

**FUNDING AGREEMENT BETWEEN  
CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO  
COUNTY  
AND COMMUTE.ORG  
FOR THE COUNTYWIDE VOLUNTARY TRIP REDUCTION PROGRAM  
FOR FISCAL YEAR 2024-25**

This Agreement, effective **July 1, 2024**, 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.”

**WITNESSETH**

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, Scope of Work*, 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, Scope of Work*, C/CAG shall make payment to Commute.org as follows. The aggregate total amount of payment by C/CAG to Commute.org for services shall not exceed five hundred thirty five thousand five hundred dollars (\$535,500), as shown in *Exhibit B, Budget Breakdown*, for services provided during the Contract Term set forth below, including (as applicable) labor, supervision, applicable surcharges such as taxes, insurance, and fringe benefits, indirect costs, overhead, profit, subconsultants’ costs (including mark-up), travel, equipment, materials and supplies, expenses, and any fixed fee. Payments shall be made to Commute.org quarterly based on an invoice submitted by Commute.org that has been reviewed and approved by C/CAG. C/CAG shall have the right to receive, upon request, documentation substantiating charges billed to C/CAG. 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, 2024 and shall terminate on June 30, 2025; 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 section, 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.**
  - a. *General Requirements.* 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.
  - b. *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. In signing this Agreement, Consultant certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and

(b) it will comply with such provisions before commencing the performance of work under this Agreement.

c. *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.

d. *Insurance Limits; Insured Entities; Breach.* Required insurance shall include:

	Required Amount	Approval by C/CAG Staff if under \$ 1,000,000
Comprehensive General Liability	\$ 1,000,000	_____
Workers' Compensation	\$ Statutory	_____
Employer Liability	\$ 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, Scope of Work*, 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.  
  
To allow C/CAG to audit all expenditures relating to the services funded through this Agreement, for the duration of the services as described in *Exhibit A, Scope of Work*, and for five (5) years following completion of this Agreement, Commute.org shall maintain all required records.
13. **Merger Clause.** This Agreement, including *Exhibit A, Scope of Work*, 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

City/County Association of Governments  
(C/CAG)

By \_\_\_\_\_  
Cliff Lentz, Commute.org Chair

By \_\_\_\_\_  
Sean Charpentier, C/CAG Executive  
Director

Date \_\_\_\_\_

Date \_\_\_\_\_

By \_\_\_\_\_  
Joan Cassman, Commute.org Legal  
Counsel

By \_\_\_\_\_  
Melissa Andrikopoulos, C/CAG Counsel

# Exhibit A

## SCOPE OF WORK

### Commute.org Scope of Work FY 2024-2025

Commute.org has developed the following Scope of Work for Fiscal Year 2025. The document is comprised of three sections: Key Initiatives, Programs, and Special Projects. The Key Initiatives section describes several projects that will receive special attention in the coming year while the Programs section describes our core programs and activities. The Special Projects section includes various projects that, while important, will not require as much focus as our key initiatives and core programs.

#### **Section 1: Key Initiatives**

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

- Community Partner Grant Program
- Countywide Bicycle Education Program
- App Development Project
- Agency Accreditation Project

#### **Community Partner Grant Program**

In 2023, the agency conducted outreach to priority audiences that have been less represented in our programs and have developed a pilot grant program to improve engagement with those audiences. The objective of this pilot grant program is to increase participation and input from communities currently underrepresented in Commute.org’s programs. Through this grant program, we hope to see sustained engagement with Community Partners that represent and serve these communities, thereby increasing awareness and use of our programs and services, and transportation options throughout San Mateo County.

Grants of \$5,000 will be awarded to three organizations in San Mateo County for activities to be completed within one year, starting July 1, 2024. Grant recipients will be asked to:

- Promote Commute.org’s programs and services to their community
- Help enroll their constituents in Commute.org programs
- Collaborate with Commute.org on the development and refinement of programs and services that best meet the needs of the community

A formal Call for Proposals was conducted in March. The evaluation panel recommended funding the following proposals and the Board approved the recommended grantees on April 18, 2024:

- El Concilio of San Mateo County
- Climate Resilient Communities

- Friends for Youth

Commute.org will work with the three grantees throughout FY 2025 to disseminate information about Commute.org's programs and services through the organizations' communication channels and in-person events. In Spring 2025, we will evaluate the program and consider changes to improve upon the program for the following fiscal year.

## **Countywide Bicycle Education Program**

Commute.org is proposing to create a countywide bicycle education program that would be launched in January 2025. The creation of the program is dependent on receiving funds from the San Mateo County Transportation Authority's (SMCTA) Pedestrian and Bicycle Program Call for Projects, which opens in June 2024.

Commute.org has applied for and been approved to receive Transportation Development Act-Article 3 grant funds from CCAG as the matching funds for the SMCTA grant for Pedestrian and Bicycle Programs to fully implement the Countywide Bicycle Education Program. If the SMCTA funding is not awarded, we will be unable to execute this program as conceived and will return to our existing bike education program of funding approximately six bike workshops per year for employers and property managers.

The Countywide Bicycle Education Program aims to encourage greater bicycle use for transportation in the county. It seeks to achieve this by offering various courses and training sessions across the county and by increasing the number of League Cycling Instructors (LCIs) in San Mateo County.

This effort is geared towards ongoing education and training to support the growing community of cyclists. Commute.org will take on the role of the project sponsor, overseeing overall project administration. Silicon Valley Bicycle Coalition is expected to be a key program partner, responsible for providing educators and managing course logistics. The program is modeled after a similar program in Santa Clara County managed by the Valley Transportation Authority (VTA).

