



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager's Office



DATE: July 27, 2011
BOARD MEETING DATE: August 9, 2011
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

TO: Honorable Board of Supervisors
FROM: Peggy Jensen, Deputy County Manager
SUBJECT: Making the Last Mile Connection Pilot Program Memorandum of Understanding

RECOMMENDATION:

Adopt a Resolution authorizing the County Manager or his designee to execute a Memorandum of Understanding with the San Mateo County Transit District (District), the Peninsula Traffic Congestion Relief Alliance (Alliance), and the City of Redwood City (City) for the implementation of the Making the Last Mile Connection Pilot Program.

BACKGROUND:

On April 20, 2010, the Metropolitan Transportation Commission (MTC) issued a solicitation through its Climate Initiatives Program seeking grant proposals focusing on innovative strategies for reducing greenhouse gas emissions. The County of San Mateo, the City of Redwood City, the Alliance, and the District submitted a joint Last Mile Connection pilot proposal and were awarded \$1.48 million in funds on October 27, 2010 to administer the program.

The Last Mile Connection Pilot Program will employ a suite of Transportation Demand Management (TDM) strategies over a two-year period in Redwood City. The Pilot will test the contribution that TDM can make toward the regional Sustainable Communities Strategy being developed by the MTC. The strategies being implemented under the project are: car share, vanpool, telework & flex-schedules, and residential and employer/employee targeted marketing. The goal of the project is to change both residents' and employees' transportation choices away from single-occupancy personal vehicle travel, resulting in reduced vehicle miles traveled and greenhouse gas emissions.

The project will be administered by the District as the lead applicant in partnership with the County of San Mateo, the City of Redwood City, and the Alliance.

DISCUSSION:

This Memorandum of Understanding allows the County of San Mateo to work in partnership with the City of Redwood City, the Alliance, and the District on developing a suite of TDM strategies for employees and residents in Redwood City. As one of the largest employers in the area, the County of San Mateo is tasked with developing a targeted marketing campaign tailored to County employees. The goal is to demonstrate a measurable impact on employee transportation decisions as they move from single-occupancy vehicle trips to a suite of TDM alternatives. The County will also serve as the lead in the administration, planning, and implementation of a Telework/Flex Schedule program for employees. The County will be reviewing the existing Telework/Flex Schedule policies and produce a replicable program toolkit at the end of the project. The goal for the Telework/Flex Schedule program is to reduce employee commute trips, thereby reducing vehicle miles travelled and greenhouse gas emissions.

Approval of this Memorandum of Understanding contributes to the Shared Vision 2025 outcome of an Environmentally Conscious Community by reducing single-occupancy vehicle miles traveled and reducing greenhouse gas emissions.

County Counsel has reviewed and approved the Memorandum of Understanding and Resolution as to form.

Performance Measure(s):

Measure	FY 2010-11 Actual	FY 2011-2012 Projected
Vehicle Miles Traveled	N/A	5% reduction

FISCAL IMPACT:

The San Mateo County Transportation Authority has pledged \$120,000 in local match and the City/County Association of Governments of San Mateo County has pledged \$25,000 in local match. The County is leveraging regional contributions to participate in the program at no direct cost. The County is committing in-kind staff time to administer and promote the program locally.

RESOLUTION NO. _____

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

* * * * *

RESOLUTION

AUTHORIZING THE COUNTY MANAGER OR HIS DESIGNEE TO EXECUTE A MEMORANDUM OF UNDERSTANDING WITH THE SAN MATEO COUNTY TRANSIT DISTRICT, THE PENINSULA TRAFFIC CONGESTION RELIEF ALLIANCE, AND THE CITY OF REDWOOD CITY FOR THE IMPLEMENTATION OF THE MAKING THE LAST MILE CONNECTION PILOT PROGRAM

RESOLVED, by the Board of Supervisors of the County of San Mateo, State of California, that

WHEREAS, on April 20, 2010, the Metropolitan Transportation Commission (MTC) issued a solicitation through its Climate Initiatives Program seeking grant proposals focusing on innovative strategies for reducing greenhouse gas emissions; and

WHEREAS, the County of San Mateo, the City of Redwood City, the Peninsula Traffic Congestion Relief Alliance, and the San Mateo County Transit District submitted a joint Last Mile Connection Pilot proposal; and

WHEREAS, on October 27, 2010, the Metropolitan Transportation Commission awarded the partners \$1.48 million to administer the Last Mile Connection Pilot program; and

WHEREAS, the Last Mile Connection Pilot will employ a suite of Transportation Demand Management strategies such as Carshare, Vanpool, Bikeshare, and

Telework/Flex schedules in Redwood City; and

WHEREAS, the County of San Mateo will serve as the lead in planning and implementing a Telework/Flex schedule program for employees; and

WHEREAS, the goal of the project is to reduce single-occupancy vehicle miles traveled and reduce greenhouse gas emissions; and

WHEREAS, this Board has examined and approved the Memorandum of Understanding between the County of San Mateo, the San Mateo County Transit District, the Peninsula Traffic Congestion Relief Alliance, and the City of Redwood City for the implementation of the Making the Last mile Connection Pilot Program as to both form and content and desires to enter into the same.

