

**AGREEMENT BETWEEN
CITY/COUNTY ASSOCIATION OF GOVERNMENTS
AND COMMUTE.ORG
FOR THE COUNTYWIDE VOLUNTARY TRIP REDUCTION PROGRAM
FOR FISCAL YEAR 2020-21**

This Agreement, effective **July 1, 2020**, 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, 2020 and shall terminate on June 30, 2021; 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 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 Commute.org 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 Commute.org 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 Commute.org'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 C/CAG and/or its officers, agents, employees, or servants. However, Commute.org's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which C/CAG has been found in a court of competent jurisdiction to be liable by reason of its own negligence or willful misconduct. The duty of Commute.org 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.

This indemnification provision will survive termination or expiration of 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	_____
b. Workers' Compensation	\$ Statutory	_____

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 or 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.

Commute.org

By _____
Cliff Lentz, Chair

_____ Date

By _____
Commute.org Legal Counsel

City/County Association of Governments (C/CAG)

By _____
Marie Chuang, C/CAG Chair

_____ Date

By _____
Melissa Andrikopoulos, C/CAG Counsel

Exhibit A

SCOPE OF WORK

Commute.org Scope of Work, FY 2020-2021

Program Area 1: Employer Programs

Employer Outreach & Education

- Goal: Increase adoption of commute alternative programs by employers in San Mateo County by providing Transportation Demand Management (TDM) tools, resources, programs, and consulting.
- FY 2020-2021 Action Items:
 - 1) Become a trusted TDM resource for employers in San Mateo County by using direct and indirect marketing and outreach techniques to identify organizations that will benefit from our expertise. Not all employers will need the full suite of programs that our employer team offers but making sure that they know Commute.org is there for them when they do need assistance is critical.
 - 2) Target employers of all sizes in all industries throughout San Mateo County. Employers with limited TDM programming are the primary targets for our outreach team. Employers with robust TDM programs are less likely to need our services and expertise; however, they can be called upon to provide peer-to-peer mentoring and best practice sharing to others in San Mateo County.
 - 3) Establish strong working relationships with employers and then provide them with access to tools and programs that help them to provide their employees with meaningful commute alternatives.
 - 4) Continually review and update the internal employer database to ensure accuracy of the employer and transportation coordinator contacts. Use public records, surveys, and direct mail in combination with the Bay Area Commuter Benefits database to verify records. There will likely be a lot of changes to the database due to the economic impact of the COVID-19 crisis.
 - 5) Build on the success of employer-focused annual symposiums that have been produced by the employer programs team since 2015. In March 2020, the team hosted “A Balancing Act: Work + Life + Commute” an online symposium with over 100 participants. Originally designed as an in-person event, the team transitioned the event to a 3-hour webinar. It is too early to know if the 2021 event will be in-person or virtual but based on the feedback received from this year’s participants, there is a strong likelihood that it will be conducted online again in 2021.
 - 6) Develop and produce an ongoing webinar roundtable series for employers in San Mateo County focusing on transportation needs and questions. Our agency

- anticipates changing transportation needs as employers adapt their operations to the COVID-19 conditions. The employer programs team started on this concept in Spring 2020 and produced multiple virtual roundtable events that were attended by over 80 employers. The team will continue to refine the format used to engage employers of all sizes and types making sure that the content is applicable to the many different employer types we have in San Mateo County (e.g. office, retail, warehouse, tech, bio-tech, government, manufacturing, service, financial).
- 7) Continue to promote the “Best Workplaces for Commuters” program to employers in San Mateo County. Employers who participate in the program and meet specific TDM guidelines have a lower drive-alone rate for employees. Commute.org has found that it can leverage other organization’s programs (e.g. BWC) to encourage adoption of TDM practices – especially at larger employers.
 - 8) Participate in San Mateo County Spare the Air Resource Team campaigns for employers sponsored by BAAQMD to increase awareness of Commute.org and target San Mateo County employers and commuters.
 - 9) Continue to produce newsletters for employers called the Employer eNews at greater frequency as part of our pandemic response, shifting from monthly to weekly content. Over 2,400 employer contacts receive the newsletter which includes information on programs, services, legislation, and TDM best practices.

