

FISCAL YEAR 2020-2021 TFCA FUNDING AGREEMENT
BETWEEN
THE CITY/COUNTY ASSOCIATION OF GOVERNMENTS
AND
COMMUTE.ORG

This 2020-2021 TFCA Funding Agreement (“Agreement”), effective as of July 1, 2020 (“Effective Date”), is made and entered into between the City/County Association of Governments or C/CAG, a joint powers agency hereinafter referred to as "Program Manager," and Commute.org, a joint powers authority, hereinafter referred to as "Project Sponsor".

SECTION I

RECITALS:

- 1) The Bay Area Air Quality Management District, hereinafter referred to as "Air District," is authorized under Health and Safety Code Sections 44223 and 44225 to levy a fee on motor vehicles. Funds generated by the fee are referred to as the Transportation Fund for Clean Air (TFCA) and are used to implement projects to reduce air pollution from motor vehicles.
- 2) Health and Safety Code Section 44241 limits expenditure of collected revenues to specified transportation control measures included in the plan adopted by the Air District pursuant to Health and Safety Code Sections 40233 and 40717, and limits the allocation of the funds to public agencies within the Air District's jurisdiction.
- 3) Health and Safety Code Section 44241(d) stipulates that forty (40) percent of funds generated within a county where the fee is in effect shall be allocated by the Air District to one or more public agencies designated to receive the funds.
- 4) The Air District has been notified, in a communication dated July 29, 1992, that the Program Manager is the duly authorized recipient of forty (40) percent of the funds collected in San Mateo County, and has been so designated by resolutions adopted by the San Mateo County Board of Supervisors and by the City Councils of a majority of the cities representing a majority of the population in the incorporated area of the county. The resolutions specify the terms and conditions for the expenditure of funds by the Program Manager.
- 5) The role of the Program Manager is to administer the Transportation Fund for Clean Air (TFCA) County Program Manager funds. This includes the preparation of an expenditure plan for approval by the C/CAG Board of Directors and the Air District Board of Directors, project sponsor oversight, preparation and submittal of the Funding Status and Final reports and TFCA County Program Manager fund audit support.
- 6) On February 13, 2020, the Program Manager approved projects for TFCA funding, including \$600,000 to fund the Countywide Voluntary Trip Reduction Program for Fiscal Year 2020-2021 as set forth in Attachment A and incorporated herein (hereinafter

TFCA Agreement Commute.org Countywide Voluntary Trip Reduction Program FY 2020-2021

referred to as "Project").

- 7) The Program Manager and Project Sponsor, pursuant to Health and Safety Code Section 44241, hereby enter into this Agreement to implement the Project to improve air quality in the San Francisco Bay Area Air Basin.

SECTION II

PROJECT SPONSOR AGREES:

- 1) To apply all funds received under this Agreement to the Project, consistent with the mutually agreed to terms and conditions contained in this Agreement.
- 2) To maintain, at all times during the term of this Agreement, a separate account or sub-ledger for all funds received under this Agreement and to withdraw funds from this separate account.
- 3) To maintain, or cause to be maintained adequate records to document and demonstrate to the Program Manager, Air District staff and auditors the receipt and expenditures of TFCA funds.
- 4) To allow the Program Manager and the Air District to audit all expenditures relating to the project funded through this Agreement. For the duration of the project as described in Attachment A and for five (5) years following completion of the Project, Project Sponsor will make available to the Program Manager, Air District staff, or to an independent auditor selected by the Air District all records relating to Project performance and expenses incurred in implementing the Project.
- 5) To maintain employee time sheets documenting those hourly labor costs incurred in the implementation of the Project, which are paid with funds received under this Agreement, or to establish an alternative method to document staff costs charged to the Project.
- 6) All TFCA funds allocated to Project Sponsor will be distributed on a cost reimbursement basis, on the basis of documented legitimate expenditures for the intended purpose of the Project. Legitimate documented expenditures shall be defined as those described in Attachment B and incorporated herein. Costs will be reimbursed only to the amount of the TFCA funds authorized by this Agreement. In no event shall the Program Manager be required to provide any funding to the Project Sponsor under this Agreement unless such funds are first provided to the Program Manager by the Air District.
- 7) To keep necessary records of the performance of the Project in order to expedite evaluation of emissions reductions achieved from implementation of the Project.
- 8) To submit reports to the Program Manager as follows:
 - a) Annual Report: The Project Sponsor shall submit an annual report to the Program Manager within (4) months of the end of each fiscal year which

itemizes (a) the expenditure of the funds, (b) progress to date in the implementation of the Project and (c) the results of the monitoring of the performance of the Project. The Program Manager shall submit the annual reports on Air District-approved report forms annually until the Project is completed.

