

**AGREEMENT BETWEEN
CITY/COUNTY ASSOCIATION OF GOVERNMENTS AND PENINSULA
TRAFFIC CONGESTION RELIEF ALLIANCE (COMMUTE.ORG) FOR
THE COUNTYWIDE VOLUNTARY TRIP REDUCTION PROGRAM
FOR FISCAL YEAR 2017/2018**

This Agreement, effective **July 1, 2017**, by and between CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY, a joint powers agency formed for the purpose of preparation, adoption and monitoring of a variety of county-wide state-mandated plans, hereinafter called "C/CAG" and Peninsula Traffic Congestion Relief Alliance, a joint powers authority, hereinafter called "Commute.org".

W I T N E S S E T H

WHEREAS, it is necessary and desirable that Commute.org be engaged by C/CAG for the purpose of performing services hereinafter described:

NOW, THEREFORE, IT IS HEREBY AGREED by the parties as follows:

1. **Services to be provided by Commute.org.** In consideration of the payments hereinafter set forth, Commute.org shall provide services in accordance with the terms, conditions and specifications set forth herein and in Exhibit A attached hereto and by this reference made a part hereof.
2. **Payments.** In consideration of the services rendered in accordance with all terms, conditions and specifications set forth herein and in Exhibit A, C/CAG shall make payment to Commute.org as follows. Commute.org shall submit to C/CAG quarterly invoices in a total contract amount not to exceed five hundred ten thousand dollars (\$510,000). Payments shall be made within 30 days after receipt and approval of the quarterly invoice from Commute.org. In the event that C/CAG makes any advance payments, Commute.org agrees to refund any amounts in excess of the amount owed by C/CAG at the time of termination of this Agreement.
3. **Relationship of the Parties.** It is understood that this is an Agreement by and between Independent Contractor(s) and is not intended to, and shall not be construed to, create the relationship of agent, servant, employee, partnership, joint venture or association, or any other relationship whatsoever other than that of Independent Contractor.
4. **Non-Assignability.** Commute.org shall not assign this Agreement or any portion thereof to a third party without the prior written consent of C/CAG, and any attempted assignment without such prior written consent in violation of this Section automatically shall terminate this Agreement.
5. **Contract Term.** This Agreement shall be in effect as of July 1, 2017 and shall terminate on June 30, 2018; provided, however, C/CAG may terminate this Agreement at any time for any reason by providing 30 days' notice to Commute.org. Termination to be effective on the date specified in the notice. In the event of termination under this

paragraph, Commute.org shall be paid for all services provided to the date of termination.

6. **Hold Harmless/Indemnity.** Commute.org shall indemnify and save harmless C/CAG, its officers, directors, employees, and servants from all claims, suits, damages or actions of every name, kind, and description, arising from Commute.org's performance, or failure to perform under this Agreement.

(a) The duty of the Commute.org to indemnify and save harmless as set forth herein, shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

(b) The obligations set forth in this section shall continue beyond the term of this Agreement as to any act or omission which occurred during or under this Agreement.

7. **Insurance.** Commute.org or its subcontractors performing the services on behalf of Commute.org shall not commence work under this Agreement until all Insurance required under this section has been obtained and such insurance has been approved by the C/CAG Staff. Commute.org shall furnish the C/CAG Staff with Certificates of Insurance evidencing the required coverage and there shall be a specific contractual liability endorsement extending Commute.org's coverage to include the contractual liability assumed by Commute.org pursuant to this Agreement. These Certificates shall specify or be endorsed to provide that thirty (30) days notice must be given, in writing, to C/CAG of any pending change in the limits of liability or of non-renewal, cancellation, or modification of the policy.

Workers' Compensation and Employer Liability Insurance: Commute.org shall have in effect, during the entire life of this Agreement, Workers' Compensation and Employer Liability Insurance providing full statutory coverage.

Liability Insurance. Commute.org shall take out and maintain during the life of this Agreement such Bodily Injury Liability and Property Damage Liability Insurance as shall protect Commute.org, its employees, officers and agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all operations under this Agreement, whether such operations be by Commute.org or by any sub-contractor or by anyone directly or indirectly employed by either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall be not less than \$1,000,000 unless another amount is specified below and shows approval by C/CAG Staff.