Employer Support Services

- Goal: Provide employer support services, including the STAR platform, Guaranteed Ride Home, bicycle safety and training workshops, TDM best practices consulting, and Bay Area Commuter Benefits Program support services. These programs are provided to encourage employers to make their employees aware of the vast array of programs that are available to support them in using alternative commutes. 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, no-cost resource to those employers.
- FY 2020-2021 Action Items:
 - 1) Promote the use of the STAR platform by employers. STAR is Commute.org’s online TDM support, tracking and rewards system. The software platform is licensed from RideAmigos and allows individual employers, cities, and organizations to have their own unique “networks” under the Commute.org umbrella. 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. As more employers look to add TDM programs to their suite of employee benefits, STAR provides them with a no-cost option. Employees benefit from this integrated toolkit by being able to take advantage of their employer’s programs as well as those offered by Commute.org.
 - 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) or are delinquent in re-registering. The regulation became permanent in 2016, which provides the employer programs team

with an added opportunity to engage with employers who have 50 or more employees in the Bay Area. Many employers who may not have been compliant in prior years may now be able to establish compliance by adopting a remote work policy that builds on the experience they gained during the COVID-19 shelter in place period.

- 3) Continue to develop TDM tools including infographics, guides, tip sheets, social media campaigns, webinars, videos, and white papers that are used to introduce small to medium employers without a formal TDM program or coordinator to commute alternatives as well as strengthen employers with devoted transportation coordinator in San Mateo County. In addition, these materials will also be geared 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. Due to the decrease in in-person gatherings and a likely saturation of webinars as replacement of event marketing, diversifying our marketing channels and platforms will help disperse our messaging to a larger audience more succinctly and efficiently when the production time of a live webinar or long format white papers and articles are not appropriate, and busy employers struggling to keep afloat or continue operations in a struggling economy want our resources in a quick and easy to digest format.
- 4) As part of the website redesign project, revamp the Employer Resource page to include TDM self-assessment tools and downloadable resources that also collect new employer leads to track our growth in new industries, cities, and especially in small to medium businesses that do not have the capacity and resources for a formal TDM coordinator. Using email marketing plug-ins and pop-up integration, visitors will be required to provide their contact information in exchange for the utilizing the resources on the site.
- 5) As one of the new means of engagement with employers in lieu of what were in-person brown bag presentations, the employer program representatives will conduct individualized follow-ups from the leads generated by the revamped Employer Resource webpage, providing support based on an internal assessment “grades” of an employers’ knowledge and implementation of TDM from new-to-commuter programs to fully formalized programs and benefits.
- 6) The pandemic has highlighted key industries (warehouse, manufacturing, retail, service, health care) that require additional and focused support as businesses and workplaces adapt to new operational protocols. The employer programs team will thus be segmenting our outreach accordingly for those who are physically working onsite and may also be dealing with complicated commute scenarios given the impacts on shared transit with new distancing and protection requirements as well as reduced service schedules. As such, the Employers team is developing Safe Commute Care Packages of branded face coverings, hand sanitizers and first aid kits, first to be piloted to essential businesses and subsequently non-essential businesses gradually re-opening – and continued outreach and needs assessments for these employers will continue throughout the year.
- 7) Continue to support shared-ride services including bike share, micromobility, carpooling and vanpooling programs in JPA member cities. As part of this effort, the

agency will continue to work with member cities that want to develop city-specific transportation information on their own web sites as well as on the “Connect” branded sites that exist in some jurisdictions.

- 8) Coordinate bicycle safety and training workshops with employers and JPA members either at their worksites or through city or county entities by a certified bicycle safety instructor to provide rules of the road for cyclists, tips on buying a bicycle and bicycle maintenance instruction. In Spring 2020, Commute.org partnered with Silicon Valley Bike Coalition to produce a five-part webinar series on a variety of topics including bike commuting. The success of those webinars will lead the employer programs team to take advantage of remote education offerings as long as the COVID-19 conditions persist.

