THE PENINSULA TRAFFIC CONGESTION RELIEF ALLIANCE

Working Together To Improve Our San Mateo County Commute

2010-2013 STRATEGIC PLAN

FINAL December 2009
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This is an exciting time here at the Peninsula Traffic Congestion Relief Alliance.

First, we are exceptionally proud to present this Strategic Plan for the years 2010 through 2013. This Plan—developed over the past nine months with the input of dozens of our partners, employers, city and county agencies—lays out an ambitious strategy to expand upon our success in significantly reducing single occupancy vehicle trips by offering commute alternatives to our region’s employers and commuters.

Second, we are truly pleased to introduce our newly refined organizational Mission – Working Together to Improve Our San Mateo County Commute. Since our inception, we have wrestled with an unwieldy and difficult Mission statement that pulled and pushed the Alliance in many different directions. After much consideration, we are restructuring the manner in which we do our work – with a strong emphasis on collaboration and partnership with employers, riders and our agency partners.

Finally, this past year marks some tremendous milestones. The Alliance has become recognized as a national model for developing public-private partnerships to reduce peak period auto trips, and provide enhanced mobility in Alliance communities. At the end of the fiscal year, Alliance programs included 290 employers representing 103,000 employees, 19 shuttle routes, 467,000 annual shuttle riders, and fulfillment of 1,437 carpool, 141 vanpool, and 1,070 transit incentive participants.

As we celebrate our tenth anniversary, we are inspired by the many opportunities that lie ahead – to provide innovative and cost effective solutions to hundreds of area employers; to ensure that San Mateo County employees have a reasonable commute choice that is relaxing and on time; and to do our part in reducing auto emissions and greenhouse gases.

And most of all, we look forward to working together to improve our San Mateo County Commute.

Christine Maley-Grubl
Executive Director
The Alliance was established by a Joint Powers Agreement (JPA) in May 2000 as a result of the merger of the Multi-City Transportation Systems Management Agency and the Inter-City Transportation Systems Management Agency. This initial JPA declared an organizational purpose that was adopted as the Agency’s mission: “To reduce the number of single occupant vehicles travelling in, to and through San Mateo County, reducing vehicle emissions, thus improving air quality.” In pursuit of this mission, the Alliance established an array of transportation demand management programs including carpool and vanpool incentives, employer-based shuttles from worksites to and from Caltrain and BART, free transit ticket incentives to encourage auto commuters to try transit, community-based shuttles, and employer support services such as emergency ride home programs.

Alliance Strategic Plan 2010 – 2013 Planning Process

As the Alliance celebrates its tenth year, a confluence of threats and opportunities heighten the need for an effective planning guide to programmatic and organizational growth and development.

The Alliance embarks upon implementing this Strategic Plan with a clear sense of itself as a leader in developing partnerships among cities and public and private employers to promote increased participation in alternatives to the single occupant vehicle. However, there has been an ever-increasing demand on Alliance staff to implement a wider array of employer-based commute alternatives and community-based mobility solutions. Despite its ongoing successes, this demand has led to a lack of focus and a clear sense of priorities.

The Strategic Planning Task Force, an Ad Hoc Committee of the Alliance’s Board of Directors, determined that a Strategic Plan needed to be established to meet the needs of the organization, its funding partners and the community. The Task Force presented a proposal to the Alliance Board of Directors on February 12, 2009 to employ a consultant to conduct the strategic planning process. The Board approved this recommendation.

Phase I of this strategic planning effort involved establishing a Plan process. Phase II included one-hour interviews with 26 Alliance partners focusing on developing a better understanding of Alliance strengths and weaknesses and evaluating threats and opportunities. A thorough evaluation and analysis of Alliance materials – budgets, work plans, annual reports, performance measures, funding sources and communication and marketing tools was also included in Phase II. Phase III included a series of extended meetings with members of the Strategic Planning Task Force, a Board of Directors retreat and Alliance Staff, developing draft Plan elements, a new Mission statement and a proposal for reorganizing the Alliance’s Program Areas.

Phase IV was a review of a draft Strategic Plan by the Alliance Board of Directors, staff and a number of public and
private partners. Phase V is the adoption of the final Strategic Plan, with implementation managed and measured over the next 3 years.

Ongoing outreach and communication is a critical element of the success of this Strategic Plan. The Strategic Plan will be distributed to the Alliance’s public and private partners and will be formally presented to each City Council and the County Board of Supervisors, as well as interested community and professional organizations.

Key Findings of Stakeholder Interviews

In the interviews with 26 key stakeholders, a number of strengths of the Alliance were emphasized. Generally, the Alliance is regarded highly for:

- An exceptionally skilled and professional staff;
- A nine-year record of success in implementing transportation programs;
- A diverse Board of Directors representing a cross-section of the County;
- Developing highly successful partnerships with private employers;
- Managing a clean, safe and reliable shuttle system;
- An ability to manage tremendous growth in the budget and shuttle ridership; and
- Developing powerful communication materials in support of alternative transportation.

Several areas of improvement for the Alliance were brought forward in this process as well, including:

- A need for organizational focus;
- The need to develop criteria and performance measures for evaluating existing and proposed new Programs;
- The need to diversify funding and revenue sources;
- The need to understand the Alliance’s role vis-a-vis other agencies in the County and how to avoid duplication of effort with other agencies; and
- The need to assess how much internal capacity the Alliance has to carry out its current programs and any new programs.

Appendix A provides a summary of the stakeholder interviews.

Organizational Funding

Funding was a high priority concern for stakeholders during the interview process and particular attention was given to existing and potential funding sources. The Alliance’s existing funding resources provide an important foundation to the Strategic Plan.

In developing the Strategic Plan in subsequent sections, it is important to start by recognizing who is funding the Alliance and what their respective goals are in providing the funding. In accepting the funds, the financial partner’s goals and objectives become the Alliance’s goals and objectives.

The Alliance receives public funding from the City/County Association of Governments of San Mateo County, the Bay Area Air Quality Management District, the Metropolitan Transportation Commission and the San Mateo County Transportation Authority.
The annual budget of the organization is approximately $2.8 million. Currently, the Alliance maintains the following funding agreements:

- **C/CAG Transportation Fund for Clean Air (TFCA local 40%)**: $449,000. The goal of the Bay Area Air Quality Management District (BAAQMD) in providing this funding is reduction of auto emissions;

- **C/CAG Congestion Relief Plan**: $509,000. The primary goal of C/CAG in providing this funding is to reduce peak auto trips to reduce congestion levels;

- **C/CAG Regional Rideshare for San Mateo County (TFCA regional 60%)**: $70,000. C/CAG receives this funding to implement the Metropolitan Transportation Commission’s Regional Rideshare Program to increase the participation in carpools and vanpools;

- **San Mateo County Transportation Authority (SMCTA), Measure A TSM**: $398,103. SMCTA administers the expenditure plan for the one-half percent sales tax which includes funds for implementation of transportation systems management (TSM) programs designed for peak period traffic congestion relief;

- **Shuttle Pass-Through Funds**: local funding share (typically 25%-50%) of employer and city contributions for BART, Caltrain and local community shuttles: $1,250,000. The Alliance has shuttle service agreements with individual cities and C/CAG and the Alliance is required to provide matching funds through employer or city contributions;

- The Alliance also manages shuttle services for member cities where shuttle pass-through monies are not received by the Alliance. Instead, the shuttle service agreement and funding transactions are between member cities and Caltrain and SamTrans (for BART shuttles). The essential goal of these shuttle funding agreements with BART and Caltrain is to increase ridership.

**Overview of Report**

This section provides the new mission statement and an overview of the four recommended Program Areas. Section 3 explains the recommended goals, objectives, strategies, and measures of effectiveness for each Program Area. Section 4 provides priorities for implementation.
As part of the background preparation for developing this Strategic Plan, the Consultants carried out a thorough assessment of the Alliance’s mission, programs, work plans, budgets, outreach materials, regular reports and legal agreements with other agencies. The Consultant’s findings pointed to the need for a clearer focus in both the Alliance’s mission and programs.

These findings were reinforced by the interviews that the Consultants carried out with 26 members of the Board, the Supervisory Committee, staff and key stakeholders. The overwhelming response when asked what people wanted to achieve from a new Strategic Plan was that people wanted a plan that clearly defined the Alliance’s role and mission.

The Consultants’ findings and the interviews both confirmed that the Alliance’s existing mission was leading to a lack of focus in planning the Alliance’s activities and charting its future direction; the mission was unclear, inaccurate, allowed for “mission creep” and prevented the Alliance from adequately measuring its achievements.

The Alliance’s Strategic Planning Task Force members therefore spent several meetings defining a new mission for the Alliance that would be:

- Easily remembered;
- Easily explained and understandable to the general public;
- Inspirational, both internally and to the public;
- Inclusive of key Program Areas and with enough definition to exclude non-Program Areas;
- Used to brand and market the agency;
- Measurable by existing performance measures; and
- Containing an enabling statement that would allow the Alliance to have a meaningful, measureable impact through its work.

The full Board ratified a new Mission Statement at their Strategic Planning Board Retreat on October 22, 2009:

**The Peninsula Traffic Congestion Relief Alliance**

**... Working Together To Improve Our San Mateo County Commute.**

We do this by working with ...

- **Employers To Develop And Manage Innovative Partnerships To Reduce Peak Period Commute Trips**
- **Commuters To Explore And Utilize Alternative Transportation**
- **Public And Private Partners To Collaboratively Develop New Resources And Tools To Expand Transportation Alternatives**
The Alliance pursues its mission through three Program Areas:

**Program Area 1: Working with Employers to Develop and Manage Innovative Partnerships to Reduce Peak Period Commute Trips**

The Alliance is recognized for its success in developing innovative partnerships with the County’s private and public employers. This Program Area emphasizes the employer outreach necessary to have employers adopt and sustain employee participation in commute alternative programs. As a result of its ambitious and focused employer outreach and education efforts, the Alliance manages partnerships with 290 employers representing 108,000 employees. In partnership with SMCTD, BAAQMD, employers, city and county agencies, the Alliance manages 19 shuttle routes that provided 467,301 rides in Fiscal Year 2008/09.

Through direct outreach to employers, the Alliance provides a host of opportunities for employers to partner in efforts to improve our San Mateo County commute. These include the Alliance’s Commuter Kits, Emergency Ride Home, Bike to Work Day, Try Transit Ticket Incentives, Carpool and Vanpool Incentives, and 50 percent reimbursement for employers who install bicycle racks and lockers for their employees.

**Program Area 2: Working with Commuters to Explore and Utilize Alternative Transportation**

As a result of the Alliance’s sustained communication and marketing efforts, approximately 25 percent of County residents are aware of the Alliance or Alliance Programs. The annual Commute Profile for San Mateo County shows a substantial correlation between awareness of the Alliance and the use of commute alternatives.

The Alliance offers commuters a variety of ways to use alternative transit, but the majority of direct commuter contact comes via employer-partners. Currently, 73,500 annual unique visitors consulted the Alliance’s Commute.org website, more than 3,482 participated in the annual Bike to Work Day, and 1,780 transit tickets were dis-
tributed to 1,070 prospective new users of public transit through the Alliance Try Transit program.

The carpool and vanpool incentive programs are a very cost-effective means of influencing commuter mode choice. In FY 2008/09, 1,437 commuters agreed to participate at least two days per week for eight weeks in a carpool and receive a $60 gas card for their efforts. The program is considered exceptionally effective, with 97 percent of participants planning to continue carpooling an average of four days per week. Prior to receiving the incentive, 60 percent drove alone to work.

Program Area 3: Working with Public and Private Partners to Collaboratively Develop New Resources and Tools to Expand Transportation Alternatives

As a public agency, the Alliance is unique in its focus on and success in developing partnerships with private employers. The Alliance plays a distinct role in representing a positive and effective face of local government to the 290 large and small employers in the County that participate in Alliance programs.

Among local and regional transportation demand agencies, it is distinct in its leadership structure – with a Board of Directors comprised of City Council representatives from 17 cities and a representative of the County Board of Supervisors. Thus, the Alliance represents the entire range of communities in San Mateo County and is exceptionally responsive to public input.

The Alliance works collaboratively with its public and private partners to expand transportation alternatives in the region. It also provides leadership to cities evaluating transportation commute alternatives and transportation demand management programs; it advocates on behalf of cities and the public for increased investment in transportation alternatives, and assists in prioritizing the demand for increasingly limited transit dollars.

This program has three categories of programmatic effort to collaboratively work with partners to develop new resources and tools to expand transportation alternatives: 1) Funding and Resource Development; 2) Development of Community-Based Mobility Services and 3) Community Facilitation of Transportation Services.

In order to support these three programs, the Alliance needs to have a plan to strengthen the internal capacity of the organization with specific goals and strategies. These are addressed in

Program Area 4: Strengthening the Organizational Capacity of the Alliance to Achieve its Goals

This section of the Strategic Plan includes goals and strategies relating to 1) Finance and Budget; 2) Governance; 3) Administration and Business Practices; and 4) Alliance Communications
For each Program Area, the goals, objectives, strategies, and measures of effectiveness should guide the implementation of the strategic plan.

**PROGRAM AREA 1: Working With Employers to Develop and Manage Innovative Partnerships to Reduce Peak Period Commute Trips**

Working with employers to adopt alternative transportation programs in order to reduce peak period auto trips and emissions is at the core of what the Alliance does. This planning area emphasizes the outreach necessary to have employers adopt and sustain employee participation in commute alternative programs.

Program Area 1 is the direct work with employers and schools to participate in Alliance programs. It is recognized that much of the effort is targeted at implementation of programs directed at individual commuters in Program Area 2.

Employer outreach and marketing to employers are two key strengths of the Alliance. Stakeholders spoke extremely highly of the shuttle programs, general congestion reduction programs and the great work done by staff in the realm of outreach and branding to employers. Generally stakeholders thought that the Alliance was increasingly well known and respected in the County.

The lack of staff capacity to significantly expand and support employer program adoption was cited as the primary weakness of the Alliance.

Within Program Area 1, the Alliance has four categories of employer-based programs:

1. **Employer Outreach**
2. **Employer-Based shuttle program development and management**
3. **Employer Support Services**
   a. Emergency Ride Home
   b. Bike Parking at Half Cost
   c. Bike and Pedestrian Safety Workshops
4. **School pool and carpool to college**

The following are the goals, objectives and strategies and a description of the Alliance role for existing employer-based programs:

**1. Employer Outreach** is used to market the following employer-based programs, and the commuter programs in Program Area 2.

The Alliance has 290 employers who actively participate in at least 1 employer-sponsored program. These 290 employers represent nearly 108,000 employees working in San Mateo County.
Goal:

Increase the market penetration of Alliance commute alternative programs in San Mateo County. Alliance employer outreach efforts should increasingly expose commute alternatives to a higher percentage of the 381,400 employees who work in San Mateo County. Between 2005 and 2035, employment growth is expected to increase by 184,650 and Alliance employer efforts need to grow to minimize the congestion impacts of additional peak period trips.

Objective:

Increase the number of employers participating in Alliance programs such that 10,000 additional employees have the opportunity to take advantage of Alliance programs each year. This represents approximately 3% of San Mateo County employment each year.

Alliance Role:

The Alliance plays a lead role in employer outreach. In its efforts, the Alliance has been, and should continue to be, an important agent in furthering City/County Association of Government’s (C/CAG’s) Voluntary Trip Reduction Program and the San Mateo County Transit District’s (SMCTD) leadership in being a Mobility Manager. Through the Alliance Board, cities have an opportunity to develop policies to support the goals of SB 375.

Strategies:

- Conduct high level meetings with SMCTD and C/CAG on how the Alliance employer-based programs can support their respective mobility management and congestion relief goals.
- Conduct market research on the high number of employers in the Alliance database that have chosen not to participate in Alliance programs. Determine which initiatives would have the biggest impact on employer participation and employee participation in commute alternatives. Develop outreach strategies based on the market research results.
- Place an agenda item with the Supervisory Committee to semi-annually discuss Strategic Plan progress, discuss implementation issues, and continue to set new strategic initiatives.
- Conduct targeted campaigns at clusters of small employers in downtown areas and business parks to encourage employer consortiums to participate in Alliance commute alternative programs. This is being done with Shuttle Programs quite successfully and should be expanded to the other Alliance programs.

1 Source: California Fact Sheet, San Mateo County, May 2009 from EDD statistics.
2 Source: ABAG Projections (2007 Series)
3 The San Mateo County Transit District (SMCTD) is the administrative body of SamTrans, Joint Powers Board for Caltrain and the San Mateo County Transportation Authority and by reference includes all three.
4 This was discussed at the Strategic Plan Task Force and further discussions are currently being scheduled.
• Participate in the SamTrans Comprehensive Operations Analysis Technical Advisory Committee to provide the employer perspective on the efficiency and effectiveness of existing SamTrans services.

• Promote the adoption of carpool, vanpool and Try Transit incentive programs at new-employee orientations.

Measures of Effectiveness:

• Continue to compare the mode splits (drive alone, rideshare, transit, other) of employers who offer Alliance assistance versus Employers who do not offer assistance.

• Annually calculate the peak period auto trips reduced, annual emissions reduced, and participation in commute alternatives by employers participating in Alliance programs.

2. Employer-Based Shuttle Program Development and Management

The Alliance managed fourteen employer-based shuttle routes with an annual ridership of 310,617 in FY 2008/09. These shuttles provide the “last-mile” linkage between BART and Caltrain stations and employment locations.

Goals:

• Continue to provide safe and reliable employer-based shuttle services between employment sites and Caltrain and BART stations.

• Continue to work with existing and potential new employer consortiums to attract and retain additional ridership on Caltrain, SamTrans and BART services.

• Maximize satisfaction of employer representatives in shuttle consortiums and their employees who participate in the Alliance shuttle programs.

• Provide employer-based shuttle services that are financially sustainable in a cost-efficient manner that do not duplicate but complement existing fixed route services.

Objectives:

• Expand employer participation in consortium routes by 5% annually to reduce costs to other participating employers. Some shuttle routes are constrained by how many stops they have, such that expansion is limited to employers adjacent to existing stops.
• Increase ridership through employer promotion on existing shuttle routes and potential new shuttle routes to build ridership on SamTrans, Caltrain and BART by an average of 5% annually over a three-year period.

Alliance Role:

The Alliance currently performs directly, through Alliance staff or through contract with a vendor, all of the functions of a small transit provider:

» General management and organization (Alliance)
» Service planning (Alliance)
» Scheduling, dispatch and operations (Contractor)
» Personnel management and training (Alliance and Contractor)
» Administration (Alliance)
» Marketing and public information (Alliance)
» Maintenance (Contractor)

In stakeholder interviews, the Alliance received particularly high marks for the marketing, public information, and general management functions for the Alliance shuttle program.

There is distinct overlap in some cases with the SMCTD shuttle administration, including the vendor procurement, service monitoring, and service planning. As discussed below, there are planned discussions with SMCTD and C/CAG to better coordinate efforts to achieve the goals of all involved agencies. The objectives recommended above could be adjusted to better meet the objectives of SMCTD and C/CAG.

Strategies:

• Conduct coordination meetings that delineate shuttle functions with SMCTD and C/CAG. The Alliance should consider having SMCTD take the lead role in planning, vendor procurement, capital improvements (bus stop and technology upgrades), funding (including new Measure A shuttle funds) and grants administration. The Alliance should retain the marketing, employer outreach, and employer partnership building functions that are recognized Alliance strengths. SMCTD could consider outsourcing the service monitoring function to the Alliance as the direct feedback loop to employer clients.

• In conjunction with SamTrans Comprehensive Operations Analysis (COA) and the new Measure A call for shuttle projects development, determine the need for additional employer-based shuttles. A partnership should be established among potential new consortiums, Alliance, and SamTrans in evaluating all new potential shuttle routes. The Alliance should have an active role in both the COA and Measure A call for projects development.

• After the processes for #1 and #2 above are complete, re-align staffing functions and resources to better meet the coordination objectives with its key partners.

• For the Alliance Annual report, include the total dollar amount of all shuttle contracts that the Alliance is responsible for. Include measures of effec-

5 Funding expansion and development are further developed in Program Area 3.
tiveness for all Alliance shuttle routes and reference where other agencies are formally reporting performance statistics. Segregate costs and performance of employer-based and community-based shuttles.

- Actively seek additional funding sources to expand shuttle operations and management based on shuttle needs identified in the process described above.
- Develop a funding and implementation plan in conjunction with SMCTD to develop and implement real-time passenger shuttle arrival information to help build shuttle, Caltrain and BART ridership.
- Develop marketing campaigns for shuttle routes that do not achieve minimum standards as described below. Consider eliminating shuttle routes that do not meet minimum standards after a year-long trial.
- In collaboration with SMCTD and C/CAG, develop a single set of performance standards for employer-based shuttles to BART and Caltrain.

### Measures of Effectiveness:

The recommended shuttle measures of effectiveness include both a minimum standard and a target standard. All employer-based shuttles should meet the minimum standard.

- Achieve a minimum of 20% equivalent farebox ratio and a target equivalent farebox ratio of 25% or more.
- Achieve a cost per passenger of $7.00 cost or less with a target of $4.00 or less for all employer-based shuttles.
- Attain high satisfaction rates in annual customer surveys.
- Total cost per ton of emissions reduced should be below $90,000 per ton of emission reduced. This is the standard established by the Bay Area Air Quality Management District.

### 3. Employer Support Services

The Alliance provides three types of support services to employers that overcome barriers to commute alternatives:

- The Emergency Ride Home Program supports commuters at participating employers who use alternative modes by guaranteeing that they will be able to get home immediately in the event of an emergency. The Alliance pay 75% of a taxi, and participating employers pay the remaining 25%. There were 52 employers participating in FY 2008/09.
- The Alliance provides a 50% reimbursement for employers and schools which install bicycle lockers and racks for their employees and students. The Alliance will pay up to $500 each for the lockers and rack.
- Bicycle safety and training workshops, free to employers, are coordinated by the Alliance with a certified bicycle safety instructor who in turn provides a variety of information including: rules of the road for cyclists, tips on buying a bicycle, and bicycle maintenance.

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6 On a scale of 1 to 7 with 7 being the highest satisfaction level, respondents of 6 or 7 would be considered high satisfaction
**Goal:**

- Provide employer support service to overcome barriers to utilization of commute alternatives.

**Objective:**

- Increase employer participation in Alliance support services by 5% annually.

**Alliance Role:**

- Implementation of employer support services is a direct result of employer outreach efforts. The Alliance role is project delivery in a timely manner.

**Strategies:**

- Regularly discuss with active employers the type of support services that would facilitate additional participation in commute alternatives.
- Utilize market research discussed in employer outreach to revise and update support service offerings.

**Measures of Effectiveness:**

- Employer satisfaction with program delivery.
- Monitoring program utilization by program participants through annual feedback from employer participants.

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### 4. School-Based Employer Efforts

The Alliance has established two incentive programs for students.

- **Carpool to College program:** Earn a $20 gas card for carpooling to college, a minimum of 2 days per week, during a consecutive 4 week period.
- **School Pool program:** Earn a $25 gas card for transporting at least 2 children from 2 different households to one school, a minimum of 2 days per week.

The effort to have schools adopt these programs is very similar to the effort involved in having employers adopt Alliance commute alternative programs. For the School Pool Program, there are currently 14 schools in Pacifica, Half Moon Bay, and Montara which distribute information on the incentives to parents.

**Goal:**

- Increase the market penetration of schools participating in the School Pool and Carpool to College Program.

**Objective:**

- Increase the number of schools participating by five percent per year with a focus on Alliance members that do not have significant employment bases.
Alliance Role:

- The Alliance has developed this easy to implement incentive program for schools to participate in. The Alliance has responded to requests from school districts who would like to participate.

Strategies:

- Continue to conduct targeted campaigns at interested school districts. Work with schools to distribute carpool incentive information to parents at the beginning of school semesters.
- Partner with Safe Route To School initiatives to offer broader array of school commute options. The type of partnership would depend on overall Safe Route to School program components of Alliance member cities.

Measure of Effectiveness:

- Annually calculate the peak period auto trips reduced, annual emissions reduced, and participation in commute alternatives by schools participating in Alliance programs.

PROGRAM AREA 2: Working With Commuters to Explore and Utilize Alternative Transportation

This Program Area focuses on Alliance programs that directly influence commuter travel behavior by providing incentives to try transit and ridesharing options and promoting services directly to commuters.

The existing programs include:

1. Direct marketing and communication with commuters
2. Vanpool and carpool incentive program
3. Try Transit Incentive Programs
4. Bike To Work Day Promotions
The following are the goals, objectives and strategies and a description of the Alliance role for existing commuter-based programs:

1. Direct Marketing and Communication With Commuters

The Alliance uses four primary channels of communication to reach commuters:

- The outreach to employers results in an employer transportation coordinator promoting Alliance programs and services directly. In Program Area 1, there were 290 employers in 2008/09 that were actively promoting commuter services to their employees.
- Promotional fairs in member communities.
- Direct distribution of promotional pieces to commuters.
- Website promotion and access: 73,500 unique visitors in FY 2008/09.

Goal:

- Provide commute alternative information directly to San Mateo commuters so that they can make informed choices on commute options.

Alliance Role:

- General marketing to commuters of alternative transportation strategies is a primary function of the Alliance as San Mateo County’s transportation demand management agency. SMCTD has its own marketing department to promote SamTrans and Caltrain services. There is coordination with SMCTD on Try Transit Campaigns and other one-time campaigns to promote specific SMCTD-sponsored programs such as “Walk and Roll”, “Seniors on the Go” and “Trick or Transit”, to name a few.

Objectives:

- Increase awareness of Alliance and Alliance programs by commuters in San Mateo County from 25% to 33% over a three-year period.
- Increase website hits by commuters by a minimum of 10% annually.
- Achieve 90% high satisfaction rate in follow-up surveys with commuters.

Strategies:

- Develop marketing plans to enhance effectiveness in directly reaching commuters. Conduct market segmentation study to guide the marketing plan elements. Coordinate with 511.org marketing efforts. The marketing plan will also provide additional guidance on the other strategies described in this section.
- Continue media campaigns targeted at San Mateo County commuters to broaden awareness of Alliance and increase hits on commute.org. New campaign elements would be developed as part of the marketing plan and market segmentation study.
• Develop protocols and screens for determining which promotional fairs and events will provide the most benefit for achieving target marketing objectives.

• Continue to restructure the Alliance website so that commuters have an easier time navigating what is free and relevant to them.

**Measures of Effectiveness:**

• Awareness of Alliance and Alliance program in periodic general public surveys.

• Percentage of San Mateo County commuters exposed to marketing efforts to try a commute alternative. It was previously recommended that 33% of employed residences should be aware of Alliance efforts in a random survey.

**2. Carpool and Vanpool Incentive Programs**

The Alliance offers gas cards worth $60.00 to commuters who pledge to carpool to work a minimum of two days per week, for an eight week period instead of driving alone. Each member of the carpool is eligible for this offer. Over the past year, there were a total of 1,434 commuters who received $83,640 in gas cards for participation in carpools. In an October 2009 survey of carpool incentive participants, 97% of respondents said they planned to continue in their carpool.

For vanpools, the Alliance will pay for half of the vanpool seat costs for a new vanpool passenger for the first three months, up to $100 per month. For new vanpool drivers with 7 or more vanpool participants, participants can receive a $500 cash bonus. The Alliance provided 130 vanpool passenger incentives and 11 driver incentives for a total of $35,781 in FY 2008/09. 511.org also has incentives they offer to vanpools that are in addition to the Alliance incentives.

**Goal:**

• Provide commuters with a direct incentive to try a carpool or vanpool commute option.

**Objectives:**

• Increase the number of carpool incentive participants by 10% annually.

• Increase the number of vanpool program incentive participants by 10% annually.

• Have a minimum of 70% of program participants continue to use the carpool or vanpool mode after utilizing the incentive.
Alliance Role:

- The Alliance plays a direct role with commuters is promotion of vanpool and carpool formation incentives and fulfillment of those incentives. 511.org provides carpool and vanpool matching services and has their own incentive program.

Strategies:

- Increase coordination with 511.org on ridesharing incentives. Ensure the Alliance and 511.org list each other’s incentives program and make sure that the total incentive package is clear to a prospective rideshare participant.
- Work with SMCTD and 511.org to develop means for reducing the seat costs for vanpools in order to attract a greater market share for vanpools. In its role as mobility manager SamTrans could use capital monies to purchase vans, with passengers sharing just the operating costs similar to the Community Transit Vanpool Program in Everett, WA.
- Continue to implement a commuter tax benefit reimbursement program for rideshare participants.

Over the past year, there were 1,070 participants who received 1,780 transit tickets as incentives to try transit. 83% of the survey respondents said they would continue to use public transportation after trying transit with the free tickets.

Goal:

- Increase ridership on Caltrain, SamTrans, BART, AC Transit M Line, and VTA.

Objectives:

- Increase the number of participants in the Try Transit Program by 10% annually.
- Retain 70% or more of Try Transit Program participants in their use of public transportation after they have used the incentive.

Alliance Role:

- The Alliance has established an excellent partnership with transit agencies for the Try Transit program. The transit agencies provide the incentive

3. Try Transit Incentive Program

The Try Transit Incentive Program offers commuters free transit tickets from transit agencies that operate in and around San Mateo County. Program participants must be 18 or older, live or work in San Mateo County and have not used public transportation to commute to work. The incentives vary by participating partners:

» Caltrain (3 round-trip tickets)
» SamTrans (6 one-way tickets)
» BART (one $9 BART ticket)
» VTA (3 round-trip tickets)
» AC Transit M Line (6 one-way tickets)
» Dumbarton Express (6 one-way tickets)