Required insurance shall include:

	Required Amount	Approval by C/CAG Staff if under \$ 1,000,000
a. Comprehensive General Liability	\$ 1,000,000	_____

C/CAG and its officers, agents, employees and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that the insurance afforded thereby to C/CAG, its officers, agents, employees and servants shall be primary insurance to the full limits of liability of the policy, and that if C/CAG, or its officers and employees have other insurance against a loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, C/CAG, at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work pursuant to this Agreement.

8. **Non-discrimination.** Commute.org and its subcontractors performing the services on behalf of Commute.org shall not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religion, national origin or ancestry, age, sex, sexual orientation, marital status, pregnancy, childbirth or related conditions, medical condition, mental or physical disability or veteran's status, or in any manner prohibited by federal, state or local laws.
9. **Accessibility of Services to Disabled Persons.** Commute.org, not C/CAG, shall be responsible for compliance with all applicable requirements regarding services to disabled persons, including any requirements of Section 504 of the Rehabilitation Act of 1973.
10. **Substitutions.** If particular people are identified in Exhibit A as working on this Agreement, Commute.org will not assign others to work in their place without written permission from C/CAG. Any substitution shall be with a person of commensurate experience and knowledge.
11. **Sole Property of C/CAG.** As between C/CAG and Commute.org any system or documents developed, produced or provided under this Agreement shall become the sole property of C/CAG.
12. **Access to Records.** C/CAG, or any of their duly authorized representatives, shall have access to any books, documents, papers, and records of Commute.org which are directly pertinent to this Agreement for the purpose of making audit, examination, excerpts, and transcriptions.

Commute.org shall maintain all required records for three years after C/CAG makes final payments and all other pending matters are closed.
13. **Merger Clause.** This Agreement, including Exhibit A attached hereto and incorporated herein by reference, constitutes the sole agreement of the parties hereto with regard to the matters covered in this Agreement. Any prior agreement, promises, negotiations or

representations between the parties not expressly stated in this document are not binding.

14. **Governing Law.** This Agreement shall be governed by the laws of the State of California and any suit or action initiated by either party shall be brought in the County of San Mateo, California.

IN WITNESS WHEREOF, the parties hereto have affixed their hands to this agreement for the Countywide Voluntary Trip Reduction Program on the day and year as indicated below.

Commuter.org

By _____ Date _____

Commuter.org Legal Counsel

By _____

City/County Association of Governments (C/CAG)

By _____ Date _____
Alicia C. Aguirre
C/CAG Chair

C/CAG Legal Counsel

By _____
C/CAG Legal Counsel

Exhibit A: Peninsula Traffic Congestion Relief Alliance (Commute.org) Scope of Work, FY 2017-2018

Key Initiatives: FY 2017-2018

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

1. STAR Platform

The agency will continue with the deployment and promotion of the STAR Platform as the online tool that Commute.org uses to promote, track and incentivize alternative commuting behavior. The tool, provided by software vendor Ride Amigos, was branded as the STAR Platform in FY 2016-2017 and considerable progress was made in recruiting commuters and employers to use the platform’s many tools. The Employer Outreach and Commuter Programs teams focused on this task during FY 2016-2017 and will continue to have it as a major initiative in FY 2017-2018.

The Challenge module of the STAR platform was used in the Commuter Challenges of 2016 and 2017. Approximately 1,500 commuters registered and logged their commute trips during the 2-month 2017 campaign. Final statistics and survey results are still pending; however, early indications are that the level of engagement was much higher using the STAR platform than in prior years when commuters could participate in a much more passive manner.

More than 20 employer “networks” were activated to provide employer-specific results during the Challenge. Employer support and participation is the key to the long-term success of the platform. The Employer Outreach team will continue to recruit employers to create networks and the Commuter Programs team will provide the support and training.

