Table VI: Origins and Destinations of Home-to-Work Trips

<table>
<thead>
<tr>
<th></th>
<th>San Mateo County Jobs Filled by Employees Residing in Each County</th>
<th>San Mateo County Employed Resident Who Commute to Each County</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2020</td>
</tr>
<tr>
<td>San Mateo</td>
<td>211,700</td>
<td>252,555</td>
</tr>
<tr>
<td>San Francisco</td>
<td>45,216</td>
<td>50,071</td>
</tr>
<tr>
<td>Santa Clara</td>
<td>43,128</td>
<td>53,313</td>
</tr>
<tr>
<td>Alameda</td>
<td>34,448</td>
<td>47,134</td>
</tr>
<tr>
<td>Rest of Region</td>
<td>17,219</td>
<td>N/A</td>
</tr>
<tr>
<td>TOTAL</td>
<td>351,711</td>
<td>403,073</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2009-2013 American Community Survey.

Current TSM/TDM Programs in San Mateo County

Measures that reduce the number of vehicles on the roadway system are referred to as Transportation Demand Management (TDM) measures. Measures that improve the efficiency of the system are referred to as Transportation System Management (TSM) measures. TSM measures include traffic signal synchronization, ramp metering, and high occupancy vehicle (HOV) lanes (also known as diamond or carpool lanes). Both TDM and TSM are addressed in this element.

Measure A mandated that every jurisdiction in San Mateo County have a TSM/TDM plan/program in order to be eligible to receive Measure A funds. The Measure A TSM Plan is the mandated TSM/TDM program for San Mateo County and the primary funding source for this effort. It requires that local jurisdictions implement TSM/TDM programs in order to be eligible to receive Measure A funding.

Measure A TSM Plan

In June 1988, voters in San Mateo County approved Measure A that created the San Mateo County Transportation Authority and authorized a half-cent increase in the local sales tax for a period of 20 years to finance specified transportation improvements. The improvements, including transit and highway projects, were listed in the Transportation Expenditure Plan and were incorporated into the ballot measure. Measure A also required the Authority to adopt, in conjunction with the cities and the County of San Mateo, a Transportation System Management (TSM) Plan. The San Mateo County Transportation System Management Plan was developed and adopted in 1990.

In November 2004, voters in San Mateo County approved the continuation of Measure A to be in effect from 2009 to 2033. The continuation of Measure A includes the Bicycles and Pedestrians Program ($45 million over 25 years) which will provide safe paths for bicyclists and pedestrians and the Alternative Congestion Relief Program ($15 million over 25 years) which allocates one percent of the total revenue to fund traffic management projects and creative congestion relief programs.
The three primary goals of San Mateo County's TSM plan are as follows:

**Goal 1:** To develop a coordinated countywide TSM program that: (1) examines the nature and cause of growing peak-hour traffic congestion in the county; (2) reviews available TSM techniques and implementation methods; (3) identifies TSM measures that would be effective in the county; and (4) recommends implementation of a plan by local governments and employers.

**Goal 2:** To increase the efficiency of the existing transportation system in San Mateo County during peak-commute periods by: (1) reducing single-occupant auto work-trips; (2) increasing the use of public transit and other alternative modes of transportation; and (3) reducing the rate of increase in roadway usage. An initial target is to achieve a 25-percent rate of participation by employees in alternatives to single-occupant auto work-trips during peak hours within five years. In addition to relieving congestion, implementation of the recommended TSM measures would also help attain State and Federal air quality standards, and conserve energy.

**Goal 3:** To establish an ongoing planning process for evaluating and refining the countywide TSM plan that: (1) evaluates the effectiveness of traffic mitigation programs; (2) recommends adjustments to existing programs where needed; and (3) promotes local and regional planning to achieve a balance between land use decisions and the demand for transportation facilities.

Measures to implement the goals of the Measure A TSM effort and to encourage more efficient use of existing transportation networks were identified in the plan. These included promoting ridesharing (car and vanpools), flexible work hours, and countywide long-range planning leading to growth targets and a jobs/housing balance.

In the current Measure A, annually, 0.7 percent of the total sales tax revenue is allocated to fund projects that further these goals. Local agencies, including cities, towns, joint powers agencies, SariTrans, and school districts, can nominate projects to receive these funds.