The goal is to provide a minimum of 500 student instructional hours annually and to certify ten new LCIs over the two-year period. The courses include but are not limited to those listed below:

- General education (1 hour virtual or in-person)
- Basic Bike Maintenance (In person with bike)
- Learn to Ride (14+)
- Smart Cycling
- Intro to E-bikes

A survey of the 21 jurisdictions in San Mateo County resulted in enthusiasm for the program and an expression of readiness to host and support the marketing initiatives of the program. The metrics gathered will provide us with insights into the effects of providing these educational courses. These metrics will encompass participant numbers and demographic information, as well as data on whether the courses promote greater bicycle usage and contribute to shifts in attitudes through increased knowledge.

Commute.org is also exploring the idea of updating and printing the Countywide Bicycle Map, which was last updated in 2015. This resource is popular with residents and workers in SMC, particularly at events throughout the county where Commute.org tables. It is complementary to the Countywide Bicycle Education Program as an updated bike map will be important for the new and enthusiastic bike riders trained through the program.

## **Commute.org Branded App Development Project**

Since 2016, Commute.org has licensed the RideAmigos software platform to offer the STAR program to San Mateo County commuters and employers, aiming to promote alternative commute modes to driving alone. The STAR platform is currently accessed via the my.commute.org website or via a RideAmigos provided mobile app called Commute Tracker.

In FY 2024, Commute.org was selected by RideAmigos to become the first public agency to pilot their next-generation mobile app. The new mobile app will replace the Commute Tracker app and will be more closely tailored to the needs of the agency and San Mateo County commuters.

This pilot project for the enhanced mobile app will involve collaborative efforts between RideAmigos and Commute.org, including beta testing of the app. The project plan calls for the release of a new, personalized app under the Commute.org brand that will be available on both the Apple App Store and Google Play Store by Fall 2024.

The upgraded app will feature a completely revamped user interface and will show only those programs that Commute.org offers rather than the generic interface of the Commute Tracker app which includes some programs that are not available to our users.

There are three significant opportunities for enhancing the mobile experience for STAR program users:

1. Implementing a mobile-first approach to development, aligning with the familiar usage patterns of program members across their personal and professional spheres.
2. Enhancing trip tracking capabilities for more active and precise data collection, in line with Commute.org's data-centric approach to Transportation Demand Management (TDM) programming.
3. Introducing a new user interface design that incorporates personalized elements proven effective in behavioral research for influencing commuter behavior.

## **Agency Accreditation Project**

The Association for Commuter Transportation (ACT), an international organization of which Commute.org is a member, is launching a pilot of its Accreditation Initiative. Commute.org was accepted as one of twelve organizations in the United States to participate. The board and staff believe that going through the accreditation process will lead to a stronger and more effective agency.

ACT created the program to ensure a culture of ever-improving organization credibility through accreditation, based on agreed upon standards, reporting metrics, and data sharing. Participation in the pilot was offered to a select group of organizations.

The accreditation process will be an arduous but worthwhile experience for the agency. A preliminary review of the accreditation requirements has shown that the agency already has many of the required processes, procedures, and documentation.

The accreditation structure aims to evaluate organizations in the following three areas:

- Administrative/Governance
  - Does the organization have the structure and processes in place to be successful?
  - Governance, Finance, Human Resources
- Contribution to the Profession
  - Is the organization actively helping the profession improve (both internally and externally)?
  - TDM Program/Service Provisioning
  - Community Leadership
- Collection, Reporting, and Sharing of Standardized Performance Data
  - What do the most successful TDM programs have in common?
  - Internal Performance Measuring and Reporting
  - Individual and Stakeholder Surveying

While most of the requirements can be satisfied with the submission of documentation, there is a requirement that must be met with the collection of data from standardized surveys. The surveys are designed to capture feedback on the agency's effectiveness with individual commuters as well as stakeholders throughout the county. The data will be used to meet the accreditation requirements but will also provide valuable information for the agency to use in future program development efforts.

Another benefit of being part of the inaugural class of accreditation candidates, ACT is waiving the fees that will be charged to organizations that go through the process in the future. The agency will meet with the other program participants monthly and completion of the accreditation process is expected by the end of 2024.

## **Section 2: Core Programs**

Commute.org's core programs target San Mateo County residents who commute to work or college as well as commuters coming from outside the county to worksites and colleges in San Mateo County. While we do promote our programs and services directly to commuters, we also work to develop relationships with employers, non-profit organizations, school districts, industry groups, community partners, and government agencies. We leverage those relationships to reach a larger portion of the commuter population.

The agency's core programs fall into four categories:

- Commuter Programs
- Engagement Programs
- Countywide TDM Monitoring Program
- Shuttle Program

In this section of the Work Plan, we describe the objectives of each program and detail the action items that are planned for the coming fiscal year.



