



DATE: January 14, 2019

TO: Transportation Authority of Marin Programming & Projects Executive Committee

FROM: Dianne Steinhauser, Executive Director
Scott McDonald, Senior Transportation Planner

SUBJECT: Marin Commutes Program Launch (Discussion), Agenda Item No. 6

RECOMMENDATION:

Discussion Item. Provide feedback as appropriate.

BACKGROUND:

As part of TAM’s ongoing commitment to promote a variety of high-quality transportation options and alternatives to single occupant vehicle trips, the “Marin Commutes” program is being introduced this January as a comprehensive public engagement strategy emphasizing the benefits of alternative transportation options and building awareness of the incentives and tools available to Marin commuters. The goal of the program is to shift commute behavior away from single occupancy driving trips.

The program will include public outreach, workplace outreach, evaluation, and seasonal and targeted campaigns. Marincommutes.org will serve as an information hub, outreach platform and focal point for commute options, promotions, providing localized information for those living and working in Marin County. The program will also offer dynamic trip planning, trip tracking and incentive programs for commuters who participate in promotions, playing a key role in building awareness about commute options and current programs for reducing single occupancy vehicle trip counts.

The Marin Commutes Program was designed to integrate the range of commute options available to the public and related incentives into a comprehensive public engagement program and was developed with the support of a wide range of stakeholders from local jurisdictions and transit agencies. During its development, staff sought direction from the TAM Commute Alternatives & Trip Reduction (CART) Ad Hoc Sub-Committee which includes commissioners: Stephanie Moulton-Peters, Dan Hillmer, Eric Lucan, Gary Phillips, Damon Connolly and John Reed.

TAM staff also obtained feedback from and worked closely with a transportation demand management (TDM) working group, consisting of staff from agencies including the County of Marin, San Rafael, Novato, Mill Valley, Marin Transit, Golden Gate Transit and SMART. As the program is implemented, staff will explore the expansion of this working group, and engage with major employers, school districts, and other partners to advance and promote the program.

DISCUSSION/ANALYSIS:

Beginning in 2009, several individual programs have been established under TAM's Commute Alternatives & Trip Reduction Program (formerly discussed as the Transportation Demand Management (TDM) Program), aimed to manage travel on our roadways and reduce greenhouse gas emissions; either through the promotion of higher occupancy modes like transit and carpooling, or by shifting travel behaviors through promotion of telework, flexible commute times. This work is an essential component of TAM's strategy to manage traffic congestion, increase safety and mobility, promote high quality transportation options and reduce greenhouse gas emissions. These individual programs include the following:

- Marin Emergency Ride Home Program
- Vanpool Incentive Program
- Get SMART Lyft Pilot Program
- TAM/511 Marin Telework Initiative
- Car Share Program
- Regional Bike Share Program (under development with Sonoma County Transportation Authority)

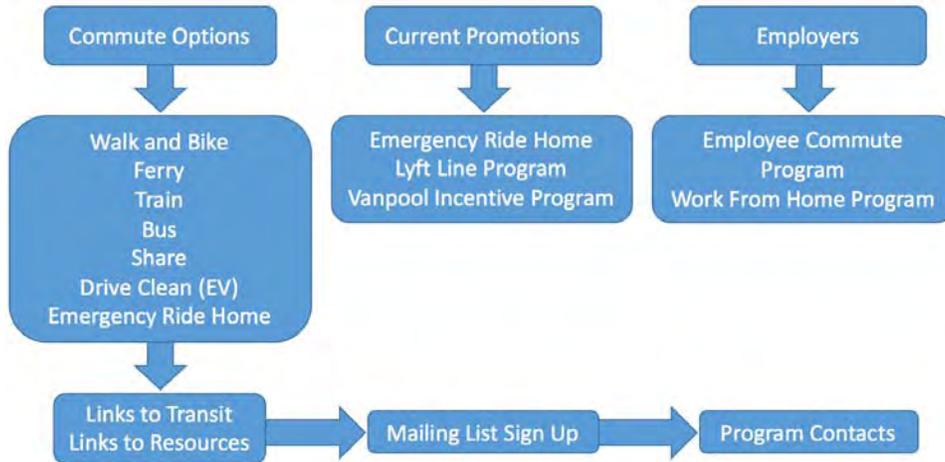
Traditionally TAM has partnered with MTC's 511 Regional Rideshare Program (511 RRP) to promote commute alternatives and TAM specific programs in Marin County. However, in 2016, MTC staff announced that due to budget cuts the 511 RRP would be restructured leading to significant staff reduction in some departments, and the total elimination of other departments. Most consequential for the TAM partnership was the elimination of the Employer Services Department, which provided the majority of 511 RRP support to TAM and Marin County. The loss of dedicated staff for outreach in Marin County has necessitated the need for TAM to implement new strategies to promote programs and commute options to the community, leading to the development of the Marin Commutes program. The Marin Commutes Program will take the place of the former framework whereby TAM's individual programs and incentives had been structured around the 511 services outreach, employer/employee consultations, and seasonal campaigns.

Marin Commutes Program Development & Overview

TAM staff has worked closely with local sustainability planners, transit districts, along with marketing and transportation consultants to develop a program highlighting the range of transportation options and routes, outreach material, and tools to enable commuters to select from a variety of transportation choices. The website MarinCommute.org was created with the help of the transportation firm Nelson Nygaard based on their extensive experience consulting with agencies around the country. The website follows the following framework, with updates scheduled in the spring to integrate dynamic trip planning and tracking capabilities for the program's first seasonal campaign starting in April:



Website Framework



Marketing and Program Design

TAM staff regularly participates in the Metropolitan Transportation Commission’s Transportation Demand Management Working Group, where staff from various agencies discuss best practices for marketing and outreach related to behavior change and transportation demand management. Lesson learned in and around the region as well as industrywide Transportation Demand Management (TDM) best practices as described in the Marketing/Campaign Strategy Overview (Attachment D), will be incorporated into Marin Commutes marketing strategy. Utilizing the findings of behavior change research to guide marketing strategies and create campaigns will be a key component in these efforts. This program will connect with commuters at different stages of change using language like ‘making the switch even one day a week can make a difference’ to attract a variety of commuter types and expand participation in the program. Alongside promotion of trip reduction and mode shift incentives, TAM will promote electric vehicles as a preferred clean technology for driving, encouraging driving clean to achieve reduction of greenhouse gas emissions.

TAM staff also consulted with communications and marketing specialists from the local firm REACH Strategies to develop concepts for advertising campaigns. This work culminated in communication strategies and outreach flyers (shown as attachment A) which will be distributed at employer fairs and open enrollment events, and used for public outreach. Additionally, staff will work closely with transit districts to promote messages to the public as part of Marin Commutes via bus and banner advertisements. Bus back ads have been created to be placed on the Marin Transit fleet of buses, and a similar banner advertisement will be deployed at SMART stations (concept shown as Attachment C).

Logo Design Contest

In October of 2017, after reviewing possible options for the development of a logo for the Marin Commutes program, TAM staff chose to use 99designs, a crowdsourcing platform for graphic design projects. 99designs is structured in a contest type format, and draws designers from around the world to compete, with a set price going to the winning design. Using this option allowed flexibility, more control on pricing, and provided a greater pool of variety in choosing the final design. The contest was launched in December 2017, and 92 logo designs were submitted. The high number of entries provided TAM staff with a diversity

of styles and approaches to consider. The contest took a little over a month to complete, with the following design chosen in January 2018:



Ride Amigos Platform and App for Trip Planning and Tracking

In recent years, several agencies in the Bay Area have implemented online TDM platforms that provide dynamic tools to help commuters connect to others, plan trips, and offer commute related incentives using both real-time apps and other technologies. One such provider, Ride Amigos (developed by Right Click Solutions Incorporated), is currently being used by the Napa Valley Transportation Authority, VTA in Santa Clara County, Commute.org in San Mateo County, and several other transportation agencies in California. Marin Commutes is preparing to pilot the Ride Amigos platform and app in 2019 for two seasonal mode shift campaigns, utilizing the following services: trip planning with carpool & vanpool route matching, incentive management, commute challenges, trip tracking, gamification, and distribution of incentives to encourage adoption of non-single occupant vehicle commuting modes.

Resilient Neighborhoods Trainings & Resident Outreach

TAM staff is engaging the Sustainable Marin program Resilient Neighborhoods to educate groups of residents about the Marin Commutes Program resource. Resilient Neighborhoods provides trainings to support the GHG reduction goals within Marin County through its current programs and will integrate presentations of the Marin Commutes material as an integral part of its trainings. Throughout 2019, Resilient Neighborhoods will incorporate direct promotion of TAM's Marin Commutes program into its efforts to encourage positive transportation choices, while supporting individuals in learning new habits and responsible stewardship as part of its broader mission. Transportation information from Marin Commutes will be promoted through Resilient Neighborhoods workshops and trainings to its climate action teams, public presentations throughout Marin, at tabling events, and online through social media.

Marin Commutes Implementation Program for 2019

The Marin Commutes program will launch in January 2019 with various engagement strategies to create awareness of the program, brand recognition and build an audience. These efforts will have a strong emphasis on community engagement. Outreach to business and community groups, employers, and coordination with partner agencies will be essential elements to establishing the program and its identity. This effort will include calls, emails, in person meetings, events, and presentations. Public facing marketing will include the abovementioned bus banner ads, SMART banners at stations, and digital marketing. Campaigns will offer raffle prizes for individuals that participate in activities such as signing up for the mailing list, taking a survey, sharing a photo, etc. This outreach will be supplemented by TAM providing information to local jurisdictions via the public outreach coordinator working group TAM staff regularly participates in.

In April 2019, the program will change focus and launch its first mode shift campaign (for a six-week period). Participants will be eligible for various levels of prizes with smaller weekly raffle prizes available to all, and larger prizes for high level participation awarded at the end of the campaign. This initial effort will focus on rewarding many levels of participation and provide valuable data for structuring future campaigns, with the next campaign to be scheduled in the fall.

During the 3rd and 4th quarters of 2019 the program will gather information, feedback and data that will directly influence the structure and focus of future efforts. These inputs will be evaluated, and tactics for promotional efforts in the following year will be developed from the findings. Exploring how different audiences in Marin are motivated and the barriers commuters experience will be an ongoing focus of the program and will be integral in developing strategies to shift commute behavior in Marin County.

The program will be evaluated comprehensively using a variety of resources. The Google Analytics tool will be used to track the number of participants and use of the site, as well as provide valuable data on email and social media campaigns. Additionally, staff will utilize analytics from the Ride Amigos trip planning and tracking software to help quantify the impact of the program and campaigns with data on mode usages, and reductions of CO2 emissions and VMT. Surveys will also be conducted and can help to measure awareness of the program.

TAM staff will continue coordinating with the TDM working group, local agencies, and the TAM CART Ad Hoc Sub-Committee to advance the program. A presentation of the program is also being prepared for the full TAM Board later in January 2019.

FISCAL CONSIDERATION:

No fiscal impact at this time. This implementation is consistent with the budget adopted by the TAM Board for Fiscal Year 2018/2019 under the Measure B Vehicle Registration Fee, Element 3.2 for initiatives to increase use of alternative transportation modes provided through the Marin Commutes Program. TAM staff will bring forward a budget for Fiscal Year 2019/2020 which may include funding from both Measure B Element 3.2, and the recently approved Measure AA funding for commute alternatives and trip reduction programs.

Attachments:

- Attachment A: Flyers for Marin Commutes
- Attachment B: Website Resources of Employers
- Attachment C: Concept for Banner Advertisement for SMART and Exterior of Buses
- Attachment D: Marketing/Campaign Strategy Overview
- Attachment E: Marin Commutes Public Engagement Opportunities
- Attachment F: Ride Amigos Platform Overview

THIS PAGE LEFT BLANK INTENTIONALLY

MARIN COMMUTES

Looking for a better way to get around? Marin Commutes is here to help. Whether you take the train, ferry or bus, join a carpool or vanpool, or decide to bicycle or walk, leaving your car at home even one day a week can make a difference. Join us and find ways to reduce stress, save money, and improve air quality in your community at marincommutes.org.

For more info:
marincommutes.org



Go online to learn more about commute options



Make a plan to try an alternative way of commuting



Reduce stress and improve air quality

MARIN 
COMMUTES

TAM
Transportation Authority of Marin

VANPOOL INCENTIVE

Kick back, relax and save time and money when you share a ride to work in a vanpool. Making it easier to get started is the \$3,600 vanpool incentive available in Marin County. Find out more about the incentive and everything you need to know to join vanpools in your area at marincommutes.org.

For more info:

marincommutes.org



Learn more about vanpooling online



Share a ride to your destination



Save money



EMERGENCY RIDE HOME

When emergencies happen, Marin Commutes has you covered. Whether it's a sick child, unexpected overtime, or other qualifying events, the Marin Emergency Ride Home program takes the fear out of leaving your car at home. Get reimbursed for your emergency ride home when you walk, bike, carpool or take transit to work.

For more info:

marincommutes.org



Marin Commutes is here in an emergency



Call a taxi or shared-ride service



Get home quickly



DRIVE CLEAN

Driving electric saves money and helps the environment. You can skip gas stations and lower your maintenance costs by driving electric to work, school, or around town running errands. Marin Commutes spotlights available incentives, initiatives, and rebates for electric vehicles and plug-in hybrids.

For more info:

marincommutes.org



Drive electric to save money



Charge while you work, play, or sleep



Reduce air pollution





Employee Commute Program

Measures and Strategies

- **Commuter Choice Pre-tax** enables employees to set aside pre-tax money to pay for transit, vanpooling, or some bicycle maintenance costs. You can find a comprehensive guide explaining this benefit and how to implement it at 511.org.
- **Emergency Ride Home** is a service provided by TAM that offers a free ride home in cases of emergency to help commuters switch from driving alone. It's like an insurance program for your employee's commute! To learn more, visit MarinCommutes.org.
- **Preferential parking** for drivers of carpools and vanpools can sometimes be provided near the entrance to your building and encourages ride-sharing.
- **Bicycle amenities** such as lockers, showers, changing rooms and secured bike parking can help employees hop onto their bike instead of into their car. Partner with a local bike shop and offer bike tune-ups and bike maintenance classes to your employees.
- **Car/bike sharing** can help employees get to workday appointments and accomplish errands. Provide fleet cars and loaner bikes to employees, or participate in a carshare or bikeshare program, where available. This also can provide midday trip support to enable an employee to use transit for commuting to and from work.
- **Monetary incentives** can entice employees to switch their commute mode. Ongoing incentives are a great way to reward employees for their good commute habits, and periodic campaigns can help encourage those driving alone to try something new. Offer quarterly prize drawings or competitions to create a bigger impact and maintain greater control over small budgets.
- **Parking Cash-out** requires California employers that subsidize parking spaces to offer a cash allowance in lieu of a parking space to those who don't drive to work. To learn more, visit the California Air Resource Board.
- **Compressed workweek scheduling** can help employees drive less by allowing them to work a full-time schedule in fewer days. Employers can offer a 9/80 schedule where an employee works 80 hours in nine days and gets the 10th day off (usually a Friday) or a 4/10 schedule in which employees work 10 hours four days a week and have every Friday off.
- **Flexible Scheduling** can help employees with certain commute needs, such as the timing of carpools and bus schedules. For employees who drive, it can also help reduce congestion and lower emissions by shifting commute times outside of the most congested periods and reducing time spent idling in traffic.
- **Telecommuting** reduces driving, and it has been shown to have a significant impact on employee recruitment, retention, and productivity. For more information, visit MarinCommutes.org.
- **Charging for parking** provides a disincentive to drive and creates a fund that can be used to support other elements of your commute program or business.



Employee Commute Program

Tips for Promotion

- Find employee champions** and leaders to help promote your program. Establish a list of employees who already use alternative modes and show employees that their coworkers have already had success using different modes of transportation. An employee committee can help raise awareness, answer questions, and develop marketing material and promotions.
- Communicate often.** Send periodic email reminders about your program. People's schedules and commutes change. Re-send information once a month to remind employees about the benefits of the program.
- Seek the leadership of the owner or CEO** of your company and ask them to walk or ride a bicycle to work and say a few words about alternative transportation. It will show employees that the whole company is committed to changing the way it commutes.
- Hold periodic drawings/raffles** for employees using alternate modes. This creates publicity for your program. Offer anyone who is carpooling, vanpooling, walking, biking or riding transit a free raffle ticket for prizes plus a spotlight in the company newsletter.
- Include commute information in new-hire orientation** packets, and follow up with an e-mail after a new employee starts work. Employees are starting a new commute pattern when beginning a new job, so this is a great time to encourage them to try a new mode.
- Emphasize the financial incentives or disincentives** as well as special programs or amenities (such as a vanpool or showers and lockers for bicyclists).
- Individualize your program.** Involve employees in the promotion of your program by highlighting personal commute stories. Help employees find carpool and vanpool partners that live near them and locate nearby Park & Ride lots.
- Host a commuter fair** for your employees, or include transportation resources at existing health and benefits fairs. Invite transit agencies, bicycle organizations and shops, vanpool companies and others to serve as resources and answer questions employees may have about different commute options.
- Be creative and make it fun.** Use light-hearted marketing campaigns and imaginative promotions to create buzz about your program.

For local transportation info visit marincommutes.org



Better Commute – Better Community

THIS PAGE LEFT BLANK INTENTIONALLY



Marketing/Campaign Strategy Overview

Marin Commutes will utilize the findings of behavior change research to guide marketing strategies and create campaigns. This approach prioritizes connecting with commuters at different stages of the change process and helping them to take the next step.

For some the next step will be simply visiting the website for the first time and learning their options. This could be the first time they've ever thought about using a commute alternative. For others, the next step is buying their first transit ticket. At their conclusion, each campaign will be evaluated and assessed to fine tune efforts for future implementation.

The stages of change identified in behavior change research are pre-contemplation, contemplation, preparation, action, & maintenance. Early in the process individuals are in what researchers identify as the awareness/information phase, while later stages are considered the action phase. Marin Commutes campaigns will leverage these principals by alternating focus on the awareness and action phases as shown in the chart below:

Quarter	Phase	Behavior Change Stage
1 st quarter	Awareness Phase	Pre-contemplation, contemplation, preparation (maintenance)
2 nd Quarter	Action Phase	Preparation, action & maintenance
3 rd Quarter	Awareness Phase	Pre-contemplation, contemplation, preparation (maintenance)
4 th Quarter	Action Phase	Preparation, action & maintenance

Program Launch

January 2019 - Awareness Phase

The activities for the opening campaign of Marin Commutes will be geared toward building brand identity, creating awareness, and providing information. This will also assist in increasing the audience reach for the more ambitious mode shift focused campaign planned for Spring 2019. Activities will include:

- Small ask campaigns
 - Signup for program information/mailling list
 - Like or follow on social media (Facebook, Instagram, Twitter)
 - Maintenance type activity rewards
 - Send/share pics or video of commute
 - Write testimonial
 - Take commute survey

April 2019 – Action Phase

- Behavior Change and Call to Action Campaigns
 - Larger campaign efforts geared toward the later stages of change process
 - Prizes for alternate mode usage that reward different levels of participation

Ongoing

The action phase campaigns will occur in the 2nd and 4th quarters launching in October and April to leverage opportunities around Earth Day and Rideshare week. The 1st and 3rd quarters will be smaller campaigns geared toward awareness, information and maintenance. These campaigns will generally last a period of six weeks. Campaign tactics may vary quarter to quarter based on opportunities and needs that may arise.

Marin Commutes Public Engagement Opportunities in 2019

For discussion at 1-14-19 TAM Programming & Projects Executive Committee Meeting

Note: This is a list to illustrate potential audiences, events, newsletters and channels for distribution of information for the Marin Commutes Program. Outreach will not be limited to the following list which is intended for planning purposes:

ENVIRONMENTAL GROUPS

- Environmental Forum of Marin
- Sustainables (various: Marin, Novato San Rafael etc.)
- Marin Conservation League
- Sierra Club

BUSINESS GROUPS

- North Bay Leadership Council
- Chambers of Commerce, SR Chamber Leadership Forum
- Marin Economic Forum
- Workforce Alliance of the North Bay

NEIGHBORHOOD & COMMUNITY BASED ORGANIZATIONS

- Marin City Community Services District
- Canal Alliance
- Canal Welcome Center
- West Marin Collaborative
- Neighborhood Associations

EVENTS

- Marin County Farmer's Market
- Tiburon Friday Nights on Main
- Mill Valley Sunday Concerts on the Plaza
- Mill Valley Art Fair
- Biketober Fest
- Bike to Work Day

POP-UP FOOD TRUCK EMPLOYER EVENTS (In partnership with MTC's 511 Rideshare Division for Employers with 400+ employees) These events are pending further discussions with employers:

- Marin General Hospital
- Buck Institute
- County of Marin
- BioMarin
- Dominican University
- College of Marin
- Autodesk
- PG&E
- Kaiser San Rafael
- Large Public School Districts
- Glassdoor

THIS PAGE LEFT BLANK INTENTIONALLY

RideAmigos

For The Transportation Authority of Marin



Multimodal Trip Planning for Commuters

- Trip Planning for Car & Vanpool matching, Local Transit, Biking & Walking
- Mid route corridor ridematching
- Rideboard for events and one-time trips
- Mode comparison including public/private transportation networks and infrastructure
- Private Networks: Internal employee carpool matching



Changing Commuter Behavior

Turn-key TDM Solutions

→ Commuter Challenges

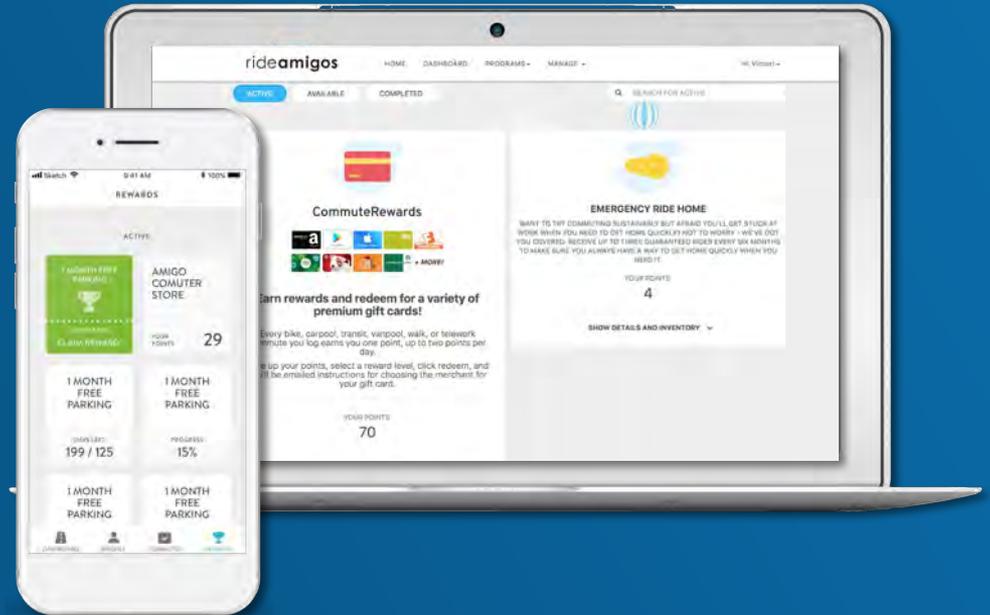
- ◆ Bike to Work
- ◆ Employer Competitions

→ Points Programs

- ◆ CommuteRewards:
 - Amazon
 - Starbucks
 - Airbnb
 - Charitable Donations

→ Emergency Ride Home

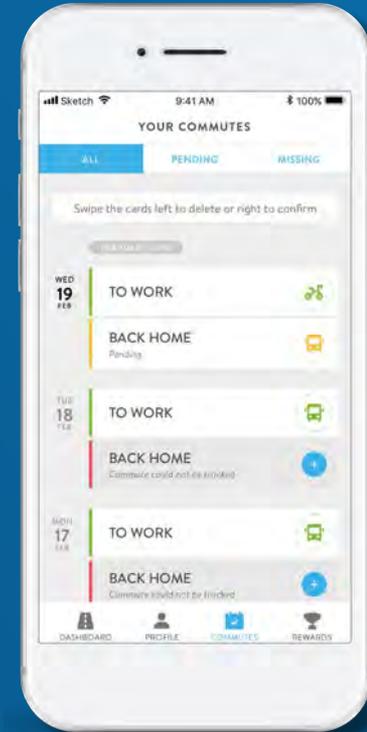
- ◆ Taxi
- ◆ Uber
- ◆ Lyft



Commuter Tracker Mobile App

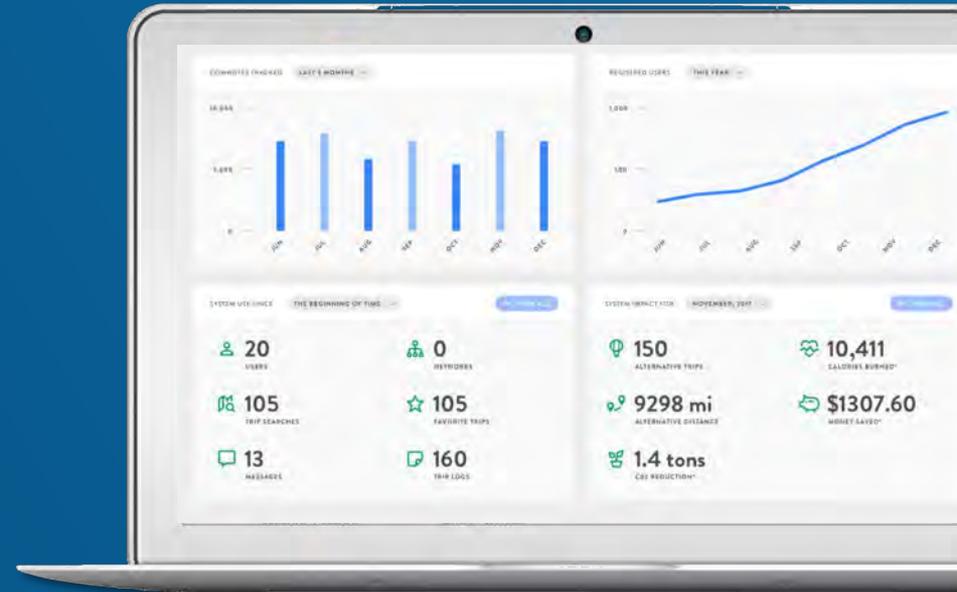
Regional and Employer Programs in the Commuters' Hands

- Passive trip tracking and prediction between custom origin and work locations
- Program discovery and award redemption
- Mobile dashboard shows individual impact and sustainability stats
- Trip log integration



Comprehensive Administrative Dashboard

- Dashboards with macro and micro views of commuter program results
- Report on user, employer, regional impact and sustainability stats
- Data verification reports to support incentive programs
- Export or publish data as CSV, Excel, PDF or ArcGIS feature services



THIS PAGE LEFT BLANK INTENTIONALLY