



GUARANTEED RIDE HOME PROGRAM EVALUATION • 2013

FINAL REPORT

JULY 2014



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EXECUTIVE SUMMARY

The Alameda County Guaranteed Ride Home (GRH) Program removes a common barrier to non-drive alone commutes by providing commuters with a free ride home if unexpected circumstances arise. By encouraging commuters to use non-drive alone modes of transportation, the program seeks to achieve associated improvements to air quality and reductions in traffic.

This report presents the results of the 2013 Alameda County Transportation Commission (CTC) GRH Program Evaluation. The evaluation quantifies the effects of the program on greenhouse gas emissions and drive alone commutes, and provides a qualitative discussion of participant satisfaction. A comparison to the results of previous years' evaluations is also provided. Specifically, the evaluation provides information about:

1. The program's success in increasing the use of alternative travel modes
2. GRH program operations and marketing
3. Employer and employee participation and usage
4. The status of the Commission recommendations made for the GRH program in 2013 and proposed recommendations for 2014

PROGRAM DESCRIPTION

The Alameda CTC GRH program gives commuters an "insurance policy" against being stranded at work if they need to make an unscheduled return trip home. By providing commuters with assurance that they can get home quickly in an emergency, GRH removes one of the greatest barriers to choosing an alternative to driving alone. GRH addresses concerns such as, "What if I need to get home because my child is sick?" or "What if I have unscheduled overtime and miss my carpool ride home?" In doing so, GRH empowers employees to take alternative modes when they might not otherwise view them as viable options, resulting in less traffic congestion and pollution. GRH also benefits businesses, as it enables stress-free, reliable employee commuting and helps them save money on payroll taxes by deducting the amount employees spend on transit or vanpools from their reported gross salary.

The GRH program is one of many Transportation Demand Management (TDM) programs in Alameda County that aim to reduce strains on existing roadway and parking capacity without engaging in expensive capacity additions. GRH is unique in that it is the only program that provides a vital safety net for other commute alternatives.

The GRH program in Alameda County has been in operation since April 9, 1998. Over the last 16 years, the program has matured from a demonstration program with a handful of participating employers to a robust one with 5,612 registered employees and 292 active registered employers throughout Alameda County.

The GRH program in Alameda County is administered by the Alameda County Transportation Commission (Alameda CTC), whose mission is to plan, fund, and deliver a broad spectrum of transportation projects and programs to enhance mobility throughout Alameda County. 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. The Alameda CTC GRH Program is funded entirely through grants from the Bay Area Air Quality Management District's (BAAQMD) Transportation Fund for Clean Air (TFCA).

Category	2013 Savings
Program Enrollment at end of program year	5,612
Drive Alone Roundtrips Reduced per Week	3,917
Drive Alone One-Way Trips Reduced per Week	7,834
Drive Alone Roundtrips Reduced per Weekday	783
Drive Alone One-Way Trips Reduced per Weekday	1,567
Total drive-alone roundtrips reduced per Year (52 weeks)	203,684
Total drive-alone one-way trips reduced per Year (52 weeks)	407,368
Guaranteed Ride Home rides taken in 2013	41
Average commute distance of GRH participants in 2013	27.5
Average miles saved per workday	43,087
Annual miles saved per work year (250 days)	10,771,750
Average US vehicle fuel economy (MPG)	33.8
Average gallons of gas saved per workday	1,275
Annual gallons of gas saved per work year (250 days)	318,691
Average gas price in 2013	\$3.93
Average dollars not spent on gas per workday	\$5,010
Annual dollars not spent on gas per work year (250 days)	\$1,252,455

MAJOR FINDINGS OF THE EVALUATION

The program evaluation consists of an examination of program operations and outreach functions, analysis of statistics on employer and employee participation and use and data from a survey of participating employees, and recommendations for program changes and enhancements. For the first time, recommendations for future years of the GRH program are being developed in conjunction with a proposed Alameda County Comprehensive TDM Strategy. The following sections present the major findings and recommendations from the evaluation.