Program Area 2 – Shuttle Program

Shuttle Program Development and Management

- Goals: 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.
- FY 2020-2021 Action Items:
 - 1) Ridership leading up to the COVID-19 crisis was steady when looked at across the 20+ routes that Commute.org manages. There were some routes where ridership was declining and other routes where ridership was on the increase. Once the shelter-in-place orders went into effect, ridership dropped by approximately 90%. We will start this year with great uncertainty as to the pace with which people will go back to work and when they might feel comfortable going back to public transit. There are, however, many residents and commuters in San Mateo County who rely on public transit including the Commute.org shuttles to move throughout the county. Doing everything in our power to make sure the vehicles are safe, clean, and compliant with public health orders is the first and most important objective for the new fiscal year.
 - 2) The shuttle vendor has adopted enhanced cleaning and disinfectant procedures. Additionally, Commute.org has procured hand sanitizer dispensers and anti-microbial hand rail coverings to vehicles in the fleet. The vendor and the team must be ready to continually adjust policies, procedures, and schedules until such time as the COVID-19 pandemic is controlled.
 - 3) The shuttle vendor has had staffing issues since early 2018; however, given the number of routes across the system that have been suspended or cancelled the

vendor has sufficient staff to meet the contractual obligations. SamTrans, Caltrain and Commute.org exercised two option years on the contract with the vendor. This will be the first year of the extension. An RFP is likely to be undertaken in the next year for a new contract award at the conclusion on the second option year.

- 4) During the recent Call for Shuttle Projects, the San Mateo County Transportation Authority in collaboration with C/CAG awarded Commute.org with funding on all the routes for which it applied. The funding period runs from July 1, 2020-June 30, 2022. The shuttle team will work with the funders, operator, consortium members, and transit agencies to make sure that the appropriate amount service is available as commuters return to public transit. The team will attempt to balance the service changes with factors such as cost, demand, and social distancing.
- 5) Commute.org will take over management of two additional routes on July 1st. The Millbrae/Broadway and the Belmont/Hillsdale routes will transition from the San Mateo County Transit District (SMCTD) to Commute.org. One additional route, Burlingame Bayside, will move fully to Commute.org at the same time. That route has been managed by Commute.org for many years but has been part of the Caltrain budget until this new funding cycle.
- 6) The marketing funds that are now available to target shuttle passengers will be critically important in this fiscal year. The opportunity to reconnect with passengers who have left public transit as well as connecting with new passengers will be an important part of getting ridership back to pre-COVID levels as soon as possible.
- 7) The “Shuttle Stop” signs were replaced at almost all stop locations in San Mateo County during the past fiscal year. There are still a few stops that do not have adequate signage and those stops will be targeted for upgrade/installation this year.
- 8) Commute.org’s website is being redeveloped. Over half of the site visitors have traditionally been shuttle passengers; therefore, great efforts are being made to make sure that the new site has an exceptional shuttle information section. It will integrate the real-time “Where’s My Shuttle?” tool as well as streamlined schedule viewing and trip planning tools.
- 9) Since all Commute.org shuttle routes have regularly updated GTFS files, the routes are also available to all third-party software developers for inclusion in trip planning, transit screen, and mobility as a service offering. Expanding the inclusion of Commute.org shuttles into more apps and services will continue to be an objective for the Shuttle Program team.
- 10) The Shuttle Program team is working on alternatives to the physical shuttle passes and stickers that are used on select routes in Brisbane and South San Francisco. Adoption of an electronic pass system and/or app is being studied and will be implemented if it can be done cost-effectively while still maintaining the incentive for employers/property managers to participate in the consortiums.
- 11) Commute.org introduced a Text Alerts program in October 2017 and by May 2020 over 4,000 shuttle riders have active subscriptions to the service. The shuttle team at Commute.org and SamTrans have sent a combined 264,000 messages since the service was launched. Being able to communicate with passengers whether it is to notify them about a schedule change and alert them to an issue on the route has

been invaluable. The teams are always monitoring developments in technology and transit to make sure that the tools we use are the best available.

- 12) 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. Much of the route monitoring can be done remotely with the tracking tools; however, in-person checks are still important to conduct.
- 13) The San Mateo County Transportation Authority and Caltrain are sponsoring a shuttle program review that will be completed during the upcoming fiscal year. While Commute.org has been contributing to the project, we are not currently aware of what recommendations might come from the study. Whatever the results and recommendations, Commute.org is committed to working with all the interested parties to make sure that commuters and residents can continue to use non-drive alone modes to get to/from their place of work. Any significant changes are likely to be made after the current shuttle funding period expires.

