



TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS MEETING

DECEMBER 14, 2023
6:00 P.M.

MARIN COUNTY CIVIC CENTER, ROOM 330
3501 CIVIC CENTER DRIVE, SAN RAFAEL, CALIFORNIA

900 Fifth Avenue
Suite 100
San Rafael
California 94901

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Belvedere
Nancy Kemnitzer

Corte Madera
Pat Ravasio

Fairfax
Chance Cutrano

Larkspur
Kevin Carroll

Mill Valley
Urban Carmel

Novato
Rachel Farac

Ross
P. Beach Kuhl

San Anselmo
Brian Colbert

San Rafael
Kate Colin

Sausalito
Melissa Blaustein

Tiburon
Alice Fredericks

County of Marin
Mary Sackett
Katie Rice
Stephanie Moulton-Peters
Dennis Rodoni
Eric Lucan

This meeting will be held in-person and via Zoom webinar.

How to watch the live meeting using the Zoom link:

<https://us02web.zoom.us/j/88155449529?pwd=eS9NOTJUMm9kT1ITekZZNXF0QXRVdz09>

Webinar ID: 881 5544 9529
Passcode: 389590

Teleconference: Members of the public wishing to participate via teleconference, can do so by dialing in to the following number at 6:00 p.m. on the day of the meeting: **+1 669 900 6833**; Access Code: 881 5544 9529; Password: 389590

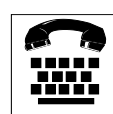
How to provide public comment (limited to 2 minutes or less):

Before the meeting: Please email your comments to info@tam.ca.gov, no later than 5:00 p.m. Wednesday, December 13, 2023, to facilitate timely distribution to Board members. Please include the agenda item number you are addressing and your name and address. Your comments will be forwarded to the TAM Board members and will be placed into the public record.

During the meeting: For members of the public participating in-person, the Board Chair will recognize persons from the audience who wish to address the Board during public open time or on a particular agenda item at the time that item is considered by the Board.

If watching this meeting online, click the "raise hand" feature in the webinar controls. This will notify TAM staff that you would like to comment. If participating by phone, "raise hand" by pressing *9 and wait to be called upon by the Chair or the Clerk. You will be asked to unmute your device when it is your turn to speak and your comments will become part of the public record.

Meeting-related comments may also be sent to info@tam.ca.gov, and will be read (up to 2-minute limit per comment) when the specific agenda item is considered by the Board and will become part of the public record.



Late agenda material can be inspected in TAM's office between the hours of 8:00 a.m. and 5:00 p.m.
The TAM Office is located at 900 Fifth Avenue, Suite, 100, San Rafael.

The meeting facilities are accessible to persons with disabilities. Requests for special accommodations (assisted listening device, sign language interpreters, etc.) should be directed to Jennifer Doucette, 415-226-0820 or email: jdoucette@tam.ca.gov no later than 5 days before the meeting date.

AGENDA

1. Chair's Report (Discussion)
2. Metropolitan Transportation Commission, Marin Transit and Sonoma-Marin Area Rail Transit Reports, and Commissioner Matters Not on the Agenda (Discussion)
3. Executive Director's Report (Discussion)
4. Open time for public expression, up to two minutes per speaker, on items not on the agenda that are within the subject matter of the agency's jurisdiction. (While members of the public are welcome to address the Board, under the Brown Act, Board members may not deliberate or take action on items not on the agenda, and generally may only listen.)
5. CONSENT CALENDAR (Action) – **Attachments**
 - a. Approve TAM Board Countywide Transportation Plan Workshop Minutes October 26, 2023
 - b. Approve TAM Board Meeting Minutes October 26, 2023
 - c. Acceptance of the FY2022-23 TAM Annual Comprehensive Financial Report
 - d. Approve State Legislative Consultant Contract
 - e. Acceptance of Revisions to the TAM Human Resources Policies and Procedures
6. Update of Recommended Crossing Guard Locations (Action) – **Attachment**
7. Marin-Sonoma Bike Share Pilot Program Update (Discussion) – **Attachment**
8. Marin Commutes Program Evaluation and Update (Discussion) – **Attachment**
9. Update on Richmond-San Rafael Bridge (Information) – **Attachment**



TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS

COUNTYWIDE TRANSPORTATION PLAN WORKSHOP
OCTOBER 26, 2023
4:00 P.M.

MARIN WILDFIRE PREVENTION AUTHORITY BOARD ROOM
1600 LOS GAMOS DRIVE, ROOM 335
SAN RAFAEL, CALIFORNIA

WORKSHOP MINUTES

Members Present: Alice Fredericks, Tiburon Town Council
Beach Kuhl, Ross Town Council
Brian Colbert, San Anselmo Town Council, TAM Chair
Chance Cutrano, Fairfax Town Council
Dennis Rodoni, Marin County Board of Supervisors
Eric Lucan, Marin County Board of Supervisors, TAM Vice-Chair
Katie Rice, Marin County Board of Supervisors
Maribeth Bushey, San Rafael City Council
Mary Sackett, Marin County Board of Supervisors
Pat Ravasio, Corte Madera Town Council
Rachel Farac, Novato City Council
Stephanie Moulton-Peters, Marin County Board of Supervisors
Urban Carmel, Mill Valley City Council

Members Absent: Kevin Carroll, Larkspur City Council
Melissa Blaustein, Sausalito City Council
Nancy Kemnitzer, Belvedere City Council

Staff Members Present: Anne Richman, Executive Director
Bill Whitney, Principal Project Delivery Manager
Dan Cherrier, Director of Project Delivery
David Chan, Director of Programming and Legislation
Derek McGill, Director of Planning
Grace Zhuang, Accounting and Payroll Specialist
Jennifer Doucette, Executive Assistant/Clerk of the Board
Joanne O'Hehir, Administrative Assistant
Li Zhang, Deputy Executive Director/Chief Financial Officer
Mikaela Hiatt, Associate Transportation Planner
Scott McDonald, Principal Transportation Planner

Chair Colbert called the meeting to order at 4:10 p.m.

1. Chair's Welcome/Roll Call

Chair Colbert welcomed everyone to the Countywide Transportation Plan (CTP) workshop and asked Executive Assistant/Clerk of the Board Jennifer Doucette to conduct a roll call to ensure a quorum. A quorum of the Board was confirmed and detailed information about how the public may participate was provided.

2. Countywide Transportation Plan Workshop (Discussion)

Chair Colbert provided a brief introduction for the CTP workshop and expressed his support for a productive, respectful discussion among the board members, staff and consultants.

Executive Director (ED) Anne Richman commented that today's workshop is the first of several that will be conducted over the next year; and that the consulting team will present a historical and policy framework before providing a series of discussion questions and exercises.

Director of Planning Derek McGill introduced consultants Bob Grandy with Fehr & Peers, Steve Kinsey of CivicKnit, and Bonnie Nelson to present this item and facilitate the workshop discussion.

Mr. Grandy provided an overview of the CTP and Community Based Transportation Plan (CBTP) development, including outcomes; approach; feedback; schedule; and upcoming Board workshops.

Mr. Kinsey provided an overview of state and regional guidelines including the California Transportation Plan 2050; Climate Action Plan for Transportation Infrastructure (CAPTI); and the Metropolitan Transportation Commission's (MTC's) Plan Bay Area (PBA) 2050. Mr. Kinsey also provided historical context for transportation throughout Marin County including TAM's 2017 Strategic Vision Plan (2017 SVP).

Mr. Grandy provided an overview of changes since the 2017 SVP, including levels of federal and state funding; demographics; environmental conditions; equity; land use/transportation connectivity; safety; travel behavior and vehicle technology; and commute travel patterns.

Ms. Nelson posed a series of discussion questions and exercises to facilitate input and feedback from the Board members with regard to the long-term transportation vision for Marin County; lead partner agencies; and project advancement. ED Richman requested feedback regarding the changes in travel patterns and behaviors as a result of the pandemic and how those changes affect the long-term vision.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail.

WTB-TAM President Patrick Seidler encouraged the Board to focus on sustainable mobility and investments in bicycle and pedestrian infrastructure and improvements, including the completion of the North-South Greenway, Cross Marin Trail, Northgate Promenade, and the North-South Bikeway. Mr. Seidler also encouraged the Board to focus on transit hubs.

3. Open Time for Public Expression

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none closed this item and adjourned the workshop.

The workshop was adjourned at 5:33 p.m.



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
BOARD OF COMMISSIONERS

OCTOBER 26, 2023
6:30 P.M.

MARIN WILDFIRE PREVENTION AUTHORITY BOARD ROOM
1600 LOS GAMOS DRIVE, ROOM 335
SAN RAFAEL, CALIFORNIA

MEETING MINUTES

Members Present: Alice Fredericks, Tiburon Town Council
Beach Kuhl, Ross Town Council
Brian Colbert, San Anselmo Town Council, TAM Chair
Chance Cutrano, Fairfax Town Council
Eli Beckman, Corte Madera Town Council
Eric Lucan, Marin County Board of Supervisors, TAM Vice-Chair
Katie Rice, Marin County Board of Supervisors
Kevin Carroll, Larkspur City Council
Maribeth Bushey, San Rafael City Council
Mary Sackett, Marin County Board of Supervisors
Melissa Blaustein, Sausalito City Council
Rachel Farac, Novato City Council
Urban Carmel, Mill Valley City Council

Members Absent: Dennis Rodoni, Marin County Board of Supervisors
Nancy Kemnitzer, Belvedere City Council
Stephanie Moulton-Peters, Marin County Board of Supervisors

Staff Members Present: Anne Richman, Executive Director
Bill Whitney, Principal Project Delivery Manager
Dan Cherrier, Director of Project Delivery
David Chan, Director of Programming and Legislation
Emily Tong, Senior Accountant
Grace Zhuang, Accounting and Payroll Specialist
Jennifer Doucette, Executive Assistant/Clerk of the Board
Joanne O'Hehir, Administrative Assistant
Li Zhang, Deputy Executive Director/Chief Financial Officer
Mikaela Hiatt, Associate Transportation Planner
Molly Graham, Public Outreach Coordinator
Scott McDonald, Principal Transportation Planner

Chair Colbert called the meeting to order at 6:31 p.m.

Chair Colbert welcomed everyone to the meeting and announced that Commissioner Blaustein was participating remotely pursuant to the "Just cause" clause of Assembly Bill (AB) 2449. Commissioner Blaustein stated that no one over the age of 18 was present at her location.

Executive Assistant/Clerk of the Board Jennifer Doucette conducted a roll call to confirm a quorum of the Board and provided detailed information about how the public may participate.

1. Chair's Report

None.

2. Metropolitan Transportation Commission, Marin Transit and Sonoma-Marín Area Rail Transit Reports & Commissioner Matters Not on the Agenda (Discussion)

MTC Report – Commissioner Moulton-Peters

None.

Marin Transit Report – Commissioner Rice

None.

SMART Report – Commissioner Lucan

Commissioner Lucan reported that Sonoma-Marín Area Rail Transit (SMART) awarded a \$32 million construction contract covering four major work elements, including the second Petaluma station, reconstruction of the McDowall Blvd. crossing, and two pathway gap closure projects from Petaluma to Penngrove, and Rohnert Park to Santa Rosa. Commissioner Lucan also reported that the groundbreaking ceremony for the new Petaluma station has been scheduled for November 9th.

Commissioner Matters Not on the Agenda

Commissioner Sackett reported that Marin Health and Human Services (MHHS) is now tracking electric bike (e-bike) accidents through emergency medical services (EMS) data collection, which will be used to analyze rider behavior and address safety concerns. Commissioner Sackett also reported that her office along with partner agencies, including TAM, as part of the Safe Routes to Schools (SR2S) program, and MHHS are developing a communication campaign to address e-bike safety, as well as working with Assemblymember Damon Connolly's office on potential strategies to address e-bike safety at the state level.

Commissioner Carmel reported that since the start of the school year, 44 e-bike safety citations have been issued to students in Mill Valley, of which 25% have completed the safety training program.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail.

Member of the Public Clayton Smith inquired about the project cost of the second Petaluma station and the additional time for southbound riders as a result of the added train stop. Mr. Smith expressed concern about e-bike riders and encouraged law makers to treat e-bikes as motorized vehicles with similar licensing and insurance requirements.

Commissioner Lucan commented that approximately \$13 million of the total contract award of \$32 million will be used for the second Petaluma SMART station.

3. Executive Director's Report (Discussion)

Executive Director (ED) Anne Richman reported on International Walk & Roll to School Day; TAM's Transportation Electrification webinar on November 14th; and the annual Focus on the Future conference in San Francisco scheduled for October 30th and 31st.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none closed this item.

4. Open Time for Public Expression

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail.

Mr. Smith commented on Governor Newsom's recent trip to China; and expressed concern about the feasibility of electrical vehicles (EV).

5. CONSENT CALENDAR (Action)

- a. Approve TAM Board Meeting Minutes September 28, 2023
- b. Amend the Administrative Code
- c. Review and Accept the FY2023-24 First Quarter Financial Report
- d. Approve the Programming of 2024 State Transportation Improvement Program Funds
- e. Ride Amigos Software Subscription Agreement Extension to Support the Marin Commutes Program
- f. Reprogram Priority Conservation Area (PCA) Funds

Commissioner Cutrano made the motion to approve the Consent Calendar, which was seconded by Commissioner Kuhl. Chair Colbert opened the item to public comment and hearing none, a roll call vote was conducted, and the motion passed unanimously.

6. Programming of FY2023-24 and FY2024-25 TFCA and TDA Article 3 Funds (Action)

Mr. McDonald presented this item, which recommends the TAM Board approves programming of the FY2023-24 and FY2024-25 Transportation for Clean Air (TFCA) and Transportation Development Act (TDA) Article 3 Funds.

Mr. McDonald provided an overview of the TFCA and TDA Article 3 funds; project applications; funding eligibility; and staff funding recommendations. Mr. McDonald also explained that project sponsors receiving partial funding have confirmed access to other funding sources to supplement the TFCA/TDA award to complete the projects.

In response to Commissioner Carmel, Mr. McDonald explained that TAM received 10 applications from five different sponsors.

In response to Commissioner Lucan, ED Richman explained that TAM staff sends multiple notices regarding the Call for Projects to local jurisdictions' public works departments, as well as presenting information directly to the Marin Public Works Association (MPWA), and the Marin Managers Association (MMA). Commissioner Lucan commented that perhaps it would be helpful to also send copies of notices to Board members, should they like to follow up with their local public works departments.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none asked for a motion.

Commissioner Carmel moved to approve programming of the FY2023-24 and FY2024-25 TFCA and TDA Article 3 Funds, which was seconded by Commissioner Farac. A roll call vote was conducted, and the motion passed unanimously.

7. Overview of the 2023 State Legislative Session (Discussion)

Chair Colbert welcomed TAM's legislative advocate, Gus Khouri of Khouri Consulting, to present this item for discussion.

Mr. Khouri provided updates on the legislative bills and amendments that were being monitored by TAM; and an overview of the 2023 State Legislative Session, including the election of new Senate President pro Tempore, Mike McGuire; the FY2023-24 State Budget; and transit funding included in the State Budget.

In response to Commissioner Carmel, Mr. Khouri explained that the local sales tax cap limit for county and local agencies is 2%.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail, and hearing none closed this item.

8. Infrastructure Investment and Jobs Act Grant Funding Strategy (Discussion)

ED Richman introduced TYLin Director of Government Relations Andrew Dohrmann to present this item for discussion.

Mr. Dohrmann provided an overview of the various grant opportunities under the Infrastructure Investment and Jobs Act (IIJA), including funding levels; timelines; and highlights of competitive grant funding. Mr. Dohrmann also provided an overview and analysis of key grant programs for Marin County, including Marin project screening, and keys to preparing, positioning and pursuing IIJA grant funding.

ED Richman highlighted the IIJA applications and supportive activities to date.

In response to Commissioner Beckman, Mr. Dohrmann explained that many programs place a higher value on projects that include resiliency components to address environmental and/or ecological concerns. Mr. Dohrmann also explained that while some projects may meet the resiliency criteria, they do not meet the minimum project size.

In response to Commissioner Rice, ED Richman explained that multi-jurisdictional projects typically have one lead agency in the application that is responsible for executing the agreement with the United States Department of Transportation (US-DOT) and delivering the project. ED Richman also explained that multi-jurisdictional projects often yield a high impact and benefit to the region and may be well suited for IIJA funding. Mr. Dohrmann explained that the US-DOT encourages collaboration among multiple jurisdictions and agencies. ED Richman explained that it may be possible for TAM consultants to assist jurisdictions during the IIJA application process; and that once awarded, federal grants typically include many requirements that need to be administered and managed by local jurisdiction staff.

In response to Commissioner Carroll, ED Richman indicated that TAM staff would research Marin City's eligibility under the Justice 40 Initiative; and explained that TAM staff and the TYLin consulting team performed a review of available projects based on lists provided by local agencies to identify high-impact and potentially competitive projects suited for upcoming grants through IIJA funds. Commissioner Carroll commented that perhaps it would be beneficial for TAM staff to conduct an annual review of local jurisdictions' Capital Improvement Plans (CIP).

In response to Commissioner Carmel, ED Richman explained that the information reviewed was submitted directly by the local jurisdictions; and that in some cases projects may have been too small to qualify for IIJA funding or may have been funded through other programs, such as the One Bay Area Grant (OBAG) Program and Active Transportation Program (ATP).

In response to Commissioner Cutrano, Mr. Dohrmann explained that most US-DOT grant programs require benefit-cost analyses (BCA), and some accept BCAs conducted using the California Life-Cycle Benefit/Cost Analysis Model (Cal-B/C), which is often used for programs such as the ATP. Mr. Dohrmann also explained that the US-DOT prefers a BCA ratio above 1.0; and that the Cal-B/C offers a practical method for preparing economic evaluations on prospective projects and highlights key data collection categories/sources.

Chair Colbert asked if any members of the public wished to speak or had submitted a comment by e-mail.

Mr. Smith expressed concern about the effects of periodic flooding at the Manzanita junction and commented that perhaps road and drainage improvements at the site could be funded through programs such as IJA.

The meeting was adjourned at 7:57 p.m.

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DATE: December 14, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Li Zhang, Deputy Executive Director/Chief Financial Officer
Emily Tong, Senior Accountant

SUBJECT: Acceptance of the FY2022-23 TAM Annual Comprehensive Financial Report (Action),
Agenda Item No. 5c

RECOMMENDATION

The TAM Board reviews and accepts the FY2022-23 TAM Annual Comprehensive Financial Report (ACFR).

The Citizens' Oversight Committee (COC) reviewed the Draft FY2022-23 TAM ACFR at its December 4, 2023 meeting, provided feedback, and voted unanimously to refer the ACFR to the TAM Board for acceptance.

BACKGROUND

TAM is required by the Measure A/AA ½-Cent Transportation Sales Tax Expenditure Plans and PUC Code 180105(c) to conduct an annual financial audit. TAM staff, along with its audit team from Maze & Associates, started work on the FY2022-23 financial audit in June of this year. As required by the Measure A/AA ½-Cent Transportation Sales Tax Expenditure Plans, the COC is asked to review and accept the Draft FY2022-23 ACFR, refer it to the TAM Board for review and acceptance, and report the results to Marin residents in its FY2022-23 COC/2023 TAM Annual Report.

DISCUSSION/ANALYSIS

Overview of the FY2022-23 ACFR:

TAM's ACFR includes the following key components to ensure that users of the financial statements have the information and context needed to assess the financial health of TAM.

- **Introductory Section:** A letter of transmittal is included in this section. The letter discusses the profile of the agency and the general economy of Marin County, in which it operates. It also highlights accomplishments and discusses major initiatives of TAM.
- **Financial Section:** This section contains what is required for basic financial statements.
- **Statistical Section:** This section consists of the following operational, economic, and historical data, which provides a context for assessing a government's economic condition:
 - Information on financial trends
 - Information on revenue capacity
 - Information on debt capacity
 - Demographic and economic information
 - Operating information

- Compliance Section: This section includes all the compliance audits that TAM is subject to in the fiscal year audited as well as the Single Audit Report required by the federal awards.

TAM's first ACFR, developed for FY2017-18, received the Certificate of Achievement for Excellence in Financial Reporting Award from the Government Finance Officers Association of the United States and Canada (GFOA). To receive this award, the agency needs to publish an easily readable and efficiently organized ACFR that satisfies both the generally accepted accounting principles and applicable program requirements. Staff appreciates the confirmation of quality work by the GFOA and is committed to continuing to improve the ACFR over the years.

Results of the FY2022-23 Financial and Single Audits:

The auditor has certified that all of TAM's financial statements are presented fairly in all material respects, the respective financial position of the governmental activities and each major fund of TAM, as of June 30, 2023, and the respective changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

The auditor also conducted an audit under the Single Audit process and confirmed TAM is in compliance with requirements of the major federal programs.

Confirmation of Compliance with the 5% Administration Cost Cap Requirement in Measure A/AA and Transportation Development Act (TDA) Funds

The Expenditure Plan allows TAM to use up to 5% of the Measure A/AA revenue for administration and project/program management related expenditures, of which 1% can be used for salaries and benefits for administrative staff and 4% can be used for overall project/program support. The Measure A/AA compliance audit conducted for FY2022-23 confirmed that TAM is in compliance with the 5% overall administration cost ceiling and is below the 1% administrative staff cost cap mandated by Measure A/AA.

TAM also spent and received reimbursement in the amount of \$91,362 of TDA funds. As required, a compliance audit was conducted, and the results of the auditor's testing disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

FISCAL CONSIDERATION

The audit is being conducted within budget and on schedule.

NEXT STEPS

After the acceptance by the TAM Board, the COC will report the final audit results to Marin County residents in the FY2022-23 COC/2023 TAM Annual Report. Staff will also submit the report to various agencies to meet regulatory and grant reporting requirements.

ATTACHMENTS

Attachment A – [Draft TAM FY2022-23 Annual Comprehensive Financial Report \(attached as link\)](#)



DATE: December 14, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
David Chan, Director of Programming and Legislation

SUBJECT: Approve State Legislative Consultant Contract (Action), Agenda Item No. 5d

RECOMMENDATION

The TAM Board authorizes a contract with Khouri Consulting, LLC, for state legislative consultant services for three years with two one-year extensions at TAM's discretion. The TAM Board further approves the contract not to exceed \$50,000 annually for the first two years with the option of reasonable increases to be negotiated after the second year.

BACKGROUND

Since 2014, TAM has been in contract with Khouri Consulting for state legislative consultant services. Services provided under this contract included the following tasks:

- represent and advocate the positions and policies of TAM before the California Transportation Commission (CTC), California State Transportation Agency (CalSTA), State Legislature, Governor's Office, and other applicable bodies;
- proactively monitor transportation and other committees as appropriate and represent TAM before such committees, as directed;
- advise TAM on legislative strategy and serve as an advisor to staff and the TAM Board;
- proactively provide information relative to legislative hearings that may have an impact on the policies, projects, and programs of TAM;
- closely monitor and manage legislative issues and/or bills that TAM has identified as priority items;
- draft and circulate letters of support or opposition to relevant parties on behalf of TAM on pertinent legislation and policies;
- coordinate advocacy efforts with staff and the TAM Board; and
- undertake other assignments upon which TAM and consultant mutually agree.

The current contract with Khouri Consulting expires on December 31, 2023.

DISCUSSION

With the expiration of the existing contract, staff issued a Request for Qualifications (RFQ) for State Legislative Services on September 21, 2023. By the deadline of October 24, 2023, only one proposal was received, from Khouri Consulting.

While Khouri Consulting was the only firm that submitted a proposal, it was evaluated based on the following criteria:

- written proposal that is responsive and best addresses TAM's needs as described in the RFQ;
- experience and knowledge of personnel assigned to TAM;
- firm's overall experience and knowledge with County Transportation Agencies (CTAs) and transportation issues;
- firm's responsiveness to questions in interview;
- firm's access to key elected and appointed officials and organizations and the ability to develop coalition to effectively represent TAM; and
- availability of firm to TAM during the course of a legislative year.

Based on the evaluation, staff believes that the proposal was responsive to TAM's needs.

Staff also considered Khouri Consulting's current working relationship with TAM. Mr. Khouri has been actively and consistently monitoring issues and supporting TAM's direction on legislation germane to TAM. He helps communicate positions on legislative bills that were pertinent to TAM, provides prudent advice on complex issues, and is readily available when requested. He also advocates on behalf of TAM's interests before the legislative bodies particularly on transportation funding.

Staff believes that a continued relationship with Khouri Consulting would be beneficial to TAM instead of reissuing another RFQ.

FISCAL IMPACTS

The expiring contract with Khouri Consulting is \$46,2000 annually. Upon approval by the TAM Board, the new contract with Khouri Consulting will be \$50,000 annually, an increase of \$3,800 per year. The new contract will commence on January 1, 2024. A \$1,900 increase to the "State Legislative Assistance" line of FY2023-24 Annual Budget is required to accommodate the contract increase for the current fiscal year.

NEXT STEPS

Upon approval from the TAM Board, a contract will be issued to Khouri Consulting, LLC, for state legislative consultant services for three years with two one-year extensions at TAM's discretion. The contract will not exceed \$50,000 annually for the first two years with the option of reasonable increases to be negotiated after the second year.

ATTACHMENTS

None.



DATE: December 14, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Emily Tong, Senior Accountant

SUBJECT: Acceptance of Revisions to the TAM Human Resources Policies and Procedures (Action), Agenda Item No. 5e

RECOMMENDATION

The TAM Board approves revising the language in the TAM Human Resources Policies and Procedures (HR Policies and Procedures) under the Legal Section's Equal Employment Opportunity subject, section 103 for responding to complaints and the process for disciplinary action.

BACKGROUND

The TAM Board first adopted the HR Policies and Procedures on November 30, 2017. The HR Policies and Procedures has been reviewed and revised over the years as needed, with the most recent revision adopted by the TAM Board on December 15, 2022.

DISCUSSION/ANALYSIS

Amendments for TAM's HR Policies and Procedures as shown in Attachment A are proposed in the Policy 103 section, Equal Employment Opportunity. During an administrative review, it was noted that clarity on the employer process for handling harassment and complaints would better create a workplace free of harassment. The guidance on filing complaints is also revised to abide by the California Civil Rights Department's statute of limitations. Upon approval by the TAM Board, the existing HR Policies and Procedures will be updated with the adopted revisions and staff will be notified of the updates.

FISCAL CONSIDERATION

There are no fiscal impacts with the recommended revisions to the HR Policies and Procedures.

NEXT STEPS

Upon approval by the TAM Board, the changes as shown in Attachment A will be incorporated into the HR Policies and Procedures, to be effective immediately.

ATTACHMENTS

Attachment A – Cover and Policy 103 of the HR Policies and Procedures with revisions tracked
(Full copy of the HR Policies and Procedures can be provided upon request)

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HUMAN RESOURCES POLICIES & PROCEDURES

Adopted November 30, 2017
1st Revision June 28, 2018
2nd Revision February 28, 2019
3rd Revision January 28, 2021
4th Revision December 15, 2022
5th Revision December 14, 2023



Table of Contents

100 LEGAL

101	Introduction/Right to Revise	1
102	Employment at Will	2
103	Equal Employment Opportunity	3
104	Americans with Disabilities	6
105	Employment Eligibility & Registry	7
106	Business Ethics and Conflict of Interest	8

200 EMPLOYMENT

201	Recruitment and Selection	10
202	Employment Categories	13
203	Introductory Period	14
204	Job Classification Administration	15
205	Compensation Policy	16
206	Performance Evaluation Program	18
207	Personnel Records	20
208	Employment of Relatives	21
209	Hours of Work	22
210	Work from Home and Flexible Work Schedule	23
211	Overtime Pay	25
212	Payment of Wages	26
213	Attendance and Tardiness	27
214	Poor Performance and Discipline Issues	28
215	Resignation/Termination	30
216	Rehire	31

300 BENEFITS

301	Retirement and Social Security	32
302	Health and Welfare Benefits	34
303	Workers' Compensation Program	37
304	Holidays	39
305	Vacation and Administrative Leave	40
306	Sick Leave	42



307	Leave of Absence	44
308	Educational Enhancement	55
309	Professional Training and Development	56
310	Expense Reimbursement	57

400 RULES AND REGULATIONS

401	Accepting Gifts	58
402	Smoking	59
403	Substance Abuse	60
404	Security and Privacy	62
405	Computer and E-mail Policy	63
406	Public and Media Communications	65
407	Safety and Workplace Violence	69
408	Dress Code	72
409	Driving Policy	73
410	Ergonomic Policy	74



POLICY#: 103

SECTION: LEGAL
 SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY

The Authority is committed to compliance with all applicable laws providing equal employment opportunities (EEO). It is committed to providing a work environment that is free of discrimination and harassment of any kind, including sexual harassment and harassment or discrimination based on race, color, religion, national origin, genetic information, military or veteran status, ancestry, age, physical or mental disability, medical condition, marital status, sex, age or sexual orientation. Such discrimination and harassment or retaliation against individuals who complain or participate in an investigation of any illegal discrimination or harassment will not be tolerated.

The Authority will not discriminate with respect to recruitment, hiring, training, promotion, or other terms and conditions of employment. All other personnel actions or programs such as compensation, benefits, transfers, layoffs, recalls, Authority-sponsored training, education, tuition assistance, social and recreational programs will be administered in a non-discriminatory manner. All employment decisions shall be consistent with the principle of EEO.

Anti-discrimination and Harassment Policy:

1. Definitions:

- **Discrimination:** Basing a term, condition, or privilege of employment or an individual's actual or perceived race, color, religion, national origin, ancestry, age, physical or mental disability, medical condition, marital status, sex, age or sexual orientation. Terms, conditions, and privileges of employment include recruitment, selection, testing, training, transfer, promotion, demotion, termination, performance, and compensation.
- **Harassment:** Any form or combination of verbal, physical, visual, written, or environmental conduct based on actual or perceived race, color, religion, national origin, ancestry, age or sexual orientation. The conduct need not be specific or even directed at an individual. Lack of protestation or complaint is not to be construed to imply consent. Examples of harassment include:
 - a. **Verbal Misconduct:** Inappropriate, offensive or derogatory remarks, slurs, jokes, or innuendoes regarding an individual's body, sex, physical appearance, sexual prowess, religion, race, etc. Sexual harassment can occur between individuals of the same or different genders.
 - b. **Visual or Written Misconduct:** The display or circulation of offensive or derogatory visual or written materials including posters, cartoons, drawings, reading materials, or electronic media transmissions related to any protected status.
 - c. **Physical Misconduct:** Inappropriate or offensive gestures, touching,



assault, or physical interference with free movement directed at any individual on the basis of any protected status.

- **Retaliation:** Any adverse employment action that is reasonably likely to prevent the complaining party or others from engaging in protected activity. Adverse employment actions include, for example, a decrease in pay, change of hours, or reduction in authority or responsibility. Adverse action can also include shunning, taking sides, spreading rumors, or threats of intimidation. Retaliation could be against individuals who complain or who participate in an investigation of unlawful discrimination or harassment.

2. Reporting Harassment or Discrimination:

Reporting: Any employee or applicant for employment of the Authority who believes he/she has been harassed or discriminated against in violation of this policy should promptly report it orally or in writing to the employee's immediate supervisor, the Authority's DED/CFO, or the Executive Director.

Receiving Complaints: Any supervisor or manager who receives a complaint of harassment/discrimination, or who observes or otherwise learns about such conduct is required to notify the Authority's DED/CFO or the Executive Director immediately. Failure to do so may result in disciplinary action.

Action Taken with No Complaint Filed: If the Authority becomes aware of likely inappropriate actions or behavior, it may undertake an investigation even though no complaint has been filed.

3. Responding to Complaints:

Action: Upon receiving complaints of discrimination or harassment, the Authority shall conduct a fair, timely and thorough take an investigation of the complaints and provide all parties appropriate due process with reasonable conclusions based on evidence collected. The Executive Director, the Authority's chairperson, and/or legal counsel, may retain an outside investigator to conduct the investigation. All complaints shall be investigated to the extent that the Authority deems appropriate. Any investigation and investigation report prepared relating to the complaint shall be kept confidential except as required by law. A guarantee of confidentiality or anonymity cannot be made since the investigation involves discussion with other parties directly involved. If harassment or discrimination is found to have occurred in violation of this policy, action shall be taken to ensure or confirm that the harassment or discrimination at issue is stopped. The Authority may take whatever measures are appropriate to ensure its workplaces remain free from discrimination or harassment. Retaliation will not be tolerated against any individuals making a complaint or participating in an investigation.

4. Management Responsibilities:

Management and supervisory employees are responsible for educating and holding employees accountable for adherence to this policy and/or demonstrating commitment to and support of this policy. Upon becoming aware of a violation, regardless of whether the violation is by a direct subordinate, another employee, a member of the public, a contractor, an elected official, or a supplier, he or she will report the conduct to the Executive Director or the



Authority's legal counsel immediately.

5. Disciplinary Action:

Employees found to have engaged in discrimination or harassment covered by this policy may be subject to disciplinary action up to and including termination of employment.

Department of Fair Employment and Housing (DFEH) and the Equal Employment Opportunity Commission (EEOC):

DFEH: In addition to notifying the Authority about harassment or retaliation, an affected employee or applicant may also direct his/her complaint to the California DFEH. The deadline for filing complaints with the DFEH is ~~three~~ one year~~s~~ from the date of the alleged ~~unlawful discriminatory act~~ conduct. The nearest DFEH office or the FEHC can be found by searching the internet, looking in the local telephone directory, or by checking in the area where employment-related posters are kept.

EEOC: An employee or applicant also has the right to direct his/her complaint to the federal Equal Employment Opportunity Commission.



DATE: December 14, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Dan Cherrier, Director of Project Delivery

SUBJECT: Update of Recommended Crossing Guard Locations (Action), Agenda Item No. 6

RECOMMENDATION

The TAM Board reviews the revised Crossing Guard List and accepts the recommendation of the Funding, Programs & Legislation (FP&L) Executive Committee to:

1. Approve the updated ranked list of crossing guard locations.
2. Guard all sites down to Rank 105 for the duration of the current school year.
3. Consider reducing the number of guarded sites for the following school year and/or future years, based on staff's further analysis of the program funding and cost factors in March or April 2024.

BACKGROUND

TAM has been funding and managing the Marin County Crossing Guard Program (Program) since 2006. Funding for the Program comes from the transportation sales tax, Measure A/AA, and from the vehicle registration fee (VRF), Measure B. In the current fiscal year, the Program is expected to cost approximately \$2.2 million.

A key decision in managing the Program is to determine the locations for guards. In summary, the decision process involves assessing locations near schools throughout the County, developing a ranked list based on established criteria, and assigning guards to the top locations within the fiscal constraints of the program. Evaluations have occurred for implementation in 2010, 2014, 2018, and 2023. The Measure AA Expenditure Plan specifies a base level of 96 guards. This was an increase of approximately 20 crossing guards from the previous transportation sales tax (Measure A).

In April of this year, staff presented to the TAM Board a new ranked list with a recommendation to fund down to Rank 97 (this was because the locations at Rank 96 and 97 had identical scores of 51). After careful consideration, the TAM Board decided to fund down to Rank 103 until December 2023, after which time, the program would revert to funding locations down to the then Rank 97 (score 51). Note, the Rank associated with a certain score moves down as new sites are added above a score of 51. The motion also stated that jurisdictions with locations between Ranks 98 and 103 should work with TAM staff if they determined that the crossing guard Changed Conditions Policy applied. The current ranked list has been included as Attachment A.

DISCUSSION/ANALYSIS

Among those sites ranked 98 to 103, over the course of the fall, staff were asked by local jurisdictions to rescore two sites: Sir Francis Drake & Laurel Grove, and Montecillo & Nova Albion. In addition, staff rescored two other sites due to changed conditions:

Sir Francis Drake & Saunders (due to having been assigned a crossing guard when the list was expanded to Rank 103), and East Blithedale & Buena Vista (due to a new school opening). The updated rank/score list is shown as Attachment B.

The scores of all 4 sites increased:

- The score for Sir Francis Drake & Laurel Grove increased from 49 to 69;
- The score for Montecillo & Nova Albion increased from 50 to 51;
- The score for Sir Francis Drake & Saunders increased from 50 to 55; and
- The score for East Blithedale & Buena Vista increased from 37 to 45.

The three sites at a score of 51 or higher are shown in light green in Attachment B. East Blithedale & Buena Vista is shown in purple at Rank 111.

Higher vehicle traffic numbers were noted, especially at Montecillo & Nova Albion.

In addition, the Public Works Department from San Rafael requested that two new sites be evaluated: Freitas Parkway & Las Pavadas and Las Gallinas & Oleander, which were based on a request from Miller Creek School District due to a reduction in school bus service. Both scored 51 or higher as shown below:

- Freitas Parkway & Las Pavadas - 64
- Las Gallinas & Oleander - 58

These two sites are shown in dark green on the new list.

In conformance with the New and Changed Condition Policy, as each new site is scored, a guard is added if the result is at or above the current cut-off score, which in this case is 51 (***corresponding to Rank 97 on the original list and Rank 103 on the revised list***). Note, requests for new locations have been made every year since the TAM Board adopted the New and Changed Condition Policy. On average, two guards have been added annually.

The higher scores of the three newly added/rescored sites have resulted in a current funding cutoff at Rank 105. However, per the Board direction from April, the sites at Ranks 103-105 would be discontinued after December. The three sites are shown in blue in Attachment B.

TAM would usually only discontinue crossing guard service at a location that doesn't meet the minimum score at the end of the school year, with the exception of school closure during the middle of the school year. The concern to discontinue mid-year has to do with student reliance on a guard being at a particular crossing, coupled with winter weather conditions. **The FP&L Committee recommended funding these three sites for the remainder of this school year (until June 2024) and have staff return in March or April to discuss the number of guards for the 2024/2025 school year.**

FISCAL CONSIDERATION

Should the TAM Board decide to extend the funded list down to Rank 105 until the end of the school year, an additional \$30,000 will be required from the Program budget for the current fiscal year. There are sufficient funds in the current fiscal year budget to allow for this.

The net effect of extending the six guards (difference between rank 98 and 103) until the next recertification cycle will reduce the available Program carryover by approximately \$300,000 total

over the next three years. Additionally, staff is assessing the impact on the Program of the anticipated increase in the minimum wage for fast food workers, due to recently approved State legislation (the “FAST” Act). Some of the guards are hired from the same pool of workers and this may put pressure on the wages needed to pay to reduce turnover and keep sites staffed. The current contract allows for renegotiation of rates in this particular circumstance. Staff will be working with the current contractor, All City Management Services (ACMS), to determine the extent of the impact to the Program.

These cost factors are a primary reason that the FP&L Executive Committee requested that staff return in the spring for further discussion about the program.

NEXT STEPS

If approved by the Board, staff will work with ACMS to place guards at the top 105 locations for the remainder of the current school year.

Additionally, when this item returns in spring 2024, staff will provide the expected impacts of the new rates and offer analysis of the program’s finances going forward. The information provided may include:

- Assessment of the 2011 Changed Condition Policy and the potential savings of reducing the number of guards added between recertification lists.
- Potential modifications to the recertification process such as changes to the frequency and extent of the process.
- A report on the program’s forecast revenues and costs, including different scenarios for the number of guards provided in various years.
- Calculations showing how much additional funding would be required to maintain the existing number of guards.

Staff will be discussing the financial and operational impacts of these factors with the Safe Routes to Schools Ad-Hoc Committee prior to returning to the full TAM Board.

As mentioned above, staff will continue to work with ACMS to negotiate revised rates. Also occurring is the periodic qualitative evaluation (satisfaction survey) of the Program, which should be complete in spring 2024.

ATTACHMENTS

- Attachment A – 2023 Crossing Guard List (Board approved in April 2023)
- Attachment B – Revised 2023 Crossing Guard List (Proposed as of December 2023)
- Attachment C – Presentation

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Master List of TAM Crossing Guard Program Locations with Scoring Detail (TAM Board Approved April 2023)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Sir Francis Drake & Glen Drive	Fairfax	Uncontrolled	154	1	
Doherty Drive & Rose Lane (East) (at Piper Park)	Larkspur	Uncontrolled	150	2	
Nova Albion Way at Vallecito School	San Rafael	Uncontrolled	145	3	
Miller Avenue & Almonte Boulevard	Mill Valley	Uncontrolled	144	4	
Center Road & Wilson Avenue	Novato	Stop Sign	142	5	
East Strawberry Drive at Strawberry School	Marin County	Uncontrolled	139	6	
Center Road & Leland Drive	Novato	Uncontrolled	136	7	
Sunset Parkway & Merritt Drive	Novato	Uncontrolled	131	8	
Olive Avenue (in back of school)	Novato	Uncontrolled	130	9	
Sir Francis Drake Boulevard & Oak Tree Lane	Fairfax	Uncontrolled	130	10	
Lagunitas Road & Ross Common	Ross	Uncontrolled	127	11	
Ross Common (at Post Office)	Ross	Uncontrolled	126	12	
Sir Francis Drake Boulevard & Marinda Dr	Fairfax	Uncontrolled	125	13	
East Blithedale Avenue & Lomita Avenue	Mill Valley	Signal	125	14	
Sir Francis Drake Boulevard & Manor Road	Kentfield	Uncontrolled	124	15	
Sir Francis Drake Boulevard & Wolfe Grade	Kentfield	Signal	122	16	Two guards at this location, one paid for by KSD
Larkspur Plaza Drive (Tam Racket Club) & Doherty Drive	Larkspur	Signal	119	17	
Sutro Avenue (in front of Pleasant Vally Elementary)	Novato	Uncontrolled	118	18	
College Avenue & Stadium Way	Kentfield	Signal	117	19	
Camino Alto & Sycamore Avenue	Mill Valley	Signal	117	20	
Happy Lane & 5th Avenue	San Rafael	Uncontrolled	117	21	
Paladini Road & Vineyard Road	Novato	Stop Sign	116	22	
Las Gallinas Avenue & Elvia Court	San Rafael	Stop Sign	116	23	
Mohawk Avenue (in front of Neil Cummins School)	Corte Madera	Uncontrolled	115	24	
Woodland Avenue & Lindaro Street	San Rafael	Stop Sign	114	25	
San Ramon Way & San Juan Court	Novato	Uncontrolled	114	26	
Woodland Avenue & Eva Street	San Rafael	Stop Sign	113	27	
Magnolia Avenue & Wiltshire Avenue	Larkspur	Uncontrolled	111	28	
Bahia Way at School Entrance	San Rafael	Uncontrolled	110	29	
Wilson Avenue & Vineyard Road	Novato	Stop Sign	110	30	
Sutro Avenue & Dominic Drive	Novato	Uncontrolled	110	31	
Bell Lane & Enterprise Concourse	Mill Valley	Stop Sign	108	32	
Belle Avenue (in front of school)	San Rafael	Uncontrolled	108	33	
Donahue Street & Drake Avenue (NW)	Marin County	Uncontrolled	107	34	
Karen Way (in front of school)	Tiburon	Uncontrolled	106	35	Currently guarded by RUSD, traded with Blackfield/Tiburon Rank 135
Hickory Avenue (near Mohawk Avenue)	Corte Madera	Uncontrolled	106	36	
Miller Avenue & Evergreen Avenue	Mill Valley	Uncontrolled	105	37	
Redwood Avenue & Pixley Avenue	Corte Madera	Uncontrolled	104	38	Currently Unguarded, traded with Eastman/Tamalpais Rank 112
Calle Empinada & Calle Paseo	Novato	Uncontrolled	100	39	
Shoreline Highway & Pine Hill Road	Mill Valley	Uncontrolled	100	40	
Kerner Boulevard & Canal Street	San Rafael	Stop Sign	95	41	
McAllister Avenue & Stadium Way	Kentfield	Uncontrolled	93	42	
Butterfield Road & Green Valley Court	San Anselmo	Uncontrolled	93	43	

Master List of TAM Crossing Guard Program Locations with Scoring Detail (TAM Board Approved April 2023)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Alameda De La Loma & Calle De La Mesa (East)	Novato	Stop Sign	92	44	
Oak Manor Drive (mid-block at school)	Fairfax	Uncontrolled	92	45	
Bahia Way & Kerner Boulevard	San Rafael	Stop Sign	89	46	
Almonte Boulevard & Rosemont Avenue	Mill Valley	Uncontrolled	89	47	
Lagunitas Road & Allen Avenue	Ross	Stop Sign	88	48	
Tiburon Boulevard & Avenida Miraflores	Tiburon	Signal	88	49	
San Ramon Way & San Benito Way (North)	Novato	Stop Sign	87	50	
Lovell Avenue & Old Mill Street	Mill Valley	Uncontrolled	87	51	
South Novato Boulevard & Yukon Way	Novato	Uncontrolled	86	52	
North San Pedro Road & Roosevelt Avenue	San Rafael	Uncontrolled	85	53	
177 North San Pedro Road	San Rafael	Uncontrolled	85	54	
Sir Francis Drake Boulevard & Tamal Avenue	San Anselmo	Signal	84	55	
Tiburon Boulevard & Lyford Drive	Tiburon	Signal	80	56	
5th Avenue & River Oaks Drive	San Rafael	Uncontrolled	80	57	
Tiburon Boulevard & Mar West Street	Tiburon	Uncontrolled	80	58	
Shoreline Highway & Almonte Boulevard	Mill Valley	Signal	80	59	
Throckmorton Ave & Old Mill Street	Mill Valley	Stop Sign	77	60	
Blackstone Drive & Las Gallinas Avenue	San Rafael	Stop Sign	76	61	
Magnolia Avenue & King Street	Larkspur	Stop Sign	76	62	
South Novato Boulevard & Lark Court	Novato	Uncontrolled	76	63	
Tiburon Boulevard & Stewart Drive	Tiburon	Uncontrolled	76	64	
Sunset Parkway & Ignacio Boulevard	Novato	Stop Sign	75	65	
College Avenue & Woodland Avenue/Kent Avenue	Kentfield	Stop Sign	75	66	
Lomita Drive (in front of Edna Maguire School)	Mill Valley	Stop Sign	73	67	
Gibson Avenue & Shoreline Highway	Tamalpais Valley	Signal	72	68	
Trumbull Avenue & Vineyard Road	Novato	Stop Sign	71	69	
Woodland Avenue & Siebel Street	San Rafael	Uncontrolled	70	70	
Butterfield Road & Rosemont Avenue (in front of School)	San Anselmo	Stop Sign	70	71	
West Castlewood Drive & Knight Drive	San Rafael	Stop Sign	69	72	
Tiburon Boulevard & Kleinert Way/Ned's Way	Tiburon	Uncontrolled	69	73	
Sir Francis Drake Boulevard & Meadow Way	San Geronimo	Uncontrolled	69	74	
Sunset Parkway & Lynwood Drive	Novato	Uncontrolled	68	75	
One Main Gate Road at School	Novato	Uncontrolled	67	76	
Redwood Highway & NB Off-Ramp/DeSilva Drive (at POC)	Marin County	Signal	65	77	
Tiburon Boulevard & East Strawberry Drive	Marin County	Uncontrolled	65	78	
Redwood Highway & Southbound Seminary Drive On-Ramp	Mill Valley	Stop Sign	64	79	
Tiburon Boulevard & San Rafael Avenue	Tiburon	Signal	64	80	
San Benito Way & San Ramon Way (south)	Novato	Uncontrolled	62	81	
Ross Avenue & Kensington Road	San Anselmo	Stop Sign	61	82	
Sir Francis Drake Boulevard & College Avenue	Kentfield	Signal	59	83	
Wilson Avenue at X-walk to field	Novato	Uncontrolled	59	84	
San Marin Drive & San Ramon Way	Novato	Stop Sign	59	85	
Tiburon Boulevard & Trestle Glen Boulevard	Tiburon	Signal	59	86	

Master List of TAM Crossing Guard Program Locations with Scoring Detail (TAM Board Approved April 2023)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Adams Street & Johnson Street	Novato	Stop Sign	58	87	
Sir Francis Drake Boulevard & Butterfield Road	San Anselmo	Signal	57	88	
Avenida Miraflores & Hilary Drive	Tiburon	Uncontrolled	56	89	
Las Gallinas Avenue & Miller Creek Road	San Rafael	Stop Sign	53	90	
Avenida Miraflores at School	Tiburon	Uncontrolled	53	91	
Nova Albion Way & Arias Street	San Rafael	Signal	52	92	
Sutro Avenue & Center Road	Novato	Stop Sign	52	93	
Mt Shasta Drive & Idylberry Road	Lucas Valley	Stop Sign	51	94	
Knight Drive & Ashwood Court	San Rafael	Uncontrolled	51	95	
Marinwood Avenue & Miller Creek Road	San Rafael	Stop Sign	51	96	
Center Road & Diablo Avenue	Novato	Stop Sign	51	97	Staff recommending funding cutoff April 2023
Sir Francis Drake Boulevard & Lagunitas Road	Ross	Signal	50	98	
Nova Albion Way & Montecillo Road	San Rafael	Stop Sign	50	99	
Sir Francis Drake Boulevard & Saunders Avenue	San Anselmo	Uncontrolled	50	100	
Sir Francis Drake Boulevard & Laurel Grove Avenue (East)	Kentfield	Signal	49	101	
Woodland Avenue & Lovell Avenue	San Rafael	Uncontrolled	49	102	
Corte Madera Avenue & Tamalpais Drive (& Redwood)	Corte Madera	Signal	49	103	End of Funded Sites until Dec 2023
Sir Francis Drake Boulevard & Barber Avenue/Ross Avenue	San Anselmo	Signal	48	104	
Sir Francis Drake Boulevard & Bolinas Avenue	San Anselmo	Signal	48	105	Guarded by Others
Bolinas Avenue & Shady Lane	Ross	Uncontrolled	48	106	Guarded by Others
East Blithedale Avenue & Elm Avenue	Mill Valley	Signal	47	107	
Melrose Avenue & Evergreen Avenue	Tamalpais Valley	Stop Sign	44	108	
Racquet Club Drive & 5th Avenue	San Rafael	Stop Sign	44	109	
Shoreline Highway (in front of West Marin School)	Point Reyes Station	Uncontrolled	44	110	
Sir Francis Drake Boulevard & Broadmoor Avenue	San Anselmo	Signal	43	111	
Tamalpais Drive & Eastman Avenue	Corte Madera	Signal	42	112	Currently traded with Pixley Rank 38
Sir Francis Drake Boulevard & South Eliseo Drive	Kentfield	Signal	42	113	
Olema-Bolinas Road (in Front of School)	Bolinas	Uncontrolled	41	114	
Center Road & Tamalpais Avenue	Novato	Stop Sign	39	115	
Richmond Road & Belle Avenue	San Anselmo	Uncontrolled	38	116	
Bellam Boulevard & I-580 on ramp	San Rafael	Signal	38	117	
Arthur Street & Cambridge Street	Novato	Stop Sign	37	118	Paid for by NUSD
Evergreen Avenue & Ethel Avenue	Tamalpais Valley	Stop Sign	36	119	
Ricardo Lane & East Strawberry Drive	Marin County	Uncontrolled	36	120	
Blackfield Drive & Karen Way	Tiburon	Uncontrolled	35	121	
Diablo Avenue & Hotchkin Drive	Novato	Uncontrolled	35	122	
Nova Albion Way & Las Gallinas Avenue	San Rafael	Signal	35	123	
Bellam Boulevard & I-580 off ramp	San Rafael	Signal	35	124	
Marin Street & Bayview Street	San Rafael	Stop Sign	34	125	
Arthur Street & Taft Court/Tyler Street	Novato	Uncontrolled	34	126	
Blackfield Drive & Cecilia Way	Tiburon	Uncontrolled	34	127	
Wilson Avenue & Hansen Road	Novato	Uncontrolled	34	128	
East Blithedale Avenue & Buena Vista Avenue	Mill Valley	Uncontrolled	37	129	

Master List of TAM Crossing Guard Program Locations with Scoring Detail (TAM Board Approved April 2023)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Golden Hind Passage (in front of school)	Corte Madera	Uncontrolled	32	130	
Bellam Boulevard & Anderson Drive	San Rafael	Signal	32	131	
Bon Air Road & South Eliseo Drive	Marin County	Signal	31	132	
Sir Francis Drake Boulevard & Bon Air Road	Kentfield	Signal	31	133	
Sir Francis Drake Boulevard & Oak Manor Drive	Fairfax	Signal	30	134	
Tiburon Boulevard & Blackfield Drive	Tiburon	Signal	30	135	Currently traded with Karen (IFOS) Rank 35
Paradise Drive & Seawolf Passage	Corte Madera	Signal	28	136	Currently paid for by LCMSD
San Marin Drive & San Carlos Way	Novato	Stop Sign	28	137	
Spindrift Passage & Prince Royal Passage	Corte Madera	Uncontrolled	26	138	
Drake Avenue & Phillips Drive (N)	Marin County	Uncontrolled	31	139	
South Novato Boulevard & Sunset Pkwy	Novato	Signal	26	140	Paid for by NUSD
Grand Avenue & Jewell Street	San Rafael	Stop Sign	25	141	
Woodland Avenue (at back of Wade Thomas school)	San Anselmo	Uncontrolled	24	142	
Kleinert Way & Neds Avenue	Tiburon	Uncontrolled	22	143	
Harvard Avenue & Wellesley Avenue	Tamalpais Valley	Uncontrolled	20	144	
Montford Avenue & Melrose Avenue	Tamalpais Valley	Stop Sign	20	145	
Tiburon Boulevard & Rock Hill Drive	Tiburon	Signal	20	146	
Richmond Road & Mariposa Avenue	San Anselmo	Uncontrolled	19	147	
Buchanan Drive (at school driveway)	Sausalito	Uncontrolled	19	148	
Buchanan Drive & Wateree Street	Sausalito	Uncontrolled	17	149	
Arias Street & Trellis Drive	San Rafael	Uncontrolled	16	150	
Lincoln Avenue & Paloma Avenue	San Rafael	Signal	15	151	
Olive Avenue & Summers Avenue	Novato	Uncontrolled	15	152	
Sir Francis Drake Boulevard & Aspen Court	San Anselmo	Signal	14	153	
Olema-Bolinas Road & Mesa Road	Bolinas	Stop Sign	14	154	
Main Gate Road & C Street	Novato	Uncontrolled	13	155	
Bridgeway & Nevada Street	Sausalito	Signal	13	156	
Bellam Boulevard & Francisco Boulevard East	San Rafael	Signal	13	157	
Sequoia Drive & Red Hill Avenue (Miracle Mile)	San Anselmo	Signal	11	158	
End of Tinker Way	Novato	Uncontrolled	9	159	
Arthur Street & Hayes Street	Novato	Uncontrolled	7	160	
Nevada Street & Tomales Street	Sausalito	Uncontrolled	2	161	

Master List of TAM Crossing Guard Program Locations with Scoring Detail (Revised 12-14-23)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Sir Francis Drake & Glen Drive	Fairfax	Uncontrolled	154	1	
Doherty Drive & Rose Lane (East) (at Piper Park)	Larkspur	Uncontrolled	150	2	
Nova Albion Way at Vallecito School	San Rafael	Uncontrolled	145	3	
Miller Avenue & Almonte Boulevard	Mill Valley	Uncontrolled	144	4	
Center Road & Wilson Avenue	Novato	Stop Sign	142	5	
East Strawberry Drive at Strawberry School	Marin County	Uncontrolled	139	6	
Center Road & Leland Drive	Novato	Uncontrolled	136	7	
Sunset Parkway & Merritt Drive	Novato	Uncontrolled	131	8	
Olive Avenue (in back of school)	Novato	Uncontrolled	130	9	
Sir Francis Drake Boulevard & Oak Tree Lane	Fairfax	Uncontrolled	130	10	
Lagunitas Road & Ross Common	Ross	Uncontrolled	127	11	
Ross Common (at Post Office)	Ross	Uncontrolled	126	12	
Sir Francis Drake Boulevard & Marinda Dr	Fairfax	Uncontrolled	125	13	
East Blithedale Avenue & Lomita Avenue	Mill Valley	Signal	125	14	
Sir Francis Drake Boulevard & Manor Road	Kentfield	Uncontrolled	124	15	
Sir Francis Drake Boulevard & Wolfe Grade	Kentfield	Signal	122	16	Two guards at location, second paid for by KSD
Larkspur Plaza Drive (Tam Racket Club) & Doherty Drive	Larkspur	Signal	119	17	
Sutro Avenue (in front of Pleasant Vally Elementary)	Novato	Uncontrolled	118	18	
College Avenue & Stadium Way	Kentfield	Signal	117	19	
Camino Alto & Sycamore Avenue	Mill Valley	Signal	117	20	
Happy Lane & 5th Avenue	San Rafael	Uncontrolled	117	21	
Paladini Road & Vineyard Road	Novato	Stop Sign	116	22	
Las Gallinas Avenue & Elvia Court	San Rafael	Stop Sign	116	23	
Mohawk Avenue (in front of Neil Cummins School)	Corte Madera	Uncontrolled	115	24	
Woodland Avenue & Lindaro Street	San Rafael	Stop Sign	114	25	
San Ramon Way & San Juan Court	Novato	Uncontrolled	114	26	
Woodland Avenue & Eva Street	San Rafael	Stop Sign	113	27	
Magnolia Avenue & Wiltshire Avenue	Larkspur	Uncontrolled	111	28	
Bahia Way at School Entrance	San Rafael	Uncontrolled	110	29	
Wilson Avenue & Vineyard Road	Novato	Stop Sign	110	30	
Sutro Avenue & Dominic Drive	Novato	Uncontrolled	110	31	
Bell Lane & Enterprise Concourse	Mill Valley	Stop Sign	108	32	
Belle Avenue (in front of school)	San Rafael	Uncontrolled	108	33	
Donahue Street & Drake Avenue (NW)	Marin County	Uncontrolled	107	34	
Karen Way (in front of school)	Tiburon	Uncontrolled	106	35	Site Guarded by RUSD, swapped with Rank 139
Hickory Avenue (near Mohawk Avenue)	Corte Madera	Uncontrolled	106	36	
Miller Avenue & Evergreen Avenue	Mill Valley	Uncontrolled	105	37	
Redwood Avenue & Pixley Avenue	Corte Madera	Uncontrolled	104	38	Site not guarded, Corte Madera PW swapped with Rank 116
Calle Empinada & Calle Paseo	Novato	Uncontrolled	100	39	
Shoreline Highway & Pine Hill Road	Mill Valley	Uncontrolled	100	40	
Kerner Boulevard & Canal Street	San Rafael	Stop Sign	95	41	
McAllister Avenue & Stadium Way	Kentfield	Uncontrolled	93	42	
Butterfield Road & Green Valley Court	San Anselmo	Uncontrolled	93	43	
Alameda De La Loma & Calle De La Mesa (East)	Novato	Stop Sign	92	44	
Oak Manor Drive (mid-block at school)	Fairfax	Uncontrolled	92	45	
Bahia Way & Kerner Boulevard	San Rafael	Stop Sign	89	46	

Master List of TAM Crossing Guard Program Locations with Scoring Detail (Revised 12-14-23)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Almonte Boulevard & Rosemont Avenue	Mill Valley	Uncontrolled	89	47	
Lagunitas Road & Allen Avenue	Ross	Stop Sign	88	48	
Tiburon Boulevard & Avenida Miraflores	Tiburon	Signal	88	49	
San Ramon Way & San Benito Way (North)	Novato	Stop Sign	87	50	
Lovell Avenue & Old Mill Street	Mill Valley	Uncontrolled	87	51	
South Novato Boulevard & Yukon Way	Novato	Uncontrolled	86	52	
North San Pedro Road & Roosevelt Avenue	San Rafael	Uncontrolled	85	53	
177 North San Pedro Road	San Rafael	Uncontrolled	85	54	
Sir Francis Drake Boulevard & Tamal Avenue	San Anselmo	Signal	84	55	
Tiburon Boulevard & Lyford Drive	Tiburon	Signal	80	56	
5th Avenue & River Oaks Drive	San Rafael	Uncontrolled	80	57	
Tiburon Boulevard & Mar West Street	Tiburon	Uncontrolled	80	58	
Shoreline Highway & Almonte Boulevard	Mill Valley	Signal	80	59	
Throckmorton Ave & Old Mill Street	Mill Valley	Stop Sign	77	60	
Blackstone Drive & Las Gallinas Avenue	San Rafael	Stop Sign	76	61	
Magnolia Avenue & King Street	Larkspur	Stop Sign	76	62	
South Novato Boulevard & Lark Court	Novato	Uncontrolled	76	63	
Tiburon Boulevard & Stewart Drive	Tiburon	Uncontrolled	76	64	
Sunset Parkway & Ignacio Boulevard	Novato	Stop Sign	75	65	
College Avenue & Woodland Avenue/Kent Avenue	Kentfield	Stop Sign	75	66	
Lomita Drive (in front of Edna Maguire School)	Mill Valley	Stop Sign	73	67	
Gibson Avenue & Shoreline Highway	Tamalpais Valley	Signal	72	68	
Trumbull Avenue & Vineyard Road	Novato	Stop Sign	71	69	
Woodland Avenue & Siebel Street	San Rafael	Uncontrolled	70	70	
Butterfield Road & Rosemont Avenue (in front of School)	San Anselmo	Stop Sign	70	71	
Sir Francis Drake Boulevard & Laurel Grove Avenue (East)	Kentfield	Signal	69	72	Rescored due to changed condition Oct 2023
West Castlewood Drive & Knight Drive	San Rafael	Stop Sign	69	73	
Tiburon Boulevard & Kleinert Way/Ned's Way	Tiburon	Uncontrolled	69	74	
Sir Francis Drake Boulevard & Meadow Way	San Geronimo	Uncontrolled	69	75	
Sunset Parkway & Lynwood Drive	Novato	Uncontrolled	68	76	
One Main Gate Road at School	Novato	Uncontrolled	67	77	
Redwood Highway & NB Off-Ramp/DeSilva Drive (at POC)	Marin County	Signal	65	78	
Tiburon Boulevard & East Strawberry Drive	Marin County	Uncontrolled	65	79	
Redwood Highway & Southbound Seminary Drive On-Ramp	Mill Valley	Stop Sign	64	80	
Tiburon Boulevard & San Rafael Avenue	Tiburon	Signal	64	81	
Freitas Parkway & Pavadas	San Rafael	Stop Sign	64	82	New request by San Rafael PW
San Benito Way & San Ramon Way (south)	Novato	Uncontrolled	62	83	
Ross Avenue & Kensington Road	San Anselmo	Stop Sign	61	84	
Sir Francis Drake Boulevard & College Avenue	Kentfield	Signal	59	85	
Wilson Avenue at X-walk to field	Novato	Uncontrolled	59	86	
San Marin Drive & San Ramon Way	Novato	Stop Sign	59	87	
Tiburon Boulevard & Trestle Glen Boulevard	Tiburon	Signal	59	88	
Adams Street & Johnson Street	Novato	Stop Sign	58	89	
Las Gallinas & Oleander	San Rafael	Uncontrolled	58	90	New request by San Rafael PW
Sir Francis Drake Boulevard & Butterfield Road	San Anselmo	Signal	57	91	
Avenida Miraflores & Hilary Drive	Tiburon	Uncontrolled	56	92	

Master List of TAM Crossing Guard Program Locations with Scoring Detail (Revised 12-14-23)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Sir Francis Drake Boulevard & Saunders Avenue	San Anselmo	Uncontrolled	55	93	Rescored due to changed condition Oct 2023
Las Gallinas Avenue & Miller Creek Road	San Rafael	Stop Sign	53	94	
Avenida Miraflores at School	Tiburon	Uncontrolled	53	95	
Nova Albion Way & Arias Street	San Rafael	Signal	52	96	
Sutro Avenue & Center Road	Novato	Stop Sign	52	97	
Mt Shasta Drive & Idylberry Road	Lucas Valley	Stop Sign	51	98	
Nova Albion Way & Montecillo Road	San Rafael	Stop Sign	51	99	Rescored due to changed condition Oct 2023
Knight Drive & Ashwood Court	San Rafael	Uncontrolled	51	100	
Marinwood Avenue & Miller Creek Road	San Rafael	Stop Sign	51	101	
Center Road & Diablo Avenue	Novato	Stop Sign	51	102	This was the original Rank 97 in April and the staff recommended funding cutoff
Sir Francis Drake Boulevard & Lagunitas Road	Ross	Signal	50	103	This site will no longer be funded by TAM in January 2024 unless Board extends to June 2024
Woodland Avenue & Lovell Avenue	San Rafael	Uncontrolled	49	104	This site will be eliminated in January 2024 unless Board extends to June 2024
Corte Madera Avenue & Tamalpais Drive (& Redwood)	Corte Madera	Signal	49	105	This site will be eliminated in January 2024 unless Board extends to June 2024
Sir Francis Drake Boulevard & Barber Avenue/Ross Avenue	San Anselmo	Signal	48	106	
Sir Francis Drake Boulevard & Bolinas Avenue	San Anselmo	Signal	48	107	Guarded by others
Bolinas Avenue & Shady Lane	Ross	Uncontrolled	48	108	Guarded by others
East Blithedale Avenue & Elm Avenue	Mill Valley	Signal	47	109	
East Blithedale Avenue & Buena Vista Avenue	Mill Valley	Stop Sign	45	110	Rescored due to changed condition Oct 2023
Melrose Avenue & Evergreen Avenue	Tamalpais Valley	Stop Sign	44	111	
Racquet Club Drive & 5th Avenue	San Rafael	Stop Sign	44	112	
Shoreline Highway (in front of West Marin School)	Point Reyes Station	Uncontrolled	44	113	
Sir Francis Drake Boulevard & Broadmoor Avenue	San Anselmo	Signal	43	114	
Tamalpais Drive & Eastman Avenue	Corte Madera	Signal	42	115	Swapped with Rank 38
Sir Francis Drake Boulevard & South Eliseo Drive	Kentfield	Signal	42	116	
Olema-Bolinas Road (in Front of School)	Bolinas	Uncontrolled	41	117	
Center Road & Tamalpais Avenue	Novato	Stop Sign	39	118	
Richmond Road & Belle Avenue	San Anselmo	Uncontrolled	38	119	
Bellam Boulevard & I-580 on ramp	San Rafael	Signal	38	120	
Arthur Street & Cambridge Street	Novato	Stop Sign	37	121	Site paid for by NUSD
Evergreen Avenue & Ethel Avenue	Tamalpais Valley	Stop Sign	36	122	
Ricardo Lane & East Strawberry Drive	Marin County	Uncontrolled	36	123	
Blackfield Drive & Karen Way	Tiburon	Uncontrolled	35	124	
Diablo Avenue & Hotchkin Drive	Novato	Uncontrolled	35	125	
Nova Albion Way & Las Gallinas Avenue	San Rafael	Signal	35	126	
Bellam Boulevard & I-580 off ramp	San Rafael	Signal	35	127	
Marin Street & Bayview Street	San Rafael	Stop Sign	34	128	
Arthur Street & Taft Court/Tyler Street	Novato	Uncontrolled	34	129	
Blackfield Drive & Cecilia Way	Tiburon	Uncontrolled	34	130	
Wilson Avenue & Hansen Road	Novato	Uncontrolled	34	131	
Golden Hind Passage (in front of school)	Corte Madera	Uncontrolled	32	132	
Bellam Boulevard & Anderson Drive	San Rafael	Signal	32	133	
Drake Avenue & Phillips Drive (N)	Marin County	Uncontrolled	26	134	
Bon Air Road & South Eliseo Drive	Marin County	Signal	31	135	
Sir Francis Drake Boulevard & Bon Air Road	Kentfield	Signal	31	136	
Sir Francis Drake Boulevard & Oak Manor Drive	Fairfax	Signal	30	137	
Tiburon Boulevard & Blackfield Drive	Tiburon	Signal	30	138	Swapped with Rank 35

Master List of TAM Crossing Guard Program Locations with Scoring Detail (Revised 12-14-23)

Location	City/Community	Type of Control Primary Crossing	Weighted Score	Rank	Notes
Paradise Drive & Seawolf Passage	Corte Madera	Signal	28	139	Site paid for by LCMSD
San Marin Drive & San Carlos Way	Novato	Stop Sign	28	140	
Spindrift Passage & Prince Royal Passage	Corte Madera	Uncontrolled	26	141	
South Novato Boulevard & Sunset Pkwy	Novato	Signal	26	142	Site paid for by NUSD
Grand Avenue & Jewell Street	San Rafael	Stop Sign	25	143	
Woodland Avenue (at back of Wade Thomas school)	San Anselmo	Uncontrolled	24	144	
Kleinert Way & Neds Avenue	Tiburon	Uncontrolled	22	145	
Harvard Avenue & Wellesley Avenue	Tamalpais Valley	Uncontrolled	20	146	
Montford Avenue & Melrose Avenue	Tamalpais Valley	Stop Sign	20	147	
Tiburon Boulevard & Rock Hill Drive	Tiburon	Signal	20	148	
Richmond Road & Mariposa Avenue	San Anselmo	Uncontrolled	19	149	
Buchanan Drive (at school driveway)	Sausalito	Uncontrolled	19	150	
Buchanan Drive & Wateree Street	Sausalito	Uncontrolled	17	151	
Arias Street & Trellis Drive	San Rafael	Uncontrolled	16	152	
Lincoln Avenue & Paloma Avenue	San Rafael	Signal	15	153	
Olive Avenue & Summers Avenue	Novato	Uncontrolled	15	154	
Sir Francis Drake Boulevard & Aspen Court	San Anselmo	Signal	14	155	
Olema-Bolinas Road & Mesa Road	Bolinas	Stop Sign	14	156	
Main Gate Road & C Street	Novato	Uncontrolled	13	157	
Bridgeway & Nevada Street	Sausalito	Signal	13	158	
Bellam Boulevard & Francisco Boulevard East	San Rafael	Signal	13	159	
Sequoia Drive & Red Hill Avenue (Miracle Mile)	San Anselmo	Signal	11	160	
End of Tinker Way	Novato	Uncontrolled	9	161	
Arthur Street & Hayes Street	Novato	Uncontrolled	7	162	
Nevada Street & Tomales Street	Sausalito	Uncontrolled	2	163	

Gold indicates locations where a City or Town has opted to swap Sites or a School District has paid for a Site

Light Green indicates Sites that have been rescored in Fall of 2023 with a score of 51 or higher

Purple indicates a Site that has been rescored in Fall of 2023 with a score under 51

Dark Green indicates new sites that were scored in Fall 2023

Blue indicates Sites that were below Rank 97 when the Board extended the list to Rank 103 in April 2023 but were not rescored

Board of Commissioners Crossing Guard Location Update

Transportation Authority of Marin

December 14, 2023



Program Background

- Included in Measure A/AA and Measure B
- Measure AA Renewal in 2018 increased local funding for Crossing Guards from 4.2% to 7%
 - Specified a base of up to 96 Guards
- “Changed condition policy” allows sites to be evaluated upon request (outside of regular evaluation cycle)
 - If the changed condition site scores above the existing approved sites, the new site can be added
 - Average of 2 guards added each year due to changed condition



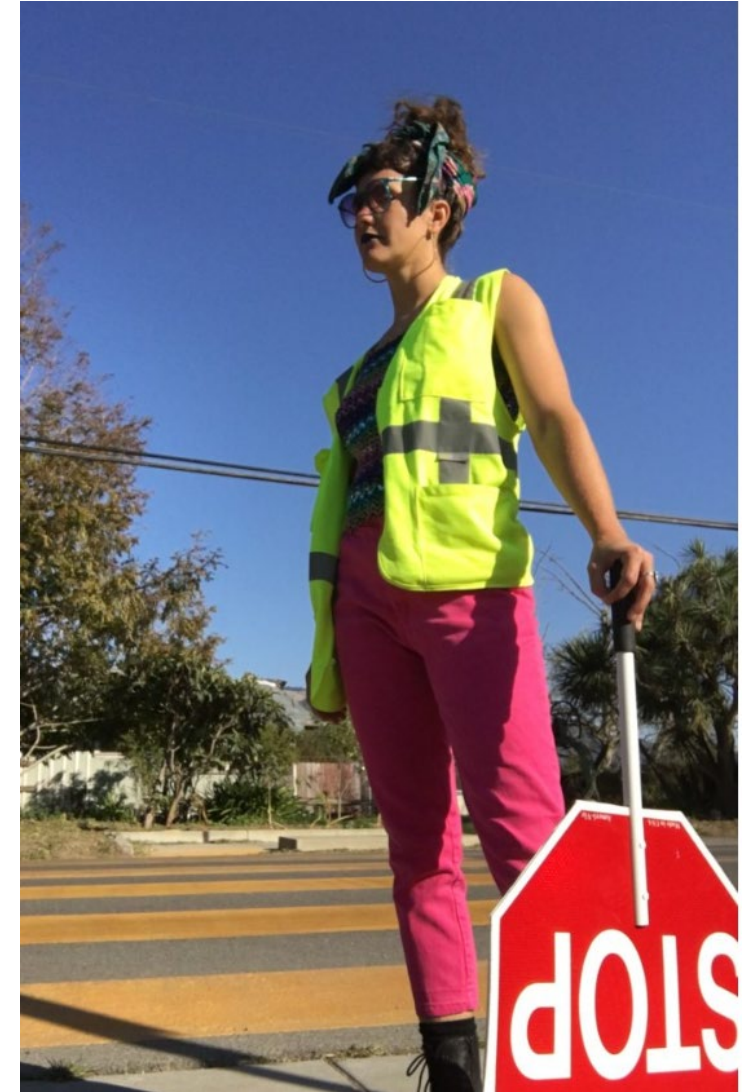
2023 Evaluation & Revised Location List

- 5th list of Crossing Guard locations
- Previous lists 2006, 2010, 2014, 2018
- Evaluation postponed to 2023 due to COVID-19
- Prior lists were recommended by Marin Public Works Association (MPWA) and the TAM TAC
- 2023 list was approved by TAM Board in April 2023
- Board approved funding down to Rank 103 until December 2023



Number of Guards/Locations

- Current list includes 108 guarded sites
 - 103 crossing guards are paid for by TAM
 - Larkspur-Corte Madera, Kentfield School Districts pay for one additional site each
 - Novato Unified pays for two sites
 - Mill Valley SD & partner contributions pay for one site



Summary of 2023 Activities

- New ranked list was reviewed by MPWA in March 2023.
- Staff recommended funding down to a score of 51 that would have extended cutoff to Rank 97 at that time (due to a tie between Ranks 96 and 97)
- At its April 27, 2023 meeting, the TAM Board approved the list, recommended funding to Rank 103 until December, and directed staff to reevaluate any site between Rank 98 and 103 where the Public Works official indicated a changed condition may have occurred
- Staff evaluated 6 sites this Fall
 - Four sites were evaluated due to changed conditions, and
 - Two sites that were new requests as allowed by the New and Changed Conditions Policy

Evaluations

Four sites were re-evaluated in mid-October

- Sir Francis Drake & Laurel Grove: score increased from 49 to 69
- Montecillo & Nova Albion: score increased from 50 to 51
- Sir Francis Drake & Saunders: score increased from 50 to 55
- East Blithedale & Buena Vista: score increased from 37 to 45

Two new sites were evaluated in San Rafael

- Freitas Parkway & Las Pavadas: scored 64
- Las Gallinas & Oleander: scored 58

The former Rank 97 score was 51 and is the funding cutoff



Key List Changes

Intersection	Jurisdiction	Type of Traffic Control	Weighted Score	Rank
Las Gallinas & Oleander	San Rafael	Uncontrolled	58	90
Sir Francis Drake Boulevard & Butterfield Road	San Anselmo	Signal	57	91
Avenida Mireflores & Hilary Drive	Tiburon	Uncontrolled	56	92
Sir Francis Drake Boulevard & Saunders Avenue	San Anselmo	Uncontrolled	55	93
Las Gallinas Avenue & Miller Creek Road	San Rafael	Stop Sign	53	94
Avenida Miraflores at School	Tiburon	Uncontrolled	53	95
Nova Albion Way & Arias Street	San Rafael	Signal	52	96
Sutro Avenue & Center Road	Novato	Stop Sign	52	97
Mt Shasta Drive & Idylberry Road	Lucas Valley	Stop Sign	51	98
Nova Albion Way & Montecillo Road	San Rafael	Stop Sign	51	99
Knight Drive & Ashwood Court	San Rafael	Uncontrolled	51	100
Marinwood Avenue & Miller Creek Road	San Rafael	Stop Sign	51	101
Center Road & Diablo Avenue	Novato	Stop Sign	51	102
Sir Francis Drake Boulevard & Lagunitas Road	Ross	Signal	50	103
Woodland Avenue & Lovell Avenue	San Rafael	Uncontrolled	49	104
Corte Madera Avenue & Tamalpais Drive (& Redwood)	Corte Madera	Signal	49	105
Sir Francis Drake Boulevard & Barber Avenue/Ross Ave	San Anselmo	Signal	48	106

Legend

Sites that were rescored in Fall of 2023 with a score of 51 or higher

New sites that were scored in Fall 2023

Sites that were below Rank 97 when the Board extended the list to Rank 103 in April 2023 (not rescored)

Results of Re-evaluation

Of the 6 re-evaluated and newly evaluated sites, 5 scored above the cutoff.

Which means:

- Retaining the three sites from the Spring, and
- Adding two new sites
- Former cutoff which was at 103 (April 2023) is now at 105 (December 2023)

Cost Implications of Additional Guards for this Cycle

Six guards at \$20,000/year for 2023-24	\$120,000
Two additional years (2024-25 and 2025-26) of the three sites that were reevaluated and now have a score of 51 or higher, at \$23,000 per year per site	\$138,000
Rescoring the three sites	\$6,000
Total 2023-2026	\$264,000

- Note, this assumes the guards at Rank 103 to 105 will be discontinued in June
- Increased costs may raise the chance of additional cuts with each new list

Recommendation from FP&L Committee

- Approve the revised crossing guard list
- Approve funding of all sites on the revised list down to Rank 105 until June 2024
 - This recommendation stems from past practice of not eliminating guarded locations mid-year
- Return in March or April 2024 with additional information for TAM Board to consider further Program changes at that time

Next Steps

Pending Board approval, begin staffing the additional locations in January

Return in Spring with additional information, after consulting with the Safe Routes to Schools Ad-Hoc Committee

- Potential impacts of new FAST Act to wages
- Potential changes to the 2011 Changed Conditions Policy
- Potential savings with reducing the number of sites scored for each recertification list
- Potential savings associated with expanding the time between recertification cycles and evaluation reports
- Different scenarios for utilizing the existing carryover for the long-term stability of the Program
- Estimate of additional resources needed to maintain the existing Program

Questions?





DATE: December 14, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Scott McDonald, Principal Transportation Planner

SUBJECT: Marin-Sonoma Bike Share Pilot Program Update, Agenda Item No. 7

RECOMMENDATION

No action is needed. This is a discussion item only.

BACKGROUND

In 2018, TAM and the Sonoma County Transportation Authority (SCTA) signed a cooperative agreement for the implementation of a bike share pilot program after receiving an \$826,000 grant from the Metropolitan Transportation Commission (MTC). The funding was to provide an opportunity to connect bike share with the Sonoma Marin Area Rail Transit (SMART) corridor in Sonoma and Marin counties with SCTA being the lead fiscal and contract agent. Following a competitive procurement process, in February 2020, SCTA approved a contract with Bolt Mobility (formerly Gotcha Mobility) for a scope of work including planning, launch, and operations of a 300 electric bike (e-bike) pilot program.

In 2022, as the program launch was in the final stage of planning, Bolt Mobility ceased communications with TAM and discontinued its operations, thus terminating the agreement to operate the program. Note that SCTA and TAM retained the full amount of grant funding, which can be used to set up a new program based on the procurement of a new operator.

Along with other transit and transportation services, the pandemic caused market challenges for bike share and micromobility companies, ongoing supply chain issues, and increasing operating costs. TAM staff worked closely with SCTA, MTC, and agencies involved in the original program development to consider an approach moving forward. Considerations included the timing of a new procurement process, whether a modified scope or program might be more viable, and whether alternative programs for first/last mile connections with transit should be considered. The ultimate desire from partnering agencies was to continue with a new procurement to pick up where the last program development left off and to renew the process leading to the launch of a bike share program.

DISCUSSION

In June 2023, TAM and SCTA initiated a new contractor procurement process by releasing a Request for Proposals (RFP) to implement and operate a bike share program. Four proposals were received in August 2023, and considered in the evaluation. The RFP review panel included staff from the following agencies: TAM, SCTA, MTC, City of Santa Rosa, City of San Rafael, and SMART. The panel elected to invite the two top-ranked bike share firms to interview. The panel unanimously recommended the selection of Drop Mobility as the operator of the Marin-Sonoma Bike Share Program based on the evaluation and interview results. Drop Mobility is headquartered in Toronto, Canada and operates in more than 25 cities in North America, with staff based in San Francisco.

Under the cooperative agreement formerly executed between TAM and SCTA, SCTA is authorized to enter into a contract with Drop Mobility as the lead fiscal and contract agent for the program. On December 11, SCTA staff is recommending their Board authorize the agreement with Drop Mobility in the amount of \$820,000. The remaining \$6,000 of the MTC grant amount will be retained for potential legal fees associated with the program as needed.

Program Scope with Drop Mobility

TAM and SCTA staff negotiated the scope of the program with Drop Mobility to develop and launch a program to include a fleet of 300 e-bikes. The initial system network will be established through a demand analysis and based on prior system planning done in conjunction with local cities. This will focus on areas connecting to and around SMART stations, based on prior public input, and other considerations to inform the final system configuration.

Staff from TAM and SCTA made progress on several elements of program development under the former contract with Bolt Mobility that may be transferred to the new program, including convening monthly working group meetings with all participating agencies to develop the program, collection of input through a public survey, review of technical demand analysis, coordination of station siting and permitting, and review of other program details.

The proposed Bike Share Pilot Program scope of work includes planning, procurement, launch, and two-years of operations of a system of 300 shared pedal assist e-bicycles (Class I e-bikes) and approximately 75 parking hubs with wayfinding and advertising signage. The initial system network would include modular bicycle parking racks for shared bicycles to lock. Under the agreement, Drop Mobility will design the service area and bicycle parking plan based on previous research, public and stakeholder input, market analysis, as well as previous and new site evaluations.

The system is expected to launch as early as summer 2024 and the operating period in the agreement is two years. The term of the agreement is through June 30, 2027 to accommodate any potential delays and align with the grant funding expenditure deadline. System operations after the two-year pilot could require additional funding for subsidies. The agreement includes a 90/10 revenue split, where Drop Mobility maintains 90 percent of the revenue and 10 percent is allocated to SCTA to reinvest in the system during or after the pilot.

The program is expected to be provided through permit approvals to include the City of Santa Rosa, City of Rohnert Park, City of Cotati, City of Petaluma, City of Novato, City of San Rafael, City of Larkspur, Golden Gate Ferry, and SMART. Participating agencies and property owners will be confirmed along with their respective roles and responsibilities within the coming months. Staff representatives, which include public works and transportation professionals from the abovementioned agencies, will be coordinated with during the pilot program.

FISCAL IMPACTS

The MTC Bike Share Grant provides \$826,000 to SCTA and TAM for the implementation of a Bike Share Pilot Program, with STCA designated as the fiscal agent. A local match of 11.47% or \$94,700 is required and can be covered through in-kind staff time divided between SCTA and TAM. TAM and SCTA approved a Cooperative Agreement in July 2018, establishing a shared funding and project management arrangement of the grant award from MTC. This agreement is still in place and will apply to the new pilot program effort. The Cooperative Agreement dictated that the grant funding would equally benefit the bike share program in both Sonoma and Marin counties, and that TAM and SCTA staff would share program implementation and management responsibilities.

NEXT STEPS

TAM and SCTA staff will work with Drop Mobility on program development to launch the pilot program. This will also require working with Drop Mobility and the local agencies to finalize a service area analysis to confirm the public right-of-way necessary for bike share parking, along with the distribution of e-bikes, and necessary permit approvals. Staff will continue to provide progress reports to the TAM Board.

ATTACHMENTS

Attachment A – PPT Presentation

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Marin-Sonoma Bike Share Pilot Program Update

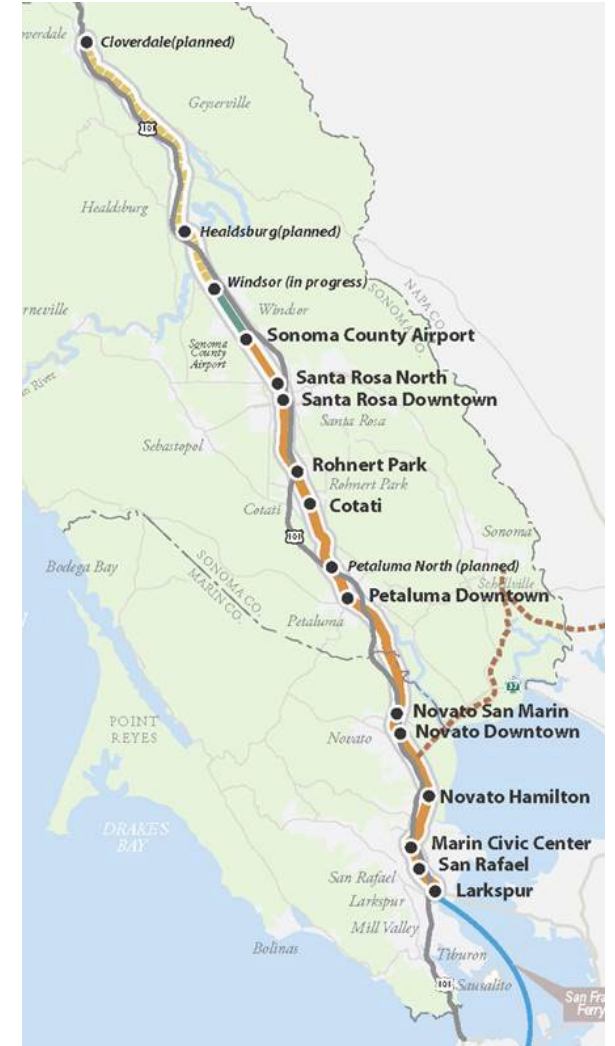
Transportation Authority of Marin

Board of Commissioners

December 14, 2023

Program Background

- Grant from MTC for \$826,000 for bike share program connecting to SMART in Marin and Sonoma counties
- Joint TAM and Sonoma (SCTA) oversight – with SCTA as funding/contract administrator for grant
- Prior Contract with Bolt Mobility for system with 300 electric bicycles in 7 cities along the SMART Corridor
- TAM, SCTA, SMART, GGBHTD, Santa Rosa, Rohnert Park, Cotati, Petaluma, Novato, San Rafael, Larkspur participated in program development
- Bolt Mobility shut down business operations, TAM and SCTA worked on releasing a new Request for Proposals (RFP) to secure a new program operator



2023 RFP Timeline

- RFP Released in June 2023
- Responses to RFP received in August 2023
- Interviews in October 2023
- RFP panel selected Drop Mobility as the top-ranked operator/proposer
- Contract negotiations November 2023
- SCTA staff recommendation to approve contract with Drop Mobility 12/11/23

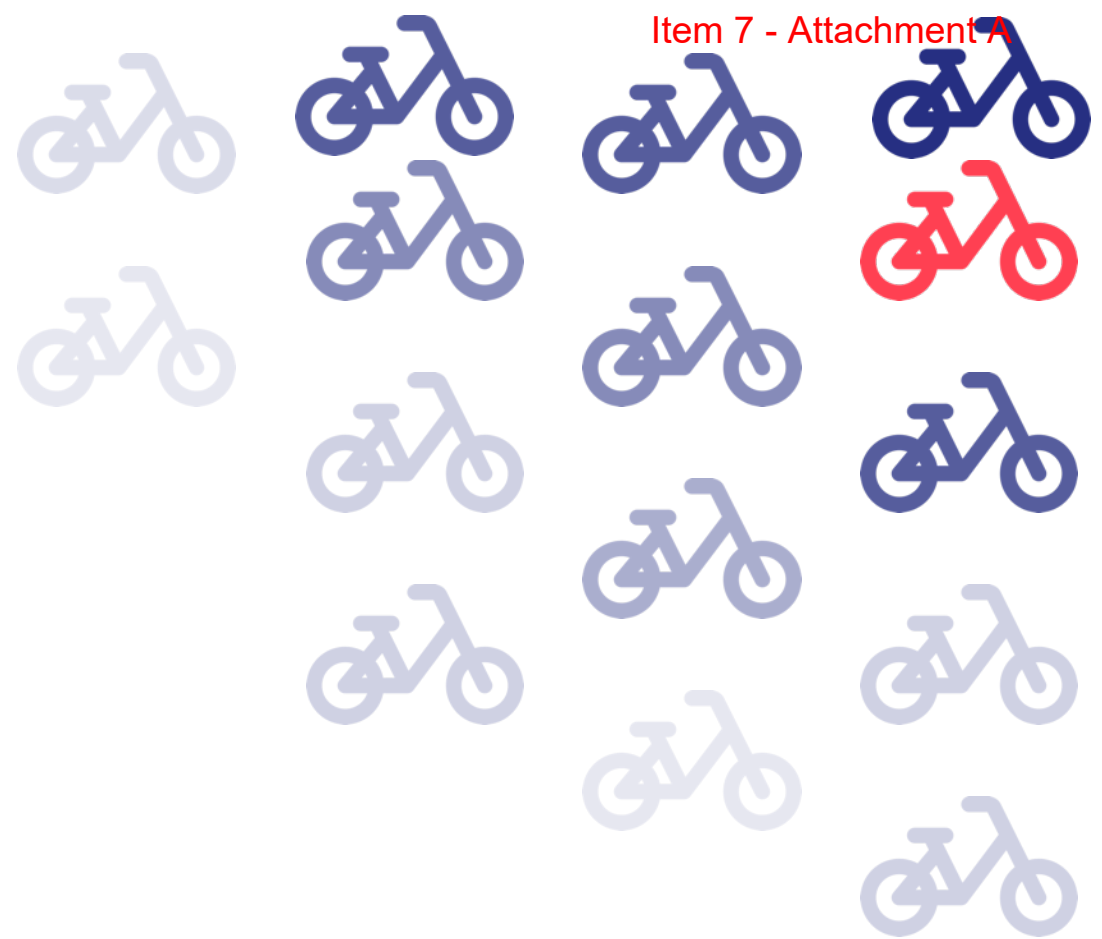
Scope of Work Overview

- Establish program operating team, warehousing facilities, and call center
- Service area and parking hub planning, with encouragement to utilize previously-approved parking hubs
- Outreach, marketing and public relations
- Pricing and memberships: Pay as you go, Monthly, Annual, Equity program
- Provide and maintain hardware, equipment, software, app, website, and data reporting
- System rebalancing and maintenance
- Minimum operating period of 2 years

Other Program Details

- Two-year pilot with opportunity to extend
- Operator owns system and assets for two-year pilot period
- GPS-equipped e-bikes
- Includes disadvantaged communities in service areas
- Data sharing
- Working Group to guide implementation and local permitting

Your end-to-end
micromobility
partner



drop

Introducing Drop Mobility

- 10+ years building micromobility in cities
- Operating in 25+ markets and growing
- Flexible hardware + software product offerings
- Extensive supply chain network
- Turn-key solutions provider (end-to-end)
- White labeled brand
- Sustainable and phased deployment approach
- Experience working with transit and nonprofit operators
- Flexible pricing and equity solutions



powered by **drop**

Partnership approach

Sonoma County Communities: Cotati,
Petaluma, Rohnert Park, Santa Rosa.

Marin County Communities: Larkspur, Novato,
San Rafael.

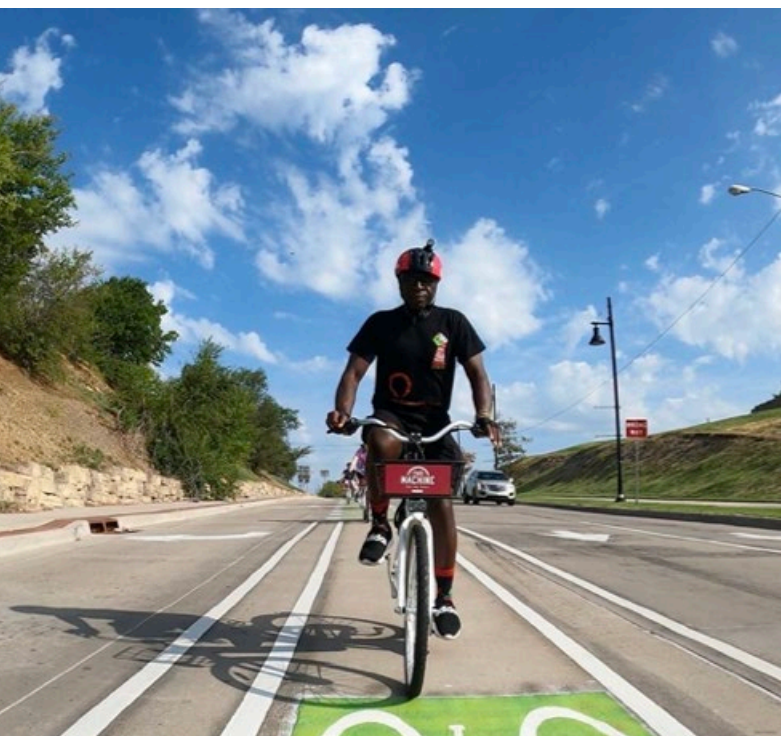


Sonoma County Transportation Authority
Regional Climate Protection Authority





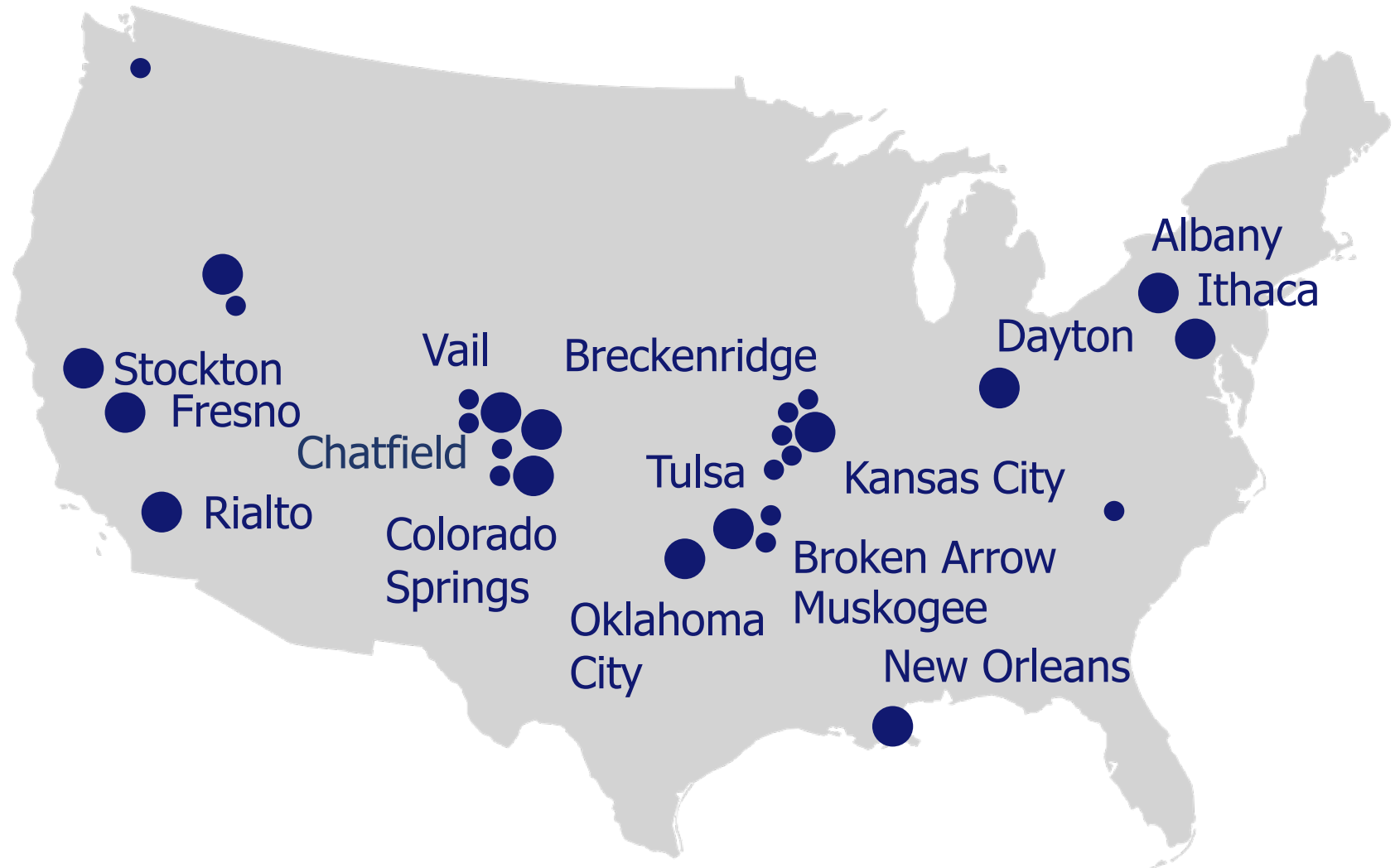
Item 7 - Attachment A



Other Drop Markets

30+ contracts

25+ launched

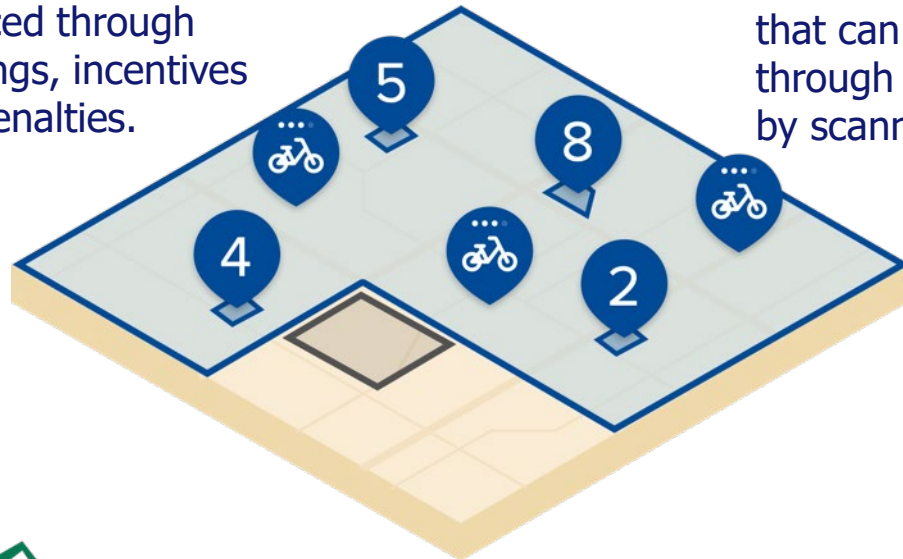


Hub based operating model

Mobility “hubs” or “stations” for parking, tethering and picking up e-bikes increase **reliability** of finding a vehicle and organization.

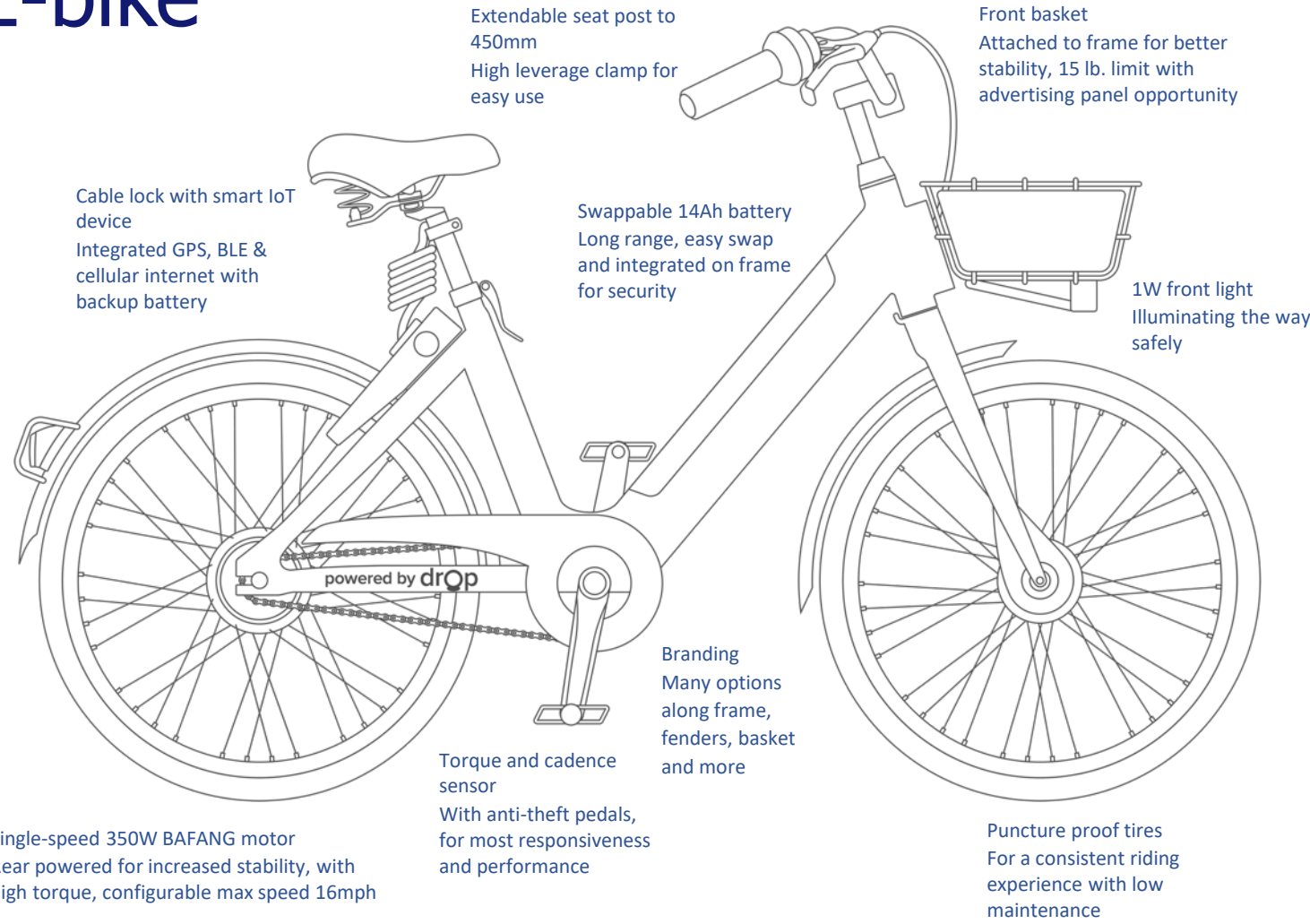
Coverage area is clearly defined and communicated to users on their apps. Enforced through warnings, incentives and penalties.

GPS tracked vehicles that can be unlocked through smartphones by scanning a QR code.



Hub stations with way finder signage.

E-bike



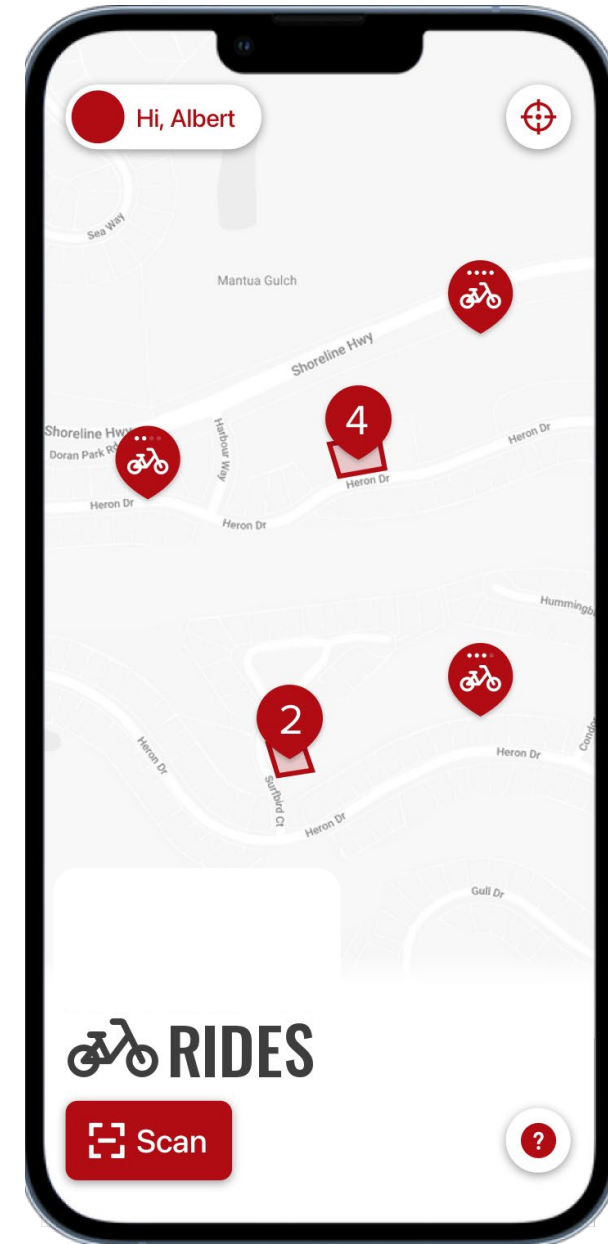
Drop
Model-E201L

- 26" puncture-proof (airless) tires
- 36V 14Ah swappable batteries
- 5hr to full charge
- Custom keyed lock to swap battery
- 40+ mile (60+ km) range
- Shimano front and rear brakes
- 16 mph (25 km/h) max speed
- Seat post extends 450mm
- Internet connected smart lock
- Lock-to cable mechanism
- Solar-powered rear light & reflector
- Front fork limits oversteering
- All-weather kickstand
- BAFANG 350W motor
- Less than 60 lbs
- All aluminum frame and assembly
- ISO4210 and CFR1512 certified

**Additional customizations
and vehicle types available**

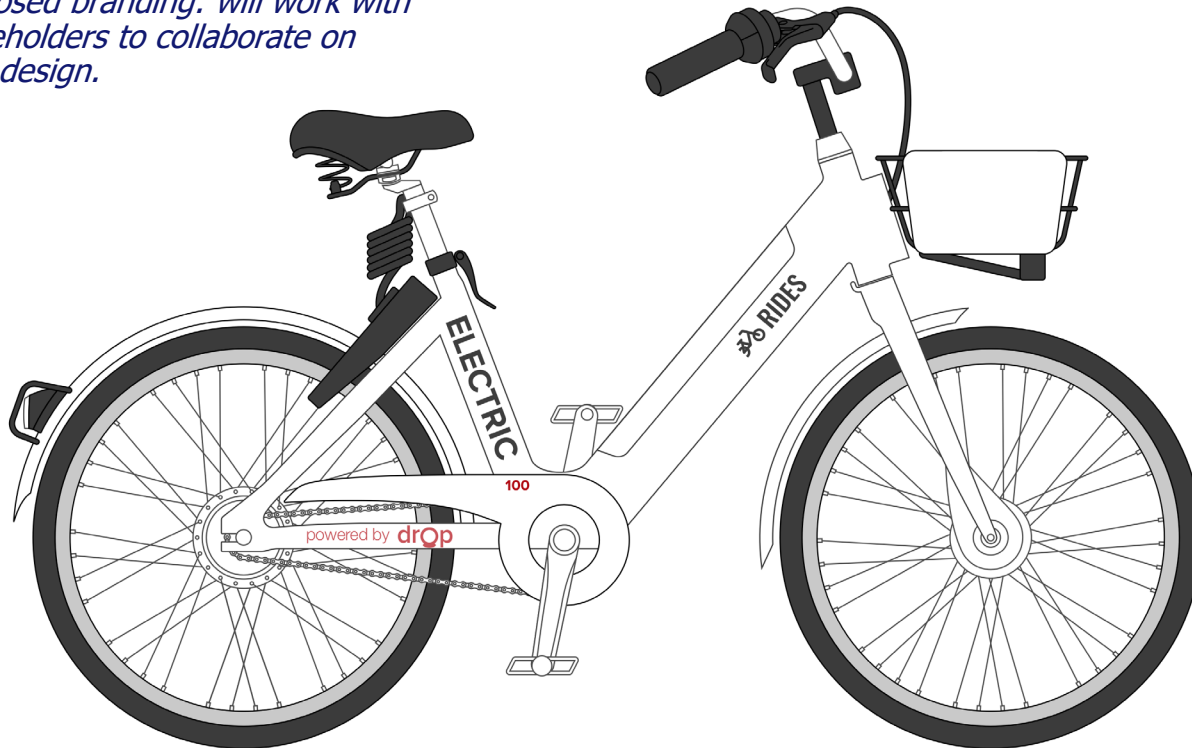
Branded user apps & dashboard

- Users are able to easily and efficiently find bike locations
- Rebalancing creates dependability
- App not necessary to unlock

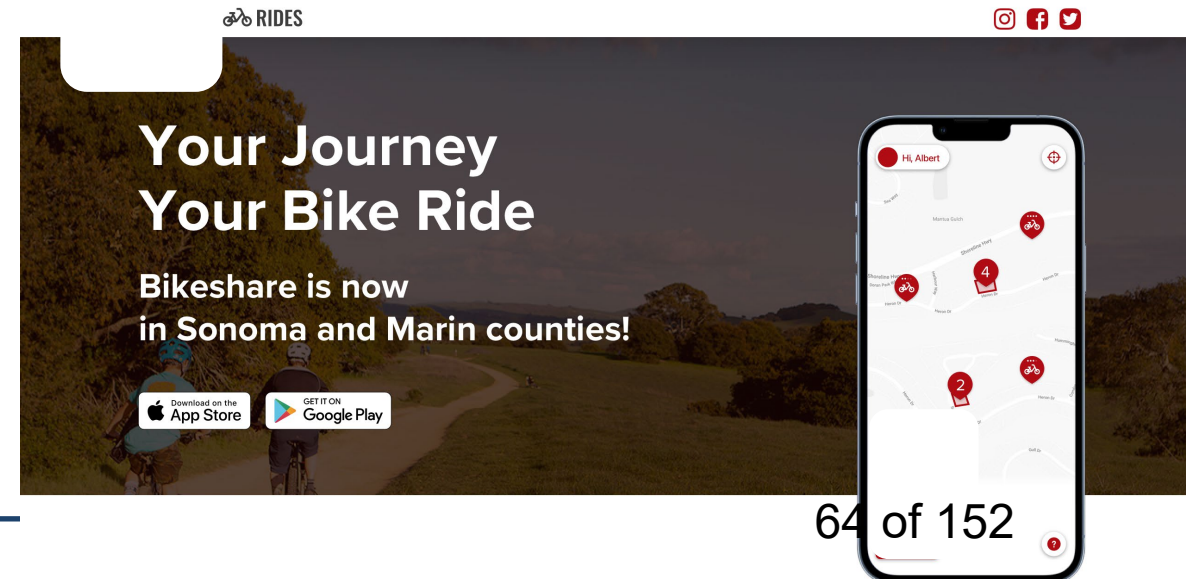


System summary

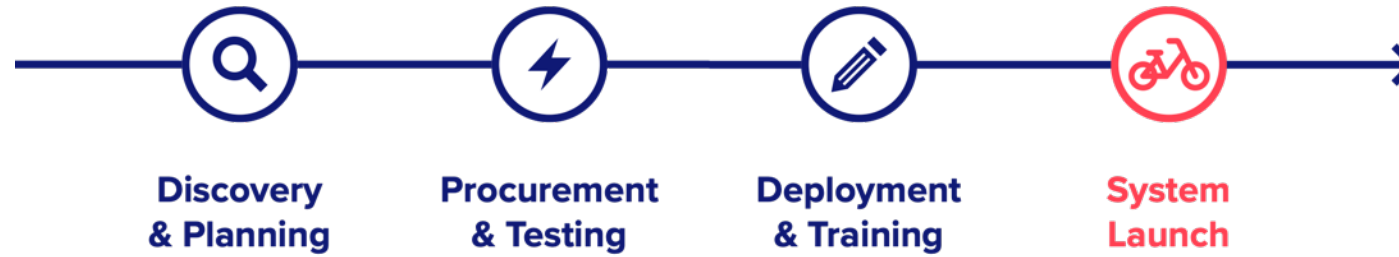
Proposed branding: will work with stakeholders to collaborate on final design.



- Phased expansion beginning with 300 e-bikes
- 75 hubs along the SMART train line
- White label app and software
- Turn-key operations solution
- Collaboration with stakeholders and community
- Marketing, outreach and events
- Customer service
- Equity program
- Transit integration
- Working in a partnership mindset



Timeline



December:

Questions?

Thank you!



DATE: December 14, 2023

TO: Transportation Authority of Marin Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Scott McDonald, Principal Transportation Planner

SUBJECT: Marin Commutes Program Evaluation and Update, Agenda Item No. 8

RECOMMENDATION

No action is needed. This is a discussion item only.

BACKGROUND

The Marin Commutes Program is a comprehensive Transportation Demand Management (TDM) program that aims to reduce traffic congestion, improve air quality, and promote sustainable transportation in Marin County. The program offers a variety of incentives and resources to encourage residents and employees to use alternative transportation modes, such as public transit, carpooling, biking, and walking. The program is funded through Measure AA, Measure B, and occasional outside grant funds.

DISCUSSION

This discussion item presents an update on the Marin Commutes Program, including activities during 2022 and 2023, and the TAM consultant's evaluation, recommendations, and next steps. The evaluation covers the period of March 1, 2022, to June 30, 2023, and assesses each element of the Program's performance in terms of awareness, participation, impact, funding, and partnerships.

The Marin Commutes Program includes public outreach, workplace outreach, evaluation, along with ongoing, seasonal, and targeted campaigns. MarinCommutes.org serves as an information hub, outreach platform, and focal point for commute options, promotions, and localized information for those living and working in Marin County.

Outreach and Promotion Activities

TAM conducted a suite of educational and promotional activities during the period of March 1, 2022, to June 30, 2023, including launching the new ongoing rewards program "Marin Commutes Rewards" and the New Year Commute Challenge, and promoting Bike to Everywhere Month, which are summarized and reviewed in the Program Update Report (Attachment A). TAM also participated in a variety of community events and meetings with employers to share information about the Marin Commutes Program. In addition, TAM conducted informational interviews with ten organizations across Marin County, six community-based organizations (CBOs) and four employers, to learn more about their transportation needs and challenges. TAM also launched a survey of Marin Commutes Rewards users to gather baseline data and feedback on the program. Together these activities helped provide insight into best practices and ways to better educate and advertise the program services to broader organizations and commuters in Marin County.

To promote the new Marin Commutes Rewards Program (offering the first ongoing financial rewards for alternative commutes through Marin Commutes) and related incentives, TAM conducted a suite of digital engagement activities during the reporting period:

- **Website:** TAM prepared and posted new content on the Marin Commutes website to describe the new incentives program and revamped the Walk & Bike page in advance of Bike to Everywhere Month.
- **Newsletters:** Marin Commutes sent four newsletters to the general public and five newsletters to employers during the reporting period. The average open rate for the general public list is 44.4%, and the average open rate for the employer list is 20.4%. Marin Commutes newsletters have a high open rate, indicating that they are better received by subscribers.
- **Emails to Marin Commutes Rewards users:** Marin Commutes sent 8 emails to all users via the RideAmigos platform during the reporting period. Email topics included Commute 37, the launch of the new Marin Commutes Rewards program, reminders to log trips and participate in drawings, and a series of emails about the New Year Commute Challenge.
- **Social media:** Marin Commutes leveraged social media to promote the new Marin Commutes Rewards Program through organic and promoted posts on Facebook, Instagram, and Twitter. Social media outcomes included significant viewership with over 500 followers on social media representing a notable increase in audience size. Engagement rates on Facebook and Instagram fell within or exceeded industry averages. While X (Twitter) saw significantly less engagement, staff is exploring how to best use this platform to reach the target audience.

The following section provides a summary of key program features or incentives that were provided over the period of March 1, 2022, to June 30, 2023, many of which are mainstay elements of Marin Commutes.

Marin Commutes Rewards Program

TAM rolled out a new Marin Commutes Rewards Program in October 2022 to incentivize people to switch to more sustainable commute modes and sustain them over time. The program introduced a rewards ladder, monthly and annual drawings, and bonus rewards. It also featured a New Year Commute Challenge in January-March 2023. Participants can earn rewards for walking, biking, taking transit, carpooling, and vanpooling — even working from home, all available when log these trips taken online or through an app developed by Ride Amigos.

Prior to October 2022, Marin Commutes offered rewards only through seasonal campaigns. The new rewards structure introduced year-round rewards and now allows anyone living or working in Marin County to earn up to \$500 per year for logging eligible green trips. The new structure was designed to encourage year-round participation and to inspire new and sustainable commuting habits.

The rewards were formulated based on best practices from behavioral science. The program structure was vetted by the TDM Working Group, CART Ad Hoc committee, CBOs, and employers through one-on-one interviews conducted in the summer and early fall of 2022.

- The program has been effective in reducing Single Occupancy Vehicle (SOV) travel and carbon dioxide emissions. Over the 16-month reporting period, Marin Commutes Rewards users have avoided 814,103 SOV miles and reduced CO2 emissions by 200.5 tons.
- The program has been successful in engaging users and increasing participation. While user registration increased by 92% from March 2022 to June 2023 (largely due to the launch campaign for Marin Commutes Rewards), it's important to note that most users who register do not become active.

- Marin Commutes defines an active user as a person who has logged at least one trip during a month. Over the reporting period, approximately 312 out of 1,189 registered Marin Commutes participants are active (26%). This number may seem low, but it is considered average or above average for user retention on apps. Sending more frequent reminder emails to users, especially when they first sign up for the program, may help further improve this rate.
- Employer subnetworks have been effective in attracting additional users and increasing participation in the program. Members of employer subnetworks represent approximately 55% of total Marin Commutes active users.
- The most popular modes of travel logged by Marin Commutes Rewards participants are carpool and biking.

Emergency Ride Home Program

The Emergency Ride Home (ERH) program is a safety net that provides people with a reimbursed ride home when they use a non-SOV means to travel, but an unexpected situation arises that requires them to change plans.

- Although most people have never had to use the ERH program, 60% of survey respondents were interested in it. This suggests that the program is well-received, and that people see the value in having it available as a backup option.
- Four individuals submitted Emergency Ride Home requests through Marin Commutes between March 2022 and June 2023. The most common reasons for using the program were personal illness and unscheduled overtime.
- Even though trip reimbursement claims were few, the ERH program influences trip choices and encourages people to take alternatives modes. Of the 88 respondents in the Marin Commutes survey that had heard of the ERH program, 67% reported that knowing the program was available made them feel more comfortable taking alternative modes of transportation.

Vanpool Incentive Program

Vanpooling saves time, money, and can help reduce stress related to driving alone. TAM offers a subsidy of \$150 off the monthly cost of operating a vanpool (with 7-15 seats) up to a total of \$3,600 if the vanpool continues to operate over a 24-month period, to encourage vanpooling as a commute option.

- COVID-19 has had a lasting effect on vanpooling, both within Marin County and beyond. The number of registered vanpools going to/from Marin County was significantly higher before the pandemic but has since stabilized at 10.
- Our survey indicated relatively low awareness and use of the Vanpool Incentive Program and 63% of respondents had never heard of it and 35% haven't or currently don't use it. Only 12% of respondents were interested in trying the Vanpool Incentive Program.
- Vanpools are most successful when associated with large employers that have significant in-person working requirements.

Commute 37 Pilot Program (discontinued)

Commute 37 was a pilot carpool matching and incentive program for anyone who commutes on Highway 37 between Vallejo and Novato. The program was funded by the Bay Area Air Quality Management District (BAAQMD) and ran from April 25 to October 31, 2022.

Commute 37 users in Marin represented the majority of the program's participation, outperforming participation by other counties. Thirty-three (33) Marin Commutes Rewards users signed up for the Commute 37 program, 27 of which were active during the reporting period. These users logged 6,238

carpool trips, which resulted in a reduction of 216,234 miles of SOV trips and 50.2 tons of CO2 emissions. The funded pilot program has ended, but the program webpage is still live and serves as a resource for carpool matching and as a landing page to connect Highway 37 commuters to each county's commuter program websites and incentive programs.

Connect2Transit Pilot Program (discontinued)

The Connect2Transit Pilot Program was a partnership between TAM, Marin Transit, and Uber that provided discounts on first/last mile rides to and from major transit stations in Marin. The program was launched in July 2020 and ended in June 2023.

- Despite low levels of awareness, use of the program was relatively high, with 1,943 vouchers claimed during the reporting period.
- The program was particularly popular with employees of the County of Marin and Kaiser Permanente, who claimed a total of 1,323 trips.
- The program provided transit connections to equity communities and offered services to medical institutions and senior facilities.
- The program faced several challenges due to the limited supply of shared ride service options and reduced demand during the COVID-19 pandemic.

Program Updates Underway

TAM staff obtained feedback from the 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. Staff also consulted with the TAM Commute Alternatives & Trip Reduction (CART) Ad Hoc Subcommittee. The discussion and feedback to date informed the direction and next steps described below.

To make the programs more accessible and continue engagement among the program participants, this fall, TAM staff made adjustments to the Marin Commutes Rewards Program to simplify eligibility and reduce administrative costs, including setting up automatic trip logging reminders in the rewards app. Staff also streamlined the employer resource page and refreshed the outreach toolkit to create a comprehensive and easy-to-use hub for digital content.

Currently, staff is working with transit operators to explore changes to the circumstances under which people can claim the ERH reimbursements and to explore opportunities for a robust public facing marketing campaign, which will involve advertising onboard transit and at major stops and stations, and monthly paid campaigns on social media to reach those who are not active followers.

In January 2024, Marin Commutes will launch its annual New Year Commute Challenge. The challenge, which will run for 6 weeks, will offer bonus rewards and competition opportunities on top of the usual year-round rewards. Last year, the New Year Commute Challenge was successful at engaging 153 users, who logged a collective 5,000 non-SOV trips.

FISCAL IMPACTS

The budget needed for Marin Commutes is included in the TAM FY2023-24 Annual Budget with funding from Measure B, Element 3.2 Commute Alternative Programs and Measure AA Category 1.4 for Commute Alternatives and Trip Reduction.

NEXT STEPS

Over the next year, the Marin Commutes Program will focus on relationship building, continuing to support commute alternatives and trip reduction, and increasing the impact of its rewards program and other programs through marketing and partnerships. To achieve these priorities, the following approaches are being pursued:

- Increase awareness and participation by leveraging partners' websites, social media, newsletters, packets, and office space. Marin Commutes should also focus on adding new employer networks in the rewards app.
- Use paid social media advertising to drive Marin residents and workers to the Marin Commutes Rewards and Emergency Rides Home pages. Physical advertising on buses and at bus stops can also be used to increase awareness.
- Leverage others' programs by promoting regional incentives (e.g., California Air Resources Board (CARB) e-bike vouchers) and transit operator discounts and promotions.
- Continue to promote the program via TAM and Marin Commutes channels. This includes the website, social media accounts, newsletters, and the rewards app.
- In the spring of 2024, the program will launch a campaign focusing on springtime events like Earth Day and Bike to Work Day to promote mode shift. The program will pursue outreach opportunities related to these events along with health and wellness events at workplaces and around college campuses and these activities will continue into the 3rd and 4th quarters of 2024.

ATTACHMENTS

Attachment A – Program Update Report
Attachment B – Staff Presentation

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MARIN COMMUTES PROGRAM



Program Update Report



DRAFT – DECEMBER 2023

Table of Contents

Introduction	4
<i>Program Overview</i>	4
<i>Program Evaluation</i>	5
<i>Purpose of this Report</i>	5
Audience and User Research	6
<i>Informational Interviews</i>	6
<i>Marin Commutes Survey</i>	8
Educational and Promotional Activities	9
<i>Participation in Community Events</i>	9
<i>Marin Commutes Website</i>	10
<i>Marin Commutes Newsletters</i>	11
<i>Emails to Marin Commutes Rewards users via RideAmigos</i>	12
<i>Marin Commutes Social Media</i>	12
Marin Commutes Rewards: Incentives for Behavior Change	13
<i>Awareness and Interest</i>	15
<i>Use and Impact</i>	16
User Registration.....	16
Active Participation.....	16
Employer Participation	18
Impact of Participation	19
Emergency Ride Home Program	21
<i>Awareness and Interest</i>	22
<i>Use and Impact</i>	22
Vanpool Incentive Program	23
<i>Awareness and Interest</i>	24
<i>Use and Impact</i>	24
Commute 37 Pilot Program (discontinued)	25
Connect2Transit Pilot Program (discontinued)	26
<i>Awareness and Interest</i>	27
<i>Use and Impact</i>	27
Program Recommendations	29

Appendix31
Informational Interview Summary Report..... 31
Marin Commutes Survey Report..... 46
Testimonials..... 62

Marin Commutes: Program Update Report

Introduction

The Transportation Authority of Marin (TAM) administers expenditures of the county's transportation-related Measure AA sales tax and Measure B vehicle fee. In 2010, voters approved a Commute Alternatives Program for Transportation Demand Management (TDM), within Element 3.2 of the Measure B Expenditure Plan. Voters approved additional funds in 2018 within Category 1.4 of the Measure AA Expenditure Plan. The TDM program is an essential component of TAM's strategy to manage traffic congestion, increase safety and mobility, and support the county's numerous mobility services.

Program Overview

TAM's TDM activities are implemented through education about alternative transportation modes and through offering programs, incentives, and encouragement. In 2019, TAM launched 'Marin Commutes' as a comprehensive public facing TDM program to bring together several individual activities and programs. Through Marin Commutes, TAM promotes the use of alternatives to SOV trips and encourages commute alternatives such as carpooling, vanpooling, transit, walking, and biking.

Marin Commutes uses a variety of strategies to increase residents' awareness of and participation in walking, biking, carpooling, transit, and other alternative modes, including:

- **Public outreach and education:** Marin Commutes provides information about alternative transportation options and incentives to commuters through a variety of channels, including its website, social media, and print and digital materials.
- **Workplace outreach and programs:** Marin Commutes works with employers to develop and implement TDM programs, such as carpool matching, vanpooling, and transit subsidies.
- **Incentives and programs:** Marin Commutes offers a variety of incentives and programs to promote alternative modes of transportation, including the Marin Commutes Rewards Program, Emergency Ride Home Program, and Vanpool Incentive Program. During the reporting period, Marin Commutes also participated in the Commute 37 and Connect2Transit Pilot Programs (discontinued in June 2023).
- **Data collection and evaluation:** Marin Commutes collects data on commuter behavior and the use of alternative transportation options to track progress towards its goals and to evaluate the effectiveness of its programs.

Program Evaluation

The following performance measures and metrics were established during the reporting period in February 2023 when the Expenditure Plan was amended. They are based on a framework for reporting within the Measure B Commute Alternative Programs.

Element 3.2 – Enhance/Expand Commute Alternative Programs

PERFORMANCE MEASURE	METRIC
AWARENESS OF COMMUTE ALTERNATIVES	Website traffic Meetings/presentations/events Emergency Ride Home (ERH) website engagement
PARTICIPATION IN COMMUTE ALTERNATIVES	Registered users Newsletter/mailling list subscribers Partners and employer contacts registered Vanpool utilization
IMPACT OF COMMUTE ALTERNATIVES	Single-occupancy Vehicle (SOV) trips reduced SOV miles avoided CO2 emissions savings
FUNDING AND PARTNERSHIPS	Leveraged funding/formed partnerships

Purpose of this Report

The purpose of this report is to provide an update on Marin Commutes along with data and analysis of the efficacy of the individual programs. The report contains data on a wide variety of metrics related to program goals and objectives to demonstrate the effectiveness of Marin Commutes and program elements.

This report covers the 16-month period from March 1, 2022, through June 30, 2023. The continuing COVID-19 pandemic has caused unprecedented shifts in peoples' commute and travel behaviors. In particular, remote work has resulted in fewer commute trips. The data and analyses presented in this report reflect TAM's continued efforts to evaluate the short- and long-term effects of these travel shifts.

Over the reporting period, the Marin Commutes program's primary engagement tools consisted of employer and CBO interviews, updates to the MarinCommutes.org website, informational newsletters and social media, the launch of the new Marin Commutes Rewards program and related activities, and a New Year Commute Challenge.

Below we offer an overview of these activities followed by key insights about awareness, use, and impact for each program. The report concludes with a summary of program recommendations.

Audience and User Research

Over the reporting period, TAM conducted focused user and audience research to gain deeper insights into the perceptions about Marin Commutes and peoples' general travel preferences and behaviors. The following offers a summary of the learnings from this research.

Informational Interviews

In the summer and fall of 2022, TAM conducted informational interviews with ten organizations across Marin County: six community-based organizations (CBOs) and four employers.

The CBO interviews aimed to determine how Marin Commutes can better serve community members, inform CBOs about Marin Commutes programs, and gather feedback on existing programs. CBOs were selected to represent a wide variety of issue areas and populations served, with a special emphasis placed on better connecting with Equity Priority Communities and underserved populations.

CBO interviews included representatives from:

- Asian American Alliance of Marin
- Canal Alliance
- Marin Interfaith Council
- Marin Community Foundation
- Play Marin
- Sausalito Village

Interviews with Marin County employers aimed to better understand how Marin Commutes could support mode shift amongst employees and create deeper partnerships with employers. Employers were selected based on the following considerations:

- Previously expressed interest in commuter programs during 2020 employer engagement
- Existing relationship(s) with TAM and opportunities to build new ones
- Employers with a larger number of employees
- Employers with higher percentages of employees that work in person more frequently
- Employers in close proximity to public transit and bicycling infrastructure

Employer interviews included representatives from:

- Kaiser San Rafael
- Marin Community Clinics
- MarinHealth
- Nordstrom

A report cataloging the interview goals, interviewee selection, interview logistics, and key insights and recommendations was completed in early 2023 and can be found in the [appendix](#). Key findings from the interview report are highlighted below, and recommendations made in that report are utilized in the recommendations made in current document.

All interviewees expressed great interest in Marin Commutes programs and a willingness to share information about Marin Commutes with their constituents and/or employees. The interviews also yielded insights into transportation challenges faced by community members and employees in Marin County and identified many opportunities for new programs, support, and communication.

Key Themes from CBO Interviews

While each CBO interview yielded unique findings, several key themes emerged:

- CBOs emphasized the importance of better access to transportation and expressed challenges related to transit, first/last mile access, and carpooling.
- CBOs responded positively to sharing information about the Marin Commutes program with their members and shared recommendations for how Marin Commutes can help them do so effectively.
- CBOs reacted positively to the new rewards program structure.

Key Themes from Employer Interviews

As with CBO interviews, each employer interview yielded its own specific insights. However, several common themes emerged:

- Most employers interviewed were aware of TAM but, prior to the interviews, unaware of many Marin Commutes programs.
- All employers are enthusiastic about sharing information about Marin Commutes with their employees.
- Employees face challenges accessing reliable, convenient, safe, and affordable transportation, including first/last mile challenges.
- All employers saw the Marin Commutes Rewards program as a way to make their employees' commutes easier and felt their employees would benefit from other existing programs, especially Emergency Ride Home.
- Employers are concerned about employee retention, and improved commutes and financial rewards are seen as a potential tool to improve retention. Larger employers are eager to be seen as leaders in this space.
- Employers are interested in setting up carpool/vanpool programs but face various challenges to doing so.

The CBO and employer interviews resulted in many actionable findings and positive relationship-building outcomes. While Marin Commutes was not well-known by many of the interviewees prior to the interviews, the interviews resulted in building stronger connections with the CBOs and employers interviewed.

Marin Commutes Survey

A survey was launched on September 30, 2022, to Marin Commutes Rewards users to serve as a baseline for evaluation, gather baseline data on Rewards users, and collect program feedback on Marin Commutes programs. The full report can be found within the [appendix](#).

The survey was promoted throughout the reporting period to Marin Commutes Rewards users via email and in the Marin Commutes Rewards dashboard. A total of 213 complete survey responses were received during the reporting period. The following summarizes findings from the survey:

- **Mode Use:** In an average week, many respondents drive to work (45%) or work from home (41%). One out of three respondents bike or scoot (33%), carpool (32%), and/or take transit (32%). When asked what mode they use the most, respondents chose driving, taking transit, working from home, carpooling, and walking/biking at near equal rates (~20%). These rates do not reflect Census data for Marin County--2022 ACS estimates found that most residents usually drive to work (50%) or work from home (33%).
- **Electric Modes:** Electric modes are popular among our survey respondents: 17% use an electric bike or scooter, 14% use an electric vehicle to drive alone, and 7% use an electric vehicle while carpooling or vanpooling.
- **Transit Use and Access:** Of the 32% of respondents who take transit, more than half (54%) take the public bus. Other frequently used transit modes include SMART train (42%) and ferry (39%). Most chose active modes like walking, biking, or scooting to get to the stop or station (75%), while 39% drive alone or carpool.
- **Mode Interest:** About a quarter of the respondents are interested in more remote work opportunities (26%) and using a bike or scooter for travel (23%). One out of 5 are interested in carpooling (20%) or taking the SMART train (20%). Fewer respondents are interested in vanpool (7%), app-based ride hail (6%), or BART (3%).
- **Program Awareness:** Fewer than half of respondents have heard about the Emergency Ride Home program (42%), Merge Bay Area Carpool Program (38%), and the Vanpool Incentive Program (37%). Lesser known were the Commute 37 Pilot (27%) and the Connect2Transit (19%) programs.
- **Program Interest:** Out of Marin Commutes' programs (excluding the Rewards program), respondents are most interested in trying the Emergency Ride Home (60%) and the Connect2Transit (40%) programs.

- **Incentives:** When asked what would motivate them to choose alternative modes, respondents chose: getting rewards/prizes (42%), free or discounted transit passes (36%), and a guaranteed ride home (31%) most frequently.

When it came to soliciting general feedback, respondents expressed appreciation for the rewards and incentives from the programs. Other comments highlighted a need for better transit connectivity and real-time information, especially for senior populations. In other open-ended questions asked throughout the survey, a common comment was a lack of awareness about specific Marin Commutes programs and a desire for more information.

Educational and Promotional Activities

TAM has conducted a suite of educational and promotional activities over the reporting period, with the objective of increasing public awareness of travel options. In general, the activities were built around two major campaigns during the reporting period – both focused on promoting alternative modes of travel through the Marin Commutes Rewards program.

The first was the launch of the new rewards program, ‘Marin Commutes Rewards’, in October 2022, and the second was the New Year Commute Challenge (January 25 – March 7, 2023), intended to encourage new transportation habits and a fresh start for the new year. Bike to Everywhere Month (May 2023) was also promoted through the Marin Commutes program. The following presents an overview of the promotional activities, along with data to support evaluation of program efficacy.

Participation in Community Events

TAM conducts a robust community outreach program across Marin County, for specific projects and for sharing more general information. Information and promotional materials about Marin Commutes were distributed at the following community events or meetings with community organizations:

- CBO interviews – multiple dates in summer/fall 2022
- Novato Leadership Institute – September 14, 2022
- Rotary Club of Ignacio – September 15, 2022
- Marin Public Works Association – September 15, 2022
- Marin Conservation League – September 16, 2022
- Asian American Alliance of Marin Board Meeting – September 16, 2022
- San Rafael Leadership Institute – December 8, 2022
- League of Women Voters – February 14, 2023
- Mill Valley Earth Day – April 23, 2023
- Rotary Club Day of Service – May 13, 2023

- Bike to Work/Bike to Everywhere – May 20, 2022 and May 18, 2023
- League of Women Voters – Transportation and Land Use Committee – July 11, 2023

Additionally, Marin Commutes staff and consultants conducted meetings, made presentations, or participated in events at Marin County employers, as follows:

- Employer interviews – multiple dates in summer/fall 2022
- City of San Rafael – multiple meetings in summer/fall 2022
- Marin County Office of Education Employee Fair – September 7, 2022
- City of San Rafael Wellness Fair – October 19, 2022
- MarinHealth Benefits and Wellness Fair – November 3, 2022
- North Bay Leadership Council presentation – March 16, 2023
- Vanpool Info Session – April 19, 2023
- Buck Institute meeting – May 18, 2023

Marin Commutes Website

The Marin Commutes website (www.marincommutes.org) serves as a repository for useful information about commute options in Marin County and as the primary portal to the incentives and rewards program (as administered through the RideAmigos platform). Over the reporting period, TAM prepared and posted new content on the rewards page to describe the new incentives program, launched in October 2022. TAM also revamped the Walk & Bike page in advance of Bike to Everywhere Month in May 2023 with updated resources and added a bike/walk “Testimonials” section. A selection of testimonials can be found within the [appendix](#).

The following table offers data analytics regarding website visitors and use. In general, Marin Commutes website visitation has remained steady at approximately 5 to 10 visitors per day. During promotional activities in October 2022, the number of website visitors increased to an average of approximately 100 per day, then dropped back down to background levels. Because most registered Marin Commutes Rewards members access their accounts directly through the RideAmigos web-based portal or mobile app, we can assume that most visitors could be new to the program or looking for additional information beyond the rewards program.

WEBSITE ACTIVITY (MARCH 1, 2022 – JUNE 30, 2023)

	Average Rate (approx.)	Peak Activity	Total
UNIQUE PAGEVIEWS	500 per month	1,997 (Oct 2022)	8,081
UNIQUE VISITORS	280 per month	1,322 (Oct 2022)	4,449
NEW VISITORS	260 per month	1,294 (Oct 2022)	4,160

LINK CLICKS	125 per month	454 (Oct 2022)	2,007
FILE DOWNLOADS	10 per month	19 (Jul 2022, May 2023)	163
SESSIONS	380 per month	1,644 (Oct 2022)	6,075
TIME ON PAGE	2:21 minutes	--	--
SESSION TIME	1:21 minutes	--	--

As shown in the following table, the most popular Marin Commutes page is the Rewards page (with 34% of all traffic), followed by the Homepage with 25% of all traffic and the Current Promotions page (7.5%). Google searches were responsible for the majority of the website's traffic, with 511 and social media also generating many of the trips to the website – suggesting that continuing to share information about Marin Commutes with 511, and posting paid advertisements on social media, are important methods for driving awareness and engagement.

TRAFFIC TO KEY PAGES
(MARCH 1, 2022 – JUNE 30, 2023)

	Unique Views	Top Traffic Sources
HOME PAGE	2,040 (25% of all traffic)	Google (34%) Commute37.com (3.5%) 511.org (3.1%)
REWARDS PAGE	2,776 (34% of all traffic)	Google (63%) Facebook (12%) Instagram (1.5%)
CURRENT PROMOTIONS PAGE	603 (7.5% of all traffic)	Google (35%) 511.org (13%) Bing (3.0%)

Marin Commutes Newsletters

Marin Commutes maintains two newsletter lists, one each for the general public and Marin County employers. Over the reporting period, a total of four newsletters were sent to the general public and five to employers.

Newsletters sent during the reporting period highlighted the following topics:

- Rewards program launch
- New Year Commute Challenge
- Vanpool Info Session
- Commute 37 video promotion
- Black History Month and African American contributions to the transportation industry

- Upcoming events Marin Commutes/TAM would be attending, including Bike to Everywhere Day/Month (May 2023) and Day events
- Updates from transit partners (Marin Transit and Golden Gate Transit) on fare and schedule changes
- New e-bike incentives for Richmond-San Rafael Bridge commuters (funded by Metropolitan Transportation Commission)

The open rate for Marin Commutes' newsletters is high compared to industry averages. The subscriber fall-off from the employer list is likely primarily due to employee turnover and how MailChimp handles bounce-back emails (e.g., when employee email accounts are discontinued by the employer, MailChimp receives a bounce back and automatically removes that subscriber from the email list).

NEWSLETTER ACTIVITY
(MARCH 1, 2022 – JUNE 30, 2023)

	General List	Employer List
NEWSLETTERS SENT	4	5
SUBSCRIBERS	414	424
SUBSCRIBER CHANGES*	+32	-65
AVERAGE OPEN RATE	44.4%	20.4%

*Over the 12-month period July 1, 2022, to June 30, 2023

Emails to Marin Commutes Rewards users via RideAmigos

During the reporting period, Marin Commutes Rewards also sent 8 emails to all users via the RideAmigos platform. Email topics included Commute 37, the launch of the new Marin Commutes Rewards program, reminders to log trips and participate in drawings, and a series of emails about the New Year Commute Challenge.

Marin Commutes Social Media

Social media was extensively leveraged to promote the new Marin Commutes Rewards program. Activities included both organic and promoted posts distributed across Facebook, Instagram, and Twitter. To support the Reward Program's launch in October, a series of paid advertisements were deployed, targeting individuals who live in Marin County or visit the area frequently.

As shown below, social media outcomes included significant viewership and a notable increase in audience size. Engagement rates on Facebook and Instagram fell within or exceeded industry averages. Most social media marketing experts agree that a good engagement rate is between 1% to 5%. Twitter saw significantly less engagement, which may be due algorithmic changes and/or migrations away from Twitter overall.

SOCIAL MEDIA ACTIVITY
(MARCH 1, 2022 – JUNE 30, 2023)

	Facebook	Instagram	Twitter
NEW FOLLOWERS	15	53	--
TOTAL FOLLOWERS	77	397	57
NEW POSTS	12	5	13
REACH	33,026	10,043	49,839
ENGAGEMENT	3.74%	9.12%	0.68%

Marin Commutes Rewards: Incentives for Behavior Change

Reducing the number of single-occupancy vehicle (SOV) travel trips – in essence, changing peoples’ travel behavior – is one of the main goals of TAM’s TDM program. Over the reporting period, TAM placed a greater emphasis on using behavioral science theory and techniques to launch a new Marin Commutes rewards program on October 1, 2022.

Prior to October 2022, Marin Commutes offered rewards only through seasonal campaigns (e.g., spring and fall campaigns). All rewards were drawing based. The new rewards structure introduced year-round rewards and now allows anyone living or working in Marin County to earn up to \$500 per year for logging eligible green trips. Participants earn rewards for walking, biking, taking transit, carpooling, and vanpooling — even working from home.

The new rewards were formulated based on best practices from behavioral science and are specifically designed to encourage year-round participation, as well as to simultaneously inspire new commute habits and incentivize the continuation of positive existing commute habits. The new rewards program structure was vetted by the TDM Working Group, CART Ad Hoc committee, and CBOs and employers via the interviews conducted in the summer and early fall of 2022.

Participants can now earn rewards through three main program components:

- Rewards Ladder:** As users log eligible trips and meet trip count thresholds, they unlock opportunities to receive gift cards of increasing value. If a participant achieves all four predefined levels (\$5, \$15, \$30 and \$50), they can earn up to \$100 through the gift card ladder. Unlike solely drawing-based rewards, the new rewards ladder enables people to predictably earn rewards. Additionally, the ladder engages participation from a broad range of users – those that may be new to alternative commutes or commute less frequently can still achieve the lower levels in the ladder, while those that commute frequently using alternative modes are motivated to achieve the final level.

- **Monthly and Annual Drawings:** Participants also earn points for each trip logged. These points can be exchanged for entries into monthly \$25 and \$150 gift card drawings, as well as an annual \$250 drawing. Additionally, participants meeting activity thresholds are automatically entered into \$100 drawings each month and a second \$250 drawing each program year. Drawings tap into the psychology of lotteries (e.g., many people are more motivated by the chance to earn a larger reward than the guarantee of earning a much smaller reward). The drawings for the higher-value gift cards of \$100 and \$250 in particular, provide motivation to those that may be less motivated by the smaller values available through the rewards ladder. Monthly and annual drawings also encourage people to stay engaged in the platform and consistently logging their trips year-round, even if they have reached the final level in the rewards ladder. Finally, users are able to choose how they would like to redeem their points, creating a gamification component that is motivating and engaging to many users.
- **Bonus Rewards:** Participants can earn additional points or participate in additional drawings by completing specific activities throughout the year. Signing up for the program, logging first eligible trips, completing the program survey, and referring friends and colleagues can all earn users extra points to redeem for additional drawing entries. These bonus rewards provide additional motivation throughout the year while also allowing Marin Commutes to incentivize and emphasize specific desired behaviors such as trying out transit for the first time or biking to work during Bike to Everywhere Month.

As outlined in the section above, TAM conducted an educational and informational campaign when the new Marin Commutes Rewards program was launched in October 2022, and again in January - April 2023 with the New Year Commute Challenge.

Spotlight: New Year Commute Challenge

The New Year Commute Challenge ran for six weeks from Jan 25 – March 7, 2023. The challenge was designed using best practices from behavioral science to help people jump-start their 2023 commute—both by trying a new commute mode or by reigniting positive commute habits after the holidays.

The challenge offered bonus rewards and competition opportunities on top of the usual year-round rewards. It consisted of three 2-week periods in which participants could win \$25 gift cards and a grand prize \$100 gift card based on their spot on the leaderboard. Leaderboards were set up for Walk/Bike, Transit, and Carpool/Vanpool. Participants could also win gift cards by submitting their commute stories and photos via email or social media (13 were received during the challenge).

Highlights and key statistics:

- Commute Challenge Participants: 153
- Single Occupancy Vehicle Trips Avoided: 4,899
- Single Occupancy Vehicle Miles Avoided: 92,423
- CO2 Emissions Avoided: 22.5 Tons (enough to power 5 homes for an entire year!)

Overall, the New Year Commute Challenge was successful at engaging users post-holiday and we saw higher user growth during the challenge months than in most other months post-launch. Given the success and positive impact of the challenge, Marin Commutes intends to repeat the challenge yearly.

Awareness and Interest

As mentioned earlier, the most popular Marin Commutes page is the Rewards page with 2,776 unique views, representing 34% of all traffic. Google searches were responsible for the majority of the rewards page traffic, followed by Facebook and Instagram.

Posting paid advertisements on social media are important methods for driving awareness and engagement. Two paid social media campaigns were deployed during the reporting period, one in October 2022 advertising the rewards program launch and again in January of 2023 for the new year commute challenge. Both campaigns had widespread reach. The table below shows the number of ad viewers (impressions), clicks, and the return on investment (cost-per-click).

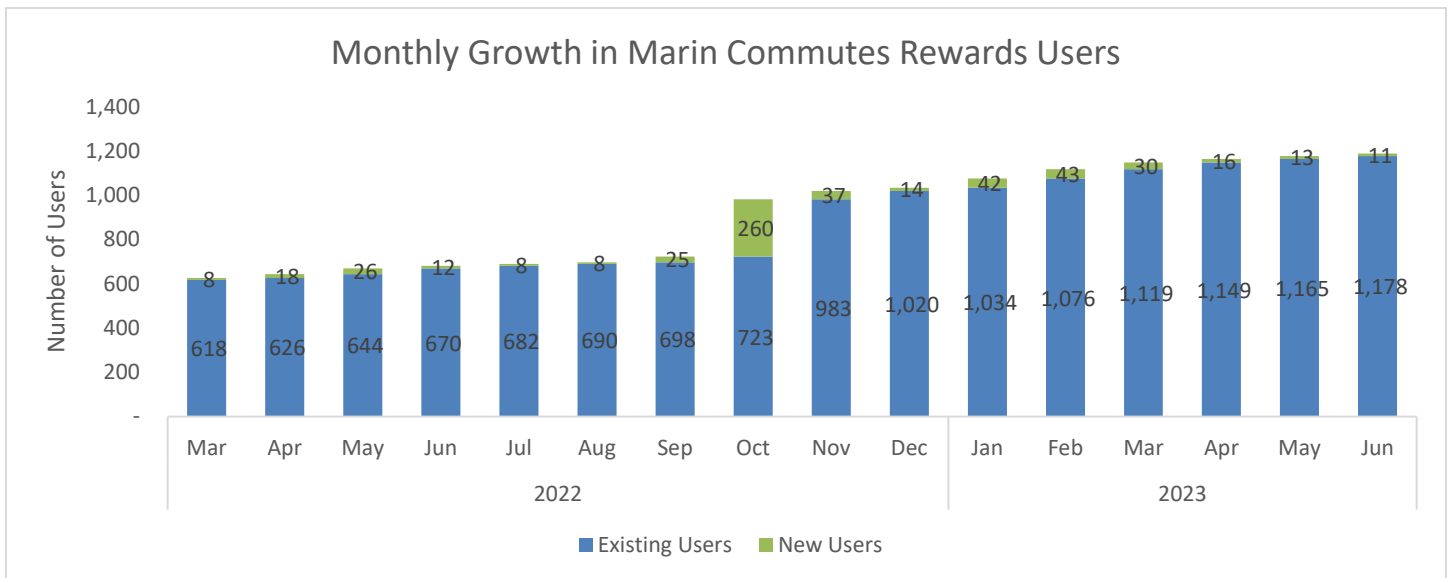
	SOCIAL MEDIA CAMPAIGNS		
	Impressions	Clicks	Cost-per-click
PROGRAM LAUNCH (OCTOBER 2022)	70,910	578	\$0.87
NEW YEAR COMMUTE CHALLENGE (JANUARY 2023)	14,726	154	\$0.32

Use and Impact

Rewards app use can be defined in different ways. We report use as measured by user registration, active participation, and employer participation.

User Registration

There were 618 existing users registered with Marin Commutes at the outset of the reporting period (March 2022). At the end of the reporting period (June 2023), there were 1,189 users. The refreshed rewards program and promotion, revamped website content, and other activities resulted in a 92% growth in Marin Commutes Rewards registration. While much of this growth took place in response to the launch campaign in October 2022, average monthly gains in the 8 months post-launch outpaces average gains in the 7 months pre-launch (25 vs. 15 new users/month).



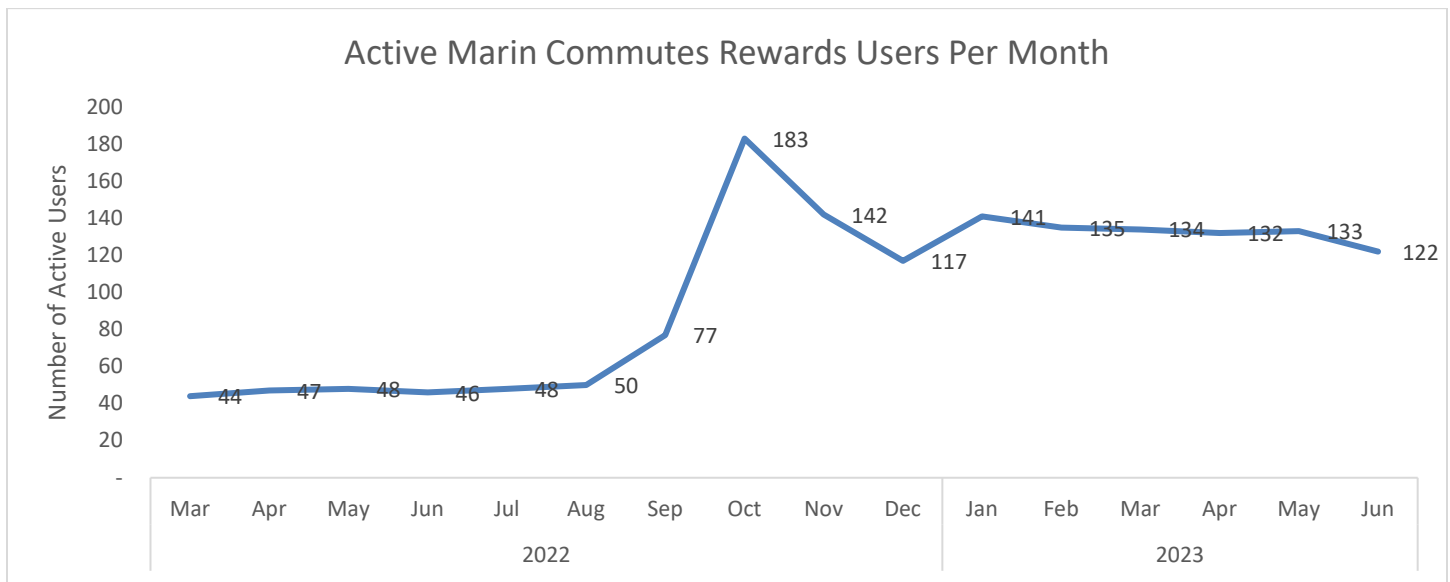
Active Participation

Marin Commutes defines an “active user” as a person who has logged at least one trip during that month. Over the reporting period, approximately 26% of registered Marin Commutes participants are active (312 out of 1,189).

As can be expected with many app-based programs such as Marin Commutes, a large percentage of those who register do not become active users. It is worth noting that Marin Commutes’ active user rate is considered average or better than the industry average for user retention on apps.

Sending more frequent reminder emails to users, especially when they first sign up for the program may help to further improve upon this rate. Many of the inactive users may also be people that signed up for Marin Commutes with an employer email address and have since moved on to another employer.

The following graph shows the number of people who logged a trip in a particular month. As you can see in the graph below, the total number of active users increased significantly with the launch of the new Marin Commutes Rewards program in October 2022. After a modest dip in the month after the launch, the number of active users has remained relatively steady in 2023.



As of June 30, 2023, the program had rewarded the following amounts in the gift card ladder. Thirty-one participants had achieved the final level.

REWARDS LADDER REDEMPTIONS			
	Trip Requirements	Reward	Number Redeemed
LEVEL 1	Log 15 trips	\$5 gift card	204
LEVEL 2	Log 60 trips	\$15 gift card	123
LEVEL 3	Log 150 trips	\$30 gift card	81
LEVEL 4	Log 300 trips	\$50 gift card	31

Program records indicate that participants who begin logging trips tend to stick with it. For example, records show that participants that reach the top level of the gift card ladder continue to participate and log their trips so that they can be eligible for the monthly and annual drawings. Of the 31 people who reached Level 4 rewards so far, 22 (71%) continue to log trips regularly. The program was specifically designed to encourage year-round participation like this, and it is encouraging to see that this has been the result.

Employer Participation

Employer subnetworks provide employers with a way to track employee commute trips, measure impact, and offer and administer incentives on top of those Marin Commutes Rewards already provides. In turn, the employer subnetworks enable Marin Commutes Rewards to attract additional users and create a channel of communication with more Marin employees that may be interested in participating in Marin Commutes' other programs.

Marin Commutes has partnered with three employers to create employer subnetworks within Marin Commutes Rewards: County of Marin employees, Marin County Superior Court employees, and City of San Rafael employees. Members of these subnetworks represent approximately 55% of total Marin Commutes active users.

The following table outlines participation by people in the Marin Commutes employer subnetworks:

EMPLOYER SUBNETWORK USER PARTICIPATION

	Marin County Superior Courts	City of San Rafael	County of Marin
NUMBER OF EMPLOYEES	~120	~400	~2,400
TOTAL USERS (1,189)	22	53	372
ACTIVE USERS (312)	9	31	99
NUMBER OF TRIPS	1,905	4,644	14,974
PRIMARY MODE	Carpool (43%)	Train (39%)	Carpool (45%)

County of Marin employees were the most active Marin Commutes users prior to the new rewards launch in October 2022 and continue to represent the majority of Marin Commute users at 372 users. County of Marin offers an additional \$480 per year for carpool and biking.

While there are only 22 total and 9 active Marin County Superior Court employees within Marin Commutes, they are quite active. The most commonly logged trip type is carpool.

Leading up to the launch of the new rewards program, TAM staff and consultants worked with the City of San Rafael to create a new employer subnetwork. The subnetwork also launched in October 2022 and has already gained more than 50 participants in its first year. The City of San Rafael offers an additional \$125 per year for carpooling/vanpooling, taking transit, biking, or walking. The most common trip type during the reporting period was by train.

With the launch of the new rewards program, the user base diversified to include many more members outside of the employers listed above—a sign that the program has been able to reach a broader swath of the public.

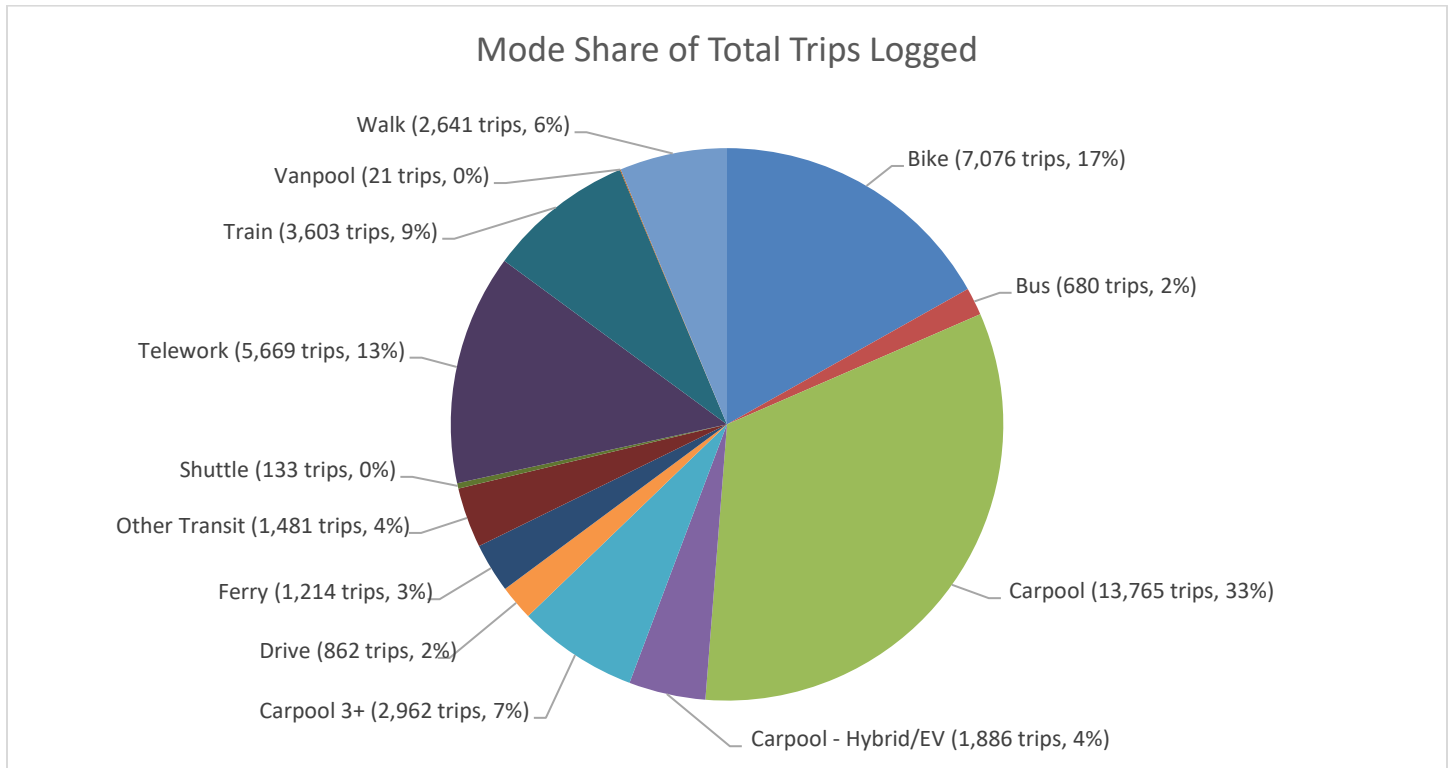
However, users affiliated with a subnetwork continue to represent a little over half of total Marin Commutes active users, an indication that employer outreach and engagement is an important and effective strategy for increasing and incentivizing participation in Marin Commutes.

Impact of Participation

Trip logging within the RideAmigos platform offers insights into the travel modes users choose instead of driving. The following graph shows the various modes of travel logged over the reporting period (March 1, 2022, through June 30, 2023).

Additional information to aid in interpretation of the mode share chart below:

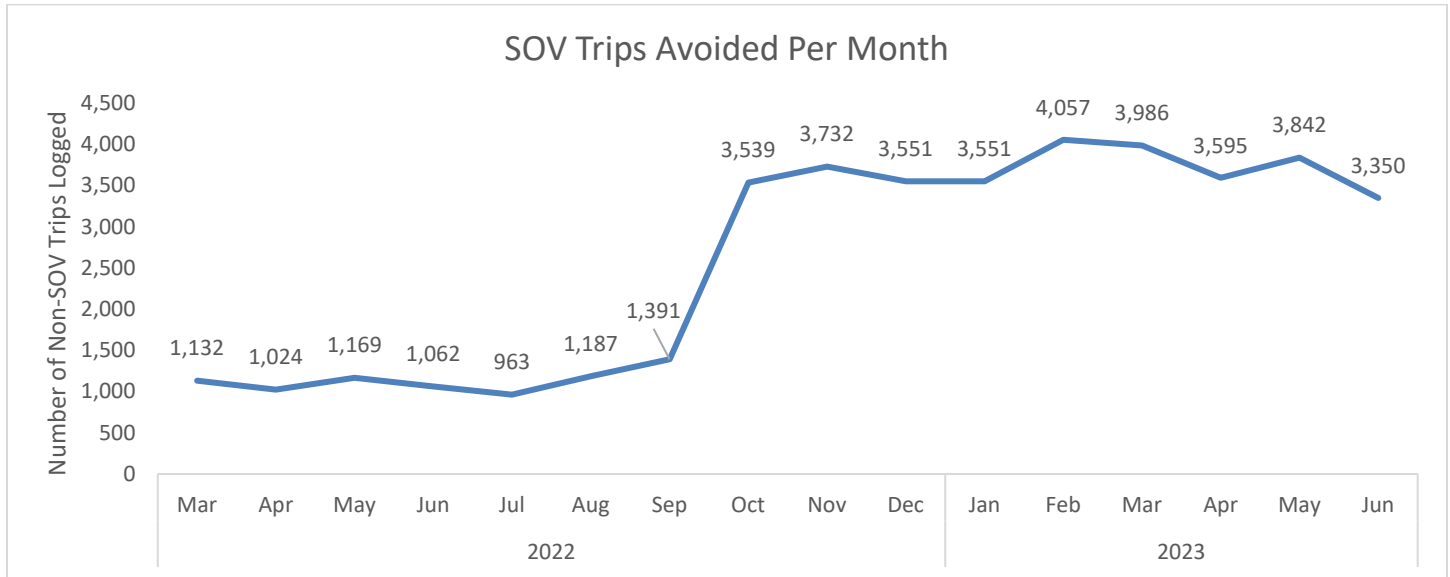
- Single-occupancy vehicle trips (listed as “Drive”) are not rewarded in this program. Without an incentive to log these trips, we find that very few people do so (Drive accounts for only 2% of trips logged).
- The County of Marin, whose employees make up a large percentage of the active user base, offers additional incentives for biking and carpooling, likely a major reason for carpooling and biking being the most popular type of trip logged.



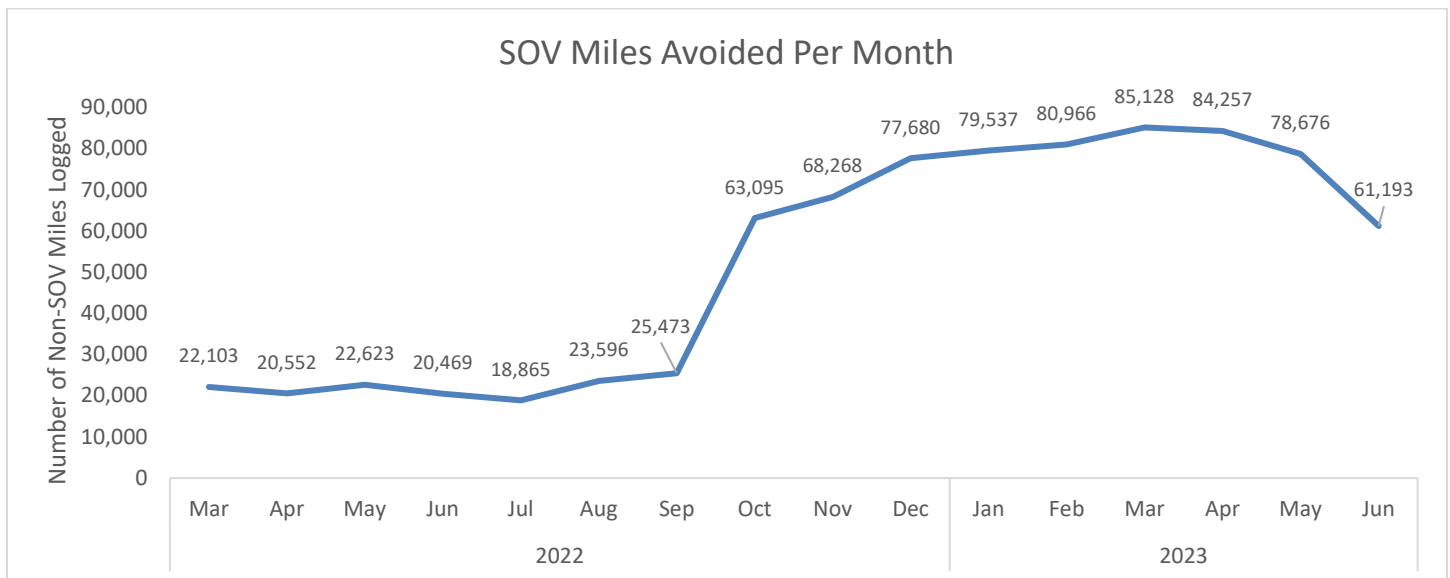
Throughout the reporting period, Marin Commutes Rewards participants logged a total of 41,131 non-SOV trips (e.g., alternative trips). The launch of the new rewards program in October 2022 precipitated an increase in trip logging, which indicates that the promotion was effective and that the rewards and incentives were

compelling. High rates of non-SOV trips persisted through the end of the reporting period, despite changes in season (weather, major holidays, school schedules), which can be a key disruptor to non-SOV travel.

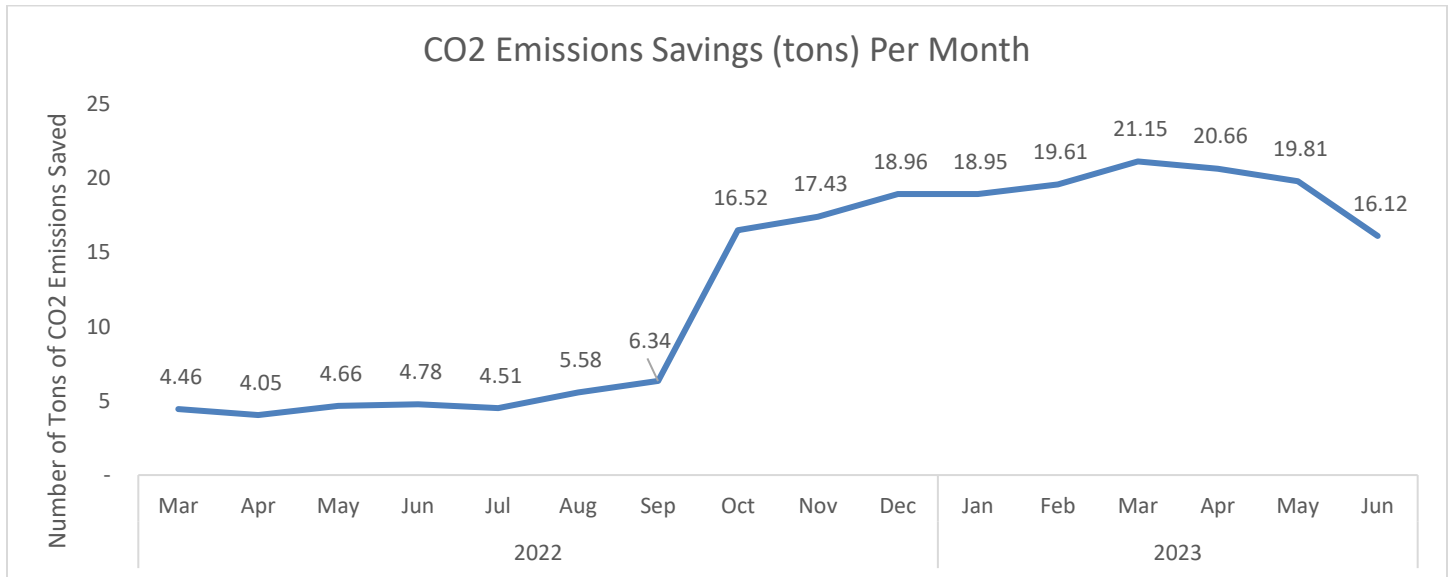
The slight fall-off in trips logged in May and June 2023 is similar to downward fall-off during the same time period in 2022 and is likely indicative of seasonal travel trends as the school year ends and vacations begin.



Through these trips, Marin Commutes Rewards users have avoided 814,103 SOV miles over the course of 16 months. This is shown broken out by month in the following graph.



The total estimated carbon dioxide (CO2) emissions avoided by Marin Commutes Rewards users during the reporting period is estimated at 200.5 tons. In other words, 200.5 tons of CO2 would have been generated if all green trips logged had been SOV trips. The CO2 emissions avoided are shown broken out by month in the graph below.



Emergency Ride Home Program

The Emergency Ride Home (ERH) program provides a reimbursed ride home from a taxi, Uber, Lyft, or similar service when a person uses a non-SOV means to travel, but an unexpected situation arises. ERH is designed to be an “insurance policy” that offers peace of mind that the participant won’t be stranded, thus helping to encourage the use of modes other than driving alone. Marin Commutes will reimburse up to \$125 per ride for up to four (4) trips a year (maximum reimbursement of \$500 per year).

TAM has been offering the ERH Program since 2012. Initially the ERH program was only offered through employers that registered for the program, but in 2018 TAM opened the program up to anyone working or going to college in Marin so that the program was not limited to people working at large employers. When TAM launched Marin Commutes, ERH became part of Marin Commutes.

The ERH program is advertised on the Marin Commutes promotions page as well as on TAM’s website. Marin Commutes did not conduct any additional outreach or marketing specific to the ERH program during the reporting period (March 2022 - June 2023).

Awareness and Interest

Because this is a “just in case” program, it is important that people know about it, even if they never need to use it. Therefore, questions were included in the Marin Commutes survey about people’s awareness and interest in ERH, which yielded the following insights:

- 58% of survey-takers had never heard of ERH.
- 42% had heard of it, but the vast majority have never had to use it.
- 60% were interested in trying ERH.

Use and Impact

Unlike other programs of Marin Commutes, use metrics do not equate to success for this program. Emergency Ride Home supports other programs and is a safety net that is not always needed.

ERH programs were introduced in the United States during the late 1980s and have become a common TDM feature. In the early 1990s, the Warner Center Transportation Management Organization in southern California observed that out of 33,000 eligible employees, 600 began using alternative modes of transportation in the second year of the implementation of ERH, with the ERH program being the most influential factor in their decision-making process. The program effectively removed roadblocks to using alternative modes of travel, even though ERH had relatively low usage. Evaluating the exclusive effectiveness of an Emergency Ride Home program can be challenging due to its integration with other TDM measures and commute trip reduction programs, as well as the absence of baseline statistics before program implementation. Nonetheless, the Victoria Transport Policy Institute recognizes ERH programs as highly beneficial for reducing traffic, increasing travel choices, shifting automobile travel to alternative modes, and providing savings to users.

Four individuals submitted Emergency Ride Home requests through Marin Commutes between March 2022 through June 2023. Even though trip reimbursement claims were few, our survey data show that the program influences trip choices and encourages people to take alternatives modes: of the 88 respondents in the Marin Commutes survey that had heard of the ERH program, 67% reported that knowing the program was available made them feel more comfortable taking alternative modes of transportation.

REIMBURSEMENTS GRANTED THROUGH THE EMERGENCY RIDE HOME PROGRAM

	Date	Cost	Reason for Use	Trip Origin	Trip Destination	Mode to Work	Mode Home	Requests to Date
1.	11/22	\$44.99	Personal illness/ Unexpected emergency	San Rafael	Novato	Train	Uber/Lyft	1st request
2.	11/22	\$51	Unscheduled overtime	Novato	Rohnert Park	Train	Uber/Lyft	1st request
3.	2/23	\$32.89	Carpool/Vanpool problem on way home	San Rafael	Petaluma	Train	Uber/Lyft	1st request
4.	3/23	\$41.99	Unscheduled overtime	San Rafael	Santa Rosa	Train	Uber/Lyft	1st request

Vanpool Incentive Program

Vanpooling saves time, money, and can help reduce stress related to driving alone. Through its Vanpool Incentive Program, TAM offers a subsidy of \$150 off the monthly cost of operating a vanpool to encourage vanpooling as a commute option. TAM's vanpool incentive of \$3,600 over a two-year period is one of the largest in the region. TAM has been offering a vanpool incentive since 2009 as a complement to MTC's regional vanpool program, which offers vanpools a subsidy of \$500/month to vanpool groups who rent their vanpools through Commute with Enterprise and commute within the 9-county Bay Area. (Commute With Enterprise helps the public and employer organize vanpools, rents vans or SUVs to vanpool groups, helps employers/employees organize vanpools, and provides roadside assistance and maintenance.) While TAM's program has a two-year limit, the 511 Bay Area Vanpool program does not have an end date.

When TAM launched Marin Commutes, the Vanpool Incentive Program became part of Marin Commutes. The program is promoted via the Marin Commutes' promotions page as well as on TAM's website. The Bay Area Vanpool program website, managed by the Metropolitan Transportation Commission, also highlights TAM's additional incentives and links to the TAM page.

In April 2023, Marin Commutes and Commute with Enterprise co-hosted a vanpool webinar for employers. Through the webinar, TAM introduced to employers the benefits of vanpool, how it works, and what their program offers. Approximately 10 representatives attended the webinar.

Spotlight: Effects of COVID on Vanpool

COVID-19 has had a lasting effect on vanpooling, both within Marin County and beyond. The number of registered vanpools with the 511 Bay Area Vanpool program going to/from Marin County was significantly higher before the pandemic, with numbers totaling 45 or more at some points during pre-pandemic times. In the first quarter of 2020 (prior to the long-term impacts of COVID-19), there were approximately 20 vanpools operating to or from Marin County through the 511 Bay Area Vanpool program.

COVID-19's impact on vanpooling programs is twofold. First, the pandemic significantly altered peoples' willingness to share vehicles with other people. Second, and most enduring, the pandemic has fundamentally changed how and where people work. After a major shift to remote work, many employers have remained flexible—offering fully remote or hybrid schedules after the pandemic. This has resulted in overall lower demand for vanpooling, as well as greater coordination challenges if and when one tries to create a vanpool – there are fewer employees going to and from the same place at the same time.

Awareness and Interest

Our survey indicated relatively low awareness and use of the Vanpool Incentive program—63% of respondents had never heard of it and 35% haven't or currently don't use it. Only 12% of respondents (26 respondents) stated they were interested in trying the Vanpool Incentive Program, likely due to the reasons outlined above.

Use and Impact

Over the past few years, there has been a sharp decline in vanpooling to/from Marin County, which can be attributed to the reasons outlined above. During the reporting period (March 2022 to June 2023), the number of vanpools stabilized at 10. At present, the 10 vanpools include: four to/from Coast Guard stations, two to/from San Quentin, two to/from Marin Municipal Water District, one to/from Tesla, and one to/from Marin Community Clinic. Three of these vanpools are currently drawing the additional \$150 subsidy per month from TAM (above and beyond the 511 incentive). It's important to note that there may be other vanpools operating to/from Marin County that are not claiming incentives through TAM or the 511 Bay Area Vanpool Program.

VANPOOLS TRACKED THROUGH THE 511 BAY AREA VANPOOL PROGRAM WITH ORIGINS OR DESTINATIONS IN MARIN

	Employer	Origin City	Origin County	Work City	Work County	Riders	Vehicle Type
1.	Marin Community Clinics	Rohnert Park	Sonoma	Novato	Marin	5	Toyota Highlander
2.	Marin Water District	Petaluma	Sonoma	Corte Madera	Marin	11	2019 Ford T3LP 5LTS

3.	Marin Water District	Cotati	Sonoma	Corte Madera	Marin	10	2019 Ford T3LP 5LTS
4.	San Quentin	Sacramento	Sacramento	San Quentin	Marin	8	2019 Ford Transit 12CC
5.	San Quentin	West Sacramento	Yolo	San Quentin	Marin	11	2020 Ford Transit
6.	Tesla	Mill Valley	Marin	Fremont	Alameda	4	2021 VW Atlas
7.	US Coast Guard	Novato	Marin	Alameda	Alameda	6	2019 Ford Transit
8.	US Coast Guard	Novato	Marin	Alameda	Alameda	4	2019 Ford Transit 10CC
9.	US Coast Guard	Novato	Marin	Oakland	Alameda	6	2019 Dodge Durango
10.	US Coast Guard	Greenbrae	Marin	Yerba Buena Island	San Francisco	6	2020 NISN Path SV4w

Note: All vanpools shown above are utilizing vehicles rented through Enterprise—as of July 14, 2023, there were no owner-operated vanpools operating in Marin County that were claiming incentives through the 511 Bay Area Vanpool Program.

The low demand and coordination challenges that have been exacerbated due to pandemic-related work and commute changes have limited the program's participation. This is true region-wide, not just in Marin County. Based on the data gathered from the Vanpool Incentive Program, it appears that vanpools are most successful when associated with large employers that have significant in-person working requirements.

In general, vanpools reduce more SOV trips and miles per trip than carpools because they carry more passengers who would have otherwise driven alone or carpooled with a smaller number of passengers onboard. Because vanpools are mostly organized around specific work sites, they contribute to reduced trips and miles during peak commute periods. TAM is unable to calculate the exact impact of existing Marin County vanpools due to limitations in the data provided by 511 (e.g., the number of days per week each operates). With the reporting changes recommended in the recommendations section below, this will be possible in the future.

Commute 37 Pilot Program (discontinued)

Commute 37 is a pilot carpool matching and incentive program for anyone who commutes on Highway 37 between Vallejo and Novato. Commute 37 is a partnership with Napa, Sonoma, and Solano County's TDM programs and was funded by the Bay Area Air Quality Management District. Commute 37 launched to the public on April 25, 2022.

As part of the pilot program, Commute 37 offered incentives for trips taken from May 1, 2022, through October 31, 2022. Incentives included \$25 for signing up and another \$25 for every 10 carpool trips logged, with hybrid and EV carpools earning an additional \$10 for every 10 trips.

Promotion for Commute 37 conducted by the four-county team included a press release, TV news segment, paid TV spots, radio ads, postcards, social media, and newsletters. Marin Commutes promoted the program on social media, newsletters, and through emails to existing Marin Commutes Rewards users with the RideAmigos program.

Marin Commutes users represented the majority of the Commute 37 participation, outperforming participation by other counties. Thirty-three (33) Marin Commutes Rewards users signed up for the Commute 37 program, 27 of which were active during the reporting period. These users logged 6,238 carpool trips. These trips resulted in a total of 216,234 miles of SOV trips avoided. The trips avoided generating 50.2 tons of CO₂.

While the funded pilot program has ended, the program webpage is still live and serves as a resource for carpool matching and as a landing page to connect SR-37 commuters to each county's commuter programs websites and incentive programs.

Because the pilot is over, no additional recommendations for improving the Commute 37 program specifically are necessary. The four-county project team plans to continue to meet informally to collaborate on improving ridesharing along SR-37 as well as through other TDM programs.

Connect2Transit Pilot Program (discontinued)

Connect2Transit was a pilot program that provided discounts of up to \$5 off Marin Connect and Uber rides to and from major transit stations in Marin. The program was launched in July 2020 through a partnership with Marin Transit and Uber, integrating TAM's on-demand first/last mile voucher program (GetSMART) and Marin Transit's wheelchair accessible service (Connect) through the Uber app.

While the pilot program was initially set up as a two-year program, it was extended for an additional year of testing and implementation during the pandemic to allow more time to continue program operations. The program ended in June 2023.

During Connect2Transit's operation, TAM advanced partnerships with County of Marin and Kaiser Permanente to offer employer-specific vouchers. While TAM's public voucher offered up to \$5 off first/last mile rides to transit for the public, the County of Marin offered its employees up to an additional \$8 off rides, and Kaiser

Permanente agreed to offer employees up to an additional \$11. This indicates that employers may be willing to subsidize a portion of their employee commutes, when presented with potential partnership opportunities.

Awareness and Interest

Per the Marin Commutes survey, the majority of respondents had not heard of Connect2Transit; only 19% (40 respondents) have had exposure to the program. Approximately 40% of respondents said they were interested in trying the Connect2Transit program.

Use and Impact

Despite low levels of awareness from survey respondents, use was high with 1,943 vouchers claimed during the reporting period. The number of vouchers claimed averaged approximately 89.5 rides per month over the 3-year program period. In the last 16-months of the program, the average increased to 121.5 rides per month (35% higher than the 3-year average). The total vouchers claimed during the 3-year program period amounted to \$17,293 in total, and approximately 64% (\$11,069) was claimed during the last 16 months of the program.

VOUCHERS CLAIMED THROUGH THE CONNECT2TRANSIT PROGRAM

	Reporting Period (March 1, 2022 - June 22, 2023)	Program Lifetime (July 2020 - June 22, 2023)
TOTAL VOUCHER TRIPS	1,943	3,234
<i>PUBLIC VOUCHER</i>	1,269	1,911
<i>COUNTY OF MARIN EMPLOYEES</i>	327	467
<i>KAISER EMPLOYEES</i>	347	856
AVERAGE RIDES PER MONTH	121.5	89.5
TOTAL VOUCHER EXPENDITURES	\$11,069	\$17,293

Top locations served throughout pilot program:

- Civic Center SMART
- Kaiser Hospital
- Marin Health Urgent Care
- Marin General
- Downtown San Rafael/Canal Neighborhood
- Downtown Novato
- Grocery Stores
- Terra Linda Neighborhood
- Large Senior Living Facilities

Spotlight: Program Satisfaction

Of the five Marin Commutes survey respondents who had used Connect2Transit, 60% were satisfied with their experience. The single unsatisfied survey taker stated it was “not [a] reliable connection.”

The program offered an alternative to driving alone to key transit stops in Marin and likely encouraged greater transit usage. Specifically, employees of the County of Marin and Kaiser Permanente claimed a total of 1,323 trips, which were likely used for the first/last miles of their commute trips. The program thus contributed to reduced SOV trips and miles during peak commute periods.

The program also provided transit connections to equity communities and offered services to medical institutions and senior facilities, whose patrons heavily depend on transit service to travel to and from their destinations. The program also provided much-needed transit connections and options to many low-income populations who depend on transit to travel to essential services (e.g., medical facilities, grocery stores) served by the program.

Spotlight: Challenges, Lessons Learned, and Opportunities

The program faced several challenges due to the limited supply of shared ride service options and reduced demand during the COVID-19 pandemic. Since the launch of the program, public health orders limited vehicle capacities, and shared ride services in Uber were suspended, limiting service options and supply. Additionally, demand has been limited during the program, as many people have been required or offered the option to work from home.

The lack of ridership has led to considerable challenges and costs related to the Connect wheelchair accessible service component of the program. Connect has only seen 26% of its pre-COVID ridership in 2022, which has led to a significant increase in operation cost per ride. According to Marin Transit, Connect is the least cost-effective program in its suite of Marin Access programs; based on the Q2 2023 data, the program required \$157 per passenger in subsidies, as compared to a local paratransit passenger subsidy of \$85 over the same period. Marin Transit also reported that drivers have been shifted away from the Connect program to operate transit services due to driver shortages, and this has led to unreliable service for the Connect program. Additionally, Uber notified partners that it would not extend the current arrangement and that Connect vehicles operated by Marin Transit would not be shown in the Uber app after July 1, 2023.

The pilot program, though discontinued, offers important insights about challenges and opportunities for TDM programs like this, for example: The program led to a public-private partnership between TAM and large employers such as Kaiser Permanente and the County of Marin. This, in essence, is a valuable leveraging of public funding to encourage participation and bring in private funds. This program demonstrated that employers may be willing to subsidize a portion of their employee commutes, when presented with potential partnership opportunities. In the future, it may be beneficial for TAM to explore additional public-private partnership opportunities with large employers or businesses to subsidize their employees' connections to transit.

Program Recommendations

Below are a set of recommendations for improving Marin Commutes and the Marin Commutes Rewards and Emergency Ride Home programs. The recommendations are based on a review of the programs' performance data, stakeholder feedback, and best practices from other communities. Recommendations are grouped into four categories: program enhancements, digital promotion, collaboration with partners, and outreach, and rated on estimates of both cost and benefit.

Program Recommendations	Cost	Benefit
Programs/Policies		
<p>Extend the circumstances under which people can use ERH and/or remove frequency restriction to allow participants to use \$500 in a more flexible manner.</p>		

Streamline employer resources into a single webpage and add new testimonials.

Appendix

Informational Interview Summary Report

Executive Summary

Introduction

In the summer and fall of 2022, the Transportation Authority of Marin (TAM) conducted informational interviews with ten organizations which consisted of six community-based organizations (CBOs) and four employers across Marin County. The primary goals of the interviews were to:

- understand how Marin residents and employees travel through the county
- better understand transportation and communication barriers and needs
- raise awareness of the Marin Commutes program and create new relationships (or strengthen existing relationships) between TAM and organizations across the county
- and gather feedback on the Marin Commutes Rewards Program prior to its launch in October 2022 and how to best promote the program upon its launch.

This report details the goals of the interviews, interviewee selection criteria, the interview process used, key findings uncovered, and recommendations for outreach and program development.

Summary of Key Findings

- **Differences and similarities between employers & CBOs:** Many themes and overarching barriers were similar among both employers and CBOs (e.g., both discussed barriers to accessing or choosing alternatives to driving), though employers were generally more familiar with specific transportation options and programs, and with the daily transportation challenges and needs of their employees compared to CBOs' knowledge of their constituent needs. However, both CBOs and employers were willing and interested in serving as conduits of information to their constituents and employees, respectively.
- **Low awareness of Marin Commutes** – Many of the individuals interviewed were not familiar with the Marin Commutes prior to the interviews or were not familiar with its specific programs. A major hurdle to participation in Marin Commutes programs noted by interviewees is ensuring that Marin County residents and employees are aware of the programs and are able to easily access
- **High interest in Marin Commutes** – While many interviewees were not initially aware of Marin Commutes, all interviewees expressed that Marin Commutes programs are beneficial and had an interest in learning more and sharing information with their constituents or employees and broader networks, especially if the content was created by TAM in a format that could be easily shared through the interviewees' existing communication channels.
- **Positive initial feedback for Marin Commutes Rewards** – The concept and structure of the new Marin Commutes Rewards program appealed to all of the groups that TAM interviewed.
- **Limited resources for developing customized employer commuter programs** – Due to resource constraints, there was a preference among employers for directing employees to existing Marin Commutes programs rather than developing their own comprehensive commuter programs.

Employers were especially interested in promoting Emergency Ride Home and the Rewards program.

- **Various barriers to choosing/accessing alternatives to driving** - Interviewees expressed various reasons for commute alternatives not always being possible, including origin and destination, time of travel, type of work/industry, and overall pressure on people's time, resources, and attention.
- **First/last mile issues and transit deficiencies** – Limited transit schedules and routes result in first/last mile issues and make it difficult to use public transportation as a reliable alternative to driving alone. For example, employees living in Sonoma may take the SMART train to Marin but then have difficulty getting to their work locations.
- **Barriers to carpool/vanpool** – Employers are interested in expanding carpooling/vanpooling at their organizations, but they face various challenges, including coordinating employee schedules.

Summary of Recommendations

Focus on increasing awareness of Marin Commutes and its existing programs.

- **Make it as easy as possible for employers and CBOs to share information with their constituents.**
 - Create materials that can be easily shared by employers and CBOs with their constituents using existing communication channels. For example by providing newsletter content that can be forwarded within organizations, lunch & learn style presentations, and breakroom flyers for employers, and through social media for CBOs.
 - Partner with organizations like Canal Alliance to distribute materials directly to their communities (e.g., through Canal Alliance's flyer distribution program/"promotores").
 - Increase accessibility by offering materials in languages other than English. For certain audiences, providing content in Spanish is consistently necessary (e.g., Canal Alliance constituents and Marin Community Clinics clients).
- **Increase awareness through direct outreach and marketing**
 - Attend and bring information about each program to well-attended community events and employee benefits fairs.
 - Increase the volume of marketing and advertising about Marin Commutes programs (e.g., via targeted social media advertisements, bus and train ads).
 - Reach out directly to the individuals and organizations that are referred by employers and CBOs engaged in the program.
 - Increase the attractiveness of Marin Commutes to employers by refreshing the employer resources section of the Marin Commutes website, expanding the list of and highlighting employer testimonials, and sharing more information about the reporting and employee engagement potential of the Marin Commutes Rewards platform.

Focus program offerings on helping to solve first/last-mile challenges and increasing the access to and convenience of alternatives like transit and carpooling.

- Facilitate secure bike parking at workplaces and in equity priority communities and promote bike-related subsidies to increase access to bikes and e-bikes, such as incentives offered through the California Air Resources Board Electric Bicycle Incentive Project (launching in 2023).
- Consider promoting the coordinated expansion of micro transit, based on monitoring SMART's microtransit shuttle pilot at Sonoma County Airport, to determine the feasibility of similar services at key locations in Marin (e.g., from the SMART Larkspur Station and Larkspur Ferry to Corte Madera's major shopping centers).

- Implement micromobility programs to expand choices such as bikeshare or scooters at key locations to help fill first/last mile gaps.
- Coordinate with SMART to explore opportunities to expand SMART's microtransit pilot program SMART Connect beyond connections to Sonoma County Airport.
- Facilitate making carpool matching easier by promoting the carpool matching tool within the RideAmigos-based Marin Commutes app, create and share resources on how to find a carpool match, and promote partner carpool programs including Commute 37 and 511's Bay Area Carpool program. In particular, focus on sharing carpooling information with employers, especially with employers with sub-networks in RideAmigos, as individuals are often more comfortable commuting with someone from their workplace.

Interview Outreach Strategy

Community-based Organization (CBO) Interviews

The CBO interview series aimed to determine how Marin Commutes can better serve community members, inform CBOs about Marin Commutes programs, and gather feedback on existing programs. The CBO interviews focused on organizations serving Equity Priority Communities.

Goals

- Understand community members' barriers to accessing programs
- Understand communication and travel needs of community members
- Share information on Marin Commutes programs
- Get a baseline understanding of awareness, perceptions, and current usage of Marin Commutes
- Share information about the rewards program pilot and get feedback/ideas
- Begin early stages of potential ongoing partnerships with CBOs
- Listen for interest in and need for anything we are not yet offering

Interviewee Selection

We conducted outreach to ten CBOs in Marin County and conducted interviews with six. CBOs were selected to represent a wide variety of issue areas and populations served, with a special emphasis placed on better connecting with Equity Priority Communities and underserved populations.

CBOs were selected with the following considerations:

- Geographies that the organization serves
- Types of constituents that the organization serves, such as immigrant groups, seniors, families, and environmental interests
- Existing relationship(s) with TAM and opportunities to build new ones

Interviewees included:

- Asian American Alliance of Marin – Mark Noguchi, Board Member
- Canal Alliance – Aaron Burnett, Director of Policy and Civic Engagement
- Marin Interfaith Council – Reverend Scott Quinn, Executive Director
- Marin Community Foundation – Patti D'Angelo Juachon, Director for the Environment
- Play Marin – Paul Austin, Founder & CEO
- Sausalito Village – Tricia Smith, President and Team Lead for Community Outreach

We also invited the following CBOs to join us for interviews, but were ultimately unable to schedule a meeting:

- Multicultural Center of Marin – Douglas Mundo, Executive Director
- West Marin Community Services – Maria Niggle, Coordinator
- North Marin Community Services – Liliana Palu, Community Support Manager
- Performing Stars – Felecia Gaston, Founder & CEO

Employer Interviews

Interviews with Marin County employers aimed to better understand how Marin Commutes could support mode shift amongst employees and create deeper partnerships with employers.

Goals

- Understand employer needs and opportunities for commuter program support
- Get a baseline understanding of employer awareness and current usage of Marin Commutes
- Share information on Marin Commutes programs
- Get feedback on rewards structure
- Get feedback on existing materials
- Listen for interest in and need for anything we are not yet offering

Interviewee Selection

Employers were selected based on the following considerations:

- Previously expressed interest in commuter programs during the 2020 employer survey
- Existing relationship(s) with TAM and opportunities to build new ones
- Employers with a larger number of employees
- Employers with higher percentages of employees that work in person more frequently
- Employers in close proximity to public transit and bicycling infrastructure

Interviewees included representatives from:

- Kaiser San Rafael – Pat Kendall, Administrator
- Nordstrom – Ted Reed, Store Manager
- Marin Community Clinics – Judith Snead, Development Director
- MarinHealth – Laura Kivette, HR Associate

We also invited the following employers to join us for interviews, but were ultimately unable to schedule a meeting:

- BioMarin – Marina Del Valle, Environmental Health Safety Specialist
- Restoration Hardware – Meredith Grooms, Associate Gallery Leader

CBO and Employer Interview Process

Interview Facilitation

Interviews with both CBOs and employers were conducted over Zoom and used the following format:

- Interviews were scheduled for 45 minutes.
- Participants included representatives of the CBO or employer organization, at least one TAM staff member who introduced Marin Commutes and answered program-specific questions, and consultants who facilitated the interview and took notes.
- While interviews were based on a prepared list of questions (see links to Interview Guides in Appendix), facilitators kept the conversations flexible and broad enough to focus on the areas of importance identified by interviewees.

Post-Interview

Interviewees received thank you emails following the interviews along with a general timeline for future engagement in hopes that they would stay involved. These emails contained information toolkits to make it as easy as possible for interviewees to continue to learn about Marin Commutes and share information with their constituents. These included:

- A digital flyer/Microsoft Word document with a brief summary of each Marin Commutes program. This flyer was designed to be easy to share electronically via email, newsletters, and internal communication systems or to print and hang at an in-person location.
- Similar content was also pasted directly into the follow-up email, tailored to the topics that each interviewee had expressed the most interest in.

During the Marin Commutes Rewards program rollout in October 2022, the Marin Commutes team followed up with interview participants with a promotional toolkit in English and Spanish, which included print and social media flyers and newsletter content for organizations to share with their members/employees.

CBO Interviews – Findings and Recommendations

In the sections below, we summarize the transportation challenges and opportunities, as well as engagement-related findings and recommendations from the CBO interviews. While each CBO interview yielded unique findings, several key themes emerged:

- **Importance of better access to transportation:** CBO interviewees expressed an overarching desire for transportation to improve the quality of life of people living in Marin County, and a need for improved access to transit, including expanded hours and service, much of which falls outside of the scope of the Marin Commutes program. CBO interviewees also expressed challenges related to first/last mile access and carpooling.
- **Communication and information-sharing:** CBOs responded positively to sharing information about the Marin Commutes program with their members, particularly if the content was created in a form that they could easily push out through their social media channels, eNewsletters, and other communications.
- **Rewards:** The financial rewards being offered through the Marin Commutes Rewards Program were popular with interviewees. Interviewees stressed the importance of the rewards being easy to redeem.

Transportation Challenges and Opportunities

CBOs identified several transportation challenges for their members, many of which fall outside of the scope of the Marin Commutes program. However, these conversations provided opportunities to share information about other TAM programs and programs offered by other organizations in Marin, such as Marin Transit. They were also opportunities to learn how we might refine or expand Marin Commutes programs in the future.

Public Transportation

Challenges

- Transit schedules don't always align with work schedules/commute times or school schedules (e.g., the morning bus schedule and bell schedule at TAM High School are not well-aligned).
- Public transit does not always go to and from the areas people need to get to; people face challenges accessing reliable transportation for the first and last miles of destinations.
- Challenges specific to youth and families were emphasized by Play Marin:
- Parents face challenges getting kids to/from sports practices.
- Play Marin faces challenges getting kids to offsite locations like swimming pools and recreation areas during summer programming.

Opportunities

- Share information about transit discount passes.
- Explore programs to address barriers to first/last mile challenges, such as expanding access to micro mobility options.
- Explore programs to help youth organizations and parents access reliable transportation (e.g., carpools, on-demand vans/shuttles).
- Promote/create programs to help youth become more familiar and comfortable with riding public transit.

Carpooling

Challenges

- CBOs expressed concern about access to transportation if plans change or emergencies arise. CBOs felt strongly that their constituents would take advantage of the Emergency Ride Home program if they were aware of it.
- The Canal Alliance voiced concerns about discrimination against people of color, immigrants, and undocumented people, which may pose a barrier to their constituents using the carpool matching tool in the RideAmigos app.

Opportunities

- Interviewees expressed that changing one's commute to carpool to work can be difficult for their constituents, but carpooling for errands and non-work-related trips may be easier.
- Create a mini campaign to share more resources about how to find a carpool partner, how to use the carpool matching tool in the RideAmigos app, and how to access rewards for carpooling.

Parking

Challenges

- The Canal Alliance shared that a lack of parking in the Canal District poses a challenge to using alternatives to driving alone. Specifically, most available parking spaces have time limits, so people

are generally unable to leave their cars there all day if they were to take another mode of transportation to work.

- Parking at or near transit hubs can be expensive, unavailable, or inconvenient.

CBO Awareness and Interest in Marin Commutes

Overall, CBO representatives were somewhat or very knowledgeable about TAM but had little or no knowledge about Marin Commutes. After the interviews, CBO representatives shared that they are willing to and interested in helping to promote the Marin Commutes Rewards program and other Marin Commutes programs. Although awareness of Marin Commutes programs was low, the sentiment toward the program was positive.

Asian American Alliance of Marin (AAAM)

- Board member Mark Noguchi's wife, Kay Noguchi, is an alternate on the TAM Oversight Committee, so he personally knew about TAM prior to the interview.
- The AAAM is happy to promote the program within their network; Mr. Noguchi is personally interested in environmental programs and is interested in promoting Marin Commutes to his personal network.

Canal Alliance

- Canal Alliance was aware of TAM before meeting with the interviewing team, but was not aware of Marin Commutes.
- The clients at Canal Alliance are likely to use the programs, including the ongoing rewards program, so the Canal Alliance would promote Marin Commutes Rewards through their social media and newsletter if materials are translated into Spanish.

Marin Community Foundation (MCF)

- MCF is very aware of TAM and has partnered with TAM on prior efforts, but was not as familiar with Marin Commutes.
- MCF is willing to promote Marin Commutes programs to their network of CBOs and employers. Specifically, they have several organizations in a sustainability cohort that may find the sustainability impact tracking aspect of the reward program useful.
- MCF was interested in promoting and using various Marin Commutes programs like Emergency Ride Home and the rewards program to its employees. MCF is currently primarily working remotely but may have a greater need for commuter programs if more employees return to the office in the future.

Marin Interfaith Council (MIC)

- Before our interview, MIC had low awareness of TAM and Marin Commutes. The interview proved to be a great introduction and connection to faith-based communities in Marin.

Play Marin

- Play Marin had not heard of TAM nor Marin Commutes programs prior to the interview.
- The conversation with Play Marin focused on the need for direct transportation to/from activities for their youth players and adjusting public transit schedules to suit youth transportation needs.

- The conversation revealed that Marin Commutes programs likely would not address the specific needs of Play Marin as an organization. However, Play Marin understood the benefits of Marin Commutes to their community members and could be a helpful conduit for sharing information about programs with the Marin City community in particular.

Sausalito Village

- Sausalito Village had some knowledge of TAM through their relationship with Vivalon, a senior care service that transports seniors around Marin County.
- Sausalito Village would not extensively promote Marin Commutes programs to their members but is interested in promoting the programs through their volunteer drivers under their Call A Ride For Sausalito Seniors (CARSS) program.

Channels for Communicating with CBO Constituents

CBOs shared which avenues of communication work best for their communities. Their feedback revealed that what works well for one CBO may be the opposite for another CBO. This serves as a reminder that a one-size-fits-all approach to outreach will not be effective and that it is important to carefully consider the intended audience and their preferred communication challenges when promoting Marin Commutes programs.

For example, Sausalito Village recommended promoting Marin Commutes Rewards through email because their audience heavily engages with their email newsletter, while the Canal Alliance recommended against email as a primary form of communication for several reasons: many of their constituents do not have email addresses, those that have email addresses can be inundated with email, and their younger constituents prefer receiving information via social media.

Summary of preferred communication and outreach methods by CBO

Asian American Alliance of Marin

- Share information with board members Mark Noguchi and Jean Bee Chan, and they will share with AAAM and/or their personal networks.
- Speak at AAAM's board meetings (Note: Molly Graham presented at the board meeting on September 8, 2022.)

Canal Alliance

- Importantly, all content should be translated into Spanish.
- Send content for their eNewsletter, social media, or SMS texts.
- Utilize push notifications through RideAmigos when possible. (Note: push notifications are not currently available in the RideAmigos app).
- Use Canal Alliance's flyering program: organizations like TAM pay a fee/stipend to have Canal Alliance constituents/community members distribute flyers in the Canal District.

Marin Community Foundation

- The MCF interview did not focus on communication methods, but future marketing about programs can be shared with both Patti Juachon (Director for the Environment) and Saul Macias, VP for Human Resources (smacias@marincf.org).

Marin Interfaith Council

- Share information for their newsletter.
- Will promote Marin Commutes by passing information along to other CBO leadership in Marin.

Sausalito Village

- Share information for their eNewsletter and email blasts.
- There was a discussion about whether a presentation about Marin Commutes could be geared toward their volunteer drivers. We recommend following up with volunteer driver program coordinators if this is of interest: Flo Hoylman and Felicity Kirsch.

Play Marin

- The Play Marin interview was brief due to scheduling issues and did not touch on communications topics.

Language Needs

To engage with the diverse communities CBOs serve, materials should be translated into languages other than English.

- The Canal Alliance requested that all materials be translated into Spanish when engaging with the Canal community.
- Marin Interfaith Council and the Asian American Alliance of Marin both recommended translating materials into Spanish, Vietnamese, and Portuguese.

Recommendations for Outreach to Other CBOs

During the interviews, CBOs shared which other organizations they thought would have interest in Marin Commutes programs and/or whose input would be beneficial to TAM:

- **Center for Volunteer and Nonprofit Leadership** – CVNL is an organization dedicated to advancing nonprofits and volunteerism and may be a good way to reach CBO leaders. Recommended by Marin Community Foundation. The Marin Commutes team emailed CVNL in October 2022 about Marin Commutes Rewards. Contact: Linda Jacobs, CEO (ljacobs@cvnl.org)
- **Marin CAN** – Formerly known as Drawdown: Marin, Marin CAN is currently part of the County of Marin and is a climate-focused organization. Recommended by Marin Community Foundation. Contact: Direct contact not found online; recommend reaching out to Dana Armanino to ask for the best contact in the future.
- **Marin Villages** – Marin Villages is part of the growing Village Movement across the U.S. and helps older adults be active, connected, and independent. The organization arranges activities and volunteers provide services to members such as errands and transportation. Recommended by Sausalito Village. Contact: info@marinvillages.org.
- **West Marin Collaborative** – A group of executive directors from nonprofits/CBOs in West Marin that is part of the Marin Promise Partnership. Recommended by Marin Community Foundation. The Marin Commutes team emailed Maria Niggle (maria@marinpromisepartnership.org or nigglehollis@gmail.com) at West Marin Collaborative in October 2022 about Marin Commutes Rewards. Contact: Maria Niggle was recommended by Patti at MCF, but we recommend reviewing the group's [website](#) prior to future outreach to identify other relevant contacts at the collaborative.

Employer Interviews – Findings and Recommendations

In the sections below, we summarize the transportation challenges and opportunities, as well as engagement-related findings and recommendations from the employer interviews. As with CBO interviews, each of the employer interviews yielded their own specific insights. However, several common themes emerged:

- Most employers were unaware of many Marin Commutes programs prior to the interviews.
- All employers are enthusiastic about sharing information about Marin Commutes with their employees.
- Employees face challenges accessing reliable, convenient, safe, and affordable transportation, including first/last mile challenges.
- All employers saw the Marin Commutes Rewards program as a way to make their employees' commutes easier and felt their employees would benefit from other existing programs, especially Emergency Ride Home.
- Employers are concerned about employee retention, and improved commutes and financial rewards are seen as a potential tool to improve that retention. Larger employers are eager to be seen as leaders in this space.
- Employers are interested in setting up carpool/vanpool programs but face various challenges to doing so.

Transportation Challenges and Opportunities

Many similar transportation challenges were expressed across the employers interviewed, including first/last mile issues and difficulty coordinating employee schedules to facilitate carpooling. Additionally, while employers want to support employees in their commutes, many expressed limited bandwidth to set up or expand formal, customized commuter programs. As such, employers were particularly interested in receiving information about Marin Commutes programs (e.g., Emergency Ride Home, Connect2Transit, Marin Commutes Rewards) and resources that they could easily share with their employees (e.g., resources on transit options, walking and biking in Marin, and how to use the carpool matching tool).

Ramping up commuter programs for return-to-office

Challenges

- During the COVID-19 pandemic, some employers, including Kaiser and MarinHealth, pivoted to working remote or hybrid-remote schedules for those that did not have to be on-site in the hospital. However, they plan to transition back to fully in-person work in the future and will need support with rebuilding their commuter programs.
- Employers that have already returned to the office expressed difficulty in ramping up usage of commuter programs.

Opportunities

- There is an opportunity for TAM to provide support to employers when reigniting employee commute programs, including promoting existing programs like the vanpool incentive program, the carpool matching tool, and Emergency Ride Home.

Cost of transportation

Challenges

- Overall cost of transportation (regardless of mode) is an issue, especially for employees earning lower wages on average, such as retail workers.

Opportunities

- For commuters that live further away from Marin, it is becoming harder to drive alone due to increased gas prices and inflation. This may motivate employees to try something new and an opportunity to market the cost-saving benefits of other modes.
- Fortunately, many of the Marin Commutes programs reduce the cost of modes other than driving alone. Emphasizing the cost-saving aspects of Marin Commutes programs could be an effective marketing tactic, especially for certain audiences.

Transportation access and first/last mile challenges

In general, employers spent significant time expressing frustrations with transportation access and transportation infrastructure in Marin County.

Challenges

- **Limited transit routes and stops** – Public transit routes often do not stop close enough to employees' destinations in Marin. For example, many employers mentioned that the SMART train could be a great option for their employees to get from their homes in Sonoma County to work in Marin, but they are unable to get from the SMART station to their workplaces easily.
- **Transit schedules** – Several employers mentioned that transit schedules often do not align well with employee shifts, making it difficult for employees to use public transit (this was especially relevant for Nordstrom employees).
- **Travel times for other modes are significantly longer than driving** – Many employees (especially those at Nordstrom) live far from Marin. Overall travel times when trying to use other modes like public transit can be much longer than driving, creating a barrier to using these modes.

Opportunities

- TAM and Marin Commutes can look for ways to address first/last mile challenges, such as by helping to make micro mobility options, like bikes and scooters, more available and affordable, and by helping employers with creating secure bike parking for employees. In particular, first/last mile programs should focus on getting employees to/from transit hubs, such as the SMART stations and San Rafael Transit Center and their workplaces.
- While TAM does not have jurisdiction over the schedules of transit providers, TAM can help to facilitate other alternatives to driving alone, such as carpooling.

Carpooling and Vanpooling

All four employers expressed challenges associated with carpooling efforts. However, they were all interested in trying to expand carpool/vanpool programs at their organizations and many were already doing so. They were also interested in sharing the RideAmigos-based carpool matching tool with their employees.

Challenges

- **Scheduling/coordination issues** – All four employers discussed carpooling challenges related to scheduling. This is a major challenge in the healthcare and retail sectors where shift work is more common than in other industries. Marin Community Clinics offered unique challenges in that many

staff need to travel between the satellite locations during their shifts, which requires them to have access to a vehicle throughout the day.

- **Health and safety** – For healthcare workers in particular, health and physical safety concerns pose a challenge to commuting with another person in a finite space like a car or van. Such risks have been magnified with COVID-19.

Opportunities

All three healthcare employers are either currently operating some type of carpool program that they would like to expand, or previously had a carpool program that they would like to revive. Marin Commutes should follow up with each organization on the status of their carpool/vanpool programs, ensure they are aware of the additional incentives TAM offers, provide assistance as needed, and promote the carpool-matching tool and rewards program.

- **Marin Community Clinics** – At the time of the interview, MCC was in the process of implementing a vanpool through Enterprise. As of April 2023, MCC was happy to report that they enrolled their first vanpool with Enterprise, and they hope to expand to additional employees.
- **MarinHealth** – MarinHealth had an established shuttle (vanpooling) program in the past and is currently working with Enterprise to receive as many subsidies as possible. They are interested in bringing the program back.
- **Kaiser San Rafael** – Kaiser has preferred parking for carpool/vanpool and has a vanpool/carpool program that was used more before the pandemic, but usage has dwindled since the pandemic began.
- **Nordstrom** – Nordstrom helps to coordinate schedules at the department level so that employees can carpool with each other and Ted is interested in receiving more information about the carpool-forming tool in RideAmigos. Additionally, Nordstrom previously offered a \$100 bridge toll stipend for employees commuting into San Francisco. Marin Commutes could build on this idea to recommend that employers could provide bridge toll stipends/waivers for carpoolers only to incentivize carpooling.

Safety

Challenges

- Several employers expressed concerns about traffic safety and safety at transit stops.
- Employers and employees are also concerned about COVID-19 and traveling in close proximity to others in carpools or public transit.

Opportunities

- TAM can work with partners to assess safety issues at specific transit stops and identify solutions, such as improved lighting, curb/sidewalk improvements, etc.
- While bike safety was not brought up frequently, TAM can also continue to work on road improvements to make cycling safer, and Marin Commutes can look for ways to improve the biking resources on the website (e.g., how to find a safe bike route, links to bike safety tips and courses).

Rewards program – Employer networks

Opportunities

- **Kaiser San Rafael** – Kaiser may be interested in setting up an employer network through the RideAmigos-based Marin Commutes Rewards program. Their ability to do so will depend on other obligations and the availability of staff.

- **Marin Community Clinics and Marin Community Foundation** – MCF and MCC were particularly interested in the sustainability of their organizations and the potential to utilize the rewards program to track the emissions impacts of employee commute choices.
 - **Marin Community Clinics** – MCC received a grant from MCF related to improving the organization’s sustainability and recommended that TAM follow up with them around or before August 2023, when they will have more time to dedicate to sustainability initiatives.
 - **Marin Community Foundation** – While we interviewed MCF primarily as a CBO, they expressed interest in using the tool to track the impact of their work-from-home policies and shared that they thought this aspect of the tool could be a good selling point for other employers (including MCC).
- Regardless of whether Marin Commutes wants to establish additional formal employer networks in RideAmigos, we recommend following up with each interested organization about promoting the rewards program and other Marin Commutes programs with their employees.

Patient transportation to healthcare

Challenges

- Marin Community Clinics shared that for clients who don’t have reliable transportation, getting to/from their clinics can be a challenge. MCC occasionally provides patients with transportation to/from their clinics, and has also used UberHealth, but they have not widely advertised these services. MCC would need more funding to support patient transportation directly; they would be interested in a “Call a Ride” service for clients, especially seniors. While Kaiser and MarinHealth did not discuss patient transportation access issues in their interviews, patient access to healthcare appointments is likely an issue for all healthcare providers in Marin.

Opportunities

- **Connect MCC with relevant partners/services** – While TAM may not be in a position to provide funding or directly provide a transportation service, Marin Commutes could help connect MCC with potential services or partners that may be able to help fill this gap. For example, Marin Commutes can share information about the Connect2Transit program, or programs that might be similar to Sausalito Village’s Call a Ride for Sausalito Seniors (CARSS) that could provide volunteers to drive clients to/from MCC’s clinics.
- **Secure bike parking** – Many Marin Community Clinics’ patients walk or bike to the clinics in the Canal neighborhood. TAM could support MCC and the surrounding community by providing technical assistance or subsidies to procure and install secure bike lockers at these sites.

Employer Awareness and Interest in Marin Commutes

Marin Community Clinics (MCC)

- Before the interview, MCC had low awareness of TAM and Marin Commutes.
- In general, MCC was very interested in Marin Commutes and wanted to share information with their employees via their newsletter and benefit materials.

MarinHealth Medical Center

- MarinHealth had worked with TAM and Marin Commutes in the past to set up a vanpool program.
- They are interested in promoting Marin Commutes programs to employees through internal communication networks.

Kaiser

- Kaiser is familiar with TAM and has worked with TAM and Marin Commutes in the past, including on Connect2Transit, and is eager to continue their relationship with TAM.
- Kaiser would like to be seen as a leader in commuter support and would welcome support in educating employees about transportation benefits and programs.

Nordstrom

- In prior years, Nordstrom completed an employer survey that TAM conducted. Because of this survey, Nordstrom had some knowledge of TAM prior to the interview.
- Store manager Ted Reed was enthusiastic about programs offered by Marin Commutes and is eager to promote them to his employees.

Channels for Communicating with Employers and Employees

Most employers interviewed have internal communications systems but do not have recommendations for how to communicate directly with their employees. Instead, they provided ideas for how to give them information to share with their employees, such as employee newsletters. Additionally, we heard requests for TAM to table or present at their employee benefits fairs. TAM could give bonus rewards points or other incentives to employees that sign up for the newsletter or the rewards program on tabling days.

Preferred communication and outreach methods by employer**MarinHealth**

- Human Resources promotes an employee benefit every month. MarinCommutes can provide content to MarinHealth to promote during a particular month. Contacts: Melissa Horve, HR Business Partner, and Benjamin (Ben) Luna, Lead Shuttle Driver.

Nordstrom

- Has an employee lunchroom where flyers can be posted, and hosts regular morning rallies where information about programs could be shared. Coordinate all communication through Ted Reed.

Marin Community Clinics

- Promotes their employee benefits through newsletters and their website ahead of open enrollment. They also have a space for video in their “Brain Sharks” program during open enrollment. TAM could put together a teaser of three to five programs in a video or create a tailored employee orientation. The end of the year is a great time to communicate with their employees due to these benefits messages, so it is recommended that TAM reach out in fall 2023.
- Has a green committee that is eager to promote environmental programs like Marin Commutes.
- Client communications – Two-thirds of their clients speak Spanish so client-focused communication should be translated into Spanish.

Kaiser San Rafael

- Kaiser communicates with employees through desktop notifications, email blasts, newsletters, town halls, huddles, and department meetings.
- Communications can be directed to Laura Kivette. Kaiser San Rafael formerly had a transportation coordinator but has not reinstated the position since their departure.

Language Needs

- Marin Community Clinics requested that materials and communications geared toward their clients are translated into Spanish, as two-thirds of their clients speak Spanish.

Recommendations for Outreach to Other Employers

During the interviews, employers shared which other employers they thought would have interest in Marin Commutes programs and/or whose input would be beneficial to TAM:

- **Marin County Office of Education** – The Marin County Office of Education (MCEO) services eighteen school districts in our county, supporting public as well as private K-12 institutions. Recommended by Marin Community Foundation.
- **Macy's** – Macy's store manager at the Corte Madera Village. Recommended by Nordstrom Corte Madera store manager Ted Reed.
- **Nordstrom Rack** – Employees in Marin County (Novato and Santa Rosa). Recommended by Nordstrom Corte Madera store manager Ted Reed.
- **The Village at Corte Madera / other store managers at the Village** – Management at the Village at Corte Madera may be able to connect TAM to the other store managers. Recommended by Nordstrom Corte Madera store manager Ted Reed.
- **MarinHealth Network** – MarinHealth Network is another large employer in the county. MarinHealth Medical Center works closely with MarinHealth Network and could make an introduction.

Conclusion

The CBO and employer interviews resulted in many actionable findings and positive relationship-building outcomes. While TAM and Marin Commutes were not well-known by interviewees prior to the interviews, the interviews resulted in building stronger connections with the CBOs and employers interviewed. Additionally, all interviewees expressed great interest in Marin Commutes programs and a willingness to share information about Marin Commutes with their employees and constituents. Interviewees also recommended additional organizations to connect with. In addition to increasing awareness and interest in Marin Commutes, the interviews yielded many insights into the transportation challenges faced by community members and employees in Marin County and identified many opportunities for new programs, support, and communication.

A more detailed summary of findings and recommendations can be found in the Executive Summary of this report.

Marin Commutes Survey Report

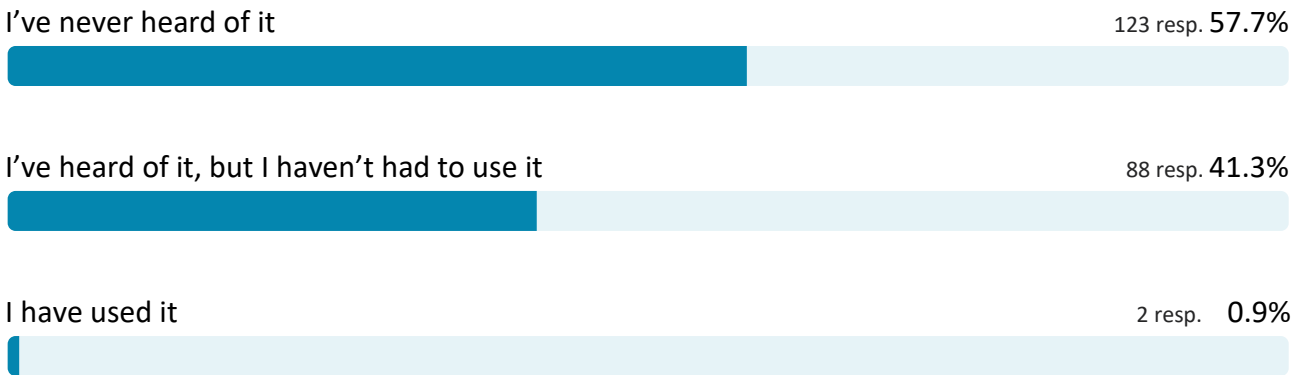


Marin Commutes Survey

213 responses

Emergency Ride Home Program: A reimbursed ride home from a taxi, Uber, Ly or similar when an unexpected situation arises. Marin Commutes will reimburse up to 4 trips per year (up to \$125 per ride).

213 out of 213 answered



Has knowing this program is available in an emergency made you feel more comfortable taking modes of transportation other than driving alone to work or college?

88 out of 213 answered



No 11 12.5%



Please rate your satisfaction with Emergency Ride Home.

2 out of 213 answered

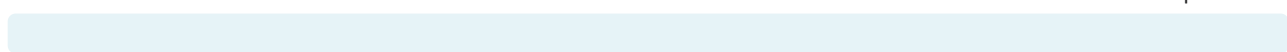
Not sure 1 resp. 50%



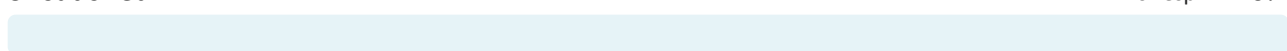
Very satisfied 1 resp. 50%




Satisfied 0 resp. 0%



Unsatisfied 0 resp. 0%



Very unsatisfied 0 resp. 0%



Has knowing this program is available in an emergency made you feel more comfortable taking modes of transportation other than driving alone to work or college?

2 out of 213 answered


Not sure 1 50%



Yes 1 50%

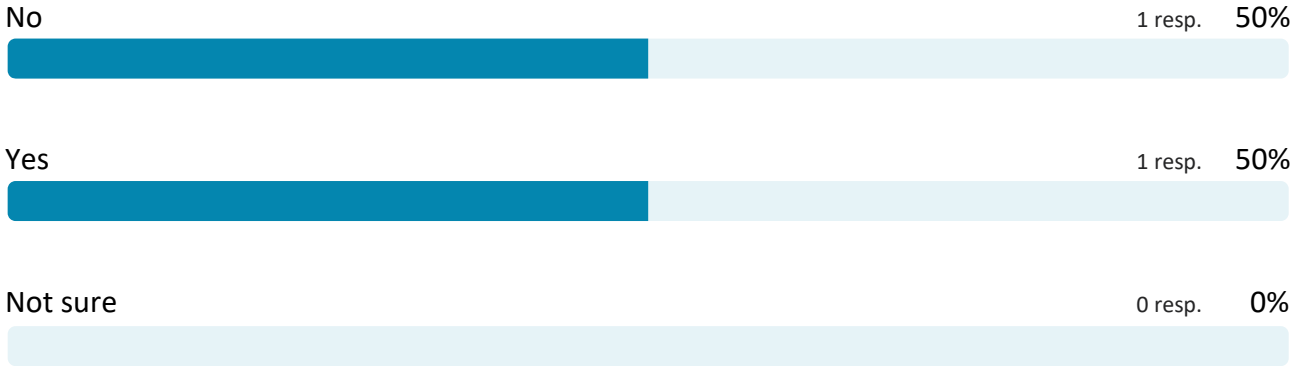


No 0 resp. 0%



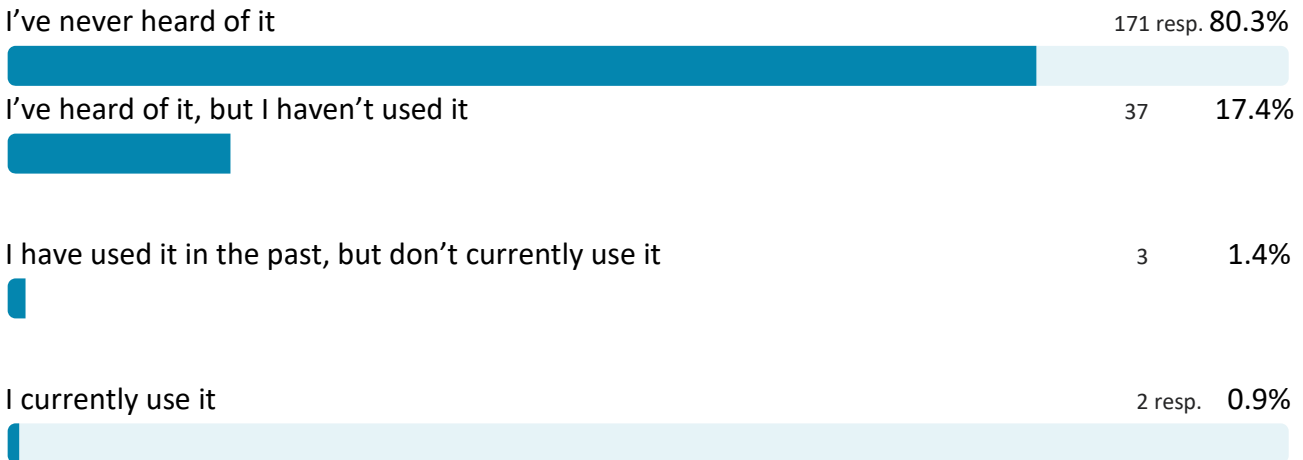
Would you use this program again in an emergency?

2 out of 213 answered



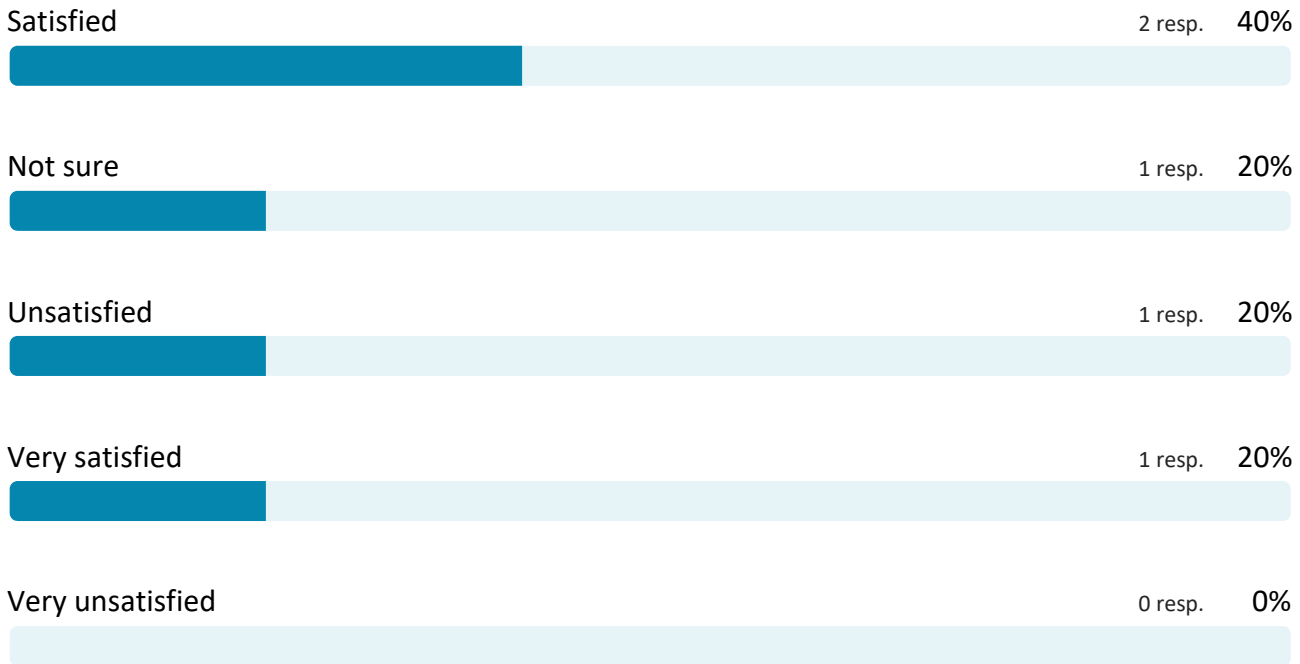
Connect2Transit Pilot Program: Discounts of up to \$5 on Marin Connect and Uber rides to and from major transit stations in Marin.

213 out of 213 answered

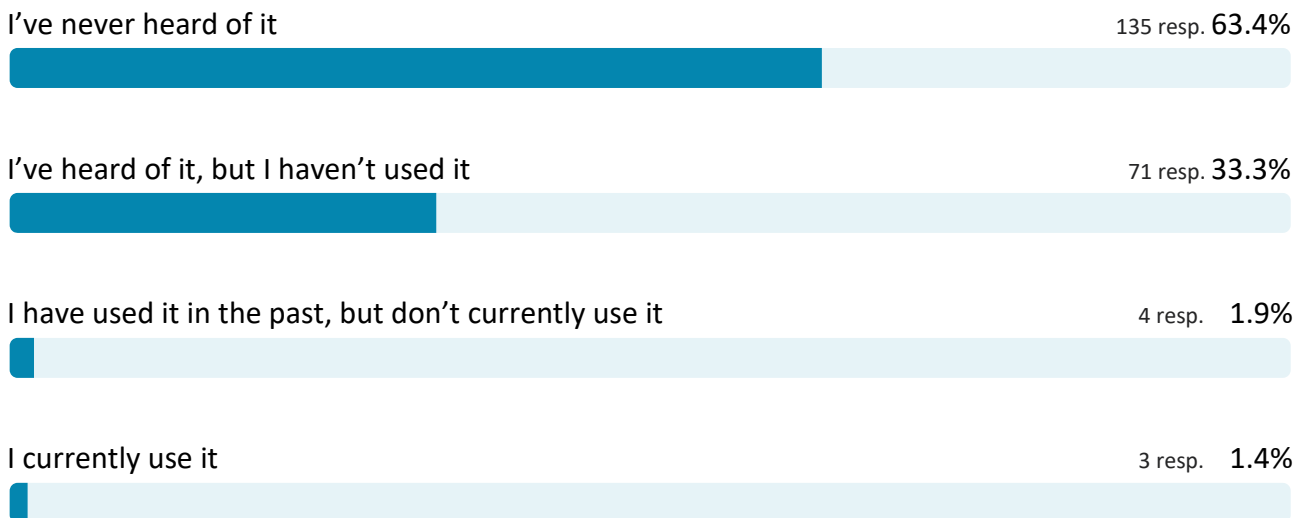


Please rate your satisfaction with Connect2Transit.

5 out of 213 answered

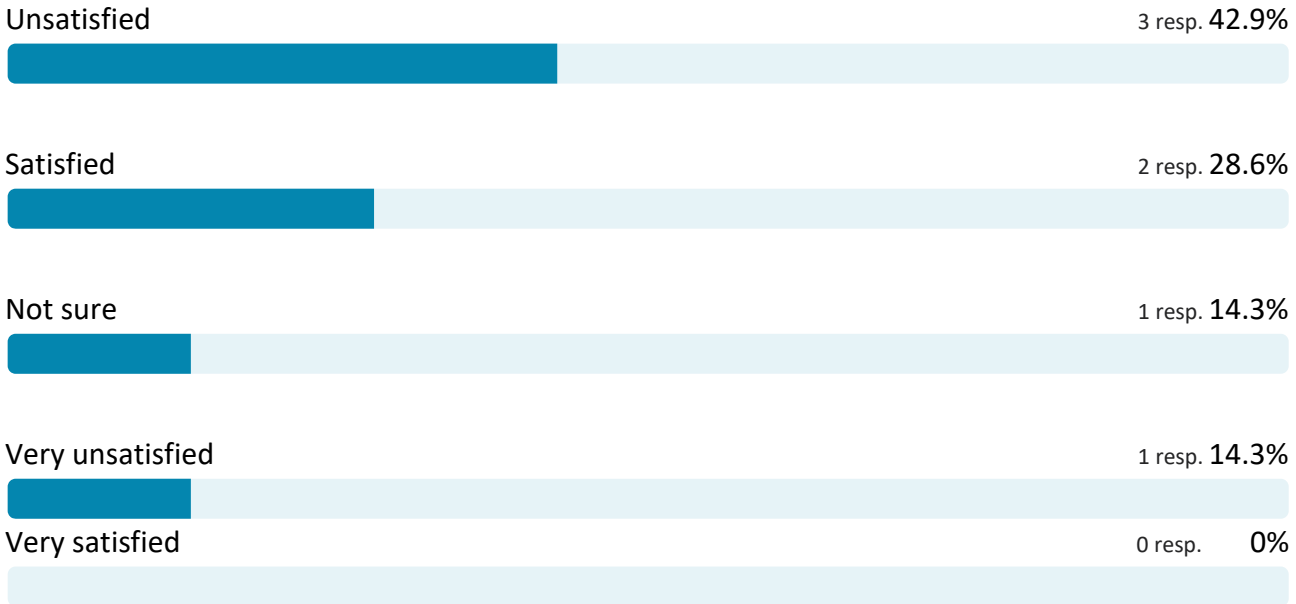


Vanpool Incentive Program: Transportation Authority of Marin offers a subsidy of \$150 o the monthly cost of operating a vanpool. This \$150 month (\$3,600 over two years) is in addition to other regional vanpool subsidies (like \$400 off the monthly cost of a rented van through 511’s partnership with Enterprise).
 213 out of 213 answered



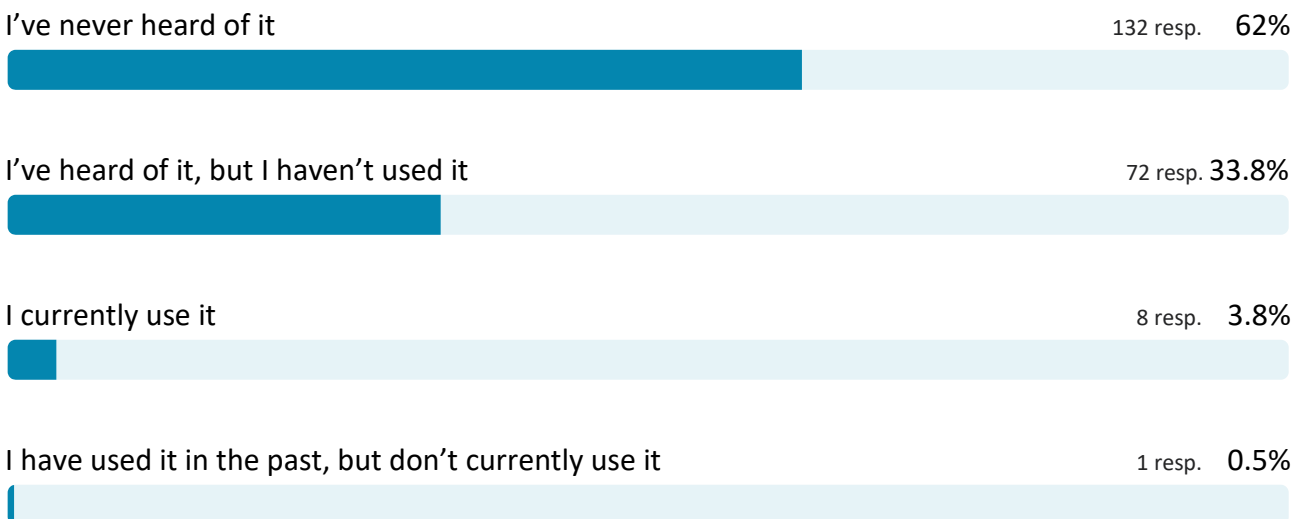
Please rate your satisfaction with the Vanpool Incentive Program.

7 out of 213 answered



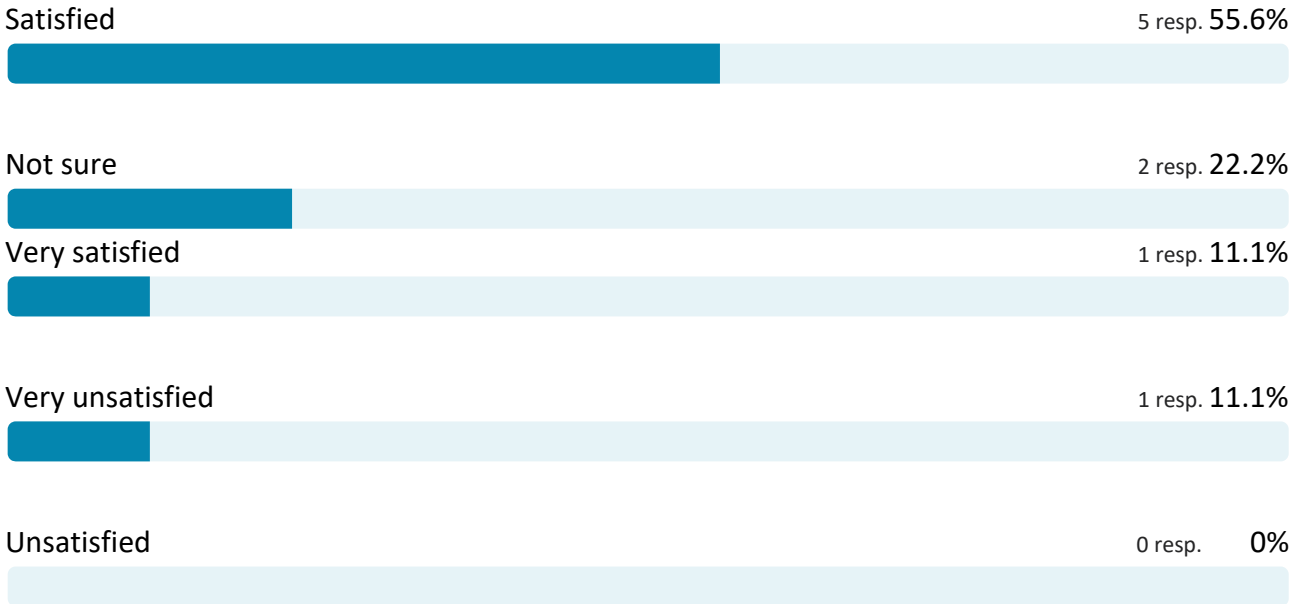
Merge Bay Area Carpool Program: 511’s carpool matching and rewards program for all commuters in the Bay Area. This program offers up to \$25 per month in incentives for carpoolers.

213 out of 213 answered



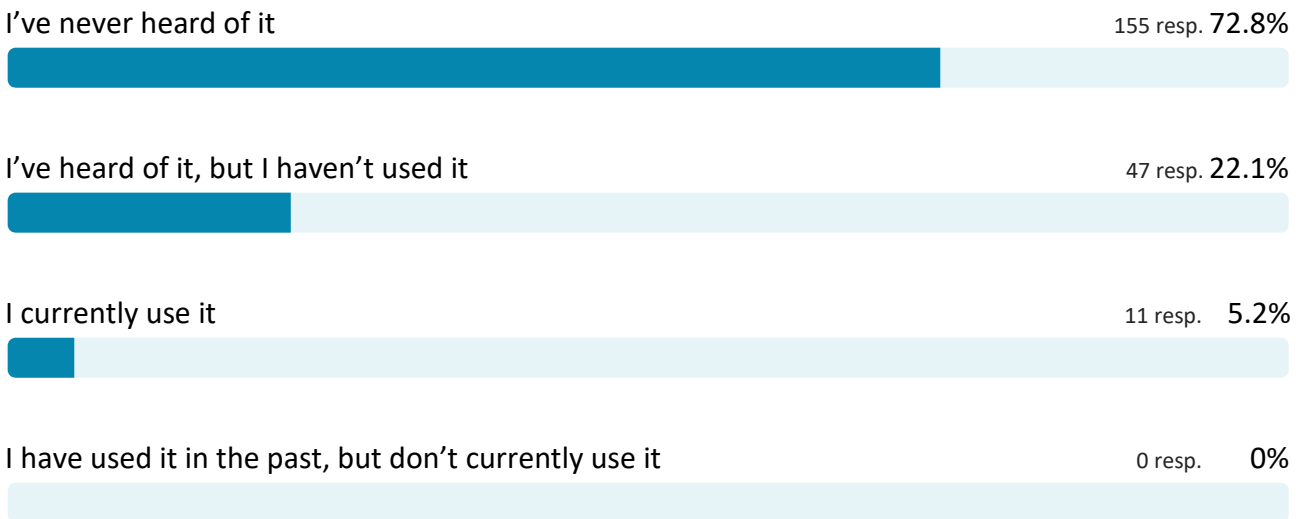
Please rate your satisfaction with the Merge Bay Area Carpool Program.

9 out of 213 answered



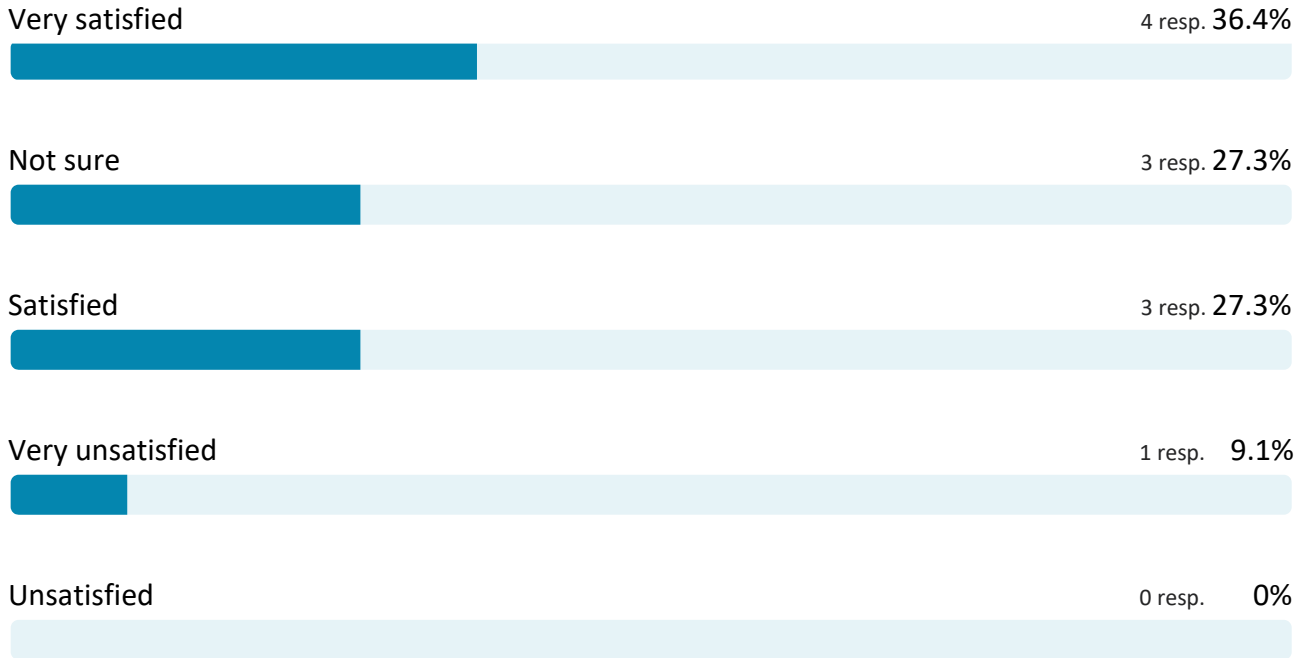
Commute 37 Pilot Program: A carpool matching program for Highway 37 commuters.

213 out of 213 answered



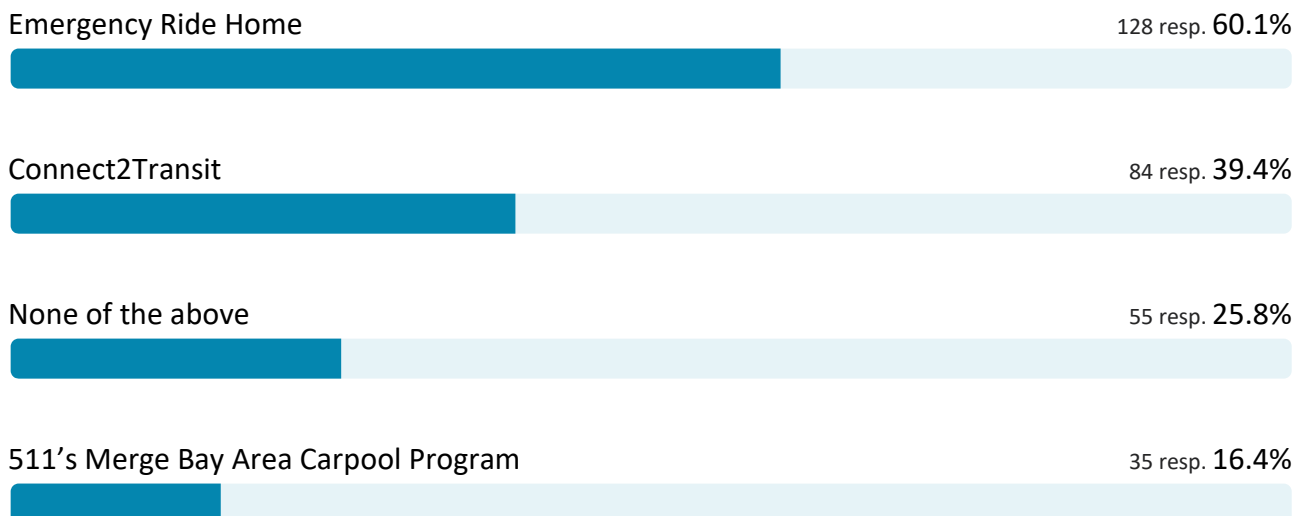
Please rate your satisfaction with Commute 37.

11 out of 213 answered



Are you interested in trying any of these programs?

213 out of 213 answered



Vanpool Incentive Program 26 resp. 12.2%



Commute 37 18 resp. 8.5%



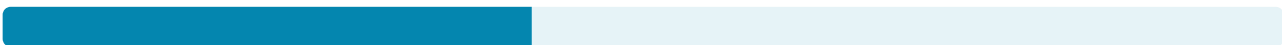
In an **average week**, which of the following modes of transportation do you take to work or school?

213 out of 213 answered

I drive alone 95 resp. 44.6%



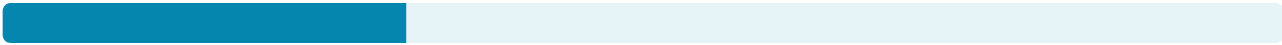
I work from home 88 resp. 41.3%



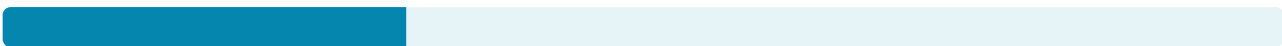
I bike or scooter 70 resp. 32.9%



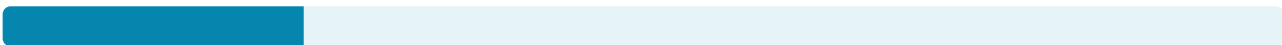
I carpool 67 resp. 31.5%



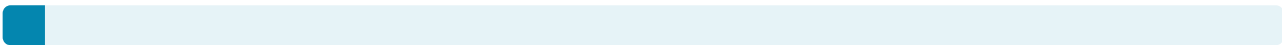
I take transit 67 resp. 31.5%



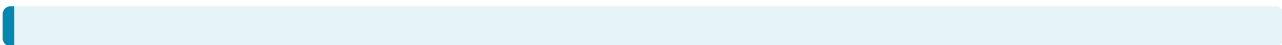
I walk 50 resp. 23.5%



I take app-based ridehail (e.g. Uber, Ly) 7 resp. 3.3%



I take paratransit 2 resp. 0.9%



I vanpool 0 resp. 0%

None of the above 0 resp. 0%

Other 3 resp. 1.4%

What type(s) of transit do you take?

67 out of 213 answered

Public bus 36 resp. 53.7%

SMART train 28 resp. 41.8%

Ferry 26 resp. 38.8%

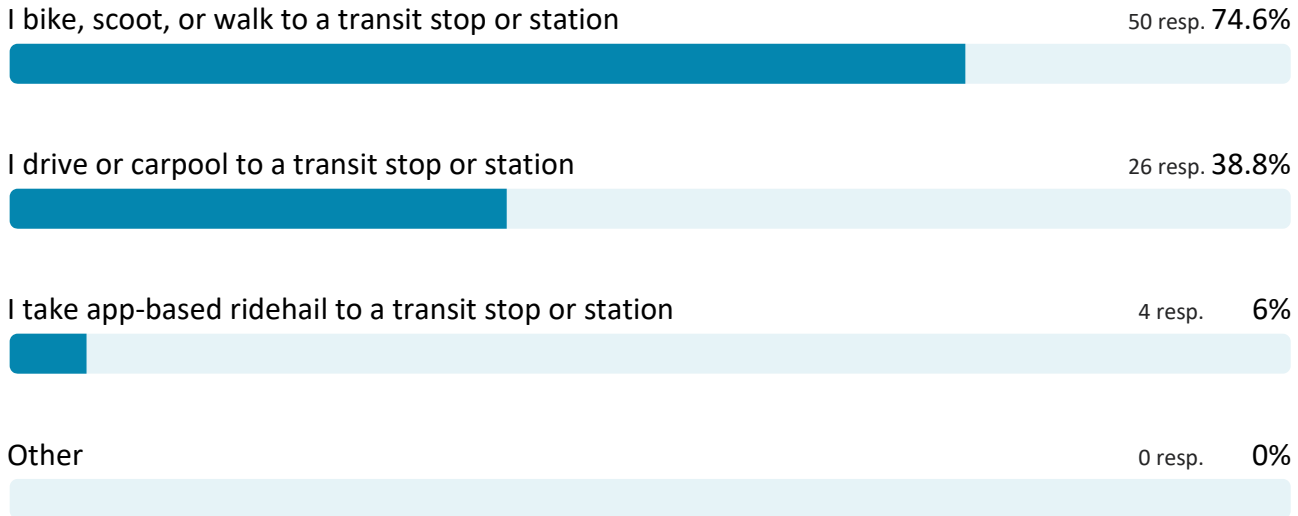
BART 10 resp. 14.9%

Private bus or shuttle (e.g., company or campus shuttle) 1 resp. 1.5%

Other 2 resp. 3%

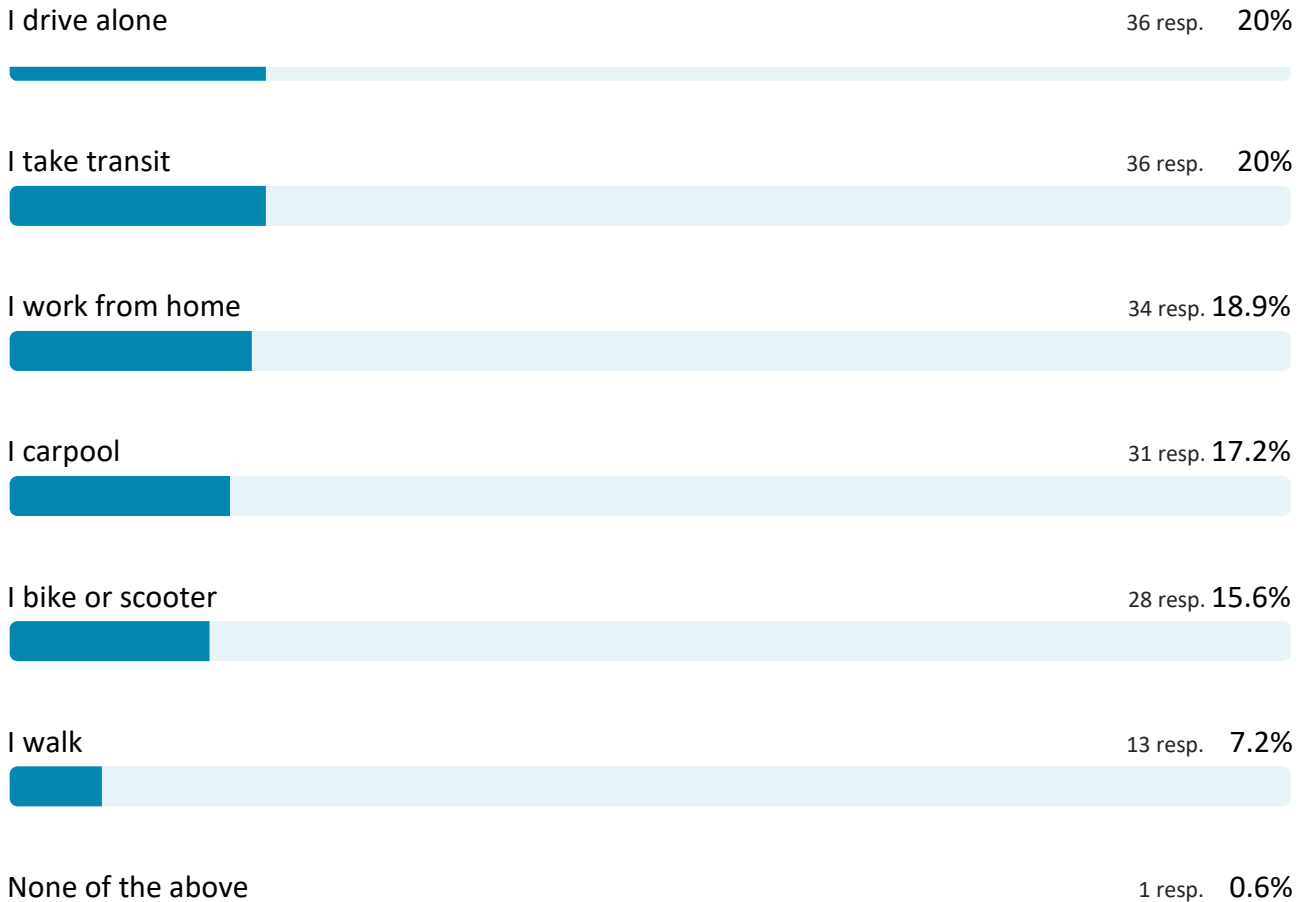
How do you usually get to your transit stop or station?

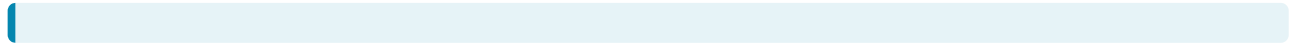
67 out of 213 answered



Which mode of transportation do you use the **most** to get to work or school?

180 out of 213 answered





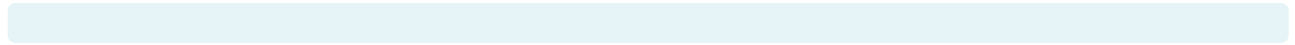
I take app-based ridehail (e.g. Uber, Ly) 0 resp. 0%



I take paratransit 0 resp. 0%



I vanpool 0 resp. 0%



Other 1 resp. 0.6%



Do you use an electric mode for any of the following?

213 out of 213 answered

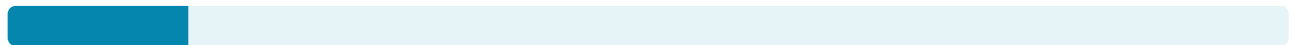
None of the above 136 resp. 63.8%



Bike or scooter 37 resp. 17.4%



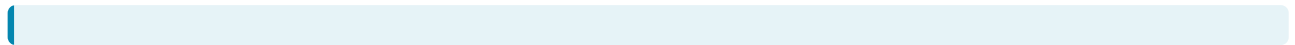
Drive alone 30 resp. 14.1%



Carpool 14 resp. 6.6%

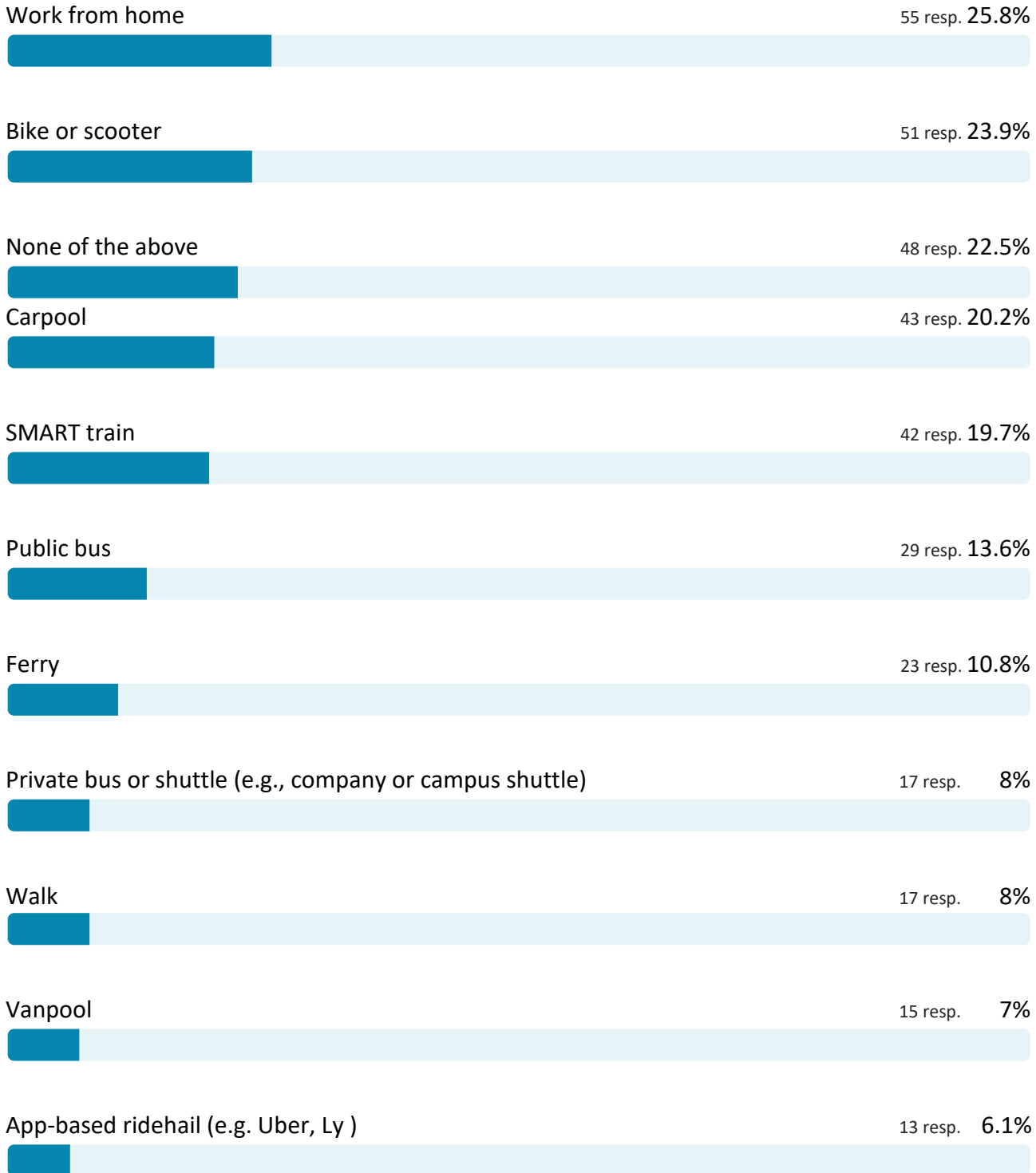


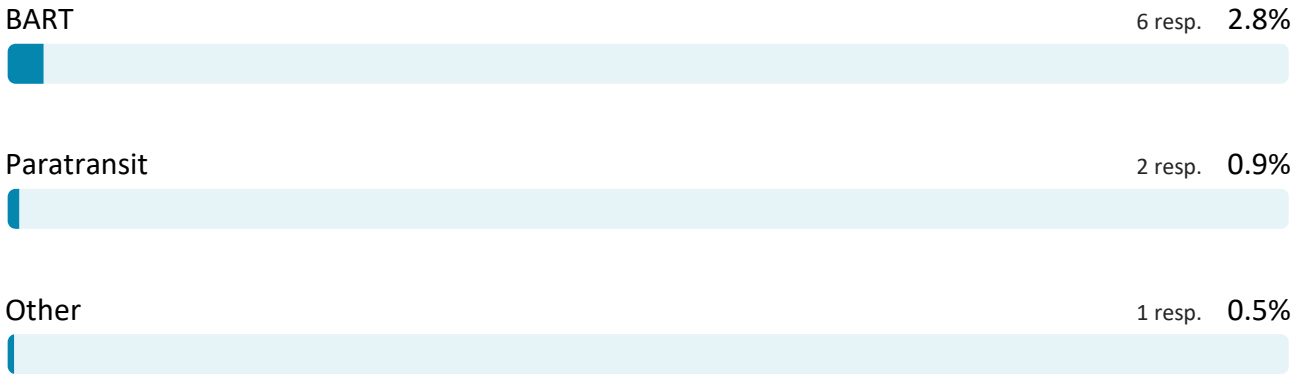
Vanpool 1 resp. 0.5%



Which of the following modes would you be interested in trying or using more than you do now?

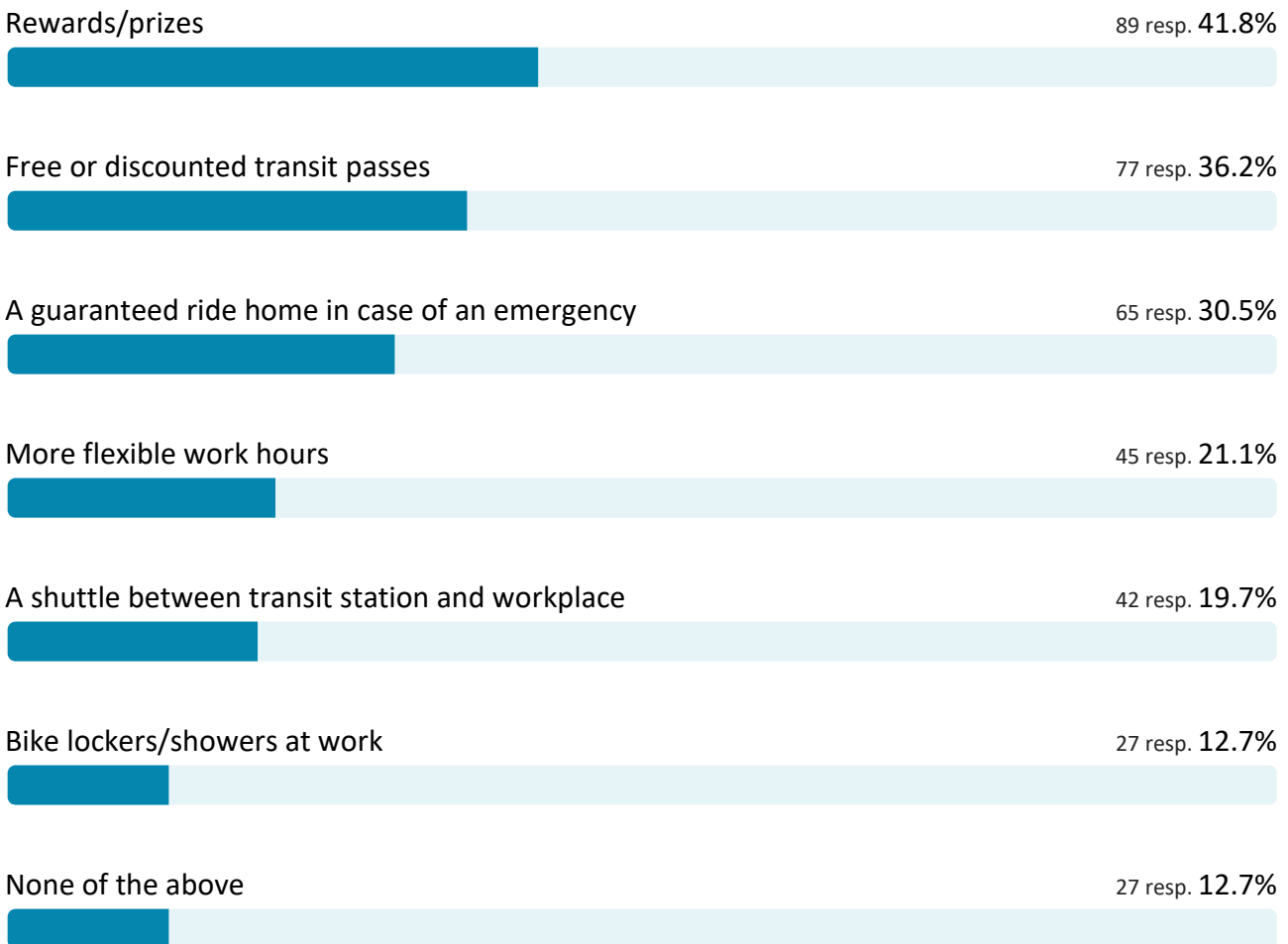
213 out of 213 answered

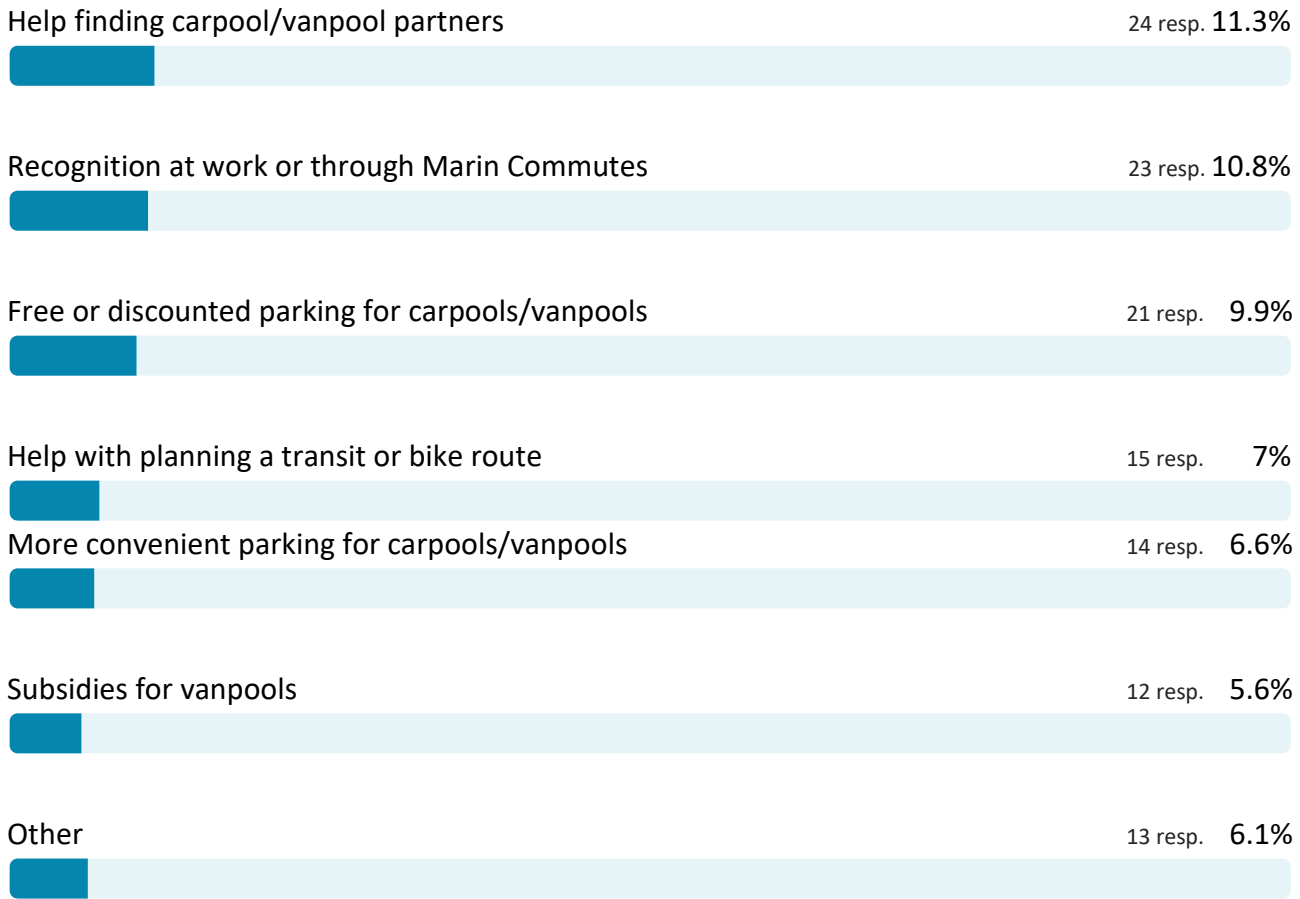




What would help you start using alternative modes or use them more often than you do now?

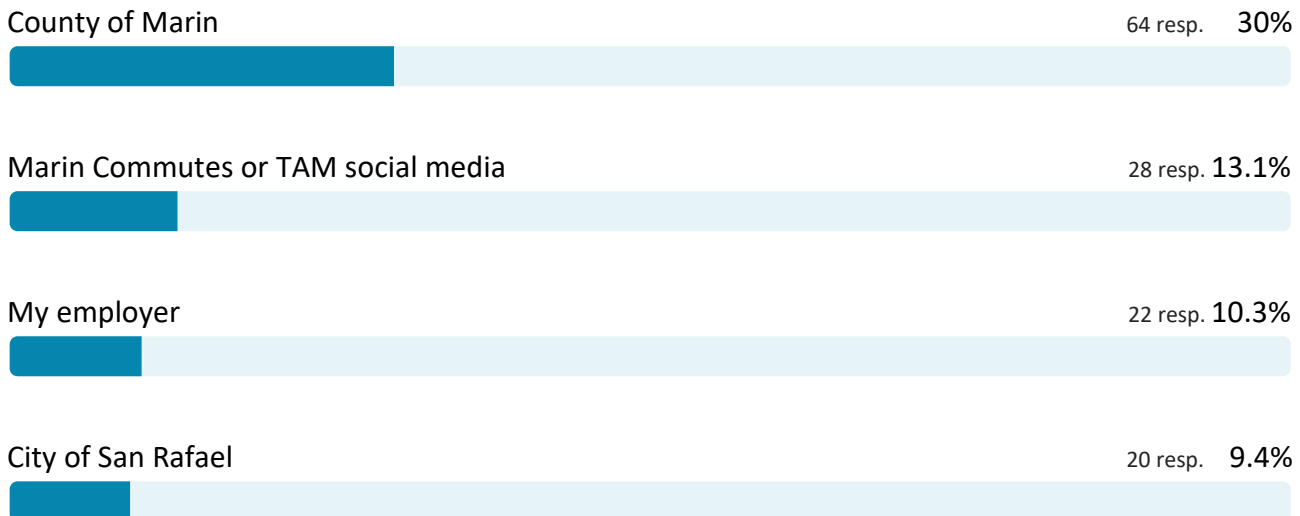
213 out of 213 answered

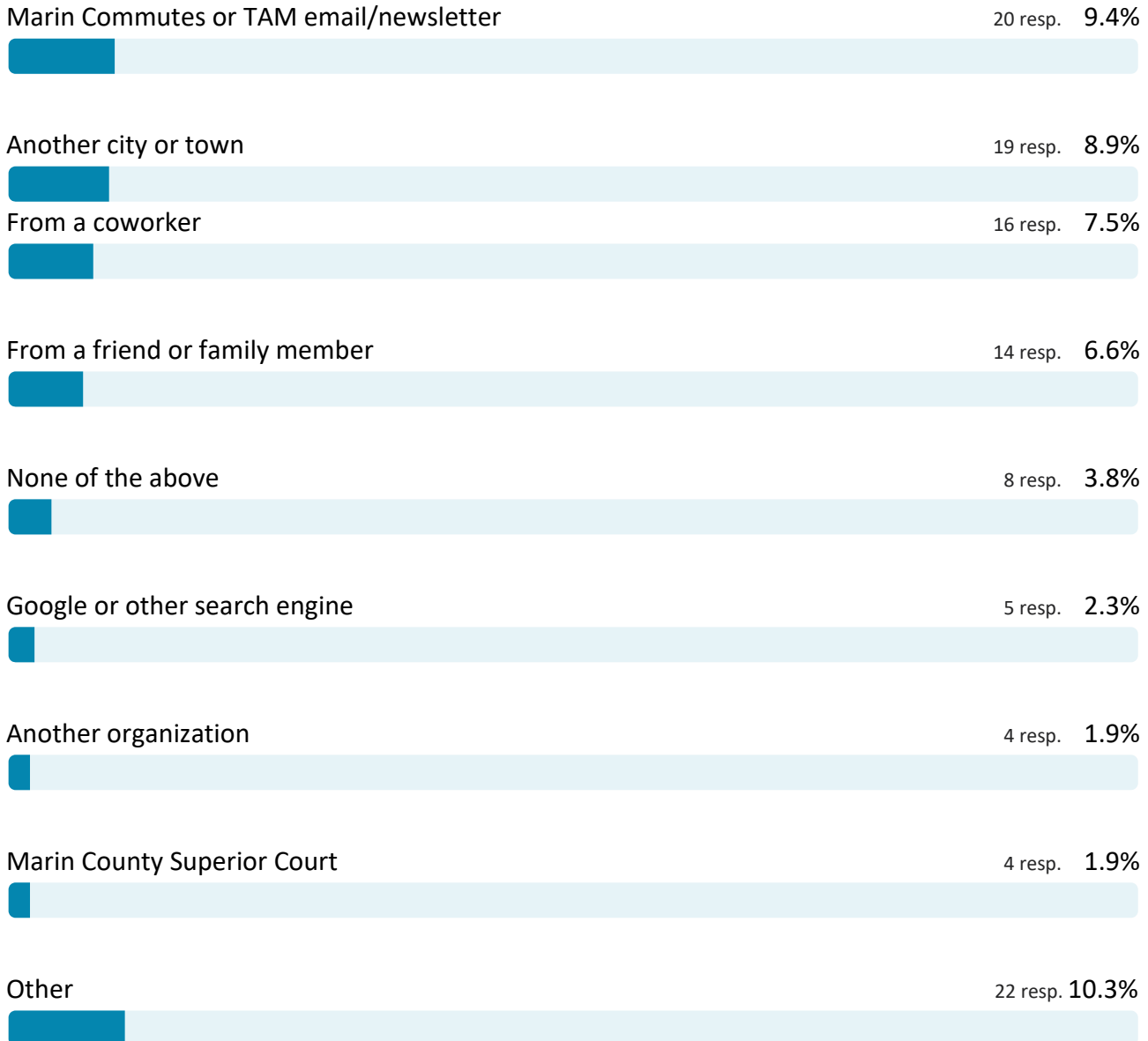




How did you hear about Marin Commutes Rewards?

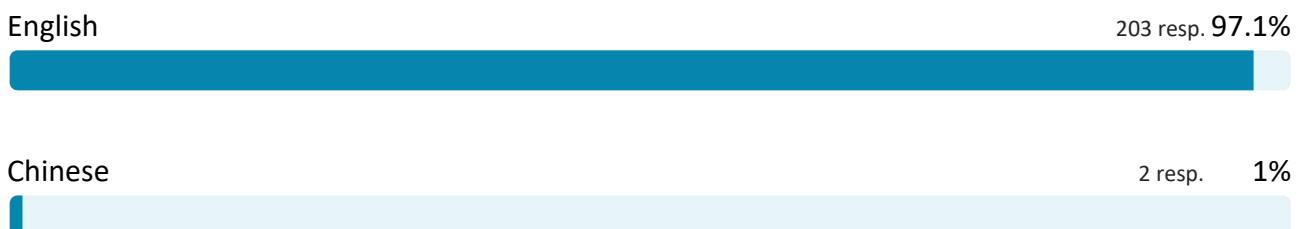
213 out of 213 answered

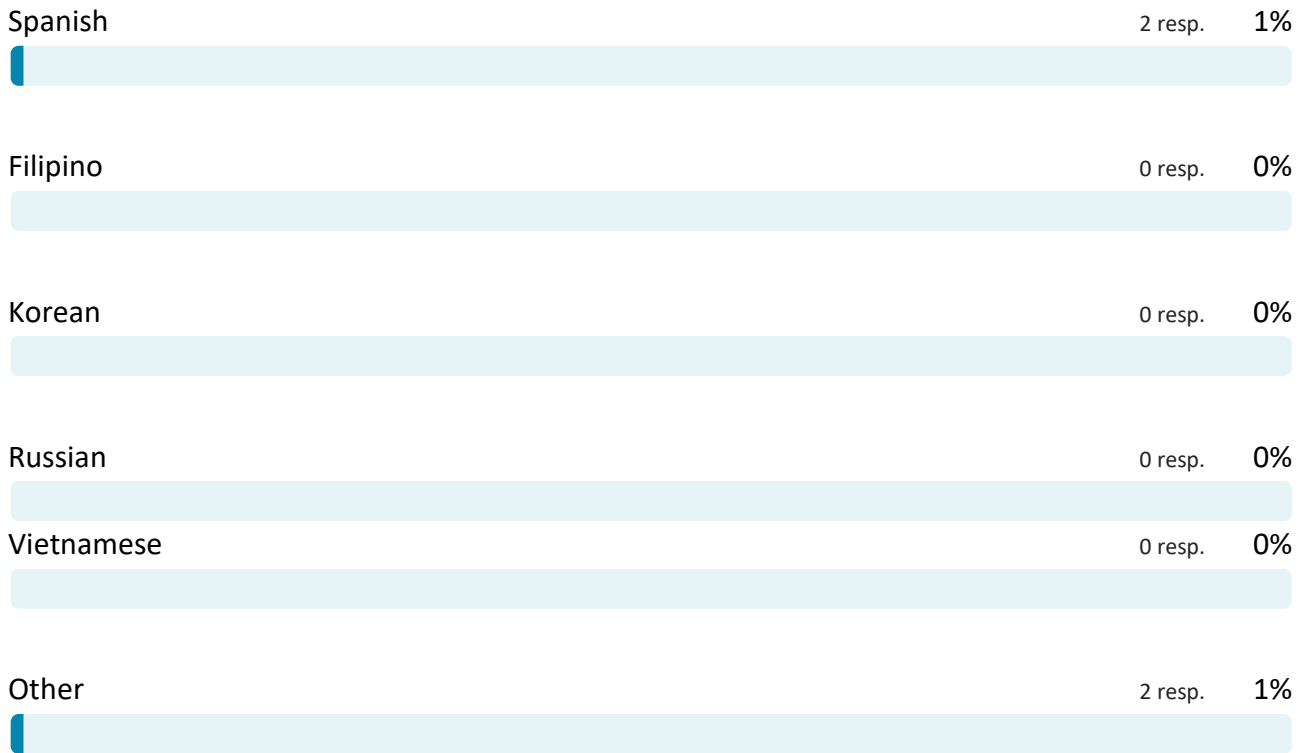




Optional: Primary language spoken:

209 out of 213 answered





Open-ended responses available upon request.

Testimonials

The Marin Commutes Rewards program collected testimonials on an ongoing basis and during the New Year Commute Challenge. Below is a selection of these testimonials:

- *I love the extra boost of energy from riding my bike and also the boost of peace from relaxing in the train and avoiding traffic... I'll begin to track my progress on the site and participate in all you do. Thank you for the incentives. Attached is a picture of me on the train on Tuesday with my bike helmet.*
- *Marin Commutes is a great way to promote caring for the environment through alternative commuting means, together! We are making a difference!*
- *I have found using the program to be super easy. I just log my commutes right when I get to work.*
- *How exciting! I like to not drive to work for a bunch of reasons. It builds in daily exercise, I save on gas, there is less wear and tear on my car, and it helps to dissolve any stress after a long work day. I look forward to entering every month! Thanks again.*
- *I am blessed to be able bike to work. I see other people on the bike path and enjoy getting a wave or quick "hello." But it all started when I heard about the commute program. So glad that we have an incentive to get out of the car.*
- *[Marin Commutes] encourages me to walk to work more often. Walking to work on cool crisp mornings energizes me for the day.*
- *It was fun comparing my logged miles to everyone else's. Also, the prizes!*
- *I like the focus on commuting and the cost savings to each person in addition to the rewards offered.*
- *I like seeing the environmental impact of my commute!*
- *[Marin Commutes] was a great motivation to start using transit and biking to work.*



Marin Commutes Program Evaluation and Update

Transportation Authority of Marin

Board of Commissioners

December 14, 2023

Program Updates



Marin Commutes Overview

Provides **information and resources** to residents, employees, and employers about alternatives to driving alone:

- Community meetings, presentations, and events
- Employer meetings, presentations, and events
- Marin Commutes website and social media
- Marin Commutes newsletter and direct correspondence
- Seasonal mode shift campaigns

Provides **incentives and programs** to promote alternative modes of transportation, like:

- Marin Commutes Rewards
- Emergency Ride Home Program
- Vanpool Incentive Program

Marin Commutes has been in place since 2019 and was updated in 2022. The evaluation covered March 2022 through June 2023.

Evaluation Metrics

Performance Measure	Metric
Awareness of commute alternatives	<ul style="list-style-type: none"> • Website traffic • Meetings/presentations/events • Emergency Ride Home (ERH) website engagement
Participation in commute alternatives	<ul style="list-style-type: none"> • Registered users • Newsletter/mailling list subscribers • Partners and employer contacts registered • Vanpool utilization
Impact of commute alternatives	<ul style="list-style-type: none"> • Single-occupancy Vehicle (SOV) trips reduced • SOV miles avoided • CO₂ emissions savings
Funding and partnerships	<ul style="list-style-type: none"> • Leveraged funding • Formed partnerships

Awareness of Commute Alternatives

Community Events

18 community meetings, presentations and events, including:

- Novato Leadership Institute
- Rotary Club of Ignacio
- Marin Conservation League
- League of Women Voters
- Mill Valley Earth Day

12+ employer meetings, presentations, and events, including:

- City of San Rafael Wellness Fair
- MarinHealth Benefits and Wellness Fair
- Marin County Office of Education Employee Fair

Digital Engagement

Web traffic

- Visitors: 4,449
- New visitors: 4,160
- Sessions: 6,075
- Top sources: Google, Facebook, 511.org

Social media

- Posts: 35
- Reach: 93k

Newsletters/emails

- General list: 4 (open rate: 44%)
- Employer list: 5 (open rate: 20%)
- Registered user list: 8

Participation in Commute Alternatives

Newsletter/mailling list subscribers

- 59 new subscribers
- 68 new followers on social media

Partners and employer contacts registered

- New City of San Rafael subnetwork

Marin Commutes Rewards users

- 1189 registered users
- 571 new users (92% growth rate)
- 312 active users (26% of registered users)

Vanpool utilization

- 10 active vanpools
- 3 claiming the additional \$150/month subsidy



Funding and partnerships

Advertised/leveraged funding

- **Programs and incentives advertised on website and social media**
 - 511 Bay Area Vanpool Program and incentives
 - MTC Richmond-San Rafael Bridge E-Bike Commute Program
 - Safe Routes to Schools
 - Clipper Card discounts for seniors, youth, riders with disabilities, and Medicare recipients
 - HOV Lane Access for EVs with Clean Air Vehicle (CAV) Decal
 - Clean Vehicle Rebate Program
 - Federal EV Tax Credits
 - PG&E plug-in vehicle rebate

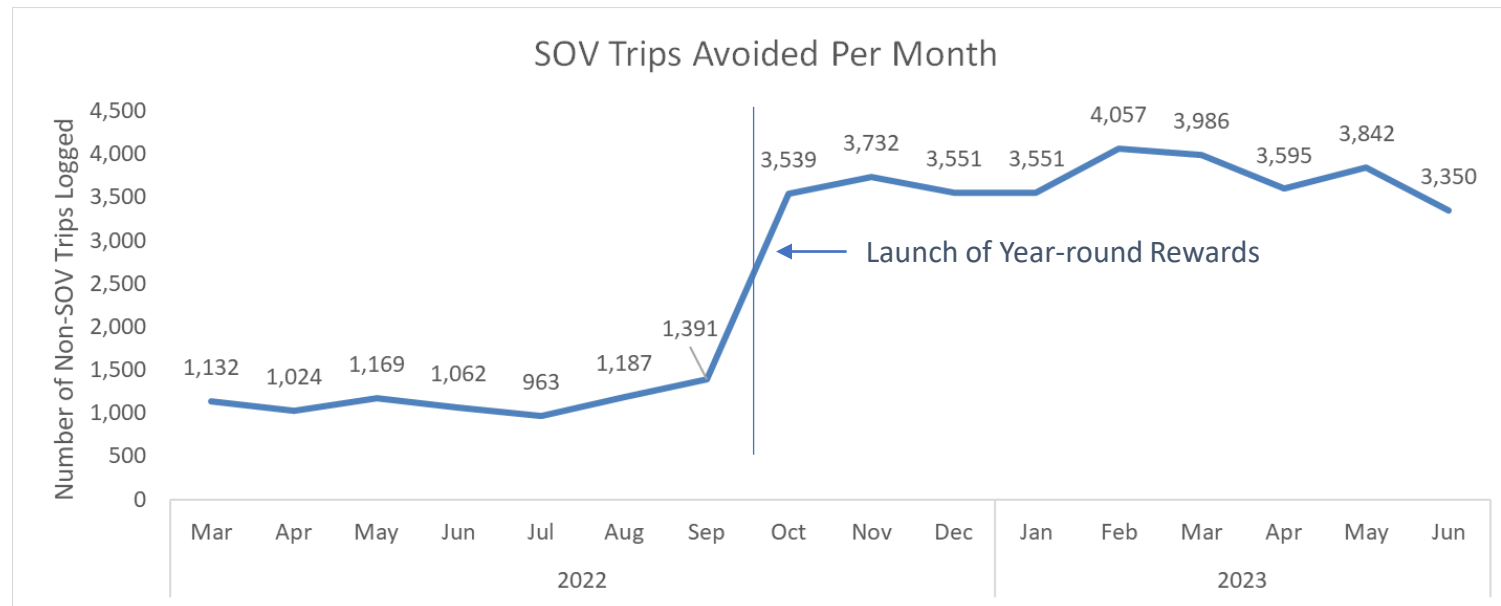
Formed partnerships

- **Employers**
 - City of San Rafael
 - Kaiser San Rafael
 - Marin Community Clinics
 - MarinHealth
 - Nordstrom
- **CBOs**
 - Asian American Alliance of Marin
 - Canal Alliance
 - Marin Interfaith Council
 - Marin Community Foundation
 - Play Marin
 - Sausalito Village

Impact of Commute Alternatives

Marin Commutes Rewards

- **41,131** SOV trips reduced
- **814,103** SOV miles avoided
- **200.5** tons of CO2 emissions reduced



Spotlight: Emergency Ride Home

67% of our survey respondents reported that knowing of the program makes them more comfortable taking alternative modes

Program Recommendations



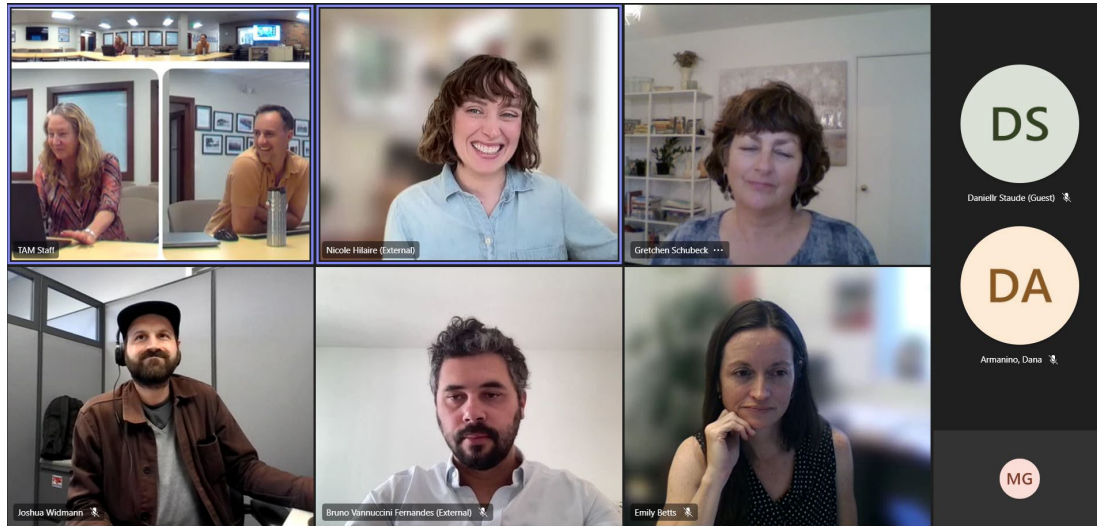
TDM Working Group Feedback

Working group members include representatives from:

- Marin Transit
- Golden Gate Transit
- SMART
- County of Marin
- City of Mill Valley
- City of Novato
- City of San Rafael

Prioritization Exercise considered improvements and changes to:

- Digital promotions
- Collaboration and partnerships
- Employer outreach
- Equitable outreach
- Programs and policies



Goals for Next Reporting Period

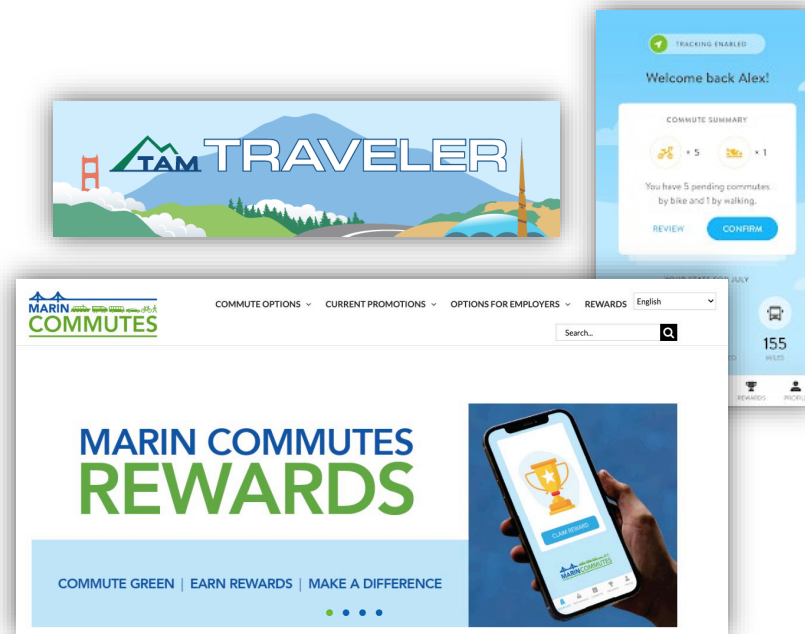
Performance Measure	Metric	Reporting period performance (16 mo.)	Goals for next reporting period (16 mo.)	
Awareness of commute alternatives	Website traffic	4,160 new visitors	8,000 new visitors	92% ↑
	Meetings/presentations/events	20 touchpoints	20 touchpoints	Maintain
Participation in commute alternatives	Registered users	1,189 registered users	1,850 registered users	56% ↑
	Newsletter/mailling list subscribers	414 subscribers	600 subscribers	45% ↑
	Partner & employer contacts registered	424 subscribers	600 subscribers	42% ↑
	Vanpool utilization	10 active vanpools	10-12 active vanpools	Maintain
Impact of commute alternatives	SOV trips reduced	3,350 trips reduced	4,000 trips reduced	19% ↑
	SOV miles avoided	61,193 miles avoided	73,400 miles avoided	20% ↑
	CO2 emissions savings	16.12 tons saved	19.34 tons saved	20% ↑

Outreach: Increasing Awareness and Participation

Promoting Marin Commutes and individual programs through a variety of methods:



Transit ads



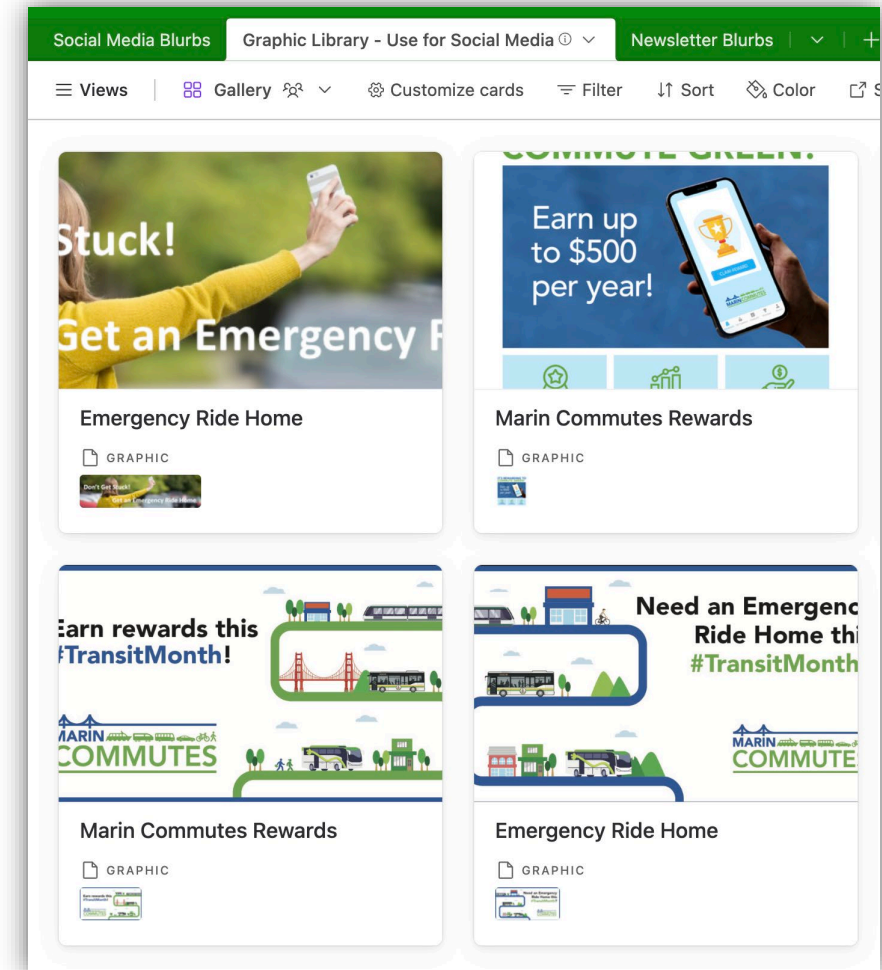
TAM and Marin Commutes channels



Paid social media ads

Outreach: Leveraging Funding and Partnerships

- Providing content for partners' websites, social media, newsletters, packets, and office space:
 - Community-based organizations
 - Employers
 - Elected officials
- Attending community events
- Adding new employer networks
- Promoting regional incentives (e.g., CARB e-bike vouchers) and transit operator discounts and promotions



Incentives Management: Increasing Impact

Updates to Marin Commutes Rewards program incentive structure

Current Ladder			New Ladder		
Level	Eligibility	Reward	Level	Eligibility	Reward
Level 1	15 trips	\$5	-	-	-
Level 2	60 trips	\$15	Level 1	20 days	\$20
Level 3	150 trips	\$30	Level 2	100 days	\$30
Level 4	300 trips	\$50	Level 3	200 days	\$50

Updates to ERH program eligibility criteria

Extend the circumstances under which people can use ERH and/or remove frequency restriction to allow participants to use \$500 in a more flexible manner.

Implementation Plan

Ongoing:

- Monthly digital toolkit e-blast (employers, operators, cities, social services, CBOs)
- Paid social media advertising for Rewards and Emergency Ride Home Programs
- Physical ads onboard transit and at stops and stations
- Employer/community networking and events

Quarterly:

Q1 (Jan-Mar)

- Winter Campaign (New Year Commute Challenge)

Q2 (Apr-Jun)

- Spring Campaign (Earth Day, Walk/Bike Month)

Q3 (Jul-Sep)

- Summer Campaign (Transit Month)

Q4 (Oct-Dec)

- Fall Campaign (Rideshare/ Carpool Month)

Questions?

Thank you!



DATE: December 14, 2023

TO: Transportation Authority of Marin, Board of Commissioners

FROM: Anne Richman, Executive Director *Anne Richman*
Dan Cherrier, Director of Project Delivery

SUBJECT: Update on Richmond-San Rafael Bridge (Information), Agenda Item No. 9

RECOMMENDATION

This item is information only.

BACKGROUND

A TAM Board member has requested an item be placed on this agenda regarding the Richmond-San Rafael (RSR) Bridge. Staff is able to provide available information in response to questions that were also posed, as noted below.

DISCUSSION/ANALYSIS

As background, TAM, the Metropolitan Transportation Commission (MTC)/Bay Area Toll Authority (BATA), California Department of Transportation (Caltrans), and the Contra Costa Transportation Authority (CCTA) have been involved in and monitoring a series of pilot projects on and near the RSR Bridge. An update about the pilot projects was presented at the BATA Oversight Committee on November 8, 2023 and is available online:

<https://mtc.legistar.com/LegislationDetail.aspx?ID=6402669&GUID=D5CA99F1-3FCD-42B6-A3DC-D6593020700D&Options=&Search=>

Below are responses to the specific questions posed:

- Costs associated with moving the barrier on the RSR Bridge upper deck that separates the multi-use path from the traffic lanes.

At its October 11, 2023 meeting, the BATA Oversight Committee discussed barrier costs as part of the Agenda. The related staff report indicated an estimated annual cost of \$500,000 to provide movement and maintenance of the barrier. Note, the barrier is not moved every day under this contract. The link to the meeting is available online:

<https://mtc.ca.gov/meetings-events/bay-area-toll-authority-oversight-committee-2023-10-11t163500>

TAM commissioned a study examining the traffic outcomes and costs of a potential peak-period third lane westbound on the Bridge, that was reported to the TAM Board at its September 23, 2021 meeting. That study estimated that it would cost over \$1,000,000 per year to move the barrier twice every weekday if a barrier machine was procured.

- Costs and impacts associated with the opening of a third westbound traffic lane during the morning commute.

The aforementioned 2021 TAM study drew the conclusion that opening a third lane during the morning commute would reduce travel time for vehicles going to northbound US 101 once they reached Marin by 11 minutes; however, it would increase travel time for vehicles traveling to southbound US 101 by 3 minutes. The study also indicated that a minimum of \$70 to \$90 million of improvements would be needed on the western end of the Bridge and into Marin to allow for the additional traffic lane. The full presentation from 2021 is available online: <https://www.tam.ca.gov/wp-content/uploads/2021/09/7-RSRB-Study.pdf>.

- Historic and current accident data for the westbound RSR Bridge.

The above referenced report from the November BATA presentation includes the accident rates and severity before and after the barrier was installed. For the three major types of highway accidents “Rear End”, “Side Swipe” and “Hit Object”, each showed a slight decrease after the barrier was installed.

Staff has requested that MTC and Caltrans review their files for additional historic information. Staff will provide that information at the Board meeting should it become available.

- Cost of providing an on-demand bicycle shuttle to provide service in both directions on the RSR Bridge.

Staff has reached out to MTC and Caltrans to assist in compiling these costs. Should that information be available prior to the Board meeting staff will provide it verbally.

FISCAL CONSIDERATION

N/A

NEXT STEPS

MTC staff have been invited to present to the TAM Board in the Spring with additional information on the status of the current pilot projects on or near the RSR Bridge, the Richmond San Rafael Bridge Forward Project, and the impact the multi-use path has had on incident response time. In addition, MTC and Caltrans are working on a study to understand potential benefits and costs of providing a third lane westbound on the Bridge to accommodate High Occupancy Vehicles. Should that study be completed and published by the time of the MTC presentation, it will be included as well.

ATTACHMENTS

None.