

**AGREEMENT BETWEEN  
CITY/COUNTY ASSOCIATION OF GOVERNMENTS AND PENINSULA  
TRAFFIC CONGESTION RELIEF ALLIANCE (COMMUTE.ORG) FOR  
THE COUNTYWIDE VOLUNTARY TRIP REDUCTION PROGRAM  
FOR FISCAL YEAR 2018-19**

This Agreement, effective **July 1, 2018**, 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, 2018 and shall terminate on June 30, 2019; 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 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 \_\_\_\_\_ Date \_\_\_\_\_

Commute.org Legal Counsel

By \_\_\_\_\_

City/County Association of Governments (C/CAG)

By \_\_\_\_\_ Date \_\_\_\_\_  
Maryann Moise Derwin  
C/CAG Chair

C/CAG Legal Counsel

By \_\_\_\_\_  
Nirit Eriksson

# **Exhibit A**

## **Peninsula Traffic Congestion Relief Alliance (Commute.org)**

### **Scope of Work, FY 2018-2019**

#### **Key Initiatives: FY 2018-2019**

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

#### **1. STAR Platform**

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 Ride Amigos, was branded as the STAR Platform in FY 2016-2017 and considerable progress has been made in recruiting commuters and employers to use the platform’s many tools. The Employer Programs and Commuter Programs teams focused on this initiative over the past two years and will continue to have it as their primary initiative in FY 2018-2019.

The STAR Platform has given the agency a tool that generates measurable impacts in real-time. Sharing these impacts with commuters, employers and partners helps to reinforce the positive behavior that we are seeking.

The Challenge module of the STAR platform was used in the past three Commuter Challenges. Approximately 1,900 commuters registered and logged their commute trips during the 2-month 2018 campaign. Final statistics and survey results are still pending; however, early indications are that by using the STAR Platform, we achieved more meaningful engagement with the participants than in prior years when commuters participated in a more passive manner.

Employer support and participation is the key to the long-term success of the platform. The Employer Programs team will continue to recruit employers to create “networks” (employer-specific URL’s and reporting). This feature allows employers to conduct their own campaigns, challenges, and rewards programs while generating detailed information about their employees’ commuting patterns and behaviors.

Ride Amigos has improved their smart phone app that makes trip logging more automated. Additionally, the platform now allows automatic (verified) carpool and bicycling trips to be logged when users connect their Scoop and/or Strava accounts.

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

## **2. Guaranteed Ride Home (GRH) Program:**

Commute.org operated an Emergency Ride Home (ERH) program for more than a decade. The legacy program was officially retired on December 31, 2017. It was replaced by a new Guaranteed Ride Home (GRH) program. This program has been in development for several years, but now has an important place in Commute.org's offerings. GRH was officially launched in November 2017 and continues to be refined to meet the challenges of a county-wide commuter benefit.

The reason GRH remains on the Key Initiatives list is because it can become a powerful tool to change commute behavior when more San Mateo County commuters become aware of the program. The challenging work of getting the program adopted county-wide has just begun.

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. The goal of the GRH program is to cover everyone 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.

## **3. Technology-based Transportation Projects and Partnerships**

Commute.org has been participating in a variety of emerging technology projects focused on transportation issues over the past several years. The agency is actively working with partners who are developing and deploying technology that will lead to the reduction in single-occupancy vehicle trips in San Mateo County.

Projects/partners for FY 2018-2019 include: DriverMiles (automated trip logging app), Strava (automated trip logging app for bicyclists), Ride Report (automated trip logging app for bicyclists), Scoop (app-based carpooling), Waze Carpool (app-based carpooling), Synchronatics (real-time vehicle tracking platform for shuttles), and other technologies and partners that focus on the concept of mobility as a service (MaaS).

An overarching objective of these technology-based projects and partnerships will be to build upon the foundation that has been established with the STAR Platform and other technology-based partnerships. Commute.org looks to these projects to expand the depth and quality of the engagement with commuters and employers. In FY 2018-2019, the agency expects to deploy several commuter-focused tools that can further assist commuters in making non-drive alone commuting their first and best alternative.

## **Program Area 1: Employer Programs**

1. Employer Outreach
2. Employer Support Services

### **Employer Outreach**

- Goal: Increase adoption of commute alternative programs by employers in San Mateo County by providing TDM tools, resources, and programs.
- FY 2018-2019 Action Items:
  - 1) Use the “Employer Commute Profile” surveys of employer commute benefits programs, barriers to success, and TDM needs for San Mateo County employers. The survey forms the basis for gathering data for the agency’s employer-specific commuter benefits/program profile database.
  - 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 became permanent in 2016, which provides staff with an important reason for employers to engage with the agency and with employers to become and stay compliant.
  - 3) Leverage the employer relationship to reach San Mateo County employees. This is one of the most essential functions that the Employer Programs team performs. The team actively uses direct marketing campaigns to target employer transportation coordinators (ETC’s) to get a deeper connection to those critical individuals.
  - 4) Build on the success of “Breakfast with Transportation Champions” (2015), “Reimagine the Commute” (2016), “Technology Energizes Alternative Commutes” (2017), and “CommuterLand” (2018) events that engaged with transportation contacts at employers throughout San Mateo County. Staff will schedule and produce another event in spring 2019 which has become known as “the” annual symposium for ETC’s in San Mateo County.
  - 5) Promote programs like “Best Workplaces for Commuters” that recognize employers who meet specific TDM guidelines. Commute.org can leverage existing programs (e.g. BWC) to encourage adoption of TDM practices – especially at larger employers.
  - 6) Promote the adoption of STAR networks by employers. Networks allow employers to expand their alternative commute program offerings at no cost to them. It is also a way for employers to promote the Guaranteed Ride Home program using an employer-specific URL.
  - 7) Continue to support car share, bike share, and carpooling programs in JPA member cities. Additionally, the agency will continue to support and promote the “Connect” brand (e.g. Connect San Mateo, Connect Redwood City, Connect Foster City) with member cities that want to have city-specific transportation information on a unique web site.

- 8) Continue to develop training tools including webinars, videos, documents that are used to train and support network administrators with the STAR platform. The platform has a broad set of training videos that will be augmented with San Mateo County/Commute.org specific training.
- 9) 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.
- 10) Continue to produce the monthly electronic newsletter for employers called the Employer eNews. Over 2,000 employer contacts receive the newsletter which includes information on programs, services, legislation, and best practices.

### **Employer Support Services**

- Goal: Provide employer support services, including Guaranteed Ride Home, Bicycle Rack and Locker program and bicycle safety and training workshops. These programs are provided to overcome barriers to utilizing commute alternative programs.
- FY 2018-2019 Action Items:
  - 1) Promote the use of STAR platform networks by employers. STAR allows the parent organization (Commute.org) to create public and private networks that are managed by “network administrators” associated with companies, cities, or organizations. Each network has almost the set of full privileges available to the parent organization, but can limit access to their network to their own employees, members, etc.
  - 2) Provide employers and JPA members with an opportunity to participate in the bicycle rack and locker incentive program, providing incentives for the installation of bicycle lockers, bicycle repair stations, and/or racks. Expanding the program to include funding for the implementation of bike sharing locations will also be considered. The goal for FY 2018-2019 is to identify high quality opportunities for the limited budget that is being allocated to the program in FY 2018-2019 (\$20,000).
  - 3) Coordinate bicycle safety and training workshops with employers at their worksites or through city or county entities by a certified bicycle safety instructor to provide rules of the road for cyclists, tips on buying a bicycle and bicycle maintenance instruction.

### **Program Area 2 – Shuttle Program**

#### **Shuttle Program Development and Management**

- Goal: a) continue to provide safe and reliable employer based shuttle services between employment sites and Caltrain, Bay Area Rapid Transit (BART), and San Francisco Bay Ferry stations/terminals (operated by the Water Emergency Transportation Authority – WETA); b) continue to work with existing and potential new employer consortiums to attract and retain additional ridership; c) improve the overall customer experience by



maintaining high standards for on-time performance, accurate schedules, clean vehicles, and courteous drivers; d) provide employer based shuttle services that are financially sustainable and meet the funders' targets and benchmarks.

- Objectives: a) expand financial participation by employers in consortium routes to reduce costs to other participating employers; b) increase ridership through employer promotion on existing shuttle routes and potential new shuttle routes to build ridership on SamTrans, Caltrain, BART and WETA.
- Measures of Effectiveness: a) achieve an overall cost per passenger that meets or exceeds the funders goal for commute-oriented shuttles (\$8.00/passenger) across Commute.org managed network of shuttles; b) achieve funders' benchmark of 15 passengers per revenue hour for all commuter-based shuttle services; c) attain high satisfaction rates in annual customer surveys; d) meet or exceed the metrics imposed by the various funders of the routes.
- 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) expand the use and penetration of the Text Alert program; c) calculate and report on public/private funding ratios across all routes.
- FY 2018-2019 Action Items:
  - 1) Overall shuttle ridership started to experience declines at the end of 2016. Declines continued through the first half of 2017 but have levelled off since. Much of the decline can be attributed to corresponding declines in Caltrain and BART ridership; however, there are also several routes where ridership has been impacted from the introduction of private coach service provided by employers in the service area.
  - 2) The San Mateo County Transit District (SMCTD) has asked Commute.org to take over management of several additional routes in FY 2018-2019. We currently manage six SMCTD routes that are similar in design and structure to the routes that would be added. SMCTD will reimburse Commute.org for the management services from an administrative fee that will be available as part of the new Shuttle Funding Agreements with the San Mateo County Transportation Authority. Taking on additional routes will require Commute.org to add shuttle admin staff. SMCTD and Commute.org are working towards completing the transition in the first half of the new fiscal year.
  - 3) Dedicated marketing funds will be available for the first time to target shuttle program advertising. The Shuttle team will work with the Commuter Programs team to develop targeted shuttle marketing including events at transit locations.
  - 4) Promote the "Where's My Shuttle?" tool on the Commute.org web site. The tool currently uses MV Transportation's Timepoint Software but will soon be using the Synchronatics' software. This promises to be an important addition to our rider services.

- 5) Continue to work on Customer Service programs including after-hours and overflow phone service.
- 6) Commute.org introduced a Text Alerts program in October 2017 and by May 2018 over 1,000 riders had subscribed. Riders receive alerts on their mobile phone by texting the Alert Code for their route to 555888. This has proven to be a valuable tool to interact with passengers. Expanding participation in the program will be a key objective for the Shuttle Program team.
- 7) 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.
- 8) Participate in employer events and meetings to encourage shuttle ridership and ensure sustainability of the shuttle program.

### **Program Area 3 – Commuter Programs and Incentives**

1. Direct marketing and communication with commuters
2. Vanpool and carpool incentive program
3. Try Transit Incentive program
4. Bike to Work Day promotions

### **Direct Marketing and Communication with Commuters**

- Goal: Provide commute alternative information directly to commuters that travel to, through, from, or within San Mateo County so that they can make informed choices on commute options.
- FY 2018-2019 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 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) In FY 2017-2018, Commute.org used a “green” theme in the advertising campaign to promote the 2018 Commuter Challenge. The advertising was shown on digital billboards on Hwy 101 in Belmont and on the eastern approach to the San Mateo Bridge. Due to the positive results from this campaign, this style of advertising will be used again in FY 2018-2019.

- 4) Explore and possibly expand the use of donated prizes to increase participation on the STAR platform. Commute.org will pilot this approach in Summer 2018 with a STAR platform drawing for a foldable bicycle. The bicycle was donated to the agency in exchange for limited marketing.
- 5) The Commute.org site continues to be a useful tool for commuter communication. The website averages nearly 15,000 sessions each month – an increase of 25% increase over the prior year. 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.
- 6) Continue to produce and distribute the monthly electronic newsletter for commuters called the Commuter Club. We recently refreshed the format of the e-newsletter and switched the service provider to Mail Chimp. The transition to the new provider went smoothly and we are continuing to receive new subscribers daily.
- 7) Continually upgrade the user interface of the Commute.org site to increase its functionality and effectiveness with users.
- 8) Continue to evolve the mobile version of Commute.org, ensuring that the most relevant content is available for users on desktops, tablets and smart phones.
- 9) Start the research process for developing and/or identifying an app that can provide the critical information commuters most often want from Commute.org – e.g. shuttle schedules, real-time shuttle locations, trip planning, trip logging, and GRH reimbursements.
- 10) Continue to use media and video on Commute.org's web site in our outreach efforts. Additional staff and third-party resources will be assigned and/or contracted to provide sufficient resources to this task to further expand our reach to a younger and more technically-oriented demographic.

### **Carpool and Vanpool Incentive Programs**

- Goal: Provide commuters with a direct incentive to try a carpool or vanpool.
- FY 2018-2019 Action Items:
  - 1) Integrate the application, reward and fulfillment process for legacy commuter incentives (Carpool, Vanpool and Try Transit) into the STAR Platform wherever possible.
  - 2) *New* – Develop new Carpool Incentives targeting commuters that use dynamic and/or app-based carpooling (e.g. Scoop and Waze Carpool) and link their account to their STAR platform account. This would provide verified carpool data to STAR that can then be used to reward carpoolers. We would design several options for rewards

including one-time, annual, and tier-based. Once designed the options would be tested to determine their viability and likelihood for participations. Then we would work with funder(s) to determine criterion for the incentives and deploy those that are most likely to succeed. Preliminary findings have shown that incentives that can be used to further support the use of the alternative commute mode are preferred.

- 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. Continue working with 511.org and other vanpool advocacy groups to fill vacant seats in currently running vanpools by using the STAR platform's vanpool module to inform commuters of available vanpools.
- 4) Support partner programs like 511's "Carpool to BART" preferred parking program. In FY2017-2018 this program was expanded to San Mateo County and Commute.org assisted in the marketing and outreach efforts.
- 5) Conduct post-incentive surveys of carpool, vanpool, Try Transit, and STAR platform incentive participants to determine if they are continuing to utilize the commute alternatives.

### **Try Transit Incentive Program**

- Goal: Increase ridership on Caltrain, SamTrans, BART, and WETA's SSF Ferry.
- FY 2018-2019 Action Items:
  - 1) Collaborate with transit partners (existing and new), on a new Try Transit media campaign 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. In FY 2018-2019, the agency 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) BART will no longer participate in the Try Transit program (effective July 1, 2018). While this is disappointing for the program, every effort is being made to find additional resources to support the program.
  - 4) Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving the incentives.
  - 5) Produce annual report to transit agencies and secure new tickets to continue program with partnering agencies.

- 6) Build upon the success of the Commuter Challenges 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, from, through or within the county. Engage prior recipients of Try Transit incentives using social media, surveys, and contests.
- 7) The STAR Platform allows us to be more engaged with the incentive program participants. The objective is to keep the commute alternatives messages 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.
- FY 2018-2019 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; 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 (Silicon Valley Bicycle Coalition); and keeping statistics on the event participation.
  - 2) Promote Bike to Work Day to employees in San Mateo County with a goal of increasing participation on Bike to Work Day every year.
  - 3) 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.
  - 4) Continue to recruit and support the employers, non-profits, cities and other groups that volunteer to set-up and staff Energizer Stations in San Mateo County. Visit as many Energizer Stations as possible on BTWD to thank volunteers and ensure compliance with station procedures.

### **Program Area 4 – Public/Private Partnerships**

1. Funding and Resource Development
2. Development of Community-Based Mobility Services
3. Community Facilitation of Transportation Alternatives

## **Funding and Resource Development**

- Goals: a) Retain existing funding sources through successful project delivery; b) seek additional funding to address identified needs and plans developed in collaboration with SMCTA and C/CAG.
- Objectives: a) work with partners to ensure 100% sustainability of existing funding; b) expand funding to meet identified needs and priorities; c) develop new partnerships.
- **FY 2018-2019 Action Items:**
  - 1) Ensure that Commute.org is the recognized funding partner to implement transportation demand management (TDM) initiatives on behalf of other transit partners in San Mateo County.
  - 2) Participate in the San Mateo County Transportation Authority's proposed research project that will help determine future TDM projects in San Mateo County.
  - 3) Expand financial participation by employers in consortium routes. 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 to promote TDM strategies in San Mateo County cities. Commute.org has registered the following domains:
    - a. ConnectRedwoodCity.com / .org ~ live
    - b. ConnectSanMateo.com / .org ~ live
    - c. ConnectFosterCity.com / .org ~ live
    - d. ConnectSanMateoCounty.com / .org
    - e. ConnectSFO.com / .org
  - 5) Continue to provide managerial support to the San Mateo Rail Corridor TMA. Since FY 2010-2011, Commute.org has aided the TMA to help them get established as a stand-alone non-profit (501(c)(4)) organization that will provide services to its members in and around the Bay Meadows development area.
  - 6) Use the experience with the San Mateo Rail Corridor TMA to assist other cities and business districts on TDM program development.
  - 7) Support C/CAG's efforts to update the county-wide TDM Guidelines in any manner possible. Those efforts began in FY 2017-2018 and are expected to be completed in FY 2018-2019.

## **Development of Community-Based Mobility Services**

- Goal: Implementation of future community-based shuttles should be based on direct collaboration with SMCTA and a prioritized needs assessment.
- Objective: Focus agency efforts on first/last mile shuttles serving transit hubs. The inclusion of residential areas and community centers in commuter-based shuttles during peak commute hours is in keeping with Commute.org's mission and is achievable with existing agency resources.

- FY 2018-2019 Action Items:

- 1) Work with C/CAG staff to convene a meeting(s) with staff from San Mateo County cities and towns to work on bikeshare issues.
- 2) 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. A big step in this process will be the transition of management to Commute.org of up to six shuttles that are currently managed by the San Mateo County Transit District. That transition is expected to happen in the first half of the fiscal year.
- 3) 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.
- 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.
- 5) Participate as a public-agency member of the Peninsula Mobility Group (PMG). The agency's board recently approved membership (non-dues paying) for FY 2017-2018. The PMG is focused on projects that will increase mobility and reduce congestion including projects that focus on North/South and East/West mobility; Caltrans projects in the Project Approval/Environmental Document phase; projects sponsored by the MTC, C/CAG, Caltrain, SamTrans, CMCTA; legislative and funding efforts in support of mobility solutions; public and private partnerships on last mile solutions; and planning for potential ballot measures seeking funding for mobility improvements.

### **Program Area 5 - Agency Development**

1. Finance and Budget
2. Governance
3. Administration and Business Practices
4. Communication

### **Finance and Budget**

- Goal: Ensure the integrity of the financial reporting and budgeting process and increase operational efficiencies.
- FY 2018-2019 Action Items:

- 1) During FY 2017-2018, the agency transitioned from the City of Daly City to the City of San Carlos for its Fiscal Agent services. Staff has worked closely with both cities to make the transition as seamless as possible. FY 2018-2019 will be the first full year with the City of San Carlos performing the financial and accounting services.
- 2) Review all activities and programs to determine those that are most effective and those that are underperforming based on performance measurements adopted.
- 3) Evaluate each organizational activity for cost effectiveness as measured by Performance Measures recommended in Program Areas 1 thru 4.
- 4) Adjust the budget to match Commute.org's role and responsibility of the county-wide shuttle program – as changes necessitate.
- 5) Eliminate activities and programs that are dramatically underutilized and/or provide little substantial effect on the organizational mission.

### **Governance**

- Goals: a) Ensure meaningful participation by each key constituency of Commute.org including employers, 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 2018-2019 Action Items:
  - 1) Accountability and Transparency Initiatives:
    - a. As part of Commute.org's commitment to achieving a culture of accountability and transparency, it will maintain 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 2017-2018; therefore, only minor changes are anticipated for the current fiscal year.
- 3) Comply with all county and state-mandated reporting and transparency initiatives.
- 4) Conduct orientation for new Board and Supervisory Committee members following the first Board meeting after new Board members have been appointed.

### **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 2018-2019 Action Items:
  - 1) Review and update the Emergency/Disaster Planning documents to reflect changes in the agency's location, scope of work, and other factors. Commute.org's role as a provider of public transportation necessitates continual review and refinement of emergency plans.
  - 2) Review existing performance measurements, and then utilize a prioritization framework for formal policies and criteria to evaluate new opportunities that emerge to develop or manage programs and initiatives.
  - 3) Work with Supervisory Chair and staff department managers to review/update employee wellness program, leadership development and succession plan and potential opportunities to develop grant applications that have an environmental or energy technology component.
  - 4) Have all staff participate in a Network Security Training course provided by the IT services and support vendor.
  - 5) Implement a secondary, off-site (cloud-based) data backup procedure.

### **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 2018-2019 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 website, [www.commute.org](http://www.commute.org), 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 “new” advertising platforms being considered include digital signboards at transit stations and DMV offices, movie theatres, and on bus sides. Social media is an increasingly essential element of the agency’s marketing efforts with campaigns on Facebook, Twitter, Instagram, YouTube, LinkedIn and other social media outlets.
- 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.