Networks allow the parent organization (Commute.org) to create public and private networks that are managed by “network administrators” associated with companies, cities, or organizations. Each network has almost the set of full privileges available to the parent organization, but can limit access to their network to their own employees, members, etc. This allows employers to conduct their own campaigns, challenges, and rewards programs while generating detailed information about their employees’ commuting patterns and behaviors.

Ride Amigos has recently released a smart phone app to make the trip logging more automated. Commuters will be given the opportunity to use the app to log trips in FY 2017-2018 which should result in greater participation since most commuters prefer app-based logging to manually logging using a desktop module.

Commute.org will continue to develop and deploy training tools to expedite the adoption of the platform by organizations throughout the county. More analysis is necessary to determine if anything more than basic training and basic reporting, should be provided on a fee-for-service basis.

2. Guaranteed Ride Home (GRH) Program:

Commute.org has operated an Emergency Ride Home (ERH) program for more than a decade. The current program is employer-centric, which means that only those employees who work for participating employers are eligible to use the program. To expand the coverage of this important safeguard to more people, Commute.org has been revamping the existing program and launch a new Guaranteed Ride Home (GRH) program. This initiative was started in FY 2015-2016; however, due to issues with processing reimbursements, the project was put on hold and restarted late in FY 2016-2017.

The STAR platform is currently being tested for use as the GRH module. Commuters that log their alternative mode commutes will be eligible for up to four GRH trips per year with an individual trip and maximum dollar limit. Commuters will not use vouchers in the GRH program and will be able to choose from a wider variety of options for their trips. Upon completion of their GRH trip, commuters will submit reimbursement requests which will be reviewed for compliance with program rules and then reimbursement will be sent to the commuter.

The goal of the GRH program will be to cover all permanent full-time and permanent part-time employees who are employed within San Mateo County with eligibility being limited to those days when they do not drive alone to work. Participants will be required to register before using the program. The existing ERH program will remain in effect until the employers and property managers with whom the agency currently has a contract for the ERH program are converted to the new GRH program.

3. Triennial Commute Profile Survey

Commute.org conducts a detailed survey of San Mateo County commuters and residents every three years. The “Commute Profile” survey provides important information about the commute mode choices, commute patterns, effectiveness of incentives, employer participation rates, and a host of other data that provides the framework for Commute.org’s program of work.

In FY 2017-2018, Commute.org will conduct the detailed version of the commute profile survey with the assistance of a professional survey company. The survey will guide program development for the agency as well as provide valuable data for the agency’s program partners in San Mateo County.

4. Technology-based Transportation Projects and Partnerships

Commute.org has been participating in a variety of emerging technology projects focused on transportation issues over the past several years. The agency is committed to working with partners who use technology that can lead to the reduction in single-occupancy vehicle trips in San Mateo County. Projects/partners for FY 2017-2018 include: Scoop (app-based carpooling), Waze Carpool (app-based carpooling), Joint Venture Silicon Valley (JVSV) Fair Value Commuting project, and other technologies and partners that focus on the concept of mobility as a service (MaaS).

Program Area 1: Employer Outreach & Support Services

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

1. Employer Outreach
2. Employer Support Services

Employer Outreach

Goal: Increase the adoption and use of commute alternative programs in San Mateo County.

Measures of effectiveness: a) compare mode splits of employers who offer Commute.org assistance versus employers who do not offer assistance – use triennial survey data as well as annual mode-split survey data; b) annually calculate peak period auto trips reduced, annual emissions reduced and participation in commuter alternative programs by employers participating in Commute.org programs.

Additional metrics: a) employer status measurements stratified by size; b) number of employees represented by employers in each status category; c) participation rates in programs as a percentage of total employers in San Mateo County by size and type.