## ***Commuter Programs and Incentives***

### **STAR Platform**

- Objective: Provide commuters with the tools, programs, and incentives that not only encourage their shift to non-drive alone modes, but also provide ongoing support and incentives for them to continue using preferred commute mode(s).
- **FY 2025 Action Items:**
  - Promote the STAR platform as the primary online tool for commuters to track their commute trips, earn incentives, and find carpool and vanpool partners. The tool, provided by software vendor RideAmigos, was branded as the STAR platform when it was first deployed in 2016. The tool continues to evolve and improve. Translation of the site into four languages is available for users.
  - Use the STAR platform's integrated GHG calculator to measure the impacts of commuters who track trips using the tool. 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 as anonymized and aggregated data.
  - Promote the new app in the Fall to commuters along with a redesigned STAR home page to provide a refresh of the website and highlight more of the features that users can expect to see if they proceed.
  - In FY 2024, the agency continued the annual Commuter Challenge but made it easier and more accessible to participate. Instead of requiring commuters to create a STAR account and log their non-drive-alone trips, participants were simply asked to pledge to use non-drive-alone modes for their commutes during April and May. Those who pledged were entered into a raffle drawing for a chance to win one of five \$250 e-gift cards. This adjustment aimed to lower barriers for participation and boost enrollment numbers in the challenge. The challenge saw an increase of 500 commuter participants over the previous year's enrollment.
  - The 2025 Commuter Challenge will continue to use the new model of 'pledging' to give commuters an uncomplicated way to get engaged in the challenge and choose a non-drive alone commute mode to work.
  - During the Challenge, incentivize commuters to join STAR for additional ways to earn prizes. By converting commuters to STAR members, Commute.org can support and reward them all year long.
  - Commute.org will continue year-round with other promotions to keep STAR members actively engaged. Each quarter a different mode or collection of modes is selected to be the focus of the promotion.
  - Track demographics of STAR users via a one-time demographic survey pop-up. The anonymized survey results help Commute.org to understand the demographic profiles of our participants so that we may target groups that are less well represented in our programs.

### **Guaranteed Ride Home (GRH) Program**

- Objective: Provide commuters and college students in San Mateo County with a form of "commute insurance" that supports sustainable commuting by providing a ride home or

to a local transit station in the mode of their choice when a qualifying event occurs (e.g., sickness, family emergency, unplanned overtime, bicycle breakdown).

- **FY 2025 Action Items:**

- Use the STAR platform to provide the Guaranteed Ride Home (GRH) incentive to qualified participants. The program requires participants to create accounts on the STAR platform and log their non-drive alone trips to claim reimbursement for qualified GRH rides.
- Continue with the marketing and education campaign to promote GRH to employers, community partners, and commuters directly, including in English, Spanish, and other languages upon request.

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

- Objective: Provide commuters with direct incentives to encourage them to adopt carpooling or vanpooling as a commute option.
- **FY 2025 Action Items:**
  - Promote the Carpool Incentive program to commuters. This program connects commuters with others to share rides and reap rewards. By forming a carpool group and logging their trips, participants can earn \$25 for every 10 days of carpooling, with a maximum reward of \$100 per year.
  - Promote the Vanpool Incentive program to groups of commuters that can share their daily commutes. This program brings awareness to existing vanpools and facilitates connections for commuters to join or start a vanpool. Commuters who log their vanpool trips and provide proof of ridership, can earn \$25 for every 10 days of vanpooling, with a maximum reward of \$100 per year.
  - Conduct post-incentive surveys of the STAR platform incentive participants to determine if they are continuing to utilize commute alternatives and measure success of the programs. The surveys now include demographic data questions to better understand who is participating in our incentive programs.

### **Bicycle Incentive Program**

- Objective: Encourage San Mateo County commuters to use bicycling as an alternative to driving alone for first/last mile commutes as well as full-length commutes by providing them with incentives.
- **FY 2025 Action Items:**
  - Promote the Bicycle Incentive program to commuters. This program utilizes the STAR platform to monitor and incentivize participants. Commuters simply utilize the "connected app" Strava to track their bicycle commutes. For every 10 days of cycling to work, participants can earn \$25, with a maximum reward of \$100 after 40 days of biking.
  - 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. The surveys now include demographic data questions so that we can better understand who is participating in our incentive programs.

## **Countywide Caltrain Pass Forward Program**

- Objective: Provide income-qualified San Mateo County commuters with free Caltrain Go Passes. We utilize the program to build and/or strengthen relationships with community-based organizations that can help identify prospective applicants. This program allows us to engage deeper with a great diversity of people across the income spectrum by providing no-cost public transit to commuters who can benefit the most. This also opens an opportunity to collaborate with employers and commuters from different geographic and industry sectors to assist in making Caltrain an affordable option to travel to work.
- **FY 2025 Action Items:**
  - Promote and distribute the remainder of the 300 Clipper Cards with Go Passes that were allocated to Commute.org for calendar year 2024. Materials are currently available in English, Spanish, and Simplified Chinese and we have the resources to communicate with people speaking other languages as needed.
  - If Caltrain continues the program in 2025 and allocates passes to Commute.org, distribute the allocated Go Passes to eligible applicants throughout calendar year 2025.
  - Engage with at least 30 community organizations to publicize the program to its members.
  - Provide ongoing support to recipients on riding Caltrain, using STAR, and using Clipper and other transportation services.

## **Try Transit Incentive Program**

- Objective: Increase commuting to or from San Mateo County on public transit.
- **FY 2025 Action Items:**
  - The Try Transit program will undergo a notable change in FY 2025. This program, which has been provided by the agency for over 20 years, aims to encourage solo drivers to switch to public transit by providing free transit tickets to qualified applicants. The tickets were provided by transit agencies like Caltrain, SamTrans, and SF Bay Ferry. Note: BART used to participate in the program but opted out several years ago.
  - To address post-pandemic challenges in getting commuters to use public transit, the agency is updating the program to attract more applicants and support all transit agencies that serve San Mateo County commuters. Modeled after successful programs like Contra Costa County's Try Transit program, the updated program will offer eligible applicants a \$25 Clipper Card for use on any Bay Area transit system. The goal is to launch the updated program in the first quarter of FY 2025.
  - The updated program will eliminate the use of paper tickets which benefits not only the program participants who will have more options with the Clipper Card, but also the agency by simplifying the processes for obtaining, securing, and distributing the tickets.
  - The agency is coordinating with the current program partners to find ways to distribute the remaining paper tickets in a way that meets the partners' requirements and promotes the use of public transportation in San Mateo County.

