



TRANSPORTATION AUTHORITY OF MARIN CITIZENS' OVERSIGHT COMMITTEE MEETING

MARCH 18, 2024
5:00 P.M.

**TAM CONFERENCE ROOM
900 FIFTH AVENUE, SUITE 100
SAN RAFAEL, CALIFORNIA**

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

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

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AGENDA

1. Call to Order (2 minutes)
2. Open time for public expression, up to three minutes per speaker, on items not on the agenda that are within the subject matter of the agency's jurisdiction (public is welcome to address the Committee, but according to the Brown Act, the Committee may not deliberate or take action on items not on the agenda)
3. Review and Approval of January 16, 2024 Meeting Minutes (Action) (5 minutes)
4. TAM Staff Report (Discussion) (20 minutes)
5. Marin Commutes Program Evaluation and Update (Discussion) (20 Minutes)
6. Review and Approval of the FY2022-23 COC/2023 TAM Annual Report (Action) (15 minutes)

Break – 15 minutes

7. Update on Countywide Transportation Plan Draft Vision and Equity Framework (Discussion) (20 Minutes)
8. Committee Member Hot Items Report (Discussion) (10 minutes)
9. Discussion of Next Meeting Date and Recommended Items for the Agenda (5 minutes)



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
CITIZENS' OVERSIGHT COMMITTEE

JANUARY 16, 2024
5:00 PM

TAM CONFERENCE ROOM
900 FIFTH AVENUE, SUITE 100
SAN RAFAEL, CALIFORNIA

MEETING MINUTES

Members Present: Peter Pelham, Major Marin Employers (Chairperson)
Kevin Hagerty, League of Women Voters (Vice-Chairperson)
Charley Vogt, Northern Marin Planning Area
Paul Roye, Ross Valley Planning Area
Scott Tye, West Marin Planning Area
Allan Bortel, Marin County Paratransit Coordinating Council
Zach Macdonald, School Districts
Kingston Cole, Taxpayer Groups

Alternates Present: Nancy Okada, Environmental Organizations
Kay Noguchi, League of Women Voters
James Schmidt, Taxpayer Groups
Susannah Saunders, Ross Valley Planning Area

Members/Alternates Attending Remotely as Public: Kate Powers, Environmental Organizations

Staff Members Present: Anne Richman, Executive Director
Li Zhang, Deputy Executive Director/Chief Financial Officer
Dan Cherrier, Director of Project Delivery
Derek McGill, Director of Planning
Emily Tong, Senior Accountant
Jennifer Doucette, Executive Assistant/Clerk of the Board
Joanne O'Hehir, Administrative Assistant
Molly Graham, Public Outreach Coordinator

Chairperson Pelham called the Citizens' Oversight Committee (COC) meeting to order at 5:02 p.m.

1. Introductions and Welcome

Chairperson Pelham asked Executive Assistant/Clerk of the Board Jennifer Doucette to conduct a roll call to ensure a quorum. A quorum of the COC was confirmed and detailed information about how the public may participate was provided.

Chairperson Pelham read a Letter of Appreciation for Deputy Executive Director (DED)/Chief Financial Officer (CFO) Li Zhang, who has accepted a position with another agency, and noted that this would be Ms. Zhang's final COC meeting. Chairperson Pelham and members of the COC thanked Ms. Zhang for her hard work, dedication, and integrity.

2. Open Time for Public Expression

Member Powers thanked DED/CFO Zhang for her leadership, assistance, encouragement and friendship; and commented that membership on the COC has been a rewarding experience.

Member Tye thanked staff for hosting the Holiday Luncheon party; and expressed gratitude that the event was well attended by consultants, council members, and former staff.

3. Review and Approval of December 4, 2023 Meeting Minutes (Action)

Chairperson Pelham moved to approve the December 4, 2023 Meeting Minutes. Member Cole seconded the motion and the Minutes were approved with Members Vogt and Tye abstaining.

4. TAM Staff Report (Information)

Executive Director (ED) Anne Richman reported on the ribbon-cutting celebration for the completed Third Street Rehabilitation Project in San Rafael; and construction of the North-South Greenway segment along Old Redwood Highway to the pedestrian overcrossing in Larkspur. ED Richman also reported that the multi-use bridge over Corte Madera Creek has been recognized by the American Council of Engineering Companies (ACEC) with an Engineering Excellence Award; and with an award from the American Society of Engineers (ASCE) Region 9 (California) for "Outstanding Bridge Project".

ED Richman reported on a 6-week campaign for the Marin Commutes New Year Challenge, beginning January 15; an award of \$544,000 from the U.S. Department of Transportation (U.S. DOT), which will fund additional School Access Safety Action Plans through the Safe Routes to School (SR2S) Program; a \$6 million grant from the Federal Transit Administration (FTA) for the Golden Gate Bridge Highway and Transportation District (GGBHTD) to replace the Sausalito ferry landing; and a \$15.9 million grant for the San Francisco Bay Area Water Emergency Transportation Agency (WETA) for retrofitting two ferry floats with battery energy storage systems. ED Richman also reported that the California Transportation Commission (CTC) approved a \$50 million grant for the restoration of tidal marshes along State Route (SR) 37 in Solano County; and the replacement of an existing bridge over Tolay Creek in Sonoma County; and that the California Department of Transportation (Caltrans) and the Metropolitan Transportation Commission (MTC) have made a video of SR 37 corridor projects.

ED Richman provided an update on TAM's participation in Electric Bike (E-Bike) safety focus with Marin Health and Human Services (HHS), the County of Marin, and the SR2S Program. ED Richman stated that Marin HHS is tracking e-bike accident data and has issued a Public Health Advisory; and that the SR2S Program has developed e-bike safety tips and conducted a safety workshop for parents.

In response to Member Tye, ED Richman stated that TAM is tracking e-bike legislation and that some jurisdictions, including Mill Valley, have adopted e-bike safety ordinances.

ED Richman reported on TAM's participation in a working group that includes Marin Transit, Sonoma County Transportation Authority (SCTA), Sonoma Marin Area Rail Transit (SMART) and Golden Gate Transit (GGT), to optimize transit services in Marin and Sonoma counties with a focus on the U.S. 101 corridor. ED Richman concluded her report with an update on TAM staff attendance at community events.

Member Vogt commented that Public Outreach Coordinator Molly Graham and Principal Project Delivery Manager Nick Nguyen provided an excellent presentation on the Marin Sonoma Narrows (MSN) and SR 37 projects at the Rotary Club of Ignacio on November 16, 2023.

DED/CFO Zhang provided an overview of a COC tour, scheduled for January 29, of Marin Transit's Maintenance Facility on Kerner Boulevard in San Rafael, and the Marin Sonoma Narrows project.

In response to Member Tye, ED Richman stated that the MSN project is scheduled to be completed in the spring of 2026.

5. Bi-Annual Selection of COC Chair and Vice-Chair (Action)

Member Vogt nominated and moved Chairperson Pelham to continue as Chairperson and Vice-Chairperson Hagerty to continue as Vice-Chairperson, which was seconded by Member Cole. No further nominations were made, and the motion passed unanimously.

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

6. Review of the Measure A/AA Compliance Audit (Action)

DED/CFO Zhang introduced Bin Zeng, Principal for Moss, Levy & Hartzheim LLP, to co-present the item, which included background on the Compliance Audit Policy; the frequency of audits for Measure A/AA programs and projects; annual process and timeline; and the list of recipients selected for the 2023 Audit Cycle.

Mr. Zeng confirmed there were no findings or observations; discussed a minor issue that related to a rate increase in a contractor's billing; and discussed the projects funded by the Measure A Reserve and Measure AA.

In response to Member Roye, DED/CFO Zhang stated that the auditor had noted the contractor's rate increase; the TAM Board had approved the contract at a total amount that should not be exceeded; and the increase did not exceed the approved amount.

In response to Member Vogt, DED/CFO Zhang noted that the rate increase had been noted as an observation by the auditor and not a finding; and that the members' comments would be included in the staff report to the TAM Board. Mr. Zeng confirmed that the total amount of the increase from February 2021 through June 2022 was approximately 7.3%.

Member Vogt moved to accept the Measure A/AA Compliance Audit and refer it to the TAM Board for approval. Vice-Chairperson Hagerty seconded the motion, which was approved unanimously.

The Committee recessed for a dinner break and reconvened with all members present as indicated.

7. Approval of Committee Name and Membership Change Recommendations (Action)

DED/CFO Zhang presented the item, which asked the COC to review the name and membership change recommendations from the Membership Structure Review Subcommittee and refer them to the TAM Board for approval.

DED/CFO Zhang provided background on the Membership Structure Review Subcommittee meetings; the recommendation from the subcommittee on the name change; confirmed that the COC Bylaws and Administrative Code would need to be amended following approval by the TAM Board; and explained the recommendation to add two new members to the COC to represent Equity Priority Communities (EPCs) and underserved populations, who would become voting members if the COC's membership is updated during the review of the Measure AA Expenditure Plan.

Ms. Zhang also discussed a recommendation to provide a discretionary stipend for COC members; and a mentorship program, which would offer a student from the underserved community a 1-year internship.

Member Vogt expressed his support for inviting members of the underserved community to participate on the COC and the student mentorship program; and commented that perhaps a program at Terra Linda High School would offer suitable candidates.

Alternate Noguchi expressed concern that the proposed name change to "Community Oversight Committee" did not reflect the representation of the committee members.

Member Tye stated that the subcommittee considered different options and expressed support for the proposed name change; and commented on the importance of ensuring that the mentorship program would be available to all disadvantaged high school students in Marin County.

Member Vogt moved to accept the recommendations from the Membership Structure Review Subcommittee and refer them to the TAM Board for approval. Member Tye seconded the motion, which was approved unanimously.

8. Countywide Transportation Plan and Community Based Transportation Plan (Discussion)

Director of Planning Derek McGill provided background and discussed the purpose of the Countywide Transportation Plan (CTP) and Community Based Transportation Plans (CBTPs); TAM's experience in planning processes and the outcomes of the CTP and CBTP process; CTP committees and working groups; Measure A/AA and Measure B Expenditure Plans; and the CTP schedule.

In response to Member Tye, Mr. McGill stated that portions of the Needs Assessment data are available through an ongoing RTP (Regional Transportation Plan) process, as well as short-range transit plans (SRTPs), and that additional data will be procured through the public outreach process.

Mr. McGill discussed three CTP workshops with the TAM Board and changes that have occurred since the last Vision Plan in 2017, including an increasingly aging population, and federal, state, regional, and local funding. Mr. McGill also discussed feedback from the TAM Board and working groups; ranked priorities from the TAM Board; and upcoming engagement activities.

In response to Chairperson Pelham, Mr. McGill acknowledged that the priorities outlined in the CTP/CBTPs might diverge from those articulated in the Measure AA Expenditure Plan, and that addressing the disparities would likely involve either revising the Expenditure Plan to align with the priorities identified in the CTP/CBTPs or securing alternative sources of funding.

Member Tye expressed concern that the CTP/CBTPs might be finalized before the Sea Level Rise Study is completed. Mr. McGill noted that both processes are under development simultaneously and data from the Sea Level Rise Study would be incorporated into the CTP/CBTPs. Mr. McGill added that most environmental vulnerabilities are already known, and that strategies will be developed for short- and long-term solutions. Member Tye commented on the effects of sea level rise at Stinson Beach.

In response to Vice-Chairperson Hagerty, Mr. McGill stated that the TAM Board would likely require regular review of the CTP; that changes could be anticipated as funding options become available; and that performance measures would be included in the CTP.

In response to Alternate Schmidt, Mr. McGill stated that a 10-year short-term phase, in addition to a long-term planning phase, will be included in the CTP. Alternate Schmidt expressed support for a 10-year planning phase; and ED Richman noted that the CTP would be reviewed periodically. Mr. McGill discussed the relevance of long-term planning for County projects; and added that long-term planning would provide more funding opportunities for infrastructure projects in the County.

In response to Alternate Schmidt, Mr. McGill stated that local economic forecasts show future residential and employment growth in the County.

Alternate Saunders expressed support for funding projects that reduce greenhouse gas (GHG) emissions and promote sea level rise adaptation.

Chairperson Pelham opened the item for public comment.

Member of the Public Gail Mills stated that priority should be given to closing gaps in public transit; and suggested funding a minivan service to provide transportation to transit hubs.

9. Committee Member Hot Items Report (Discussion)

Member Tye commented on the importance of recruiting a new COC member to represent the bicycle and pedestrian community.

10. Discussion of Next Meeting Date and Recommended Items for the Agenda (5 minutes)

The next meeting was tentatively scheduled for Tuesday, February 20, 2024, with potential agenda items including the TAM FY2023 & COC FY2022-23 Annual Report. Member Tye requested an update on the TAM Sea Level Rise Study.

The meeting was adjourned at 7:21 p.m.

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DATE: March 18, 2024

TO: Transportation Authority of Marin Citizens' Oversight Committee

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

SUBJECT: Marin Commutes Program Evaluation and Update (Discussion), Agenda Item No. 5

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 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, and 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", 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, vanpooling, or working remotely by logging trips 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, the TAM Commute Alternatives and Reduction of Trips (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 alternative 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 with 63% of respondents unaware of its existence and 35% either 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 CART Ad Hoc Committee. 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 launched its annual New Year Commute Challenge. The challenge, which ran for 6 weeks, offered 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. This year the New Year Commute Challenge engaged 231 users who logged over 7,500 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. These activities will continue into the 3rd and 4th quarters of 2024 with seasonally relevant branding and promotions, including a summer campaign and a fall campaign focusing on transit and carpool/vanpool month. Beyond seasonal campaigns, the program will promote TAM's emergency ride home program and the new bikeshare program.

ATTACHMENTS

Attachment A – Program Update Report
Attachment B – Staff Presentation

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MARIN COMMUTES PROGRAM



Program Update Report



DECEMBER 2023

Table of Contents

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

Appendix.....31
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).

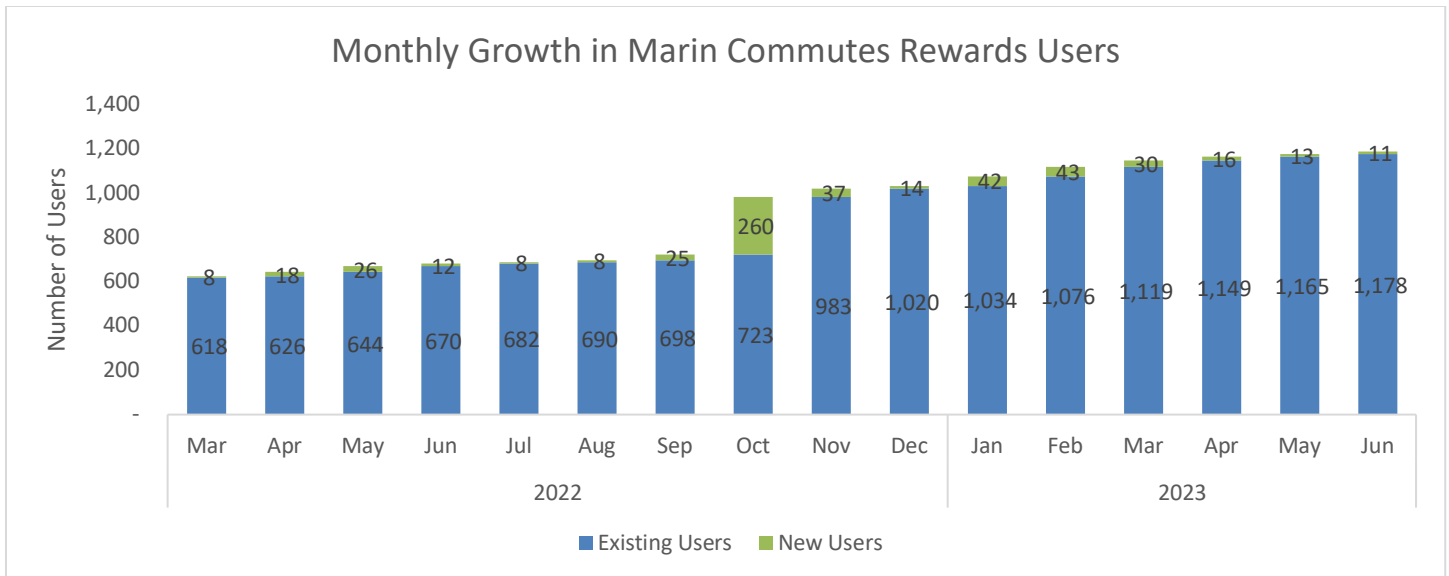
	SOCIAL MEDIA CAMPAIGNS		
	Impressions	Clicks	Cost-per-click
PROGRAM LAUNCH (OCTOBER 2022)	70,910	578	\$0.87
NEW YEAR COMMUTE CHALLENGE (JANUARY 2023)	14,726	154	\$0.32

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).



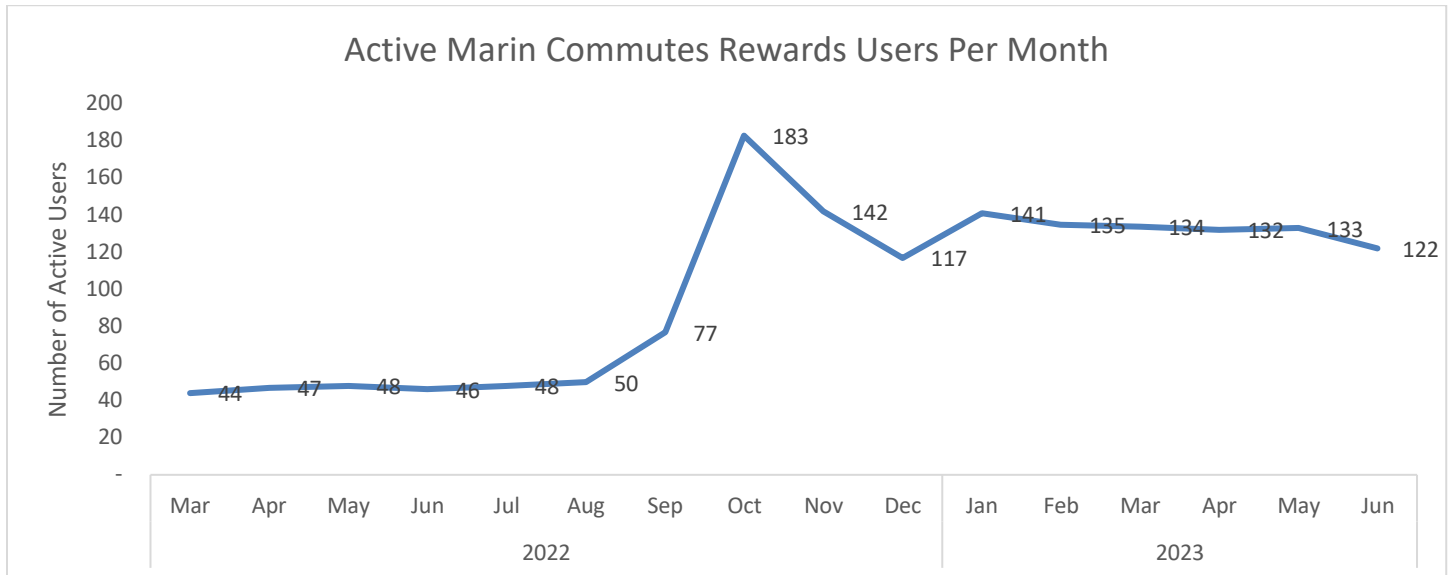
Active Participation

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

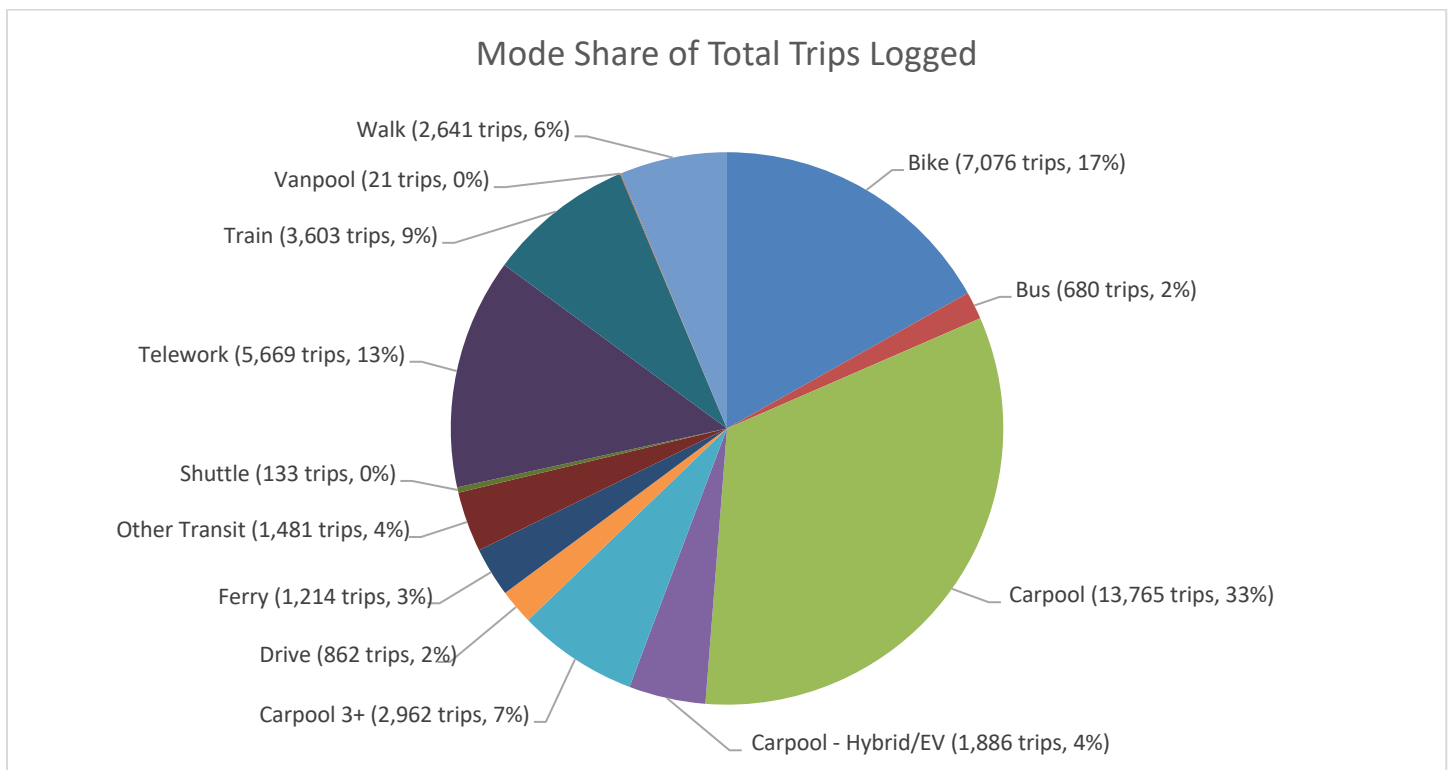
Commutes active users, an indication that employer outreach and engagement is an important and effective strategy for increasing and incentivizing participation in Marin Commutes.

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:

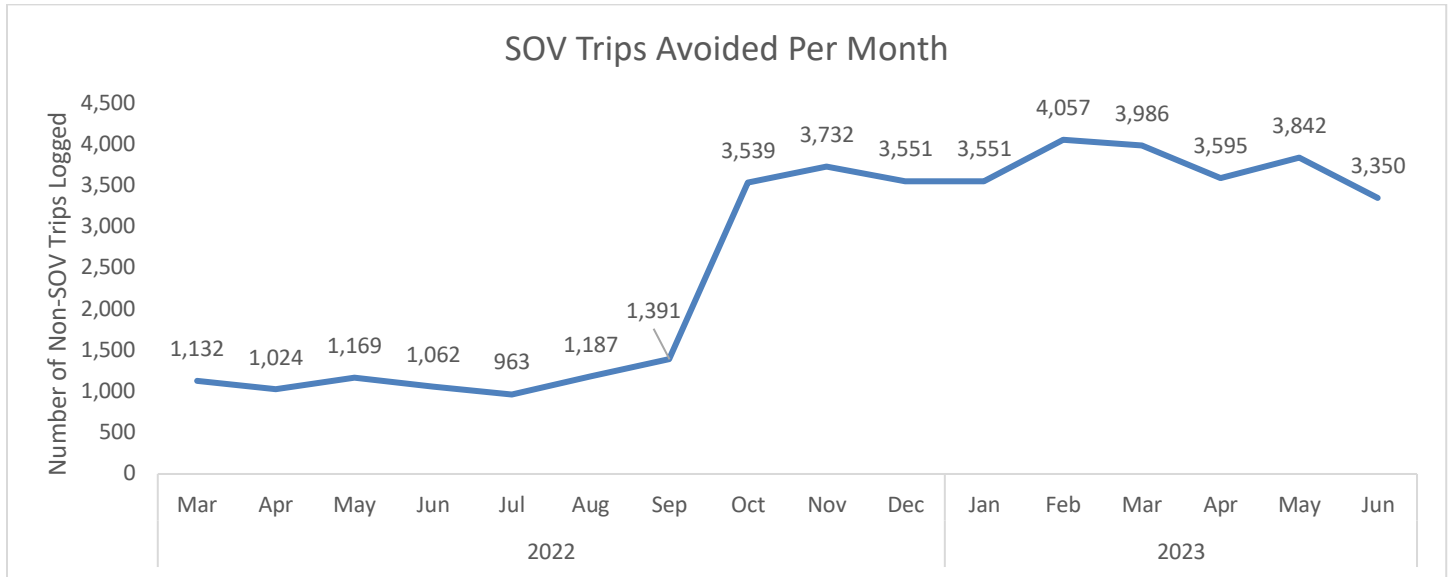
- Single-occupancy vehicle trips (listed as “Drive”) are not rewarded in this program. Without an incentive to log these trips, we find that very few people do so (Drive accounts for only 2% of trips logged).
- The County of Marin, whose employees make up a large percentage of the active user base, offers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



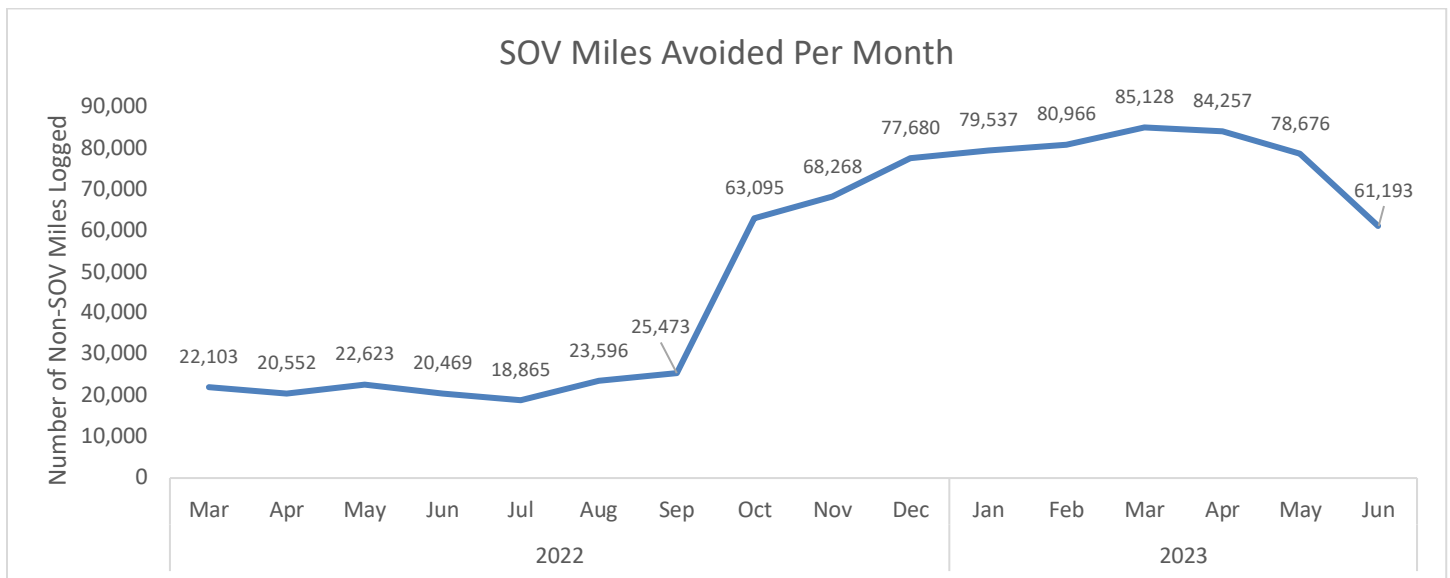
Throughout the reporting period, Marin Commutes Rewards participants logged a total of 41,131 non-SOV trips (e.g., alternative trips). The launch of the new rewards program in October 2022 precipitated an increase in trip logging, which indicates that the promotion was effective and that the rewards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

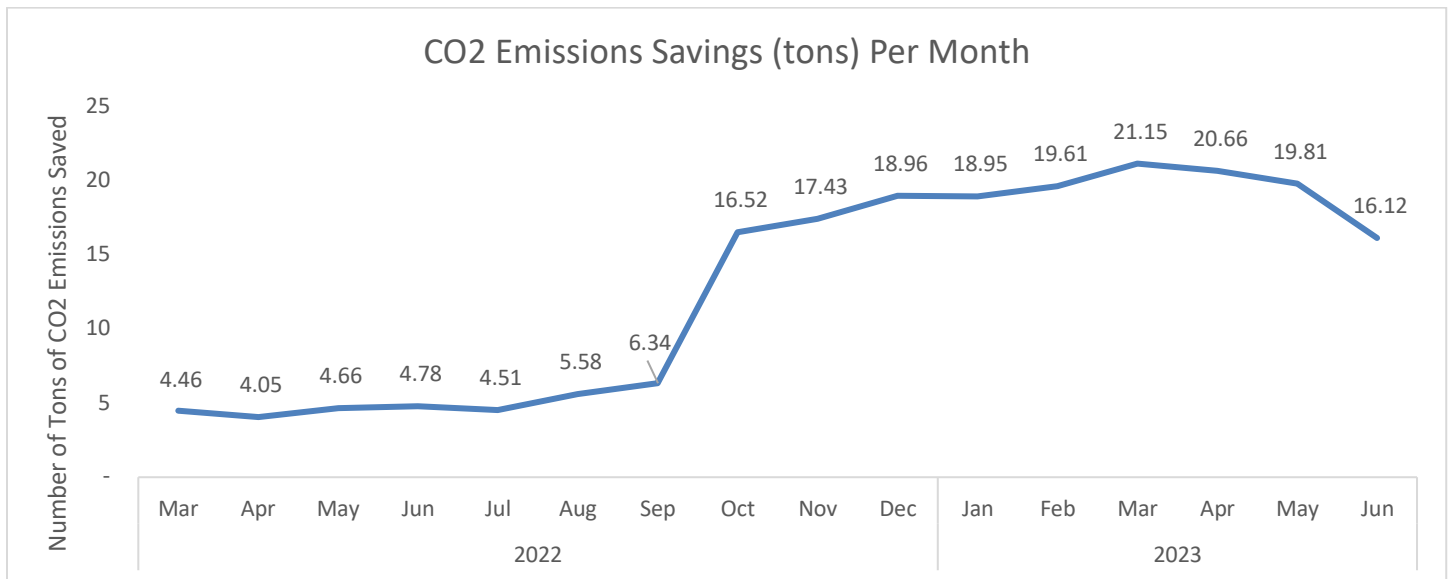


Through these trips, Marin Commutes Rewards users have avoided 814,103 SOV miles over the course of 16 months. This is shown broken out by month in the following graph.



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		
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.	\$	
Provide subsidies for secure bike parking, e-bike charging, and/or e-bikes within Equity Priority Communities (e.g., Marin Community Clinic in Canal).	\$ \$ \$	
Digital Promotion		
Deploy paid social media advertising to drive Marin residents/workers to the MCR and ERH pages.	\$	
Website and social media content promoting regional incentives (e.g., CARB e-bike vouchers) and transit operator discounts and promotions .	\$	
Cross-promote ERH to Marin Commutes subscribers and rewards users.	\$	
Sponsor seasonal MCR campaigns to increase participation and attract new users.	\$ \$	
Promote carpool matching feature in Ride Amigos platform and 511's Merge to Marin Commutes subscribers and rewards users.	\$	
Collaboration with Partners		
Coordinate with transit providers to promote MCR and ERH through their digital channels, websites, and processes (e.g., purchasing transit passes).	\$	
Partner with Marin colleges to increase promotion of Marin Commutes benefits and features such as ERH and MCR.	\$ \$	
Cross-promote with Marin-based programs (e.g., Safe Routes to School, environmental programs) to tap into like-minded audiences.	\$	
Cross-promote with local bike groups (e.g., Marin County Bicycle Coalition) to encourage biking and advertise ERH and MCR through digital channels and community events.	\$	
Partner with counties that share a commuter base (i.e., high % of residents commuting to or from Marin) to cross-promote ERH on websites and social.	\$	
Launch a carpool campaign in partnership with neighboring counties who export large numbers of workers to Marin County.	\$ \$ \$	
Employer Outreach		
Share ready-to-use digital materials with employers such as promotional copy and graphics that can be seamlessly shared in onboarding packets and employee newsletters.	\$	

Conduct focused outreach to high-impact and highly receptive employers (e.g., large companies, high % of in-person workers, interviewees).	\$ \$ \$	
Streamline employer resources into a single webpage and add new testimonials.	\$	
Provide carpool resources to employers whose employees travel long distances or have established subnetworks in Marin Commutes Rewards.	\$ \$	
Equitable Outreach (local government, CBOs, and transit operators)		
Develop city/elected official toolkit for representatives to promote in their newsletters, social media, etc.	\$	
Develop CBO toolkit to promote in their newsletters, social media, etc.	\$	
Share resources with the County's Department of Health and Human Services for web, offices, and information packets.	\$	
Advertise MC and ERH in the community at transit stops/stations, onboard transit, on bus backs, and on banners at key intersections.	\$ \$	
Compensate CBOs for reviewing materials and conducting grassroots outreach.	\$ \$ \$	

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 a 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 a 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

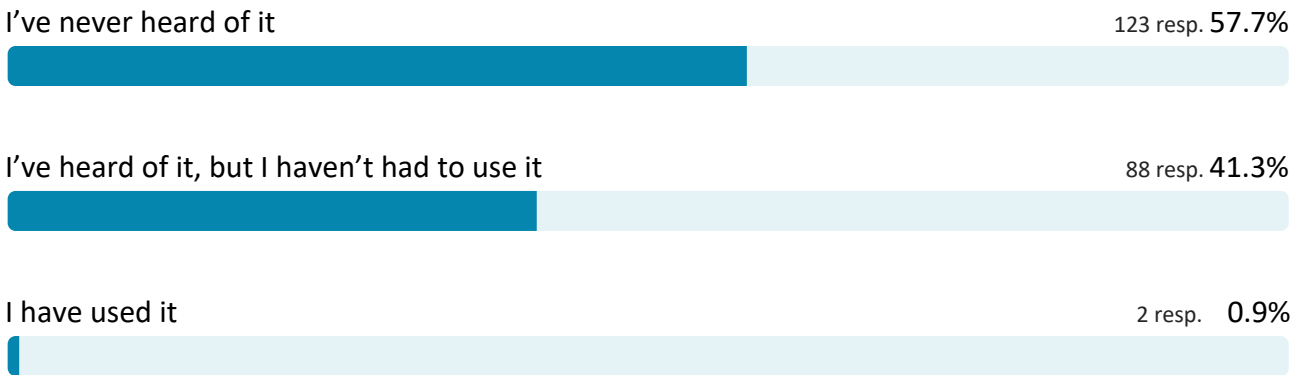


Marin Commutes Survey

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

No 1 resp. 50%



Yes 1 resp. 50%



Not sure 0 resp. 0%



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

213 out of 213 answered

I've never heard of it 171 resp. 80.3%



I've heard of it, but I haven't used it 37 17.4%



I have used it in the past, but don't currently use it 3 1.4%

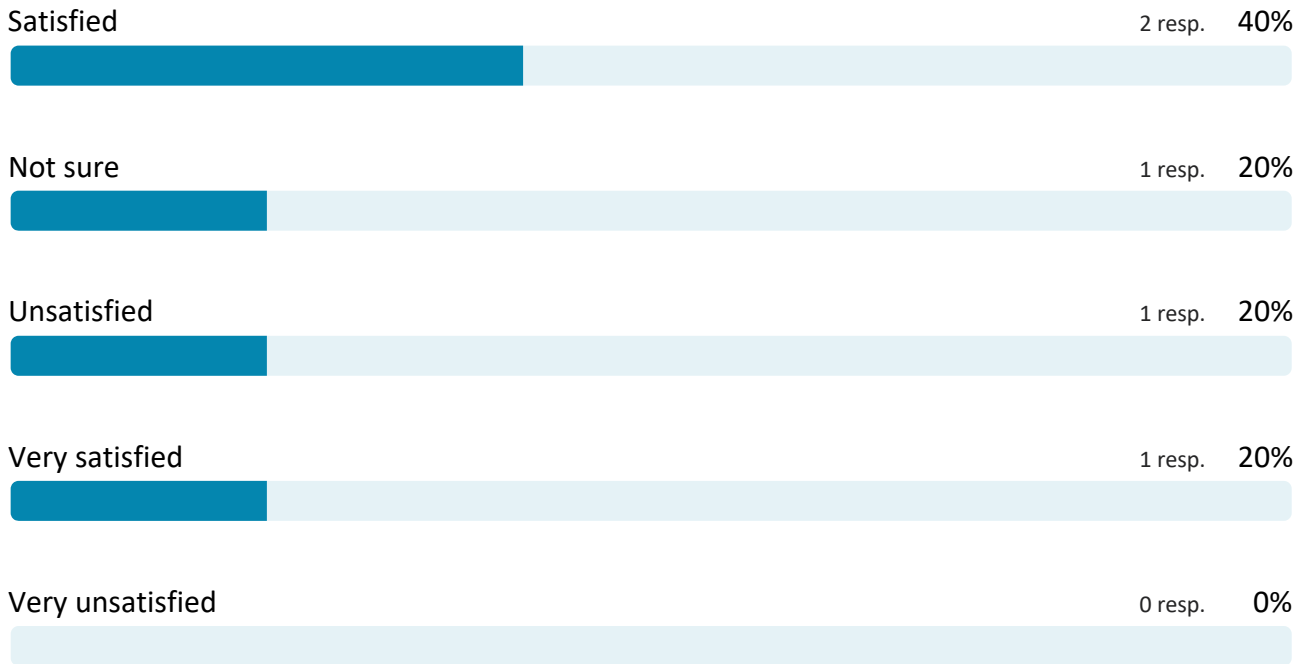


I currently use it 2 resp. 0.9%



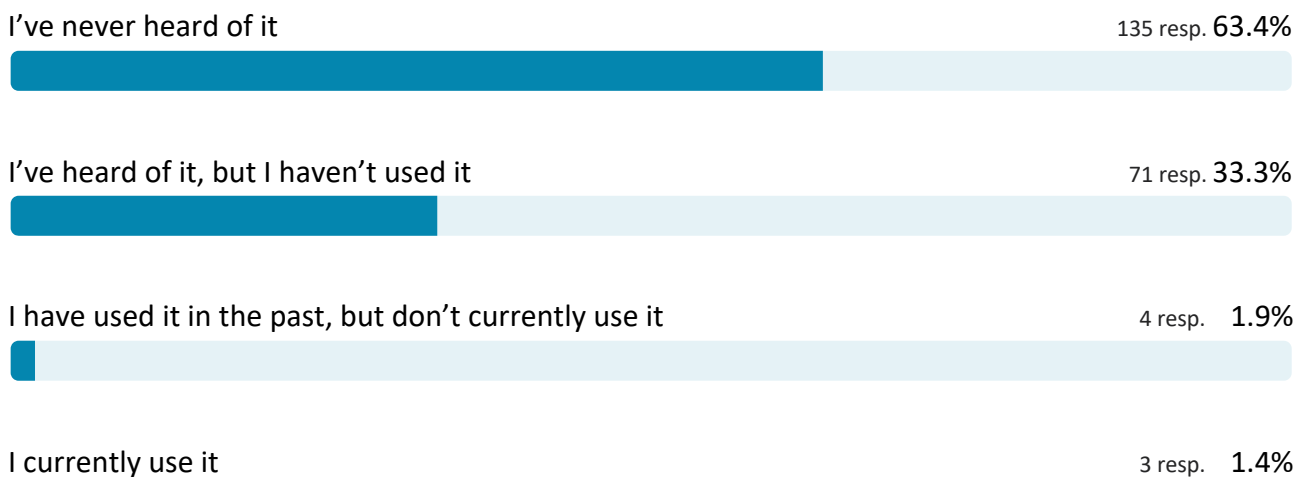
Please rate your satisfaction with Connect2Transit.

5 out of 213 answered



Vanpool Incentive Program: Transportation Authority of Marin offers a subsidy of \$150 off 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).

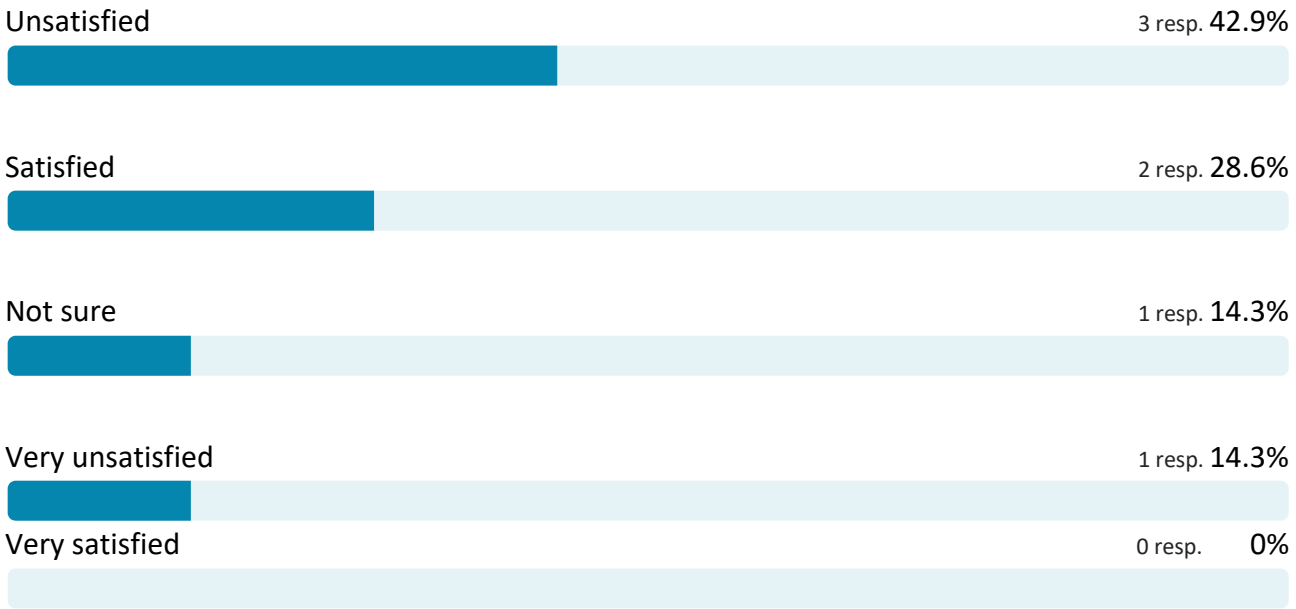
213 out of 213 answered





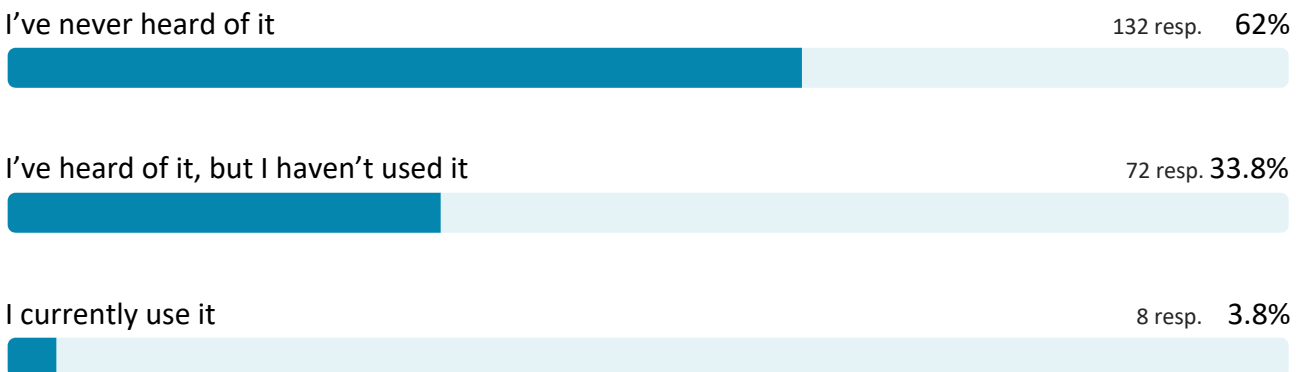
Please rate your satisfaction with the Vanpool Incentive Program.

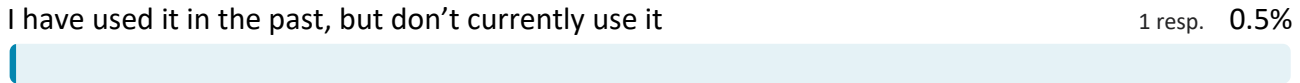
7 out of 213 answered



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.

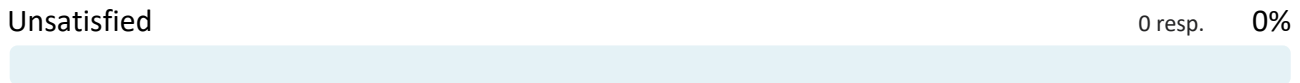
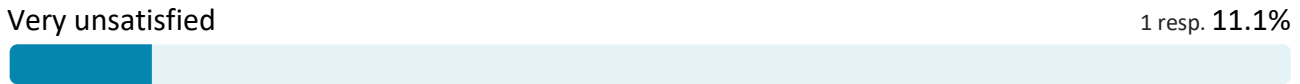
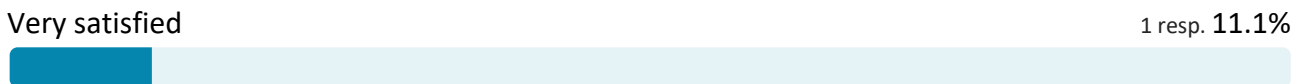
213 out of 213 answered





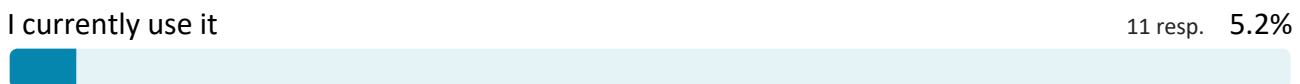
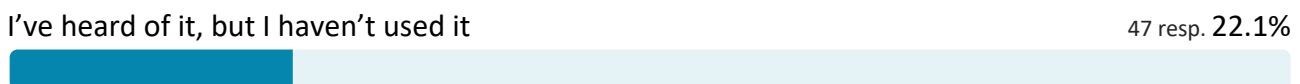
Please rate your satisfaction with the Merge Bay Area Carpool Program.

9 out of 213 answered




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

213 out of 213 answered




I have used it in the past, but don't currently use it 0 resp. 0%



Please rate your satisfaction with Commute 37.

11 out of 213 answered


Very satisfied 4 resp. 36.4%



Not sure 3 resp. 27.3%



Satisfied 3 resp. 27.3%



Very unsatisfied 1 resp. 9.1%



Unsatisfied 0 resp. 0%



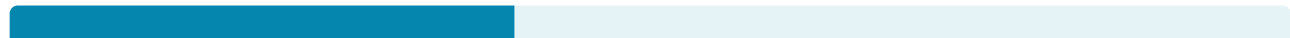
Are you interested in trying any of these programs?

213 out of 213 answered

Emergency Ride Home 128 resp. 60.1%

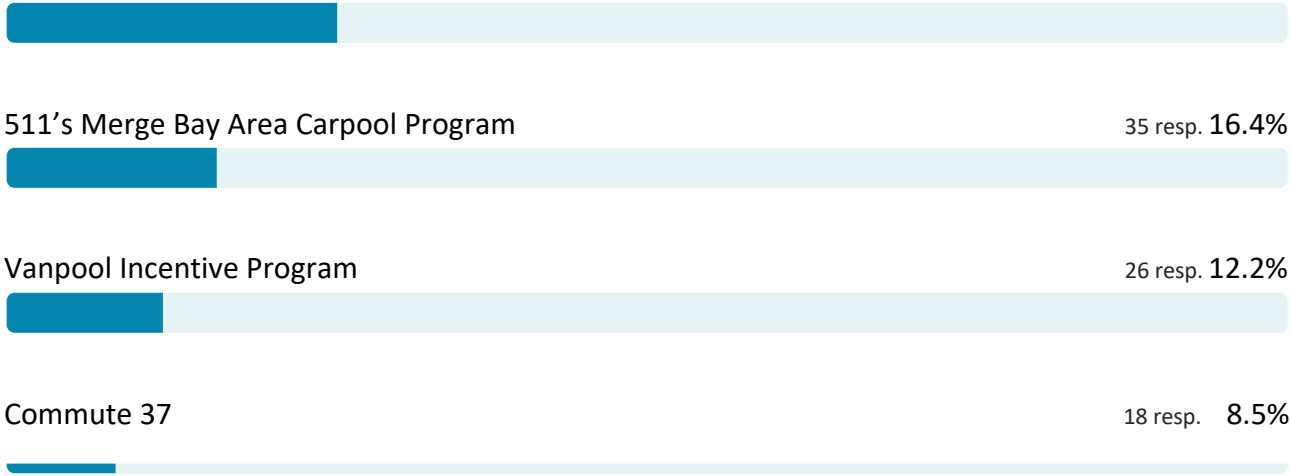


Connect2Transit 84 resp. 39.4%

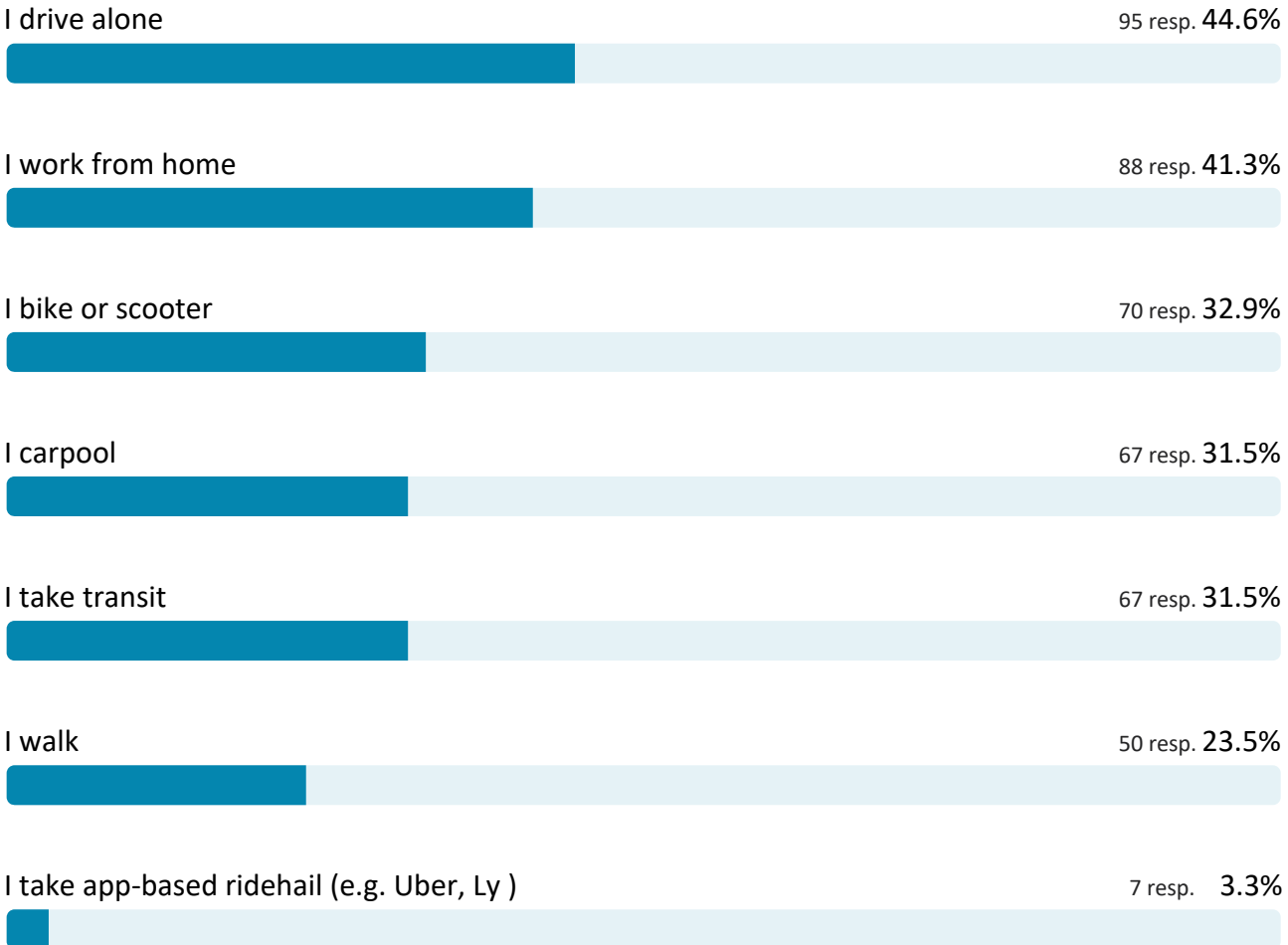


None of the above 55 resp. 25.8%





In an **average week**, which of the following modes of transportation do you take to work or school?
 213 out of 213 answered



I take paratransit 2 resp. 0.9%



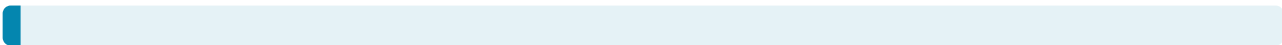
I vanpool 0 resp. 0%



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%



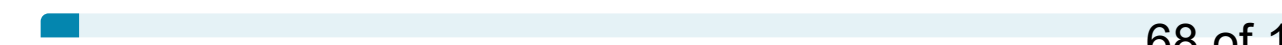
BART 10 resp. 14.9%



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

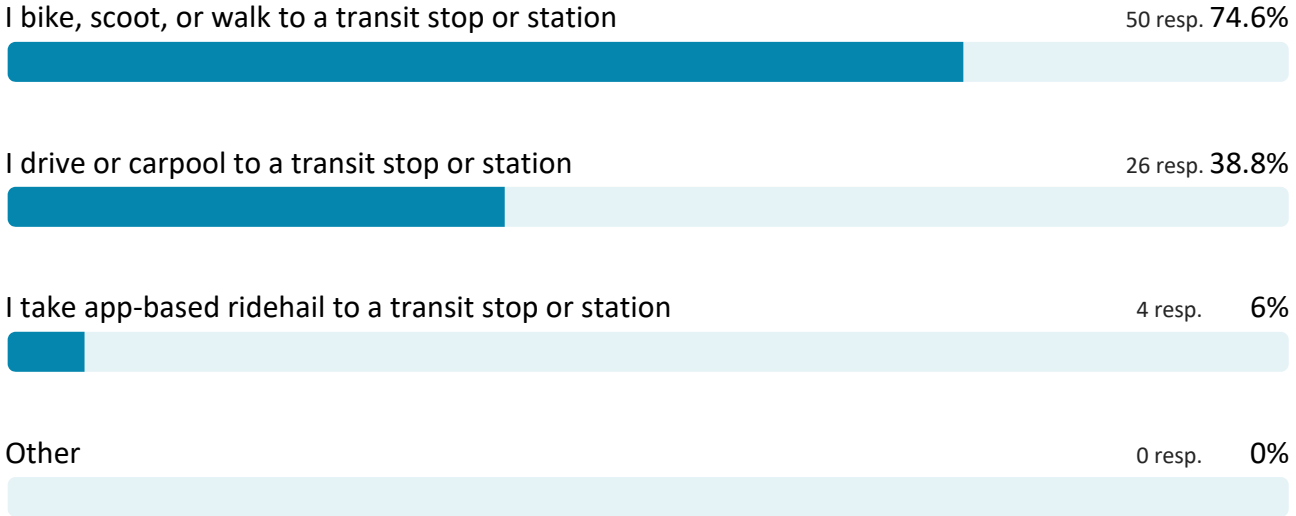


Other 2 resp. 3%



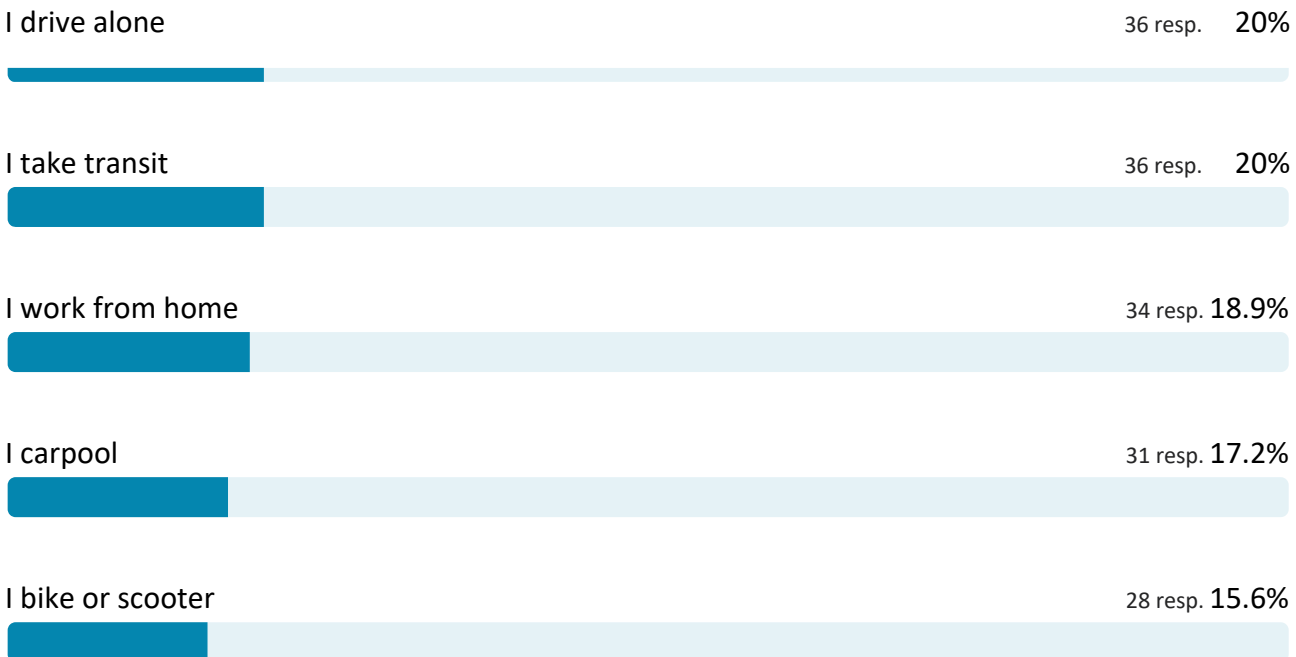
How do you usually get to your transit stop or station?

67 out of 213 answered



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

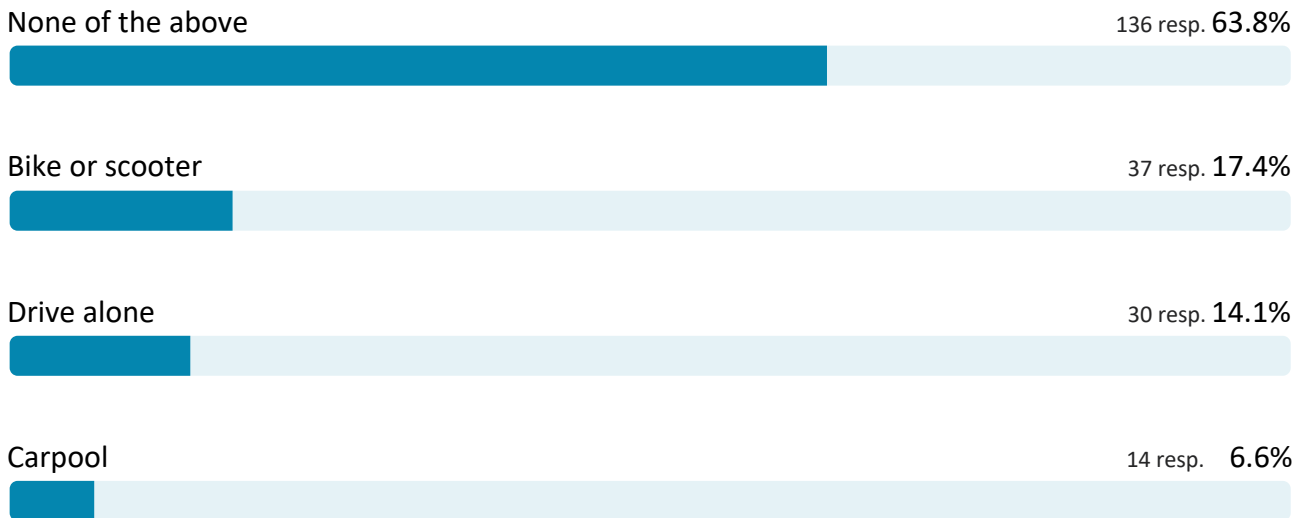
180 out of 213 answered

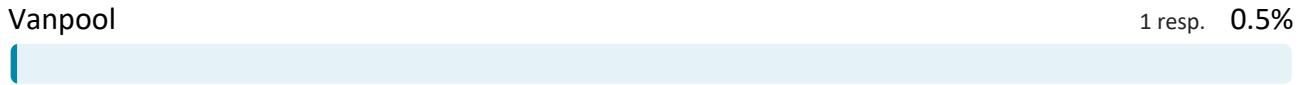




Do you use an electric mode for any of the following?

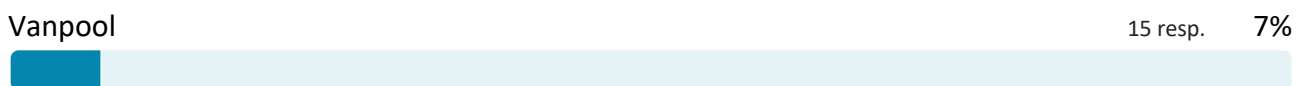
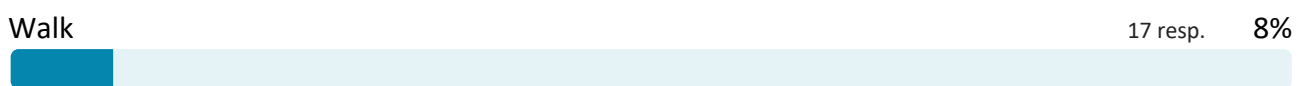
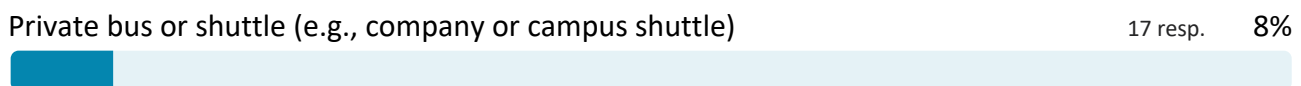
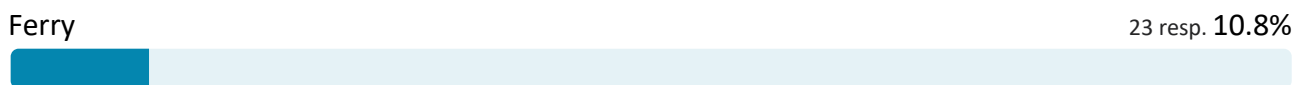
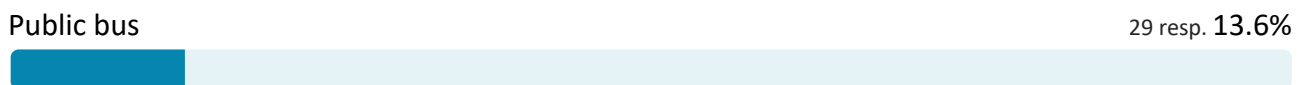
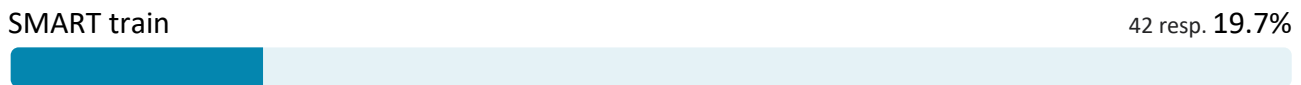
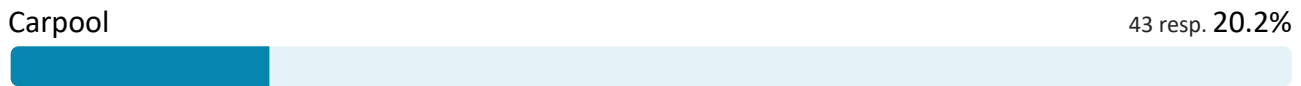
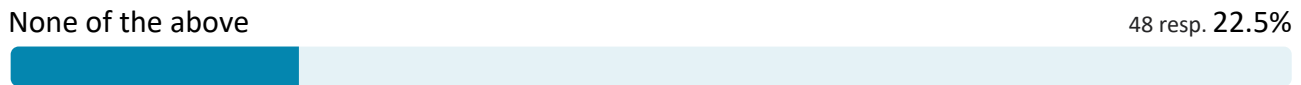
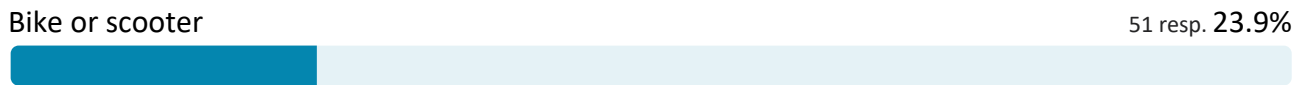
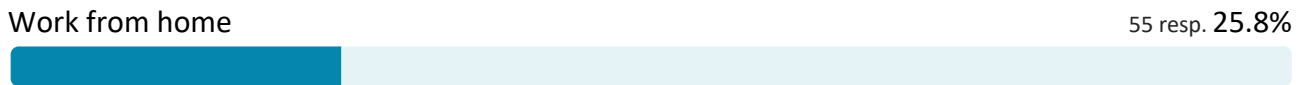
213 out of 213 answered





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

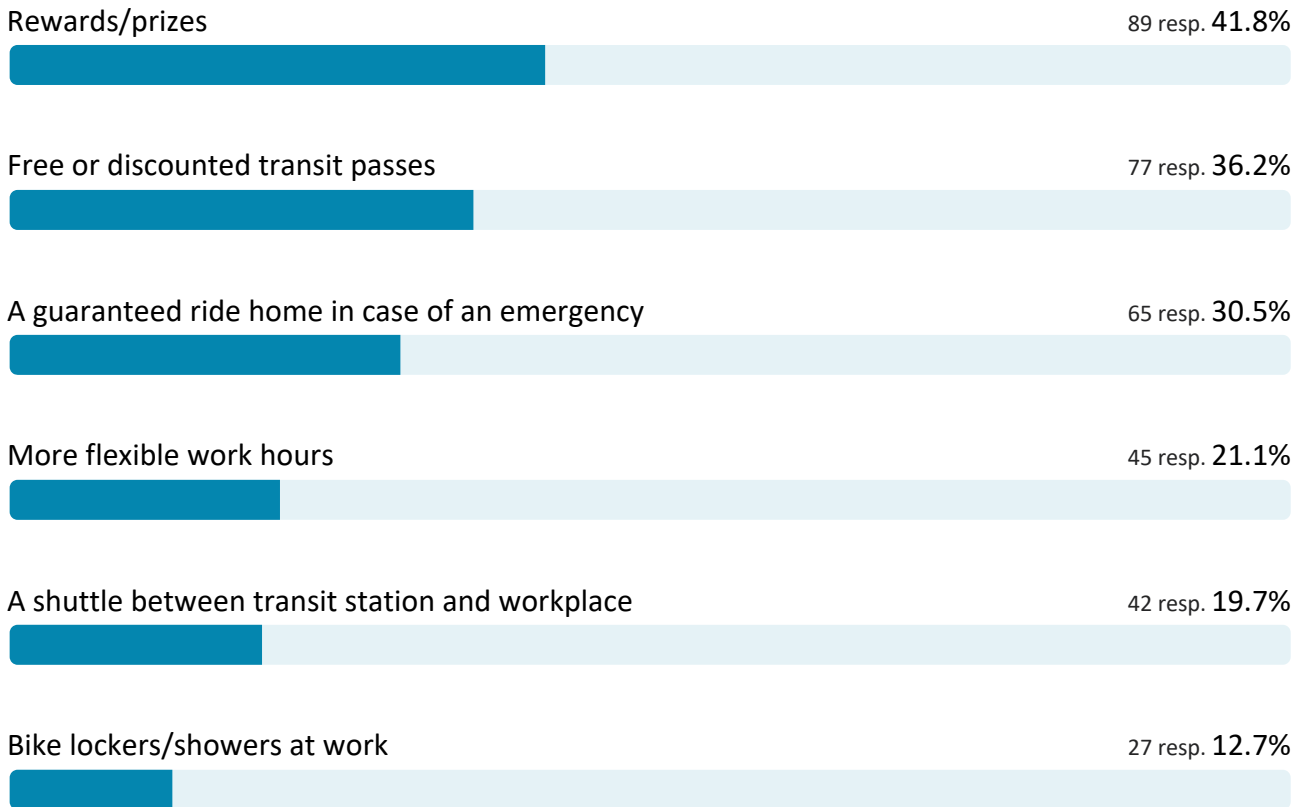
213 out of 213 answered





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

213 out of 213 answered



None of the above 27 resp. 12.7%



Help finding carpool/vanpool partners 24 resp. 11.3%



Recognition at work or through Marin Commutes 23 resp. 10.8%



Free or discounted parking for carpools/vanpools 21 resp. 9.9%



Help with planning a transit or bike route 15 resp. 7%



More convenient parking for carpools/vanpools 14 resp. 6.6%



Subsidies for vanpools 12 resp. 5.6%



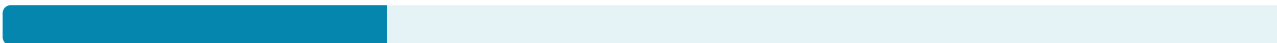
Other 13 resp. 6.1%



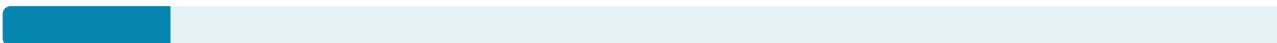
How did you hear about Marin Commutes Rewards?

213 out of 213 answered

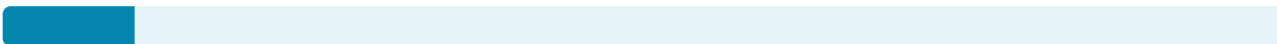
County of Marin 64 resp. 30%

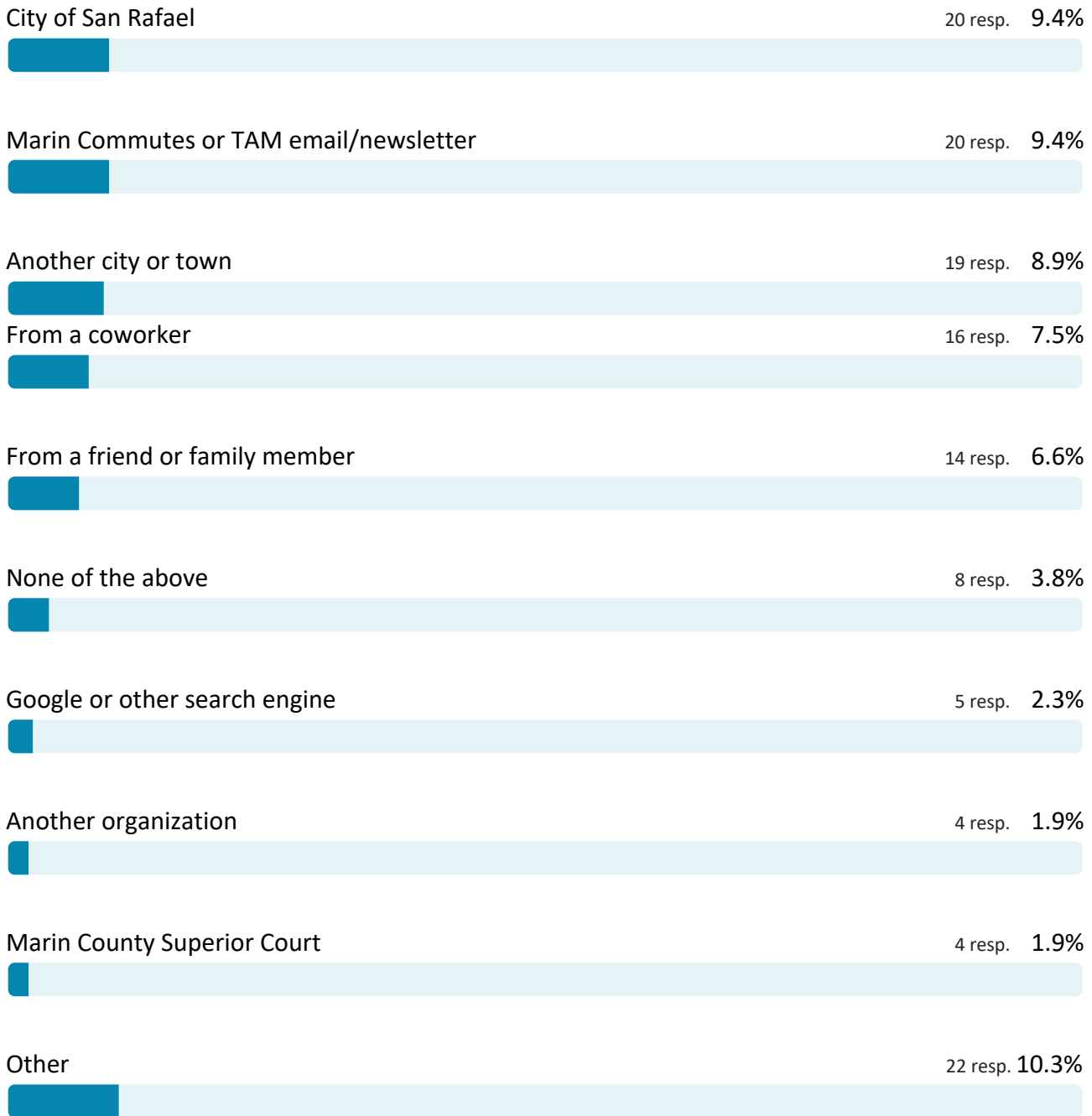


Marin Commutes or TAM social media 28 resp. 13.1%



My employer 22 resp. 10.3%





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

Citizens' Oversight Committee

March 18, 2024

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

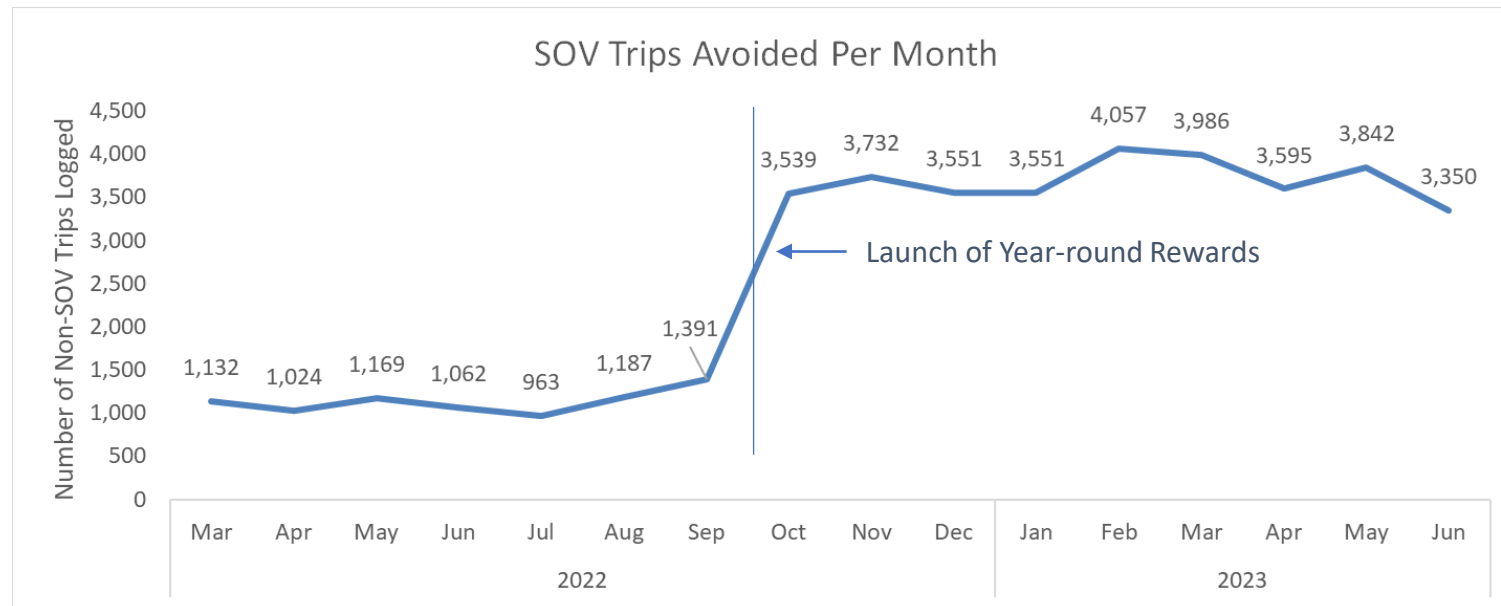
Formed partnerships

- **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 and Next Steps



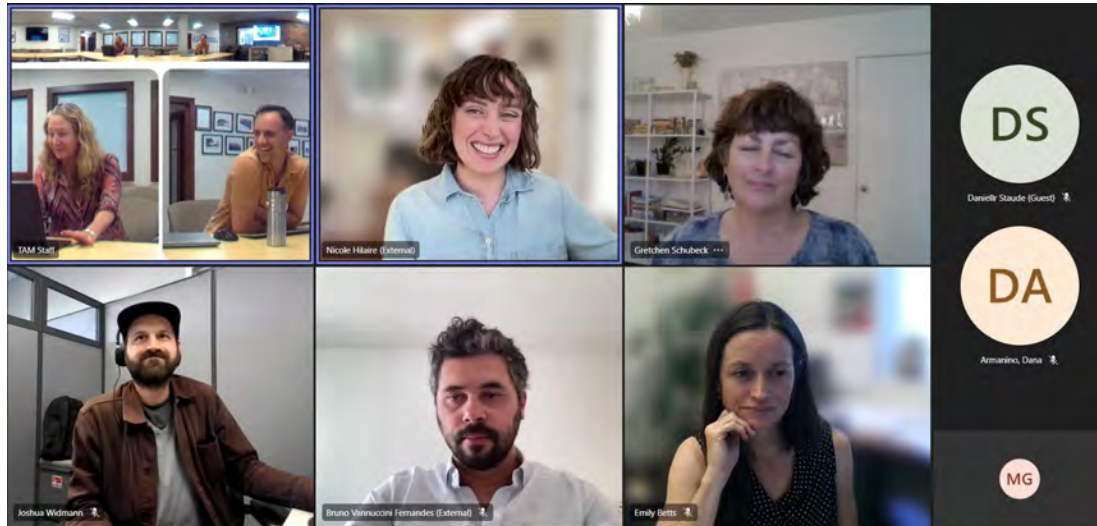
TDM Working Group Feedback

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

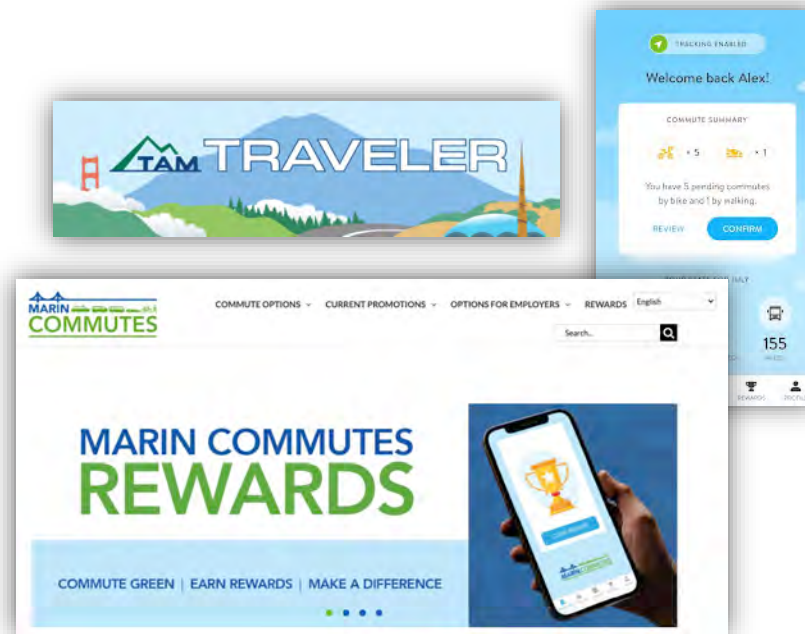


Outreach: Increasing Awareness and Participation

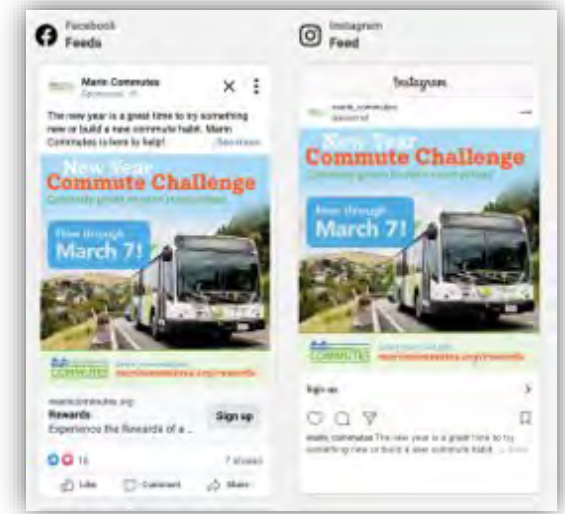
Promoting Marin Commutes and individual programs through a variety of methods:



Transit ads



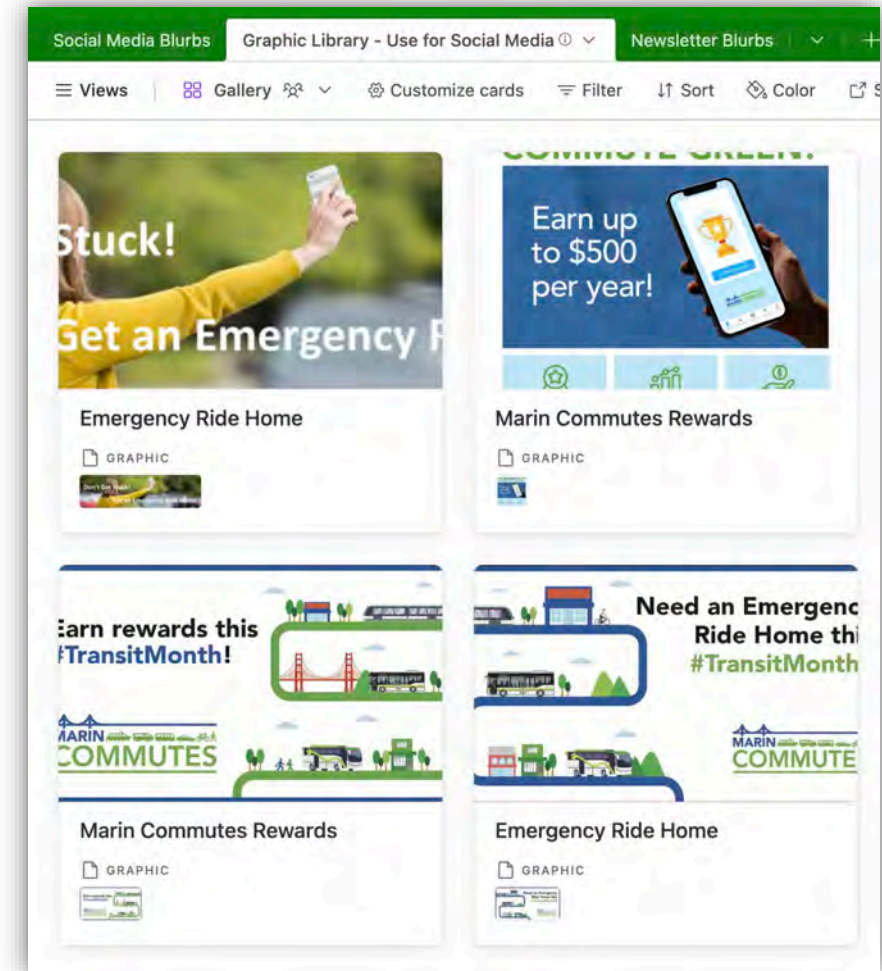
TAM and Marin Commutes channels



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

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

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 (includes partner & employer contacts)	838 subscribers	1,215 subscribers	45% ↑
	Partner & employer contacts	424 contacts	600 contacts	42% ↑
	Vanpool utilization	10 active vanpools	10-12 active vanpools	Maintain
Impact of commute alternatives	SOV trips reduced (monthly)	3,350 trips reduced*	4,000 trips reduced	19% ↑
	SOV miles avoided (monthly)	61,193 miles avoided*	73,400 miles avoided	20% ↑
	CO2 emissions savings (monthly)	16.12 tons saved*	19.34 tons saved	20% ↑

* Last month of reporting period utilized given limited prior data; future comparisons will be based on monthly averages.

Progress this Reporting Period

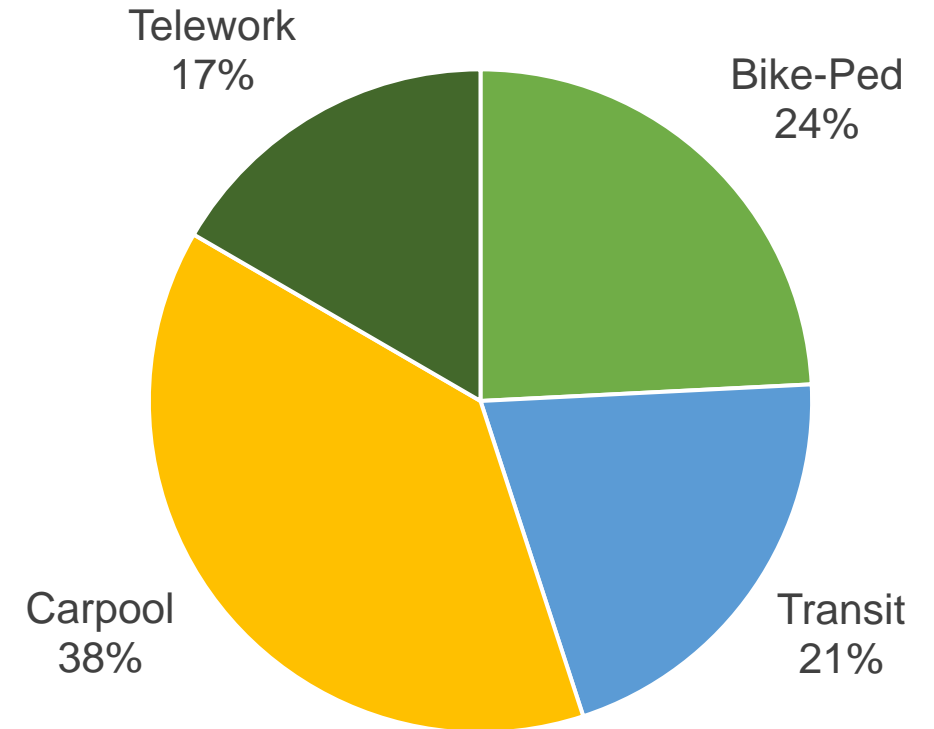
Performance Measure	Metric	Goals for this reporting period (16 mo.; July 2023 - Nov 2024)	Progress this reporting period (9 mo.; July 2023 – Feb 2024)	
Awareness of commute alternatives	Website traffic	8,000 new visitors	5,258 new visitors	67%
	Meetings/presentations/events	20 touchpoints	12 touchpoints	60%
Participation in commute alternatives	Registered users (rideamigos)	1,850 registered users	1,653 registered users (464 new users)	89%
	Newsletter/mailling list subscribers (includes partner & employer contacts)	1,215 subscribers	2,018 subscribers	166%
	Partner & employer contacts	600 contacts	558 contacts	93%
	Vanpool utilization	10-12 active vanpools	10 active vanpools	maintained
Impact of commute alternatives	SOV trips reduced (monthly)	4,000 trips reduced	~3,600 trips reduced*	90%
	SOV miles avoided (monthly)	73,400 miles avoided	~62,200 miles avoided*	85%
	CO2 emissions savings (monthly)	19.34 tons saved	~18.2 tons saved*	94%

* Current reporting is based on monthly average.

Results of our Recent Winter Campaign



Alternative Trips by Mode



- 59** new users
- 231** active users
- 7.5k** alternative trips
- ~130k miles** alternative distance

- ~40 tons** CO2 reduced
- ~0.6 million** calories burned
- ~\$48k** money saved

8-Month Look Ahead

APR

Spring Campaign (2 mo.)
Earth Month

MAY

Spring Campaign (2 mo.)
Bike Month



JUN

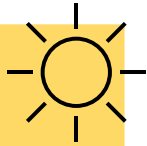
Bikeshare Promotion

JUL

Summer Campaign (2 mo.)

AUG

Summer Campaign (2 mo.)



SEP

Fall Campaign (2 mo.)
Transit Month

OCT

Fall Campaign (2 mo.)
Carpool/Vanpool Month



NOV

Emergency Ride Home
Promotion

Questions?

Thank you!



DATE: March 18, 2024

TO: Transportation Authority of Marin Citizens' Oversight Committee

FROM: Molly Graham, Public Outreach Coordinator

SUBJECT: Review and Approval of the FY2022-23 COC/2023 TAM Annual Report (Action),
Agenda Item No. 6

RECOMMENDATION

Staff recommends that the Citizens' Oversight Committee (COC) reviews and approves the combined FY2022-23 COC/2023 TAM Annual Report and authorizes Chairperson Peter Pelham or his designee to present the report to the TAM Board for acceptance at its March 28, 2024 meeting.

Staff would like to thank the COC Annual Report Subcommittee, that has helped provide ideas, input and important review to create this draft report. The Annual Report Subcommittee Members are Allan Bortel, Kate Powers, Kay Noguchi, Kevin Hagerty and Kingston Cole. Staff would like to give additional thanks to Kay Noguchi for continuing to provide her dedicated proofreading support.

BACKGROUND

The Annual Report provides an overview of TAM's progress to deliver transportation projects and programs and it provides documentation that the Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee funds are being spent in accordance with the voter-approved Expenditure Plans. The Annual Report also provides a status update of high priority transportation programs, projects and planning efforts that are paid for with regional, state and federal funds. The Annual Report is prepared in fulfillment of statutory and Expenditure Plan requirements.

DISCUSSION/ANALYSIS

The TAM/COC Annual Report provides a comprehensive overview of TAM's progress to deliver priority transportation projects, programs and planning initiatives in Marin County. The 2023 Annual Report highlights the key accomplishments achieved during the time period covered and contains a map of key capital improvement projects.

The following sections are presented in the FY2022-23 COC/2023 TAM Annual Report:

Letter from the TAM Board Chairperson	Planning and Coordination
About the Transportation Authority of Marin	Transit
Message from the COC Chairperson	Community Engagement
2023 Key Updates and Highlights	Featured COC Member of the Year, Kate Powers
Funding	Financial Picture
Projects	Key Capital Improvement Projects Map
Programs	

Distribution Plan

Below are the key distribution contacts for the Annual Report. We encourage COC members to provide additional contacts to ensure a comprehensive and growing distribution list.

The Annual Report will be available on TAM's website and electronically distributed through the TAM Traveler and various social media tools, including Facebook, Twitter, and LinkedIn. Hard copies of the Report will be distributed through various methods including:

- Libraries/Cities/Towns/County Civic Center
- TAM committees
- Local jurisdictions and various professional groups such as Marin Public Works Association
- School Districts
- Chambers of Commerce
- Transportation partner agencies in the County and in the region such as other congestion management agencies and transit operators
- Related agencies and advocacy groups such as Marin County Health & Human Services, Paratransit Coordinating Council, the Marin Center for Independent Living, Marin Conservation League and the Marin County Bicycle Coalition
- Public meetings and events

FISCAL CONSIDERATION

The budget amount needed for production of the report is included in the Document Reproduction line of the FY2023-24 TAM Annual Budget. The design cost of the report is estimated not to exceed \$6,500 and an additional \$2,000 is set aside for the production of hard copies.

NEXT STEPS

Upon approval of the COC, Chairperson Peter Pelham or his designee will present the draft report to the TAM Board for acceptance at its March 28, 2024 meeting. Staff will incorporate comments from the COC and the TAM Board to finalize and distribute the report per the distribution plan.

ATTACHMENTS

Draft FY2022-23 COC/2023 TAM Annual Report ([Please click this hyperlink for the DRAFT Annual Report](#))



DATE: March 18, 2024

TO: Transportation Authority of Marin Citizens' Oversight Committee

FROM: Anne Richman, Executive Director
Derek McGill, Director of Planning
Mikaela Hiatt, Associate Transportation Planner

SUBJECT: Update on Countywide Transportation Plan Draft Vision and Equity Framework (Discussion), Agenda Item No. 7

RECOMMENDATION

For discussion only.

BACKGROUND

As discussed at the January 2024 COC meeting, TAM staff are underway with Marin County's first Countywide Transportation Plan (CTP) and a countywide Community Based Transportation Plan (CBTP).

The CTP is expected to build consensus and provide a shared direction for Marin's transportation system, in alignment with broader social, economic, and environmental goals in the county, region and state. The CTP is intended to develop a set of overarching strategies, specific policies, and targeted projects/programs that are competitive for federal, state and regional funding and establish the partnerships necessary to implement the shared short-term (10-year) and long-term (25-year) vision for our transportation system. The CTP/CBTP will incorporate findings from the various previously developed CBTPs for the county and identify priorities and a countywide strategy to address equity. Finally, the CTP/CBTP will guide TAM's policy-making, and advance safety, equity, climate resiliency, transit recovery and priority, and transportation/land use integration in the county.

This planning process is expected to continue over the next year, culminating in an adopted CTP/CBTP by the end of 2024.

DISCUSSION/ANALYSIS

At its meeting in January of 2024, the COC was presented an overview of TAM's Countywide Transportation Plan (CTP) and Community Based Transportation Plan (CBTP) and staff noted that it would return at key milestones in the planning process.

Since that time, staff has meet with the TAM CTP committees, specifically the CTP Ad-Hoc, technical advisory committee and equity working group on elements of the plan, and has developed a draft vision, and a draft equity framework for consideration in the CTP.

CTP 2050 Vision

TAM has long held a multimodal vision for the county, advancing local road improvements, walking, biking, safe routes to schools, and local transit services. For the CTP 2050, staff received input at the October 2023 TAM Board workshop and through committees established for the process, resulting in the following draft vision statement:

Improving safe, equitable and sustainable transportation together.

An accompanying illustration elaborates on the meaning or intent of the various aspects of the vision statement. "Together" is a key final word in the vision statement, illustrating that improved transportation will be accomplished through inclusive decision making and strengthened partnerships across the community. The vision statement will also be accompanied by goals and strategies that will support implementation of the vision.



CTP 2050 Equity Definition

As part of the CTP, staff are also seeking to define transportation equity for Marin County to guide future actions that advance equity in transportation. The draft definition is as follows:

Transportation equity is achieved through a proactive and community-centered dismantling of travel barriers and transportation-related disparities for historically and systemically marginalized and excluded populations.

While equity is often associated with low-income, disability, and racial minority populations, and it is true that many individuals in these populations encounter travel barriers and burdens more often than many individuals in higher income, non-disabled, and white populations; these are not the only populations in Marin County that have been historically and systemically de-prioritized by land use and transportation planning.

As is true across the United States, Marin's transportation planning process has prioritized mobility for cars over people with a particular emphasis on moving 9-5 workers as efficiently as possible. The resulting transportation system puts non-drivers (whether by choice or not) at a disadvantage, creates a safety and comfort disparity between fast-moving vehicles and pedestrians and bicyclists, and generally does a poor job of serving our oldest, youngest, and other vulnerable road users. This plan expands the focus of equity to encompass a wider range of communities who need more attention now and, in the future, because they have historically or systemically been given less.

To frame future transportation equity actions, Marin's equity populations fall within three categories – historically underserved, vulnerable road users, and non-drivers, and will be described in more detail in the presentation. There is significant overlap between these categories, but they are distinct and experience different transportation barriers.

Staff is seeking feedback from the COC on the draft Vision and Equity definition.

Deliverables:

While these topics will be discussed further as the plan is developed, major deliverables of the CTP process are:

- Transportation Vision, Goals and Strategies
- Needs Assessment & Prioritization
- Implementation Planning
- Draft and Final Plans

Public outreach is occurring throughout the process, and staff have completed a series of focus groups to gather input on key elements of the plan. The CTP/CBTP will be using various approaches including an online survey, presentations at community and interest groups, and through the TAM Board and working groups that have been established.

FISCAL CONSIDERATION

The CTP/CBTP effort is fully funded with federal planning funds from the Metropolitan Transportation Commission (MTC), and the contract not to exceed amount of \$525,000 is expected to be spent over the next two fiscal years.

NEXT STEPS

The deliverables of the CTP/CBTP are expected to be brought to the COC throughout the process, including upcoming discussions on the needs assessment and prioritization and implementation planning.

ATTACHMENTS

Attachment A – Staff Presentation

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Countywide Transportation Plan Draft Vision and Equity Framework

Transportation Authority of Marin
Citizens' Oversight Committee

March 18, 2024

Purpose of CTP & CBTP

- ✓ **2050 Transportation Vision**
- ✓ **Set strategic priorities**
- ✓ **Guide TAM decision-making**
- ✓ **Align planning with funding decisions and project delivery**
- ✓ **Advance equity, land use-transportation connectivity, safety, transit recovery and priority, and climate resiliency**

- ✓ **Identify emerging areas and future transportation needs**
- ✓ **Strengthen partnerships needed to deliver the plan**
- ✓ **Broaden understanding of community transportation goals**
- ✓ **Align local, county planning with regional and state guidance where feasible**
- ✓ **Advance CBTP process**
- ✓ **Strengthen Marin's position in competitive regional, state, and federal funding**
- ✓ **Convene partner agencies and build consensus**

Outcomes of CTP & CBTP

CTP Schedule

- ✓ Significant progress on plan development
- ✓ Outreach underway

JUL - OCT 23	NOV - DEC 23	JAN - MAR 24	MAR - MAY 24	JUN - AUG 24	OCT - NOV 24
Committee Formation & Context	Vision & Goals	CTP Framework & Needs Assessment	Identifying Programs & Co- Benefits	Draft CTP	Final CTP

Workshop 1: Vision & Strategies (October 2023)

- ✓ **2050 Transportation Vision**
- ✓ **Identify policy goals and objectives**

Workshop 2: Needs & Co-Benefits (April 2024)

- ✓ Trade-off choices
- ✓ Set strategic priorities

Workshop 3: Implementation (June 2024)

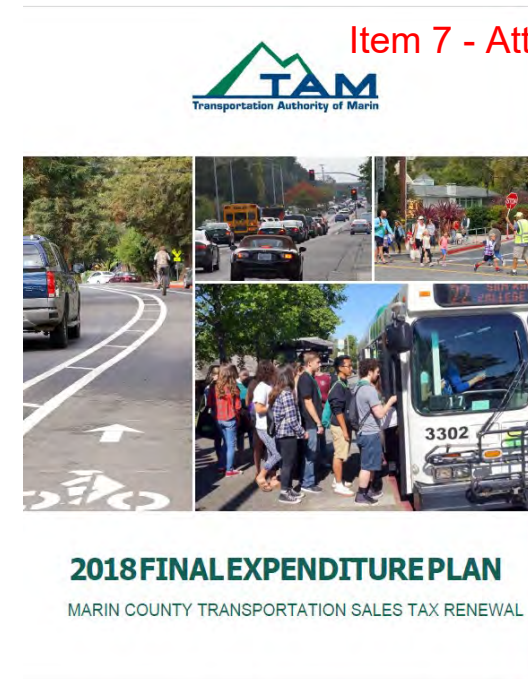
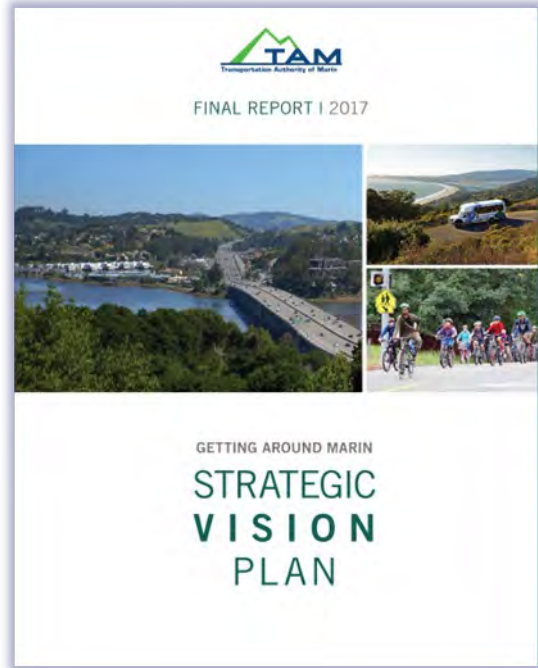
- ✓ Consensus building tool to guide TAM decision-making
- ✓ Align planning with funding decisions and project delivery

Board Workshops

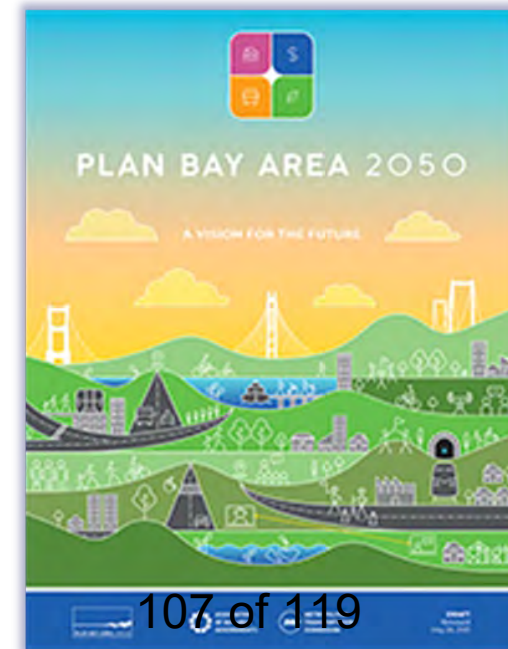


Draft CTP 2050 Vision Elements

CTP Vision Update



CAPTI
Climate Action Plan for
Transportation Infrastructure



CTP Vision Update

- October Board Workshop Direction
 - 1) Update Vision Statement
 - 2) Focus CTP on:
 - Schools and Local Travel Needs
 - Safe Streets for All
 - Transit Ridership Growth
 - Close Gaps in the network
- CTP Vision Draft will Contain
 - Goals
 - Strategies
 - Performance measures to monitor progress

Efficient
Expand
Frequent
Reliable
Future-proof

Comfort
Evacuations
Flooding
Safer Streets

Engage
Accessible
Invest
Repair

Improving safe, equitable, and sustainable transportation together.

Adapt
Maintain
Resilient

Walk
Bike
Bus
Ferry
Rail
Roads
Highways
Emergent Technologies

Local agencies
Transit providers
Community partners
MTC/ABAG
Caltrans
CCC/BCDC
MWPA

Next Steps for Vision

- Draft Goals and Strategies to Guide Vision implementation
- Draft Performance Measures
- Refine Needs Assessment into CTP Programs Programs (Similar to MTC's Programmatic Categories)
- Assess opportunities to align needs and vision and identify CTP Co-benefits
- TAM Board Discussion in March, Board Workshop in April

CTP 2050 Transportation Equity Definition



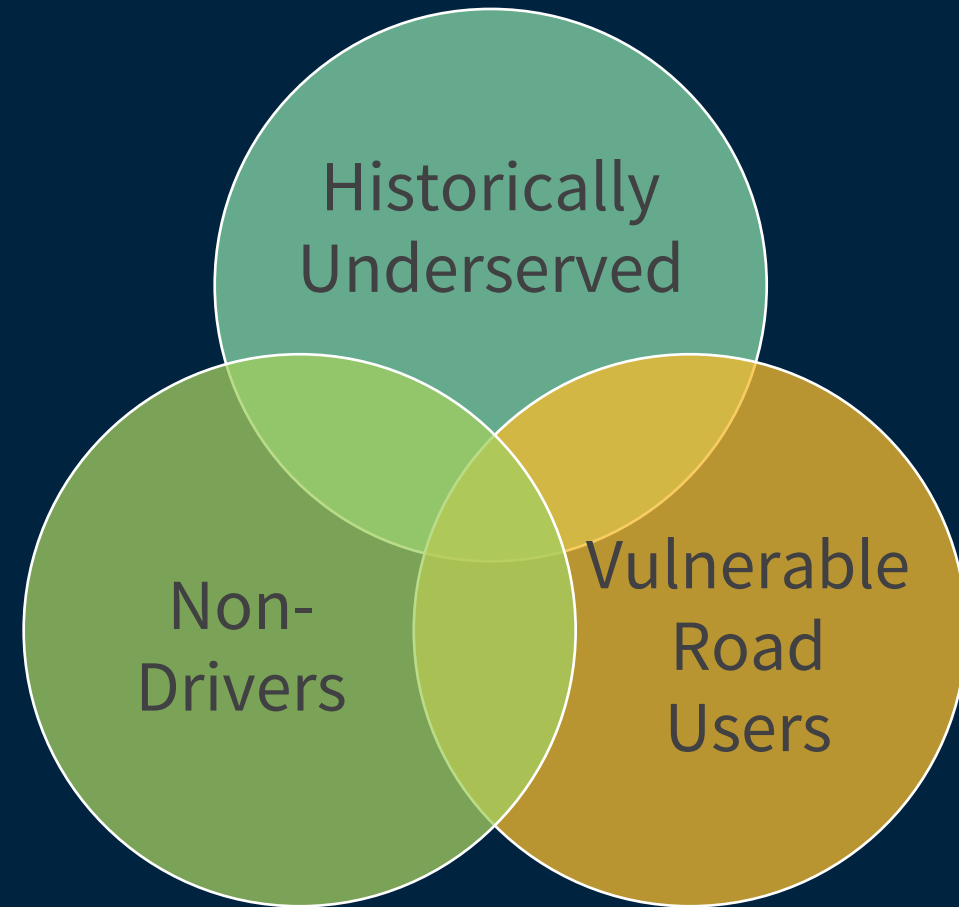
Engage
Accessible
Invest
Repair

equitable,

Transportation equity is achieved through a proactive and community-centered dismantling of travel barriers and transportation-related disparities for historically and systemically marginalized and excluded populations.

equitable,

*Transportation equity is achieved through a proactive and community-centered dismantling of travel barriers and transportation-related disparities for **historically and systemically marginalized and excluded groups.***



Historically Underserved Communities

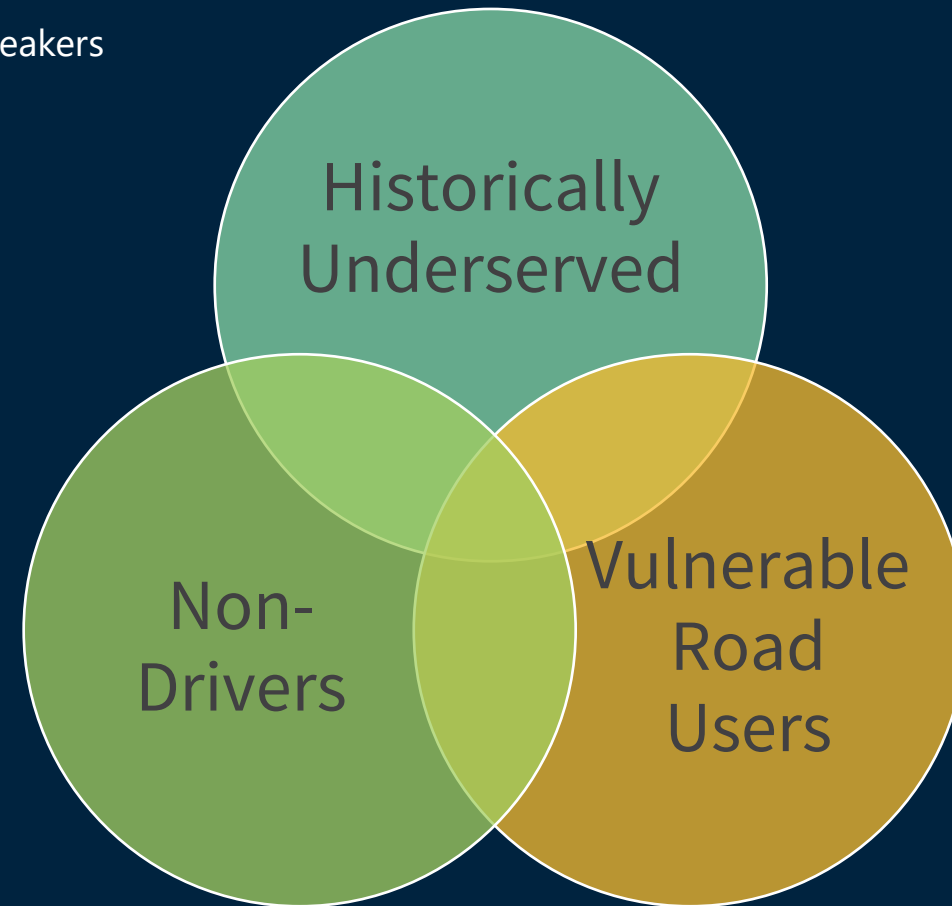
- MTC Equity Priority Communities (geographic)
- Low-income residents (demographic)
- Black, Hispanic, Indigenous, Asian population, incl. non-English speakers (demographic)
- People with disabilities (demographic)
- Rural residents and workers (geographic, demographic)

Vulnerable Road Users

- Seniors 75+ (demographic)
- Youth 18- (demographic)
- People with disabilities (demographic)
- Unhoused individuals (demographic)
- Bicyclists and pedestrians (road users)

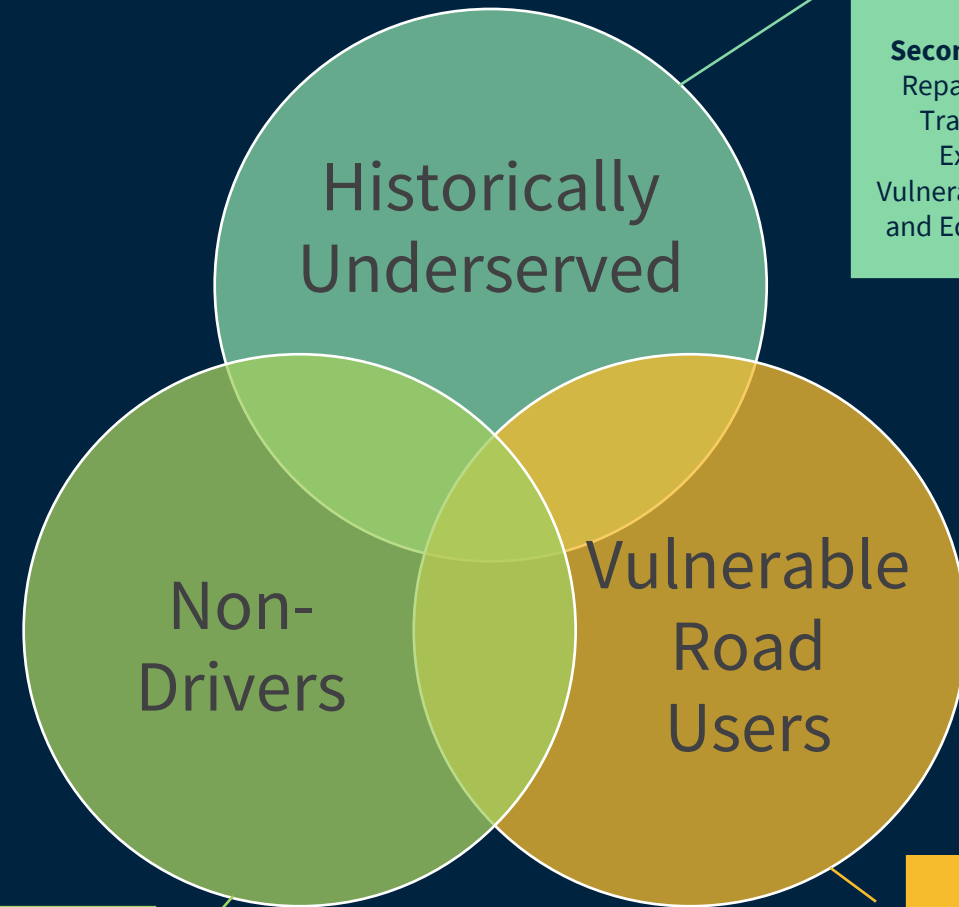
Non-Drivers

- Seniors 75+ (demographic)
- Youth 16- (demographic)
- People with disabilities (demographic)
- Very low-income residents (demographic)
- Residents without Driver's License (demographic)
- Choice non-drivers (road users)



equitable,

*Transportation equity is achieved through a proactive and community-centered dismantling of travel **barriers** and **transportation-related disparities** for historically and systemically marginalized and excluded groups.*



Top: Multimodal Access

Secondary: State of Good Repair, Roadway Safety, Traffic and Emissions Exposure, Climate Vulnerability, User Outreach and Education, Travel Cost

Top: Non-Vehicle Access

Secondary: Roadway Safety

Top: Roadway Safety

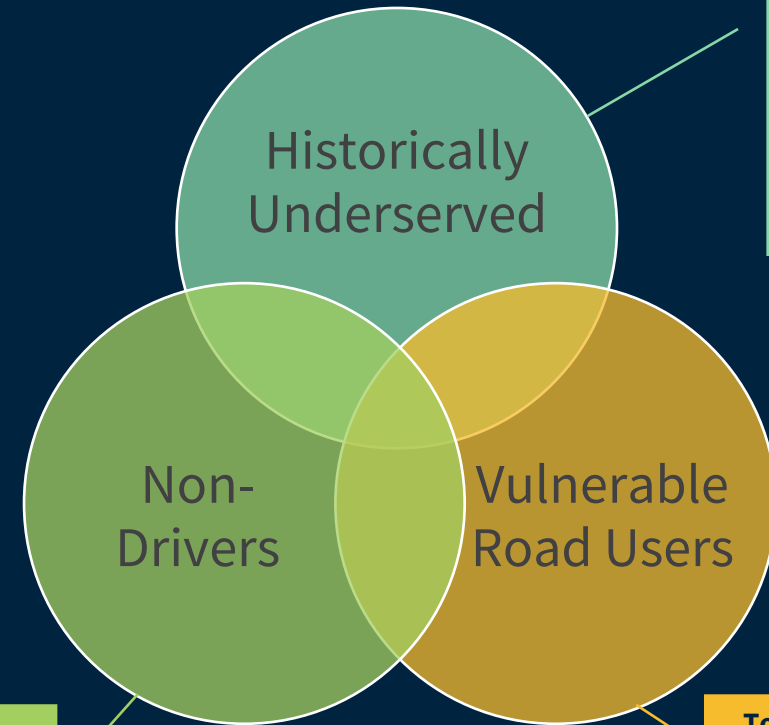
Secondary: Security and Comfort, Traffic and Emissions Exposure



Transportation equity is achieved through a proactive and community-centered dismantling of travel barriers and transportation-related disparities for historically and systemically marginalized and excluded populations.

What do you think of this framework?

- 1. Equity definition*
- 2. Equity populations*
- 3. Top and secondary barriers*



Top: Multimodal Access

Secondary: State of Good Repair, Roadway Safety, Traffic and Emissions Exposure, Climate Vulnerability, User Outreach and Education, Travel Cost

Top: Non-Vehicle Access

Secondary: Roadway Safety

Top: Roadway Safety

Secondary: Security and Comfort, Traffic and Emissions Exposure



Engagement Process & Overview

- ✓ **Two coordinated tracks: stakeholder engagement and public outreach**
- ✓ **Data-driven process**
- ✓ **Fit the right strategy with the right groups at the right time**
- ✓ **Meet the public where they are**
- ✓ **Focus on Equity Priority Communities**
- ✓ **Align with MTC's CTP and CBTP guidance**

Upcoming Engagement Activities

- ✓ **Three Focus Groups Completed**
- ✓ **CTP Roadshow Underway**
- ✓ **Upcoming Board Workshop**
- ✓ **Online Survey/Digital Media Campaign**
- ✓ **Upcoming Localized Pop-Up Events**
 - ✓ Accessible high traffic locations
 - ✓ Variety of interactive elements (i.e., Feedback walls, Live polls, Activities for kids)

Your Questions & Comments

