



Commute.org

FY 2019-2020 WORK PLAN

June 2019

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Commute.org

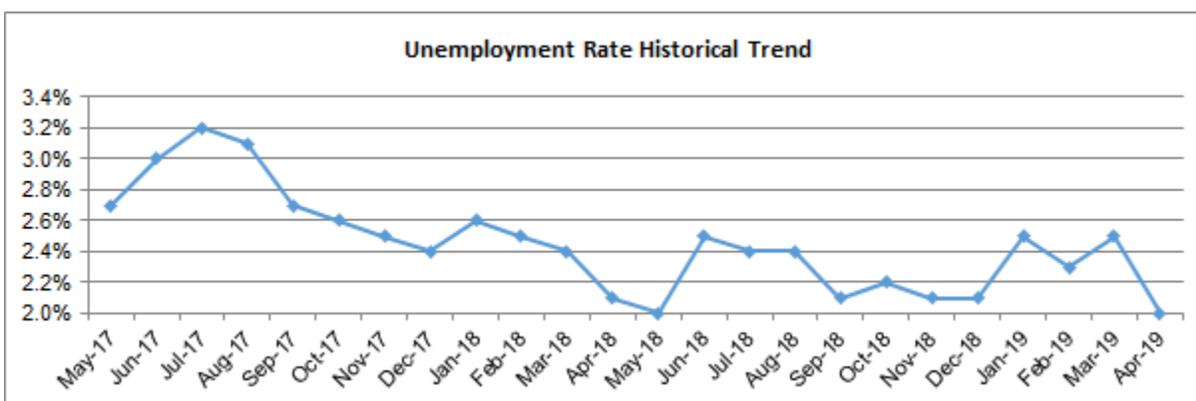
FY 2019-2020 Work Plan

Executive Overview

Commute.org is San Mateo County’s Transportation Demand Management (TDM) Agency. The agency’s members include 17 cities and towns as well as the County of San Mateo. Working together, Commute.org and its members seek to promote, encourage, and incentivize people to use transportation options other than driving alone. The goal of TDM programming is to shift demand for transportation across all available modes including walking, biking, transit, and ridesharing.

The 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 transit.

According to the Employment Development Department, the unemployment rate in the San Francisco-Redwood City-South San Francisco area was 2.0 percent in April 2019. This compares with an unadjusted unemployment rate of 3.9 percent for California and 3.3 percent for the nation during the same period. The estimated unemployment rate in San Mateo County is at an all-time low of 1.9 percent. San Francisco County and San Mateo County combined to add more than 42,000 jobs in the last year alone.



San Francisco-San Mateo County Metro Division

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 traffic and 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

As the regional economy has continued to grow there has been a tremendous focus on roadway congestion, public transit funding, and other issues associated with commute behavior. Transportation and policy groups like C/CAG, San Mateo County Transportation Authority, Caltrain, SamTrans, Metropolitan Transportation Commission (MTC), SPUR, and SAMCEDA are working on a wide range of projects to deal with these issues. Many of the county's large employers have also stepped up to provide expanded commute programs for their employees and contractors. Additionally, Commute.org's JPA members are providing leadership with strict TDM requirements on new developments.

While many of the proposed projects will take years to come to fruition, Commute.org focuses on programs 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 large-scale change in commute behavior now and into the future.

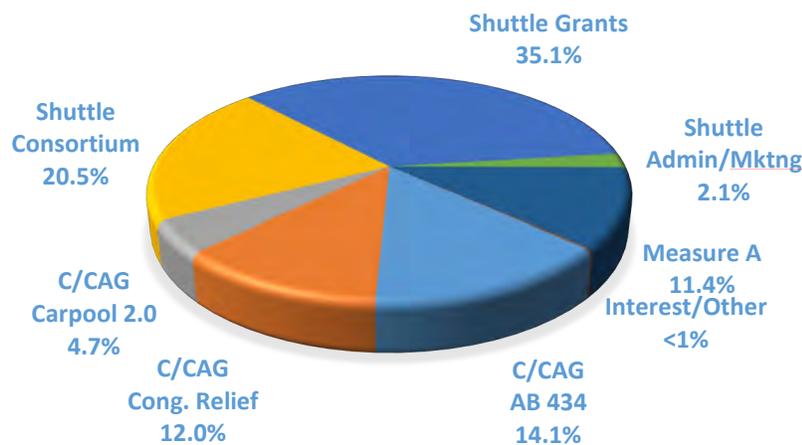
Commute.org is managed by a Board of Directors that includes representatives from each of the 17 cities or towns that are members of Commute.org as well as one representative from the San Mateo County Board of Supervisors. The Board of Directors has five regularly scheduled meetings during the fiscal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

The agency has two standing committees: Supervisory and Finance. The Supervisory Committee is comprised of up to nine appointees from member agencies and partners and meets approximately six 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 currently has eight full-time staff members. The agency also hosts an AmeriCorps Climate Corps fellow who works on specific projects related to sustainability initiatives during his/her 10-month assignment. 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.

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 2019-2020



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 are supplemented by an administrative and marketing services fee.

Commute.org's Strategic Plan was updated in 2015 and will be updated again in 2020. 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.