- 9) To use both the Air District's and C/CAG's approved logos for the TFCA project implemented directly by the Project Sponsor under this Agreement, as specified below:
 - a) the logo will be used on signs posted at the site of any construction;
 - b) the logo will be displayed on any vehicles operated with or obtained as part of the Project;
 - c) the logo will be used on any public information material relating to a Project, such as websites and printed materials, including transit schedules, brochures, handbooks, maps and other promotional materials; and
 - d) Project Sponsor will demonstrate to the Program Manager through photographs of vehicles and copies of press releases that Air District and C/CAG logos are used and displayed as required.
- 10) To acknowledge the Air District as a funding source in any related articles, news releases or other publicity materials for the Project which are implemented directly by the Project Sponsor.
- 11) Project Sponsor shall provide Program Manager certificates and/or other evidence of the insurance coverage required below. Project Sponsor shall obtain and maintain in full force and effect insurance as set forth below. Failure to obtain and maintain the insurance coverage and to comply with all insurance requirements shall be deemed a breach of this Agreement.
 - a) Liability insurance with a limit of not less than \$1,000,000 per occurrence. Such insurance shall be of the type usual and customary to the business of the Project Sponsor and to the operation of the vehicles, vessels, engines, or equipment operated by the Project Sponsor.
 - b) Property insurance in an amount of not less than the insurable value of Project Sponsor's vehicles, vessels, engines or equipment funded under the Agreement and covering all risks of loss, damage or destruction of such vehicles, vessels, engines or equipment.
- 12) All funds received under this Agreement shall be expended only in accordance with all applicable provisions of the law for the project that is implemented directly by the Project Sponsor.
- 13) To return to the Program Manager all funds that are not expended in accordance with applicable provisions of law.

- 14) To the extent not otherwise prohibited by law, and to the extent required by the California Public Records Act (California Government Code section 6250 et seq.), to place in the public domain any software, written document, or other product developed with funds received through this Agreement.
- 15) If TFCA funds are used for the purchase of any vehicle(s), Project Sponsor must either obtain approval from the Program Manager for alternative use of the vehicle(s) or return to the Program Manager any funds realized from the sale of any vehicle(s) purchased with TFCA funds if such reuse or sale occurs within the industry standards for the useful life from the date of purchase of the vehicle(s). The amount of funds returned to the Program Manager shall be proportional to the percentage of TFCA funds originally used to purchase the vehicle(s).
- 16) Project Sponsor will complete the Project by June 30, 2021.
- 17) Project Sponsor must sign this Agreement within sixty (60) days after the Program Manager has transmitted it to them in order to remain eligible for the granted TFCA funds. Program Manager may grant a one-time extension of thirty (30) days to the applicant for just cause.
- 18) Unless authorized by the Program Manager, if no status reports and/or reimbursement requests are received from the Project Sponsor within one (1) year from the date of execution of the Agreement the Project will be considered for cancellation and the funds reprogrammed.

SECTION III

PROGRAM MANAGER AGREES:

- 1) To distribute TFCA funds allocated to the Project Sponsor only on a cost reimbursement basis, on the basis of documented legitimate expenditures for the intended purpose of the Project. Costs will be reimbursed only to the amount of the TFCA funds authorized by this Agreement. In no event shall the Program Manager be required to provide any funding to the Project Sponsor under this Agreement unless such funds are first provided to the Program Manager by the Air District.
- 2) To reimburse costs from the execution of this Agreement through June 30, 2021.
- 3) To provide timely notice prior to conducting an audit.
- 4) To provide the Project Sponsor, and any other requesting party, a copy of the fiscal and performance audits as specified in Section 44242 of the Health and Safety Code.
- 5) To provide the Project Sponsor with all Project Sponsor reporting forms required for the Project Sponsor to submit pursuant to this Agreement, including the Semi-Annual Funding Status Report and Annual Report required pursuant to Section II.8 above.

