



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, 2023



Annual Programs Report Fiscal Year Ending June 30, 2023

Overview

For FY 2023, the San Mateo County Transportation Authority (TA) authorized \$486,000 in Measure A, Alternative Congestion Relief (ACR) funding and C/CAG of San Mateo County authorized \$600,000 in AB 434 funding and \$510,000 in Congestion Relief Program funding to implement a countywide TDM program to reduce traffic congestion and improve air quality in San Mateo County by the Peninsula Traffic Congestion Relief Alliance (Commute.org). Additionally, the TA programmed \$92,400 in ACR funding to assist with Commute.org's administration of the countywide shuttle program. Finally, the TA allocated one-time funding up to \$500,000 to Commute.org to develop a countywide TDM monitoring program. This report covers all of the above fundings.

Commute.org's Scope of Work for FY 2023 was divided into two sections, each of which is further divided into specific program areas and projects:

- Key Initiatives
 - Equity Project
 - Countywide Go Pass Distribution Program
 - Workforce Housing TDM Pilot Program
 - Countywide TDM Monitoring Program
 - Shuttle Program Management Transition Project
- Core Programs
 - Engagement Programs
 - Commuter Programs and Incentives
 - Shuttle Program
 - Agency Development

This report provides updates on the agency's activities during the quarter and for the full year for each of the Core Programs and Key Initiatives. Additional supporting data can be found in the Data/Reports section at the end of the report.

Quarterly Overview

The fourth quarter of FY 2023 felt like a “normal” fourth quarter for the agency. Employers have, for the most part, implemented their return to office policies. Commuters have settled in to their new work and commute patterns. In-person events are happening in pre-pandemic fashion. And, Commute.org conducted its annual Commuter Challenge.

As FY 2023 progressed, COVID continued to fade as a primary determinant of commute behavior and travel patterns. While many people expected the end of the pandemic to lead to a return to commute behaviors of the past, that is not what has happened. The combination of hybrid work schedules for office-based employees and reluctance by commuters to return to public transit means that we have a new normal for commute patterns and travel behavior.

Even though we are experiencing the new normal for most commuters, people are still experimenting with their commutes. We see this in the steady growth in ridership on many of our shuttle routes. While the rate of change has slowed tremendously over the past year, we still see increases each month. While there are many factors at play when people make their commute choices, the increasingly worse peak-hour traffic conditions are likely a strong contributor to the mode shifts we are seeing.

To better understand the factors that are influencing commuters’ behavior, the agency conducted a countywide commute behavior survey during Q4. The survey targeted all commuters who either live or work in San Mateo County. There was a special section of the survey for college students so that we can better understand the needs and challenges of that segment of the commute population. To support the agency’s Equity Program data collection initiative, the survey included a variety of demographic questions. Nearly 4,000 responses were received, and the data will be published in early FY 2024.

Employment levels are also an important indicator of traffic congestion and commute behavior. As economic activity slows, unemployment increases, and congestion decreases. A slowing economy also tends to lead to more demand for shared rides and public transportation. It is still too early to know if the current economic trends will lead to significant changes in commute behavior, but it is important to monitor.

The unemployment rate in the San Francisco-Redwood City-South San Francisco MD was 3.2 percent in June 2023, up from a revised 2.9 percent in May 2023, and above the year-ago estimate of 2.5 percent. This compares with an unadjusted unemployment rate of 4.9 percent for California and 3.8 percent for the nation during the same period. The unemployment rate was 3.1 percent in San Mateo County. The threat of a recession in the next twelve months is still a possibility and employment in San Mateo County may continue to feel the impact of a slowing economy.

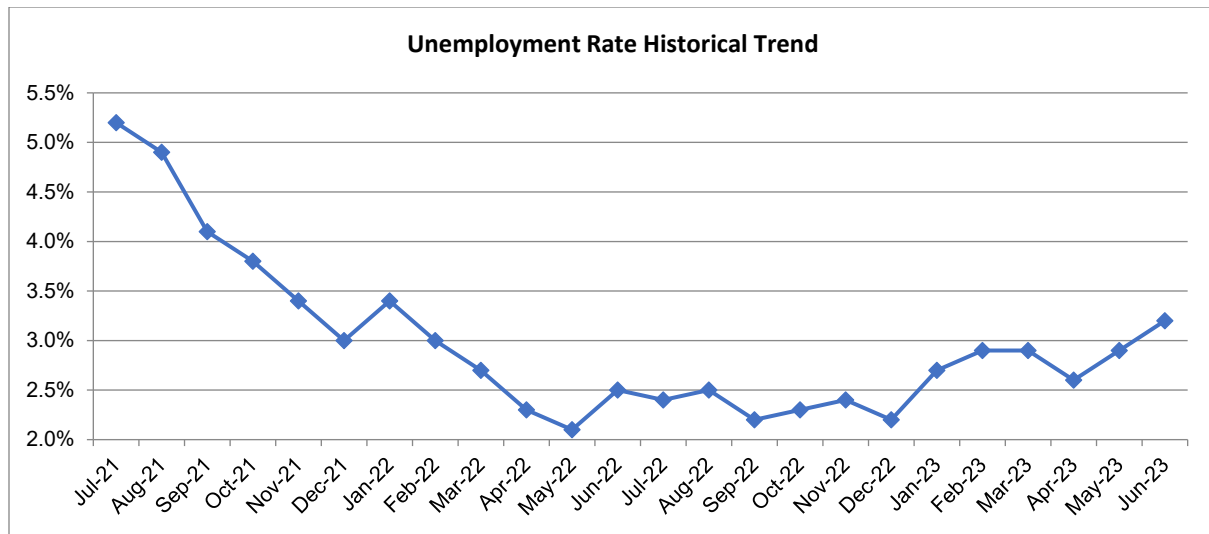


Figure 1 – Unemployment Trend in San Francisco-San Mateo County Metro Division (Jun 2023)

The agency has maintained a hybrid work schedule since staff “returned to office” in late 2021. Staff spend between 40-60 percent of their work days in-office and the remaining time can either be remote or in-office. Thursdays are “all staff” days when everyone is scheduled to be in-person. This allows for collaboration, training, and group activities.

As of June 30, the agency has six full-time employees and one Sustainability Service Corps (formerly Climate Corps) Fellow. The Fellow will complete her term in July, and we are in the process of interviewing applicants for the FY 2024 fellowship term. Our recently adopted Work Plan and budget call for the addition of two new team members. We have started the recruiting process and hope to be fully staffed by the end of summer.

Section 1 – Key Initiatives

1. Equity Project
2. Countywide Go Pass Distribution Program
3. Workforce Housing TDM Pilot Program
4. Countywide TDM Monitoring Program
5. 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.

Since Q2, Commute.org has been working with Winter Consulting on an equity needs assessment and outreach project. In Q3, the consultants completed nine stakeholder interviews and two focus groups with targeted industries. In Q4, the consultants completed their outreach with one additional industry-based focused group, three focus groups with community-based organizations (CBOs), and a tabling at a pop-up event hosted by Coastside Hope.

Winter Consulting, along with agency staff, developed and distributed a survey focused on underserved commuters. The results of the survey, along with the findings from the outreach efforts culminated in a draft report that will be finalized in the new fiscal year. The key takeaways and recommendations from this project will help the agency determine gaps in our outreach and programming and further the agency's Equity Plan.