Key Action Items:

1. Continue using the “Employer Commute Profile” surveys of employer commute benefits programs, barriers to success, and TDM needs for San Mateo County employers. The survey forms the basis for gathering data for a new employer-specific commuter benefits/program profile database. Survey data is published and presented in the fall/winter.
2. Provide ongoing outreach, guidance and consulting services to those San Mateo County based employers who have not yet complied with the Bay Area Commuter Benefits Program (Regulation 14, Rule 1). The regulation went into effect on April 1, 2014. The program became permanent in 2016, which provides staff with an important reason for employers to engage with the agency and with employers to become and stay compliant. This program has resulted in an increase in the number of “active” employers in the Commute.org database and should continue to do so.
3. Leverage the employer relationship to reach a large number of San Mateo County employees. This is one of the most essential functions that the Outreach Team performs. The Outreach Team actively uses direct marketing campaigns to target employer transportation coordinators (ETC’s) in an effort to get a deeper connection to those critical individuals.
4. Work with SamTrans, San Mateo County Transportation Authority, and C/CAG to support their respective mobility management goals as it relates to employers.
5. Build on the success of the “Breakfast with Transportation Champions” (2015), the “Reimagine the Commute” (2016), and the “Technology Energizes Alternative Commutes” (2017) events that engaged with transportation contacts at employers throughout San Mateo County. Staff will schedule and produce another event in winter 2018 that will further solidify the event as “the” annual symposium for ETC’s in San Mateo County.
6. Conduct targeted campaigns of small to medium sized employers to encourage employer consortiums to participate in commute alternative programs – use property managers, chambers of commerce and business organizations to reach these employers.
7. Promote the adoption of commuter-focused incentives (Carpool, Vanpool and Try Transit) at new-employee orientations, employee benefit meetings and employer transportation events.

8. Continue to support car share, bike share, and carpooling programs in JPA member cities. Additionally, the agency will continue to support and promote the “Connect” brand (e.g. Connect San Mateo, Connect Redwood City, Connect Foster City) with member cities that want to have city-specific transportation information on a unique web site.
9. Continue to build out the employer resource page on the Commute.org website. The goal is to have it be the essential “toolbox” for Employer Transportation Coordinators in San Mateo County.
10. Develop a set of training tools including webinars, videos, documents that will be used to train and support network administrators with the STAR platform. The tool already has a broad set of training videos that will need to be augmented with San Mateo County/Commute.org specific training.
11. Continue direct outreach to large employers in San Mateo County who do not currently work with Commute.org or existing employers who currently work with Commute.org to participate in innovative programs.
12. Coordinate with BAAQMD’s Spare the Air team to promote the “Great Race for Clean Air” campaign in San Mateo County (if it happens). This campaign focuses on getting employers to participate in a friendly competition with other employers to promote commute alternatives to their employees.

Employer Support Services

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

Measures of Effectiveness: a) employer satisfaction with program delivery; b) feedback from employer participants.

Key Action Items:

1. The Emergency Ride Home Program (ERH) was to be phased out in the prior fiscal year; however, it is still in operation since the replacement project is still in pilot mode. ERH is a voucher-based system that is used by 60+ employers in San Mateo County. Those employers agree to pay for 25% of the cost of the rides taken by their employees. Vouchers allow the employees to use the program with no out-of-pocket cost to themselves. The new Guaranteed Ride Program (GRH) is focused directly on commuters and is reimbursement-based.
2. Provide employers and JPA members with an opportunity to participate in the bicycle rack and locker incentive program, providing incentives for the installation of bicycle lockers and/or racks. An updated application for reimbursement which is more restrictive is one of the factors that lead to a decrease in locker/rack incentives. The goal for FY 2017-2018 is to identify high quality opportunities for the limited budget that is being allocated to the program in FY 2017-2018 (\$20,000).
3. Coordinate bicycle safety and training workshops with employers at their worksites or through city or county entities by a certified bicycle safety instructor to provide rules of the road for cyclists, tips on buying a bicycle and bicycle maintenance instruction. Consider offering a second, more detailed course on bicycle maintenance.

Program Area 2 – Employer Based Shuttle Program

Employer Based Shuttle Program Development and Management

Goal: a) continue to provide safe and reliable employer based shuttle services between employment sites and Caltrain, Bay Area Rapid Transit (BART), and San Francisco Bay Ferry stations/terminals (operated by the Water Emergency Transportation Authority – WETA); b) continue to work with existing and potential new employer consortiums to attract and retain additional ridership; c) improve the overall customer experience by maintaining high standards for on-time performance, accurate schedules, clean vehicles, and courteous drivers; d) provide employer based shuttle services that are financially sustainable and meet the funders’ targets and benchmarks.