SECTION IV

IT IS MUTUALLY AGREED:

- 1) Term: This Agreement will remain in effect for three (3) years after the completion of the Project, unless it is terminated as provided below.
- 2) Termination: Either party may terminate this Agreement at any time by giving written notice of termination to the other party which shall specify the effective date thereof. Notice of termination under this paragraph shall be given at least ninety (90) days before the effective date of such termination. This Agreement will also terminate at the end of the fiscal year during which the City/County Association of Government loses designation as Program Manager for San Mateo County.
- 3) Indemnity: Project Sponsor shall indemnify and hold harmless the Air District, its employees, agents, representatives, and successors-in-interest against any and all liability, loss, expense, including reasonable attorneys' fees, or claims for injury or damages arising out of their performance of the project or operation or use of the equipment that is subject to this Agreement. Project Sponsor shall indemnify and save harmless Program Manager and its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Project Sponsor under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, any of the following: (A) injuries to or death of any person, including Project Sponsor or its employees/officers/agents; (B) damage to any property of any kind whatsoever and to whomsoever belonging; (C) any sanctions, penalties, or claims of damages resulting from Project Sponsor's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or (D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of Program Manager and/or its officers, agents, employees, or servants. However, Project Sponsor's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which Program Manager has been found in a court of competent jurisdiction to be liable by reason of its own negligence or willful misconduct. The duty of Project Sponsor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code. In the event that, for any reason other than Program Manager's sole misconduct, the Air District seeks return of funds already distributed to the Project Sponsor pursuant to this Agreement, the Project Sponsor shall indemnify and reimburse the Program Manager in the amount the Program Manager is required to return to the Air District under the funding Agreement between the Program Manager and the Air District.

This indemnification provision will survive termination or expiration of this Agreement.

- 4) Notices: Any notice which may be required under this Agreement shall be in writing, shall be effective when received, and shall be given by personal service, by U.S. Postal Service mail, or by certified mail (return receipt requested), to the address set forth below, or to such addresses which may be specified in writing to the parties hereto.

John Ford
Commute.org
400 Oyster Point Blvd, Suite 409
South San Francisco, CA 94080
650-588-8170

Kim Wever
City/County Association of Governments
555 County Center, 5th Floor
Redwood City, CA 94063
650-599-1451

- 5) Additional Acts and Documents: Each party agrees to do all things and take all such actions, and to make, execute and deliver such other documents and instruments, as shall be reasonably requested to carry out the provisions, intent and purpose of this Agreement.
- 6) Integration: This Agreement represents the entire agreement of the parties with respect to the funds initially allocated to be spent in FY 2020-2021 described in this Agreement, and no representation, warranties, inducements or oral agreements have been made by any of the parties except as expressly set forth herein, or in other contemporaneous written agreements.
- 7) Amendment: This Agreement may not be changed, modified or rescinded except in writing, signed by all parties hereto, and any attempt at oral modification of the Agreement shall be void and of no effect. Any change in the project scope shall constitute an amendment under this Agreement.
- 8) Independent Contractor: Project Sponsor renders its services under this Agreement as an independent contractor. None of the Project Sponsor's agents or employees shall be agents or employees of the Program Manager. This paragraph does not apply to elected officials serving concurrently on the governing boards of the Project Sponsor, Program Manager or the Air District.
- 9) Assignment: This Agreement may not be assigned, transferred, hypothecated, or pledged by any party without express written consent of the other party.
- 10) Severability: Should any part of this Agreement be declared unconstitutional, invalid, or beyond the authority of either party to enter into or carry out, such decision shall not affect the validity of the remainder of this Agreement which shall continue in full force and effect; provided that, the remainder of this Agreement can, absent the excised portion, reasonably be interpreted to reflect the intentions of the parties.
- 11) Force Majeure: Neither the Project Sponsor nor the Program Manager shall be liable or deemed to be in default for any delay or failure in performance under this Agreement or interruption of services, directly or indirectly, from acts of God, civil or military authority, acts of public enemy, war, strikes, labor disputes, shortages of suitable parts, materials, labor or transportation, or any similar cause beyond the reasonable control of

the Project Sponsor or Program Manager.

