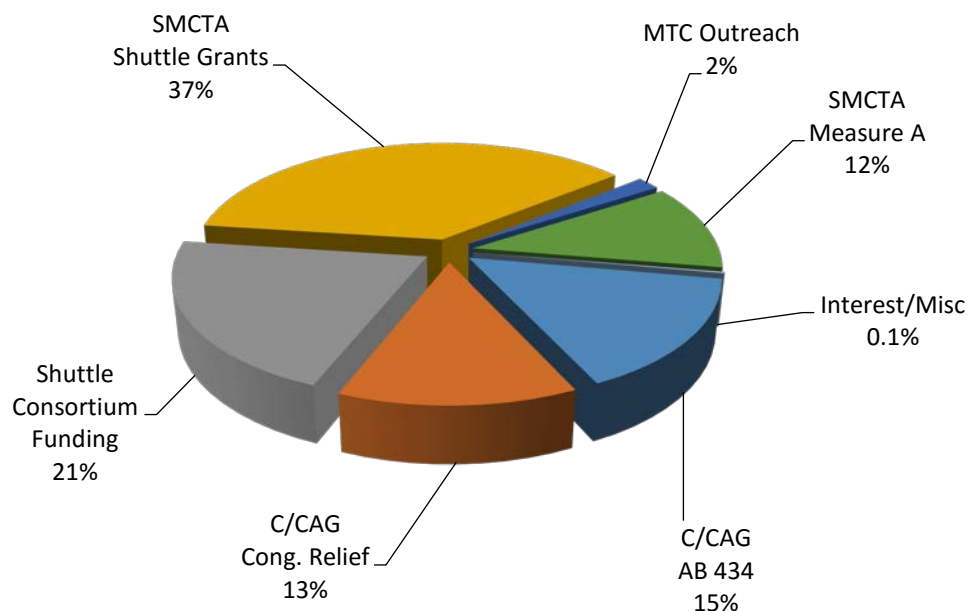
as one representative from the San Mateo County Board of Supervisors. The Board of Directors has five regularly scheduled meetings during the fiscal year.

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 eight full-time staff members and one AmeriCorps fellow working from an office located in South San Francisco. The staff is divided into four functional areas: Employer Outreach, Commuter Programs, 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 eight 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, FY 2017-2018 is the final year of that funding.

Projected Revenue Sources for FY 2017-2018

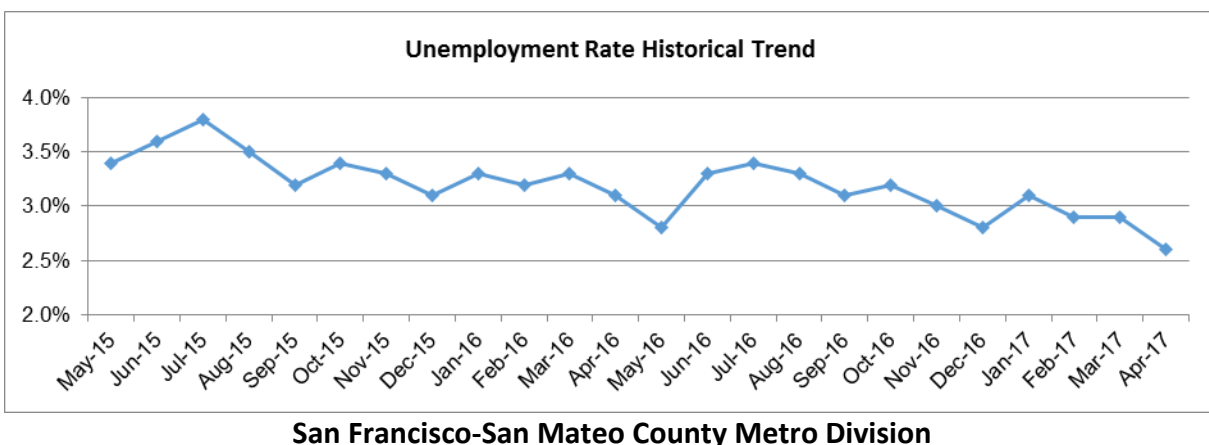


Commute.org can pool the funding from the aforementioned sources, which allows the agency to focus on programming that targets the closely aligned objectives of the funding partners. That structure combined with Commute.org’s size and independence allows the agency to tackle problems differently and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

The San Francisco Bay Area has led the country in economic growth over the past several years and San Mateo County has been at the center of that expansion. Not only is San Mateo County home to a large and growing number of world-class companies who attract employees from around the region, but we also sit geographically between Silicon Valley and San Francisco. As the economic activity along the Highway 101 “corridor” has surged, so too has the number of people using our highways, streets and public transit systems. As a result, San Mateo County commuters are experiencing longer commutes, extended peak hour traffic, and crowded trains.

According to data from the Employment Development Department, the unemployment rate in the San Francisco-Redwood City-South San Francisco area was 2.6 percent in April 2017, which is below the year-ago estimate of 3.1 percent. This compares with an unadjusted unemployment rate of 4.5 percent for California and 4.1 percent for the nation during the same period. The estimated unemployment rate in San Mateo County is near an all-time low of 2.5 percent.



Commute.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 those elements will need to continue to work together for Commute.org to meet its goals and make a difference for San Mateo County.

Key Initiatives: FY 2017-2018

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 they can also be projects that can be completed in a single fiscal year. Key Initiatives that have been selected for the upcoming fiscal year include:

STAR Platform

The agency will continue with the deployment and promotion of the STAR Platform as the online tool that Commute.org uses to promote, track and incentivize alternative commuting behavior. The tool, provided by software vendor Ride Amigos, was branded as the STAR Platform in FY 2016-2017 and considerable progress was made in recruiting commuters and employers to use the platform’s many tools. The Employer Outreach and Commuter Programs teams focused on this task during FY 2016-2017 and will continue to have it as a major initiative in FY 2017-2018.

As the infographic below shows, the STAR Platform has given the agency a tool that generates measurable impacts in real-time. Sharing these impacts with commuters, employers and partners helps to reinforce the positive behavior that we are seeking.



2016 STAR Platform Impact Report

The Challenge module of the STAR platform was used in the Commuter Challenges of 2016 and 2017. Approximately 1,500 commuters registered and logged their commute trips during the 2-month 2017 campaign. Final statistics and survey results are still pending; however, early indications are that by using the STAR Platform, we achieved more meaningful engagement with the participants than in prior years when commuters participated in a more passive manner.

More than 20 employer “networks” were activated to provide employer-specific results during the Challenge. Employer support and participation is the key to the long-term success of the platform. The Employer Outreach team will continue to recruit employers to create networks and the Commuter Programs team will provide the support and training.

Networks allow 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.