Objectives: a) expand financial participation by employers in consortium routes to reduce costs to other participating employers; b) increase ridership through employer promotion on existing shuttle routes and potential new shuttle routes to build ridership on SamTrans, Caltrain, BART and WETA by an average of 5% annually over a three-year period.

Measures of Effectiveness: a) achieve an overall cost per passenger that meets or exceeds the funders goal for commute-oriented shuttles (currently \$7.00/passenger) across Commute.org managed network of shuttles; b) achieve funders’ benchmark of 15 passengers per revenue hour for all commuter based shuttle services; c) attain high satisfaction rates in annual customer surveys; d) reduce total cost per ton of emission to below \$90,000 per ton.

Additional Metrics: a) take advantage of the service provider’s data/reporting to measure on-time performance and make route/schedule changes based on the data; b) gather rider satisfaction data using online tools/apps; c) measure and report on cost per passenger using public funding as the numerator; d) calculate and report on public/private funding ratios across all routes.

Key Action Items:

1. Promote the “Where’s My Shuttle?” tool on the Commute.org web site. The tool uses MV Transportation’s Timepoint Software to show close to real-time shuttle locations along all of the Commute.org managed routes.
2. Continue to work on Customer Service programs including after-hours and overflow phone service.
3. Work with shuttle vendor to move vehicles with higher passenger capacities to routes that have capacity issues at peak periods.
4. Prepare for the biennial Shuttle Call for Projects which will provide funding for the shuttles in FY18/19 and FY 19/20. The “Call” will take place in December/January timeframe.
5. Conduct shuttle monitoring checks to ensure vendor compliance with agency policies and procedures. Each route should be monitored at least quarterly. This target may grow as additional routes are added to Commute.org shuttle management program.
6. Participate in employer events and meetings to encourage shuttle ridership and ensure sustainability of the shuttle program.
7. Expand financial participation in consortium routes by bringing in more employers/partners on existing routes.

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

1. Direct marketing and communication with commuters
2. Vanpool and carpool incentive program
3. Carpool to College incentive program
4. School Pool incentive program
5. Try Transit Incentive program
6. Bike to Work Day promotions

Direct Marketing and Communication with Commuters

Goal: Provide commute alternative information directly to commuters that travel to, through, or from San Mateo County so that they can make informed choices on commute options.

Measures of Effectiveness: a) gauge awareness of Commute.org and its programs in periodic general public surveys; b) number of commuters participating in Commute.org Commuter Club – agree to receive email communication from Commute.org:

Key Action Items:

1. Plan and implement media campaigns to broaden awareness of Commute.org and its programs including the STAR Platform. Collaborate with transit partners, on a new Try Transit campaign in FY 2017-2018 that builds on the ongoing “Rethink Your Commute” campaign.
2. Use a variety of media sources to reach commuters in San Mateo County. Commute.org develops an annual media plan that includes advertising and messaging across newspaper, online radio, online news sites, social media sites, public transit-oriented and high visibility public location advertising. The advertising is used to support specific programs and campaigns as well as general awareness of the agency and its available resources.
3. Agency staff uses the agency’s vehicle (Prius Hybrid) to travel to all events in the county. The vehicle is “wrapped” with a commuter-alternative theme and is highly visible to commuters.
4. Participate in San Mateo County Spare the Air Resource Team campaigns sponsored by BAAQMD to increase awareness of Commute.org and target San Mateo County commuters.
5. Develop, promote, and manage campaigns that directly target those who commute in or through San Mateo County. Use the Commuter Club email database to help promote the incentive campaigns and STAR Platform.
6. Continue to upgrade the user interface of the Commute.org site to increase its functionality, “stickiness”, and effectiveness with users.
7. Continue to evolve the mobile version of Commute.org, ensuring that the most relevant content is available for users on desktops, tablets and smart phones.
8. Continue to use media and video on Commute.org’s web site in our outreach efforts. Additional staff and third-party resources will be assigned and/or contracted to provide sufficient resources to this task to further expand our reach to a younger and more technically-oriented demographic.