The San Mateo County’s Measure A transportation sales tax Expenditure Plan (2004) states that a 3% share of sales tax revenues, an estimated $45 million (over the next 25-year period) will be allocated towards pedestrian and bicycle projects including paths, trails and bridges over roads and highways. In addition, the Expenditure Plan also states that a 4% share of sales tax revenues, an estimated $60 million (over the next 25-year period) will be allocated to local shuttle services. Priority will be given to those shuttle service programs that include a portion of the funding from businesses, employers and other private parties. Priority will be given to service that connects with Caltrain, BART and ferry terminals.

**Local TSM/TDM Programs That Have Been Implemented in Direct Response to the Requirements Under Measure A**

Local governments in San Mateo County implement trip reduction programs in response to the requirements under Measure A to, among other things, maintain eligibility for Measure A funds. A variety of methods are used. Some cities have formed joint powers agencies to implement a common program and to take advantage of the cost effectiveness of consolidated efforts. The Cities of Burlingame, Foster City, San Mateo, Redwood City, San Carlos, and Belmont had
operated as the Inter-City TSM Agency (ITSMA). The Cities of Daly City, South San Francisco, San Bruno, Pacifica, Brisbane, Millbrae, Half Moon Bay, and Colma, had formed the Multi-City TSM Agency (MTSMA). In May 2000, these two agencies joined forces in order to provide a comprehensive program of services for the entire County. The combined joint powers agency is the Peninsula Traffic Congestion Relief Alliance. The cities of Atherton, Hillsborough and the County of San Mateo have also joined the new agency. The City of Menlo Park operates independent programs, some of which preceded Measure A. The San Francisco International Airport, the largest employer in San Mateo County, has a TSM/TDM program that includes all tenants with 20 or more onsite employees.

Commute.org Overview

Commute.org is San Mateo County’s Transportation Demand Management (TDM) agency focusing on improving the commute to, from, and through San Mateo County.

Working directly with employers, commuters, and residents, Commute.org helps people switch from driving alone to using sustainable transportation modes, thus reducing traffic congestion and improving air quality.

To reduce the number of single occupant vehicles traveling throughout San Mateo County, Commute.org offers a suite of commute alternative programs that encourage people to use public transit, vanpools, carpools, shuttles, and bicycles, as an alternative to driving alone.

Commute.org is funded by the City/County Association of Governments of San Mateo County, the San Mateo County Transportation Authority, the Bay Area Air Quality Management District and Metropolitan Transportation Commission.

Specific programs offered through Commute.org include the following:

Shuttle Program
Commute.org operates shuttle services that connects commuters to transit stations throughout San Mateo County. These shuttles provide critical “last mile” transportation that makes commuting via public transit a viable alternative in the county.

Funding is provided through a combination of grants and the financial contributions of employers, property managers, cities, and transit agencies. Commute.org’s commuter shuttles serve BART, Caltrain stations, and the South San Francisco ferry terminal.

Our experienced staff meets with employers to review several key topics:
- Joining an existing shuttle consortium
- Establishing a new shuttle
- Funding options
- Shuttle marketing and promotion

Commuter Benefits Consulting
Commute.org’s experienced staff works with employers to address commute-related issues, including local and regional Transportation Demand Management (TDM) regulations and commuter pre-tax benefit programs.

**Transportation Surveys**
Commute.org can assist employers with conducting a transportation survey to obtain data necessary to design an effective transportation program.

**Employee Consulting During On-Site Events**
Commute.org welcomes the opportunity to participate in health and benefits fairs, open enrollment events, and special programs, assisting your employees one-on-one at your worksite.

**Commuter Platform**
STAR (Support, Track and Reward) is Commute.org’s commuter platform and is available to commuters and employers to encourage commuters to use an alternative to driving alone to work. STAR is accessed online at my.commute.org.

STAR commuters can discover and plan commute options to work, which include carpool, vanpool, transit, shuttle, bicycling and walking. When STAR commuters log their commute trips in their STAR account, they gain access to rewards, incentives, programs and challenges.

STAR employers can request a network for their employees to encourage carpooling, load specific incentives or challenges for their employees and run commute impact reports for their network.

**Guaranteed Ride Home (GRH) Program**
The GRH program reimburses commuters who chose to carpool, vanpool, take transit/ferry, bicycle or walk to work or college in San Mateo County with a free trip home, up to $60 per trip (4 times a year), in the event of a qualified emergency.

**Vanpool Incentive – Cash Rewards**
Employees who agree to drive a new vanpool for six consecutive months can earn a $500 incentive. Other employees who agree to participate as vanpool passengers for three consecutive months are also eligible to receive an incentive (maximum of $100 per month for three months).

