

**AGREEMENT BETWEEN CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF  
SAN MATEO COUNTY AND COMMUTE.ORG  
FOR THE COUNTYWIDE VOLUNTARY TRIP REDUCTION PROGRAM  
FOR FISCAL YEAR 2025-26**

This Agreement is entered into by and between the City/County Association of Governments of San Mateo County, a joint powers agency whose members include the County of San Mateo and the twenty incorporated cities and towns within San Mateo County (“C/CAG”) and Peninsula Traffic Congestion Relief Alliance, a joint powers authority (“Commute.org”) (together the “Parties”) on July 1, 2025.

**RECITALS**

C/CAG is the Congestion Management Agency for San Mateo County; and

C/CAG approved funds for the Countywide Transportation Demand Management (TDM) program under the Congestion Relief Plan (July 1, 2023 to June 30, 2027); and

Commute.org sponsors the Countywide Voluntary Trip Reduction Program; and

C/CAG desires to enter into a funding agreement with Commute.org to implement Countywide TDM programs using Congestion Relief Plan (CRP) funding; and

The total amount available to Commute.org under this Agreement is not to exceed \$550,494; and

By adoption of RESOLUTION 25-43, the C/CAG Board of Directors authorized the C/CAG Executive Director to execute an agreement with Commute.org to provide the services described in Exhibit A, Scope of Work.

**NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

1. **Services to be provided by Commute.org.** In consideration of the payments set forth in this Agreement and in Exhibit B, Commute.org shall provide services for C/CAG in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A, Scope of Work, attached hereto (the “Services”).

In the performance of its services, Commute.org represents that it has and will exercise the degree of professional care, skill, efficiency, and judgment of a consultant with special expertise in providing such services, and Commute.org represents that it carries and will maintain all applicable licenses, certificates, and registrations needed for the work in current and good standing.

2. **Payments.** In consideration of the services rendered with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, C/CAG shall make payment to Commute.org based on the rates and in the manner specified in Exhibit B, Budget. C/CAG reserves the right to withhold payment if C/CAG determines that the quantity or quality of the work performed is unacceptable. In no event shall C/CAG’s total fiscal obligation under this agreement exceed five hundred fifty thousand four hundred ninety-four dollars (\$550,494). Payments shall be made to Commute.org quarterly, upon submission of an invoice by Commute.org that has been reviewed and approved by C/CAG; the invoice shall identify expenditures and describe services performed and percentage of deliverables completed. C/CAG shall have the right to receive, upon request, documentation substantiating charges billed to C/CAG.

3. **Term.** Subject to compliance with all terms and conditions, the term of this Agreement shall be from July 1, 2025 to June 30, 2026.
4. **Termination.** This Agreement may be terminated by the C/CAG Executive Director at any time for any reason by providing 30 days' notice to Commute.org. Subject to availability of funding, Commute.org shall be paid for all services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the work actually completed to the work required by the Agreement.

C/CAG may terminate this Agreement or a portion of the services referenced in the Exhibits based on the unavailability of federal, State, or other outside funds by providing written notice to Commute.org as soon as is reasonably possible after C/CAG learns of said unavailability of outside funding.

C/CAG may also terminate this Agreement for cause. In order to terminate for cause, C/CAG must first give Commute.org notice of the alleged breach. Commute.org shall then have five business days after receipt of such notice to respond and a total of ten calendar days after receipt of such notice to cure the alleged breach. If Commute.org fails to cure the breach within this period, C/CAG may immediately terminate this Agreement without further action. The option available in this paragraph is separate from the ability to terminate without cause with appropriate notice described above. In the event that C/CAG provides notice of an alleged breach pursuant to this section, C/CAG may, in extreme circumstances, immediately suspend performance of services and payment under this Agreement pending the resolution of the process described in this paragraph. C/CAG has sole discretion to determine what constitutes an extreme circumstance for purposes of this paragraph, and C/CAG shall use reasonable judgment in making that determination.

