tickets and the Alliance is responsible for promotion of the program to commuters, delivery of the ticket to qualified participants, and follow-up surveys on transit ticket use and travel behavior change.

**Strategies:**

- Continue to plan and implement the Try Transit Campaign with Caltrain, SamTrans and other interested transit partners
- Continue to collaborate with transit partners to focus Try Transit campaigns to targeted areas and specific route campaigns.
- Evaluate potential for new resident campaigns in collaboration with transit operators. The Alliance has a cost-effective fulfillment function that could be attractive to the transit operators.
- Develop and implement commuter tax benefit reimbursement program for transit pass participants.
- Isolate incentive program costs such that the cost per ton of emission reduced, and cost per peak commute trip reduced can be accurately calculated.

**Measure of Effectiveness for Incentive Programs:**

These measures of effectiveness should be used for the carpool, vanpool, and Try Transit incentive plans:

- Track the annual number of program participants by program component.
- Continue follow-up surveys to measure changes in travel behavior and annually track annual reduction in peak period commute trips, vehicle miles travelled and emissions reduction.

4. **Bike to Work Day**

Each May, the Alliance is the coordinator for all San Mateo County Bike-to-Work Energizer stations. On May 14, 2009, the Alliance counted 3,482 participants in the annual Bike-to-Work event.

**Goal:**

- Participate in Bay Area wide event to promote the use of bicycling as a convenient form of commuting.

**Objective:**

- Increase the number of Bike to Work Day participants by 10% from the previous year.
Alliance Role:

- This is a regional effort coordinated by the Bay Area Bicycle Coalition through a contract with the Metropolitan Transportation Commission. The Alliance coordinates the effort in collaboration with the Silicon Valley Bicycle Coalition.

Strategies:

- Continue as the county-wide coordinator for Bike to Work Day in San Mateo County.
- Evaluate the location and utilization of Bicycle station checkpoints and add locations as necessary to capture bicycle participation in Bike To Work Day.

Measures of effectiveness for this program are developed at the regional level. The Alliance should include the San Mateo County results in their annual report.

PROGRAM AREA 3: Working With Public And Private Partners To Collaboratively Develop New Resources And Tools To Expand Transportation Alternatives

As a Joint Powers Authority, the Alliance is a partnership of 17 cities and a representative of the County Board of Supervisors. As such, the Alliance represents the majority of communities in San Mateo County and is exceptionally responsive to public input. It is the Alliance’s mission to collaborate with participating public and private sector employers to promote an array of transportation alternatives to San Mateo County residents and employers. As discussed in the first two Program Areas, the Alliance partners with C/CAG and its funding agencies to be the countywide transportation demand management agency responsible for implementing programs to reduce peak period auto trips and emissions. The Alliance also partners with transit agencies to provide free transit tickets to commuters interested in trying transit, and provides employer-based shuttle programs to improve employer connectivity with BART and Caltrain stations.

The first two Program Areas emphasize direct program and service delivery, often in conjunction with public and private partners. A large majority of existing funding resources are for Program Areas 1 and 2, but are limited by currently available funding resources. The emphasis of Program Area 3 is the collaboration with partners to enable the expansion of employer-based programs in Program Area 1, commuter efforts in Program Area 2, but also other community-based mobility solutions if they are determined to be fundable priorities by the Alliance Board.
of Directors. The decision-making process for determining what is a fundable priority would be based on the recommended checklist for determining Alliance priorities in Section 4 of the Strategic Plan.

There are three categories of existing and new initiatives in Program Area 3:

1. **Funding and Resource Development**
   - a. Nurturing existing funder relationships
   - b. Seeking opportunities for new funding partnerships

2. **Development of Community-Based Mobility Services**
   - a. Community Shuttles
   - b. City/school transportation alternatives
   - c. Collaboration with SamTrans on Senior Mobility

3. **Community Facilitation of Transportation Alternatives**
   - c. Transportation management associations
   - d. Community fair promoting transportation alternatives
   - e. Mobility Enhancing Land Development

In responding to the question, “What opportunities are open to the Alliance?” the most frequent answer to this question came in the form of some sort of new program, ranging from senior shuttles, working with schools and colleges, to various ideas for getting involved at the early stages of new developments in the County. New funding sources were seen as an opportunity and people also pointed out that working with others to streamline operations and to deal with new developments could both be opportunities in the future.

Collaboration with key partners such as SMCTD and C/CAG was extremely important to stakeholders. Efforts to avoid duplication of work with other agencies (mainly SMCTD) was mentioned a lot as well as lack of focus and the need for a clearer definition of the Alliance’s role, focus and priorities in relationship to these partners.

The Alliance, SMCTD, and C/CAG have scheduled high level meetings in the near future to achieve better coordination. The outcomes of this collaboration will need to be ongoing, and incorporated into the Strategic Plan.

Program Area 3 is meant to be the collaborative forum for advocating and evaluating the ongoing needs and ideas for new programs identified by Alliance Board members. Throughout the Alliance’s history, members have advocated for specific projects that particularly benefit their jurisdiction or multiple adjoining jurisdictions. Program Area 3 provides the process for developing new resources and tools to expand transportation alternatives.
The following are the goals, objectives and strategies and a description of the Alliance role for existing and new collaborative initiatives and programs:

### I. Funding and Resource Development

The Alliance provides services under four funding agreements with C/CAG and the San Mateo County Transportation Authority. Essentially, the Alliance is the transportation demand management service provider for these entities. C/CAG is the overall Program Manager for the 40% funding for the Transportation Fund for Clean Air and contracts with the Alliance for program service delivery for the Countywide Voluntary Trip Reduction Program. C/CAG also contracts with the Alliance to fulfill the duties of the Regional Rideshare Program. C/CAG also provides funding for the San Mateo County Congestion Relief Plan. Finally, the San Mateo County Transportation Authority provides funding for transportation systems management service as part of the Measure A Expenditure Plan, also through a specific work plan for “old” Measure A funds. There will be a call for projects in the near future for the “new” Measure A funds (re-authorized Measure A with new priorities).

**Goals:**

- Retain existing funding sources through successful project delivery on the work plans associated with each funding agreement.
- Seek additional funding through additional funding agreements, grants, and public and private partnerships to address identified needs and plans developed in collaboration with SMCTD and C/CAG.

**Objectives:**

- Work with partners to ensure 100% sustainability of existing funding resources.
- Expand funding to meet identified needs and priorities based on collaborative efforts with SMCTD, C/CAG and the Metropolitan Transportation Commission (Regional Rideshare Program).

**Strategies:**

- Once needs and priorities are clearly identified in collaboration with SMCTD and C/CAG, develop an Advocacy Plan to identify high priority shared-funding opportunities. The Advocacy Plan should include the roles and responsibilities of partners in conducting meetings with state and federal elected officials to advocate funding priorities. A discussion of enhanced funding opportunities is provided in Appendix B.
- The annual Alliance budget should begin with known sustainable funding sources that achieve the objectives of their funding agreements. Additional programs should be allocated in the budget process only if sustainable funding sources are secured.
- Develop an annual plan which delineates staff responsibility for finding, coordinating and implementing grant submissions to federal, state and.
non-profit funding partners and meeting regularly with partners and local, state and federal officials as appropriate to discuss prospective funding opportunities to develop a prioritization list of projects needing new public funding.

- Increase number of employers who financially participate and support Alliance shuttle program.
- Support public efforts, initiatives and campaigns that continue or expand public transportation investments.
- Ensure that the Alliance is the recognized and funded partner to implement employer-based initiatives on behalf of other transit partners.
- Monitor the implementation of AB 32 and SB 375. Proactively take advantage of new State of California and regional program initiatives to reduce greenhouse gas emissions and create more walkable and sustainable communities through offering more transportation choices.

Measure of Effectiveness

- Sustainability of existing funding resources.
- Amount of additional new financial and other resources generated each year.

2. Development of Community-Based Mobility Services

The Alliance currently manages four community-based shuttle routes:

- Foster City Blue and Red lines
- Redwood City’s Climate Best Express
- South San Francisco Dasher Taxi

The four community shuttles generated a ridership of 107,000 in FY 2008/09.

These community shuttles fill gaps or supplement local SamTrans services. In many cases, the cities involved approached the Alliance to plan and implement the community shuttle in order to fill identified mobility gaps for their residents and employees working in the City.

These community-based shuttles are not funded with the Alliance’s four primary funding sources. They required a collaborative effort between the City and the Alliance to develop a sustainable funding plan.
Goal:

- Implementation of future community-based shuttle should be based on direct collaboration with SMCTD and based on a prioritized needs assessment.

Objectives:

- As discussed earlier, the SMCTD Comprehensive Operations Analysis should provide guidance to the cities and the Alliance on planning for future community-based shuttles that do not duplicate SamTrans local routes. These will be defined through direct collaboration with SMCTD and other agencies. Specific objectives should be developed at conclusion of this collaborative effort.

Alliance Role:

- In the past, the Alliance role has been to be responsive to the City’s request for operating and managing local community shuttle services. SamTrans has been represented in these discussions, but there has not been a cohesive plan to date on community-based shuttles. Planning for these shuttles should achieve the strategic objectives of SMCTD and the Alliance.

Strategies:

- The SamTrans Comprehensive Operations Analysis will be evaluating all SamTrans routes, including local routes. The role of community-based shuttles operated of the Alliance should be included in this analysis. New roles, responsibilities and coordination efforts for filling community mobility gaps should be done in a collaborative manner with SMCTD as part of this process.

  - Community-based shuttles require significantly more staff resources for customer service and service monitoring than the employer-based shuttles. At present, all shuttles are combined with shuttle management and there is not a separate cost accounting for the community shuttle program. The Alliance should establish separate cost accounting for the employer based and community-based shuttles. A policy should be established to adequately cover the administrative cost of community-based shuttles.

  - In the new Measure A, community-based shuttles are consistent with the Goal 4B of the Expenditure Plan: “Improve local shuttle services to provide a viable option to the private automobile for local trips, and to meet the needs of transit dependents.” The Alliance should collaborate with SMCTD to determine the prioritized needs for future community shuttles. This should be part of the 2009 discussions with SMCTD and C/CAG.

Measures of Effectiveness:

C/CAG has established the following efficiency standards for C/CAG funded services:

The benchmark goals for the fixed route services are:

- Cost per passenger: < $6
- Operating cost: < $50 per hour
- Riders per Service Hour: > 10
The benchmark goals for door-to-door services are:

» Cost per passenger: < $15

» Operating cost: < $50 per hour

As discussed earlier, it is recommended that the planned discussions with C/CAG result in a single set of measure of effectiveness for both employer-based shuttles to Caltrain and BART stations and a separate standard for community-based shuttles.

3. Community Facilitation of Transportation Alternatives

The Alliance has facilitated the use of transportation alternatives at the community level through the following efforts:

Participation in community fairs. Recent examples include:

» A booth was staffed at the Burlingame Green Street Fair on 5/17/09. Assisted with coordination of expanded Burlingame Trolley service hours, at the request of the event organizers for this event.

» Alliance staff participated in the Foster City Art and Wine Festival on 5/30-5/31/09 to promote commute alternatives, including the various Foster City Shuttles.

» Staff participated in Redwood City’s World Environment Day on 6/5/09.

Goal:

• Continue to expand exposure of Alliance programs in Alliance members’ communities in a cost-effective manner.

Strategy:

• Develop a protocol for determining where attendance at community fairs will help the Alliance to achieve its mission and respective goals and objectives in a cost-effective manner. The criteria may include representation of Alliance members, expected attendance, and actual experience of attendance at previous community events in having attendees sign up for participation in Alliance programs.

Measure of Effectiveness:

• If cost-effective, provide a means of tracking actual participation in Alliance programs. This may include stamping a code on materials to be distributed or some other means.
PROGRAM AREA 4: Strengthening The Organizational Capacity Of The Alliance To Achieve Its Goals

With a newly distinguished mission and a heightened sense of urgency, the organizational strength and capacity of the Alliance is critical to providing for the transit needs of San Mateo County. Program Area 4 – Strengthening the Organizational Capacity of the Alliance to Achieve its Goals – is the foundation that ensures the effective delivery of each of the three other Planning Areas.

There are four strategic areas of importance in Program Area 4:

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

The following are the goals and strategies for these strategic areas:

I. Finance and Budget

The fundamental pillar supporting the ongoing success of the Alliance is its financial health. The Board of Directors and Executive Director recognize that accomplishing its objectives is only possible from a healthy financial position – one that is stable from year to year and that is valued for its financial stewardship.

Goal:

- Ensure the integrity of the financial reporting and budgeting process and increase operational efficiencies.

Strategies:

- Reorganize the Agency budget to reflect newly defined Planning Areas.
- Adopt Board Policy regarding annual financial and performance audits.
- Develop performance measures to regularly present to Alliance Board such as revenue to expense ratio, cost per ton of emission reduced, and cost per program participant.
- Fully reflect the value of shuttle services already being provided in the Alliance budget.
- Formally evaluate each organizational activity for cost effectiveness as measured by Performance Measures recommended in Planning Areas 1, 2 and 3.
- Eliminate activities and programs that are unfunded.
- Eliminate activities and programs that are dramatically underutilized and provide little substantial effect on the organizational mission.
2. Governance

The Peninsula Traffic Congestion Relief Alliance is a public agency, managed by a Board of Directors that includes 17 City Council representatives and one County representative from the San Mateo Board of Supervisors. The Alliance also has a Supervisory Committee comprised of City and funding agency staff with unique technical qualifications and transportation experience. The Alliance also has ad hoc committees, including the Strategic Plan Task Force, which recommended this Strategic Plan effort as well as a review of the organizational mission.

Goals:

- Ensure meaningful participation by each key constituency of the Alliance: private employers, riders and public and private partners and collaborators.
- Continue to ensure that all new Board members receive full orientation to the Mission, Goals and Programs of the Alliance as soon as they are appointed to the Board.
- Ensure that this Strategic Plan is monitored and updated on a regular basis.

Strategies:

- Develop a forum for ongoing employer input to assist in developing and targeting Alliance resources to specific program areas. Periodically approach San Mateo Cities who are currently not members of the Alliance to determine if Alliance programs are conducive to rethinking membership status.
- Continue to publish participant input from follow-up surveys into the Alliance Annual Report.
- Create Board Handbook with new Strategic Plan and include explanation of new Measures of Effectiveness in Board Member Training.
- Build in regular monitoring of the Strategic Plan and progress in reaching goals and objectives at Alliance Board Meetings.

3. Administration and Business Practices

The Board of Directors of the Alliance sets a high standard for conducting responsible business practices. While sustainable policies and practices will be established, the Alliance also values the development of protocols to support a more focused and effective role for the Alliance as the critical link between public transit agencies and private employers. Investment in employee development is a must and will continue with the goal of achieving continual improvement. The employees are the backbone of the Alliance and attracting and retaining quality employees is essential for growth and change.

Goal:

- Ensure full adoption of the new Alliance mission and assess all new programs and activities to maintain adherence to the new mission.
Strategies

- Adopt by Board Resolution formal policies and criteria to evaluate new opportunities that emerge to develop or manage programs and initiatives. Section 4 includes a recommended prioritization framework for determining if potential opportunities should be considered for implementation.

Goal:

- Attract and retain quality employees

Strategies:

- Ensure that incoming calls regarding shuttle times are managed by a dedicated staff member.
- Update personnel policies.
- Update annual work plan that corresponds to new Strategic Plan program areas.
- Continue to develop a comprehensive employee wellness program.
- Adopt a leadership development and succession plan.

Goal:

- Foster a culture of environmental stewardship and sustainability.

Strategies:

- Designate a staff committee to work with partners to develop an organizational sustainability policy.
- Develop grant proposals for funding implementation of cutting edge environmental and energy technologies at the Alliance and partner agencies.
4. Communication

The Alliance uses a host of methods to communicate with employers, riders and public and private partners. Until now, however, efforts to communicate effectively have been undercut by the organization’s obtuse mission and an inability to develop communication protocols and standard language that is powerful, concise and compelling. With the newly adopted Alliance Mission and Planning Areas comes the opportunity to hone the manner of communications with the public and partners.

Goals:

- To heighten awareness of the Alliance and create more powerful, compelling communications.
- To increase employer participation in transportation demand management programs through our communication efforts directly to San Mateo County employers in order to reach their employees.

Strategies:

- Executive Director to continue responsibility for communication, press releases, internal and external publications, and development of consistent language and nomenclature.
- Continue to reorganize the website – www.commute.org -- to reflect new mission and programs.
- In conjunction with an existing high profile event, celebrate the Alliance’s 10th anniversary and other milestones, including total riders and total auto trips reduced.
- Prominently place the Alliance logo and mission on all paper and electronic communication.
- In all materials, affirm the unique success of the Alliance in creating innovative partnerships with private employers.
- Reorganize the Annual Report to report accomplishments by Planning Area and by identified Performance Measures.
This final section provides a framework for the ongoing process of prioritizing program efforts. In the work plan for the Strategic Plan, the consulting team was asked to “make recommendations as to the most effective priorities for the Alliance to pursue to achieve reductions in single occupancy vehicle travel and facilitate mobility options.”

**Prioritization Framework**

At the Board retreat on October 22nd 2009, a list of prioritization questions were presented that should be utilized an ongoing checklist for considering Alliance program priorities. The list has been updated based on input during the retreat and further considerations by the consulting team.

1. Is the program consistent with the obligations in the Alliance’s funding agreements?
2. Does the program relate to the Alliance’s new mission and program areas?
3. Who is the primary client? Employers, commuters, schools, etc.?
4. Can the program be evaluated using the Alliance’s new measures of effectiveness?
5. What is the relative effectiveness in meeting program objectives and minimum performance standards compared to other existing and potential Alliance programs?
6. Is the program currently fully funded?
7. If not, are there indentified funds to support the program?
8. Does the Alliance have the internal capacity to achieve the goals of the program?

This priority-setting framework can be used as a tool in preparing the budget and work plans for existing programs and also to consider new program proposals and ideas.

During the Strategic Planning process, stakeholders told the consulting team that the Alliance was not focused enough and staff resources were spread too thin. Answering the above questions in a systematic way for both existing programs and potential new program ideas provides the means for staying focused and not straying from the adopted Mission Statement.

**Priority Considerations**

Not all of the questions in the prioritization framework will have the same weight. The most important considerations are as follows:

1. **Contractual Obligations:** The contractual obligations of the Alliance funding agreements need to be considered first. Most of these funding agreements are specifically targeted to implementing robust commute alternatives program through employers in Program Area 1 and commuters in Program Area 2.
2. **Cost-Effectiveness:** Another important consideration is the relative cost-effectiveness of the strategies. While the costs for different program areas are not currently all segregated, there are cost-effectiveness indicators from the Alliance, SMCTD and BAAQMD. The most exhaustive...
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Source: ICF Consulting, Performance Review of Selected TFCA Project Types, for the Bay Area Air Quality Management District, August 2006.

The difference between mean and median cost per ton of emissions reduced show that overall program design is very important in cost-effectiveness outcomes.

The Alliance recently completed a cost-effectiveness report for TFCA funding it receives. For employer outreach and incentive programs (excluding the shuttle program), the total cost-effectiveness was $10,745 for the TFCA funding. This is excellent overall cost-effectiveness.

While cost-effectiveness data was not available for the Caltrain shuttles, seven employer-based BART shuttles had a cost-effectiveness of $37,757 per ton of emissions reduced. As suggested in earlier sections, it would be helpful if the Alliance were to isolate the cost per program area. While it may be difficult to allocate the employer outreach efforts to specific programs, developing a methodology based on a simple time and motion analysis of staff time over a sample week each quarter would provide the Alliance Board and staff a better basis for evaluating priorities based on cost-effectiveness.

Simple cost-effectiveness is not the only tool for decision-makers to determine priorities. With slight changes in existing follow-up survey, it would also be possible to conduct more rigorous economic analysis including benefit/cost analysis of the different Alliance programs. The Transit Cooperative Research Program has developed fairly straightforward methodologies for such analysis in nationwide research. This allows the

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7 Spreadsheet on emissions reduced provided by Richard Cook, by email, 11/16/09.
direct comparison of programs with different goals and objectives. For example, the SEPTA employer based shuttle program had a benefit cost ratio of 7.3 to 1 compared to the OATS service in Missouri that focuses on senior and disabled community transportation with a benefit/cost ratio of 2.3 to 1.8

3. **Annual Mobility Benefits:** Community shuttles and other community-based programs are meant to fill community mobility gaps for transit dependent populations and cannot be compared to with cost-effectiveness measures for employer-based programs such as cost per ton of emissions reduced. For transportation disadvantaged populations, annual mobility benefits such as job and medical benefits and annual efficiency benefits such user benefits, social program savings and employer or provider savings need to be considered. These benefits can be easily captured in annual surveys of shuttle participants.

4. **Sustainability:** Finally, a very important consideration for establishing priorities is the sustainability of funding resources. At present, the four existing primary funding resources appear to be reasonably secure. Efforts to expand beyond the Alliance’s core mission of employer outreach to secure commute alternative program adoption, is much less secure. Grant-based programs such as Regional TFCA funding or Lifeline Grant, for communities of concern, as discussed in Appendix B are generally for 2-3 years and may not be sustainable beyond the grant term.

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**Recommended Alliance Priorities and Action Items**

**Priority Recommendation #1:** Fulfill the obligations of its current funding agreements with C/CAG and the San Mateo County Transportation Authority.

The Alliance prepares an annual budget and work plan that reflects what the funding agencies would like to see implemented for the financial resources they are providing. The preparation of the 2010/11 budget and work plans provides the opportunity for rethinking the cat-
egories of budgets and the work plan items into the four recommended program areas.

Action Items:

1. Work with funders to revise the work plans to reflect the four recommended Program Areas. Discuss the recommended objectives, strategies and measures of effectiveness and incorporate them as appropriate into the work plans.

2. Revise the budget categories into the four recommended program areas.

3. Determine a methodology for a sample time and motion analysis to allocate administrative costs to program areas for existing programs. Segregation of costs should include commuter incentives, school incentives, employer support services, employer based-shuttles, and commuter-based shuttles.

Priority Recommendation #2: Reallocate resources in order to meet Alliance goals and objectives in the following order of priority:

1. Outreach to large employers to use ridesharing and try transit incentives.

2. Campaigns aimed at medium and small employers in targeted geographical areas to provide ridesharing and try transit incentives. School Pool carpool incentives are included in this category.

3. Employer-based shuttle programs.

4. Employer-based support services: emergency ride home.

5. Community based shuttles.


Rationale for the above prioritization is as follows: Benefit/cost information is not available. Cost-effectiveness data is available only at the aggregate level and not by individual Alliance program. Therefore, the ranking of effectiveness is based on available cost-effectiveness data, the prioritization framework described above, stakeholder input and professional judgment of the consulting team.

As new state initiatives to reduce greenhouse gas emissions such as AB 32 and SB 375 are implemented, there may be additional resources available to develop additional innovative Alliance programs. This may require a re-thinking of the order of six priorities presented above.

Ridesharing and Incentives: The Alliance incentive programs were found to be highly effective programs. In order to achieve an additional market penetration of 30,000 additional employees in San Mateo County over a three-year period, significant resources will be required to achieve this objective. A proportion of Alliance efforts have been historically targeted at large employers, and the Alliance also has devoted some resources to the small employers. Additional staff resources would need to be allocated in employer outreach to small and medium employers as well as directly to commuters themselves if the 30,000 commuter threshold is to be achieved by 2013.

Employer-based shuttles: The employer-based shuttles were very popular with stakeholders and provide high visibility results to the Alliance and help to generate additional ridership on CalTrain and BART. Available
cost-effectiveness data indicates that the employer-based shuttles are less effective than the Alliance incentives programs and are therefore ranked third in priority.

**Employer Support Services:** Employer support services have a high priority ranking despite the fact that data is not available on actual cost-effectiveness. However, based on national experience, these programs tend to very low cost and highly effective at overcoming barriers to trying a commute alternative.

**Community Shuttles:** Community shuttles provide a significant benefit to the users they serve, but data is not currently available to quantify those benefits. Alliance staff has kept records on the time required to provide customer service and operations management. Based on available data, it would appear to cost the Alliance about three times the amount to manage a community shuttle than an employer-based shuttle. Professional experience validates the available data. Community shuttles are not a goal or objective of the four primary funding agreements with Alliance. However, community shuttles are combined with employer-based shuttles in the shuttle management budget. Funding that is actually targeted at reducing peak period trips is actually being utilized to provide customer service to community shuttles. In reviewing the prioritization framework, the general conclusion is that community-based shuttles are not fully funded for shuttle management costs, and there is no identified funding source to date to fully fund the administrative costs of these services.

**Bicycle Parking Incentives:** Bicycle parking incentives were prioritized based on both the TFCA cost-effectiveness data presented above and general professional experience.

There is not sufficient information available to provide an assessment of the Commuter Club and the effort to form the San Mateo Transportation Management Association. Alliance staff should utilize the prioritization framework to make their own assessment of where these programs would rank.

The implication of this priority ranking is that a reallocation of budget is very likely required in order to extend the reach of the Alliance program to 10,000 additional
employees each year. Additional budget will be required for targeted sub-regional efforts, and a media campaign to reach employees working at smaller employers. This may require elimination of some lower priority initiatives if the Alliance budget stays at the same level. Additional funds may be secured through efforts in Program Area 3.

**Action Items:**

1. Utilize the prioritization framework to formulate the 2010/11 Alliance budget.
2. Reformulate priorities on annual basis based on currently available information.
3. Receive concurrence on annual priorities from key funding partners.
4. Consider using benefit cost analysis to compare the relative effectiveness of the array of Alliance mobility programs. If not feasible, calculate the cost-effectiveness of individual Alliance programs.