Countywide Go Pass Distribution Program



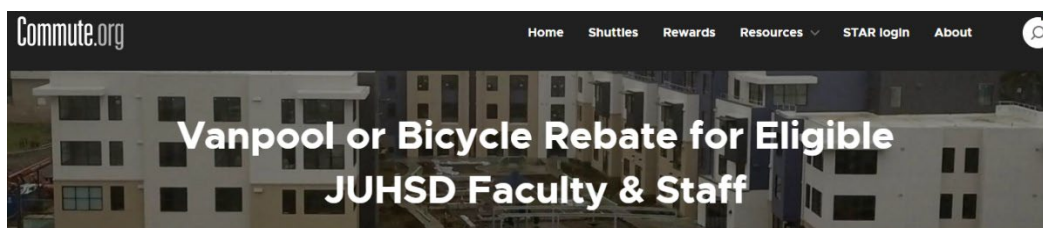
In FY22, Commute.org's pilot project that provided donated Clipper Cards loaded with a Caltrain Go Pass to residents and employees expanded beyond Redwood City to other areas in San Mateo County. The Metropolitan Transportation Commission provided the donated Clipper Cards, and Caltrain provided the donated Go Passes. Applicants were required to meet specific income and transportation needs that aligned with Caltrain services. The pilot project resulted in 75 people receiving Clipper Cards with a Go Pass, which allowed them to ride Caltrain at no cost through the end of 2022.

All program participants are surveyed prior to and after receiving their passes. One of the questions asks for their job title or description (if applicable). The word cloud below shows the broad array of jobs and industries that the program participants represent:



Figure 2 – Caltrain Go Pass Distribution Program Word Cloud

Workforce Housing TDM Pilot Program



Commute.org applied 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. The grant is two years in length which means this program will remain as a Key Initiative next year as well.

During Q4, Commute.org continued to market the new TDM program available to new and existing residents. Informational flyers remain posted in common areas throughout

the housing complex and information was included in regular emails from the property managers and the district staff.

Commute.org conducted an outreach event in the lobby to promote the programs and a group bicycle ride. Based on the results from the bike activity interest survey completed in Q3, Commute.org and Silicon Valley Bicycle Coalition hosted a group bicycle ride to Westmoor High School in early June.

In addition, a resident who teaches at Westmoor High School requested and received a bicycle rebate for a new bike that she plans to use on a regular basis to get to and from work once school is back in session.

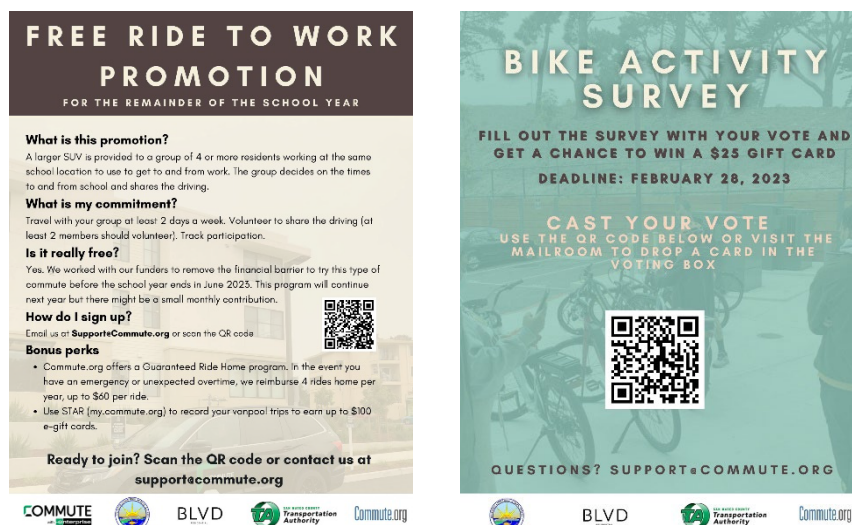


Figure 3 – JHSD TDM Project Promotional Material

Despite best efforts by Commute.org and the program partners, no vanpools were created during the fiscal year ended June 30, 2023. Residents were resistant to committing to a vanpool for reasons that included: Ownership of personal vehicles; short-distance commutes; need for more flexibility with departure and arrival times; and cost of participation.

No changes in scope are being requested or considered at this time; however, special promotions and varied marketing techniques will be implemented for the upcoming school year in hopes that residents will be more willing to give vanpooling a try.

Countywide TDM Monitoring Program

The C/CAG TDM Policy update went into effect countywide on January 1, 2022. 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.

In Q1, Commute.org secured funding from the San Mateo County Transportation Authority (the TA) to administer the Countywide TDM Monitoring Program and procure with OneCommute, a third-party vendor, to create a cloud-based monitoring and reporting platform. During Q2 and Q3, Commute.org continued to customize and test the platform as well as train staff on how to use the platform.

In Q4, we built out monitoring surveys in the OneCommute platform to prepare for external use by local jurisdictions. Part of this effort will include developing training guides and holding training sessions with city staff in the coming year.

As shown in the screenshot below, we are tracking 18 different projects, 12 of which have submitted C/CAG TDM Checklists. Staff expects this number to increase once the platform is launched for external jurisdiction staff use.

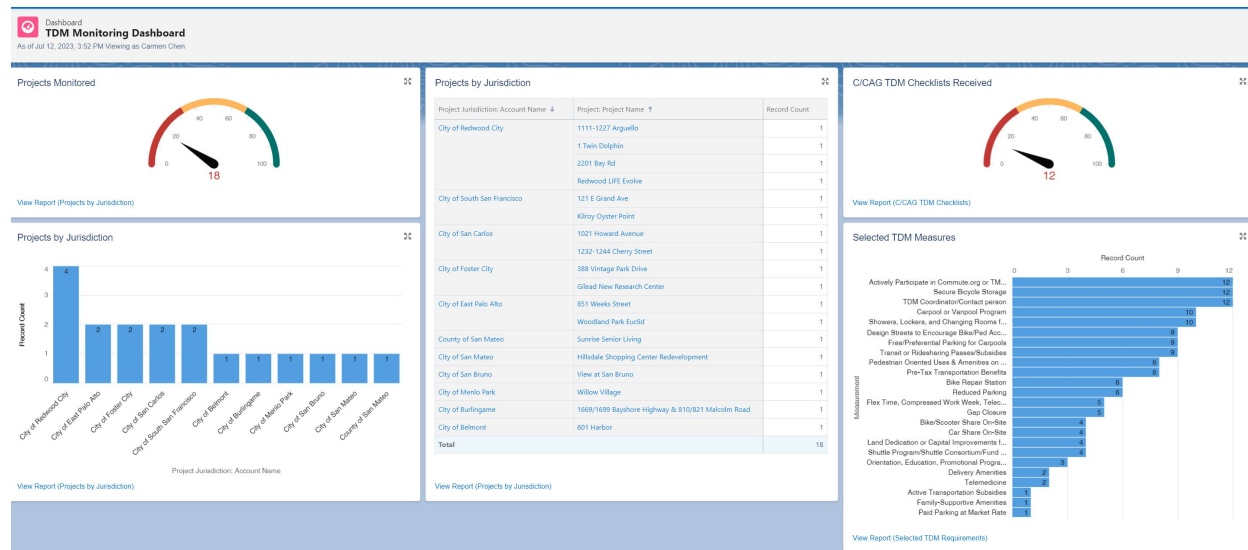


Figure 4 – Sample Monitoring Dashboard

In addition, Commute.org launched the new Certified Development Program in Q1 to assist developers in San Mateo County with meeting their TDM requirements. The program provides development projects with a formal certification of their active participation in Commute.org programs and services. Active participation may be a requirement for developments that are subject to the C/CAG TDM Policy.