- The complementary transit pass program, Pass Forward, for income-qualified commuters who can use Caltrain for work, will be cross-promoted with the Try Transit program. Applicants who are not eligible for Pass Forward will be directed to the Try Transit program.
- Conduct surveys of incentive participants to determine if they are continuing to take transit on a regular basis after receiving a Clipper Card or Caltrain Pass Forward pass. Collect demographic information on the surveys so that we can better understand who is participating in the program.

## ***Engagement Programs***

### **Outreach & Education**

- Objective: Increase adoption of commute alternative programs by commuters, employers, and other organizations in San Mateo County by providing TDM tools, education, resources, programs, and expertise.
- FY 2025 Action Items:
  - Continue to reengage with commuters, employers, and other stakeholders with whom we may have lost touch with during the pandemic.
  - Establish new relationships with employers in underserved or underrepresented industries and geographic sectors, which have been identified as part of the agency's Equity Project. Many of the difficult-to-reach employers do not have commute programs or staff assigned to assist employees with commute alternatives, so different tactics are required.
  - An example of the new engagement efforts that we will look to replicate is the success we had in FY 2023 working with JobTrain. Their mission is to help the Valley's most in need reclaim their lives from poverty and unemployment by preparing them for successful, sustainable careers in high-demand and emerging fields. By engaging with JobTrain, we were able to extend our reach to hundreds of individuals as they are getting ready to start new careers. JobTrain promotes our programs to their clients to add value to their relationships with their constituents.
  - Use a combination of existing and new direct marketing and outreach approaches to identify organizations that will benefit from our TDM programs and services. Not all employers will need the full suite of programs that we offer but making sure that they know Commute.org is there for them when they do need assistance is critical.
  - Continue to adapt our employer-focused programs to address the evolving needs of hybrid workforces. Many employers are open to new programs and services to offer their employees and Commute.org can provide them with a suite of tools that brings their employees value for truly little effort.
  - Participate in employer-sponsored onsite events. Large employers or property managers typically host these events. Our engagement teams are available to provide information on the commuter programs and incentives, but also to further the relationship with the host of the events.
  - Develop marketing campaigns designed to raise awareness of specific programs and/or connections to Commute.org via the website. The agency has effectively used social media, digital ads (e.g., Google, Meta, LinkedIn, Nextdoor), bus side

graphics, and bus shelter posters, to promote the full suite of programs. We will also use direct mail pieces to target residents or hard-to-reach employers. Geotargeted social media campaigns and direct mail are being used to focus on Commute.org's equity target groups.

- Use the website to provide useful information about transportation alternatives in San Mateo County to the broad range of stakeholders. The site is designed to serve multiple purposes: real-time shuttle information, resources for employers, program information, and agency governance. That mixture of purposes means that the content must be reviewed and updated frequently. A Google translate add-in is now available on the website for visitors to translate the content into multiple languages.
- Commute.org website will undergo a review of its SEO (Search engine optimization), which is the process of improving the quality and quantity of website traffic to a website or a web page from search engines.
- Produce and distribute a bimonthly e-newsletter for employers to share TDM best practices, compliance, and other general topics with our vast array of subscribers. Over 3,000 employer and partner contacts receive the newsletter.
- Produce and distribute a monthly e-newsletter for commuters called the Commuter Club. The e-newsletter has proven to be a valuable tool for the Commuter Programs team and is currently sent to over 20,000 subscribers. The team studies "open rates" and other metrics to make sure the content is valuable and timely.
- Produce and distribute a quarterly e-newsletter for community partners to share Commute.org's programs and services and special news for community partners. This newsletter was created after the Equity Analysis in FY 2023 and is targeted to groups serving people less represented in Commute.org's programs. Translation is available if needed.

### **TDM Programming and Support**

- Objective: Provide TDM programming and support services to employers and organizations throughout San Mateo County. Most employers in San Mateo County do not have dedicated resources or expertise in TDM programming; therefore, Commute.org serves as a valuable, no-cost resource to those employers. For employers who have their own programs and dedicated staff, Commute.org can supplement their programs to make them even more effective.
- FY 2025 Action Items:
  - Maintain employer and partner information using OneCommute, a cloud-based platform that manages employer and partner outreach. The platform serves as a comprehensive database for capturing addresses, contact details, TDM programs offered by employers, compliance with the Bay Area Commuter Benefits Program, and engagement with Commute.org. Staff maintains the platform to ensure data accuracy and relevance. The captured data is instrumental in evaluating the agency's outreach efforts and gaining insights into our employers and partners for targeted engagement.
  - Use the OneCommute platform and employer engagement tracking to monitor the types of industries that Commute.org regularly engages with. Use this information to understand if we are reaching the diversity of industries throughout the county and how to target efforts.

