



FY 2018-2019 WORK PLAN

Final - Approved

June 2018

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Commute.org

FY 2018-2019 Work Plan

Executive Overview

Commute.org is San Mateo County's Transportation Demand Management (TDM) Agency. TDM is a program of information, encouragement, and incentives to help people find and use transportation options other than driving alone. The goal of traditional and technology-based TDM programming is to spread out demand for transportation across all available modes including walking, biking, transit, and ridesharing.

Successful TDM programs can mitigate a wide range of undesirable externalities associated with driving, including congestion, poor air quality, less livable communities, and GHG emissions. Commute.org's TDM programs focus on reducing single occupancy vehicle travel in San Mateo County, particularly during peak commute hours.

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

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), Peninsula Mobility Group, SPUR, 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.

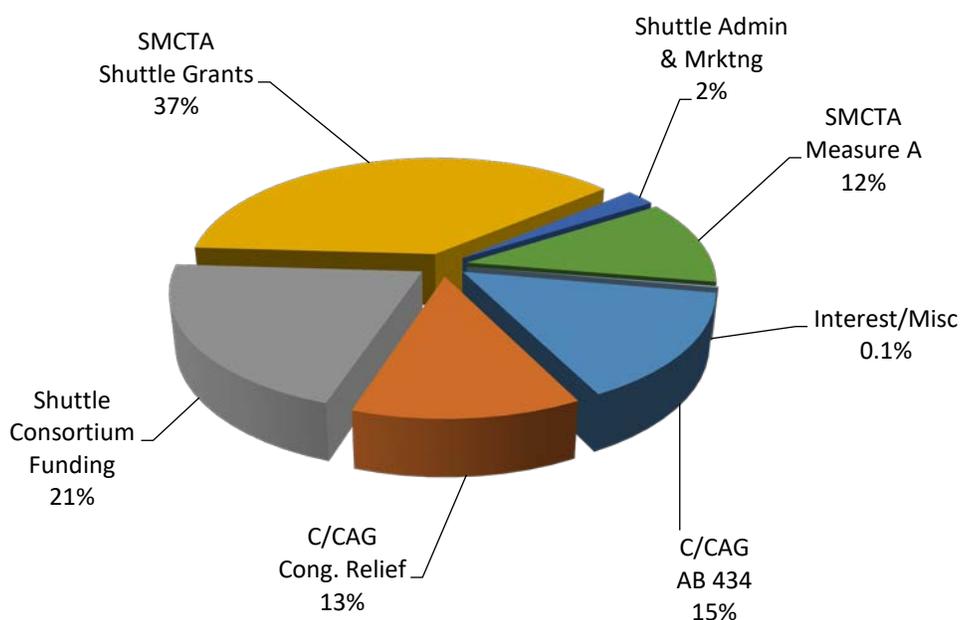
As a joint powers agency, Commute.org is managed by a Board of Directors that includes representatives from each of the 17 cities or towns that are members of Commute.org as well as one representative from the San Mateo County Board of Supervisors. The Board of Directors has five regularly scheduled 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 up to nine full-time employees when fully staffed. Over the past two years the agency has also supplemented full-time staff with AmeriCorps Climate Corps fellows who work on specific projects related to sustainability initiatives during their 10-month assignments. The staff is divided into four functional areas: Employer Programs, 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.

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 most of the funding for all non-shuttle programs.

Projected Revenue Sources for FY 2018-2019

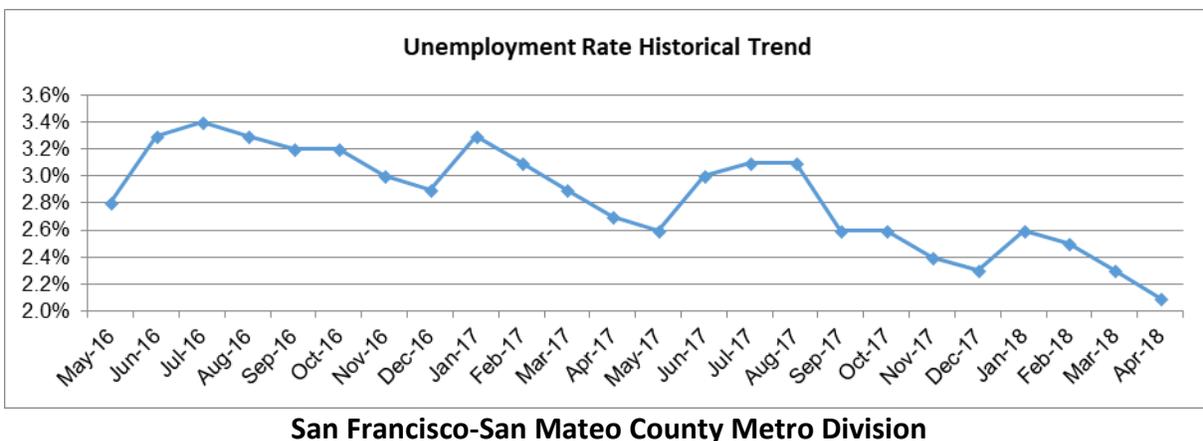


Commute.org uses the congestion relief funding it receives from various sources to focus on programming that targets the closely aligned objectives of the funding partners. That approach, combined with Commute.org’s size and independence, allows the agency to tackle problems differently and adjust strategies 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 the Commute.org budget to pay the shuttle service contractor and other shuttle program-specific expenses. Shuttle administration and marketing services provided by Commute.org are paid for from the general funding sources and will be supplemented by a new administrative and marketing services fee (effective July 1, 2018).

