



FY 2022-2023 WORK PLAN

Approved 6/16/2022

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Commute.org

FY 2022-2023 Work Plan

Introduction

For the past 2+ years, the nation has been dealing with the COVID-19 pandemic. As we prepare for the upcoming fiscal year, we are confident that the Bay Area will not be returning to pre-pandemic work and commute patterns. Unlike last year, however, we are no longer expecting things to “return to normal”.

To forecast commute behavior in the coming year, it is important to understand the impact that COVID-19 has had on San Mateo County since the pandemic began. As shown Figure 1 below, the county’s case count grew significantly in the second year of the pandemic with a couple of significant spikes accounting for most of the cases.

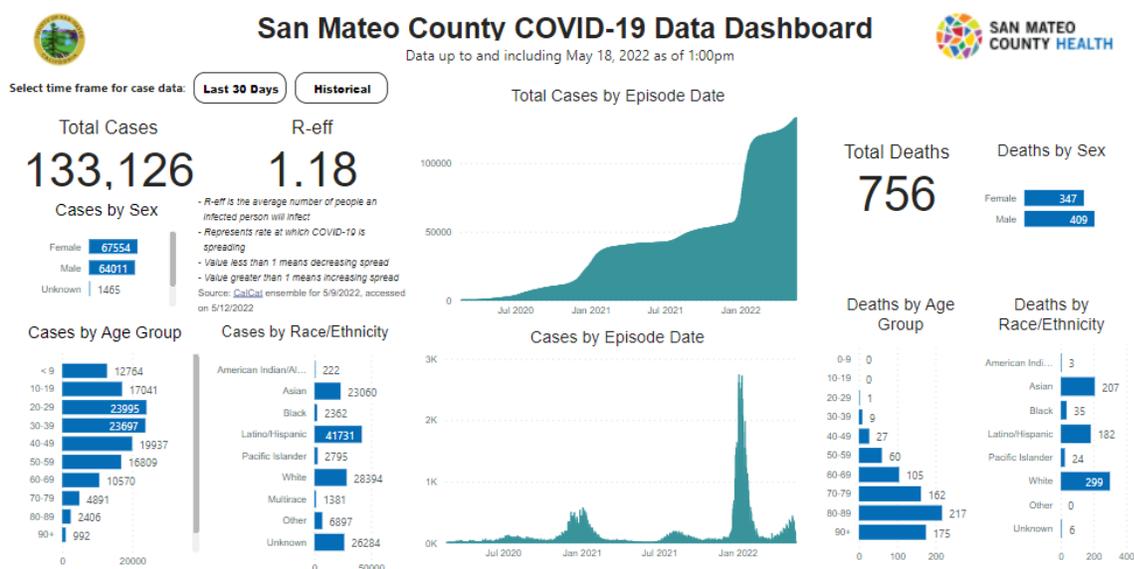


Figure 1: Data as of May 2022

The increase in cases over the summer resulted in many employers postponing their return to office plans until the fall. Although there was a significant increase in commute activity between September and December, the spike in cases from late December to February rolled back much of the commute activity. After the Omicron wave subsided, people started returning to worksites again; however, an extremely virulent strain of the virus is sweeping the Bay Area as we close out spring 2022. Employers with office-based workers have embraced hybrid work arrangements to a degree that exceeded almost everyone’s expectations. Of course, frontline,

essential, and food service businesses have continued to have their employees working onsite as needed during the entire pandemic.

Recent reports show that, on average, Bay Area employers have 34 percent of their office-based staff at the worksite on weekdays. As might be expected, Mondays and Fridays have the lowest in-office attendance. The Bay Area is well below most of the other major metropolitan areas in the country in terms of in-office attendance.

The questions that are yet to be answered are ‘what will be new normal’ and ‘when will it occur’? No one in the TDM field has been able to accurately predict the answers to those questions and we at Commute.org are in the same predicament. Therefore, we continue to refine our existing programs and develop new ones that are rapidly deployed and easily modified.

The latest data shows strong growth in the US economy fueled in part by federal stimulus and relief payments to employers and residents. According to the Employment Development Department, the unemployment rate in the San Francisco-Redwood City-South San Francisco Metro Division was 2.1 percent in April 2022. The unemployment rate in San Mateo County in April 2022 was approximately 1.9 percent.

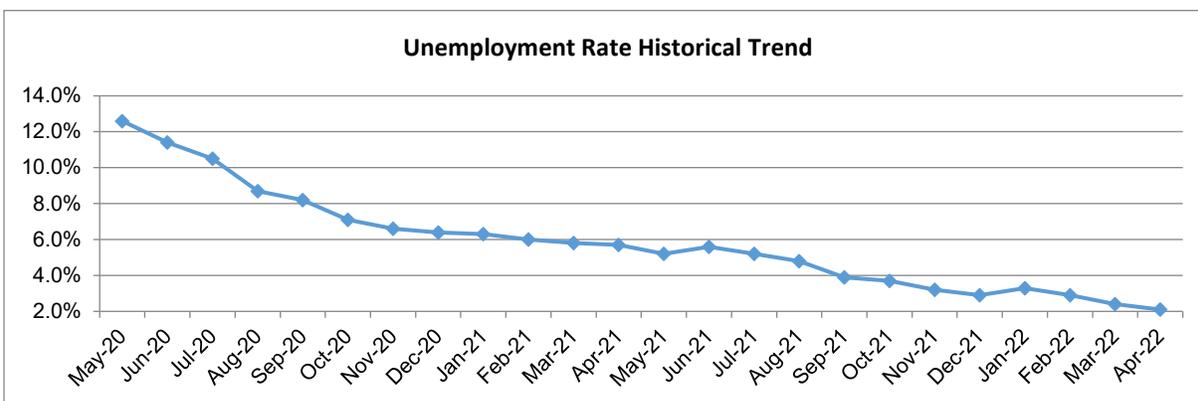


Chart A: San Francisco-San Mateo County Metro Division (source: EDD)

Inflation (gas prices in particular) has increased to levels not seen in the past 40 years. Normally, higher gas prices lead to less driving and more use of public transit. It is too early to know if it will play out the same way this time, but if it does, our programs are well positioned to help those most in need.

The combination of an experienced staff, a supportive board, committed funders, and willing partners will be more important than ever for Commute.org to meet its goals and deliver on its mission as we move into a post-pandemic environment. The work plan that is presented in the following pages has been developed knowing that we need to remain nimble as the future remains uncertain.

The graphic below, which we developed for use on billboards, bus shelters, and digital ads, targets commuters returning to work. The QR code takes people to the Commute.org website where they can plan trips, find resources, sign up for programs, and earn rewards.

**CHANGE
FEELS GOOD.
RIDE HAPPY.**

GET REWARDED AT
COMMUTE.ORG

FUNDED BY: **C/CAG**
City/County Agencies of San Mateo County

TA SAN MATEO COUNTY
Transportation
Authority

BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

Figure 2: Bus Shelter Graphic

About the Agency

Commute.org is San Mateo County's Transportation Demand Management (TDM) Agency. The agency's members include 19 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, telework, and ridesharing.

Formed as a Joint Powers Agency (JPA), Commute.org is managed by a Board of Directors that includes one representative from each of the 20 members (cities, towns, county). The Board of Directors has five regularly scheduled meetings during the fiscal year.

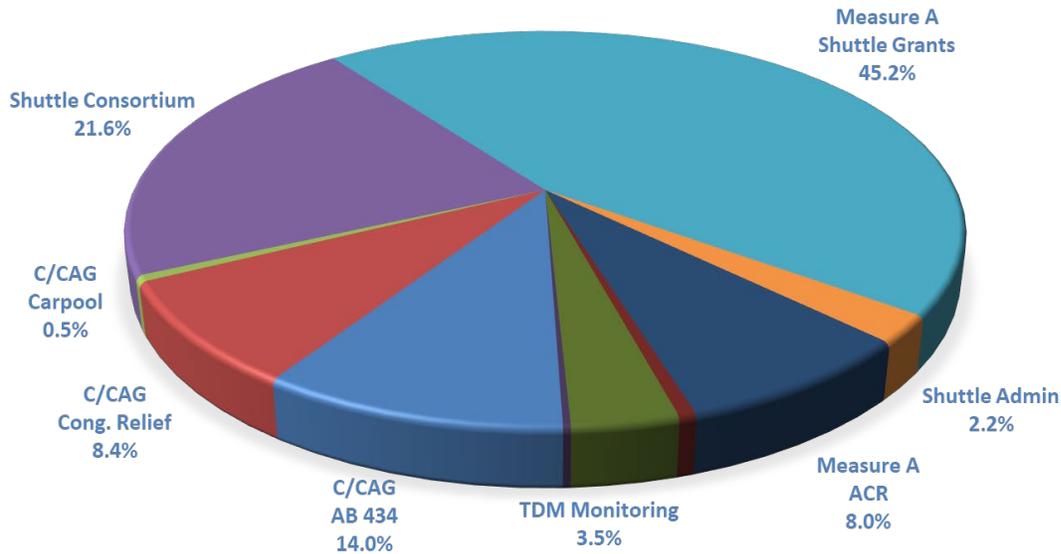
The agency currently has two standing committees, Supervisory and Finance, and one ad hoc committee, the Equity Task Force. The Supervisory Committee is comprised of up to nine appointees from member agencies and partners and meets approximately six times each fiscal year. The Finance Committee is comprised of three board members and two representatives from the Supervisory Committee and meets up to five times during the fiscal year. The Equity Task Force includes board members and stakeholders from throughout the county.

Commute.org currently has seven full-time staff members. The agency also hosts an AmeriCorps Climate Corps fellow who works on specific projects related to sustainability initiatives during their 10-month assignment. Staff members are assigned to one of four functional areas: Engagement 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 along with 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.

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.

Projected Revenue Sources for FY 2022-2023



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 passes 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 administrative and marketing services fees paid by consortium members, SamTrans, Caltrain, and SMCTA.

Commute.org adopted its Strategic Plan 2025 in April 2021. The document lays out a bold and aggressive plan for the agency to tackle over the next several years. The staff and board tackled several short-term objectives in FY 2021-2022; however, the more challenging objectives lie ahead. As we describe in the pages that follow, FY 2022-2023 is a critical year for the agency. Not only are we having to reengage with our commuters and program partners as a result of the pandemic, but we are also making significant changes to our programs and services to address the objectives laid out in the strategic plan.

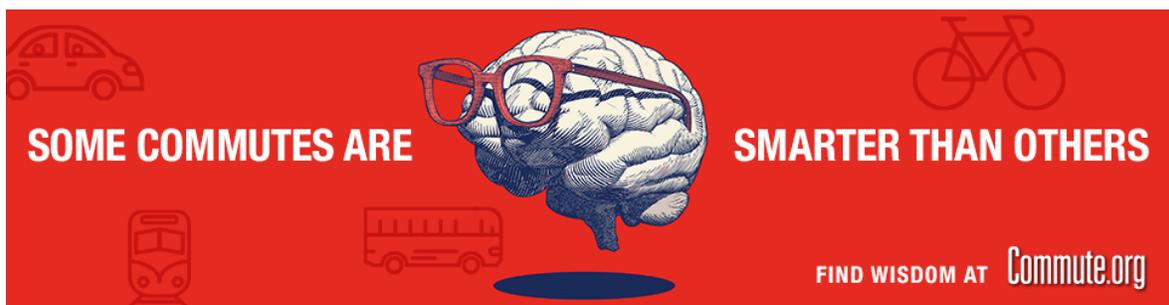


Figure 3: Digital Ad from Fall 2021

Section 1: Key Initiatives

In addition to core programs, 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. In some cases, Key Initiatives can span multiple years, but they can also be projects completed in a single year. Key Initiatives for the upcoming fiscal year include:

- Equity Project
- Countywide Go Pass Distribution Program
- Workforce Housing TDM Pilot Program
- TDM Compliance and Monitoring Program
- Shuttle Program Management Transition Project

Equity Project

Commute.org’s Strategic Plan 2025 includes an objective that calls on the agency to integrate equity principles across all program areas with the goal of ensuring that Commute.org’s programs serve people and industries representative of the county as a whole. Considerable progress was made in FY22 on this objective; however, it remains at the top of list of critical projects for FY23.

In FY22, we formed a stakeholder group (Equity Task Force) which includes a mix of board members and external stakeholders. That group is serving as an advisory body to staff as we develop the principles and metrics that will be adopted by the board in FY23. We also began the process of training staff to strengthen their understanding of equity.

Another accomplishment from FY22 that will serve as the foundation of our FY23 efforts was documenting the existing program metrics and identifying data that can be used to benchmark our performance. We also started an analysis of the county’s geographic, demographic, and industry diversity.

Our efforts in FY23 will include developing the equity principles and priorities that will underpin the agency’s long-term equity program and gaining board approval of them. We will also be conducting a programs/services analysis, establishing the baseline measurements for existing programs, and beginning the process of updating/modifying existing programs to address the adopted principles and priorities.

Countywide Go Pass Distribution Program

In FY22, Commute.org developed a pilot project that provided donated Clipper Cards loaded with a Caltrain Go Pass to residents and employees in downtown Redwood City. The Metropolitan Transportation Commission provided the donated Clipper Cards, Caltrain provided the donated Go Passes, and the City of Redwood City assisted with communications. Applicants were required to meet specific income and transportation needs that aligned with Caltrain services. The pilot project resulted in over 50 people receiving Clipper Cards with a Go Pass which allowed them to ride Caltrain at no cost through the end of 2022.

Caltrain is planning to renew the program in FY23 and Commute.org is pre-approved to receive a larger allocation of Clipper Cards with Go Passes for the new cycle. As a result, we are planning to expand the program and make it available to residents and commuters on a countywide basis. Applicants will still be required to meet income and transportation needs that align with Caltrain services; however, the program will now be available to residents and employees throughout San Mateo County.

This program allows us to engage deeper with a great diversity of people across the income spectrum by providing no-cost public transit to persons who can benefit the most. This also opens an opportunity to work with employers and commuters from different geographic and industry sectors to assist in making transit an affordable option to travel to work. This aligns well with our strategic objectives to develop additional programs that expand our reach throughout San Mateo County.

Workforce Housing TDM Pilot Program

Commute.org is applying for a grant from SMCTA's Alternative Congestion Relief and Transportation Demand Management (ACR/TDM) program to support a project known as the Jefferson Union High School District (JUHSD) Workforce Housing Transportation Demand Management (TDM) Pilot Program. While the grant has not been awarded, we have high confidence that the project will be approved early in FY23. The grant will be two years in length which means this program will remain as a Key Initiative next year as well.

Jefferson Union High School District (JUHSD), which has five high schools in Daly City and Pacifica, developed 122 units of workforce housing in Daly City. Commute.org was asked to develop strategies and programs that could assist the residents with finding alternatives to driving alone to the school sites. We see this as an opportunity to develop programs that can be tested in this pilot and then deployed in any workforce housing development in the county where there is a density of residents commuting to common locations.

The TDM strategies that will be included in the pilot program include:

- Subsidized vanpools for residents to commute to school and district sites
- Subsidies for residents to purchase bicycles or e-bicycles for commuting
- Bicycle education, safety training, and organized rides

JUHSD and their partners at the housing development will provide the required matching funds and administration. Commute.org will manage the grant, submit project reports, and publish a summary report at the conclusion of the project. Commute.org views this project as a pilot with the potential to be replicated at other workforce housing projects in San Mateo County.

Countywide TDM Monitoring Program

The C/CAG TDM Policy update went into effect countywide on January 1, 2022. It requires new development projects that generate at least 100 Average Daily Trips (ADT) to complete a TDM Checklist committing them to reduce vehicle trips to the site by implementing TDM measures. All C/CAG member jurisdictions must comply unless expressly exempt by C/CAG due to local requirements meeting or exceeding the trip reduction targets set by the Policy.

To support the TDM Policy, C/CAG identified Commute.org as the partner agency responsible for providing guidance to local jurisdictions and project applicants. Commute.org was also asked to develop a monitoring and compliance reporting program to ensure that applicants were following through on their TDM commitments.

To ensure that there is a countywide commitment to TDM policies and a centralized database to report on compliance, the TA proposed funding that would allow Commute.org to expand the breadth of the project to include both non-exempt and exempt jurisdictions in the county. The funds for the project will be allocated from the TA's Alternative Congestion Relief and Transportation Demand Management (ACR/TDM) program and will support the licensing of the software that will be at the heart of the program as well as staff time to develop the platform and program.

The monitoring and reporting process will be collaborative and will rely on frequent data sharing and communications between local jurisdictions, C/CAG, project developers, project tenants, and Commute.org. Many smaller jurisdictions and those with limited staff may have difficulty monitoring and enforcing TDM requirements. The Countywide TDM Monitoring program will streamline the process by creating a centralized platform to document and report on compliance to free up limited staff time in local jurisdictions.

In FY23, Commute.org will develop and implement a software platform to support the program. The first step in the process will be to develop the structure in the platform to support the C/CAG ordinance and its required monitoring and compliance steps. Since the C/CAG ordinance is new, there will not be a lot of monitoring and compliance activity in FY23.

The City of Redwood City has been identified as the first exempt jurisdiction in the county that will opt out of the C/CAG ordinance. Commute.org is working with Redwood City to serve as the pilot for other cities that may go down the same path. Once the Redwood City ordinance and monitoring/compliance processes are developed and tested, we will begin inviting other jurisdictions to join the program.

The software platform chosen for this project also has the capability to replace the existing employer engagement platform that has been used by Commute.org for the past 15 years. A separate, parallel project will be undertaken by staff in FY23 to migrate existing data to the new platform.

Shuttle Program Management Transition Project

In FY22, Caltrain and SamTrans sponsored a study to develop recommendations to improve shuttle operations in San Mateo County and streamline shuttle administration to address inconsistent performance across multiple operating agencies, shifting demand for public transportation, barriers to shuttle access, and organizational complexity.

The study recommendations were developed in consultation with stakeholders, including Commute.org, to address the challenges described above and include recommended changes to the roles of agencies involved in the program with a focus on assigning specific responsibilities to agencies best suited to handle them.

Since the recommendations were formally accepted by Caltrain and SamTrans, Commute.org has been working with those agencies to prepare for a transition that will begin in FY23.

The recommendations will result in the following major changes:

- SamTrans and Caltrain will no longer serve as the “sponsor” for commuter shuttles. All commuter shuttles will be sponsored by Commute.org. This includes sponsorship for non-Commute.org managed routes (e.g., Sierra Point, Bayhill).
- SamTrans will be the only party on the contract with the shuttle vendor (MV) beginning July 1, 2022. Commute.org will “purchase” service from SamTrans at the same rate that SamTrans receives from the vendor.
- All Caltrain and SamTrans sponsorship agreements will be assigned to Commute.org. Commute.org will be responsible for managing the routes and providing the required reporting to the TA.
- SamTrans will no longer apply for or administer the grant funds received from C/CAG from TFCA funding to support the routes that are eligible for such funding. Commute.org will become the applicant in future cycles.

The TA has provided one additional year of funding that will allow all existing routes to continue operating in FY23. The Call for Projects, originally scheduled for February 2022, will now be conducted in February 2023.

Commute.org’s shuttle team will take on more responsibility under the new structure. Additional resources will be required to support the new structure. Some of the added expenses will be covered by the administrative fees that are charged to the newly acquired routes, but those fees will not cover the entire cost of the additional overhead.

FY23 will be a year of transition for the shuttle program and its many partners. Not only will we be taking on new responsibilities, but we will also be charting the path for the future of the shuttle program. At the same time, there will be significant external influences that will impact the program in FY23 and beyond. The long-term impact of COVID on public transit and the shift to hybrid work for many office-based commuters is still unknown.

Section 2: Core Programs

Commute.org's core programming targets San Mateo County residents who commute to work or college as well as commuters coming from outside the county to worksites and colleges in San Mateo County. While we do promote our programs and services directly to commuters, we also work to develop relationships with employers, non-profit organizations, school districts, industry groups, and government agencies. We leverage those relationships to reach a larger portion of the commuter population.

The agency's core programs fall into three categories:

- Engagement Programs
- Commuter Programs
- Shuttle Program

In this section of the Work Plan, we describe the objectives of each program and detail the action items that are planned for the coming fiscal year.

Engagement Programs

Outreach & Education

- Objective: Increase adoption of commute alternative programs by commuters, employers and other organizations in San Mateo County by providing TDM tools, education, resources, programs, and expertise.
- **FY 2022-2023 Action Items:**
 - Reengage with the San Mateo County employers who have been program participants in the past. A lot has changed with employers in San Mateo County since COVID and it is critical that we work to re-establish those relationships.
 - Establish new relationships with employers in underserved or underrepresented industries and geographic sectors. The sectors are being identified as part of the agency's Equity Project. Developing strategies to create meaningful connections with these employers is the first step in the process. It will require different approaches than we have used in the past since many of the difficult to reach employers do not have extensive commute programs or staff assigned to assist employees with commute alternatives.
 - Use a combination of existing and new direct marketing and outreach approaches to identify organizations that will benefit from our TDM programs and services. Not all employers will need the full suite of programs that we offer but making sure that they know Commute.org is there for them when they do need assistance is critical.
 - Continue to adapt our employer-focused programs to address the evolving needs of hybrid workforces. Capitalize on the success of our efforts to provide employers with guidance on best practices for remote work by providing similar support to them as they navigate the hybrid work environment.

- Support employers and their workforce as they return to worksites. The Bay Area has had a slower return to office rate than other metro areas in the US. This may mean that there will be an uptick in returns to the worksites in the coming year – or – that the reduced onsite model will be a lasting result of the pandemic. Either way, we need to have the appropriate tools and programs to encourage those who do work onsite to use commute alternatives whenever possible.



Figure 4: Graphic to Promote Transit for Return to Work

- Participate in employer-sponsored onsite events. As employers have brought staff back to worksites, the demand for our participation in onsite events has returned. Large employers or property managers typically host these events. Our engagement teams are available to provide information on the commuter programs and incentives, but also to further the relationship with the host of the events.
- Develop marketing campaigns that will be launched in the fall and spring. The campaigns will be designed to raise awareness of specific programs and/or connections to Commute.org via the website. The agency has effectively used and will continue to use digital billboards, online radio, online news sites, social media sites, bus-sides, bus shelters, and specialty video locations to promote the full suite of programs. We also will prepare direct mail pieces to target residents or hard-to-reach employers.



Figure 5: Digital Ad from Spring 2022

- Use the website to provide useful information about transportation alternatives in San Mateo County to the broad range of stakeholders. The site is designed to serve multiple purposes: real-time shuttle information, resources for employers, program information, and agency governance. That mixture of purposes means that the content must be reviewed and updated frequently.
- Produce a digital newsletter for employers to share TDM best practices, compliance,

and other general topics with our vast array of subscribers. Over 3,700 employer and partner contacts receive the newsletter which is published bi-monthly and when special situations warrant.

- Produce and distribute a monthly electronic newsletter for commuters called the Commuter Club. The e-newsletter has proven to be a valuable tool for the Commuter Programs team and is currently sent to over 17,000 subscribers. The team studies “open rates” and other metrics to make sure the content is valuable and timely.

TDM Programming and Support

- Objective: Provide TDM programming and support services to employers and organizations throughout San Mateo County. Most employers in San Mateo County do not have dedicated resources or expertise in TDM programming; therefore, Commute.org serves as a valuable, no-cost resource to those employers. For employers who have their own programs and dedicated staff, Commute.org can supplement their programs to make them even more effective.
- FY 2022-2023 Action Items:
 - Implement a new database for managing employer and partner information. The new platform, which will also be used for the Countywide TDM Monitoring project, is designed specifically for TDM agencies like Commute.org; therefore, we will have a new set of tools to track, engage, and monitor activity with the employers and partners. The project will involve the cleanup and conversion of existing data into the new database. That process will start in the summer with the goal of having the new database “live” by Q3.
 - Promote the use of the STAR platform by employers and organizations. The STAR platform allows individual employers, cities, and organizations to have their own unique “networks” under the Commute.org license. Each network is a subset of the overall system, so network participants have access to their network-specific programs as well as the host of programs available to everyone.
 - Provide ongoing support services to San Mateo County employers who are required to comply with the Bay Area Commuter Benefits Program (Regulation 14, Rule 1). With the addition of a new compliance option (remote work) many employers will now have an easier way to be compliant; however, they still must register and complete an annual update. Due to COVID, many of the employers in the Bay Area have failed to register or submit their annual updates. We want San Mateo County to have the highest compliance rate of any county in the Bay Area.
 - Develop TDM tools including infographics, guides, tip sheets, social media campaigns, webinars, videos, and white papers that are used to introduce employers without a formal TDM program or coordinator to commute alternatives as well as providing useful information to employers who do have formal transportation coordinators.

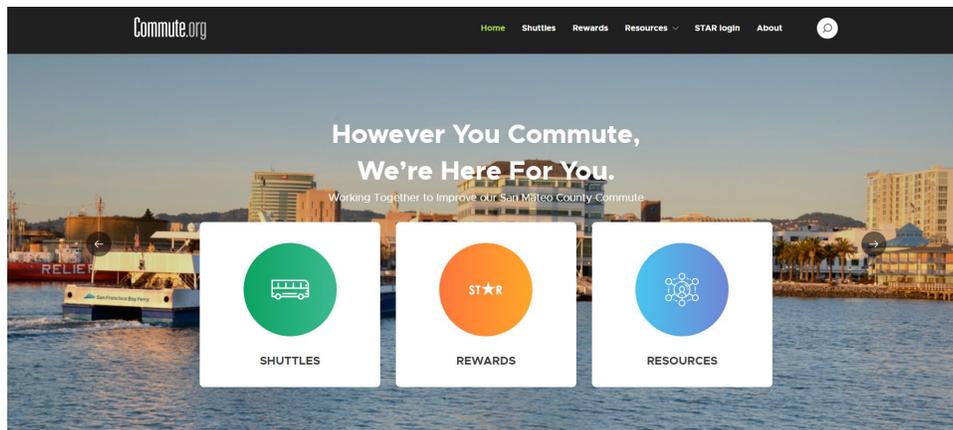


Figure 6: Commute.org Home Page

- Coordinate bicycle safety and training workshops with employers and JPA members either 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.
- Provide managerial support to the San Mateo Rail Corridor TMA. Commute.org has served as the administrator of the TMA since 2011. Not only has this provided a source of funds for the agency, but it has also allowed the agency to develop relationships with the TMA members and city staff. The experience we have gained continues to assist us as we work with other cities and business districts on TMA program development.

Partnership Development

- Objective: Develop partnerships with public and private sector entities that facilitates the growth and adoption of TDM measures throughout San Mateo County. Commute.org has become the recognized leader for TDM programming and support services in San Mateo County; however, it requires consistent and ongoing efforts to maintain that status.
- **FY 2022-2023 Action Items:**
 - Expand our roster of active partners in the public, private, and non-profit sectors.
 - Leverage the partner relationships to assist in achieving our mission of significantly reducing vehicle miles travelled by commuters in San Mateo County. Our partners are known and trusted by their constituents, which allows our programs to reach a much larger segment of the population than if we do it alone.
 - Design and implement new methods for connecting with organizations that have not been reached by our prior methods. The Equity Project (see Key Initiatives) will identify a new set of organizations that we will need to engage with to expand the reach of our programs.

- Represent San Mateo County on regional boards, committees, and task forces.
- Strengthen relationships with TDM agencies around the Bay Area, which is increasingly important as we collaborate on regional initiatives. The STAR/MTC Merge project where an integrated platform for commuters was launched in 2021 shows the significance of those relationships. We expect to build on that initial project to further expand the platform.
- Assist recipients of the TA’s ACR/TDM Program funding with their TDM studies and projects. All recipients will be JPA members, therefore we have an established relationship and can add value to their projects.
- Expand financial participation by employers, property owners, and residential communities on consortium-funded shuttle routes. Additional participation lowers the cost for all participants and helps to ensure the sustainability of the shuttle program.
- Work with partners who are collaborating on measures to expand TDM practices throughout San Mateo County.

Commuter Programs and Incentives



Figure 7: Direct Mail Promotion

STAR Platform

- Objective: Provide commuters with the tools, programs, and incentives that not only encourage their shift to non-drive alone modes, but also provide ongoing support and incentives for them to continue using preferred commute mode(s).
- FY 2022-2023 Action Items:
 - Promote the STAR platform as the primary online tool for commuters to track their commute trips and earn incentives. The tool, provided by software vendor RideAmigos, was branded as the STAR platform when it was first deployed in 2016.

The tool continues to evolve and improve.

- Use the STAR platform’s integrated GHG calculator to measure the impacts of commuters who track trips using the tool. Sharing these impacts with commuters, employers, partners, and funders helps to reinforce the positive behavior that we are seeking from commuters. Data is tracked at the individual level but is presented as anonymized and aggregated data.
- Conduct an annual Commuter Challenge in 2023. Due to COVID, we have not sponsored the annual Commuter Challenge since 2019. The challenge is an opportunity for us to connect with employers, partners, and commuters with a highly focused campaign around the benefits of commute alternatives. We will use the STAR platform to promote the annual challenge and hope to bring many new users to the platform as a result.
- Continue offering quarterly Commuter Promotions. Each quarter a different mode or collection of modes is selected to be the focus of the promotion. Using the STAR platform for promotions and challenges has resulted in more meaningful engagement with the participants than in prior years when commuters participated passively in “pledge” programs.

Guaranteed Ride Home (GRH) Program

- Objective: Provide commuters and college students in San Mateo County with a form of “commute insurance” that supports sustainable commuting by providing a ride home or to a local transit station in the mode of their choice when a qualifying event occurs (e.g., sickness, family emergency, unplanned overtime, bicycle breakdown).



Figure 8: GRH Logo

- FY 2022-2023 Action Items:
 - Use the STAR platform to provide the Guaranteed Ride Home (GRH) incentive to qualified participants. The program requires participants to create accounts on the STAR platform and log their non-drive alone trips to claim reimbursement for qualified GRH rides.
 - Conduct a marketing campaign to promote GRH to commuters. The FY23 campaign will build on the one from FY22 that promoted the program on bus shelters throughout the county in both English and Spanish.

- Conduct a marketing and education campaign to promote GRH to employers. GRH is also one of the most important programs for employers to promote to their workforce. It is a no-cost benefit that employers can offer their workforce.
- Promote GRH at the community colleges in San Mateo County: Skyline, College of San Mateo (CSM), and Cañada. While the program has always been available to college students who use commute alternatives, we have not successfully engaged with campus administration to ensure that information about the program is made available to students and faculty.

Carpool and Vanpool Incentive Programs

- Objective: Provide commuters with direct incentives to encourage them to adopt carpooling or vanpooling as a primary commute option.



Figure 9: Carpool Incentive Program Promotion

- FY 2022-2023 Action Items:
 - Promote the C/CAG-sponsored Carpool Incentive program (originally called Carpool 2.0 and subsequently Carpool 202x) to commuters. The incentives themselves are paid for by a TFCA grant; however, the program management and administration are covered under the agency’s normal funding.
 - Use the STAR platform to manage and reward carpool program participants. The Carpool Incentive program allows carpoolers that log trips on Scoop or Waze Carpool to earn rewards for every 10 days of carpooling (maximum reward is reached after 40 days of carpooling). The verified carpool data is sent to STAR directly from a program participant’s Scoop or Waze Carpool account.
 - Relaunch the Vanpool Incentive program. To encourage more people to establish or join vanpools, we developed a Vanpool Incentive program that was modeled after the Carpool Incentive program. The new incentive was originally launched in FY21; however, due to the pandemic, there has been little participation in vanpooling.

- Collaborate with MTC, Enterprise Rideshare, and private employers to fill vacant seats in existing vanpools by using the STAR platform’s vanpool module to inform commuters of available vanpools.
- Conduct post-incentive surveys of the STAR platform incentive participants to determine if they are continuing to utilize commute alternatives and measure success of the programs. The surveys now include demographic data questions to better understand who is participating in our incentive programs.

Bicycle Incentive Program

- Objective: Encourage San Mateo County commuters to use bicycling as an alternative to driving alone for both first/last mile commutes as well as full-length commutes by providing them with incentives and education.



Figure 10: Bicycle Incentive Program Promotion

FY 2022-2023 Action Items:

- Promote the Bicycle Incentive program to commuters. The incentive uses the STAR platform to track and reward program participants. Commuters need to use a “connected app” (Strava) to log verified bicycle commutes. Similar to the Carpool and Vanpool Incentive programs, participants can earn \$25 for every 10 days of bicycle commuting (up to \$100 after 40 days of biking).
- Conduct post-incentive surveys of the STAR platform incentive participants to determine if they are continuing to utilize the commute alternatives and measure success of the programs. The surveys now include demographic data questions so that we can better understand who is participating in our incentive programs.
- Sponsor bicycle education courses in FY23. The pandemic resulted in an increase in bike ownership. Providing bicycle education is a proven way to get people comfortable using a bike for all or a portion of their commute. Commute.org provides certified bicycle trainers for events where commuters can get in-person

training to augment the available online training.

Try Transit Incentive Program

- Objective: Increase commuting to or from San Mateo County on public transit – Caltrain, SamTrans, BART, and SF Bay Ferry.



Figure 11: Try Transit Program Promotion

- FY 2022-2023 Action Items:
 - Collaborate with transit partners to provide free tickets to commuters who are interested in trying public transit as a commute alternative. Applicants are required to have a commute that is supported by the transit provider they select. This program depends on ongoing participation by the transit agencies. BART is not currently participating; however, we continue to have discussions with them about rejoining the ticket donation program.
 - Promote the Try Transit program to potential riders who currently drive alone. Provide program information to employer transportation coordinators (ETCs) and directly to commuters at employer fairs, and via the Commute.org web site.
 - Cross-promote the countywide Go Pass donation program (see Key Initiatives) and the Try Transit program, since the two are complementary. Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the tickets. Collect demographic information on the surveys so that we can better understand who is participating in the program.
 - Produce annual reports for the transit agencies that provide the tickets and secure new tickets to continue the program with partnering agencies.

Shuttle Program

Shuttle Program Development and Management

- Objectives: Provide safe and reliable first/last mile shuttle services between employment and residential sites in San Mateo County and Caltrain, Bay Area Rapid Transit (BART), and San Francisco Bay Ferry stations/terminals so that people can utilize

public transit as a primary means of commuting to or from the county.



Figure 12: Commute.org Shuttle in South San Francisco

- Work with consortiums of employers, property managers, and municipalities to provide matching funds to operate the service and to attract and retain ridership.
- Provide shuttle services that are equitable, accessible, financially sustainable, and successful as measured by the funders’ targets and benchmarks.
- **FY 2022-2023 Action Items:**
 - Prepare for the Call for Projects for Shuttles which is scheduled for January 2023. The TA extended funding for one year (FY23) and postponed the Call for Projects by a year. This will allow us to analyze ridership and routes with more data to support our applications for the next funding cycle. Due to the number of new routes that will be under our management, the Call for Projects will be a major undertaking.
 - Monitor ridership trends on the public transit systems that we serve (BART, Caltrain, Ferry) since our ridership mirrors those systems. While BART and the Ferry system report strong ridership, compared to ridership during the height of the pandemic, Caltrain is significantly below their pre-COVID levels, and they are not seeing the growth that the other systems are experiencing. It does not seem that it is a “safety” issue for passengers, but the hybrid work model is drawing people away from using transit on a regular basis.
 - Plan for the consolidation or elimination of underperforming routes. There are several routes that are not likely to receive funding in the next Call for Projects. Staff will develop plans for those routes to be cancelled or consolidated prior to the application period.

- Implement a new complaint/compliment logging system to provide formal tracking of issues. Customer service has become increasingly important as new and returning passengers come back to the service. We use text messaging, website alerts, social media, and newsletters to communicate with passengers.

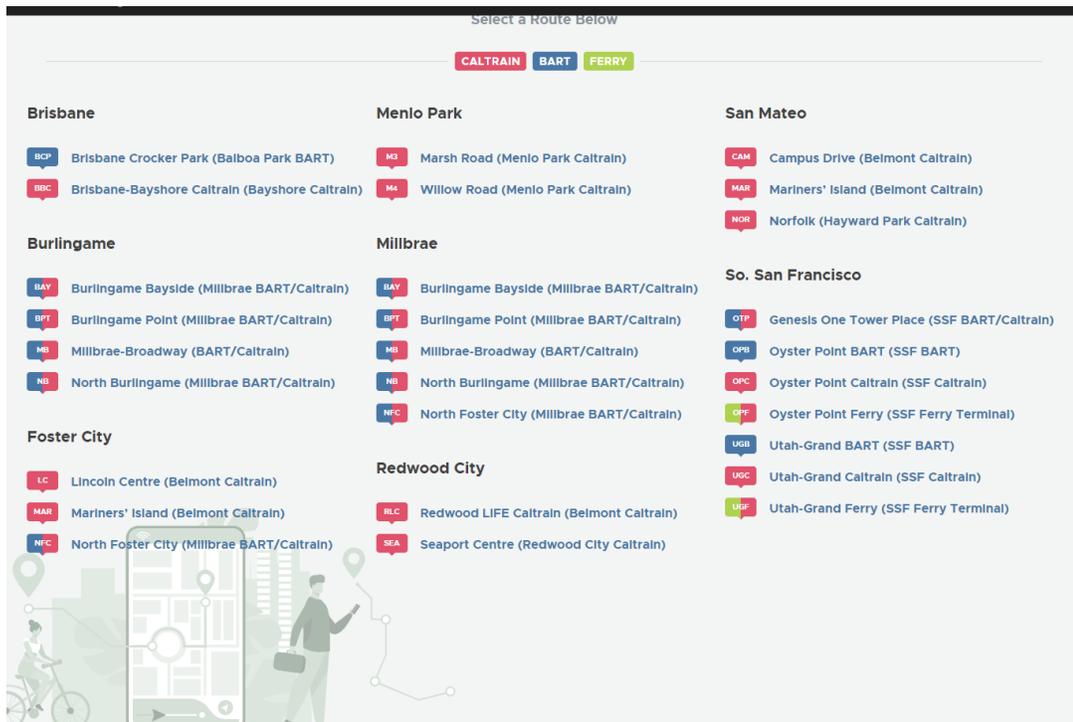


Figure 13: Shuttle Route Listings on Commute.org

- Continue to push our GTFS data (route scheduling) to third-party providers of trip planning and public transit systems. SamTrans and Caltrain recently picked up our GTFS data for inclusion on their new websites. Having our route information available on as many systems as possible helps provide “seamless” trip planning for passengers. While we would like to provide GTFS-Realtime data to those systems, that feature is not possible due to hardware and software constraints with the current shuttle vendor.
- Conduct shuttle monitoring checks to ensure vendor compliance with agency policies and procedures. Each route is reviewed and monitored at least quarterly. This target may grow as additional routes are added to Commute.org shuttle management program. Much of the route monitoring can be done remotely with the tracking tools; however, in-person checks are still important to conduct.

Agency Development

Strategic Plan 2025 Performance Monitoring

- Objective: Ensure that the agency sets priorities, focuses resources, strengthens operations, and ensures that staff and other stakeholders are working toward the goals and objectives set out in Strategic Plan 2025 (adopted in April 2021).
- **FY 2022-2023 Action Items:**
 - Use the OnStrategy software platform to manage the agency's progress on meeting the goals and objectives set forth in the plan. The software is used to assign and track progress on individual and team level initiatives. It is also used to provide internal, stakeholder, and board-level performance reporting.
 - Manage strategic initiatives using key performance indicators (KPIs) and metrics. Since each initiative includes a target completion date, the tool assists the management team in understanding where the agency is in relation to the overall timeline for the plan.
 - Develop reporting that includes not only performance on strategic plan initiatives but also those programs and services that are not tracked in the OnStrategy platform.

Finance and Budget

- Objective: Ensure the integrity of the financial reporting and budgeting process and increase operational efficiencies.
- **FY 2022-2023 Action Items:**
 - Continue working with the City of San Carlos, which serves as the agency's fiscal agent, on improvements to the financial and accounting practices of the agency.
 - Review all activities and programs to determine those that are most effective and those that are underperforming based on performance measurements adopted.
 - Develop and seek approval for a reserve policy. Establishing a policy and working to achieve compliance is called out in Strategic Plan 2025.
 - Determine next steps in office location and lease terms. The current office lease expires in August 2023. It is currently uncertain whether an extension is possible or desirable.

Governance

- Objective: Ensure that the agency is governed in accordance with all laws and that all stakeholders are provided with the tools and training they need to perform their roles effectively.
- **FY 2022-2023 Action Items:**
 - Conduct an annual review of bylaws, policies, and reporting requirements to ensure

that the agency is compliant with state, federal, and regional requirements.

- Conduct orientation sessions for all new board and committee members including their requirements for Form 700 reporting.
- Ensure that all staff are current on their required training and certifications including ethics, conflict of interest, sexual harassment, and procurement policies.
- Complete participation in the JPA. The City of Menlo Park and Town of Portola Valley joined the JPA this past year. That leaves the Town of Woodside as the only jurisdiction in the county that is not a member. Efforts will continue to encourage Woodside's participation; however, their non-participation does not impact the rest of the JPA.

Administration and Business Practices

- Objective: a) Ensure adoption of Commute.org's newly defined 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 2022-2023 Action Items:
 - Review and update the Emergency/Disaster Planning documents to reflect changes in the agency's location, scope of work, and other factors. Use the experience gained from the COVID-19 crisis to adjust the plan. Commute.org's role as a provider of public transportation necessitates continual review and refinement of emergency plans.
 - Ensure CPR Training is up to date for all staff. All staff are currently CPR certified. New hires will be encouraged to take the CPR training offered by the Red Cross. Additional training on emergency preparedness and first aid will be provided as part of our ongoing staff training program.
 - 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.
 - Work with the agency's board and committees as well as program 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.
 - Ensure that all staff participate in an annual Security Training course provided by the IT services and support vendor.

Appendix

Board of Directors

Elizabeth Lewis
Town of Atherton

Sanjay Gehani
City of Foster City

Michael Smith
City of Redwood City

Davina Hurt
City of Belmont

Deborah Penrose
City of Half Moon Bay

Rico Medina
City of San Bruno

Clifford Lentz, *Chair*
City of Brisbane

Christine Krolik
Town of Hillsborough

Sara McDowell
City of San Carlos

Emily Beach, *Vice Chair*
City of Burlingame

Jen Wolosin
City of Menlo Park

Amourence Lee
City of San Mateo

Rae Gonzalez
Town of Colma

Reuben Holoher
City of Millbrae

Eddie Flores
City of So. San Francisco

Pamela DiGiovanni
City of Daly City

Mike O'Neill
City of Pacifica

David Canepa
County of San Mateo

Carlos Romero
City of East Palo Alto

Maryann Derwin
Town of Portola Valley

Finance Committee

Rick Bonilla, *Chair*
City of San Mateo

Open
Board Member Seat

Shirley Chan
City of Daly City

Deborah Penrose
City of Half Moon Bay

Grace Castaneda
City of Belmont

Supervisory Committee

Christian Hammack, *Chair*
City of Redwood City

Sue-Ellen Atkinson
City of San Mateo

Kaki Cheung
C/CAG

Shirley Chan, *Vice Chair*
City of Daly City

Christy Wegener
SM County Transit District

Open

Randy Breault
City of Brisbane

Jessica Stanfill Mullin
County of San Mateo

Open

Commute.org Staff

John Ford, Executive Director

Agency Management, strategic planning, financial management, staff development, shuttle program management, board, and funder liaison

Betsy Bautista, Office Administrator

Accounting, insurance, general office management, incentive program processing, GRH program management

Kim Comstock, Senior Programs Manager

Management of commuter programs and team including the STAR platform

Emma Shlaes, Programs Manager

Management of engagement and equity programs

Carmen Chen, Programs Manager

Management of engagement and TDM compliance/monitoring programs

Richard Fontela, Senior Shuttle Program Administrator

Operational management of the shuttle program
Customer Service, schedules, route inspections, shuttle vendor management

Alton Chen, Shuttle Program Specialist

Assist Executive Director and Sr. Shuttle Program Administrator with administrative and operational support of the shuttle program, shuttle customer service, technology

Joanna Falla, AmeriCorps Climate Corps Fellow

10-month fellowship focused on expansion and support of the STAR Platform, micromobility research, social media

** All rosters and roles As of April 30, 2022*

Legal Counsel and Financial Services

Legal Counsel

Hanson Bridgett LLP
Joan L. Cassman, Partner

Fiscal Agent

City of San Carlos
Carrie Tam, Financial Services Manager

Audit Services

Maze & Associates
Grace Zhang, Audit Partner

Actuarial Services

MacLeod Watts, Inc.
Catherine MacLeod, Principal & Consulting Actuary

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Primary Funders