- Promote the use of the STAR platform by employers and organizations. The STAR platform allows individual employers, cities, and organizations to have their own unique “networks” under the Commute.org license. Each network is a subset of the overall system, so network participants have access to their network-specific programs as well as the host of programs available to everyone.
- Provide ongoing support services to San Mateo County employers who are required to comply with the Bay Area Commuter Benefits Program (Regulation 14, Rule 1). With the addition of a new compliance option (remote work) many employers will now have an easier way to be compliant; however, they still must register and complete an annual update. Since the pandemic, many of the employers in the Bay Area have failed to register or update their compliance. We want San Mateo County to have the highest compliance rate of any county in the Bay Area.
- Develop TDM tools including infographics, guides, tip sheets, social media campaigns, webinars, videos, and white papers that are used to introduce employers without a formal TDM program or coordinator to commute alternatives as well as providing useful information to employers who do have formal transportation coordinators.
- Coordinate bicycle safety and training workshops with employers by a certified bicycle safety instructor to provide rules of the road for cyclists, tips on buying a bicycle, and bicycle maintenance instruction. Providing bicycle education is a proven way to get people comfortable using a bike for all or a portion of their commute.
- Provide managerial support to the San Mateo Rail Corridor TMA. Commute.org has served as the administrator of the TMA since 2011. This service has also allowed the agency to develop relationships with the TMA members and city staff. The experience we gained continues to assist us as we work with other cities and business districts on TMA program development.
- Host an annual employer event. Prior to the pandemic, Commute.org held annual in-person events to further engage with employers. This event was reintroduced as an online seminar in May 2024 and will continue to be an annual event either in-person or online. The events are designed to share TDM best practices, highlight success stories from employers, provide networking opportunities, and promote ongoing engagement with Commute.org.
- Implement an ongoing employer survey using the OneCommute platform to gather information on the TDM programs employers offer and collect feedback on Commute.org’s programs. Staff will leverage OneCommute to efficiently capture and analyze survey data, using that data to update existing employer information. Survey participation will be encouraged with incentives. Commute.org will utilize findings to report on countywide TDM program offerings, enhance program effectiveness, and tailor services to meet employer needs.

### **Employer Recognition Program**

- Objective: Develop a program that acknowledges and rewards employers for actively promoting our programs and service among their employees. Many employers engage with us and are not formally recognized. This program will allow employers to earn points each time they engage with Commute.org and achieve annual certification in

bronze, silver, and gold tiers. In doing so, we hope to encourage more frequent and meaningful engagement between employers and Commute.org.

- **FY 2025 Action Items**

- Develop detailed guidelines for point allocation and tier qualifications. Staff will create a comprehensive list of engagement activities and their corresponding points based on the level of engagement required. Points will be summed up to determine whether employers should be certified as Bronze, Silver, or Gold.
- Create and maintain a dedicated webpage for the Employer Recognition Program on the Commute.org website. Employers can visit the webpage to learn more and enroll in the program.
- Announce program launch on July 1, 2024 via employer e-news, social media, and direct mailers.
- Track engagement activities and tier status on OneCommute. Staff will regularly report on the program's progress and outcomes and share key metrics.
- Send regular updates to program participants, reminding them of opportunities to engage with Commute.org and encouraging them to take actions that will help them earn points and reach the next recognition tier.
- Honor top-tier employers at the annual employer event. Staff will provide certificates, plaques, or digital badges to recognized employers. Commute.org will also acknowledge certified employers on our website, employer e-news, and social media.

### **Partnership Development**

- Objective: Develop partnerships with public and private sector entities that facilitate the growth and adoption of TDM measures throughout San Mateo County. Commute.org has become the recognized leader for TDM programming and support services in San Mateo County; however, it requires consistent and ongoing efforts to maintain that status.
- **FY 2025 Action Items:**
  - Expand our roster of active partners in the public, private, and non-profit sectors.
  - Leverage the partner relationships to assist in achieving our mission of significantly reducing vehicle miles traveled by commuters in San Mateo County. Our partners are known and trusted by their constituents, which allows our programs to reach a much larger segment of the population than if we do it alone.
  - Design and implement new methods for connecting with organizations that have not been reached by our prior methods. The Equity Project has identified a new set of targets and organizations that we will need to engage with to expand the reach of our programs. Working with and through community-based organizations has proven to be a good model and we are building on that via the pilot Community Partner Grant Program (see Key Initiatives) as well as the Caltrain Pass Forward program. Like the employer engagement levels, activities with community partners will be tracked in OneCommute to assess levels of engagement.
  - Represent San Mateo County on regional boards, committees, and task forces.
  - Strengthening relationships with TDM agencies across the Bay Area is increasingly important as we collaborate on regional initiatives. Commute.org's STAR platform is a leader in the Bay Area Commuter Carpool Network, connecting with six other

- county agencies. This integration enables commuters to find ride matches throughout the Bay Area, enhancing regional connectivity and commuting options.
- Assist recipients of the TA's ACR/TDM Program funding with their TDM studies and projects. All recipients are JPA members, therefore we have an established relationship and can add value to their projects.
  - 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.
  - Work with partners who are collaborating on measures to expand TDM practices throughout San Mateo County.