Carpool and Vanpool Incentive Programs

Goal: Provide commuters with a direct incentive to try a carpool or vanpool.

Measures of Effectiveness: a) meet objective of increasing participation by 10% each year; b) meet objective of having a minimum of 70% of program participants continue their use of carpool or vanpool after incentive is provided.

Key Action Items:

1. Promote Carpool Incentives to commuters that carpool in a traditional mode at least two days per week for eight weeks. This is promoted through employers, colleges and directly to commuters at employer fairs and on the Commute.org website.
2. Promote Carpool Incentives providing incentives to commuters that use dynamic and/or app-based carpooling. Use similar criteria to reward commuters who shift modes to carpooling using one or more of the apps (e.g. Scoop and Waze Carpool). The incentive is offered on a one-time basis and requires the commuter to provide verification from the app provider.
3. Promote the Vanpool Incentive Program providing \$500 for vanpool drivers who drive a vanpool for six months and three-month subsidy for vanpool passenger costs up to \$100 per month for those who ride in a vanpool for three months. Work with 511.org and other vanpool advocacy groups to fill vacant seats in currently running vanpools.
4. Continue to provide support and resources for the Regional Rideshare Program team that focuses on carpooling throughout the Bay Area. Commute.org partners with the team when projects involve San Mateo County or employers that have at least one location in the county.
5. Conduct post-incentive survey of carpool and vanpool incentive participants to determine if they are continuing to utilize the commute alternative.

Carpool to College Incentive Program

Goal: Increase the market penetration of schools and students participating in the Carpool to College Program; and, ensure that all community and private colleges in San Mateo County are partnering with Commute.org on the Carpool to College program

Measure of Effectiveness: Annually calculate peak period commute trips reduced, annual emissions reduced, and participation in commute alternatives by schools participating in Commute.org programs.

Key Action Items:

1. Partner with colleges in the county to promote the Carpool to College program for students carpooling to college with either the traditional or app-based modes. The program has been promoted at the three San Mateo Community College Districts campuses – Canada College, Skyline College and College of San Mateo.
2. Commute.org will continue to use social media, web-based marketing and video to promote the Carpool to College program. This program will lead to a reduction in single occupant vehicle trips in the county and encourage a long-term change in the commute patterns of college students in San Mateo County.

School Pool Incentive Program

1. The School Pool program has been suspended since FY 2015-2016 due to its low performance and lack of partner interest.
2. The STAR Platform has a School Pool module that has been successfully deployed in numerous regions in the United States. The module was developed in coordination with a major school district in Denver that has a long history of successful School Pool programming.
3. Commute.org staff has presented the tool to several schools and school districts in San Mateo County, but none have agreed to deploy the tool yet. Since the School Pool module is included in the license fee for the Ride Amigos software, Commute.org will continue to make it available and will provide deployment assistance.

Try Transit Incentive Program

Goal: Increase ridership on Caltrain, SamTrans, BART, and WETA's SSF Ferry.

Measure of Effectiveness for Incentive Programs: a) track the annual number of program participants by program; b) continue follow-up surveys to measure changes in travel behavior and annually track reduction in peak period commute trips, vehicle miles travelled and emissions reduction.

Key Action Items:

1. Promote the Try Transit program to potential riders who currently drive alone. Provide program information to employer ETC's and directly to commuters at employer fairs, and via the Commute.org web site. In FY 2017-2018, the agency will continue with the direct mail campaign that targets specific San Mateo County residents (those who live near transit stations) since the campaign has resulted in significant increases in applications for the program over the past 18 months.
2. Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the incentives.
3. Produce annual report to transit agencies and secure new tickets to continue program with partnering agencies.
4. Build upon the success of the 2017 Commuter Challenge campaign to capture an even larger segment of the commute population. The spring campaign has been a primary way that Commute.org promotes transit alternatives to the people who commute to, through or within the county. Engage prior recipients of Try Transit incentives through the use of social media, surveys, and contests. By engaging with these participants we will keep the commute alternatives message in front of them and will be able to learn from their experiences with the agency and their commutes.