Program Area 3 – Commuter Programs and Incentives

STAR Platform

- Goal: Provide commuters with the tools, programs, and incentives that not only encourages their shift to non-drive alone modes, but also provides ongoing support and incentives for them to continue using preferred commute mode(s).
- FY 2020-2021 Action Items:
 - 1) The agency will continue with the deployment and promotion of the STAR Platform as the primary online tool that Commute.org uses to promote, track, and incentivize alternative commuting behavior. The tool, provided by software vendor RideAmigos, was branded as the STAR platform when it was first deployed in 2016. The tool has grown in popularity and scope over the years.
 - 2) The STAR platform has given the agency a tool that generates measurable impacts in real-time. Sharing these impacts with commuters, employers, partners, and funders helps to reinforce the positive behavior that we are seeking from commuters. Data is tracked at the individual level but is presented in anonymized and aggregated ways.
 - 3) The Challenge module of the STAR platform was used in the past four Commuter Challenges. The 2020 Commuter Challenge was postponed during the COVID-19 crisis; however, the Challenge modules was adapted to encourage essential workers as well as non-essential workers who could telework to log their “commutes” during the April-May period to become eligible for prize drawings.
 - 4) Quarterly Challenges are now a regular part of the Commuter team’s programming. Each quarter a different mode or collection of modes are selected to be the focus of the challenge. Using the STAR platform for challenges has resulted in more meaningful engagement with the participants than in prior years when commuters participated passively in “pledge” programs.

Guaranteed Ride Home (GRH) Program

- Goal: Provide commuters and college students in San Mateo County with a form of “commute insurance” that supports their use of alternative commute modes by providing a ride home in the mode of their choice when a qualifying event occurs (e.g. sickness, family emergency, unplanned overtime, bicycle breakdown).
- FY 2020-2021 Action Items:
 - 1) The Guaranteed Ride Home (GRH) program was launched in January 2018. The program is built on the STAR platform and requires participants to create accounts and log their non-drive alone trips to claim reimbursement for qualified GRH rides.
 - 2) GRH is consistently ranked as one of the most important programs we offer. It is perhaps the only program we run where success is not necessarily measured by the number of times it is used. Since GRH is insurance, the commuter team is most interested in getting people to be aware that it exists. It gives commuters peace of mind knowing that if they use an approved alternative mode to commute to work, then they will be able to get home in the event of a qualified emergency, illness, or commute situation.
 - 3) The commuter team will use a combination of new techniques and proven social media to expand interest and participation in the program. They will work with the employer team to make sure that employers push the program out to their employees. A co-marketing program is being designed whereby marketing collateral is developed by Commute.org and customized for each employer.
 - 4) When commuters use a qualifying alternative commute mode and experience an emergency while at work or college, they can use any form of transportation to get home, such as public transit, ride-hailing app (e.g. Uber or Lyft), car share, or taxi, and be reimbursed up to \$60 per trip up to 4 times a year.
 - 5) The GRH program is open to anyone who works or attends college within San Mateo County on days when they do not drive alone to work. Employees who have similar benefits from their employers are not eligible.

Carpool and Vanpool Incentive Programs

- Goal: Provide commuters with direct incentives to encourage them to adopt carpooling or vanpooling as a primary commute option.
- FY 2020-2021 Action Items:
 - 1) Continue promoting and managing the carpool incentive program that was launched in late 2018. Originally the program was called “Carpool 2.0” but transitioned to Carpool 2020 in January. The program has proven to be very effective at encouraging people to use carpooling as an alternative commute mode. The COVID-19 crisis significantly reduced participation in the program, but we anticipate a gradual increase in program participation once the local shelter-in-place orders are eased.

- 2) The Carpool incentive program allows carpoolers that log trips on Scoop or Waze Carpool to earn rewards for every 10 days of carpooling (maximum reward is reached after 40 days of carpooling). The verified carpool data that is sent to STAR from Scoop and Waze Carpool provides details and insights into commute behaviors that we have not been able to see before. The carpool incentives are funded through a special TFCA grant provided by C/CAG; however, staff costs for the program are primarily supported through this agreement.
- 3) The legacy vanpool incentive program is now managed through the STAR platform. Through the end of calendar year 2020, the commuter programs team will promote the incentive program that provides \$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.
- 4) To encourage more people to use vanpools as an alternative to driving alone, the commuter programs team will develop and launch a new Vanpool incentive program that will be modeled after the Carpool incentive program. Target launch date for the new program will be January 2021. This new incentive will replace the existing vanpool incentives. The primary differences between the programs will be: 1) drivers and riders will be eligible for the same reward; 2) vanpoolers will be required to log their qualifying trips in the STAR platform; 3) anyone participating in an active vanpool who meets the program qualifications will be eligible for the incentive in 2021.
- 5) Collaborate with MTC, Enterprise Rideshare, and private employers to fill vacant seats in existing vanpools by using the STAR platform's vanpool module to inform commuters of available vanpools.
- 6) Support partner programs like 511's "Carpool to BART" preferred parking program, "Five Free Rides" carpool app program, and other regional promotions.
- 7) Conduct post-incentive surveys of the STAR platform incentive participants to determine if they are continuing to utilize the commute alternatives and measure success of the programs.

Bicycle Incentive Program

- Goal: Encourage more 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.
- FY 2020-2021 Action Items:
 - 1) Commute.org 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 post shelter-in-place period, the agency feels that it might be perfect timing to launch an incentive program that focuses on bicycle commuting.
 - 2) 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 determine program effectiveness.

- 3) Our experience has shown that encouraging and incentivizing commuters is not enough when it comes to bicycle commuting. Educating them about all aspects of bicycling is an added necessity. The commuter programs team partnered with Silicon Valley Bike Coalition to produce a 5-part bicycle education webinar series. The webinars covered topics from safe commuting to buying a bicycle. All the webinars were recorded and are now available online for commuters to view.
- 4) When social distancing restrictions allow for on-site bicycle education courses, the commuter programs team in collaboration with the employer programs team will look for opportunities to bring certified bicycle trainers to locations where commuters can get in-person training to augment the online training. These sessions will also serve as an opportunity to promote the Bicycle incentive program.

Bike to Work Day(s)

- Goal: Participate in Bay Area wide event to promote the use of bicycling as a viable form of commuting.
- FY 2020-2021 Action Items:
 - 1) Due to the pandemic, Bike to Work Day 2020 was postponed. Originally it was scheduled for May 14 and a new tentative date of September 24 has been set. The Bay Area groups who plan and manage the event still expect to have the 2021 event in May; therefore, it is possible that we will have two Bike to Work Days in the same fiscal year.
 - 2) Commute.org 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.
 - 3) Promote Bike to Work Day to employees in San Mateo County with a goal of increasing participation on Bike to Work Day every year.
 - 4) Distribute promotional items and educational material in the Bike to Work Day bags that riders receive at Energizer Stations. The items are designed to encourage participants to adopt bicycling as a commute alternative on a regular basis.
 - 5) 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 Bike to Work Day to thank volunteers and ensure compliance with station procedures.

Try Transit Incentive Program

- Goal: Increase ridership on public transit – Caltrain, SamTrans, and SF Bay Ferry.
- FY 2020-2021 Action Items:
 - 1) Collaborate with transit partners (existing and new), on our ongoing Try Transit media campaigns and ticket distribution program.
 - 2) 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. The commuter programs team will continue with the direct mail campaign that targets specific San Mateo County residents (those who live near transit stations) since we have determined that direct mail campaigns result in significant increases in applications for the program.
 - 3) Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the tickets.
 - 4) Produce annual reports for the transit agencies that provide the tickets and secure new tickets to continue program with partnering agencies.

Direct Marketing and Communication with Commuters

- Goal: Provide commute alternative information directly to commuters that travel to, thru, from, or within San Mateo County so that they can make informed choices on commute options.
- FY 2020-2021 Action Items:
 - 1) Plan and implement media campaigns to broaden awareness of Commute.org and its programs including the STAR Platform.
 - 2) Use an assortment of media types to reach commuters in San Mateo County. Commute.org develops an annual media plan that includes advertising and messaging across traditional and social media platforms. The agency has effectively used digital billboards, online radio, online news sites, social media sites, bus-sides, and specialty video locations to promote the full suite of programs. While we have shifted away from printed material, direct mail pieces are still a useful tool when targeting residents.
 - 3) The Commute.org site continues to be a useful tool for commuter communication. The website averages over 20,000 sessions each month. The increase in number of site visits by users can be attributed to the STAR platform where people are logging commute trips and engaging with the incentives and rewards programs as well as the real-time shuttle tracking tool which helps shuttle riders predict the arrival times for their vehicle. The new website, which will be launched by the end of 2020, will improve the user experience, and make it easier for visitors to get the information they need. Managing the transition to the new site will be an important task for all the program teams in the new fiscal year.

- 4) Continue to produce and distribute the monthly electronic newsletter for commuters called the Commuter Club. The e-newsletter has proven to be an important tool for the commuter team. The team studies “open rates” and other metrics to make sure the content is valuable and timely.
- 5) The mobile version of the Commute.org website will also undergo a major upgrade. Since approximately 40% of the site views are done from mobile devices, the user experience on the mobile version must be tailored to those users.

Program Area 4 – Public/Private Partnerships

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; c) work with partners to ensure 100% sustainability of existing funding; d) establish relationships with public and private sector partners that further solidify the agency as the region’s leading TDM agency.
- FY 2020-2021 Action Items:
 - 1) Ensure that Commute.org is the recognized funding partner to implement transportation demand management (TDM) initiatives on behalf of other transit, transportation, and local government partners in San Mateo County.
 - 2) Represent San Mateo County as well as the Bay Area’s TDM agencies on the MTC Blue Ribbon Transit Recovery task force. Commute.org was selected to participate on the 30-member task force. The agency’s executive director will represent a broad array of public, private, and non-profit organizations as the task force attempts to guide the future of the Bay Area’s public transportation network.
 - 3) Expand financial participation by employers, property owners, and residential communities on consortium-funded shuttle routes. Additional participation lowers the cost for all participants and helps to ensure the sustainability of the shuttle program.
 - 4) Provide managerial support to the San Mateo Rail Corridor TMA. Since FY 2010-2011, Commute.org has helped the TMA to get established as a stand-alone non-profit (501(c)(4)) organization that provides services to its members in and around the Bay Meadows development area. Commute.org will transition from being the TMA manager to solely providing programming to the TMA during FY 2020-2021. The administrative functions (e.g. insurance, taxes, membership management) will eventually be performed by a third-party organization chosen by the TMA members.
 - 5) Use the experience with the San Mateo Rail Corridor TMA to assist other cities and business districts on TMA program development.
 - 6) Support efforts to strengthen county-wide TDM Guidelines. Work with partners who are collaborating on measures to expand TDM practices throughout San Mateo County.

Development of Community-Based Mobility Services

- Goal: Assist cities in San Mateo County with the development, implementation, and improvement of community-based mobility programs. While Commute.org's focus remains on peak-hour commute trips and a first/last mile shuttle program that serves commuters and residents, the agency is able to assist members with other mobility programs.
- **FY 2020-2021 Action Items:**
 - 1) Commute.org has taken the lead in developing a resource guide for micromobility. The original research was conducted by the City of San Mateo and then expanded and updated by our Climate Corps fellow. The research has been published and it will need to be continually updated to provide staff from San Mateo County cities and towns with policy, process, and best practices related to shared-ride services, bikeshare, and other micromobility issues.
 - 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) Continue to participate in the Shuttle Study project sponsored by the San Mateo County Transportation Authority and Caltrain. When the recommendations are published, the agency will implement the changes that will strengthen the shuttle program.
 - 4) Assist cities and community organizations with the development of routes that are eligible to receive 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 - Agency Development

Strategic Planning

- Goal: Ensure that the agency sets priorities, focuses resources, strengthens operations, and ensures that staff and other stakeholders are working toward common goals.
- **FY 2020-2021 Action Items:**
 - 1) The agency began working on an update to the Strategic Plan in late 2019. An ad hoc committee of board members was assembled and given the task to lead the efforts with a target of November 2020 for a completed plan. With the onset of the pandemic, some momentum was lost but the target completion timeframe has not been adjusted.
 - 2) Members of the agency's board, supervisory committee, and staff have been contributing to the efforts thus far. Additional input from funders, partners, peers will be incorporated into the draft plan.