NOW THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the County Manager or his designee are authorized to execute said Memorandum of Understanding with the San Mateo County Transit District, the Peninsula Traffic Congestion Relief Alliance, and the City of Redwood City for the implementation of the Making the Last mile Connection Pilot Program.

* * * * *

**MEMORANDUM OF UNDERSTANDING FOR
THE *MAKING THE LAST MILE CONNECTION* PILOT PROGRAM**

This memorandum of understanding (MOU) is entered into as of the ____ day of _____, 2011, by and between the San Mateo County Transit District (District), the Peninsula Traffic Congestion Relief Alliance (Alliance), the County of San Mateo (County) and the City of Redwood City (City), each of which is referred to herein individually as "Party" and jointly as "Parties."

WITNESSETH

WHEREAS, the Parties desire to work together to complete and fund the implementation and operations of the Making the Last Mile Connection Pilot Program (Project); and

WHEREAS, the goals of the Project are to implement a set of transportation demand management (TDM) strategies in the City of Redwood City and to evaluate their effectiveness in effectuating travel mode shift away from single-occupancy vehicle use; and

WHEREAS, the Project will focus on the planning, implementation, marketing, ongoing operations and oversight, and evaluation of the Project over approximately the next four years; and

WHEREAS, on October 27, 2010, the Metropolitan Transportation Commission (MTC) Commissioners awarded the Making the Last Mile Connection Pilot Program \$1.487 million in funds from its Climate Initiatives Grant; and

WHEREAS, the Federal Transit Administration (FTA) will be the administering agency for the MTC Climate Initiatives Grant; and

WHEREAS, the San Mateo County Transportation Authority (SMCTA) has pledged \$120,000 in local match and the City/County Association of Governments of San Mateo County (C/CAG) has pledged \$25,000 in local match; and

WHEREAS, on December 8, 2010, the District's Board of Directors adopted Resolution No. 2010-74, committing the necessary non-Federal matching funds and assuring the completion of the Project; and

WHEREAS, each of the Parties will contribute funds and/or in-kind contributions as defined in Attachment B, Project Budget, attached hereto and incorporated herein by this reference as though set forth in full.

NOW, THEREFORE, the Parties hereby agree as follows:

I. PROJECT SCOPE AND FOCUS

The Project includes the planning, implementation, marketing, operations, and oversight of a two-year demonstration project that will implement a suite of TDM strategies in the City of

Redwood City to test the contribution that TDM can make toward the regional Sustainable Communities Strategy being developed by MTC. The TDM strategies being implemented under the Project are:

1. Car Share (Lead: District)
2. Short-distance Vanpool (Lead: Alliance)
3. Telework & Flex-schedules (Lead: County)
4. Residential and Employer/Employee Targeted Marketing (Leads: District and Alliance, respectively)

The goal of this Project is that the availability of all these travel options and marketing of new and existing TDM strategies will change both residents' and employees' travel habits away from single-occupancy personal vehicle travel, which will result in reduced vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions. Mode shift would be evaluated for each individual TDM strategy, as well as collectively by comparing overall mode shift to a control city. An integral part of this goal is a reduction in VMT by five (5) percent in Redwood City.

Upon completion of the Project, the District, Alliance, and the County will continue to be responsible for the Car Share, Short-distance Vanpool, and Telework & Flex-schedule TDM strategies, respectively, for those strategies deemed by the respective Parties to be self-sustaining. The City reserves the right to not assume responsibility of any TDM strategies or marketing programs at the completion of the Project.

II. FUNDING AND METHOD OF PAYMENT

The Parties will provide in-kind contributions and will be reimbursed for all non-in-kind contributions, as delineated in Attachment B, Project Budget.

The District will serve as fiscal agent for the Project. The District shall establish a separate Fund to manage funds related to this Project and shall use monies deposited in this Fund for no other purpose than to pay eligible Project-related expenses.

The District will provide payment to Parties for eligible Project-related staff hours, purchases, operation, and/or marketing costs. Parties shall submit quarterly invoices with all supporting documentation within thirty days of the end of the quarter. FTA funding will be dispersed on a reimbursement basis. Upon District approval of a submitted quarterly invoice, the District will seek FTA reimbursement for the Project cost and will disperse payment to the Parties upon receipt of funds from FTA.

In the event that the Project costs exceed the budgeted amounts, as delineated in Attachment B, Project Budget, the Parties expressly agree that no Party has an obligation to provide funds in excess of the funds and/or in-kind contributions delineated in Attachment B, Project Budget, unless there is approval of additional funding and/or in-kind contributions for the Project and the Parties agree to execute a written amendment to this MOU to reflect any additional funding and/or contributions.

In the event that Project cost is less than that budgeted, the in-kind contributions of each of the Parties will be reduced proportionately.

III. ROLES AND RESPONSIBILITIES

The roles and responsibilities of each Party are fully described in Attachment A, Scope of Work which is attached hereto and incorporated herein by this reference as though set forth in full.

