

**AGREEMENT BETWEEN
CITY/COUNTY ASSOCIATION OF GOVERNMENTS AND PENINSULA
TRAFFIC CONGESTION RELIEF ALLIANCE FOR THE COUNTYWIDE
VOLUNTARY TRIP REDUCTION PROGRAM**

This Agreement, effective **July 1, 2015**, 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, 2015 and shall terminate on June 30, 2016; 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	_____
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 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.

Commuter.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.

Peninsula Traffic Congestion Relief Alliance

By _____
Date

Peninsula Traffic Congestion Relief Alliance Legal Counsel

By _____

City/County Association of Governments (C/CAG)

By _____
Mary Ann Nihart
C/CAG Chair
Date

C/CAG Legal Counsel

By _____
C/CAG Legal Counsel

Exhibit A

Peninsula Traffic Congestion Relief Alliance (Commute.org)

Scope of Work, FY 2015-2016

Key Initiatives: FY 2015-2016

In addition to ongoing operations, the agency chooses several “key initiatives” to focus on during the fiscal year. Key initiatives can be special projects, time-critical tasks, program redesigns, or projects that require special funding. Occasionally, a key initiative will span multiple years but the goal is to identify projects that can be completed during the fiscal year without disrupting the routine work that agency staff does on a regular basis. Key initiatives for the upcoming fiscal year include:

1. Shuttle Services Contract Transition

After nearly two years of working on an RFP, contract award, and pre-transition planning, Commute.org is ready to begin the transition to the new shuttle service provider. In fact, the contract will commence on the first day of the new fiscal year (July 1). Even though there has been a tremendous amount of planning done there will, undoubtedly, be minor issues associated with the transition which will need to be managed and mitigated. Once past the initial phase of the transition, staff will work with the vendor to implement many of the tools and programs that have been planned for the new service.

The transition to the new service provider will have an impact on the agency, employers and contributors to the shuttle program, and most importantly the commuters that use the service for upwards of 550,000 trips per year.

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. In an effort to expand the coverage of this important safeguard to more people, Commute.org has scoped a project that will use Alameda County Transportation Commission’s GRH program as a model. Commute.org will work with Nelson\Nygaard to develop a GRH program for San Mateo County. The project will be developed during the first half of the fiscal year, deployed in a pilot phase during Q3, and fully deployed during Q4.

All permanent full-time and permanent part-time employees who are employed within San Mateo County and live within a yet to be determined number of miles of their worksite will be eligible for this program on days that they do not drive alone to work. Participants will be required to register before using the program. The existing ERH program will be phased out with current participating employers (approximately 60) being allowed to issue vouchers thru the end of the fiscal year.

3. Annual Commute Mode Survey

Commute.org conducts a triennial survey of San Mateo County commuters and residents. 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 will provide the framework for Commute.org's updated Strategic Plan. Godbe Research conducted the survey last fiscal year using a new collection methodology.

One of the key metrics used to measure effectiveness of TDM programs is the drive-alone rate which is derived from commute mode analysis. Rather than wait for the results of the next triennial survey, the agency will embark on developing and collecting annual survey data specifically on commute modes. The same collection methodology will be used so comparisons to the 2014 data will be more relevant. The data will supplement the triennial survey data and give the agency more timely data by which to measure effectiveness and analyze trends.

4. San Mateo County Compliance with Bay Area Commuter Benefits Program

The Bay Area Commuter Benefits Program (Regulation 14, Rule 1) officially went into effect on April 1, 2014. The program applies to all public, private and non-profit businesses in the Bay Area that have 50 or more employees within the geographic boundaries of the Bay Area Air Quality Management District (BAAQMD). Those businesses had until September 30, 2014 to register. All registered companies are required to provide annual updates and respond to certain program data collection surveys. Compliance issues are dealt with by BAAQMD staff.

Commute.org understands the importance of the program and has assisted BAAQMD and MTC in doing outreach to employers in San Mateo County that are subject to the regulations. The program managers compiled the database of employers that they felt were covered by the regulation. However, as of December 2014, only 50 percent of the identified employers in San Mateo County were registered in the program.

Commute.org's employer outreach team will be working on a special project in FY 2015-2016 to (1) review and update the database to account for closed, merged, duplicated, non-required employers, (2) work with non-registered employers to become compliant, and (3) achieve as close to full compliance as possible for employers within San Mateo County.

5. Web Site Release

One of the most critical methods by which Commute.org communicates with commuters and employers is the Commute.org web site. The site generates over 10,000 unique visitors each month. In FY 2014-2015, the web site was redesigned and retooled.

The new site is the agency's vehicle for connecting commuters with the technology that can be used to encourage and support the use of commute alternatives. The site was redesigned with flexibility in mind so that new technology can be incorporated rapidly and with minimal effort. The mobile version of the site will likely see the strongest growth in users. The desktop and mobile versions will include a tool that allows shuttle riders to track the status of their shuttle in real-time thereby increasing the commuter's productivity and reducing the demand on agency staff.

Due to unforeseen staff commitments during the year, the new site did not get launched. The existing site has continued to serve the interests of the agency and has received minor enhancements during the development of the new site. A new plan has been developed that will see the redesigned site launched during Q1 of the new fiscal year.

6. Mobility as a Service (MaaS) Partnerships

Commute.org has been invited to participate in an emerging technology project led by Joint Venture Silicon Valley. The project is based on the concept of Mobility as a Service (MaaS), which is a transport service model in which a customer's major commuting and traveling needs are met over one interface and are offered by a variety of service providers.

MaaS envisions a seamless, door-to-door combination of transportation modes—public and private transit, bikeshare, rideshare, carshare, vanpool, taxi, employer commute benefits, electric scooter/bike lease, pay-by-phone parking, future robo-taxis—to reduce private auto usage.

The goal of the project is to form a regional MaaS public-private partnership that will develop and pilot new TDM tools focused on measurably increasing mobility, convenience, and productivity while reducing stress, congestion and GHG emissions. The MaaS project is likely to be a multi-year, multi-phase effort. Commute.org is including it in this fiscal year's program of work as a placeholder for a yet to be defined project.

The following pages describe the goals, objectives, and measures of effectiveness by Program Area as defined by the Strategic Plan followed by the actions that Commute.org will undertake in FY 2015-2016 to achieve those goals and objectives.

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 market penetration 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.

New metrics: a) employer status measurements stratified by employer 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. Conduct annual “Commute Mode” survey of commute behavior and agency effectiveness for San Mateo County residents and commuters. The annual survey will be a simple survey focused almost exclusively on mode. Survey data will be published and presented in the fall/winter. ^{New}
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 and employers should have been compliant by September 30, 2014. This activity should result in a larger number of “active” employers in Commute.org database as well as a much “cleaner” database for BAAQMD to manage.

3. Leveraging employers to reach their employees is one of the most important functions our Outreach Team performs. The Outreach Team will be actively involved in a direct marketing campaign targeting employer transportation coordinators (ETC's) in an effort to get a deeper connection to those critical individuals.
4. Work with SamTrans 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" event that was held in February 2015 to continue engaging with the transportation contacts at employers throughout San Mateo County. Staff will schedule and produce another event in February 2016 that will help to establish the event as an 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. Conduct targeted outreach to employers in San Mateo to support the City of San Mateo's carshare program. Commute.org will also support the inclusion of the carshare program into the Connect, San Mateo! Web site. The grant funds for this program are controlled by the City of San Mateo and will likely be expended over a two year period.
9. An employer resource page was included in the newly designed website, but has not yet been built out. It is critical that the resource pages provide a good user experience in order to generate repeat visits by employer transportation coordinators.
10. 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 new programs.
11. Continue coordinating with BAAQMD's Spare the Air team to promote the "Great Race for Clean Air" campaign in San Mateo County which is being moved back to its original time as a fall-based campaign in 2015. 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) annual feedback from employer participants.

Key Action Items:

1. The Emergency Ride Home Program will be phased out in FY 2015-2016 as the replacement Guaranteed Ride Home program is deployed. Outreach staff will need to work with the 60+ employers who are currently participating in the ERH program to transition their employees to the new GRH program. There may be some resistance from employers, the expectation is that there

will be a significant increase in the breadth of the program once the employer participation requirement is removed.

2. Increase the number of employers participating in the bicycle rack and locker incentive program, providing incentives for employers including schools and municipalities that install bicycle lockers and/or racks. The prior fiscal years have experienced a drop off in requests for these incentives. An updated application for reimbursement combined with targeted marketing should result in more and better participation. The goal is to provide the number of bike racks and lockers to utilize a minimum of \$30,000 in subsidy allocated in Commute.org's FY 2015-2016 Budget.
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. Multi-lingual training will be offered when appropriate.
4. Promote and facilitate the creation of employee density mappings and employer surveys through the 511 Rideshare program.

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 upon existing service by offering additional amenities such as real time GPS and electronic signage on all shuttles; d) provide employer based shuttle services that are financially sustainable and meet the funders' target cost per passenger goals.

Objectives: a) expand financial participation by employers in consortium routes by 5% annually 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; c) improve rider experience by deploying newer model shuttles across all routes and improving the technology available to passengers (requirement of new shuttle vendor contract).

Measures of Effectiveness: a) achieve an overall cost per passenger of \$5.00 or less across Commute.org managed network of employer-based 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 be below \$90,000 per ton.

New Metrics: a) take advantage of the new service providers 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. Improve passenger experience by adding real-time tracking via Commute.org's current Google Transit infrastructure (or vendor supplied technology) and electronic signage on all shuttles.

2. Revamp after-hours customer service options once new service provider is operating the contract.
3. Improve multi-mode transportation options by ensuring that all shuttles are equipped with bicycle racks, which is a requirement for the new shuttle contract and will be diligently enforced by Commute.org.
4. Dedicate shuttle resources to work on employer outreach in order to increase participation and funding for shuttles. Supplementing the efforts made by the Outreach team with shuttle-specific marketing resources has proven to be very effective.
5. Participate in the new C/CAG and SMCTA joint call for projects.
6. Work with SamTrans shuttle staff and new vendor to ensure a smooth transition of shuttle services throughout San Mateo County.
7. Implement the new Commute.org branding scheme across all shuttles managed by Commute.org to ensure a cohesive message is delivered to all passengers.
8. Continue to develop additional shuttle metrics that are easy to understand and relevant to the overall performance of the routes.
9. Further integrate the shuttles with Commute.org social media feeds to interact with shuttle riders.
10. Conduct a minimum of 15 shuttle monitoring checks per month to ensure vendor compliance with agency policies and procedures. This target may grow as additional routes are added to Commute.org shuttle management program.
11. Participate in employer events and meetings to encourage shuttle ridership and ensure sustainability of the shuttle program.
12. Expand employer financial participation in consortium routes by 5% annually by bringing in more employers/partners on existing routes.

Program Area 3 - Working with Commuters to Explore 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

Goals: Provide commute alternative information directly to San Mateo County commuters 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 the 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. Collaborate with transit partners, on a Try Transit Campaign in FY 2015-2016 that builds on the “Rethink Your Commute” campaign from spring 2015.
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 to use the agency’s vehicle (Prius Hybrid) to travel to all events in the county. The vehicle has been “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.
6. Continue to upgrade the user interface side of the Commute.org site to increase its functionality, “stickiness”, and effectiveness with users.
7. Manage the enhanced mobile version of Commute.org, ensuring that a single set of content is viewed by users on desktops, tablets and smart phones. The new web site design includes a revamped mobile version while maintaining the basic structure in the background.
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 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.

Objectives: a) Increase the number of carpool and vanpool incentive participants by 10% each annually; b) have a minimum of 70% of program participants continue to use the carpool or vanpool mode after utilizing the incentive.

Key Action Items:

1. Attend quarterly Regional Rideshare Program TAC Meetings and Regional Rideshare Program marketing meetings to coordinate efforts.
2. Promote Carpool Incentive Program providing incentives of \$60 per passenger as a one-time incentive to carpool at least two days per week for eight weeks. This is promoted through employers (through the employee transportation coordinator – ETC), colleges and directly to commuters at employer and community fairs and on Commute.org website.
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 to fill vacant seats in currently running vanpools.

4. Provide support and resources for the MTC Innovative TDM Program grant project focused on carsharing in the City of San Mateo. Commute.org will work with the city to launch the “Connect, San Mateo!” brand and website. Commute.org’s primary role in this project will be marketing and outreach.
5. Work with employers and agencies that are interested in commute alternatives for their employees. Short-distance vanpools have proven to be very popular and effective for the commute between southern Alameda County and mid San Mateo County.
6. 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 a minimum of 2 days per week during a consecutive 8 week period (same criteria as the standard carpool incentive). 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 underperformed expectations for many years which has led Commute.org to make minor changes to the program over the past couple of years in an attempt to expand the program’s reach and effectiveness.
2. During the last fiscal year, Commute.org staff met with representatives of the San Mateo County Safe Routes to School (SRTS) program and SRTS coordinators from various locations throughout the county. Through these sessions, staff was able to understand how the organizations fit in the “market place” of encouraging safe and sustainable transportation in San Mateo County. However, the discussion itself did not yield any tangible plan that could leverage the separate resources.
3. Some items that Commute.org staff could take action on are: simplifying the School Pool application by focusing it only on carpooling to school; definitively determining if/how reward

funding can be directed by the parent to a class, school or program; and developing a communication plan outline for possible role out at a future date targeted to San Mateo County schools. With these elements in place Commute.org might be able to then ask for SRTS to help facilitate awareness of the program vs. taking a lead role in facilitating or administering a program which would add to their already heavy workload.

4. Given the fact that the program, in its current format, has consistently been the lowest performing program in the Commute.org suite of programs and that the program likely needs a full overhaul in order to be effective, it will be suspended in FY 2015-2016.

Try Transit Incentive Program

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

Objectives: a) increase the number of participants in Try Transit by 10% annually; b) retain 70% or more of Try Transit Program participants in their use of public transportation.

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 Try Transit Program to potential riders who currently drive alone. Provide program information to employer ETC's and directly to commuters at employer fairs, community events, and via the web site.
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 2015's "Rethink Your Commute" 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.
5. 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.

Objective: Results are developed at the regional level. Commute.org will include the San Mateo County results in their Annual Report. Increase the number of Bike to Work Day participants by 10% from the previous year.

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; 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. Increase the number of Energizer Stations in San Mateo County from 41 in 2014 to 42 in 2015 (four additional stations were added in 2014). Visit each Energizer Station 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.

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 Transit 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
 - b. ConnectSanMateo.com / .org
 - c. ConnectSanMateoCounty.com / .org
 - d. ConnectSFO.com / .org
5. Continue to provide managerial support to the San Mateo Rail Corridor TMA. Since FY 2010-2011, Commute.org has provided assistance to 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 SMCTD and a prioritized needs assessment.

Objective: Focus Commute.org 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 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 applications for the biennial call for projects that will provide shuttle funding in San Mateo County for FY 2016-17 and FY 2017-18.

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 budgeting and financial reporting process and operational efficiencies.

Key Action Items:

1. Build on the first year success of the Finance Committee. The committee's role can be broadened to support the agency's management team as it looks to strengthen its financial and operational platforms.
2. Implement cost-accounting procedures and systems to support the need for accurate and timely reports required by funding agreements.
3. Expand the chart of accounts to support the added level of granularity needed to produce accurate and timely reports required by funding agreements.
4. Review all activities and programs to determine those that are most effective and those that are underperforming based on performance measurements adopted.
5. Evaluate each organizational activity for cost effectiveness as measured by Performance Measures recommended in Program Areas 1 thru 4.
6. Adjust the budget to match Commute.org's role and responsibility of the county-wide shuttle program – as changes necessitate.
7. 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 the agency 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:
 - 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. The formation of the Finance Committee is the impetus for the update, but other sections will be modified at the same time.
 3. Conduct orientation for new Board and Supervisory Committee members following the first Board meeting after new Board members have been appointed (likely at or before the March board meeting).
 4. 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 mission and assess all programs and activities to maintain adherence to mission; b) attract and retain quality employees; c) foster a culture of environmental stewardship.

Key Action Items:

1. 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. 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. Utilize media buyer to recommend and purchase advertising using different media to cost effectively get the message about Commute.org out to the general public to build awareness of Commute.org.
2. 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.
3. Ensure that the 2015-2016 marketing campaign work across all program areas such that Commute.org’s message appears seamless to all constituents.