

Alameda County
Transportation Commission



Program Evaluation
2010

DRAFT

April 2011

The Alameda County Technical Advisory Committee on #####, 2011 and the CMA's Plans and Programs Committee on #####, 2011 recommended that the CMA Board accept the following annual report and recommendations for the Alameda County Guaranteed Ride Home Program. The ACCMA Board accepted the following report and recommendations on #####, 2011.

Table of Contents

Executive Summary Program Update and Recommendations	ES-1
Introduction.....	ES-1
Program Description.....	ES-1
Annual Program Highlights.....	ES-5
Major Findings of the Evaluation.....	ES-8
Program Update and Recommendations	ES-19
2011 Recommendations	ES-23
1 Introduction	1-1
Background.....	1-1
Alameda County Guaranteed Ride Home Program	1-3
Report Organization	1-5
2 Program Administration	2-1
Program Operating Principles.....	2-1
Marketing and Promotions.....	2-6
Summary	2-11
3 Employer and Employee Participation	3-1
Employer and Employee Registration.....	3-1
Trips Taken	3-10
Employee Commute Patterns.....	3-21
Summary	3-24
4 Employee Survey	4-1
Methodology.....	4-1
Survey Response.....	4-3
Program Effectiveness	4-4
Other Commute Characteristics	4-12
Customer Service Ratings and Program Value	4-16
Rental Car Program Awareness.....	4-20
Transportation Demand Management	4-22
Other Considerations.....	4-25
Summary	4-28
5 Employer Representative Survey	5-1
Survey Methodology	5-1
Overall Survey Results	5-1
Use of Alternative Mode	5-2
Program Management	5-4
Customer Service Ratings.....	5-8
Rental Car Requirement.....	5-10
Program Value.....	5-12
Summary	5-17
6 Program Update and Recommendations	6-1
Program Summary.....	6-1
2011 Recommendations	6-17

Table of Figures

Figure ES-1	Guaranteed Ride Home Program Historical Trends.....	ES-3
Figure ES-2	New Employers and Participant Losses (2010)	ES-6
Figure ES-3	Estimated Program Savings and Highlights in 2010.....	ES-18
Figure ES-4	Summary of 2010 Evaluation Report Recommendations.....	ES-19
Figure 3-1	Number of New Employers Registered by Year.....	3-2
Figure 3-2	Employers by Location.....	3-4
Figure 3-3	Number of New Employees Registered by Year	3-6
Figure 3-4	Employers with Over Fifty Employee Participants	3-7
Figure 3-5	New Employers (2010)	3-8
Figure 3-6	Number of Trips Taken Per Year since Program Inception.....	3-11
Figure 3-7	Trips Taken by Employer in 2010	3-12
Figure 3-8	Trips Taken by Reason	3-13
Figure 3-9	Commute Modes Used by Those Using a Guaranteed Ride Home Since Program Inception (1998)	3-14
Figure 3-10	Trend in Average Trip Mileage (Rental Car and Taxi Trips).....	3-15
Figure 3-11	Number of Rides Taken by Distance Since Program Inception (1998).....	3-16
Figure 3-12	Trend in Average Fare per Trip.....	3-18
Figure 3-13	Number of Taxi Rides Taken by Trip Cost Since Program Inception (1998).....	3-19
Figure 3-14	Rental Car Savings in 2010	3-20
Figure 3-15	County of Residence for Employees Enrolled in Program.....	3-21
Figure 3-16	Origin and Destination Cities for Trips Taken by Employees Since Program Inception (1998).....	3-22
Figure 3-17	Destination Counties for Trips Taken Since Program Inception (1998).....	3-23
Figure 4-1	Influence of GRH on Positive Modal Shift	4-4
Figure 4-2	Influence of GRH on Increasing Alternative Mode Days.....	4-5
Figure 4-3	Additional Days per Week the GRH Program Encourages Participants to Use Alternative Modes.....	4-5
Figure 4-4	Influence of GRH on Sustaining Alternative Mode Use	4-6
Figure 4-5	Comparison of Commute Mode Days per Week Before and After Joining the GRH Program (Each respondent could answer up to 5 days for each mode).....	4-7
Figure 4-6	Comparison of Respondent Days per Week Using SOV Commute Modes Now and Before Joining the GRH Program.....	4-8
Figure 4-7	Frequency of Alternative Mode Use After Joining the GRH Program – Response Trends	4-9
Figure 4-8	Total Drive Alone Trips Before and After Joining the GRH Program	4-11
Figure 4-9	Distance Between Work and Home.....	4-12
Figure 4-10	Work Arrival Times of Participating Employees.....	4-13
Figure 4-11	Work Departure Times of Participating Employees	4-14
Figure 4-12	Access Mode	4-15
Figure 4-13	Customer Service Ratings for Administrative Functions	4-17
Figure 4-14	Trends in Customer Service Ratings for Administrative Functions – percent “good” or “excellent” of respondents with an opinion	4-17
Figure 4-15	Program Value Compared to Other Transportation Benefits.....	4-19
Figure 4-16	Rental Car Requirement Awareness.....	4-20
Figure 4-17	Reasons for Using a Taxicab Instead of a Rental Car.....	4-21
Figure 4-18	Ranking of Top Three TDM Benefits	4-23

Figure 4-19	Willingness to Pay a Fee for TDM Benefits.....	4-24
Figure 4-18	Participant Duration	4-25
Figure 4-19	How Did You Sign Up For TheGRH Program.....	4-26
Figure 4-20	How Did You Find Out About The GRH Program?	4-27
Figure 5-1	Influence of GRH on Use of Alternative Modes.....	5-2
Figure 5-2	Participation in Commuter Benefit Programs.....	5-3
Figure 5-3	Employer Representative's Tenure with the Program	5-4
Figure 5-4	Time Spent Administering the GRH Program	5-5
Figure 5-5	Have you ever issued a GRH Instant Enrollment Voucher?.....	5-6
Figure 5-6	Informing New Employees about the GRH Program.....	5-7
Figure 5-7	Customer Service Ratings for Administrative Functions	5-8
Figure 5-8	New features on the GRH Website (www.grh.accma.ca.gov).....	5-9
Figure 5-9	Were you aware of the GRH rental car requirement?	5-10
Figure 5-10	Why do you think participants do not use the rental car option more often?	5-11
Figure 5-11	Perceived Employee Value of the GRH Program	5-13
Figure 5-12	Interest in Transportation Demand Management (TDM) Benefits for Employees	5-14
Figure 5-13	Likelihood of Continued Participation if Charged an Annual Flat Fee	5-15
Figure 5-14	Would your Company Be More Willing to Pay a Flat Annual Fee or Per Registered Employee?	5-16
Figure 6-1	Summary of 2010 Evaluation Report Recommendations.....	6-1
Figure 6-2	Number of Employers by City (2010).....	6-8
Figure 6-3	New Employers (2010)	6-10
Figure 6-4	Various Employer Financial Contribution Strategies.....	6-16

EXECUTIVE SUMMARY PROGRAM UPDATE AND RECOMMENDATIONS

INTRODUCTION

The Alameda County Transportation Commission (CTC) Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. This report presents the results of the 2010 Program Evaluation and covers program operations during the 2010 calendar year including a comparison with previous years. The evaluation provides information about:

1. The effectiveness of the program's administration;
2. Statistics on employer and employee participation and rides taken;
3. The program's success in causing an increase in the use of alternative modes;
and
4. The status of Board recommendations made for 2010 and proposed recommendations for 2011.

PROGRAM DESCRIPTION

The Alameda County Guaranteed Ride Home (GRH) Program is administered by the Alameda County Transportation Commission (CTC). The Alameda CTC is a newly-formed countywide transportation agency, resulting from a merger of the Alameda County Congestion Management Agency (ACCMA) and the Alameda County Transportation Improvement Authority (ACTIA).¹ Their mission is to plan, fund and deliver a broad spectrum of transportation projects and programs to enhance mobility throughout Alameda County.

The Alameda County GRH Program is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District (BAAQMD). The objective of the GRH Program is to maximize modal shift from driving alone to using commute

¹ This merger was completed in 2010.

alternatives including transit, carpools, vanpools, bicycling and walking. The goal of changing travel modes is to reduce the number of vehicle trips, decrease traffic congestion, and improve air quality in Alameda County. The GRH Program meets these goals by providing incentives for Alameda County employees to travel to work using alternative modes rather than driving alone. The GRH Program provides a “guaranteed ride home” to any registered employee working for a participating employer in cases of emergency on days the employee has used an alternative mode of transportation to get to work.

All businesses in Alameda County are eligible to participate in the GRH Program. Since it began in 1998, the GRH Program has grown into a smoothly operating program with 206 registered employers and 4,253 registered employees making a commitment to travel to work taking alternative modes to driving alone. This has resulted in a reduction of 3,330 drive alone trips per week. (See Figure ES-1 for highlights over the 12-year course of the Program.) Additionally, in 2010, 38% of participants stated they would not use an alternative travel mode or would use one less frequently without the GRH Program. Furthermore, 33% of participants stated that, with the program, they use alternative modes four or more times a week. The GRH Program provides incentives for commuters to travel using sustainable transportation modes as compared to driving alone.

Figure ES-1 Guaranteed Ride Home Program Historical Trends

Trend	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Program Participants													
Total Number of Employers	72	100	119	132	127	110	120	131	142	155	188	189	206
New Employers Registered	72	28	19	13	12	14	16	22	12	18	56	12	31
Total Number of Employees	880	1,674	2,265	2,759	2,664	2,785	3,268	3,638	4,107	4,437	4,327	4,249	4,253
New Employees Registered	880	794	591	494	525	710	543	603	550	514	722	406	414
Trip Statistics													
Total Number of Trips Taken	57	156	168	149	145	151	143	87	107	98	119	72	55
Total Number of Rental Car Trips	N/A	N/A	N/A	N/A	8	10	18	9	18	18	23	13	17
Total Number of Taxi Trips	N/A	N/A	N/A	N/A	137	141	125	78	89	80	96	59	38
Average Trips per Month	6.3	13	14	12.3	12	12.4	11.8	6.8	8.9	8.2	9.9	6.0	4.6
Average Trip Distance (miles)	28.7	34.96	36.9	42.1	42.02	42.9	39.8	42.6	41.8	41.6	39.4	31.5	34.2
Average Trip Cost ²	\$54.51	\$65.25	\$70.45	\$84.02	\$88.18	\$93.64	\$80.92	\$87.78	\$89.48	\$86.13	\$90.49	\$69.47	\$54.85
Rental Car Savings	N/A	N/A	N/A	N/A	\$421	\$759	\$1,015	\$442	\$1,221	\$1,316	\$1,446	\$998	\$1,778
Number of potential trips per year	5,280	10,044	13,590	16,554	15,984	16,710	19,608	21,828	24,642	26,622	25,962	25,494	25,518
Percent of potential trips taken each year	1.08%	1.55%	1.24%	0.90%	0.91%	0.90%	0.73%	0.40%	0.43%	0.37%	0.46%	0.28%	0.22%

²A combined average of car rental and taxi costs.

ACTAC Meeting 05/03/11
Agenda Item 4.2
Additional Information

Trend	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Survey Results													
Number of Surveys Collected	215	350	270	346	517	619	658	716	732	728	822	990	590
Survey Response Rate	N/A	21%	12%	13%	19%	22%	20%	20%	18%	16%	19%	23%	14%
Percent Who Would Not Use an Alternative Mode or Would Use Less Frequently without GRH	15%	16%	19%	19%	34%	41%	47%	46%	40%	41%	35%	35%	38%
Increase in the Percent of Those Using Alternative Modes Four or More Times a Week	N/A	10%	15%	8%	15%	17%	14%	21%	19%	18%	28%	28%	28%
Number of Single Occupancy Vehicle Trips Reduced per Week	N/A	N/A	N/A	N/A	3,768	3,946	3,774	3,318	3,709	3,499	3,635	3,102	3,330

ANNUAL PROGRAM HIGHLIGHTS

Registration of employers in the GRH Program in 2010 was affected by two opposing influences—the CMA Board’s decision to change the program requirements to allow all Alameda County businesses to enroll, regardless of size, and the downturn in the economy with businesses closing and employers leaving the county. Prior to 2009, employers were required to have at least 75 employees to enroll in the GRH Program. Figure ES-2 shows the new employers that registered along with those who left the program in 2010.

In 2010, 31 new employers enrolled in the program, bringing the number of registered employers to 206. Of the 31 new employers, 20 were in companies with less than 75 employees. Enrollment of new employers had peaked in 2008, when 56 new employers registered due to the program’s partnership with the Emeryville Transportation Management Association (TMA) and the Downtown Berkeley Association (DBA) as well as record high gas prices, leading to more commuters seeking alternative transportation modes.

The 2010 calendar year experienced a slight increase in the number of new registrants compared to 2009, with 414 new employees enrolling in the program (as shown in Figure ES-1). Enrollment continued to increase but not at the high levels in previous years due to hiring freezes and the increase in unemployment associated with the recent economic downturn. Total actively registered participants increased slightly in 2010; from 4,249 in 2009 to 4,253 in 2010.

A number of GRH employers have either gone out of business or decided not to participate in the program because their registered employees no longer work for the company or because of limited staff resources to administer the program. Participant losses were concentrated at employers that either went out of business or relocated to another county. Agilent Technologies Inc. closed their Pleasanton branch in 2010 and relocated to Santa Clara County. NUMMI in Fremont and Cholestech Corporation in Hayward both closed their doors on March 31, 2010. Robert Half International moved their office location on May 22, 2010 from Pleasanton to Bishop Ranch in Contra Costa County. After these businesses were shut down or relocated, 293 employees were removed from the database of actively registered employees in the program (268 employees from NUMMI, 21 employees from Robert Half International,

and 4 from Cholestech Corporation). In addition, three employers were removed from the database because no employer contact could be established.

See Figure ES-2 for a summary of new employers and participant losses in 2010.

Figure ES-2 New Employers and Participant Losses (2010)

Employer Name	City	# of Employees
New Employers - 2010		
Financial Benefits Credit Union	Alameda	6
Lockheed Martin	Alameda	7
Center for Accessible Technology	Berkeley	7
Experience in Software Inc.	Berkeley	10
Americans For Safe Access	Oakland	12
Elder Care Alliance	Alameda	15
Disability Rights Education and Defense Fund	Berkeley	20
State of California, Department of Fair Employment & Housing	Oakland	25
Avanguest North American Inc.	Pleasanton	25
Broadlane	Oakland	32
Wiss, Janney, Elstner Associates	Emeryville	40
Newfield Wireless, Inc.	Berkeley	40
First Solar	Oakland	50
Donahue Gallagher Woods LLP	Oakland	50
Hub-Data911	Alameda	50
The College Preparatory School	Oakland	50
Ironplanet, Inc.	Pleasanton	52
S & C Electric Company	Alameda	60
Ratcliff Architects	Emeryville	70
511 Rideshare Program	Oakland	75
Taylor Engineering	Alameda	80
Senela Center	Oakland	80
US Treasury - FMS	Emeryville	80
E&E Co. LTD	Fremont	85

ACTAC Meeting 05/03/11
Agenda Item 4.2
Additional Information

Employer Name	City	# of Employees
Tri-City Health Center	Fremont	185
Doric Group of Companies	Alameda	200
Kaiser Permanente Union City	Union City	251
Workday	Pleasanton	400
Abbott Diabetes Care	Alameda	700
Carl Zeiss Meditec Inc.	Dublin	720
Lam Research Corporation	Fremont	1000
Employers Who Left GRH Program - 2010		
NUMMI	Fremont	-268
Cholestech Corporation	Hayward	-4
Robert Half International (moved to Contra Costa County)	Pleasanton	-21
Hunter Travel Managers	Pleasanton	-5
State Street California	Alameda	-3
Agilent Technologies Inc. (moved to Santa Clara County)	Pleasanton	-3

Based on the fact that each registered participant may take up to six rides in a one-year period, the rate that guaranteed rides are taken is very low. Most program participants take a guaranteed ride home very infrequently or not at all. For example, at the end of 2010, there were a total of 25,518 potential rides based on a total enrollment of 4,253 employees and a maximum of six rides allowed per employee per year. However, only 55 rides were actually taken (approximately 0.22% of potential rides).

As shown in Figure ES-1, the total number of rides taken per year can fluctuate significantly. Despite the availability of the program to all employees in Alameda County, the number of rides taken declined in 2010. It is unknown why the number of rides taken in 2010 decreased by 24%. It could be attributed to the economic downturn and high rates of unemployment in 2009/10.

Of the 7,816 employees who have ever registered for the program at the end of 2010, 7,080 (91%) had never taken a ride. The vast majority of those who have used the program (80%) have only taken one or two rides. This demonstrates that participants

see the GRH Program as an “insurance” policy and do not abuse the program or take more rides per year than they need. The program is available if and when an emergency or unscheduled overtime arises and provides participants with peace of mind knowing that even when they do not drive alone, they can get home under unexpected circumstances.

MAJOR FINDINGS OF THE EVALUATION

The program evaluation consisted of an examination of the program’s administrative functions, statistics on employer and employee participation and use, data from the surveys of participating employees, and recommendations for program changes and enhancements. The following sections present the major findings from the evaluation.

Program Administration

Program Operating Principles

- The use limitation of six rides per year continues to be appropriate. Very few program participants have reached the limit since the program’s inception. The highest number of trips taken in 2010 by a single participant was three.
- The rental car demonstration program was successfully implemented in October 2002 in the Tri-Valley area (Dublin, Livermore and Pleasanton), and countywide in April 2004 to reduce program costs by encouraging use of rental cars with a fixed rate regardless of the number of miles traveled. A new policy went into effect in 2006 requiring participants to use a rental car for any non-emergency trip over 50 miles³. Rental car use accounted for 31% of all 2010 rides. The program realized an estimated savings of approximately \$1,700 on ride costs in 2010. Despite the low number of rides taken in 2010, the program had the largest cost savings in rides since the majority of trips over 20 miles were taken by a rental car instead of by taxi. Rental car savings increased from \$998 in 2009 to \$1,778 in 2010.

Marketing and Promotions

- Approximately 20% of program resources are dedicated to marketing and promotion. This time is spent marketing both to employers and their employees in the form of making calls, distributing flyers, and giving presentations and attending events. The program has sought to leverage these resources by relying on

³ The requirement to use rental cars for non-emergency trips over 50 miles also takes into consideration that for those who do shift work, the rental car companies close at 6:00 p.m.

participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations that promote commute alternatives such as MTC and local business districts like the Hacienda Business Park.

- In 2009, the program eliminated the eligibility requirement that only employers with 75 or more employees could participate. All Alameda County employers and employees are now eligible for the program. Marketing materials and the website have been updated to reflect this new requirement. The Program Administrator also sent press releases to the Chamber of Commerce and attended transportation fairs to inform employers about the new program changes in 2010. Furthermore, program staff continued to form partnerships with TMAs and business associations to more effectively market the program to all employers regardless of size. This change in eligibility requirement resulted in the enrollment of 20 new employers with less than 75 employees in 2010.
- To help increase countywide awareness about the GRH Program, GRH staff developed a Marketing Plan in 2010 that had three focus areas: Companies, Communities and Creative Outlets (see Appendix B). As part of this initiative, staff reached out to various businesses (identified through the East Bay Economic Development Alliance), various Alameda County city staff, as well as other advocacy and non-profit groups that are supportive of alternative modes of transportation.
- GRH has ramped up its efforts for co-marketing with other agencies and groups with similar missions and goals. GRH staff has had correspondence with individuals from AC Transit and Alameda CTC bicycle and pedestrian program. Co-marketing efforts not only expand the reach of GRH marketing efforts in a cost-effective manner, it helps present GRH as a complimentary service to alternative modes of transportation.
- Although the GRH program has been marketed throughout Alameda County, 85% of registered employers are located in North and East County. In order to encourage increased participation in South and Central Alameda County, the GRH Program focused marketing efforts on employers in these areas in 2010. In 2010, the Program Administrator sent letters to the Chamber of Commerce of Newark,

San Leandro, Union City, Hayward, and Fremont and has been in contact with city staff from Union City and San Leandro. The Program Administrator also attended a Clean Commute Transportation Fair in San Leandro on April 19, 2010. Despite the targeted marketing efforts, Union City was the only city in South or Central Alameda County to increase GRH enrollment in 2010. Registered businesses in Union City increased from two to three in 2010 (50% increase). Although no new employers in San Leandro enrolled in the GRH program in 2010, several have enrolled in 2011 as a result of increased marketing efforts. This increase will be reported in the 2011 annual report. Overall, there was a decrease in registered businesses in South and Central Alameda County in 2010, likely due to the downturn in the economy.

- The availability of the marketing materials in electronic format via the internet or email continues to be a useful and inexpensive tool for promoting the program.
- The website is updated to include changes in the program, such as the rental car program, new eligibility requirements, online registration, and to clarify the program, as necessary, such as providing a clear description of the instant enrollment program.

Employer and Employee Participation

Employer and Employee Registrations

- A total of 31 new businesses and 414 employees registered for the program in 2010. Twenty of the newly registered businesses in 2010 had fewer than 75 employees.
- Despite the enrollment activity, the total number of registered participants in the program increased by only 1% since the previous year. According to employer contacts, this is due to the downturn in the economy and company downsizing.
- Even with following the CMA Board's direction to focus a new marketing effort on south and central Alameda County in 2010, north and east Alameda County continue to be the areas with the most employers enrolled in the program. These areas account for over 85% of all registered businesses. This can be attributed to the large concentration of employers in Downtown Oakland and our partnerships with the Hacienda Business Park in Pleasanton, the Emeryville Transportation

Management Association (TMA) in Emeryville, and the Downtown Berkeley Association (DBA) in Berkeley.

Rides Taken

- From the program's inception in 1998 through 2010, a total of 1,516 rides (1,379 taxi rides and 137 rental car rides) have been taken. A total of 55 rides were taken during the 2010 calendar year for an average of approximately 5 rides per month. 2010 had the lowest number of rides were taken since the program inception in 1998. This could be due to the economy and job losses.
- Ninety-one percent of the employees enrolled have never taken a trip. This demonstrates the "insurance" nature of the program and shows that participants do not abuse the program. Of the employees who have taken a trip since the program inception (1998), 80% have taken only one or two rides.
- The two most common reasons to take a guaranteed ride home in 2010 were "personal illness" (33% of rides) and "unscheduled overtime" (16% of trips).
- Those who carpool or vanpool are more likely to use a guaranteed ride home trip than those who use other alternative commute modes. Sixty-one percent of guaranteed rides home were used by car- and vanpoolers.
- The average trip distance increased by 9% in 2010 compared to 2009. The average trip distance for all trips in 2010 was 34.2 miles.
- The average taxi trip distance declined 27% to 20.1 miles and the average rental car trip distance increased 25% to approximately 65.9 miles. Since car rental trips are a flat fee, their increase in mileage helped to contribute towards cost savings for the program.
- The average taxi trip cost decreased 23% in 2010; from \$71.44 in 2009 to \$55.01 in 2010 due to shorter taxi trip distances. When factoring in rental car trips, the average trip cost was \$54.85. This large decrease in cost was due to an increase in rental car usage for longer trips. Friendly Cab, serving Oakland, Berkeley, and Emeryville, provides a majority of the GRH rides.

- The cost of a rental car trip is \$55.00. It is estimated that the use of rental cars in 2010 saved \$1,778 in trip costs. Nearly one out of three trips taken was with a rental car.

Employee Commute Patterns

- The most common trip-origin cities are Oakland, Pleasanton, and Fremont. The most common trip-destination cities are Oakland, Manteca, and Modesto.
- The most common trip destination county is Alameda County, followed by Contra Costa County and San Joaquin County.

Employee Survey

The 2010 survey was distributed and completed primarily online. GRH staff attempted to contact all employer representatives (some were non-responsive despite repeated attempts) to request their assistance with the distribution of the survey. When employers were not available to distribute the survey, GRH staff contacted employees directly with the survey. Of the 4,253 employees currently enrolled in the program, 590 completed the survey, a 14% response rate – similar to previous years, but lower than 2009. Of the surveys, 98.6% were completed online. Survey respondents represent 105 (out of 206) different participating employers. The results of the survey follow.

Use of Alternative Modes

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2010 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 63% of respondents who used to drive alone said that it was at least somewhat important.
- Ninety percent of respondents stated that they think that the GRH Program encourages people to use alternative modes more often. Only 55% of respondents, however, stated that the program encourages them personally to use alternative modes more often.
- If the GRH Program were not available, the majority (64%) reported that they would continue to use an alternative mode at the same frequency that they currently do.

- Survey results suggest that the program may have helped encourage participants to try alternative modes and now that they are in the habit of using alternative modes, they would continue using them even if the program became unavailable.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH Program. Both before and after the program, the most common modes were driving alone, BART and bus. Drive alone rides, however, declined by nearly 50% after registering with the GRH Program, while alternative mode use increased.
- Using these survey findings, we were able to extrapolate the impact of the program on travel behavior of all participants. The program reduces an estimated 3,330 single-occupancy vehicle (SOV) trips per week.

Other Commute Characteristics

- Commute distances of program participants are generally 50 miles or less (90%).
- Most program participants travel to work during the peak commute hours of 7-9 AM in the mornings (64%) and 4-6 PM in the evenings (75%).

Customer Service Ratings

The annual evaluation survey includes two questions to evaluate participant's level of satisfaction with the customer service provided in the program. Additional information on service satisfaction is collected in the survey that participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- In 2010, 31% of respondents rated Clarity of Information as Excellent and 44% as Good. These numbers were very similar to 2009 results.
- Passengers were very positive in their evaluation of the transportation services provided through GRH with 90% of users rating the services as "excellent" or "good".

Program Value

This year's survey asked participants how much they value the GRH Program compared to other transportation benefits they receive.

- Sixty-three percent reported that the program was as valuable as or more valuable than other transportation benefits they receive at work. Thirteen percent reported that they receive no other transportation benefits at work. Participants may value the program highly because it is a free commuter benefit offered by the County during an economic downturn.

Employer Survey

In addition to employee participants, employer representatives are also surveyed annually. Of the 206 employers currently enrolled in the program, 63 surveys were completed, resulting in a 31% response rate. New questions were added to the employer survey this year asking how much employers would be willing to pay towards the program and their attitudes toward Transportation Demand Management (TDM) benefits. The results are summarized under "Program Value," below.

Use of Alternative Modes

- The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often. A large majority (87%) reported that they feel participation in the program at least somewhat encourages more alternative mode use.⁴
- The survey asked respondents if their companies offered additional commuter benefits to employees. Most employers (84%) reported that they provide other transportation subsidy programs besides the GRH Program. The most popular benefits were bicycle parking and Commuter Checks.

Program Management

- The survey asked respondents how long they have managed the program for their company. In 2010, 77% of respondents have been with GRH for one or more years, compared to 74% in 2009 and only 57% in 2008. When GRH staff contacted the employer representatives this year, GRH staff did not encounter a large number of employers who had experienced employer representative turnover.

⁴ Employers were asked for their opinion regarding if the GRH Program encourages employees to use alternative commute modes more often. Employers did not take a poll or individual survey of their registered employees.

- When asked about the workload that GRH presents, all employers reported that their workload was “manageable” or the program is “not much work”.
- One of the important features of the program is the instant enrollment voucher which allows persons not registered in the program to become instantly enrolled and receive a guaranteed ride home in case of emergencies. Eighty-two percent of employer representatives stated that they have never issued an instant enrollment voucher, a lower number than 2009 when 91% of respondents stated that they had not issued an instant enrollment voucher. This shows an increase in employer awareness about the instant enrollment vouchers.

Customer Service Ratings

The survey includes two questions to evaluate the employer representatives' level of satisfaction with the customer service provided in the program in 2010.

- “Clarity of information” provided by program staff received very high ratings, with 81% of respondents stating that information was “excellent” or “good”. This is a slight decrease from 2009 when 88% of employers stated that clarity of information was either excellent or good. The decrease in perceived clarity of information in 2010 could be attributed to the changes in program eligibility requirements to allow all Alameda County employees to register in the program and new online registration.

Rental Car Awareness

Starting in 2007, the annual survey started asking employer representatives about their awareness of the rental car requirement for rides over 50 miles.

- Over three fourths (79%) of employer representatives stated that they were aware of the requirement. In 2007, less than half of employer representatives knew about the rental car requirement, in 2008, 69% of employers knew about the requirement, and in 2009, 72% of employers knew about the requirement. This shows that the marketing outreach for the rental car requirement has worked to increase its awareness.

Program Value

The employer survey asked questions specifically about the perceived value of the GRH program compared to other transportation benefits offered at their workplace.

- Sixty percent of respondents stated that they thought that their employees value the GRH Program as much as or more than other transportation benefits offered by their employer. A quarter of respondents stated that their employer does not offer any other transportation benefits.

Transportation Demand Management (TDM)

Employer representatives were asked if they were interested in offering Transportation Demand Management (TDM) benefits to their employees. A follow up question also specifically asked about willingness to pay to participate in a comprehensive TDM program.

- The majority of employer representatives (77%) stated they would be interested in offering their employees additional TDM benefits. Most employers reported that they provide some type of commuter benefits in addition to GRH. The most popular programs were bicycle parking and Commuter Checks.
- Employer representatives were asked to rank the top three TDM benefits that they would be interested in offering their employees, other than the GRH Program. As their first choice, the majority of employer representatives would like to offer their employees free or discounted transit passes (30%) or Commuter Checks (25%). As their second choice, the majority of employers listed telecommuting/flextime (22%) and again Commuter Checks (19%) and free or discounted transit passes (19%). As their third choice, employers would like to offer preferential carpool/vanpool parking (19%) and telecommuting (19%). Twenty-three percent of participants stated they are not interested in offering TDM benefits to their employee.
- Respondents were asked a set of questions that focused on their company's willingness to pay to participate in the GRH Program if it were incorporated into a countywide TDM Program. Sixty-five percent of respondents stated that their continued participation would be "very unlikely" or "unlikely" if the program charged an annual fee to be part of a TDM Program. Thirty-five percent of employers thought that their participation would either be "very likely" or "likely." This is a five percent increase in willingness to pay from last year, when 30% stated that their participation would either be "very likely" or "likely." This could be a sign

that employers may be warming up to the idea of financially contributing to be a part of a comprehensive TDM program.

- Employers were asked if their company paid a fee, would they be more likely to pay a flat annual fee or per registered employer to be part of a countywide TDM program. Twenty percent stated they would rather pay a fee per registered employee and only 3% said they would rather pay a flat annual fee. Larger employers may be more willing to pay a set annual fee, while smaller employers were more willing to pay per registered employee, since it is probable that larger companies would use more trips on an annual basis as compared to smaller ones. Last year, 13% of employers said they would be willing to pay a flat annual fee and 17% said they would be willing to pay a fee per registered employee.
- The lack of willingness to pay an annual fee was mostly attributed by employer representatives to the current state of the economy.

Program Savings

The Guaranteed Ride Home Program's goal is to reduce single occupancy vehicle commute trips through encouraging alternative transportation use. Based on the annual employee survey results, the program eliminated approximately 3,330 single-occupancy vehicle roundtrips per week or 1,332 one-way trips per weekday. Based on the average reported commute distance by GRH participants and the number of registered participants, the GRH Program eliminates approximately 9.2 million vehicle miles from roadways annually.⁵ It is estimated that the program saved participants approximately \$1.2 million annually on fuel expenses in 2010.⁶

⁵ Based on 1,332 reported reduced weekday one-way trips by participants from the annual survey, 250 days in a work year, and the average reported commute distance of 27.6 miles

⁶ Based on the calculated number of annual miles reduced, the annual US vehicle fuel economy reported by the US Bureau of Transportation Statistics (22.6 MPG), and the average Bay Area fuel price per gallon reported by MTC in 2010 (\$3.09)

Figure ES-3 Estimated Program Savings and Highlights in 2010

Category	2010 Savings
Program Enrollment at end of program year	4,253
Drive Alone Roundtrips Reduced per Week	3,330
Drive Alone One-Way Trips Reduced per Week	6,660
Drive Alone Roundtrips Reduced per Weekday	666
Drive Alone One-Way Trips Reduced per Weekday	1,332
Total drive-alone roundtrips reduced per Year	173,160
Total drive-alone one-way trips reduced per Year	346,320
Guaranteed Ride Home rides taken in 2010	55
Average commute distance of GRH participants in 2010	27.6
Average miles saved per workday	36,763
Annual miles saved per work year (250 days)	9,190,800
Average US vehicle fuel economy (MPG)	22.6
Average gallons of gas saved per workday	1,626.7
Annual gallons of gas saved per work year (250 days)	406,670
Average gas price in 2010	\$3.09
Average dollars not spent on gas per workday	\$5,027
Annual dollars not spent on gas per work year (250 days)	\$1,256,626

PROGRAM UPDATE AND RECOMMENDATIONS

The Alameda County Transportation Commission (CTC), formerly including Alameda County CMA Guaranteed Ride Home Program, has been successful in bringing about a modal shift from driving alone to alternative transportation modes. Data from this year's participant survey indicate that the program is continuing to reduce the number of drive-alone trips made within the county by eliminating one of the significant barriers to alternative mode use – namely, the fear of being unable to return home in the event of an emergency.

Summary of 2010 Evaluation Report Recommendations

Last year, the CMA Board made recommendations (shown in Figure ES-3) for the 2010 GRH Program. The recommendations for the 2010 GRH Program and their outcomes are presented below. A more detailed description of the 2010 recommendation outcomes is presented in Chapter 6.

Figure ES-4 Summary of 2010 Evaluation Report Recommendations

Recommendation	Outcome/Status
1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys	GRH staff continually markets the program and updates the website. The employee and employer surveys for the 2010 program evaluation were completed in March 2011. Results are included in Chapters 4 and 5 of this report.
2. Continue monitoring and marketing the 50+ mile car rental requirement	GRH staff continued monitoring and marketing the requirement to take non-emergency rides greater than 50 miles with rental cars. Marketing was focused on informing new employers and employees about the requirement. This included continuing to telephone and e-mail participants who use the program and live over 50 miles from their workplace to remind them of the program requirement and attach reminders to all vouchers about the requirement. In 2010, 17 of the 55 trips taken were by rental car. This represents 31% of all trips taken in 2010. Both the employee and the employer surveys included information and questions about the rental car requirement. As a result of these efforts, rental car requirement awareness among employer representatives increased from 49% in 2007, to 69% in 2008, to 72% in 2009, to 79% in 2010.

Recommendation	Outcome/Status
<p>3. Continue to focus on registering businesses in South and Central Alameda County.</p>	<p>By working with Chambers of Commerce, business associations and city staff in South and Central County cities, the GRH Program attempted to increase awareness and participation in these areas. GRH staff conducted targeted outreach to several cities and businesses that fall in this area. The Program Administrator worked with the City of San Leandro Office of Business Development to contact all businesses near the Links Shuttle route. Every employer was sent a personalized letter and GRH brochure to encourage them to enroll in the program. Since the mailing, several new employers in San Leandro have signed up for the GRH program in 2011, which will be shown in the 2011 report. GRH staff also established a point of contact in cities that are currently not enrolled in the program (such as Newark and Union City).</p> <p>Despite the targeted marketing efforts, Union City was the only city in South or Central Alameda County to increase GRH enrollment in 2010. Registered businesses in Union City increased from two to three in 2010 (50% increase). Overall, there was a decrease in registered businesses in South and Central Alameda County, likely due to the downturn in the economy. For example, the closing of Nummi resulted in a decrease of 268 employees registered in the program. As described in Chapter 3, South and Central County are more suburban than other parts of Alameda County and most businesses have extensive free parking available for employees. Thus it is more challenging to convince businesses in South and Central County to register for the GRH Program.</p>
<p>4. Continue to market the reduced minimum employee per employer requirement.</p>	<p>Based on the results of the comprehensive program evaluation (Eisen/Letunic, 2009), which found that the GRH Program was the only one of 12 nationwide programs that had a minimum number of employees per employer requirement, the CMA Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size.</p> <p>In 2010, 20 out of the 31 new employers who registered had 75 or fewer employees. In 2009, 6 out of the 12 new employers who registered had fewer than 75 employees. With increased marketing efforts in 2010, the number of new employers, especially smaller employers, grew substantially. As with most programmatic changes, even with marketing, there is often a lag time between initiating a new program change and its increased use.</p> <p>GRH staff worked with Chambers of Commerce and created press releases to advertise the change in the program and continue to form partnerships with business associations throughout the county to more effectively market the program to all employers regardless of size. The GRH website was also updated to reflect this programmatic change.</p>

Recommendation	Outcome/Status
<p>5. Implement new program-wide marketing strategies.</p>	<p>To help increase countywide awareness about the GRH Program, GRH staff developed a Marketing Plan in 2010 that had three focus areas: Companies, Communities and Creative Outlets (see Appendix B). As part of this initiative, staff reached out to various businesses (identified through the East Bay Economic Development Alliance), various Alameda County city staff, as well as other advocacy and non-profit groups that are supportive of alternative modes of transportation.</p> <p>GRH staff reached out to Chambers of Commerce in Alameda County cities and requested to have our marketing text added to their e-blasts. Some of the various chambers produce print newsletters. After investigating the cost-effectiveness of print media ads, it was decided that GRH would not pursue print ads at this time. In addition, staff reached out to several departments of education as a way to reach out to educational staff in Alameda County schools and higher education institutions.</p> <p>With regard to other creative marketing efforts, GRH has ramped up its efforts for co-marketing with other agencies and groups with similar missions and goals. GRH staff has had correspondence with individuals from AC Transit and Alameda CTC. Co-marketing efforts not only expand the reach of GRH marketing efforts in a cost-effective manner, it helps present GRH as a complimentary service to alternative modes of transportation. In addition to these activities, GRH staff attended several marketing fairs and promoted GRH's mission to numerous individuals in the cities of Berkeley, San Leandro, Emeryville, Oakland and Pleasanton.</p>
<p>6. Create a new GRH database with information stored on-line instead of in Access Database.</p>	<p>This recommendation was made to help reduce the administrative time associated with running the GRH Program and to make it easier for employers and employees to enroll in the program. In 2010 the database was updated to interface the online registration form with an online database. Once an employee or employer fills out the registration form online, it is automatically entered into the GRH database in real time – eliminating the need for GRH staff to re-enter the same information. This change not only saves staff time, but it also allowed new registrants to be enrolled in the system more easily and efficiently. An automatic e-mail is sent to each new applicant when they register, directing them to the liability waiver form. Time saved from data entry can then be spent on marketing and customer service.</p> <p>The database update was completed in two phases. The first phase of the update allowed the database to be synced up with the website and also included e-mail authentication and an electronic signature for the liability waiver. This facilitates the ease of registration and reduces paper waste.</p> <p>The second phase of the project allowed online registration for employers, similar to the new employee registration. Employers can also log-in and access a list of the employees from their company who are enrolled in the GRH program. This allows the employer representative the ability to update employee contact information and indicate which employees have left the company. It also provides valuable information to employers about the commute behavior of their employees.</p>

Recommendation	Outcome/Status
<p>7. Continue to investigate implementing a regional GRH Program with MTC and all nine counties in the region.</p>	<p>In 2009 and 2010, the CMA Board recommended that the CMA work with MTC to investigate initiating a regionwide GRH program. This has the potential of reducing total indirect costs--such as administration, marketing and overhead--across the merged programs. CMA staff presented this concept to MTC and the Bay Area counties at the Regional Rideshare Committee in 2009 to discuss the regions' interest in this option. At that time, the counties were receptive to the concept of joint efficiencies while expressing concerns about how this could be accomplished while maintaining the current, well established programs with their different eligibility requirements and funding. As part of the current update to the Countywide Transportation Plan, Alameda CTC is reviewing options to enhance our Transportation Demand Management (TDM) program to be responsive to Climate Action legislation (SB 375 and AB 32). The Countywide Transportation Plan will be adopted in 2012 with a draft available fall 2011. The updated Plan will include a range of TDM alternatives, including Alameda CTC's current GRH Program and bicycle and pedestrian programs, and other TDM options that could be undertaken at a countywide or regional level. The Board will review these options as part of the Countywide Transportation Plan.</p>
<p>8. Continue research/planning to expand the GRH Program in Alameda County into a comprehensive TDM Program.</p>	<p>Unlike other GRH programs throughout the Bay Area and the U.S., the CMA GRH Program was the only one that does not include other transportation demand management (TDM) programs. However, since merging with ACTIA as Alameda CTC, the new agency also has bicycle and pedestrian TDM programs and has been-co-marketing them with the GRH program. Including the GRH program as part of an even more comprehensive TDM program would result in further economies of scale for marketing and administration. As part of the Climate Action efforts the CMA is pursuing to address greenhouse gas emissions requirements through AB 32 and SB 375,) the CMA is including a range of TDM alternatives in the update of the Countywide Transportation Plan (see above). The GRH Program, whether in Alameda County or regionwide, is being considered as part of these efforts. Additional TDM measures to be considered could include: ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps and promotions and other marketing strategies.</p>

Recommendation	Outcome/Status
9. Investigate alternative funding sources for the GRH Program.	The GRH program has been funded by the Air District TFCA funds since 1998. To diversify program funding and address the CMA Board's concerns about having employers contribute towards the cost of the program to reduce congestion and air emissions, the CMA Board recommended investigating methods of introducing employer contributions into the program. For the past two years, as part of the GRH annual employer survey, employers were asked if their company would be willing to pay if the GRH program were part of a countywide TDM program. In 2010, 35% of employers stated that their participation would either be "very likely" or "likely" to continue if they contributed towards the program. This is a five percent increase in willingness to pay from the previous year, when 30% stated that their participation would either be "very likely" or "likely." Although this is an increase, the majority of employers would still not be willing to pay for the GRH program now, even if it were part of a countywide TDM program. This response may be attributed to the timing coinciding with layoffs and a downturn in the economy. The update to the Countywide Transportation Plan, which is in process, includes sections on alternative financing and on TDM alternatives. The Alameda CTC will be reviewing the draft Plan update fall 2011 and the final in 2012.

2011 RECOMMENDATIONS

Based on the results of this evaluation report and the comprehensive program evaluation completed in February 2009 (Eisen/Letunic), Alameda CTC staff recommends the following course of action for 2011:

Recommendations for 2011

- 1. Continue operations and marketing, including maintaining website, monitoring car rental requirement, and conducting employee and employer surveys.**

Operations of the GRH program should continue in 2011 including database maintenance, general marketing, monitoring the car rental requirement, and maintaining the website. GRH staff should continue monitoring and marketing the requirement to take non-emergency rides greater than 50 miles with rental cars. Marketing should be focused on informing new employers and employees about the requirement. This effort should include continuing to telephone and e-mail participants who used the program for non-emergency rides and live over 50 miles from their workplace to remind the participant of the program requirement and attach reminders to all vouchers about the requirement.

Employee and employer surveys should be completed annually as part of the annual program evaluation report. The surveys for the 2011 evaluation should be scheduled for late January/early February 2012.

2. Continue to market the countywide employer eligibility.

In February 2009, the CMA Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size. The recommendation was based on the results of the comprehensive program evaluation which found that of 12 GRH programs nationwide, only the Alameda County GRH program had a minimum number of employees per employer requirement. Eliminating the minimum number of employees per employer requirement enabled 20 new businesses to register in the GRH Program in 2010. Since this change was introduced in 2009, it is necessary to continue to increase program awareness among smaller businesses in Alameda County in order to further encourage mode shifts from driving alone to alternative forms of transportation.

3. Implement new program-wide marketing strategies, including co-marketing and social media marketing.

GRH staff should continue to work with Chambers of Commerce and create press releases to advertise the program to all employers in Alameda County and continue to form partnerships with TMAs and business associations to more effectively market the program to all employers regardless of size or location. In addition to partnership and press releases, new marketing strategies such as co-marketing and social media marketing, can be used to reach out to new potential employers throughout Alameda County.

A co-marketing strategy can be used to work with other agencies and groups who have similar missions and goals, such as AC Transit and Alameda CTC bicycle and pedestrian program. Co-marketing efforts will not only expand the reach of GRH marketing efforts in a cost-effective manner, it will help present GRH as a complimentary service to alternative modes of transportation, which is very effective in offering a packing of alternative modes of travel. Co-marketing involves co-promoting organizational missions at marketing events and in press releases.

A second strategy is to use social media tools to help the GRH Program stay in touch with businesses and reach out to new users. Social media tools, such as Facebook and Twitter, are commonly used by other programs and services in Alameda County, including Safe Routes to School Alameda County, Oakland Broadway Shuttle, BART, and Alameda Harbor Bay Ferry. In addition, many large and small employers use social media to make announcements to their employees and to announce community events, such as Transportation and Health Fairs. Social media tools would help marketing and co-marketing efforts become more effective, allowing GRH to promote events in Alameda County and stay in communication with major employers and other program partners.

4. Rebrand the GRH Logo and Website to be consistent with the Alameda CTC.

The Alameda CTC was formed in 2010 as a result of a merger of the Alameda County Congestion Management Agency (ACCM) and the Alameda County Transportation Improvement Authority (ACTIA). The GRH Program was previously administered by the Alameda County CMA. All of the printed program materials, logo, and website contain the words “Alameda County CMA Guaranteed Ride Home.” Since all program materials have to be updated to reflect the new organizational change, it is recommended that GRH rebrand the logo and website to be more consistent with the look and feel of Alameda CTC website. A consistent look and feel will better integrate the GRH Program with Alameda CTC and will show users that GRH is part of a larger countywide transportation agency.

5. Promote the GRH Program to School Districts by working with Alameda County Safe Routes to School (SR2S) Program.

The Alameda County Safe Routes to Schools (SR2S) provider, TransForm, has worked with over 150 schools in the county and has recently started to promote SchoolPool (a 511.org resource) to local schools. The GRH Program compliments these programs and can be used to encourage teachers and staff to use alternative forms of transportation to commute to work (transit, carpool, vanpool, bike, or walk). In 2011, efforts should be made to coordinate outreach activities to promote awareness of the GRH Program to teachers and staff through the SR2S Program. Since Transform has already established contacts in schools throughout the county, GRH Staff can work with Transform to contact an employer representative for each school.

6. Continue research/planning to expand the GRH Program in Alameda County into a comprehensive TDM Program as part of the Alameda Countywide Transportation Plan Update.

Including the GRH program as part of a comprehensive TDM program would result in economies of scale for marketing and administration. A comprehensive TDM package that includes the GRH program is being included in the update of the Countywide Transportation Plan. These efforts are part of Alameda CTC's goals to contribute towards reducing greenhouse gas emissions in compliance with state legislation (AB 32 and SB 375).

The GRH Program, whether in Alameda County or regionwide, is being considered part of these efforts. TDM measures could include: ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps and promotions and other marketing strategies.

Continuation of this discussion is timely and coincides with the upcoming updates of the Regional Transportation Plan (RTP) and Countywide Transportation Plan (CWTP). To inform the CWTP, CTC is updating the Countywide Transportation Plan with a discussion of a range of Transportation Demand Management (TDM) alternatives, including the GRH Program, which could be undertaken at a countywide or regional level.

1 INTRODUCTION

The Alameda County Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. Over the course of the last 13 years, the program has matured from a demonstration program with a handful of participating employers to a robust program with 206 active registered employers, 4,253 registered employees, and 1,516 trips provided. The program runs smoothly as indicated by the consistently high customer service ratings and relatively few complaints.

This report presents the results of the twelfth annual Guaranteed Ride Home Program Evaluation. This evaluation covers the program's operation during the 2010 calendar year and provides information about the effectiveness of program administration, statistics on employer and employee registration and trips taken, program impact on mode choice, and recommendations to improve program effectiveness. Where notable, differences over the course of the last 13 years are identified.

BACKGROUND

Alameda County extends from Bay Area's urban core to its rural periphery. It includes 14 cities and unincorporated communities throughout the County. The residential population of the County is approximately 1.6 million and it is home to an estimated three quarters of a million jobs.¹ It is an extremely diverse County in terms of geography, development patterns, demographics and therefore transportation infrastructure and needs.

Over a quarter of all jobs in Alameda County are located in Oakland, followed by Fremont, Berkeley, and Hayward as the next largest jobs centers. Together, these four cities accounted for 60 percent of jobs in Alameda County. For those who commute within Alameda County and between counties, there is a range of viable transportation options available. Transit service in Alameda County includes multiple modes (rail, bus, ferry and shuttle) and is provided by a number of public and private operators.

¹U.S. Census American Community Survey, 2006-2008 and ABAG Projections 2009.

The two major operators in the County, BART and AC Transit, account for the vast majority of transit usage in the county. Shuttles also play a significant role in the county's transit network, as they often bridge gaps between employment centers, medical or educational institutions, shopping centers, and BART. Transit operators in Alameda County include:

- AC Transit
- BART (Bay Area Rapid Transit)
- Livermore Amador Valley Transit Authority/Wheels (LAVTA)
- Capitol Corridor
- Altamont Commuter Express (ACE)
- Union City Transit (UCT)
- Ferry Services:
 - Alameda/Oakland Ferry Service (AOFS)
 - Alameda Harbor Bay Ferry (AHBF)
- Shuttles:
 - Emery Go-Round
 - “B” Line
 - AirBART
 - San Leandro LINKS
 - West Berkeley Shuttle
 - UC Berkeley Bear Transit
 - Lawrence Berkeley National Laboratory shuttle
 - Other institutional shuttles

Travel patterns vary greatly throughout the County. Overall, trips made just within Alameda County are more likely to be made by transit, walking, or bicycling than trips traveling to and from Alameda County from elsewhere in the region, reflecting a range of viable travel choices in the County. While most households in the County own at least one vehicle (87%), a significant share (13 %) have no vehicle. This represents the second-largest share of zero-vehicle households in the Bay Area after San Francisco County (at 29%).²

²U.S. Census American Community Survey, 2006-2008 and ABAG Projections 2009.

Many cities in Alameda County are increasingly interested in Transportation Demand Management (TDM). Transportation Demand Management can include strategies such as incentives to use transit, to bike or to carpool, or providing alternatives such as car-share services that decrease the need for every individual to have and use a car. Most demand management programs are designed to encourage people to travel by alternatives to the “single-occupant vehicle” (SOV), especially at peak hours when traffic is worst. Maximizing modal shift from driving alone to using commute alternatives including transit, carpools, vanpools, bicycling and walking has proven to be an effective way to reduce the number of vehicle trips, decrease traffic congestion, and improve air quality in Alameda County. One Countywide TDM program is the Alameda County Guaranteed Ride Home program.

ALAMEDA COUNTY GUARANTEED RIDE HOME PROGRAM

The Alameda County Guaranteed Ride Home (GRH) Program is administered by the Alameda County Transportation Commission (CTC). The Alameda CTC is a newly-formed countywide transportation agency, resulting from a merger of the Alameda County Congestion Management Agency (ACCMA) and the Alameda County Transportation Improvement Authority (ACTIA).³ Their mission is to plan, fund and deliver a broad spectrum of transportation projects and programs to enhance mobility throughout Alameda County.

The Alameda County GRH Program is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District (BAAQMD). The objective of the GRH Program is to provide incentives for Alameda County employees to travel to work using alternative modes rather than driving alone. The GRH Program provides a “guaranteed ride home” to any registered employee working for a participating employer in cases of emergency on days the employee has used an alternative mode of transportation to get to work. Alternative modes may include traveling in carpools, vanpools, walking, biking, or by transit.

³ This merger was completed in 2010.

The GRH Program provides incentives for commuters to travel using sustainable transportation modes as compared to driving alone and assists the county in furthering its compliance with recent California environmental legislation to reduce greenhouse gas (GHG) emissions. In California, there are three key legislative and regulatory factors that have led to a new focus on linking transportation planning and investment decisions with existing and future land use patterns:

- Assembly Bill 32-the California Global Warming Solutions Act
- California Senate Bill 375-Redesigning Communities to Reduce Greenhouse Gases
- In the Bay Area, MTC's Resolution 3434 – Transit-Oriented Development (TOD) Policy for Regional Transit Expansion Projects.

AB 32's and SB 375's goals are to reduce greenhouse gas emissions through a set of regulatory and policy directives, while the MTC Resolution 3434 links the expenditure of regional capital funding for transit to the density of households that zoning allows around future mass transit systems in the Bay Area. With these new mandates to reduce GHG emissions, it has become crucial for Alameda County, as well as other counties and cities in California's urban regions to reduce Vehicle Miles Traveled (VMT).

Twelve years of employee and employer surveys with enrolled participants have shown that employees' assurance that they have a back-up way to get home is often incentive enough to encourage them to not drive alone. This program has eliminated approximately 173,000 vehicle round trips per year since its inception.

Beginning in June 2009, all employers in the county are eligible to enroll in the GRH Program. Prior to June 2009, all employers had to have 75 or more employees per worksite to be eligible for the GRH Program. Participating employees must live within 100 miles of their worksite and be permanently employed part-time or full-time.

REPORT ORGANIZATION

This report includes the following chapters:

Chapter 2 – Program Administration

This chapter examines administrative functions of the program, including the program's operating principles and marketing and promotions.

Chapter 3 – Employee and Employer Participation

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, and trips taken. Information in this chapter is based on data recorded in the program's database.

Chapter 4 – Employee Survey

This chapter presents the results of the annual survey and ride questionnaires of participating employees in the GRH Program. The survey asked questions about employees' use of alternative modes and their opinions about the quality of customer service provided by the program.

Chapter 5 – Employer Survey

This chapter reviews the results from the survey of participating employers in the Guaranteed Ride Home Program. The survey requested employers' opinions on how they feel the program works for employees, and their experience with being the contact for GRH.

Chapter 6 – Program Update and Recommendations

This chapter provides a program update on recommendations from the 2009 evaluation report and makes new recommendations for 2011.

2 PROGRAM ADMINISTRATION

This chapter examines the administrative functions of the Alameda County CTC Guaranteed Ride Home Program. These include two major categories: 1) the program's operating principles and 2) marketing and promotions.

PROGRAM OPERATING PRINCIPLES

The program's operating principles cover eligibility requirements, allowable uses and limitations, the process for getting a ride, and vendor payment.

Eligibility Requirements

The eligibility requirements for this program are:

- The employer must be registered with the program (and designate a local employer representative who will have a few hours a year to dedicate to the program).
- The employee must pre-register as a participant in the program.
- Participants must be permanent part-time or full-time employees with fixed schedules.

An alternative mode must be used on the day the ride is taken. (There is no minimum requirement for regular alternative mode use.) Approved alternative modes include riding transit (including buses, trains, and ferries), ridesharing (carpool and vanpool), bicycling, and walking. Motorcycles and airplanes are not considered alternative modes.

Eligibility requirements are designed to provide the greatest return on investment. Limiting the program ensures that only those who use alternative modes and who have emergencies will take advantage of the free ride home. Furthermore, requiring employers, as well as employees, to register (and designate an employer contact person) enables the program to more effectively engage employers in actively marketing the program to their employees. Employer contacts also help distribute the annual program evaluation survey to program participants and provide information to

the Program Administrator about employees who have left the job or the program and should be removed from the program database.

Allowable Uses and Use Limitations

A participating employee may use a guaranteed ride home under the following conditions:

- The employee or immediate family member suffers from an illness or crisis (death in family, break-in, fire, etc.).
- The employee's ridesharing vehicle breaks down or the driver has to stay late or leave early.
- The employee must work unscheduled overtime (requires his or her supervisor's signature).

The employee may make an emergency-related side trip on the way home (e.g. picking up a sick child at school, picking up a prescription at a pharmacy). Each employee may take a guaranteed ride home up to twice in any calendar month but no more than six times in one calendar year.

Guaranteed rides home may not be used for:

- Personal errands
- Pre-planned medical appointments
- Ambulance service
- Business-related travel
- Anticipated overtime or working overtime without a supervisor's request
- Non-emergency side trips on the way home
- Instances in which public transit (BART, train, ferry, or bus) is delayed
- Regional emergencies such as earthquakes

Use limitations help manage program resources by ensuring that no one participant takes an excessive number of rides. Restrictions on the number of rides per year or month also help curb potential program abuse.

Most program participants take a guaranteed ride home very infrequently or not at all. Of the 7,816 employees who have registered for the program by the end of 2010, 7,080 (91%) have never taken a ride. From the GRH Program's inception in 1998 through December 31, 2010, 1,516 rides were taken by 736 different employee participants. Of these 736 participants, approximately 80% have taken only one or two rides. The low number of rides taken demonstrates that participants use GRH for its intended purpose, as an "insurance" policy to ensure a trip home in case of unexpected circumstances or unscheduled overtime.

The use limitation of six rides per calendar year and no more than two rides per calendar month continues to be reasonable based on usage patterns over the past years. During 2010, no participant took the maximum allowable six rides, and only two participants took three rides. Since program inception, only three participants have reached the maximum allowable rides in a year (less than 0.1% of participants).

Process for Getting a Ride

When an employee registers with the program, he/she receives: 1) one guaranteed ride home voucher, 2) detailed instructions and a list of service providers to contact directly to arrange a ride, and 3) a follow-up questionnaire. Registered employees should have all of the necessary materials at their desks when the need to take a guaranteed ride home arises. The two options for getting a guaranteed ride home are described below.

Taxi Rides

Employees are instructed to follow a six-step process for getting a guaranteed ride home via taxi:

- **Step 1:** Call one of the transportation providers to arrange a ride and inform them that this is an Alameda County CTC Guaranteed Ride Home call.¹
- **Step 2:** Fill out the employee section of the voucher. Give the voucher to the driver at the beginning of the ride.
- **Step 3:** At the end of the ride, ask the driver to fill out his/her portion of the voucher.
- **Step 4:** Sign the employee section of the voucher. Keep the pink copy and give the other two copies to the driver.
- **Step 5:** Tip the driver(10-15% is customary).
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire, which asks for feedback about the Program, and mail or fax it with the employee copy of the voucher to the GRH Program Administrator.

As of 2006, employee participants countywide are required to rent a car for their ride home if they live 50 miles or more from their workplace and meet the following requirements:

- A ride is needed for reasons other than personal illness or crisis (this criterion assumes that a personal illness or crisis would impair someone's driving ability and thus make it unsafe for him or her to rent a car).
- The participant knows how to drive, feels comfortable driving, is age 21 or older, and has a valid California driver's license.
- The ride is requested during Enterprise business hours (hours vary by location but ride requests can generally be made from 7:30 AM – 5:30 PM on Monday through Friday and 9:00 AM – 12:00 PM on Saturday).
- The participant is able to meet the vehicle return requirements (return by 9:30 AM the next morning, including Saturday either to work or another location acceptable to the rental car agency).

¹The GRH Program accommodates participants with disabilities. Participants requiring an ADA accessible vehicle must contact Friendly Cab (one of three taxicab companies the program uses) and specify the need for an accessible vehicle, regardless of what city their employer is located in or where their destination is located.

If a participant does not meet the above requirements, the participant may use a taxicab to get home.

Rental Car Rides

Similar to taxicab rides, employees are instructed to follow a six-step process for their guaranteed ride home via rental car:

- **Step 1:** Call 1-800-RENT-A-CAR. Calls will automatically be routed to the closest Enterprise Rent-A-Car office (cell phone calls are routed to a main number). Inform the agent that this is an Alameda County CTC Guaranteed Ride Home call and provide the customer number.
- **Step 2:** Call before 5:00 PM to ensure that a vehicle will be available. Enterprise will pick the employee up at their employment location and take them to the nearest branch office.
- **Step 3:** Provide the Enterprise agent with a valid California's driver's license (the participant must be 21 years of age or older) and sign a rental agreement. Give the voucher to the Enterprise agent. After the agent fills out the service provider section of the voucher, retain the pink copy of the voucher.
- **Step 4:** Participants are required to pay for the gas in the vehicle and to return the vehicle with the tank filled to the same level as when the vehicle was issued. Any non-approved vehicle charges (fuel, GPS, vehicle upgrade, use in excess of 24 hours, etc.) will be charged to the participant's credit card.
- **Step 5:** Return the car to the rental office the following morning (including Saturdays) or another acceptable location arranged with the Enterprise agent. If the employee is prevented from returning the car by 9:30 AM, call the Enterprise branch to make arrangements.
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire and mail or fax the pink copy of the voucher along with the completed questionnaire to the GRH Program Administrator.

The program initiated the rental car service pilot program in 2002 for participants who worked in Livermore, Dublin, or Pleasanton. In April 2004, the rental car program was

expanded throughout the entire county to reduce program costs by encouraging use of rental cars with a fixed rate regardless of the number of miles traveled.

Instant Enrollment

Periodically, a request is made to enroll an employee of a participating employer in the program on the same day a guaranteed ride home is needed. Contact persons at participating employers are provided with two extra voucher packets, including a registration packet, follow-up questionnaire and taxi list to use when these cases arise. Employees can contact their employer's GRH representative to register with the program and get a trip voucher and taxi list (or Enterprise Rent-A-Car contact information) for the ride home. However, the employee must complete the registration form and liability waiver and fax them to the program administrator before taking the ride home.

Vendor Payment

Before vendors are paid each month, the GRH Program Administrator:

1. Compares the mileage and fare amounts listed on each taxi voucher submitted by the vendor to the mileage estimate and fare shown on the corresponding employee paperwork (follow-up survey and voucher). The Program Administrator also makes sure that the fare is in line with the negotiated rate per mile. For rental car rides, the Program Administrator checks to make sure that the program is charged no more than the negotiated rate per ride of \$55.00.
2. Searches the employee database for the employee's record to make sure that the employee is signed up for the program.

Vendors are paid monthly for all approved vouchers in a calendar month. Vouchers that are not approved are reviewed with the service provider within 30 days of receipt. The Alameda CTC is the final appeal for any payment disputes.

This vendor payment system has been working well. There have been no payment disputes since program inception.

MARKETING AND PROMOTIONS

Approximately 20% of the program's administrative resources are dedicated to marketing and promotion. This amount fluctuates from year to year based on the

marketing recommendations made in the annual evaluation report. To the extent possible, the program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally and by seeking co-marketing opportunities with local transit agencies and with organizations such as 511 Rideshare, Enterprise Vanpool, and VPSI Vanpool.

To help increase countywide awareness about the GRH Program, GRH staff developed a Marketing Plan in 2010 that had three focus areas: Companies, Communities, and Creative Outlets. As part of this initiative, staff reached out to various businesses (identified through the East Bay Economic Development Alliance), various Alameda County city staff, as well as other advocacy and non-profit groups that are supportive of alternative modes of transportation. The marketing plan (as attached in Appendix B) was intended to be focused in the latter portion of 2010. Of the three components of this plan, the Communities and Creative Outlets portions had the greatest successes in terms of feedback and the generation of new ideas. As part of those initiatives, GRH staff reached out to Chambers of Commerce in Alameda County cities and requested to have our marketing text added to their e-blasts. In addition, staff reached out to several departments of education as a way to reach out to educational staff in Alameda County schools and higher education institutions.

With regard to other creative marketing efforts, GRH has ramped up its efforts for co-marketing with other agencies and groups with similar missions and goals. GRH staff has worked with individuals from AC Transit and the Alameda CTC bicycle/pedestrian coordinator. It is believed that these co-marketing efforts not only will expand the reach of GRH marketing efforts in a cost-effective manner, but will help present GRH as a complimentary service to alternative modes of transportation. Co-marketing involves co-promoting organizational missions and events to the general public at marketing events.

In 2010, GRH staff continued to attend multiple commuter and benefits fairs throughout the county including Kaiser, Safeway, and Hacienda events in Pleasanton and other events in Oakland, Berkeley, and Emeryville. In addition to the countywide program marketing, three specific marketing focuses were added in 2009 and continued in 2010: 1) market the elimination of the eligibility requirement that only employers with 75 or more employees could participate (all Alameda County employers and employees are now eligible for the program), 2) focus on registering

businesses in South and Central Alameda County, and 3) market the use of car rentals for non-emergency trips over 50 miles to large employers. The status of these recommendations is discussed in Chapter 6.

The GRH Program employs a number of marketing tools and strategies that are used to market the program to both prospective employers and employees. The program's marketing tools and strategies include the following:

Program Literature

Program literature includes Employer and Employee Guides (brochures) and registration forms, instruction sheets, vouchers, follow-up questionnaires, posters, and flyers. The Employer Guide promotes the benefits of the Guaranteed Ride Home Program to employers, identifies the responsibilities of the CTC in providing the service and of the employer when participating in the program, and explains how the program works. The Employer Guide also includes an employer registration form that all participating employers complete and submit to the GRH Program Administrator by fax or mail.

The Employee Guide promotes the idea that, with the Guaranteed Ride Home Program, a participating employee will never be stranded in an emergency. The message in the Employee Guide is that the program is a type of "insurance policy" that eases people's worries about using an alternative transportation mode. It also encourages employees to try an alternative mode for the first time. The guide also explains the program's rules and parameters (under what circumstances and how many times per year the program can be used, etc.) and walks the employee step-by-step through the process of getting an emergency ride home. Each Employee Guide contains a registration form, including a liability waiver, which employees complete and mail or fax to the Program Administrator. Employees can register via the program's website as well.

All program literature (with the exception of ride vouchers) is available in both electronic and hard copy form. This enables the Program Administrator to respond to requests for program literature within 24 hours (or less) by attaching the electronic files to an e-mail message. Not only do program participants receive information in a timely manner, but the program also saves time and money by not having to assemble and mail hard copy materials. Because both the employer and employee registration

forms require a signature, the registration materials must be printed and then mailed or faxed, or scanned and e-mailed, to the program administrator.

Website

The program's website (www.grh.accma.ca.gov or www.alamedagrh.org) provides easy access to all program literature (which can be downloaded as PDF files). In 2010, the GRH website was updated to include:

- **Online registration:** Both employers and employees can now complete their registration entirely online. This eliminates the need to mail or fax in any forms and makes it easier to enroll.
- **Employer log-in:** This new feature enables employer representatives to log-in and view the names of the employees in their company who are currently enrolled in GRH. This feature allows employer representatives to easily update their contact information, as well as the information of enrolled employees (name, e-mail address, employment status, etc.).

When interested employees call the GRH hotline, program staff can refer them to the website for additional program information and registration. This enables the program to reduce the number of hard copy brochures that are mailed and printed, and allows interested employees to obtain detailed information about the program immediately. In 2006, the GRH website was updated to include important information for employees including instructions on the rental car requirement and under what circumstances a participant is required to use a rental car. The website also has a new employer section that provides updated information about the instant enrollment process and a reminder that all businesses in Alameda County are eligible to participate in the GRH Program.

Media Coverage

Media coverage provides a means of free advertising for the program and while relatively limited, these opportunities are useful in promoting the program to a large number of employees and employers. In 2010, the Guaranteed Ride Home Program was featured in the Hacienda Network Newsletter, which is distributed to all

businesses in the Hacienda Business Park.² GRH was also featured on the Oakland Broadway Shuttle's Facebook page.

On-Site Visits and Events

Program staff has taken advantage of opportunities to hold tabling and information sessions and participate in transportation and benefits fairs held at work sites of participating employers and business parks. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and new employers to sign up. Program staff participated in various events in 2010, including the following:

- Kaiser Benefits Fair in Oakland
- Healthy Planet Fair hosted by Hines Property Management and the Pleasanton Corporate Commons
- City of Berkeley Benefits Fair
- Commuter Choice Transportation Fair hosted by Hacienda Business Park
- Employee Health Fair hosted by MTC
- Clean Commute Fair hosted by the City of San Leandro
- Emeryville Chamber of Commerce Transportation Exposition

Direct Marketing to Employers

An important aspect of employer marketing is contacting currently registered employers to renew relationships with employer contacts, update employee lists, and facilitate the functioning of the program with existing enrollees. As part of the annual program evaluation, all employers participating in the program were contacted via mail, email, and/or telephone. In 2010, employers with few or no employees enrolled in the program were contacted. All employers who requested information were sent brochures, flyers, and posters, based upon request.

In November of 2010, GRH staff sent out a personalized letter to every business in the San Leandro Business Improvement District (BID) whose fees support the LINKS

²The story can be found here: http://www.hacienda.org/ho/nw1012_GRH.html.

Shuttle. Business information was given to GRH by the City of San Leandro Office of Business Development. The City of Oakland and the Downtown Berkeley Association (DBA) also launched marketing efforts to their employees.

SUMMARY

Program Operating Principles

- The process of enrolling and getting an emergency ride home continues to work smoothly. This process has been improved upon in 2010 with updates to the website and the addition of online registration for both employers and employees.
- The Guaranteed Ride Home Program continues to offer employees working in Alameda County a guaranteed ride home in case of unexpected circumstances or unscheduled overtime at no cost to the employer and employee.³
- Program participants can use either a taxicab or a rental car as their guaranteed ride home. The rental car option was added for all county employers in 2006. Participants living more than 50 miles from their workplace are required to use a rental car for non-emergency rides.
- The use limitation of six trips per year continues to be appropriate. Very few program participants reach this limit. Two participants used three rides in 2010.

Marketing and Promotions

- All program literature continues to be available in both hard copy and electronic formats.
- Employees and employers can download registration forms (as PDF files) and other program information from the program's website and employees can register online. The program's website and email address are printed on all employee brochures.
- Program staff participated in information sessions in 2010, including benefits and transportation fairs in Oakland, Pleasanton, Berkeley, and San Leandro. These face-to-face opportunities have been successful in spreading the word

³ Participants using a taxicab are asked to pay the taxi gratuity and participants using a rental car are required to pay for gas.

about the program and encouraging employees and some employers to sign up.

- As a result of all efforts, a total of 31 new employers and 414 new employees registered in 2010. Overall, employee enrollment is lower than previous years, but employer enrollment has increased dramatically. 2010 had the third highest employer enrollment since program inception.

3 EMPLOYER AND EMPLOYEE PARTICIPATION

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, trips taken, and employee commute patterns. Information in this chapter is based on information stored in the program's database from enrollment forms and completed vouchers.

EMPLOYER AND EMPLOYEE REGISTRATION

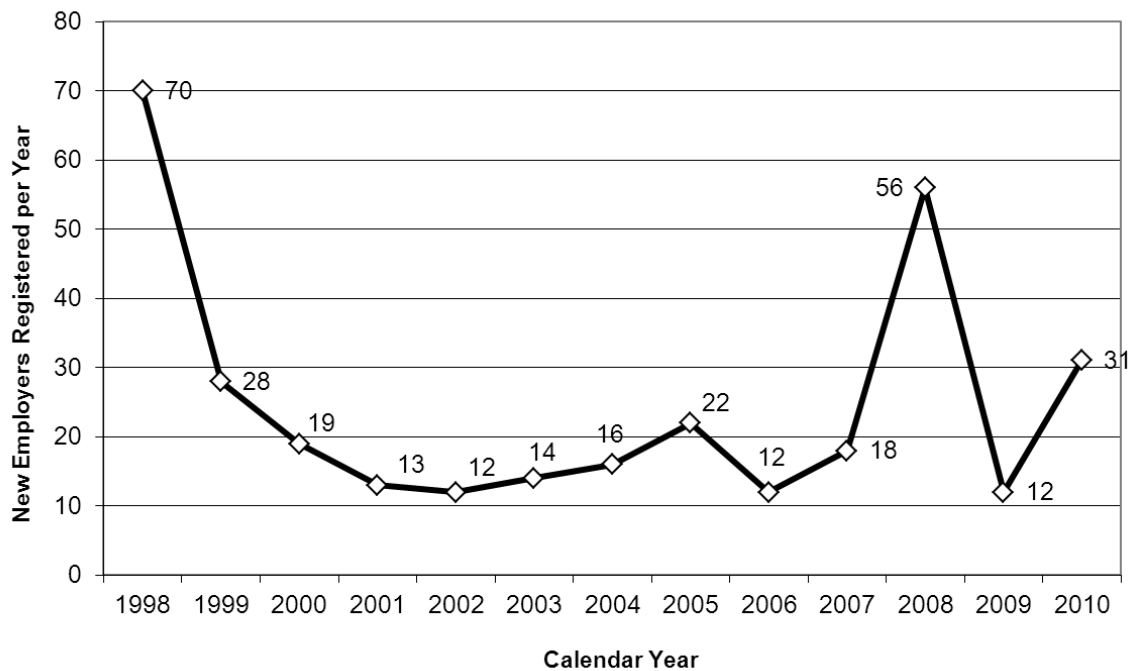
Number of Employers

As of December 31, 2010, 206 employers were enrolled in the Guaranteed Ride Home Program. Thirty-one new employers were registered in 2010. The program has registered a total of 323 employers in the period from 1998 to 2010. Several employers, however, have relocated, gone out of business, or lost interest in the program and have been marked "deleted" or "inactive" in the database (records are never permanently deleted from the database). Due to the recent economic downturn, a larger number of GRH employers than usual have either gone out of business or decided not to participate in the program because their registered employees no longer work for the company or there are limited staff resources to administer the program. In 2010, ten employers either went out of business or were marked inactive due to no employer contact and/or no enrolled employees. The enrollment figure reflects only those employers who are currently registered and active in the program. Figure 3-1 shows the number of new employers registered by year.

The largest number of employers were enrolled in the first year of the program (70 employers). The second largest peak in new employer enrollment occurred in 2008 when 56 new employers enrolled. This increase was largely due to the informal partnership formed between the GRH Program and the Downtown Berkeley Association (DBA) and Emeryville Transportation Management Association (TMA) and record high gas prices. The third highest employer enrollment took place in 2010, with 31 new employers. The increase in new employer enrollment in 2010 reflects the result

of increased marketing efforts and the availability of the GRH program to all employers in Alameda County.

Figure 3-1 Number of New Employers Registered by Year



Note: Figure 3-1 does not include the employers that have been marked "deleted" or "inactive" in the database since the Program's inception.

Geographic Distribution of Employers

The County is commonly divided into four geographic areas:

- **North County** encompassing Alameda, Albany, Berkeley, Emeryville, Oakland, and Piedmont
- **Central County** encompassing the cities of Hayward and San Leandro and the unincorporated communities of Ashland, Castro Valley, Cherryland, and San Lorenzo
- **South County** encompassing the cities of Fremont, Newark, and Union City
- **East County** beyond the East Bay hills, including the cities of Dublin, Livermore, Pleasanton, and the unincorporated communities of Sunol and other smaller communities in the East Bay hills

Figure 3-2 presents the number of employers enrolled in GRH by location in Alameda County.

North County accounts for over 60% of all businesses enrolled in the GRH Program and includes the two busiest employment and pedestrian hubs in Alameda County — Downtown Oakland and UC Berkeley. Due in large part to the more urban character of North County, transit and non-motorized modes — walking and biking — play a more important role in the transportation system than in other parts of the County, so GRH enrollment is expected to be higher in North County. Oakland has the largest number of employers registered for the GRH Program with 50 employers, a 19% increase from 2009. Oakland is by far the largest city in Alameda County with almost 430,000 residents and over a quarter of all jobs in the County. Berkeley has the second largest concentration of registered employers with 36 businesses. Alameda experienced the largest increase (67%) in the number of enrolled businesses in 2010, from 9 to 15 registered employers. Emeryville experienced a 19% increase from 21 to 25 registered employers in 2010.

Employer enrollment in East County remained unchanged in 2010, with 52 registered businesses. East County has the lowest population density in Alameda County, and the highest concentration of protected agricultural land. The Dublin/Pleasanton BART station is the only BART station in East County. The Dublin/Pleasanton BART station is located adjacent to the Hacienda Business Park, which contains many businesses that are active participants of the GRH Program. Pleasanton has the third largest concentration of GRH registered employers with 34 businesses.

South County includes the newer suburban communities of Fremont, Union City and Newark. There was a five percent decrease in employer enrollment in South County, since businesses in both Fremont and Newark have closed. Fremont has historically been a major employment center in the County; however the New United Motor Manufacturing, Inc. (NUMMI) auto manufacturing plant was shut down in 2010. The city is currently studying options for redevelopment. Union City experienced a 50% increase and now has three registered businesses in 2010.

Central County includes the older, inner-ring suburban communities of Hayward, San Leandro, Castro Valley, and San Lorenzo. This area is more suburban in nature with fewer employment centers compared to other parts of the county. Central County has the second highest number of BART stations in the county with five stations (San

Leandro, Castro Valley, Bayfair, Hayward, and South Hayward). Hayward also has a Capitol Corridor stop and relatively good AC Transit coverage. Despite the variety of transit options, GRH enrollment has been historically low in Central County since there are few major employers. Nine employers were registered in South County as of 2010; six businesses are located in Hayward and three in San Leandro.

Figure 3-2 shows that North and East County have the greatest number of enrolled employers and account for over 85% of enrolled businesses. Not surprisingly, these two areas of the County also have the largest number of employers and registered business parks. Both Central and South County areas have experienced an overall decline in the total number of enrolled businesses in 2010, likely due to businesses closing and layoffs.

Figure 3-2 Employers by Location

Location	Number of Employers		% Change
	2009	2010	
North	107	126	18%
Alameda	9	15	67%
Berkeley	35	36	3%
Emeryville	21	25	19%
Oakland	42	50	19%
East	52	52	0%
Dublin	8	8	0%
Livermore	10	10	0%
Pleasanton	34	34	0%
South	20	19	-5%
Fremont	16	15	-6%
Newark	2	1	-50%
Union City	2	3	50%
Central	10	9	-10%
Hayward	7	6	-14%
San Leandro	3	3	0%
Total	189	206	9%

Number of Employees

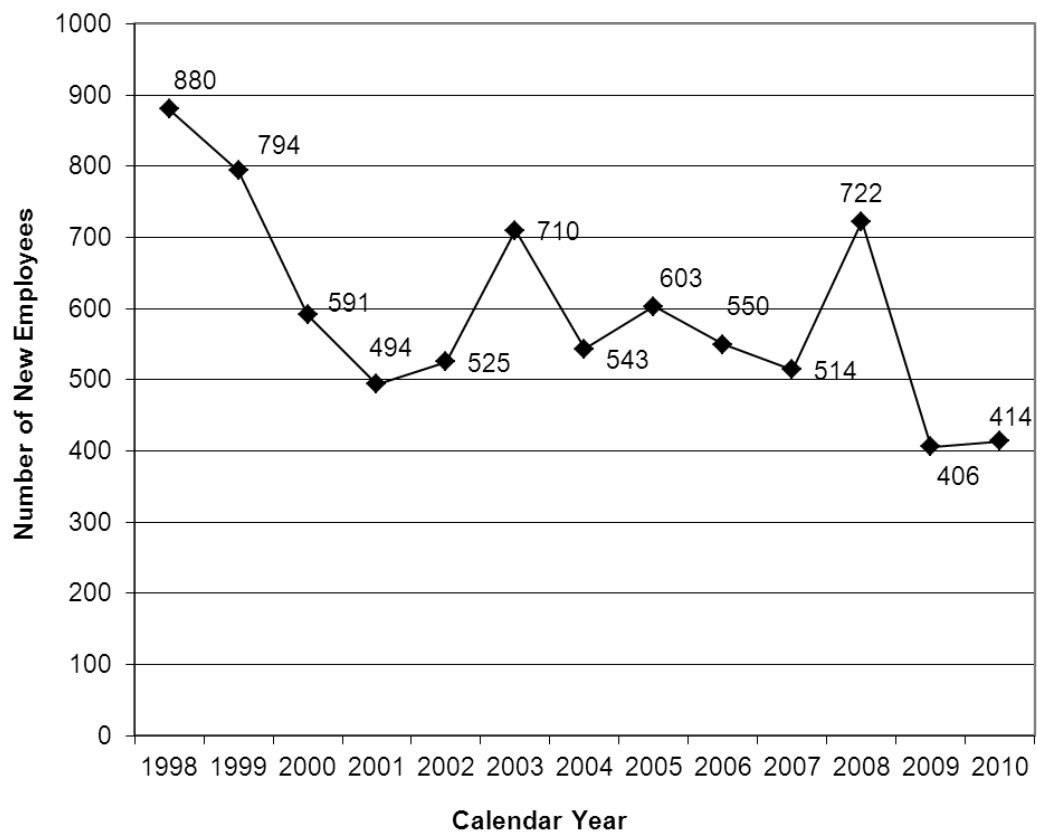
As of December 31, 2010, 4,253 employees were actively enrolled in the Guaranteed Ride Home Program. As with the employer data, the total number of employees registered since program inception is actually higher because employees are marked “deleted” in the database when the program administrator learns that they have left their employer and are no longer eligible for the program. After the Program Administrator contacted all employer representatives and received updated employee lists, the number of active employees dropped by 2.2%. This number is significantly less than the previous year when 7.8% of employees were eliminated due to high unemployment rates in the 2009 calendar year. The enrollment figure discussed in this report reflects only those actively registered.

The 2010 calendar year experienced a slight increase in the number of new registrants compared to 2009, with 414 employees enrolling in the program. The overall decrease in new enrollment in the last two years can be attributed to the economic downturn. Total actively registered participants increased slightly in 2010; from 4,249 in 2009 to 4,253 in 2010.

Participant losses were concentrated at employers that either went out of business or relocated to another county. Agilent Technologies Inc. closed their Pleasanton branch in 2010 and relocated to Santa Clara County. NUMMI in Fremont and Cholestech Corporation in Hayward both closed their doors on March 31, 2010. Robert Half International moved their office location on May 22, 2010 from Pleasanton to Bishop Ranch in Contra Costa County. After these businesses were shut down or relocated, over 293 employees were removed from the database (268 employees from NUMMI, 21 employees from Robert Half International, and 4 from Cholestech Corporation). In addition, three employers were removed from the database because no employer contact could be established.

Figure 3-3 shows the number of new employees registered by year.

Figure 3-3 Number of New Employees Registered by Year



Number of Employees by Employer

Thirty-eight employers have 20 or more enrolled employees and 15 companies have over 50 enrolled employees (Figure 3-4). The program has eight employers with over 100 employees registered. These eight employers represent 60% of all GRH participants and have demonstrated a strong commitment to promoting commute alternatives. This measurement provides additional support to the supposition that marketing efforts are best spent on employers with an active GRH representative who markets the program to employees and actively supports the program. The program also has 128 employers with 1-19 registered employees and 40 employers with zero registered participants.

Figure 3-4 Employers with Over Fifty Employee Participants

Employer Name	City	# of Registered Employees
Kaiser Permanente	Oakland	1047
Lawrence Livermore National Laboratory	Livermore	343
UC Berkeley	Berkeley	268
Alameda County Employee Services	Oakland	209
City of Oakland	Oakland	206
Caltrans — Department of Transportation	Oakland	163
Bayer Corporation	Berkeley	163
Kaiser Oakland Medical Center	Oakland	150
City of Berkeley	Berkeley	97
AT&T	Pleasanton	84
Lawrence Berkeley National Laboratory	Berkeley	82
Safeway Inc.	Pleasanton	68
Metropolitan Transportation Commission	Oakland	61
Sandia National Laboratories	Livermore	58
US Coast Guard, Coast Guard Island and OFB	Oakland	53

In February 2009, the CMA Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size. Prior to 2009, employers were required to have at least 75 employees to enroll in the GRH Program. The recommendation was based on the results of the comprehensive program evaluation which found that of 12 GRH programs nationwide, only the CMA program had a minimum number of employees per employer requirement. Opening the program to all employers created a program that is on par with other Bay Area and nationwide GRH programs.

In 2010, 20 of the 31 new employers that registered for the GRH Program had 75 or fewer employees(65%). In 2009, six of the 12 new employers who registered had fewer than 75 employees (50%). This increase shows that smaller businesses are becoming aware of the GRH Program. Often it is difficult to register smaller businesses because they do not have the resources to support the GRH Program, especially if employees have not requested the benefit or if they have never heard of the program. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily serve as the GRH contact person and distribute information to employees. However, with increased marketing efforts in 2010, the number of new employers, especially smaller employers, grew substantially. As with most programmatic changes, there is often a lag time until results are shown. Increased marketing in 2009 and 2010 has helped to inform smaller businesses about the GRH Program. The figure below shows all the new businesses that registered in 2010.

Figure 3-5 New Employers (2010)

Employer Name	City	# of Employees	Date Registered
Financial Benefits Credit Union	Alameda	6	2/22/2010
Lockheed Martin	Alameda	7	9/19/2010
Center for Accessible Technology	Berkeley	7	10/19/2010
Experience in Software Inc.	Berkeley	10	12/27/2010
Americans For Safe Access	Oakland	12	1/22/2010
Elder Care Alliance	Alameda	15	10/19/2010
Disability Rights Education and Defense Fund	Berkeley	20	10/19/2010

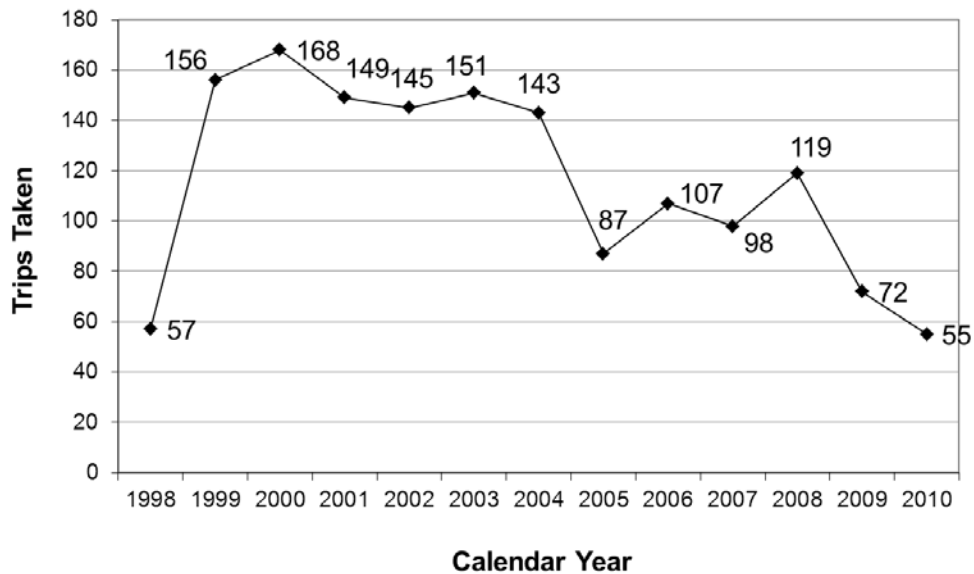
Employer Name	City	# of Employees	Date Registered
State of California, Department of Fair Employment & Housing	Oakland	25	2/12/2010
Avanguest North American Inc.	Pleasanton	25	11/26/2010
Broadlane	Oakland	32	3/31/2010
Wiss, Janney, Elstner Associates	Emeryville	40	2/12/2010
Newfield Wireless, Inc.	Berkeley	40	4/14/2010
First Solar	Oakland	50	3/31/2010
Donahue Gallagher Woods LLP	Oakland	50	9/22/2010
Hub-Data911	Alameda	50	12/27/2010
The College Preparatory School	Oakland	50	10/26/2010
Ironplanet, Inc.	Pleasanton	52	7/16/2010
S & C Electric Company	Alameda	60	2/4/2010
Ratcliff Architects	Emeryville	70	1/22/2010
511 Rideshare Program	Oakland	75	8/26/2010
Taylor Engineering	Alameda	80	10/26/2010
Senela Center	Oakland	80	11/23/2010
US Treasury — FMS	Emeryville	80	12/27/2010
E&E Co. LTD	Fremont	85	9/29/2010
Tri-City Health Center	Fremont	185	3/8/2010
Doric Group of Companies	Alameda	200	11/26/2010
Kaiser Permanente Union City	Union City	251	4/9/2010
Workday	Pleasanton	400	10/19/2010
Abbott Diabetes Care	Alameda	700	11/23/2010
Carl Zeiss MeditecInc.	Dublin	720	8/2/2010
Lam Research Corporation	Fremont	1000	11/30/2010

TRIPS TAKEN

Total Number of Trips

A total of 1,516 guaranteed ride home trips have been taken from the program's inception through the end of 2010. Of these, 1,379 trips (91%) were taken via taxi and 137 trips (9%) were taken using rental cars. Rental cars became available for the program countywide in 2004.

As shown in Figure 3-6, a total of 55 trips were taken in 2010 — approximately 5 trips per month. Despite the availability of the program to all employees in Alameda County, the number of rides taken declined by 31% in 2010 and is the lowest number of rides per year in program history. Of the total trips taken in 2010, 38 (69%) were via taxi and 17 (31%) were made with rental cars. This represents the highest percentage of rental car usage in program history; nearly 1/3 of all rides taken were by rental car. In 2009, only 18% of all trips were made by rental car. Overall, our monitoring efforts regarding the car rental requirement has encouraged more trips by rental car. Each person who registers for the GRH program and lives over 20 miles from their workplace receives a reminder to take a rental car rather than taxi for their guaranteed ride home. All participants who took the 2010 Annual Evaluation Survey were reminded of the rental car requirement. Encouraging the use of rental cars for trips over 20 miles helps to reduce program costs since rental cars have a fixed rate regardless of the number of miles traveled.

Figure 3-6 Number of Trips Taken Per Year since Program Inception

Note: Trips recorded in 1998 occurred over a nine-month period, as the program began on April 9, 1998.

Trips by Employee

Most program participants take rides very infrequently or not at all. This demonstrates the “insurance” nature of the Guaranteed Ride Home Program. Commuters are often concerned about the perceived inflexibility of alternative modes like transit or carpools and how they would return home if an emergency or if unexpected circumstances arise. In order to remove that barrier, the program provides participants with a free ride home if an emergency or unexpected circumstance arises; easing fears participants have about being stuck at work. The program ensures that they will be able to get home safely. Of the 7,816 employees who have registered for the program by the end of 2010, 7,080 (91%) have never taken a ride.

Since program inception, a total of 736 individual employee participants have taken rides. Of these 736 participants, approximately 80% have taken only one or two rides. Only 137 program participants have taken three or more rides since the program’s inception. During 2008, one participant took the maximum allowable number of rides. In 2010, no participant took the maximum allowable six rides, and only two participants took three rides. The low number of rides taken demonstrates that participants use GRH as an “insurance” policy to in case of unexpected circumstances.

Trips by Employer

Figure 3-7 shows the employers with the greatest number of trips taken during 2010. Larger employers tend to have a formal Employee Transportation Coordinator position to help their employees with their commutes. These employers have done a good job of getting program information to their employees and have the most employees signed up with the program. Therefore, it is not surprising that these employers also have high usage rates.

Figure 3-7 Trips Taken by Employer in 2010

Employer Name	Number of Rides
Kaiser Permanente	7
Kaiser Oakland Medical Center	6
UC Berkeley	5
Lawrence Livermore National Laboratory	4
Alameda County	3
Lawrence Berkeley Laboratory	3

Trip Reasons

The most common reason for using a guaranteed ride home during 2010 was “personal illness” (33%), followed by “unscheduled overtime” (16%), “family member illness” (15%) and “carpool or vanpool driver has to stay late or leave early” (13%).

Compared with the reasons for all rides taken in the program through 2010, the distribution is consistent for reasons such as “personal crisis” and “carpool or vanpool breakdown.” “Personal illness” was up 4% compared to the historic average and “unscheduled overtime” was down 8% compared to the historic average. This could be attributed to the current economic condition and the need for many companies to reduce working hours.

Figure 3-8 Trips Taken by Reason

Reason for Ride	2010 Only		1998 through 2010	
	Number of Rides	Percent	Number of Rides	Percent
Personal Illness	18	33%	433	29%
Unscheduled overtime	9	16%	333	22%
Family member illness	8	15%	202	13%
Personal crisis	5	9%	147	10%
Carpool or vanpool driver had to stay late or leave early	7	13%	204	13%
Carpool or vanpool breakdown	2	4%	96	6%
Unknown	6	11%	57	4%
Rideshare vehicle not available	0	0%	38	3%
Other	0	0%	6	0%
Total	55		1516	

Commute Mode and Trips Taken

A majority of Guaranteed Ride Home trips are taken by those using carpools and vanpools. Figure 3-9 shows that 61% of guaranteed rides home were used by car and vanpoolers. Because employees who carpool and vanpool have more limited options for when they can return home, they are more likely to be without a ride when an emergency or other unexpected situation arises. For example, many job locations where people carpool or vanpool are either inaccessible by bus or train or those modes do not operate during alternative shift hours.

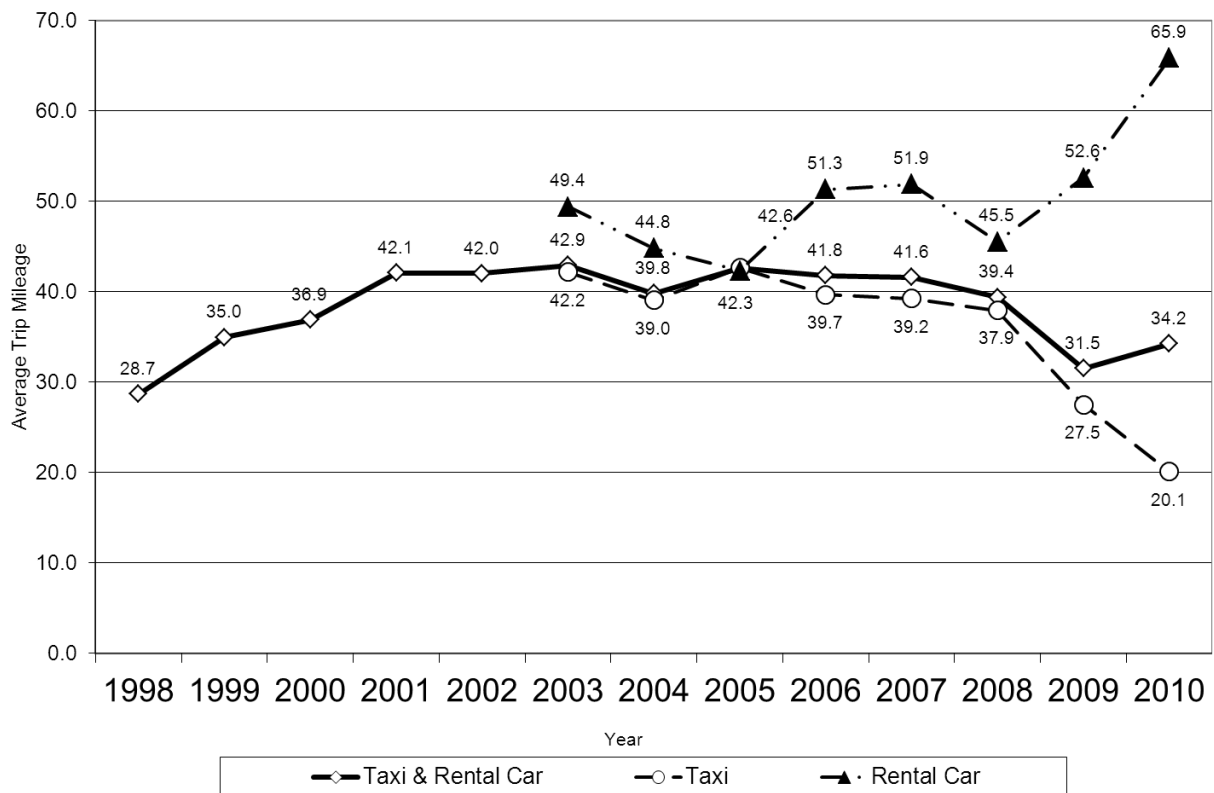
Figure 3-9 Commute Modes Used by Those Using a Guaranteed Ride Home Since Program Inception (1998)¹

Commute Mode	Number of Rides	Percent
Carpool or vanpool	956	61%
Train (BART or Other)	323	21%
Bus	241	15%
Unknown	25	2%
Bicycle	19	1%
Ferry	1	0%
Walk	5	0%
Total	1,570	

¹ This table represents reported commute mode on the day a GRH was taken. When reporting their commute mode, respondents are allowed to select more than one mode if their commute involved multiple modes of transportation.

The average GRH trip distance in 2010 was 34.2 miles, a 9% increase compared to 2009. Figure 3-10 shows the trend in average trip mileage (for taxi and rental car trips combined and each individual mode) for each year of the program's existence. The combined average mileage has decreased since 2005. The introduction of the countywide rental car program in 2004 has led to fewer long distance taxi trips with the average taxi mileage declining every year beginning in 2006. Increased rental car usage for longer trips led to an overall reduction in trip cost. The average trip mileage for taxi trips was approximately 20.1 miles in 2010, a 27% decrease from 2009, whereas car rental trip distance increased by 25% from 2009 to 2010. This demonstrates that our monitoring efforts regarding taxi trips over 20 miles have reduced the average distance of each taxi trip. Rental cars are more cost-effective for long trips than taxicabs.

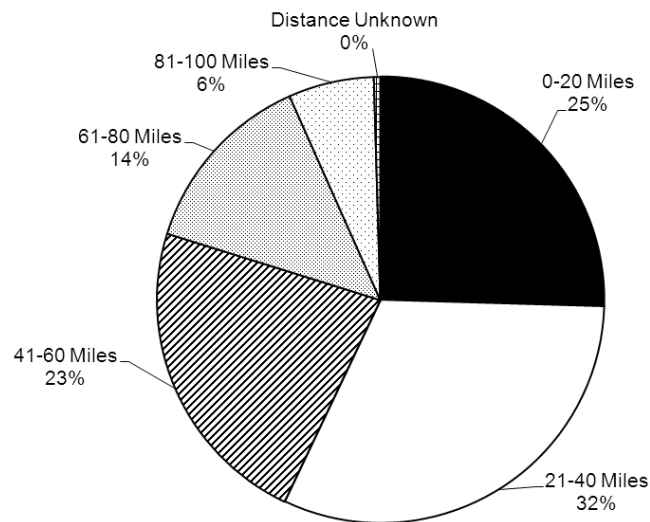
Figure 3-10 Trend in Average Trip Mileage (Rental Car and Taxi Trips)



Rides by Distance

Figure 3-11 shows the number of rides taken by distance (combined taxi and rental car). Seventy-five percent of all trips were more than 20 miles in length. Distances over 40 miles account for 43% of all trips. A total of 94 rides (approximately 6%) of all program trips made through 2010, have been over 80 miles and less than 100 miles.

Figure 3-11 Number of Rides Taken by Distance Since Program Inception (1998)²



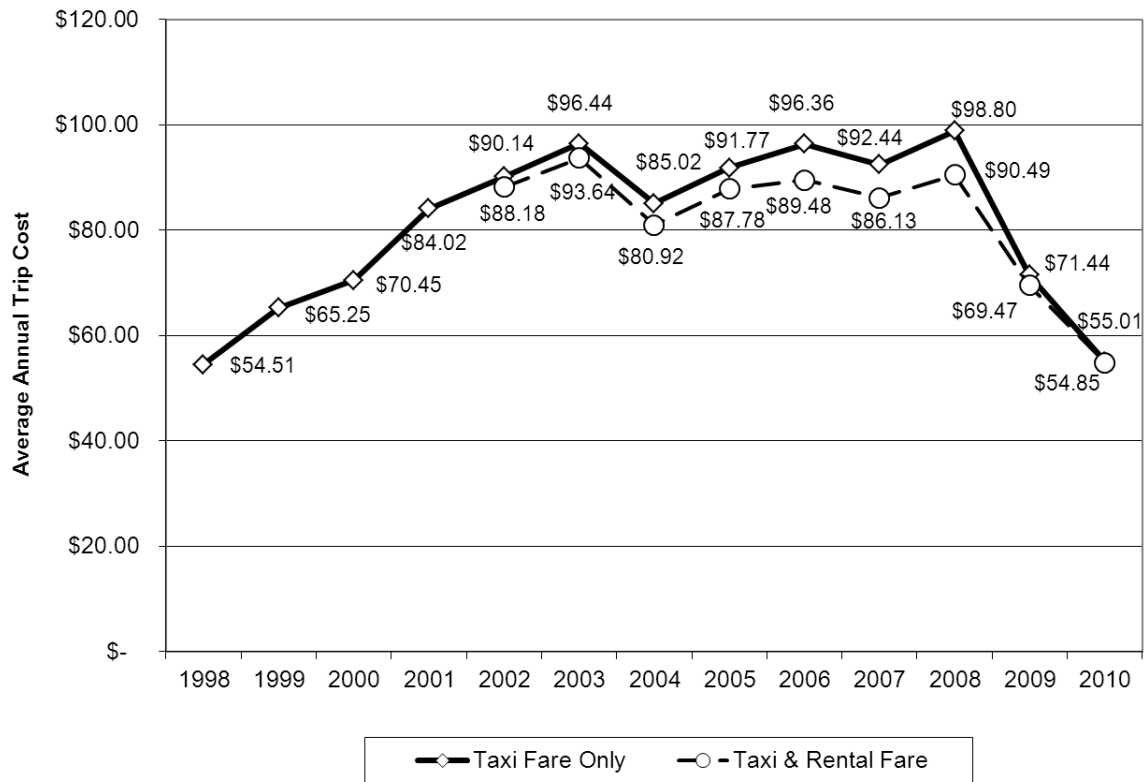
² The total ride distance is unknown for approximately 4% of total rides given since 1998. These rides represent trips used in the first few years of the program where some vouchers or invoices did not include the total trip distance.

Trip Cost

The average trip cost in 2010 was \$55.01 (for taxi trips only), a 23% decrease from 2009 and a 44% decrease from 2008. Fares are calculated at a rate of \$2.50 or \$2.60 per mile plus wait time (depending on the taxi provider), and include a \$3.00 flag rate plus any bridge tolls. Passengers are responsible for any gratuities paid to drivers. Figure 3-12 shows the trend in average trip fare for each year of the program's existence. The average combined fare per trip for taxicab and rental car peaked in 2003 at \$93.64. The combined average fare has decreased dramatically in 2010 and now resides at \$54.85.

Rental car rates are fixed at \$55.00 per day regardless of mileage. Participants are responsible for the cost of gasoline, and for paying for any additional days they keep the car should they take it on a Friday and keep it more than one day. The rental car rate includes unlimited mileage, sales tax, vehicle license fee, delivery and pick-up service, collision damage waiver, supplemental liability protection, and personal accident insurance.

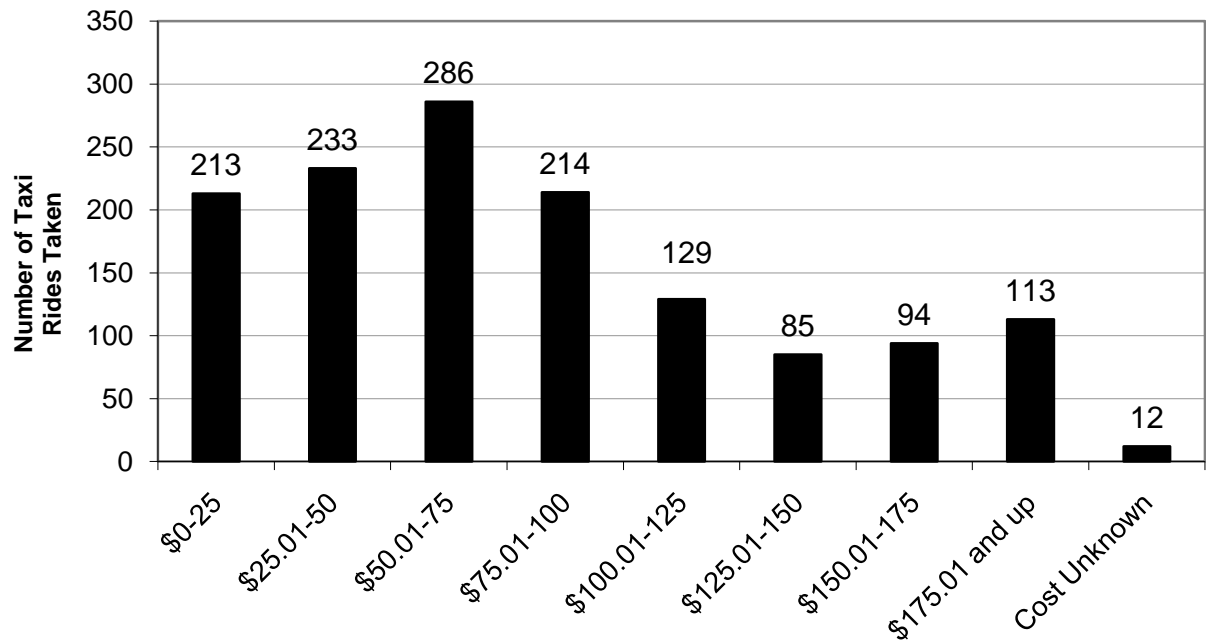
Figure 3-12 Trend in Average Fare per Trip



Taxi Rides by Cost

Figure 3-13 shows the number of taxi rides taken in eight cost categories. Of the 1,379 total taxi rides, 732 (54%) cost \$75 or less and 946 (69%) cost \$100 or less.

Figure 3-13 Number of Taxi Rides Taken by Trip Cost Since Program Inception (1998)



Rental Car Savings

Figure 3-14 displays the cost savings associated with the rental car program.

Assuming that a ride for which a rental car was used would have cost on average \$2.60 per mile plus a \$3.00 flag fee, the program saved an estimated \$1,778.41 in 2010 by using rental cars. For example, a 33 mile trip would cost \$88.80 using a taxicab or \$57.36 using a rental car (resulting in an estimated savings of \$31.44). A total of 17 rental car trips were used in 2010, resulting in an estimated savings of nearly \$2,000 in 2010. Rental cars are most cost-effective for long trips than taxicabs.

Figure 3-14 Rental Car Savings in 2010

Mileage	Total Cost	Pick Up City	Taxi Cost per Mile	Taxi Ride Total + \$3 Flag	Estimated Savings
30	\$54.95	Oakland	\$2.60	\$81.00	\$26.05
40	\$54.95	Pleasanton	\$2.60	\$107.00	\$52.05
55	\$54.97	Berkeley	\$2.60	\$146.00	\$91.03
103	\$54.95	Berkeley	\$2.60	\$270.80	\$215.85
83	\$54.97	Berkeley	\$2.60	\$218.80	\$163.83
50	\$41.56	Pleasanton	\$2.60	\$133.00	\$91.44
78	\$58.05	Pleasanton	\$2.60	\$205.80	\$147.75
40	\$55.05	Berkeley	\$2.60	\$107.00	\$51.95
50	\$55.00	Livermore	\$2.60	\$133.00	\$78.00
75	\$55.05	Berkeley	\$2.60	\$198.00	\$142.95
35	\$58.03	Livermore	\$2.60	\$94.00	\$35.97
30	\$38.57	Pleasanton	\$2.60	\$81.00	\$42.43
50	\$58.00	Livermore	\$2.60	\$133.00	\$75.00
102	\$58.00	Livermore	\$2.60	\$268.20	\$210.20
58	\$58.08	Berkeley	\$2.60	\$153.80	\$95.72
108	\$58.01	Hayward	\$2.60	\$283.80	\$225.79
35	\$58.10	Oakland	\$2.50	\$90.50	\$32.40
Total Program Savings					\$1,778.41

EMPLOYEE COMMUTE PATTERNS

Commute Distance and Location

The employees registered with the program work in a wide variety of jobs representing a range of industries throughout Alameda County, including auto manufacturing, airplane maintenance, insurance sales, telephone services, hotel and retail, municipal government, and scientific laboratories.

Although employees must work in Alameda County to be eligible for the program, they may live up to 100 miles away from their worksite and live outside of the county. Program enrollment currently includes residents of 19 different counties (Figure 3-15). Fifty-seven percent of enrolled employees (who we have a known home county for) reside in either Alameda or Contra Costa County.

Figure 3-15 County of Residence for Employees Enrolled in Program

County	Number of Employees Enrolled in Program (1998-2010)	Percent of Employees Enrolled in Program (1998-2010)
Alameda	1255	35%
Contra Costa	792	22%
San Joaquin	356	10%
San Francisco	340	10%
Stanislaus	147	4%
Solano	205	6%
Santa Clara	149	4%
San Mateo	129	4%
Sacramento	61	2%
Marin	38	1%
Merced	4	0%
Yolo	20	0.6%
Sonoma	20	0.6%
Napa	13	0.4%
Calaveras	3	0.1%
Placer	6	0.2%
Fresno	1	0.03%
Madera	1	0.03%
Nevada	1	0.03%
TOTAL	3,541	
<i>Unknown*</i>	<i>712</i>	
<i>Total Enrollment</i>	<i>4,253</i>	

*Before 2002, many participants did not include their home address in their registration and hence their county of origin is unknown.

Origin/Destination Frequency

Figure 3-16 shows the most frequent (ten or more trips) origin (work) and destination (home) cities for all the trips taken by employees in the program through 2010. The most common trip pairs were Oakland to Oakland (77 trips), Fremont to Modesto (60 trips), and Oakland to Vacaville (44 trips). The cities with the most trip origins overall are Oakland (422 trips), Pleasanton (297 trips), and Fremont (254 trips). The cities with the most trip destinations are Oakland (175 trips), Manteca (115 trips), Modesto (100 trips), and Tracy (80 trips).

Figure 3-16 Origin and Destination Cities for Trips Taken by Employees Since Program Inception (1998)

Origin (Work)	Destination (Home)	Number of Trips
Oakland	Oakland	77
Fremont	Modesto	60
Oakland	Vacaville	44
Pleasanton	Manteca	39
Berkeley	Oakland	35
Pleasanton	Tracy	32
Oakland	San Francisco	31
Livermore	Oakland	29
Oakland	Fairfield	28
Oakland	Manteca	27
Fremont	Manteca	25
Pleasanton	Modesto	23
Fremont	Fremont	23
Livermore	Manteca	22
Livermore	Tracy	22
Pleasanton	Merced	21
Oakland	Vallejo	20
Pleasanton	Rodeo	19
Fremont	Oakland	18
Oakland	Walnut Creek	17
Berkeley	Stockton	17
Fremont	Tracy	16
Berkeley	Berkeley	14
Oakland	Berkeley	14
Pleasanton	Brentwood	13
Livermore	Stockton	13
Pleasanton	San Francisco	13
Pleasanton	Concord	12
Fremont	Delhi	12

Origin (Work)	Destination (Home)	Number of Trips
Pleasanton	Danville	11
Pleasanton	Antioch	11
Livermore	San Jose	11
Pleasanton	Patterson	11
Oakland	Alameda	10
Pleasanton	Livermore	10
Fremont	Lathrop	10

Destination Counties

Figure 3-17 shows the destination counties for all of the trips taken by employees in the program through 2010. The most common trip destination is Alameda County (27%), followed by San Joaquin (18%), and Contra Costa (16%).

Figure 3-17 Destination Counties for Trips Taken Since Program Inception (1998)

County	Number of Rides	Percent
Alameda	412	27%
San Joaquin	272	18%
Contra Costa	246	16%
Stanislaus	145	10%
Solano	136	9%
San Francisco	65	4%
Santa Clara	56	4%
Merced	42	3%
Sacramento	18	1%
Marin	17	1%
Yolo	8	1%
San Mateo	4	0%
Sonoma	3	0%
Napa	2	0%
Calaveras	1	0%
Placer	1	0%
Unknown	88	6%
Total	1,516	

SUMMARY

Employer and Employee Registration

- As of December 31, 2010, there were 206 employers and 4,253 employees enrolled in the Guaranteed Ride Home Program.
- New employer enrollment was the third highest since program inception, with 31 newly registered businesses. There were 414 new employees who enrolled in the GRH Program in 2010.
- North and east Alameda County continue to be the areas with the greatest number of employers enrolled in the program. Oakland has the most registered employers, followed by Berkeley and Pleasanton.

Trips Taken

- The total number of trips taken in the program through 2010 was 1,516. In 2010, 55 trips were taken, approximately 20% less than 2009.
- Ninety-one percent of enrolled employees have never used a guaranteed ride home. Of the employees who have taken a trip, approximately 80% have taken only one or two rides.
- “Personal illness” was the most common reason for taking a trip in 2010 (33% of trips) followed by “unscheduled overtime” (16% of trips).
- The most prevalent users of guaranteed rides home are car and vanpoolers. People who used these modes accounted for 61% of program trips.
- The average trip distance increased by 9% in 2010 compared to 2009. The average trip distance for all trips in 2010 was 34.2 miles.
- The average taxi trip cost decreased 23% in 2010, from \$71.44 in 2009 to \$55.01 in 2010. When factoring in rental car trips, the average trip cost was \$54.85. This large decrease in cost was due to an increase in rental car usage for longer trips.
- Savings from using rental cars totaled approximately \$1,778 in 2010. A total of 17 rental cars were used in 2010.

Employee Commute Patterns

- The most common GRH trip origin cities are Oakland, Pleasanton, and Fremont. The most common GRH trip destination cities are Oakland, Manteca, and Modesto.
- Most GRH trip destinations are in Alameda County, followed by San Joaquin and Contra Costa counties.
- The majority of employee participants live in Alameda and Contra Costa counties. A significant number also live in San Joaquin, San Francisco, Stanislaus, and Solano counties.

4 EMPLOYEE SURVEY

This chapter presents the methodology and results of the data collected in February and March 2011 as part of the annual Guaranteed Ride Home Program participant survey.

METHODOLOGY

On February 7, 2011, GRH staff sent an email to all GRH employer representatives asking them to log into their accounts and update their employee information. Employers were also notified about the upcoming Employer and Employee Annual Evaluation Surveys. Before sending out the survey link, all employer representatives were called to update contact information and to inform employees about the survey effort.

As with the past few years, representatives were requested to distribute the survey electronically to employees (through surveymonkey.com). Employer representatives were responsible for forwarding the survey link to registered employees. A participant email list and sample email text was provided to employer representatives to facilitate the process. If requested, GRH staff would forward the survey link and information to registered employees. Alternative formats of the survey (electronic or paper copy) were available upon request. A hard copy survey was also mailed to every employee in the database without a valid email address. The survey could be emailed back, sent through the US mail, or faxed. Of the 590 surveys returned, 8 (1.4%) were returned in hard copy format or telephone and 582 (98.6%) online. All responses were due by March 11, 2011.

The objective of the survey was to solicit participants' opinions about the quality of customer service they had received and to determine how the program impacted their transportation mode choices. Although the program regularly collects this information from participants who take taxi or rental car rides, the annual survey enables us to hear from all program participants, regardless of whether or not they have used the service.

This year some survey questions were updated and new questions were added to solicit input on Transportation Demand Management (TDM) benefits as a result of the recommendations from a comprehensive program review by Eisen|Letunic Consulting. New and updated questions covered a range of topics and included questions asking participants how valuable they feel the GRH Program is compared to other commuter benefits they receive, if they believe that the GRH Program encourages participants to frequently use alternative modes, and how they found out about the program. Participants were also asked if they were aware of new features on the GRH website, such as online registration. All new and updated employee participant survey responses to these questions are included in this chapter.

Appendix A displays the updated paper version of the survey. The online version was provided through [surveymonkey.com](https://www.surveymonkey.com).

SURVEY RESPONSE

The annual program evaluation effort provides an additional benefit of cleaning the database of employees who may have left their employers or no longer wish to be enrolled in the program. We are notified of this from the employer representatives or, when we contact employee registrants directly, by returned mail or email sent to the registrants. Of the 4,253 employee registrants currently in the database who should have received a survey from their employer or us, 590 were completed, resulting in a 14% response rate. This represents a 9% decrease in the response rate from 2009 (23%). Respondents represent 105 different employers throughout the county or 51% of all active employers that have one or more employees registered with the program.

Responses to the questions are summarized in the following sections. It should be noted that the number of respondents who answered each survey question varied, and that results reported in percentages represent the percent of respondents who answered the question rather than the total number of surveys received. Comparisons are made with the results of previous years' surveys when differences are notable.

Responses are organized into five sections:

1. Program Effectiveness
2. Other Commute Characteristics
3. Customer Service Ratings and Program Value
4. Rental Car Program Awareness
5. Miscellaneous

PROGRAM EFFECTIVENESS

The purpose of this section is to gauge the positive impact of the GRH Program on reducing drive-alone trips based on survey responses. The survey includes several questions intended to measure this indicator including how respondents traveled before GRH and after registering with the GRH program and a brief analysis of the total positive impact of the program.

Encouraging Alternative ModeUse

Three questions ask respondents directly how important GRH is in fostering their use of an alternative commute mode. The survey asked respondents who used to drive alone before registering for GRH how important the GRH Program was in their decision to make a change in their commute mode. As shown in Figure 4-1, 63% of respondents reported that GRH was at least somewhat important in their decision to stop driving alone. This is the same percentage as last year.

Figure 4-1 Influence of GRH on Positive Modal Shift

If you drove alone before joining GRH, how important was the GRH Program in your decision to begin ridesharing, riding transit, bicycling, and walking for your commute to work?

	Responses	Percentage
Very important (It was the main reason for my switch)	87	19%
Important (It was an important part of my decision)	111	25%
Somewhat important (It had some influence)	83	19%
Not important (I began using alternative modes for other reasons)	166	37%
Total Respondents	447	

The survey asked respondents if they agreed with the following statement — The GRH Program encourages employees registered in the program to rideshare, ride transit, bicycle, or walk more often than they would otherwise. The vast majority (90%) of respondents stated that they at least somewhat agree with the statement. The intent of this question was to focus on employee's personal, not generalized, mode shift. The results suggest that respondents think the program encourages others to take alternative modes more often.

Figure 4-2 Influence of GRH on Increasing Alternative Mode Days

Do you agree with the following statement: The GRH Program encourages employees registered in the program to rideshare, ride transit, bicycle, or walk MORE OFTEN than they would otherwise?

	Responses	Percentage
Agree strongly	252	46%
Agree somewhat	238	44%
Do not agree	55	10%
Total	545	

Those respondents who agreed with the statement were asked how many more days per week the GRH Program encourages them personally to use alternative modes. This question was added in 2008 to provide an additional check to gauge how many more days per week GRH participants use alternative modes after joining the program. Fifty-five percent stated that the program encourages them to use alternative modes at least one day more per week. This is a two percent increase from last year's survey results.

Figure 4-3 Additional Days per Week the GRH Program Encourages Participants to Use Alternative Modes

If you agree with the statement above, how many more days per week does the GRH Program encourage you to rideshare, use transit, walk, or bike to work?

	Responses	Percentage
1 day	46	9%
2 days	39	8%
3 days	25	5%
4 days	38	7%
5+ days	136	26%
The program does not encourage me to use alternative modes more often	235	45%
Total	519	

Survey respondents were asked if they would continue to use alternative modes if the GRH Program was not available and at what frequency would they use alternative modes compared to their current use. Approximately two-thirds of respondents (63%) reported that they would continue to use an alternative mode even if the GRH Program was not available. This is nearly identical to last year when 64% of respondents stated that they would continue to use alternative modes at the same frequency if the program was not available.

Figure 4-4 Influence of GRH on Sustaining Alternative Mode Use

If the Guaranteed Ride Home Program were not available would you... (check one)

	Responses	Percentage
Stop ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking and go back to driving alone	41	8%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking but less frequently than before	160	30%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking at the same frequency as before	341	63%
Total Respondents	542	

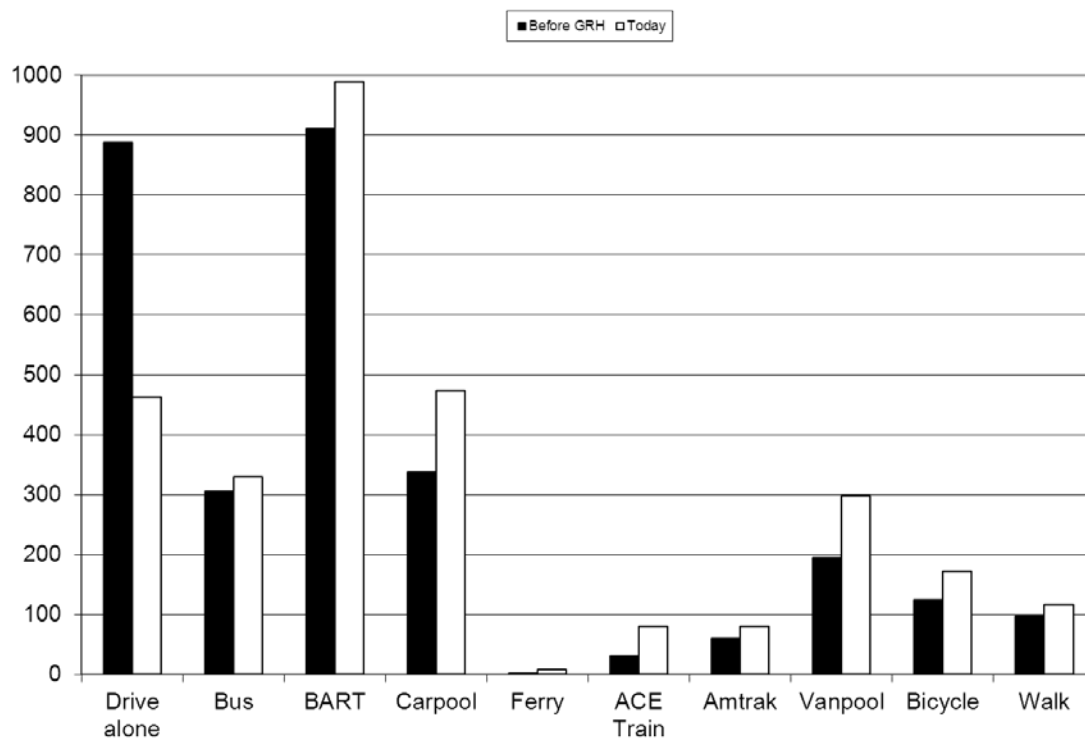
Based on these survey findings, the GRH Program appears to encourage some increase in the use of alternative modes. Respondents indicated that the program positively influences their commute decisions. Similarly, they indicated that the program helps them to continue to reduce their dependence on their cars by providing participants with “peace of mind.” The program gives participants a fast and convenient ride home in case of emergencies when they use alternative modes, easing worries that a participant would be “stuck” at work if an emergency arose and the participant did not have their own personal automobile at work.

If the program were not available, 38% of respondents would either continue ridesharing but less frequently or would stop ridesharing all together and go back to driving alone. On the other hand, 63% respondents also indicated that if the program were not available, they would most likely continue to travel the way they do now.

Commute Mode Before and After Joining the GRH Program

In order to gain more detail on how respondents have (or have not) changed commute modes since joining the Guaranteed Ride Home Program, the survey asked respondents how many days they traveled by each mode during a typical week before joining the program and how they get to work during a typical week now. Figure 4-5 displays a comparison of the results.

Figure 4-5 Comparison of Commute Mode Days per Week Before and After Joining the GRH Program (Each respondent could answer up to 5 days for each mode)



The most common alternative modes for program participants are BART, carpool, or bus. Survey respondents reported driving less by approximately half (48%) compared to before they enrolled in the GRH Program. Vanpooling and commuting on ACE Train and Ferry experienced the largest increases according to the survey. The number of commute trips taken by vanpool increased by 53% and commuters using ACE Train nearly tripled when respondents registered with the GRH Program.

Figure 4-6 displays the number of days per week that respondents use alternative modes now and before registering for the GRH Program. As shown, the number of respondents using alternative modes zero days per week (“Drive alone 5+ days per week” in figure below) declined over 70% after registering for the program.

Figure 4-6 Comparison of Respondent Days per Week Using SOV Commute Modes Now and Before Joining the GRH Program

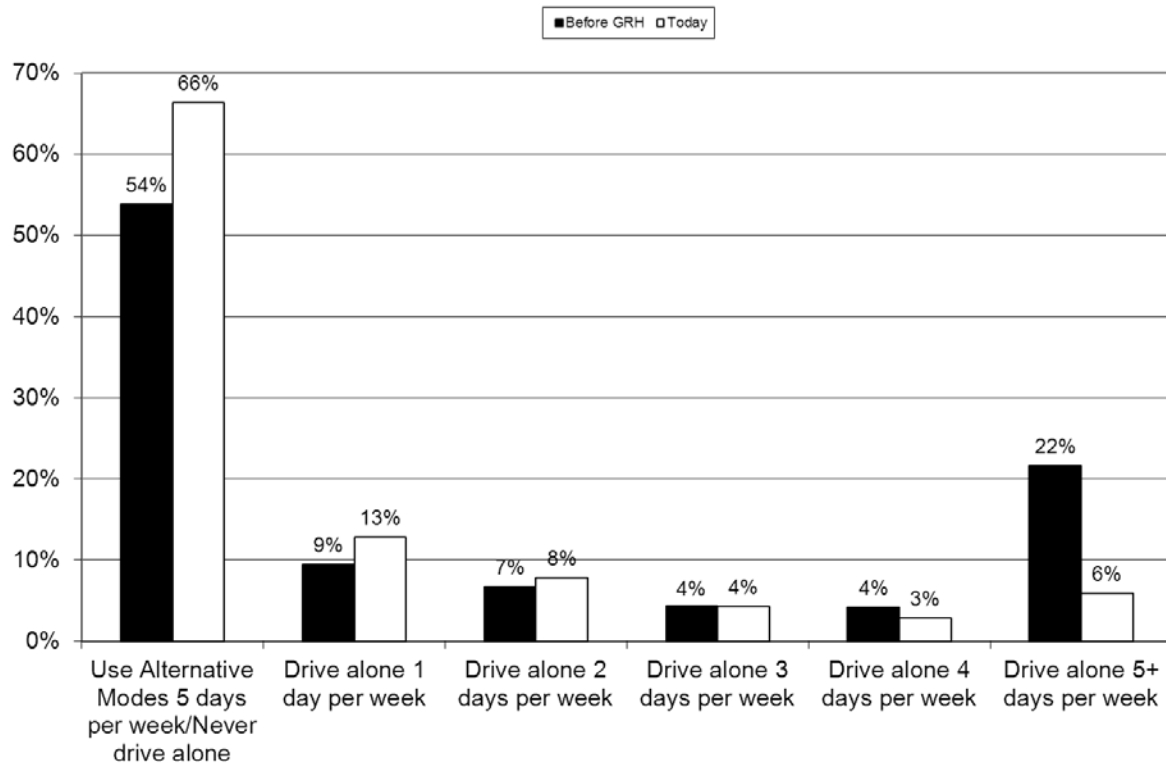
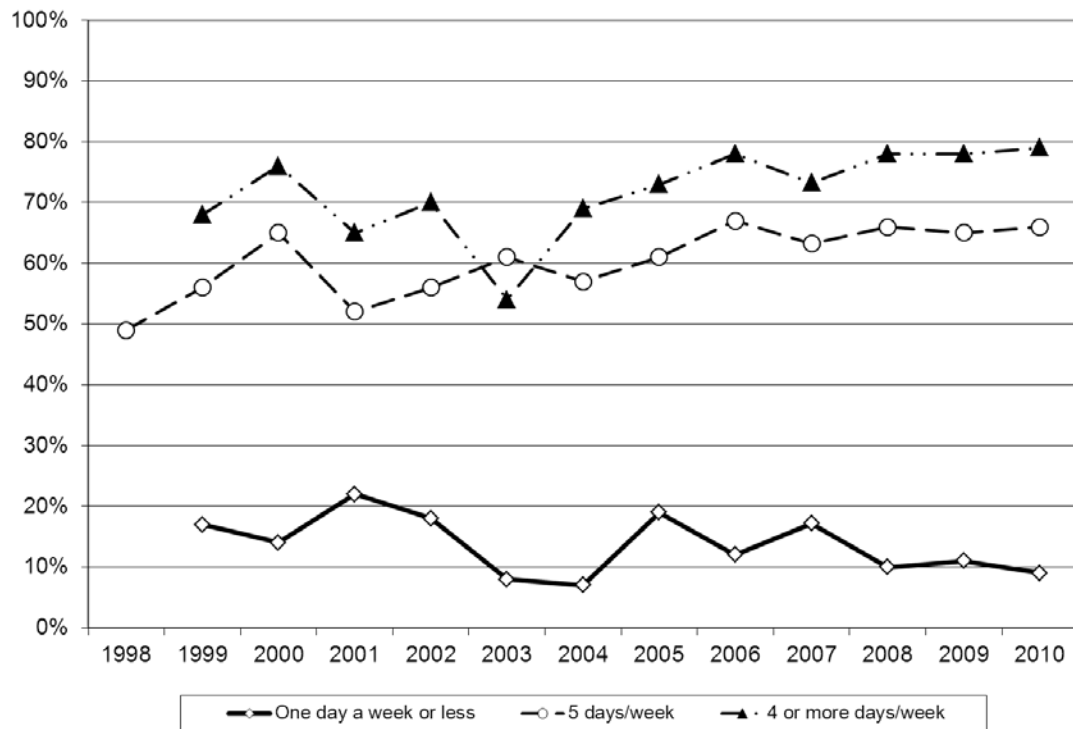


Figure 4-7 shows the trends of respondent's alternative mode use since the inception of the program. In 2010, 79% of respondents commuted via alternative modes at least four days per week. This number, which is a program high point, is one percent higher than 2009. The continuing upward trend is likely attributed to mode switch because of the high price of gas during the first half of 2008. Those who use an alternative mode five days per week increased to 66%. Respondents who use an alternative mode one day per week or less decreased from 17% in 2007 to 9% in 2010.

Figure 4-7 Frequency of Alternative Mode Use After Joining the GRH Program – Response Trends



Total Number of Drive-Alone Trips Reduced

Using the data gathered on the frequency of alternative mode use, an estimate can be generated for the total number of drive-alone trips replaced by alternative mode trips for those enrolled in the Guaranteed Ride Home Program. Figure 4-8 shows the percentage of respondents for each frequency category before and after joining the program. The total number of people in each category is then extrapolated based on the total 2010 program enrollment of 4,253 people. The number of roundtrips per week is calculated using the frequency and number of people in each category.

Based on this analysis, approximately 3,330 drive-alone roundtrips or 6,660 drive-alone one-way trips per week were replaced by alternative mode trips by those who joined the program. This is equivalent to 346,320 total drive-alone, one-way trips per year.¹

In 2010, the number of reported commute trips using alternative modes increased 7% compared to 2009. Several factors contribute to why the program experienced an increase in enrollment and mode shift in 2010. In 2009, there were record high unemployment rates and as a result, many people were no longer eligible for the GRH Program since they were no longer commuting to work. In 2010, new employer and employee enrollment rates began to increase. High gas prices may have also lead to increased levels of transit ridership and alternative mode use, as commuters seek to save money.

It is likely, however, that the GRH Program still played a role in the mode shift and worked in conjunction with other factors to encourage participants to try alternative modes. As previously noted, 90% of respondents stated that the GRH Program likely encourages participants to use alternative modes more often and 55% of respondents stated that the program encourages them to use alternative modes at least one more day per week.

¹ This is based on the program enrollment as of December 2010 and 52 weeks per year.

Figure 4-8 Total Drive Alone Trips Before and After Joining the GRH Program

	Before Joining Program			After Joining Program			
Frequency	Percentage of Respondents	Number of People ¹	Total Drive Alone Roundtrips	Percentage of Respondents	Number of People ¹	Total Drive Alone Roundtrips	Roundtrip Increase or Decrease
Never drive alone to work	54%	2,288	0	66%	2,823	0	0
Drive alone 1 day per week	9%	401	401	13%	545	545	144
Drive alone 2 days per week	7%	285	570	8%	333	666	96
Drive alone 3 days per week	4%	185	555	4%	182	545	-10
Drive alone 4 days per week	4%	177	709	3%	121	484	-225
Drive alone 5 days per week	22%	917	4,584	6%	250	1,249	-3,336
Total	100%	4,253	6,819	100%	4,253	3,489	-3,330

¹ Extrapolation of percentages of respondents to the total program enrollment of 4,253 (total enrollment as of Dec. 2010)

OTHER COMMUTE CHARACTERISTICS

In order to learn more about the types of commute trips GRH is influencing, we asked a series of specific questions about people's commutes: distance, arrival and departure time, and access mode.

Distance Between Work and Home

The average commute distance for program participants is 27.6 miles, a one mile increase from last year. As shown in Figure 4-9, 46% of participant commute distances were between 11 and 35 miles, approximately the same as the last two years. Ninety percent of commutes are 50 miles or less, while 18% are five or fewer miles from their workplace. Only 3% of commutes are between 76 and 100 miles and 1% (3 commuters) live more than 100 miles from their workplace. In general, people with longer distance commutes are more likely to find that ridesharing works best for them because convenient transit options are usually limited for long distance commute trips and typically require transferring. These are also the people for whom having a guaranteed ride home can be most influential in encouraging mode shift because of the uncertainty commuters may experience in finding a ride home in an emergency when they do not have their own personal vehicle available.

Figure 4-9 Distance Between Work and Home

What is the approximate one-way distance between your work and home?

	Responses	Percentage
0 to 5 miles	100	18%
6 to 10 miles	65	12%
11 to 20 miles	110	20%
21 to 35 miles	145	26%
36 to 50 miles	80	14%
51 to 75 miles	38	6%
76 to 100 miles	18	3%
More than 100 miles	3	1%
Total Respondents	559	

Work Arrival Times

Arrival and departure times provide some important information on the impact of the program on congestion and air quality. Roadway congestion is highest during commute times in the morning and afternoons because most employers have similar work start and end times. Peak commute times are also when the highest levels of vehicle emissions are released into the atmosphere due to the high number of vehicles traveling. Figures 4-10 and 4-11 display the percent of respondents by arrival and departure time. The most popular time to start work is between 7:00 and 8:59 AM (64%). Only 13% start after 9:00 AM, and 22% before 7:00 AM.

Figure 4-10 Work Arrival Times of Participating Employees

On a typical day, about what time do you arrive at work?

	Responses	Percentage
Before 6 AM	24	4%
6-6:29 AM	36	6%
6:30-6:59 AM	65	12%
7-7:29 AM	97	17%
7:30-7:59 AM	93	17%
8-8:29 AM	102	18%
8:30-8:59 AM	69	12%
9-9:29 AM	57	10%
9:30-9:59 AM	9	2%
10 AM or later	8	1%
Total Respondents	560	

Work Departure Times

As shown in Figure 4-11, most people leave work between 4:00 PM and 5:29 PM (61%). Twelve percent leave earlier than 4:00 PM, and 14% after 6:00 PM. These commute times are consistent with standard rush hours when the highways are most congested and a reduction in cars on the roads has optimum impact in terms of congestion relief and improved air quality.

Figure 4-11 Work Departure Times of Participating Employees

On a typical day, about what time do you leave work?

	Responses	Percentage
Before 3 PM	12	2%
3-3:29 PM	20	4%
3:30-3:59 PM	35	6%
4-4:29 PM	80	15%
4:30-4:59 PM	122	23%
5-5:29 PM	122	23%
5:30-5:59 PM	78	14%
6-6:29 PM	47	9%
6:30-6:59 PM	16	3%
7 PM or later	10	2%
Total Respondents	542	

Driving Alone to Access Alternative Modes

Another important component of an individual's commute is how they access their carpool, vanpool, or public transportation. Given that most of the air pollution emitted from a car occurs when it undergoes a "cold start" (which occurs first thing in the morning or at the end of the day when the car has been off for many hours), this question provides additional information on the positive impact of the program. As with previous years, respondents were nearly evenly split between those who drive to access their alternative mode and those who do not. A slight majority, 54%, drive alone to access their primary commute mode.

Figure 4-12 Access Mode

Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

	Responses	Percentage
Yes	296	54%
No	257	46%
Total Respondents	553	

CUSTOMER SERVICE RATINGS AND PROGRAM VALUE

In the customer service section of the survey, participants were asked about the quality of customer service provided by the administrative functions of the GRH Program. Information about the quality of taxi and rental car providers' services was obtained from the ride questionnaires completed by participants who used either a taxi or rental car.

Customer Service Ratings for Administrative Functions

The 2010 survey included two questions on the quality of customer service:

1. Clarity of the information provided
2. Hotline assistance

GRH administrative staff answers the hotline, 510-433-0320, when they are available during regular business hours and return all voice messages left when the line is not staffed. The hotline is used to answer any questions GRH participants and non-participants have about the program. Employees and employers can also sign-up for the program via telephone and GRH staff can put participants in touch with a taxicab company or Enterprise Rent-a-Car via the hotline. The hotline is not intended to provide emergency assistance to callers or 24-hour service.

As shown in Figure 4-13, customer service ratings were high in both categories for respondents who had an opinion. "Excellent" and "Good" were the two most common answers (with the exception of "don't know" regarding hotline assistance). A large portion of respondents had no opinion about hotline assistance (78%). This is consistent with anecdotal evidence. People understand the program after reviewing the literature, and participants who call the hotline do so because they are unclear on the parameters of the program and usually have a specific question that involves a judgment call on the part of program administrators.

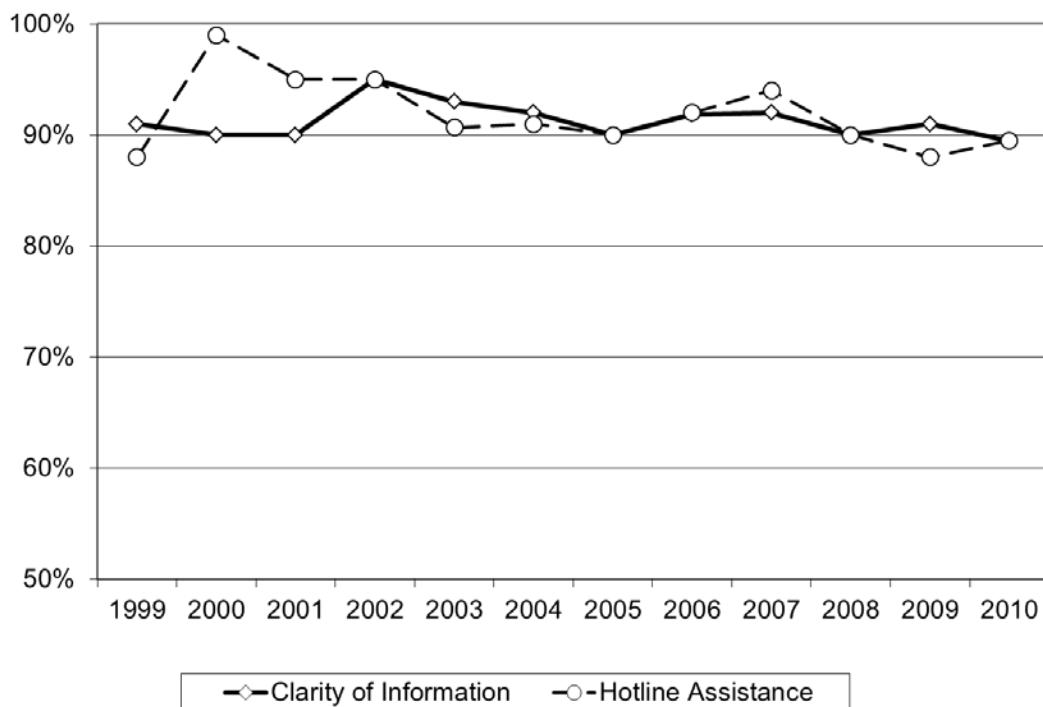
Figure 4-13 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received:

	n=	Excellent	Good	Fair	Poor	Don't know
Clarity of Information	565	31%	44%	7%	2%	16%
Hotline Assistance	547	12%	8%	2%	0%	78%

Figure 4-14 is a graphic comparison of survey results from every year since the program's inception. Of those respondents who had an opinion, clarity of information received a combined "excellent" or "good" rating of 89% and hotline assistance received a combined "excellent" or "good" rating of 90%. The results are similar to the 2009 survey, with a slight increase (2%) in customer service on the hotline.

Figure 4-14 Trends in Customer Service Ratings for Administrative Functions – percent "good" or "excellent" of respondents with an opinion



Customer Service Ratings for Transportation Services

The Guaranteed Ride Home Program has contracts with three taxi companies and one rental car company to provide transportation service for the program²:

1. Friendly Cab — Albany, Oakland, Berkeley, Piedmont, Emeryville, Alameda, and San Leandro
2. American Cab³ — Castro Valley, Fremont, Newark, Union City, and Hayward
3. Tri City Cab — Dublin, Livermore, and Pleasanton
4. Enterprise Rent-A-Car — All of Alameda County

During 2010, 55 total rides were taken by 50 employee participants. Thirty-eight taxicab rides were taken in 2010. Taxicab rides were divided between Friendly Cab (26 rides), Tri-City Cab (4 rides), American Cab (7 rides), and Fremont City Cab (1 ride). A rental car was used for 17 of the rides by 15 different employee participants. The percentage of rental car rides increased dramatically in 2010. In 2009, 18% of all rides taken were by rental car, and in 2010, nearly one third of all rides taken were by rental car.

Most of the participants who completed their ride questionnaires rated their overall program experience and taxi or rental car service quality as either good or excellent (90%). This represents a six percent increase from the 2009. The large majority also reported that taxi drivers and rental car agents were friendly and helpful (97%, n=30) and that vehicles were clean (100%, n=29). Over three fourths of taxi passengers reported a wait time of 15 minutes or less (n=30), a 5% increase from last year. Another 30% waited between 15 and 30 minutes. No respondents had to wait more than 30 minutes. These numbers are similar to 2009 but represent a significant improvement in wait times compared to 2007, when 26% of respondents stated that they had to wait over 30 minutes.

²The GRH Program accommodates participants with disabilities. Participants requiring an ADA accessible vehicle must contact Friendly Cab and specify the need for an accessible vehicle, regardless of what Alameda County city their employer is located or where their destination is located.

³Formerly Netcab.com and Fremont City Cab

In 2010, the average wait time was 11 minutes, a three minute decrease from 2009. Overall, program participants appear to be receiving good service from all three taxi providers and overall on-time performance and customer service improved.

Regarding rental cars, 60% of participants rated the service as excellent, 20% rated the service as good and 20% rated the rental car service as fair. No participants rated the service as poor. Half of participants waited 20 minutes or less for their rental car and the remainder waited 21-30 minutes.

Program Value

In 2008, the comprehensive program evaluation recommended that a question be added to determine how participants feel about the GRH Program compared to any other transportation benefits offered through their employer. This question helps to determine the value of the program to participants. Figure 4-15 shows that nearly two-thirds (63%) of respondents stated that the GRH Program was as valuable as or more valuable than other transportation benefits they receive. Thirteen percent stated that the GRH Program is the only transportation benefit they receive.

Figure 4-15 Program Value Compared to Other Transportation Benefits

Compared to any other transportation benefits you receive from your employer how valuable is the GRH Program to you?

	Responses	Percentage
More valuable than most	111	20%
As valuable as most	236	43%
Less valuable than most	133	24%
N/A (GRH program is the only transportation benefit I receive)	70	13%
Total Respondents	550	

RENTAL CAR PROGRAM AWARENESS

In addition to the questions which are asked every year as part of the annual evaluation, GRH staff added questions to gauge awareness of the rental car requirement in 2008. Program rules state that participants living 50 miles or more from their workplace must use a rental car as their guaranteed ride home in non-emergency situations. A rental car is also strongly encouraged for participants living 21 to 49 miles from their workplace. At distances greater than 20 miles, rental cars are more cost effective for the program than taxicabs.

GRH staff continued ongoing targeted marketing efforts in 2010 to increase awareness of the rental car requirement based on the recommendation in the 2006 annual review. In order to continue and increase awareness, the annual survey included a short explanation of the rental car requirement. Additionally, questions in the survey asked participants if they were aware of the rental car requirement before taking the annual survey and other questions related to program usage. Participants at the largest employers were targeted specifically to increase rental car awareness with help from their on-site representative.

The survey asked participants if they were aware of the rental car requirement before starting the annual survey. Of those responding, 51% were aware of the rental car requirement. In 2009, only 41% of participants were aware of the requirement. This increase indicates that the outreach efforts have increased the level of awareness about the car rental requirement for new registrants. The rental car requirement is stated in all GRH literature including the information and sign-up brochure and voucher.

Figure 4-16 Rental Car Requirement Awareness

Before starting this survey, were you aware that participants living between 20-49 miles from their workplace are strongly encouraged to use a rental car and participants living 50 miles or more from their workplace are required to use a rental car as their guaranteed ride home?

	Responses	Percentage
Yes	290	51%
No	278	49%
Total Respondents	568	

Participants who have used a guaranteed ride home were asked if they used a taxicab or a rental car. A large majority, 83%, used a taxicab. Participants who used a taxicab were asked an additional question pertaining to why they used a taxicab instead of a rental car.

The largest number of participants responded by stating Other (31%) followed by they live less than 20 miles from their workplace (25%) and they were too ill/unable to drive (15%). The most common response from the other category was that they used their GRH voucher before rental car was an option (before 2002). Only 9% stated that they were unaware of the rental car option. This shows a significant change from last year when 14% stated they were unaware of the rental car requirement and from 2008 when 23% of respondents stated that they did not take a rental car because they were unaware of the option.

Figure 4-17 Reasons for Using a Taxicab Instead of a Rental Car

If you live more than 20 miles away from your workplace and have used a taxi for a guaranteed ride home, why didn't you use a rental car?

	Responses	Percentage
I live less than 20 miles from my workplace	16	25%
Unaware of the requirement	6	9%
Too ill/unable to drive	10	15%
Needed the guaranteed ride home after Enterprise Rent-A-Car business hours	6	9%
Taxi is more convenient than rental car	3	5%
Not sure how I would receive and return the rental car	2	3%
Uncomfortable driving	2	3%
Other (please specify)	20	31%
Total Respondents	65	

TRANSPORTATION DEMAND MANAGEMENT

Transportation demand management (TDM) consists of programs and policies that seek to affect the travel choices people make — the mode, time, and duration of trips. A large portion of traffic on our roadways is people driving their cars alone. Therefore, most demand management programs are designed to encourage people to travel by alternatives to the “single-occupant vehicle” (SOV), especially at peak hours when traffic is worst. Transportation Demand Management can include strategies such as incentives to use transit, bike, or carpool or providing alternatives such as car-share services that decrease the need for every individual to have a car.

Transportation demand management can occur on multiple levels with strategies appropriate for the region, county, and local jurisdictions as well as individual employers or trip generators. Given this diversity, the following questions explored employee interest in TDM measures in Alameda County. Expanding TDM measures in Alameda County could strengthen the existing programs offered by the CTC including the GRH Program.

The 2010 survey asked participants to rank the top three TDM benefits that would most encourage them to use alternative modes of transportation more often. The following chart shows the ranking of each TDM measure based on employee preference of their first, second, and third choice. Twenty-nine percent of participants stated that Commuter Checks is their preferred TDM benefit, followed by free/discounted transit passes (20%) and Telecommuting/Flextime (19%). As their third choice, a quarter of participants marked Guaranteed Ride Home as their preferred TDM benefit. This shows that employees value the GRH Program more when it is combined with other TDM incentives to create a package of commuter benefits.

Figure 4-18 Ranking of Top Three TDM Benefits

Transportation Demand Management (TDM) can be an effective means to reduce the number of people who drive to work alone. Please rank the top three TDM benefits that would most encourage you to use alternative modes of transportation more often.

TDM Benefit	1st Choice	2nd Choice	3rd Choice
Commuter Checks	29%	18%	14%
Wageworks (pre-tax benefit option)	9%	15%	10%
Free/discounted transit passes	20%	18%	13%
Workplace shuttle	6%	8%	7%
Vanpool/carpool matching services	7%	5%	4%
Preferential carpool/vanpool parking	1%	3%	2%
Bicycle parking	2%	2%	4%
Shower/changing room for cyclists	1%	3%	3%
Telecommuting/ Flextime	19%	10%	13%
Information regarding alternative commute options	1%	3%	4%
Guaranteed Ride Home (GRH) Program	6%	15%	25%

The survey asked participants if they would be willing to pay a fee if the GRH Program was integrated into a countywide TDM Program. The majority of participants said they would not be willing to pay (68%). Of the participants who said they would be willing to pay, the most common response was between \$10-\$25 a month. Many commented that the amount they would be willing to pay will depend on the services that were included.

Figure 4-19 Willingness to Pay a Fee for TDM Benefits

If the GRH Program was integrated into a countywide TDM Program that provided some or all of the services listed above, would you be willing to pay a fee for these services?

	Responses	Percentage
Yes	170	32%
No	364	68%
Total Respondents	534	

OTHER CONSIDERATIONS

In addition to questions regarding program effectiveness, commute characteristics, customer service, and the rental car requirement, questions were asked about how long the participant has been registered in the GRH Program and where the participant found out about the program.

A majority of respondents have been registered for the GRH Program for more than two years (60%). Only 7% of survey respondents signed-up within the last six months.

Figure 4-18 Participant Duration

How long have you been participating in the Guaranteed Ride Home Program?

	Responses	Percentage
Less than 6 months	38	7%
6 months to 1 year	55	10%
1 to 2 years	131	23%
More than 2 years	342	60%
Total Respondents	566	

In 2010, GRH staff added a question to ask participants how they signed up for the GRH Program. Since the redesign of the GRH database, online registration is now available and participants no longer have to mail or fax in any forms. In 2010, an equal number of participants registered for the GRH Program online and by mailing in their application (34%). Nineteen percent faxed in their application form and 3% signed up in person at a transportation fair/event. The most common response of those who marked "other" was that they didn't remember how they signed up.

Participants were also asked if they were aware of new features on the GRH website, such as online registration. The majority (53%) were not aware of the new features. GRH staff will continue to increase awareness to let participants know they can register online.

Figure 4-19 How Did You Sign Up For TheGRH Program

How did you sign up for the Guaranteed Ride Home Program?

	Responses	Percentage
Online (through the GRH website)	190	34%
Mailed in my application	191	34%
Faxed in my application	107	19%
In person at a transportation fair	16	3%
Other (please specify)	62	11%
Total Respondents	566	

When asked where they found out about the GRH Program, a large majority (58%) stated that they found out about the program through their employer or on-site representative. This highlights the value of our on-site contacts and how effective they are at disseminating program information and promoting the program. Twelve percent found out about the program through co-workers and another 12% found out through information posted at their workplace.

Figure 4–20 How Did You Find Out About The GRH Program?

How did you find out about the GRH Program?

Answer Options	Responses	Percentage
Employer or on-site representative	315	58%
Co-worker	66	12%
Carpool or vanpool partner(s)	49	9%
Commuter/employee benefits fair	44	8%
Media	7	1%
Information posted at your workplace	64	12%
Total Respondents	545	

SUMMARY

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2010 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 63% of respondents said that it was at least somewhat important. Most (90%) of all respondents stated that they thought the program encourages others to use alternative modes more often, however, only 55% reported that it encourages them personally to use alternative modes at least one more day per week. If the GRH Program were not available, over a third of respondents (38%) reported that they would no longer or less frequently use an alternative mode of transportation. Sixty three percent of respondents stated that they would continue using alternative modes if GRH was not available. This shows that the GRH Program helped encourage commuters to use alternative modes and suggests that once participants start using alternative modes and realize their benefits that they would continue using alternative modes even if GRH Program was not available.
- The survey asked respondents how they currently travel to work and their mode of travel before they registered for the GRH Program. The most common modes before and after joining the GRH Program were BART, driving alone, bus, and carpool. After joining the GRH Program, respondents using alternative modes five days per week increased by 11%. The number of respondents driving alone five days per week dropped from 22% to 6%.
- Using the survey findings, we are able to extrapolate the impact of the program on travel behavior of all participants. The program helps reduce 3,330 drive-alone roundtrips per week or 346,320 one-way trips per year.

To learn more about the commute trips GRH affects, the survey included a few questions on these trips:

- Commute distances are generally 50 miles or less (90%). Almost half (46%) are between 11 and 35 miles.
- Most program participants travel to work during peak commutes hours of 7-9 AM and 4-6 PM when roadway congestion is at its highest. By using alternative

modes more often during commute times, GRH participants are helping reduce roadway congestion and improve air quality.

- Over half (54%) of respondents drive alone to access their primary commute mode of transit or ridesharing. Even though GRH participants are using alternative modes for a majority of their commute trip, almost half of participants access BART and ACE Stations, park-and-rides, and rideshare vehicles using a single-occupancy vehicle.

The annual survey includes questions to evaluate participant's level of satisfaction with the customer service provided in the program and the perceived value of the program. Additional information on service satisfaction is collected in the survey that participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service including the telephone hotline and printed materials, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH. In 2010, the participants reported wait times for a taxi to be on average 11 minutes and the majority of users (50%) waited 20 minutes or less for a rental car.
- When asked how valuable participants felt the GRH Program was compared to other transportation benefits they receive, 63% reported that the program was as valuable as or more valuable than other transportation benefits. Thirteen percent reported that they receive no other transportation benefits.

The survey asks participants questions about their usage of the GRH Program and the rental car requirement.

- Of those who have used the program before to get home, a large majority (83%) of respondents reported using a taxicab. Those who used a taxicab were asked why they did not use a rental car. The largest number of participants responded by stating other (31%) followed by they live less than 20 miles from their workplace (25%). The most common response from the other category was that they used their GRH voucher before rental car was an option (before 2002). Only 9% stated that they were unaware of the rental car option.

- Fifty-one percent of respondents reported that they were aware of the rental car requirement. In 2009, 41% of participants were aware of the requirement. This increase indicates that the outreach efforts have increased the level of awareness about the car rental requirement for new registrants. The requirement is stated in the printed materials and on the website.

Employees were asked to rank the top three TDM benefits that would most encourage them to use alternative modes of transportation more often.

- Twenty-nine percent of participants stated that Commuter Checks is their preferred TDM benefit, followed by free/discounted transit passes (20%) and telecommuting/flextime (19%). As their third choice, a quarter of participants marked Guaranteed Ride Home as their preferred TDM benefit.
- The survey asked participants if they would be willing to pay a fee for the GRH Program if it was integrated into a countywide TDM Program. The majority of participants said they would not be willing to pay (68%). Of the participants who said they would be willing to pay, the most common response was between \$10- \$25 a month.

In addition to questions regarding program effectiveness, commute characteristics, customer service, and the rental car requirement, questions were asked about how long the participant has been registered in the GRH Program and where the participant found out about the program.

- Over half of respondents reported being registered with the program for over two years (60%). Only 7% reported having signed up less than six months ago.
- In 2010, an equal number of participants registered for the GRH Program online and by mailing in their application (34%). Nineteen percent faxed in their application form and 3% signed up in person at a transportation fair/event.
- Most participants found out about the GRH Program through their employer or on-site representative (58%). This highlights the important role that our on-site representatives play in promoting the GRH Program and disseminating information to their employees.

5 EMPLOYER REPRESENTATIVE SURVEY

In addition to surveying registered participants in the Guaranteed Ride Home Program, employer representatives were also solicited for their opinions on the service.

SURVEY METHODOLOGY

The employer representative survey was created in SurveyMonkey, an online survey service, and the link to the survey was emailed to all employer contacts. To increase the participation rate, a hardcopy was also mailed to each employer. The survey period lasted from February 21, 2011 to March 18, 2011.

The program regularly collects input from participants to determine how the program may have impacted their transportation choices. The objective of the employer survey was to obtain employer opinions about the quality of customer service they had received and to get feedback regarding the overall operation of the program.

This year as a result of the comprehensive review of the GRH Program completed in 2009, the survey included questions about the perceived value of the program and the willingness of participating businesses to pay a fee to continue participation in the program. The goal of these questions was to determine the level of interest in the program if employers are required to pay in the future. Questions regarding Transportation Demand Management (TDM) were also included in the survey.

OVERALL SURVEY RESULTS¹

Of the 206 active participating employers, 63 surveys were returned resulting in a 31% response rate. The high response rate may be due to emailing each employer the survey link and sending a follow-up reminder. Employer contact information was updated during the initial phone call.

¹ Each survey chart shows the number of respondents noted above the chart as "n=##". The sample size is noted to provide context for each chart.

Responses to the questions are summarized in the following sections. It should be noted that the number of respondents who answered each survey question varied, and that results reported in percentages represent the percent of respondents who answered the question rather than the total number of surveys received.

Responses are organized into five sections:

1. Alternative Mode
2. Program Management
3. Customer Service Ratings
4. Rental Car Requirement
5. Program Value

USE OF ALTERNATIVE MODE

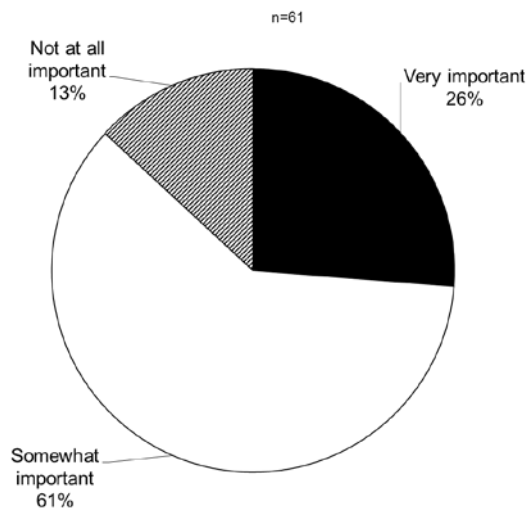
This section of the survey asked employer respondents whether the Guaranteed Ride Home Program makes a difference in employees' commute mode decisions and what other factors may influence participants commuting choices.

Encouraging Alternative Mode Use

The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often than driving alone. As shown in Figure 5-1, a large majority, 87%, reported that they feel participation in the program is at least somewhat important in encouraging more alternative mode use.² This represents a 3% decrease from last year.

Figure 5-1 Influence of GRH on Use of Alternative Modes

In your opinion, how important is the GRH Program in encouraging employees to commute to work using alternative modes of transportation more often?



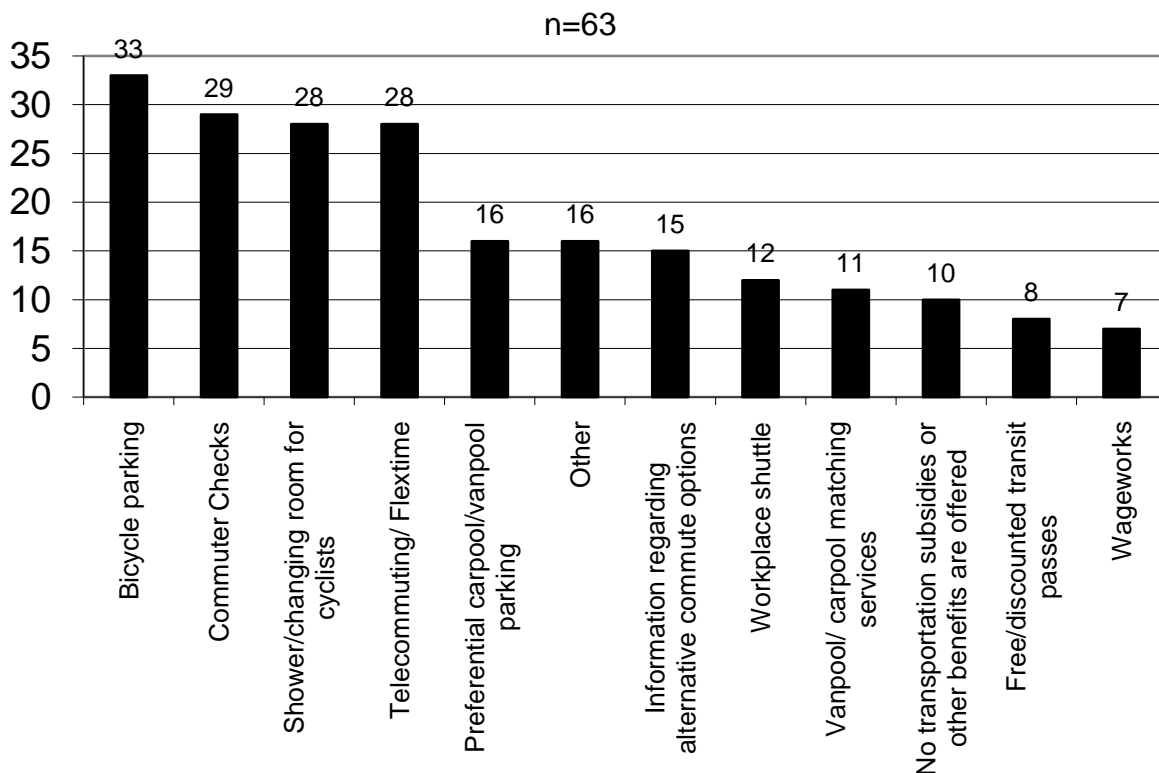
² Employers were asked for their opinion regarding if the GRH program encourages employees to use alternative commute modes more often. Employers did not take a poll or individual survey of their registered employees.

Commuter Benefit Programs

In order to gain more detail on the level of influence the GRH Program has in changing commute patterns, the survey asked respondents if their company provided additional commuter benefits to their employees. Respondents were presented with a list of transportation benefits and were asked to check which benefits they offer in addition to the GRH Program. Respondents were also provided a blank space to fill in any other commuter benefits they offer their employees that were not listed. The most popular transportation benefit was Bicycle Parking, offered by 52% of employers, and Commuter Checks, offered by 46% of employers. Sixteen percent of employers offer their employees no other transportation benefits besides the GRH Program. Some of the other responses employers provided include TransLink, fleet vehicles for employee carpools, and car-sharing vehicles such as Zipcar.

Figure 5-2 Participation in Commuter Benefit Programs

Does your company/organization provide any transportation subsidies or other benefits to employees to encourage the use of transit, carpools, vanpools, or walking/biking?



PROGRAM MANAGEMENT

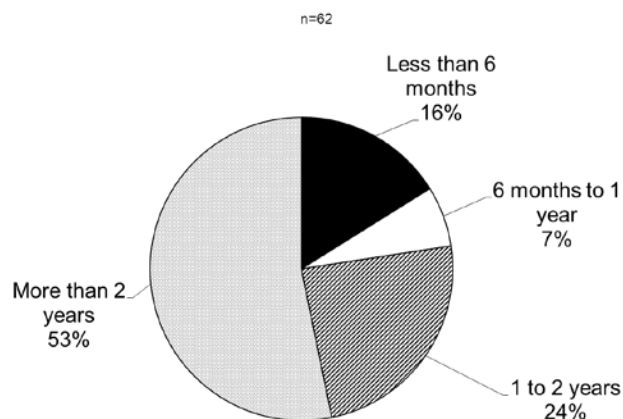
The survey asked employer contacts information about their experience with the program. Respondents answered questions regarding the instant enrollment voucher process, their tenure as employer representative of the program, and the amount of time they spend administering the GRH program.

Tenure with the Program

The survey asked the respondents how long they have managed the program for their company. In this review period (for 2010), 77% of respondents have been with GRH for a year or more. Over the last several years, a shift has happened where the program increasingly has newer employer contacts. In

Figure 5-3 Employer Representative's Tenure with the Program

How long have you been the Guaranteed Ride Home employer representative for your company/organization?



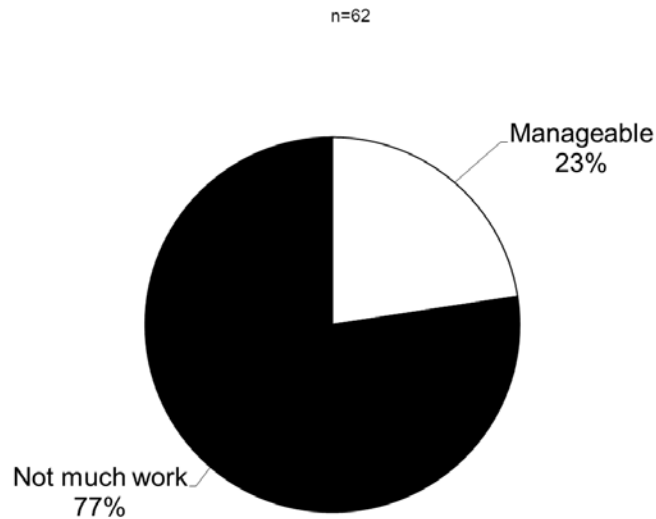
2006, 85% of representatives had been with the program a year or more and in 2007, 67% had been with the program for a year or more. Anecdotally, GRH staff noticed a high turnover with our employer representatives and employee participants when conducting the 2009 employer and employee surveys. This may be due to the downturn in the economy and downsizing by employers. Also, the increase in newer employer representatives could be due to the fact that the GRH Program is now available to all employers, regardless of size. The results also show some continuity of employer representatives since more than half of the respondents have been with GRH for more than two years (53%). This allows for a greater understanding of the program and an opportunity for GRH staff to build relationships with the contacts. New employer contacts were told how the program works and any questions the employer contact had were answered. Many were also sent a new employer information packet including more marketing materials, the employer manual, and new instant enrollment vouchers.

Amount of Time Spent Administering GRH

The survey asked the employer contacts to describe their GRH workload. Seventy-seven percent of the respondents reported that the program is “not much work” and 23% stated that the workload was “manageable.” No employer survey participants reported that the program consumed too much time. These results are helpful in marketing the program to prospective employers as the findings show that the program administration for employers is minimal.

Figure 5-4 Time Spent Administering the GRH Program

How would you describe the amount of work you spend administering the GRH program?

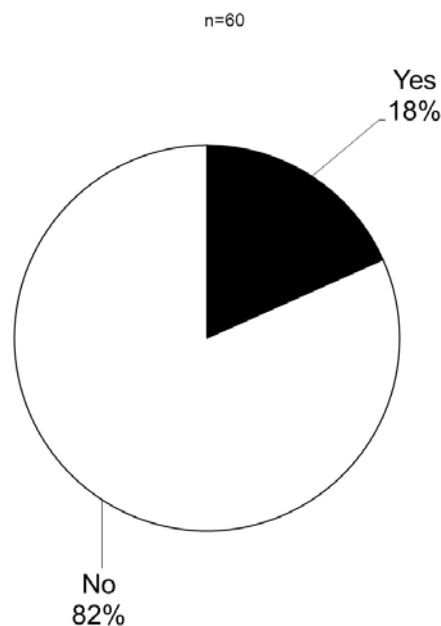


Instant Enrollment Process

An instant enrollment voucher allows employer representatives to issue a voucher instantly for those employees who are not registered with GRH but took an alternative mode to work that day and have a personal emergency. All employer contacts have two instant enrollment vouchers on hand and can issue one to an employee who meets the GRH requirements. Issuing an instant enrollment to an employee is one of the most important responsibilities of the employer representative and being familiar with the process is crucial. The survey asked if they had ever issued one and if they understood the instant enrollment process. Eighty two percent of the respondents had never issued an instant enrollment voucher, a lower number than 2009 when 91% of respondents stated that they had not issued an instant enrollment voucher. Eighteen percent of employer participants have used an instant enrollment voucher. This suggests that non-participants are aware of the instant enrollment vouchers or that there were more non-participant emergencies in 2010 compared to 2009. This also suggests that employer representatives are letting their employees know about the instant enrollment voucher and the GRH Program.

Figure 5-5 Have you ever issued a GRH Instant Enrollment Voucher?

Have you ever issued a GRH Instant Enrollment/Emergency Use Voucher?

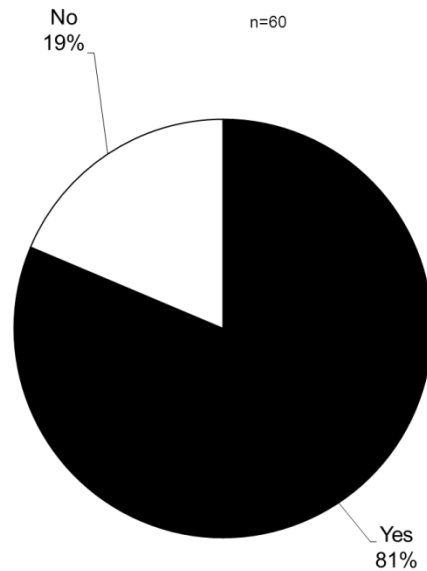


Informing Employees

Because the GRH Program can be a useful benefit to all employees and can help increase mode shift to alternative transportation options, GRH staff encourages our employer contacts to inform new employees about the GRH Program. The survey asked respondents if they currently inform new employees about the GRH Program. Eighty one percent of employer representatives inform their new employees about the GRH Program.

Figure 5-6 Informing New Employees about the GRH Program

Do you inform new employees about the GRH Program?



CUSTOMER SERVICE RATINGS

In the customer service section of the employer survey, employer participants were asked about the quality of customer service they received from the GRH administrative staff in 2010. In addition, employer contacts were asked if they use the GRH website (www.grh.accma.ca.gov or www.alamedagrh.org) for information and if they have any suggestions for the website.

The survey included two questions on the quality of customer service that the employers received: the clarity of information provided about the program and prompt and knowledgeable assistance when calling the GRH Hotline. As shown in Figure 5-6, the customer service ratings were high. Eighty-one percent of respondents stated that the clarity of information is either “excellent” or “good.” Because the GRH materials are easy to understand, representatives are less likely to call the hotline, which may explain why the hotline assistance question received a high “don’t know” response rate³. Of those who have used the GRH Hotline, all respondents stated that the service they received was “excellent” or “good.”

Figure 5–7 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received in 2010:

	n=	Excellent	Good	Fair	Poor	Don't Know
Clarity of Information	61	53%	28%	2%	4%	21%
Hotline Assistance	59	29%	16%	0%	0%	62%

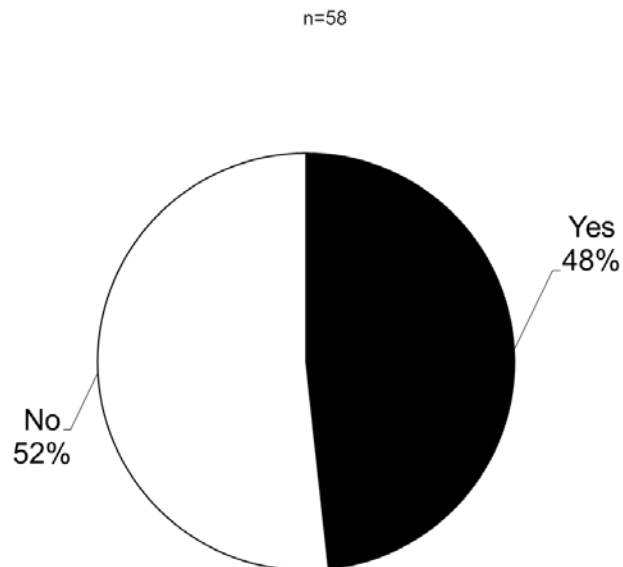
³ GRH staff operates a telephone hotline weekdays from 9:00 AM to 5:00 PM in order to provide information about the program to current and prospective employees and employers and to answer questions about the program. The hotline is not intended to respond to participant emergencies or provide 24-hour assistance.

In 2010, new features were added to the GRH website, including online registration and employer log-in access. When asked if they were aware of the new features on the GRH website, 52% responded that they were not aware of these changes.

Additional outreach efforts are needed in 2011 to inform employer representatives about the new changes to the GRH website.

Figure 5-8 New features on the GRH Website (www.grh.accma.ca.gov)

Were you aware of the new features on the GRH website (www.grh.accma.ca.gov) such as online registration and employer log-in to check current employee GRH enrollment and usage?



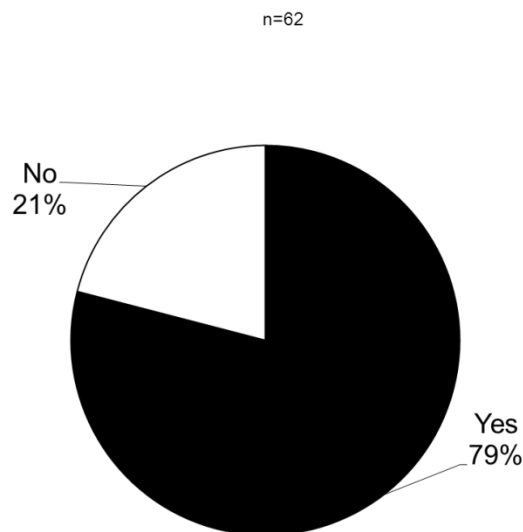
RENTAL CAR REQUIREMENT

In an effort to increase employer representatives' awareness of the rental car requirement all employer representatives were reminded of the rental car requirement when they were contacted to update their contact information and inform them about the employee and employer evaluation survey. As with the 2009 survey, a brief explanation of the rental car requirement was included in the email and cover letter accompanying the employer survey as well as in the survey itself. To increase rental car awareness, the GRH staff contacted the employers with the most participants and worked with them to increase their awareness of the rental car requirement as well as awareness among employee participants.

When asked if the employer representative was aware of the rental car requirement before being contacted about the survey, almost over three quarters (79%) stated that they were aware of the requirement. Last year, 72% of employer representatives knew about the rental car requirement, in 2008, 69% of employers knew about the requirement, and in 2007, only 49% of employers knew about the requirement. This shows a steady increase in awareness and the effectiveness of the marketing campaign.

Figure 5-9 Were you aware of the GRH rental car requirement?

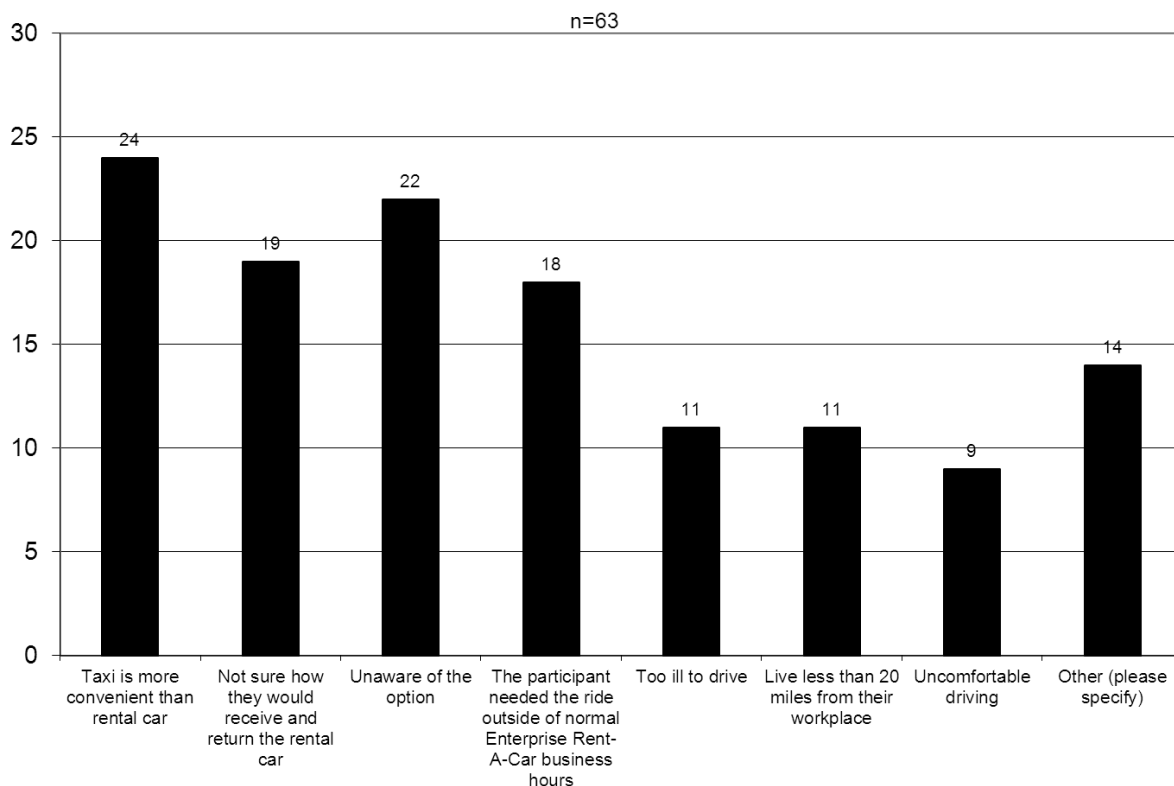
Before being contacted to update your contact information, were you aware of the rental car requirement for persons living more than 50 miles from their workplace and the strong recommendation for persons living 21-49 miles from their workplace?



When employer representatives were asked why they think participants do not use the rental car option more often, the most common response was that “taxi is more convenient than rental car” (19%) followed by participants were “unaware of the option” (17%). This differs from employee participant responses. Most employee respondents who used a taxicab and live greater than 20 miles from their workplace stated that they did not use a rental car because they were “too ill or unable to drive” (15%), were “unaware of the option” (9%), or “needed a ride after Enterprise Rent-A-Car business hours” (9%). With continued marketing to all employers through annual updates and through new employee enrollments, GRH staff hopes to increase rental car usage and further increase awareness.

Figure 5-10 Why do you think participants do not use the rental car option more often?

Because rental cars are less expensive than taxis for longer trips, the program is trying to increase rental car usage. Why do you think participants do not use the rental car option more often?



PROGRAM VALUE

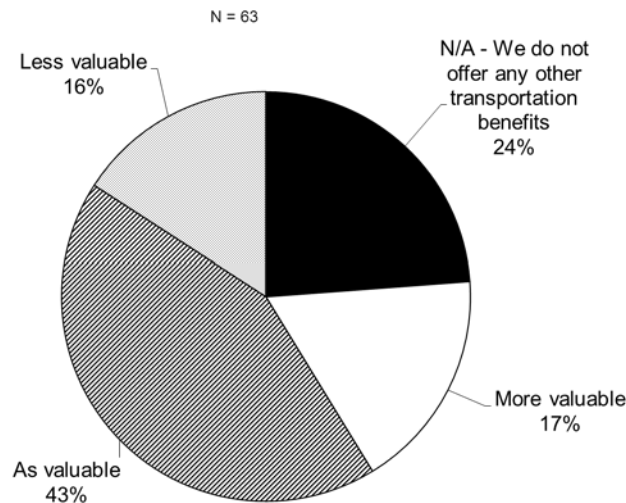
A comprehensive GRH Program review recommended two additional questions be added to the employee survey in 2008: 1) employer representatives were asked their opinions about the perceived value of the GRH Program to registrants and 2) how much employers would be willing to pay to participate in the program if the program requires employers to pay a fee. These questions were expanded in the 2010 evaluation in order to determine employer willingness to pay and the possibility of incorporating GRH into a Countywide Transportation Demand Management (TDM) program. Employer contributions would help offset the cost of the program and relieve some of the burden placed on The Transportation Fund for Clean Air (TFCA) funding if a sufficient number of employers would remain enrolled should a program fee be imposed. This information is intended to add another way that the survey can determine the program value to employers. It is also intended to determine whether and how much employers would be willing to pay for an expanded countywide TDM Program.

To help determine the value of the program, employer representatives were asked their opinion on how much their registered employees value the GRH Program compared to other transportation benefits offered at their workplace. Over half of respondents (60%) stated that they thought their employees valued the GRH Program at least as much as other transportation benefits offered through the workplace. Sixteen percent thought that their employees value the program less than other offered transportation benefits and 24% do not offer their employees any other transportation benefits.

In 2008, only three percent of respondents felt GRH was more valuable than other transportation benefits their firm provides; in 2009, 11% felt GRH was more valuable than other transportation benefits; and in 2010, 17% felt that GRH is more valuable than other transportation benefits. This huge jump in program value from 2008 may be due to tough economic conditions where many firms had cut other transportation benefits that they previously offered their employees. On the employee survey, 63% responded that they value the GRH Program at least as much as other transportation benefits they receive through their employer.

Figure 5-11 Perceived Employee Value of the GRH Program

How valuable do you think the GRH Program is to your employees compared to any other transportation benefits your firm provides?



Employer representatives were asked if they were interested in offering Transportation Demand Management (TDM) benefits for their employees. The primary goal of a TDM program is to reduce trip generation. There are many steps that businesses can take to encourage more efficient employee travel including commuter financial incentives, rideshare matching, parking management and pricing, alternative scheduling, telecommuting, and TDM marketing. Expanding TDM measures in Alameda County could strengthen the existing programs offered by Alameda CTC, including the GRH Program. Many commuters say they are much more likely to use alternative transportation if they have access to an emergency ride home. While TDM measures can stand alone, they make a more significant impact when used together to create a package of benefits for those travelling to and from Alameda County.

Employer representatives were asked to rank the top three TDM benefits that they would be interested in offering their employees, other than the GRH Program. The majority of employer representatives (77%) stated they would be interested in offering their employees additional TDM benefits. As their first choice, the majority of employer representatives would like to offer their employees free or discounted transit passes (30%) or Commuter Checks (25%). This shows that they believe financial incentives are the best way to encourage employees to use alternative forms

of transportation. As their second choice, the majority of employers listed telecommuting/flextime (22%) and again Commuter Checks (19%) and free or discounted transit passes (19%). As their third choice, employers would like to offer preferential carpool/vanpool parking (19%) and telecommuting/flextime (19%). Twenty-three percent of participants stated they are not interested in offering TDM benefits to their employee.

Figure 5-12 Interest in Transportation Demand Management (TDM) Benefits for Employees

Transportation Demand Management (TDM) can be an effective means to reduce the number of people who drive to work alone. Please rank the top three TDM benefits you would be interested in offering your employees.

TDM Measure	1st Choice	2nd Choice	3rd Choice
Not interested in offering TDM benefits	16%	3%	3%
Commuter Checks	25%	19%	13%
Wageworks (pre-tax benefit option)	2%	3%	6%
Free/discounted transit passes	30%	19%	9%
Workplace shuttle	11%	14%	3%
Vanpool/carpool matching services	5%	5%	6%
Preferential carpool/vanpool parking	0%	3%	19%
Bicycle parking	0%	11%	9%
Shower/changing room for cyclists	0%	0%	3%
Telecommuting/Flextime	7%	22%	19%
Information regarding alternative commute options	4%	3%	9%

The next set of questions focused on their company's willingness to pay to participate in the GRH Program if it was incorporated in a countywide TDM Program. The Comprehensive Program Evaluation (Eisen\Letunic, 2009) concluded that even a minimal charge to employers could lead to employer attrition in the Alameda County program. Eisen\Letunic recommended that the GRH program should be expanded into a comprehensive TDM program. Expanding the program would allow Alameda CTC to broaden the range of commute alternative services it provides to employers of

Alameda County while fulfilling the Travel-Demand Management Element of its 2007 Congestion Management Program. It would also contribute toward meeting the objectives of AB 32 and SB 375, state legislative mandates to reduce emissions of greenhouse gases. Additional commute alternative services that the CTC could offer include ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps and promotions and other marketing strategies.

The next question asked respondents how likely their organization would be willing to contribute an annual fee if the GRH

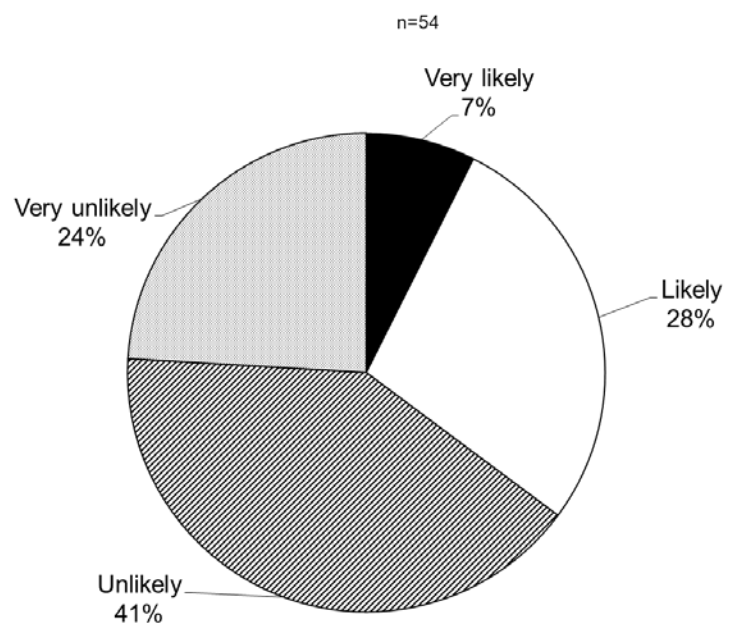
Program was integrated into a countywide TDM Program. The two primary benefits in having an employer fee for the GRH program would be to 1) diversify the program's funding source and 2)

hold primary users of the program responsible for a portion of its operational costs. Sixty-five percent of respondents stated that their continued participation would be "very unlikely" or "unlikely" if the program charged an annual fee to be part of a TDM Program.

Thirty-five percent of employers thought that their participation would either be "very likely" or "likely." This is a five percent increase in willingness to pay from last year, when 30% stated that their participation would either be "very likely" or "likely." This could be a sign that employers may be warming up to the idea of financially contributing to be a part of a comprehensive TDM program.

Figure 5-13 Likelihood of Continued Participation if Charged an Annual Flat Fee

If the GRH Program was integrated into a countywide TDM Program that provided benefits such as those listed above in the Question above, how likely is it that your organization would be willing to contribute an annual fee for these services?

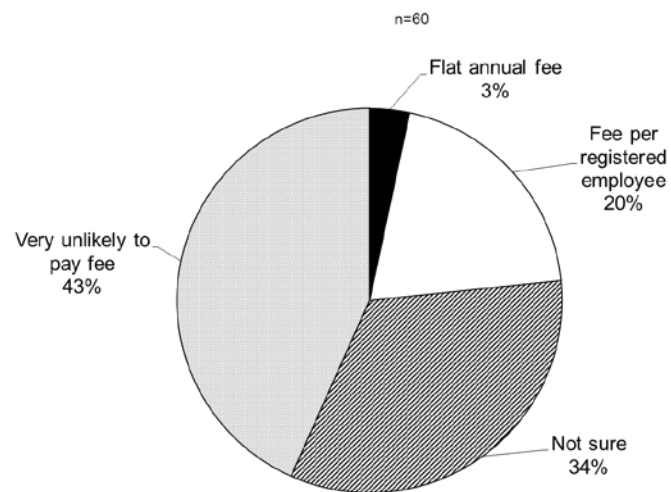


Employers were asked if their company would be more likely to pay a flat annual fee or a proportional fee based on number of registered employees in a countywide TDM program. By initiating an employer fee, the users would be held responsible for some portion of the cost to provide the service.

Forty-three percent of employers stated that they are very unlikely to pay a fee and another 34% stated that they weren't sure. Of the employers who were willing to pay, 20% stated they would rather pay a fee per registered employee and 3% stated they would rather pay a flat annual fee. Larger employers may be more willing to pay a set annual fee, while smaller employers were more willing to pay per registered employee, since it is probable that larger companies would use more trips on an annual basis as compared to smaller ones. Last year, 13% of employers said they would be willing to pay a flat annual fee and 17% said they would be willing to pay a fee per registered employee.

Figure 5-14 Would your Company Be More Willing to Pay a Flat Annual Fee or Per Registered Employee?

Would your company be more likely to pay a flat annual fee or per registered employee, to be part of a countywide TDM program?



Employers who were willing to pay a fee were asked approximately how much their firm would be willing to pay annually to be a part of a countywide TDM program. The majority of respondents stated that they did not know how much their employer would be willing to contribute annually, or they were not in charge of

making financial decisions for their firm. Two employers stated that they would be willing to pay up to \$300 annually. Several employers stated that because of the current economic climate, their company is cutting costs and perks offered to employees and would likely not participate if the program required an employer contribution.

SUMMARY

Alternative Modes

- A large majority (87%) of employer representatives that responded reported that they thought participation in the GRH Program is “very important” or “somewhat important” in encouraging employees to commute to work using alternative modes more often.
- Most employers reported that they provide some type of commuter benefits in addition to GRH. The most popular programs were bicycle parking and Commuter Checks.

Program Management

- Seventy seven percent of employer representatives have managed the program for at least one year, a 3% increase from the 2009 evaluation.
- A large majority (82%) of the respondents had never issued an instant enrollment voucher, a lower number than 2009 when 91% of respondents stated that they had not issued an instant enrollment voucher.
- A large majority of employers (81%) inform their new employees about the GRH Program. This is a 3% increase from the 2009 evaluation.
- All employer contact respondents stated that their GRH workload is either “manageable” or that “not much work.” No employer contacts stated that it was too much work.

Customer Service

- The administrative functions of the GRH program received very high ratings for the quality of customer service, which is consistent with the employee survey results. Eighty-one percent of respondents stated that the clarity of information is either “excellent” or “good.” Of those who have used the GRH Hotline, all respondents stated that the service they received was “excellent” or “good.”
- In 2010, new features were added to the GRH website, including online registration and employer log-in access. When asked if they were aware of the

new features on the GRH website, 52% responded that they were not aware of these changes.

Rental Car Requirement

- In 2010, 79% of respondents reported that they were aware of the requirement. Last year, 72% of employer representatives knew about the rental car requirement; in 2008, 69% of employers knew about the requirement; and in 2007, only 49% of employers knew about the requirement. This shows a steady increase in awareness and the effectiveness of the marketing campaign.
- When employer representatives were asked why they think participants do not use the rental car option more often, the most common response was that “taxi is more convenient than rental car” (19%) followed by participants were “unaware of the option” (17%). This differs from employee participant responses. Most employee respondents who used taxicabs and live more than 20 miles from their workplace stated that they did not use a rental car because they were “too ill or unable to drive” (15%), were “unaware of the option” (9%), or “needed a ride after Enterprise Rent-A-Car business hours” (9%).

Program Value

- Sixty percent of respondents stated that they thought that their employees value the GRH Program as much as or more than other transportation benefits offered by their employer. Twenty-four percent of respondents stated that their employer does not offer any other transportation benefits.
- Employer representatives were asked which (if any) Transportation Demand Management (TDM) benefits they would be interested in offering their employees. Employers were most interested in offering free or discounted transit passes to their employees and Commuter Checks. The results are similar to the 2009 evaluation.

- Respondents were also asked if their employers would be willing to pay an annual flat fee if GRH was integrated as part of a countywide TDM Program. Sixty five percent of respondents stated that their continued participation would be “very likely” or “unlikely” if the program charged a flat rate. Seven percent said that their participation would be “very likely” and 28% responded that their participation would be “likely.”
- Employers were asked if they would be more likely to pay a flat annual fee or per registered employee, to be part of the countywide TDM program. Of the respondents who showed a willingness to pay, 3% stated that they would prefer to pay a flat annual fee and 20% said that they would rather pay a fee per registered employee. Larger employers may be more willing to pay a set annual fee, while smaller employers were more willing to pay per registered employee, since it is probable that larger companies would use more trips on an annual basis as compared to smaller ones.
- The lack of willingness to pay an annual fee was mostly attributed by employer representatives given the current state of the economy.

6 PROGRAM UPDATE AND RECOMMENDATIONS

The Alameda County Transportation Commission (CTC), formerly including the Alameda County CMA Guaranteed Ride Home Program, has been successful in bringing about a modal shift from driving alone to alternative transportation modes. Data from this year's participant survey indicate that the program is continuing to reduce the number of drive-alone trips made within the county by eliminating one of the significant barriers to alternative mode use — namely, the fear of being unable to return home in the event of an emergency.

PROGRAM SUMMARY

Last year, the CMA Board made recommendations (shown in Figure 6-1) for the 2010 GRH Program. These recommendations included those to continue program operations as in previous years and to incorporate recommendations made in February 2009 from the Comprehensive Program Evaluation Report (Eisen/Letunic).

The recommendations for the 2010 GRH Program and their outcomes are summarized below.

Figure 6-1 Summary of 2010 Evaluation Report Recommendations

Recommendation	Outcome/Status
1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys	GRH staff continually markets the program and updates the website. The employee and employer surveys for the 2010 program evaluation were completed in March 2011. Results are included in Chapters 4 and 5 of this report.

Recommendation	Outcome/Status
2. Continue monitoring and marketing the 50+ mile car rental requirement	<p>GRH staff continued monitoring and marketing the requirement to take non-emergency rides greater than 50 miles with rental cars. Marketing was focused on informing new employers and employees about the requirement. This included continuing to telephone and email participants who use the program and live over 50 miles from their workplace to remind them of the program requirement and attach reminders to all vouchers about the requirement.</p> <p>In 2010, 17 of the 55 trips taken were by rental car. This represents 31% of all trips taken in 2010. Both the employee and the employer surveys included information and questions about the rental car requirement. As a result of these efforts, rental car requirement awareness among employer representatives increased from 49% in 2007 to 69% in 2008, 72% in 2009, 79% in 2010.</p>
3. Continue to focus on registering businesses in South and Central Alameda County.	<p>By working with Chambers of Commerce, business associations, and city staff in South and Central County cities, the GRH Program attempted to increase awareness and participation in these areas. GRH staff conducted targeted outreach to several cities and businesses that fall in this area. The Program Administrator worked with the City of San Leandro Office of Business Development to contact all businesses near the Links Shuttle route. Every employer was sent a personalized letter and GRH brochure to encourage them to enroll in the program. Since the mailing, several new employers in San Leandro have signed up for the GRH program in 2011, which will be shown in the 2011 report. GRH staff also established a point of contact in cities that are currently not enrolled in the program (such as Newark and Union City).</p> <p>Despite the targeted marketing efforts, Union City was the only city in South or Central Alameda County to increase GRH enrollment in 2010. Registered businesses in Union City increased from two to three in 2010 (50% increase). Overall, there was a decrease in registered businesses in South and Central Alameda County, likely due to the downturn in the economy. For example, the closing of Nummi resulted in a decrease of 268 employees registered in the program. As described in Chapter 3, South and Central County are more suburban than other parts of Alameda County and most businesses have extensive free parking available for employees. Thus it is more challenging to convince businesses in South and Central County to register for the GRH Program.</p>

Recommendation	Outcome/Status
<p>4. Continue to market the reduced minimum employee per employer requirement.</p>	<p>Based on the results of the comprehensive program evaluation (Eisen/Letunic, 2009), which found that the GRH Program was the only one of 12 nationwide programs that had a minimum number of employees per employer requirement, the CMA Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size.</p> <p>In 2010, 20 out of the 31 new employers who registered had 75 or fewer employees. In 2009, 6 out of the 12 new employers who registered had fewer than 75 employees. With increased marketing efforts in 2010, the number of new employers, especially smaller employers, grew substantially. As with most programmatic changes, even with marketing, there is often a lag time between initiating a new program change and its increased use.</p> <p>GRH staff worked with Chambers of Commerce and created press releases to advertise the change in the program and continue to form partnerships with business associations throughout the county to more effectively market the program to all employers regardless of size. The GRH website was also updated to reflect this programmatic change.</p>
<p>5. Implement new program-wide marketing strategies.</p>	<p>To help increase countywide awareness about the GRH Program, GRH staff developed a Marketing Plan in 2010 that had three focus areas: Companies, Communities, and Creative Outlets (see Appendix B). As part of this initiative, staff reached out to various businesses (identified through the East Bay Economic Development Alliance), various Alameda County city staff, as well as other advocacy and non-profit groups that are supportive of alternative modes of transportation.</p> <p>GRH staff reached out to Chambers of Commerce in Alameda County cities and requested to have our marketing text added to their e-blasts. Some of the various chambers produce print newsletters. After investigating the cost-effectiveness of print media ads, it was decided that GRH would not pursue print ads at this time. In addition, staff reached out to several departments of education as a way to reach out to educational staff in Alameda County schools and higher education institutions.</p> <p>With regard to other creative marketing efforts, GRH has ramped up its efforts for co-marketing with other agencies and groups with similar missions and goals. GRH staff has had correspondence with individuals from AC Transit and Alameda CTC. Co-marketing efforts not only expand the reach of GRH marketing efforts in a cost-effective manner, it helps present GRH as a complimentary service to alternative modes of transportation. In addition to these activities, GRH staff attended several marketing fairs and promoted GRH's mission to numerous individuals in the cities of Berkeley, San Leandro, Emeryville, Oakland, and Pleasanton.</p>

Recommendation	Outcome/Status
<p>6. Create a new GRH database with information stored online instead of in Access Database.</p>	<p>This recommendation was made to help reduce the administrative time associated with running the GRH Program and to make it easier for employers and employees to enroll in the program. In 2010, the database was updated to interface the online registration form with an online database. Once an employee or employer fills out the registration form online, it is automatically entered into the GRH database in real time — eliminating the need for GRH staff to re-enter the same information. This change not only saves staff time, but it also allowed new registrants to be enrolled in the system more easily and efficiently. An automatic e-mail is sent to each new applicant when they register, directing them to the liability waiver form. Time saved from data entry can then be spent on marketing and customer service. The database update was completed in two phases. The first phase of the update allowed the database to be synced up with the website and also included e-mail authentication and an electronic signature for the liability waiver. This facilitates the ease of registration and reduces paper waste.</p> <p>The second phase of the project allowed online registration for employers, similar to the new employee registration. Employers can also log-in and access a list of the employees from their company who are enrolled in the GRH program. This allows the employer representative the ability to update employee contact information and indicate which employees have left the company. It also provides valuable information to employers about the commute behavior of their employees.</p>
<p>7. Continue to investigate implementing a regional GRH Program with MTC and all nine counties in the region.</p>	<p>In 2009 and 2010, the CMA Board recommended that the CMA work with MTC to investigate initiating a regionwide GRH program. This has the potential of reducing total indirect costs — such as administration, marketing, and overhead — across the merged programs. CMA staff presented this concept to MTC and the Bay Area counties at the Regional Rideshare Committee in 2009 to discuss the regions' interest in this option. At that time, the counties were receptive to the concept of joint efficiencies while expressing concerns about how this could be accomplished while maintaining the current, well established programs with their different eligibility requirements and funding. As part of the current update to the Countywide Transportation Plan, Alameda CTC is reviewing options to enhance our Transportation Demand Management (TDM) program to be responsive to Climate Action legislation (SB 375 and AB 32). The Countywide Transportation Plan will be adopted in 2012 with a draft available fall 2011. The updated Plan will include a range of TDM alternatives, including Alameda CTC's current GRH Program and bicycle and pedestrian programs, and other TDM options that could be undertaken at a countywide or regional level. The Board will review these options as part of the Countywide Transportation Plan.</p>

Recommendation	Outcome/Status
<p>8. Continue research/planning to expand the GRH Program in Alameda County into a comprehensive TDM Program.</p>	<p>Unlike other GRH programs throughout the Bay Area and the U.S., the CMA GRH Program was the only one that does not include other transportation demand management (TDM) programs. However, since merging with ACTIA as Alameda CTC, the new agency also has bicycle and pedestrian TDM programs and has been co-marketing them with the GRH program. Including the GRH program as part of an even more comprehensive TDM program would result in further economies of scale for marketing and administration. As part of the Climate Action efforts the CMA is pursuing to address greenhouse gas emissions requirements through AB 32 and SB 375,) the CMA is including a range of TDM alternatives in the update of the Countywide Transportation Plan (see above). The GRH Program, whether in Alameda County or regionwide, is being considered as part of these efforts. Additional TDM measures to be considered could include: ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps and promotions, and other marketing strategies.</p>
<p>9. Investigate alternative funding sources for the GRH Program.</p>	<p>The GRH program has been funded by the Air District TFCA funds since 1998. To diversify program funding and address the CMA Board's concerns about having employers contribute towards the cost of the program to reduce congestion and air emissions, the CMA Board recommended investigating methods of introducing employer contributions into the program. For the past two years, as part of the GRH annual employer survey, employers were asked if their company would be willing to pay if the GRH program were part of a countywide TDM program. In 2010, 35% of employers stated that their participation would either be "very likely" or "likely" to continue if they contributed towards the program. This is a five percent increase in willingness to pay from the previous year, when 30% stated that their participation would either be "very likely" or "likely." Although this is an increase, the majority of employers would still not be willing to pay for the GRH program now, even if it were part of a countywide TDM program. This response may be attributed to the timing coinciding with layoffs and a downturn in the economy. The update to the Countywide Transportation Plan, which is in process, includes sections on alternative financing and on TDM alternatives. The Alameda CTC will be reviewing the draft Plan update fall 2011 and the final in 2012.</p>

The following provides a more detailed review of the above recommendations and results.

1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys.

Staff continued to market the program to employees and employers via newsletters, emails, telephone calls, mailers, and attendance of employee benefits fairs. As a result of marketing, operations, maintaining the website and conducting

the annual surveys, the Guaranteed Ride Home program added 31 new employers and 414 new employee participants in 2010. The number of new employers who registered in 2010 is significantly higher than 2009, and is the third highest annual employer enrollment since program inception.

Employee and employer surveys are completed annually as part of the annual program evaluation report. The annual surveying effort for 2010 concluded in March 2011.

2. Continue to monitor and market the 50+ mile car rental requirement.

In order to reduce total funding spent on GRH trips and reduce program costs, the GRH countywide rental car program was launched in 2006. The rental car program requires that registrants who need a guaranteed ride home and who live more than 50 miles from their workplace use a rental car as their guaranteed ride home.¹ Rental car rides can be significantly cheaper for long distance trips because the program is only charged \$55 per ride for the rental car instead of \$2.60 per mile in a taxicab.

As part of the 2010 evaluation, GRH staff contacted all employers and employees and reminded them of the rental car requirement. Employer contacts were reminded of the rental car requirement as part of the telephone call communication. The 2010 employee and employer surveys were distributed primarily via email and included a brief explanation of the rental car requirement in the email and within the survey. Persons not providing the program with an email address were mailed the survey with a cover letter explaining the rental car requirement. The survey itself asked employer and employee participants questions about rental usage and their understanding of the requirement. The complete results of these questions are presented in Chapters 4 and 5 and a brief summary is provided below.

All program literature has been updated to state that trips of 50 or more miles require the use of a rental car except in case of emergencies. Literature also states that persons living between 21 and 49 miles from their workplace are strongly encouraged to use a rental car. An insert is now included in all new participant

¹ Exceptions apply. See Chapter 2, page 2-3.

packets for persons living more than 20 miles from their workplace, which reinforces the rental car requirement for persons living more than 50 miles from their workplace and encourages use of a rental car use for persons living over 20 miles from their workplace. Participants using their GRH voucher for a taxicab who live over 50 miles from their workplace are now contacted by telephone and email to remind the participant of the program requirement.

As a result of these efforts, the survey showed that rental car requirement awareness among employer representative respondents increased from 72% in 2009 to 79% in 2010. Among registered employees, awareness increased from 41% in 2009 to 51% in 2010. In addition, nearly 1/3 of all rides taken were by rental car. In 2009, only 18% of trips were made by rental car. Overall, our monitoring efforts regarding the car rental requirement has encouraged more trips by rental car. Nearly one out of three rides is taken using a rental car.

3. Continue to focus on registering businesses in South and Central Alameda County.

Although the program has been broadly marketed to all jurisdictions within Alameda County, the North and East County cities such as Pleasanton, Oakland, Berkeley, and Emeryville represent over 85% of all registered GRH businesses. In order to create more program equity across Alameda County and increase participation in South and Central Alameda County, the GRH Program focused marketing efforts on employers in these areas in 2010. In order to promote the GRH Program to businesses in South and Central Alameda County, the Program Administrator sent letters to the Chamber of Commerce of Newark, San Leandro, Hayward, Union City, and Fremont. GRH staff prepared press releases and newsletter blurbs which were distributed to local businesses through the Chamber of Commerce. GRH staff contacted the City of San Leandro's Business Development Office to provide GRH with a list of all businesses in San Leandro who are near the Links Shuttle route. Every employer was sent a personalized letter and GRH brochure to encourage them to enroll in the program. The Program Administrator also attended a Clean Commute Transportation Fair in San Leandro on April 19, 2010. Since the mailing and outreach event, several new employers in San Leandro have signed up for the GRH program in 2011, which will be shown in the 2011 report. GRH staff also established a point of contact in cities that are currently not enrolled in the program, such as Newark and Union City.

Despite the targeted marketing efforts, Union City was the only city in South or Central Alameda County to increase GRH enrollment in 2010. Registered businesses in Union City increased from two to three in 2010 (50% increase). Overall, there was a decrease in registered businesses in South and Central Alameda County, likely due to the downturn in the economy. For example, the closing of NUMMI in Fremont resulted in a decrease of 268 employees registered in the program. As described in Chapter 3, South and Central County are more suburban than other parts of Alameda County and most businesses have extensive free parking available for employees. Thus it is more challenging to convince businesses in South and Central County to register for the GRH Program.

Figure 6-2 presents the number of employers by location in Alameda County in 2010.

Figure 6-2 Number of Employers by City (2010)

Location	Number of Employers
North	126
Alameda	15
Berkeley	36
Emeryville	25
Oakland	50
East	52
Dublin	8
Livermore	10
Pleasanton	34
South	19
Fremont	15
Newark	1
Union City	3
Central	9
Hayward	6
San Leandro	3
Total	206

4. Continue to market the reduced minimum employee per employer requirement.

In order to offer a program that is inclusive for smaller businesses, the GRH Program eliminated the minimum number of employees per employer requirement in 2009. Of the 12 GRH programs reviewed as part of the comprehensive program evaluation completed in 2009, the Alameda County GRH Program was the only program that had an employee per employer requirement. The CMA Board made the recommendation to eliminate the employer size requirement and open the program to any employer in the county, regardless of size based on the results of the comprehensive program evaluation conducted by Eisen\Letunic.

Based on the program's prior experience in reducing the minimum number of employee requirement from 100 to 75 employees, and a review of other GRH programs with no minimum number of employees requirement, program staff was confident that eliminating the employees per employer requirement would not increase program costs. As expected, the change did not have a large impact on program administration. Furthermore, eliminating the employee requirement did not greatly expand the number of businesses and employees enrolled in the program or the number of rides taken. Smaller businesses often are not able to dedicate staff to market and administer the GRH program internally. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees.

In 2010, 20 of the 31 new businesses that registered for the GRH Program had 75 or fewer employees (65%). In 2009, six of the 12 new employers who registered had fewer than 75 employees (50%). With increased marketing efforts in 2010, the number of new employers, especially smaller employers, grew substantially. As with most programmatic changes, even with marketing, there is often a lag time between initiating a new program change and its increased use. Increased marketing in 2009 and 2010 helped to inform smaller businesses about the GRH Program.

GRH staff worked with Chambers of Commerce and created press releases to advertise the change in the program and continue to effectively market the program throughout the county to all employers regardless of size. Chamber

contacts were sent information about the program to review and distribute to employers. The GRH website was updated to reflect the new program information about the change in minimum employees per employer requirement.

The figure below shows all businesses that registered in 2010.

Figure 6-3 New Employers (2010)

Employer Name	City	# of Employees	Date Registered
Financial Benefits Credit Union	Alameda	6	2/22/2010
Lockheed Martin	Alameda	7	9/19/2010
Center for Accessible Technology	Berkeley	7	10/19/2010
Experience in Software Inc.	Berkeley	10	12/27/2010
Americans For Safe Access	Oakland	12	1/22/2010
Elder Care Alliance	Alameda	15	10/19/2010
Disability Rights Education and Defense Fund	Berkeley	20	10/19/2010
State of California, Department of Fair Employment & Housing	Oakland	25	2/12/2010
Avanguest North American Inc.	Pleasanton	25	11/26/2010
Broadlane	Oakland	32	3/31/2010
Wiss, Janney, Elstner Associates	Emeryville	40	2/12/2010
Newfield Wireless, Inc.	Berkeley	40	4/14/2010
First Solar	Oakland	50	3/31/2010
Donahue Gallagher Woods LLP	Oakland	50	9/22/2010
Hub-Data911	Alameda	50	12/27/2010
The College Preparatory School	Oakland	50	10/26/2010
Ironplanet, Inc.	Pleasanton	52	7/16/2010
S & C Electric Company	Alameda	60	2/4/2010
Ratcliff Architects	Emeryville	70	1/22/2010
511 Rideshare Program	Oakland	75	8/26/2010

Employer Name	City	# of Employees	Date Registered
Taylor Engineering	Alameda	80	10/26/2010
Senela Center	Oakland	80	11/23/2010
US Treasury - FMS	Emeryville	80	12/27/2010
E&E Co. LTD	Fremont	85	9/29/2010
Tri-City Health Center	Fremont	185	3/8/2010
Doric Group of Companies	Alameda	200	11/26/2010
Kaiser Permanente Union City	Union City	251	4/9/2010
Workday	Pleasanton	400	10/19/2010
Abbott Diabetes Care	Alameda	700	11/23/2010
Carl Zeiss Meditec Inc.	Dublin	720	8/2/2010
Lam Research Corporation	Fremont	1000	11/30/2010

5. Implement new program-wide marketing strategies.

To help increase countywide awareness about the GRH Program, GRH staff developed a Marketing Plan in 2010 that had three focus areas: Companies, Communities, and Creative Outlets. As part of this initiative, staff reached out to various businesses (identified through the East Bay Economic Development Alliance), various Alameda County city staff, as well as other advocacy and non-profit groups that are supportive of alternative modes of transportation.

The marketing plan (as shown in Appendix B) was intended to be focused in the latter portion of 2010. Of the three components of this plan, the Communities and Creative Outlets portions had the greatest successes in terms of feedback and the generation of new ideas. As part of those initiatives, GRH staff reached out to Chambers of Commerce in Alameda County cities and requested to have GRH marketing text added to their e-blasts. Some of the various chambers produce print newsletters. After investigating the cost-effectiveness of print media ads, it was decided that GRH would not pursue print ads at this time. In addition, staff reached out to several departments of education as a way to reach out to educational staff in Alameda County schools and higher education institutions.

With regard to other creative marketing efforts, GRH has ramped up its efforts for co-marketing with other agencies and groups with similar missions and goals. GRH staff has had correspondence with individuals from AC Transit and Alameda CTC. It is believed that these co-marketing efforts not only will expand the reach of GRH marketing efforts in a cost-effective manner, it will help present GRH as a complimentary service to alternative modes of transportation. Co-marketing will involve co-promoting organizational missions and events to the general public at marketing events. GRH staff has shared marketing materials with both AC Transit and the Alameda Bicycle and Pedestrian Program and vice versa.

In addition to these activities, GRH staff attended several marketing fairs and promoted GRH's mission to numerous individuals in the cities of Berkeley, San Leandro, Emeryville, Oakland, and Pleasanton.

6. Create a new GRH database with information stored online instead of in Access Database.

This recommendation was made to help reduce the administrative time associated with running the GRH Program and to make it easier for employers and employees to enroll in the program. In 2010 the database was updated to interface the online registration form with an online database. Once an employee or employer fills out the registration form online, it is automatically entered into the GRH database in real time — eliminating the need for GRH staff to re-enter the same information.

This change not only saves staff time, but it also allowed new registrants to be enrolled in the system more easily and efficiently. An automatic email is sent to each new applicant when they register, directing them to the liability waiver form. Time saved from data entry can then be spent on marketing and customer service.

The update was completed in two phases. The first phase of the update allowed the database to be synced up with the website and also included email authentication and an electronic signature for the liability waiver. These updates facilitate the ease of registration and reduce paper waste.

The second phase of the project allowed online registration for employers, similar to the new employee registration. Employers have the ability to log-in and access a list of the employees from their company who are enrolled in the GRH program. This allows the employer representative to update employee contact information

and indicate which employees have left the company. It also provides valuable information to employers about the commute behavior of their employees.

Summary:

Phase 1:

- Full database integration for employee registration. Registration now takes place in real time when an employee registers online.
- Email authentication
- Electronic signature for liability waiver
- Drop down list of current (active) employers on online registration page

Phase 2:

- Full database integration for employer registration (similar to employee registration, but with detailed information about the Employer Representative responsibilities)
- Ability to provide employer representatives with a username and password so they can log in and check on their employee activity, update contact information, and change employee status if an employee leaves the company.
- Updated information on the GRH website

7. Continue to investigate implementing a regional GRH Program with MTC and all nine counties in the region.

In 2009 and 2010, the CMA Board recommended that the CMA work with MTC to investigate initiating a regionwide GRH program. This has the potential of reducing total indirect costs — such as administration, marketing and overhead — across the merged programs. CMA staff presented this concept to MTC and the Bay Area counties at the Regional Rideshare Committee in 2009 to discuss the regions' interest in this option. At that time, the counties were receptive to the concept of joint efficiencies while expressing concerns about how this could be accomplished while maintaining the current, well established programs with their different eligibility requirements and funding. As part of the current update to the Countywide Transportation Plan, Alameda CTC is reviewing options to enhance our Transportation Demand Management (TDM) program to be responsive to

Climate Action legislation (SB 375 and AB 32). The Countywide Transportation Plan will be adopted in 2012 with a draft available fall 2011. The updated Plan will include a range of TDM alternatives, including Alameda CTC's current GRH Program and bicycle and pedestrian programs, and other TDM options that could be undertaken at a countywide or regional level. The Board will review these options as part of the Countywide Transportation Plan.

8. Continue research/planning to expand the GRH Program in Alameda County into a comprehensive TDM Program (pending new funding).

Unlike other GRH programs throughout the Bay Area and the U.S., the CMA GRH Program was the only one that does not include other transportation demand management (TDM) programs. However, since merging with ACTIA as Alameda CTC, the new agency also has bicycle and pedestrian TDM programs and has been co-marketing them with the GRH program. Including the GRH program as part of an even more comprehensive TDM program would result in further economies of scale for marketing and administration. As part of the Climate Action efforts the CMA is pursuing to address greenhouse gas emissions requirements through AB 32 and SB 375) the CMA is including a range of TDM alternatives in the update of the Countywide Transportation Plan (see above). The GRH Program, whether in Alameda County or regionwide, is being considered as part of these efforts. Additional TDM measures to be considered could include: ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps, and promotions and other marketing strategies.

9. Investigate alternative funding sources for the GRH Program.

The GRH program has been funded by the Air District TFCA funds since 1998. To diversify program funding and address the CMA Board's concerns about having employers contribute towards the cost of the program to reduce congestion and air emissions, the CMA Board recommended investigating methods of introducing employer contributions into the program. For the past two years, as part of the GRH annual employer survey, employers were asked if their company would be willing to pay if the GRH program were part of a countywide TDM program. In 2010, 35% of employers stated that their participation would either be "very likely" or "likely" to continue if they contributed towards the program. This is a five percent increase in willingness to pay from the previous year, when 30% stated

that their participation would either be “very likely” or “likely.” Although this is an increase, the majority of employers would still not be willing to pay for the GRH program now, even if it were part of a countywide TDM program. This response may be attributed to the timing coinciding with layoffs and a downturn in the economy. The update to the Countywide Transportation Plan, which is in process, includes sections on alternative financing and on TDM alternatives. The Alameda CTC will be reviewing the draft Plan update fall 2011 and the final in 2012.

A comprehensive memo that investigates employer contribution into the program was submitted to the CMA early 2010 (see Appendix C). The memo analyzed several strategies that could be utilized to introduce employer contributions for the GRH program. Based on an analysis of current employer contribution methods, GRH Staff determined that a per-trip fee would be the most effective means of implementing a compulsory employer contribution. However, implementation of such a program could significantly reduce program participation. Program participants should first be surveyed on this potential option to garner their reaction to such a structure. More importantly, economic conditions at this time do not support the introduction of a fee on businesses to support the Guaranteed Ride Home Program. Thus, an employer contribution proposal should be deferred until economic conditions improve.

In summary, the following recommendations were offered for introducing employer contributions for the GRH program:

- Further investigate a per-trip basis employer contribution for those enrolled in the GRH program by adding questions/language on the 2010 and 2011 GRH Survey;
- Establish goals for employer contributions implementation, these goals could include — maintaining program participation, establishing funding equity, and improving administration efficiency;
- Establish goals for revenues from employer contributions, such as a percentage of reimbursement for rides, similar to other GRH programs;
- Defer implementation until economic conditions improve.

Concurrently, the Alameda CTC should consider other long-term options with regard to fulfilling its goals of reducing transportation congestion. This could include other potential TDM programs in addition to GRH that can offer employers additional value in terms of transportation benefits, thus warranting further contribution.

Figure 6-4 Various Employer Financial Contribution Strategies

	Flat Fee	Based on Employer Size	Based on Trip Usage
Advantages	Straightforward administration costs High revenue potential	More accurately reflects operational costs	Costs can be tied directly to program usage Less administration costs as compared to "employer size"
Disadvantages	Not responsive to different levels of program usage/different employer size Could result in significant loss in participation	Administrative bookkeeping could be time-consuming Does not accurately capture costs based on actual operating costs (per trip)	Would require additional invoicing / administration to bill individual trips, could be done on a semi-annual or quarterly basis

2011 RECOMMENDATIONS

Based on the results of this evaluation report and the comprehensive program evaluation completed in February 2009 (Eisen/Letunic), CMA staff recommends the following course of action for 2011:

Recommendations for 2011

- 1. Continue operations and marketing, including maintaining website, monitoring car rental requirement, and conducting employee and employer surveys.**

Operations of the GRH program should continue in 2011 including database maintenance, general marketing, monitoring the car rental requirement, and maintaining the website. GRH staff should continue monitoring and marketing the requirement to take non-emergency rides greater than 50 miles with rental cars. Marketing should be focused on informing new employers and employees about the requirement. This effort should include continuing to telephone and email participants who used the program for non-emergency rides and live over 50 miles from their workplace to remind the participant of the program requirement and attach reminders to all vouchers about the requirement.

Employee and employer surveys should be completed annually as part of the annual program evaluation report. The surveys for the 2011 evaluation should be scheduled for late January/early February 2012.

- 2. Continue to market the countywide employer eligibility.**

In February 2009, the CMA Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size. The recommendation was based on the results of the comprehensive program evaluation which found that of 12 GRH programs nationwide, only the Alameda County GRH program had a minimum number of employees per employer requirement. Eliminating the minimum number of employees per employer requirement enabled 20 new businesses to register in the GRH Program in 2010. Since this change was introduced in 2009, it is necessary to continue to increase program awareness among smaller businesses in Alameda County in order to further encourage mode shifts from driving alone to alternative forms of transportation.

3. Implement new program-wide marketing strategies, including co-marketing and social media marketing.

GRH staff should continue to work with Chambers of Commerce and create press releases to advertise the program to all employers in Alameda County and continue to form partnerships with TMAs and business associations to more effectively market the program to all employers regardless of size or location. In addition to partnership and press releases, new marketing strategies such as co-marketing and social media marketing, can be used to reach out to new potential employers throughout Alameda County.

A co-marketing strategy can be used to work with other agencies and groups who have similar missions and goals, such as AC Transit and Alameda CTC bicycle and pedestrian program. Co-marketing efforts will not only expand the reach of GRH marketing efforts in a cost-effective manner, it will help present GRH as a complimentary service to alternative modes of transportation, which is very effective in offering a packing of alternative modes of travel. Co-marketing involves co-promoting organizational missions at marketing events and in press releases.

A second strategy is to use social media tools to help the GRH Program stay in touch with businesses and reach out to new users. Social media tools, such as Facebook and Twitter, are commonly used by other programs and services in Alameda County, including Safe Routes to School Alameda County, Oakland Broadway Shuttle, BART, and Alameda Harbor Bay Ferry. In addition, many large and small employers use social media to make announcements to their employees and to announce community events, such as Transportation and Health Fairs. Social media tools would help marketing and co-marketing efforts become more effective, allowing GRH to promote events in Alameda County and stay in communication with major employers and other program partners.

4. Rebrand the GRH Logo and Website to be consistent with the Alameda CTC.

The Alameda CTC was formed in 2010 as a result of a merger of the Alameda County Congestion Management Agency (ACCMA) and the Alameda County Transportation Improvement Authority (ACTIA). The GRH Program was previously administered by the Alameda County CMA. All of the printed program materials, logo, and website contain the words "Alameda County CMA Guaranteed Ride

Home.” Since all program materials have to be updated to reflect the new organizational change, it is recommended that GRH rebrand the logo and website to be more consistent with the look and feel of Alameda CTC website. A consistent look and feel will better integrate the GRH Program with Alameda CTC and will show users that GRH is part of a larger countywide transportation agency.

5. Promote the GRH Program to School Districts by working with Alameda County Safe Routes to School (SR2S) Program.

The Alameda County Safe Routes to Schools (SR2S) provider, TransForm, has worked with over 150 schools in the County and has recently started to promote SchoolPool (a 511.org resource) to local schools. The GRH Program compliments these programs and can be used to encourage teachers and staff to use alternative forms of transportation to commute to work (transit, carpool, vanpool, bike, or walk). In 2011, efforts should be made to coordinate outreach activities to promote awareness of the GRH Program to teachers and staff through the SR2S Program. Since TransForm has already established contacts in schools throughout the county, GRH Staff can work with TransForm to contact an employer representative for each school.

6. Continue research/planning to expand the GRH Program in Alameda County into a comprehensive TDM Program as part of the Alameda Countywide Transportation Plan Update.

Including the GRH program as part of a comprehensive TDM program would result in economies of scale for marketing and administration. A comprehensive TDM package that includes the GRH program is being included in the update of the Countywide Transportation Plan. These efforts are part of Alameda CTC’s goals to contribute towards reducing greenhouse gas emissions in compliance with state legislation (AB 32 and SB 375).

The GRH Program, whether in Alameda County or regionwide, is being considered part of these efforts. TDM measures could include: ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps and promotions and other marketing strategies.

ACTAC Meeting 05/03/11
Agenda Item 4.2
Additional Information

Continuation of this discussion is timely and coincides with the upcoming updates of the Regional Transportation Plan (RTP) and Countywide Transportation Plan (CWTP). To inform the CWTP, CTC is updating the Countywide Transportation Plan with a discussion of a range of Transportation Demand Management (TDM) alternatives, including the GRH Program, which could be undertaken at a countywide or regional level.

APPENDIX A

Surveys



Employee Survey

ACTAC Meeting 05/03/11

Thank you for participating in the Alameda County CTC (formerly CMA) Guaranteed Ride Home Program.
This annual evaluation is a necessary part of maintaining funding for the program.

Please return by March 11, 2011.

The survey is also on-line at www.grh.accma.ca.gov/Survey.aspx

Agenda Item 4.2

Additional Information

Employer Name: _____ Your Name (optional): _____

1. Please rate the quality of customer service you have received in 2010:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Response time and information received when calling the GRH hotline					

2. How did you find out about the Guaranteed Ride Home (GRH) Program?

- ☐ Employer or on-site representative
☐ Co-worker
☐ Carpool/vanpool partner(s)
☐ Commuter/employee benefits fair
☐ Information posted at your worksite
☐ Other (please specify) _____

3. How long have you been participating in the Guaranteed Ride Home Program?

- ☐ Less than 6 months ☐ 1 to 2 years
☐ 6 months to 1 year ☐ More than 2 years

4. How did you sign up for the GRH Program?

- ☐ Online (through the GRH website)
☐ Mailed in my application
☐ Faxed in my application
☐ In person at a transportation fair
☐ Other (please specify) _____

5. Before today, were you aware of the rental car requirement for persons living more than 20 miles from their workplace?

- ☐ Yes ☐ No

6. Have you ever used your issued GRH voucher?

- ☐ Yes ☐ No

7. If you marked "Yes" above, when you used your most recent voucher, did you use a taxi cab or a rental car?

- ☐ Taxicab ☐ Rental Car

8. If you live more than 20 miles away from your workplace and have used a taxi for a guaranteed ride home, describe why you chose a taxi instead of a rental car?

- ☐ Unaware of the requirement
☐ Enterprise Rent-A-Car was closed for the day
☐ More convenient than a rental car
☐ Uncomfortable driving
☐ Too ill to drive/unable to drive
☐ Not sure how I would receive/return rental car
☐ I live less than 20 miles from my workplace
☐ Other: _____

9. What is the approximate one-way distance between your work and home? _____ miles

10. On a typical day...

About what time do you arrive at work?

- ☐ Before 6 AM ☐ 6-6:29 AM ☐ 6:30-6:59 AM
☐ 7-7:29 AM ☐ 7:30-7:59 AM ☐ 8-8:29 AM
☐ 8:30-8:59 AM ☐ 9-9:29 AM ☐ 9:30-9:59 AM
☐ 10 AM or later

About what time do you leave work?

- ☐ Before 3 PM ☐ 3-3:29 PM ☐ 3:30-3:59 PM
☐ 4-4:29 PM ☐ 4:30-4:59 PM ☐ 5-5:29 PM
☐ 5:30-5:59 PM ☐ 6-6:29 PM ☐ 6:30-6:59 PM
☐ 7 PM or later

11. In a typical week, how many days per week do you travel to work by each commute mode listed below? For each day, consider the mode on which you spend most of your time.

PRIMARY MODE OF TRANSPORTATION

Please enter number of days per week in the space below

_____ Drive Alone	_____ Vanpool
_____ Bus	_____ ACE/Amtrak
_____ Ferry	_____ Bicycle
_____ BART	_____ Walk
_____ Carpool (driving or getting a ride with one or more other people in the car)	
_____ TOTAL DAYS YOU WORK PER WEEK	

12. Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

- ☐ Yes ☐ No

13. BEFORE joining the GRH program, how many days per week did you travel to work by each mode listed below in a typical week? For each day, consider the mode on which you spend most of your time.

PRIMARY MODE OF TRANSPORTATION

Please enter number of days per week in the space below

_____ Drive Alone	_____ Vanpool
_____ Bus	_____ ACE/Amtrak
_____ Ferry	_____ Bicycle
_____ BART	_____ Walk
_____ Carpool (driving or getting a ride with one or more other people in the car)	
_____ TOTAL DAYS YOU WORK PER WEEK	

ACTAC Meeting 05/03/11
Agenda Item 4.2
Additional Information

Thank you for completing the
2010 -2011 GRH Survey!

The Survey can also be completed
online at:

www.grh.accma.ca.gov/Survey.aspx

Once complete – please send or fax to the
following address. Thank you for your continued
participation in the program!

Mailing Address:

Alameda County Guaranteed Ride Home Program
785 Market Street, Suite 1300
San Francisco, CA 94103

Fax Number: 415-284-1554

Phone Number: 510-433-0320

14. If you drove alone BEFORE you joined the GRH program, how important was the Guaranteed Ride Home Program in your decision to BEGIN ridesharing¹, riding transit², bicycling or walking for your commute to work?

- ☐ Very important. (It was the main reason for my switch.)
☐ Important. (It was an important part of my decision.)
☐ Somewhat Important. (It had some influence.)
☐ Not Important. (I began using alternative modes for other reasons.)

15. If the Guaranteed Ride Home Program were not available, would you: (check one)

- ☐ Stop ridesharing¹, riding transit², bicycling, or walking, and drive alone.
☐ Continue ridesharing¹, riding transit², bicycling, or walking, but **less frequently** than before.
☐ Continue ridesharing¹, riding transit², bicycling, or walking **at the same frequency** as before.

16. Do you agree with the following statement: "The GRH program encourages employees registered in the program to rideshare, ride transit, bicycle, or walk MORE OFTEN than they would otherwise?"

- ☐ Agree strongly
☐ Agree somewhat
☐ Do not agree

17. Compared to any other transportation benefits you receive from your employer, how valuable is the GRH program to you? (Examples of other commuter benefits include Commuter Checks, free/discounted transit passes, preferential parking for carpools/vanpools, bicycle parking, etc.)

- ☐ More valuable than most
☐ As valuable as most
☐ Less valuable than most
☐ N/A (GRH program is the only transportation benefit)

18. Were you aware that you can now register for the GRH Program on-line through the GRH website?

- ☐ Yes ☐ No

19. Transportation Demand Management (TDM) can be an effective means to reduce the number of people who drive to work alone. Please rank the top three TDM benefits that would most encourage you to use alternative modes of transportation more often. (1 being the highest ranking)

- ___ Commuter Checks
___ Wageworks (pre-tax benefit option)
___ Free/discounted transit passes
___ Workplace shuttle
___ Vanpool/carpool matching services
___ Preferential carpool/vanpool parking
___ Bicycle parking
___ Shower/changing room for cyclists
___ Telecommuting/ Flextime
___ Information regarding alternative commute options
___ Other (please specify): _____

20. If the GRH Program was integrated into a countywide TDM Program that provided some or all of the services listed above in Question 19, would be willing to pay a fee for these services?

- ☐ Yes ☐ No

21. If yes, approximately how much would you be willing to pay to be a part of a comprehensive TDM program?

\$ _____ (per month)

22. We welcome your comments and suggestions! Please provide any comments or suggestions you have concerning the GRH program: _____

23. If you would like to complete this survey online in the future, please provide your current email address:

¹Ridesharing includes driving with two or more people in the car (including the driver), carpooling and vanpooling.

²Transit includes ferry, bus, train, BART, ACE Train, and shuttle.



Employer Representative Survey

ACTAC Meeting 05/03/11

Agenda Item 4.2

Additional Information

Thank you for participating in the Alameda County CTC (formerly CMA) Guaranteed Ride Home (GRH) Program. Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program.

YOUR HELP IS GREATLY APPRECIATED! Please return by March 11, 2011. Mail or fax to (415) 284-1554.

You can also access the survey at www.grh.accma.ca.gov/survey.htm and click on the "Employer Survey" link.

Employer Name _____ Employer City _____

1. Please rate the quality of customer service you received in 2010:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Response time and information received when calling the GRH hotline.					

2. How long have you been the Guaranteed Ride Home employer representative for your company/organization?

- ☐ Less than 6 months ☐ 1 to 2 years
☐ 6 months to 1 year ☐ More than 2 years

3. Before today, were you aware of the rental car requirement for persons living more than 20 miles from their workplace?

- ☐ Yes ☐ No

4. Because rental cars are less expensive than taxis for longer trips, the program is trying to increase rental car usage. In your opinion, why do you think participants do not use the rental car option more often?

- ☐ Unaware of the option
☐ Needed ride home after Enterprise Rent-A-Car business hours
☐ Taxi is more convenient than rental car
☐ Not sure how to receive/return rental car
☐ Too ill to drive
☐ Uncomfortable driving/ do not have a license
☐ Live within 20 miles of their workplace
☐ Other: _____

5. Have you ever issued a GRH Instant Enrollment voucher?

- ☐ Yes ☐ No

6. Does your company/organization provide any transportation subsidies or benefits to employees to encourage the use of transit, carpools, vanpools or walking/biking? If so, check all that currently apply.

- ☐ Commuter Checks/ Wageworks (pre-tax benefit option)
☐ Free/discounted transit passes
☐ Workplace shuttle
☐ Vanpool/carpool matching services
☐ Preferential carpool/vanpool parking
☐ Bicycle parking
☐ Shower/changing room for cyclists
☐ Telecommuting/ Flextime
☐ Information (web or printed) regarding alternative commute options
☐ Other (please specify): _____

7. How would you describe the amount of work you spend administering the GRH program?

- _____ Too much work
_____ Manageable
_____ I could do more if needed

8. Do you currently market the GRH program to your employees as an employee benefit?

- ☐ Yes ☐ No

If no, why not? _____

9. How valuable do you think the GRH program is to your employees compared to any other transportation benefits your firm provides?

☐ N/A - We do not provide other transportation benefits

☐ More valuable

☐ As valuable

☐ Less valuable

10. Transportation Demand Management (TDM) can be an effective means to reduce the number of people who drive to work alone. Please rank the top three TDM benefits you would be interested in offering your employees with 1, 2 and 3 (1 being the highest ranking)

___ Commuter Checks/ Wageworks (pre-tax benefit option)

___ Free/discounted transit passes

___ Workplace shuttle

___ Vanpool/carpool matching services

___ Preferential carpool/vanpool parking

___ Bicycle parking

___ Shower/changing room for cyclists

___ Telecommuting/ Flextime

___ Information (web or printed) regarding alternative commute options

___ Other (please specify): _____

11. If the GRH Program was integrated into a countywide TDM Program that provided some or all of the services listed above in Question 10, how likely is it that your organization would be willing to pay an annual fee for these services? The exact amount would depend on the employer size or the number of employees registered.

☐ Very likely

☐ Unlikely

☐ Likely

☐ Very unlikely

12. Would your company be more likely to pay a flat annual fee or per registered employee, to be a part of a countywide TDM program?

☐ Flat annual fee

☐ Not sure

☐ Fee per registered employee

☐ Very unlikely to pay fee

13. If your firm would be willing to pay an annual fee, approximately how much would your firm be willing to pay to be a part of the countywide TDM program?

\$ _____

14. In your opinion, how effective is the GRH program in encouraging employees to commute to work using alternative modes of transportation?

☐ Very effective

☐ Somewhat effective

☐ Not at all effective

15. Were you aware of the new features on the GRH website, such as online registration and employer login to check current employee GRH enrollment and usage?

☐ Yes

☐ No

16. In what ways can we improve the GRH website (www.grh.accma.ca.gov)?

17. Would you like a GRH representative to contact you for a brief (less than 5 minute) program refresher?

☐ Yes

☐ No

18. If you would like additional materials, what would you like sent to you?

☐ Brochures (Quantity: _____)

☐ Flyer (Quantity: _____)

☐ Text for a newsletter/email blast

☐ New instant enrollment voucher (only if misplaced original)

☐ Other (please specify) _____

19. Additional Comments:

Once complete – please send or fax to the following address. Thank you for your continued participation in the program!

Mailing Address: Alameda County Guaranteed Ride Home Program

785 Market Street, Suite 1300

San Francisco, CA94103

Fax Number:

415-284-1554 **Phone Number:** 510-433-0320

APPENDIX B

Marketing Plan

APPENDIX B

2010 | GRH MARKETING PLAN

TIMEFRAME: OCTOBER 2010 - DECEMBER 2010

Goal: To increase the awareness of the GRH Program in Alameda County + to increase program enrollment in 2011.

Theme: 3Cs | Companies - Communities - Creative Outlets

Companies - Objective 1: Reach out to specific Alameda companies with no or low enrollment - FOCUS - free transportation benefit

Action Plan:

1. Generate list of companies not enrolled based on market research (google search of corporations, contact local chamber of commerce, contact local organizations (via list of friends at corporations),
2. Contact organizations using email blast or redesigned email flyer.
3. NN - Contact at Least 50 organizations
4. Referral program : Offer (4) \$25 gift card to AMEX

Communities - Objective 2: Reach out to specific Alameda communities with no or low enrollment - FOCUS - Cost effectiveness of program

Action Plan:

1. Determine which Alameda County city staff are not enrolled in the program
2. Follow-up with email to local transportation coordinator or HR person - emphasis on city's steps for sustainable transportation, etc.
3. Also ask about how the we can help market at city transportation fairs or assist in their TDM coordinator programs

Creative Outlets - Objective 3: Reach out to specific Alameda communities with no or low enrollment - FOCUS - Environmental benefits

1. Ask for testimonials / photos to include in new marketing materials (potential small prize)
2. Contact allies in the East Bay to add to their newsletter - focus on positive impacts of GRH
 - a. TransForm

- b. East Bay Bicycle Coalition
 - c. Need to develop stronger relationships with groups who would directly benefit from program (e.g. Wheels, AC Transit, County Connection, BART, East Bay Paratransit)
3. Devise new logo

Marketing Exercise – Focus on these groups:

- 1. Bus Riders – Advertising on AC Transit Buses and Transit Shelters
- 2. Vanpool Riders – (via 511 on MTC?)
- 3. BART Riders – Via BART Email Blast
- 4. Casual carpoolers – via website
- 5. Companies looking for free transportation incentives (contact HR/Admin email list)
- 6. Business/Merchants Associations

APPENDIX C

ACCMA Employee Contributions

785 Market Street, Suite 1300
San Francisco, CA 94103
(415) 284-1544 FAX: (415) 284-1554

MEMORANDUM

To: Diane Stark
From: Paul Supawanich and Adina Ringler
Date: 3/27/2010
Subject: Potential for Employer Contributions for the ACCMA Guaranteed Ride Home Program

Abstract

The Alameda County Congestion Management Agency (ACCMA) is interested in investigating how employer contributions can ensure the program's financial sustainability and long-term viability by reducing the program's dependence on public funds and potentially shifting some of its costs to employers. **Based on an analysis of current employer contribution methods, it is determined that a per-trip fee would be the most effective means of implementing a compulsory employer contribution.** However, implementation of such a program could have significant impacts on program participation. Program participants should first be surveyed on this potential option to garner their reaction to such a structure. Most importantly, economic conditions at this time may not support the introduction of a fee on businesses to support the Guaranteed Ride Home Program. **Thus, an employer contribution proposal should be deferred until economic conditions improve.**

Background

The Alameda County Guaranteed Ride Home (GRH) Program is administered by the Alameda County Congestion Management Agency (ACCMA) and funded by the Bay Area Air Quality Management District (BAAQMD) to reduce the number of vehicle trips, reduce traffic congestion, and improve air quality in Alameda County. The GRH Program meets these goals by providing incentives for Alameda County employees to travel to work using alternative modes rather than driving alone. Alternative modes may include traveling in carpools, vanpools or by transit. The GRH Program is ACCMA's sole program that encourages and provides incentives for county commuters to travel using sustainable transportation modes as compared to driving alone. In addition, this program assists the county further its compliance with recent California environmental legislation AB 32 and SB 375.

The GRH program provides an incentive to employees in the following manner. When they use an alternative means of transportation to work, they are guaranteed a means of getting home should they have medical emergency or unexpected changes to their work schedule. Twelve years of employee and employer surveys to enrolled participants have shown that employees' assurance that they have a back-up way to get home is often the incentive to encourage them to not drive alone. This program has eliminated approximately 180,000 vehicle round trips per year since its inception.

The ACCMA Board has requested that staff investigate the viability of initiating a mechanism to have participating employers contribute to funding the program. Employer contributions could serve three goals: 1) reduce the reliance of the program on a single fund source by supplementing the program's funding, 2) have employers contribute towards a program that benefits their employees, 3) continue to meet ACCMA's goals to reduce traffic congestion and air emissions in Alameda County.

Current Funding

Since its inception twelve years ago, the Alameda County GRH program has been funded strictly through grants from the Bay Area Air Quality Management District's Transportation Fund for Clean Air (BAAQMD-TFCA) and has been free of charge to employers and employees in Alameda County. This continued funding from the TFCA reflects GRH's high level of efficiency in reducing motor vehicle emissions, the primary requirement for the TFCA program. Despite the fact that GRH has been highly competitive in the TFCA program over the past twelve years, being reliant on a sole funding source may not be sustainable, particularly in today's California fiscal climate. For this reason, the ACCMA is interested in exploring other funding alternatives to supplement TFCA funding, understanding that GRH is a fundamental component in encouraging many to travel to and from work by alternative modes of transportation.

Funding GRH through Employer Fees – Benefits and Drawbacks

The GRH Program has significantly benefited the people of Alameda County through congestion reduction and improvement of air quality by taking approximately 3,100 vehicles off public roads on a weekly basis. Concurrently, the program has also has an effect on worker commute stability and can be seen as a workplace transportation benefit. As an example of this benefit, an individual working in Alameda County may find driving a hardship due to time spent, costs, among other reasons. For this individual, carpooling, vanpooling, or taking public transportation would be a better option, but due to variable work hours or the necessity to have another transportation option in case of an emergency, they would not be able to take these other modes of travel, without the GRH program. Thus, benefits from GRH are distributed among both the public and private sectors, which provides merit for a funding source that is equitable between these sectors. This is why the ACCMA is investigating the potential to initiate participatory employer fee as part of the GRH program. With such a funding change, there would be clear benefits and drawbacks. This section hopes to address some of those factors, and later provide recommendations for potential implementation.

The two primary benefits in having an employer fee for the GRH program would be to 1) diversify the program's funding source and 2) hold primary users of the program responsible for a portion of its operational costs. With regard to funding diversity, the TFCA Program, although reliable for beyond a decade, is still a grant program that is subject to change based on BAAQMD guidelines and policies. If TFCA funds were to be discontinued, the GRH program would be left without any funding whatsoever, rendering it ineffective for both of its primary purposes. By providing a second revenue stream, perhaps through employer fees, the GRH program could function in some capacity regardless of funding fluctuations. Second, by initiating an employer fee, the end users would be held responsible for some portion of the cost to provide the service. In its present form, the GRH program is partially administered through the employers themselves. The employers hold vouchers to provide to employees if and when they need to utilize the GRH program.

Yet, there are no financial safeguards to prevent from inappropriate overuse of the program. Although this has not been a problem in the past, attaching a cost to use of the program may incentivize employers be more efficient in administering the program. Furthermore, private employees are the primary beneficiaries of the GRH program, which could be seen by some as a

BAAMQD-subsidized workplace benefit. Thus, in terms of funding equity, it would be practical for the employers receiving this benefit to offset some of the program costs.

Additional Information

Despite these reasons that justify the introduction of employer fees for the GRH program, there are also considerable drawbacks. The GRH program is currently free for employers and employees in Alameda County. Funding restructuring that would introduce employer fees would have significant impacts on program participation. In a recent GRH Program Evaluation Survey, it was illustrated that any type of charge on employers for the program could cause significant attrition in the program. Based on the question if employers would likely continue if assessed a flat-fee between \$250-\$1000 annually, in 2009, 70% of respondents said their continued participation would be “unlikely” or “very unlikely.” A per-employee based fee was slightly more popular with only 64% of respondents stating that they would be “unlikely” or “very unlikely” to continue participation in the program. Similarly, when employers were asked how much they would be willing to contribute on a flat fee or per employee basis, the results were exceptionally low, with the majority responding that they would not be willing to contribute any monetary amount to the program. These findings reinforce that any type of employer/employee fee would likely be highly unpopular and would likely greatly reduce program participation, and subsequently, overall program benefits.

The results of this survey are not likely to be a surprise. For many program participants, the thought of paying a fee for something that is currently free is not attractive nor desirable. Yet, the results also raise the point that without program participation, the benefits for both the private sector and the public sector are lost. Thus raises the question, if employer contributions to the GRH are to be introduced? How should it be done and what environment is necessary to do so.

Strategies for Introducing Employer Contributions

There are several strategies that could be utilized to introduce employer contributions for the GRH program. Within these alternatives themselves, several benefits and drawbacks exist based on our knowledge of participant preference and potential administrative costs. These alternatives will be described in brief:

Funding based on flat fee

With regard to administration, charging all participating employers a flat fee would be the most simple and straightforward means of introducing employer benefits. A flat fee could range, as suggested in the GRH survey, between \$250-\$1000 annually. At this time, there are no specific recommendations for the price of this flat fee, as no other agencies instituted such a fee for a GRH program. Yet, it would be suggested that this flat fee should be set at a point that could provide a significant, but not necessarily a majority of the overall funding costs for the program. Based on the feedback from employer surveys, a flat fee would likely lead to the highest program attrition rate. Based on this information, asking for an annual employer contribution based on a flat fee would not be recommended at this time.

Funding based on employer size

If an employer contribution fee structure were introduced, based on employer size, it would be likely that a higher number of employers would stay enrolled in the GRH program, based on survey feedback. This strategy would be more equitable for the employers, as it would be probable that larger companies would use more trips on an annual basis as compared to smaller ones. Despite being more reasonable in terms of costs for the employer, it would result in a higher amount of necessary administration for GRH program staff. Program staff would be required to maintain an inventory of all participants and their size, based on numbers of employees on an annual basis. This additional effort could be a challenge to maintain on an

annual basis. As of 2008 there were 188 employers enrolled in the GRH program. It would be highly unlikely that any type of formal enforcement could take place to ensure that these employers were being truthful in reporting an accurate number of employees. However, some existing documentation (such as tax forms, etc.) could be used to validate these numbers.

Among peer agencies, only King County (Seattle) utilized a fee, based on employer size, to help supplement their GRH program costs. When in place, this fee was approximately \$2.60-\$3.50 per employee per six month period, for larger employers. Smaller employers were charged at a flat fee. However, this has been phased out with the release of an employer commuter benefits program that bundles many TDM programs, including a transit pass and comes at a higher per employee price. Due to the variability in accounting for number of employees that may fluctuate from year to year and the low percentage of current employers who would be willing to continue participation in the GRH program based on this fee structure, charging a fee based on size of employer or on a per employer basis would not be advisable at this time.

Funding based per trip

Employer contributions based on number of trips taken may be the most reasonable model in terms of equity, and one that is also used in other Bay Area counties that use employer contributions to fund their Guaranteed Ride Home Programs. In a trip-based funding scheme, participating employers would contribute all or some of the costs of the actual rides (operations), while all other administrative costs would be covered through other sources.

This model is used in both the San Mateo County GRH and Seattle's Home Free Guarantee Program (GRH equivalent). In San Mateo County, employers are asked to pay for 25% of the actual cost of the ride, while 75% of the funds come from the county. In King County, employers can enroll in the Home Free Guarantee program in several different ways, some of which involve a bundled TDM package for employers that includes a GRH program. However, larger employers opt to pay for 100% of the cost of rides, leaving the administration and marketing costs to King County, the program administrator. In speaking with King County officials, it was noted that many employees request that employers provide the program, as it is a competitive transportation benefit, similar to a shuttle service or commuter benefits that may be provided by other companies. Therefore, the number of employers that are willing to pay for the program is high. San Francisco County also charges employers for rides, but only after they surpass certain benchmarks in terms of usage. After \$700 worth of rides, 50% of future rides must be paid by the employer, after \$2000, 100% of rides are paid by the employer.

These three methods of structuring the integration of employer contributions provide different options with different implications. Assuming that it would be the goal of the program to continue to maintain its current or improved levels of participation in Alameda County, a contribution structure that is variable depending on program use or employer size would be the most appropriate, and more amenable. In further analysis of the two models that fall into this category, it would appear that a contributions structure based on the number of rides would provide the advantage of providing a clear relationship between what an employer would receive based on its payment.

All three employer contribution schemes would require some additional level of administrative support. Yet, the actual amount of this support would be flexible depending on how the program was setup and structured. Presently, much of the program is actually implemented at the employer level, who each individually can setup guidelines for use of GRH vouchers.

Figure 1: Various Employer Contribution Funding Strategies

	Flat Fee	Based on Employer Size	Based on Trip Usage
Advantages	<ul style="list-style-type: none"> • Straightforward administration costs • High revenue potential 	<ul style="list-style-type: none"> • More accurately reflects operational costs / program usage 	<ul style="list-style-type: none"> • Costs can tied directly to program usage • Less administration costs as compared to alternatives
Disadvantages	<ul style="list-style-type: none"> • Not responsive to different levels of program usage/different employer size • Would result in significant loss in participation 	<ul style="list-style-type: none"> • Administrative bookkeeping for employer size could be time-consuming • Does not accurately capture costs based on actual operating costs (per trip) 	<ul style="list-style-type: none"> • Would require additional invoicing / administration to bill individual trips, could be done on a semi-annual or quarterly basis

Establishing Fees for Employer Contributions

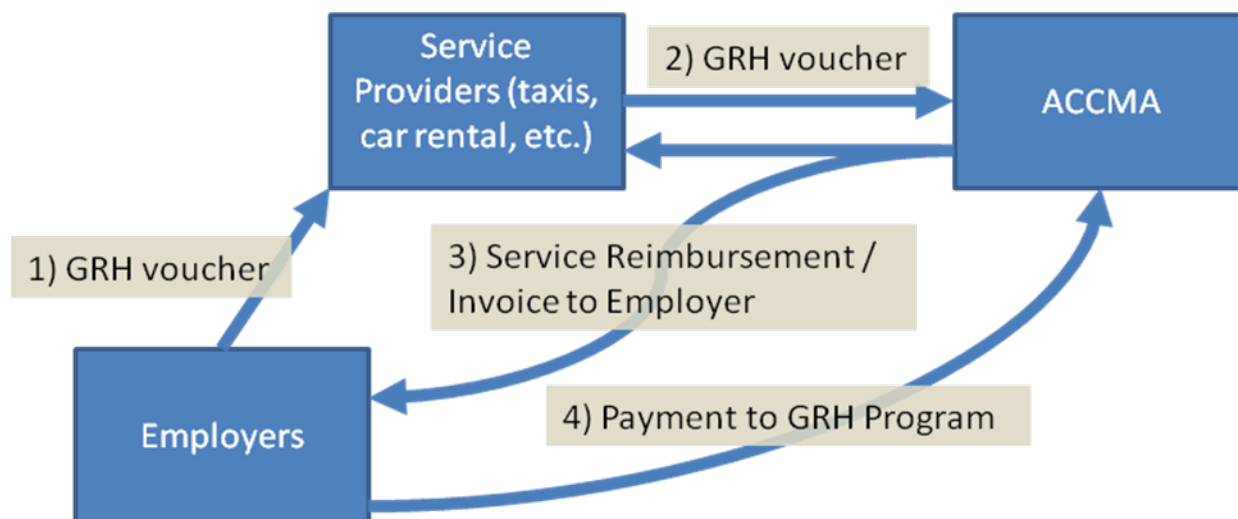
Whether contributions are dependent on employer's size or number of rides, appropriate fees should be determined to establish an overall fee structure for the program. Based on research with other agencies, there have been no specific rules or elaborate studies that have been conducted to estimate the appropriate fee per employee or fee per ride. All researched program's costs varied significantly due to the differences in funding sources, depth of services offered, and level of program participation. Yet, from the case studies that we have investigated, most programs set employer contributions to cover only operational costs for rides, and typically only a nominal percentage of that cost.

In Alameda County, if employer contributions were to be implemented, it may be appropriate to follow peer agency models. Assuming that a fee was introduced based on trip usage, it should be set at a certain percentage of the total trip cost. Such a model ensures that trips of different lengths (and costs) are subsidized equally. In San Mateo County, this percentage is set at 25% for the employer cost. There were no significant reasons that could be outlined on why the percentage is 25%. However, when the program was first initiated, the employer contribution was 50% per ride. This percentage could be adjusted, depending on the goals of Alameda County, a lower percentage may entice more employers to join the program, whereas, a higher percentage may have potential to bring in greater amounts of revenue.

Presently, the GRH program funds individuals utilizing the program by having the organization that provides services (taxi companies, rental car companies) send an invoice/voucher to GRH administrators. At which time it is then reimbursed. If employers were asked to contribute for a portion of this amount, they could then be billed in a timely fashion based on costs of a ride they used/billed in a certain time period. This billing would likely happen on a quarterly or semi-annual basis. In discussions with San Mateo County, this system has worked for their GRH program without significant additional administrative overhead.

The figure below illustrates an example of how employer contributions could be handled if billed on a per ride basis.

Figure 2 Flow Chart of GRH Administration (with employer contributions)



Appropriate Conditions for Making Transition to Employer Contributions

A concern for restructuring GRH program funding would be along the adage of “it it’s not broken, don’t fix it.” TFCA funding has been a consistent funding source for the past twelve years for the GRH program. To diversify funding away from this source may, to some, be an unwise decision. TFCA funds do not require local operating funds and do not bear a fiscal burden on the county or its employees. Furthermore, at a time when much of California is reeling from difficult times due to job losses, furloughs, and other hardships, one may question the timing for adding additional financial stress on employers, even if it is a nominal amount.

Based on these considerations, it may be prudent to wait until economic conditions improve to initiate any significant changes to the program that would involve employer contributions. Such patience may in fact yield better results and overall support of the program. Alternatively, to charge for program that is currently free, without dire need, may be politically unpalatable.

Based on current survey information, there are no statistics that describe the potential of employer’s willingness to pay if the GRH program did include employer contributions based on number of rides taken. As a first step, this question should be included in the next GRH annual survey. Although it is assumed that this method of charging employers for the GRH program would be optimal in terms of keeping program participants, this cannot be quantitatively shown at this time.

Alternative Funding Options to Employer Contributions

Understanding the current environs of the Alameda County GRH program and the potential impacts and benefits of funding restructuring, additional options should be investigated in to meet the goals for GRH funding while maintaining high levels of program participation. The following examples are other potential funding mechanisms that should be investigated to supplement GRH program funding into the future.

Include GRH as part of an Expanded TDM Plan for Alameda County

Agenda Item 4.2

Additional Information

A cited recommendation from the 2009 Comprehensive Program Evaluation (Eisen/Letunic) was to expand the current GRH program to include a full package of TDM measures. This would be consistent with many other GRH programs nationwide in addition to many other Bay Area counties. Such a move would clearly increase costs of the program, but also, would leverage additional payment from private employers. An employer may be more willing and interested to pay a fee, if they would be receiving from a toolbox of transportation benefits. Although, this is not necessarily a new funding option, it could be an intermediary step in garnering employer contributions in the future.

Enable Commuter Benefits to be used for the Guaranteed Ride Home Program

Employers, concerned about the negative impact of the economic downturn on their employees recognize that a cost-effective way to help workers is by offering them commuter benefits. The federal Qualified Transportation Fringe Benefit program, also known as the commuter benefit program, is a provision of the Internal Revenue Code (IRC), Section 132 (f) that permits an employer to subsidize his/her employees' cost of commuting to work by transit. It also allows employees to use pre-tax dollars to pay for their transit tickets and passes. Thus, enrolling in the program is a tax benefit to both employer and employee. However, based on the current federal language, this benefit is not extended to TDM programs, such as the GRH.

Maryland is currently the only state that gives tax credits specifically for guaranteed ride home programs. Unlike Maryland, California currently does not have a provision that enables commuter benefits to be used for TDM programs. State legislation would be required to change current policy to enable this tax benefit to be used for GRH, which could further incentivize participation in the program. Furthermore, if GRH is part of a broader package of commuter benefits, some of the overall costs of the program may be offset by through the Federal Qualified Transportation Fringe Benefit program since this tax credit covers provision of transit passes and vanpool benefits.

Include GRH and other TDM programs as part of the Alameda County Transportation Improvement Authority's Expenditure Plan

The Alameda County Transportation Authority and the Alameda County Transportation Improvement Authority are responsible for implementing two voter approved half-cent transportation sales tax measures. 60% of these funds are distributed to programs based on an expenditure plan that in its current state, does not explicitly highlight TDM programs (such as GRH) as approved expenditures. Locally, other counties such as Contra Costa, San Francisco, and San Mateo fund their guaranteed ride home programs through similar provisions that enable sales tax funds to be used for TDM programs. Although this alternative does not find a creative mechanism to charge employers for GRH benefits, it does diversify GRH's funding source while ensuring that the benefits of the program will have greater stability. Such a dedicated funding source could also set the groundwork for an expanded TDM program.

Work with Alameda County municipalities to pass employer commuter benefits mandates

In its current state, the GRH program is completely voluntary and provides employer benefits that may be difficult to outwardly quantify. Despite being popular, there are no means of keeping employers enrolled in the program if a fee were charged to an employer to enroll. In some localities, such as San Francisco and the state of Washington, mandates have been passed that require employers over a certain size to provide some level of commuter benefits. In San Francisco, these benefits may include providing funds for transit or vanpooling/carpooling,

providing pre-tax funds for purchase of transit passes, or through the provision of a shuttle service.

Agenda Item 4.2**Additional Information**

With goals of meeting state-wide environmental goals such as SB 375 and AB 32, communities such as San Francisco and Berkeley have passed legislation that mandates that employers over a certain size, must provide commuter benefits to their employees. If employers were mandated to provide commuter benefits, that included GRH as part of the option of potential transportation benefits, it would be more likely that employer fees could be implemented, while maintaining high levels of program enrollment.

Steps for Implementation

Based on the current economic environment, introducing employer contributions to supplement the GRH program should not be done at this time. However, as economic conditions improve, it would likely be feasible, and could be implemented based on some of the fee structures outlined above. However, in the time being, the ACCMA should further develop its employer contributions options. A primary first step would be in adding more specific details in its survey that provide further insight on potential program attrition if employer contributions are required based on a flat fee, a per-employee fee, and finally a per trip-usage fee. This information would not only help support a potential rollout of employer contributions in the future, it would provide valuable insight on how to create a final fee structure for the program. In addition, the ACCMA should determine its goals in implementing an employer contribution fee structure. These goals could range from maintaining high levels of participation or recouping a certain percentage of operating costs.

In summary, the following recommendations are offered in terms of introducing employer contributions for the GRH program:

- Further investigate a per-trip basis employer contribution for those enrolled in the GRH program by adding similar questions/language on the 2010 GRH Survey
- Establish goals for employer contributions implementation, these goals could include – maintaining program participation, establishing funding equity, Improving administration efficiency
- Establish goals for revenues from employer contributions
- Defer any implementation until economic conditions improve

Concurrently, the ACCMA should consider other long term options with regard to fulfilling its goals of reducing transportation congestion. These should investigate other potential TDM programs besides GRH that can offer employers additional value in terms of transportation benefits, thus warranting further contribution.