



# **Annual Report**

**Countywide Voluntary Trip  
Reduction Project (BAAQMD - TFCA)**

**Congestion Relief Plan (C/CAG)**

**Alternative Congestion Relief  
Program (TA - Measure A)**

**Fiscal Year Ending June 30, 2021**



## Annual Programs Report Fiscal Year Ending June 30, 2021

### Project Overview

For FY 2020/2021, C/CAG of San Mateo County authorized \$600,000 in AB 434 funding and \$510,000 in Congestion Relief Plan funding while the TA authorized \$437,400 in Measure A funding to implement a County-wide TDM program to reduce traffic congestion and improve air quality in San Mateo County by Commute.org.

Commute.org's Scope of Work is divided into five program areas:

- Program Area 1 – Working directly with employers to reduce peak period commute trips
- Program Area 2 – Managing a network of first/last mile shuttles that link key transit hubs to residential and employment centers in the county during peak commute periods
- Program Area 3 – Working with commuters to explore and utilize alternative transportation
- Program Area 4 – Working with public and private partners to collaboratively develop additional resources and tools to expand transportation alternatives
- Program Area 5 – Strengthening the organizational capacity of Commute.org to achieve its goals

This report covers the fourth quarter and full fiscal year for Commute.org's FY 2020/2021 work plan that includes:

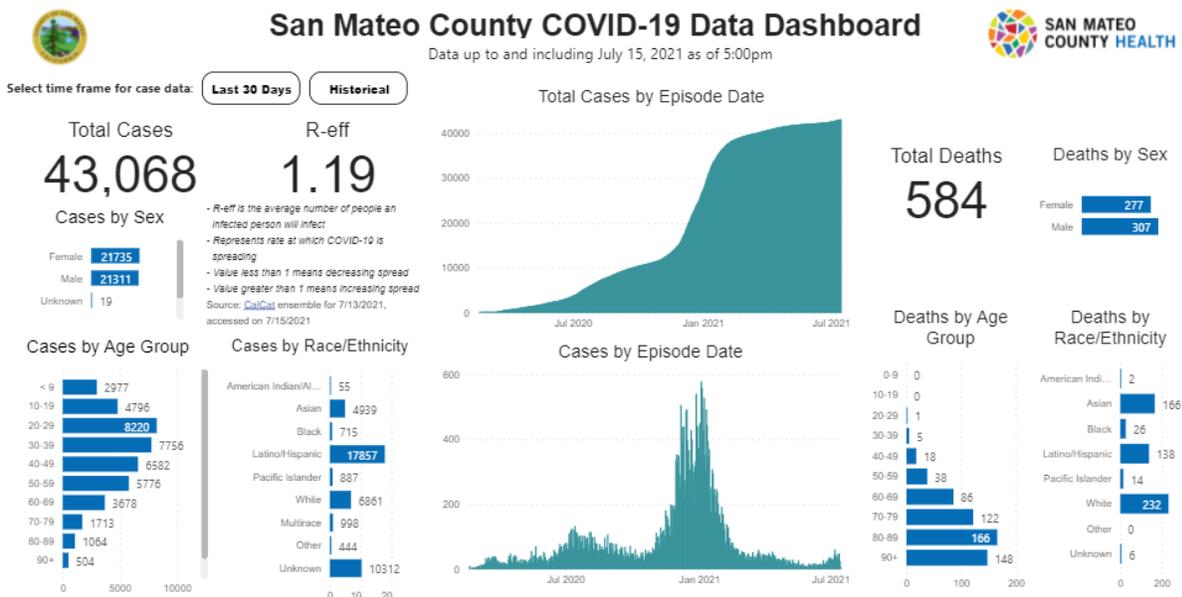
- Employer Outreach
- Commuter Outreach
- Shuttle Marketing and Management
- STAR Program
- Vanpool Incentive Program
- Carpool Incentive Program
- Bicycle Incentive Program
- Try Transit Program
- Guaranteed Ride Home Program
- Bicycle Safety and Training Program

# Quarterly Summary

The fourth quarter of FY 2020-2021 continued to be challenging due to the COVID-19 pandemic; however, there were unmistakable signs that the transition to a “new normal” has begun. Whereas since March 2020 most of the agency’s contacts with employers and commuters has been generated through staff efforts, in Q4 there was a better balance between commuter and employer generated activity, and the activity that staff generated.

Q4 began with high hopes that a “return to normal” would become a reality once the State of California lifted most of the COVID restrictions on June 15. It turns out that the delta variant of COVID-19 coupled with cautious “return to work” policies meant that “normal” was not happening in Q4 and is likely to take much longer to achieve.

The chart below, courtesy of the County of San Mateo Health Department, shows COVID cases leveling off in the beginning of the quarter and then shows a small but troubling increase in June. Public health officials are warning that although vaccination rates in San Mateo County are some of the highest in the country, the number of unvaccinated people combined with the highly transmissible delta variant could send the county back into some form of reduced activity unless the trends are reversed.



The agency has continued to have some staff working in the office on a full-time basis while the majority of the staff is working remotely 100 percent of the time. During Q4, four staff were assigned to work in the office while five worked from remote locations. Those who are assigned to work in the office are supporting the shuttle program, administration, and incentive fulfillments. The remote staff continue their work with employers, commuters, and program partners. Unless circumstances change, all staff will be coming back to the office beginning September 7, 2021. A hybrid work model is being designed that will allow all staff to work remotely 40 percent of the time. This

exceeds the 25 percent remote work goal established by the Air District as part of their “Cut the Commute” pledge which the agency signed onto in 2020. The model will be piloted through the end of the year and adjusted, if necessary, in 2022.

Even during the worst months of the pandemic, essential businesses in San Mateo County remained open with most of their front-line employees going to work daily. By the end of Q4, restaurant and hospitality businesses had reopened with limited restrictions. The State of California held to its target date of June 15 to remove virtually all restrictions on businesses, but residents and employers responded cautiously which helps to explain why getting to that milestone did not change things as dramatically as we anticipated.

Use of alternative commute modes has continued to be a low priority for most commuters. This is due to a combination of factors including reduced traffic, health concerns, ability to work remotely, and elimination of options like carpooling and vanpooling. The next several months will be critical for getting employees to use modes other than driving alone or else we will see significant issues when more businesses have their employees return to the office.

The unemployment rate in the San Francisco-Redwood City-South San Francisco MD was 5.2 percent in June 2021, up from a revised 4.8 percent in May 2021, and below the year-ago estimate of 11.3 percent. This compares with an unadjusted unemployment rate of 8.0 percent for California and 6.1 percent for the nation during the same period. The unemployment rate was 5.0 percent in San Mateo County.



**Figure 1 – Unemployment Trend in San Francisco-San Mateo County Metro Division**

Commute.org continued to operate shuttles in Q4 as the service is considered part of the public transit system and we were encouraged to provide service so that essential workers would continue to have transit options. Ridership was up 126.6% from the same quarter in the prior year (this is the first increase since the pandemic began). While ridership is trending in the right direction, it is important to note that we are recovering from a severe reduction in ridership; therefore, the percentages associated with the increases will be oversized until the recovery is complete.

Our marketing and community promotions efforts in Q4 continued to be modified to meet the restrictions imposed by the county to combat COVID-19. No in-person events were held in the quarter, but we did maintain our direct to commuter communications.



Figure 2: Outreach Message During Q4

As of June 30, the agency has seven full-time employees and one fellow. That leaves two open full-time positions and recruitment for both positions will begin in Q1 of FY2021-2022. Finding and retaining employees is proving to be a real challenge for employers coming out of the pandemic. The agency will need to be creative and aggressive in its efforts to bring new, talented members into the team.

**Program Area 1 – Working directly with employers to reduce peak period commute trips**

1. Employer Outreach
2. Employer Symposium
3. Employer Support Services

**Employer Outreach**

**Goal:** Increase the market penetration of Commute.org commute alternative programs in San Mateo County.

<b>Metric/Activity</b>	<b>Q4 Apr - Jun 2021</b>	<b>Total Activity Jul 2020 – Jun 2021</b>
Employers participating in commute alternatives programs	Net increase of 27 “Active” during Q4	418 “Active” employers 2,989 “Maintenance” employers 3,407 total “Active/Maintenance” employers in database

**Employers Working with Commute.org:**

At the end of Q4, 418 employers are “Active” (currently participating in a Commute.org program), representing 93,714 employees. The increase in Actives came as a result of employer outreach and the annual employer symposium.

There are 2,989 employers in “Maintenance” status (received information or has been contacted by Commute.org), representing 137,804 employees. A total of 2,635 employers are in “Lost” status which means they are either closed or have not received communication from us in the past year.

During FY2020-2021, staff made a concerted effort to review the employers and contacts to make sure that the database reflected both the status and accessibility of our contacts. As a result, we moved many employers and associated contacts into the “Lost” category. Some of those were returned to “Maintenance” or “Active” status during the year if we were able to reestablish connections with them.

Those that are determined to be permanently closed are being removed from the database as time permits. The remainder of the “Lost” employers will be added to a task list to confirm their status and re-engage with those that are still in business.

**Employer Engagement:**

During Q4, the Employer team programming has focused on the following areas:

1. Annual Symposium: Natural Evolution – Thriving Hybrid Workplaces
2. Systems Clean-Up and Integration



## Annual Symposium: Natural Evolution – Thriving Hybrid Workplaces

To provide insight on the reception of hybrid workplaces from our symposium at the end of April, the post-event survey contained a very telling mix in responses - between “keep it up, good content!” to “wanted a clearer connection to commuting” – as well as “been doing this for ten years” to “this means rethinking how we work.” It speaks to the vast range and diversity of workplace cultures – and the difficulty in crafting resources that speak to a wide spectrum. It is easy to say “not one size fits all” but producing the multiplicity of sizes is another matter entirely. The Employer team is adjusting from orienting the bulk of its services to a primarily peak-commuting employers to diversifying its services to organizations with a variety of commuting needs, including the emerging needs of shift workers and non-peak commutes and mobility.

From our survey (noting that respondents were able to check multiple options), here is the breakdown on employers' current stance on hybrid workplaces:

- 58% Actively pursuing hybrid workplace
- 33% Looking at studies and cases, but not taking action internally
- 25% Plan to return to pre-COVID operations as soon as conditions allow
- 8% Other: Encouraging remote work for those of our workforce who can

## Systems Clean-Up and Integration

The 2025 Strategic Plan highlights the diversifying of Employer Team services to more than peak-commuting employees in office parks where TDM has had its base.

Whereas the current setup has the Employer eNews directed at approximately 2,200 employers in one monthly communication, the Strategic Plan highlights the need for employer communications to be segmented based on a number of different factors as determined by strategic initiatives (i.e., location, size, or industry) to reach emerging communities that were not previously reached.

Thus, to build a solid base before moving forward, the Employer Team has first needed to ensure that the existing mailing list is 1) clean and active and 2) that it integrates with our current CRM database SAGE. The team went about migrating thousands of employer contacts to from the Constant Contact email marketing platform to Mailchimp to facilitate the integration.

From Constant Contact, it is known that Open Rates averaged between 15-18%. With the migration and confirming of engaged subscribers, the list of active subscribers is about 450. Though much smaller than the Constant Contact list, the open rate is about 45-50% and better capture active employers who engage with our content. Systems adjustments such as this help move the Employer Team to tracking based on engagement and traction rather than output alone.

**Employer Support Services**

**Goal:** Provide employer support services, including the countywide Guaranteed Ride Home Program, Bicycle Rack and Locker program and bicycle safety and training workshops. These programs are provided to overcome barriers to utilize commute alternative programs.

**Employer Support Services Program Details:**

<b>Metric/Activity</b>	<b>Q4 Apr - Jun 2021</b>	<b>Total Activity Jul 2020 – Jun 2021</b>
Bicycle Safety Workshops	1 workshop was held on June 23 via webinar – conducted by Bikes Make Life Better	1 workshop year to date

**Program Area 2 – Developing and managing a shuttle program that serves residents and employees during peak commute periods**

1. Employer Based Shuttle program development and management
2. Management of shuttles sponsored by transportation partners
3. Shuttle rider support and outreach

**Employer Based Shuttle Program Development and Management**

**Goal:** a) continue to provide safe and reliable employer based shuttle services between employment sites and Caltrain, BART, and WETA Ferry stations; b) continue to work with existing and potential new employer consortiums to attract and retain additional ridership; c) maximize satisfaction of employer representatives in shuttle consortiums and their employees; d) provide employer based shuttle services that are financially sustainable in a cost effective manner that do not duplicate existing fixed route services.

<b>Metric/Activity</b>	<b>Q4 Apr – Jun 2021</b>	<b>Total Activity Past 12 Months</b>
Boardings (total)	28,614 (+126.6% QTQ)	94,322 (-77.9% YTY)
Cost per Passenger	\$25.05	\$29.84
Single Occupant Vehicle Trips Reduction	16,667	44,569
Shuttle routes managed (new/total)	No changes in Q4	20
Increase employer financial participation in shuttles	Reduction in 2 employers participating in the program	58 employers participate financially to support the Commute.org shuttles

**Shuttles Detail:**

During Q4, the Commute.org Shuttle Department submitted 14 shuttle service reimbursement requests to SamTrans and SMCTA. The department is also responsible for 10 quarterly reports to accompany respective SMCTA reimbursement requests. These tasks are in addition to the quarterly funding reports.

- With the suspension of several routes and reduced services on all two-vehicle routes (except BCP), the vendor had enough drivers and reserves to meet the schedule. All routes that were scheduled to operate operated at 100 percent.
- Due to the COVID-19, no rider appreciation events were conducted during Q4. The Shuttle Team is using other communication methods, including text messaging and articles in electronic newsletters, to reach out to current riders and engage with riders who are either working from home or using alternative means of commuting.

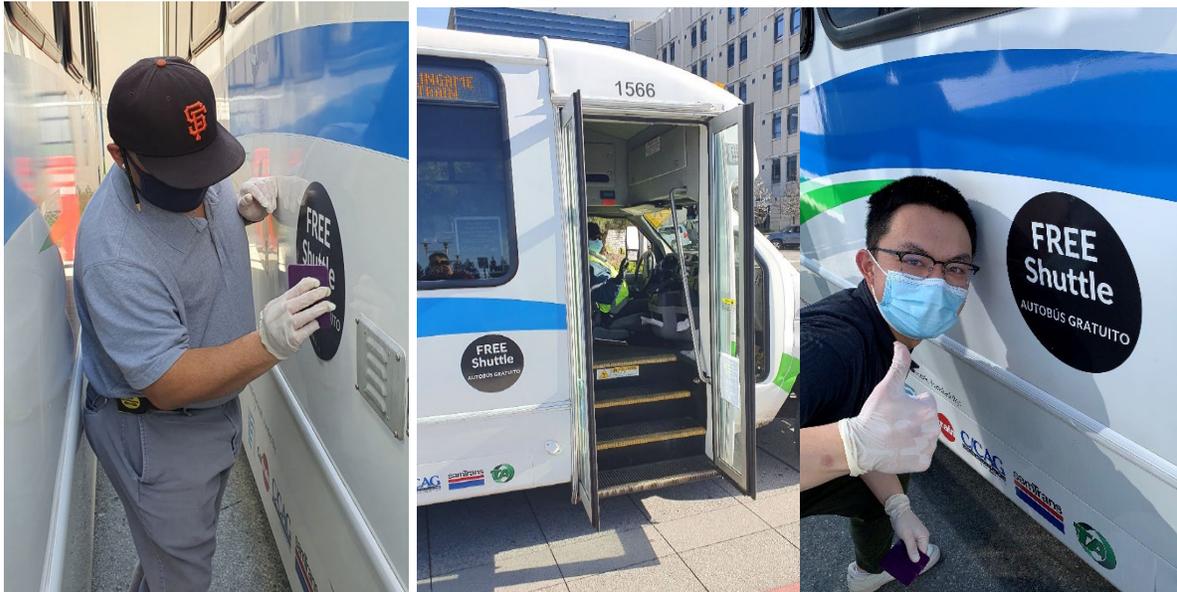
- Shuttle Marketing: The shuttle team uses social media and eNewsletters to reach current and potential shuttle riders. The Commuter Club Newsletter was sent to over 18,000 recipients in April, May, and June. The shuttle team contributes articles to the newsletter that are relevant to current and potential shuttle riders. During Q4, the Commute.org Shuttle Team continued from last quarter decaling the remaining shuttles with the new “FREE SHUTTLE” sticker. The decal states the vehicle is a free shuttle in both English and Spanish text. With the continued suspension of the Shuttle Pass program to encourage public transit use for those returning to the workplace, the decal will help bring attention to the shuttles as a cost-free alternative to commuters who may be currently driving alone on their commute.
- Shuttle Rider Alerts (messaging platform): SimpleTexting is the text alert platform used to communicate service changes and updates with our shuttle passengers. In the period April 1, 2021– June 30, 2021, 30 new riders subscribed to the service (across all routes) and 59 riders unsubscribed. The number of unsubscribes is anticipated since many riders are not using the shuttles as part of their regular commute and likely will re-subscribe when they return to work. As of June 30, there were over 3,400 active subscribers to the service.
- A total of 5,287 text messages were sent in the period April 1, 2021– June 30, 2021. Most of the messages were sent on April 21st to alert riders of shuttle schedule changes regarding the reopening of the Hillsdale Caltrain Station. Additionally, we sent out a mass reminder text to all routes on June 28th regarding no service on the July 4th Holiday.
- Shuttle Rider Information via Website: Commute.org’s newly-redesigned website brings a streamlined and simplified look to make finding and riding our shuttles even easier for commuters.



- In the period April 1, 2021– June 30, 2021, shuttle-related pages on the website had 3,118 unique page visits, which accounted for 8.5% of the total website traffic during that period. The chart below shows the top ten shuttle-related pages that were visited, along with the number of sessions each specific page had. The SSF BART routes (Oyster Point and Utah-Grand) combined to account for 12.5% of all shuttle route page visits.

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances
	4,651 % of Total: 7.66% (50,724)	3,118 % of Total: 8.41% (37,088)	00:01:44 Avg for View: 00:00:52 (97.98%)	1,843 % of Total: 8.80% (20,955)
1. /shuttles/	977 (21.01%)	114 (3.66%)	00:00:43	44 (2.39%)
2. /shuttles/routes-and-schedules	495 (10.64%)	314 (10.07%)	00:00:27	86 (4.67%)
3. /shuttles/routes-and-schedules/98-so-san-francisco-oyster-pt-bart	276 (5.93%)	231 (7.41%)	00:03:04	158 (8.57%)
4. /shuttles	250 (5.38%)	200 (6.41%)	00:00:55	61 (3.31%)
5. /shuttles/where-s-my-shuttle	238 (5.12%)	190 (6.09%)	00:01:47	61 (3.31%)
6. /easy-commuting/2-general-pages/shuttle-info?start=6	195 (4.19%)	147 (4.71%)	00:02:48	141 (7.65%)
7. /shuttles/routes-and-schedules/81-so-san-francisco-utahgrand-bart	193 (4.15%)	159 (5.10%)	00:04:25	114 (6.19%)
8. /shuttles/routes-and-schedules/25-redwood-city-midpoint-caltrain	121 (2.60%)	97 (3.11%)	00:06:22	78 (4.23%)
9. /shuttles/routes-and-schedules/22-foster-city-north-bartcaltrain	111 (2.39%)	98 (3.14%)	00:03:50	77 (4.18%)
10. /index.php/shuttle-info-26/rider-alerts-29/redwood-city-seaport-caltrain-34	104 (2.24%)	93 (2.98%)	00:05:13	82 (4.45%)

- Additionally, the shuttle team has now completed the installation of a new “FREE SHUTTLE” decal that were applied to the left of the shuttle entrance door on all vehicles. The decal states the vehicle is a free shuttle in both English and Spanish text. With the continued suspension of the Shuttle Pass program to support essential workers, the decal will help in marketing the shuttles as a cost-free option to “choice” commuters who may not be aware of this service.



## Program Area 3 - Working with Commuters to Explore and Utilize Alternative Transportation

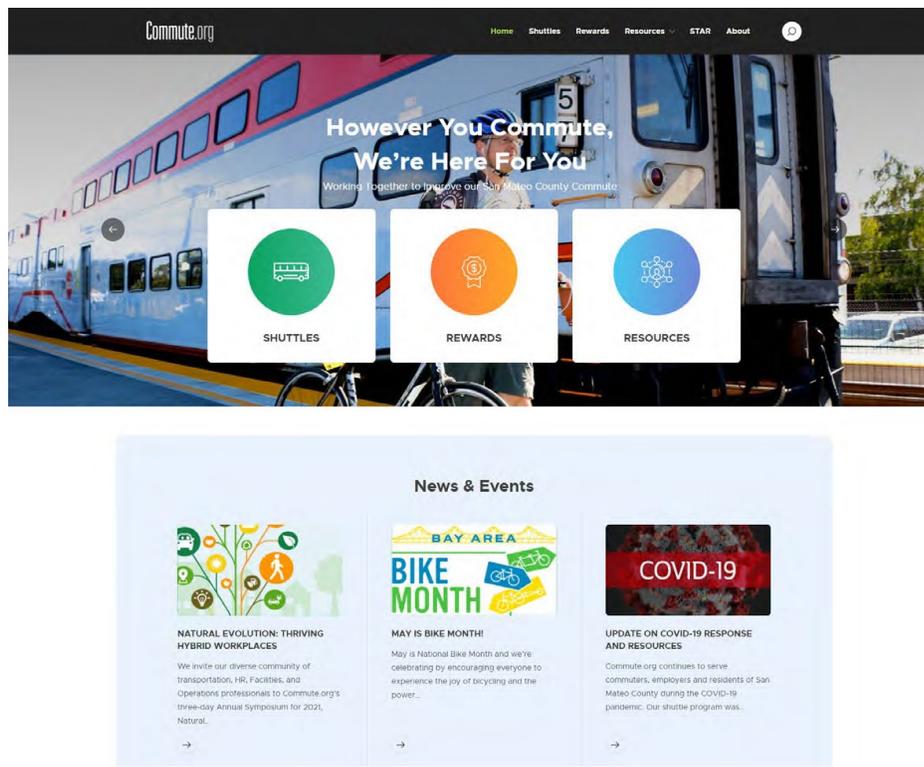
- Direct marketing and communication with commuters
- STAR platform
- Carpool incentive program
- Vanpool incentive program
- Bicycle incentive program
- Guaranteed Ride Home program
- Try Transit incentive program
- Bike to Work Day

### Direct Marketing and Communication with Commuters

**Goals:** Provide commute alternative information directly to San Mateo County commuters so that they can make informed choices on commute options.

#### **Direct Marketing/Communication Activity Detail:**

- A new Commute.org website was launched in April 2021. Agency staff worked with the same website designer that developed the previous site (2015) to create a new, fresh, streamlined site that is built using the latest technology but allows for staff to do most of the maintenance and updates.



**Home Page of New Commute.org Website**

- Visitors to the site range from shuttle riders looking for schedules to employers looking for guidance on TDM best practices. The website is also an important mechanism to get commuters engaged with the incentives and rewards that are available for those who opt for non-drive alone commutes.
- The new site also includes an updated mobile version which is important since nearly 40 percent of the site visits come from people using phones and tablets.
- The new site went live on April 12 and resulted in a combined 20,967 sessions during Q4, a 47.5% decrease from the prior year (same quarter). There were 13,164 unique users with 60,724 pageviews during the quarter.
- In Q4, we focused our outreach and marketing efforts on our newly designed website. A residential postcard available in English and Spanish was sent to 20,000 households throughout San Mateo County encouraging them to visit the new website and take advantage of our programs and services.



- Commute.org continues to update the 'Guide to Ensuring a Safer Commute' to help commuters understand how to use commute alternative safely during this time as well as providing support for continuing to work remotely. Along with the guide, Commute.org is offering personal trip planning assistance and virtual presentations to help commuters know their options and feel comfortable returning to using a commute alternative to work.



### Personalized Commute Planning

We help you plan your commute by offering custom recommendations based on your work schedule, commitments before and after work, and other factors that are important to you. Fill out the questionnaire (link below) to tell us about your commute, and we'll respond with your plan for an easy commute.

[Personalized Commute Planning Questionnaire](#)

- Commute.org is active on social media with new followers each quarter. We have accounts on Twitter, Facebook, Instagram, LinkedIn, and YouTube. These social media channels are used to communicate with commuters, program partners, and regional agencies.



- Twitter (@SMCountyCommute) is our most active account with 1,129 followers.
- Instagram (@SMCountyCommute) has 985 followers.
- Facebook (@commute.org) has 770 total followers.
- YouTube (Commute.org) contains how to videos, educational webinars and more with 46 subscribers.
- LinkedIn (Commute.org) accounts focus on our program partners and employers with 170 followers.

## STAR (Support, Track and Reward) Platform



@commute.org

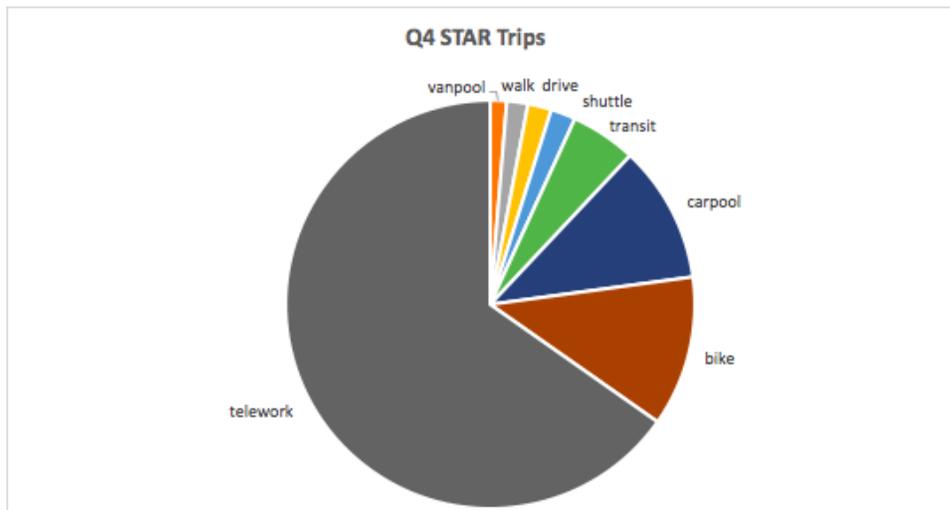


@smcountycommute

STAR is Commute.org’s web-based commuter management platform powered by RideAmigos. The aim of STAR is to strengthen Commute.org’s relationship with commuters by connecting them to the agency’s online commuter platform which leads to increased, year-round engagement with commuters.

The STAR platform allows commuters to track their commute trips, find rideshare partners, plan commute trips, view their personal commute statistics and participate in challenges and incentive programs.

STAR was the catalyst that allowed Commute.org to revamp its direct-to-commuter programs to include new incentives, a rewards store, and mode-specific challenges on a single platform that is engaging to commuters.

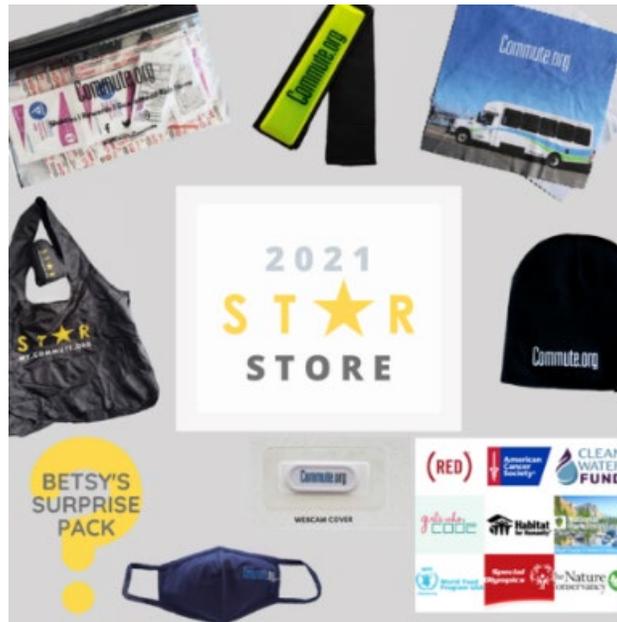


Telework continued through Q4 being the top mode tracked in STAR. However, Commuters are slowly starting to report other modes of travel to work, such as bicycling, carpooling and transit.

<b>STAR Metrics/Activity</b>	<b>Fourth Quarter April - June 2021</b>	<b>Total Activity</b>
STAR account holders (new/total)	147	13,047
STAR account holders with trips logged	469	8,620
Trips logged	30,452	1,202,296
Calories burned	1,358,678	56 million
CO <sub>2</sub> reduction (tons)	206	5,815
Commuter savings (dollars)	\$292,293	\$8,400,000

## Incentives & Rewards

The STAR Store allows commuters to earn points for each day sustainable trips (bike, walk, transit, carpool, vanpool, and telework) are logged in their STAR accounts. Commuter can redeem these points for prizes or elect to donate their points to a charity.



In Q4, 113 commuters redeemed points for STAR store rewards with the “Surprise Pack” being the most popular. The ‘Surprise Pack’ is a selection of Commute.org branded items picked by staff.



In addition, Commute.org offers seasonal promotions for those who live or work in San Mateo County with the chance to win cash prizes. By logging their sustainable commutes on STAR by Commute.org, they are automatically entered to win one of three \$100 e-gift cards. Winners are randomly selected. In Q4, the Spring Commuter Promotion encouraged 420 participants to log 21,189 trips.

## **Carpool Incentive Program**

**Goal:** Provide commuters with a direct incentive to try carpooling.

Commute.org continues to partner with C/CAG to promote carpooling to or from San Mateo County.



When validated carpool trips are tracked by connecting a Scoop or Waze Carpool account to a STAR account to auto-track carpool trips, commuters can unlock rewards. For every 10 carpool days tracked, commuters can claim a \$25 reward. Carpoolers receive e-gift cards and get to choose from over 70 retailers and charities. All rewards are subject to verification and there is a limit of four rewards (\$100 in total) per person. Carpool commutes must start or end in San Mateo County to qualify for this reward.

<b>Metric/Activity</b>	<b>Q4 April - June 2021</b>	<b>Total Activity Jul – Jun 2021</b>
Carpool incentives	18	158
\$ Carpool incentives	\$450	\$3,950

## **Vanpool Incentive Program**

**Goal:** Provide commuters with a direct incentive to encourage vanpooling as an alternative to driving alone.

Commute.org has sponsored a Vanpool Incentive program for over 15 years. This program is for both the Vanpool riders and drivers. Vanpool riders can be reimbursed 50% of the cost of their vanpool seat, up to \$100 per month, for the first three months in the van. Drivers of a new vanpool can earn a \$500 incentive. These are one-time offers per participant.

<b>Metric/Activity</b>	<b>Q4 Apr - Jun 2021</b>	<b>Total Activity Jul – Jun 2021</b>
Vanpool subsidies	0	4
\$ Vanpool subsidies	\$0	\$570

**Bicycle to Work Incentive Program**

**Goal:** Provide commuters with a direct incentive to bicycle to work.



Commute.org’s Bicycle to Work Rewards program seeks to motivate commuters as they return to work to use their bicycles as their alternative to driving alone to work.

When validated bicycle trips are tracked by connecting a Strava account to a STAR account to auto-track bicycle to work trips, commuters can unlock rewards. For every 10 bicycle tracked days, commuters can claim a \$25 reward. Bicyclists receive e-gift cards and get to choose from over 70 retailers and charities. All rewards are subject to verification and there is a limit of four rewards (\$100 in total) per person. Bicycle commutes must start or end in San Mateo County to qualify for this reward.

<b>Metric/Activity</b>	<b>Q4 Apr - Jun 2021</b>	<b>Total Activity Jul – Jun 2021</b>
Bicycle incentives	34	220
\$ Bicycle incentives	\$850	\$5,500

**Guaranteed Ride Home**

Commute.org offers over 300,000 commuters working or attending college in San Mateo County a Guaranteed Ride Home (GRH) in the event of an emergency.



The GRH program supports the use of alternative forms of commuting other than driving alone by giving commuters peace of mind, knowing they have a way to get home easily in case of an unexpected situation.

When a commuter uses a qualifying alternative commute mode and experiences 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. If they use public transit as their GRH ride, Commute.org will give them a \$5 e-card bonus.

<b>GRH Activity</b>	<b>Q4 Apr – Jun 2021</b>	<b>YTD Activity</b>
# of requests processed	1	15
# of approved requests	1	14
Amount Reimbursed	\$20.42	\$446.06

### **Try Transit Incentive Program**

**Goal:** Increase ridership on Caltrain, SamTrans, and WETA’s San Francisco Bay Ferry service to South San Francisco.

The WETA San Francisco Bay Ferry to South San Francisco continues to be paused until commuters return to their workplace. We started a discussion with SamTrans and Caltrain to update the Try Transit program MOU and discuss a ‘Return to Transit’ outreach effort.

### **Try Transit Program Details:**

<b>Try Transit</b>	<b>Caltrain</b>	<b>SamTrans</b>	<b>SSF Ferry</b>	<b>BART Wknd</b>	<b>Total</b>
<b>Applications Approved Q4</b>	17	0	4	0	21
<b>YTD Applications Approved</b>	21	4	5	212	283
<b>Tickets Issued Q4</b>	51	0	16	0	67
<b>YTD Tickets Issued</b>	63	12	20	736	831

## Bike to Work Day



The 27<sup>th</sup> Bike to Work Day event continued in May with continued modifications due to COVID-19. This year Bike Month and Bike to Wherever Days were celebrated instead of Bike to Work Day.

Commute.org expanded their community partners to reach bicyclists in various locations rather than at their workplaces. Mid-Pen Housing, Peninsula Library System, San Mateo County Libraries, Silicon Valley Bicycle Coalition, Farmers Markets and more helped Commute.org distribute 2500 canvas bike bags to bicyclists throughout San Mateo County.



As part of the Bay Area's celebration of National Bike Month in May, Commute.org solicited nominations for San Mateo County's Bike Champion of the Year. Sonia Elkes, a San Carlos resident, avid bicyclist, and founder of the advocacy group *San Carlos Bikes*, was chosen to receive the award for 2021. Known by those in her community as “the voice for bicyclists in San Carlos”, Sonia continuously works to improve the state of biking in San Carlos and increase the number of people who bicycle for their health and the environment.

Sonia combines biking with public transit to travel between home, South San Francisco where her youngest child goes to school, and Redwood City where she works part-time at Chain Reaction Bicycles. As a parent volunteer with the school district's Safe Routes to School program, Sonia finds creative ways to educate the public on bike safety.

## **Program Area 4 - Working with Public and Private Partners to Collaboratively Develop New Resources and Tools**

1. Funding and Resource Development
2. Development of Community-Based Mobility Services
3. Community Facilitation of Transportation Alternatives

### **Funding and Resource Development**

**Goals:** a) Retain existing funding sources through successful project delivery; b) seek additional funding to address identified needs in collaboration with SMCTA and C/CAG.

#### **Collaboration Partners:**

- SAMCEDA HLUT committee meetings
- Spare the Air Resource Team (San Mateo County)
- SamTrans/JPB Shuttle Study meetings
- MTC/511 TDM Working Group
- MTC Merge / Ride Amigos peer group meetings
- MTC Blue Ribbon Transit Recovery Task Force meetings
- Peninsula Clean Energy – electric bike subsidy program
- Silicon Valley Bicycle Coalition – webinars and other partnerships
- Bay Area Bicycle Coalition BTWD TAC meetings
- San Mateo County Library system partnership meetings
- San Mateo Rail Corridor TMA collaboration
- TDM Specialists – STAR network expansion efforts

#### **Details:**

- The agency's Executive Director, John Ford, continues to serve on the MTC blue Ribbon Transit Recovery Task Force. While the task force is primarily concerned with helping transit agencies weather the COVID-19 crisis, it is also tasked with coming up with recommendations on how public transit in the Bay Area can be improved in terms of structure, governance, operations, and collaboration. Commute.org is honored to be a part of the task force and has solicited feedback and input from its counterparts in other counties.
- The agency is also collaborating with MTC and Ride Amigos to integrate the ride matching and rewards components of the Ride Amigos platform between the various licensees in the Bay Area is being spearheaded by Commuter Programs Manager, Kim Comstock. Commute.org has the most established and largest Ride Amigos platform in the region; therefore, we are serving as the lead for the project.

## **Development of Community-Based Mobility Services**

**Goal:** Implementation of future community-based shuttles should be based on direct collaboration with SMCTA and a prioritized needs assessment.

### **Details:**

- Commute.org has continued to meet with representatives from SamTrans, SMCTA, and C/CAG to discuss better ways to provide cost-effective, efficient, and robust shuttle service and TDM programs in San Mateo County. A final report is expected from the shuttle study in the Fall. Adjustments to Commute.org's role and responsibilities will likely follow and be implemented over a 12 to 24-month timeframe.
- Agency staff continues to monitor the micromobility industry. Several cities in San Mateo County including Burlingame, San Mateo, and South San Francisco have recently expressed interest in pursuing bikeshare and/or electric scooters for their communities. In some cases, it is an attempt to provide greater first/last mile alternatives while in other cases it is viewed as an opportunity to provide more mobility options for residents.
- The Climate Corps fellow is tasked with maintaining a database of active micromobility deployments in the Bay Area. That database and associated materials are then shared with various organizations in San Mateo County.



## **Program Area 5 - Strengthening the Organizational Capacity of Commute.org to Achieve Its Goals**

1. Finance and Budget
2. Governance
3. Administration and Business Practices
4. Communication

### **Finance and Budget**

**Goal:** Ensure the integrity of the budgeting and financial reporting process and operational efficiencies.

#### **Details:**

- Agency staff continues to work with the finance department at the City of San Carlos to improve the processes for A/P, General Ledger, and financial reporting.
- Staff worked closely with the fiscal agent and other program partners to ensure that FY2020/2021 can be closed in a timely manner. Rather than waiting for the fiscal year to end before preparing for year-end, staff work during Q4 to pull as much data as possible so that the fiscal agent and auditors can complete their functions as soon as possible once the fiscal year ends.

### **Governance**

**Goals:** a) Ensure meaningful participation by each key constituency of Commute.org including employers, riders, and public and private partners; b) continue to ensure that all new Board members receive full orientation to Commute.org mission and goals as soon as they are appointed to the Board; c) ensure that the Strategic Plan is monitored and updated on a regular basis.

#### **Details:**

- The Board of Directors met in April and June as scheduled. Attendance continues to exceed 90 percent. Meetings are held via Zoom. The board meets next in September and then again in November. Those meetings are tentatively scheduled to be conducted via Zoom; however, it is expected that in-person meetings will resume when conditions allow.
- The agency launched the CivicClerk online agenda management tool earlier in the fiscal year. Q4 was the first quarter when all meetings, agendas, meeting materials, and minutes were available on the platform. The platform allows members of the public to sign-up and receive notifications when meetings and/or materials are posted. This feature will be promoted in an attempt to generate more public awareness of Commute.org programs and governance.
- The agency began developing a new strategic plan in November 2019. The plan, known as Strategic Plan 2025, was developed under the direction of a seven-

member Strategic Plan Steering Committee. The committee was made up of board member who volunteered to serve on the committee. Staff was assisted in the detailed planning work by Aaron Aknin and consultants from the firm OnStrategy. The last full- fledged strategic planning effort was conducted in 2009. An update to that plan was adopted by the board in 2015.

- The plan was finalized in Q4 and was adopted by the full board for adoption at their April 2021 meeting. The new plan is intended to guide the agency through 2025. The plan has been published on the Commute.org website and distributed to JPA and program partners.
- Below are several “highlights” from Strategic Plan 2025:
  - Mission Statement: Our mission is to reduce traffic congestion and greenhouse gas emissions while enhancing the quality of life in San Mateo County by promoting the use of sustainable transportation and commute alternatives.
  - Vision Statement: We envision a region where all residents and employees have access to equitable, sustainable, affordable, and safe transportation options and use them as their primary modes when commuting.
  - Guiding Principles:
    - Equity – we work to change practices, structures, and policies to realize transportation equity for commuters in San Mateo County
    - Sustainability – we undertake our work knowing that making meaningful progress on reducing environmentally harmful commuting is time critical
    - Leadership – we embrace our role as the leading resource for transportation demand management (TDM) programs and services in San Mateo County
    - Collaboration – we partner with public, private, and non-profit organizations to drive the movement of commuters to sustainable alternatives
    - Accountability and Transparency – we commit to the open and continual assessment of our actions, programs, governance, and outcomes
    - Viability – we continually develop our human and financial resources to ensure that we have the people and means to succeed
    - Investment – we invest in our people, systems, and processes to drive innovation, effectiveness, and financial stewardship
    - Alliance – we are a coalition of municipalities working for the mutual benefit of all members

## **Administration and Business Practices**

**Goals:** a) Ensure adoption of Commute.org mission and assess all programs and activities to maintain adherence to mission; b) attract and retain quality employees; c) foster a culture of environmental stewardship.

### **Details:**

- The Commute.org administrative staff continually reviews all policies, procedures, and guidelines. The existing remote work and commuting policies will likely need to be adjusted to reflect the new environment that is resulting from the pandemic.
- All staff continues to take the required ethics and sexual harassment training courses. New hires are given 60 days to complete the training. All permanent staff completed updated training in Q4.

## **Communication**

**Goals:** a) heighten awareness of Commute.org and create more powerful, compelling communications; b) increase employer participation in transportation demand management programs through communication efforts directly to San Mateo County employers to reach their employees.

- The agency uses Constant Contact and Mailchimp to distribute information about Commute.org programs to employers (3,728) and to members of the Commuter Club (18,387). The combined mailing lists have 22,115 active addresses.

## Commute.org Quarterly Report Shuttles Detail

Commute.org managed shuttles combined for 28,614 Q4 boardings (+126.6% same QTQ routes), 447 average weekday riders (ADR) or a combined 64 riders per service hour and an estimated 16,667 SOV trips were eliminated.

Comparing the previous 12-months, all Commute.org managed shuttles combined for 94,322 boardings (-77.9% same YTY routes), 406 ADR, 52 riders per service hour and an estimated 44,569 SOV trips were eliminated.

During Q4, all operating routes experienced ridership increases from the prior year when the shelter-in-place orders first went into effect. Route performance improved each month of the quarter with June 2021 being the strongest month since the pandemic started.

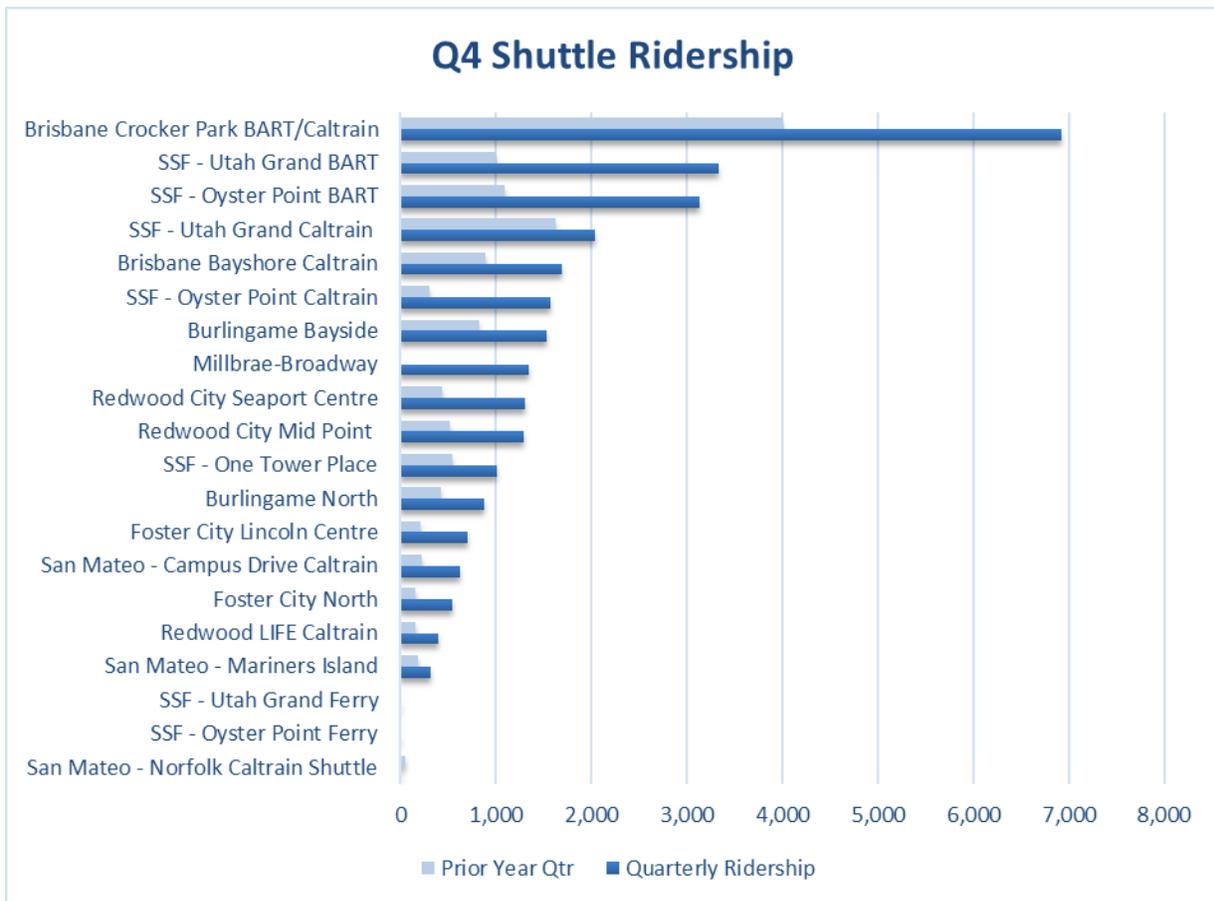
Expectations for continued growth in ridership in FY2021/2022 continue to be supported by the growth in month over month data and an increase in customer service calls.

Performance Metrics for Quarter (End Date): **Jun-21**

Shuttle Name	Shuttle Type	Quarterly Ridership	Prior Year Qtr	Avg. Monthly	Year over Year	Operating Cost/ Passenger	Boardings/ service-hour	SOV Trips Eliminated
Brisbane Bayshore Caltrain	Commuter	1,684	896	561	87.95%	\$17.62	4.8	1,172
Brisbane Crocker Park BART/Caltrain	Commuter	6,928	3,994	2,309	73.46%	\$10.09	9.0	6,032
Burlingame Bayside	Commuter	1,531	818	510	87.16%	\$19.28	4.5	891
Burlingame North	Commuter/ Community	874	425	291	105.65%	\$37.03	2.3	(86)
Foster City Lincoln Centre	Commuter	698	216	233	223.15%	\$47.82	1.8	122
Foster City North	Commuter	541	151	180	258.28%	\$71.17	1.2	(35)
Millbrae-Broadway	Commuter	1,343	0	448	N/A	\$25.05	3.4	(449)
Redwood LIFE Caltrain	Commuter	396	150	132	164.00%	\$77.21	1.1	(436)
Redwood City Mid Point	Commuter	1,291	513	430	151.66%	\$24.87	3.5	523
Redwood City Seaport Centre	Commuter	1,301	441	434	195.01%	\$23.35	3.7	533
San Mateo - Campus Drive Caltrain	Commuter/ Community	625	221	208	182.81%	\$54.30	1.6	49
San Mateo - Mariners Island	Commuter	320	184	107	73.91%	\$107.30	0.6	(192)
San Mateo - Norfolk Caltrain Shuttle	Commuter/ Community	0	50	0	-100.00%			-
SSF - One Tower Place	Commuter	1,007	549	336	83.42%	\$32.88	2.6	495
SSF - Oyster Point BART	Commuter	3,136	1,090	1,045	187.71%	\$11.57	7.5	2,368
SSF - Oyster Point Caltrain	Commuter	1,575	309	525	409.71%	\$23.79	3.6	1,063
SSF - Oyster Point Ferry	Commuter	0	0	0	N/A			-
SSF - Utah Grand BART	Commuter	3,328	1,001	1,109	232.47%	\$10.87	7.8	2,752
SSF - Utah Grand Caltrain	Commuter	2,036	1,619	679	25.76%	\$5.86	4.8	1,865
SSF - Utah Grand Ferry	Commuter	0	0	0	N/A			-
<b>Totals</b>		<b>28,614</b>	<b>12,627</b>	<b>9,538</b>	<b>126.61%</b>	<b>\$35.30</b>	<b>63.78</b>	<b>16,667</b>

Previous 12 Months from Quarter (End Date): **Jun-21**

Shuttle Name	Shuttle Type	Annual Ridership	Prior Year Annual	Avg. Monthly	Year over Year	Operating Cost/ Passenger	Boardings/ service-hour	SOV Trips Eliminated
Brisbane Bayshore Caltrain	Commuter	6,116	9,411	510	-35.01%	\$18.92	4.5	4,037
Brisbane Crocker Park BART/Caltrain	Commuter	26,344	63,054	2,195	-58.22%	\$11.05	8.2	22,682
Burlingame Bayside	Commuter	5,995	44,410	500	-86.50%	\$19.43	4.5	3,475
Burlingame North	Commuter/ Community	2,825	16,900	235	-83.28%	\$50.11	1.7	-955
Foster City Lincoln Centre	Commuter	1,899	12,461	158	-84.76%	\$69.12	1.2	-369
Foster City North	Commuter	1,964	20,490	164	-90.41%	\$69.31	1.2	-304
Millbrae-Broadway	Commuter	4,718	0	393	N/A	\$29.84	2.8	-1,708
Redwood LIFE Caltrain	Commuter	935	10,699	78	-91.26%	\$111.51	0.8	-2,278
Redwood City Mid Point	Commuter	3,667	54,705	306	-93.30%	\$32.49	2.7	643
Redwood City Seaport Centre	Commuter	3,681	28,230	307	-86.96%	\$32.61	2.7	552
San Mateo - Campus Drive	Commuter/ Community	2,270	9,781	189	-76.79%	\$61.92	1.4	2
San Mateo - Mariners Island	Commuter	1,154	16,532	96	-93.02%	\$115.11	0.8	-967
San Mateo - Norfolk Caltrain	Commuter/ Community	36	12,924	3	-99.72%	\$116.88	0.4	-45
SSF - One Tower Place	Commuter	2,706	14,426	226	-81.24%	\$48.76	1.7	480
SSF - Oyster Point BART	Commuter	8,701	39,388	725	-77.91%	\$18.62	4.7	5,467
SSF - Oyster Point Caltrain	Commuter	4,277	17,331	356	-75.32%	\$35.81	2.4	1,316
SSF - Oyster Point Ferry	Commuter	0	8,382	0	-100.00%			0
SSF - Utah Grand BART	Commuter	9,642	18,042	804	-46.56%	\$14.79	5.7	7,395
SSF - Utah Grand Caltrain	Commuter	7,392	19,298	616	-61.70%	\$16.58	4.3	5,145
SSF - Utah Grand Ferry	Commuter	0	10,496	0	-100.00%			0
<b>Totals</b>		<b>94,322</b>	<b>426,960</b>	<b>7,860</b>	<b>-77.91%</b>	<b>\$48.49</b>	<b>51.56</b>	<b>44,569</b>



# Board of Directors

(as of June 30, 2021)

**CLIFFORD LENTZ (CHAIR)**  
City of Brisbane

**RICHA AWASTHI**  
City of Foster City

**SARA MCDOWELL**  
City of San Carlos

**EMILY BEACH (VICE CHAIR)**  
City of Burlingame

**DEBORAH PENROSE**  
City of Half Moon Bay

**RICK BONILLA**  
City of San Mateo

**MICHAEL LEMPRES**  
Town of Atherton

**CHRISTINE KROLIK**  
Town of Hillsborough

**EDDIE FLORES**  
City of South San Francisco

**DAVINA HURT**  
City of Belmont

**REUBEN HOLOBER**  
City of Millbrae

**DAVID CANEPA**  
County of San Mateo

**RAE GONZALEZ**  
Town of Colma

**MIKE O'NEILL**  
City of Pacifica

**PAMELA DIGIOVANNI**  
City of Daly City

**MICHAEL SMITH**  
City of Redwood City

**CARLOS ROMERO**  
City of East Palo Alto

**RICO MEDINA**  
City of San Bruno

# Supervisory Committee

(as of June 30, 2021)

**DANTE HALL (CHAIR)**  
City of Foster City

**CHRISTIAN HAMMACK**  
City of Redwood City

**SHIRLEY CHAN (VICE CHAIR)**  
City of Daly City

**SUE-ELLEN ATKINSON**  
City of San Mateo

**JUSTIN YUEN**  
City of Brisbane

**JESSICA STANFILL MULLIN**  
City of San Mateo

**KAKI CHEUNG**  
C/CAG of San Mateo County

**CHRISTY WEGENER**  
SamTrans

# Finance Committee

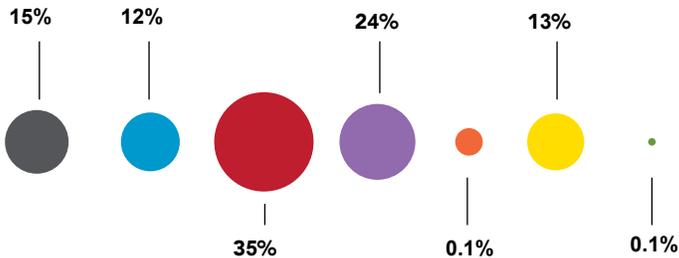
(as of June 30, 2021)

**RICK BONILLA (CHAIR)**  
City of San Mateo

**DANTE HALL**  
City of Foster City

**SHIRLEY CHAN**  
City of Daly City

# FY 2021 Funding



AB 434 Funds: BAAQMD (C/CAG) **\$482,644**

Carpool Incentive Program: (C/CAG) **\$3,951**

Congestion Relief Funding: C/CAG **\$408,000**

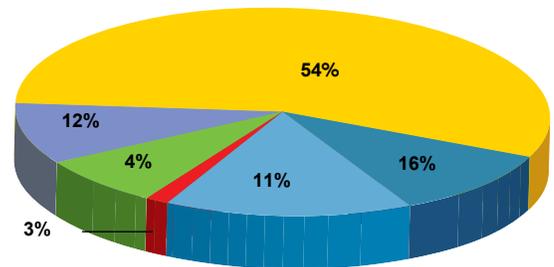
Measure A Funds: SMCTA **\$437,400**

Shuttle Funding: SMCTA **\$1,152,871**

Miscellaneous & Interest **\$4,728**

Shuttle Funding: Consortium Members **\$798,692**

# FY 2021 Expenditures



Employer Programs **\$396,180**

Commuter Programs **\$538,266**

Shuttle Operations **\$1,860,199**

Public/Private Partnerships **\$87,730**

Shuttle Program Management **\$376,323**

Admin & Program Support **\$152,871**

# Funders and Partners



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