## ***Countywide TDM Monitoring Program***

### **TDM Policy Monitoring**

- Objectives: Ensure countywide TDM policy compliance by providing guidance and monitoring support to local jurisdictions and project applicants subject to the C/CAG Countywide TDM Policy. Commute.org also offers that same level of support to exempt jurisdictions with their own policies.
- FY 2025 Action Items:
  - Regularly update and maintain the OneCommute platform to ensure accurate and up-to-date tracking of TDM policy compliance across all jurisdictions. This platform, which is also used for employer and partner engagement, serves as a centralized platform to document and report on compliance.
  - Monitor and review data on the OneCommute platform to ensure that all new development projects subject to the TDM Policy are tracked. Staff will send periodic updates to jurisdictions regarding individual projects to ensure TDM policy compliance.
  - Hold "office hours" for jurisdictions, developers, and consultants. Many smaller jurisdictions and those with limited staff availability have difficulty monitoring and enforcing TDM requirements for developers. Commute.org helps free up limited jurisdiction staff time by providing guidance and monitoring support.
  - Customize the OneCommute platform for exempt jurisdictions interested in using the platform to track their own TDM policies. Exempt jurisdictions are likely to have different reporting requirements. Commute.org will work with these jurisdictions to ensure that the platform is adapted to their needs.
  - Onboard jurisdiction staff that have requested login credentials for the OneCommute platform. Staff will be available for ongoing technical assistance.
  - Administer monitoring reports to projects two years post-occupancy. To streamline the process, Commute.org will use the OneCommute platform to automatically notify staff and jurisdictions of when monitoring reports are due for each project. Staff will also finalize and test the monitoring report using the OneCommute platform prior to administering.



- Report on countywide TDM policy compliance. The OneCommute platform will be used to prepare reports summarizing compliance and the effectiveness of TDM policies across the county.
- Work with C/CAG to maintain regular communications with local jurisdictions and regional boards and committees to address compliance challenges and share updates on policy changes.
- Gather feedback from jurisdictions and project applicants to continuously improve the monitoring process and support provided.

### **Certified Development Program**

- Objectives: Assist developers in San Mateo County with meeting their TDM requirements. The program supports C/CAG TDM Policy compliance and provides development projects with a formal certification of their active participation in Commute.org programs and services.
- FY 2025 Action Items:
  - Hold “office hours” for developers to learn about the certification process and requirements. Commute.org will continue to meet with projects post-certification to maintain and enhance their participation in Commute.org programs.
  - Reach out to developers and jurisdictions to raise awareness of the Certified Development Program, extending beyond projects mandated by the C/CAG TDM Policy. Developers can certify their projects to demonstrate their commitment to TDM and benefit from Commute.org resources. The program is also a valuable tool for jurisdictions to promote and enforce TDM by ensuring active participation with Commute.org.
  - Maintain a database of certified projects and monitor their ongoing compliance and engagement on the OneCommute platform. Commute.org will notify jurisdictions of projects that lose their certification status.

## ***Shuttle Program***

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

- Objectives: Provide safe and dependable first/last mile shuttle services between employment and residential sites in San Mateo County and Caltrain, BART, and San Francisco Bay Ferry stations/terminals so that people can utilize public transit as a 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.
  - Provide shuttle services that are equitable, accessible, financially sustainable, and successful as measured by the funders' targets and benchmarks.
- **FY 2025 Action Items:**
  - Commute.org currently operates nineteen different shuttle routes that operate in nine cities throughout the county. All nineteen routes receive funding from the SMCTA Measure A Countywide Shuttle Program. Three of the routes also receive a portion of their funding through the C/CAG TFCA Regional Shuttle program.
  - SMCTA will conduct a new Call for Projects (CFP) for the FY 2026/2027 funding period. That CFP is expected to begin in January 2025. The shuttle team will work with the existing consortium members as well as potential program partners to develop applications for the new funding cycle.
  - Staff also provide technical support during the CFP to other sponsors of routes in San Mateo County. Commute.org is the only public agency in San Mateo County with staff dedicated to shuttles; therefore, our expertise is called on by jurisdictions throughout the county.
  - SamTrans, the agency that holds the contract with the shuttle vendor, will be conducting a Request for Proposals (RFP) in the fall of 2024. It is anticipated that the new contract will have significantly higher operating costs for shuttle service than the current contract. The increase in costs, potentially as much as 80-100% above the current costs, could have a severe impact on the Commute.org shuttle program. It is unknown how the additional costs would be absorbed but will likely lead to much larger matching fund requirements from the current and future program partners. The impact could be fatal for many routes, but it is too early to know for sure at this time.
  - The Shuttle Team works closely with the Engagement Team when opportunities for new and expanded routes arise. If a development project is required to provide shuttle service to their project, then Commute.org sponsored shuttles are often the best solution – especially if there is existing service nearby. Working with developers and their counterparts at the city where the project is located before a project is built allows for better service to be designed.
  - Continue using the complaint/compliment logging system to provide formal tracking of issues. Customer service has become increasingly important as new and returning passengers come to the service. We use text messaging, website alerts, social media, and newsletters to communicate with passengers and program partners.
  - Continue to push our GTFS data (route scheduling) to third-party providers of trip planning and public transit systems and provide the GTFS management for other

SamTrans' sponsored routes (e.g., Menlo Park and Daly City Bayshore). Having our route information available on as many systems as possible helps provide "seamless" trip planning for passengers. While we would like to provide GTFIS-Realtime data to those systems, that feature is not possible due to hardware and software constraints with the current shuttle vendor (this will be an RFP requirement for the next contract).

- Conduct shuttle monitoring checks to ensure vendor compliance with agency policies and procedures. Each route is reviewed and 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.
- Conduct annual passenger survey to assess satisfaction. The survey also includes demographic questions so that the agency can use this information to understand the ridership.

### **Section 3: Special Projects**

#### **Workforce Housing Transportation Demand Management Pilot Program**

In FY 2023, Commute.org secured funding from SMCTA's Alternative Congestion Relief and Transportation Demand Management (ACR/TDM) program to implement the Jefferson Union High School District (JUHSD) Workforce Housing Transportation Demand Management (TDM) Pilot Program.