- 3) The draft Strategic Plan will be reviewed and amended by the full board, as necessary. Once a final document is approved, it will be presented to JPA members, funders, and program partners. with Continue working with the City of San Carlos, which serves as the agency's fiscal agent, on improvements to the financial and accounting practices of the agency.

Finance and Budget

- Goal: Ensure the integrity of the financial reporting and budgeting process and increase operational efficiencies.
- FY 2020-2021 Action Items:
 - 4) Continue working with the City of San Carlos, which serves as the agency's fiscal agent, on improvements to the financial and accounting practices of the agency.
 - 5) Review all activities and programs to determine those that are most effective and those that are underperforming based on performance measurements adopted.
 - 6) Adjust the budget to match Commute.org's role and responsibility of the county-wide shuttle program – as changes necessitate.
 - 7) Refine budget process and categories to align with programs more closely. Work with the City of San Carlos to modify the chart of accounts to better understand program costs and effectiveness.
 - 8) Continue to move as many bank transactions as possible to ACH processing. Payments and deposits can be shifted to ACH to reduce processing delays and to streamline accounting functions.
 - 9) This will be the first year of the new 3-year office lease extension. Changes to the office layout were negotiated in the extension. Those changes will allow for more open space in the office which will support social distancing requirements.

Governance

- Goals: a) Ensure meaningful participation by each key constituency of Commute.org including employers, commuters, 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.
- FY 2020-2021 Action Items:
 - 1) Accountability and Transparency Initiatives:
 - a. As part of Commute.org's commitment to achieving a culture of accountability and transparency, it maintains an "Accountability Kit" that contains board approved permanent governance documents.
 - b. Directors and Supervisory Committee members will review the accountability documents and acknowledge their understanding and execute the Conflict of Interest form.

- c. Annually, the Executive Director conducts an orientation session for all employees on the agency's commitment to and implementation of accountability and transparency.
 - d. New employees, as part of their orientation are 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 Conflict of Interest forms.
- 2) Update agency by-laws, as necessary, to align with the agency's structure and mission.
 - 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.

Administration and Business Practices

- Goals: a) Ensure adoption of Commute.org's mission and assess all innovative programs and activities to maintain adherence to the mission; b) attract and retain quality employees; c) foster a culture of environmental stewardship and sustainability.
- FY 2020-2021 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. Use the experience gained from the COVID-19 crisis to adjust the plan. Commute.org's role as a provider of public transportation necessitates continual review and refinement of emergency plans.
 - 2) All staff members completed the mandatory Sexual Harassment training in 2019. New hires will receive training during their first 60 days of employment. Existing employees will be required to receive additional training as required.
 - 3) All staff participated in CPR training and received certification. New hires will be encouraged to take the CPR training offered by the Red Cross.
 - 4) 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.
 - 5) 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.
 - 6) All staff participate in an annual Security Training course provided by the IT services and support vendor.
 - 7) Maintain certification in the San Mateo County Green Business Certification program. Staff worked on the certification process last year and the agency was recognized as a certified green business in 2019.

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.
- FY 2020-2021 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) Use the agency’s new website to provide information about transportation alternatives in San Mateo County, provide shuttle riders with schedule and route information, provide real-time tracking of shuttles, provide employers with access to the commute alternative planning tools and services provided by the agency and its partners, and provide links to the websites of our partner agencies and other Bay Area transportation providers.
 - 3) Use a variety of marketing tools to promote, encourage, and sustain non-drive alone commute alternatives. Marketing includes print and direct mail pieces as well as digital marketing on streaming radio, search engines, web sites, etc. Advertising on highway digital billboards has proven to be effective and will be continued. Other advertising platforms that are being considered include: bus sides, transit interiors, and transit kiosks. Social media continues to be an essential element of the agency’s marketing efforts with campaigns on Facebook, Twitter, Instagram, YouTube, and LinkedIn.
 - 4) 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.
 - 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. 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.