**Carpool Incentive – Gift Card Reward**
Employees, residents, and college students who commit to carpooling at least two days per week for eight consecutive weeks can receive a gift card up to $50 in value. Finding carpool partners is easy with the STAR platform at my.commute.org.

**Try Transit Program - Free Transit Tickets**
Employees and residents who have not taken public transit to or from work can try transit for free. Commute.org facilitates the distribution of tickets provided by public transit agencies such as Caltrain, SamTrans, BART, and San Francisco Bay Ferry, to encourage people to try transit as an alternative to driving alone.
Bicycle Incentive - Reimbursement for Infrastructure
Commute.org reimburses employers who install bicycle racks, or lockers, at their work sites to accommodate employees who bicycle to and from work. Employers are reimbursed up to 50 percent of the cost of any bike parking, from basic bike racks to high-security lockers (maximum $500 per unit).

Bicycle Safety Program - Safety Courses & Guide
In partnership with employers, property managers and municipalities, Commute.org sponsors and coordinates bicycle safety sessions to promote bicycling as a commute alternative. A certified bicycle instructor from the League of American Cyclists provides information on bicycle riding tips, laws, repairs and maintenance. Commute.org also offers printed San Mateo County Bicycle Safety guides which are available in Spanish and English.

Annual Events

Employer luncheon
Commute.org hosts an annual luncheon for San Mateo County Employers to “lunch and learn” from TDM industry professionals.

Commuter Challenge
During the months of April and May, Commute.org gives hundreds of prizes away to commuters who discover and use transportation options other than driving alone to work.

Bike to Work Day
Bike to Work Day promotes bicycles as a convenient way to commute to work. Commute.org is the county-wide coordinator, serving thousands of cyclists at dozens of Energizer Stations across San Mateo County.
City of Menlo Park Programs

The City of Menlo Park has always strived to enhance the quality of life for its residents, employees and visitors by encouraging commute alternatives. Menlo Park was the first city along the Peninsula to establish a shuttle program, which transports employees from the Caltrain station to business parks. It was also the first city to launch a Midday shuttle program, which has become a popular local service for many.

The City of Menlo Park manages two Caltrain shuttles bus routes, the Willow and Marsh shuttles, which operate during the AM and PM peak hours taking passengers from Caltrain to their businesses, schools, shopping or appointments. The Willow and Marsh bus routes carried 47,708 passengers in 2016. The popularity of the Marsh shuttle led to a second shuttle bus being added in July 2017. These shuttle programs are generously funded by contributions from the City of Menlo Park’s partners: the San Mateo City/County Association of Governments, San Mateo County Transportation Authority, and local businesses.

The City also manages a community-based shuttle service which is open to the general public with a focus on the senior community. Smaller shuttle buses provide a community feel allowing easy maneuverability into major activity centers such as the senior centers and popular shopping destinations. Prior to March 2017, this two-bus service was known as the Midday shuttle and it carried 13,539 passengers in 2016. In March 2017, the Midday shuttle evolved into the one-bus Menlo Midday shuttle and the two-bus Belle Haven shuttle. The Menlo Midday shuttle now connects West Menlo Park and Sharon Heights with downtown Menlo Park, along with medical facilities at Stanford and in Palo Alto. The Belle Haven shuttle now provides all-day service between the Belle Haven neighborhood and downtown Menlo Park. These shuttle programs are generously funded by contributions from the City of Menlo Park’s partners: the San Mateo City/County Association of Governments and the Metropolitan Transportation Commission’s Lifeline Program.

For those residents who do not live within an easy walking distance of a SamTrans stop or the community shuttle service stop, Menlo Park offers the Shoppers’ shuttle. This service picks up passengers at their homes providing rides to shopping areas, downtown Menlo Park, the library, and senior centers. On Tuesdays, the Shoppers’ Shuttle transports riders to shopping destinations in Redwood City. On Wednesday and Saturdays, the shuttle stops at various locations in Menlo Park and nearby medical facilities at Stanford and in Palo Alto. In 2016, the Shoppers’ Shuttle carried 1,021 passengers. The Shoppers' shuttle is funded by City of Menlo Park and its partner, the San Mateo County Transportation Authority.