The pilot program started in September 2022 and is scheduled to conclude on December 31, 2024. The program is focused on developing strategies to reduce single-occupancy vehicle commuting to JUHSD school sites by the employees who reside at the district's workforce housing location in Daly City. These strategies included subsidized vanpools, rebates for purchasing bicycles or e-bikes, and bicycle education and safety training.

Commute.org will continue to promote the bicycle rebate, pre-recorded bicycle safety webinar, and the other commuter programs offered by Commute.org to the residents through the end of 2024. The vanpool offering will be discontinued for the remainder of the pilot program.

The pilot program has served as a testing ground for scalable TDM solutions applicable to other workforce housing developments in the county. As the pilot program nears its conclusion, Commute.org will be working with the program stakeholders to document the successes and failures of the program. A full program report will be submitted at the conclusion of the program.

Commute.org will be suggesting that future grants provide more flexibility in transportation choices, allowing commuters to opt for vanpools or carpools with corresponding subsidies or incentives, thereby fostering shared rides. Furthermore, although the budget allocated for bicycle education and rebates was not entirely utilized, Commute.org will be recommending that the bicycle component becomes a cornerstone of any future workforce housing TDM strategy.

## **Website Accessibility Review Project**

In April 2024, the Department of Justice (DOJ) published a Final Rule establishing the technical requirements and standards for public agencies to ensure the accessibility of their web content and mobile apps for people with disabilities. The Final Rule goes into effect on June 24, 2024 and the agency will have until April 24, 2026 to comply.

The FY 2025 Website Accessibility Review Project represents a strategic endeavor to meet the requirements defined by the DOJ and to foster an equitable online experience for all users. This initiative will entail an examination of our website's accessibility features, encompassing both technical elements and user interfaces. Through a systematic assessment process guided by the Web content Accessibility Guidelines (WCAG) 2.1, we aim to identify and rectify potential barriers to access faced by individuals with disabilities.

Staff will collaborate with external consultants to analyze website components such as navigation menus, forms, multimedia content, and interactive elements to ensure they meet the WCAG 2.1 Level A and AA standards. Depending on the scope of updates required, this initiative may span two fiscal years.

The FY 2025 Website Accessibility Review Project underscores our commitment to inclusivity, ensuring that our digital presence remains accessible to all individuals, irrespective of their abilities or disabilities. By fostering an environment where every user can navigate, interact, and engage with our online platform seamlessly, we strive to exemplify our dedication to equality and empowerment in the digital realm.

## **Analysis of Programs with Equity Tool**

Strategic Plan 2025 set forth an objective to integrate equity principles across all programs. Over the past several years, we have undertaken an equity analysis, data collection, community outreach, and more to reach this objective and have made numerous changes.

One of the next steps is to update and incorporate equity into all existing programs. To do this, Commute.org has developed an Equity Tool (questionnaire) for analyzing both current and future programs. In creating the tool, we have referenced the County of San Mateo's tool, C/CAG resources developed during its equity analysis, and best practices from organizations such as the Government Alliance on Race & Equity (GARE).

The Equity Tool includes questions for staff to consider for each program to create equitable outcomes, set metrics, identify audiences and stakeholders, determine benefits and burdens, include community engagement, and produce strategies to minimize unintended impacts.

Over the course of FY 2025, the agency will use the Equity Tool to evaluate its existing programs for equity goals, metrics, and outcomes. First, we will present the tool to staff and train them on the process and objectives. Then, we will analyze all Commute.org's existing programs via the tool to assess equitable impacts and metrics. We will also use this tool to evaluate new and proposed programs. Finally, we will determine whether changes and/or additional reporting is needed.

## **Agency Marketing Strategy**

In FY 2024, Commute.org initiated a comprehensive Strategic Marketing Plan, marking a significant step for the agency. The implementation of this plan began in the second half of FY 2024 and will continue throughout FY 2025. Marketing is an essential function to everything we do as an agency; therefore, completing the integration of the recommendations from the Strategic Marketing Plan will be an important task this year.

The Strategic Marketing Plan provided valuable recommendations and a framework for tactics, metrics, measurement, and improvements to enhance our initiatives. Commute.org is emphasizing communication strategies that convey strong messages of connection, inclusion, mode shift, and improved access to our programs and services.

The three primary marketing objectives are:

1. Grow Awareness and Engagement
2. Increase Participation in Programs
3. Engage and Deepen Strategic Partnerships

Our goal for FY 2025 is to complete the implementation phase of the plan across all program areas.

## **Organizational Improvement Projects**

The agency is continually working to improve its programs, services, and organizational effectiveness. This section of the Work Plan describes the internally focused projects that will be undertaken during FY 2025.

### **Strategic Plan 2025 Performance Monitoring**

- Objective: Ensure that the agency sets priorities, focuses resources, strengthens operations, and ensures that staff and other stakeholders are working toward the goals and objectives set out in Strategic Plan 2025 (adopted in April 2021).
- FY 2025 Action Items:
  - Use the OnStrategy software platform to manage the agency's progress on meeting the goals and objectives set forth in the plan. The software is used to assign and track progress on individual and team level initiatives. It is also used to provide internal, stakeholder, and board-level performance reporting.
  - Manage strategic initiatives using key performance indicators (KPIs) and metrics. Since each initiative includes a target completion date, the tool assists the management team in understanding where the agency is in relation to the overall timeline for the plan.
  - Reassess strategic initiatives and team member goals for FY 2025 and recalibrate as needed to ensure that the goals and objectives are still being met.
  - Report annually to the Board of Directors on progress towards achieving the goals and objectives.
  - Form a task force consisting of board members and key stakeholders to review, update, and extend the current plan so that it can provide guidance beyond 2025.