Program Overview

In 2013, program enrollment was at an all-time high with 5,612 employees in 292 businesses in 2013. The GRH program supported the reduction of 407,368 one-way vehicle trips in 2013, or 3,917 vehicle roundtrips per week.¹

During 2013, the number of rides taken in the program was a record low of 41 rides. This represents less than one percent of eligible rides that employees could have taken and illustrates the insurance nature of the program. Insurance programs tend to be used infrequently, but they

¹ Based on 2013 survey results described in Chapter 4.

help give users peace of mind. 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 other unexpected circumstances arose. The GRH program eases fears about being able to get home by ensuring that the user has a ride home if an emergency were to occur.

Sixteen years of employee and employer surveys of enrolled participants have shown that the availability of a back-up way to get home is incentive enough to encourage employees not to drive alone. According to the 2013 survey results:

- 29% of participants stated that without the GRH program they would not use an alternative travel mode or would use one less frequently.
- 82% of participants stated that, with the program, they use alternative modes four or more times a week.
- 29% of respondents reported commute trips were by driving alone before joining GRH, but only 15% of trips were drive-alone trips after participants enrolled

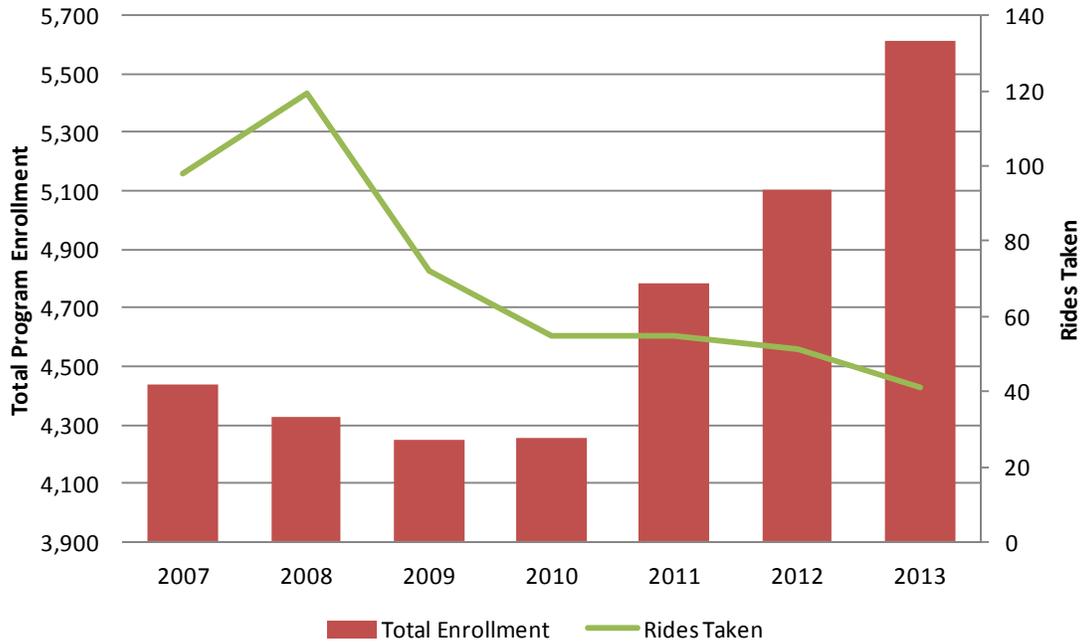
Based on the average reported commute distance by GRH participants and the number of registered participants, the GRH program eliminated approximately 11 million vehicle miles from roadways in 2013.² It is estimated that the program saved participants over one million dollars annually on fuel expenses in 2013, which is the equivalent of saving 318,691 gallons of gas or 2,231 tons of CO₂.³ These goals were accomplished at a cost of 27 cents per trip removed.

The charts below show that while program enrollment grew substantially in 2011, 2012, and 2013, the number of rides taken actually decreased. The cost per trip reduced ranged between \$0.37 (2009) and \$0.27 (2013).