Ride Amigos has recently released a smart phone app to make the trip logging more automated. Commuters will be given the opportunity to use the app to log trips in FY 2017-2018 which should result in greater participation since most commuters prefer app-based logging to manually logging using a desktop module.

Commute.org will continue 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. To expand the coverage of this important safeguard to more people, Commute.org has been revamping the existing program and launch a new Guaranteed Ride Home (GRH) program. This initiative was started in FY 2015-2016; however, due to issues with processing reimbursements, the project was put on hold and restarted late in FY 2016-2017.

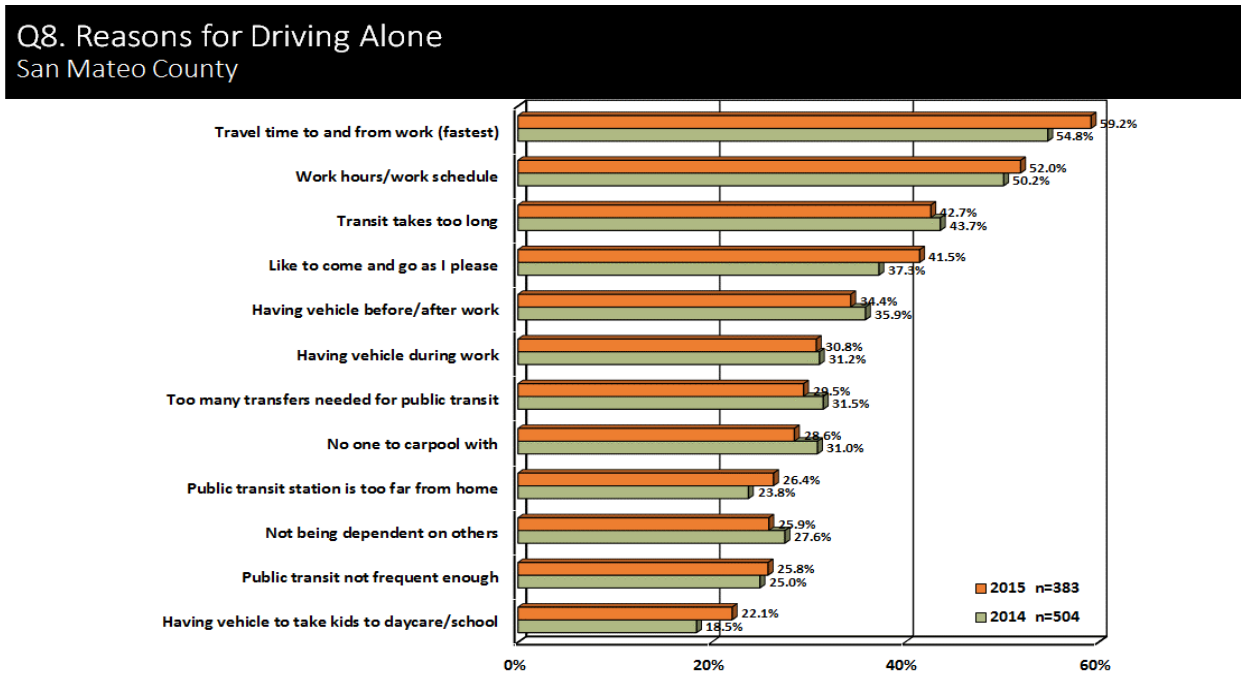
The STAR platform is currently being tested for use as the GRH module. San Mateo County commuters that log their alternative mode commutes will be eligible for a limited number of GRH trips per year with an individual trip and maximum dollar limit. Commuters will not use vouchers in the GRH program and will be able to choose from a wider variety of options for their trips. Upon completion of their GRH trip, commuters will submit reimbursement requests which will be reviewed for compliance with program rules and then reimbursement will be sent to the commuter.

The goal of the GRH program will be to cover all permanent full-time and permanent part-time employees who live or work within San Mateo County with eligibility being limited to those days when they do not drive alone to work. Participants will be required to register before using the program. The existing ERH program will remain in effect until the employers and property managers with whom the agency currently has a contract for the ERH program are converted to the new GRH program.

Commute Profile Survey:

Commute.org conducts a detailed survey of San Mateo County commuters and residents every three years. The “Commute Profile” survey provides valuable 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 2017-2018, Commute.org will conduct the detailed version of the commute profile survey with the assistance of a professional survey company. The survey will guide program development for the agency as well as provide valuable data for the agency’s program partners in San Mateo County.



Example of Survey Data from 2015

Technology-based Transportation Projects and Partnerships:

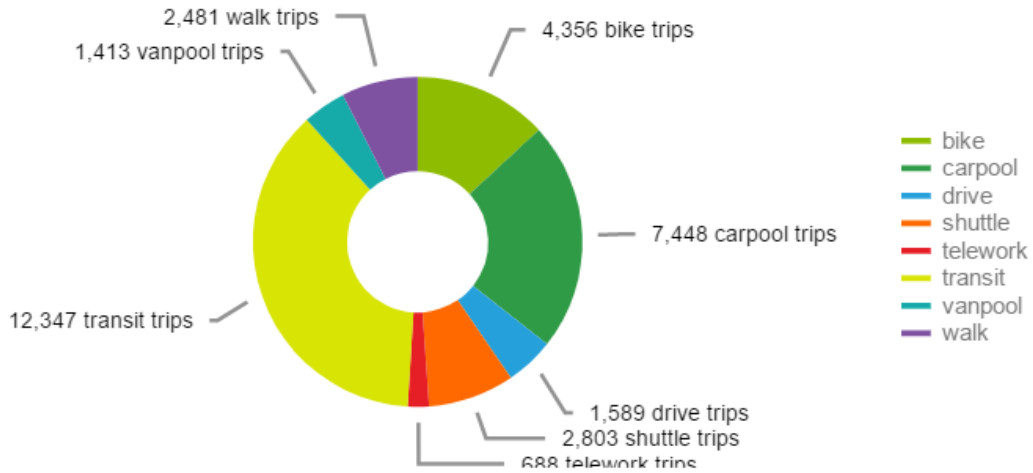
Commute.org has been participating in a variety of emerging technology projects focused on transportation issues over the past several years. The agency is committed to working with partners who use technology that can lead to the reduction in single-occupancy vehicle trips in San Mateo County.

Projects/partners for FY 2017-2018 include: Scoop (app-based carpooling), Waze Carpool (app-based carpooling), Joint Venture Silicon Valley (JVSV) Fair Value Commuting project, and other technologies and partners that focus on the concept of mobility as a service (MaaS).

An overarching objective of these technology-based projects and partnerships will be to build upon the foundation that has been established in the preceding fiscal year with the STAR Platform and other technology-based partnerships. The agency is looking to these projects to expand the depth and quality of the engagement with commuters and employers. As the following chart

demonstrates, there is tremendous value in developing stronger and more meaningful relationships with the commuters and employers and technology makes those relationships possible.

Mode Breakdown beta x



MODE	USERS	TRIPS	MILES	DOLLARSSAVINGS	CO2SAVINGS	CALORIES
transit	532	12,347	279,834	32,461	64,921,446	0
carpool	298	7,448	185,450	52,482	34,122,855	0
bike	222	4,356	28,391	16,069	10,447,741	1,419,530
shuttle	139	2,803	50,692	23,876	13,737,505	0
walk	125	2,481	2,648	1,499	974,593	264,835
drive	146	1,589	34,945	0	0	0
vanpool	39	1,413	51,712	24,356	14,013,925	0
telework	71	688	15,321	8,672	5,638,091	0

STAR Platform Mode Split Data

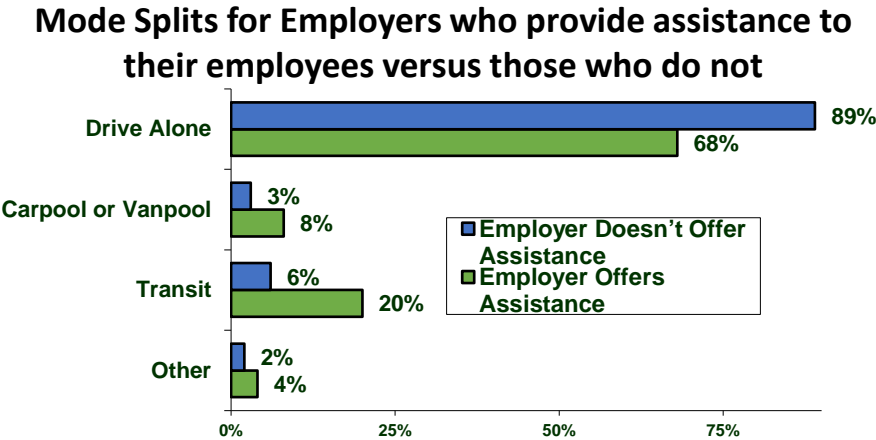
Program Area 1: Employer Outreach & Support Services

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 substantial 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 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.

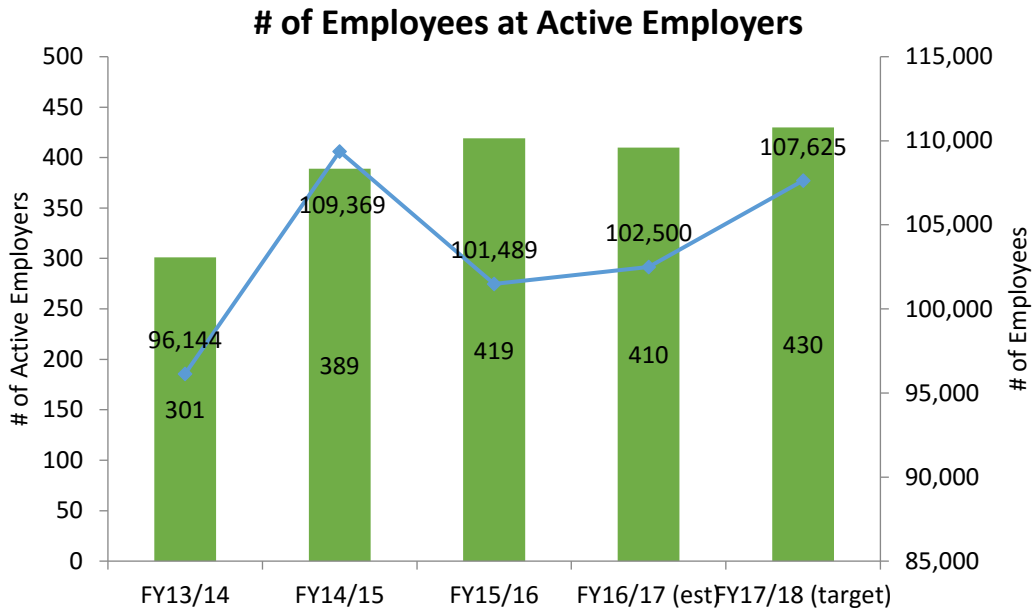
Employer Outreach

- 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 2017-2018 Action Items:

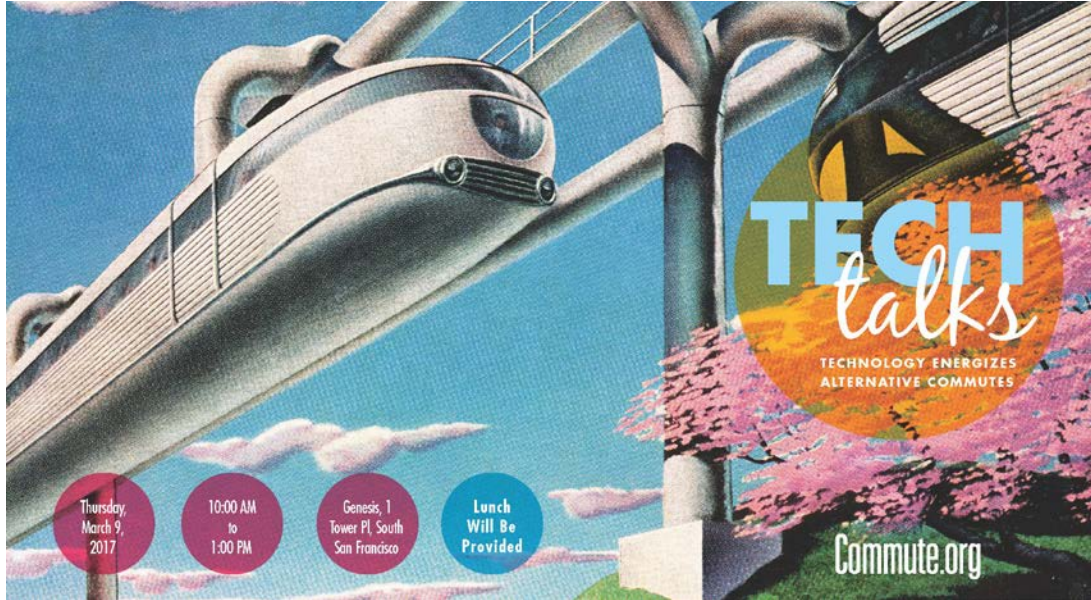
- 1) Continue using the “Employer Commute Profile” surveys of employer commute benefits programs, barriers to success, and TDM needs for San Mateo County employers. The survey forms the basis for gathering data for a new employer-specific commuter benefits/program profile database. Survey data is published 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 became permanent in 2016, which provides staff with an important reason for employers to engage with the agency and 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) Leverage the employer relationship to reach a large number of San Mateo County employees. This is one of the most essential functions that the Outreach Team performs. The Outreach Team actively uses direct marketing campaigns to target employer transportation coordinators (ETC’s) to get a deeper connection to those critical individuals.



(Note: database cleanup project in FY14/15 resulted in more accurate employee count)

- 4) Work with SamTrans, San Mateo County Transportation Authority, 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), the “Reimagine the Commute” (2016), and the “Technology Energizes Alternative Commutes” (2017) events that engaged with transportation contacts at employers throughout San Mateo County. Staff will schedule and produce another event in

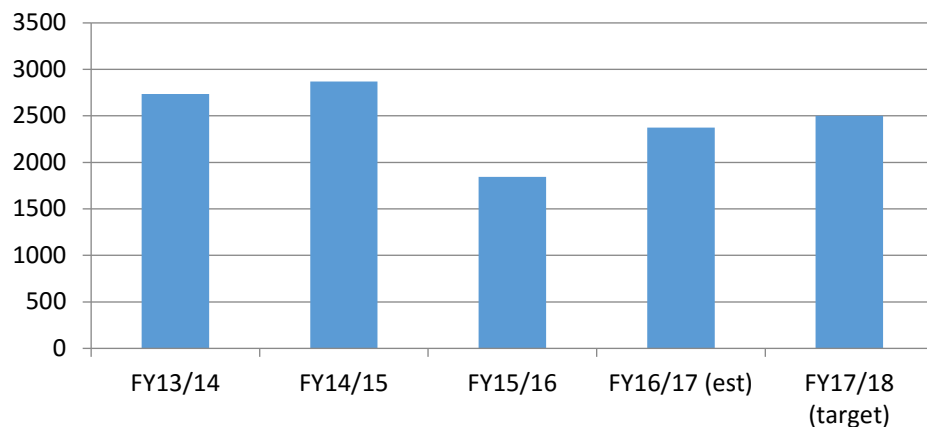
early 2018 that will further solidify the event as “the” annual symposium for ETC’s in San Mateo County.



Invitation to ETC Event in 2017

- 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 (Emergency Ride Home, Carpool, Vanpool and Try Transit) at new-employee orientations, employee benefit meetings and employer transportation events.
- 8) Continue to support car share, bike share, and carpooling programs in JPA member cities. Additionally, the agency will continue to support and promote the “Connect” brand (e.g. Connect San Mateo, Connect Redwood City, Connect Foster City) with

Employer Contacts Per Year

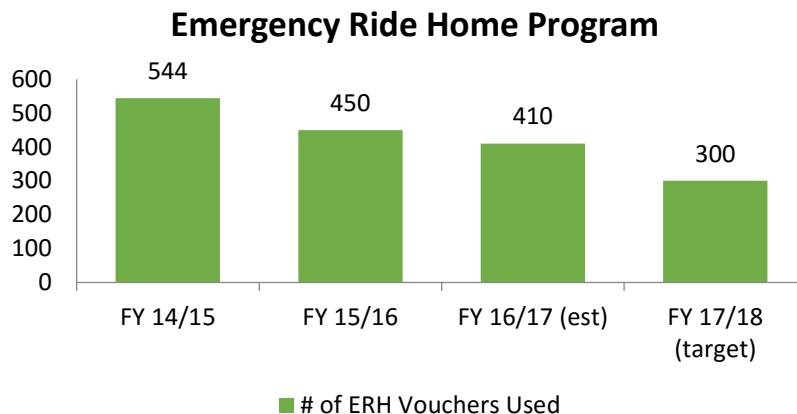


member cities that want to have city-specific transportation information on a unique web site.

- 9) Continue to build out the employer resource page on the Commute.org website. The goal is to have it be the essential “toolbox” for Employer Transportation Coordinators in San Mateo County.
- 10) Develop a set of training tools including webinars, videos, documents that will be used to train and support network administrators with the STAR 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 innovative programs.
- 12) Coordinate with BAAQMD’s Spare the Air team to promote the “Great Race for Clean Air” campaign in San Mateo County (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 2017-2018 Action Items:
 - 1) The Emergency Ride Home Program (ERH) was to be phased out in the prior fiscal year; however, it is still in operation since the replacement project is still in pilot mode. ERH is a voucher-based system that is used by 60+ employers in San Mateo County. Those employers agree to pay for 25% of the cost of the rides taken by their employees. Vouchers allow the employees to use the program with no out-of-

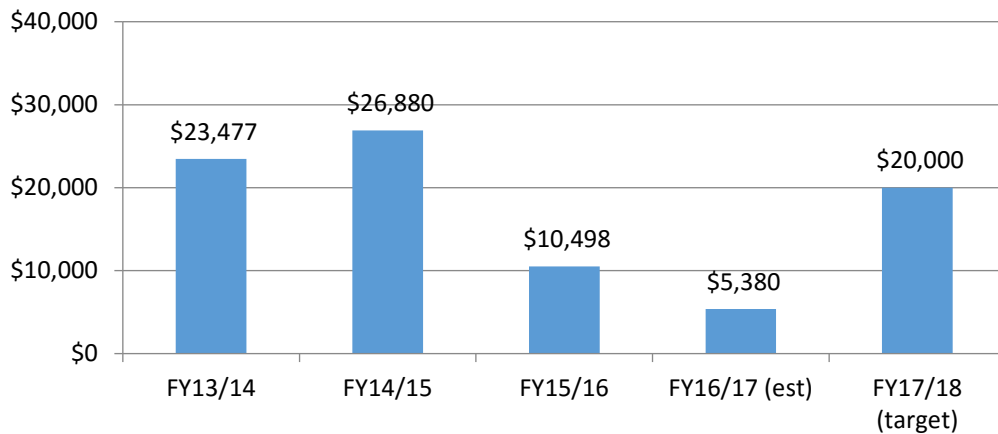


pocket cost to themselves. The new Guaranteed Ride Program (GRH) is focused

directly on commuters and is reimbursement-based. While it is difficult to project the volume of GRH reimbursements during the first full year of the program, staff is confident that overall participation rates in the ERH/GRH program will exceed the current 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 2017-2018 is to identify high quality opportunities for the limited budget that is being allocated to the program in FY 2017-2018 (\$20,000).
- 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.

Bicycle Parking Incentives \$ Value of Reimbursements



Program Area 2: Shuttle Program

The Commute.org shuttle program 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 near shuttle routes.