The San Francisco Bay Area has led the country in economic growth over the past decade 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 2.1 percent in April 2018, which is below the year-ago estimate of 2.7 percent. This compares with an unadjusted unemployment rate of 3.8 percent for California and 3.7 percent for the nation during the same period. The estimated unemployment rate in San Mateo County is at an all-time low of 2.0 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 and make a difference for the residents and commuters in San Mateo County. The combination of an experienced staff, a supportive board, committed funders, and willing partners are crucial elements that will need to work together for Commute.org to meet its goals and deliver on its mission.

Key Initiatives: FY 2018-2019

In addition to ongoing operations, the agency focuses on several “Key Initiatives” each year. Key Initiatives can be special projects, time-critical tasks, program redesigns, or projects that require special funding. Key Initiatives can span multiple years, but they can also be projects completed in a single year. Key Initiatives that have been selected for the upcoming year include:

STAR (Support, Track, and Reward) Platform

The agency will continue with the deployment and promotion of the STAR Platform as the primary 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 has been made in recruiting commuters and employers to use the platform’s many tools. The Employer Programs and Commuter Programs teams focused on this initiative over the past two years and will continue to have it as their primary initiative in FY 2018-2019.

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.



2017 STAR Platform Impact Report

The Challenge module of the STAR platform was used in the past three Commuter Challenges. Approximately 1,900 commuters registered and logged their commute trips during the 2-month 2018 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.

Employer support and participation is the key to the long-term success of the platform. The Employer Programs team will continue to recruit employers to create “networks” (employer-specific URL’s and reporting). This feature 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 improved their smart phone app that makes trip logging more automated. Additionally, the platform now allows automatic (verified) carpool and bicycling trips to be logged when users connect their Scoop and/or Strava accounts.

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 operated an Emergency Ride Home (ERH) program for more than a decade. The legacy program was officially retired on December 31, 2017. It was replaced by a new Guaranteed Ride Home (GRH) program. This program has been in development for several years, but now has an important place in Commute.org’s offerings. GRH was officially launched in November 2017 and continues to be refined to meet the challenges of a county-wide commuter benefit.

The reason GRH remains on the Key Initiatives list is because it can become a powerful tool to change commute behavior when more San Mateo County commuters become aware of the program. The challenging work of getting the program adopted county-wide has just begun.

When commuters use a qualifying alternative commute mode and experience an emergency while at work or college, they can use any form of transportation to get home, such as public transit, ride-hailing app (e.g. Uber or Lyft), car share, or taxi, and be reimbursed up to \$60 per trip up to 4 times a year. The goal of the GRH program is to cover everyone who works or attends college within San Mateo County on days when they do not drive alone to work. Employees who have similar benefits from their employers are not eligible.

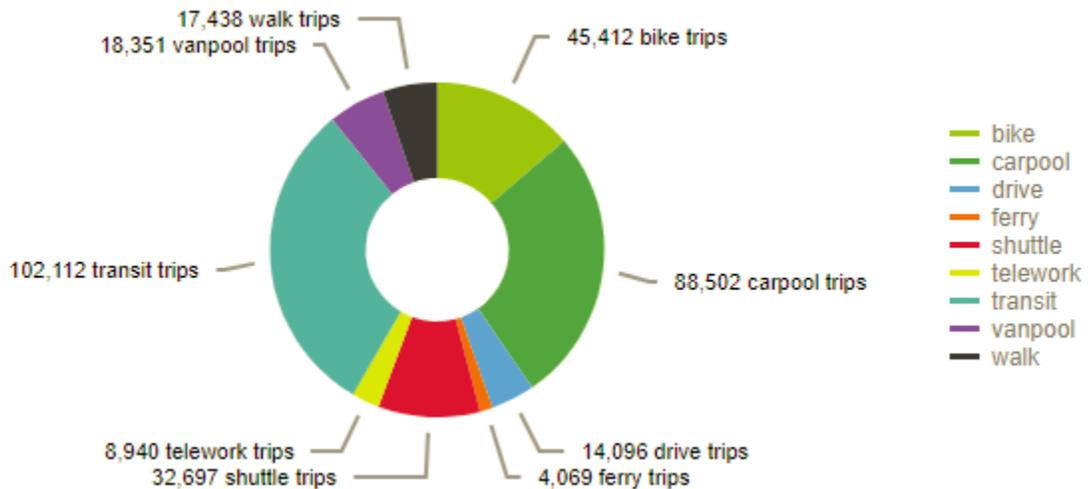


Technology-based Transportation Projects and Partnerships:

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

Projects/partners for FY 2018-2019 include: DriverMiles (automated trip logging app), Strava (automated trip logging app for bicyclists), Ride Report (automated trip logging app for bicyclists), Scoop (app-based carpooling), Waze Carpool (app-based carpooling), Synchronomatics (real-time vehicle tracking platform for shuttles), 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 with the STAR Platform and other technology-based partnerships. Commute.org looks to these projects to expand the depth and quality of the engagement with commuters and employers. In FY 2018-2019, the agency expects to deploy several commuter-focused tools that can further assist commuters in making non-drive alone commuting their first and best alternative.