The task force will help determine which strategic initiatives to close out, expand upon, and add, while still meeting the objectives of the original plan.

### **Finance and Budget**

- Objective: Ensure the integrity of the financial reporting and budgeting process and increase operational efficiencies.
- FY 2025 Action Items:
  - The City of Millbrae will take on the role of Fiscal Agent beginning July 1, 2024. The City of San Carlos will conclude its role as the Fiscal Agent once the audited financial reports for FY 2024 are published.
  - The transition process began in May 2024 and is expected to continue through August 2024. It will require close collaboration between all parties to ensure that the transition is completed with minimal disruptions to the agency's core programs.
  - Further develop the budgeting process and procedures. A Five-Year Financial Forecast model was developed in FY 2024 and will be refined in FY 2025.

### **Governance**

- Objective: Ensure that the agency is governed in accordance with all laws and that all stakeholders are provided with the tools and training they need to perform their roles effectively.
- FY 2025 Action Items:
  - Conduct an annual review of bylaws, policies, and reporting requirements to ensure that the agency is compliant with state, federal, and regional requirements.
  - Conduct orientation sessions for all new board and committee members including their requirements for Form 700 reporting's and the agency's Equity Plan.
  - Ensure that all staff are current on their required training and certifications including ethics, conflict of interest, sexual harassment, procurement policies, and diversity, equity, and inclusion.
  - The Town of Woodside is the only jurisdiction in the county that is not a member of the JPA. Efforts will continue to encourage Woodside's participation; however, their non-participation does not impact the rest of the JPA.

### **Administration and Business Practices**

- Objective: Ensure that the agency's internal operations adhere to best practices for small public agencies.
- FY 2025 Action Items:
  - Annual review of all policies and procedures with updates, as necessary. Agency Accreditation Project (see Key Initiatives section) will require a full review of all policies and procedures. Staff will make the necessary updates with the assistance of legal counsel. Once updated, the Board will be asked to review and approve any changes.
  - Complete the initial protocol development project which was started in FY 2024. Staff have been documenting the critical functions for all positions. The "knowledge transfer" process is critical for a small agency like Commute.org.

- Review and update the Emergency/Disaster Planning documents to reflect changes in the agency's location, scope of work, and other factors.
- Conduct another CPR training course to ensure everyone is trained and their certifications are current. Additional training on emergency preparedness and first aid will be provided as part of our ongoing staff training program.
- Work with the agency's board and committees as well as program 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.
- Ensure that all staff participate in an annual Security Training course provided by the IT services and support vendor.

### **Employee Retention and Professional Development**

- Objective: Attract and retain quality employees by providing them with a supportive work environment, competitive compensation, challenging projects, and opportunities for professional development and advancement.
- FY 2025 Action Items:
  - Ensure that salary and benefits are competitive with peer agencies by conducting a Total Compensation Study. An RFP was conducted in April/May 2024 and a consultant will be engaged to perform the study in FY 2025. The results of the study will be presented to the Board in November and any recommendations that are accepted by the Board are expected to be implemented starting in FY 2026.
  - In preparation for the Total Compensation Study, staff has been updating the formal job descriptions for each of the approved job classifications. The consultant from the Total Compensation Study will review the updated job descriptions and recommend further updates.
  - Employees are encouraged to participate in professional development courses and conferences related to the core work of the agency and their individual job function. Budget is allocated for training, professional development, and travel.
    - a. New staff members are encouraged to complete the Commuter Choice Certificate program sponsored by the Center for Urban Transportation (CUTR).
    - b. The TDM-Certified Professional program, operated by the Association for Commuter Transportation (ACT) is another program recommended for staff who have several years of TDM experience and want to expand their knowledge of industry best practices. The program culminates in an exam and requires renewal every three years.
    - c. Staff are also encouraged to take online training courses on topics ranging from Excel to website analytics to online marketing.

# Exhibit B

## Budget Breakdown

Budget FY 2024/2025						
						Project Title: C/CAG Congestion Relief Plan
Funding Source	Administration & Finance	Engagement Programs	Shuttle Program	TDM Monitoring Program	Commuter Programs	Total
	4%	36%	16%	8%	36%	
<b>FY24.25 C/CAG Congestion Relief Plan</b>	\$ 21,420.00	\$ 192,780.00	\$ 85,680.00	\$ 42,840.00	\$ 192,780.00	\$ 535,500.00
Funding Subtotal	\$ 21,420.00	\$ 192,780.00	\$ 85,680.00	\$ 42,840.00	\$ 192,780.00	\$ 535,500.00
Reimbursements Received YTD						
Funding Balance YTD	\$ 21,420.00	\$ 192,780.00	\$ 85,680.00	\$ 42,840.00	\$ 192,780.00	\$ 535,500.00
<b>Reimbursable Expenses This Period</b>						
New Funding Balance	\$ 21,420.00	\$ 192,780.00	\$ 85,680.00	\$ 42,840.00	\$ 192,780.00	\$ 535,500.00
TOTAL YTD REIMBURSEMENTS FY 24.25						
DETAIL 1 (Expense by type)	Administration & Finance	Engagement Programs	Shuttle Program	TDM Monitoring Program	Commuter Programs	Total
Labor Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials or Contracts Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -