

GUARANTEED RIDE HOME PROGRAM EVALUATION • 2011

DRAFT REPORT

MAY 2012

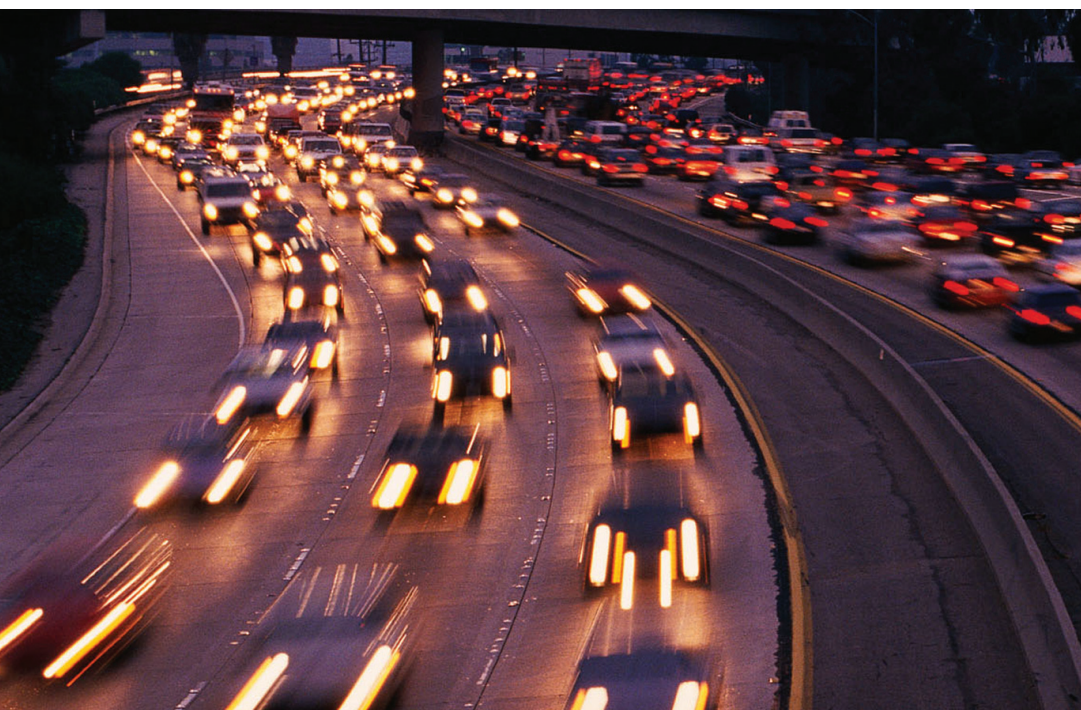


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EXECUTIVE SUMMARY: PROGRAM UPDATE AND RECOMMENDATIONS

INTRODUCTION

This report presents the results of the 2011 Alameda County Transportation Commission (CTC) Guaranteed Ride Home (GRH) Program Evaluation. It provides an analysis of how well the program achieved its goals of reducing the number of trips Alameda County commuters took to work in 2011. It also includes a review of the program's operations and compares the results of the program in 2011 to previous years. The evaluation provides information about:

1. The program's success in increasing the use of alternative travel modes;
2. The effectiveness of the program's operations;
3. How the GRH program addressed the Alameda CTC Board concerns regarding: administrative costs, employer/employee contributions, and increased registration in south and central county;
4. Employer and employee participation in the GRH Program and rides taken in exchange for not driving solo to work; and
5. The status of Board recommendations made for the GRH program in 2011 and proposed recommendations for 2012.

PROGRAM DESCRIPTION

The Alameda County Guaranteed Ride Home gives commuters an "insurance policy" against being stranded at work if they need to make an unscheduled return trip home. By providing the assurance that commuters could get home in an emergency, GRH removes one of the greatest barriers to choosing an alternative to driving alone, addressing concerns such as, "What if I need to get home because my child is sick or I have unscheduled overtime and miss my carpool ride home?" As an employee, the availability of guaranteed rides home is a welcome incentive to provide a feasible way to avoid traffic and have transportation choices to get to work while not contributing to traffic.

The Alameda County GRH program has been in operation since April 9, 1998. Over the last 14 years, the program has matured from a demonstration program with a handful of participating employers to a robust program with 4,784 registered employees and 250 active registered employers throughout Alameda County. Since it began, the GRH program has removed over 180,000 road trips per year by offering an "insurance" program that provides rides for registered employees when they have emergency needs that can't be if they travel to work by an alternative

mode. In 2011, 4,784 registered employees in the GRH Program taking 405,000 less rides to work in their cars in Alameda County. Of those employees, 55, or less than one percent needed to take an emergency trip home through the GRH program. By enabling commuters to feel more comfortable choosing non-drive alone modes, GRH has an impact that goes far beyond the number of trips provided. The reduced number of solo car trips to work from those registered in the program in 2011 resulted in a savings of 11.7 million miles and a reduction of 3,300 tons of carbon dioxide emissions.

The Alameda County GRH program is administered by the Alameda County Transportation Commission (CTC), whose mission is to plan, fund, and deliver a broad spectrum of transportation projects and programs to enhance mobility throughout Alameda County.¹ The GRH program was developed to help reduce the number of single-occupant vehicles on the road and as a means of reducing traffic congestion and improving air quality. As such, the program operates in conjunction with other programs that encourage individuals to travel by a means other than driving alone, such as Alameda CTC's Bike to Work Day, AC Transit EasyPass program and MTC's 511 program. The Alameda County GRH program is also promoted in conjunction with Alameda CTC's *Ride, Stride, Arrive* initiative which seeks to encourage bicycling and walking in Alameda County,² the Safe Routes to School Program, and VSPI commute vanpools. The Alameda County GRH program is funded entirely through grants from the Bay Area Air Quality Management District's Transportation Fund for Clean Air.

GRH Cost Effectiveness

By removing a critical barrier to alternative mode use, Guaranteed Ride Home made it possible to remove 405,441 one way trips during 2011, based on the data provided by our annual program survey. Dividing the annual cost of the program (\$120,000) by the number of trips reduced, results in a total cost of \$0.30 per one-way trip reduced.

STATUS OF PROGRAM ISSUES RAISED BY ALAMEDA CTC COMMISSIONERS

In May 2011 and February 2012, the Alameda CTC Board raised the following primary concerns about the GRH program:

1. Why are the administrative costs such a high percentage of the total budget?
2. Should employers or employees contribute to the program?
3. Is the program being abused or overused by riders?
4. Can we increase registrations in South and Central Alameda County?

The following section addresses the questions and requests raised by the board.

1. Administrative Costs

The cost-breakdown of the GRH budget includes:

¹ 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). The merger was completed in 2010.

² *Ride Stride Arrive* is funded by Measure B, Alameda County's half-cent transportation sales tax, administered by the Alameda County Transportation Commission.

- **20% - Outreach and Promotional efforts:** One of the main goals of the Alameda County GRH Program is to educate and encourage Alameda County employees to share a ride to work or use a more sustainable means of traveling than driving a vehicle alone. It is important to build awareness of the GRH program to encourage commuters to try a commute mode other than a single-occupant vehicle. To the extent possible, the program leverages 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. The following is a list of outreach and promotional efforts performed in 2011:
 - Focused marketing efforts to businesses located along transit corridors in the County, such as International Boulevard, Telegraph Avenue and San Pablo Avenue
 - Worked with business parks throughout the county to promote the program to employers and employees
 - Worked with 511 Regional Rideshare, Enterprise and VSPI Vanpool programs, Chambers of Commerce, local transit agencies, etc. to help promote the GRH program through partnerships and marketing
 - Contacted current employer participants to further promote the program to non-participants and distributed brochures to employers
 - Performed outreach to current employers and employees to encourage the use of rental cars as a more convenient and cost effective alternative to taking a taxicab for longer trips
 - Attended employer commuter fairs to promote program to employees
 - Encouraged employers to promote the program using email blast announcements to employees not registered with the program
- **20% - Administration Costs:** General administrative tasks are required of any program. In the case of GRH, administration includes management of our participant database, distribution of trip vouchers and managing contracts with taxi operators and rental car facilities. Day-to-day administrative tasks performed by Nelson\Nygaard include:
 - Customer Service: Answering the GRH hotline and responding to messages and emails
 - Participant Enrollment: Entering new participants into the GRH database, sending all the necessary materials to participants, following up with participants who have provided incomplete information, enrolling new employers
 - Database Management: Tracking vouchers, updating employee and employer information as needed
 - Answering Marketing Requests: Respond to requests for additional marketing materials and attending onsite events
 - Managing taxicab and rental car contracts: Monitor taxi cab and car rental usage, review all receipts, invoices, and vouchers for taxicab and car rental services, review quality of service, and ensure payment of service
- **15% - Direct Costs:** Includes the cost of all rides taken (taxi and car rental), as well as travel to work sites for community events, printing, office supplies, postage and telephone costs.

- **15% - Maintenance of Website & Updates to Program Materials:** The GRH website is consistently updated to provide seamless service to GRH employers and employees. The database was updated to interface the online registration form with an online database, which made it easier to employers and employees to enroll in the program. It also reduced the amount of administrative time spent entering data. This year, the GRH website and program materials are being updated to include a new logo and look consistent with Alameda CTC's look and branding. The rebranding effort provided GRH staff an opportunity to develop new program materials that will require less paperwork to be sent to program participants. In turn, this will reduce costs and time spent distributing program materials.
- **10% - Annual Employee/Employer Survey:** Nelson\Nygaard administers the annual survey to all program participants, to measure program performance. The goal of the survey is to quantify the benefits of the GRH program such as number of single occupancy vehicles removed from the road, determine the commute profile of participants, including distance and number of days they would have traveled without the program, and to assess participant satisfaction with the service. The annual survey also offers the opportunity to update the database and update employer and employee information.
- **10% - Draft and Final Annual Evaluation Report:** The annual evaluation is a key element of the GRH program. A thorough evaluation identifies lessons learned over the year and includes recommendations for improving the program and expanding its reach. The evaluation report reviews all program aspects over the calendar year, presents employer and employee survey results, and quantify program benefits. The Annual Evaluation report is submitted to the Alameda CTC for approval and revised as needed.
- **10% - Monthly reporting to the Alameda CTC:** Monthly reports are sent to the Alameda CTC detailing program use in the month, updates to recommendations made in the previous calendar year, and any issues or problems encountered.

GRH Program Changes and Cost Efficiencies

Numerous program changes and efficiencies have been made in 2011, which have allowed the GRH program to grow and operate more efficiently. These changes, which are described in more detail throughout the report, include:

- **Online registration for employers and employees.** Online registration has reduced the amount of administrative time associated with running the GRH program and has made 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. In 2011, nearly all new employers and employees completed their enrollment applications online. 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 allows new registrants to be enrolled in the system more easily and efficiently. An automatic e-mail is sent to new applicants when they register that directs them to the liability waiver form. Time saved from data entry was spent on marketing and website updates to encourage more Alameda County employees to join the program and get out of their cars.
- **Employer log-in.** New database updates allow employer representatives 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. This new feature has allowed employer representatives to be more involved with employee enrollment at their company and has also helped save program administration time.

- ***Increased use and awareness of the car rental requirement.*** Rental car use accounted for 42% of all rides in 2011. Fifty-eight percent of survey employees stated that they were aware of the rental car requirement in 2011. This is an increase from 2009, when 41% of participants were aware of the requirement and 2010, when 51% were aware of this requirement. This increase shows that outreach efforts increased the level of awareness about the car rental requirement and saved the program money by encouraging longer trips to be made with a rental car instead of a taxi. Due to the rental program requirement and outreach about it, the program realized an estimated savings of approximately \$1,350 on ride costs in 2011.

The program changes and updates in 2010 and 2011 have allowed the GRH program to grow and operate more efficiently without increasing the overall program budget. The result is the lowest cost per eliminated auto trip in the program's history.

2. Employer/Employee Contributions

In response to the Alameda CTC Board's concerns about employers or employees contributing towards funding for the Guaranteed Ride Home Program, GRH staff developed a technical memorandum that investigated potential methods to introduce a participant fee for program users. This memo, shown in Appendix B, analyzed various methods of instituting a fee program and determined their estimated impacts on the program in terms of participation, revenues and costs. Based on the analysis, two methods were developed for collecting participant fees. The first would require new participants to pay an up-front fee upon enrolling in the program. The second would request a fee from participants each time a new voucher was requested (this would also include new enrollees as well as current enrollees that have taken a ride and need a new, replacement voucher). Based on the potential revenues from employee fees and estimated costs to administer the fee, it was found the amount of revenue that would be collected from participants would either balance or not fully cover the operational costs of collecting and accounting for those funds. When factoring in start-up costs, potential financial reporting costs and loss of program participants, both proposals would actually cost the program more than the estimated revenue that would be generated with the fees. In addition, based on three years of surveys, the changes would result in significant program attrition which would conflict with overall goals of reducing vehicle miles traveled (VMT). Therefore, GRH staff recommends against charging a fee for this program, particularly while grant funds are available to cover the cost of the program. Charging a fee should be reconsidered if the program becomes part of a larger TDM program following recommendations of the Countywide TDM Plan expected to be completed in 2014. This is consistent with other programs that charge throughout the U.S. that offer a suite of commute benefit programs.

Employer fees were not considered as an alternative to employee fees for several reasons: 1) employees are the main beneficiaries of the program, 2) employer surveys show a high rate of attrition should a fee be charged, 3) employers volunteer staff time to serve as liaison in promoting and administering the program at their employment, 4) the GRH is a stand-alone commute benefit program, unlike other programs with employer fees throughout the U.S., 5) employers are not required by state legislation or local ordinances, as in other programs with

employer fees, 6) the economic climate does not support employer fees with several large employers leaving the GRH program as they have left Alameda County or reduced staff.

3. Program use

A total of 4,784 employees and 250 employers located in Alameda County were registered in the GRH program in 2011. In exchange for registering in the GRH Program and agreeing not to drive alone to work one for more days per week, each registrant is eligible for up to six free emergency rides per year. Although 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 (92%) do not ever take a guaranteed ride home. 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. For example, for the year 2011, a total of 28,704 potential rides could have been taken based on a total enrollment of 4,784 employees and a maximum of six rides allowed per employee per year. However, only 55 rides were actually taken in 2011, which is less than 1% (approximately 0.19%) of potential rides. This indicates that registrants do not abuse or overuse the program, and that the security of having those trips available provides a powerful tool in assuring participants that they will not be stranded at work, removing a barrier to non-drive alone commutes. The limitation of six rides per employee per year continues to be appropriate. Very few program participants have reached the limit since the program’s inception. In 2011, the highest number of trips taken by a single participant was two.

4. Targeted outreach efforts to Central County and South County

Targeted outreach efforts to Central County and South County in 2011 resulted in a 33% increase in enrolled employers in Central County and a 16% increase in South County. This reflects responsiveness to the Board’s direction to specifically focus on these areas to broaden the reach and use of the GRH Program. Although the GRH program has been consistently marketed throughout Alameda County, the majority of registered employers have been located in North and East County. To encourage increased participation in South and Central Alameda County, in 2011, the GRH program focused marketing efforts on employers in these areas. In 2011, the Program Administrator contacted the Chamber of Commerce of Newark, San Leandro, Union City, Hayward, and Fremont and city staff from Union City and San Leandro, as well as businesses along the LINKS shuttle route in San Leandro, and school districts in south and Central County.

Location	Number of Employers		% Change
	2010	2011	
North County	126	159	26%
East County	52	57	10%
South County	19	22	16%
Central County	9	12	33%
Total	206	250	21%

MAJOR FINDINGS OF THE EVALUATION

The program evaluation consisted of an examination of the program’s operations and outreach 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.

Employers of all sizes located in Alameda County have been eligible to participate in the GRH program, since June 2009. Prior to that time, the GRH program required an employer to have at least 75 employees to register with the program. Opening the eligibility to all employees in Alameda County coincided with an increased number of employees making the commitment to travel to work by alternative modes. The combination resulted in the program's all time highest enrollment of 4,784 employees in 250 businesses in 2011. It has also resulted in a reduction of 405,496 one-way vehicle trips in 2011, or 3,899 vehicle roundtrips per week.³ During the same year, the number of rides that were taken in the program was a record low of 55. This represents less than one percent of eligible rides that employees could have taken. It also illustrates that the "insurance" nature of the program (See charts below).

Category	2011 Savings
Cost per Trip Reduced	\$0.30
Drive-alone roundtrips reduced per year	202,748
Drive-alone one-way trips reduced per year	405,496
GRH rides taken in 2011	55
Average commute distance of GRH users	30.2
Average miles saved per workday	47,100
Annual miles saved per work year	11,774,980
Tons of CO2 not released	3,300
Average U.S. vehicle fuel economy (MPG)	33.8
Average gallons of gas saved per workday	1,393.50
Annual gallons of gas saved per work year	348,372
Average gas price in 2011	\$3.83
Average dollars not spent on gas per workday	\$5,337
Annual dollars not spent on gas per work year	\$1,334,265

Fourteen years of employee and employer surveys of enrolled participants have shown that the availability of a "back-up" way to get home is often incentive enough to encourage employees not to drive alone. According to the 2011 survey results:

- 33% of participants stated that without the GRH program they would not use an alternative travel mode or would use one less frequently.
- 29% of participants stated that, with the program, they use alternative modes four or more times a week.
- 93% of respondents stated that the GRH program likely encourages participants to use alternative modes more often.
- 65% of respondents stated that the program was at least somewhat important in encouraging them to use alternative modes at least one more day per week.

In a program like GRH, increasing participation with decreasing rides taken is the goal of the program. This combination shows that while the program is effective at removing barriers to alternative mode use, the program is being used correctly as an "insurance program" and is not being used excessively. In fact, less than 1% of the potential rides available were taken by registrants in 2011.

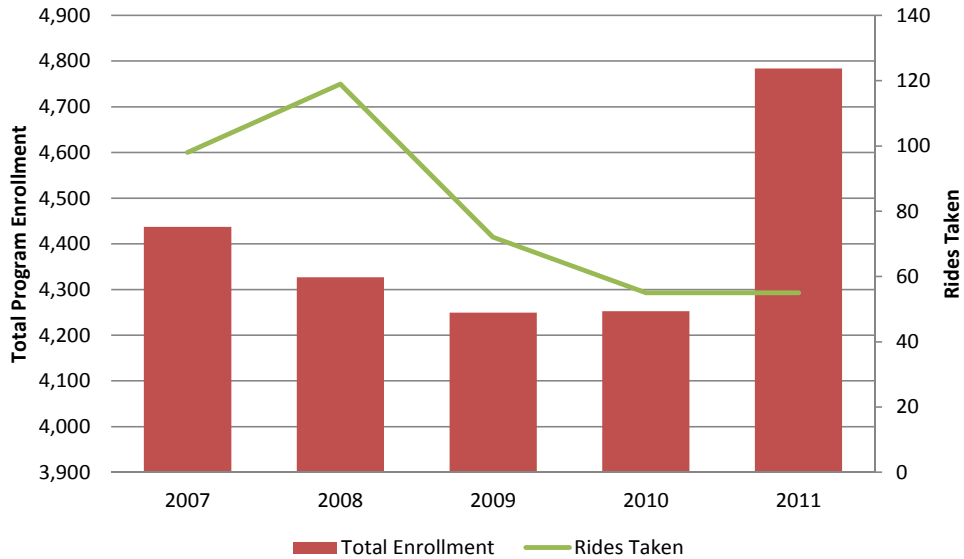
Based on the average reported commute distance by GRH participants and the number of registered participants, the GRH program eliminated approximately 11.7 million vehicle miles from roadways in 2011.⁴ It is estimated that the program saved participants approximately \$1.3

³ Based on 2011 survey results described in Chapter 4.

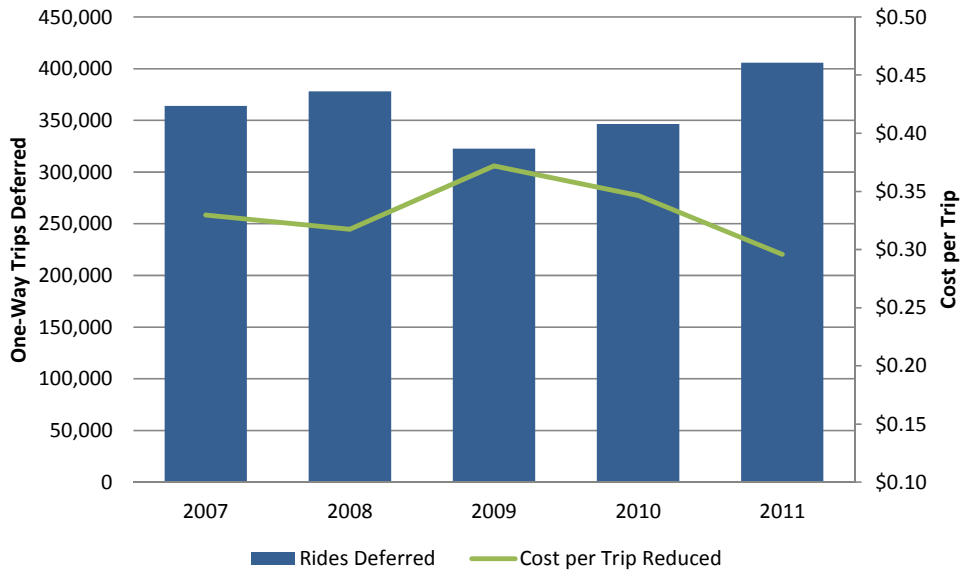
⁴ 3,899 drive alone roundtrips per week = 7,798 one-way trips per week = 1,560 one-way trips per weekday (based on 1,560 reported reduced weekday one-way trips by participants from the annual survey, 250 days in a work year, and the average reported commute distance of 30.2 miles).

million annually on fuel expenses in 2011, which is the equivalent of saving 348,372 gallons of gas or 3,300 tons of CO₂.⁵ These goals were accomplished at a cost of 30 cents per trip removed.

GRH Annual Enrollment and Rides Taken



Number of Trips Deferred and Cost per Trip Reduced



⁵ Based on the calculated number of annual miles reduced, the annual US vehicle fuel economy reported by the US Bureau of Transportation Statistics (33.8 MPG), and the average Bay Area fuel price per gallon reported by MTC in 2011 (\$3.83)

Employer and Employee Participation

The 2011 calendar year experienced a 78 % increase in the number of new employee registrants compared to 2010, when there were 736 employees enrolling in the program. Employee enrollment levels in 2009 and 2010 had experienced a decline due to larger companies downsizing or closing because of the recession. Current enrollment levels are similar to those seen in 2008, before the economic downturn. The total number of actively registered participants increased from 4,253 in 2010 to 4,784 in 2011. In addition, 49 new employers enrolled in the program in 2011, bringing the number of registered employers to 250. Of the 49 new employers, 33 were in companies with less than 75 employees. This represents the second largest peak in new enrollment in the program since it started. The second largest peak in new employer enrollment occurred in 2008 when 56 new employers enrolled, due to the informal partnerships the GRH program formed with the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA), as well as record high gas prices. The next highest employer enrollment took place in 2011, reflecting increased marketing efforts and the availability of the GRH program to all employers in Alameda County for the third year. In addition, on-line registration has made it easier for employers and employees to enroll in the program.

- The total number of registered participants in the program increased 12% since the 2010 and the number of new employees who enrolled in the program increased by 78% compared to new enrollment in 2010. 2011 saw the largest growth in employee enrollment since before the economic downturn in 2008.
- From the program's inception in 1998 through 2011, only 1,571 rides have been taken in 14 years, or less than 1% of eligible rides.
- A total of 55 rides were taken during the 2011 calendar year, for an average of approximately five rides per month.
- Ninety-two percent of the employees enrolled have never taken one emergency ride. 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 2011 were "personal illness" (25% of rides) and "unscheduled overtime" (11% of trips). Other reasons people took rides were for family member illness, personal crisis, carpool or vanpool driver had to stay late or leave early, or carpool or vanpool broke down.
- 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.

Program Savings

- The average trip distance decreased by 6% in 2011 compared to 2010. The average trip distance for all trips in 2011 was 32.1 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 charged by flat fee, their increase in mileage helped contribute towards cost savings for the program. This trend demonstrates that most GRH

participants are using taxis for trips that are 20 miles or less and are using rental cars for trips greater than 20 miles.

- The average trip cost—for both cab and rental cars-- was \$68.84. Due to the high use of rental cars for long trips during this time, this trip cost is lower than the \$77.36 it would have been had all trips been taken by cab. For distances greater than 20 miles, rental cars are more cost effective for the program than taxicabs.
- The cost of a rental car trip is \$55.00. Savings from using rental cars totaled approximately \$1,337 in 2011. The 23 rental cars used in 2011 represent nearly half (42%) of all trips taken in 2011.

Employee Survey

The 2011 survey was distributed and completed by registered employees primarily online. Of the 4,784 employee registrants currently in the database, 918 surveys were completed, resulting in a 19% response rate. This represents a 5% increase in the response rate from 2010 (14%).

Respondents represent 85 different employers throughout the county or 45% of all active employers that have one or more employees registered with the program.

New questions were added to the employee survey this year about the perceived value of the program and different ways to market it. The goal of these questions was to determine the level of interest in the program if employers are required to pay a fee to participate in the future. Another goal was to determine effective ways to market the program. The results of the survey are described below.

“GRH was critical to my decision to use the ACE train at my previous job, since it ran only two trains each day.”
Mizuho OSI Employee, Union City.

Use of Alternative Modes

The GRH program continues to be successful in encouraging the use of alternative modes. According to 2011 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 65% of respondents who used to drive alone said that it was at least somewhat important.
- A very high number (93%) of respondents stated that they think that the GRH program encourages people to use alternative modes more often. If the GRH program were not available, 33% of respondents reported that they would no longer or less frequently use an alternative mode of transportation.
- After joining the GRH program, respondents using alternative modes four or five days per week increased by 29%. The number of respondents driving alone five days per week dropped from 24% to 7%.
- These survey findings were used to extrapolate

“Although I have yet to use this service, being a single mom, it’s nice to know I have that voucher should something happen at home. Thank you!” Valley Care Health Systems Employee, Livermore.

the impact of the program on the travel behavior of all participants. The program reduces an estimated 3,899 single-occupancy vehicle (SOV) trips per week or 202,748 roundtrips per year.⁶

- Commute distances of program enrollees are generally 50 miles or less (84%). Over half (54%) are between 10 and 39 miles.
- Most program participants travel to work during the peak commute hours of 7-9 AM in the morning (65%) and 4-6 PM in the evening (73%).

Customer Service Ratings

The annual evaluation survey includes two questions to evaluate the 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 continued to receive very high ratings for the quality of customer service, which is consistent with previous years' evaluations.
- In 2011, more than two-thirds of respondents rated "clarity of information" as "excellent" or "good." Of those respondents who had called the GRH Hotline, "hotline assistance" received a combined "excellent" or "good" rating of 90%. These numbers are very similar to 2010 results.

"When I called for a question, the staff was respectful and very helpful."
Kaiser Permanente Employee,
Oakland.

Program Value

Employees were asked if they would be willing to pay a usage fee for every ride home taken (e.g., a fee equaling up to 25% of the total cost of the taxi or rental car).

- Forty-three percent of participants said they were not sure if they would continue participating in the GRH program if they had to pay a usage fee and 23% said they would no longer participate in the GRH program if they had to pay a usage fee. Thirty-four percent said they would be willing to pay a usage fee, which is a 1% decrease in willingness to pay compared to last year, when 35% said they would be willing to pay.

"GRH is an important and progressive program. GRH is valuable to me because of the assurance it provides that I have access to a car in an emergency. The only way to decrease vehicular traffic is to provide services that make the reasons for driving fewer and fewer, and GRH is doing vital work toward this end." Broadlane Employee, Oakland.

⁶Using 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 GRH program. Figure 4-8 in Chapter 4 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 2011 program enrollment of 4,784 people. The number of roundtrips per week is calculated using the frequency and number of people in each category. Based on this analysis, approximately 3,899 drive-alone roundtrips or 7,798 drive-alone one-way trips per week were replaced by alternative mode trips by those who joined the program. 7,798 drive-alone on-way trips per week X 52 weeks = 405,496 trips per year.

Employer Survey

In 2011, the program gained 49 new employers, representing a total of 736 employees, while losing only 4 employers. Participant losses were concentrated at employers that relocated outside of Alameda County. Dreyer's Grand Ice Cream relocated its Oakland office to Walnut Creek in 2011. Agilysys closed its Emeryville facility at the end of 2011 and all employees were either relocated outside of Alameda County or now work from home. Similarly, the Clorox Company closed its Oakland branch and all employees have been moved to its Pleasanton location. The Clorox Pleasanton branch is already enrolled in the GRH program and all new employees will be introduced to GRH at a Welcome Event in Pleasanton.

Of the 250 employers currently enrolled in the program, 56 surveys were completed, resulting in a 22% response rate. New questions were added to the employer survey this year about the perceived value of the program and different ways to market it. The goal of these questions was to determine the level of interest in the program if employers are required to pay a fee in the future. In addition, employers were asked how to more effectively market the program to employees.

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 (84%) reported that they feel participation in the program at least somewhat encourages more alternative mode use.⁷
- Most employers reported that they provide some type of commuter benefits in addition to GRH. The most popular programs are bicycle parking and Commuter Checks.

"Since my one-way commute on public transit takes significantly longer than it would take to drive, GRH is a huge psychological boost that keeps me using public transit. I've never used it [the GRH Program], but I feel so much more secure knowing I can get home quickly in an emergency." Lawrence Livermore National Laboratory Employee, Livermore.

Program Management

- The survey asked respondents how long they have managed the program for their company. In 2011, 73% of respondents have been with GRH for one or more years, compared to 77% in 2010 and only 57% in 2008. Thirteen percent of employer representatives have managed the program for less than six months.
- All employer contact respondents stated that their GRH workload is either "manageable" or that they "could do more work if needed." No employer contacts stated that it was too much work.
- A large majority of employers (74%) inform their new employees about the GRH program and market the program as an employee benefit.
- One of the important features of the program is the instant enrollment voucher, which allows persons not registered in the program to enroll and immediately receive a guaranteed ride home in case of emergencies. Eighty-eight percent of employer representatives stated that they have never issued an instant enrollment voucher, a

⁷ Employers were asked whether they thought that 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.

higher number than 2010, when 82% of respondents stated that they had not issued an instant enrollment voucher.

Customer Service Ratings

The survey includes two questions to evaluate the employer representatives' level of satisfaction with the customer service provided with the program in 2011.

- 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 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."
- When asked how employers find answers to questions they may have, 71% indicated they use the GRH website (69% on their computer, 2% on their phone). Twenty-one percent said they call the GRH hotline.

Marketing and Outreach

- Employer representatives were asked how they market the GRH program to their employees and to provide their opinion on different strategies that would be effective in marketing the GRH program to new participants.
- Most employers indicated that they make periodic companywide announcements. Twenty-four percent of employers said they use e-mail blasts or include information in company newsletters, and 26% include information on the GRH program as part of their employee benefits orientation for new employees. Thirteen percent of employer representatives said they rely on word of mouth to market the GRH program to their employees.
- Thirty-seven percent of employers felt that internal marketing through the employer contact is the most effective marketing strategy. Nearly a third of respondents felt that a referral program (refer a friend, enter for a prize) can help market the GRH program to new participants. Twenty percent of respondents felt that transportation fairs and onsite outreach were the best forms of marketing, and 11% thought social media (Facebook, Twitter, LinkedIn, Google+) could be useful for informing employees about the GRH program.

"I send emails to all employees suggesting that they sign up." *The College Preparatory School Employer Representative, Oakland.*

Rental Car Awareness

Starting in 2007, the annual survey started asking employer representatives about their awareness of the rental car recommendation for rides over 20 miles and requirement for rides over 50 miles for non-emergency rides.

- The majority (81%) 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; in 2009, 72% of employers knew about the requirement; and last year, 79% of employer representatives knew about the rental car requirement. This shows that marketing outreach has increased awareness of the rental car requirement. As awareness of the rental car

requirement for long-distance non-emergency trips increased, so did rental car usage (see Program Savings).

Transportation Demand Management (TDM) and Usage Fee

Employer representatives were asked which (if any) TDM benefits they would be interested in offering their employees. A follow-up question asked how likely their organization would be to continue with the GRH program if there were a nominal fee each time an employee used the service. They were told that the service fee could be up to 25% of the total cost of the taxi or rental car ride.

- Employers were most interested in offering Commuter Checks and free or discounted transit passes to their employees. The results are similar to the 2010 evaluation.
- Sixty-one percent of respondents stated that their continued participation would be “very unlikely” or “unlikely” if the program charged a usage fee. Thirty-nine percent of employers thought that their participation would either be “very likely” or “likely.” This is a 4% increase in willingness to pay from last year, when only 35% stated that their participation would either be “very likely” or “likely.”

Program Value

The employer survey asked questions specifically addressing the perceived value of the GRH program compared to other transportation benefits offered at the participant’s workplace.

- Over half of respondents (55%) 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 percent of respondents stated that their employer does not offer any other transportation benefits.

*“This is one of the best programs seen to encourage commuting on transit.”
Doric Group of Companies Employer Representative, Alameda.*

GUARANTEED RIDE HOME 2012 RECOMMENDATIONS

Through the Guaranteed Ride Home Program, the Alameda CTC has continued to be successful in changing Alameda County employees’ mode choice for work commutes from driving alone to using 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 or unplanned overtime.

The 2012 Guaranteed Ride Home recommendations are based on an evaluation of the program issues raised by the Alameda CTC Board, and the following funding and schedule considerations:

- Current TFCA funding for the GRH Program has been approved by the Air District and Alameda CTC Board through November 2013;
- The next TFCA funding cycle is 2013 to 2015;
- Alameda CTC plans to prepare a Countywide Transportation Demand Management (TDM) Plan, which is expected to be complete with recommendations in 2014. The TDM

Plan will include recommendations for the Alameda CTC's role in the Guaranteed Ride Home Program, as well as other countywide TDM strategies that aim to reduce vehicle trips and greenhouse gas emissions, and comply with the Congestion Management Plan, AB32 and SB 375.

2012 GRH Program Recommendations:

For current TFCA-funded GRH Program through November 2013

1. Continue operating and evaluating the program with administrative and outreach cost efficiencies, including:
 - a. Initiate new program efficiencies, such as updating website to include links to alternative travel modes, establishing online ride vouchers, and use social media;
 - b. Educate and encourage use of the GRH program throughout the County, regardless of employer size, with a focus on increasing registration in South and Central county; and
 - c. Continue operating and supporting existing program registrants and monitoring effectiveness of program, including for its appropriate usage.

Prior to submitting an application for 2013-2015 TFCA funding

2. Submit recommendations for next steps for the GRH program, subject to approval by Board, which could include:
 - a. **Continue** the GRH program with cost efficiencies (see 1a) or
 - b. **Include** the GRH program in a countywide Transportation Demand Management (TDM) program administered by Alameda CTC. The TDM Plan should include funding recommendations including a review of employer or employee fees for a combined alternative commute incentives program. Implementation of recommendations would be initiated after the TDM Plan is complete (2014).
 - c. **Consolidate the program into a regional program or combine with other counties**, subject to interest and funding of regional or countywide agencies, or
 - d. **Phase out the program** with 250 businesses and 4,784 employees countywide and recommend other specific ways and funding to reduce vehicle miles traveled and greenhouse gas emissions in Alameda County.

More detailed recommendations for 2012 are discussed below.

Existing GRH Program with TFCA funding approved by Board through November 2013:

1a) Initiate new program efficiencies, such as updating website to include links to alternative travel modes, establishing online ride vouchers, and using social media.

New program efficiencies should be initiated in 2012/2013, including:

- Update website content and links for easy online use and access to other websites with alternative transportation modes, such as transit, carpool, and bicycle and pedestrian routes. To increase awareness and use of the GRH program, the website should provide easy access for employees in Alameda County to gather information about their commute options. The updated GRH website can contain a page with

links and information on multi-modal support including carpool, vanpool, bike, walk, and transit in Alameda County. This information can be used by employer representatives to promote commuting options for their employees. It can also be used for new employee orientations to help guide employees exploring a variety of commuting options. Providing this type of information will help ensure that the GRH program is understood in the context of overall commuting options rather than just a standalone commute alternatives program in Alameda County.

- *If feasible, set up a system for online vouchers for those registered in program.* Online vouchers can be helpful to reduce the amount of administrative time spent mailing packets to registered users. Currently, most information is mailed to users, including vouchers and follow-up surveys when a ride is taken. A great deal of administrative time can be reduced if these tasks become automated and available online.
- *Initiate a social media marketing campaign to promote the GRH program to employers and employees throughout Alameda County.* Social media tools, such as Facebook and Twitter, are commonly used by other programs and services in Alameda County, including Alameda County Safe Routes to School Program, Oakland Broadway Shuttle, BART, and Alameda Harbor Bay Ferry. In addition, many large and small employers use social media 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. The social media campaign would be coordinated with Alameda CTC's initiation of social media.

1b) Focus new marketing on increasing awareness of the availability of the GRH Program to all employers in Alameda County, regardless of size; and continue to expand the program's reach to underserved areas, such as South and Central County. This includes using creative outreach and education strategies, such as co-marketing. (Complementary social media and website update recommendations are included in number 1a, above).

Targeted Outreach:

- *Encourage Small Businesses:* In February 2009, the employer size requirement was eliminated and the GRH program became available to any employer in the county, regardless of size. It is recommended 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. This can be accomplished through cost-effective measures such as working with partner agencies to further co-marketing efforts and using social media.
- *Encourage South and Central County Participation:* Educate and encourage use of the GRH program throughout the County with a focus on increasing registration in South and Central county. See Outreach Methods, below.

Cost Savings Message:

- *Educate enrollees about Car Rental Requirement:* Outreach should continue to inform new employers and employees about the car rental requirement for rides over 50 miles. 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 attaching reminders to all vouchers about the requirement.

Outreach Methods:

- *Varied Outreach:* GRH staff should continue to work with Chambers of Commerce and create press releases to advertise the change in the program and continue to form partnerships with TMAs and business associations to more effectively market the program to all employers regardless of size. Additional outreach strategies can include: local newspapers, newsletters, magazines, radio ads, and community fairs.
- *Co-marketing* is based on developing partnerships with agencies whose missions are similar to GRH and who seek to encourage the use of sustainable transportation in Alameda County. Co-marketing efforts not only expand the reach of GRH marketing efforts in a cost-effective manner, they help present GRH as a service that complements alternative modes of transportation. These efforts include continuing and expanding collaboration with partner agencies, such as the Alameda CTC Bicycle and Pedestrian Program, Alameda CTC Safe Routes to School Program, East Bay Bicycle Coalition, 511, VSPI commute vanpools, and AC Transit EasyPass Program, to expand the reach of GRH marketing efforts in a cost-effective manner. With GRH's recent rebranding, new marketing materials can be developed for use at marketing events.

1c) Continue to manage the existing program, provide customer support and services, and monitor and report program use and effectiveness.

- *Ensure ongoing efficient operations* with excellent service for registered employers and employees. This includes maintaining the database, monitoring the requirement for employees to use rental cars for non-emergency rides greater than 50 miles, monitoring appropriate usage of rides, managing agreements and invoices with cab companies and car rental agencies, and maintaining the website, as needed.
- *Employee and employer surveys* should be completed as part of the annual program evaluation report. The surveys for the 2012 evaluation should be scheduled for late January/early February 2013.

Prior to submitting an application for 2013-2015 TFCA funding

2. Submit recommendations for next steps for the GRH program, subject to approval by Board, which could include one or more of the following:

- a) **Continue** the GRH program with cost efficiencies (see 1a, above)
- b) **Include the GRH program as part of a countywide Transportation Demand Management (TDM) program** administered by Alameda CTC, in coordination with implementing recommendations proposed the Alameda CTC's Countywide TDM Plan. Recommendations should include a review of employer or employee fees for a combined alternative commute incentives program. Implementation of recommendations would be initiated after the TDM Plan is complete (2014). The Final Draft Countywide Transportation Plan includes a recommendation for Alameda CTC to prepare a Countywide Transportation Demand Management (TDM) Plan. The TDM Plan will review several TDM strategies and recommend Alameda CTC's role in their implementation in compliance with the Congestion Management Plan, AB 32, SB375 and regional and local goals and policies to reduce vehicle miles traveled and greenhouse gas emissions. As part of this effort,

the GRH Program will be reviewed as a TDM program that encourages alternative travel modes during commutes. A recommendation will be made regarding the role of Alameda CTC GRH program as a possible part of a larger TDM commute strategy and possible funding alternatives that could be used, including the feasibility of initiating employer or employee fees.

c) Consolidate the program into a regional program or combine with other counties, subject to interest and funding of regional or countywide agencies,

- Staff should meet with MTC and regional Congestion Management Agencies implementing GRH programs and determine the feasibility, interest and fund sources to combine Alameda County's GRH program with one or more county programs or MTC's 511 program.

d) Phase out the program with 250 businesses and 4,784 employees countywide and recommend other specific ways and funding to reduce vehicle miles traveled and greenhouse gas emissions in Alameda County.

- Determine the procedures, cost and schedule of phasing out the Alameda County GRH program, including, and not limited to, contacting the 250 employers and approximately 4,700 employees registered in the program, determining a system to invalidate remaining ride vouchers, changing the website and materials.

1 INTRODUCTION

This report presents the results of the thirteenth annual *Guaranteed Ride Home Program Evaluation*. This evaluation covers the program's operation during the 2011 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, fluctuations in enrollment and improvements in the program in response to Alameda CTC Board direction and employee and employer input over the course of the last 14 years are identified.

WHAT IS A GUARANTEED RIDE HOME PROGRAM?

A Guaranteed Ride Home program (GRH) provides a “guaranteed ride home” to any registered employee working for a participating employer in Alameda County in cases of emergency on days the employee has used an alternative mode of transportation to get to work. A GRH program can remove the real and perceived barriers for commuters to make the switch to taking transit, biking, or carpooling instead of driving alone.

The Alameda County Guaranteed Ride Home program has been in operation since April 9, 1998. Over the course of the last 14 years, the program has matured from a demonstration program with a handful of participating employers to a robust program with 250 active registered employers and 4,784 registered employees. During that time, the GRH program has reduced 180,000 road trips per year while providing a total of 1,571 trips in 14 years. The Alameda County GRH program is administered by the Alameda County Transportation Commission (CTC)⁸ and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District (BAAQMD).

The Alameda CTC's 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 was developed to help reduce the number of single-occupant vehicles on the road and as a means of reducing traffic congestion and improving air quality. As such, the GRH program operates in conjunction with other programs that encourage individuals to travel by a means other than driving alone (e.g., AC Transit EasyPass program, vanpool marketing, Bike to Work Day, etc.). The Alameda County GRH program is also promoted in conjunction with Alameda County's *Ride, Stride, Arrive* initiative which seeks to encourage bicycling and walking in Alameda County.⁹

⁸ 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). The merger was completed in 2010.

⁹ *Ride Stride Arrive* is funded by Measure B, Alameda County's half-cent transportation sales tax, administered by the Alameda County Transportation Commission.

Since June 2009, all employers in Alameda 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 at the company.

BENEFITS OF A GUARANTEED RIDE HOME PROGRAM

The GRH program removes the final obstacle for commuters who are on the fence about leaving their car at home. Here's a brief look at the benefits that appeal to many community members by offering or participating in a GRH program.

Commuters

The GRH program gives commuters an "insurance policy" against being stranded at work if they need make an unscheduled return trip home. The GRH program gives commuters access to a safe and secure alternative to driving alone, addressing questions such as, "What if I need to get home because my child is sick or I have unscheduled overtime and miss my carpool ride home?"

As an employee, the availability of guaranteed rides home is a welcome incentive to provide a feasible way to avoid traffic and have transportation choices to get to work. In some cases, having access to a GRH program can influence a family's decision not to purchase a second or third vehicle.

Fourteen years of employee and employer surveys of enrolled participants have shown that knowing they have a back-up way to get home is often incentive enough to encourage employees not to drive alone. The Alameda County GRH program has eliminated approximately 180,000 vehicle round trips from county roads per year since its inception.

Employers

A GRH program can be a key tool used by employers to encourage their employees to share a ride to work or use a more sustainable means of traveling than driving a vehicle alone. Employees who sit in traffic and arrive late to work on a regular basis or products that cannot get to market because trucks are delayed cause businesses to lose revenue.

Encouraging fewer employees to drive to work can also have an impact on the amount of parking an employer needs to provide. As an incentive to employees who carpool, many businesses offer preferential parking for carpool and vanpool vehicles in addition to their GRH program.

Because of the federal Qualified Transportation Fringe Benefit program (also known as the Commuter Benefit Program) employers can save money on payroll taxes by deducting the amounts employees use to pay for transit or vanpools from the gross salary amounts on which taxes are deducted. Employers can also choose to pay for workers' commutes (by one of these two modes only) and then deduct their costs as a direct employee benefit. The commuter benefit program has been consistently expanded since its inception in 2002; in 2011, employees could set aside up to \$230/month of pre-tax income to pay for transit or vanpooling.

Community

Robust economic development is closely linked with a community's ability to freely move goods and workers. Traffic congestion not only hurts businesses but also uses valuable taxpayer dollars to counter the harmful results of congestion (e.g., worsened road conditions). A GRH program

provides the safety net necessary to convince commuters to try a commute mode other than a single-occupant vehicle. The move to an alternative mode reduces traffic congestion and improves air quality, which benefits the entire county.

Alameda County Transportation Commission

The Alameda County GRH program is administered by the Alameda CTC. Its mission is to plan, fund, and deliver a broad spectrum of transportation projects and programs to enhance mobility throughout Alameda County. The Alameda CTC's vision supports a multimodal transportation system that promotes sustainability and access. The Alameda GRH Program advances its vision by providing incentives for Alameda County employees to use healthy and sustainable transportation choices.

The Alameda County GRH program helps demonstrate Alameda CTC's commitment to addressing local TDM issues. Encouraging more commuters to try an alternative means of getting to work supports the Alameda CTC's—and the community's—goals.

In addition, the GRH program assists the county in furthering its compliance with recent California environmental legislation to reduce greenhouse gas emissions (GHG). The goals of AB 32 and SB 375 are to reduce GHG through a set of regulatory and policy directives. With these new mandates, it has become crucial for Alameda County, as well as other counties and cities in California's urban regions, to reduce the number of vehicle miles traveled (VMT) by residents, commuters, and others. 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.

Transit System

Transit systems benefit because a GRH program is a tool for encouraging passengers to choose public transportation. Increased ridership increases a system's revenue and allows the agency to plan for more services that will benefit even more community members. It also helps Alameda CTC to collaborate with local transportation agencies and providers to encourage transit use, as well as other collaborative efforts to coordinate local transportation options.

SUCCESS IN INCREASING USE OF ALTERNATIVE MODES

In order to evaluate the program's effectiveness in increasing the use of alternative modes of transportation, the annual Employee Survey¹⁰ asked respondents how important the GRH program is in fostering their use of an alternative commute mode. The survey asked employees who used to drive alone before registering how important the GRH program was in their decision to make a change in their commute mode. The majority of respondents (65%) reported that GRH was at least somewhat important in their decision to reduce drive alone trips.

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 (93%) of respondents stated that they at least somewhat agree with the statement. The intent of this question was to focus on

¹⁰ Results from the Employee Survey are further described in Chapter 4.

employee's personal, not generalized, mode shift. The results suggest that respondents think the program encourages others to take alternative modes more often.

Survey respondents were asked if they would continue to use alternative modes if the GRH program was not available and at what frequency they would use alternative modes compared to their current use. Approximately two-thirds of respondents (68%) reported that they would continue to use an alternative mode even if the GRH program were not available, 25% of respondents reported they would use an alternative mode, but less frequently than before, and 8% reported that they would stop using an alternative mode and go back to driving alone.

Based on these survey findings, the GRH program appears to encourage the use of alternative travel 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 a car by providing participants with "peace of mind" that they have a backup to get home in an emergency once they have committed to not driving alone to work on a certain day.

NUMBER OF DRIVE-ALONE TRIPS REDUCED

In order to gain a deeper understanding of 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 after joining.¹¹ Using the data gathered on the frequency of alternative mode use, an estimate is generated for the total number of drive-alone trips replaced by alternative mode trips for those enrolled in the GRH program.

Figure 1-1 shows the percentage of respondents for each frequency category before and after joining the program, based on the survey results. The total number of people in each category is then extrapolated based on the total 2011 program enrollment of 4,784 people. The number of roundtrips per week is calculated using the frequency and number of people in each category.

Based on this analysis, approximately 3,899 drive-alone roundtrips or 7,798 drive-alone one-way trips per week were replaced by alternative mode trips by those who joined the program. This is equivalent to 405,496 total drive-alone, one-way trips per year.¹²

It is likely that the GRH program played a significant role in the mode shift and also worked in conjunction with other factors, such as high gas prices, to encourage participants to try alternative modes. As previously noted, 93% of respondents stated that the GRH program likely encourages participants to use alternative modes more often, and 65% of respondents stated that the program was at least somewhat important in encouraging them to use alternative modes at least one more day per week.

¹¹ Survey results are described in more detail in Chapter 4.

¹² This is based on the program enrollment as of December 2011 and 52 weeks per year.

Figure 1-1 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	56%	2,695	0	69%	3,320	0	0
Drive alone 1 day per week	7%	353	353	12%	551	551	198
Drive alone 2 days per week	5%	235	471	5%	259	517	47
Drive alone 3 days per week	4%	213	639	4%	182	545	-94
Drive alone 4 days per week	3%	162	650	3%	138	551	-99
Drive alone 5 days per week	24%	1,126	5,630	7%	336	1,679	-3,951
Total	100%	4,784	7,742	100%	4,784	3,843	-3,899

¹ Extrapolation of percentages of respondents to the total program enrollment of 4,784 (total enrollment as of Dec. 2011)

REPORT ORGANIZATION

This report includes the following chapters:

Chapter 2 – Program Operations and Outreach

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 2010 evaluation report and makes new recommendations for 2012.

2 PROGRAM OPERATIONS AND OUTREACH

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 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 who should be removed from the list of registrants.

Allowable Uses and 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 8,642 employees who had registered for the program by the end of 2011, 7,930(92%) have never taken a ride. From the GRH program's inception in 1998 through December 31, 2011, 1,571 rides were taken by 712 different employee participants. Of these 712 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 2011, no participant took the maximum allowable six rides. Nine participants took 2 rides and the rest only took one ride during the calendar year. 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 employees register with the program, each 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.¹³
- **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 at work or at another location acceptable to the rental car agency).

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.¹⁴ Inform the agent that this is an Alameda County CTC Guaranteed Ride Home call and provide the customer number.
- **Step 2:** Enterprise will pick the employee up at their employment location and take them to the nearest branch office.

¹³The 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.

¹⁴Call before 5:00 PM to ensure that a vehicle will be available.

- **Step 3:** Provide the Enterprise agent with a valid California's driver's license, a credit card and sign a rental agreement.¹⁵ 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. 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 to another acceptable location arranged with the Enterprise agent.¹⁶
- **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, and Pleasanton. In April 2004, the rental car program was expanded to include 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.

¹⁵ The participant must be 21 years of age or older.

¹⁶ If the employee is prevented from returning the car by 9:30 AM, he or she must call the Enterprise branch to make arrangements.

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

OUTREACH AND PROMOTIONS

Approximately 20% of the program's administrative resources are dedicated to outreach efforts. This amount fluctuates from year to year based on the 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 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, and other advocacy and non-profit groups that are supportive of alternative modes of transportation. 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 them to add GRH marketing text added to their e-newsletters. In addition, staff reached out to several departments of education as a way to enroll staff in Alameda County schools and higher education institutions.

GRH has also ramped up its efforts for co-marketing with other agencies and groups with similar missions and goals. Co-marketing involves co-promoting organizational missions to the general public at marketing events. GRH expanded co-marketing efforts with the Alameda CTC bicycle and pedestrian program, the Alameda CTC Safe Routes to School (SR2S) Program, and AC Transit EasyPass Program. GRH worked with Alameda CTC's *Ride Stride Arrive* initiative to encourage bicycling and walking in Alameda County, and efforts were made to coordinate outreach activities to promote awareness of the GRH program among teachers and staff through the SR2S Program. GRH staff members also worked with AC Transit to provide outreach materials to employers who have enrolled in the AC Transit EasyPass Program. These co-marketing partnerships have not only helped to expand the reach of GRH marketing efforts in a cost-effective manner, they also helped present GRH as a service that complements alternative modes of transportation.

In 2011, 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 and 2011: 1) market the elimination of the eligibility requirement that allowed only employers with 75 or more employees to 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 outreach strategies that are used to market the program to both prospective employers and employees. The program's marketing tools and outreach 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 travel 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.

After over a decade of using the existing program materials, the GRH program has recently developed a new logo and style guide. This update, which was approved in 2011, was an important step in freshening the program’s image and look. In tandem with this change, the GRH team is developing new program materials to incorporate the new style elements. A new employee brochure and marketing postcards will be launched in 2012. The new branding will better integrate the GRH program with Alameda CTC and will show users that GRH is part of a larger countywide transportation agency.

Website

The program’s website (www.alamedactc.org/grh) 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 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 login 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.

In 2011 the GRH program created a new logo and program materials for Guaranteed Ride Home Program. The previous logo was created during the program's initiation more than 14 years ago. The draft logo and program materials were approved by Alameda CTC. The next phase will be to update the GRH website based on the updated logo and program materials. The rebranding effort provided GRH staff an opportunity to develop new program materials that will require less paperwork to be sent to program participants. In turn, this will reduce costs and time spent distributing program materials. The new marketing materials and website will be launched in 2012.

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 2011, the Guaranteed Ride Home Program was featured in the Hacienda Network Newsletter, which is distributed to all businesses in the Hacienda Business Park¹⁷ and is featured on the Hacienda.org website.¹⁸ GRH was also featured on the Oakland Broadway Shuttle's Facebook page and CSU's East Bay website.¹⁹ The Alameda County Guaranteed Ride Home Program is also a part of Alameda CTC's *Ride Stride Arrive*²⁰ initiative to encourage bicycling and walking in Alameda County, and is featured on the Alameda County Sustainability website.²¹

Onsite 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 2011, including the following:

- Kaiser Benefits Fair in Oakland
- Healthy Planet Fair hosted by Hines Property Management and the Pleasanton Corporate Commons

¹⁷The story can be found here: http://www.hacienda.org/ho/nw1012_GRH.html.

¹⁸http://www.hacienda.org/tenants/tenants_commute_grh.html and

http://www.hacienda.org/services/services_commute_rider.html

¹⁹<http://www20.csueastbay.edu/af/departments/parking/alt-trans/alameda-county.html>

²⁰http://www.actia2022.com/app_pages/view/1569

²¹<http://www.acgov.org/sustain/what/transportation/ei.htm>

- 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 Outreach to Employers

An important aspect of employer outreach 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 2011, 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.

SUMMARY

Program Operating Principles

- The process of enrolling and receiving an emergency ride home continues to work smoothly. This process has been improved upon in 2011 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.²²
- 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 limitation of six trips per employee per year continues to be appropriate. Very few program participants reach this limit. Nine participants used two rides in 2011.

Outreach Efforts 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 2011, including benefits and transportation fairs in Oakland, Pleasanton, Berkeley, and San Leandro. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and employers to sign up.
- As a result of all efforts, a total of 49 new employers and 736 new employees registered in 2011. Overall, employee and employer enrollment is higher than previous years. 2011 had the third highest employer enrollment since program inception.

²²Participants using a taxicab are asked to pay the taxi gratuity and participants using a rental car are required to pay for gas.

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.

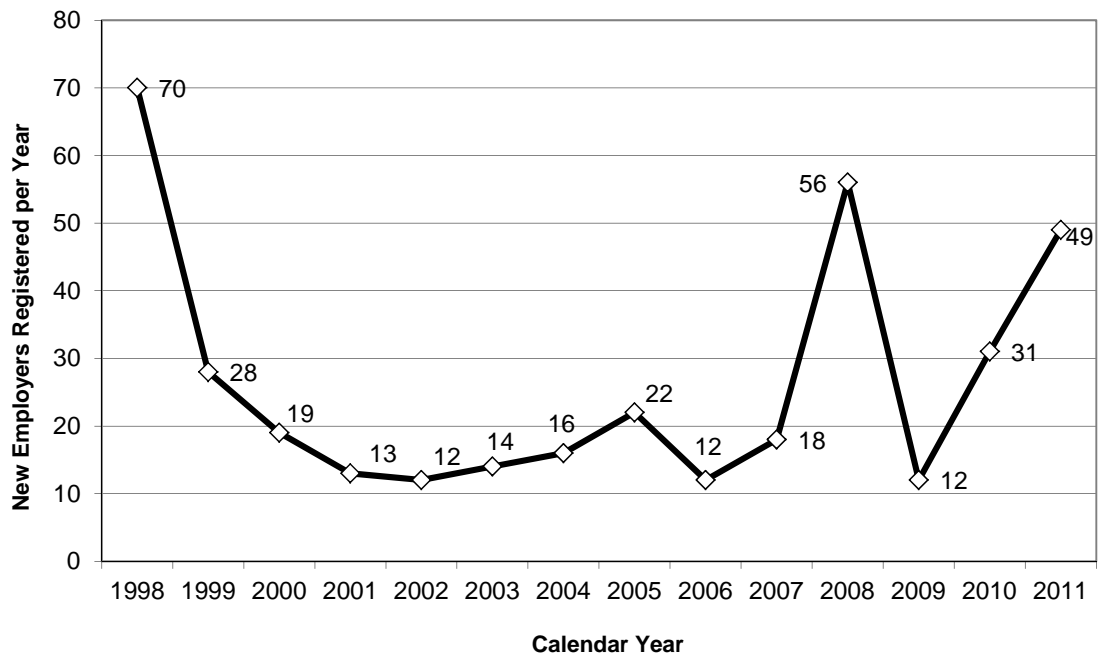
EMPLOYER AND EMPLOYEE REGISTRATION

Number of Employers

As of December 31, 2011, 250 employers were enrolled in the Guaranteed Ride Home Program. Forty-nine new employers were registered in 2011. The program has registered a total of 385 employers in the period from 1998 to 2011. 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). In 2011, four 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 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 the GRH program formed with the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA), as well as record high gas prices. The third highest employer enrollment took place in 2011, with 49 new employers. The increase in new employer enrollment in 2011 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, and 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 urban character of North County, transit and non-motorized modes — walking and biking — play a more important role in the transportation system there 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 64 employers, a 28% increase from 2010. Berkeley has the second largest concentration of registered employers, with 39 businesses. Alameda experienced the largest increase (93%) in the number of enrolled businesses in 2011, from 15 to 29 registered employers. Emeryville experienced an 8% increase, from 25 to 27 registered employers, in 2011.

Employer enrollment in East County increased slightly in 2011, from 52 registered businesses in 2010 to 56 registered businesses in 2011. 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 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 36 businesses.

South County includes the suburban communities of Fremont, Union City and Newark. There was a 16% increase in employer enrollment in South County in 2011. Union City experienced a 100% increase and now has six registered businesses in 2011. 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 of the site.

"I never had to commute long distance to work, so this is the first time I have since my work moved to Pleasanton and I found myself having to find alternative transportation. It is hard enough being so far away from home and learning about the GRH Alameda County program was a bonus and a peace of mind! Thank You!!!" State Compensation Insurance Fund Employee, Pleasanton.

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 than 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 (Amtrak) 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 large employers. Twelve employers were registered in South County as of 2011; six businesses are located in Hayward and six 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 the total number of businesses enrolled in GRH. Not surprisingly, these two areas of the County also have the largest number of employers and registered business parks. Central County experienced a 33% increase in the number of registered employers between 2010 and 2011, and South County experienced a 16% increase.

Figure 3-2 Employers by Location

Location	Number of Employers		% Change
	2010	2011	
North	126	159	26%
Alameda	15	29	93%
Berkeley	36	39	8%
Emeryville	25	27	8%
Oakland	50	64	28%
East	52	57	10%
Dublin	8	10	25%
Livermore	10	11	10%
Pleasanton	34	36	6%
South	19	22	16%
Fremont	15	15	0%
Newark	1	1	0%
Union City	3	6	100%
Central	9	12	33%
Hayward	6	6	0%
San Leandro	3	6	100%
Total	206	250	21%

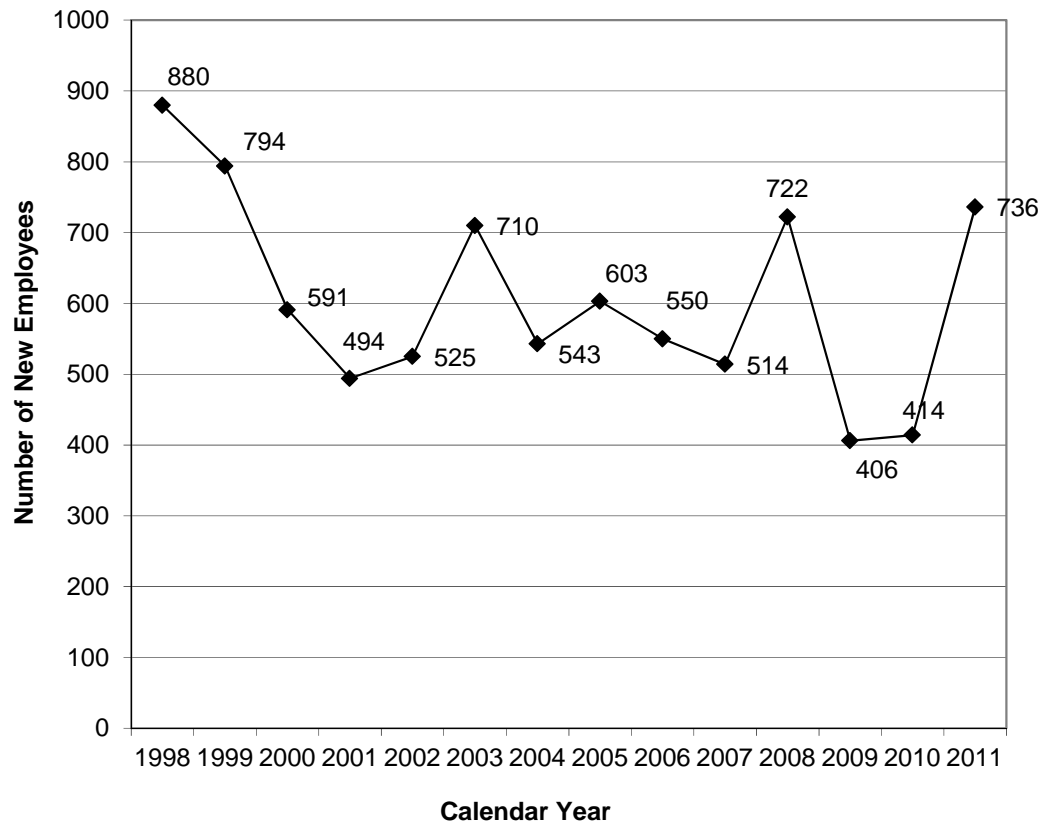
Number of Employees

As of December 31, 2011, 4,784 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 5.3%. This number is higher than 2010 when 2.2% of employees were eliminated, but less than 2009 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 2011 calendar year experienced a large increase in the number of new registrants compared to 2010, with 736 employees enrolling in the program. The overall increase in new enrollment in the last year can be attributed to improvement in the economy, increased marketing activities, and online registration. Total actively registered participants increased from 4,253 in 2010 to 4,784 in 2011.

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 17 companies have over 50 enrolled employees (Figure 3-4). The program has nine employers with over 100 employees registered. These nine 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 150 employers with 1-19 registered employees and 61 employers with zero registered participants. Additional outreach will be made to all employers who do not have any registered participants to help them promote the GRH program to their employees.

Figure 3-4 Employers with Over Fifty Employee Participants

Employer Name	City	# of Employees
Kaiser Permanente	Oakland	1128
Lawrence Livermore National Laboratory	Livermore	358
UC Berkeley	Berkeley	271
Alameda County	Oakland	219
City of Oakland	Oakland	208
State Compensation Insurance Fund	Pleasanton	192
Kaiser Oakland Medical Center	Oakland	165
Caltrans - Department of Transportation	Oakland	162
Bayer HealthCare	Berkeley	150
City of Berkeley	Berkeley	98
US Coast Guard	Oakland	93
Alta Bates Summit Medical Center	Oakland	89
AT&T	Pleasanton	85
Lawrence Berkeley National Laboratory	Berkeley	85
Sandia National Laboratories	Livermore	69
Safeway Inc.	Pleasanton	65
Metropolitan Transportation Commission	Oakland	62

In 2011, 33 of the 49 new employers that registered for the GRH program had less than 75 employees (67%). In 2010, 20 of the 31 new employers had 75 or fewer employees (65%) and in 2009, six of the 12 new employers had fewer than 75 employees (50%). This increase shows that more small 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 2011, 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 2011.

Figure 3-5 New Employers (2011)

Employer Name	City	# of Employees	Date Registered
Reef Designs (San Leandro)	San Leandro	3	1/19/2011
Reef Designs (Oakland)	Oakland	3	1/19/2011
Datasushi Solutions	Oakland	5	1/12/2011
PenPay	Pleasanton	5	4/8/2011
CompoClay	Alameda	5	12/8/2011
St. George Warehouse	San Leandro	7	1/19/2011
Oaklandish	Oakland	7	2/3/2011
Align Chiropractic Center	Oakland	7	11/17/2011
Wellbound of Emeryville	Emeryville	8	1/19/2011
AASK (Adopt A Special Kid)	Oakland	10	12/2/2011
Public Authority for IHSS	Oakland	11	10/14/2011
MRW & Associates LLC	Oakland	12	1/24/2011
FCI Dublin	Dublin	13	5/25/2011
Law Office of Steven A. Booska	Alameda	14	11/4/2011
The Child Unique Montessori School	Alameda	18	5/10/2011
GreenCitizen	Berkeley	24	12/31/2011
Dynamic Graphics Inc.	Alameda	25	1/12/2011
First American Title Company	Concord	25	8/25/2011
Transform	Oakland	28	2/9/2011
Open Text	Alameda	30	9/19/2011
Public Health Law & Policy	Oakland	32	3/24/2011
Computers and Structures Inc.	Berkeley	36	2/23/2011
St. Mary's Center	Oakland	38	5/23/2011
Backbone Entertainment	Emeryville	38	7/28/2011
Calpine Corporation	Dublin	40	2/23/2011
S.K. Seymour, LLC	Oakland	45	2/9/2011
Donsuemor, Inc.	Alameda	49	3/30/2011
Fiserv	Alameda	50	5/4/2011
Simco-Ion Technology Group	Alameda	50	11/29/2011

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Employer Name	City	# of Employees	Date Registered
Orcon Corporation	Union City	53	5/31/2011
Ports America	Alameda	60	5/2/2011
State Coastal Conservancy	Oakland	74	1/24/2011
Santen Inc.	Emeryville	74	9/6/2011
Social Security Administration	Oakland	81	6/10/2011
Bladium Sport and Fitness Club	Alameda	85	3/11/2011
Argosy University	Alameda	90	4/18/2011
Sutter Health East Bay Region (Alta Bates Summit)	Oakland	100	5/10/2011
Zhone Technologies, Inc.	Oakland	110	10/14/2011
Webcor Builders	Alameda	200	6/30/2011
ATPA	Alameda	400	10/20/2011
Port of Oakland	Oakland	440	3/24/2011
Wind River	Alameda	450	3/13/2011
Akima Infrastructure Services, LLC at LLNL	Livermore	650	2/28/2011
Robert Half International	San Ramon	1000	2/7/2011
New Haven Unified School District	Union City	1200	12/19/2011
Berkeley Unified School District	Berkeley	1800	6/17/2011
Alta Bates Summit Medical Center	Oakland	3000	3/8/2011
Kaiser Permanente GSAA	Union City	4500	2/16/2011
Grocery Outlet	Berkeley	10000	4/19/2011

TRIPS TAKEN

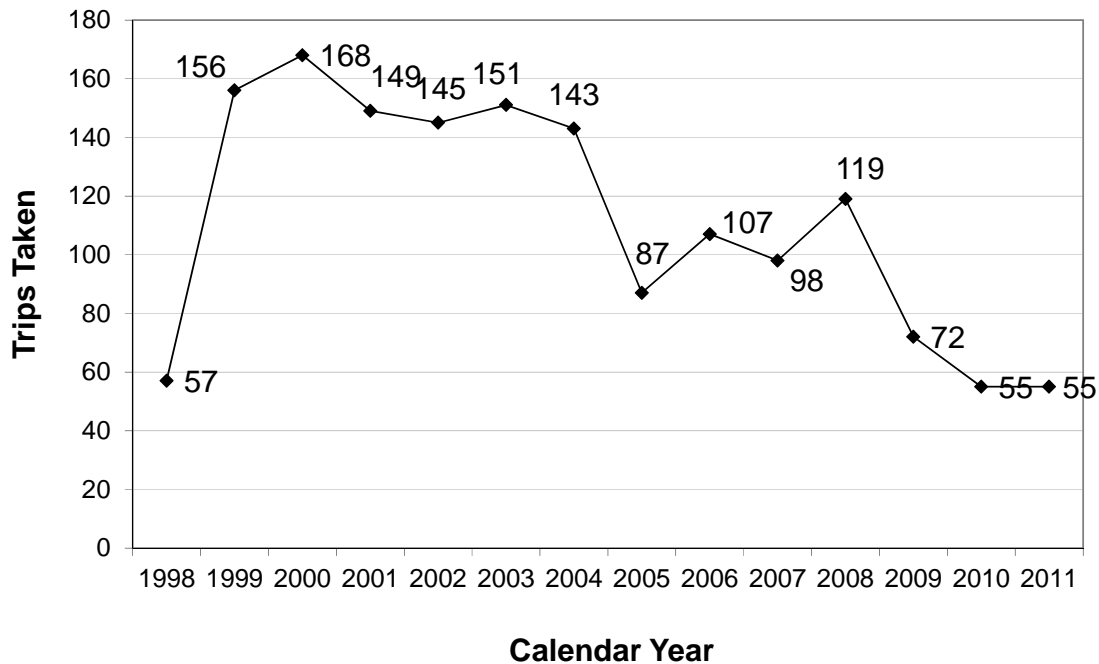
Total Number of Trips

A total of 1,571 guaranteed ride home trips have been taken from the program's inception through the end of 2011. Of these, 1,411 trips (90%) were taken via taxi and 160 trips (10%) 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 2011 — approximately 5 trips per month. Despite the availability of the program to all employees in Alameda County, the number of rides taken has not increased. Of the total trips taken in 2011, 32 (58%) were via taxi and 23 (42%) were made with rental cars. This represents the highest percentage of rental car usage in program history; nearly half of all rides taken were by rental car. In 2009, only 18% of all trips were made by rental car and in 2010 31% 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

2011 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 charge 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. The program provides participants with a free ride home if an emergency or unexpected circumstance arises, thus easing fears about being able to get home and removing one barrier to taking alternative travel modes. The program ensures that participants will be able to get home safely. Most program participants take a guaranteed ride home very infrequently or not at all. Of the 8,642 employees who had registered for the program by the end of 2011, 7,930 (92%) have never taken a ride.

Since the GRH program’s inception in 1998 through December 31, 2011, 1,571 rides were taken by 712 different employee participants. Of these 712 participants, approximately 80% have taken only one or two rides. Only 142 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 2011, no participant took more than two rides during the calendar year. The low number of rides taken demonstrates that participants use GRH as an “insurance policy” in case of unexpected circumstances.

Trips by Employer

Figure 3-7 shows the employers with the greatest number of trips taken during 2011. 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 2011

Employer Name	Number of Rides
Lawrence Livermore National Laboratory	7
Alameda County	5
Bayer Health Care	4
Alta Bates Summit Medical Center	4
Alta Bates Comprehensive Cancer Center (Aptium Oncology)	3

Trip Reasons

The most common reason for using a guaranteed ride home during 2011 was “personal illness” (25%), followed by “unscheduled overtime” (11%) and “personal crisis” (9%). Thirty-eight percent of participants did not state a reason for using their ride.

Compared with the reasons for all rides taken in the program through 2011, the distribution is consistent for reasons such as “personal crisis” and “carpool or vanpool breakdown.” “Personal illness” was down 1% compared to the historic average and “unscheduled overtime” was down 11% 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	2011 Only		1998 through 2011	
	Number of Rides	Percent	Number of Rides	Percent
Personal Illness	14	25%	447	28%
Unscheduled overtime	6	11%	339	22%
Family member illness	3	5%	205	13%
Personal crisis	5	9%	152	10%
Carpool or vanpool driver had to stay late or leave early	4	7%	208	13%
Carpool or vanpool breakdown	2	4%	98	6%
Unknown	21	38%	78	5%
Rideshare vehicle not available	0	0%	38	2%
Other	0	0%	6	0%
Total	55		1571	

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.

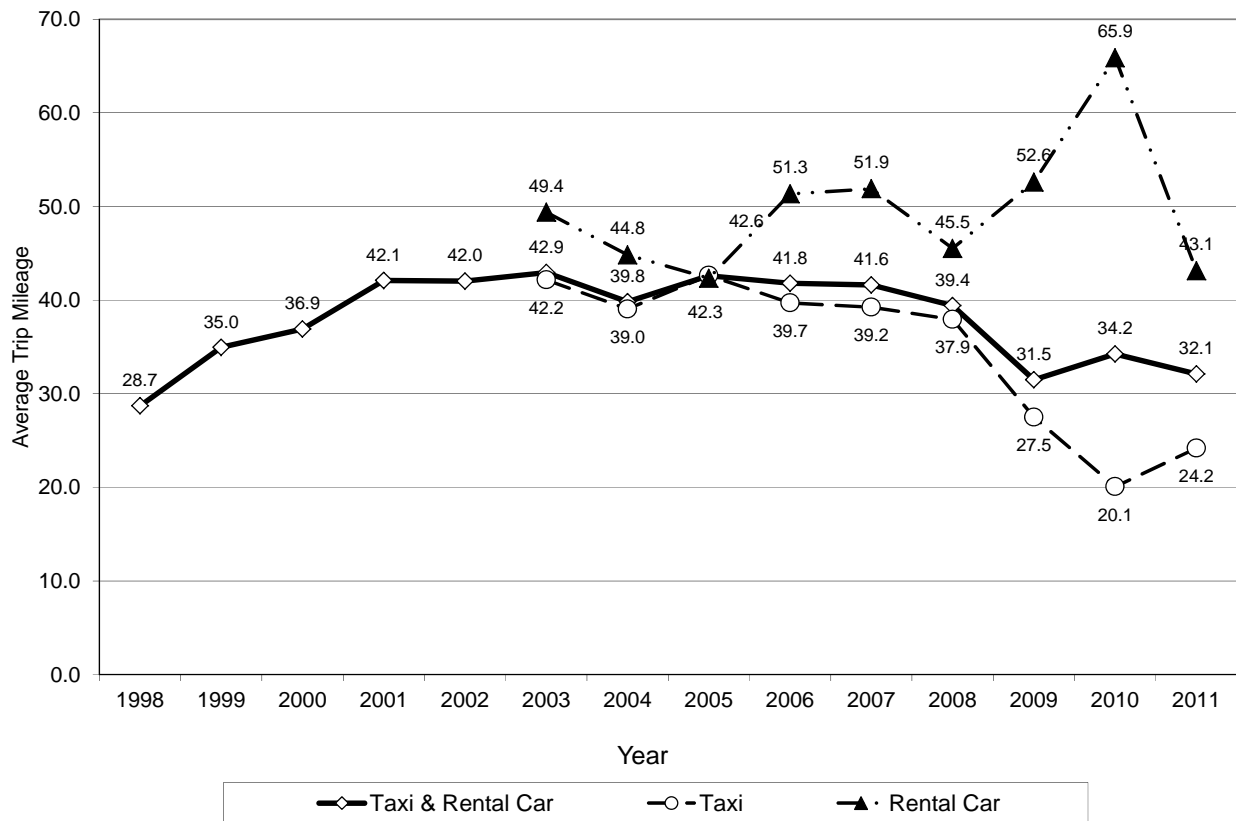
Figure 3-9 Commute Modes Used by Those Using a Guaranteed Ride Home since Program Inception (1998)²³

Commute Mode	Number of Rides	Percent
Carpool or vanpool	972	61%
Train (BART or Other)	344	22%
Bus	245	15%
Unknown	4	0%
Bicycle	19	1%
Ferry	2	0%
Walk	6	0%
Total	1,592	

²³ 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 2011 was 32.1 miles, a 6% decrease compared to 2010. 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 24.2 miles in 2011, a 20% increase from 2010, but in line with the overall downward trend of taxi trip mileage. Car rental trip distance increased dramatically between 2008 and 2010, and decreased by 35% in 2011. The overall trend shows that employees are commuting shorter distances, which could be a result of high gas prices. This trend also 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.

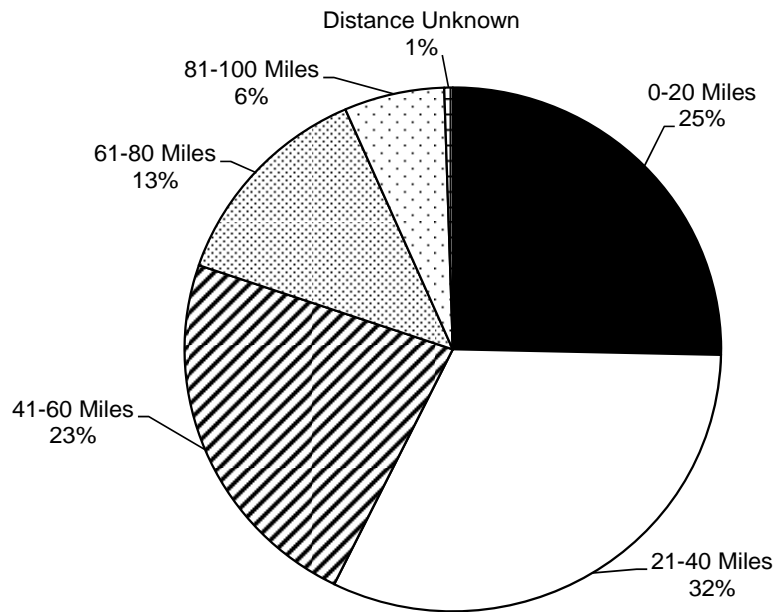
Figure 3-10 Trends in Average Trip Mileage (Rental Car and Taxi Trips)



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 42% of all trips. A total of 95 rides (approximately 6%) of all program trips made through 2011 have been over 80 miles and less than 100 miles long.

Figure 3-11 Number of Rides Taken by Distance since Program Inception (1998)²⁴



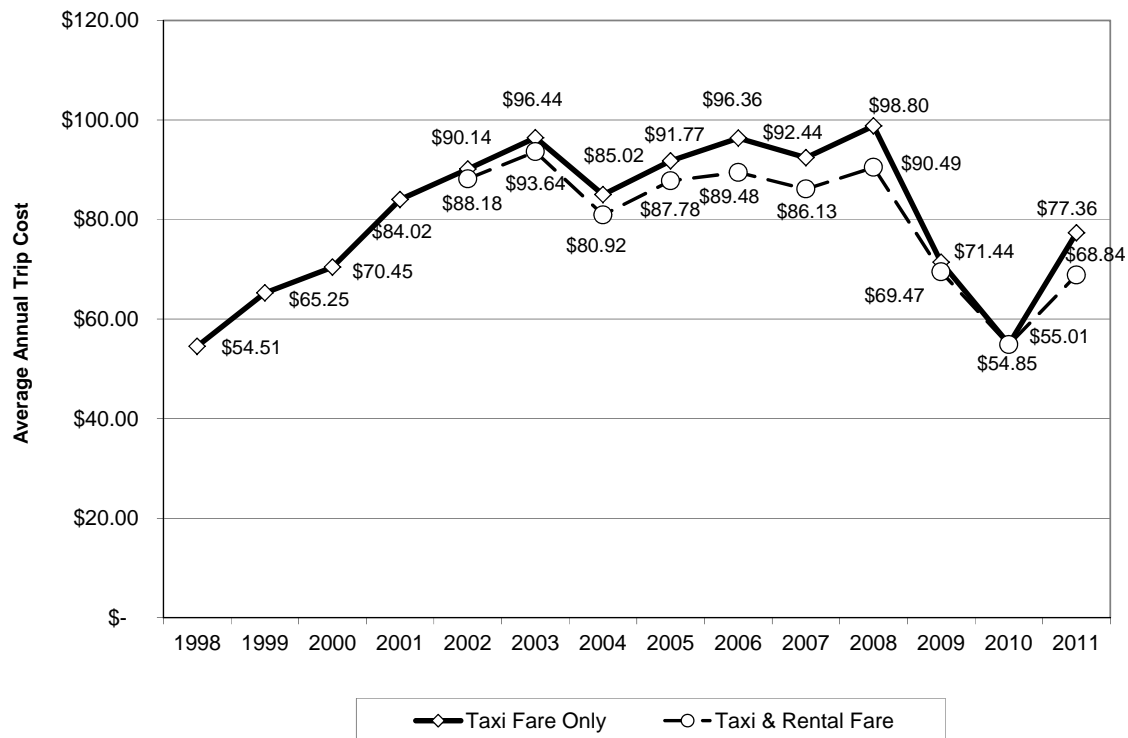
²⁴ The total ride distance is unknown for approximately 1% of total rides given since 1998. These were for trips used in the first few years of the program where some vouchers or invoices did not include the total trip distance.

Trip Cost

The average trip cost in 2011 was \$77.36 (for taxi trips only), a 40% increase from 2010 but a 22% decrease from 2008. Fares are calculated at a rate of \$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 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 in 2011 was \$68.84.

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 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.

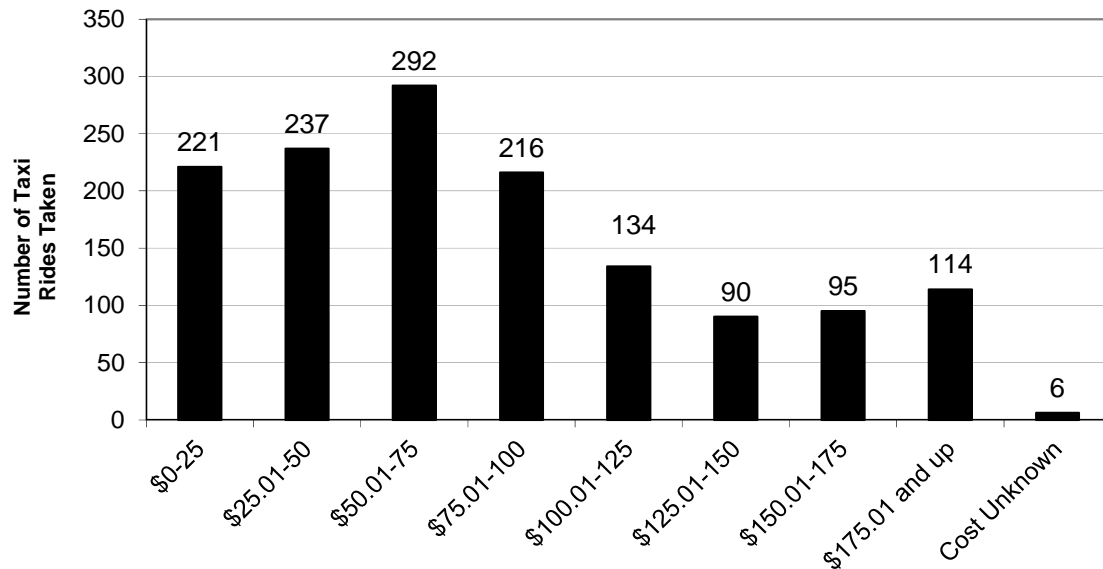
Figure 3-12 Trends in Average Fare per Trip



Taxi Rides by Cost

Figure 3-13 shows the number of taxi rides taken in eight cost categories. Of the 1,405 total taxi rides, 750 (56%) cost \$75 or less and 966 (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 \$1,337 in 2011 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 23 rental car trips were used in 2011, resulting in an estimated savings of over \$1,300 in 2011. Rental cars are more cost-effective for long trips than taxicabs.

Figure 3-14 Rental Car Savings in 2011

Mileage	Total Cost	Pick Up City	Taxi Cost per Mile	Taxi Ride Total + \$3 Flag	Estimated Savings
30	\$54.83	Oakland	\$2.60	\$81.00	\$26.17
30	\$54.97	San Ramon	\$2.60	\$81.00	\$26.03
50	\$55.18	Livermore	\$2.60	\$133.00	\$77.82
39	\$55.23	Emeryville	\$2.60	\$104.40	\$49.17
30	\$55.18	Livermore	\$2.60	\$81.00	\$25.82
20	\$58.09	Berkeley	\$2.60	\$55.00	-\$3.09
40	\$55.42	Hayward	\$2.60	\$107.00	\$51.58
75	\$58.35	Oakland	\$2.60	\$198.00	\$139.65
48	\$55.35	Livermore	\$2.60	\$127.80	\$72.45
84	\$58.25	Oakland	\$2.60	\$221.40	\$163.15
23	\$55.23	Oakland	\$2.60	\$62.80	\$7.57
42	\$58.19	Livermore	\$2.60	\$112.20	\$54.01
71	\$72.93	Oakland	\$2.60	\$187.60	\$114.67
40	\$54.68	Berkeley	\$2.60	\$107.00	\$52.32
42	\$54.59	Livermore	\$2.60	\$112.20	\$57.61
48	\$54.68	Berkeley	\$2.60	\$127.80	\$73.12
32	\$54.64	Emeryville	\$2.60	\$86.20	\$31.56
50	\$58.67	Berkeley	\$2.60	\$133.00	\$74.33
35	\$57.64	Oakland	\$2.60	\$94.00	\$36.36
35	\$57.64	Oakland	\$2.60	\$94.00	\$36.36
46	\$54.92	Hayward	\$2.60	\$122.60	\$67.68
17	\$54.34	San Ramon	\$2.60	\$47.20	-\$7.14
65	\$61.58	Livermore	\$2.60	\$172.00	\$110.42
Total Program Savings					\$1,337.62

EMPLOYEE COMMUTE PATTERNS

Commute Distance and Location

The employees registered with the program work in a wide variety of jobs within a range of industries throughout Alameda County, including several hospitals and healthcare institutions, 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 those enrolled employees for whom we have a known home county 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 (1998-2011)	Percent of Employees Enrolled in Program (1998-2011)
Alameda	1443	36%
Contra Costa	885	22%
San Joaquin	377	9%
San Francisco	381	9%
Stanislaus	144	4%
Solano	280	7%
Santa Clara	179	4%
San Mateo	151	4%
Sacramento	60	1%
Marin	57	1%
Merced	4	0%
Yolo	22	0.5%
Sonoma	20	0.5%
Napa	27	0.7%
Calaveras	2	0.0%
Placer	5	0.1%
Fresno	1	0.02%
Madera	1	0.02%
Nevada	1	0.02%
TOTAL	4,040	
<i>Unknown*</i>	<i>744</i>	
<i>Total Enrollment</i>	<i>4,784</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 2011. The most common trip pairs were Oakland to Oakland (82 trips), Fremont to Modesto (60 trips), and Oakland to Vacaville (44 trips). The cities with the most trip origins overall are Oakland (442 trips), Pleasanton (301 trips), and Fremont (254 trips). The cities with the most trip destinations are Oakland (181 trips), Manteca (116 trips), Modesto (103 trips), and Tracy (82 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	82
Fremont	Modesto	60
Oakland	Vacaville	44
Pleasanton	Manteca	40
Berkeley	Oakland	36
Oakland	San Francisco	32
Pleasanton	Tracy	32
Oakland	Fairfield	30
Livermore	Oakland	29
Oakland	Manteca	27
Fremont	Manteca	25
Fremont	Fremont	23
Pleasanton	Modesto	23
Livermore	Tracy	22
Oakland	Vallejo	22
Livermore	Manteca	22
Pleasanton	Merced	21
Pleasanton	Rodeo	19
Fremont	Oakland	18
Berkeley	Stockton	17
Oakland	Walnut Creek	17
Fremont	Tracy	16
Livermore	Stockton	15
Oakland	Berkeley	15
Pleasanton	Brentwood	15
Berkeley	Berkeley	14
Livermore	San Jose	14
Pleasanton	San Francisco	13
Pleasanton	Concord	12

Origin (Work)	Destination (Home)	Number of Trips
Fremont	Delhi	12
Pleasanton	Danville	11
Pleasanton	Antioch	11
Livermore	Modesto	11
Pleasanton	Patterson	11
Oakland	Union City	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 2011. 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	427	27%
San Joaquin	278	18%
Contra Costa	258	16%
Stanislaus	148	9%
Solano	143	9%
San Francisco	66	4%
Santa Clara	62	4%
Merced	42	3%
Sacramento	19	1%
Marin	18	1%
Yolo	9	1%
San Mateo	4	0%
Sonoma	3	0%
Napa	4	0%
Calaveras	1	0%
Placer	1	0%
Unknown	88	6%
Total	1,571	

SUMMARY

Employer and Employee Registration

- As of December 31, 2011, there were 250 employers and 4,784 employees enrolled in the Guaranteed Ride Home Program.
- New employer enrollment was the third highest since program inception, with 49 newly registered businesses. There were 736 new employees who enrolled in the GRH program in 2011. There was a 58% increase in new employer enrollment and a 78% increase in new employee enrollment compared to 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 2011 was 1,571. In 2011, 55 trips were taken.
- Ninety-two 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 2011 (25% of trips) followed by “unscheduled overtime” (11% 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 decreased by 6% in 2011 compared to 2010. The average trip distance for all trips in 2011 was 32.1 miles.
- The average taxi trip cost increased 40% in 2011, from \$55.01 in 2010 to \$77.36 in 2011. When factoring in rental car trips, the average trip cost was \$68.84. This difference in cost was due to an increase in rental car usage for longer trips.
- Savings from using rental cars totaled approximately \$1,337 in 2011. A total of 23 rental cars were used in 2011.

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 2012 as part of the annual Guaranteed Ride Home Program participant survey.

METHODOLOGY

On February 6, 2012, 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, surveys were electronically distributed to employees through surveymonkey.com. Employer representatives were informed that GRH staff would be sending all registered employees a link to an online survey. 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 who did not have a valid email address. The survey could be completed online, emailed back, sent through the U.S. mail, or faxed. Of the 918 surveys completed, 4 (0.1%) were returned in hard copy format or faxed and 914 (99.9%) were completed online. All responses were due by March 9, 2012.

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.

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. New questions were added to the employee survey this year about the perceived value of the program and different ways to market it. The goal of these questions was to determine the level of interest in the program if employers are required to pay a fee in the future. Another goal was to determine effective ways to market the program. 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.

SURVEY RESPONSE

The annual program evaluation effort provides the additional benefit of clearing names from 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 by the employer representatives or, when we contact employee registrants directly, by returned mail or bounced email sent to the registrants. Of the 4,784 employee registrants currently in the database who should have received a survey from their employer or us, 918 were completed, resulting in a 19% response rate. This is a 5% increase in the response rate from 2010 (14%). Respondents represent 85 different employers throughout the county or 45% 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 show 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

This chapter also includes quotations and personal anecdotes from employees who completed the survey. Several open-ended questions were used to gather feedback to help better understand how employees view the Guaranteed Ride Home Program.

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 included 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 Mode Use

In order to make sure users understand the purpose of the Guaranteed Ride Home Program, employees were asked if they were aware the GRH program is intended for commuters who take alternative modes of transportation (e.g., carpool/vanpool, transit, bike, or walk) as their primary method of getting to/from work. The vast majority (93%) were aware of the program's primary purpose.

"I was afraid to use the ACE train before I found out about your program because my husband's health is precarious and I live too far out to easily catch a ride back if needed." Lawrence Livermore National Laboratory Employee, Livermore.

The next set of questions asked respondents directly how important GRH is in fostering their use of an alternative commute mode. The survey asked employees 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, 65% of respondents reported that GRH was at least

somewhat important in their decision to stop driving alone. This is a two percentage point increase from 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)	125	18%
Important (It was an important part of my decision)	176	25%
Somewhat important (It had some influence)	150	22%
Not important (I began using alternative modes for other reasons)	242	35%
Total Respondents	693	

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 (93%) 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	389	45%
Agree somewhat	411	48%
Do not agree	62	7%
Total	862	

Survey respondents were asked if they would continue to use alternative modes if the GRH program was not available and at what frequency they would use alternative modes compared to their current use. Approximately two-thirds of respondents (68%) reported that they would continue to use an alternative mode even if the GRH program were not available. This is a five percentage point increase from last year, when 63% of respondents stated that they would continue to use alternative modes at the same frequency if the program were not available.

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.

“I think this is a wonderful program, it gives incentives to those who do not want to commute by public transportation out of fear of being stuck or not able to reach a loved one in the event of an emergency. Also, when you yourself become ill you at least know that you're able to make it home ASAP without waiting for someone to pick you up.” Alta Bates Medical Summit Center Employee, Oakland.

If the program were not available, 25% of respondents reported they would use an alternative mode, but less frequently than before, and 8% reported that they would stop using an alternative mode and go back to driving alone.

Figure 4-3 Influence of GRH on Sustaining Alternative Mode Use

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

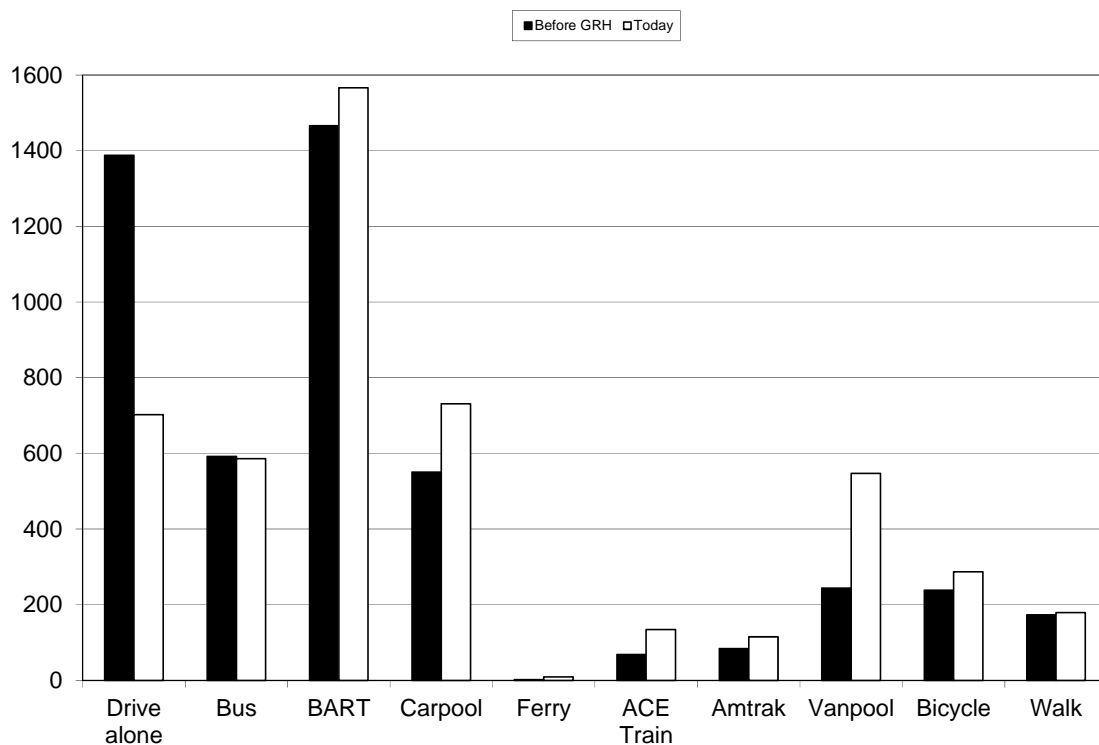
	Responses	Percentage
Stop ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking and go back to driving alone	66	8%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking but less frequently than before	212	25%
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	586	68%
Total Respondents	864	

Commute Mode Before and After Joining the GRH Program

In order to gain more understanding of 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.

“I have not used the GRH program in a couple of years. When I did need it due to illness, it was excellent. It's still a comfort to know it's there since I carpool.” UC Berkeley Employee, Berkeley.

Figure 4-4 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 (49%) 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 more than doubled (124%) and commuters using ACE Train nearly doubled (97%) when respondents registered with the GRH program.

“I have run a vanpool for 30 years, never had to use it, but members of my vanpool have. It is an important factor in recruiting new members for the vanpool.” Lawrence Livermore National Laboratory Employee, Livermore.

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.

*“I haven't used the service yet. Five people participate in my carpool 5 days a week since September. So far one of us has used the service once and she had a great review for it.”
State Compensation Insurance Fund Employee, Pleasanton.*

Figure 4-5 Comparison of Respondent Days per Week Using SOV Commute Modes Now and Before Joining the GRH Program

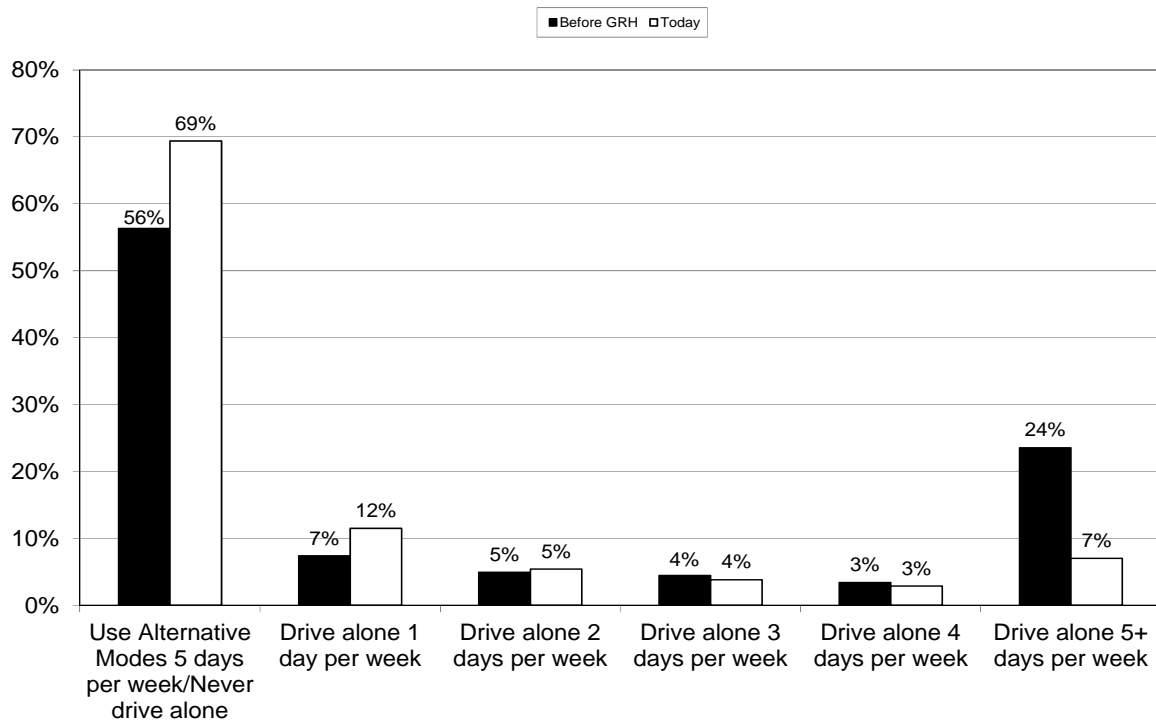
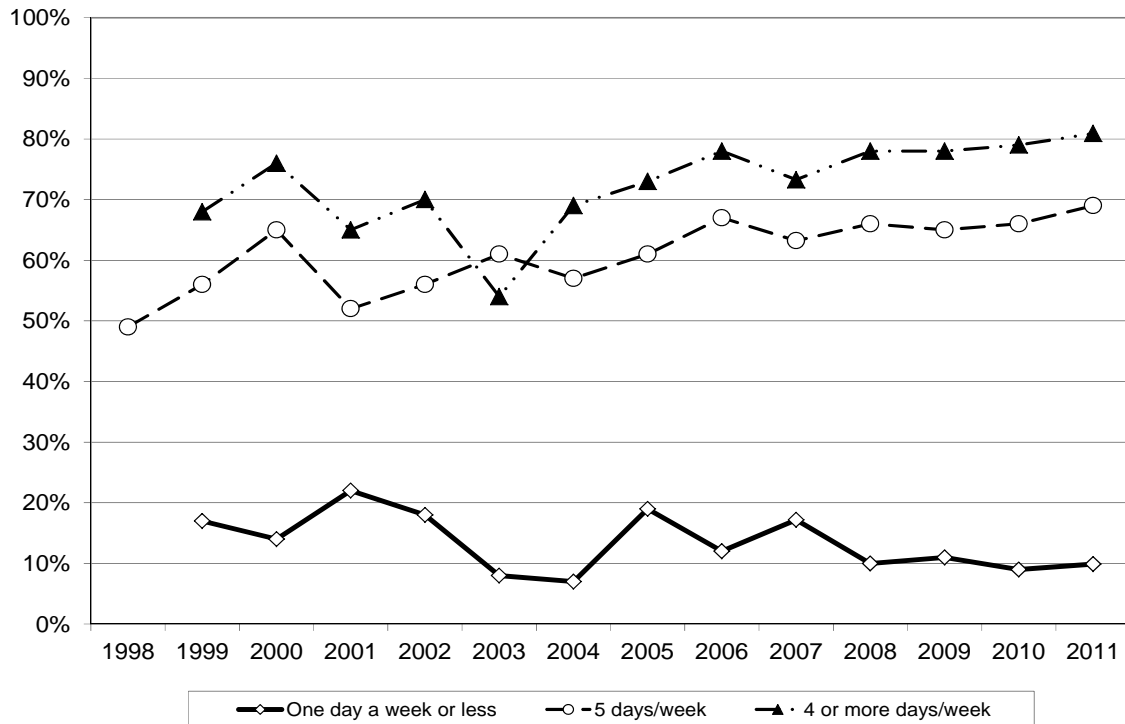


Figure 4-7 shows the trends of respondent's alternative mode use since the inception of the program. In 2011 81% of respondents commuted via alternative modes at least four days per week. This number, which is a program high point, is two percent higher than 2010. The continuing upward trend is likely attributed to mode switch because of the high price of gas since 2008 and a change in commuter behavior. Those who use an alternative mode five days per week increased to 69%. Respondents who use an alternative mode one day per week or less decreased from 17% in 2007 to 10% in 2011.

"This program is great. I've been able to encourage some of my co-workers to carpool with me and we're able to save money monthly. Not to mention that in the past when I've gotten sick, my co-worker was able to drive me home instead of me having to drive myself home. In my opinion, this is very important because sometimes when people are sick and still have to drive themselves home from work, they become an added risk to causing traffic accidents." Caltrans Employee, Oakland.

Figure 4-6 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 2011 program enrollment of 4,784 people. The number of roundtrips per week is calculated using the frequency and number of people in each category.

Based on this analysis, approximately 3,899 drive-alone roundtrips or 7,798 drive-alone one-way trips per week were replaced by alternative mode trips by those who joined the program. This is equivalent to 405,496 total drive-alone, one-way trips per year.²⁵

It is likely that the GRH program played a significant role in the mode shift and worked in conjunction with other factors, such as high gas prices, to encourage participants to try alternative modes. As previously noted, 93% of respondents stated that the GRH program likely encourages participants to use alternative modes more often, and 65% of respondents stated that the program was at least somewhat important in encouraging them to use alternative modes at least one more day per week.

Figure 4-7 Total Drive Alone Trips Before and After Joining the GRH Program

Frequency	Before Joining Program			After Joining Program			Roundtrip Increase or Decrease
	Percentage of Respondents	Number of People ¹	Total Drive Alone Roundtrips	Percentage of Respondents	Number of People ¹	Total Drive Alone Roundtrips	
Never drive alone to work	56%	2,695	0	69%	3,320	0	0
Drive alone 1 day per week	7%	353	353	12%	551	551	198
Drive alone 2 days per week	5%	235	471	5%	259	517	47
Drive alone 3 days per week	4%	213	639	4%	182	545	-94
Drive alone 4 days per week	3%	162	650	3%	138	551	-99
Drive alone 5 days per week	24%	1,126	5,630	7%	336	1,679	-3,951
Total	100%	4,784	7,742	100%	4,784	3,843	-3,899

¹ Extrapolation of percentages of respondents to the total program enrollment of 4,784 (total enrollment as of Dec. 2011)

²⁵ This is based on the program enrollment as of December 2011 and 52 weeks per year.

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 30.2 miles, a 2.6 mile increase from last year. As shown in Figure 4-9, 46% of participant commute distances were less than 30 miles. Eighty-four percent of commutes are less than 50 miles, while 16% of participants live nine or fewer miles from their workplace. Only 1% of participants commute 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 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.

"For the many years that I have had long commutes (30 years), this is the first time I have felt confident that an emergency on my part would not adversely impact my car pool. This program provides peace of mind to all of us. As long as the GRH program exists, I will carpool to work. We are approaching two years in our carpool with four employees and are successful in helping our environment with the carbon footprint, using the carpool lanes, having preferred parking at work, taking three cars off the road every day and having a quality of life that comes from not driving 80 miles round trip to work every day, alone in the car. Thank you for this wonderful program." Lawrence Berkeley National Laboratory Employee, Berkeley.

Figure 4-8 Distance Between Work and Home

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

	Responses	Percentage
0 to 9 miles	141	16%
10 to 19 miles	161	18%
20 to 29 miles	174	20%
30 to 39 miles	143	16%
40 to 49 miles	117	13%
50 to 99 miles	134	15%
More than 100 miles	7	1%
Total Respondents	877	

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 (65%). Only 13% start after 9:00 AM, and 22% before 7:00 AM.

Figure 4-9 Work Arrival Times of Participating Employees

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

	Responses	Percentage
Before 6 AM	34	3%
6-6:29 AM	62	7%
6:30-6:59 AM	109	12%
7-7:29 AM	157	18%
7:30-7:59 AM	129	15%
8-8:29 AM	173	20%
8:30-8:59 AM	103	12%
9-9:29 AM	75	9%
9:30-9:59 AM	17	2%
10 AM or later	17	2%
Total Respondents	876	

Work Departure Times

As shown in Figure 4-11, most people leave work between 4:00 PM and 5:29 PM (60%). Sixteen percent leave earlier than 4:00 PM, and 11% 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 4-10 Work Departure Times of Participating Employees

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

	Responses	Percentage
Before 3 PM	22	3%
3-3:29 PM	36	4%
3:30-3:59 PM	75	9%
4-4:29 PM	137	16%
4:30-4:59 PM	190	22%
5-5:29 PM	185	22%
5:30-5:59 PM	110	13%
6-6:29 PM	55	6%
6:30-6:59 PM	21	2%
7 PM or later	29	3%
Total Respondents	860	

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, 52%, do not drive alone to access their primary commute mode.

Figure 4-11 Access Mode

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

	Responses	Percentage
Yes	413	48%
No	439	52%
Total Respondents	852	

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 2011 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 nor 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.

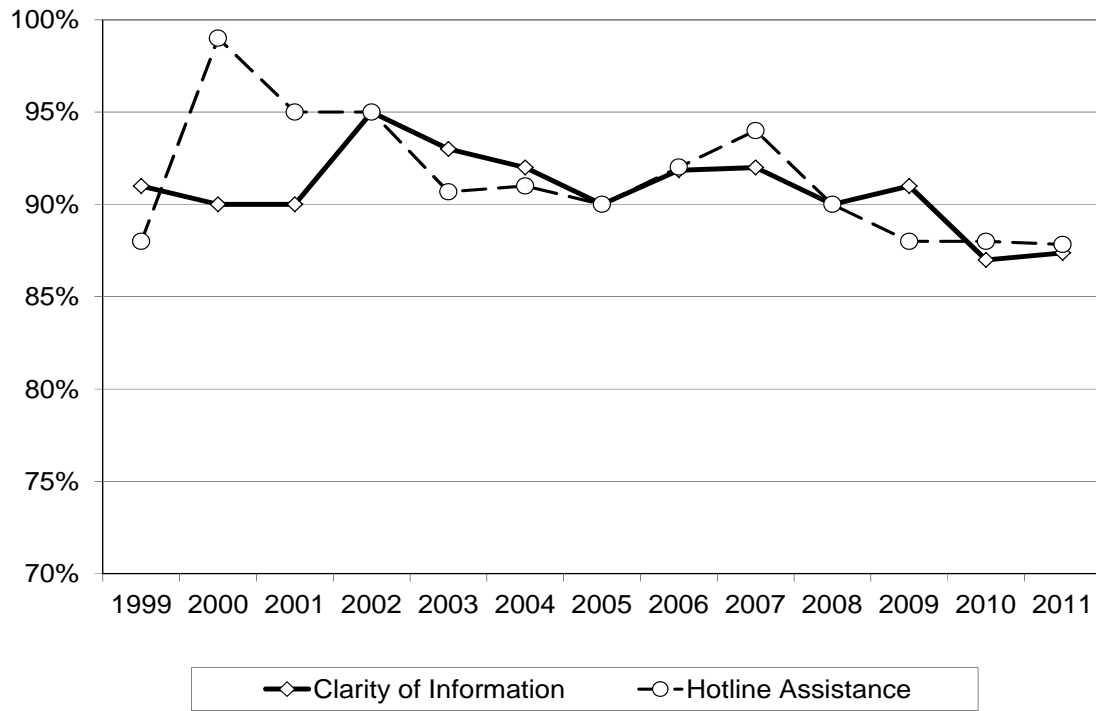
Figure 4-12 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received:

	n=	Excellent	Good	Fair	Poor	Don't know
Clarity of Information	890	32%	36%	8%	2%	23%
Hotline Assistance	877	11%	8%	2%	1%	78%

Figure 4-13 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 the same as the 2010 survey.

Figure 4-13 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 program²⁶:

1. Friendly Cab — Albany, Oakland, Berkeley, Piedmont, Emeryville, Alameda, and San Leandro
2. American Cab²⁷ — 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 2011, 55 total rides were taken by 46 employee participants. Thirty-two taxicab rides were taken in 2011 (58%). Taxicab rides were divided between Friendly Cab (23 rides), Tri-City Cab (7 rides), and American Cab (2 rides). A rental car was used for 23 of the rides by 21 different employee participants. The percentage of rental car rides increased dramatically in 2011. In 2009, 18% of all rides taken were by rental car; in 2010, nearly one-third of all rides taken were by rental car, and in 2011 42% of all rides were by rental car.

Most of the participants who completed the ride questionnaire rated their overall program experience and taxi or rental car service quality as either good or excellent. The large majority also reported that taxi drivers and rental car agents were friendly and helpful and that vehicles were clean. Over three-fourths of taxi passengers reported a wait time of 15 minutes or less. Only 15% waited between 15 and 30 minutes. No respondents had to wait more than 30 minutes. These numbers are similar to 2010 but represent a significant improvement in wait times compared to 2007, when 26% of respondents stated that they had to wait over 30 minutes.

In 2011, the average wait time was ten minutes, a one minute decrease from 2010. Overall, program participants appear to be receiving good service from all three taxi providers and overall on-time performance and customer service improved.

RENTAL CAR PROGRAM AWARENESS

In addition to the questions 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 2011 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 onsite representative.

²⁶The 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.

²⁷ Formerly Netcab.com and Fremont City Cab

The survey asked participants if they were aware of the rental car requirement before starting the annual survey. Of those responding, 58% were aware of the rental car requirement. In 2009, only 41% of participants were aware of the requirement and in 2010, 51% were aware of this 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 4-14 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	511	58%
No	375	42%
Total Respondents	886	

Participants who have used a guaranteed ride home were asked if they used a taxicab or a rental car. A large majority, 72%, 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 they live less than 20 miles from their workplace (34%) and they were too ill/unable to drive (16%). The most common response from the other category was that they used their GRH voucher before a rental car was an option (before 2002) or because they would be unable to return the car the next day. Only 5% stated that they were unaware of the rental car option. This shows a significant change from 2009 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 4-15 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	25	34%
Unaware of the requirement	4	5%
Too ill/unable to drive	12	16%
Needed the guaranteed ride home after Enterprise Rent-A-Car business hours	5	7%
Taxi is more convenient than rental car	6	8%
Not sure how I would receive and return the rental car	5	7%
Uncomfortable driving	1	1%
Other (please specify)	15	21%
Total Respondents	73	

PROGRAM VALUE

The Alameda CTC Board has requested that staff revisit the viability of initiating a mechanism to have participating users contribute to funding the GRH program. The key objectives of instituting participant contributions would be the following:

- To capture revenue from program participants and beneficiaries
- Potentially to reduce fraudulent program use
- To provide additional funding source for GRH program

There are a variety of mechanisms that can be implemented to achieve these three objectives, which are further discussed in Appendix B. In order to gauge willingness to pay, the survey asked participants if they would be willing to pay a usage fee for every ride home taken (e.g., a fee equaling up to 25% of the total cost of the taxi or rental car). The majority of participants said they were not sure if they would continue participating in the GRH program if they had to pay a usage fee (43%). Thirty-four percent said they would be willing to pay a usage fee and 23% said they would no longer participate in the GRH program if they had to pay a usage fee. An important factor when considering a usage fee is the potential balance between program attrition and revenue capture. If a usage fee were to be charged based on rides taken, it would likely generate revenue to only cover a small percentage of overall program costs. Furthermore, the costs to administer a fee may be greater than the potential revenue that could be captured from its implementation.

Figure 4-16 Willingness to Pay a Usage Fee

If the GRH program included a usage fee for every ride home taken (e.g., fee equaling up to 25% of the total cost of the taxi or rental car), would you still participate in the program?

	Responses	Percentage
Yes	298	34%
No	201	23%
Not Sure	370	43%
Total Respondents	869	

PROGRAM INVOLVEMENT

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 (57%). Only 12% of survey respondents signed up within the last six months.

Figure 4-17 Participant Duration

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

	Responses	Percentage
Less than 6 months	102	12%
6 months to 1 year	136	15%
1 to 2 years	142	16%
More than 2 years	506	57%
Total Respondents	886	

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 2011, the majority of participants registered for the GRH program online (53%). This is a large increase from 2010 when only 34% of participants registered online. Twenty percent mailed in their application form, 12% faxed it in, and 2% signed up in person at a transportation fair/event. The most common response from those who marked "other" was that they do not remember how they signed up.

Figure 4-18 How did you sign up for the GRH Program?

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

	Responses	Percentage
Online (through the GRH website)	471	53%
Mailed in my application	178	20%
Faxed in my application	107	12%
In person at a transportation fair	21	2%
Other (please specify)	106	12%
Total Respondents	883	

When asked where they found out about the GRH program, 49% stated that they found out about the program through their employer or onsite representative. This highlights the value of our onsite contacts and how effective they are at disseminating program information and promoting the program. Sixteen percent found out about the program through co-workers and another 11% found out through information posted at their workplace.

Figure 4-19 How did you find out about the GRH Program?

How did you find out about the GRH Program?		
Answer Options	Responses	Percentage
Employer or onsite representative	441	49%
Co-worker	147	16%
Carpool or vanpool partner(s)	79	9%
Commuter/employee benefits fair	58	6%
Media	17	2%
Information posted at your workplace	95	11%
Other	58	6%
Total Respondents	895	

SOCIAL MEDIA MARKETING

The 2011 survey asked several new questions regarding participant use of the GRH website and interest in social media. Social media marketing is a low-cost, high-impact technique that can be easily and quickly employed to reach employers and employees in Alameda County. In general, social media refers to online communities that are participatory, conversational, and fluid – such as Facebook, Twitter, LinkedIn, and Google+. These communities enable members to produce, publish, control, critique, rank, and interact with online content.

Social media platforms allow for more personalized real-time communication that can yield results such as increased awareness and community support. One of the key benefits of social media as a communication tool is its flexibility. Social media can be used as a PR tool for the GRH program by promoting events, such as Bike to Work Day and Earth Day fairs, and providing updated information to users. Social media can be used to engage employers and employees while providing participants with the opportunity ask questions or share stories of how they use the program. This tool can be used to help increase awareness of the program and reach out to new users.

Survey respondents were asked what resources they *first* use if they have a question about the GRH program. The majority (76%) stated that they use the GRH website either on their personal computer (70%) or through their mobile phone (6%). Twenty-two percent said they call the hotline first. This shows that most participants are comfortable using the internet and use the GRH website is their first stop to obtain program information. In order to reduce the amount of

time spent on administration, it may be useful to create a Frequently Asked Questions (FAQ) page on the GRH website, thereby reducing the number of phone calls to the GRH hotline.

Figure 4-20 How do you obtain information about the GRH Program?

If you had a question about the program, what tool would you most likely use first to find the answer?

	Responses	Percentage
Call the hotline (phone)	188	22%
Website (via personal computer)	611	70%
Website (via mobile phone)	51	6%
Other (please specify)	23	3%
Total Respondents	873	

The survey also asked participants what forms of social media they use on a regular basis. Respondents stated that they mostly use Facebook (33%), LinkedIn (15%), and Google+ (15%). These social media websites can be easily used to interact with participants and provide another outlet where employees can find information about the GRH program. Approximately one third (30%) of participants stated that they do not use social media.

Figure 4-21 What forms of social media do you use?

What forms of social media do you use on a regular basis?

	Responses	Percentage
Facebook	378	33%
LinkedIn	167	15%
Twitter	58	5%
Google+	172	15%
Do not use social media	347	30%
Other (please specify)	21	2%
Total Respondents	1143	

SUMMARY

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2011 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 65% of respondents said that it was at least somewhat important. Most (93%) of all respondents stated that they thought the program encourages others to use alternative modes more often. If the GRH program were not available, a third of respondents (33%) reported that they would no longer or less frequently use an alternative mode of transportation. Sixty-eight percent of respondents stated that they would continue using alternative modes if GRH were 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 the GRH program were 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 23%. The number of respondents driving alone five days per week dropped from 24% to 7%.
- Using the survey findings, we are able to extrapolate the impact of the program on travel behavior of all participants. The program helps reduce 3,899 drive-alone roundtrips per week or 405,496 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 (84%). Over half (54%) are between 10 and 39 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.
- Less than half (48%) 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 2011, the participants reported wait times for a taxi to be on average 10 minutes and the majority of users (75%) waited 20 minutes or less for a rental car.

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

- Of those who have used the program to get home, a large majority (72%) 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 they live less than 20 miles from their workplace (34%) and they were too ill/unable to drive (16%). The most common response from the other category was that they used their GRH voucher before a rental car was an option (before 2002). Only 5% stated that they were unaware of the rental car option.
- Fifty-eight percent of respondents reported that they were aware of the rental car requirement. In 2010, 51%, of participants were aware of the requirement and in 2009, 41% 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 if they would be willing to pay a usage fee for every ride home taken (e.g., a fee equaling up to 25% of the total cost of the taxi or rental car).

- The majority of participants said they were not sure if they would continue participating in the GRH program if they had to pay a usage fee (43%). Thirty-four percent said they would be willing to pay a usage fee and 23% said they would no longer participate in the GRH program if they had to pay a usage fee.

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 (57%). Twelve percent reported having signed up less than six months ago.
- In 2011, the majority of participants registered for the GRH program online (53%). This is a large increase from 2010 when only 34% of participants registered online. Twenty percent mailed in their application form, 15% faxed in their application form, and 2% signed up in person at a transportation fair/event.
- Most participants found out about the GRH program through their employer or onsite representative (49%). This highlights the important role that our onsite representatives play in promoting the GRH program and disseminating information to their employees.

The 2011 survey asked several new questions regarding participant use of the GRH website and interest in social media. Social media can be used to market the GRH program to employers and employees in Alameda County.

- Seventy percent of respondents stated that use social media. The most common forms of social media include: Facebook (33%), LinkedIn (15%), and Google+ (15%). Approximately one-third (30%) of participants stated that they do not use social media.
- If an employee has a question about the GRH program, the majority (76%) stated that they use the GRH website either on their personal computer (70%) or through their mobile phone (6%) to answer their question. Twenty-two percent said they call the hotline first.

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 *Survey Monkey*, 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 14, 2012 to March 9, 2012.

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, the employer survey contained several new questions about the perceived value of the program and different ways to market the program. The goal of these questions was to determine the level of interest in the program if employers are required to pay a fee in the future. In addition, GRH staff wanted to know employer opinions on how to more effectively market the program to employees.

OVERALL SURVEY RESULTS²⁸

Of the 250 active participating employers, 56 surveys were returned, resulting in a 22% response rate. Employer contact information was updated during the initial phone call.

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 show the percent of respondents who answered the question rather than the total number of surveys received.

²⁸ 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 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

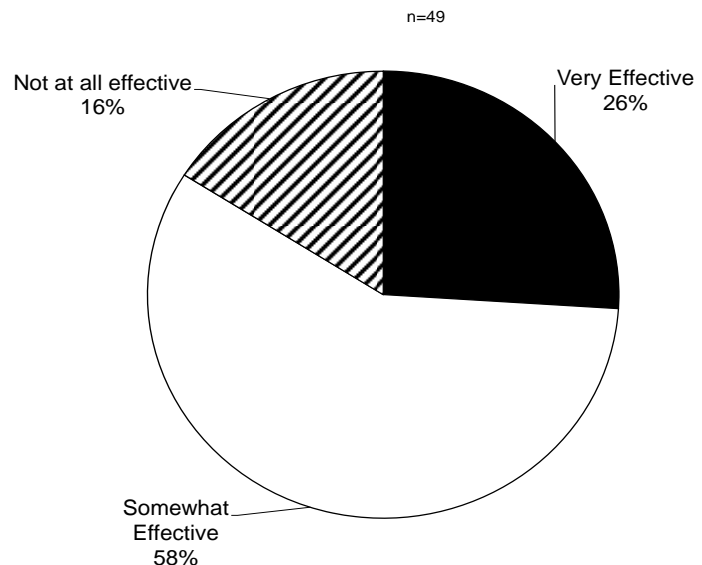
This section of the survey asked employer respondents whether the Guaranteed Ride Home Program makes a difference in employees' commute mode decisions and what other factors may influence participants commuting choices.

Encouraging Alternative Mode Use

The survey asked the employer representatives their opinion on how effective 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, 84%, reported that they feel participation in the program is at least somewhat effective in encouraging more alternative mode use.²⁹ This represents a 3% decrease from last year.

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

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



²⁹ Employers were asked for their opinion about whether 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.

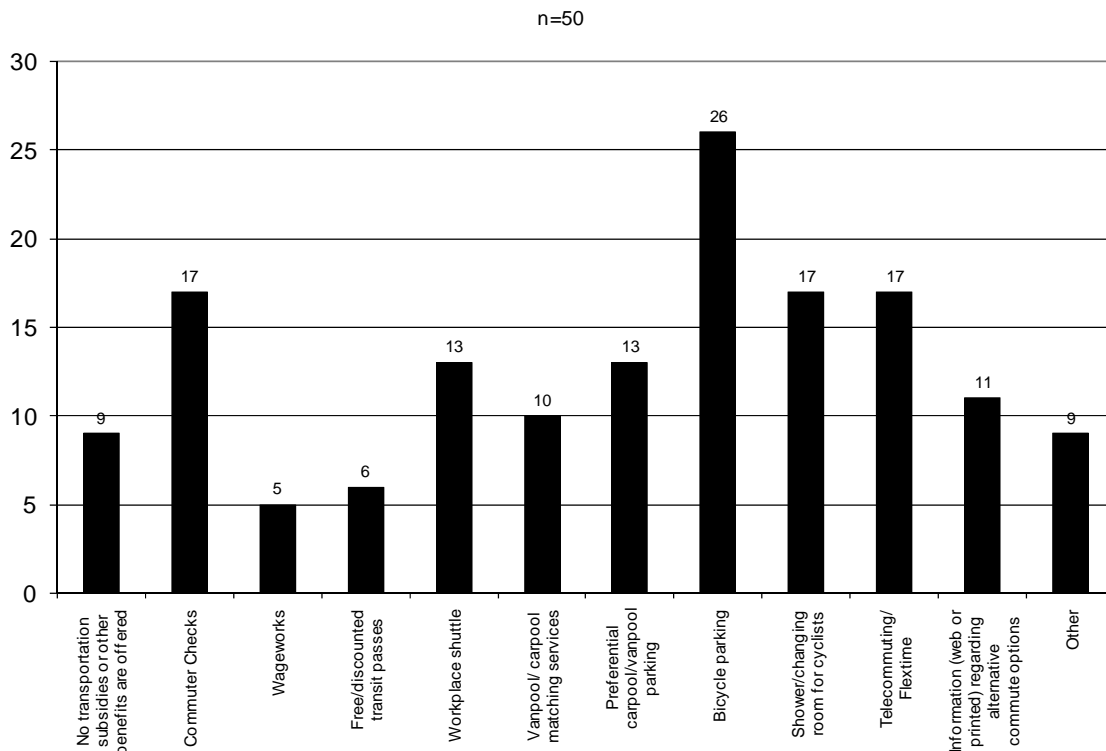
Commuter Benefit Programs

In order to gain more understanding about 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 all of the 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, followed by Commuter Checks, shower/changing room for cyclists, and telecommuting/flextime, offered by one-third of employers. Eighteen percent of employers do not offer their employees any 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.

The survey also asked employers if their organization eliminated any transportation subsidies or benefits to employees in the last year. Four employers (8%) indicated that they reduced some benefits in the last year, including: vanpool subsidies, parking cash-out, employer-sponsored ridesharing lunches, and monthly incentives for ridesharing.

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.

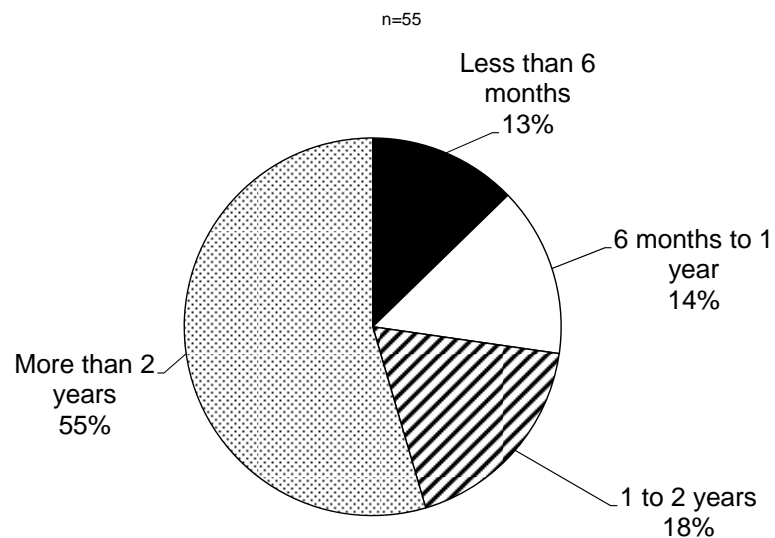
Tenure with the Program

The survey asked the respondents how long they have managed the program for their company. In this review period (for 2011), 73% 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 2006, 85% of representatives had been with the program a year or more and in 2010, 77% 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 and 2010 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 (55%). 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.

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?

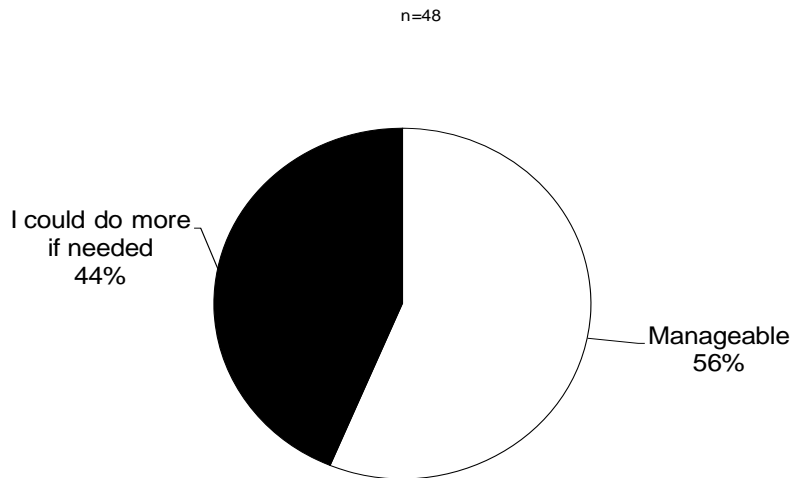


Amount of Time Spent Administering GRH

The survey asked the employer contacts to describe their GRH workload. Fifty-six percent of the respondents reported that the program is “manageable” and 44% stated that they “could do more if needed.” 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. Since nearly half of respondents reported they could do more work if needed, GRH staff will continue to work with employer representatives for additional marketing opportunities.

Figure 5-4 Time Spent Administering the GRH Program

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

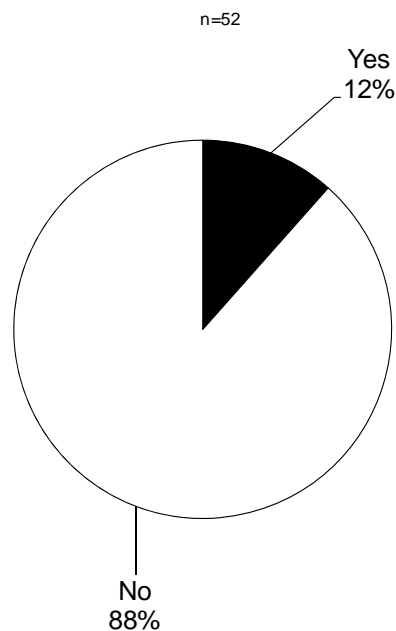


Instant Enrollment Process

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-eight percent of the respondents had never issued an instant enrollment voucher, a higher number than 2010 when 82% of respondents stated that they had not issued an instant enrollment voucher. Since there was a large number of new employer representatives this year, many of them may not have had the need to use their emergency use vouchers. Twelve percent of employer participants have used an instant enrollment voucher. This suggests that non-participants are aware of the instant enrollment vouchers and 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?

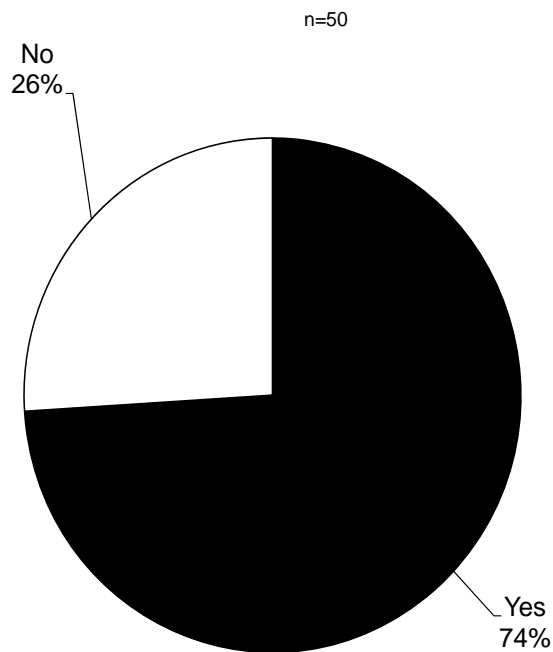


Informing Employees

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 market the GRH program to their employees as an employee benefit. Seventy-four percent of employer representatives inform their new employees about the GRH program and market the GRH program as an employee benefit.

Figure 5-6 Informing New Employees about the GRH Program as an Employee Benefit

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



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 2011. In addition, employer contacts were asked if they use the GRH website (www.alamedactc.org/grh 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 5-7, the customer service ratings were high. Eighty 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 rate³⁰. 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 2011:

	Excellent	Good	Fair	Poor	Don't Know	n=
Clarity of information provided about how the program works (brochures, instructions, website, etc.).	40%	40%	2%	4%	3%	52
Response time and information received when calling the GRH hotline.	13%	15%	0%	0%	69%	53

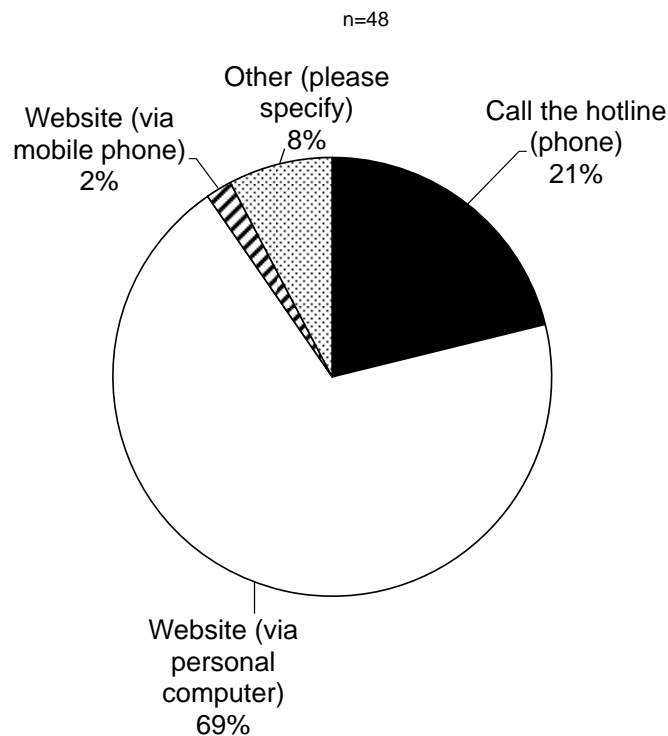
³⁰ GRH staff operates a telephone hotline weekdays from 9:00 AM to 5:00 PM in order to provide information about the program to current and prospective employees and employers and to answer questions about the program. The hotline is not intended to respond to participant emergencies nor provide 24-hour assistance.

GRH MARKETING AND WEBSITE

The survey asked employers, if they had a question about the program, which tool would they most likely use to find the answer. In 2010, new features were added to the GRH website, including online registration and employer log-in access. Additional outreach efforts were made in 2011 to inform employer representatives about the new changes to the GRH website. When asked how employers find answers to questions they may have, 71% indicated they use the GRH website (69% on their computer, 2% on their phone). Twenty-one percent said they call the GRH hotline. It will help reduce administrative and marketing costs if more employer representatives used the website rather than calling the hotline for every question they have.

Figure 5-8 Questions about the GRH Program

If you had a question about the program, what tool would you most likely use to find the answer?



The survey then asked employers to tell us their suggestions for improving the GRH website (<http://www.alamedactc.org/grh>). Several employers provided their thoughts, which are listed below:

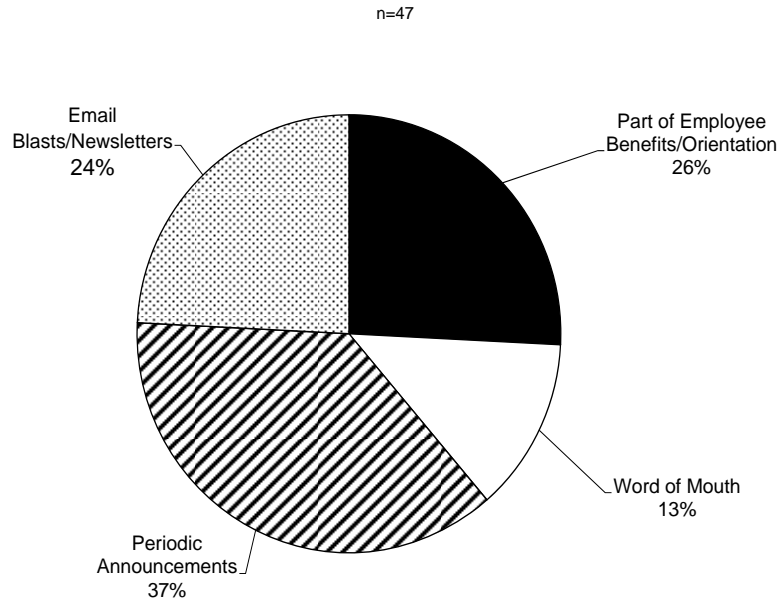
- “Include links to various commute options, further integrating the program with commuter services and options.”
- “It needs a fresher look. It is too drab and institutional looking.”
- “The information is good and easy to find.”

This feedback is in line with improvements we are making on the website in 2012, including an updated logo and new look and feel for the website, additional information on ridesharing and alternative transportation resources, and providing more accessible information about the program to reduce the amount of information we mail employers.

Employer representatives were then asked how they market the GRH program to their employees. The majority (37%) indicated that they make periodic companywide announcements and 24% said they use e-mail “blasts” or include information in company newsletters. Twenty-six percent of employer representatives include information on the GRH program as part of their employee benefits orientation for new employees. And finally, 13% of employer representatives said they rely on word of mouth to market the GRH program to their employees. Several employers also noted that they leave GRH brochures in break rooms and on bulletin boards.

Figure 5-9 Marking the GRH Program

How do you market the GRH program to your employees?



In addition, the survey asked employer representatives their opinion on different strategies that would be effective in marketing the GRH program to new participants. The majority (37%) felt that internal marketing through the employer contact is the most effective marketing strategy. Nearly a third of respondents felt that a referral program (refer a friend, enter for a prize) can help market the GRH program to new participants. Twenty percent of respondents felt that transportation fairs and onsite outreach were the best forms of marketing, and 11% thought social media (Facebook, Twitter, LinkedIn, Google+) could be useful for informing employees about the GRH program.

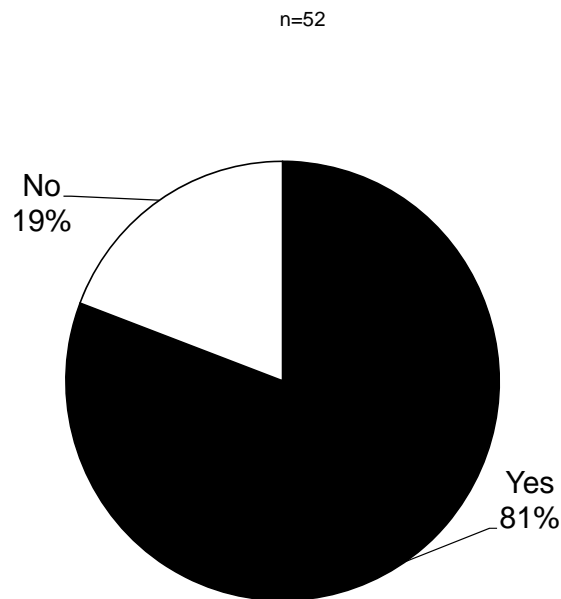
RENTAL CAR REQUIREMENT

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 to notify them of the employee and employer evaluation survey. As with the 2010 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, over three-quarters (81%) stated that they were aware of the requirement. Last year, 79% of employer representatives knew about the rental car requirement; in 2009, 72% of the employers knew about the 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 5-10 Were you aware of the GRH rental car requirement?

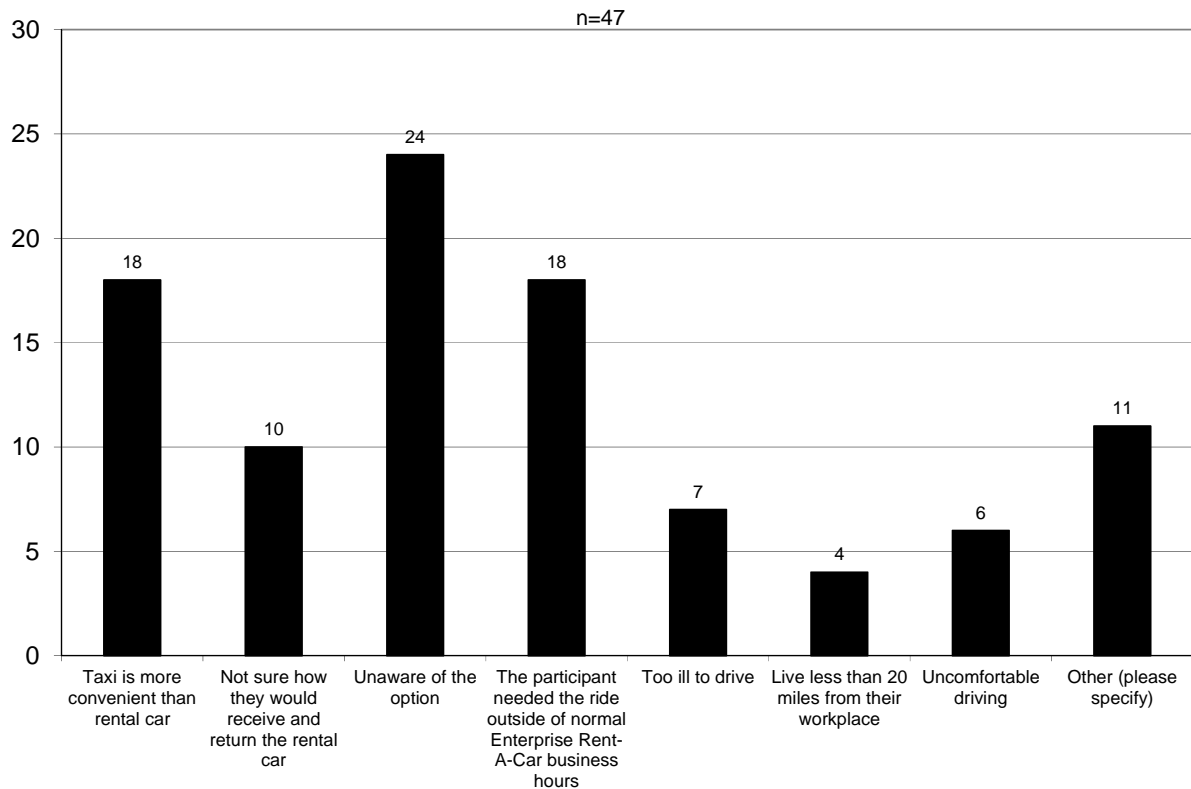
Before being contacted to update your contact information, were you aware of the rental car requirement for persons living more than 50 miles from their workplace and the strong recommendation for persons living 21-49 miles from their workplace?



When employer representatives were asked why they think participants do not use the rental car option more often, the most common response was that they were “unaware of the option” (24%) followed by participants who thought that a “taxi is more convenient than rental car” (18%) and “the participant needed the ride outside of normal Enterprise Rent-A-Car business hours” (18%). This differs from employee participant responses. The largest number of participants responded by stating they live less than 20 miles from their workplace (34%) or they were too ill/unable to drive (16%). The most common response from the other category was that they used their GRH voucher before a rental car was an option (before 2002). Only 5% stated that they were unaware of the rental car option. Continued marketing to all employers through annual updates and through new employee enrollments have helped to increase rental car usage and awareness.

Figure 5-11 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?



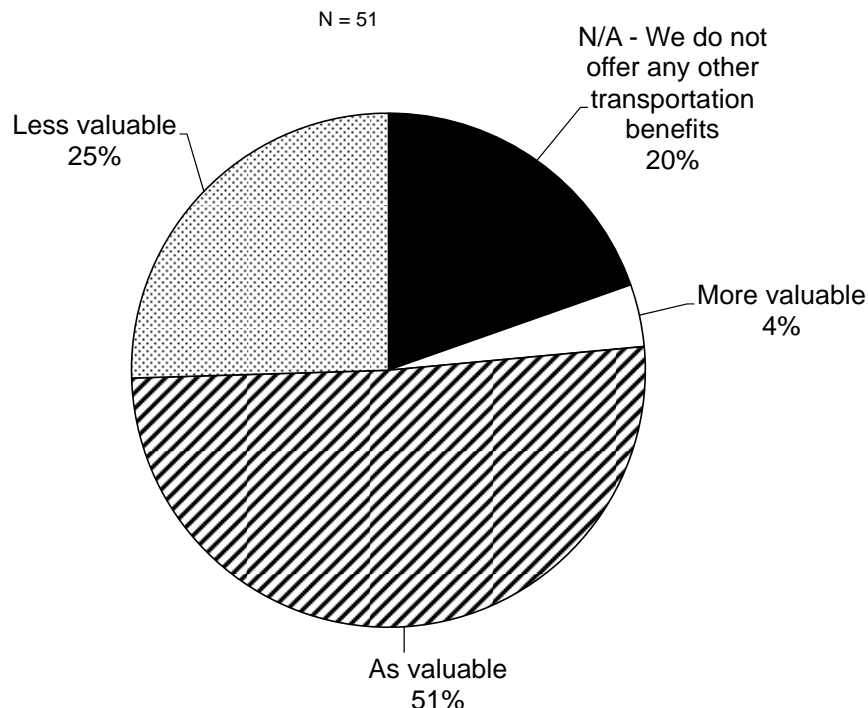
PROGRAM VALUE

A comprehensive GRH program review recommended that two additional questions be added to the employee survey in 2008: employer representatives were asked their opinions about 1) the perceived value of the GRH program to registrants and 2) whether employers would be willing to pay to participate in the program if participants were charged a fee per use. Participant contributions could help offset a small portion of the cost of the program and relieve some of the burden placed on The Transportation Fund for Clean Air (TFCA). These questions were expanded in the 2011 evaluation to determine the possibility of incorporating GRH into a Countywide Transportation Demand Management (TDM) program. This information is intended to add another way that the survey can determine the program value to employers. It is also intended to determine if there is interest in 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 (55%) stated that they thought their employees valued the GRH program at least as much as other transportation benefits offered through the workplace. Twenty-five percent thought that their employees value the program less than other transportation benefits offered, and 20% do not offer their employees any other transportation benefits.

Figure 5-12 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 traveling 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, in addition to the GRH program. The majority of employer representatives (78%) 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 Commuter Checks (22%). 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 said they would like to offer free or discounted transit passes (26%). As their third choice, employers would like to offer workplace shuttles (23%) and telecommuting/flextime (23%). Twenty-two percent of participants stated they are not interested in offering TDM benefits to their employee.

Figure 5-13 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	22%	0%	0%
Commuter Checks	22%	11%	0%
Wageworks	0%	11%	9%
Free/discounted transit passes	14%	26%	9%
Workplace shuttle	6%	11%	23%
Vanpool/ carpool matching services	6%	22%	14%
Preferential carpool/vanpool parking	0%	4%	0%
Secure bicycle parking	6%	0%	5%
Shower/changing room for cyclists	3%	7%	5%
Telecommuting/ Flextime	17%	4%	23%
Information (web or printed) regarding alternative commute options	6%	4%	14%
Other	6%	0%	9%

The next set of questions focused on their company's willingness to pay to participate in the GRH program if there were a fee per use. 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 be expanded into a comprehensive TDM program, which 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.

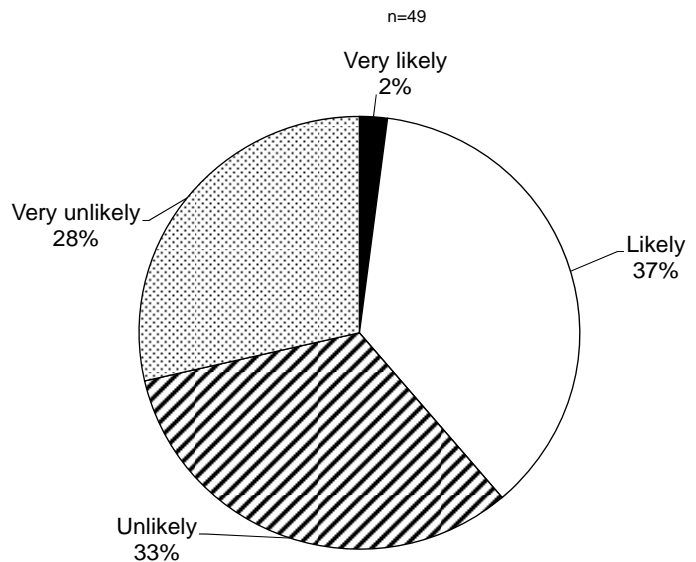
Respondents were asked how likely their organization would be to continue to enroll in the GRH program if there were a nominal fee for each time an employee used the service. They were told that the service fee could be up to 25% of the total cost of the taxi/rental car ride. The two primary benefits of having a usage 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-one percent of respondents stated that their continued participation would be "very unlikely" or "unlikely" if the program charged a usage fee. Thirty-nine percent of employers thought that their participation would either be "very likely" or "likely." This is a four percent increase in willingness to pay from last year, when 35% 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 contributing financially.

Employer representatives expressed the following comments and concerns regarding the implementation of a usage fee:

- "This would require a new line item in a budget. If the economy was fantastic it might happen, but now it would not." Kaiser Permanente, Union City CA
- "Not if there is a cost to the company. If the cost is paid by the employee then that would be ok." Safeway, Pleasanton, CA
- "We would have to put it in our budget ahead of time and we do not know what the expected costs are." Kaiser Permanente, Oakland CA
- "We are a non-profit organization with limited funds." Alameda County Medical Center, San Leandro CA
- "Depends on how the fee would be administered...billed? To who?" Open Text, Alameda CA
- "There has not been a demand for GRH." Omron Scientific Technologies, Inc., Fremont, CA
- "We have such low usage in the program that adding a fee would likely cause us to stop." MBH Architects, Alameda CA

Figure 5-14 Likelihood of Continued Participation if Charged a Usage Fee

Would your company continue to enroll in the GRH program if there were a nominal fee for each time an employee used the service? Service fee could be up to 25% of the total cost of the taxi/rental car ride.



SUMMARY

Alternative Modes

- A large majority (84%) 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-three percent of employer representatives have managed the program for at least one year, a 4% decrease from the 2010 evaluation. Thirteen percent of employer representatives have managed the program for less than six months.
- A large majority (88%) of the respondents had never issued an instant enrollment voucher, a higher number than 2010 when 82% of respondents stated that they had not issued an instant enrollment voucher.
- A large majority of employers (74%) inform their new employees about the GRH program and market the program as an employee benefit.
- All employer contact respondents stated that their GRH workload is either “manageable” or that they “could do more work if needed.” 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 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.”
- When asked how employers find answers to questions they may have, 71% indicated they use the GRH website (69% on their computer, 2% on their phone). Twenty-one percent said they call the GRH hotline.

Outreach and Marketing

- Employer representatives were then asked how they market the GRH program to their employees. The majority (37%) indicated that they make periodic companywide announcements and 24% said they use e-mail “blasts” or include information in company newsletters. Twenty-six percent of employer representatives include information on the GRH program as part of their employee benefits orientation for new employees. Thirteen percent of employer representatives said they rely on word of mouth to market the GRH program to their employees.
- The survey asked employer representatives their opinion on different strategies that would be effective in marketing the GRH program to new participants. Thirty-seven percent felt that internal marketing through the employer contact is the most effective

marketing strategy. Nearly a third of respondents felt that a referral program (refer a friend, enter for a prize) can help market the GRH program to new participants. Twenty percent of respondents felt that transportation fairs and onsite outreach were the best forms of marketing, and 11% thought social media (Facebook, Twitter, LinkedIn, Google+) could be useful for informing employees about the GRH program.

Rental Car Requirement

- In 2011, 81% of respondents reported that they were aware of the requirement. Last year, 79% of employer representatives knew about the rental car requirement; in 2009, 72% 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 they were “unaware of the option” (24%) followed by participants thought that a “taxi is more convenient than rental car” (18%) and “the participant needed the ride outside of normal Enterprise Rent-A-Car business hours” (18%).

Program Value

- Over half of respondents (55%) 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 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 Commuter Checks and free or discounted transit passes to their employees. The results are similar to the 2010 evaluation.
- Respondents were asked how likely their organization would continue to enroll in the GRH program if there were a nominal fee for each time an employee used the service. They were told that the service fee could be up to 25% of the total cost of the taxi/rental car ride. Sixty-one percent of respondents stated that their continued participation would be “very unlikely” or “unlikely” if the program charged a usage fee. Thirty-nine percent of employers thought that their participation would either be “very likely” or “likely.” This is a four percent increase in willingness to pay from last year, when 35% stated that their participation would either be “very likely” or “likely.”

6 PROGRAM UPDATE AND RECOMMENDATIONS

The Alameda County Transportation Commission (CTC) has been successful in bringing about a modal shift from driving alone to using alternative transportation modes for commuting. 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, Alameda CTC Board made recommendations (shown in Figure 6-1) for the 2011 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 2011 GRH program and their outcomes are summarized below.

Figure 6-1 Summary of 2011 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 2011 program evaluation were completed in March 2012. Results are included in Chapters 4 and 5 of this report.
2. Continue to market the availability of the program to all employers countywide.	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, in 2009, the Alameda CTC Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size. In 2011, 33 of the 49 new employers that registered for the GRH program had less than 75 employees (67%). 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%). Eliminating the minimum number of employees per employer requirement has enabled 59 new businesses to register in the GRH program since 2009. With increased marketing efforts in 2011, the number of new employers, especially smaller employers, grew substantially.

Recommendation	Outcome/Status
<p>3. Implement new program-wide marketing strategies, including co-marketing and social media marketing.</p>	<p>GRH staff expanded co-marketing strategies and investigated new marketing strategies, such as social media marketing, to reach out to new potential employers throughout Alameda County. In 2011, GRH began co-marketing efforts with the Alameda CTC Bicycle and Pedestrian Program. GRH provided program marketing materials to Alameda CTC's Ride Stride Arrive initiative and Alameda CTC staff members have distributed GRH brochures at various marketing events. In addition, GRH staff members worked with AC Transit to provide program outreach materials to employers who have enrolled in the AC Transit EasyPass Program.</p> <p>Social media tools can be used to help the GRH program stay in touch with businesses and reach out to new users. The 2011 survey contained questions to gather employee and employer input on their use of social media. Nearly 70% of all employees surveyed use some form of social media. Respondents stated that they mostly use Facebook (33%), LinkedIn (15%), and Google+ (15%). Eleven percent of employers felt that social media can be used as a marketing tool to target new employees. These social media websites can be easily used to interact with participants and provide another outlet where employees can find information about the GRH program. Social media marketing efforts were put on hold for 2011 to be coordinated with the upcoming Alameda CTC social media marketing campaign. This recommendation will be carried forward once the Alameda CTC initiates its social media efforts.</p>
<p>4. Rebrand the GRH Logo and Website to be consistent with the Alameda CTC.</p>	<p>In 2011, the Nelson\Nygaard Creative Services Department created a new logo and program materials for the GRH program. The new logo is consistent with the logo and branding of the Alameda CTC. It also updates the previous logo, which was created during the program's initiation 14 years ago. The rebranding effort provided GRH staff with an opportunity to develop new program materials that will require less paperwork to be sent to program participants. In turn, this will slightly reduce costs and time spent distributing program materials. The draft logo and program materials were approved by Alameda CTC in early 2012. The next phase will be to update the GRH website based on the updated logo and program materials.</p>

Recommendation	Outcome/Status
<p>5. Promote the GRH program to School Districts by working with Alameda County Safe Routes to School (SR2S) Program.</p>	<p>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 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 were made to coordinate outreach activities to promote awareness of the GRH program to teachers and staff through the SR2S Program. During the first half of 2011, the SR2S office was temporarily closed as they waited for the pending contract agreement to fund the program. After the SR2S office reopened, GRH staff members have been in contact with the SR2S Program Director. SR2S has helped to coordinate outreach activities to promote awareness of the GRH program to teachers and staff through the SR2S Program and has included GRH outreach as part of their work plan for 2012. In 2011, the Berkeley Unified School District, the New Haven Unified School District, the Child Unique Montessori School, and the College Preparatory School enrolled in the GRH program.</p>
<p>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.</p>	<p>The Alameda County GRH Program and the Countywide Bicycle and Pedestrian Program are the only TDM programs in Alameda County. Alameda County's GRH program is unique compared to other TDM programs in the Bay Area and throughout the U.S. in that it is not part of a large suite of TDM programs, such as telecommuting, parking cash out, rideshare, and other programs.</p> <p>To review the GRH Program in the context of a countywide TDM Plan, the Draft Countywide Transportation Plan, approved by the Alameda CTC, includes a discussion of the GRH program as a TDM option that encourages residents and employees to travel by alternative modes other than driving alone in their cars. Together, these efforts are part of Alameda CTC's, the region's, and the state's goals to contribute towards reducing greenhouse gas emissions in compliance with state legislation (AB 32 and SB 375). The Countywide Transportation Plan (CWTP) recommends CTC prepare a comprehensive countywide TDM Plan that considers the GRH program.</p>

Recommendation	Outcome/Status
7. Continue to investigate alternative ways to fund the program, such as employer and employee contributions.	<p>The GRH program has been funded with Air District TFCA funds since 1998. To diversify program funding and address the Alameda CTC Board's concerns about having Alameda County employees and employers contributing to funding the program, GRH staff continued to investigate funding options for the GRH program to supplement TFCA grants. The Alameda CTC Board requested that staff revisit the viability of initiating a mechanism to have participating users contribute to funding the GRH program. A comprehensive memo that investigates participant contributions through a usage fee was submitted to the Alameda CTC in early 2012 (see Appendix B of Annual Program Evaluation). To gauge willingness to pay for the program, the 2011 survey asked participants if they would be willing to pay a usage fee for every ride home taken (e.g., a fee equaling up to 25% of the total cost of the taxi or rental car). The majority of participants said they were not sure if they would continue participating in the GRH program if they had to pay a usage fee (43%). Twenty-three percent said they would no longer participate in the GRH program if they had to pay a usage fee and 34% said they would be willing to pay a usage fee. GRH staff conducted an analysis to gauge the potential cost of implementing a mechanism to collect contributions. It was found that costs to administer and collect these funds would nearly offset any financial gain. Due to the low financial benefit combined with potential participant attrition, requiring participant contributions is not recommended at this time.</p> <p>The Alameda CTC could consider other phased options towards reaching 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 providing economies of scale in administering, operating, and marketing the programs, as well as warranting employer or employee contributions as part of a suite of TDM programs.</p>

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

1. Continue operations and marketing, including maintaining website, monitoring car rental requirement, 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. Operations of the GRH program continued in 2011 including database maintenance, monitoring the car rental requirement, and maintaining the website. As a result of marketing, operations, maintaining the website and conducting the annual surveys, the Guaranteed Ride Home program added 49 new employers and 736 new employee participants in 2011. The number of new employers and employees who registered in 2011 is significantly higher than 2010, 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 2011 concluded in March 2012.

2. Continue to market the availability of the program to all employers countywide.

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. 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.

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.

GRH staff worked with Chambers of Commerce and created press releases to advertise the change in the program and continued 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.

In 2011, 33 of the 49 new employers that registered for the GRH program had less than 75 employees (67%). 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%). Eliminating the minimum number of employees per employer requirement enabled 59 new businesses to register in the GRH program since 2009. With increased marketing efforts in 2011, 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 2010 and 2011 helped to inform smaller businesses about the GRH program.

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

In 2011 GRH staff investigated new marketing strategies, including co-marketing and social media marketing, to reach out to new potential employers throughout Alameda County.

A co-marketing strategy was used to work with other agencies and groups who have similar missions and goals. In 2011, GRH began co-marketing efforts with the Alameda CTC bicycle and pedestrian program, to encourage bicycling and walking in Alameda County. *Ride Stride Arrive* is an initiative funded by Measure B, Alameda County's half-cent transportation sales tax, administered by the Alameda County Transportation Commission. GRH staff members have distributed *Ride Stride Arrive* rulers to employee participants at marketing events. And Alameda CTC staff members have distributed GRH brochures at different marketing events. In addition, GRH staff members have worked with AC Transit to provide outreach materials

to employers who have enrolled in the AC Transit EasyPass Program. The AC Transit EasyPass program provides discounted bus passes, valid at any time on all AC Transit local and transbay buses, to employers with 100 or more employees. These co-marketing partnerships have not only helped to expand the reach of GRH marketing efforts in a cost-effective manner, they also helped present GRH as a service that complements alternative modes of transportation.

Social media tools can help marketing and co-marketing efforts become more effective. Social media tools can be used to help the GRH program stay in touch with businesses and reach out to new users. Websites such as Facebook, Twitter, and LinkedIn 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.

The 2011 survey contained questions to gather employee and employer input on their use of social media. Nearly 70% of all employees surveyed use some form of social media. Respondents stated that they mostly use Facebook (33%), LinkedIn (15%), and Google+ (15%). Eleven percent of employers felt that social media can be used as a marketing tool to target new employees. These social media websites can be easily used to interact with participants and provide another outlet where employees can find information about the GRH program.

Social media marketing efforts were put on hold for 2011 to be coordinated with the upcoming Alameda CTC social media marketing campaign. This recommendation will be carried forward once the Alameda CTC so initiates its social media efforts.

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 was recommended that GRH rebrand the logo and website to be more consistent with the look and feel of the Alameda CTC website. A consistent look and feel would better integrate the GRH program with Alameda CTC and show users that GRH is part of a larger countywide transportation agency.

In 2011 the GRH program created a new logo and program materials for Guaranteed Ride Home Program. The new logo is consistent with the logo and branding of the Alameda CTC. It also updates the previous logo, which was created during the program’s initiation 14 years ago. The rebranding effort provided GRH staff an opportunity to develop new program materials that will require less paperwork to be sent to program participants. In turn, this will slightly reduce costs and time spent distributing program materials.

The draft logo and program materials were approved by Alameda CTC in early 2012. The next phase will be to update the GRH website based on the updated logo and program materials. The new Alameda County Transportation Commission Guaranteed Ride Home program logo is shown below.



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 complements 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 were made to coordinate outreach activities to promote awareness of the GRH program to teachers and staff through the SR2S Program. During the first half of 2011, the Safe Routes to Schools office was temporarily closed as they waited for the pending contract agreement to fund the program. After the SR2S office reopened, GRH staff members have been in contact with the Safe Routes to Schools Program Director. SR2S has helped to coordinate outreach activities to promote awareness of the GRH program to teachers and staff through the SR2S Program and has included GRH outreach as part of her work plan for 2012. Since TransForm has already established contacts in schools throughout the county, GRH Staff will continue working with TransForm to contact an employer representative for each school district in Alameda County. In 2011, the Berkeley Unified School District, the New Haven Unified School District, the Child Unique Montessori School and the College Preparatory School enrolled in the GRH program.

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

The Alameda County GRH Program and the Countywide Bicycle and Pedestrian Program are the only TDM programs in Alameda County. Alameda County's GRH program is unique compared to other TDM programs in the Bay Area and throughout the U.S. in that it is not part of a large suite of TDM programs, such as telecommuting, parking cash out, rideshare, and other programs.

To review the GRH Program in the context of a countywide TDM Plan, the Draft Countywide Transportation Plan, approved by the Alameda CTC, includes a discussion of the GRH program as a TDM option that encourages residents and employees to travel by alternative modes other than driving alone in their cars. Together, these efforts are part of Alameda CTC's, the region's, and the state's goals to contribute towards reducing greenhouse gas emissions in compliance with state legislation (AB 32 and SB 375). The Countywide

Transportation Plan (CWTP) recommends CTC prepare a comprehensive countywide TDM Plan that considers the GRH program.

7. Continue to investigate alternative ways to fund the program, such as employer and employee contributions.

The GRH program has been funded by the Air District TFCA funds since 1998. To diversify program funding and address the Alameda CTC Board's concerns about having Alameda County employees and employers contributing to funding the program, GRH staff continued to investigate funding options for the GRH program to supplement TFCA grants. The Alameda CTC Board requested that staff revisit the viability of initiating a mechanism to have participating users contribute to funding the GRH program. The key objectives of instituting participant contributions were the following:

- To capture revenue from program participants and beneficiaries
- Potentially to reduce fraudulent program use
- To provide additional funding source for GRH program

A comprehensive memo that investigates employer contributions through a usage fee was submitted to the Alameda CTC early 2012 (see Appendix B of Annual Program Evaluation). To gauge willingness to pay while remaining in the program, the 2011 survey asked participants if they would be willing to pay a usage fee for every ride home taken (e.g., a fee equaling up to 25% of the total cost of the taxi or rental car). The majority of participants said they were not sure if they would continue participating in the GRH program if they had to pay a usage fee (43%) and 23% said they would no longer participate in the GRH program if they had to pay a usage fee.

Employer representatives were also asked how likely their organization would be to continue to enroll in the GRH program if there were a nominal fee for each time an employee used the service. They were told that the service fee could be up to 25% of the total cost of the taxi/rental car ride. Sixty-one percent of respondents stated that their continued participation would be "very unlikely" or "unlikely" if the program charged a usage fee. Thirty-nine percent of employers thought that their participation would either be "very likely" or "likely."

An important factor when considering a usage fee is the potential balance between program attrition and revenue capture. If a usage fee were to be charged based on rides taken, it would likely generate revenue that would only cover a small percentage of overall program costs. Furthermore, the costs to administer a fee may be greater than the potential revenue that could be captured from its implementation. GRH determined that the most cost-effective way to administer a participant contribution would be through the charge of an up-front fee for program participation or for vouchers themselves. This method would be in contrast to a program that would invoice participants after they take a ride home. Based on a high-level analysis, it was determined that revenues generated would be greater than the costs of administration. However, overall revenues would amount to less than 10% of the current program budget. This does not consider any initial implementation costs. Since the potential revenues are minimal and would likely result in a loss of program participation, staff does not recommended the implementation of a program contribution or fee at this time.

The Alameda CTC could consider other phased options towards reaching 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 providing economies of scale in administering, operating and marketing the programs, as well as warranting employer or employee contributions as part of a suite of TDM programs.

GUARANTEED RIDE HOME 2012 RECOMMENDATIONS

The 2012 Guaranteed Ride Home recommendations are based on an evaluation of the program and the Alameda CTC Board concerns, which includes the following considerations:

Program Issues Raised by Alameda CTC Board

- In May 2011 and February 2012, the Alameda CTC Board raised the following primary concerns about the GRH program:
 1. Administrative costs represent a large portion of the program budget
 2. Employers or employees should contribute to the program that they are benefiting from
 3. Demonstrate that the program is being used appropriately
 4. Continue to increase registration in south and central county

Funding and Schedule Considerations

- Current TFCA funding for the GRH Program has been approved by Air District and Alameda CTC Board through November 2013;
- Alameda CTC will initiate a Countywide Transportation Demand Management (TDM) Plan, which will include recommendations for the Alameda CTC's role the Guaranteed Ride Home Program, pending funding and resources, may be complete, with recommendations and an implementation plan in 2014.

GUARANTEED RIDE HOME 2012 RECOMMENDATIONS

Through the Guaranteed Ride Home Program, the Alameda CTC has continued to be successful in changing Alameda County employees' mode choice for work commutes from driving alone to using 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 or unplanned overtime.

2012 GRH Program Recommendations:

For current TFCA-funded GRH Program through November 2013

1. Continue operating and evaluating the program with administrative and outreach cost efficiencies, including:

- a. Initiate new program efficiencies, such as updating website to include links to alternative travel modes, establishing online ride vouchers, and use social media;
- b. Educate and encourage use of the GRH program throughout the County, regardless of employer size, with a focus on increasing registration in South and Central county; and
- c. Continue operating and supporting existing program registrants and monitoring effectiveness of program, including for its appropriate usage.

Prior to submitting an application for 2013-2015 TFCA funding

2. Submit recommendations for next steps for the GRH program, subject to approval by Board, which could include:
 - **Continue** the GRH program with cost efficiencies (see 1a) or
 - **Include** the GRH program in a countywide Transportation Demand Management (TDM) program administered by Alameda CTC. The TDM Plan should include funding recommendations including a review of employer or employee fees for a combined alternative commute incentives program. Implementation of recommendations would be initiated after the TDM Plan is complete (2014).
 - **Consolidate the program into a regional program or combine with other counties**, subject to interest and funding of regional or countywide agencies, or
 - **Phase out the program** with 250 businesses and 4,784 employees countywide and recommend other specific ways and funding to reduce vehicle miles traveled and greenhouse gas emissions in Alameda County.

More detailed recommendations for 2012 are discussed below

Existing GRH Program with TFCA funding approved by Board through November 2013:

1a) Initiate new program efficiencies, such as updating website to include links to alternative travel modes, establishing online ride vouchers, and using social media.

New program efficiencies should be initiated in 2012/2013, including:

- *Update website content and links for easy online use and access to other websites with alternative transportation modes, such as transit, carpool, and bicycle and pedestrian routes.* To increase awareness and use of the GRH program, the website should provide easy access for employees in Alameda County to gather information about their commute options. The updated GRH website can contain a page with links and information on multi-modal support including carpool, vanpool, bike, walk, and transit in Alameda County. This information can be used by employer representatives to promote commuting options for their employees. It can also be used for new employee orientations to help guide employees exploring a variety of commuting options. Providing this type of information will help ensure that the GRH program is understood in the context of overall commuting options rather than just a standalone commute alternatives program in Alameda County.
- *If feasible, set up a system for online vouchers for those registered in program.* Online vouchers can be helpful to reduce the amount of administrative time spent mailing packets to registered users. Currently, most information is mailed to users, including vouchers and follow-up surveys when a ride is taken. A great deal of administrative time can be reduced if these tasks become automated and available online.
- *Initiate a social media marketing campaign to promote the GRH program to employers and employees throughout Alameda County.* Social media tools, such as Facebook and Twitter, are commonly used by other programs and services in

Alameda County, including Alameda County Safe Routes to School Program, Oakland Broadway Shuttle, BART, and Alameda Harbor Bay Ferry. In addition, many large and small employers use social media 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. The social media campaign would be coordinated with Alameda CTC's initiation of social media.

1b) Focus new marketing on increasing awareness of the availability of the GRH Program to all employers in Alameda County, regardless of size; and continue to expand the program's reach to underserved areas, such as South and Central County. This includes using creative outreach and education strategies, such as co-marketing. (Complementary social media and website update recommendations are included in number 1a, above).

Targeted Outreach:

- *Encourage Small Businesses:* In February 2009, the employer size requirement was eliminated and the GRH program became available to any employer in the county, regardless of size. It is recommended 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. This can be accomplished through cost-effective measures such as working with partner agencies to further co-marketing efforts and using social media.
- *Encourage South and Central County Participation:* Educate and encourage use of the GRH program throughout the County with a focus on increasing registration in South and Central county. See Outreach Methods, below.

Cost Savings Message:

- *Educate enrollees about Car Rental Requirement:* Outreach should continue to inform new employers and employees about the car rental requirement for rides over 50 miles. 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 attaching reminders to all vouchers about the requirement.

Outreach Methods:

- *Varied Outreach:* GRH staff should continue to work with Chambers of Commerce and create press releases to advertise the change in the program and continue to form partnerships with TMAs and business associations to more effectively market the program to all employers regardless of size. Additional outreach strategies can include: local newspapers, newsletters, magazines, radio ads, and community fairs.
- *Co-marketing* is based on developing partnerships with agencies whose missions are similar to GRH and who seek to encourage the use of sustainable transportation in Alameda County. Co-marketing efforts not only expand the reach of GRH marketing efforts in a cost-effective manner, they help present GRH as a service that complements alternative modes of transportation. These efforts include continuing and expanding collaboration with partner agencies, such as the Alameda CTC Bicycle and Pedestrian Program, Alameda CTC Safe Routes to School Program, East Bay

Bicycle Coalition, 511, VSPI commute vanpools, and AC Transit EasyPass Program, to expand the reach of GRH marketing efforts in a cost-effective manner. With GRH's recent rebranding, new marketing materials can be developed for use at marketing events.

1c) Continue to manage the existing program, provide customer support and services, and monitor and report program use and effectiveness.

- *Ensure ongoing efficient operations* with excellent service for registered employers and employees. This includes maintaining the database, monitoring the requirement for employees to use rental cars for non-emergency rides greater than 50 miles, monitoring appropriate usage of rides, managing agreements and invoices with cab companies and car rental agencies, and maintaining the website, as needed.
- *Employee and employer surveys* should be completed as part of the annual program evaluation report. The surveys for the 2012 evaluation should be scheduled for late January/early February 2013.

Prior to submitting an application for 2013-2015 TFCA funding

2. Submit recommendations for next steps for the GRH program, subject to approval by Board, which could include one or more of the following:

- a) Continue** the GRH program with cost efficiencies (see 1a, above)
- b) Include the GRH program as part of a countywide Transportation Demand Management (TDM) program** administered by Alameda CTC, in coordination with implementing recommendations proposed the Alameda CTC's Countywide TDM Plan. Recommendations should include a review of employer or employee fees for a combined alternative commute incentives program. Implementation of recommendations would be initiated after the TDM Plan is complete (2014). The Final Draft Countywide Transportation Plan includes a recommendation for Alameda CTC to prepare a Countywide Transportation Demand Management (TDM) Plan. The TDM Plan will review several TDM strategies and recommend Alameda CTC's role in their implementation in compliance with the Congestion Management Plan, AB 32, SB375 and regional and local goals and policies to reduce vehicle miles traveled and greenhouse gas emissions. As part of this effort, the GRH Program will be reviewed as a TDM program that encourages alternative travel modes during commutes. A recommendation will be made regarding the role of Alameda CTC GRH program as a possible part of a larger TDM commute strategy and possible funding alternatives that could be used, including the feasibility of initiating employer or employee fees.
- c) Consolidate the program into a regional program or combine with other counties**, subject to interest and funding of regional or countywide agencies,
 - Staff should meet with MTC and regional Congestion Management Agencies implementing GRH programs and determine the feasibility, interest and fund sources to combine Alameda County's GRH program with one or more county programs or MTC's 511 program.
- d) Phase out the program** with 250 businesses and 4,784 employees countywide and recommend other specific ways and funding to reduce vehicle miles traveled and greenhouse gas emissions in Alameda County.

- Determine the procedures, cost and schedule of phasing out the Alameda County GRH program, including, and not limited to, contacting the 250 employers and approximately 4,700 employees registered in the program, determining a system to invalidate remaining ride vouchers, changing the website and materials.

APPENDIX A

2011 Employee and Employer Surveys



EMPLOYER REPRESENTATIVE SURVEY

PLEASE RETURN BY MARCH 9 2012

Thank you for participating in the Alameda County CTC Guaranteed Ride Home (GRH) Program.
This annual evaluation is a necessary part of maintaining funding for the program. You can also access the survey at

Survey also online at www.grh.alamedactc.org/Survey.aspx

Employer Name _____ Employer City _____

1. Please rate the quality of customer service you received in 2011:

	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. In the last year, has your organization eliminated any transportation benefits?

- ☐ Yes ☐ No If yes, please describe _____

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

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

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

☐ Yes ☐ No

If no, why not? _____

10. 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

11. Please rank the top three transportation 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 to/from BART or other transit services
___ Vanpool/carpool matching services
___ Preferential carpool/vanpool parking
___ Secure bicycle parking
___ Shower/changing room for cyclists
___ Telecommuting/ Flextime
___ Other (please specify): _____

12. Would your company continue to enroll in the GRH program if there were a nominal fee for each time an employee used the service? (service fee could be up to 25% of the total cost of the taxi/rental car)

☐ Very likely ☐ Unlikely
☐ Likely ☐ Very unlikely

13. 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

14. If you had a question about the program, what tool would you most likely use to find the answer?

☐ Call the hotline (phone)
☐ Website (via personal computer)

☐ Website (via mobile phone)

☐ Other _____

15. In what ways can we improve the GRH website (www.grh.alamedactc.org)?

16. In your opinion, what strategy would be the most effective in marketing the program to new participants?

☐ Referral Program (Refer a friend, enter for a prize)
☐ Internal marketing through Employer Contact
☐ Social Media (e.g., Facebook, Twitter, etc.)
☐ Transportation fairs and on-site outreach
☐ Other (please specify) _____

17. If you would like additional marketing 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) _____

18. How do you market the GRH program to your employees?

☐ Part of Employee Benefits/Orientation ☐ Periodic announcements
☐ Word of Mouth ☐ Other _____

19. Additional Comments:

Please send or fax to the address below

Thank you for your continued participation in the program!

Mailing Address: Alameda County Guaranteed Ride Home Program
116 New Montgomery Street, Suite 500
San Francisco, CA 94105

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



EMPLOYEE SURVEY

PLEASE RETURN BY MARCH 9 2012

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

Online version at www.alamedactc.org/Survey.aspx

Employer Name: _____ Your Name (optional): _____

1. Please rate the quality of customer service you have received in 2011:	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. Were you aware the GRH program is intended for commuters who take alternative modes of transportation (e.g., carpool/vanpool, transit, bike or walk) as their primary method of getting to/from work?

- ☐ Yes ☐ No

12. 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	

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

- ☐ Yes ☐ No

14. **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	

15. 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.)

16. 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.

17. 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

18. If the GRH Program included a usage fee for every ride home taken (e.g., fee equaling up to 25% of the total cost of the taxi or rental car), would you still participate in the program?

- ☐ Yes ☐ Not sure
- ☐ No

19. If you had a question about the program, what tool would you most likely use to find the answer?

- ☐ Call the hotline (phone)
- ☐ Website (via personal computer)
- ☐ Website (via mobile phone)
- ☐ Other _____

20. What forms of social media do you use on a regular basis? (check all that apply)

- ☐ Facebook
- ☐ LinkedIn
- ☐ Twitter
- ☐ Google+
- ☐ Other _____
- ☐ Do not use social media

21. Would you be willing to receive occasional program updates and information through some of the services listed noted above?

- ☐ Yes ☐ No ☐ Do not use social media

22. Prior to this survey, did you know that the Alameda County Transportation Commission (Alameda CTC) administers the GRH program?

- ☐ Yes ☐ No

23. If there was one aspect of the current GRH program that you would change, please name that change.

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

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

Thank you for completing the 2011 GRH Survey!

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
116 New Montgomery Street, Suite 500
San Francisco, CA 94105

Fax Number: 415-284-1554

Phone Number: 510-433-0320



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

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

APPENDIX B

ACTC Employee Contributions Draft



MEMORANDUM

To: Diane Stark, Alameda CTC
From: Paul Supawanich and Adina Ringler
Date: May 18, 2012
Subject: DRAFT Participant Contributions for the Alameda CTC Guaranteed Ride Home Program

EXECUTIVE SUMMARY

The purpose of this memo is to provide the Alameda CTC Board additional information about the financial implications of charging a participant fee for the County's Guaranteed Ride Home Program. This memo will further investigate and discuss baseline goals/objectives if such a participant fee were to be established. Objectives could include the following:

- Base revenue targets on participant contributions
- Develop a balance in funding sources
- Continue to increase program enrollment and participation

Guaranteed Ride Home Program staff investigated various methods to establish an employee participant contribution structure and high-level potential revenues and costs to administer such a program. Revenues are based on potential funds generated from participant fees. Costs include both direct and indirect costs. Direct costs would include resources needed to collect payments, conduct accounting, and handle invoicing. Indirect costs include costs of program attrition.

An employer fee was not considered for several reasons including that employees are the main beneficiaries of the program, the economic climate does not support it, and the program does not provide regulatory incentives or offer a larger commute package as in other employer fee programs throughout the U.S.

Two potential methods were considered for charging GRH participants:^{1,2}

- Upon initial program enrollment
- Upon receipt of each new voucher for a ride

¹ Additional information about both fee collection methods are found in later sections of this memorandum.

² Program staff opted not to investigate charging all existing registered GRH participants a fee for specific reasons. Based on knowledge of potential employee attrition, we understand that charging a fee to existing customers may lead to up to an approximate 1/3 reduction in existing program participation. Furthermore it would be very challenging to retroactively collect fees from individuals who already have vouchers in their possession. Such a policy would also require taxis and rental car services to validate paid vouchers and not accept those that have not been paid. Administratively, this would be very problematic given it would require significant coordination with taxi companies, drivers and rental car field offices.

Based on these two programs and their proposed operations, the following conclusions were made with regard to potential revenues and costs. Additionally, cost saving measures can be found at the conclusion of this memo.

Fee Charged at Program Enrollment

Figure 1 provides a breakdown of the potential revenues and costs of collecting a fee upon enrollment in the program. This analysis assumes that individuals would be charged a \$10 fee upon enrolling in the program and would be able to obtain ride vouchers for no extra cost under normal program restrictions. In 2011, the GRH Program enrolled 736 new program participants, which was a record high. A more typical average is approximately 600 enrollees. Using a simplistic model and assuming an enrollment fee of \$10 per person (which is on par with other fee-based GRH programs), total potential revenues are very limited and are negated by the costs to administer the fee. It was also assumed that the new fee would create a reduction in annual new enrollees to the GRH program (30% conservative estimate, based on responses from past employer surveys). Based on the relatively low revenue per participant and the high administrative and reporting costs of fee collection, the revenue captured would, at best, cover the costs of fee collection and accounting. However, when factoring in one-time start-up costs of approximately \$12,000 (new program materials, marketing, troubleshooting, etc.), a participant fee would be revenue negative in its first year and revenue neutral in years following.

Figure 1 Fee Charged at Program Enrollment

Revenue/Cost Considerations	Amount
Potential Program Fee	\$10 / per new participant
Estimated Annual Program Registrants ³	420 new participants / year
Estimated Net Revenue based on 400 new enrollments at \$10 per enrollment ⁴	\$4,200 / annually
Estimated Cost (Fee Collection) ⁵	(\$4,200) / annually
Estimated Annual Program Balance	\$0 / annually
Estimated One-Time Start-Up Costs ⁶	(\$12,000)

Figure 2 considers the external impacts of a participant fee on overall program goals related to reducing vehicle trips. With the implementation of a fee, it is understood that there will be fewer enrollments, which will equate to an increase in vehicle trips (and subsequent vehicle miles traveled). Based on the estimated number of reduced enrollments and the average trip length of the typical GRH user, this equates to approximately 2.7 million vehicle miles⁷ annually or \$270,000 in VMT-related externalities that may be incurred due to an increase in vehicle trips.

³ This considers a conservative estimate of 30% in program enrollment reductions as a result of a new fee.

⁴ This does not consider potential credit card transaction fees which can range from 2.5%-5% of transaction cost.

⁵ Estimated processing time for revenue collection (including billing, reconciling revenues, receipts, customer service, reporting). Cost estimated at 20 minutes of processing time per registrant (for all above tasks) at resource rate of \$30/hour.

⁶ Start-up costs includes printing of new materials, establishing bookkeeping practices, bank accounts, credit card merchant accounts, online transaction system, accounting practices, and conducting program education.

⁷ Estimated VMT determined by average round-trip distance (60.4 miles, as reported to TFCA) for program participants in 2011, assuming 250 travel days per year.

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VMT related externalities include local pollution (\$0.02/mi), congestion (\$0.05/mi) and accidents (\$0.03). These externalities are not direct costs to the program, but should be considered when evaluating program costs to general program benefits.

Figure 2 Potential External Costs (With Fee Charged at Program Enrollment)

Estimated Annual Program Attrition	180 fewer enrollments (30% reduction from 600 registrants)
Potential increase in VMT as a result of program attrition ⁸	+2,700,000 Vehicle Miles
Approximate External Costs of Increased VMT ⁹	(\$270,000)

Fee Charged per Voucher

Figure 3 provides a similar analysis on the financial impacts of instituting a fee based on each new ride voucher requested. In this option, new enrollees would pay a fee when enrolling, prior to receiving their first ride voucher and current enrollees would pay a fee when they request a new, replacement voucher after they have taken a ride. This method assumes the attrition for charging a fee would result in a 30% reduction in new enrollees from the average of 600 new registrants per year. This method of assessing a fee would assume that all new enrollees would pay a one-time fee of \$10 to obtain their first voucher and existing enrollees would pay a one-time fee of \$10 when they replace an existing voucher. We assume in this scenario that administrative processing time would be slightly higher since a greater proportion of individuals would be requesting replacement vouchers by phone (as compared to via registration, which is predominately online). Voucher replacements are often handled over the phone since this is the fastest way for individuals to obtain replacement vouchers. As a result, this alternative is revenue negative in terms of annual operating costs. In addition, one-time start-up costs (equating to approximately \$12,000) would add to costs in the first year.

Figure 3 Fee at Receipt of New Voucher

Revenue/Cost Considerations	Amount
Potential Program Fee	\$10 / voucher
Estimated Annual Voucher Usage and New Registrants ¹⁰	495 new vouchers / year
Estimated Net Revenue	\$4,950 / annually
Estimated Cost (Fee Collection) ¹¹	(\$6,190) / annually
Estimated Annual Program Balance	(\$1,240) / annually
Estimated One-Time Start-Up Costs ¹²	(\$12,000)

⁸ Estimated VMT determined by average round-trip distance (60.4 miles, as reported to TFCA) for program participants in 2011, assuming 250 travel days per year.

⁹ Value of VMT derived from Parry, Ian and Walls, Harring. Automobile Externalities and Policies January 2007. <http://www.rff.org/rff/documents/rff-dp-06-26-rev.pdf>

¹⁰ This considers a conservative estimate of 30% in program enrollment reductions as a result of a new fee and a slight increase in program usage due to charging an up-front fee for vouchers.

¹¹ Estimated processing time for revenue collection (including billing, reconciling revenues, receipts, customer service, reporting). Cost estimated at 25 minutes of processing time per registrant and new voucher (for all above tasks) at resource rate of \$30/hour.

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Figure 4 considers the external impacts of a participant fee on overall program goals related to reducing vehicle trips. Again, it is understood that there will be fewer enrollments, which will equate to an increase in vehicle trips. Based on the estimated number of reduced enrollments and the average trip length of the typical GRH user, this equates to approximately 2.7 million vehicle miles¹³ annually or \$270,000 in VMT-related externalities. VMT related externalities include local pollution (\$0.02/mi), congestion (\$0.05/mi) and accidents (\$0.03). These externalities are not direct costs to the program, but should be considered when evaluating program costs to general program benefits.

Figure 4 Potential External Costs (With Participant Fee)

Estimated Program Attrition	180 fewer enrollments (30% reduction from 600 registrants)
Potential increase in VMT as a result of program attrition ¹³	+2,700,000 Vehicle Miles
External Costs of Increased VMT ¹⁴	(\$270,000)

Recommendation

Implementing a GRH program participation fee is not recommended at this time.

This recommendation is based on numerous reasons:

- Potential revenues that could be generated from a fee are very limited and would be negated by the costs (both direct and indirect) to administer fee collection.
- Expected loss in program participation would be counter to overall program goals. Based on past surveys we understand that the majority of current participants noted that they would be 'unlikely' or 'very unlikely' to continue their participation in the program if a fee were introduced.
- No other Bay Area counties who administer a Guaranteed Ride Home program charge an up-front fee for program usage.¹⁵

BACKGROUND

The Alameda County Guaranteed Ride Home (GRH) Program is administered by the Alameda County Transportation Commission (Alameda CTC) and funded by the Bay Area Air Quality Management District (BAAQMD) to reduce the number of vehicle trips, decrease traffic congestion, and improve air quality in Alameda County. The GRH Program meets these goals by

¹² Start-up costs includes printing of new materials, establishing bookkeeping practices, bank accounts, credit card merchant accounts, online transaction system, accounting practices and conducting program education.

¹³ Estimated VMT determined by average round-trip distance (60.4 miles, as reported to TFCA) for program participants in 2011, assuming 250 travel days per year.

¹⁴ Value of VMT derived from Parry, Ian and Walls, Haring. Automobile Externalities and Policies January 2007. <http://www.rff.org/rff/documents/rff-dp-06-26-rev.pdf>

¹⁵ As an example, the San Francisco Emergency Ride Home Program is a reimbursement program that collects 50% of fees after a particular employer exceeds \$1000 in rides per year. No Alameda CTC GRH participant has ever exceeded this amount in a calendar year. For more information, please see: http://sfenvironment.org/sites/default/files/fliers/files/erh_program_rules.pdf

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providing incentives for Alameda County employees to travel to work using alternative modes rather than driving alone. Alternative modes may include traveling in carpools or vanpools or by transit, bike, or walking. The GRH Program is one of Alameda CTC's initiatives to encourage and provide incentives for everyday commuters to travel using sustainable transportation modes instead of driving alone. In addition, this program assists the county in complying with recent California environmental legislation AB 32 and SB 375.

The GRH program provides an incentive to employees in the following manner. When employees use an alternative means of transportation to get to work, they are guaranteed a means of getting home should they have a medical emergency or unexpected change to their work schedule. Thirteen years of employee and employer surveys of 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 is further reinforced by the estimated reduction of 180,000 vehicle round trips per year since the program's inception.

The Alameda CTC Board has requested that staff revisit the viability of initiating a mechanism to have participating users contribute to funding the GRH program. This memo will further investigate and discuss baseline goals/objectives if such a participant fee were to be established. Objectives could include the following:

- To base revenue targets on participant contributions
- To develop a balance in funding sources
- To continue to increase program enrollment and participation

Further details about how such a system would operate and function will be described below.

Current Funding

Since its inception in 1998, the Alameda County GRH program has been funded exclusively 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 fourteen years, being reliant on a sole funding source may not be sustainable, particularly in today's California fiscal climate.

A 2009 analysis of introducing employer contributions did not recommend doing so due to potential impacts on program participation and its effect on an already vulnerable economy. Since then, the economy in Alameda County has remained fairly stagnant. Unemployment at that time was 10.8% and has remained roughly flat through the present day (10.7%). Thus, it would seem likely that any major shift in program policy would cast similar results. Yet, due to the generally unstable funding climate, it is prudent that the Alameda CTC continue to explore funding alternatives to supplement TFCA funding, understanding that GRH is a fundamental component

Participant contributions could serve three primary goals:

- 1) Ensure that program benefits would be paid in part by program beneficiaries;
- 2) Reduce the reliance of the program on a single fund source by supplementing the program's funding;
- 3) Continue to meet the Alameda CTC's goals to reduce traffic congestion and air emissions in Alameda County.

in any program that sets out to encourage people to travel to and from work by alternative modes of transportation.

Background Information and Data

Annual GRH Surveys

Each spring the GRH program institutes an annual survey to garner feedback on overall participant satisfaction with the program and to capture feedback on what improvements can be made in the upcoming year. For the first time in 2008, the annual survey incorporated questions that pertained specifically to participant financial contributions to the GRH program, including asking participants about their likelihood of continued participation in the program if charged an annual flat fee. That year's survey found that 55% of enrolled employers would not be willing to contribute any funds to the program, whereas 18% would be willing to contribute \$50 or more. In 2009, employers were posed the question:

If the GRH Program was integrated into a countywide TDM Program with various transportation services, how likely is it that your organization would be willing to pay an annual fee for these services?

Employer responses were not supportive of an annual flat fee, with a total of 70% of respondents stating they would be unlikely or very unlikely to continue participation in the program if charged, even if GRH were bundled with additional TDM benefits sponsored by the county. In 2010 this number stayed roughly the same, with 65% of respondents stating they would be unlikely or very unlikely to continue program participation if charged an annual flat fee. An alternative contribution method—paying a fee per registered employee—was slightly more attractive to survey respondents, but it was still outweighed by individuals who said they would be unlikely to pay a fee for the GRH program.

2010 Employer Contributions Memo

In late 2009, the Alameda CTC (then ACCMA) was interested in determining how employer contributions could be used to ensure the program's financial sustainability by reducing its dependence on public funds and potentially shifting some of its costs to the employers who benefit from the program. At the time, it was determined that among current potential employer contribution methods, a per-trip fee would be the most effective means of implementing a compulsory employer contribution. Yet it was decided that the implementation of such a program could significantly reduce program participation and that program participants should first be surveyed to garner their reaction to such a fee. In addition, economic conditions at the time (late 2009, early 2010) were deemed unsuitable to support the introduction of a fee on businesses to support the Guaranteed Ride Home Program. As a result, no action was taken on the measure.

Based on the findings of the 2010 Employer Contribution Memo, a survey question was developed for the 2011 Annual Survey (administered early 2012) that asked the following question:

If the GRH Program included a usage fee for every ride home taken (e.g., fee equaling up to 25% of the total cost of the taxi or rental car), would you still participate in the program?

Forty-three percent of participants said they were not sure if they would continue participating in the GRH program if they had to pay a usage fee and 23% said they would no longer participate in the GRH program if they had to pay a usage fee. Approximately one-third (34%) said they would be willing to pay a usage fee.

Furthermore, employer fees were not considered as an alternative to employee fees for because employees are the main beneficiaries of the program, employers volunteer staff time to serve as liaison in promoting and administering the program at their employment, the GRH is a stand-alone commute benefit program, unlike other programs with employer fees throughout the U.S., employers are not required by state legislation or local ordinances, as in other programs with employer fees, and the current economic climate does not support employer fees with several large employers leaving the GRH program as they have left Alameda County or reduced staff.

PARTICIPANT CONTRIBUTIONS – BENEFITS AND DRAWBACKS

As compared to the way the GRH Program functions today, any type of participant contribution to help fund the program would be a major change for both participants and program administrators. From our understanding, the key objectives of instituting participant contributions would be the following:

- To capture revenue from program participants and beneficiaries
- To provide an additional funding source for the GRH Program
- Continue to increase program enrollment and participation

There are a variety of mechanisms that can be implemented to achieve these three objectives. However, given the larger framework and constraints of the program, there are alternatives that can potentially more effectively achieve the above objectives as compared to others.

Benefits

The two primary benefits of having participants contribute to 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 more than a decade, is still a grant program that is subject to change based on Bay Area Air Quality Management District (Air District)'s guidelines, policies, and available funds for the TFCA Program. If TFCA funds were to be reduced or discontinued, the GRH program would be left with less to no funding, rendering it ineffective for its primary

Administrative Costs

The Guaranteed Ride Home Program's success is dependent on the ability to maintain membership, provide customer support, and market the program to new members. Similar to an insurance company, the majority of costs come from processing benefits and general upkeep. Direct costs for taxi rides and rental cars are a nominal proportion of the overall budget.

Employers versus Employees

All employees in Alameda County are eligible to enroll in the GRH Program, but as a prerequisite, their employer must also be registered. While employers are involved in the GRH program as an intermediary, the true benefits still fall to the individual employees.

Reimbursement Programs

Many guaranteed ride home programs across the country function based on a reimbursement program. In these situations, the cost of a ride is paid for by the program participant and then reimbursed according to program rules (typically at 80%-100% of the total cost of the ride). While this structure works well for some, it is not completely desirable in Alameda County due to the need to provide financial payment to numerous program users. This process can be administratively problematic and would likely increase program costs. Furthermore, this type of system may limit program access, as many may not be able to cover the up-front costs associated with a taxi ride or rental car trip home.

purpose. By providing a second revenue stream, the GRH program could potentially function in some capacity despite funding fluctuations. Although employer or employee fees would diversify the program funding, as shown in this memo, they would not be sufficient to sustain the program without another significant source of funding.

Second, with an employer fee, the end users would be held responsible for some portion of the cost to provide the service. However, based on the results of employer surveys, this may result in a disincentive to register or stay in the program. In the program's present form, employers already provide non-monetary contributions through their staff time in helping to administer the program to their employees. Tasks include distributing information about program updates and surveys and being the "gatekeeper" for instant enrollment vouchers, which are used in emergencies when employees do not have their own ride vouchers on hand.

Although private employees and their employers benefit from the GRH program, which could be seen by some as a Bay Area Air Quality Management District (Air District)-subsidized workplace benefit, their benefit is a gain for the county by reducing 180,000 round trips from the road, 11.7 million miles travelled and 3,300 tons of carbon dioxide emissions¹⁶ each year.

Drawbacks

Despite these reasons justifying the introduction of employer fees for the GRH program, there are considerable drawbacks. The GRH program is currently free for employers and employees in Alameda County and has been this way since the program's inception. Introducing employer fees would result in reductions in program participation, based on employer and employee survey results.

A recent GRH Program Evaluation Survey illustrated that any type of charge on employers for the program would cause significant attrition. In the survey, employer representatives were asked if the employer would be willing to pay a flat fee or fee per employee. The majority of respondents noted that they would be 'unlikely' or 'very unlikely' to continue their participation in the program if a fee were introduced. The results of this survey are not a surprise. For many program participants, the thought of paying a fee for something that is currently free is not attractive or desirable. Yet, the results also bring up the point that without program participation, the benefits for both the private and the public sectors are lost.

Again, even in a "best-case" scenario, the amount of funds that could be collected from employers would not make the program self-sufficient or independent from outside funding sources. Additional funds or subsidies would still be needed to ensure program sustainability, to pay for non-service-related functions of the program such as administrative functions, project management, program marketing, and back-end support. Furthermore, there is a high cost associated with handling financial transactions with current users. Presently, no financial transactions occur between GRH staff and program participants. The introduction of any type of user charge would require considerable upfront investments to handle these transactions in an appropriate and financially accountable way. In addition, the costs of collecting a fee or service charge would require staff time to handle invoicing, keep records, and perform other necessary tasks to bill employers for services rendered through the GRH program.

¹⁶ Carbon dioxide emissions reductions are based on the Bay Area Air Quality Management District's calculations that 19 pounds of carbon dioxide are reduced for every gallon of gas that is saved.

The following section will outline several other considerations that should be noted in developing contribution concepts for the GRH program.

Considerations

- **Costs for the GRH Program Consist of Rides and Administration.** The majority of GRH costs are incurred through administrative costs, which include answering customer questions (email, telephone), mailing and processing vouchers, and program marketing. Additional administrative costs included program reporting and annual evaluations. Charging for a portion of the rides would contribute a very small portion of the program revenue. Costs for rides are typically a minority of overall program costs, which is logical as the program is considered an insurance policy for program participants.
- **Potential ability to charge participants.** Based on previous feedback, it can be surmised that charging a fee of any type for enrollment in the program will have a negative impact on program participation. However, if the GRH program were to charge participants, it could charge based on costs of rides, administration, or some combination of both. Given that although the GRH program co-markets reducing vehicle trips with other TDM programs in Alameda County, such as Bike to Work Day, Safe Routes to School and Travel Training, for Alameda County employees and employers, the Guaranteed Ride Home Program is not packaged as a suite of TDM options and would provide a major challenge to persuade individual participants to pay for any amount above the cost of the ride when they are now only benefiting from the possible cost of one ride, which 92% of participants never take. Otherwise, participants could simply hail a taxi or rent a car on their own, without any need for the GRH Program.
- **Point of contribution.** If participant contributions were to be introduced, it would be best to have each individual participating employee handle payments rather than employers. Presently, each of our registered employers has an on-site designated employee contact. In some situations, this individual may be a full-time benefits or human resources liaison, while in other cases it may simply be an employee who is volunteering to be the GRH liaison due to an interest in transportation (often the case with smaller companies). Presently, the GRH program requests the assistance of these individuals to help internally market the GRH program and also ensure that employee contact information is up-to-date. To ensure that an increased burden is not placed on these individuals, we suggest that any future administration requests be handled through individual employees registered in the GRH Program. In addition, since GRH participants are direct beneficiaries of the program, they would have a greater incentive to handle paperwork or other requirements associated with paying a program fee.
- **Costs of revenue collection should not exceed revenues.** Today, the GRH Program's fee-free structure offers program staff the benefit of not being required to spend time invoicing rides, collecting fees, or billing individual employees. While these activities would generate some level of revenue, revenue generation should be placed in context with potential costs and level of effort needed to collect fees from GRH participants. The level of effort would depend largely on the structure and mechanism used to charge participants. However, it would not be prudent to charge a fee that is net negative in terms of potential revenues.

PARTICIPANT CONTRIBUTION ALTERNATIVES

Given the potential benefits, drawbacks, and considerations for implementing participant contributions for the GRH Program, this section will investigate several alternative ways to collect revenues. Various suggested alternatives should combine existing program goals with the financial goal of collecting participant contributions. These goals include the following:

- Maintain existing and grow new GRH program enrollment
- Equitably capture fees from program participants
- Reduce administrative costs
- Use “pay per usage” strategy or similar¹⁷
- Ensure equitable access to GRH Program for all eligible employees in Alameda County

Based on the above goals, two potential alternatives have been developed. While instituting a fee of any type will have a negative impact on program enrollment and will require additional administrative effort, these alternatives are believed to minimize those negative impacts. Both alternatives are similar and have the following characteristics:

- Fee collected based on program usage and in advance of voucher usage
- Fee collected directly from employees

Program staff opted not to investigate charging all existing registered GRH participants a fee for specific reasons. Based on knowledge of potential employee attrition, we understand that charging a fee to existing customers may lead to up to 1/3 reduction in existing program participation. Furthermore it would be very difficult to retroactively collect fees from individuals who already have vouchers in their possession. This would involve invoicing all existing participants and then having a process for follow-up and account suspension for those who do not respond and/or those that do not provide payment. Such a policy would also require taxis and rental car services to validate paid vouchers and not accept those that have not been paid. Administratively, this would be very challenging given it would require significant coordination with taxi companies, drivers and rental car field offices. Due to these challenges, program staff did not further consider charging all existing registered GRH participants.

¹⁷ Based on previous findings that a “pay per usage” strategy would be most amenable to existing program participants.

Enrollment Fee

One-time Enrollment Fee

An enrollment fee for GRH would be a one-time fee to join the program. After an initial enrollment fee is paid, users would be sent a GRH ride voucher and would be eligible to use the program up to six times per year for as long as they are enrolled in the program. Other program requirements would continue to apply. The reason for a one-time enrollment fee (as compared to an annual enrollment fee) relates to the voucher system. Presently, vouchers do not list an expiration date. This ensures that the program does not continually need to reprint and send out vouchers each year for all participants. In addition, it does not require transportation provider partners (taxi companies, Enterprise Rental Car) to enforce or validate vouchers. If the GRH program were to charge an annual enrollment fee, a system would need to be established to “void” vouchers for individuals that do not continue to pay their annual fee. From an administrative perspective these extra tasks would be time-consuming.

The revenues collected annually would be directly tied to new enrollments. On average, the GRH program has approximately 600 new employee enrollments per year. This number would be expected to be reduced to an estimated 400, based on attrition due to a new fee. If each of those new enrollments were required to pay an up-front fee, some revenue could be generated as a result. The revenue would be balanced with the costs of collecting and processing the fees.

Why not an Annual Fee?

While an annual fee is possible, it would require a much higher level of administrative effort to resend “valid” vouchers each year to all GRH participants.

Alternatively, a mechanism would need to be established to enable taxi drivers or Enterprise employees to check participant eligibility in real time. The higher administrative costs may result in negative revenue.

Enrollment Fee Benefits

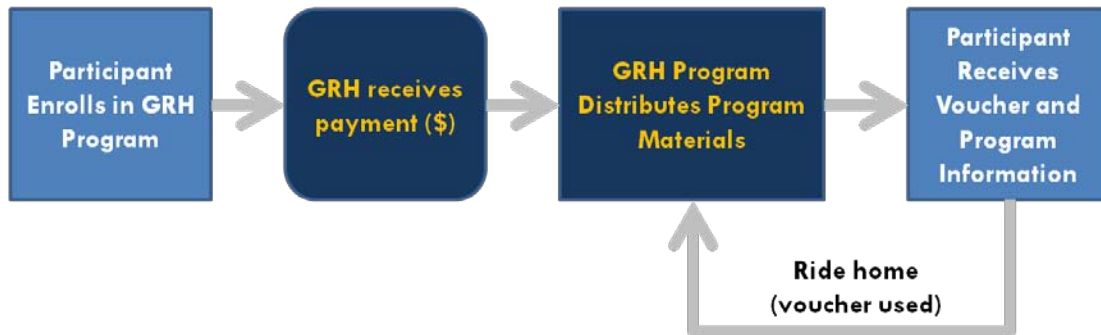
- Revenue stream (based on annual new enrollees)
- Limited new administrative costs
- Relatively simple to collect (via credit card or check upon enrollment)
- Possible to cover large portion of all trip costs (if costs of rides taken does not exceed revenue generated by new enrollees)
- Ability to utilize existing vouchers

Enrollment Fee Drawbacks

- New members would pay while existing members would continue to receive benefits for free
- Would likely reduce new enrollment
- Does not truly capture revenue per usage (e.g., person who uses program six times per year receives more benefit for the same contribution)
- Does not contribute a significant portion of budget after administrative fees.

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How it would work:



Participant “Payment-Per-Voucher” Fee

As an expansion of the enrollment fee alternative, a “payment-per-voucher” system would require program participants to pay a small fee for each GRH voucher. This fee would be a nominal one that could be collected at any point when a participant requests a voucher. This would include both when signing up for the program and when a replacement voucher is requested after a ride is used.

The major differences between a payment-per-voucher system and the one-time enrollment fee is that it ensures a more consistent revenue stream and that revenues collected are more proportional to rides taken (and new signups) per year. From an administrative perspective, it is much more efficient to collect payment in advance of a ride than to send a bill after a ride is taken. On the other hand, the revenue collected is fixed, while the actual costs of rides may vary.

Payment-Per-Voucher Fee Benefits

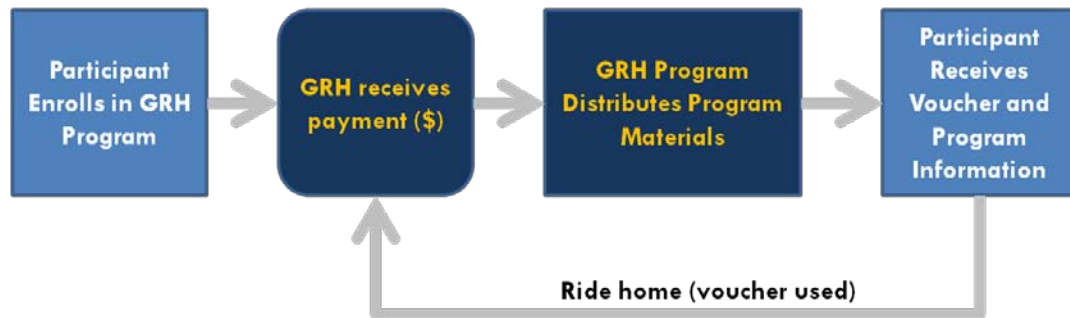
- More consistent revenue stream based on usage and new enrollees
- Relatively simple to collect (collected via credit card or check upon enrollment and request of new vouchers)
- Possible to cover a portion of all trip costs (if costs of rides taken does not exceed revenue generated by new enrollees)
- Would increase program visibility and usage (individuals who would be willing to pay for benefit may be more likely to utilize program)

Payment-Per-Voucher Fee Drawbacks

- Would likely reduce program enrollment and participation
- Higher administrative costs (to collect funds per voucher) would offset revenue collected

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How it would work:



Across the country, there are very few GRH or similar programs that currently charge a fee directly to program participants. Most often, the program is either completely free (locally sponsored and funded), is paid for through a larger TDM program that offers other benefits (e.g., transit passes, vanpool/carpool matching), or is funded by major employers who also pay for other transportation benefits. Among organizations who charge a direct fee are two in Texas. Austin Capital Metro charges a \$5 membership fee to enroll in its Guaranteed Ride Home Program. Previously, San Antonio's transit provider VIA charged a \$15 fee for membership, but its GRH program is no longer in operation.

POTENTIAL PROGRAM REVENUE AND ATTRITION

Implementation of the programs described above would have future impacts on the GRH program in terms of potential revenue as well as reductions in program participation. This section will describe potential effects on revenue and program participation based on the proposed structure of both proposals. The figures in this section provide a high-level estimate of costs such as administrative/bookkeeping costs, new program materials, setup costs, and other non-operational investments.

The level of revenue generated from an enrollment fee would depend on the number of new program participants each year, and the number of new enrollments would be reduced by some amount because of the new program fee. The collection of revenues would carry an additional direct cost. In 2011, the GRH Program enrolled 736 new program participants, which was a record high. A more typical average is approximately 600 enrollees. Using a simplistic model and assuming an enrollment fee of \$10 per person (which is on par with other fee-based GRH programs), total potential revenues are very limited and are offset by the costs to administer the fee. Figure 5 provides an analysis of revenue and cost estimates.

The amount of revenue generated from an enrollment fee is based solely on new participants in the program registering for the first time. As part of their application, they would be required to make a one-time payment (likely through credit card or check). Given these assumptions, and subtracting estimated costs to process transactions and conduct financial accounting, we estimate that an enrollment fee would generate approximately \$4,200 in new revenue. However, this revenue would be offset (to zero) by the costs of revenue collection. This analysis is based on an estimate of approximately 20 minutes of administrative time (inclusive of estimated monthly and year-end financial reporting) for each transaction.

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Figure 5 Fee Charged at Program Enrollment

Revenue/Cost Considerations	Amount
Potential Program Fee	\$10 / per new participant
Estimated Annual Program Registrants ¹⁸	420 new participants / year
Estimated Net Revenue based on 400 new enrollments at \$10 per enrollment ¹⁹	\$4,200 / annually
Estimated Cost (Fee Collection) ²⁰	(\$4,200) / annually
Estimated Annual Program Balance	\$0 / annually
Estimated One-Time Start-Up Costs ²¹	(\$12,000)

Figure 6 considers the external impacts of a participant fee on overall program goals related to reducing vehicle trips. With the implementation of a fee, it is understood that there will be fewer enrollments, which will equate to an increase in vehicle trips (and subsequent vehicle miles traveled). Based on the estimated number of reduced enrollments and the average trip length of the typical GRH user, this equates to approximately 2.7 million vehicle miles²¹ annually or \$270,000 in VMT-related externalities that may be incurred due to an increase in vehicle trips. VMT related externalities include local pollution (\$0.02/mi), congestion (\$0.05/mi) and accidents (\$0.03). These externalities are not direct costs to the program, but should be considered when evaluating program costs to general program benefits.

Figure 6 Potential External Costs (With Participant Fee)

Estimated Annual Program Attrition	180 fewer enrollments (30% reduction from 600 registrants)
Potential increase in VMT as a result of program attrition ²²	+2,700,000 Vehicle Miles
Approximate External Costs of Increased VMT²³	(\$270,000)

Figure 7 provides a similar analysis for the estimated revenues and costs associated with collecting fees upon the receipt of a new voucher. Thus, participants would pay a fee when registering for the program (and obtaining their first voucher) or when requesting a replacement voucher.

¹⁸ This considers a conservative estimate of 30% in program enrollment reductions as a result of a new fee. (30% of 600 enrollees)

¹⁹ This does not consider potential credit card transaction fees which can range from 2.5%-5% of transaction cost.

²⁰ Estimated processing time for revenue collection (including billing, reconciling revenues, receipts, customer service, reporting). Cost estimated at 20 minutes of processing time per registrant (for all above tasks) at resource rate of \$30/hour.

²¹ Start-up costs includes printing of new materials, establishing bookkeeping practices, bank accounts, credit card merchant accounts, online transaction system, accounting practices and conducting program education.

²² Estimated VMT determined by average round-trip distance (60.4 miles, as reported to TFCA) for program participants in 2011, assuming 250 travel days per year.

²³ Value of VMT derived from Parry, Ian and Walls, Harring. Automobile Externalities and Policies January 2007. <http://www.rff.org/rff/documents/rff-dp-06-26-rev.pdf>

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The amount of revenue generated from a payment-per-voucher is based on each voucher the program provides to its users. Given these assumptions, and subtracting some estimated costs to process transactions, the team estimates that a payment-per-voucher fee would generate approximately \$4,950 in new revenue. However, this revenue would be outweighed by the costs of revenue collection.

This method assumes a 30% reduction from an average of 600 registrants. This method of assessing a fee would assume that all new enrollees would pay a one-time fee of \$10 to obtain their first voucher and existing enrollees would pay a one-time fee of \$10 when they replace an existing voucher. We assume in this scenario that administrative processing time would be slightly higher since a greater proportion of individuals would be requesting replacement vouchers by phone (as compared to via registration, which is predominately online). Voucher replacements are often handled over the phone since this is the fastest way for individuals to obtain replacement vouchers. As a result, this alternative is revenue negative in terms of annual operating costs. In addition, one-time start-up costs (equating to approximately \$12,000) would add to costs in the first year. This analysis is based on an estimate of approximately 25 minutes of administrative time (including monthly and year-end financial reporting) for each transaction. (There is a higher transaction time since many replacement voucher requests are fielded by telephone). Given the higher cost of fee collection, the program would be estimated to lose approximately \$1,200 annually. This does not consider the additional one-time start-up costs of approximately \$12,000.

Figure 7 Fee at Receipt of New Voucher

Revenue/Cost Considerations	Amount
Potential Program Fee	\$10 / voucher
Estimated Annual Voucher Usage and New Registrants ²⁴	495 new vouchers / year
Estimated Net Revenue	\$4,950 / annually
Estimated Cost (Fee Collection) ²⁵	(\$6,190) / annually
Estimated Annual Program Balance	(\$1,240) / annually
Estimated One-Time Start-Up Costs ²⁶	(\$12,000)

Figure 8 considers the external impacts of a participant fee on overall program goals related to reducing vehicle trips. Again, it is understood that there will be fewer enrollments, which will equate to an increase in vehicle trips. Based on the estimated number of reduced enrollments and the average trip length of the typical GRH user, this equates to approximately 2.7 million vehicle miles annually or \$270,000 in VMT-related externalities. VMT related externalities include local pollution (\$0.02/mi), congestion (\$0.05/mi) and accidents (\$0.03).

²⁴ This considers a conservative estimate of 30% in program enrollment reductions as a result of a new fee and a slight increase in program usage due to charging an up-front fee for vouchers.

²⁵ Estimated processing time for revenue collection (including billing, reconciling revenues, receipts, customer service, reporting). Cost estimated at 25 minutes of processing time per registrant and new voucher (for all above tasks) at resource rate of \$30/hour.

²⁶ Start-up costs includes printing of new materials, establishing bookkeeping practices, bank accounts, credit card merchant accounts, online transaction system, accounting practices and conducting program education.

Figure 8 Potential External Costs (With Per-Voucher Fee)

Estimated Program Attrition	180 fewer enrollments (30% reduction from 600 registrants)
Potential increase in VMT as a result of program attrition ²⁷	+2,700,000 Vehicle Miles
External Costs of Increased VMT ²⁸	(\$270,000)

NEXT STEPS AND RECOMMENDATIONS

Implementing a GRH program participation fee is not recommended at this time.

This recommendation is based on numerous reasons:

- Potential revenues that could be generated from a fee are very limited and would be negated by the costs (both direct and indirect) to administer fee collection.
- Expected loss in program participation would be counter to overall program goals. Based on past surveys we understand that the majority of current participants noted that they would be 'unlikely' or 'very unlikely' to continue their participation in the program if a fee were introduced.
- No other Bay Area counties who administer a Guaranteed Ride Home program charge an up-front fee for program usage.²⁹

As an alternative to administering a fee program for GRH participants, it is instead suggested that as long as the GRH Program is a standalone program, the program continue to investigate other methods for streamlining internal processes to be more efficient. While this effort would not directly diversify revenue sources, it would prepare the GRH program to be more resilient in the event program funding would need to be reduced.

In the longer term, an alternative for administering a fee program is to review the cost effectiveness of administering fees while investigating the role the GRH Program could play as part of a larger countywide, regional or local TDM program to encourage countywide employees to reduce their vehicle trips. This effort should be part of the preparation of the Countywide TDM Plan, expected to be complete in 2014, which should include recommendations for Alameda CTC's role in administering TDM programs to meet its state requirements for the Congestion Management Plan and compliance with greenhouse gas reduction requirements in AB 32, SB 375 and the Regional Transportation Plan and Sustainable Communities Strategy.

As of 2011, the GRH program has undergone several internal technology upgrades. However, the program in large part continues to require many manual processes which use staff time. This

²⁷ Estimated VMT determined by average round-trip distance (60.4 miles, as reported to TFCA) for program participants in 2011, assuming 250 travel days per year.

²⁸ Value of VMT derived from Parry, Ian and Walls, Harrington. Automobile Externalities and Policies January 2007. <http://www.rff.org/rff/documents/rff-dp-06-26-rev.pdf>

²⁹ As an example, the San Francisco Emergency Ride Home Program is a reimbursement program that collects 50% of fees after a particular employer exceeds \$1000 in rides per year. No Alameda CTC GRH participant has ever exceeded this amount in a calendar year. For more information, please see: http://sfenvironment.org/sites/default/files/fliers/files/erh_program_rules.pdf

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includes mailing vouchers and the need for staff to answer numerous questions about participant accounts, program usage, etc. In the future, as a means to improve program efficiency, we suggest investigating internal process improvements such as the following:

- Develop online vouchers to reduce time and materials required to prepare, mail, and process existing paper vouchers
- Allow users limited access to a participant database to self-update and enter personal information (currently, this is typically done over the phone)
- Provide a more concise FAQ section on the GRH website to reduce unnecessary phone calls to the GRH Hotline
- Develop a system to collect online feedback after a ride is taken (currently, post-ride surveys are on paper and are often ignored by participants)

APPENDIX C

Guaranteed Ride Home Program Historical Trends

Guaranteed Ride Home Program Historical Trends

Trend	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Program Participants														
Total Number of Employers	72	100	119	132	127	110	120	131	142	155	188	189	206	250
New Employers Registered	72	28	19	13	12	14	16	22	12	18	56	12	31	49
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	4,784
New Employees Registered	880	794	591	494	525	710	543	603	550	514	722	406	414	736
Trip Statistics														
Total Number of Trips Taken	57	156	168	149	145	151	143	87	107	98	119	72	55	55
Total Number of Rental Car Trips	N/A	N/A	N/A	N/A	8	10	18	9	18	18	23	13	17	23
Total Number of Taxi Trips	N/A	N/A	N/A	N/A	137	141	125	78	89	80	96	59	38	32
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	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	32.1
Average Trip Cost ¹	\$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	\$68.84
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	\$1,337
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	28,704
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%	0.19%
Survey Results														
Number of Employee Surveys Collected	215	350	270	346	517	619	658	716	732	728	822	990	590	918
Survey Response Rate	N/A	21%	12%	13%	19%	22%	20%	20%	18%	16%	19%	23%	14%	19%
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%	33%
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%	29%
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	3,899

¹A combined average of car rental and taxi costs.

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