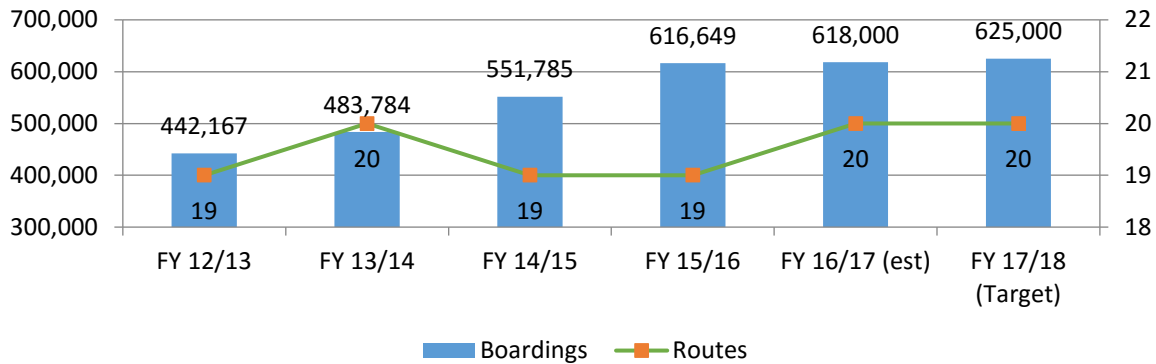
Commute.org has traditionally been the lead agency when public and private money are used to fund a shuttle route. Commute.org also manages several routes on behalf of SamTrans and Caltrain where there is no public funding. In recent years, Commute.org has brought commercial property managers into the 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 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.

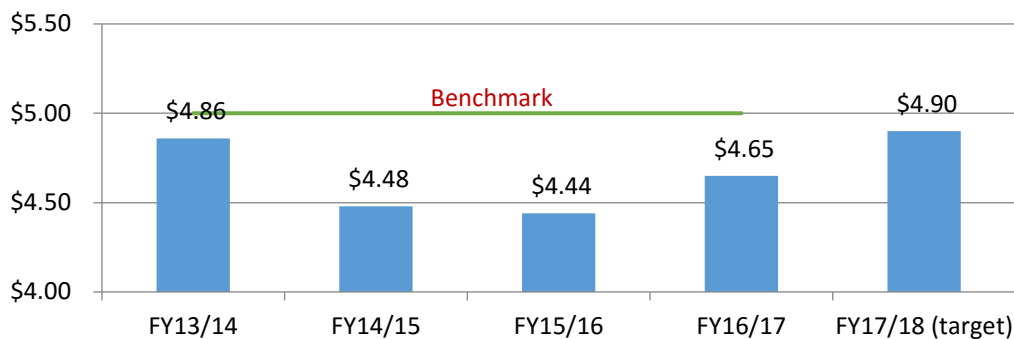
- Measures of Effectiveness: a) achieve an overall cost per passenger that meets or exceeds the funders goal for commute-oriented shuttles (currently \$7.00/passenger) across Commute.org managed network of shuttles; b) achieve funders' benchmark of 15 passengers per revenue hour for all commuter based 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.

of Shuttles and Boardings



- 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

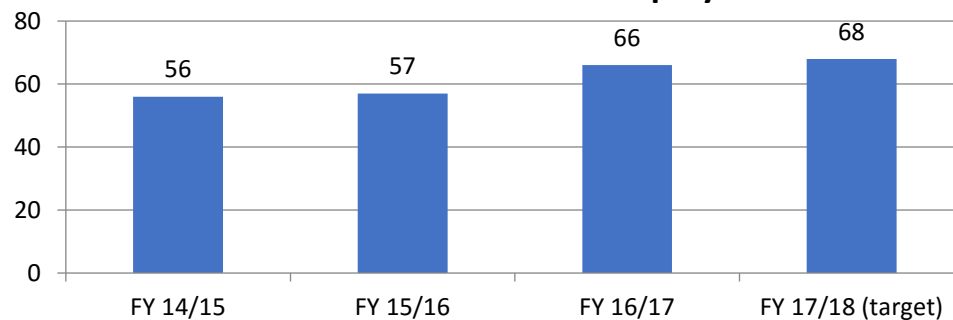


- FY 2017-2018 Action Items:
 - Overall shuttle ridership started to experience declines in the Oct-Dec quarter of 2016. Declines have continued through the first half of 2017. Much of the decline can be attributed to corresponding declines in Caltrain and BART ridership; however, there are also several routes where ridership has been impacted by the demolition and reconstruction of buildings that are served by those routes. Staff will need to be very focused on performance in FY 2017-2018 as it is the final year of the current

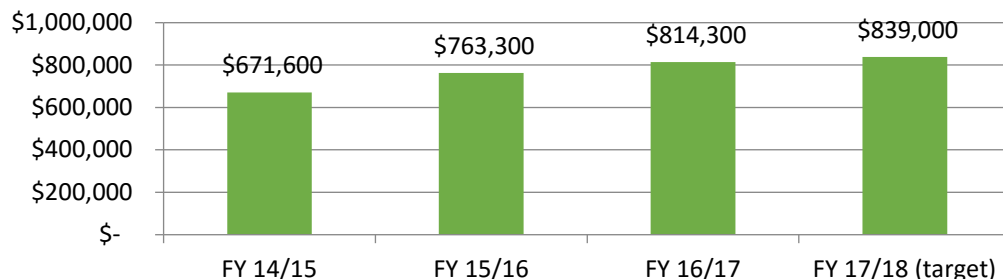
funding cycle. More effort will need to be placed on shuttle promotion and advertising to attract and retain riders to the shuttle program.

- 2) 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 the Commute.org managed routes.
- 3) Continue to work on Customer Service programs including after-hours and overflow phone service.
- 4) Work with shuttle vendor to move vehicles with higher passenger capacities to routes that have capacity issues at peak periods.
- 5) Prepare for the biennial Shuttle Call for Projects which will provide funding for the shuttles in FY18/19 and FY 19/20. The “Call” will take place in December/January timeframe.
- 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.
- 8) Expand financial participation in consortium routes by bringing in more employers/partners on existing routes.

Total Shuttle Consortium Employers



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 Outreach

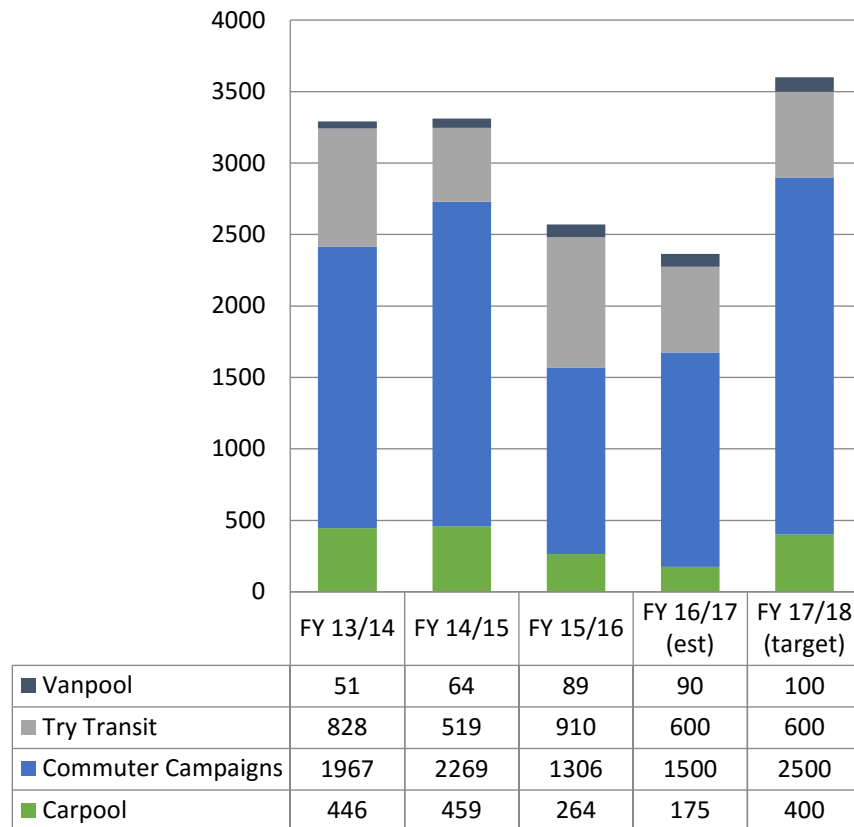
Much of Commute.org's outreach efforts are focused on getting the people who commute to, from, through, or within San Mateo County to use Commute.org as a gateway to find commute alternatives. Social media has become an effective way of reaching and communicating with individual commuters. The agency has an active presence on Facebook, Twitter, Instagram, and LinkedIn. Performance metrics for the agency's social media activity will be developed in the new fiscal year. 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)



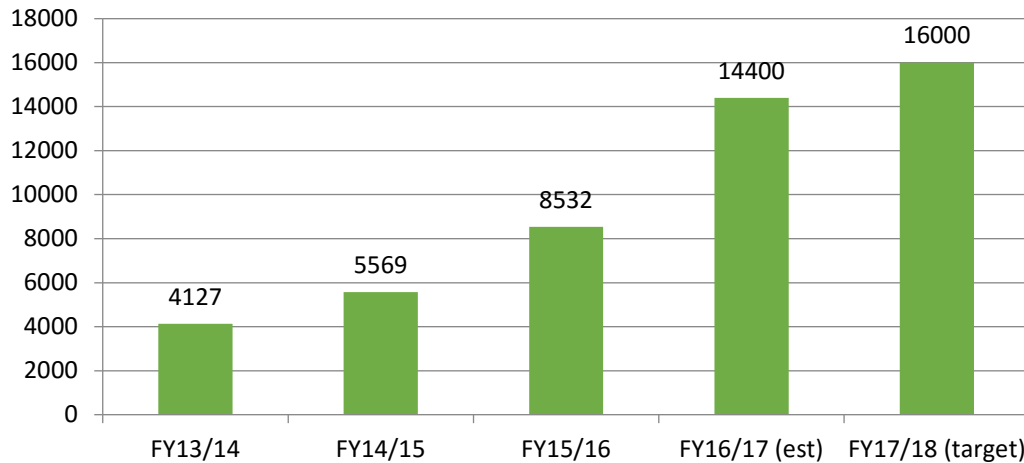
In FY 2016-2017, Commute.org reported a decline in Carpool and Try Transit incentives and flat growth in the Vanpool incentives. Try Transit spiked in FY 2015-2016 with a direct mail campaign that targeted residents. The Commuter Campaign grew approximately 10% over the prior year. In FY 2014-2015, challenge participants were only required to “pledge” to qualify. Starting with the 2016 Commuter Challenge, participants were required to register *and* log commute trips to be qualified for prize drawings.

Direct Marketing and Communication with Commuters

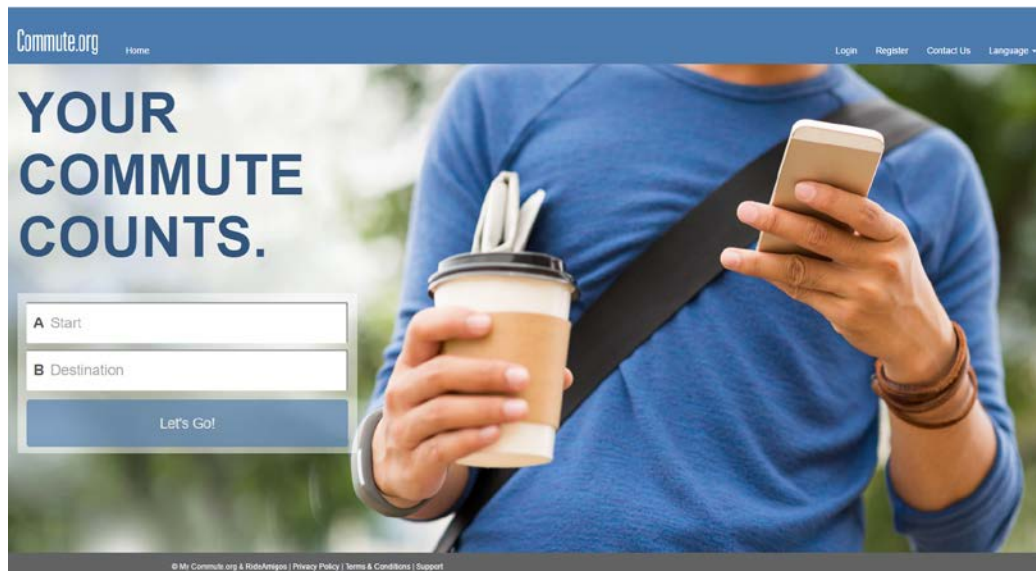
- Goal: Provide commute alternative information directly to commuters that travel to, through, from, or within San Mateo County so that they can make informed choices on commute options.

- Measures of Effectiveness: a) gauge awareness of Commute.org and its programs in periodic public surveys; b) number of commuters participating in Commute.org Commuter Club – agree to receive email communication from Commute.org:

Commuter Club Participants



- FY 2017-2018 Action Items:
 - Plan and implement media campaigns to broaden awareness of Commute.org and its programs including the STAR Platform. Collaborate with transit partners, on a new Try Transit campaign in FY 2017-2018 that builds on the ongoing “Rethink Your Commute” campaign.

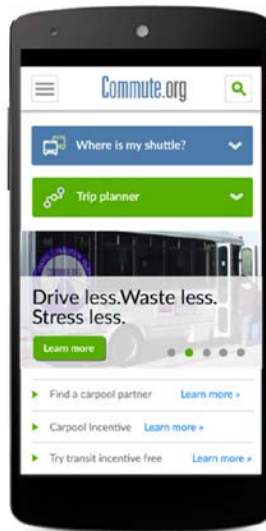


STAR Platform Home Page

- 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 uses 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 STAR Platform.
- 6) Continue to upgrade the user interface of the Commute.org site to increase its functionality, "stickiness", and effectiveness with users.
- 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.

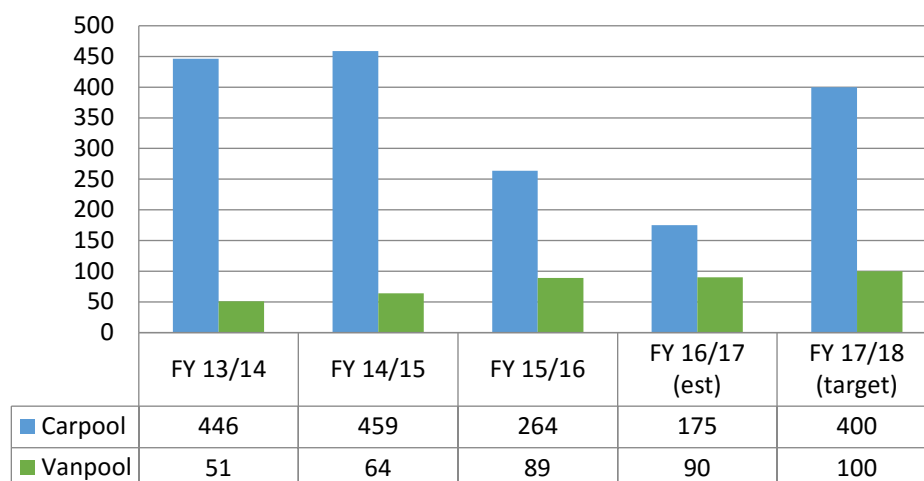


- 8) Continue to use media and video on Commute.org's web site in our outreach efforts. Additional staff and third-party resources will be assigned and/or contracted to provide sufficient resources to this task to further expand our reach to a younger and more technically-oriented demographic.

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 2017-2018 Action Items:

- 1) *New* - Integrate the application, reward and fulfillment process for commuter incentives into the STAR Platform wherever possible.
- 2) Promote Carpool Incentives to commuters that carpool in a traditional mode 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.
- 3) *New* - Promote Carpool Incentives providing incentives to commuters that use dynamic and/or app-based carpooling. Use similar criteria to reward commuters who shift modes to carpooling using one or more of the apps (e.g. Scoop and Waze Carpool). The incentive will be offered on a one-time basis.
- 4) 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 and other vanpool advocacy groups to fill vacant seats in currently running vanpools.
- 5) Continue to provide support and resources for the Regional Rideshare Program and Air District Spare the Air Program teams that focus on carpooling throughout the Bay Area. Commute.org partners with the team when projects involve San Mateo County or employers that have at least one location in the county.
- 6) 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 2017-2018 Action Items:
 - 1) Partner with colleges in the county to promote the Carpool to College program for students carpooling to college with either the traditional or app-based modes. 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.

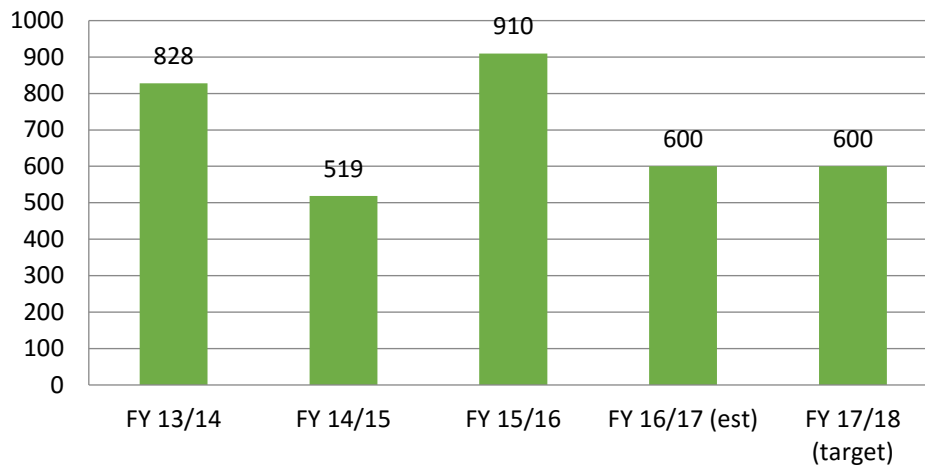
School Pool Incentive Program

- The School Pool program has been suspended since FY 2015-2016 due to its low performance and lack of partner interest.
- The STAR 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 has presented the tool to several schools and school districts in San Mateo County, but none have agreed to deploy the tool yet. Since the School Pool module is included in the license fee for the Ride Amigos software, Commute.org will continue to make it available and will provide deployment assistance.

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.

Try Transit Participants



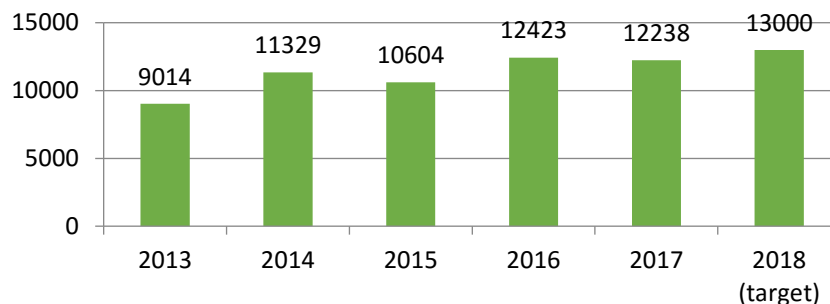
- FY 2017-2018 Action Items:

- 1) BART has indicated that they will no longer participate in the Try Transit program once the current allotment of tickets has been distributed. While this is disappointing for the program, every effort will be made to bring BART (and AC Transit which left the program several years ago) back into the program as it benefits commuters and the transit agency alike. BART's leaving will have an impact on the number of Try Transit program participants.
- 2) Promote the 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 2017-2018, the agency will continue with the direct mail campaign that targets specific San Mateo County residents (those who live near transit stations) since the campaign has resulted in significant increases in applications for the program over the past 18 months.
- 3) Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the incentives.
- 4) Produce annual report to transit agencies and secure new tickets to continue program with partnering agencies.
- 5) Build upon the success of the 2017 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, from, through or within the county. Engage prior recipients of Try Transit incentives using social media, surveys, and contests.
- 6) The STAR Platform allows us to be more engaged with the incentive program participants. The objective is to keep the commute alternatives messages in front of them and will be able to learn from their experiences with the agency and their commutes.

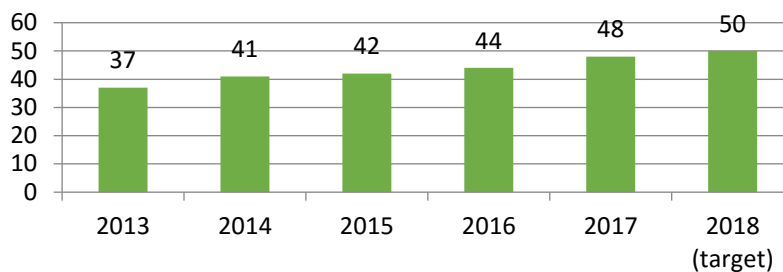
Bike to Work Day

- 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 2017-2018 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; evaluating locations and organizations for new Energizer Stations; promoting, coordinating, and selecting the Bike Commuter of the Year for San Mateo County; organizing and supplying the handouts for participants; promoting the event through employers, cities, organizations, 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.
 - 3) Continue to recruit and support the employers, non-profits, cities and other groups that volunteer to set-up and staff Energizer Stations in San Mateo County. Visit as many Energizer Stations as possible on BTWD to thank volunteers and ensure compliance with station procedures.

Bike to Work Day Rider Count



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 2017-2018 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 San Mateo County Transportation 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. 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 to promote TDM strategies in San Mateo County cities. Commute.org has registered the following domains:
 - a. ConnectRedwoodCity.com / .org ~ live
 - b. ConnectSanMateo.com / .org ~ live
 - c. ConnectFosterCity.com / .org ~ live
 - d. ConnectSanMateoCounty.com / .org
 - e. ConnectSFO.com / .org
 - 5) Continue to provide managerial support to the San Mateo Rail Corridor TMA. Since FY 2010-2011, Commute.org has aided 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 2017-2018 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.
- 4) Participate as a public-agency member of the Peninsula Mobility Group (PMG). The agency's board recently approved membership (non-dues paying) for FY 2017-2018. The PMG is focused on projects that will increase mobility and reduce congestion including projects that focus on North/South and East/West mobility; Caltrans projects in the Project Approval/Environmental Document phase; projects sponsored by the MTC, C/CAG, Caltrain, SamTrans, CMCTA; legislative and funding efforts in support of mobility solutions; public and private partnerships on last mile solutions; and planning for potential ballot measures seeking funding for mobility improvements.

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 2017-2018 Action Items:
 - 1) Fiscal Agent migration. After 20+ years, the City of Daly City will no longer be the agency's fiscal agent. A new, yet undetermined, fiscal agent will be named in the new fiscal year. Staff will work closely with the existing and new fiscal agents to ensure a smooth transition.
 - 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 2017-2018 Action Items:
 - 1) Accountability and Transparency Initiative (carried forward from FY 2016-2017):
 - 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 innovative 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 2017-2018 Action Items:
 - 1) Review and 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) 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 2017-2018 Action Items:
 - 1) 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.
 - 2) Ensure that the FY 2017-2018 marketing campaign work across all program areas such that Commute.org’s message appears seamless to all constituents.
 - 3) Use the agency’s website, www.commute.org, to provide information about all transportation alternatives in San Mateo County, provide shuttle riders with schedule and route information, provide real-time tracking of shuttles, provide information updates on San Mateo County commute conditions, provide employers with access to the commute alternative planning tools and services provided by the agency and its partners, and provide links to the websites of our partner agencies and other Bay Area transportation providers.
 - 4) Use a variety of marketing techniques to promote, encourage, and sustain non-drive alone commute alternatives. Marketing includes traditional print and direct mail pieces as well as digital marketing on streaming radio, search engines, web sites, etc. Social media is an increasingly essential element of the agency’s marketing efforts with campaigns on Facebook, Twitter, Instagram, YouTube, LinkedIn and other social media outlets.
 - 5) Provide phone support about general information relating to transportation alternatives to driving alone, including HOV, Public Transit, Shuttles, and Park-and-Ride facility information to callers who call (650) 588-8170 or (650) 588-1600.

Appendix A

Board of Directors – FY 2017-2018

(as of June 2017)

Honorable Jeff Gee, Chair

Council Member
City of Redwood City

Honorable Michael Lempres

Mayor
Town of Atherton

Honorable Davina Hurt

Council Member
City of Belmont

Honorable Clifford Lentz

Council Member
City of Brisbane

Honorable Emily Beach

Council Member
City of Burlingame

Honorable Rae Gonzalez

Vice Mayor
Town of Colma

Honorable Glenn Sylvester

Mayor
City of Daly City

Honorable Carlos Romero

Council Member
City of East Palo Alto

Honorable Sam Hindi

Vice Mayor
City of Foster City

Honorable Adam Eisen

Council Member
City of Half Moon Bay

Honorable Shawn Christianson

Vice Mayor
Town of Hillsborough

Honorable Reuben Holofer

Mayor
City of Millbrae

Honorable Sue Digre

Council Member
City of Pacifica

Honorable Jim Ruane

Mayor
City of San Bruno

Honorable Mark Olbert

Council Member
City of San Carlos

Honorable Rick Bonilla

Vice Mayor
City of San Mateo

Honorable Richard Garbarino

Council Member
City of South San Francisco

Honorable David Canepa

Supervisor
County of San Mateo

Supervisory Committee – FY 2017-2018

(As of June 2017)

Mr. John Hoang, Chair

Transportation Program Manager
C/CAG of San Mateo County

Ms. Maria Saguisag-Sid

Principal Analyst
City of Brisbane

Ms. Shirley Chan

Traffic Engineer
City of Daly City

Mr. Christian Hammack

Parking & Transportation Demand Manager
City of Redwood City

Ms. Kathy Kleinbaum

Deputy City Manager
City of San Mateo

Mr. Sam Bautista

Principal Engineer
City of South San Francisco

Mr. Douglas Kim

Director of Planning
San Mateo County Transit District

Mr. Dante Hall

Assistant City Manager
City of Foster City

Finance Committee – FY 2017-2018

(As of June 2017)

Hon. Bob Grassilli, Chair

Vice Mayor
City of San Carlos

Hon. Richard Garbarino, Vice Chair

Council Member
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

Betsy Juarez, Administrative Assistant

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

Employer Programs

Karen Sumner, Employer Programs Manager

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

Weiser Manzano, Programs Representative

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

Commuter Programs

Kim Comstock, Commuter Programs Manager

Management of commuter-focused programs including the STAR platform.

Erin Fieberling, AmeriCorps Climate Corps Fellow

Working with Commute.org during a 10-month fellowship. Primarily focused on expansion and support of the STAR Platform.

Shuttle Services

Open, Shuttle Program Manager

Manages Shuttle Programs

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

Richard Fontela, Shuttle Program Coordinator

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