Bike to Work Day

Goal: Participate in Bay Area wide event to promote the use of bicycling as a convenient form of commuting.

Measures of Effectiveness: Results are developed at the regional level. Commute.org will include the San Mateo County results in their Annual Report.

Key Action Items:

1. Function as the county-wide coordinator for Bike to Work Day. Coordination entails: Recruiting and managing volunteers to staff the Energizer Stations; organizing and supplying the handouts for participants; promoting the event through employers, cities, organizations, agencies, and the media; working with the region-wide event coordinator (Silicon Valley Bicycle Coalition); and keeping statistics on the event participation.
2. Promote Bike to Work Day to employees in San Mateo County with a goal of increasing participation on Bike to Work Day by 10%. Advertising, as part of Commute.org's annual Media Plan, will be conducted through print, online, and social media outlets.
3. Continue to recruit and support the employers, non-profits, cities and other groups that volunteer to set-up and staff Energizer Stations in San Mateo County. Visit as many Energizer Stations as possible on BTWD to thank volunteers and ensure compliance with station procedures.

Program Area 4 - Working with Public and Private Partners to Collaboratively Develop New Resources and Tools to Expand Transportation Alternatives

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 and plans developed in collaboration with SMCTA and C/CAG.

Objectives: a) work with partners to ensure 100% sustainability of existing funding; b) expand funding to meet identified needs and priorities; c) develop new partnerships.

Measures of Effectiveness: a) sustainability of existing funding resources; b) amount of additional new financial and other resources generated each year.

Key Action Items:

1. Ensure that Commute.org is the recognized funding partner to implement employer-based initiatives on behalf of other transit partners in San Mateo County.
2. Participate in the San Mateo County Transportation Authority's proposed research project that will help determine future TDM projects in San Mateo County.
3. Expand financial participation by employers in consortium routes by 5% annually. Additional participation lowers the cost for all participants and helps to ensure the sustainability of the shuttle program.

4. Build the “Connect, [City Name]!” brand as a way to promote TDM strategies in San Mateo County cities. Commute.org has registered the following domains:
 - a. ConnectRedwoodCity.com / .org ~ live
 - b. ConnectSanMateo.com / .org ~ live
 - c. ConnectFosterCity.com / .org ~ live
 - d. ConnectSanMateoCounty.com / .org
 - e. ConnectSFO.com / .org
5. Continue to provide managerial support to the San Mateo Rail Corridor TMA. Since FY 2010-2011, Commute.org has aided the TMA to help them get established as a stand-alone non-profit (501(c)(4)) organization that will provide services to its members in and around the Bay Meadows development area.
6. Use the experience with the San Mateo Rail Corridor TMA to assist other cities and business districts on TDM program development.

Development of Community-Based Mobility Services

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

Objective: Focus agency efforts on first/last mile shuttles serving transit hubs. The inclusion of residential areas and community centers in commuter-based shuttles during peak commute hours is in keeping with Commute.org’s mission and is achievable with existing agency resources.

Key Action Items:

1. Continue to implement the action items recommended in the Shuttle Business Practices Study with a focus on determining the most effective and efficient methods for the various transportation-related agencies to provide shuttle services in the county.
2. Work with cities and community organizations that operate community shuttle projects to help them understand the keys to success. Serve as an advisor of best practices when it comes to questions they may have through the application and development process.
3. Assist cities and community organizations with their new routes that received funding from the San Mateo County Shuttle Program Call for Projects. Assistance may include route design, vendor coordination, shuttle monitoring, and general technical assistance.

Program Area 5 - Strengthening the Organization Capacity of the Agency 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 financial reporting and budgeting process and increase operational efficiencies.

Key Action Items:

1. Fiscal Agent migration. After 20+ years, the City of Daly City will no longer be the agency's fiscal agent. A new, yet undetermined, fiscal agent will be named in the new fiscal year. Staff will work closely with the existing and new fiscal agents to ensure a smooth transition.
2. Review all activities and programs to determine those that are most effective and those that are underperforming based on performance measurements adopted.
3. Evaluate each organizational activity for cost effectiveness as measured by Performance Measures recommended in Program Areas 1 thru 4.
4. Adjust the budget to match Commute.org's role and responsibility of the county-wide shuttle program – as changes necessitate.
5. Eliminate activities and programs that are dramatically underutilized and/or provide little substantial effect on the organizational mission.

Governance

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

Key Action Items:

1. Accountability and Transparency Initiative (carried forward from FY 2016-2017):
 - a. As part of Commute.org's commitment to achieving a culture of accountability and transparency, it will develop and publish an "Accountability Kit" that contains board approved permanent governance documents.
 - b. The Board will formally approve amendments to specific documents as required, and make an annual resolution approving the accountability documents in their entirety as representative of the prevailing governance practices of Commute.org.
 - c. In conjunction with the annual Board resolution, all Directors and Supervisory Committee members will review the accountability documents and acknowledge their understanding, and execute the Conflict of Interest form.

- d. Annually, the Executive Director will conduct an orientation session for all employees on the Organization's commitment to and implementation of accountability and transparency.
 - e. New employees, as part of their orientation will be required to review the accountability documents either in printed form or on Commute.org's website and acknowledge their understanding. Further, employees who are in management positions will execute the Conflict of Interest form.
2. Update agency by-laws, as necessary, to align with the agency's structure and mission. The by-laws received a thorough review resulting in updates that were adopted in FY 2014-2015; therefore, only minor changes are anticipated for the current fiscal year.
 3. Comply with all county and state-mandated reporting and transparency initiatives.
 4. Conduct orientation for new Board and Supervisory Committee members following the first Board meeting after new Board members have been appointed.
 5. Expand use of existing program participant database to solicit feedback from each of Commute.org's key constituency groups. Use surveys, social media tools and focus groups to understand needs and concerns.

Administration and Business Practices

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

Key Action Items:

1. Review and update the Emergency/Disaster Planning documents to reflect changes in the agency's location, scope of work, and other factors. Commute.org's role as a provider of public transportation necessitates continual review and refinement of emergency plans.
2. Review existing performance measurements, and then utilize a prioritization framework for formal policies and criteria to evaluate new opportunities that emerge to develop or manage programs and initiatives.
3. Work with Supervisory Chair and staff department managers to review/update employee wellness program, leadership development and succession plan and potential opportunities to develop grant applications that have an environmental or energy technology component.
4. Have all staff participate in a Network Security Training course provided by the IT services and support vendor.
5. Implement a secondary, off-site (cloud-based) data backup procedure.
6. Find partners to jointly develop grant proposals for funding implementation of cutting edge environmental and energy technologies.

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.

Key Action Items:

1. Publish an Annual Report that can be used to showcase the efforts of the agency and serve as a “call to action” document for municipalities and employers in San Mateo County.
2. Ensure that the FY 2017-2018 marketing campaign work across all program areas such that Commute.org’s message appears seamless to all constituents.
3. Use the agency’s website, www.commute.org, to provide information about all transportation alternatives in San Mateo County, provide shuttle riders with schedule and route information, provide real-time tracking of shuttles, provide information updates on San Mateo County commute conditions, provide employers with access to the commute alternative planning tools and services provided by the Project Sponsor and its partner agencies, and provide links to the websites of our partner agencies and other Bay Area transportation providers.
4. Use a variety of marketing techniques to promote, encourage, and sustain non-drive alone commute alternatives. Marketing includes traditional print and direct mail pieces as well as digital marketing on streaming radio, search engines, web sites, etc. Social media is an increasingly important element of the agency’s marketing efforts with campaigns on Facebook, Twitter, Instagram, YouTube, LinkedIn and other social media outlets.
5. Provide phone support about general information relating to transportation alternatives to driving alone, including HOV, Public Transit, Shuttles, and Park-and-Ride facility information to callers who call (650) 588-8170 or (650) 588-1600.