In Q2, Commute.org staff met with planning consultants and developers to introduce the program and describe the certification process. In Q3, staff reached out to all jurisdictions in the County to schedule individual sessions with city staff and present on the Certified Development Program and the C/CAG TDM Policy. Staff concluded the first round of outreach sessions in Q4 and met with sixteen different jurisdictions.

Applications for the Certified Development Program, the companion program that was developed to support C/CAG TDM Policy compliance, have been received for multiple projects. Thus far, a total of eight projects are registered under the program, five of which have achieved “pre-certification” status. Staff is working with the developers and the jurisdictions in which the projects exist to ensure that the newly developed program procedures work for all parties.

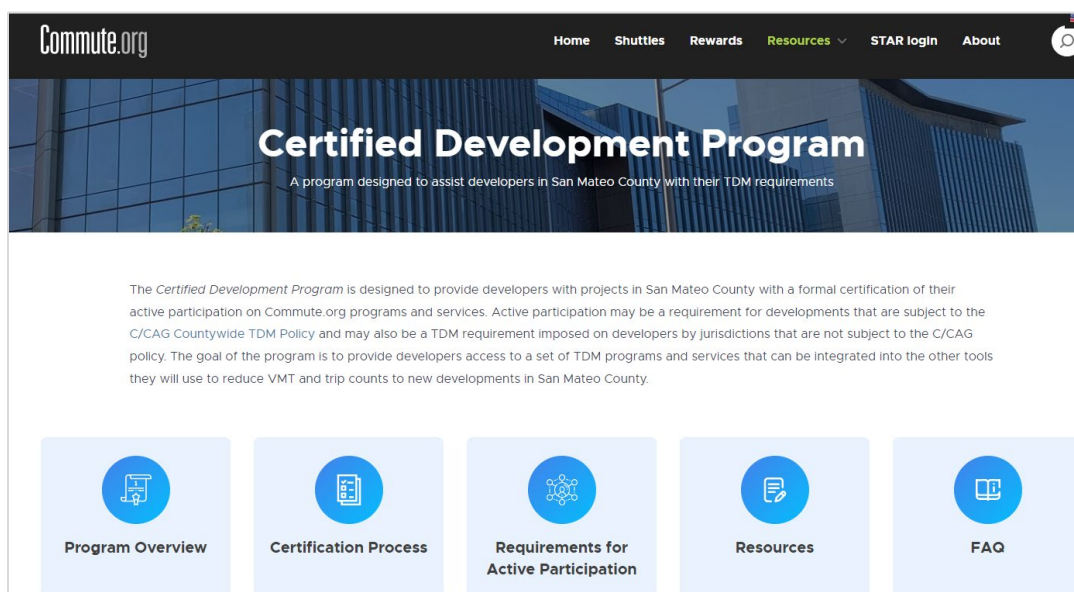


Figure 5 – Certified Development Program Webpage

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. Representatives from SamTrans, TA, and Commute.org have been meeting for more nearly two years to prepare for and execute the transition.



During Q3, Commute.org’s shuttle program team developed applications for 19 routes as part of the Countywide Shuttle Program Call for Projects. Of the five employer-operated routes that had been transitioned to Commute.org management, only one (Seton) made it through the application process. The other four routes did not meet the requirements for continuation and were removed from the program on June 30, 2023.

The Seton shuttle was converted from an employer-operated route to a Commute.org operated route in this application cycle.

A total of six existing routes, including several that were part of the transition process, were combined into three new routes during the application process. Low performing routes serving similar areas were combined to improve efficiency. While it will take some time to know if the combined routes deliver the expected results, it was clear that the continuation of the stand-alone routes was not going to meet the program benchmarks.

In preparation for the July 3 launch of the four new routes, the Shuttle Team, with the support of the rest of the staff, generated and distributed communications to the existing riders and employers along the impacted routes. New signage was ordered, and installation is being coordinated with public works staff in the cities where route changes are taking place.

All the employer-operated routes finished their grant-supported operation on June 30, 2023. All but one of those routes are expected to continue operating, but without the TA's grant funding or Commute.org's administrative oversight. Final reports on those routes will be submitted in the coming months and the management agreements have been terminated.

As FY 2022-2023 ended, everyone who worked on the Shuttle Program Transition Project is confident in saying that the project was successful, and a strong foundation has been built for the future of the shuttle program in San Mateo County.

Section 2 – Core Programs

1. Engagement Programs
2. Commuter Programs and Incentives
3. Shuttle Program
4. Agency Development

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.

- Actions:

- The Engagement team participates in onsite events hosted by employers and property managers. Staff work with the hosts' transportation and/or HR teams to deliver programming directly to the event attendees and to share agency materials with the hosts for their ongoing use. In most cases, these are the first times that employers and property managers are hosting in-person events so the attendance has been fantastic, and the interactions have been meaningful. Staff participated in a total of 22 events during the fiscal year.



Figure 6 - Employer Tabling Event

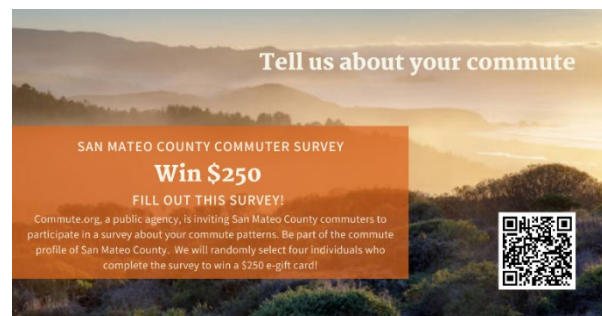
- The Engagement team continues to receive calls and emails that come into the agency now that employers have settled on their return-to-work plans. Our team gathers information from the contacts and provides printed as well as electronic information. Additionally, many of the employer and property manager contacts are new to their positions and we are updating our OneCommute database with employer and contact information.
- The Commute.org website continues to be one of the most important tools for the agency to reach its targeted audience. Content is added to the site on a regular basis and those changes are amplified through social media postings. Google Analytics is a valuable tool for analyzing the behavior of visitors to the website. The agency uses Google Analytics to analyze our website performance and better target potential visitors.

- Over 3,400 employer and partner contacts receive the Employer newsletter which is published bi-monthly and when special situations warrant.
- The Commuter Club e-newsletter has proven to be a valuable tool for the Commuter Programs team and is currently sent to over 18,000 subscribers. The team studies “open rates” and other metrics to make sure the content is valuable and timely.

Countywide Commuter Survey

The San Mateo County Commuter Survey was launched in June 2023 to learn more about travel patterns, transportation choices, and interests in alternative travel modes. The survey was completed by individuals who are currently employed (full-time or part-time) or attending college. To encourage participation, survey participants were entered into a raffle for one of four \$250 e-gift cards.

In addition, Commute.org offered employers, cities, and partners unique links to later provide personalized survey reports. City of Redwood City, City of Belmont, City of Pacifica, and the County of San Mateo requested and will receive a personalized report.



To ensure that San Mateo County residents were included in the survey, we designed and sent postcards to over 10,000 residential addresses. The postcard included a unique QR code that allowed us to determine the effectiveness of the mailing.

The survey closed on June 30 with 3,839 responses. Commute.org will be presenting the reports and results in the new Fiscal Year.

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.
- Actions:
 - Staff manages employer and partner information using the OneCommute platform, which is also used for the Countywide TDM Monitoring Program. On an ongoing basis, we track and monitor activity with employers and partners and use engagement level tiers to gauge effectiveness.

- Our engagement team promotes the use of the STAR platform by employers and organizations. Getting employers to adopt the STAR platform allows them to have their own unique “networks” under the Commute.org license. We made several presentations in Q4 but did not activate any new networks in the period.
- The engagement team provides 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 are finding it easier to comply and are more interested in going through the registration process.
- Staff provides managerial support to the San Mateo Rail Corridor TMA. Commute.org has served as the administrator of the TMA since 2011. During Q4, staff assisted with the development of the TMA’s 2022 Annual Report. A consultant does the traffic analysis and agency staff collects and compiles the qualitative data from the TMA members that is used in the report.
- Staff is always looking for opportunities to 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,



Figure 7 – Bike Education Workshop at Employer Site

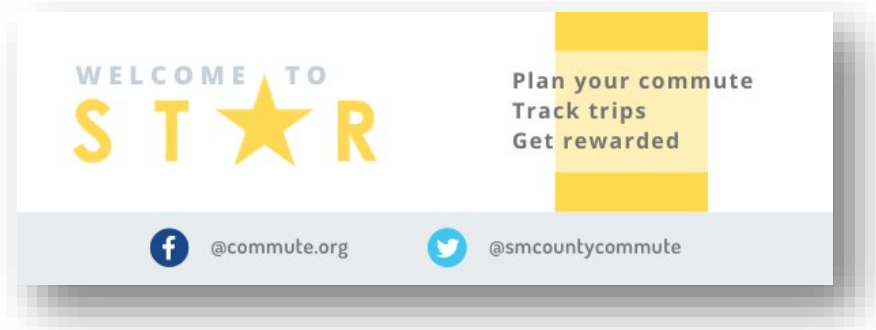
and bicycle maintenance instruction. One workshop was held in Q2 with 30 people participating, one workshop was held in Q3, and three were held in Q4.

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.
- Partnership Activity:
 - SAMCEDA HLUT committee meetings
 - Shuttle Program Transition meetings
 - Grand Boulevard Initiative meetings
 - Caltrain Corridor Crossing Strategy Stakeholder Team meetings
 - Team C meetings
 - San Mateo 28th Ave. Gap Closure Project Stakeholder Committee meetings
 - Equity project partner development (see Equity Project section)
 - Countywide Equity Convening
 - C/CAG Equity Framework Partner meetings

Commuter Programs and Incentives

STAR Platform (my.commute.org)



- 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).

STAR Activity	Fourth Quarter Apr – Jun 2023	YTD FY23
Number of new users	627	1,699
Number of users with trips logged	1,145	1,519
Non-SOV trips	47,454	130,797
Non-SOV miles	781,995	2,118,885
CO ₂ reduction (tons)	187	598

- Commuters use STAR to search for their sustainable trip options, including finding others to carpool, vanpool, and bike together. STAR is in the Regional Connected Carpool Network, which includes MERGE by MTC and four other transportation agencies across the Bay Area to create one large, connected commuter platform to expand carpool services to further help commuters living outside San Mateo County but work in San Mateo County.
- To unlock chances to win in Commute.org's seasonal raffles, earn points to redeem prizes in the STAR Store, or participate in Commute.org's other programs mentioned below, commuters must log their sustainable trips on their personal STAR accounts.
- In Q4, Commute.org continued to offer an incentive to new STAR members. New STAR members who use and log a sustainable trip within 30 days of joining STAR can earn an automatic \$5 e-gift card. The goal is to get commuters active on STAR and provide them with resources and reasons to continue to participate in our programs. 57 new STAR members received this incentive in Q4.

Annual Commuter Challenge



In Q4, Commute.org's Annual Commuter Challenge returned after a hiatus during the pandemic. Commuters were asked to unleash their inner commute superhero and show off their superpowers by embracing new transportation modes other than driving alone in their car this spring.

The challenge was supported by a broad marketing campaign targeting new and existing commuters. Digital marketing specifically targeted commuters who travel on Hwy 101. Challenge marketing material was shared with our key program partners including over 2,000 employers.

While the total number of participants fell below our target, we were happy with the feedback we received and will make changes to the 2024 Commuter Challenge based on that feedback. The published results are available on Commute.org blog located at <https://commute.org/2023-commuter-challenge-summary/>. See below for a few highlights.

2023 Challenge Results

Participants: 1,081

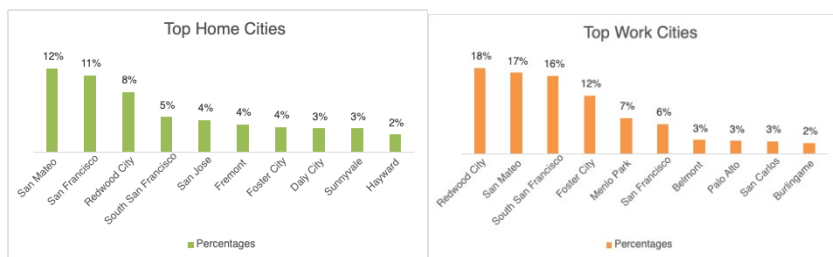
Trips: 31,863

Distance: 520,362.4 mi

Money saved: \$0.2 million

Co2 savings: 142.8 tons

Calories burned: 2.6 million



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 financial assistance towards 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).
- Eligible commuters can request through STAR up to four GRH reimbursement requests per year, up to \$60 per request.

GRH Activity	Fourth Quarter Apr – Jun 2023	YTD FY23
# of approved requests	13	48
Amount reimbursed	\$533.17	\$1,596.18

Carpool and Vanpool Incentive Programs

- Objective: Provide commuters traveling to or from San Mateo County with direct incentives to encourage them to adopt carpooling or vanpooling as a primary commute option.
- Carpoolers and Vanpoolers are eligible for up to \$100 in e-gift card rewards per year. For every 10 carpool or vanpool days tracked, commuters can claim a \$25 reward.



- Commute.org partners with MTC and Commute with Enterprise (Bay Area vanpool vendor) to promote the Vanpool Rewards program. Commuters in the vanpools are required to complete a questionnaire and submit proof of ridership to receive rewards.



Figure 8 - Commute with Enterprise Vanpool

Carpool Rewards	Fourth Quarter Apr – Jun 2023	YTD FY23
# of approved rewards	77	232
Amount rewarded	\$1,925	\$5,800

Vanpool Rewards	Fourth Quarter Apr – Jun 2023	YTD FY23
# of approved rewards	9	19
Amount rewarded	\$225	\$475

Bicycle Incentive Program

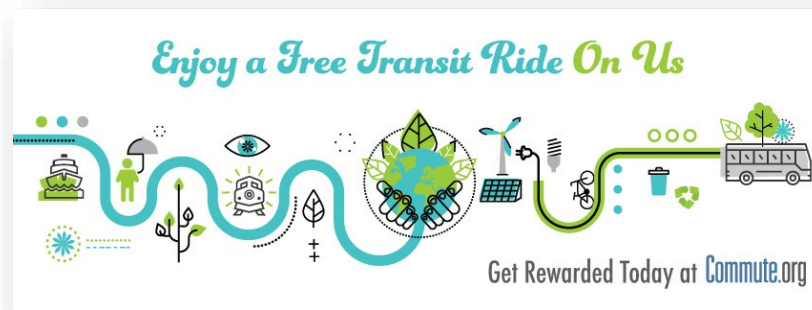


- Objective: Encourage San Mateo County commuters to use bicycling as an alternative to driving alone for both first/last mile commutes as well as full-length commutes by providing them with incentives.

- Bicycle trips to work are validated by Strava and tracked in STAR count in the Bicycle Rewards program. For every 10 bicycle tracked days, commuters can claim a \$25 reward, up to 4 times per year (\$100 total).

Bicycle Rewards	Fourth Quarter Apr – Jun 2023	YTD FY23
# of approved rewards	180	753
Amount rewarded	\$4,500	\$18,825

Try Transit Incentive Program



- Objective: Increase commuting to or from San Mateo County on public transit by providing free tickets on Caltrain, SamTrans or the SF Bay Ferry to eligible commuters.
- Commute.org continues to partner Caltrain, SamTrans and the SF Bay Ferry to distribute their donated transit tickets to commuters that currently are not using transit. This program helps recruit new riders to transit.

Try Transit Activity		Caltrain	Go Pass	SF Bay Ferry	SamTrans	Total
Number of approved requests	Q4 2023 Apr – Jun	10	81	0	8	99
	YTD FY23	52	292	3	32	379
Number of tickets issued	Q4 2023 Apr – Jun	30	81	0	24	135
	YTD FY23	156	292	12	96	556

Bike Month and Bike to Wherever Days

Bike Month was celebrated in May and included Bike to Wherever Days were celebrated from May 18 – 21, with Thursday, May 18 highlighted as Bike to Work Day.



Commute.org sponsored Bike to Wherever Days through our partner, Silicon Valley Bicycle Coalition (SVBC). SVBC helped Commute.org distribute 2500 Bike to Wherever Day bags through San Mateo County at energizer stations, farmer's markets, libraries, and more.

As part of the Bay Area's celebration of National Bike Month in May, a San Mateo County Bike Champion of the Year is selected.



Figure 9: San Mateo County Bike Champion of the Year – Marin Holt

Marin Holt, a resident of Half Moon Bay, was chosen to receive the award for 2023. Marin is the founder of Coastside on Bikes. The non-profit organization since 2020 has focused on bicycle access for those in coastal San Mateo County who most rely on bikes for transportation, including farmworkers, the unhoused, and people living on the margins. Marin attended the June board of directors meeting and was recognized for her commitment to bicycling.

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.



Metric/Activity	Q4 Apr – Jun 2023	Total Activity Past 12 Months
Boardings (total)	72,300 (+28% QTQ)	266,735 (41% YTY)
Cost per Passenger	\$15.25	\$16.49
Single Occupant Vehicle Trips Reduction	55,660	200,801
Shuttle routes managed (new/total)	N/A	4 new employer-operated routes added to management, but not included in ridership/cost data
Increase employer financial participation in shuttles	N/A	48 employers, property managers, and cities participate financially to support the Commute.org shuttles

Shuttle Program Detail:

During Q4, the Commute.org Shuttle Department submitted 17 shuttle service reimbursement requests and progress reports to SamTrans and SMCTA for Q3 of FY23. An additional 21 requests and reports for Q4 of FY23 will be submitted in July.

- All 19 of the agency's applications for the countywide shuttle program's FY 2024/2025 funding cycle were approved by the TA. Several applications required minor modifications to meet the TA and SamTrans' concerns. The funding agreements are being completed and the new/revised service will begin on July 3, 2023.

- To ensure that the four new routes were implemented successfully, the Shuttle Team decided to postpone the implementation of minor stop and route changes on some existing routes. Those changes will be implemented by the end of Q2 in FY 2023-2024.
- The agency has been approached by one JPA member that currently manages their own shuttle services. That member would like Commute.org to consider taking over management of their commuter routes. That would add to the workload of the Shuttle Team, which is currently overloaded, so we need to make sure that we have the capacity to take on the additional routes before committing.
- SamTrans is now the sole party on the contract for shuttle services with the shuttle vendor. Commute.org still engages with the vendor for daily operations; however, responsibility for overall performance and contract compliance now rests with SamTrans.
- Shuttle Outreach Events: The Shuttle Team participated in multiple in-person tabling events at various locations throughout the county during the quarter. Shuttle schedule and general route information is shared with commuters and shuttle riders during these events.
- The Shuttle Team continues to use other communication methods, including text messaging and articles in electronic newsletters, to reach out to current riders and engage with those who are either working from home or using alternative means of commuting to get to the office.
- Shuttle Marketing via Newsletters: The Commuter Club Newsletter was sent to over 17,000+ recipients in April, May, and June 2023. During Q4, the Commute.org Shuttle Team used the commuter newsletter to inform riders on upcoming route consolidations coming in July 2023 and station maintenance at Bayshore Caltrain station.
- Shuttle Rider Alerts (Text Messaging Alert Platform): SimpleTexting is the text alert platform used by the Shuttle Team to communicate notable service updates and impacts to our shuttle passengers. In the Q4 period (April 1 to June 30, 2023), 82 new riders subscribed to the service (across all routes) and 70 riders unsubscribed. As of June 30, 2023, there are approximately 2,400 active subscribers to the text alert service.
- Below is the text alert messages summary for Q4. A total of 7,654 text messages were sent in the period April 1 to June 30, 2023. Aside from system wide messaging for the Memorial Day holiday, the large spike in outbound messages sent in late June informed shuttle passengers in the San Mateo, Foster City, and Burlingame areas of shuttle route consolidations occurring in early July.

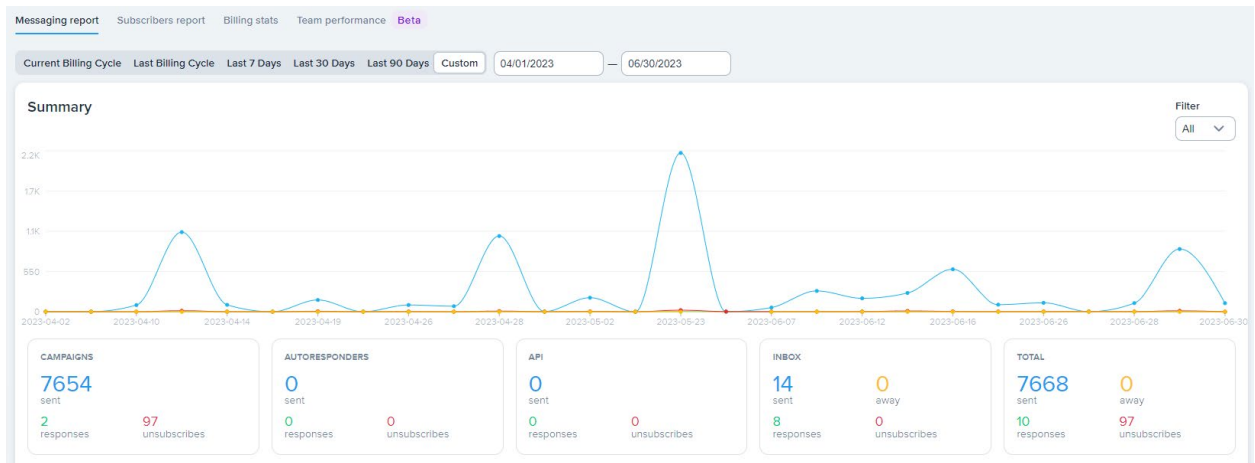


Figure 10 – SimpleTexting Alerts

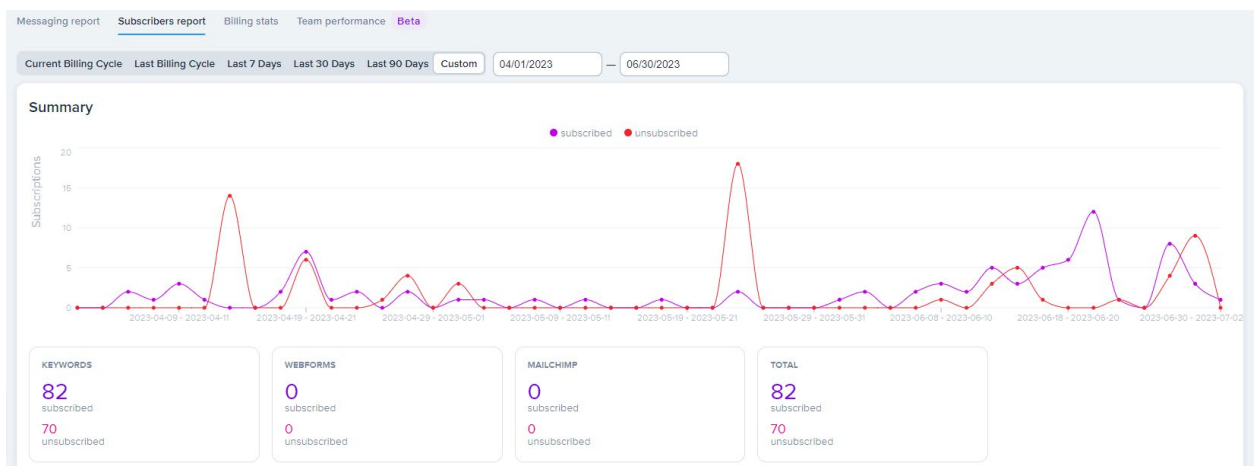


Figure 11 – SimpleTexting Subscribers

- Shuttle Rider Information via Website: In the Q4 period between April 1 to June 30, 2023, the main Shuttles page on the website had over 12,000 page visits. The chart below shows the top ten shuttle-related pages that were visited, along with the number of sessions each specific page had. The North Foster City, Redwood City Midpoint, Redwood LIFE Caltrain routes continue to be the Top-3 most visited route pages this quarter, accounting for over 22% of all shuttle-related page visits. Our two Oyster Point shuttle routes (BART & Caltrain) were the next most-visited route webpages respectively, accounting for 10% of all shuttle-related page visits combined.

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).
- Actions:
 - Staff uses 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.
 - Each of the four Strategic Objectives is comprised of a set of initiatives which are monitored and measured.
 - Staff meets monthly to review progress on the plan and update OnStrategy with changes to initiatives and/or priorities. The board receives regular updates. Below is a plan status dashboard view showing progress at the initiative level:



Figure 12 – OnStrategy Performance Dashboard

Finance and Budget

- Objective: Ensure the integrity of the financial reporting and budgeting process and increase operational efficiencies.
- Actions:
 - The agency lost its Office Administrator in early June to relocation. The Executive Director is covering the role until a replacement can be hired.
 - During Q4, the pre-year-end preparations began. Staff compiles as much financial information as possible during the quarter to ease the workload after the fiscal year closes.
 - The Finance Committee met in June and reviewed the proposed budget. They also weighed in on a lease extension and employee cost-of-living raise. Their recommendations were incorporated into the final version of each item that was presented to the board of directors later that month.
 - The new budget maintains a reserve that meets the recently adopted reserve policy. This is the first year that the policy has been included in the budget development process.
 - Staff has continued to work on a five-year forecast model in hopes that it would be ready for the FY24 budget; however, due to extenuating circumstances, staff chose to delay adoption of the model until the FY25 budget.
 - The board of directors approved a three-year extension of the office lease. The new lease goes into effect in September 2023 and expires in 2026. A two-year option was also negotiated that will allow the agency to remain in its location through 2028.
 - The board of directors adopted the FY 2023-2024 budget which has a small deficit. The deficit will reduce the agency's reserves slightly, but still leave it well above the target reserve level.

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.
- Actions:
 - The Board of Directors met in person in April and June. The April meeting was held at the new Millbrae Recreation Center. It was a single-location, in-person meeting which had over 80 percent attendance. The June meeting was held in multiple locations (hybrid) with the South San Francisco Conference Room in city hall serving as the primary location. The public was able to attend the meeting remotely or in-person. The logistics of the hybrid meeting were challenging, but several board members appreciated the option of attending at a location much closer to

their home or work. The body is undecided about the format for future meetings and will continue to experiment until a consensus is reached.

- The Town of Portola Valley has still not appointed a council member to serve on the board for the current year.
- The Town of Woodside remains the only city/town in San Mateo County not participating in the JPA. Their invitation to join remains in effect.

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.
- Actions:
 - Many of the items in Strategic Objective #1 relate to this section of the annual Work Plan. Several items were completed in Q4 while others will be carried over to the new fiscal year.
 - Moving to a fully cloud-based IT environment (in process)
 - Revising the employee performance review process (complete)
 - Adopting a formal staff training policy (complete)
 - Ensuring that all staff are trained in IT security protocols (ongoing)
 - Staff completed their sexual harassment training during Q4. This is a formal training that staff are required to complete every two years.

REPORT DATA / TABLES

Performance Metrics for Quarter (End Date): **Jun-23**

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	1,824	2,477	608	-26.36%	\$17.09	5.3	1,312
Brisbane Crocker Park BART/Caltrain	Commuter	10,846	11,439	3,615	-5.18%	\$6.96	14.1	9,950
Burlingame Bayside	Commuter	2,419	2,187	806	10.61%	\$12.76	7.3	1,523
Burlingame North	Commuter/ Community	2,079	1,759	693	18.19%	\$17.05	5.3	1,247
Burlingame Point	Commuter	4,486	0	1,495	N/A	\$18.78	5.0	2,566
Foster City Lincoln Centre	Commuter	1,757	1,150	586	52.78%	\$20.30	4.5	1,245
Foster City North	Commuter	2,345	1,320	782	77.65%	\$16.34	5.6	1,833
Millbrae-Broadway	Commuter	3,837	3,075	1,279	24.78%	\$9.03	10.1	2,237
Redwood City Mid Point	Commuter	9,088	5,554	3,029	63.63%	\$7.81	11.9	7,168
Redwood City Seaport Centre	Commuter	2,463	2,363	821	4.23%	\$13.69	6.8	1,695
Redwood LIFE Caltrain	Commuter	3,028	860	1,009	252.09%	\$10.50	8.7	2,260
San Mateo - Campus Drive Caltrain	Commuter/ Community	1,102	899	367	22.58%	\$35.03	2.6	526
San Mateo - Mariners Island	Commuter	1,748	1,318	583	32.63%	\$21.31	4.3	1,236
San Mateo - Norfolk Caltrain Shuttle	Commuter/ Community	0	0	0	N/A	-	-	-
SSF - One Tower Place	Commuter	2,593	2,656	864	-2.37%	\$12.93	7.0	2,081
SSF - Oyster Point BART	Commuter	4,405	4,864	1,468	-9.44%	\$8.83	10.6	3,637
SSF - Oyster Point Caltrain	Commuter	3,617	3,454	1,206	4.72%	\$10.34	9.0	2,721
SSF - Oyster Point Ferry	Commuter	1,011	994	337	1.71%	\$28.70	3.0	627
SSF - Utah Grand BART	Commuter	7,882	6,324	2,627	24.64%	\$8.94	10.2	7,306
SSF - Utah Grand Caltrain	Commuter	4,117	2,994	1,372	37.51%	\$9.06	10.0	3,221
SSF - Utah Grand Ferry	Commuter	1,653	873	551	89.35%	\$19.58	4.3	1,269

Totals

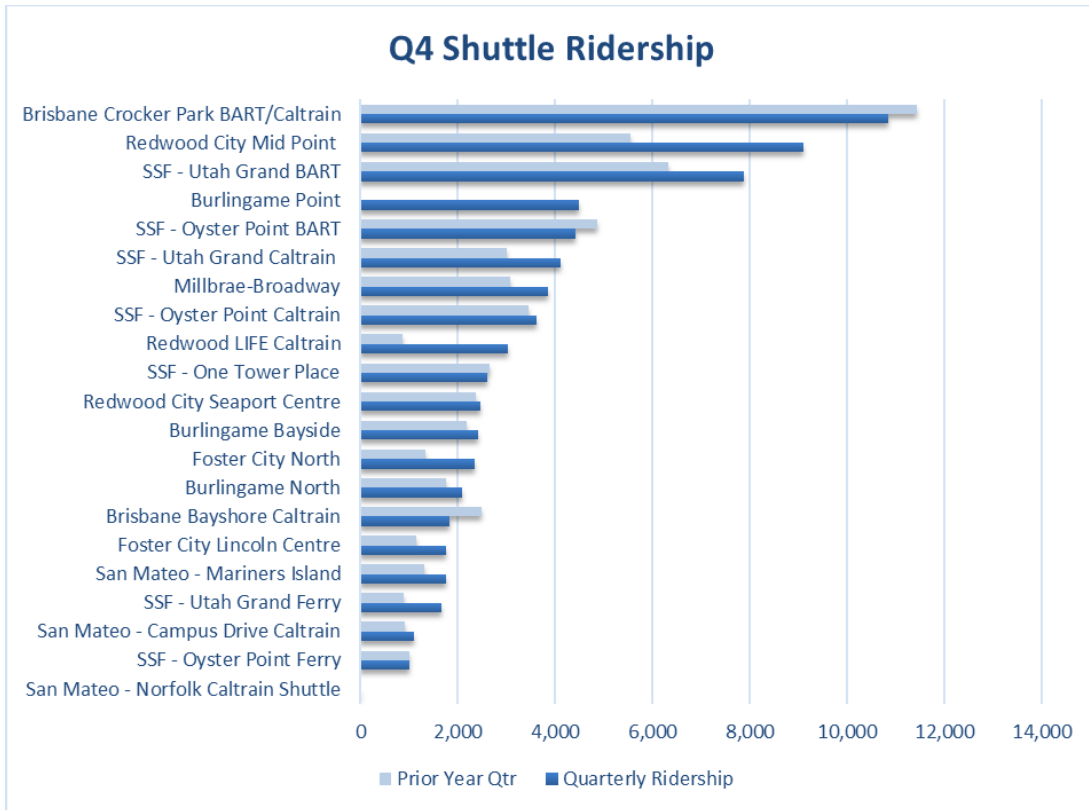
72,300	56,560	24,100	27.83%	\$15.25	145.45	55,660
--------	--------	--------	--------	---------	--------	--------

Previous 12 Months from Quarter (End Date): **Jun-23**

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	8,604	8,693	717	-1.02%	\$14.55	6.2	6,580
Brisbane Crocker Park BART/Caltrain	Commuter	44,942	38,838	3,745	15.72%	\$6.68	14.7	41,372
Burlingame Bayside	Commuter	9,448	10,099	787	-6.45%	\$13.09	7.1	5,906
Burlingame Point	Commuter	15,535	0	1,295	N/A	\$21.53	4.3	7,945
Burlingame North	Commuter/ Community	7,576	7,424	631	2.05%	\$18.16	5.0	4,287
Foster City Lincoln Centre	Commuter	5,266	3,900	439	35.03%	\$26.07	3.5	3,242
Foster City North	Commuter	8,496	4,127	708	105.86%	\$17.76	5.1	6,472
Millbrae-Broadway	Commuter	13,797	9,458	1,150	45.88%	\$9.84	9.2	7,472
Redwood LIFE Caltrain	Commuter	7,938	2,558	662	210.32%	\$15.90	5.7	4,902
Redwood City Mid Point	Commuter	31,563	16,095	2,630	96.10%	\$8.86	10.5	23,973
Redwood City Seaport Centre	Commuter	9,318	8,474	777	9.96%	\$14.04	6.6	6,282
San Mateo - Campus Drive	Commuter/ Community	3,731	3,145	311	18.63%	\$39.64	2.3	1,454
San Mateo - Mariners Island	Commuter	6,259	3,230	522	93.78%	\$22.99	3.9	4,235
San Mateo - Norfolk Caltrain	Commuter/ Community	0	0	0	N/A	-	-	0
SSF - One Tower Place	Commuter	11,763	8,345	980	40.96%	\$11.51	7.9	9,739
SSF - Oyster Point BART	Commuter	18,545	17,105	1,545	8.42%	\$8.33	11.2	15,509
SSF - Oyster Point Caltrain	Commuter	13,663	11,524	1,139	18.56%	\$10.90	8.5	10,121
SSF - Oyster Point Ferry	Commuter	3,835	2,129	320	80.13%	\$30.56	3.0	2,317
SSF - Utah Grand BART	Commuter	25,515	20,773	2,126	22.83%	\$8.43	10.8	23,238
SSF - Utah Grand Caltrain	Commuter	14,883	10,997	1,240	35.34%	\$9.82	9.2	11,341
SSF - Utah Grand Ferry	Commuter	6,058	1,701	505	256.14%	\$21.18	10.1	4,414

Totals

266,735	188,615	22,228	41.42%	\$16.49	144.92	200,801
---------	---------	--------	--------	---------	--------	---------



Q4 Website User Overview Report Summary



Analytics

Commute.org

All Web Site Data

[Go to report](#)

New Overview Report



All Users
100.00% Sessions

Apr 1, 2023 - Jun 30, 2023

Report Tab

Sessions
2,000



Page	Sessions	Users	Pages / Session	Avg. Session Duration
	60,771 % of Total: 100.00% (60,771)	32,110 % of Total: 100.00% (32,110)	2.62 Avg for View: 2.62 (0.00%)	00:01:52 Avg for View: 00:01:52 (0.00%)
1. /	15,041 (24.75%)	11,201 (16.45%)	1.90	00:02:39
2. /commuter-challenge-2023/	8,275 (13.62%)	7,348 (10.79%)	1.20	00:00:32
3. /shuttles/	3,325 (5.47%)	5,890 (8.65%)	3.68	00:02:44
4. /dashboard	2,944 (4.84%)	2,068 (3.04%)	5.84	00:01:27
5. /route/midpoint-caltrain/	2,878 (4.74%)	1,521 (2.23%)	1.39	00:01:21
6. /route/north-foster-city/	2,665 (4.39%)	1,576 (2.31%)	1.77	00:02:55
7. /route/redwood-life-caltrain/	2,267 (3.73%)	1,306 (1.92%)	1.55	00:01:44
8. /route/oyster-point-bart/	1,886 (3.10%)	1,482 (2.18%)	1.64	00:01:52
9. /route/oyster-point-caltrain/	1,736 (2.86%)	1,135 (1.67%)	1.58	00:01:10
10. /route/utah-grand-bart/	1,485 (2.44%)	1,048 (1.54%)	1.64	00:01:20

Rows 1 - 10 of 6239

Q4 Website Acquisition Overview Report Summary



Analytics

Commute.org

All Web Site Data

[Go to report](#)

Acquisition Overview



All Users
100.00% Users

Apr 1, 2023 - Jun 30, 2023

Primary Dimension:

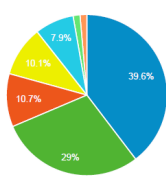
Conversion:

Top Channels

Goal 1: MyCommute.org Registration

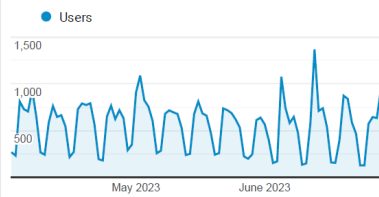
[Edit Channel Grouping](#)

Top Channels

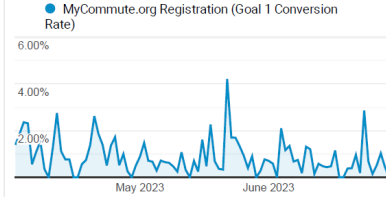


■ Direct
■ Organic Search
■ Display
■ Referral
■ (Other)
■ Paid Search
■ Social

Users



Conversions



	Acquisition			Behavior			Conversions		
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Goal 1 Conversion Rate	Goal 1 Completion	Goal 1 Value
	32,110	30,734	60,771	58.31%	2.62	00:01:52	0.95%	579	\$0.00
1 Direct	13,205			46.28%			1.51%		
2 Organic Search	9,652			64.73%			0.39%		
3 Display	3,554			85.98%			0.00%		
4 Referral	3,364			51.80%			1.35%		
5 (Other)	2,616			95.39%			0.50%		
6 Paid Search	463			53.47%			1.01%		
7 Social	457			56.95%			0.69%		

To see all 7 Channels click [here](#).

Board of Directors

(as of June 30, 2023)

CLIFFORD LENTZ (CHAIR) <i>City of Brisbane</i>	STACY JIMENEZ <i>City of Foster City</i>	SARA MCDOWELL <i>City of San Carlos</i>
EMILY BEACH (VICE CHAIR) <i>City of Burlingame</i>	ROBERT BROWNSTONE <i>City of Half Moon Bay</i>	ROBERT NEWSOM <i>City of San Mateo</i>
ELIZABETH LEWIS <i>Town of Atherton</i>	LESLIE MARDEN RAGSDALE <i>Town of Hillsborough</i>	EDDIE FLORES <i>City of South San Francisco</i>
GINA LATIMERLO <i>City of Belmont</i>	ANGELINA CAHALAN <i>City of Millbrae</i>	DAVID CANEPA <i>County of San Mateo</i>
KEN GONZALEZ <i>Town of Colma</i>	CHRISTINE BOLES <i>City of Pacifica</i>	JEN WOLOSIN <i>City of Menlo Park</i>
PAMELA DIGIOVANNI <i>City of Daly City</i>	CHRIS STURKEN <i>City of Redwood City</i>	OPEN <i>Town of Portola Valley</i>
CARLOS ROMERO <i>City of East Palo Alto</i>	RICO MEDINA <i>City of San Bruno</i>	

Supervisory Committee

(as of June 30, 2023)

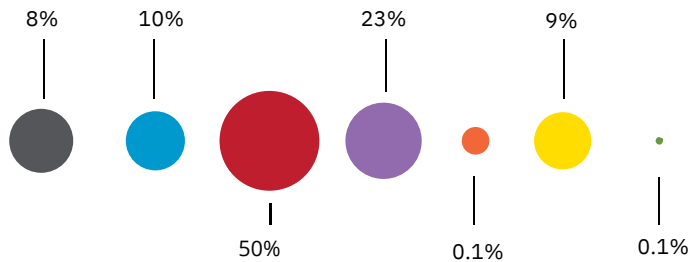
CHRISTIAN HAMMACK (CHAIR) <i>City of Foster City</i>	SUE-ELLEN ATKINSON <i>City of San Mateo</i>
SHIRLEY CHAN (VICE CHAIR) <i>City of Daly City</i>	JESSICA STANFILL MULLIN <i>County of San Mateo</i>
RANDY BREAULT <i>City of Brisbane</i>	CHRISTINA FERNANDEZ <i>City of South San Francisco</i>
KAKI CHEUNG <i>C/CAG of San Mateo County</i>	PETER SKINNER <i>San Mateo County Transit District</i>

Finance Committee

(as of June 30, 2023)

GRACE CASTANEDA (CHAIR) <i>City of Belmont</i>	CLIFF LENTZ <i>City of Brisbane</i>
SHIRLEY CHAN <i>City of Daly City</i>	

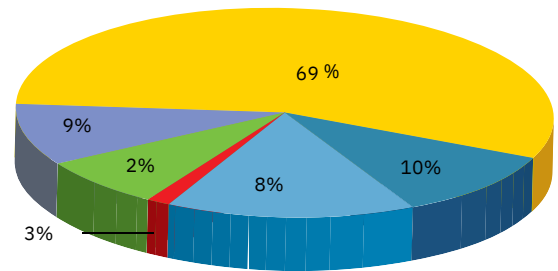
FY 2023 Funding



AB 434 Funds: BAAQMD (C/CAG) \$420,451
Congestion Relief Funding: C/CAG \$510,000
Shuttle Funding: SMCTA \$2,644,419
Shuttle Funding: Consortium Members \$1,203,263

Carpool Incentive Program: (C/CAG) \$2,700
Measure A Funds: SMCTA \$491,901
Miscellaneous & Interest \$8,361

FY 2023 Expenditures



Employer Programs \$466,833	Commuter Programs \$530,722
Shuttle Operations \$3,710,257	Community Partnerships \$184,470
Shuttle Program Management \$430,919	Admin & Program Support \$83,696

Funders and Partners



Commute.org

400 Oyster Point Boulevard, Suite 409 South San Francisco, CA 94080
Telephone: (650) 588-8170 • www.commute.org