- 12) **Governing Law:** This Agreement shall be construed and interpreted and the legal relations created thereby shall be determined in accordance with the laws of the State of California.

IN WITNESS WHEREOF, Project Sponsor and Program Manager have entered into this 2019-2020 TFCA Funding Agreements of the Effective Date set forth above.

FOR PROJECT SPONSOR:

By: _____
Cliff Lentz, Chair
Commute.org

Approved as to form:

By: _____
Commute.org Legal Counsel

FOR PROGRAM MANAGER:

By: _____
Marie Chuang, Chair
City/County Association of Governments

Approved as to form:

By: _____
C/CAG Legal Counsel

ATTACHMENT A

COUNTYWIDE VOLUNTARY TRIP REDUCTION PROGRAM PROJECT INFORMATION

- A. Project Number: 21SM01
- B. Project Title: Countywide Voluntary Trip Reduction Program
- C. TFCA Program Manager Funds Allocated: \$600,000
- D. TFCA Regional Funds Awarded (if applicable):\$
- E. Total TFCA Funds Allocated (sum of C and D):\$600,000
- F. Total Project Cost: \$ 1,547,400
Indicate the TFCA dollars allocated (C, D and E) and total project cost (F). Data from Line E (Total TFCA Funds) should be used to calculate C-E.
- G. Project Description:

Commute.org (the “Project Sponsor”) provides Transportation Demand Management (TDM) programs in San Mateo County as part of a region wide network of TDM services provided in collaboration and partnership with the Bay Area Carpool Program, 511 Contra Costa, San Francisco’s Office of the Environment, Solano Napa Commuter Information, MTC and various transportation agencies in the Bay Area to encourage use of transportation alternatives such as carpools, vanpools, telework and transit. Efforts are targeted primarily at commute trips that originate or terminate in San Mateo County.

Project Sponsor will use TFCA funds to complete specific activities as described below:

- Employer Based Shuttle Program Development and Management: 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. Work with consortiums of employers, property managers, and municipalities to provide matching funds to operate the service and to attract and retain ridership. Improve the overall customer experience by maintaining high standards for on-time performance, accurate schedules, clean vehicles, and courteous drivers. Provide shuttle services that are equitable, financially sustainable, and successful as measured by the funders’ targets and benchmarks.
- Employer Programs: Project Sponsor conducts marketing and outreach to employers, property managers, and program partners in San Mateo County providing commuter benefits consulting services to encourage employers to provide alternative commute benefits or programs to their employees. The employer programs team provides TDM support services, including Guaranteed Ride Home, bicycle safety and training

workshops, TDM best practices consulting, and Bay Area Commuter Benefits Program support services. Most employers in San Mateo County do not have dedicated resources or expertise in TDM programming; therefore, the employer programs team serves as a valuable resource to those employers.

- In the COVID-19 period, the Project Sponsor’s employer programs team will gear their services and outreach towards providing the latest safety protocols for all modes of commuting as it is clear that employers require easy-to-find information on “Getting to Work Safely” for their employees as the crisis evolves. This includes an added focus on telework as both a short-term and long-term alternative to driving alone. The employer team will use the relationships they have established through this program to serve as a trusted resource for employers to get the latest information on commute alternatives and best practices during the pandemic.
- Online TDM Platform: San Mateo County employers, TMAs, municipalities, non-profit organizations, and program partners are eligible to utilize the Project Sponsor’s transportation demand management software platform (“STAR”) to provide their employees with ridematching, trip logging, trip planning, gamification tools, and impact reports that will encourage and measure mode shift from drive-alone to alternative commute modes.
- Commuter Programs: Project Sponsor also reaches commuters directly as opposed to through their employers. Direct commuter outreach includes residential and community marketing, challenges, and communications. San Mateo County commuters are eligible to utilize the STAR platform to help with ridematching, trip logging, trip planning, and personal impact reports that encourage and measure their mode shift from drive-alone to alternative commute modes.
- Incentive Programs:
 - Project Sponsor manages a “Carpool Incentive” program. The incentive is primary funded through a separate grant; however, administration and a portion of the rewards are covered by this project. The program encourages commuters to use carpool apps such as Scoop and Waze Carpool to find partners. Only verifiable carpool trips are eligible for this incentive.
 - Project Sponsor provides a “New Vanpooler Rider Incentive.” Drive-alone commuters, who live in, work in and/or commute through San Mateo County and who switch to vanpooling to work are eligible to receive a financial incentive of up to \$100 per month for three months after the first three months of participating in a vanpool as a passenger. This program is expected to be suspended at the end of calendar year 2020. It will be replaced with a new Vanpool Incentive.
 - Project Sponsor provides a “Vanpool Driver Incentive.” Drivers of vanpools originating in or destined for San Mateo County who keep their vanpools operating for six months as the driver are eligible to receive a financial incentive of up to \$500 per driver. This program is expected to be suspended at the end of calendar year 2020. It will be replaced with a new Vanpool Incentive.

- Project Sponsor is developing a new “Vanpool Incentive” program that is scheduled to be launched in January 2021. The program will be modeled on the existing Carpool Incentive program and will provide up to \$100 in incentives to qualified participants who choose vanpooling as a commute alternative. Participants will be required to register on the STAR platform, log vanpool trips, provide proof of vanpool participation, and provide details about their commute behavior to qualify for the incentive. Unlike the prior vanpool incentive programs, the new program will reward drivers and riders at the same level.
- Project Sponsor has developed a “Bicycle Incentive” program that will be launched in July 2020. Project Sponsor has never offered an incentive to commuters to encourage them to use a bicycle as a regular mode for their commutes. Given the likely reduction in commuters choosing to use public transit in the COVID-19 recovery period and the lack of active transportation incentives, the Project Sponsor expects strong participation in this new program. The incentive will be based on the carpool incentive program and will share many of the same program features/requirements: 1) it will operate on the STAR platform; 2) commuters will need to use a “connected app” to log verified bicycle commutes; 3) up to \$100 in incentives will be available for a commuter to earn (40 days of bicycle commuting); 4) surveys and STAR platform data will be used to guide program changes.
- Project Sponsor provides a “Try Transit Program.” Commuters, who live in, work in and/or commute through San Mateo County can try transit for free by applying for free transit tickets provided by transit agencies in San Mateo County and neighboring partner agencies in surrounding counties. Current program participants include BART, Caltrain, SamTrans, and San Francisco Bay Ferry.
- Project Sponsor conducts an annual two month “Commuter Challenge” in April and May, Commuters, who live in, work in and/or commute through San Mateo County are encouraged to use commute alternatives including public transit, carpools, vanpools, bicycling or walking during the two-month campaign period. Participants who meet the campaign requirements and register in the Commuter Connections database are eligible for weekly prize drawings and grand prizes (selected randomly from qualified entries).
- Project Sponsor conducts quarterly Challenges in addition to annual Commuter Challenge. The quarterly challenges are designed to encourage commuters to shift from drive-alone commuting to any of the VMT reducing commute modes available to them. Prize drawings and social media recognition are used to encourage the behavior change and recognize the efforts of those who shift modes.
- Project Sponsor uses the STAR platform to support, track, and reward non-drive alone commuters. The commuters use the STAR platform to find carpool and vanpool partners, plan alternative mode commutes, log their commute trips, participate in surveys, and measure the impact of their commutes. Data, including carbon dioxide reduction, commute cost savings, miles traveled by mode, and

other measurements are collected and are available for analysis on an individual basis as well as by network and overall program.

- Project Sponsor also provides a “Guaranteed Ride Home Program” for commuters and college students. Anyone who works or goes to college in San Mateo County is eligible to participate in the program. If, on a day when the employee or student uses a non-drive alone commute alternative they have an emergency, then they are eligible for up to 100% reimbursement of their transportation expenses (subject to program rules and regulations). Participants must log their non-drive alone trip on the STAR platform and comply with all program rules and restrictions in order to receive reimbursement (up to \$60 per trip).
- Project Sponsor provides a “Commuter Bike Safety Training Program.” Employers, property managers, and municipalities in San Mateo County can coordinate with Project Sponsor to provide both on-site and remote bicycle safety training seminars for employees and residents. A certified bicycle trainer is provided at no cost to the requesting organization to instruct participants on a wide range of topics that encourage safe cycling. In addition to the seminars, the Project Sponsor produces bicycle safety handbooks (available in both English and Spanish) and co-produces a bicycle map of San Mateo County.
- Project Sponsor functions as the county-wide coordinator for Bike to Work Day. Coordination entails: Recruiting and managing volunteers to staff the Energizer Stations; evaluating locations and organizations for new Energizer Stations; promoting, coordinating, and selecting the Bike Commuter of the Year for San Mateo County; organizing and supplying the handouts for participants; promoting the event through employers, cities, organizations, and the media; working with the region-wide event coordinator (Bay Area Bicycle Coalition); and keeping statistics on the event participation.
- Website: Project Sponsor has a website, www.commute.org that serves commuters, residents, employers, and program partners. The site, which is being redesigned in 2020, provides information about all transportation alternatives in San Mateo County, provides shuttle riders with schedule and route information, provides real-time tracking of shuttles, provides information updates on San Mateo County commute conditions, provides employers with access to the commute alternative planning tools and services provided by the Project Sponsor and its partner agencies, and provides links to the websites of our partner agencies and other Bay Area transportation providers.
- Marketing: Project Sponsor uses a variety of marketing techniques to promote, encourage, and sustain non-drive alone commute alternatives. Marketing includes traditional print and direct mail pieces, ads on digital billboards in and around San Mateo County, ads on SamTrans buses (sides), program informational pieces inside SamTrans buses and Caltrain trains, as well as digital marketing on search engines, social media sites, news web sites, etc. Social media continues to be an important mechanism for the Project Sponsor’s marketing efforts with campaigns on Facebook, Twitter, Instagram, YouTube, LinkedIn and other social media outlets.

- Project Sponsor provides 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. Additionally, the shuttle program has a new toll-free number (833-426-6688) that is used for the Text Alert program but also allows passengers to text comments and questions to the team.

H. Final Report Content: Final Report form and final Cost Effectiveness Worksheet
Form 1 – Ridesharing, Shuttles, Transit Information, Rail/Bus Integration, Smart Growth, and Traffic Calming Projects. (Includes Transit Bus Signal Priority.)

ATTACHMENT B

GUIDELINES FOR ELIGIBLE TFCA REIMBURSABLE COSTS

The Transportation Fund for Clean Air (TFCA) enabling legislation allows the vehicle registration fees collected for the program to be used for project implementation costs, as well as administrative project costs. This attachment provides guidance on differentiating and reporting these costs. The Air District will use the definitions and interpretations discussed below in the financial accounting of the TFCA program. The Air District conducts audits on TFCA-funded projects to ensure that the funds have been spent in accordance with the program guidelines and policies.

Project Implementation Costs

Project implementation costs are charges associated with implementing a TFCA-funded project including:

- Documented hourly labor charges (salaries, wages, and benefits) directly and solely related to implementation of the TFCA project,
- Capital costs,
- Capital equipment installation costs,
- Equipment maintenance costs,
- Shuttle driver labor costs,
- Labor costs related to capital purchases,
- Operator or personnel training directly related to project implementation,
- Contractor labor charges related to the TFCA project, and
- Travel and training costs only if these costs are directly related to the implementation of the TFCA-funded project (e.g., the cost of training mechanics to service TFCA-funded natural gas clean air vehicles).

The Project Sponsor may seek reimbursement for these costs by providing proper documentation with project invoices. Such documentation must show how the project implementation costs were calculated, for example, by listing the date when the hours were worked, employee job title, employee hourly pay rates, tasks, and total charges. Documentation of hourly charges may be provided with time sheets or any other generally accepted accounting method to allocate and document staff time.