5. **Progress Reports.** Commute.org shall provide C/CAG with progress reports according to the schedule and form approved by the C/CAG Project Manager.
6. **Contract Materials.** Upon expiration or termination of this Agreement, all finished or unfinished documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as "contract materials") prepared by Commute.org under this Agreement shall become the property of C/CAG and shall be promptly delivered to C/CAG. Upon termination, Commute.org may make and retain a copy of such contract materials if permitted by law. Commute.org shall not be liable for C/CAG's use, modification or re-use of products without Commute.org's participation or for purposes other than those specifically intended pursuant to this Agreement.
7. **Relationship of the Parties.** Commute.org agrees and understands that the work and/or services performed under this Agreement are performed as an independent contractor and not as an employee of C/CAG and that neither Commute.org nor its employees acquire any of the rights, privileges, powers, or advantages of C/CAG employees.
8. **Assignability and Subcontracting.** Commute.org shall not assign this Agreement or any portion of it to a third party, or subcontract with a third party, to provide services required by Commute.org without the prior written consent of the C/CAG Executive Director. Any such assignment or subcontract without the C/CAG Executive Director's prior written consent shall give C/CAG the right to automatically and immediately terminate this Agreement without penalty or advance notice.
9. **Hold Harmless/Indemnity.**
  - a. *General.* Commute.org shall indemnify and hold harmless C/CAG and its officers, agents, employees, and servants from and against any and 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 hold 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 solely 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.

- b. *Intellectual Property.* Commute.org hereby certifies that it owns, controls, and/or licenses and retains all right, title, and/or interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and/or other technology relating to any part of the services it provides under this Agreement and including all related patents, inventions, trademarks, and copyrights, all applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement.

Commute.org warrants that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party. Commute.org shall defend, indemnify, and hold harmless C/CAG from and against all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim by a third party that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. Commute.org's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) C/CAG notifies Commute.org promptly in writing of any notice of any such third-party claim; (b) C/CAG cooperates with Commute.org, at Commute.org's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Commute.org retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Commute.org shall not have the right to settle any criminal action, suit, or proceeding without C/CAG's prior written consent, not to be unreasonably withheld, and provided further that any settlement permitted under this Section shall not impose any financial or other obligation on C/CAG, impair any right of C/CAG, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of C/CAG without C/CAG's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Commute.org's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes C/CAG's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Commute.org shall, at Commute.org's option and expense, either: (i) procure for C/CAG the right to continue using the services without infringement or (ii) replace or modify the services so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Commute.org will have no obligation or liability to C/CAG under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the services under this Agreement which have been modified by or for C/CAG (other than modification performed by, or at the direction of, Commute.org) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the services under this Agreement which have been used by C/CAG in a manner prohibited by this Agreement.

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.

## 10. Insurance.

- a. *General Requirements.* Commute.org or its subconsultant 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. Commute.org shall use diligence to obtain such insurance. Commute.org shall furnish C/CAG 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's Liability Insurance.* Commute.org shall have in effect, during the entire life of this Agreement, Workers' Compensation and Employer's Liability Insurance providing full statutory coverage. In signing this Agreement, Commute.org 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 claims for property damage that may arise from Commute.org's operations under this Agreement, whether such operations be by Commute.org or by any subconsultant 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.
- d. *Insurance Limits; Insured Entities; Breach.* Required insurance shall include:
  - (a) Comprehensive General Liability..... \$1,000,000
  - (b) Workers' Compensation..... Statutory
  - (c) Motor Vehicle Liability Insurance..... \$1,000,000
  - (d) Professional Liability..... \$1,000,000

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, agents, employees, and servants 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, the C/CAG Chairperson, at his/her 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 and payment pursuant to this Agreement.

11. **Compliance with All Laws.** All services to be performed by Commute.org pursuant to this Agreement shall be performed in accordance with all applicable federal, state, San Mateo County, and municipal laws, ordinances, regulations, and executive orders, including but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the federal regulations promulgated thereunder, as amended (if applicable), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any federal financial assistance, as well as any required economic or other sanctions imposed by the United States government or under state law in effect during the term of the Agreement. In the event of a conflict between the terms of this Agreement and any applicable State, federal, San Mateo County, or municipal law, regulation, or executive order, the requirements of the applicable law, regulation, or executive order will take precedence over the requirements set forth in this Agreement.

Commute.org will timely and accurately complete, sign, and submit all necessary documentation of compliance with this Section.

12. **Non-discrimination.**

- a. *General.* Commute.org and any subconsultant performing services on behalf of Commute.org shall not discriminate or permit discrimination against any person or group of persons on the basis of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition, military service, or genetic information, or in any manner prohibited by federal, state or local laws.
- b. *Discrimination Against Individuals with Disabilities.* The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). **This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.**

13. **Substitutions.** If particular persons or classifications are identified in Exhibit A as providing services under this Agreement, Commute.org will not assign others to work in their place without the prior written consent of the C/CAG Executive Director. Any substitution shall be with a person or classification of commensurate experience and knowledge unless otherwise authorized by the C/CAG Executive Director.

14. **Record Retention; Right to Monitor and Audit.**

- a. Commute.org shall maintain all required records relating to services provided under this Agreement for three (3) years after C/CAG makes final payment and all other pending matters are closed, and Commute.org shall be subject to the examination and/or audit by C/CAG, a federal grantor agency, and/or the State of California.
- b. Commute.org shall comply with all program and fiscal reporting requirements set forth by applicable federal, State, and local agencies and as required by C/CAG.
- c. Commute.org agrees upon reasonable notice to provide to C/CAG or its authorized representative, to any Federal or State department having monitoring or review authority, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to

determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

**15. Debarment and Suspension Certification**

- a. The Commute.org's signature affixed herein shall constitute a certification under penalty of perjury under the laws of the State of California, that the Commute.org or any person associated therewith in the capacity of owner, partner, director, officer or manager:
  1. Is not currently under suspension, debarment, voluntary exclusion, or determination of eligibility by any federal agency;
  2. Has not been suspended, debarred, voluntarily excluded, or determined ineligible by any federal agency within the past three (3) years;
  3. Does not have a proposed debarment pending; and
  4. Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three (3) years.
- b. Any exceptions to this certification must be disclosed to C/CAG. Exceptions will not necessarily result in denial of recommendation for award, but will be considered in determining responsibility. Disclosures must indicate the party to whom the exceptions apply, the initiating agency, and the dates of agency action.
- c. Exceptions to the Federal Government excluded parties (<https://sam.gov/content/home>) maintained by the U.S. General Services Administration are to be determined by FHWA.

**16. Permits/Licenses.** If any license, permit, or approval is required to perform the work or services required by this Agreement, Commute.org bears the responsibility to obtain said license, permit, or approval from the relevant agency at Commute.org's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.

**17. Merger Clause; Amendments.** This Agreement, all Exhibits and other attachments incorporated by reference, constitutes the sole agreement of the Parties with regard to the matters covered in this Agreement, and correctly states the rights, duties and obligations of each party as of the document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any exhibit or attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations or representations between the Parties not expressly stated in this Agreement are not binding. All subsequent modifications or amendments shall be in writing and signed by the Parties.

**18. Controlling Law; Venue.** This Agreement shall be governed by the laws of the State of California, without regard to its choice of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

**19. Notices.** Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of C/CAG, to:

City/County Association of Governments of San Mateo County  
555 County Center, 5th Floor  
Redwood City, CA 94063  
Attention: Kaki Cheung  
Email: kcheung1@smcgov.org

In the case of Commute.org, to:

Commute.org  
400 Oyster Point Blvd., Suite 409  
South San Francisco, CA 94080  
Attention: John Ford  
Email: john@commute.org

20. **Electronic Signature.** Both C/CAG and Commute.org wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law.

In witness of and in agreement with this Agreement's terms and conditions, the Parties, by their duly authorized representatives, affix their respective signatures.

**Commute.org**

By \_\_\_\_\_

Gina Latimerlo  
Commute.org Chair

\_\_\_\_\_  
Date

Commute.org Legal Counsel

By \_\_\_\_\_

Joan Cassman, Commute.org Legal Counsel

**City/County Association of Governments of San Mateo County (C/CAG)**

By \_\_\_\_\_

Sean Charpentier  
C/CAG Executive Director

\_\_\_\_\_  
Date

C/CAG Legal Counsel

By \_\_\_\_\_

Melissa Andrikopoulos, C/CAG Counsel

## **Exhibit A**

### **SCOPE OF WORK**

In consideration of the payments set forth in Exhibit B, Commute.org shall provide the following services:

Commute.org has developed the following Scope of Work for Fiscal Year 2026. The document is comprised of three sections: Core Activities, Key Initiatives, and Special Projects. The Key Initiatives section describes several projects that will receive special attention in the coming year while the Core Activities 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: Core Activities**

Commute.org's core activities focus on 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. We promote our programs and services directly to commuters as well as 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 activities fall into four categories:

- Engagement
- Programs & Services
- 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.

#### ***Engagement***

##### **Outreach & Engagement**

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 2026 Action Items:
  - Continue to reengage with commuters, employers, and other stakeholders.
  - 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.
  - 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 innovative 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, typically hosted by large employers or property managers. Our engagement teams are available to provide information on the commuter programs and incentives and 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 to target residents and 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 with news and resources, which 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 at groups serving people less represented in Commute.org's programs. Translation is available if needed.

### **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, which requires consistent and ongoing efforts to maintain that status.

- FY 2026 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 effort via the pilot Community Partner 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.
- Strengthen relationships with TDM agencies across the Bay Area, which is increasingly important as we collaborate on regional initiatives. CommuteStar 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.

### ***Programs & Services***

**Objective:** Provide commuters and employers with effective tools, programs, and incentives that not only encourage a shift away from drive-alone commuting but also sustain continued use of preferred sustainable modes. Areas of work include:

### **Promote the CommuteStar Tool**

CommuteStar is a free web and mobile app powered by RideAmigos and customized for Commute.org. It serves as a centralized hub for commuter engagement by helping users plan, track, and coordinate sustainable commute options. Available at no cost to commuters and employers, CommuteStar enhances access to valuable commuter benefits. Key features to promote include:

- Rewards and challenges that incentivize sustainable travel
- Matching tools for carpools, vanpools, and bike partners
- Trip planning capabilities
- Employer-specific networks for internal commuter support
- An integrated GHG emissions calculator to measure the environmental impact of tracked trips.

- Demographic survey that gathers anonymized data on user profiles, enabling Commute.org to identify and engage underrepresented groups.

### **Leverage the Annual Commuter Challenge to Engage New Commuters**

The Commuter Challenge is a flagship outreach campaign that encourages commuters to try sustainable transportation through a simple, rewarding experience. Planned activities include:

- The simplified model introduced in FY 2024 will continue in FY 2026, allowing participants to pledge to use non-drive-alone modes during April and May. Pledging automatically enters them into a raffle for one of five grand prizes.
- CommuteStar membership will be actively promoted during the Challenge to encourage deeper engagement and enable year-round support and rewards.
- Promotional efforts will include bilingual campaign materials and coordinated outreach through employers and community partners.

### **Seasonal Promotions for Year-Round Engagement**

Strategic promotions tied to seasonal and regional events help maintain momentum and deepen commuter engagement throughout the year. Core Campaigns Include:

- Transit Month
- Rideshare Month
- Winter and Summer Campaigns
- Earth Week
- Bike Month

Additional Strategies:

- Launch new campaigns aligned with timely milestones such as the New Year, back-to-school, and major holidays.
- Feature-tailored messaging, branded content, and social media to drive participation.
- Provide custom promotions to new employers joining the CommuteStar network to accelerate employee onboarding and participation.

### **Increase Awareness of the Guaranteed Ride Home (GRH) Program**

The GRH program provides “commute insurance” for San Mateo County-based commuters and college students who use sustainable modes. When an eligible emergency or event arises (e.g., illness, family emergency, unexpected overtime, bicycle breakdown), the program reimburses a ride home or to a transit hub. Key actions for this year include:

- Require CommuteStar registration and trip logging for GRH reimbursement eligibility.
- Launch a multilingual marketing and education campaign to promote GRH to employers, community partners, and commuters—available in English, Spanish, and other languages upon request.

### **Increase Participation in the Commute Rewards Programs**

These incentive programs provide direct rewards to encourage carpooling, vanpooling, and bicycling to work or college.

Carpool/Vanpool Incentives: Participants earn \$25 for every 10 days of logged carpooling or vanpooling using CommuteStar, with a maximum reward of \$100 per year.

Bicycling Incentives: Participants earn \$25 for every 10 days of logged biking to work, Commuters log bicycle commutes using Strava or CommuteStar. For every 10 days of biking to work, participants receive \$25, with a maximum reward of \$100 per year.

Program Evaluation: Conduct post-incentive surveys to assess continued use of commute alternatives. Include demographic questions to better understand participation across different population groups.

### **Try Transit Incentive Program**

Objective: Increase the number of commuters traveling to or from San Mateo County on public transit by offering a free \$25 Clipper card to individuals who have not previously used transit for commuting.

- FY 2026 Action Item:
  - Promote the program through Commute.org's regular commuter, employer, and community e-newsletters.
  - Educate commuters about public transit options and the Try Transit program at employer outreach and community events.
  - Partner with employer HR departments to include Try Transit information in new hire onboarding materials.
  - Conduct follow-up surveys with incentive recipients to assess ongoing transit use, collect demographic data, and evaluate program effectiveness.

### **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 2026 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 maintain 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 CommuteStar by employers and organizations. CommuteStar 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). Since the pandemic, many of the employers in the Bay Area have failed to register or update their compliance annually. We strive for 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 gain continues to assist us as we work with other cities and business districts on TMA program development.
- Host an annual event alternating between employers and jurisdiction staff. Prior to the pandemic, Commute.org held annual in-person events to further engage with employers. This event was reintroduced as an online employer seminar in May 2024 and as an in-person TDM workshop for jurisdiction staff in February 2025. Moving forward, these events will alternate each year – focusing on employers one year and jurisdiction staff the next. In 2026, Commute.org will host an in-person half-day conference for employers, designed to share TDM best practices, highlight success stories, provide networking opportunities, and promote ongoing engagement with Commute.org. The jurisdiction-focused event will continue to support local implementation efforts and provide training and tools to staff. Both events are aimed at fostering collaboration and enhancing the impact of TDM programs.
- Implement an ongoing employer survey using the OneCommute platform. Commute.org distributed the employer survey in Q4 of 2024 but received limited response. In FY 2026, staff will conduct more targeted outreach and use incentives to increase participation. This survey is designed 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: Acknowledge and reward employers for actively promoting our programs and services among their employees. This program encourages more frequent and meaningful engagement by allowing employers to earn points for each activity and achieve annual certification in Bronze, Silver, and Gold tiers.

- FY 2026 Action items
  - Maintain and refine guidelines for point allocation and tier qualifications based on feedback and data from FY 2025. Staff will review and adjust point allocations and tier thresholds as needed to ensure fairness and clarity.
  - Continue promoting the program through the employer e-news, social media, direct communications, and partner channels to increase awareness and participation.
  - Support and engage participating employers by sending regular progress updates, offering guidance on how to earn additional points, and sharing upcoming engagement opportunities.
  - Track engagement activities and tier status on OneCommute. Staff will regularly report on the program's progress and outcomes and share key metrics.
  - Recognize certified employers, including at the 2026 employer event. Staff will issue certificates, plaques, and/or digital badges to recognized employers. Commute.org will also acknowledge certified employers on our website, employer e-news, and social media.
  - Explore added incentives to make the program more enticing, such as offering exclusive benefits to participating employers. This may include hosting on-site ice cream parties featuring a brief presentation on Commute.org's programs and services to boost awareness and engagement in a fun and memorable way.

## **Countywide Bicycle Education Program**

Objective: The Countywide Bicycle Education Program, funded by the San Mateo County Transportation Authority and C/CAG, encourages greater bicycle use for transportation in the county. It seeks to achieve this by offering a minimum of fifteen free, public, adult classes across the county and certifying ten new League Certified Instructors (LCIs) from January 2026 to December 2027. Silicon Valley Bicycle Coalition (SVBC) is a key program partner, responsible for providing educators and managing course logistics.

- FY 2026 Action Items:
  - Commute.org will review collateral, post information through Commute.org's social media accounts, and share information with Member Agencies (19 cities in San Mateo County and the County of San Mateo) about scheduled free, public, bike education classes.
  - Coordinate planning and class facilitation with SVBC.
  - Review and update Marketing and Evaluation Plans as needed.
  - Update and print a 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 at which 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.

### **Countywide Caltrain Pass Forward Program**

In partnership with Caltrain, Commute.org provides income-qualified San Mateo County commuters with free, annual Caltrain Go Passes. 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.

We utilize the Pass Forward program to build and/or strengthen relationships with community-based organizations that can help identify prospective applicants. Key actions for this year include:

- **FY 2026 Action Items**
  - Promote and distribute the remainder of the six hundred Clipper Cards with Go Passes that were allocated to Commute.org for calendar year 2025. 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 2026 and allocates passes to Commute.org, distribute the allocated Go Passes to eligible applicants throughout calendar year 2026.
  - Engage with at least thirty community organizations to publicize the program to its members.
  - Provide ongoing support to recipients on riding Caltrain using Caltrain, CommuteStar, Clipper, and other transportation services.

### ***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 2026 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 continue to 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 OneCommute to track their own TDM policies. South San Francisco is pending exemption and will be our first test case for using the platform to distribute monitoring reports in Fall 2026.
- Onboard new jurisdiction staff that have requested login credentials for the OneCommute platform. Staff will be available for ongoing technical assistance.
- Automate and streamline monitoring reports using OneCommute, notifying staff and jurisdictions when monitoring reports are due for projects post-occupancy. Staff will continue to finalize and evaluate these automated notifications.
- Report on countywide TDM policy compliance, using OneCommute 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.
  - Increase outreach 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.
  - Support certified developments through ongoing engagement, offering resources and guidance to maintain compliance with the TDM program and ensuring projects continue to meet their TDM goals post-certification.



## *Shuttle Program*

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

Objectives: Provide safe and dependable first/last mile shuttle services between employment centers, hospitals, and residential areas 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 2026 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 recently conducted a Call for Projects (CFP) for the FY 2026/2027 funding period. Commute.org applied for funding for seventeen routes, two fewer than operated in FY 2025. The results of the CFP are still unknown; however, all seventeen routes have been recommended for funding.
  - Costs for the new funding period will increase approximately 70 percent per operating hour due to an increase in the vendor rate. That increase puts tremendous strain on the consortium members that provide the matching funds for each route. Staff have been working with the consortium members to educate them on reasons for the increase; however, it will be a challenge to keep the consortium funding intact during this period.
  - The Shuttle Team, in coordination with the Engagement Team, have been working to find new employers and property managers to join the consortiums. In some cases, cities make it a requirement for new projects to participate in the shuttle program; however, that is not common throughout the county.
  - One route (OTP) was eliminated due to its non-compliance with SMCTA qualifications. Two routes (OPF and UGF) were consolidated and will now operate with a single vehicle serving a larger area. Another route (HCC) was reconfigured to serve areas of San Mateo with greater demand and fewer transit alternatives.
  - SamTrans, the agency that holds the contract with the shuttle vendor, executed a two-year extension with the current vendor when the RFP process did not result in a new contract. It is unclear at this time if SamTrans will conduct a new RFP in FY 2026, but if they do, Commute.org will provide any requested support.
  - 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 most economical – especially if there is existing service nearby. Collaborating 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 work with public works departments and property managers to maintain and replace route signage at existing and new shuttle stops throughout the county.
- Provide support to local jurisdictions that sponsor bus stop improvement projects. Anything that a city can do to make it easier, safer, and more comfortable for commuters to use transit (including Commute.org shuttles) is important.
- 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.
- 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 the annual passenger survey to assess satisfaction. The survey also includes demographic questions so that the agency can use this information to understand the ridership.
- Continue to provide updates and outreach to passengers through newsletters, shuttle flyer postings, social media content, and text alerts. We believe it is important to increase our digital presence to encourage usage and awareness of the shuttle program.

## **Section 2: 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 Program
- Countywide Vanpool Subsidy Program
- AI Initiative

### **Community Partner Program**

In 2023, the agency conducted outreach to priority audiences that have been less represented in our programs and in 2024, developed a pilot grant program to improve engagement with those audiences. The objective of this pilot 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 were awarded to three organizations working in San Mateo County for activities to be completed within one year, starting July 1, 2024:

- El Concilio of San Mateo County
- Climate Resilient Communities
- Friends for Youth

Grant recipients are 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

The Commute.org Board approved the extension of the current pilot program for FY 2026. This will give the current grantees the opportunity to participate in the pilot for a second year with an increased annual grant amount of \$7,500. This will also allow staff more time to improve data collection, refine our communication approach, and gather additional data to inform a future program for the following years while maintaining the groundwork that we have achieved with these three grantees.

In early 2026, Commute.org will process quantitative and qualitative results from the program to propose an updated iteration and new call for projects for FY 2027.

### **Countywide Vanpool Subsidy Program**

Commute.org will explore and pursue funding opportunities to launch a dedicated vanpool subsidy program for San Mateo County commuters. The proposed initiative is modeled after successful programs in Santa Clara, Marin, and Contra Costa counties, which offer up to \$500 per month to qualified vanpools in addition to the existing MTC Bay Area Vanpool Program subsidy. The goal is to establish a sustainable, county-supported vanpool subsidy program to reduce single-occupancy vehicle travel, lower commuter costs, and alleviate congestion on key corridors like Highway 101 and regional bridges.

A vanpool is a group of 7 to 15 commuters who regularly travel together in a shared vehicle, driven by one of the riders. Vanpooling is a cost-effective, environmentally responsible alternative to driving alone, especially for long-distance commuters. Key actions include:

- Identify and apply for grant funding through local sources to support a long-term vanpool subsidy program.
- Coordinate with MTC and regional partners to align San Mateo County's program with the existing Bay Area Vanpool Program structure and eligibility criteria.
- Develop and launch a pilot subsidy program offering up to \$500/month for qualifying vanpools that start or end in San Mateo County.
- Conduct targeted outreach to large employers, business parks, and underserved commute corridors to recruit vanpool groups and promote the subsidy.
- Integrate vanpool support into CommuteStar, allowing for streamlined subsidy application, trip tracking, and ongoing communication with participants.

- Evaluate program performance by tracking vanpool formation, cost savings, participant feedback, vehicle miles reduced, and greenhouse gas emissions avoided.

As the cost of commuting continues to rise and congestion worsens on critical corridors, expanding access to vanpooling offers a high-impact, scalable solution. By enabling more commuters to join shared rides, the program would reduce the number of vehicles on the road, support regional climate goals, and improve the quality of life for workers traveling to and from San Mateo County.

### **AI Initiative**

In FY 2026, Commute.org will launch a strategic initiative to enhance customer service through the integration of advanced AI tools, benefiting employers, commuters, and shuttle riders across San Mateo County. The effort will begin with a comprehensive needs analysis to identify service gaps, recurring inquiries, and communication pain points. This analysis will involve collecting feedback from partner employers, surveying program participants, and evaluating support interactions across existing platforms. The goal is to pinpoint areas where AI-powered solutions can provide faster, more accurate, and more accessible support to all users.

Following the needs assessment, Commute.org will collaborate with technology partners and internal stakeholders to design AI tools tailored to each audience segment. For employers, AI systems may streamline onboarding processes for commute programs, answer frequently asked HR and benefits questions, and provide data-driven recommendations on employee engagement strategies. For commuters and shuttle riders, AI tools will be developed to offer real-time assistance on topics such as route planning, shuttle schedules, incentive eligibility, and troubleshooting transit issues. These systems will be designed with multilingual support and accessibility in mind to ensure equitable service delivery.

Throughout the year, the agency will conduct iterative development and testing of these tools, focusing on training AI agents using Commute.org's knowledge base, customer interaction histories, and public transit data. Pilot programs will be deployed in controlled environments to assess performance, gather user feedback, and refine responses for clarity and effectiveness. AI agents will be built with a strong emphasis on maintaining privacy, accuracy, and alignment with the agency's mission to support sustainable commuting options.

By the end of FY 2026, Commute.org plans to deploy AI agents across key digital touchpoints, including its website, social media channels, and potentially within the CommuteStar app. These agents will provide 24/7 customer service, enabling users to receive immediate answers and support without relying solely on staff availability. The integration of AI into Commute.org's customer service strategy will not only increase operational efficiency but also enhance user experience, ensuring that commuters and employers receive timely, personalized, and reliable information whenever they need it.

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

#### **San Mateo County Commute Profile Survey**

The San Mateo County Commute Profile Survey, last conducted in June 2023, is a triennial effort led by Commute.org to better understand local commuting trends, travel behaviors, and

interest in sustainable transportation options. Conducted every three years, the survey targets individuals who work full-time or part-time or attend college in San Mateo County. Planning for the next survey will begin this fiscal year. The results play a critical role in shaping transportation demand management (TDM) strategies, informing program development, and guiding outreach efforts.

To encourage broad participation, Commute.org will again offer raffle prizes to respondents and provide employers, cities, and partners with unique survey links—enabling customized participation tracking and personalized reports. This approach proved successful in the previous survey cycle and will be repeated. To ensure resident perspectives are captured, at least 10,000 postcards will be mailed to households throughout the county. These efforts aim to produce a comprehensive dataset that supports more effective and inclusive transportation planning across San Mateo County.

### **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 agency has until April 24, 2026, to comply.

The FY 2026 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.

The FY 2026 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.

In FY 2026, the agency will receive training from San Mateo County staff on integrating the Equity Tool into regular procedures and use the Equity Tool to evaluate priority programs for equity goals, metrics, and outcomes. We will also use this tool to evaluate new and proposed programs. Finally, we will determine whether changes and/or additional reporting are needed.

### **Strategic Plan Update**

Commute.org will undertake a Strategic Plan Update project in FY 2026 to chart the agency's direction beyond the horizon of its current strategic plan, which was designed to guide operations and initiatives through 2025. Recognizing the evolving landscape of transportation, commuter behavior, and regional priorities, the agency is committed to using the existing plan as a living document—one that not only reflects past achievements and current operations but also forms the foundation for future goals. This update will ensure that Commute.org remains responsive, relevant, and proactive in addressing the mobility needs of San Mateo County.

The Strategic Plan Update will be a collaborative endeavor led jointly by agency staff and a steering committee. The steering committee, chaired by Board Member Carlos Romero, will provide governance and oversight into the planning process, ensuring alignment with the agency's mission and stakeholder priorities. Staff will play a pivotal role in facilitating the process, conducting research, and coordinating the input and output needed to produce a comprehensive and actionable strategic plan. This structure allows for both strategic guidance and operational insight, fostering a plan that is both visionary and implementable.

To support this effort, Commute.org will continue to utilize the OnStrategy software platform and its associated tools to structure the strategic planning process, facilitate collaboration, and track progress. External feedback will be solicited through surveys, providing valuable insight from stakeholders, partners, and the public. This feedback loop is critical to ensuring the plan reflects the diverse needs of the communities that Commute.org serves. The use of data-driven tools and participatory methods will help create a plan that is both grounded in evidence and reflective of stakeholder values.

The timeline for delivery is structured to ensure transparency and engagement at key milestones. Updates will be presented to the Board of Directors in June and September 2025, offering opportunities for interim feedback and guidance. A draft version of the new Strategic Plan—tentatively titled Strategic Plan 2030—will be delivered to the board in November 2025 or February 2026 for review. The final version, incorporating board feedback and finalized content, will be submitted for approval in February or April 2026. This schedule ensures that the agency is equipped with an up-to-date strategic framework as it enters the next chapter of its existence.

## Exhibit B

### BUDGET

In consideration of the services provided by Commute.org described in Exhibit A and subject to the terms of the Agreement, C/CAG shall pay Commute.org based on the following fee schedule and terms:

Under no circumstances shall the amount paid by C/CAG to Commute.org exceed \$550,494. Commute.org shall provide C/CAG with a written itemized invoice quarterly for time and materials that allows C/CAG to reconcile the work performed. All invoices shall include the agreement number, project location, dates of services and specific work completed. C/CAG shall have the right to receive, upon request, documentation substantiating charges billed to C/CAG.

<b>Budget FY 2025/2026</b>				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>	\$ 22,020	\$ 198,178	\$ 88,079	\$ 44,039	\$ 198,178	\$ 550,494
Funding Subtotal	\$ 22,020	\$ 198,178	\$ 88,079	\$ 44,039	\$ 198,178	\$ 550,494
Reimbursements Received YTD						
Funding Balance YTD	\$ 22,020	\$ 198,178	\$ 88,079	\$ 44,039	\$ 198,178	\$ 550,494
Reimbursable Expenses This Period						
New Funding Balance	\$ 22,020	\$ 198,178	\$ 88,079	\$ 44,039	\$ 198,178	\$ 550,494
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Remit invoices to:

City/County Association of Governments of San Mateo County

555 County Center, 5th Floor

Redwood City, CA 94063

Attention: Kaki Cheung

Email: kcheung1@smcgov.org

Payment will be made within 30 days of receipt of an acceptable invoice. C/CAG shall have the right to withhold payment if C/CAG determines the quantity and/or quality of the work performed is unacceptable.