Other Local TSM/TDM Programs

C/CAG Local Transportation Services Component of the Countywide Congestion Relief Plan
In 2002, the C/CAG Board approved the Countywide Congestion Relief Plan that includes the creation of a Local Transportation Services element. The intent of Local Transportation Services element is to increase the use of public transit by the residents of each local community, thereby reducing local congestion. Local jurisdictions are encouraged to participate in experimental efforts to provide transportation services for its residents that meet the unique characteristics and needs of that jurisdiction. It will be up to each jurisdiction to determine how these services will be organized, the type of service to be provided, and the amount of contribution that the
jurisdiction wishes to make. The benefit to the jurisdiction will be the creation or expansion of local transportation services that focus primarily on connecting that jurisdiction’s residential areas with downtown, employment centers, schools, and transit stations.

Funding for the Local Transportation Services program comes from the C/CAG Member assessments that were adopted under the Countywide Congestion Relief Plan combined with dollar for dollar matching funds from the San Mateo County Transportation Authority. All projects must also match these funds dollar for dollar from funds coming from the local jurisdiction.

In March 2012, C/CAG and the San Mateo County Transportation Authority (TA) issued a call for projects that combined two years of funding from both agencies for shuttle services. On June 14, 2012, the C/CAG Board adopted an extension to the Local Transportation Services Program for FY 2012/13 and FY 2013/14 in the amount of $787,871 awarding funds to four (4) shuttle services in the City of Menlo Park and one shuttle service in San Mateo County.

San Mateo County Transportation Authority (TA) Shuttle Program
The San Mateo County Transportation Authority (TA) Measure A Expenditure Plan Program for Local Shuttles, which is included as part of the Transit Program Category. A call for projects issued in December 2015 resulted in the TA allocating approximately $9,000,000 in Measure A funds for FY 2016/17 and FY 2017/18 to fund a total of 40 projects sponsored by Commute.org (10 shuttles), Caltrain (14), SamTrans (5), City of Menlo Park (4), County of San Mateo (2), City of South San Francisco (1), San Mateo Community College District (1), City of Millbrae (1), and City of San Carlos (1).

San Francisco International Airport’s Program
San Francisco International Airport (SFO) initiated a successful BART discount program for Airport employees in October 2010. The Airport is working closely with tenants, BART, the San Francisco Department of the Environment, and the Peninsula Traffic Congestion Relief Alliance to monitor and enhance participation of tenants in the mandated SFO Commuter Benefits Program offering employers a choice of paying employees’ transit or vanpool costs, or offering employees a pretax savings through payroll deduction. The Airport will be looking closely at new social media initiatives that may allow employees to share rides on an impromptu basis.

South San Francisco’s Transportation Demand Management (TDM) Ordinance
The City of South San Francisco has adopted a comprehensive and enforceable TDM ordinance. C/CAG recognizes the value of the City of South San Francisco’s efforts and will consider the City of South San Francisco’s TDM ordinance for use in future update of the guidelines for the land use component of the Congestion Management Program.
Shuttle Service in San Mateo County ¹⁴
San Mateo County overall has a total of forty (40) shuttle services offered by a various service providers and operators, including SamTrans, Commute.org, and individual cities. This total also includes shuttles funded by private employers but operated by public entities. The shuttles can be categorized within the following groups: Commuter Caltrain Shuttles, Commuter Caltrain/BART Shuttles, Commuter BART Shuttles, and Community Shuttles. Caltrain serves as the lead organization for 40 percent of the shuttles with the cities lead for 24 percent, Alliance for 22 percent, and private sector at 14 percent. With regards to administration and management, Commute.org manages 53 percent of the shuttles, Caltrain manages 26%, cities manage 12 percent, and the private sector entities manage 9 percent. As indicated previously, funds to operate shuttle services come from a variety of sources including SMCTA, C/CAG, BAAQMD, Caltrain, and SamTrans. Fifty-two percent of the shuttles receive funding from employers whereas 41 percent receive funding from individual cities.

C/CAG Carpool Incentive Program
Drivers and riders that use the C/CAG Carpool Countywide Carpool Incentive Pilot Program, known as Carpool In San Mateo County!, can earn up to $4 per day by carpooling. This includes $2 incentive per person for each commute trip to and from the cities of San Mateo County. C/CAG’s $1,000,000 program utilizes mobile carpooling apps to increase local carpool ridership during peak travel periods and reduces traffic congestion and greenhouse gas emissions. The program is available now on the Scoop app and will launch later on Waze. The program has saved over 1,000,000 rider miles and approximately 450 tons of CO2 since its launch on July 24, 2017.

¹⁴ San Mateo County Shuttle Inventory and Analysis by SMCTA(2010)