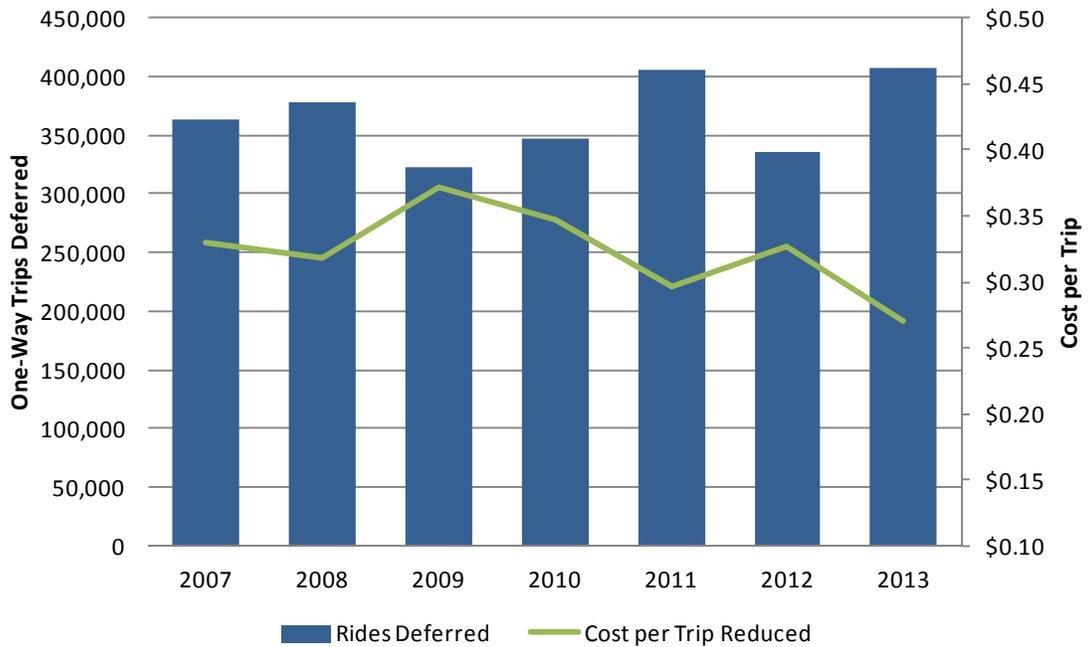
² 3,917 drive alone roundtrips per week = 7,834 one-way trips per week = 1,567 one-way trips per weekday (based on 1,567 reported reduced weekday one-way trips by participants from the annual survey, 250 days in a work year, and the average reported commute distance of 27.5 miles).

³ 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 2013 (\$3.93). Each gallon of gas produces about 14 pounds of carbon dioxide.

GRH Annual Enrollment and Rides Taken



Number of Trips Deferred and Cost per Trip Reduced



Program Operating Principles and Outreach

- In 2013, the Alameda CTC GRH program assigned a paper voucher to each employee who registered in the GRH program. A voucher can be redeemed for a ride home using a taxi or rental car up to six times per year. The limitation of six trips per employee per year continues to be appropriate; very few program participants reach this limit.
- Beginning January 1, 2014, the GRH program transitioned from a voucher-based program to a reimbursement program. Paper vouchers will still be accepted until December 31, 2014.
- Employees can register through the GRH website, by phone, or can download a registration form (as a PDF file) and submit it through the mail. Program literature also is available in electronic formats via the website.
- Alameda CTC staff participated in information sessions, such as employee benefit and transportation fairs, in different parts of Alameda County in 2013. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and employers to sign up.

Employer and Employee Registration

- In 2013, the program added 634 new employees and 23 new employers. As of December 31, 2013, there were 292 employers and 5,612 employees enrolled in the GRH program.
- 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 of any Alameda County municipality, followed by Berkeley and Pleasanton.

Trips Taken and Employee Commute Patterns

- In 2013, 41 trips were taken (38 taxi, 3 rental car). The average trip distance was 24.7 miles and the average trip cost was \$70.25.
- “Personal illness” was the most common reason for taking a trip in 2013 (39% of trips) followed by “unscheduled overtime” (17% of trips).
- The most prevalent users of guaranteed rides home are car- and vanpoolers. Historically, people who used these modes accounted for 58% of emergency rides taken. In 2013, 51% of the trips taken were by employees who use a carpool or vanpool to commute to work.
- In 2013, the most common trip pairs were Oakland to Oakland (5 trips), Pleasanton to Antioch (3 trips), and Oakland to Pittsburg (3 trips).
- 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.

Employee Survey

An annual evaluation survey was sent to employees in March 2014. Of the 5,612 active participating employees, 400 surveys were returned, which is a 7.1% response rate.⁴ According to 2013 survey responses:

- If the program were not available, 21% 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. This finding illustrates that GRH often is a decisive factor and/or a critical incentive that helps participants develop familiarity with and habits around using alternative modes.
- Using the survey findings as a basis, the overall impact of the program was extrapolated to represent all participants' behavior. In 2013, approximately 3,917 drive-alone roundtrips (or 7,834 drive-alone one-way trips) per week were replaced by alternative mode trips by those enrolled in the program. This is equivalent to 407,368 total drive-alone, one-way trips per year.
- The most common alternative modes for program participants are BART, carpool/vanpool, and bus. All alternative modes experienced an increase after participants joined the GRH program. Vanpooling activity increased the most, according to the survey. About half of weekly trips previously taken by driving alone shifted to alternative modes after respondents joined the program.

Commuting Behavior

- Survey respondents reported that their commute distances are generally 50 miles or less (89%). Over half (61%) are below 30 miles, and 25% live less than 10 miles from home. The average commute distance for program participants is 25 miles.

Customer Service

- 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. The vast majority of respondents had no opinion about hotline assistance (86%), suggesting that most participants do not use this resource. However, the hotline especially is a cost-effective service given that its expenses accrue only when it is used and that it helps many participants with the registration (and reimbursement) process.
- The most common sources of program information used by participants are the GRH website and program emails.

Program Involvement

- Only 10% of participants have ever taken a guaranteed ride home since joining the program; only 2% of participants did so in 2013.

⁴ Note that fewer than 1% of GRH participants used a free ride home voucher in 2013, so the 7.1% response rate indicates that even participants who have not taken advantage of the benefit still engage with the annual survey.

Communications and Online Engagement

- Most participants found out about the GRH program through their employer or onsite representative (67%), and 19% found out from information posted at their worksite. This indicates that workplace advertising and an employer representative contact is an effective and important part of the GRH program.

GUARANTEED RIDE HOME 2014 RECOMMENDATIONS

Through the GRH 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 uncertainty of being able to return home in the event of an emergency or unplanned overtime.

The 2014 Guaranteed Ride Home recommendations aim to complement the large changes that took place in 2013 to continue to grow and expand the GRH program.

1. Consider the use of small incentives to increase engagement with GRH.

There may be a few opportunities to use small incentives (e.g. pre-paid transit cards) to increase participant engagement with the GRH Program. For example, this year's annual survey response rate was about half that of previous years. In the future, it could make sense to offer a raffle of several pre-paid transit cards for those who respond to the survey. Secondly, about 17% of survey respondents indicated they heard about the GRH program through word of mouth. A small incentive for referring coworkers to the program could be offered as well (for example, for every five coworkers a participant gets to sign up, they could receive a \$5 pre-paid transit card). Referrals could be tracked through the online registration form.

2. Investigate other transportation providers that could be eligible for reimbursement as part of the Alameda CTC GRH program.

Currently, only taxi rides and rental cars are eligible "rides taken" for reimbursement through the GRH program. In the future, it is proposed that other transportation options be made eligible for reimbursement. Enabling additional transportation options may provide benefits to both participants and the GRH program in general. Participants will have greater options in terms of going to their destination. The GRH program may be able to reduce costs by shifting users from higher cost transportation options to more cost-effective transportation options. These could include inter-regional rail service, car sharing, and transportation network companies (non-traditional taxi services).⁵

- **Inter-regional services** may be a viable (and faster) option for many GRH trips traveling from Alameda County. These services are defined as rail-based public transportation services that provide service within Alameda County and travel outside of the Bay Area including ACE and Amtrak, BART is not included. These trips could be eligible for reimbursement in the future and would require dated receipts for services. Inter-regional services as defined here likely would replace trips currently taken by rental cars; reimbursements for chained trips (e.g., rail and taxi) would have to be considered.

⁵ Transportation Network Companies is defined by the California Public Utilities Commission as "an organization whether a corporation, partnership, sole proprietor, or other form, operating in California that provides prearranged transportation services for compensation using an online-enabled application (app) or platform to connect passengers with drivers using their personal vehicles." Companies such as Uber, Sidecar and Lyft fall into this category and based on a ruling on 9/9/2013, can now be considered legitimate transportation providers in the State of California. <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M077/K112/77112285.PDF>

- **Car sharing** may provide a more convenient option for employees who are within close proximity to a car sharing pod and have an existing car sharing membership. Car sharing providers as defined here include City Carshare and Zipcar. Future reimbursement for car sharing could provide reimbursement for up to 24 hours for a car sharing rental. Receipts for services would be required (including date and time rented). The GRH program will not reimburse for any membership costs, damages, or other extra fees. Only the base cost of car rental would be reimbursed.
- **Transportation Network Companies (TNCs)** are a new transportation category defined by the California Public Utilities Commission (CPUC) that could provide a lower cost yet functionally equivalent service compared to a traditional taxi. To ensure that public safety is a priority for TNCs, the CPUC adopted rules and regulations for these companies in September 2013. For GRH purposes, the local TNC services available as of early 2014 are Uber, Lyft, and Sidecar. TNC trips could be reimbursed in a similar fashion to a taxi service and would require a receipt including information about the date and time when a trip was taken and the trip origin and destination if available.

Increasing the number of transportation options also opens the opportunity for trip-chaining in order to arrive at one's final destination. While this increases reimbursement complexity, it may be an opportunity to reduce costs. With this model, a common reimbursement could combine an inter-regional rail trip and a taxi trip to reach one's final destination. The combined cost of a trip similar to this is still likely to be less than if the trip was completed fully by taxi, but it is unclear if it would be cheaper than a rental car trip. Trip-chaining—the combining of multiple modes across one trip—is currently allowed by other programs such as the San Francisco Emergency Ride Home Program⁶ and would be recommended for the GRH program upon acceptance of other forms of transportation for eligible reimbursement. Due to the newness and ongoing nature of TNC regulations, offering reimbursements for rides from these companies would require GRH staff to actively monitor the regulatory environment.

3. Continue to enhance marketing and outreach through coordination with Alameda CTC to increase GRH program participation throughout Alameda County.

The Alameda CTC currently promotes GRH through several channels, including email blasts to participants, social media posts, printed materials, co-promotions with other Alameda programs, and by attending several hundred events each year, including transportation fairs hosted by employers. To ensure that participation grows, especially under a new model that does not require employers to register with the program, it is recommended that GRH staff continue its current efforts and consider several new opportunities for GRH marketing.

There are many reasons to maintain relationships with employers. Several employer contacts have expressed interest in receiving reports of program participation among their employees. Fourteen percent of survey respondents said they go to their employer representative for information about the GRH program (second to going to the GRH website). And, due to the new program requirement that participants re-register each year, there is an increased need to rely on employer contacts to help communicate

⁶ <http://www.sfenvironment.org/transportation/sustainable-commuting-programs/emergency-ride-home>

program updates. Therefore, it is recommended that the Alameda CTC and GRH program staff make efforts to maintain employer contact information. Options to address employer engagement with the program include:

- Contact employers who have been added since the 2014 program transition to confirm that the employer contact is correct and to offer assistance in promoting the program to their employees
- On a quarterly or bi-annual basis, distribute program participation statistics to all employer contacts
- Contact Chambers of Commerce within Alameda County to inquire about opportunities for connecting with additional employers
- Use the Alameda CTC Facebook account to “like” major employers’ pages on Facebook

In addition to engaging employers, the Alameda CTC and GRH should continue its communication with existing and potential participants. Options for expanding marketing to employees include:

- Determine if there are cost-effective opportunities to market the program in taxis
- Use a targeted Facebook ad campaign to promote the program and the program’s Facebook page to people who work in Alameda County. Additionally, increase the presence of the GRH Facebook page on the GRH website.
- Consider shifting the program’s social media presence to Twitter and engage with employers in Alameda County
- Continue program-related email blasts and staff representation at Alameda CTC outreach events and employer transportation fairs

4. Support the development of a countywide TDM “one-stop-shop” clearinghouse website oriented towards employers as part of the proposed Comprehensive TDM Program Approach recommendations.

This recommendation was carried over from 2013 and as of June 2014, is actively being pursued by Alameda CTC staff in coordination with Nelson\Nygaard. As of this writing, the scope and design of the website is not final, however it is likely that the website will:

- Focus on employers, developers, chambers of commerce, and other entities naturally motivated to promote non-drive alone travel
- Provide facts that support the effectiveness of TDM measures
- Provide resources that demonstrate how to promote non-drive alone travel
- Provide an inventory of transportation options and programs available to people traveling to, from, or within Alameda County (including GRH)
- Exist as its own website—similar to the GRH website—separate from the Alameda CTC’s website
- Offer a TDM Program branding opportunity for the Alameda CTC

Nelson\Nygaard will design and build the website with guidance from the Alameda CTC and CTC-designated stakeholders. The hosting location and responsibilities for ongoing upkeep, maintenance, and website promotion are still to be determined.

1 INTRODUCTION

This report presents the results of the sixteenth annual *Guaranteed Ride Home Program Evaluation*. This evaluation covers the program's operation during the 2013 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 how the program helps achieve the goals of the Alameda County Transportation Commission (Alameda CTC). We have noted fluctuations in enrollment over the course of the last 16 years and identified improvements in the program in response to Alameda CTC Commission direction. Several changes were implemented in 2013, helping establish a foundation for continued growth in a changing marketplace. This report describes some of these new initiatives.

PROGRAM ADMINISTRATION

The Alameda CTC GRH program provides a free ride home in cases of unexpected personal emergencies for all employees who work in Alameda County. Funds for this program are provided by the Bay Area Air Quality Management District's Transportation Fund for Clean Air (TFCA) in cooperation with the Alameda CTC.

The GRH program in Alameda County 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 most recent Countywide Transportation Plan adopted in 2012 notes that the county's transportation system will be:⁷

- Multimodal
- Accessible, Affordable, and Equitable for people of all ages, incomes, abilities, and geographies
- Integrated with land use patterns and local decision-making
- Connected across the county, within and across the network of streets, highways, transit, bicycle, and pedestrian routes
- Reliable and Efficient
- Cost Effective
- Well Maintained
- Safe
- Supportive of a Healthy and Clean Environment

The Alameda CTC GRH program helps address all of these goals. However, it directly supports four goals in the following ways:

⁷ 2012 Alameda Countywide Transportation Plan
http://www.alamedactc.org/files/managed/Document/8043/ALAMEDA_CWTP_FINAL.pdf

Figure 1-1 Alameda CTC GRH program Contribution

Countywide Plan Goal	Alameda CTC GRH program Contribution
Multimodal	By promoting and incentivizing walking, biking, transit, vanpools and carpools, the GRH program helps balance the county's mode share.
Cost-Effective	In comparison to the cost of building infrastructure, the GRH program focuses on the more efficient use of existing resources and is highly cost-effective at reducing SOV trips.
Supportive of a Healthy and Clean Environment	By reducing SOV trips and replacing them with alternative modes of transportation, the GRH program focuses its resources directly on reducing vehicle emissions and supporting a cleaner environment.
Accessible, Affordable, and Equitable	By reducing barriers to alternative modes of transportation, the GRH program helps provide better access to lower cost options of the transportation system.