STAR Platform Mode Split Data

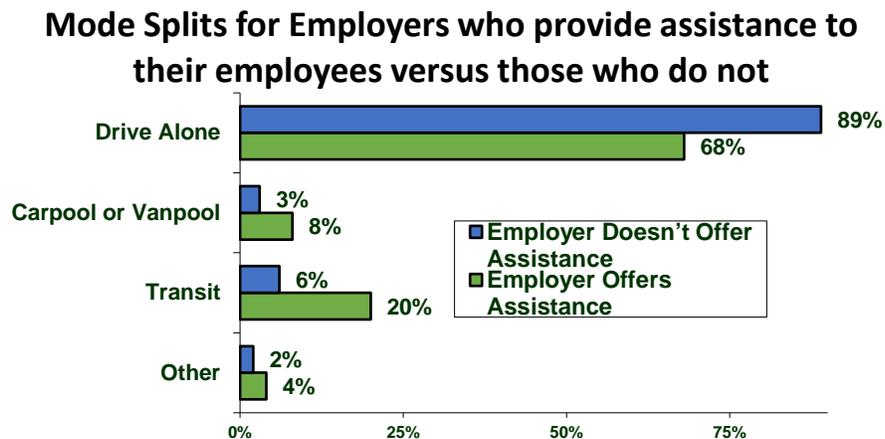
Program Area 1: Employer Outreach & Support Services

Commute.org works with employers of all sizes and types including private companies, non-profits, schools, and government agencies. The Employer Programs team is tasked with identifying employers who are receptive to TDM programs. Once those employers are identified, the team becomes a trusted resource providing no-cost consulting and support services for the employers' transportation coordinators, HR departments and facilities managers. The team are, in effect, the subject matter experts in TDM who provide employers with the information needed to develop, implement, and sustain employee participation in commute alternative programs.

With over 4,000 employers in San Mateo County, the Employer Programs team leverages an internal CRM platform, social media, and agency marketing resources to reach as many employers as possible. The Work Plan includes the ongoing development of online employer resource portals, online training, and best practices initiatives.

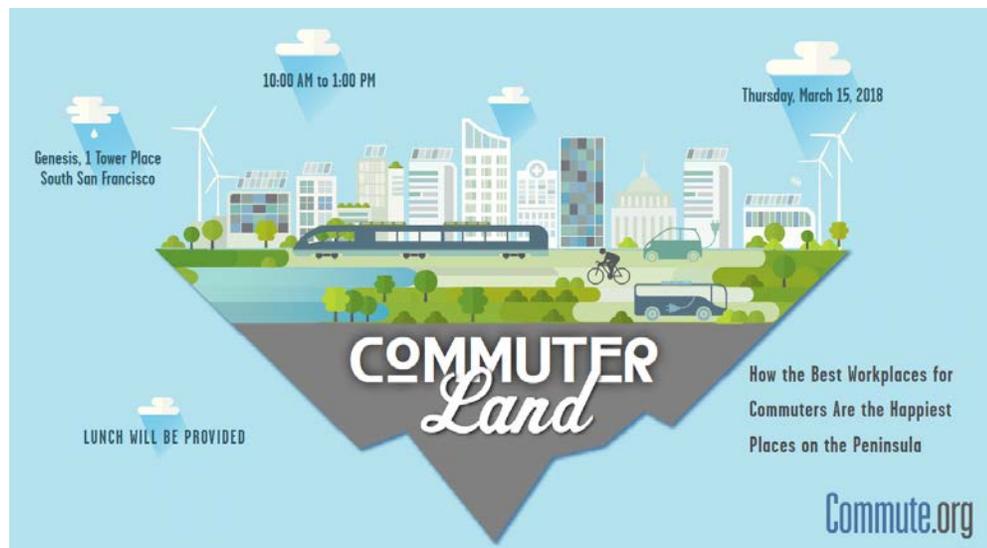
Employer Outreach

- Goal: Increase adoption of commute alternative programs by employers in San Mateo County by providing TDM tools, resources, and programs.



- FY 2018-2019 Action Items:

- 1) Use 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 the agency’s employer-specific commuter benefits/program profile database.
- 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 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.
- 3) Leverage the employer relationship to reach San Mateo County employees. This is one of the most essential functions that the Employer Programs team performs. The team actively uses direct marketing campaigns to target employer transportation coordinators (ETC’s) to get a deeper connection to those critical individuals.
- 4) Build on the success of “Breakfast with Transportation Champions” (2015), “Reimagine the Commute” (2016), “Technology Energizes Alternative Commutes” (2017), and “CommuterLand” (2018) events that engaged with transportation contacts at employers throughout San Mateo County. Staff will schedule and produce another event in spring 2019 which has become known as “the” annual symposium for ETC’s in San Mateo County.



- 5) Promote programs like “Best Workplaces for Commuters” that recognize employers who meet specific TDM guidelines. Commute.org can leverage existing programs (e.g. BWC) to encourage adoption of TDM practices – especially at larger employers.
- 6) Promote the adoption of STAR networks by employers. Networks allow employers to expand their alternative commute program offerings at no cost to them. It is also a

way for employers to promote the Guaranteed Ride Home program using an employer-specific URL.

- 7) 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 member cities that want to have city-specific transportation information on a unique web site.
- 8) Continue to develop training tools including webinars, videos, documents that are used to train and support network administrators with the STAR platform. The platform has a broad set of training videos that will be augmented with San Mateo County/Commute.org specific training.
- 9) Participate in San Mateo County Spare the Air Resource Team campaigns for employers sponsored by BAAQMD to increase awareness of Commute.org and target San Mateo County employers and commuters.
- 10) Continue to produce the monthly electronic newsletter for employers called the Employer eNews. Over 2,000 employer contacts receive the newsletter which includes information on programs, services, legislation, and best practices.

Employer Support Services

- Goal: Provide employer support services, including Guaranteed Ride Home, Bicycle Rack and Locker program and bicycle safety and training workshops. These programs are provided to overcome barriers to utilizing commute alternative programs.
- FY 2018-2019 Action Items:
 - 1) Promote the use of STAR platform networks by employers. STAR 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.
 - 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, bicycle repair stations, and/or racks. Expanding the program to include funding for the implementation of bike sharing locations will also be considered. The goal for FY 2018-2019 is to identify high quality opportunities for the limited budget that is being allocated to the program in FY 2018-2019 (\$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.

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.



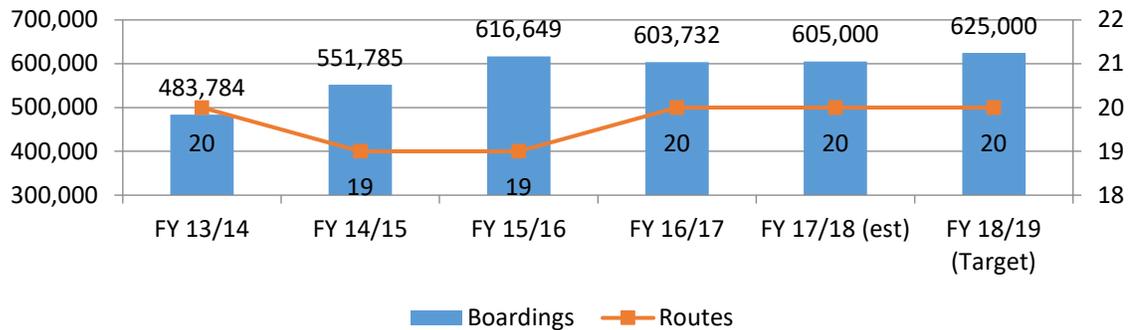
Commute.org has traditionally been the lead agency when public and private money are used to fund a shuttle route. Commute.org also manages several routes on behalf of SamTrans and Caltrain where there is no public funding. In recent years, Commute.org has brought commercial property managers into the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

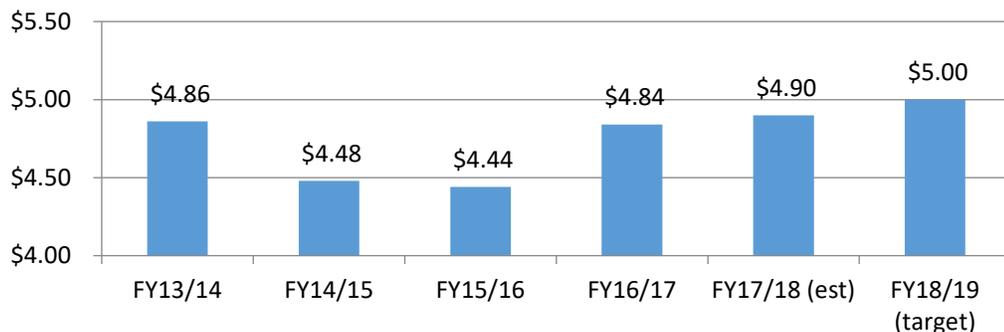
- Measures of Effectiveness: a) achieve an overall cost per passenger that meets or exceeds the funders goal for commute-oriented shuttles (\$8.00/passenger) across Commute.org managed network of shuttles; b) achieve funders' benchmark of 15 passengers per revenue hour for all commuter-based shuttle services; c) attain high satisfaction rates in annual customer surveys; d) meet or exceed the metrics imposed by the various funders of the routes.

of Routes 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) expand the use and penetration of the Text Alert program; c) calculate and report on public/private funding ratios across all routes.

Cost Per Passenger - All Routes



- FY 2018-2019 Action Items:
 - Overall shuttle ridership started to experience declines at the end of 2016. Declines continued through the first half of 2017 but have levelled off since. 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 from the introduction of private coach service provided by employers in the service area.
 - The San Mateo County Transit District (SMCTD) has asked Commute.org to take over management of several additional routes in FY 2018-2019. We currently manage six SMCTD routes that are similar in design and structure to the routes that would be

added. SMCTD will reimburse Commute.org for the management services from an administrative fee that will be available as part of the new Shuttle Funding Agreements with the San Mateo County Transportation Authority. Taking on additional routes will require Commute.org to add shuttle admin staff. SMCTD and Commute.org are working towards completing the transition in the first half of the new fiscal year.

- 3) Dedicated marketing funds will be available for the first time to target shuttle program advertising. The Shuttle team will work with the Commuter Programs team to develop targeted shuttle marketing including events at transit locations.
- 4) Promote the “Where’s My Shuttle?” tool on the Commute.org web site. The tool currently uses MV Transportation’s Timepoint Software but will soon be using the Synchronatics’ software. This promises to be an important addition to our rider services.
- 5) Continue to work on Customer Service programs including after-hours and overflow phone service.

Answered: 624 Skipped: 0



Survey Data from March 2018

- 6) Commute.org introduced a Text Alerts program in October 2017 and by May 2018 over 1,000 riders had subscribed. Riders receive alerts on their mobile phone by texting the Alert Code for their route to 555888. This has proven to be a valuable tool to interact with passengers. Expanding participation in the program will be a key objective for the Shuttle Program team.

- 7) 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.
- 8) Participate in employer events and meetings to encourage shuttle ridership and ensure sustainability of the shuttle program.

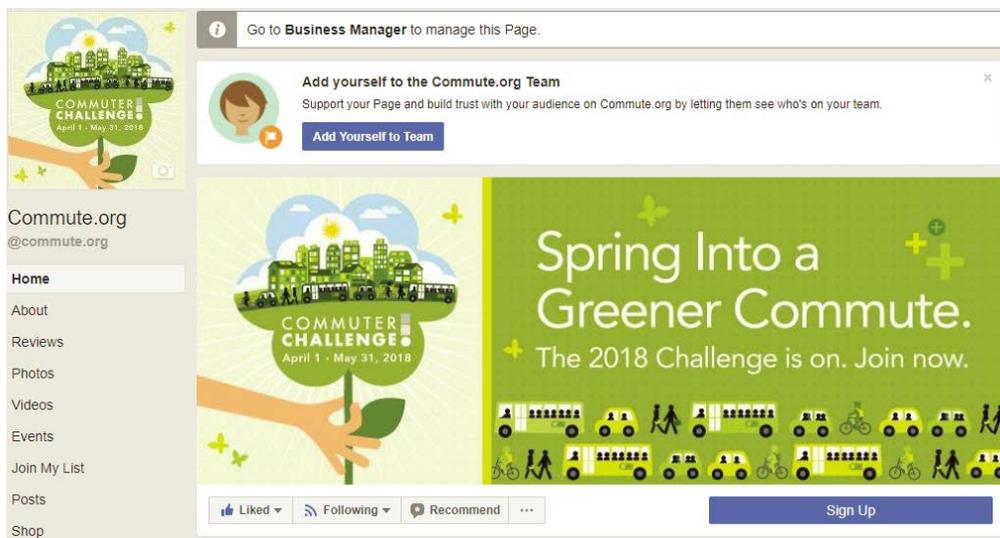
Program Area 3: Commuter Outreach & Incentive Programs

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 and my.Commute.org websites are the primary vehicles used to disseminate the information and promote/manage the incentives. This program area relies heavily on the use of advertising (online, video, and display), challenges, 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, YouTube, Instagram, and LinkedIn. Performance metrics for the agency’s social media and commuter communications efforts are being measured using tools from Google Analytics, Mail Chimp, Survey Monkey, YouTube, and Hootsuite.

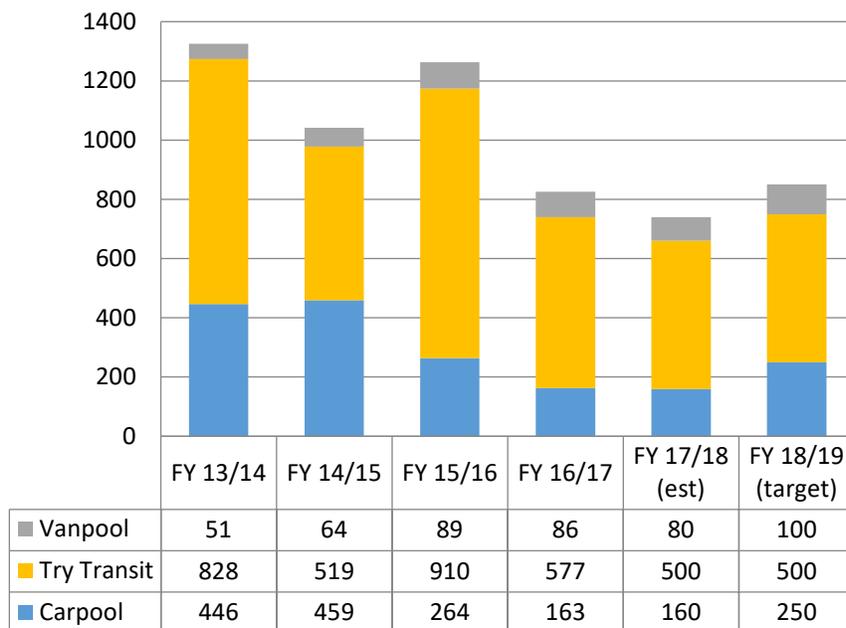


Commute.org’s Facebook Profile

Incentives are one of the tools that Commute.org uses to encourage people to try commute alternatives. With the adoption of the STAR platform, the agency has been able to launch a variety of new incentives and reward programs to encourage non-drive alone commuting behavior. While these new programs are being introduced and gain traction, Commute.org has continued to support the “legacy” incentive programs including Carpool, Vanpool and Try Transit.

The graph below shows the number of legacy incentive program participants in recent years by program. While the Vanpool program has shown moderate growth over the past several years, the Carpool and Try Transit programs have struggled to achieve participation rates that meet or exceed prior years. Some of the decline in Carpool incentives can be attributed to changes in how commuters are carpooling now that dynamic, app-based carpooling has become the norm. Updating the legacy incentive programs to account for the changes in technology and commute behavior is discussed later in this section.

Legacy Incentive Program Participants



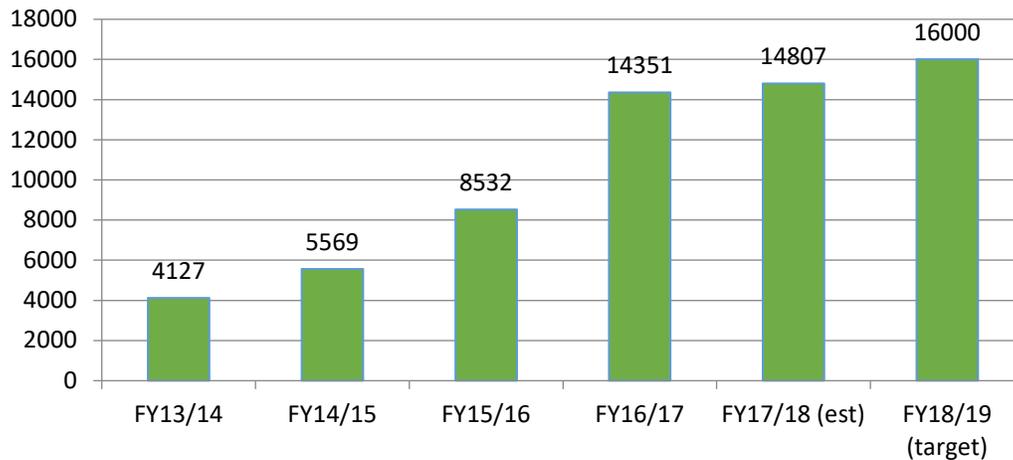
The STAR platform is designed to provide ongoing engagement with commuters through gamification. Commute.org has been focused on creating incentives, rewards and challenges on the STAR platform that will not only encourage mode-shift, but also provide an opportunity for commuters to be rewarded for their ongoing positive commuting behavior. The following chart shows participation levels in several of the new programs:

Incentive/Rewards Program	FY 2017-2018 (thru May)
STAR Store Rewards	572
Mode and Ad Hoc Challenges	186
Connected App Rewards	101

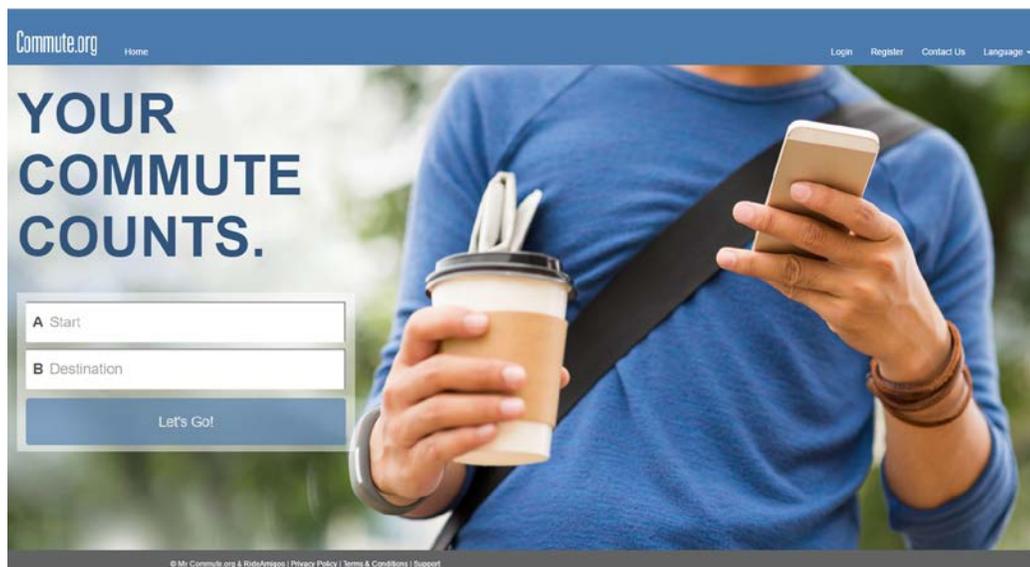
Direct Marketing and Communication with Commuters

- 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.

Commuter Club Participants



- FY 2018-2019 Action Items:
 - 1) Plan and implement media campaigns to broaden awareness of Commute.org and its programs including the STAR Platform.



STAR Platform Home Page

- 2) Use an assortment of media types 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) In FY 2017-2018, Commute.org used a “green” theme in the advertising campaign to promote the 2018 Commuter Challenge. The advertising was shown on digital billboards on Hwy 101 in Belmont and on the eastern approach to the San Mateo Bridge. Due to the positive results from this campaign, this style of advertising will be used again in FY 2018-2019.



Online Advertising – Spring 2018

- 4) Explore and possibly expand the use of donated prizes to increase participation on the STAR platform. Commute.org will pilot this approach in Summer 2018 with a STAR platform drawing for a foldable bicycle. The bicycle was donated to the agency in exchange for limited marketing.
- 5) The Commute.org site continues to be a useful tool for commuter communication. The website averages nearly 15,000 sessions each month – an increase of 25% increase over the prior year. The increase in number of site visits by users can be attributed to the STAR platform where people are logging commute trips and engaging with the incentives and rewards programs.
- 6) Continue to produce and distribute the monthly electronic newsletter for commuters called the Commuter Club. We recently refreshed the format of the e-newsletter and switched the service provider to Mail Chimp. The transition to the new provider went smoothly and we are continuing to receive new subscribers daily.
- 7) Continually upgrade the user interface of the Commute.org site to increase its functionality and effectiveness with users.
- 8) 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.

- 9) Start the research process for developing and/or identifying an app that can provide the critical information commuters most often want from Commute.org – e.g. shuttle schedules, real-time shuttle locations, trip planning, trip logging, and GRH reimbursements.
- 10) 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 Programs

- Goal: Provide commuters with a direct incentive to try a carpool or vanpool.
- FY 2018-2019 Action Items:
 - 1) Integrate the application, reward and fulfillment process for legacy commuter incentives (Carpool, Vanpool and Try Transit) into the STAR Platform wherever possible.
 - 2) *New* – Develop new Carpool Incentives targeting commuters that use dynamic and/or app-based carpooling (e.g. Scoop and Waze Carpool) and link their account to their STAR platform account. This would provide verified carpool data to STAR that can then be used to reward carpoolers. We would design several options for rewards including one-time, annual, and tier-based. Once designed the options would be tested to determine their viability and likelihood for participations. Then we would work with funder(s) to determine criterion for the incentives and deploy those that are most likely to succeed. Preliminary findings have shown that incentives that can be used to further support the use of the alternative commute mode are preferred.
 - 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. Continue working with 511.org and other vanpool advocacy groups to fill vacant seats in currently running vanpools by using the STAR platform’s vanpool module to inform commuters of available vanpools.
 - 4) Support partner programs like 511’s “Carpool to BART” preferred parking program. In FY2017-2018 this program was expanded to San Mateo County and Commute.org assisted in the marketing and outreach efforts.
 - 5) Conduct post-incentive surveys of carpool, vanpool, Try Transit, and STAR platform incentive participants to determine if they are continuing to utilize the commute alternatives.

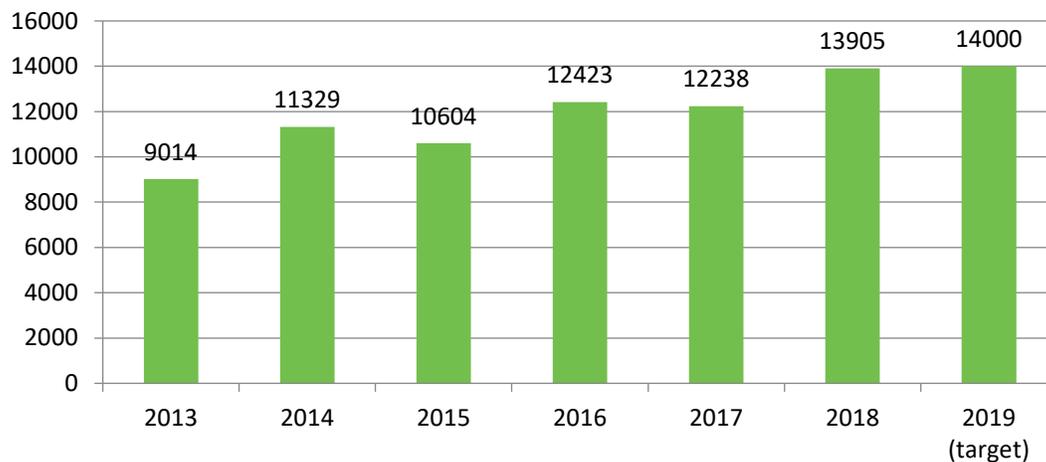
Try Transit Incentive Program

- Goal: Increase ridership on Caltrain, SamTrans, BART, and WETA's SSF Ferry.
- FY 2018-2019 Action Items:
 - 1) Collaborate with transit partners (existing and new), on a new Try Transit media campaign and ticket distribution program.
 - 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 2018-2019, the agency will continue with the direct mail campaign that targets specific San Mateo County residents (those who live near transit stations) since we have determined that direct mail campaigns result in significant increases in applications for the program.
 - 3) BART will no longer participate in the Try Transit program (effective July 1, 2018). While this is disappointing for the program, every effort is being made to find additional resources to support the program.
 - 4) Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the incentives.
 - 5) Produce annual report to transit agencies and secure new tickets to continue program with partnering agencies.
 - 6) Build upon the success of the Commuter Challenges 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.
 - 7) 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.
- FY 2018-2019 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 every year.
 - 3) Distribute promotional items and educational material in the Bike to Work Day bags that riders receive at Energizer Stations. The items are designed to encourage participants to adopt bicycling as a commute alternative on a regular basis.
 - 4) 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



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.
- FY 2018-2019 Action Items:
 - 1) Ensure that Commute.org is the recognized funding partner to implement transportation demand management (TDM) 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.
 - 7) Support C/CAG's efforts to update the county-wide TDM Guidelines in any manner possible. Those efforts began in FY 2017-2018 and are expected to be completed in FY 2018-2019.

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 2018-2019 Action Items:
 - 1) Work with C/CAG staff to convene a meeting(s) with staff from San Mateo County cities and towns to work on bikeshare issues.
 - 2) 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. A big step in this process will be the transition of management to Commute.org of up to six shuttles that are currently managed by the San Mateo County Transit District. That transition is expected to happen in the first half of the fiscal year.
 - 3) 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.
 - 4) Assist cities and community organizations with the development of routes that are eligible to receive funding from the San Mateo County Shuttle Program Call for Projects. Assistance may include route design, vendor coordination, shuttle monitoring, and general technical assistance.
 - 5) 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 2018-2019 Action Items:
 - 1) During FY 2017-2018, the agency transitioned from the City of Daly City to the City of San Carlos for its Fiscal Agent services. Staff has worked closely with both cities to make the transition as seamless as possible. FY 2018-2019 will be the first full year with the City of San Carlos performing the financial and accounting services.
 - 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, commuters, 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 2018-2019 Action Items:
 - 1) Accountability and Transparency Initiatives:
 - a. As part of Commute.org's commitment to achieving a culture of accountability and transparency, it will maintain 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 2017-2018; 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.

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 2018-2019 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.

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 2018-2019 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) Use the agency’s website, www.commute.org, to provide information about transportation alternatives in San Mateo County, provide shuttle riders with schedule and route information, provide real-time tracking of shuttles, 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.
 - 3) Use a variety of marketing tools to promote, encourage, and sustain non-drive alone commute alternatives. Marketing includes print and direct mail pieces as well as digital marketing on streaming radio, search engines, web sites, etc. Advertising on highway digital billboards has proven to be effective and will be continued. Other “new” advertising platforms being considered include digital signboards at transit stations and DMV offices, movie theatres, and on bus sides. 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.
 - 4) 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.
 - 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 2018-2019

(as of June 2018)

Honorable Jeff Gee, Chair

Council Member
City of Redwood City

Honorable Michael Lempres

Council Member
Town of Atherton

Honorable Davina Hurt

Vice Mayor
City of Belmont

Honorable Clifford Lentz

Council Member
City of Brisbane

Honorable Emily Beach

Council Member
City of Burlingame

Honorable Rae Gonzalez

Mayor
Town of Colma

Honorable Glenn Sylvester

Council Member
City of Daly City

Honorable Carlos Romero

Council Member
City of East Palo Alto

Honorable Sam Hindi

Mayor
City of Foster City

Honorable Harvey Rarback

Vice Mayor
City of Half Moon Bay

Honorable Shawn Christianson

Vice Mayor
Town of Hillsborough

Honorable Gina Papan

Mayor
City of Millbrae

Honorable Sue Digre

Council Member
City of Pacifica

Honorable Rico Medina

Mayor
City of San Bruno

Honorable Mark Olbert

Council Member
City of San Carlos

Honorable Eric Rodriguez

Council Member
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 2018-2019

(As of June 2018)

Mr. John Hoang, Chair
Program Director
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. Justin Lovell
Public Works Administrator
City of South San Francisco

Mr. Dante Hall
Assistant City Manager
City of Foster City

Finance Committee – FY 2018-2019

(As of June 2018)

Hon. Bob Grassilli, Chair
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
Program Director
C/CAG of San Mateo County

Ms. Maria Saguisag-Sid
Principal Analyst
City of Brisbane

Commute.org Staff

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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

Open, Employer Programs Manager

Management of Employer Programs Team

Gina Javier, Employer Programs Representative

Marketing and promotion of TDM Programs to employers, residents, cities.

Open, Employer Programs Representative

Marketing and promotion of TDM Programs to employers, residents, cities.

Commuter Programs

Kim Comstock, Commuter Programs Manager

Management of commuter-focused programs including the STAR platform.

Arthi Krubanandh, 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 Agent

City of San Carlos

Carrie Tam, Financial Services Manager

Auditors

Maze & Associates

Richard Kowalski, Partner

Program Funding is Supplied By