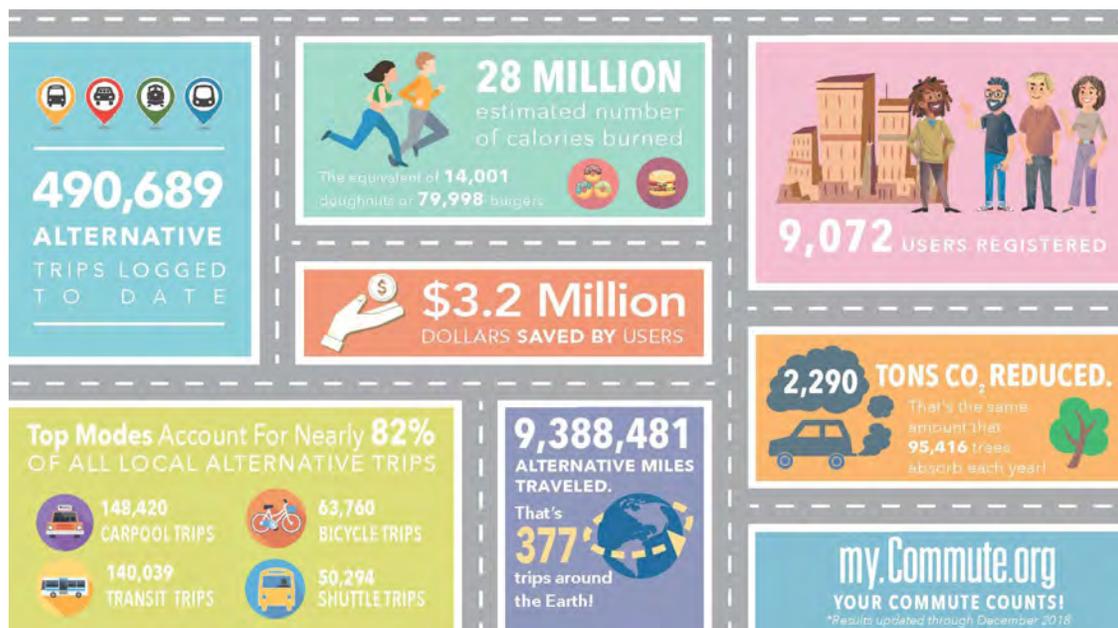
Key Initiatives: FY 2019-2020

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 Expansion

The agency will continue with the deployment and promotion of the STAR Platform (my.commute.org) 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 three years with great success.

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.



2018 STAR Platform Impact Report

This fiscal year the teams will focus on migrating the remaining legacy programs into the platform. Specifically, the Vanpool and Try Transit programs will be transitioned from Vistashare (legacy software platform) to STAR and, if necessary, a web-based tool that interfaces with STAR to provide the necessary functionality.

Commute Profile 2019

The agency regularly conducts commute behavior surveys of San Mateo County commuters and residents; however, it has been five years since a comprehensive survey has been done. The “Commute Profile” survey provides important information about the commute mode choices, commute patterns, effectiveness of incentives, employer participation rates, and a host of other data that will provide the framework for the updated Strategic Plan.

A professional survey company will be selected to conduct the 2019 survey on behalf of Commute.org. In the past, the survey relied on landline telephone calls to reach participants. Given the rapid change in technology and data collection techniques, it is expected that the survey will be conducted via web-based tools. The survey results will be published in late 2019 or early 2020.

Database Improvement Project 2020

The agency has an existing database of approximately 5,500 employers. The data resides in SAGE CRM and has been compiled, updated and maintained for many years and used as the primary client data source. The Employer Programs team uses the SAGE CRM tool to record interactions with employers and track program participation. Maintaining an accurate and up-to-date database is critical to the success of the Employer Programs; therefore, one of this year’s Key Initiatives aims to validate our existing data and identify new employers that should be included in the database.

Project tasks may include:

- Validate, update or remove information for all the companies that currently reside in the SAGE database, across all client categories (Active, Maintenance and Lost)
- Determine appropriate source data to validate, update or remove existing companies in the database
- Explore methods for creating up-to-date contacts, employee counts, industry codes, etc. for each of the companies in the database
- Find ways to automate the placement of daily meeting and contact information into the appropriate company records
- Use third party services to contact companies to update or confirm their data
- Explore other data sources for lists of new companies and add those to SAGE

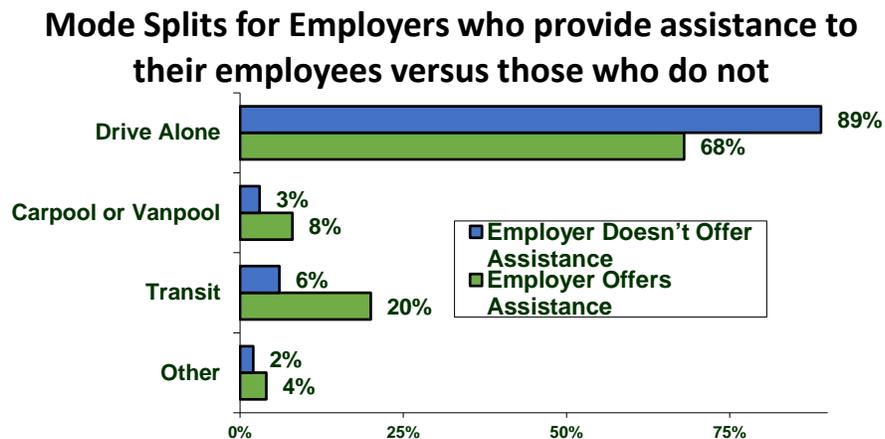
Program Area 1: Employer Programs

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 members 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 approximately 5,500 employers in San Mateo County, the Employer Programs team leverages an internal CRM database (SAGE), social media, and agency marketing resources to reach as many employers as possible. The Work Plan includes the ongoing development of employer webinars, TDM consulting, 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 2019-2020 Action Items:
 - 1) Leverage the employer relationship to reach employees working in San Mateo County. 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.
 - 2) Perform a thorough review of the SAGE CRM database to ensure accuracy of our employer and transportation coordinator contacts. We will use public records,

surveys, and direct mail in combination with the Bay Area Commuter Benefits database to verify our records.

- 3) 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) or are delinquent in re-registering. 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.
- 4) Build on the success of “Breakfast with Transportation Champions” (2015), “Reimagine the Commute” (2016), “Technology Energizes Alternative Commutes” (2017), “CommuterLand” (2018), and “Pool Party” (2019) events that engaged with transportation contacts at employers throughout San Mateo County. Staff will schedule and produce another event in spring 2020 which has become firmly established as the annual symposium for ETC’s in San Mateo County.
- 5) Develop and produce a three-part webinar series for employers in San Mateo County focusing on topics that will help them be able to better address the need for alternative commute options for employees. Topics may include Bay Area Commute Benefits Program compliance, Best Workplaces for Commuters program, STAR network adoption and deployment.
- 6) Promote the “Best Workplaces for Commuters” program to employers in San Mateo County. The program has proven that employers who participate and meet specific TDM guidelines have a lower drive-alone rate for employees. Commute.org can leverage existing programs (e.g. BWC) to encourage adoption of TDM practices – especially at larger employers.
- 7) 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.
- 8) 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 Infrastructure Incentive Program and bicycle safety and training workshops. These programs are provided to overcome barriers to utilizing commute alternative programs.
- FY 2019-2020 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) Continue to support shared-ride services including bike share, micro mobility, and carpooling programs in JPA member cities. As part of this effort, the agency will continue to work with member cities that want to develop city-specific transportation information on a unique web site.
- 3) 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 continue to be augmented with San Mateo County/Commute.org specific training.
- 4) Provide employers and JPA members with an opportunity to participate in the Bicycle Infrastructure Incentive Program, providing incentives for the installation of bicycle lockers, bicycle repair stations, and/or racks. The goal for is to identify high quality opportunities for the limited budget that is allocated to the program in FY 2019-2020 (\$20,000).
- 5) 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.

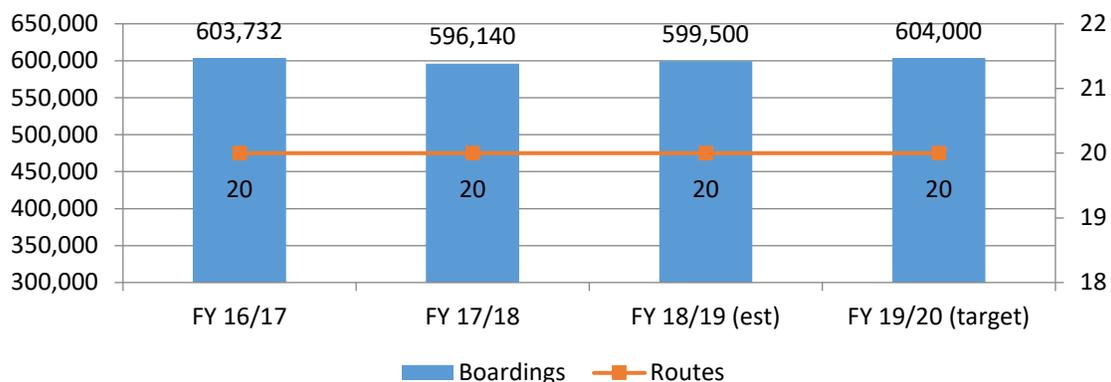
Program Area 2: Shuttle Program

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 resources are combined 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.

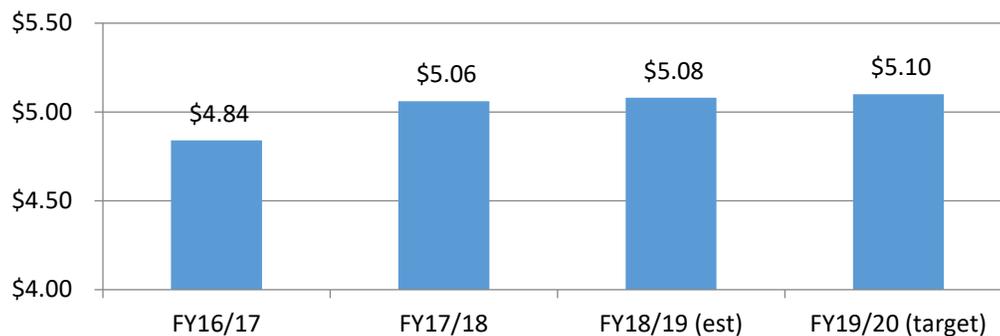
of Routes and Boardings



Shuttle Program Goals/Objectives

- **Goals:** 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); Work with existing and potential new employer consortiums to attract and retain additional ridership; Improve the overall customer experience by maintaining high standards for on-time performance, accurate schedules, clean vehicles, and courteous drivers; and Provide employer based shuttle services that are financially sustainable and meet the funders’ targets and benchmarks.
- **Measures of Effectiveness:** 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; Achieve funders’ benchmark of 15 passengers per revenue hour for all commuter-based shuttle services; Attain high satisfaction rates in annual customer surveys; and Meet or exceed the metrics imposed by the various funders of the routes.

Cost Per Passenger - All Routes

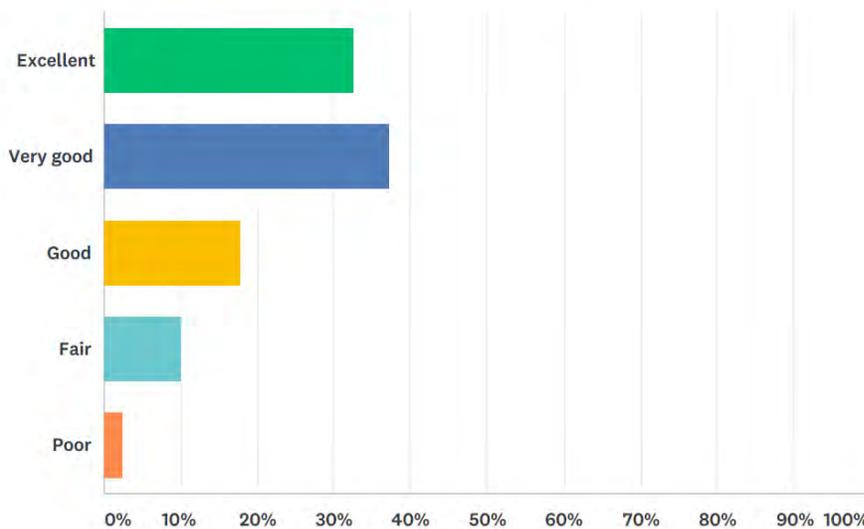


- **FY 2019-2020 Action Items:**
 - 1) This will be the final year of the 5-year contract with the current shuttle vendor. The vendor has had staffing issues since early 2018. Those issues have led to the suspension of service on several routes and reduced service on several others. Ridership has been impacted but has started to recover now that the vendor has been more consistent in staffing all scheduled service (except for suspended service). It is not currently known if an RFP process will be undertaken in FY 2019-2020, but if it does, it will require significant effort by staff, committees and the Board.
 - 2) This is the final year of the 2-year cycle for shuttle funding. The San Mateo County Transportation Authority in collaboration with C/CAG will conduct a Call for Projects in early 2020 for funding that will be available for the period July 1, 2020-June 30, 2022. Staff will be working on the applications for at least 13 routes and will assist in the application process for another 10-15 routes for which we provide management.

- 3) Commute.org is working with the San Mateo County Transit District (SMCTD) to finalize the transition of several routes to our management. The process started in FY 2018-2019 but was slowed down due to vendor issues. The transition should be complete by the end of Q1 in FY 2019-2020.
- 4) Dedicated marketing funds are now available 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. SMCTD has also provided giveaway items for shuttle appreciation events that Commute.org staff manages.

Q15 Overall, how would you rate the shuttle service?

Answered: 541 Skipped: 0



Shuttle Rider Survey Data from April 2019

- 5) A new “Shuttle Stop” sign template has been developed. The signs will include the three-letter acronym route identifier that we developed in conjunction with SMCTD. All shuttle stops will have new signage installed during the fiscal year. Approximately 200 signs will be installed.
- 6) Release an updated version of the Shuttle pages on the Commute.org web site. The new pages will streamline the process for people to find information about their route.
- 7) The “Where’s My Shuttle?” tool continues to grow in importance for riders. A new version of the tool was released in FY 2018-2019 that uses Syncromatics software. The tool shows current location, schedule and estimated arrival times for all routes managed by Commute.org.
- 8) Since all Commute.org shuttle routes have regularly updated GTFS files, the routes are also available to all third-party software developers for inclusion in trip planning, transit screen, and mobility as service offerings. Expanding the inclusion of

- Commuter.org shuttles into more apps and services will continue to be an objective for the Shuttle Program team.
- 9) The Shuttle Program team is investigating options for moving away from physical shuttle passes and stickers (being using on several routes). Adoption of an electronic pass system and/or app is being studied and will be implemented if it can be done cost-effectively.
 - 10) Commuter.org introduced a Text Alerts program in October 2017, and as of May 2019, over 4,000 riders have subscribed and more than 150,000 messages have been sent. 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 text alert program will continue to be an objective for the Shuttle Program team.
 - 11) 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 the Commuter.org shuttle management program.
 - 12) 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 change their mode choice 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 to 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.



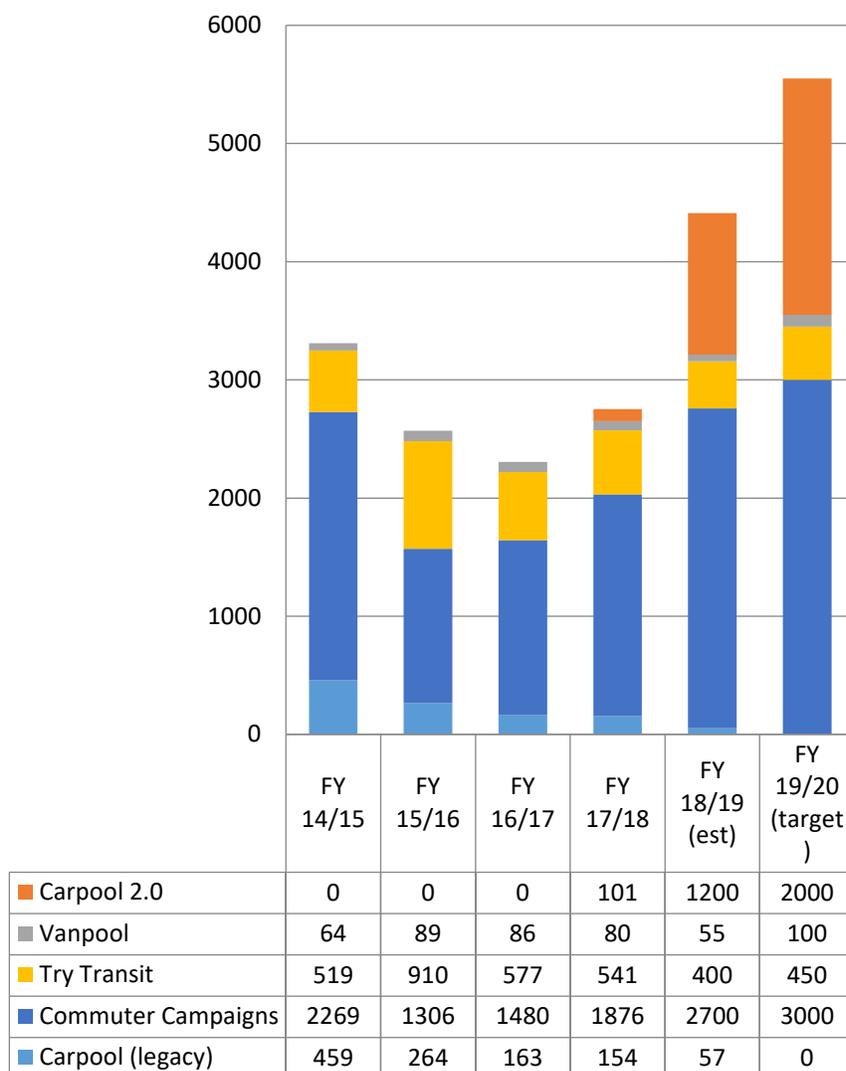
Digital Billboard Graphic from FY 2018/2019

Many of Commute.org's outreach efforts are focused on encouraging those 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.

Incentives are one of the tools that Commute.org uses to help 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 stimulate non-drive alone commuting behavior. While these programs are being introduced and gain traction, Commute.org has continued to support the "legacy" incentive programs including Carpool, Vanpool, and Try Transit.

The following chart shows the number of incentive program participants in recent years by program. The concerted effort to move programs to the STAR platform has resulted in a significant increase in program participation. Redesigning and migrating the remaining legacy incentive programs to the STAR platform should result in even greater participation going forward.

Incentive Program Participants (all programs)



STAR Platform

- Goal: Provide commuters with the tools, programs, and incentives that not only hasten their shift to non-drive alone modes, but also provide ongoing support and incentives for them to continue using preferred commute mode(s).
- FY 2019-2020 Action Items:
 - 1) 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 RideAmigos, was branded as the STAR Platform in 2017 and considerable progress has been made in recruiting commuters and employers to use the platform's many tools.

- 2) 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.
- 3) The Challenge module of the STAR platform was used in the past four Commuter Challenges. Approximately 2,700 commuters registered and logged their commute trips during the 2-month 2019 campaign. Using the STAR Platform for the annual challenge has resulted in more meaningful engagement with the participants than in prior years when commuters participated in a more passive manner.
- 4) 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 not only encourage mode-shift, but also provide an opportunity for commuters to be rewarded for their ongoing positive commuting behavior.

Guaranteed Ride Home Program

- Goal: Provide commuters and college students in San Mateo County with a form of “commute insurance” that supports their use of alternative commute modes by providing a ride home in the mode of their choice when a qualifying event occurs (e.g. sickness, family emergency, unplanned overtime, bicycle breakdown).



- FY 2019-2020 Action Items:
 - 1) 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 Guaranteed Ride Home (GRH) program. The program is built on the STAR platform and requires participants to create accounts in order to claim reimbursement for their ride home.
 - 2) GRH is proving to be one of the most important programs that Commute.org offers to commuters. It is also a program that requires ongoing modification and adjustment based on feedback from participants and analysis of its usage.
 - 3) 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.

- 4) 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.

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.

- FY 2019-2020 Action Items:

- 1) Plan and implement media campaigns to broaden awareness of Commute.org and its programs including the STAR Platform.

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.

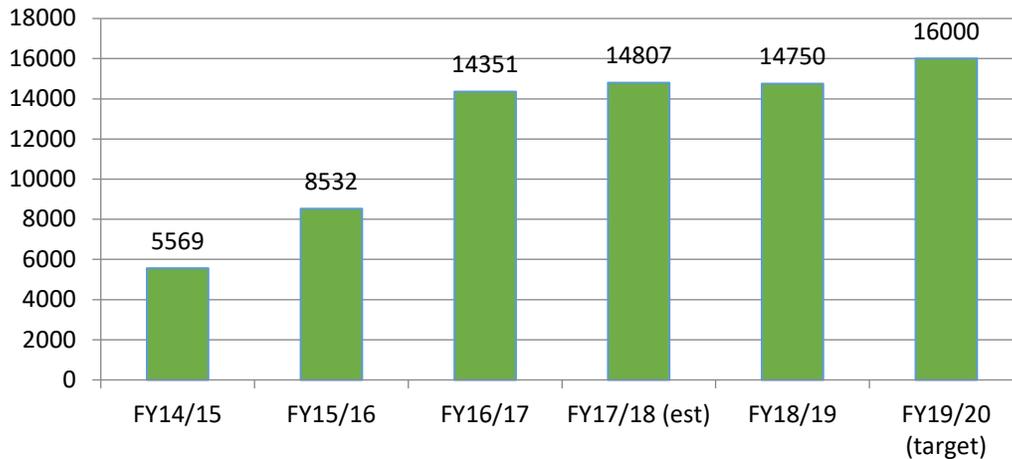


Online Advertising – Spring 2019

- 2) The Commute.org site continues to be a useful tool for commuter communication. The website averages over 20,000 sessions each month. 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 as well as the real-time shuttle tracking tool which helps shuttle riders predict the arrival times for their vehicle.
- 3) Continue to produce and distribute the monthly electronic newsletter for commuters called the Commuter Club. The new format of the e-newsletter has been a success and the “open rate” and subscriber count continues to grow.

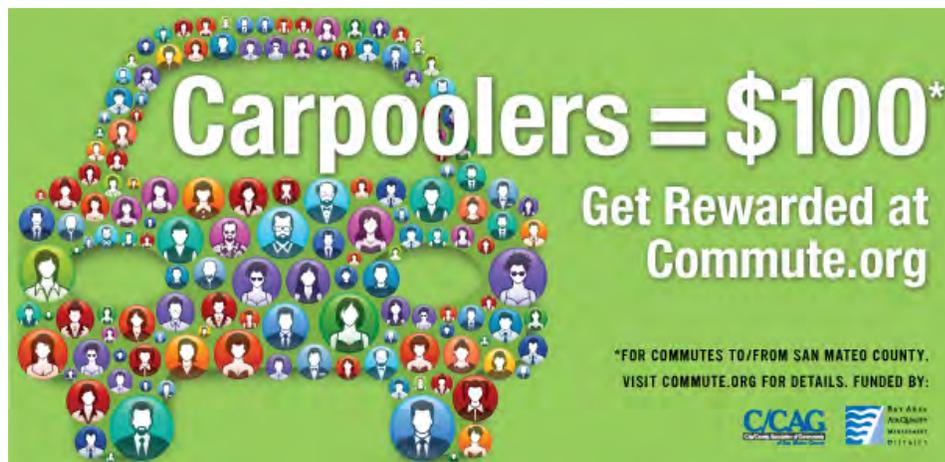
- 4) Continually upgrade the user interface of the Commute.org site to increase its functionality and effectiveness with users.
- 5) Continue to evolve the mobile version of Commute.org, ensuring that the most relevant content is available for users on desktops, tablets and smartphones.

Commuter Club Participants



Vanpool and Carpool Incentive Programs

- Goal: Provide commuters with direct incentives to encourage them to adopt carpooling or vanpooling as a primary commute option.
- FY 2019-2020 Action Items:
 - 1) Integrate the application, reward and fulfillment process for the remaining legacy commuter incentives (Vanpool and Try Transit) into the STAR Platform.
 - 2) Continue promoting and managing the Carpool 2.0 incentive program that was developed in the prior fiscal year. The program allows carpoolers that log trips on Scoop, Waze Carpool or the Commute Tracker app to earn rewards for every 10 days of carpooling (maximum reward is reached after 40 days of carpooling). The verified carpool data that is sent to STAR from Scoop and Waze Carpool is combined with the semi-automated carpool data that is collected from the Commute Tracker app to provide insights into commute behaviors that we have not been able to see before. The Carpool 2.0 incentives are funded through a combination of sources, but the staff costs are primarily supported through this agreement.



Carpool 2.0 Rewards Program Banner

- 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.
- 4) Collaborate with MTC 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.
- 5) Synchronize the vanpool incentive rules with MTC and other partners to ensure that vanpoolers qualify for Commute.org incentives using the same or very similar criteria.
- 6) Support partner programs like 511’s “Carpool to BART” preferred parking program, “Five Free Rides” carpool app program, and other regional promotions.
- 7) 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.
- 8) Migrate the Vanpool incentive program to the STAR platform or another database which will allow for the retirement of Vistashare (a legacy software platform) by the end of the fiscal year.

Try Transit Incentive Program

- Goal: Increase ridership on Caltrain, SamTrans, BART, and WETA’s SSF Ferry.
- FY 2019-2020 Action Items:
 - 1) Collaborate with transit partners to develop Try Transit media campaigns.
 - 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 2019-2020, the agency will

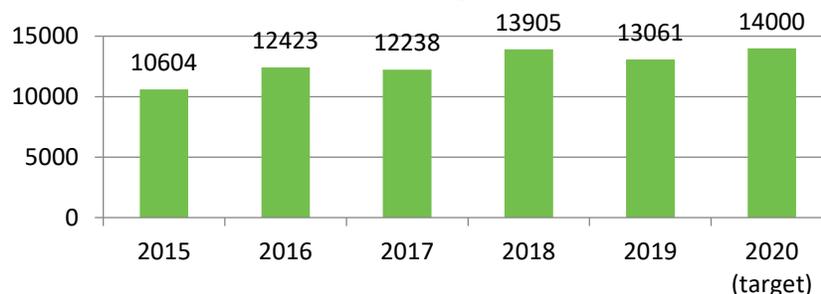
continue with the direct mail campaign that targets specific San Mateo County residents (those who live near transit stations) since we have determined that direct mail campaigns result in significant increases in applications for the program.

- 3) Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the incentives.
- 4) Produce an annual report to transit agencies and secure new tickets to continue the program with partnering agencies.
- 5) Migrate the Try Transit program to the STAR platform or another database which will allow for the retirement of Vistashare (a legacy software platform) by the end of the fiscal year.

Bike to Work Day

- Goal: Participate in the Bay Area event to promote the use of bicycling as a viable 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 in 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: Retain existing funding sources through successful project delivery; Seek additional funding to address identified needs and plans developed in collaboration with SMCTA and C/CAG; and Work with partners to ensure sustainability of funding.
- FY 2019-2020 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) Explore the creation of an Employer Advisory Committee. The committee would be open to employers in San Mateo County and would provide valuable insight to staff and the Board regarding the agency's programs and partnerships. It would be important to get employers of varying size and industries so that the feedback is reflective of employers throughout the county.
 - 4) 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.
 - 5) Provide managerial support to the San Mateo Rail Corridor TMA. Since FY 2010-2011, Commute.org has helped the TMA to get established as a stand-alone non-profit (501(c)(4)) organization that provides services to its members in and around the Bay Meadows development area. Commute.org will transition from being the TMA manager to solely providing programming to the TMA during FY 2019-2020. The administrative functions (e.g. insurance, taxes, membership management) will be performed by a third-party organization chosen by the TMA members.
 - 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 2019-2020.

Development of Community-Based Mobility Services

- Goal: Assist cities in San Mateo County with the development, implementation, and improvement of community-based mobility programs. While Commute.org’s focus remains on peak-hour commute trips and a first/last mile shuttle program that serves commuters and residents, the agency is able to assist members with other mobility programs.
- FY 2019-2020 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 shared-ride services, bikeshare, and other micro mobility 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 is the transition of management to Commute.org of several shuttle routes that are currently managed by the San Mateo County Transit District. That transition started in Q4 of FY 2018-2019 and is expected to be completed in Q1 of FY 2019-2020.
 - 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 in county-wide mobility planning efforts including: Caltrain Business Plan, TA Strategic Plan, Measure A/Measure W planning, Express Bus service planning, San Mateo County Express Lane project, Highway 92 Alliance and their associated projects, and the Dumbarton Rail Corridor planning efforts.
 - 6) Commute.org needs to “have a seat at the table” for all transportation-related planning and TDM-oriented activities that impact San Mateo County. Staff, board members, and partners need to continually strive to assure our invitation to the proceedings so that we can contribute our feedback, experience, and programming.

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 2019-2020 Action Items:
 - 1) FY 2018-2019 was the first full year with the City of San Carlos performing the financial and accounting services for the agency. Additional process improvements still need to be made in the new fiscal year.
 - 2) FY 2018-2019 was also the first year when the agency was responsible for payroll processing and tax filing. The function was outsourced to a third-party payroll provider, but the transition was not without issues. The agency moved to a new system from the same provider in 2019 and will continue to apprise and improve the processes to ensure accurate and timely payroll processing.
 - 3) Review all activities and programs to determine those that are most effective and those that are underperforming based on performance measurements adopted.
 - 4) Adjust the budget to match Commute.org's role and responsibility of administering the county-wide shuttle program – as changes necessitate.
 - 5) Refine budget process and categories to more closely align with programs. Work with Fiscal Agent to modify chart of accounts to match budget categories.
 - 6) With the change in Fiscal Agents came a change in banks. The new bank allows for ACH deposits which improves the efficiency of receiving payment from shuttle consortium members. While it is not a requirement for clients to pay us via ACH, we are working to increase the usage.
 - 7) This will be the final year of the 5-year office space lease for the agency. The lease expires on June 30, 2020 and the landlord is expected to propose an extension sometime in early 2020. While the preference will be to stay in the current space, we expect a significant increase in rent which may make it difficult to stay in the current office space. All options will be considered, including a lease extension or potential move.

Governance

- Goals: Ensure meaningful participation by each key constituency of Commute.org including employers, commuters, and public and private partners; 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; and, Ensure that the Strategic Plan is monitored and updated on a regular basis.

- FY 2019-2020 Action Items:

- 1) Accountability and Transparency Initiatives:

- a. As part of Commute.org's commitment to achieving a culture of accountability and transparency, it maintains an "Accountability Kit" that contains board-approved permanent governance documents.
- b. All Directors and Supervisory Committee members will review the accountability documents and acknowledge their understanding and execute the Conflict of Interest form.
- c. Annually, the Executive Director will conduct an orientation session for all employees on the Organization's commitment to and implementation of accountability and transparency.
- d. 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.

- 3) Adopt a dissolution plan for the JPA that addresses the new law (AB-1912) that went into effect on January 1, 2019. The Finance Committee will make recommendations to the full board which will adopt a final plan for inclusion in the by-laws.

- 4) Comply with all county and state-mandated reporting and transparency initiatives.

- 5) 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: Ensure adoption of Commute.org's mission and assess all innovative programs and activities to maintain adherence to the mission; Attract and retain quality employees; and, Foster a culture of environmental stewardship and sustainability.

- FY 2019-2020 Action Items:

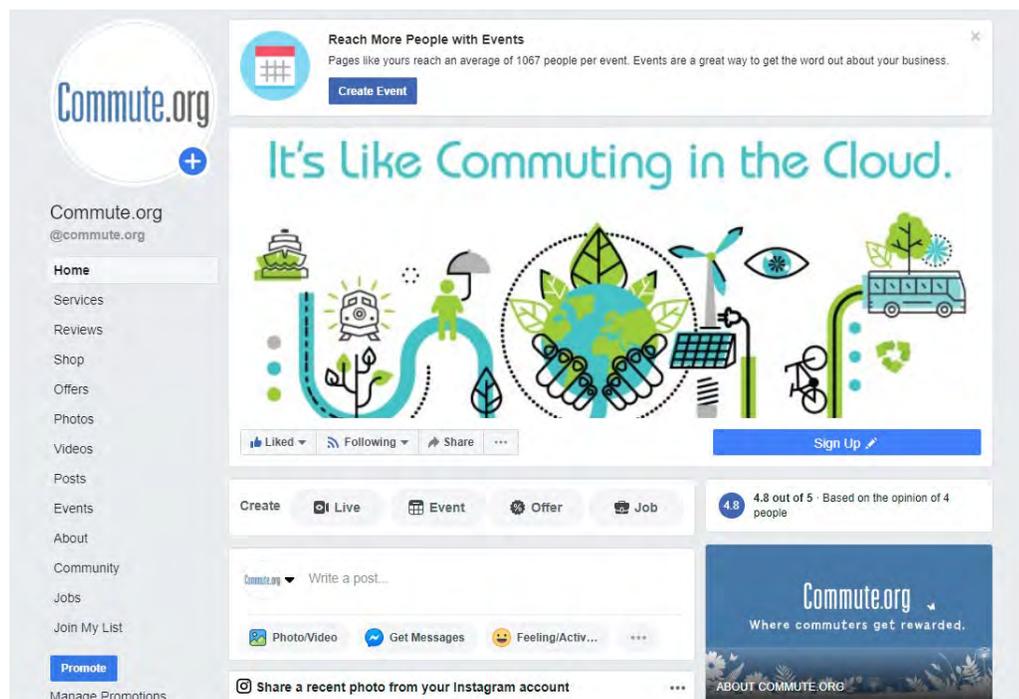
- 1) Review and update the Emergency/Disaster Planning documents to reflect changes in the agency's location, scope of work, and other factors. Commute.org's role as a provider of public transportation necessitates continual review and refinement of emergency plans.

- 2) All staff members completed the mandatory Sexual Harassment training in 2019. New hires will receive training during their first 60 days of employment. Existing employees will receive additional training as required.

- 3) Staff will participate in CPR training during FY 2019-2020. Trainers from Red Cross will do onsite training and certification.
- 4) Review existing performance measurements, then utilize a prioritization framework for formal policies, and devise criteria to evaluate new opportunities that emerge in order to further develop or manage programs and initiatives.
- 5) 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 green energy technology component.
- 6) Have all staff participate in a Network Security Training course provided by the IT services and support vendor.

Communication

- Goals: Heighten awareness of Commute.org and create more powerful, compelling communications; and Increase employer participation in transportation demand management programs through communication efforts directly to San Mateo County employers in order to reach their employees.



Commute.org's Facebook Profile

- FY 2019-2020 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 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 advertising platforms include movie theatres, public spaces (e.g. shopping malls), bus sides, and bus interiors. Social media continues to be an essential element of the agency’s marketing efforts with campaigns on Facebook, Twitter, Instagram, YouTube, and LinkedIn.
 - 4) Encourage agency staff to use the agency’s vehicle (Prius Hybrid) to travel to all events in the county. The vehicle is “wrapped” with a commuter-alternative theme and is highly visible to commuters.
 - 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

Board of Directors – FY 2019-2020

(as of June 2019)

Michael Lempres

Council Member
Town of Atherton

Shawn Christianson

Mayor
Town of Hillsborough

Davina Hurt

Mayor
City of Belmont

Reuben Holober

Vice Mayor
City of Millbrae

Clifford Lentz, *Chair*

Council Member
City of Brisbane

Mike O’Neill

Council Member
City of Pacifica

Emily Beach, *Vice Chair*

Vice Mayor
City of Burlingame

Giselle Hale

Council Member
City of Redwood City

Rae Gonzalez

Council Member
Town of Colma

Rico Medina

Mayor
City of San Bruno

Pamela DiGiovanni

Council Member
City of Daly City

Sara McDowell

Council Member
City of San Carlos

Carlos Romero

Council Member
City of East Palo Alto

Rick Bonilla

Council Member
City of San Mateo

Richa Awasthi

Council Member
City of Foster City

Richard Garbarino

Vice Mayor
City of South San Francisco

Robert Brownstone

Council Member
City of Half Moon Bay

David Canepa

Supervisor
County of San Mateo

Supervisory Committee – FY 2019-2020

(As of June 2019)

John Hoang, *Chair*

Program Director
C/CAG of San Mateo County

Maria Saguisag-Sid

Principal Analyst
City of Brisbane

Shirley Chan, *Vice Chair*

Traffic Engineer
City of Daly City

Christian Hammack

Parking & Transportation Demand Manager
City of Redwood City

Kathy Kleinbaum

Deputy City Manager
City of San Mateo

Dante Hall

Assistant City Manager
City of Foster City

Ms. Christy Wegener

Director of Planning
San Mateo County Transit District

Open

Finance Committee – FY 2019-2020

(As of June 2019)

Rick Bonilla, *Chair*

Council Member
City of San Mateo

Richard Garbarino, *Vice Chair*

Vice Mayor
City of So. San Francisco

Mark Olbert

Mayor
City of San Carlos

John Hoang

Program Director
C/CAG of San Mateo County

Maria Saguisag-Sid

Principal Analyst
City of Brisbane

Commute.org Staff

John Ford, Executive Director

Agency Management

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

Betsy Juarez, Office Administrator

Accounting, Insurance, General Office Management, Incentive Program Processing and Fulfillment, GRH Program Management, Front Desk Duties

Kim Comstock, Commuter Programs Manager

Management of commuter-focused programs including the STAR platform

***Open*, Employer Programs Manager**

Management of Employer Programs Team

Richard Fontela, Shuttle Program Coordinator

Assists Executive Director with operational support for shuttle program
Customer Service, schedules, route inspections, shuttle vendor management

Rebecca Roberts, Employer Programs Representative

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

Mary Thomasmeyer, Commuter Programs Specialist

Assists Commuter Programs Manager with the STAR platform, supports commuters, provides customer service for shuttle program, coordinates Bike to Work Day.

Maria Timofeyeva, Shuttle Program Administrator

Assists Executive Director with administrative support for shuttle program
Liaison with technology partners for shuttle program, shuttle vendor management

Cary Tipton, Employer Programs Representative

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

Parin Patel, AmeriCorps Climate Corps Fellow

Working with Commute.org during a 10-month fellowship. Primarily focused on expansion and support of the STAR Platform. Additionally, serves as the primary social media person for the agency.

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

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Program funding provided by:

