



DATE: June 25, 2020

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Derek McGill, Planning Manager
Molly Graham, Public Outreach Coordinator
Scott McDonald, Senior Transportation Planner

SUBJECT: Marin Commutes Program Year One Activity Report (Action), Agenda Item No. 7

RECOMMENDATION:

The TAM Board accepts the Marin Commutes Program Year One Activity Report.

At its June 8, 2020 meeting, the Funding, Programs & Legislation (FPL) Executive Committee reviewed and voted unanimously to refer the report to the TAM Board for acceptance.

BACKGROUND:

Last year TAM launched a new program branded as ‘Marin Commutes’ as a comprehensive effort to encourage alternatives to single occupancy driving while increasing awareness of commute options, incentives, and tools available to commuters. Marin Commutes also promotes electric vehicles as a preferred option for carpools and other trips that require a vehicle. When the program launched in January 2019, it brought together several individual activities and programs under its umbrella including the following:

- Promotion of commute alternatives to driving alone
- Promotion of electric vehicles
- Shared ride coupons through the Get2SMART Program
- Vanpool Incentive Program
- Car Share Promotion
- Marin Emergency Ride Home Program
- Resources to support employer commute programs, including telework guides and information about commuter choice pre-tax benefits

Through Marin Commutes TAM also initiated activities to promote the use of green commute trips through gamification under a new “My Marin Commute” tool powered by the Ride Amigos software platform. This tool was featured in two seasonal green trip campaigns in 2019 to encourage commuters to use green modes of transportation, for planning and logging trips to track progress and shift behavior toward more use of commute alternatives. The campaigns encouraged people to try a new mode of transportation at least one

day a week by offering a weekly raffle prize for those logging trips, with additional incentives for those who logged the most trips or the most miles over a six-week period.

The program website Marincommutes.org has served as the program's information hub, as an outreach platform and as a focal point for commute options, offering a resource for those living and working in Marin County. The website was promoted through social media, in the newspaper, and online. TAM also launched a bus advertisements campaign to introduce the program which continued through 2019.

TAM staff worked closely with a transportation demand management (TDM) working group as the program was implemented, consisting of staff from agencies including the County of Marin, San Rafael, Novato, Mill Valley, Marin Transit, Golden Gate Transit and Sonoma Marin Area Rail Transit (SMART). The TDM working group also provided input to support recommended program enhancements and will continue to be an asset to program development for Marin Commutes.

DISCUSSION/ANALYSIS:

The attached Marin Commutes Year One Activity Report (Attachment A) provides a comprehensive evaluation of the program. The Google Analytics tool was used to track the number of participants that use the website, and communications from email and social media campaigns. Additionally, staff has analytics from the Ride Amigos trip planning and tracking software to help quantify the impact of the program campaigns with data on mode usages, and vehicle miles traveled. Overall, data collected in the first year of the program indicated that Marin Commutes has increased awareness of commute options to support utilization of alternatives to single occupancy driving.

The Marin Commutes Year One Activity Report has the following sections:

- Information & Education
- Encouragement & Support
- Commute Options & Incentives

As noted in the report, the first year of implementation focused initially on building brand awareness and creating an audience by engaging with the community and local employers. Additionally, the program tested its first mode shift campaigns (in spring and fall of 2019). Based on the information gathered, TAM has been exploring how different travelers in Marin are motivated and how to increase the program effectiveness in 2020. The report suggests improvements to consider based on a review of data and input from the TDM working group.

Due to the COVID-19 health crisis that began in 2020, the Marin Commutes Program did not feature a green trip campaign in Spring 2020 as initially planned, and staff is currently considering what outreach would be appropriate for a Fall 2020 information campaign which can be adjusted based on changing conditions. During the Spring 2020 timeframe, TAM staff has focused on integrating telework information resources into the home page of the MarinCommutes.org site to highlight telework as a solution for those employers and employees capable of working remotely even beyond the shelter-in-place period. Some industries are able to adapt more easily to remote working conditions than others, and the Marin Commutes Program has highlighted a range of telework strategies and policies for Marin employers at MarinCommutes.org. Moving forward, the Marin Commutes Program will need to adapt and respond to a changing commute environment as a result of COVID-19, remaining nimble and responsive to evolving transportation needs.

FISCAL CONSIDERATION:

There is no additional budget impact at this time. The program implementation summarized in the Attachment A Marin Commutes Year One Activity Report is consistent with the budget adopted by the TAM Board for Fiscal Year 2019/2020 under the Measure B Vehicle Registration Fee, Element 3.2, in which \$350,000 has been available to support initiatives to increase use of alternative transportation modes provided through the Marin Commutes Program. The Proposed FY2020-21 TAM Annual Budget for Measure B Vehicle Registration Fee, Element 3.2 is \$413,000.

NEXT STEPS:

As noted in this report, TAM has been exploring how to increase the program effectiveness in 2020, especially in light of the COVID-19 pandemic. The report suggests improvements to consider based on a review of data and input from the TDM working group and will continue to be developed through input and collaboration. During the Summer of 2020, TAM staff will continue focusing on integrating telework information resources into the MarinCommutes.org site to highlight telework as a solution for those employers and employees capable of working remotely even beyond the shelter-in-place period. Additionally, webinars and other engagement efforts will be explored to maximize the ability to support Marin employers and employees in the coming months.

ATTACHMENTS:

Attachment A: Marin Commutes Year One Activity Report
Attachment B: Marin Commutes Presentation

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MARIN COMMUTES PROGRAM

Year One Activity Report



ACKNOWLEDGMENTS

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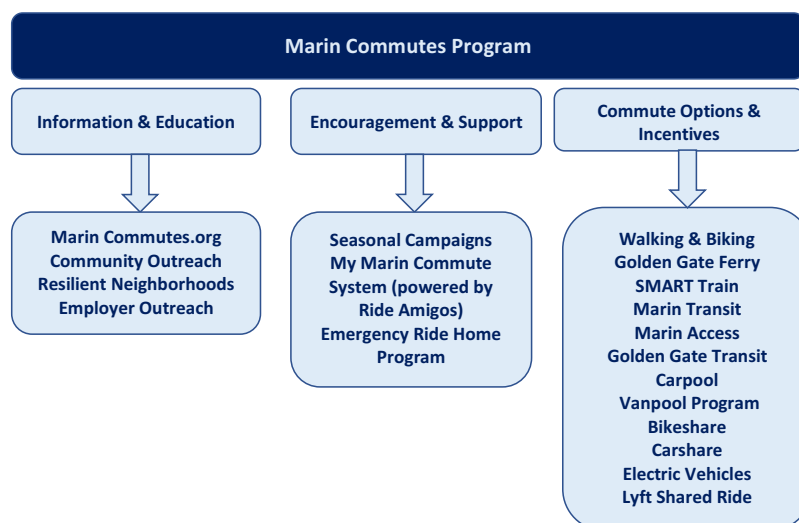
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INTRODUCTION

In January 2019, the Transportation Authority of Marin (TAM) launched the Marin Commutes program as part of a continued effort to increase awareness and encourage use of the variety of high-quality transportation options and alternatives available in Marin County. The program serves to promote the use of alternatives to single occupancy vehicle (SOV) trips, encouraging the use of carpooling, and other commute alternatives including transit, walking, and biking. The program is funded through TAM's local Measure B Vehicle Registration Fee, and was established through a grant from the Metropolitan Transportation Commission. The Marin Commutes program promotes a range of commutes options along with a suite of measures TAM has introduced over the past decade to increase mobility options in Marin County.

The Marin Commutes program aims to manage vehicle trips and travel on county roadways and to shift travel behaviors through the promotion of higher occupancy modes like transit and carpooling, active transportation modes walking and biking, and by increasing the knowledge of telework and other workplace strategies that can impact travel patterns. This work is an essential component of TAM's strategy to manage traffic congestion, increase safety and mobility, and support the numerous mobility services available to those living and working in Marin County. This system of complimentary measures can be segmented in the following three broad categories:

- Information & Education
- Encouragement & Support
- Commute Options & Incentives



The Marin Commutes program includes the marincommutes.org website, public outreach, workplace outreach, seasonal and targeted campaigns, and a variety of incentives and support measures.

Through these efforts, the program promotes, supports, and increases awareness of existing and future mobility service investments in Marin County by applying incentives, increasing the awareness and understanding of available options and programs, and providing the support and encouragement needed to facilitate increased green mode usage. The program exists within a greater ecosystem of regional and county measures and strategies. Each of these categories encompasses a variety of components geared to assist in a shift to alternative commutes modes and more environmentally sensitive "green" commute options. Evidence suggests that the impact of any one measure may be modest but is magnified when combined with other complementary measures¹.



During the first year of the program, 337 individuals have signed up for the Marin Commutes public mailing list, and 515 partners and employer contacts have registered to receive program updates on behalf of their organizations.

Over the past year, the Marin Commutes program primary engagement tools consisted of the website

MarinCommutes.org, a trip logging platform through Ride Amigos software promoted as the My Marin Commute System (MMCS), and two seasonal campaigns to support a shift away from SOV travel.

The program also supports commuters and the general public through a combination of online and social media communications, employer email blasts, presentations, and newsletters. Increasing brand awareness and understanding of the Marin Commutes program has been a central focus during the program launch, and efforts include various promotions, outreach

¹ Integrating Demand Management into the Transportation Planning Process: A Desk Reference, August 2012, Publication Number FHWA-HOP-12-035

to the business community, and advertising through a variety of mediums. Since its inception, the program has experienced increasing interest and participation and gathered valuable information to help guide decisions on future enhancements. The program has been reviewed by TAM's Transportation Demand Management (TDM) Working Group to gain additional input on areas that could increase participation and the impact of the program.

STRATEGIC MARKETING APPROACH

The Marin Commutes program has adopted various strategies intended to increase public interest in the use of a variety of commute travel options. Each activity category has associated strategies, with some overlap occurring.

The overarching messaging of the program has been to promote the sense of collective action and the idea that even small acts have an impact. Most messaging is centered around lowering barriers by highlighting the impact of making a change just one day a week. Almost all program collateral includes the Better Commute – Better Community slogan. Primary target audiences have been:

- solo drivers open to other options
- commuters that use alternatives occasionally
- those starting a new commute

When provided information and encouragement these groups have good potential to begin or increase use of green commute options.

Advertisements on buses were displayed along all major routes to alert drivers about the campaigns, and the program was promoted within TAM and City newsletters and through employer email blasts to catch the attention of employees considering new commutes.

The seasonal campaigns were geared to encourage solo drivers and occasional alternate mode users by providing incentives, and both campaigns facilitated a sense of collective action and encouraged the “One Day a Week” philosophy in



Marin Commutes Program Launch Mailing List Sign Up Promotion, February/March (Facebook Advertisement)

both their messaging and reward structure. While the fall campaign had a slightly more competitive tone, the sense of collective impact was emphasized in campaign messaging and in the MMCS user dashboards, which provide data on collective and individual program impact.

Employer resources within Marin Commutes promoted a range of strategies for employers to encourage employees, including new hires, to take advantage of pre-tax options available and other benefits. Additionally, the program is developing strategies to better target this market in the future by equipping agencies and professionals in Marin County such as the real estate agents, planning departments, and the County of Marin to interface with new residents and employees, and through continued communication with the chambers of commerce and the Marin Economic Forum.



*Marin Commutes Spring, Campaign, April-June 2019
(Campaign Graphic)*

INFORMATION & EDUCATION

A key influence on the decision-making process associated with travel choice is an individual's knowledge of their potential options, and the ease of finding the information when they need it. This often occurs during key decision making

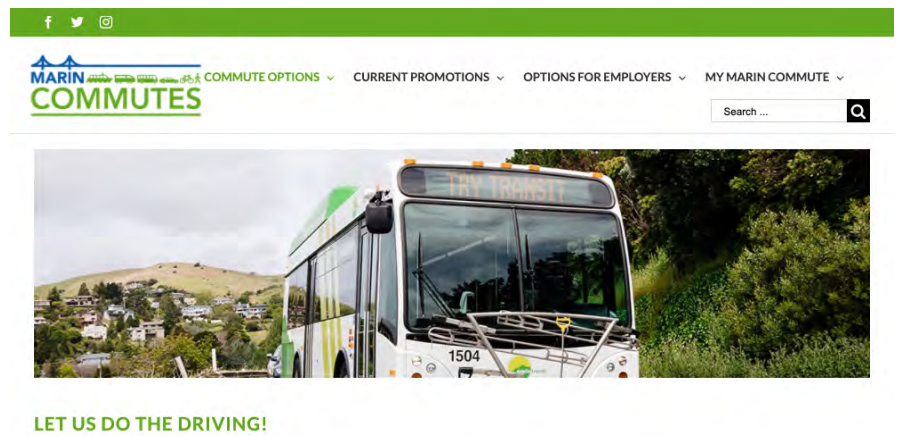


Bike to the Ballpark Event, August 11, 2019

points around other life changes that trigger the need to explore new travel options. Through Marincommutes.org, and outreach to the public and employers, the Marin Commutes program provides comprehensive information and ongoing education about Marin based travel options.

MARINCOMMUTES.ORG UTILIZATION

The program website, MarinCommutes.org, was developed as a comprehensive resource that provides commuters information about commute options as well as the incentives and programs that are available to them. Employers are an important partner in addressing congestion and air quality issues, and a section of the website provides tools and resources for employers to help them promote commute alternatives to their employees and assist them in developing commute



Marincommutes.org provides comprehensive information on Marin County transportation options.

programs that supplement available countywide incentives and support. The program also captured metrics related to website traffic and utilization in the initial year of implementation. One year after launching the program, there were 3,711 visits recorded to marincommutes.org.

The data captured indicates that promotions and campaigns do increase overall website traffic. Outside of the home page, the pages that were visited most frequently in descending order were: Current Promotions, Share a Ride (provides carpool, vanpool, car and bike share information), Emergency Ride Home, Start a Commute Program at Work, and Ride the Train.

COMMUNITY OUTREACH

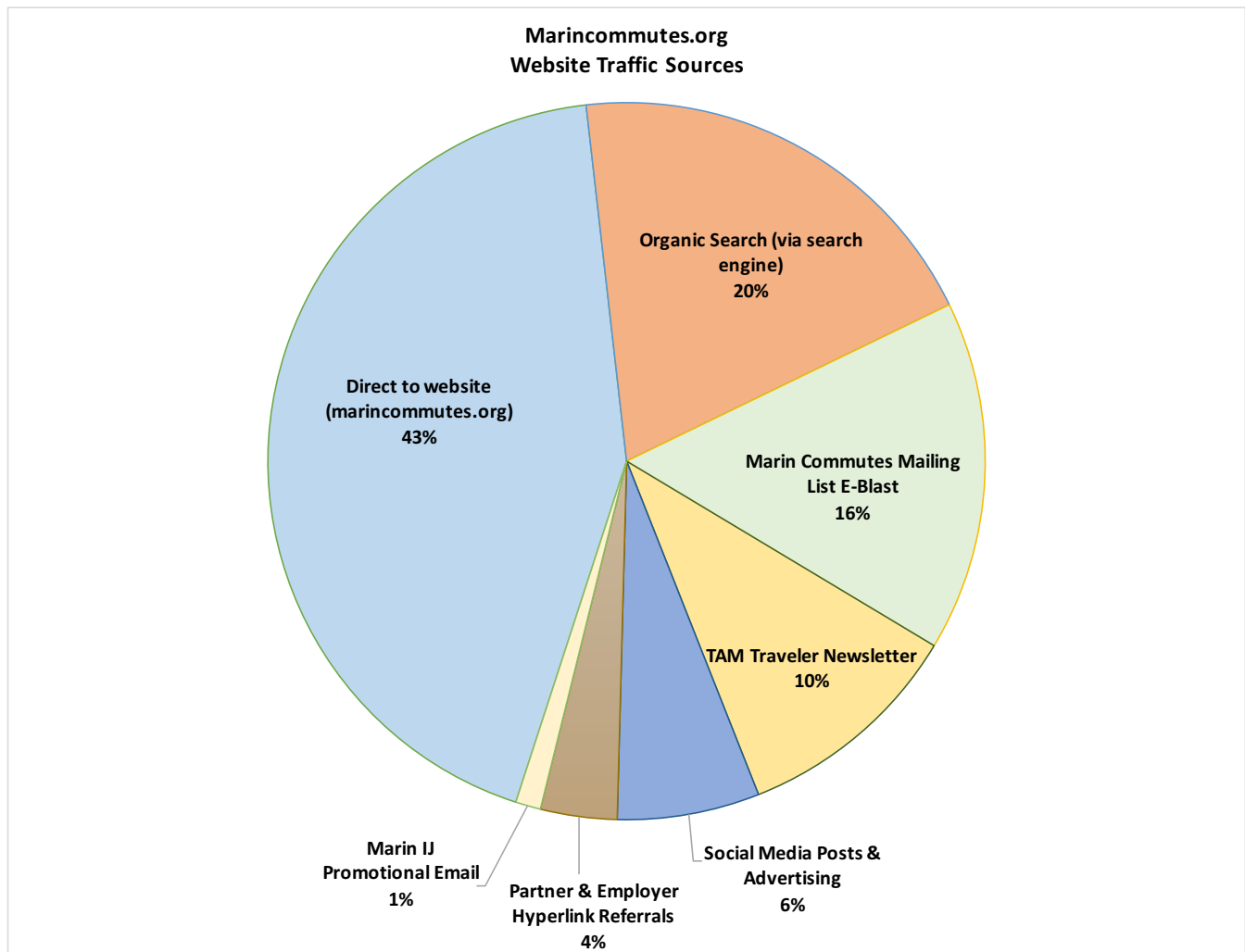
Within the first year, Marin Commutes has been represented at 10 community events throughout the county and provided 11 presentations about the program to organizations and groups. Advertisements were placed in several mediums, including Facebook



City of Novato Community Earth Day Event, April 21, 2019

& Twitter, the Marin IJ, banners at Marin County SMART stations, and advertising on Marin Transit buses. A commute survey was also distributed to those signing up for the public mailing list in order to gain a better understanding of barriers and motivators to green mode use, but a low response rate indicates that new strategies might be justified to improve survey engagement. In the initial year, all program outreach activity was structured to generate website traffic to marincommutes.org in order to increase awareness of the program and commute options in Marin County.

The largest source of website traffic was from direct or organic web searches, indicating that efforts toward increasing general awareness of the program have made an impact. Although it isn't possible to track the impact



Direct to website visits were 43% of total website visits, indicating that awareness of Marin Commutes in the general public is increasing.

of attending events or traditional advertising directly, it is likely that event attendance, SMART station banners, advertising on Marin Transit buses, and ads in the Marin IJ helped contribute to direct traffic and organic web searches for marincommutes.org.

The next largest source of web activity was generated from the Marin Commutes mailing list and the TAM Traveler newsletter. Social media advertising, referrals from partners and employers, and a Marin IJ email promotion in the spring of 2019 account for the remaining visits to the website.

RESILIENT NEIGHBORHOODS PARTNERSHIP

Resilient Neighborhoods (RN), a local 501c3 under Sustainable Marin, worked closely with Marin Commutes over the last year to help promote the program and its campaigns by incorporating Marin Commutes information into their behavior change and greenhouse gas reduction program. Marin Commutes was promoted by RN to their climate action team participants and through information at events. The RN program reached 650 people in 2019, and 58% percent of their climate action team members signed up for the Marin Commutes newsletter.

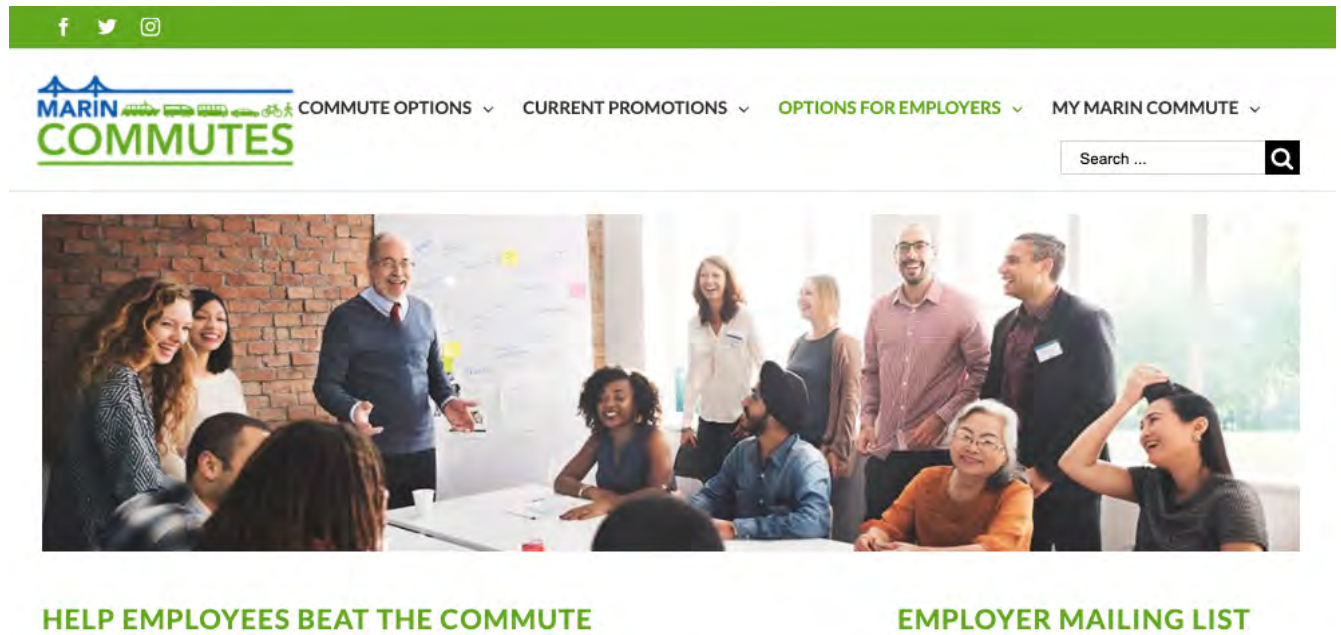


Four households in the climate action team Greta's Army are getting EVs!

EMPLOYER OUTREACH

Employee commute programs help employees arrive to work less stressed and more productive, and can help to attract and keep talent. The Marin Commutes program provides a variety of information, tools and resources on marincommutes.org to assist employers that are interested in developing an employee commute program and other programs like telework, alternate work hours, and other measures that can improve traffic and employee morale. Employers that sign up on the Marin Commutes employer mailing list receive early notifications of seasonal campaigns and promotions along with tools and media pieces to assist them in providing information to their employees.

In a recent Marin Economic Forum survey, 59.5% of Marin-based employers cite employee recruitment and retention as their biggest challenge, and 62.5% indicated that their worksites are accessible by transit.



Marincommutes.org has many tools and resources to help employers develop employee commute programs.

Hiring and retention is the top challenge cited by Marin based employers in a recent survey conducted by the Marin Economic Forum. Employee commute issues are top of mind, and the majority of worksites are accessible by transit¹. This indicates that many Marin employers are open to or already actively involved in seeking ways to ease the commute for their employees, and are likely to be receptive to information and support provided by Marin Commutes.

The program received 10 requests from employers for additional information, support, or assistance during the first year. These requests were primarily related to seasonal campaigns, but also included questions regarding TDM program development, with some employers requesting information about creating employer networks in the My Marin Commute System (MMCS). This activity was generated through four eblasts to employers and partners, personalized emails to target employer contacts, presentations to partners and community groups, and one on one conversations.

¹ Marin County Business Expansion Plan Phase 1 Report, Marin Economic Forum, February, 2020

INFORMATION & EDUCATION IMPROVEMENTS UNDER CONSIDERATION

In addition to the following strategies, the program should continue to build on current efforts and messaging to increase engagement and solidify brand identity.

SOCIAL NORMING

Expand website content to provide commuter testimonials and stories section to support the creation of more social norming around green commute mode use in Marin County.



Marin Commutes Spring Campaign, April-May 2019 (Facebook Advertisement)

CAR-FREE MARIN

Consider a Car-Free campaign that asks for a pledge to leave the car at home either for the day, or one day a week during a six-week seasonal campaign. This would be somewhat aligned with World Car-free Day that occurs annually in late September.

"Riding public transportation (SMART Train) has saved me money on fuel and maintenance, lowered my stress, made me more disciplined in my schedule, provides me an additional 3 hours of my life back that was spent commuting, and has a measurable positive impact on the environment. Marin Commutes program helps provide that measurement and hopefully sustainability of the supportive programs the county provides."

Patti S., Marin Commutes Seasonal Campaign Participant

EXPAND EMPLOYER OUTREACH

Employers offer a unique opportunity to communicate with Marin based workers and can be very effective partners in efforts to promote green

Changing the way a person commutes to work can also change the way they travel in their free time, increasing the potential impact of employer-sponsored commute programs.

commute options. Many people take the time to read information coming to them from their employers and tend to both pay attention to and trust their employers as a reliable source of information. Additionally, commute programs implemented by employers can positively impact local and regional efforts and are one of the factors most likely to have an impact on individual commute choices. Changing the way a person commutes to work can also change the way they travel in their free time, increasing the potential impact of employer-sponsored commute programs. More time spent on outreach and providing commute program development support can help to reach a broader audience and have the potential to greatly increase the impact of the Marin Commutes program. The program will explore the following strategies to maximize opportunities with this key group:

EXPAND WORK WITH COALITIONS OF EMPLOYERS

Work with organizations that are conduits to employers such as the Marin Economic Forum and Chambers of Commerce as well as the San Rafael Business Improvement District. These organization can engage members to distribute program flyers and provide information to local businesses through email communication.

SUPPORT ADDITIONAL EMPLOYER PARTNERSHIPS:

Work with major employers, school districts, and other partners to advance and promote the program. This would include employer/employee consultations, and to establish contacts with employer representatives to develop employer events and outreach.

TARGET NEW COMMUTES

Increase marketing efforts that target those starting a new commute due to a move or a new job by creating a new-commute starter packet. This could be promoted through employers, local real estate professionals, neighborhood groups, and local jurisdiction planning departments. This strategy could benefit

the program both in access to a target audience as well as providing additional relationship- and partner-building opportunities.

ENHANCED TARGETED MARKETING ACTIVITIES

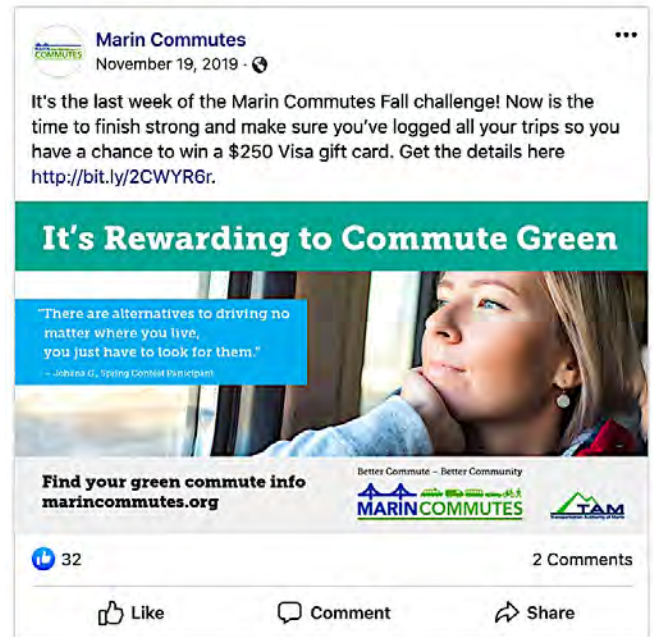
Targeted social marketing campaigns using segmentation can be a very effective tool in maximizing the impact of specific actions or campaigns. As effective as they can be, targeted social marketing campaigns require considerable resources to facilitate successful implementation, a factor that becomes even more challenging when operating as a public program that requires equity in terms of how program resources are allocated between commuter groups and communities.

Determining ways in which Marin Commutes can effectively develop targeted marketing campaigns while also serving all of Marin County is an area that will require ongoing consideration.

COMMUTE SURVEYS

In the spring of 2019, a travel survey was promoted to mailing list subscribers. The survey yielded low results, requiring the program to review this approach and the value of surveying in general. Some factors that contributed to the low response rate may be easily addressed, but others may require more consideration. Generally, commute surveys can help gauge barriers and interest levels in current and proposed programs and help to track mode shift over time, although on a county-wide level, census data provided on a three-, five- and 10-year cycle could provide greater accuracy in terms of mode usage. Determining the reasons and priorities for surveying will provide the necessary framework to develop the best approach.

The program is considering widening survey distribution through allocating more resources to outreach activities and partner coordination, and gamifying the survey through the My Marin Commute System (MMCS) using flash promotions and offering prizes or accomplishment badges.



*Marin Commutes Fall Campaign, Oct.-Nov. 2019
(Facebook Advertisement)*

GAMIFY THE SURVEY

Gamify the survey through the MMCS by asking users one or two questions at a time and providing a flash promotion that offers a prize or an accomplishment

LEVERAGE SAFE ROUTES

Leverage the success of the Safe Routes Walk-n-Roll events by promoting Marin Commutes to parents and utilizing the community participation already in place that makes the Safe Routes program successful.

ENCOURAGEMENT & SUPPORT

Encouragement and support activities help to generate new interest and can also help to provide the motivation necessary for someone to take the next step and give green commuting a try. Seasonal campaigns, the My Marin Commute system powered by Ride Amigos, and the Emergency Ride Home Program (ERH) all provide various opportunities to encourage and support individual commuters in a variety of ways.



MARIN COMMUTES SEASONAL CAMPAIGNS

With prior input from stakeholders including TAM's TDM Working Group, MTC's TDM Working Group, and presentations to the TAM Executive Committees and Board, a strategy was developed to establish six-week seasonal logging campaigns twice a year to encourage green commute trips and reward those logging trips.

In April 2019, Marin Commutes launched a six-week spring seasonal campaign to increase awareness and encourage the use of green commute alternatives and offered prizes for logged trips in the My Marin Commute System (MMCS). The campaign strategy was to encourage wide participation by offering several levels of prizes and opportunities to win and by promoting the philosophy that using a green mode at least one day a week can make a difference. The program offered prizes in a random weekly drawing in addition to a grand prize (each week anyone that logged a trip was included in a drawing while participants

Winners in the seasonal campaigns received a variety of prizes and Marin Commutes branded items.

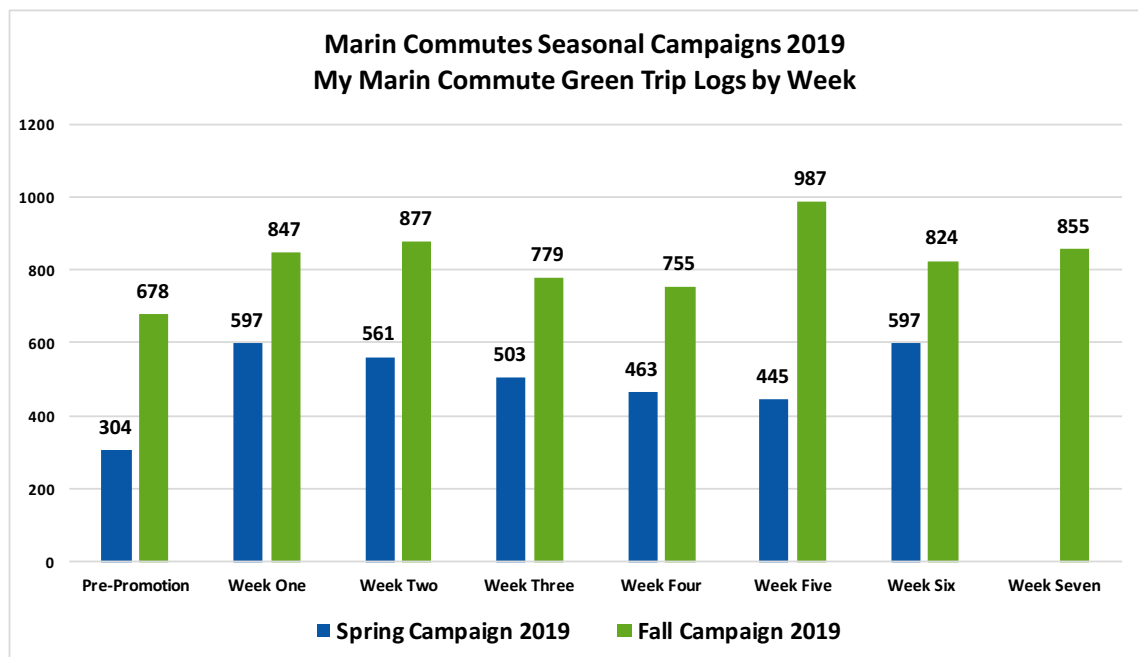
"It was fun seeing how much I saved environmentally and financially by not driving"

Nam D., Marin Commutes Seasonal Campaign Participant

2019 Marin Commutes Seasonal Campaign Prizes	Total Prizes Awarded
\$10 Peet's Coffee Gift Card	93
\$25 Visa Gift Card	26
Marin Commutes Branded Hydro Flask	11
\$250 Visa Gift Card Grand Prize	12

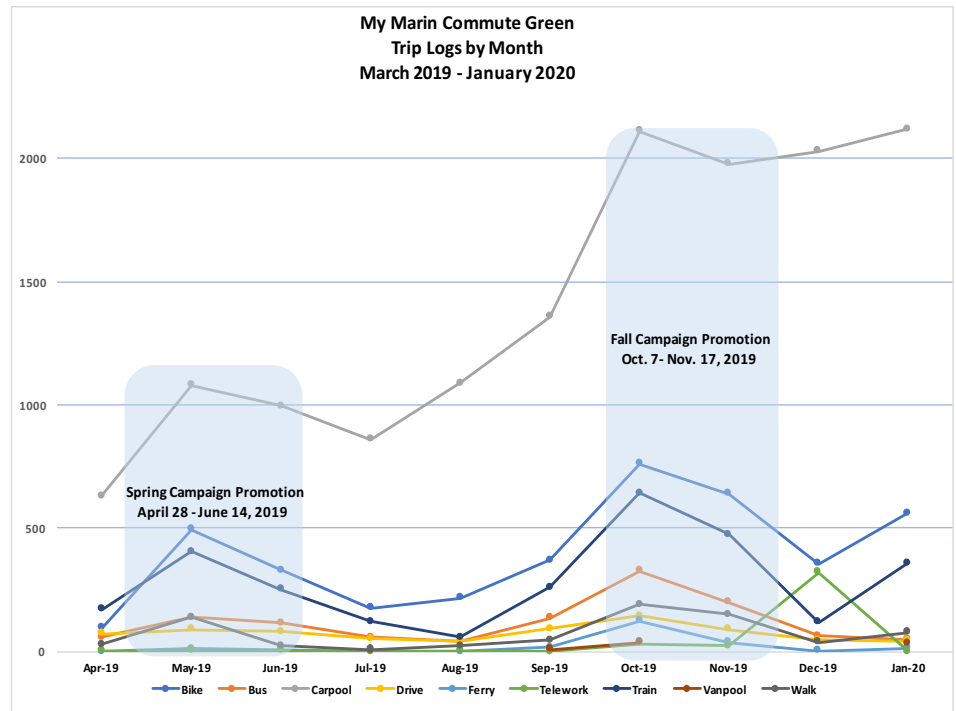
During the two seasonal campaigns a total of 142 prizes totaling \$5,053 were awarded.

that logged the most trips or reduced the most emissions received a grand prize). Providing a variety of incentives and chances to win, the program aimed to reward new and occasional alternative mode use, those using alternative modes consistently, and long-distance commutes that generate more emission reductions. The platform also serves as a gamification tool, and commuters were able to see how they compare with others and track progress against their own performance, creating a level of competition and motivating commuters to increase their green commute trips. Additional gamification was incorporated by offering a bonus raffle drawing. Each campaign had a varied winner pool as many of the weekly winners appear to be new and occasional green commuters, and the grand prize winners consisted of long-distance commuters traveling a few days a week as well as short distance commuters using a green commute mode daily. There is nothing to indicate significant logging fatigue, as there is no notable drop



There was a 67% increase in participation, and a 109.5% increase in green commutes logs between the spring and fall campaigns.

off in the later weeks of the campaigns. The slight decrease may be due to the campaign falling over periods that are known to yield lower results for commute-oriented campaigns. Starting seasonal campaigns earlier will provide data for better analysis about timing and length of campaigns.



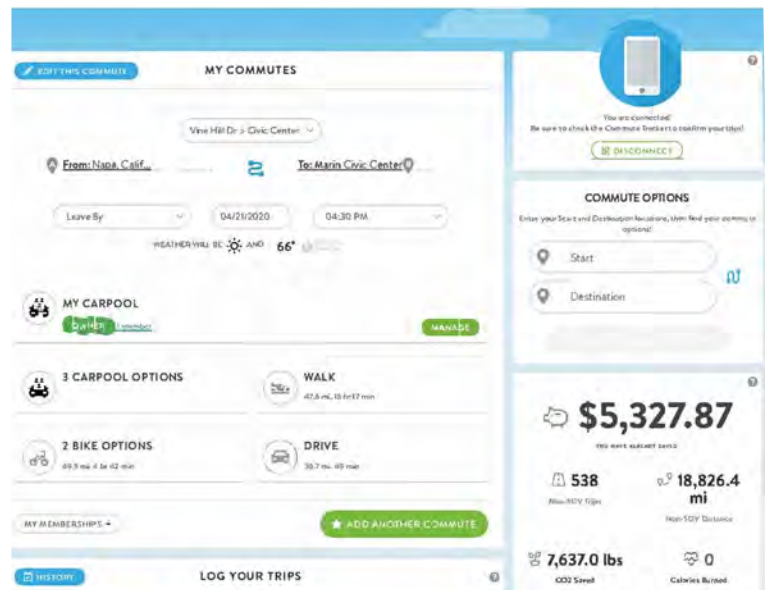
The fall campaign was impacted by the PG&E power outage,

In the first nine months, logging has increased for all modes, with the strongest increases correlating directly to seasonal campaigns.

fire danger and smoke, and was extended by one week to accommodate for these disruptions. During the first year of the program, there was a significant increase between fall and spring campaigns. There is an increase in logging at the launch of campaigns, which indicates the possibility that campaigns are drawing in new users and increasing the logging activity of current users.

MY MARIN COMMUTE (POWERED BY RIDE AMIGOS)

The Ride Amigos software offers a variety of features including trip logging, carpool matching and multi-modal trip planning. The user dashboard helps to track important and often used information in one place, and it allows users to see their statistics and how they compare to others that are logging. The user dashboard also allows users to save their most frequent trip to reduce the time it takes to log. Users have the option to



The My Marin Commute dashboard provides users easy navigation and personalized statistics.

connect to the system and log trips through Scoop, Waze, Strava, and the Ridetracker app developed by Ride Amigos. This provides a variety of convenient ways to log trips and allows users the flexibility to choose what method works best for them.

The multi-modal trip planner provides users the ability to search for any available transportation option based on the time and day of the trip, the origin and destination of the trip, and arrival and departure time. Commute options are provided for all modes that are chosen and accessible. They provide both an overview and more detailed itinerary with compressive information on all the options available to them. The trip planner also offers matching options for carpools and vanpools including mid-route corridor matching.

A key feature for the Marin Commutes program has been the ability to set up commuter challenges that provide encouragement and gamification elements for seasonal campaigns. During a challenge users will see their statistics and how they compare to others on the leader board. Users can also earn badges for accomplishment accomplishments related to their use of green commute modes both during and outside of challenges.

These features provide encouragement and positive feedback to users and provides motivation. The system also allows employers to set up and manage private networks

Users can log online, or through Ride Amigos Commute Tracker, Waze, Strava and other connected apps.

The Marin Commutes 2019 spring seasonal campaign challenged commuters to use a green commute mode at least one day a week and work collectively to reduce greenhouse gas emissions.

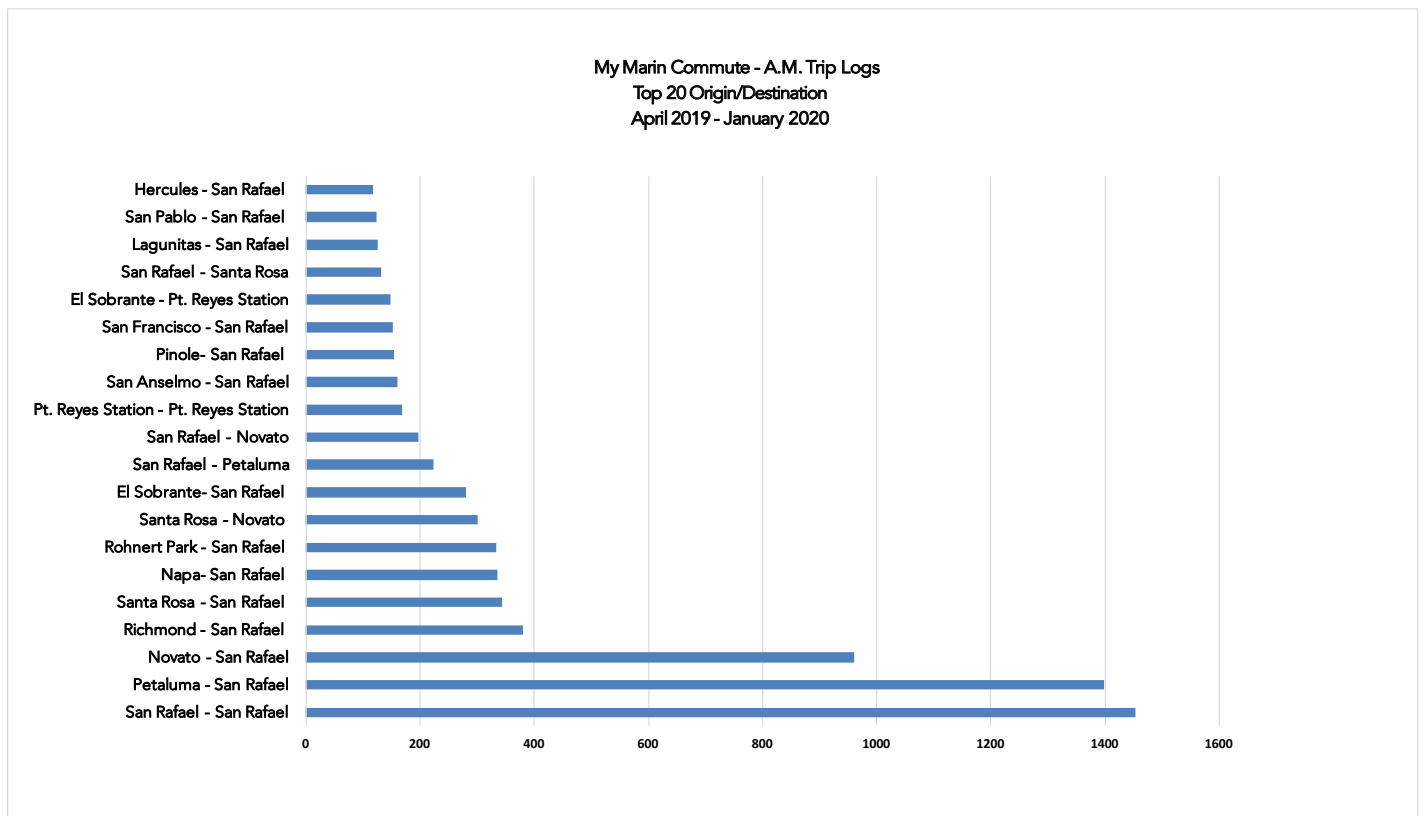
for their employees. This allows employers that offer incentives for green commuting to track trips and provide carpool and vanpool matches options. Once a private network is created, an employer representative can access and manage their employee commute program by using the logging and reporting features of the system. Marin Commutes piloted the Ride Amigos platform and app branded as My Marin Commute in 2019 for two seasonal campaigns. The program utilized the commute challenge, trip logging, and gamification features.

"It's easy to log miles, and fun to keep track."

Tamara G, Marin Commutes Campaign Participant

Over 80% of A.M. trips logged have a Marin County destination, and almost 40% represent inter-county trips. Users of the system are primarily logging these trips through the web portal, but a little over 19% are using an app through their phone. Slightly over 18% of those users are utilizing the Ride Amigos Commute Tracker app, with the remaining users logging through Waze Carpool or Strava. P.M. trip logs indicate about 46% of trips logged in the evening are leaving Marin County.

The top 20 origin and destination pairs represent around 70% of all trips

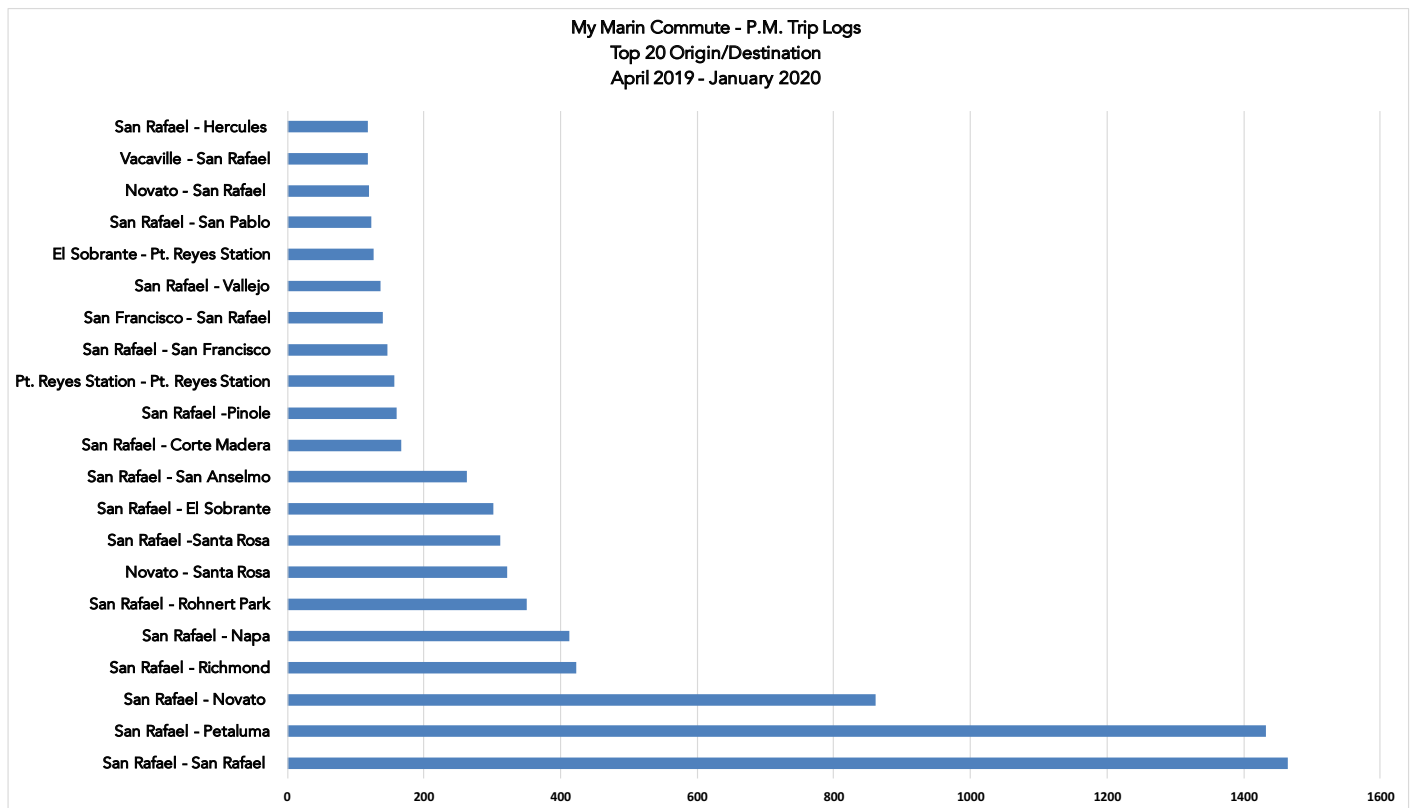


Green commute trips with an origin and destination of San Rafael make up the highest number of trips logged in the My Marin Commute system.

logged. The remaining 30% travel from both inside and outside of the Bay Area and include many longer distance commuters. Density maps plotting the origins and destinations of all trips logged in the system are available in Appendix C.

The My Marin Commute system was introduced to the public in April of 2019. In the first 10 months, 470 commuters have registered, and 23,718 green commute trips have been taken with a total of 454,430.60 green trip miles logged.

Using a Marin specific emissions factor, we can determine that 142,236,778 grams of CO₂ would have been generated if all green trips logged had been single occupancy vehicle (SOV) trips. Additionally, an estimated \$240,848 was saved collectively on gas and vehicle maintenance by those logging green commute trips in the My Marin Commute system.



Petaluma generates the highest number of green trips logged into Marin from any other one place outside of the Marin County.

EMERGENCY RIDE HOME PROGRAM



An Emergency Ride Home Program is an essential measure in supporting increased usage of green commute modes.

The Marin Emergency Ride Home (ERH) Program is a program TAM launched in 2012 to offer guaranteed rides home to commuters who use alternatives to driving alone to get to work but may need to get home quickly in the event of an emergency. TDM practitioners widely consider this to be a cornerstone of an effective TDM program. The main goal of the program is to relieve anxiety over a perceived or real need to have a car available at work if unforeseen circumstances require an individual to leave work immediately or if they are required to work unscheduled overtime.

Each commuter can be reimbursed for up to four ERH trips per year. No single trip can exceed \$125 and total reimbursement may not exceed \$500 per year. Initially, an emergency rides home was only allowed via taxi for employees whose employer had pre-registered for the program. Recent changes to the program have created more flexibility by not requiring employer registration for an individual to access the program, and allowing for the reimbursement of rides via taxi, Uber, Lyft, or an equivalent transportation service.

Since the launch of the Marin Commutes program, the ERH program has received seven reimbursement requests and several questions from commuters related to program rules. Seven requests in a year represent over a 300% increase in utilization over the previous year. This indicates that recent program improvements and integration into the Marin Commutes Program has increased both ease of use and increased awareness of the program.

The Marin Emergency Ride Home Program has seen a substantial increase in requests over the past year.

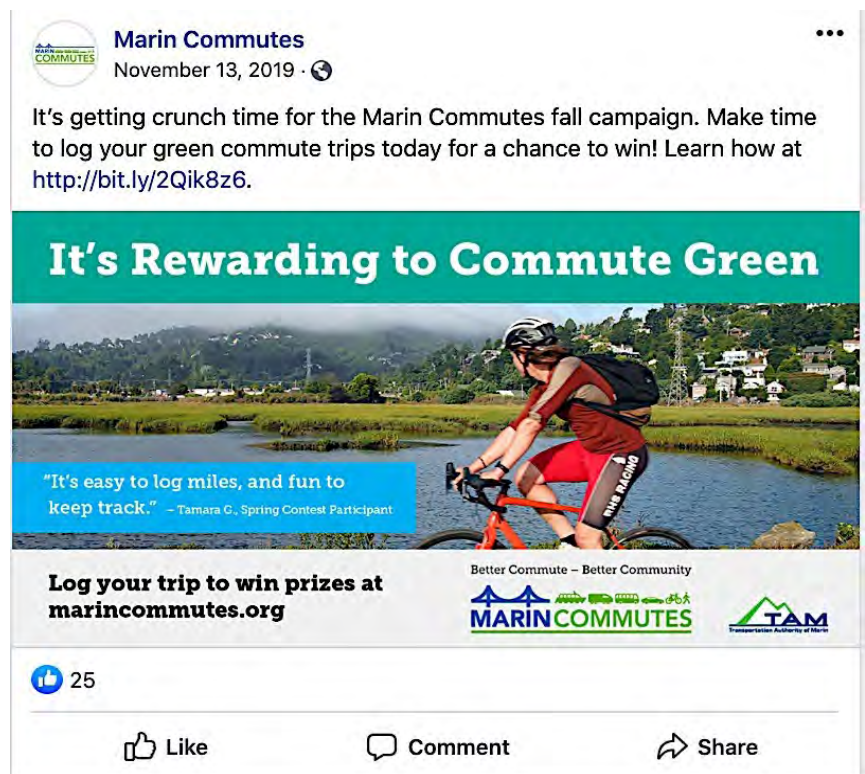
Although there may be a need to increase awareness of the program further, it is important to note that it is not typical of ERH programs to see large numbers of requests. The ERH program is a support measure for commute alternatives and is essentially commute insurance. This insurance is needed infrequently but provides peace of mind. Typically, ERH programs are measured as a piece of a larger program, and the number of requests is not generally considered indicative of whether the program is effective.

According to the Bay Area Air Quality Management District's method of estimating improvements from Emergency Ride Home Programs, it is assumed that 0.2% of the population's trips will be eliminated merely from having an ERH program available to them. However, when carefully integrated into efforts to promote a range of quality transportation options through Marin Emergency Ride Home, the impact may be far greater. While there are not any methods proven to account for the effectiveness on a standalone basis, the Marin Emergency Ride Home Program serves to reinforce and increase the use of a range of travel options under the Marin Commutes promotions.

ENCOURAGEMENT & SUPPORT IMPROVEMENTS UNDER CONSIDERATION

SEASONAL CAMPAIGNS

Marin Commutes seasonal campaigns help to support the program mission of increasing awareness and use of green commute options in Marin County. Providing prizes, gamification, competition, and recognition can be helpful in generating interest and excitement, and to motivate individuals to use a green commute option for the first time, or just more frequently. In 2019, overall participation in seasonal campaigns was good. Participation



Marin Commutes Fall Campaign, Oct.-Nov. 2019 (Facebook Advertisement)

increased by 67% between the spring and fall campaigns, and the number of trip logs more than doubled. To build on this success, the following improvements should be considered.

TIMING

The effectiveness of commute campaign messaging is impacted as much by timing as it is by the content and target audience. Meeting commuters at touchpoints where they are most receptive requires strategic planning and implementation processes that are well considered and organized. To increase engagement, making adjustments to the timing of campaigns and the promotion schedule is being considered.

Developing campaigns with ample lead time for promotion and launching campaigns during times that avoid dates known to decrease participation can improve the impact. In terms of timing, commute campaigns generally yield better results when they avoid holidays, inclement weather such as rain or cold, and heavy activity periods or breaks on school calendars. We will continue to build on communication channels and networks to enhance promotion, awareness and timing of campaigns.

CAMPAIGN STRUCTURE

Improvements to the campaign structure will be considered due to many of the grand prize winners being the same individuals for both campaigns. These are commuters that use alternative modes either daily or frequently from a long distance, log consistently, and are very likely to continue to win the top prizes. Strategies will be developed to increase the winner pool. Consideration should be given to ways that the prize structure can be varied. Approaches to consider include:



*Marin Commutes Spring Campaign, April - June 2019
(Campaign Graphic)*

- Eliminating grand prizes and providing more weekly prizes or shifting to a raffle drawing for the top prizes.
- Adding additional elements to earn points for prizes or badges (gamification)
 - Selfies
 - Best commute story
 - Multi-modal trips
 - Surveys

PRIZES

Review the current prizes and prize amounts to determine if adjustments should be made. Currently a \$10 Peet's gift card is the prize most likely not to be claimed, indicating that there may be a need to make adjustments.

Marin Commutes
February 27, 2019 · 🌐

Stay up to date on promotions and win prizes!

Join our Mailing List and Win!

Better Commute – Better Community

MARIN COMMUTES

For local transportation options visit marincommutes.org

Marin Commutes
Government Organization

👍 17 1 Share

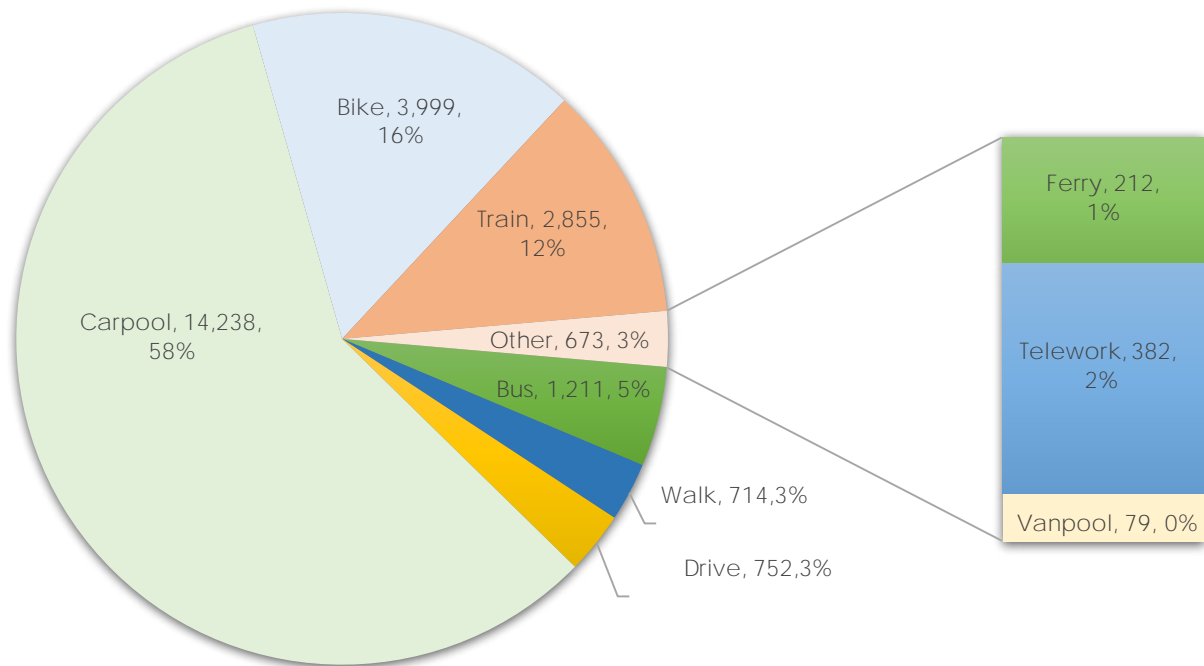
👍 Like 💬 Comment ➦ Share

*Marin Commutes Mailing List Promotion, March 2019
(Facebook Advertisement)*

MY MARIN COMMUTE SYSTEM (POWERED BY RIDE AMIGOS)

The My Marin Commute System (MMCS) offers many features, including car and vanpool matching, trip planning for transit, biking and walking, employer private networks for employee programs, and gamification features to encourage logging green commute trips. In the first year, the program has focused on encouraging green commute trips by utilizing the logging and gamification features of the platform. To increase engagement and participation in the Marin Commutes program and its seasonal campaigns and to improve the user experience in the MMCS, the program will consider promoting or customizing the following system features:

MMCS Trip Logs By Mode Cumulative - April 2019 - January 2020



Carpooling makes up the largest share of trip logs in the My Marin Commute system due in part to an employer partner offering carpool incentives to employees that track their trips in the system.

REGIONAL COORDINATION

Efforts to promote the MMCS while also coordinating with local counties and 511 Carpool's region-wide efforts will be important to maximize opportunities and to help create the critical mass needed to increase vanpool and carpool opportunities in Marin County. The program will work to develop agreements with partner agencies that will foster the potential for positive collaborations.

TRIP PLANNING

System registration may increase if those new to green commuting know that MMCS provides trip planning assistance. The widget from the MMCS trip planning map may also be integrated into the home page of MarinCommutes.org pending further review.

EMPLOYER/EMPLOYEE NETWORKS

Program engagement may be increased by promoting the system and the ability to create private employee networks to employers.

CARPPOOL MATCHING

Carpooling has consistently surveyed as being a mode that Marin commuters are highly interested in using, and providing more information on this tool could boost registration as well as help create the critical mass needed to form vanpools. A better understanding of how Ride Amigos will work with MTC on a regional ridematching program that is currently under development is needed in determining the next steps. There may be opportunities for the Marin Commutes program to partner with MTC's 511 Carpool program and to leverage current collaborations among North Bay counties in the promotion of a regional trip matching function.

MAPPING FEATURES

Mapping features should be evaluated to determine if the current zoom feature should be adjusted to show less detail when showing potential rideshare partners.

LOCAL AND REGIONAL INCENTIVES

Local and regional incentives should be integrated into the system and visible to users on their dashboard. This may also require coordination with MTC's program with Ride Amigos to roll out a regional program.

USER REGISTRATION REQUIREMENTS

User registration requirements should be reviewed. Currently, the system requires very little information from an individual when they register. Some additional information such as employer, the home address cross streets/general location, and current commute mode would be helpful for both targeted marketing and program assessment, however this need has to be balanced with ensuring that the registration process is easy for the user.

My Marin Commute New User Registration Portal

COMMUTE OPTIONS & INCENTIVES

Good commute options combined with incentives are key for impacting commuter behavior. Marin Commutes provides comprehensive information to the public on the many greener, safer, cleaner, and sustainable options through the website marincommutes.org. Marin Commutes supports and promotes the following commute options coupled with incentives to support mode shift.



Marin Commutes Spring Campaign, April-May 2019 (Facebook Advertisement)

WALKING & BIKING

The latest census data indicates that Marin County has 51% more commuters walking and biking to work per capita than the U.S. average, and ranks third out of the nine SF Bay Area counties¹. It's not surprising considering the many bike and pedestrian paths and the natural beauty in Marin County that makes non-motorized modes even more appealing. A variety of resources and tips to support walking and biking can be found on marincommutes.org.

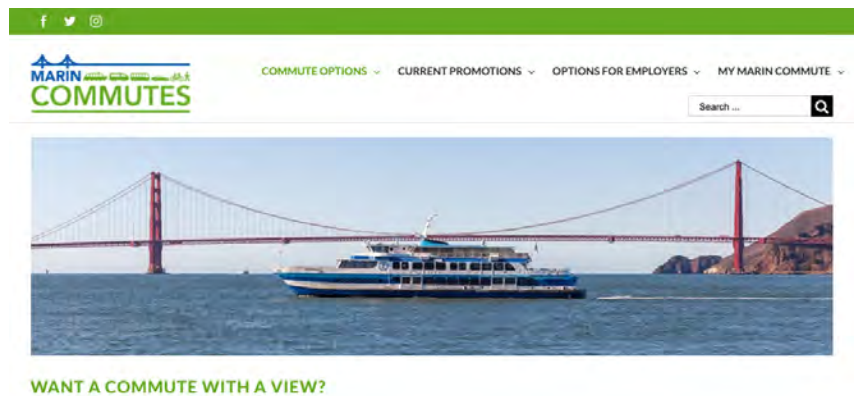
"The campaign encouraged me to walk to work more often. Walking to work on cool crisp mornings energizes me for the day."

Jo Anna G., Marin Commutes Campaign Participant

1. Commuting Characteristics by Sex Subject Table, American Community Survey, 2018 5-Year Estimate

GOLDEN GATE FERRY

Ferries depart from Larkspur, Sausalito, and Tiburon to San Francisco, offering a scenic alternative to Highway 101 congestion and city parking prices. Plus, the ferry offers an opportunity to catch up on emails before heading into the office.



Marincommutes.org provides comprehensive information resources to plan a ferry trip.

Discounts are available for seniors, youth, riders with disabilities, and those receiving Medicare. Visit Golden Gate Ferry for more information on schedules and fares. It's also easier than ever to ride a bus, bike, or train to connect to the ferry.

SMART TRAIN

The train connects Sonoma County to Marin County and provides an easy less stressful way for commuters to travel. With six stops in Marin County, the train is a great way to get to major employment sites in Marin. Free Wi-Fi, a snack bar, and comfortable seating are among the amenities offered.

MARIN TRANSIT

Marin Transit runs buses within the county. Discounted fares are available for youth, seniors, and riders with disabilities, and College of Marin students even ride free. Marin Transit now offers Marin Connect, an entirely on-demand app- based service, that operates anywhere within the defined service areas.



Marin Commutes Spring Campaign, April-June 2019 (Campaign Graphic)

MARIN ACCESS

Marin Transit also implements the Marin Access program which provides transit services and information for Marin's older adults, people with disabilities, and low-income residents. The program includes paratransit service to those unable to use a fixed route service due to injury, illness or disability, and offers personal assistance through Travel Navigators that are available by phone.

GOLDEN GATE TRANSIT

Golden Gate Transit offers regional bus service connecting Marin, Sonoma, San Francisco, and the East Bay. The bus services include Transbay Basic Service and Transbay Commute Service. Basic service routes operate all day, seven days a week. The weekday Commute Service is well established and provides 17 routes connecting neighborhoods in Marin County to the San Francisco Financial District and Civic Center employment centers during commute periods. Discounts are available for seniors, youth, riders with disabilities, and those receiving Medicare.

SHARE THE RIDE

Shared ride options are available for those whose schedule or route make transit unavailable or impractical. Carpool, vanpool, carshare and bikeshare options are available to those living and working in Marin County, and some of these options can also complement transit by providing the ability to run mid-day errands, or as a first or last mile solution from a transit stop.



Marin Commutes Spring Campaign, April-June 2019 (Campaign Graphic)

CARPOOL

Carpooling can save time and money and can be a great option for some people. App based software such as Waze and Scoop, the 511 RideMatch

System, and the recent addition of the My Marin Commute system provide Marin commuters with many tools to find carpool partners.

VANPOOL PROGRAM

At the present time, there are approximately 47 vanpools operating to, from, or through Marin County. This inventory includes those registered with the BAVP, including 511 and Enterprise. These vehicles carry approximately 409 people, and travel, on average, 3,933 miles per work day. An approximate calculation of the resulting annual reduction of greenhouse gas emissions totals 1164 MTCO_{2e}. TAM offers one of the largest vanpool incentives in the Bay Area. The TAM incentive for vanpools totals \$3,600, paid over a period of two years. It is currently paid at \$150 per month of eligible operation. In the past, vans were required to carry at least seven passengers and have a point of origin or destination in Marin County, or pass through Marin County with at least three Marin residents in the vehicle. At this time, TAM has modified its eligibility rules regarding ridership, to match the requirements of the BAVP's NTD Incentive Program. Vanpools eligible for TAM's Vanpool Incentive now must maintain at least 50% occupancy of a vehicle with the capacity to carry 7-15 passengers.



Bikeshare is coming soon to Marin!

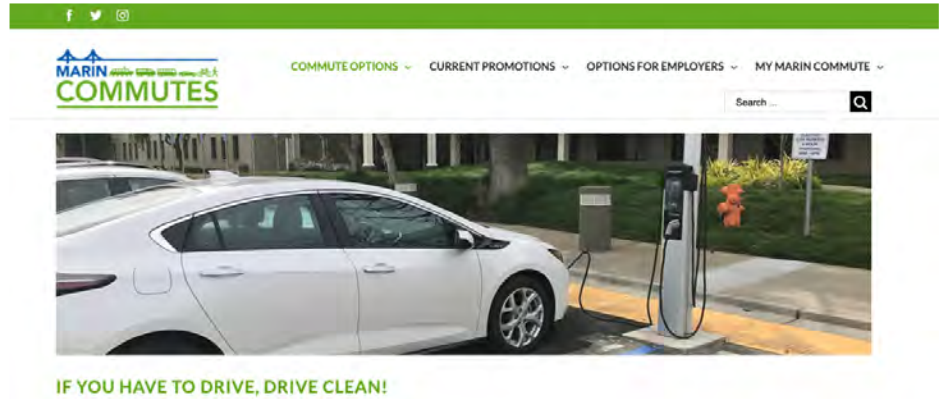
BIKE SHARE

The Marin Commutes program is preparing to feature more information to promote the newly announced bike share pilot program in Marin and Sonoma in which the firm Gotcha Mobility (Gotcha) has been recommended to operate the program. Marin Commutes outreach will incorporate details about the program and encourage memberships and use of the system when it launches.

CAR SHARE

In 2016, through a public-private partnership with Zipcar and the Whistlestop community group, San Rafael's first car share was established next to the downtown San Rafael SMART station. This car share pod is located at property on 4th Street immediately adjacent to the SMART station. TAM facilitated the public-private partnership to encourage car share use in Marin supporting SMART riders, downtown employers, and Marin residents. Although there is not a contract in place with the vendor, and the site is privately funded, TAM

has promoted car share through a previous grant from MTC as part of the Marin Commutes program to support travel to underserved areas, and as an additional mobility option to support employers, employees, and residents of the area as part of other TDM efforts.



There are many incentives and rebates available to support EV purchases that can be found on marincommutes.org.

ELECTRIC VEHICLE

Marin now has more electric vehicle chargers than gas stations, with a growing network of charging stations and fast chargers available throughout the County. Switching from a traditional gas-powered vehicle to an EV is a great decision economically and for the environment, and it's becoming more convenient as technology advances. Marin Commutes provides information on buying or leasing new EVs and the wide range of incentives and rebates available to support increased use of electric vehicles.

TAM'S "GETSMART" FIRST/LAST MILE PROGRAM

When SMART launched train service in September 2017, TAM partnered with Lyft and Whistlestop to provide a shared ride first/last mile service to SMART stations. With the opening of the SMART train extension to Larkspur and the Downtown Novato SMART station, the program was extended to provide shared first/last mile connectivity to users at these stations. Lyft has directly promoting transit services on its app. Based on feedback from partner programs such as TAM's GetSMART program, users of the app are shown transit options to their destinations, furthering TAM's goals to increase transit ridership through this pilot program. As of March 2020, 18,700 trips have been provided through the program to SMART passengers.

"Forms of transportation other than hopping into one's car might be a little less convenient, but in the bigger picture there can be benefits to the environment and possibly to oneself."

Elmer J., Marin Commutes Seasonal Campaign Participant

COMMUTE OPTIONS & INCENTIVES IMPROVEMENTS UNDER CONSIDERATION

ONGOING INCENTIVES

To increase alternate mode use, Marin Commutes is exploring the implementation of year -round on-going incentives to those logging green commute trips in the My Marin Commute system. Guidelines around incentive amounts and incentive limitations will need to be developed.

ENHANCED TRIP PLANNING FEATURES

Provide a trip planning widget on the marincommutes.org home page to better facilitate the ability of visitors to fully research their commute options, further enhancing the potential impact of the program.



Marin Commutes Fall Campaign, October-November 2019 (Campaign Graphics)

CONCLUSION

The Marin Commutes program educates the public about available transportation options and incentives, and encourages people to adopt a new mode, even if it's one day a week. The program's two seasonal campaigns provided additional opportunities to engage with the public by providing incentives and creating excitement around alternate mode use. Through a combination of incentives, social and traditional media advertising, and outreach to the public, employers, and partners, significant strides have been made in increasing public awareness of the program.

The My Marin Commute system provides an additional avenue of engagement with tools that the program can use to track and manage seasonal campaigns. The system has numerous features and benefits for commuters beyond trip logging that include trip planning, carpool matching capabilities, and gamification features that help to motivate users by providing information, statistics, and "gamifying" the experience with ongoing and campaign-specific leader boards and recognition "badges" for accomplishments related to modal use.

In addition to the shorter-term program improvements, in the coming year the program will focus on increasing awareness of the program and use of commute alternatives, as well as more strategic considerations related to planning, evaluation methodology, and marketing approaches. These efforts will ensure the program is grounded and well organized in a way that allows successful growth going forward. Commute program impacts tend



*Marin Commutes Fall Campaign October-November 2019
(Campaign Graphics)*

to happen incrementally over time and are better managed when planned on a multi-year basis. Efforts will be made to begin to shift the program's strategic planning beyond yearly activities. This will also allow TAM to more easily integrate Marin Commutes as a component in other agency long term planning activities.

It is important to note that green commute logs are a great measure of campaign participation but are not intended to be in themselves a measure of success for the

program. Quantifying soft measures related to outreach and campaigns is inherently challenging as impacts are not as easily observed and captured as other transportation investments like new transit or road projects. Not all commuters that have been influenced by program messaging and campaigns will want to take the time to log their trips, and some influence happens over time with repeated messaging. Generally, commuter engagement programs are measured on a variety of blended metrics combined with factors that assist in quantifying program impact. Determining the best evaluation methodology will help to better determine the program's impact.

"Great program, keep up the good work."

Marshall B., Marin Commutes Campaign Participant

1000 Reasons to Ride a Bicycle

Leave your car at home just one day a week and save up to 1000 pounds of CO₂ a year! Together we could make it over 100 million!

Log trips. Win prizes. Make a Difference.

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Marin Commutes Spring Campaign April-June 2019 (Campaign Graphics)

Additionally, targeted social marketing campaigns using segmentation can be a very effective tool in maximizing the impact of specific actions or campaigns. Determining ways in which Marin Commutes can effectively develop targeted marketing campaigns while also serving all Marin County communities will be an area of focus.

The COVID-19 health crisis that began in early 2020 has created new challenges and opportunities for our work lives and commute behavior. It is clear that many have become well adept at working from home and that transit service, although reduced significantly, continues to provide an essential mobility service. Moving forward, the Marin Commutes program will need to adapt and respond to a changing commute environment.

During the first year of the Marin Commutes program, the primary focus has been to increase brand awareness and to establish Marincommutes.org as a primary source for local Marin County transportation information. Activities have provided valuable information and feedback as well as helped to create a baseline to build upon in the coming year. Through a variety of campaigns and promotions, e-blasts, outreach to local employers and partners, and social media advertising, the program has focused on engaging the community and workforce and creating a positive message around commute alternatives and the Marin Commutes program.

APPENDICES

APPENDIX A: CAMPAIGN GRAPHICS

SPRING CAMPAIGN GRAPHICS -WEEK ONE - APRIL 29TH- MAY 5TH 2019 - GENERAL THEME

1000 REASONS to Leave the Car at Home

Leave your car at home just one day a week and save up to 1000 pounds of CO₂ a year! Together we could make it over 100 million!



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SPRING CAMPAIGN GRAPHICS -WEEK TWO -MAY 6-12, 2019 - BUS THEME

1000 REASONS to Ride the Bus

Leave your car at home just one day a week and save up to 1000 pounds of CO₂ a year! Together we could make it over 100 million!



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SPRING CAMPAIGN GRAPHICS -WEEK THREE - MAY 13-19,2019 - BIKE & WALK

1000 REASONS to Ride a Bicycle

Leave your car at home just one day a week and save up to 1000 pounds of CO₂ a year! Together we could make it over 100 million!



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TAM
Transportation Authority of Marin

1000 REASONS to Take a Walk

Leave your car at home just one day a week and save up to 1000 pounds of CO₂ a year! Together we could make it over 100 million!



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SPRING CAMPAIGN GRAPHICS -WEEK FOUR - MAY 20-26, 2019 -TRAIN THEME

1000 REASONS to Take the Train

Leave your car at home just one day a week and save up to 1000 pounds of CO2 a year! Together we could make it over 100 million!



Log trips. Win prizes. Make a Difference.



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1000 REASONS to Take the Train

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SPRING CAMPAIGN GRAPHICS -WEEK FIVE -MAY 27- JUNE 2, 2019, 2019 - FERRY THEME

1000 REASONS to Ride the Ferry

Leave your car at home just one day a week and save up to 1000 pounds of CO₂ a year! Together we could make it over 100 million!



Log trips. Win prizes. Make a Difference.

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SPRING CAMPAIGN GRAPHICS -WEEK SIX - JUNE 3-9, 2019 - SHARE THE RIDE

1000 REASONS to Share the Ride

Leave your car at home just one day a week and save up to 1000 pounds of CO₂ a year! Together we could make it over 100 million!



Log trips. Win prizes. Make a Difference.

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FALL CAMPAIGN GRAPHICS - OCTOBER 7- NOVEMBER 24, 2019

**It's Rewarding
to Commute Green**Log your trip to win prizes at marincommutes.org

"Try it out and see how enjoyable it is to use our great transit buses and bike in our beautiful area!"
- Elise S., Spring Contest Participant

Better Commute - Better Community

**It's Rewarding
to Commute Green**Log your trip to win prizes at marincommutes.org

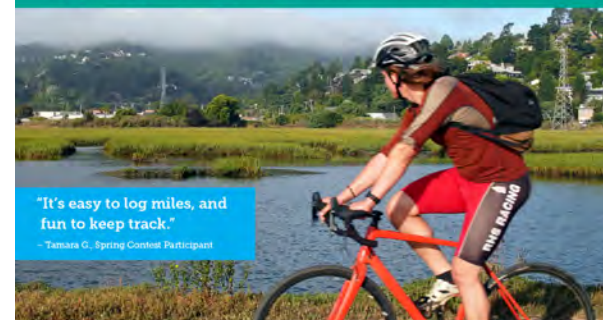
"It was fun comparing my logged miles to everyone else's. Participating was easy."
- Marshall B., Spring Contest Participant

Better Commute - Better Community

**It's Rewarding
to Commute Green**Log your trip to win prizes at marincommutes.org

Click to Learn More!

Better Commute - Better Community

**It's Rewarding
to Commute Green**Log your trip to win prizes at marincommutes.org

"It's easy to log miles, and fun to keep track."
- Tamara G., Spring Contest Participant

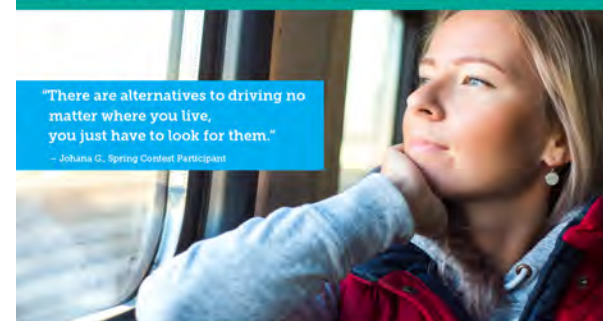
Better Commute - Better Community

**It's Rewarding
to Commute Green**Log your trip to win prizes at marincommutes.org

"It was fun seeing how much I saved environmentally and financially by not driving." - Nam Kim D., Spring Contest Participant



Better Commute - Better Community

**It's Rewarding
to Commute Green**Log your trip to win prizes at marincommutes.org

"There are alternatives to driving no matter where you live, you just have to look for them."
- Johana G., Spring Contest Participant

Better Commute - Better Community





APPENDIX B: OUTREACH OVERVIEW



Marin Commutes Partner & Employer Contacts

24 Hour Fitness	Birkenstock
360 Fitness Superstore	Bon Appetite Management Co
ABC Supply	Book Passage, Incorporated
ABD INSURANCE & FINANCIAL SERVICES	Branson School
Ace Hardware	Brayton Law
Activision	Breezer Bikes
Adventure Cross Country	Bridge Housing
Alain Pinel Realtor	Bridgeway Bight Inc. dba Bar Bocce
All Star Rents	Brown & Brown Services of California, Inc.
All State	Buck Institute
Allied Heating & Air Conditioning Co., Inc.	Buck's Saw Service
Apoyo Financiero, Inc.	Buckelew
Aramack	Buckeye Roadhouse
ARC Document Solutions, Inc.	Bungalow 44
Arcadia Home Care	Burke, Williams & Sorensen, LLP
Arcadis	Butler, Shine, Stern & Partners LLC
Auberge Resorts	Cagwin & Dorwood
Autodesk	California Bank & Trust
B. R. Funsten & Co.	California Teachers Association
Bacchus Management	Canadian American Oil Co Inc.
Bank of Marin	Canal Alliance
Bank of the West	Casa Allegra
Bay Area Community Resources	Cassidy Turley Inc.
Bay Area Discovery Museum	Cellco Partnership dba Verizon Wireless
Bay Equity LLC	Center for Domestic Peace
Bed, Bath & Beyond	Center Point, Inc.
Bel Marin Tiburon Library	Central Marin Police
Belcampo	Central Marin Sanitation Agency
Best Buy	Centricity Solutions
Best Collateral	Cinemark
Bevmo	Citibank
Big 5 Corp.	City of Belvedere
Big Lots	City of Larkspur
Big Lots Stores, Inc.	City of Mill Valley
BioMarin	City of Novato



Marin Commutes Partner & Employer Contacts

City of San Rafael	Fairfax Chamber of Commerce
City of Sausalito	Fastenal Company
CLP Resources, Inc.	Fedex-Kinkos
Coast News Group	First Alarm Security & Patrol, Inc.
College of Marin	First Banks, Inc.
Colliers	First Federal Savings & Loan Association of San Rafael
Colma Burgers Inc.	First Republican Bank
Comet Building Maintenance, Inc.	Follett Corporation
Community Action Marin	Forever 21
Computershare	Freedom Hygiene
Copper Book	Friedlander Cherwon Capper LLP
Corner Bakery Café	Fusion Academy
Corte Madera Chamber of Commerce	G & C Autobody
Cost Plus, Inc.	Garcia & Associates
Costco	Ghc of Pleasanton, LLC
County of Marin	Glass Door
CRC Health Group	Golden Gate Regional Center, Inc.
CSW Strubber	Golden Gate Transit
CVS Health	Golden State Lumber
De Mello Roofing, Inc.	Good Earth Natural Foods
Digital Intelligence Systems, LLC	Goodman Building Supply
Dixie School District	Guide Dogs for the Blind
Dominican Sisters of San Rafael	Hanson Bridges
Dominican University	Harvest Properties
Donahue Fitzgerald LLP	HCA Management
Dutra Group	Hcr Manorcare Walnut Creek
EAH Housing	Healthcare Services Group, Inc.
Ecofest	Heath Ceramics
Elder Care Alliance	Herb's Pool Service
Electronic Plus	Hilton Hotel
Enterprise Events Group, Inc.	Hired Hands Homecare
Epicurean Group	Hog Island Oysters
Equator Coffees	Home Depot
Ever Bank	Homeward Bound of Marin
Fair Housing Marin	Hospice by the Bay



Marin Commutes Partner & Employer Contacts

Human Good	Marin Clinic
IDEX Global Services, Inc.	Marin Community Foundation
Immix Mgt.	Marin Conservation League
In & Out	Marin Convention and Visitors Bureau
Indian Valley Golf Club	Marin Country Day School
Infor	Marin County Courts
J Crew	Marin County Office of Education
Jack Hunt Auto	Marin County SART Program, Inc.
Jerry Thompson & Sons Painting, Inc.	Marin County Schools
JOANN Stores, LLC	Marin General Hospital
Kaiser San Rafael	Marin Grass Roots
Kaleidoscope	Marin Baking LLC
Kelly Moore	Marin Brewing
Kforce Inc.	Marin Child Care Council
La Vita Wellness Center	Marin Baking LLC
Lagunitas School District	Marin Brewing
Lamps Plus, Inc.	Marin Horizon School Incorporated
Human Good	Marin Hotels
Larkspur Chamber of Commerce	Marin Humane Society
Latino Council of Marin County	Marin JCC
Lers Ros & RED	Marin Joes, Inc.
Life House Agency	Marin Montessori
Lighthouse for The Blind and Visually Impaired	Marin Primary & Middle School
Lindamood-Bell Learning Processes	Marin Sanitary Service
Living Reflections	Marin Schools
Lockton Companies	Marin Senior Coordinating Council Incorporated
L. P. McNear Brick Co., Inc.	Marin Symphony
L'Oreal Usa, Inc.	Marin Transit
Luxottica Retail North America Inc.	Marin Water District
Macy's	Marine Mammal Center
Mark Day School	Mariner Health Care, Inc.
Marin Academy	Marriot
Marin Adventures	Mary's Pizza Shack
Marin Airpporter	Meadow Club
Marin Baking LLC	Mechanics Bank
Marin Brewing	Mercedes-Benz of Marin
Marin Child Care Council	Michael Mayock B Inc.
Mikado Sushi	Old Town Glass



Marin Commutes Partner & Employer Contacts

Mike's Bikes	P.F. Chang's
Mill Valley Chamber of Commerce	Pace Supply Corp.
Mill Valley Motors, Inc. dba BMW of San Rafael	Pacific Coast Supply, LLC
Mill Valley Schools	Pacific Inpatient Medical Patient Group
Mollie Stones	PacUnion
Morgan Stanley	Parts Warehouse Distributors, Inc.
Mt. Tam Orthopedics, A Medical Center, INC.	Pasha Net
National Audubon Society	Paystar
National Park Service	Peet's
North Marin Water District	Penske Automotive Group, Inc.
Northern California Presbyterian Homes and Services, Inc.	Petroleum Sales Inc.
National Picture Framing Centers, Inc.	Pharmaca Integrative Pharmacy, Inc.
Nature Bridge	Phoenix Amercian Incorporated
Navitas Naturals	Pier 1
Nelson HR	Planned Parenthood
Nielsen Merksamer Parrinello Gross & Leoni LLP	Plath & Company Inc.
North Bay Conservation Corp	Play-Well TEKnologies
North Bay Leadership Council	Poggio Trattoria
North Marin Community Services	Pool Corporation
Performance Bicycle	Poppy Bank (formerly First Community Bank)
Novato Healthcare System	Presidio Bank
Novato Sanitary	Presidio Yacht Club
Novato Self Storage	Pressed Juicery
Novato Unified School District	Private Ocean
Novato Video	Pro Insurance
Novoco	Propeller Industries
Novoto Chamber of Commerce	PSI3G, Inc. dba Partition Specialties, Inc.
Novoto Fire Department	Public Storage
Nugget Market	Q & A Research, Inc.
O'Reilly Auto	Real Restaurants
Ocusun	Redwood Credit Union
Pharmaca Integrative Pharmacy, Inc.	Redwood Trust
Office of Dr. Larry A. Jebrock	Regis Corporation
Old Republic Title Holding Company	REI
Reneson Hotels, Inc.	Social Justice Center of Marin



Marin Commutes Partner & Employer Contacts

Resilient Neighborhoods	Sonic Automotive
	Sonnen BMW
Ross Bears	SMART
Ross School District	Soul Cycle
Ross Stores, Inc.	Specialty Restaurants Corporation
Ross Valley Schools	Sprint/United Management Co
Rubenstein Supply	Staples
Safe Routes to School	Starbucks
Sally Beauty Supply	State Farm Insurance
Salvation Army	Stewart Title of California, Inc.
San Domenico School	Stinson Beach Chamber of Commerce
San Francisco Marin Food Bank	Sunny Hill Services
San Francisco Zen Center	Sunrise Senior Living
San Geronimo Valley Cmnty Prsbytrn Chrch	Sur La Table
San Quentin State Prison	Sutter Health
San Rafael Chamber	Sutter Instrument Company
San Rafael Elementary School District	SWA Group
Sapango dba Tre Posti	Sweet Things
Scott Trade	Syufy Enterprises
Sears Holdings Corporation	Take 2 Games
SEI	Tap Plastics, Inc., A California Corporation
Seneca Center	Td Ameritrade Holding Corporation
Sephora	The Cheesecake Factory
Sequoia Living - Life Services for Seniors	The Container Store
Serena & Lily, Inc.	The F A Bartlett Tree Expert Company
SF Interiors	The Finish Line Inc.
Shared HR	The Gap
Shoreline Unified School District	The Kelleher Corporation
Sky Walker Ranch	The Madison Company
Sloat Garden Center, Inc.	The Mentor Network
Small World Trading Company DBA EO Products	The Pet Emergency & Specialty Center of Marin
Smart and Final	The Redwoods
Smith Ranch Homes	The Roman Catholic Archdiocese of San Francisco
Tiburon Peninsula Chamber of Commerce	Whistle Stop Wheels



Marin Commutes Partner & Employer Contacts

Todd Dipietro Salon	Williams-Sonoma, Inc.
Town of Corte Madera	Wonder Ice Cream, LLC
Town of Fairfax	Woodlands Market
Town of Ross	Woodmont Real Estate Services, L.P.
Town of San Anselmo	Woodruff Sawyer
Town of Tiburon	World Wise
Township Building Services, Inc.	WX Brands
Toyota Marin	Xtra Oil Company
TRG CA Employment Inc. dba MetWest Terra Hospitality	YWCA
Ultragenyx Pharmaceutical Inc.	Zenni Optical
United Parcel Service, Inc.	Zephyr SF
Township Building Services, Inc.	
Toyota Marin	
TRG CA Employment Inc. dba MetWest Terra Hospitality	
Urban Outfitters, Inc.	
Urban Bros Painting Inc.	
Urban Park Concessionaires	
Urban Waterproofing, Inc.	
Vasquez Estrada & Conway LLP	
Venture Loop	
Vf Outdoor, LLC	
Victoria's Secret Stores, LLC	
Villa Inn	
Villa Marin	
Vine Solutions	
Vionic Group	
WB Electric Inc.	
West America Bank	
West Bay Builders	
West Marin Chamber of Commerce	
Wested	
The Solnus Group	
The TJX Companies Inc.	
The Village at Corte Madera	

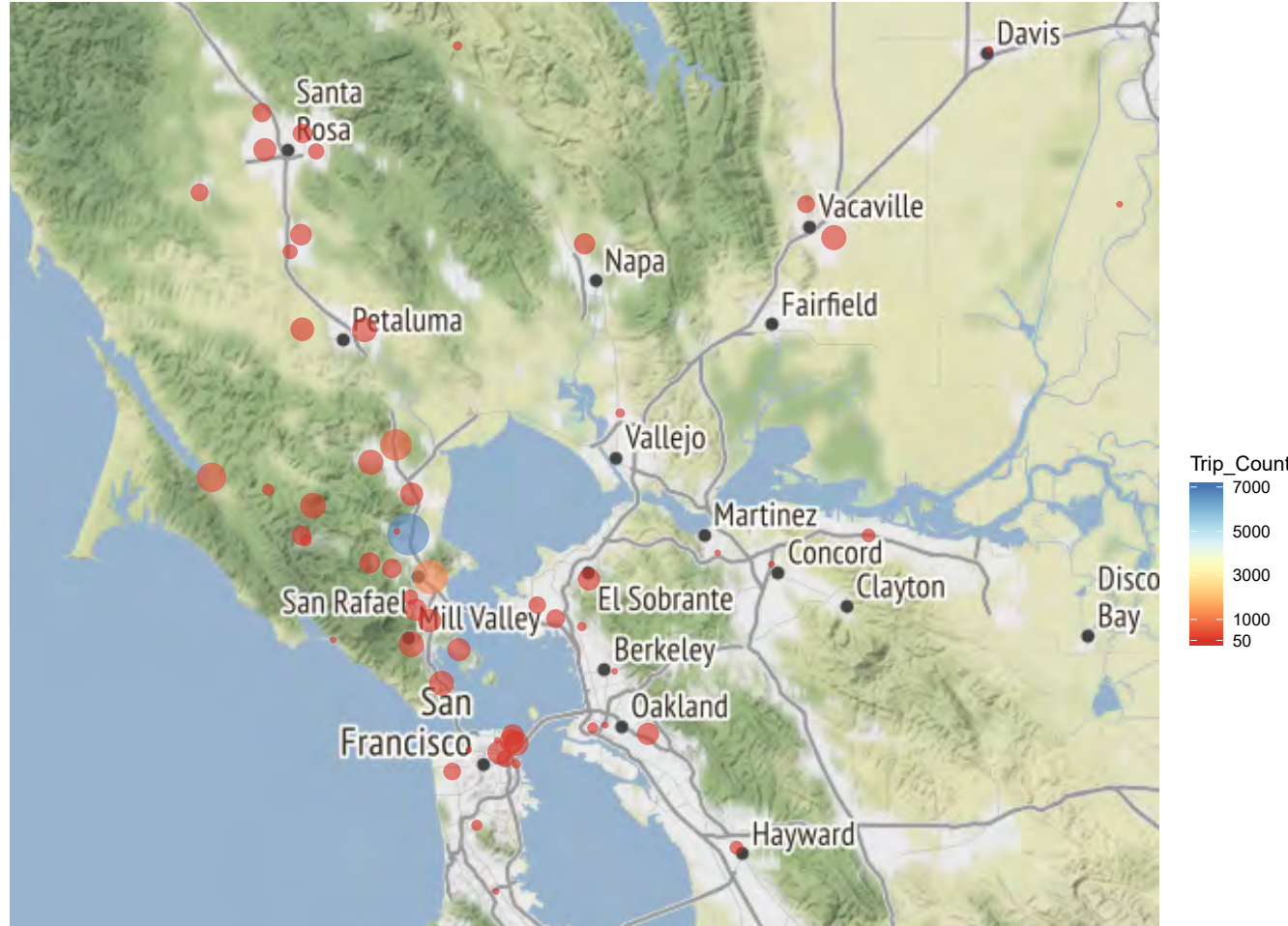
Community & Employer Outreach Contact Log	
Company	Activity
Buck Institute	Consultation
Marin General Hospital	Consultation
Bio-Marin	Consultation
Dominican University	Consultation
Golden State Lumber	Consultation
County of Marin Superior Courts	Consultation
County of Marin	Consultation/s
Kaiser San Rafael	Consultation
Marin Humane Society	Consultation
Marin Montessori School	Consultation
City of San Rafael	Employer Event
City of Novato	Community Event
MSEL & County of Marin	Community Event
Dominican University	Community Event
Kentfield-Greenbrae Historical Society and Bon Air Center	Community Event
TAM/MCBC	Community Event
TAM	Community Event
City of San Rafael/TAM Partnership	Community Event
Cool the Earth	Community Event
Fairfax	Community Event
Marin Climate and Energy Partnership	Presentation
Marin Economic Forum	Presentation
Marin Commutes Working Group	Presentation
San Rafael City Council	Presentation
Marin Coalition	Presentation
Northbay Transportation Roundtable	Presentation
City of San Rafael Ministry of Alternative Commutes Committee	Presentation
Green Transportation Meet-Up	Presentation
North Leadership Institute	Presentation
Sausalito Sustainability Committee	Presentation
San Rafael Leadership Institute	Presentation
Resilient Neighborhoods	Community Event

APPENDIX C: MY MARIN COMMUTE SYSTEM (MMCS) TRIP O/D MAPS

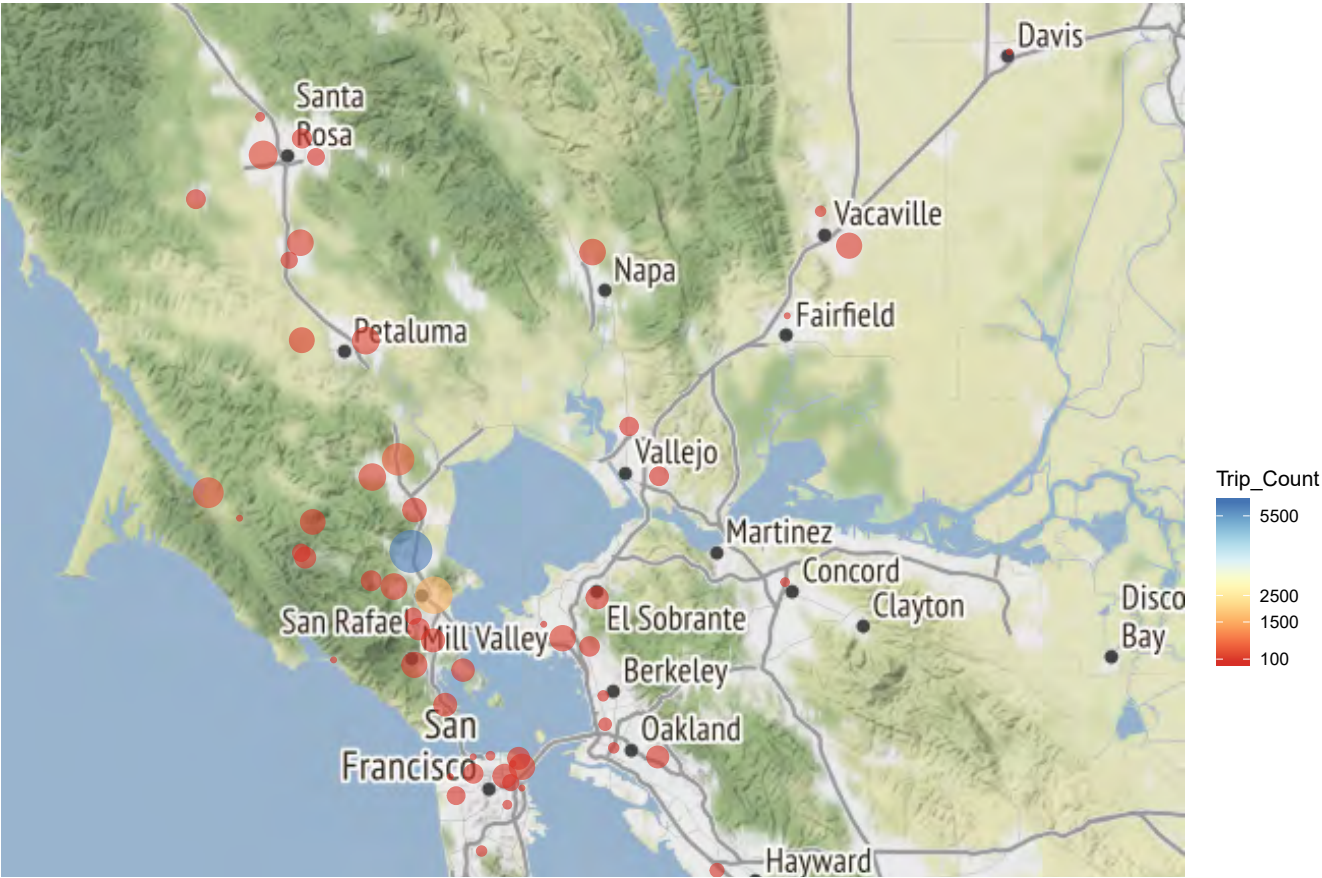
My Marin Commute – AM Trip Origins



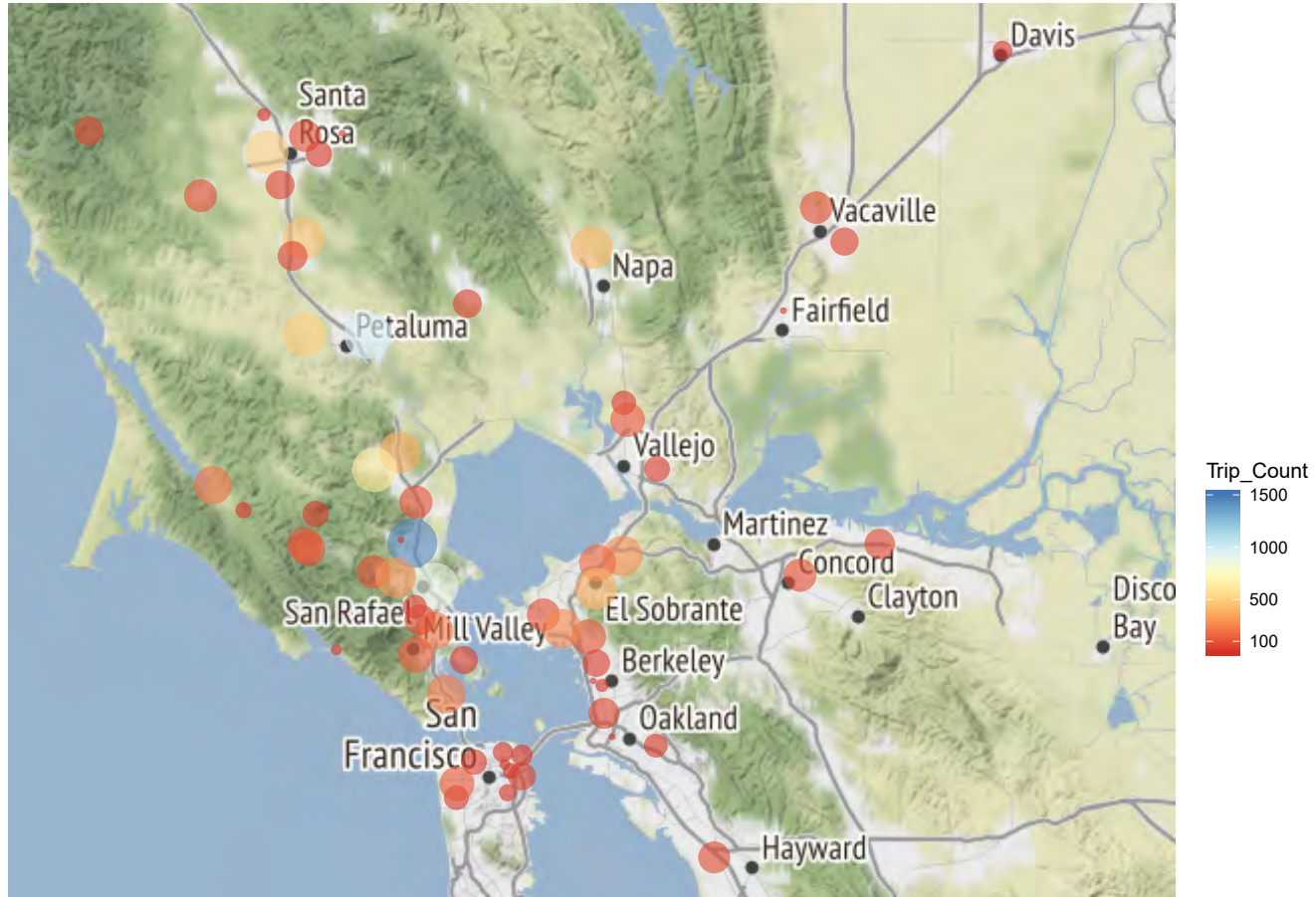
My Marin Commute – PM Trip Origins



My Marin Commute – AM Trip Destinations



My Marin Commute – PM Trip Destinations



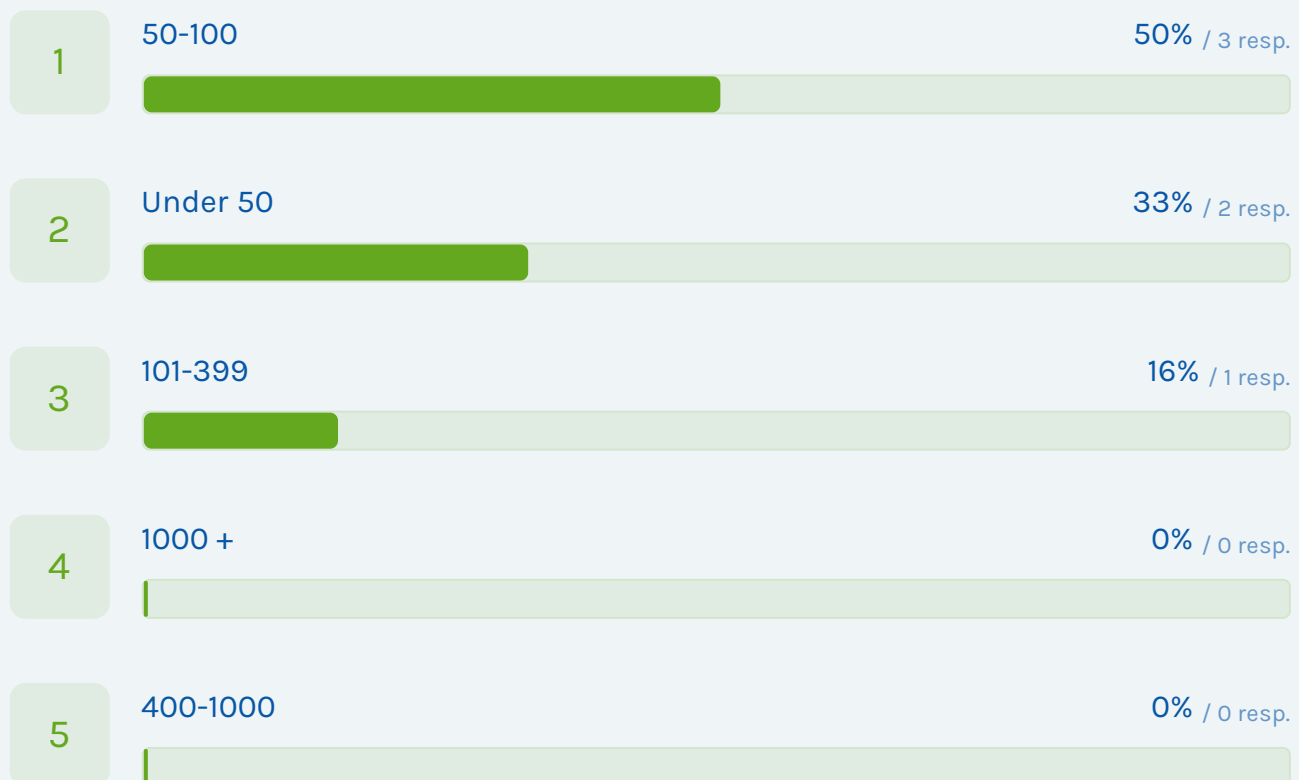
APPENDIX D: SURVEYS

Marin Commutes Employer Survey

6 responses

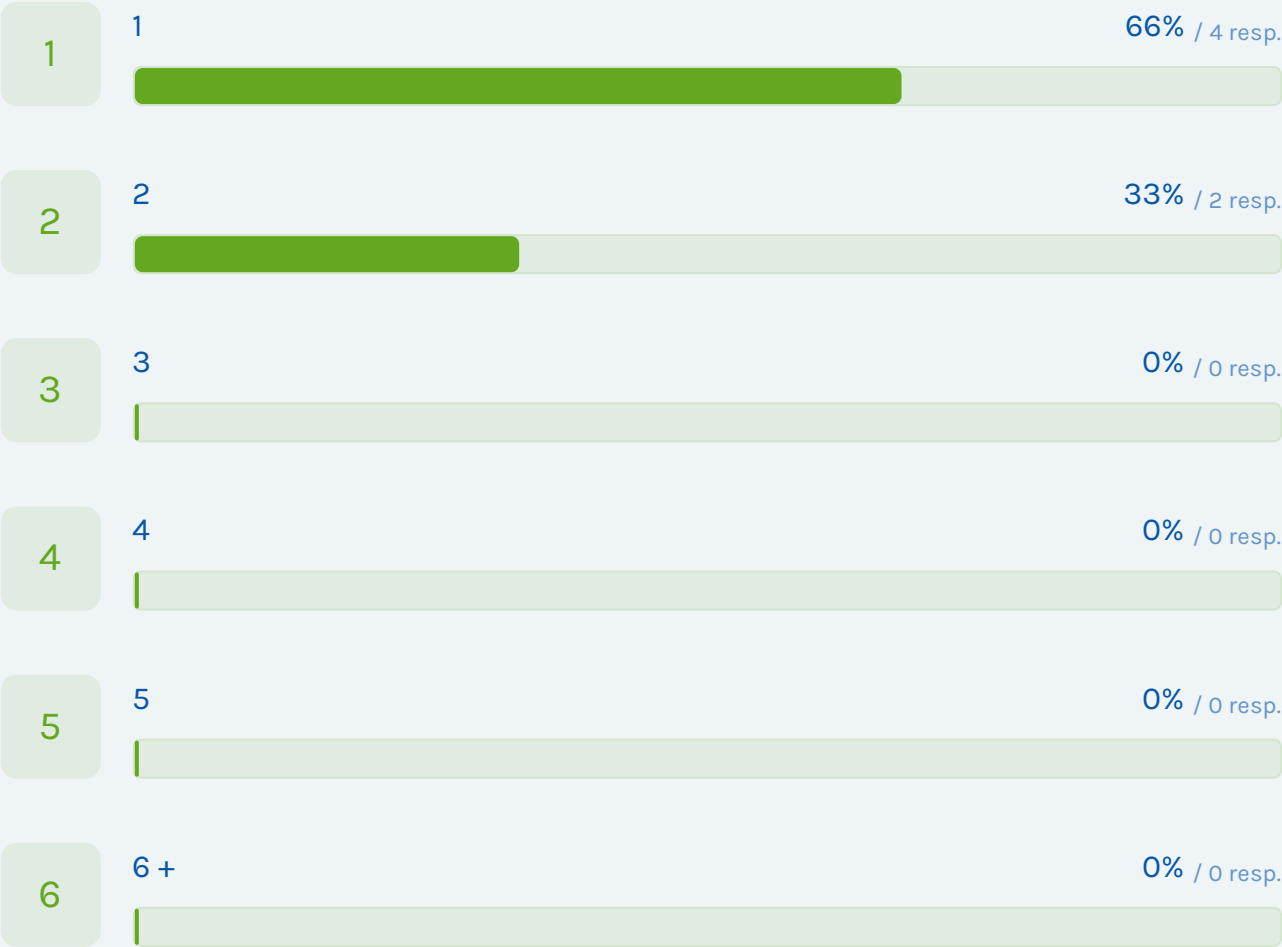
How many employees does your company have working in Marin County?

6 out of 6 answered



How many worksites does your company have located in Marin County?

6 out of 6 answered



Does your company offer employees any of the following?

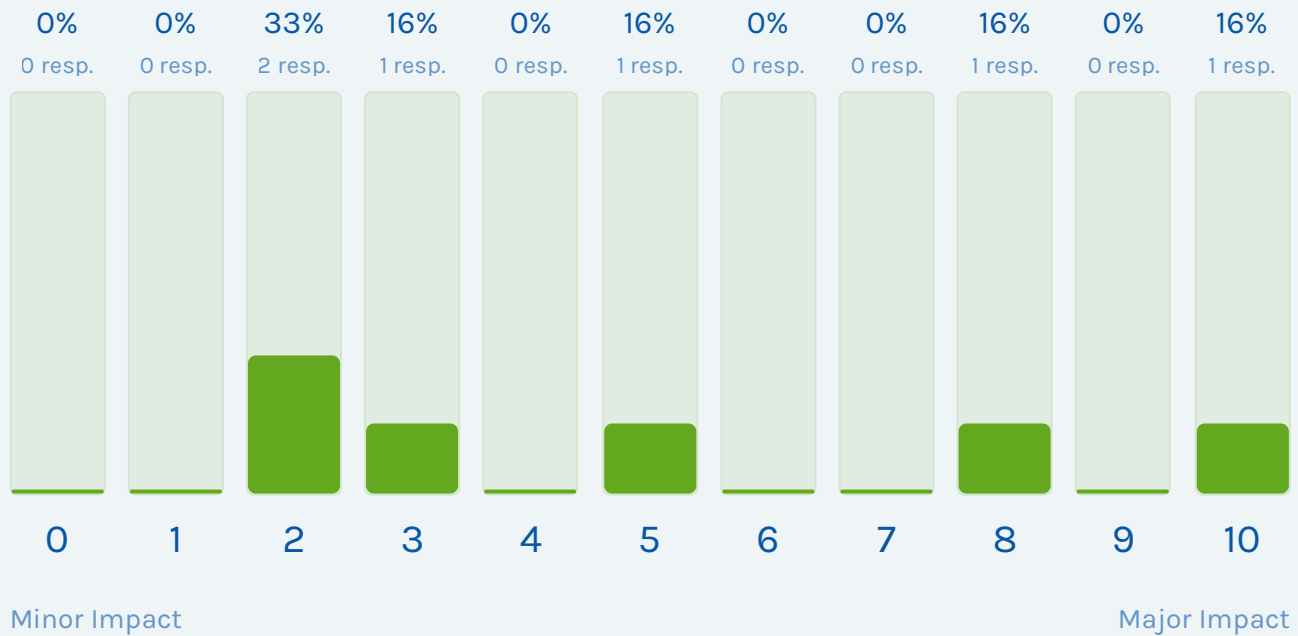
6 out of 6 answered



To what degree do transportation options impact your employee recruitment, retention, and job satisfaction rates?

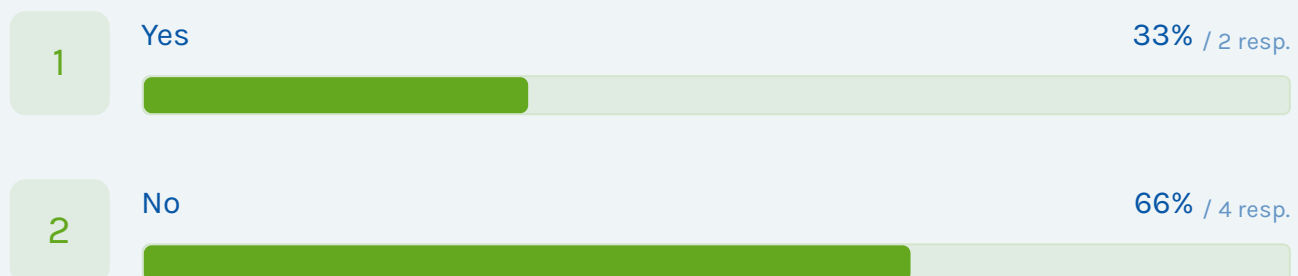
6 out of 6 answered

5.0 Average rating



Does your company have an environmental mandate and/or group ("green team") working on green initiatives?

6 out of 6 answered



Does your company's environmental mandate and/or group ("green team") activities include transportation related initiatives and/or programs?

2 out of 6 answered

1

No

100% / 2 resp.

2

Yes

0% / 0 resp.

Are you interested in having Marin Commutes table at employee events?

6 out of 6 answered

1

Yes

33% / 2 resp.

2

No

66% / 4 resp.

Marin Commutes Travel Survey

24 responses

How do you primarily travel around Marin County?

24 out of 24 answered



Are there other travel modes you use occasionally?

24 out of 24 answered



9

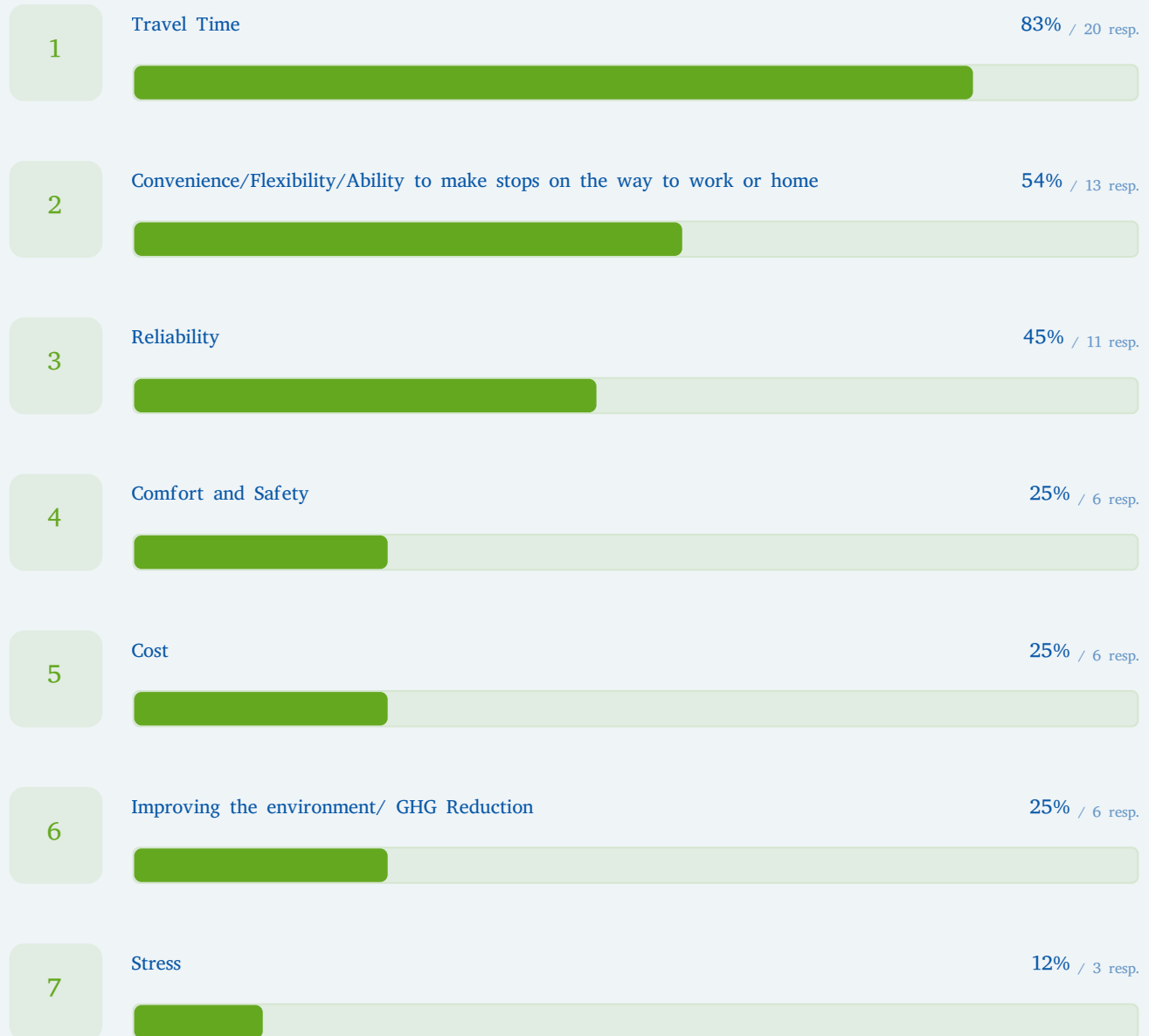
Are there other travel modes you're interested in trying?

24 out of 24 answered



What matters most when you decide how to travel around Marin County?

24 out of 24 answered



When you drive alone, what factors influence your decision?

3 out of 24 answered

1

Travel Time Savings

58% / 14 resp.

2

Transit service doesn't match my route/schedule

54% / 13 resp.

3

Difficult to find others to carpool/vanpool

29% / 7 resp.

4

Need to make many stops on the way

29% / 7 resp.

5

Work late or irregular hours

25% / 6 resp.

6

Costs

16% / 4 resp.

7

Difficult Bike/walk access

12% / 3 resp.

8

Prefer to drive my own car

8% / 2 resp.

Use my car on the job

8% / 2 resp.

9



10

Could need car in an emergency

0% / 0 resp.



11

I never drive alone

0% / 0 resp.



12

Other

12% / 3 resp.



What factors would/ encourage you not to drive alone?

2 out of 24 answered

1

Financial incentives

50% / 12 resp.



2

Service between transit station and workplace

33% / 8 resp.



3

Help finding carpool/vanpool partners

29% / 7 resp.



4

Work schedule flexibility

25% / 6 resp.



5

Awards/prizes

20% / 5 resp.

6

Better bike/walk access

20% / 5 resp.

7

Guaranteed ride home in an emergency

20% / 5 resp.

8

Help with transit information

16% / 4 resp.

9

Bike lockers/racks at work

8% / 2 resp.

10

I never drive alone

4% / 1 resp.

11

Special parking for carpools/vanpools/electric vehicles

4% / 1 resp.

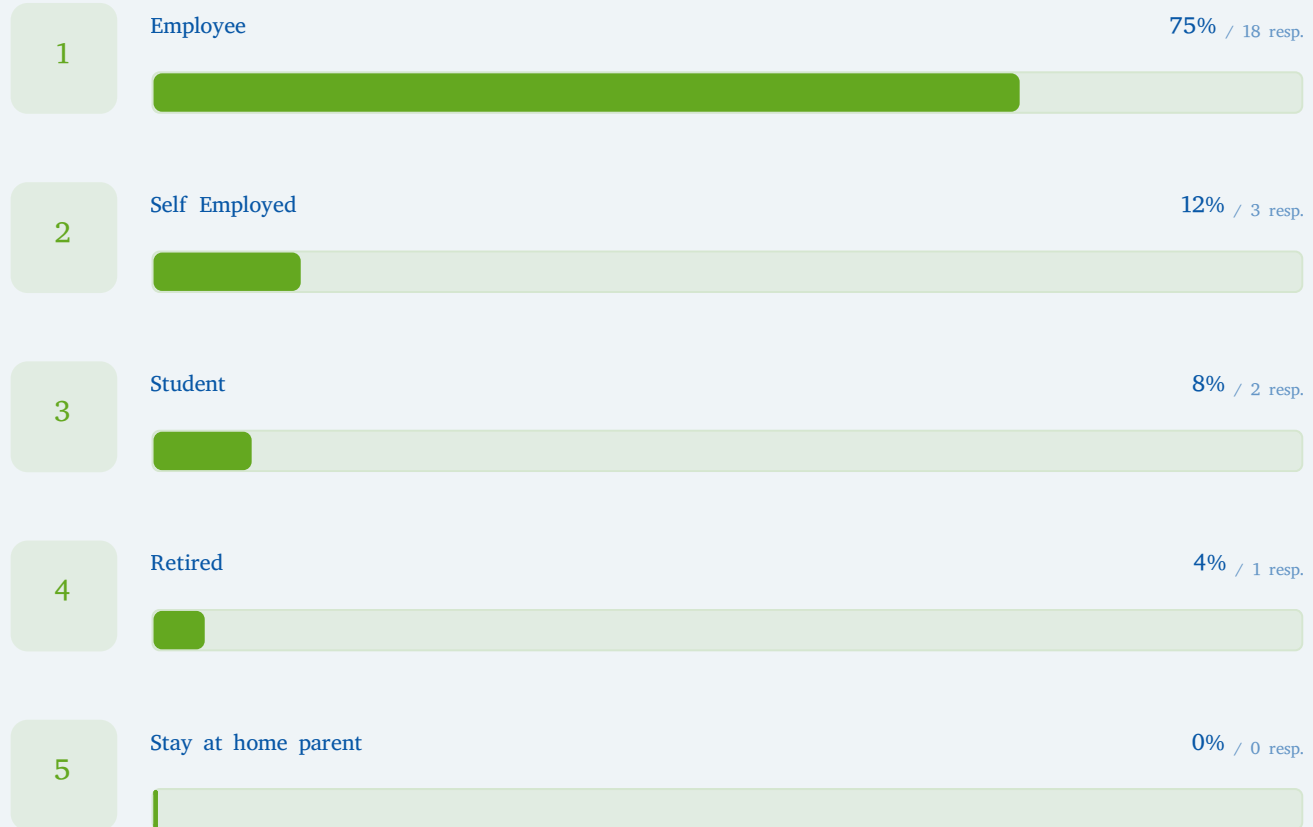
12

Other

8% / 2 resp.