In general, the Parties commit to work together to meet the goals, objectives and framework of the Project in order to ensure the success of the Project. All Parties are responsible for ensuring that the necessary data for the Project Evaluation and MTC Regional Evaluation will be provided for each TDM strategy. This information will be mutually agreed upon by the Parties, following recommendations made by the Project's evaluation consultant.

The District will serve as the lead agency for the Project, and its duties will include regional and Project coordination, program administration, and fiscal agent responsibilities. The implementation of the TDM strategies will be the responsibility of each of the Parties, as more fully described in Attachment A, Scope of Work.

IV. DELIVERABLES

The Project will include the production of the following deliverables, listed below:

1. Last Mile Brand and Style Guide (Lead: District)
2. Marketing Collaterals (Leads: District and Alliance)
3. Telework and Flex-schedules Toolkit (Lead: County)

These deliverables are those to be prepared by only the identified Parties. Additional deliverables not included in this list may be prepared for the Project by non-Party entities.

Additional details about each of the deliverables can be found in Attachment A, Scope of Work.

V. TIME OF PERFORMANCE

Performance of the Project shall be completed within four years of the execution of this MOU, unless earlier terminated as hereinafter provided. This four year period shall encompass all aspects of the Project, including the two-year operational length of the demonstration project. The Proposed Project Schedule is attached hereto as Attachment C and incorporated herein by this reference as though set forth in full. Any Party may terminate its roles and responsibilities under the MOU without cause by providing thirty (30) days' advanced written notice to the others Parties.

VI. COMPLIANCE WITH GRANT REQUIREMENTS

The District shall be responsible for all Project reporting required by MTC and the FTA, the administrator of the grant. The other Parties will be responsible for preparing invoices, as indicated in Section II and will be responsible for sending progress and/or final reports to the District two weeks prior to the date reports are required by the MTC and the FTA, if requested by the District.

VII. OWNERSHIP AND PRESENTATION OF WORK

Ownership of all products created using MTC Climate Initiatives Grant funds by the parties to this MOU as well as the Car Share provider shall be in accordance with FTA rules and regulations applicable to the MTC Climate Initiatives Grant.

All work products must be made available for presentation to the Grand Boulevard Initiative (GBI) Task Force, the GBI Working Committees, the Planning Commissions of all cities participating in the GBI, and/or other legislative bodies as agreed upon by the Parties.

VIII. INDEMNITY

Each Party shall indemnify and hold harmless the other Parties, their officers, agents and employees from and against all claims, injury, suits, demands, liability, losses, and damages (including any and all costs and expenses in connection therewith), incurred by reason of any negligent or otherwise wrongful act or omission of the indemnifying Party its officers, employees, agents, and subgrantees, or any of them, under or in connection with this MOU. Each Party further agrees to defend, with counsel acceptable to the other Parties, any and all such actions, suits, or claims and pay all reasonable charges of attorneys and all other costs and expenses arising therefrom or incurred in connection therewith; and if any settlements are reached, or judgments are rendered, against the other Parties or any of the other individuals enumerated above in any such action, the indemnifying Party shall, at its expense, satisfy and discharge the same.

All Parties will be provided the opportunity to review and modify agreements with selected vendors prior to finalization.

The agreements with selected vendor(s) shall include requirements to indemnify, defend and hold harmless each of the Parties. The agreements shall also include agency-specific requirements that the selected vendor(s) hold appropriate insurance policies and name each of the Parties as additional insureds on such policies.

This section shall survive termination or expiration of the MOU.

IX. DISPUTE RESOLUTION

The Parties agree to attempt in good faith to resolve all disputes informally. If agreed to by all Parties, alternate methods of dispute resolution, such as mediation, may be utilized.

X. AMENDMENTS

Any changes to this MOU shall be incorporated in written amendments, which shall specify any changes in Scope of Work, Project Budget and Project Schedule. No claim for additional Party funding contributions shall be recognized unless contained in a duly executed written amendment. To be effective, any amendments must be executed by or on behalf of each of the Parties.

XI. NOTICES

All notices or other communications to any Party by another shall be made in writing and delivered or mailed to such party at their respective addresses as follows:

To the District: Corinne Goodrich
San Mateo County Transit District
1250 San Carlos Avenue, PO Box 3006
San Carlos, CA 94070

To the Alliance: Christine Maley-Grubl
Peninsula Traffic Congestion Relief Alliance
1150 Bayhill Drive, Suite 107
San Bruno, CA 94066

To the County: Peggy Jensen
County of San Mateo
County Manager's Office
400 County Center, 1st Floor
Redwood City, CA 94063

To the City: Susan Wheeler
City of Redwood City
1017 Middlefield Rd.
Redwood City, CA 94063

The address to which mailings are made may be changed by notice mailed as described above. Any notice given by mail shall be deemed given on the day after that on which it is deposited in the United States Mail as provided above.

XII. INDEPENDENT CONTRACTOR; RELATIONSHIP OF THE PARTIES

Each of the Parties and its employees, agents and consultants shall be deemed independent contractors. Nothing herein shall be deemed to create any joint venture or partnership arrangement between the Parties.

XIII. ASSIGNMENT

No Party shall assign, transfer, or otherwise substitute its interest or obligations in this MOU without the prior written consent of the other Parties.

IN WITNESS WHEREOF, the parties hereto have executed this MOU by the day and year first written above.

AGREED AND EXECUTED BY:

SAN MATEO COUNTY TRANSIT DISTRICT

By: _____
Name: Michael J. Scanlon
Its: General Manager

Approved as to Form:

Attorney for the District

PENINSULA TRAFFIC CONGESTION RELIEF ALLIANCE

By: _____
Name: Susan Kennedy
Its: Supervisory Committee Chair

Approved as to Form:

Attorney for the Alliance

COUNTY OF SAN MATEO

By: _____
Name: David Boesch
Its: County Manager

Approved as to Form:

Attorney for the County

CITY OF REDWOOD CITY

By: _____

Name: Robert B. Bell

Its: City Manager

Approved as to Form:

Pamela Thompson, City Attorney

Attachment A: Scope of Work

Attachment B: Project Budget

Attachment C: Proposed Project Schedule

ATTACHMENT A

Attachment A - Scope of Work Making the Last Mile Connection Pilot Program (Project)

The following is the Scope of Work and outlines responsibilities and deliverables for all Parties responsible for the implementation of the Project. Parties include the San Mateo County Transit District (District), the Peninsula Traffic Congestion Relief Alliance (Alliance), the County of San Mateo (County) and the City of Redwood City (City), each of which is referred to herein individually as "Party" and jointly as "Parties."

Project Description

The *Making the Last Mile Connection* Project (Project), including the planning, implementation, marketing, operations, and oversight of a two-year demonstration project, is being funded by MTC's Climate Initiatives grant program. The program will implement a suite of transportation demand management (TDM) strategies in the City of Redwood City to test the contribution that TDM can make toward our regional Sustainable Communities Strategy.

The TDM Strategies being implemented under the Project are:

- Car Share: Pods will be located at the Redwood City Caltrain Station and two TBD downtown locations
- Short-Distance Vanpool: Vanpools from both Caltrain and residential sites to worksites
- Telework & Flex-schedules: San Mateo County will re-launch its Flex-schedule and Telework programs, which will be promoted to County managers and employees
- Residential and Employer/Employee Targeted Marketing: Marketing for all TDM strategies, targeting residents, employers, and employees.

The goal of this Project is that the availability of all these travel options and marketing of new and existing TDM strategies will change both residents' and employees' travel habits away from single-occupancy personal vehicle travel, which will result in reduced vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions. Mode shift would be evaluated for each individual TDM strategy, as well as collectively by comparing overall mode shift to a control city. An integral part of this goal is a reduction in VMT by five (5) percent in Redwood City.

The MTC Climate Initiatives grant-funded Regional Bike Share and Electric Vehicle (EV) Charging Station programs will implement strategies within Redwood City. As part of the Last Mile program, the Redwood City locations of these regional programs will be included in the Project's targeted marketing effort.

The Last Mile team will coordinate with the Regional Bike Share and EV Charging Stations project teams to ensure all information included in the Project's marketing effort is correct and appropriate. All management, planning, and implementation for the Regional programs are under separate contracts with MTC and are not the responsibility of this Project.

In summary, the targeted marketing efforts for the Last Mile program will include marketing for other transportation demand management strategies implemented in Redwood City, not strictly limited to the Last Mile Car Share, Short-distance Vanpool, and Telework & Flex-schedules strategies funded through the Last Mile program. In addition, information for the following programs will also be incorporated into the Last Mile targeted marketing materials: 1) MTC

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Climate Initiatives Regional Bike Share, 2) MTC Climate Initiatives EV Charging Stations, and 3) existing TDM strategies and incentives already marketed by the Parties. However, the Last Mile Project's targeted marketing effort does not require the planning or implementation of marketing events specific to the MTC Climate Initiatives Regional Bike Share and EV Charging Stations or the existing TDM strategies and incentives already marketed by the Parties.

Task 1.0 Project Management, Coordination, and Administration

The District will lead the project management, coordination, and administration of the Project.

1.1 Administrative

1.1.1 Coordination between Parties for development of MOU

1.1.2 Review and approval of Parties' invoicing

1.1.3 Overall management and oversight of project budget

1.1.4 Preparation and submittal of FTA quarterly reports and MTC Semi-annual Progress Reports and Final Report

1.2 Project Management and Coordination

1.2.1 Coordination with partners on status of each TDM strategy

1.2.2 Oversight of coordination between partners

1.3 Regional Coordination

1.3.1 Coordination with MTC, as needed, on the Project, including coordination with MTC's Climate Initiative marketing and evaluation efforts.

Task 2.0 Car Share

The Car Share project will establish three "pods" of three cars each (with the possibility of one additional replacement vehicle) located at the Redwood City Caltrain Station and two other downtown sites (specific sites to be determined), all within one-quarter of a mile of each other. All pods will be in high-visibility and high-traffic areas and will include hybrid gas and battery powered vehicles only. Regular gas-powered only vehicles will not be included.

The District will be the lead in the administration, planning, implementation, and oversight of ongoing operations of the Car Share project. The remaining Parties will provide support and assistance as needed for project planning and implementation.

2.1 Planning and Procurement

2.1.1 Selection of Car Share Provider

2.1.1.1 District will prepare and distribute a Request for Proposals (RFP) to car share providers to design, implement, and assist in marketing of the program.

- a. The RFP will specify that the provider is to collect and report the needed data for the Project Evaluation and MTC Regional Evaluation efforts. This information will be mutually agreed upon by the Parties, following recommendations made by the Project's evaluation consultant.

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- 2.1.1.2 District will administer the contract with the selected car share provider.
- 2.1.2 Site Planning and Environmental Clearance
 - 2.1.2.1 District confirms car share parking spaces at Redwood City Caltrain station and works with the car share provider, the City, and County on locating the final two mutually agreed upon pod locations.
 - 2.1.2.2 District works with the car share provider to determine signage needs for all three pods.
 - 2.1.2.3 District leads environmental clearance effort for installation of signs designating identified spaces as being car share only spaces.
- 2.2 Site Preparation
 - 2.2.1 District leads construction and installation of all sign posts and pavement markings at all pod locations and will coordinate with the City and with the construction efforts for Vanpool. The car share provider is responsible for the development and construction of actual signs.
- 2.3 Operations
 - 2.3.1 District will provide ongoing oversight of the car share contract to ensure they are meeting all contract requirements, including both operating and marketing requirements.

Task 3.0 Short-distance Vanpool

The Short-distance Vanpool program consists of: (1) vanpools from the Redwood City Caltrain Station (where they would be parked overnight) to worksites that are not accessible by existing transit service and/or shuttle routes, and (2) door-to-door vanpools for short distance commutes of approximately 20 miles or less from employee homes/pick-up points directly to worksites for trips that are not time-competitive by transit service and/or shuttle routes. As many as six vanpools total may be deployed from the Caltrain station or residential sites depending upon demand.

The Alliance will be the lead in the administration, planning, implementation, and oversight of ongoing operations of the Short-distance Vanpool. The District and the remaining Parties will provide support and assistance as needed for project planning and implementation.

- 3.1 Planning and Procurement
 - 3.1.1 Selection of Vanpool Provider
 - 3.1.1.1 Alliance will prepare and distribute a Request for Proposals (RFP) to vanpool providers to implement the program.
 - 3.1.1.2 Alliance will administer the contract with the selected vanpool provider and be the coordinator between the participating Employers and the provider.
 - 3.1.1.3 The District will reimburse the Alliance for 75% of the lease cost for each van. The Employers are responsible for the remaining 25% of the cost for each van and will pay the Alliance for the use of the van.
 - 3.1.1.4 The RFP will specify the provider is to collect and report the needed data for the Project Evaluation and MTC Regional Evaluation efforts. This

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information will be mutually agreed upon by the Parties, following recommendations made by the Project's evaluation consultant.

3.1.2 Selection of Employers

- 3.1.2.1 Alliance produces outreach materials for vanpool program and may collaborate with the 511 Regional Rideshare Program.
- 3.1.2.2 Alliance will work with City of Redwood City public information staff to conduct outreach to the local community.
- 3.1.2.3 Alliance will schedule in-person meetings to introduce employers to Alliance programs and will offer GIS mapping along with internal survey of employee commute patterns.
- 3.1.2.4 Once employer determines interest and has utilized either or both GIS mapping and internal survey of employees, Alliance establishes vanpool meeting with service provider and interested employees to form vanpools.
- 3.1.2.5 Participating employer confirms type of vanpool offered: employer paid, employee paid, door-to-door service from employee home-to-work, or last mile from Caltrain station.
- 3.1.2.6 Alliance confirms and coordinates new short-range vanpool for employer, including assistance in setting up pre-tax benefits for employees.
- 3.1.2.7 Employers are required to collect and report the needed data for the Project Evaluation and MTC Regional Evaluation efforts.

3.1.3 Site Planning and Environmental Clearance

- 3.1.3.1 District confirms vanpool parking spaces at Redwood City Caltrain station.
- 3.1.3.2 Alliance and District work with vanpool provider to determine signage needs for the parking spaces at the Redwood City Caltrain station. Signage for vanpool at employer sites is the responsibility of the employer.
- 3.1.3.3 District leads environmental clearance effort for installation of sign posts and pavement markings designating identified spaces as being vanpool only spaces.

3.2 Site Preparation

- 3.2.1 District leads construction and installation of sign posts and pavement markings and will coordinate with the construction efforts for Car Share.

3.3 Operations

- 3.3.1 Alliance engages interested employers and provides information directly to employees at employee information fairs and small (classroom-size) employer meetings.
- 3.3.2 Alliance works with 511 RRP and employer to help fill vanpool seats.
- 3.3.3 Alliance periodically checks in with employer to confirm vanpool seats are occupied and vanpool is being fully utilized.

Task 4.0 Telework & Flex-schedules

San Mateo County has offered employees both flexible schedules and a telecommuting program for many years. However the County Green Team conducted a survey in 2009 and found that

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only 196 out of over 5,500 county employees telecommute and most do so less than once a week. The County proposes to re-launch its Flex Schedule and Telework programs with a goal to eliminate, on average, two single-car commutes a month for fifty percent of County employees.

The County will be the lead in the administration, planning, implementation, and oversight of ongoing operations of the Telework & Flex-schedules project. The remaining Parties will provide support and assistance as needed for project planning and implementation.

4.1 Planning

4.1.1 Telework

- 4.1.1.1 Policy reviewed by County Executive Council
- 4.1.1.2 Policy adopted by County Board of Supervisors
- 4.1.1.3 Policy guidelines and participation documents developed by County Human Resources & County Green Team
- 4.1.1.4 Identify baseline data needs, collect and compile data
 - a. The program is required to collect and report the needed data for the Project Evaluation and MTC Regional Evaluation efforts. This information will be mutually agreed upon by the Parties, following recommendations made by the Project's evaluation consultant.
- 4.1.1.5 IT issues reviewed and addressed
- 4.1.1.6 Outreach plan developed

4.1.2 Flex-schedule

- 4.1.2.1 Develop baseline data and method to track VMT benefits
 - a. The program is required to collect and report the needed data for the Project Evaluation and MTC Regional Evaluation efforts.
- 4.1.2.2 Collect and compile baseline data
- 4.1.2.3 Assess use of program countywide
- 4.1.2.4 Meet with managers in departments with limited or no flex-options
- 4.1.2.5 Develop marketing and training to address managers' concerns
- 4.1.2.6 Initiate enrollment

4.2 Implementation

4.2.1 Telework

- 4.2.1.1 Conduct outreach
- 4.2.1.2 Identify candidate participants
- 4.2.1.3 Supervisor/manager training programs developed and tested
- 4.2.1.4 Train participants – staff/supervisors/managers
- 4.2.1.5 Program enrollment

4.2.2 Flex-schedules

- 4.2.2.1 Ongoing enrollment
- 4.2.2.2 Collect data
- 4.2.2.3 Ongoing support to participants and their managers/supervisors

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- 4.2.2.4 Ongoing assessment to improve, enhance program
- 4.2.2.5 Evaluation including fiscal, performance, Return on Investment (ROI) and other measures
- 4.3 Ongoing Support
 - 4.3.1 Ongoing data collection and initial design of case studies
 - 4.3.2 Rolling enrollment and continued participant training as needed
 - 4.3.3 Initial focus groups with participants and satisfaction surveys to gather data and fine-tune program
- 4.4 Telework & Flex-schedules Evaluation
 - 4.4.1 Review baseline data and evaluation data needs
 - 4.4.2 Develop survey instruments and focus groups
 - 4.4.3 Schedule and conduct data collection activities
- 4.5 Create Telework & Flex-schedules Toolkit
 - 4.5.1 Identify "success stories" for personal interviews and inclusion in case studies
 - 4.5.2 Draft evaluation documents, case studies and compile toolkit

Deliverables

- Telework & Flex-schedules Toolkit

Task 5.0 Targeted Marketing

The targeted marketing effort will focus on three target audiences: Residents, Employers, and Employees, including City and County employees. In addition to marketing each TDM strategy separately as appropriate, the marketing strategies will take advantage of efficiencies where possible by marketing the suite of TDM strategies together. The marketing program will include the Regional Bike Share and EV Charging Stations programs, as well as existing TDM strategies and incentives marketed by the Alliance, such as its Try Transit, Carpool, and Bike Rack programs. The Project Evaluation effort (see Task 6.0) will also inform the marketing strategy and effort.

The District will contract with an outside Consultant to assist the Parties in the development of the targeted marketing strategy. In addition, the Consultant will ensure a close link between the marketing and Project Evaluation efforts (see Task 6.0) to ensure that the evaluation effort effectively informs the marketing strategy. The execution of the marketing strategy, including the development of the Last Mile brand and marketing collateral, will be performed by the Parties as indicated below.

Targeted Residential Marketing

The District will lead the administration and execution of the Targeted Residential Marketing and will build on its existing marketing program to reach all residents within one-half of a mile of the Redwood City Caltrain station.

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Targeted Employer/Employee Marketing

The Alliance will lead the administration and execution of targeted marketing to employers and employees both within one-half mile of the Caltrain station and within Redwood City, as well as to County and City employees.

The County and City will provide assistance, as needed, in the planning, development, and implementation of the employer/employee marketing, including event-driven marketing. The County will also market the re-launch of the Flex schedule and Telework programs by conducting an outreach campaign that includes training for supervisors and managers.

5.1 Development of Targeted Marketing Strategy

5.1.1 Parties are to coordinate with the Consultant on the development of the marketing strategy taking into account the three target audiences: Residents, Employers, and Employees. Tasks may include:

5.1.1.1 Identification of target audiences and markets

5.1.1.2 Identification of appropriate strategies for each identified market

5.1.1.3 Development of marketing timeline

5.1.2 Parties are to work with the Consultant to determine how the evaluation survey effort will inform the marketing effort.

5.1.3 The developed Targeted Marketing Strategy is to be mutually agreed upon by all Parties.

5.1.4 The Targeted Marketing Strategy is to include the flexibility to be revised as needed throughout the length of the Project.

5.2 Development of the Last Mile "brand"

5.2.1 All Parties will coordinate in the branding effort, which may include the development of logos and color schemes, that would help define the Project and differentiate it from other public transit efforts. This effort will include understanding the target customers and coordinating with the Regional programs and their own marketing efforts and designs.

5.2.2 The Consultant will provide feedback and direction on the brand.

5.3 Design and Development of Marketing Materials

5.3.1 Marketing materials and collaterals are to be coordinated where possible between the residential and employer/employee marketing strategies.

5.3.2 Residential Marketing collaterals and materials will be designed and ordered by the District.

5.3.3 Employer and employee marketing collaterals and materials will be designed and ordered by the Alliance, with the County and City reviewing and supporting the efforts.

5.3.4 Parties are to coordinate with the MTC Climate Initiatives Regional Bike Share and EV Charging station programs as information on the Redwood City locations of those programs will be included in the Last Mile marketing materials. Examples of possible methods for incorporating these two MTC Climate Initiatives programs into the Last Mile marketing materials includes incorporating logos, brief descriptions, and locations for more information on informational pamphlets, flyers for marketing events, etc.

ATTACHMENT A

5.4 Ongoing Marketing

- 5.4.1 Parties to perform ongoing marketing for the Project as delineated in the Targeted Marketing Strategy.

Deliverables

- Last Mile Brand and Style Guide
- Marketing Collaterals

Task 6.0 Project Evaluation

The effectiveness of the Project will be evaluated to determine the amount of reduction in VMT and GHG emissions due to mode shift away from single occupancy vehicle travel. Redwood City and control city (City of San Mateo) residents, employers, and employees will be asked to answer survey questions before, in the middle, and at the end of the pilot program.

The District will contract with an outside Consultant for the Project Evaluation effort, including the development of the Evaluation Strategy and Timeline, development and deployment of surveys, data collection, and evaluation. The evaluation effort will be used as a means to inform the marketing effort. The Parties will provide support and review as needed.

MTC has contracted with ICF International to evaluate all programs under its Climate Initiatives grant program. Nelson/Nygaard, a subconsultant on the ICF team, has been assigned to the Last Mile project and will review Last Mile developed survey questions to both ensure compliance with and evaluate the survey data for MTC's Climate Initiatives evaluation effort.

In addition, the Parties and the outside Consultant are to coordinate the evaluation effort with the Regional Bike Share and EV Charging Stations project teams and their respective subconsultants as assigned to them by ICF International, the lead consultant on the MTC Climate Initiatives evaluation effort.

6.1 Development of Evaluation Strategy and Timeline

- 6.1.1 Provide feedback on and assistance with the development of the Evaluation Strategy and Timeline. The final Evaluation Strategy and Timeline are to be mutually agreed upon by all Parties.
- 6.1.2 Coordinate with Targeted Marketing effort to ensure the marketing strategy includes needed pieces of information to inform the evaluation process.

6.2 Development of Survey Questions

- 6.2.1 The Consultant and Parties will coordinate on the development of the survey questions.
 - 6.2.1.1 Parties will work with the marketing Consultant on development of questions to support the marketing effort.

6.3 Survey Distribution

- 6.3.1 Parties are to assist in the distribution of survey questions for the respective TDM strategies they are leading. The Consultant will coordinate the survey distribution effort.

ATTACHMENT A

6.4 Data Collection

6.4.1 Parties are to assist in the collection of data from their respective distributed surveys and provide the data to the Consultant.

6.4.2 The Consultant will code and clean the data as relevant to their evaluation efforts.

6.5 Evaluation

6.5.1 Consultant will evaluate all data and prepare summary reports after each survey, as well as a final Evaluation Report.

6.5.2 Parties are to review all documents and provide comments and feedback.

ATTACHMENT B

**Attachment B - Budget
Making the Last Mile Connection Pilot Program (Project)**

TASK	PARTY	TOTAL BUDGET FOR STAFF TIME [A] + [B] + [C]	PARTY'S IN-KIND COMMITMENT [A]	TO BE REIMBURSED BY GRANT [B]	TO BE COVERED BY OTHER NON-IN-KIND MATCH* [C]
1.0 Project Management, Coordination, and Administration	District	\$ 331,471	\$ -	\$ 267,124	\$ 64,347
2.0 Car Share	District	\$ 127,000	\$ -	\$ 102,346	\$ 24,654
3.0 Short-distance Vanpool	District	\$ 5,400	\$ -	\$ 4,352	\$ 1,048
	Alliance	\$ 42,330	\$ 14,110	\$ 28,220	\$ -
	Alliance**	\$ 216,000		\$ 162,000	\$ 54,000
4.0 Telework & Flex-schedules	County	\$ 75,090	\$ 20,406	\$ 54,684	
5.0 Targeted Marketing	District	\$ 84,290	\$ 17,600	\$ 66,690	
	Alliance	\$ 35,230	\$ 5,100	\$ 30,130	\$ -
	County	\$ 87,150	\$ 81,900	\$ 5,250	
	City	\$ 22,960	\$ 20,000	\$ 2,960	
6.0 Project Evaluation	Alliance	\$ 4,080	\$ -	\$ 3,288	\$ 792
TOTAL		\$ 1,031,000	\$ 159,116	\$ 727,043	\$ 144,841
LAST MILE PROJECT TOTAL COSTS		\$ 1,974,021	District: \$17,600 Alliance: \$19,210 County: \$102,306 City: \$20,000	\$ 1,487,000	District: \$128,905 TA: \$120,000 C/CAG: \$25,000 Employer: \$54,000

* Parties are not financially responsible for [C]. This will be covered by the SMCTA, C/CAG, and District cash matches, as well as match commitment for the Short-distance vanpool by Employers that sign up for the service.

** Covers the van leases and is not for Alliance staff time.

Note: Each Party is responsible for covering costs associated with the production and distribution of marketing materials for the marketing efforts each Party has agreed to be responsible for. Invoices for costs associated with marketing materials shall be submitted to the District for full reimbursement.

ATTACHMENT C

Attachment C – Proposed Project Schedule Making the Last Mile Connection Pilot Program (Project)

LAST MILE TDM STRATEGY AND TASKS	SCHEDULE*														MILESTONES / IMPORTANT TASKS		
	2011		2012				2013				2014					2015	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Q1	Q2
1.0 PROGRAM MANAGEMENT, COORDINATION, AND ADMINISTRATION	[Gantt bar spanning Q3 2011 to Q2 2015]																
2.0 CAR SHARE																	
2.1 Planning and Procurement	[Gantt bar Q3 2011 to Q2 2012]														Selection of Car Share provider		
															Selection of Car Share sites		
2.2 Site Preparation	[Gantt bar Q3 2012 to Q4 2012]																
2.3 Operations	[Gantt bar Q1 2013 to Q4 2014]														Begin Car Share Operations		
3.0 SHORT-DISTANCE VANPOOL																	
3.1 Planning and Procurement	[Gantt bar Q3 2011 to Q2 2012]														Selection of Vanpool provider		
3.2 Site Preparation	[Gantt bar Q3 2012 to Q4 2012]																
3.3 Operations	[Gantt bar Q1 2013 to Q4 2014]														Begin Vanpool Operations		
4.0 TELEWORK & FLEX-SCHEDULES																	
4.1 Planning	[Gantt bar Q3 2011 to Q4 2011]																
4.2 Implementation	[Gantt bar Q1 2012 to Q2 2012]																
4.3 Ongoing Support	[Gantt bar Q1 2013 to Q4 2014]														Begin Telework and Flex-schedules Operations		
4.4 Evaluation	[Gantt bar Q3 2014 to Q4 2014]																
4.5 Creation of Toolkit	[Gantt bar Q3 2014 to Q2 2015]														Telework & Flex-schedules Toolkit		
5.0 TARGETED MARKETING																	
5.1 Develop Targeted Marketing Strategy	[Gantt bar Q1 2012 to Q2 2012]														Completed Marketing Strategy		
5.2 Develop Brand	[Gantt bar Q2 2012 to Q3 2012]																
5.3 Development of Marketing Materials	[Gantt bar Q2 2012 to Q4 2012]														Production of Marketing Materials		
5.4 Ongoing Marketing	[Gantt bar Q1 2013 to Q4 2014]														Begin marketing campaign		
6.0 EVALUATION																	
6.1 Develop Evaluation Strategy and Timeline	[Gantt bar Q3 2011 to Q4 2011]														Evaluation Strategy Survey questions; Types of data to collect		
6.2 Develop Survey Questions	[Gantt bar Q1 2012 to Q2 2012]																
6.3 Survey Distribution	[Gantt bar Q1 2012 to Q4 2012]														Distribution to Redwood City and Control City (San Mateo)		
6.4 Data Collection	[Gantt bar Q2 2013 to Q4 2013]																
6.5 Evaluation	[Gantt bar Q3 2014 to Q2 2015]														Completed Evaluation Report		
REGIONAL BIKE SHARE PROGRAM	SCHEDULE*														MILESTONES / IMPORTANT TASKS		
	2011		2012				2013				2014					2015	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Q1	Q2
Planning and Procurement	[Gantt bar Q3 2011 to Q4 2011]																
Site Preparation	[Gantt bar Q1 2012 to Q4 2012]																
Operations	[Gantt bar Q1 2013 to Q4 2014]																

* Schedule is shown in fiscal years, which are from July 1 until June 30 of the following year.

The schedule for the Regional EV Charging Stations is still to be determined.