Which of these options best describes you?

24 out of 24 answered



APPENDIX E: PROGRAM HANDOUTS

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

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

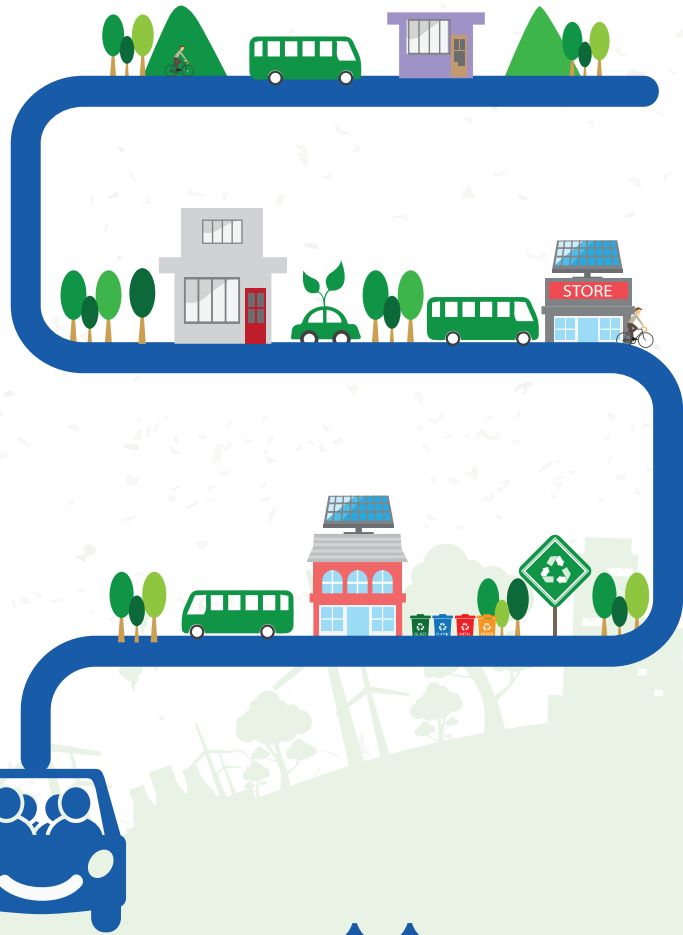


VANPOOL INCENTIVE

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

MARIN COMMUTES

TAM
Transportation Authority of Marin

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

MARIN 
COMMUTES

TAM
Transportation Authority of Marin

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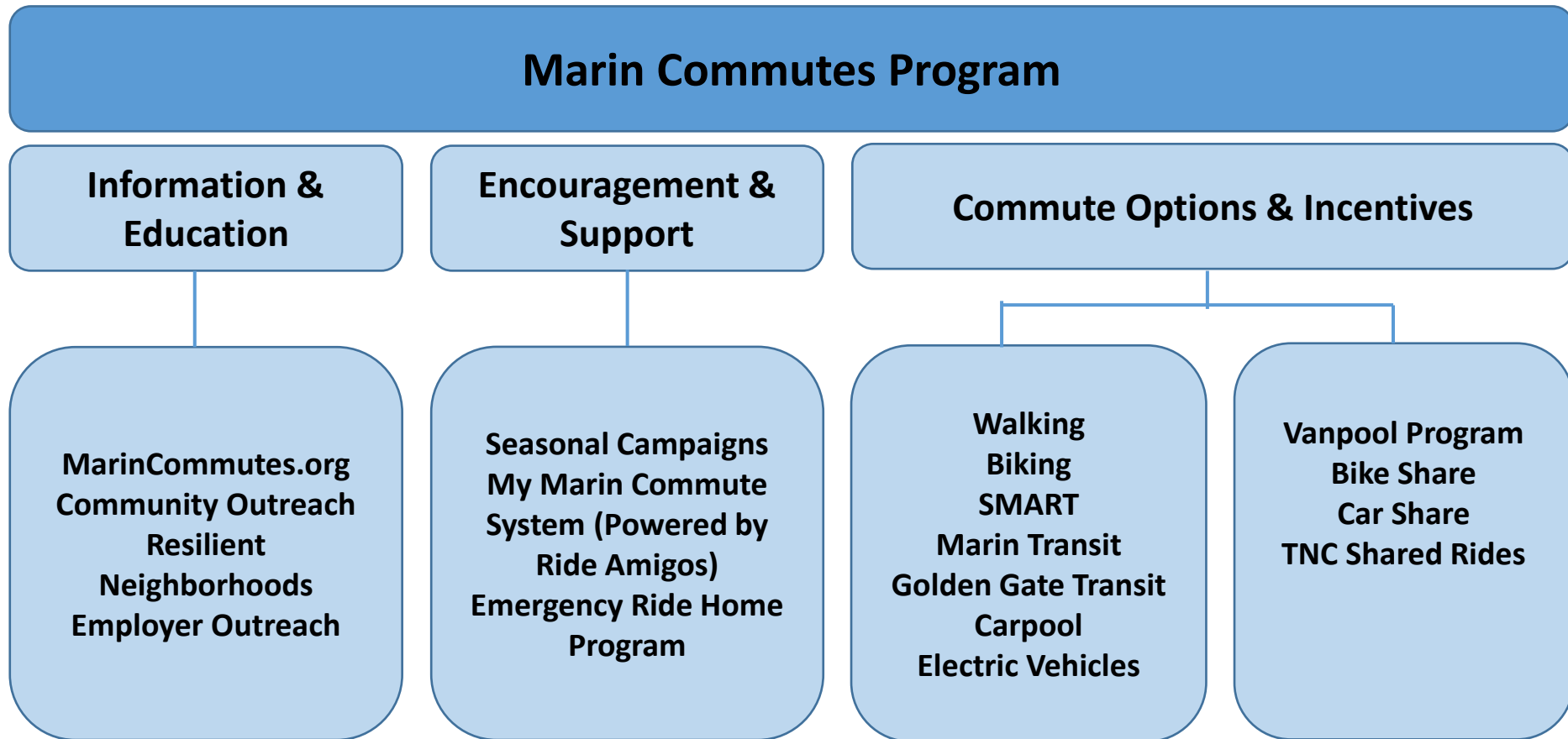
Item 7 - Attachment B

Marin Commutes Program Year One Activity Report

Transportation Authority of Marin Board of Commissioners

June 25, 2020

Marin Commutes Framework



MarinCommutes.org



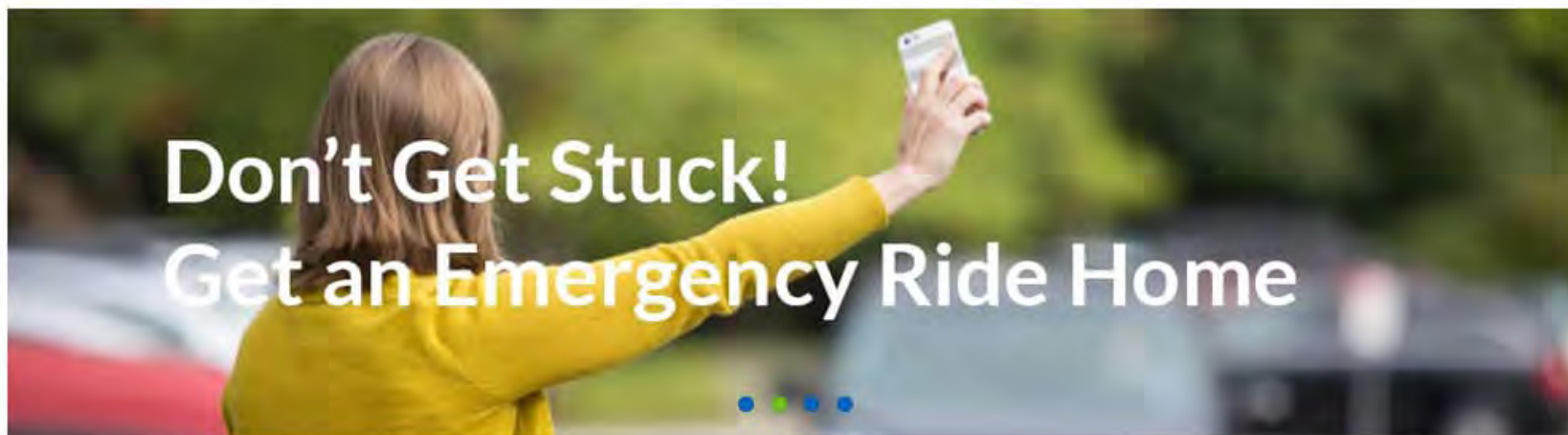
COMMUTE OPTIONS ▾

CURRENT PROMOTIONS ▾

OPTIONS FOR EMPLOYERS ▾

MY MARIN COMMUTE ▾

Search ...



With growing transportation options available all over Marin County, Marin Commutes wants to keep you informed about local programs and offers to ease




Tweets by @MarinCommutes




Marin Commutes Retweeted




Commute Options









[COMMUTE OPTIONS](#)
[CURRENT PROMOTIONS](#)
[OPTIONS FOR EMPLOYERS](#)
[MY MARIN COMMUTE](#)




WALK AND BIKE




TAKE A FERRY




RIDE THE TRAIN




RIDE A BUS




SHARE A RIDE




DRIVE CLEAN



GET AN EMERGENCY RIDE HOME




involve a single-occupancy vehicle trip. Hoping to get some miles on my bike & transit in the 2nd month of #RideWithDamon. Stay safe! @marinbike



Apr 3, 2020

Marin Commutes Retweeted

 **Golden Gate Ferry**
@GoldenGateFerry
ALERT REMINDER: Add'l weekday schedule changes go in effect tomorrow, Monday, 4/6, to match current ridership & help prevent the spread of the novel #coronavirus. Timetables subject to change. #StaySafeBayArea #Larkspur #SF #Sausalito #Tiburon goldengate.org

IPUR - SAN FRANCISCO (eff. April 6, 2020) SAUSALITO - SAN FRANCISCO - MORRIS
Weekday Service Only Weekday Service Only

Route	Depart	Arrive	Depart	Arrive	Depart	Arrive
San Francisco	San Francisco	San Francisco	San Francisco	San Francisco	San Francisco	San Francisco

Seasonal Campaigns

Strategic Approach

→ Mode Shift/Behavior Change Campaigns

- Spring & Fall
- Six-week duration
- Prizes for alternate mode
- Reward several levels of participation

→ Awareness Activities

- Summer & Winter
- Ongoing Program Promotion
- Small raffle prizes
 - Trip Logging
 - Mailing List Sign-up
 - Testimonials

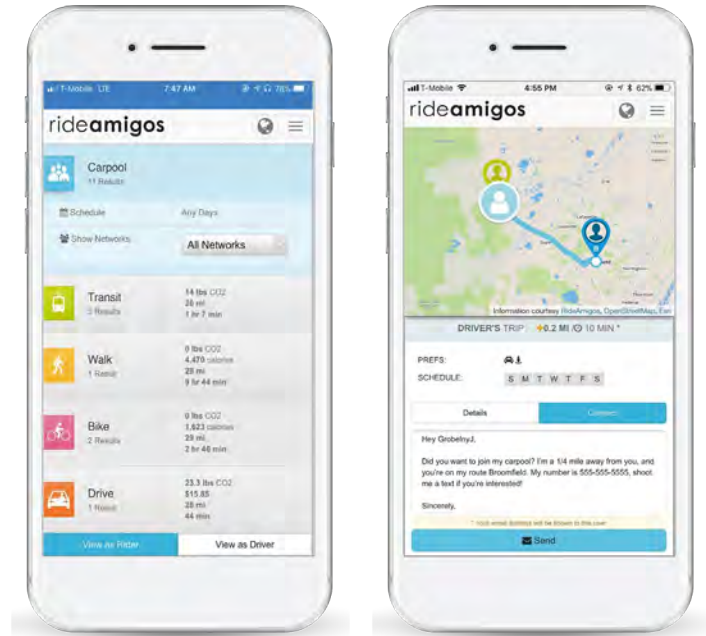


Marin Commutes Program Launch Mailing List Sign Up Promotion, February/March (Facebook Advertisement)

Ride Amigos Platform

Multimodal Trip Planning for Commuters

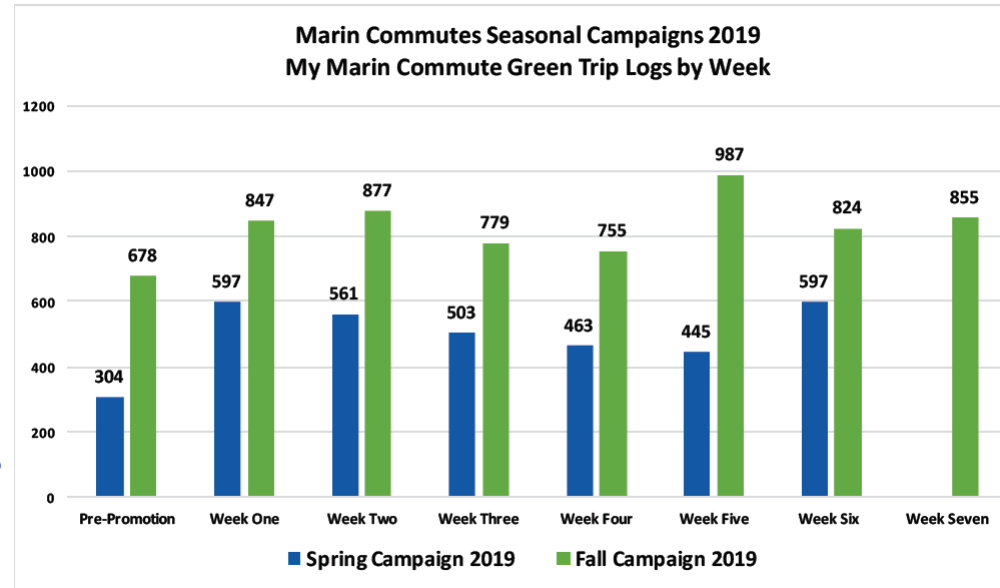
- Trip Planning for Car & Vanpool matching, Local Transit, Biking & Walking
- Mid route corridorridematching
- Rideboard for events and one-time trips
- Mode comparison including public/private transportation networks and infrastructure
- Private Networks: Internal employee carpool matching
- Commuter Challenges
 - Incentives for logging most trips
 - Incentives for VMT reduction
 - Weekly raffles for participation



Planning & Evaluation

Tools & Methods

- **Google Analytics**
 - Website Traffic
 - Campaign Engagement
- **Ride Amigos**
 - Number of participants
 - CO², VMT, and other metrics
- **MailChimp**
 - Mailing list sign ups
 - Campaign Engagement
- **Social Media**
 - Followers & Post Engagement



Year 1 Program Accomplishments

- Launched MarinCommutes.org
- Established Marin Commutes TDM Working Group
- Implemented two seasonal gamification campaigns promoting shifts away from SOV travel
- Increase in Vanpool Program awareness and utilization: 47 vanpools traveling an average of 3,933 miles per day
- Increase in Emergency Ride Home Program awareness and utilization: 7 reimbursements and several requests about the program
- Developed Year 1 Activity Report

Program Statistics

- 3,711 visits recorded to marincommutes.org
- 11 presentations
- 10 community events
- My Marin Commute System (Ride Amigos software) participation included:
 - 470 commuters registered
 - 23,718 green commute trips
 - 454,430 green trip miles logged
- 337 individuals have signed up for the Marin Commutes public mailing list
- 515 partners and employer contacts registered to receive program updates

Lessons Learned & Opportunities for Enhancements

- Expand website content to provide commuter testimonials
- Develop more targeted marketing and messaging
- Enhance contacts at employers
- Expand employer outreach through coalitions of employers such as the Marin Economic Forum and Chambers of Commerce
- Enhance Trip Planning Features
- Adjust timing of campaigns and promotions based on events and conditions

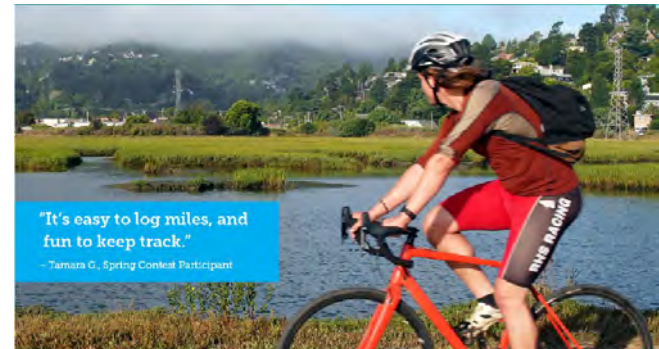
Areas of Emphasis in COVID-19 Environment



BETTER COMMUTE - BETTER COMMUNITY
www.marincommutes.org



1000 REASONS to Take a Walk



Better Commute – Better Community



Telework Comprehensive Resources

- Guide on Benefits of Telework
- Telework Frequently Asked Questions
- Case Studies
- Telework Tools: sample survey and policy templates for employers exploring remote working best practices

Additional Adjustments Considered based on COVID-19

- Advance dialogue with local employers regarding programs and services needed
 - Possible surveying of employers to identify additional support needs due to COVID-19, partnership with MEF
 - Develop Webinar presentations for employers
- Telework Update to Website to continue offering new resources
- Increased promotion of walking and biking
- Develop an information campaign in Fall 2020
- Explore concepts for a car-free pledge campaign
- Considering regional and local partnerships

Marin Commutes Program Year One Activity Report



Marin Commutes Fall Campaign, October-November 2019 (Campaign Graphics)