In addition to the Alameda CTC's role in developing the Countywide Transportation Plan, the Alameda CTC also administers the Congestion Management Program (CMP) countywide. The most recent CMP was adopted in October 2013 and describes as well as encourages TDM Programs similar to the GRH program. Specific to the GRH program, the CMP denotes that Alameda CTC should further support TDM offerings through the following means:⁸

- Provide dedicated funding to the GRH program, the Alameda CTC's primary TDM program
- Develop a comprehensive TDM program in which the Alameda CTC GRH program is expanded

These recommendations support the importance and demonstrated benefits of the GRH program to the County's overall transportation goals.

PROGRAM OVERVIEW

The Alameda CTC GRH program provides a "guaranteed ride home" to any registered employee working 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. It offers a greater sense of security to employees or commuters who share rides or use other non-Single Occupancy Vehicle (SOV) travel modes (e.g. transit, vanpool, bike or walk) by providing paid transportation in the event of a personal/family emergency, unplanned overtime work, or other authorized reasons.

The Alameda CTC GRH program is an important component of ridesharing and alternative transportation programs, as the fear of needing a ride home in case of an emergency during the work day is one of the most cited obstacles to ridesharing or transit use. Many commuters say they are much more likely to use alternative transportation if they have access to a ride home in case of an emergency.

⁸ Alameda County Congestion Management Program (2013). Travel Demand Management Element. http://www.alamedactc.org/files/managed/Document/12345/CMP_05_Travel-Demand-Management-Element_Oct2013.pdf

The 2013 eligibility requirements to enroll in the GRH program were:

- The employer must be registered with the program (and designate a local employer representative who will have time 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 (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

In 2013, 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. Commute bicycle break down (that cannot be repaired at work) is also covered.
- 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-related side trips on the way home
- Instances in which public transit (BART, train, ferry, or bus) is delayed or on strike
- 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 9,992 employees who had registered for the program since program inception through 2013, 9,193 (92%) have never taken a ride. 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. Since the GRH program’s inception in 1998 through December 31, 2013, 1,659 rides were taken by 799 different employee participants. Of these 799 participants, approximately 80% have taken only one or two rides. During 2013, no participant took the maximum allowable six rides. Two employees took four rides and two employees took two rides. The remainder took only one ride during the 2013 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) a serialized, triplicate guaranteed ride home paper voucher, 2) detailed instructions and a list of service providers to contact directly to arrange a ride, and 3) a follow-up questionnaire.⁹ Registered employees should have all of the necessary materials 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 CTC Guaranteed Ride Home call¹⁰
- **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

⁹ This process changed starting with the 2014 program year, during which vouchers will be phased out in favor of a reimbursement-based program.

¹⁰The GRH program accommodates participants with disabilities. Participants requiring an ADA accessible vehicle must contact Friendly Cab (one of three taxi 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.

Rental Car Rides

Employee participants countywide are advised 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 25 or older, and has a valid U.S. 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 a.m. – 5:30 p.m. on Monday through Friday and 9 a.m. – 12 p.m. on Saturday.
- The participant is able to meet the vehicle return requirement which is to return the vehicle by 9:30 a.m. 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 taxi to get home.

Similar to taxi 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.¹¹ 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.
- **Step 3:** Provide the Enterprise agent with a valid California's driver's license, a credit card and sign a rental agreement.¹² 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.¹³
- **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.

¹¹Call before 5:00 PM to ensure that a vehicle will be available.

¹² The participant must be 21 years of age or older.

¹³ If the employee is prevented from returning the car by 9:30 AM, he or she must call the Enterprise branch to make arrangements.

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. In 2013, contact persons at participating employers were 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 GRH program administrator before taking the ride home.

Vendor Payment

Before vendors are paid each month, the GRH program administrator:

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

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

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

MARKETING AND CUSTOMER SERVICE

The GRH program is promoted through several channels. A few times per year, and especially with any significant program changes, email blasts are sent to all program participants and employer contacts. The program is marketed to potential new participants through staff participation at employer transportation fairs and Alameda CTC outreach events. The program maintains a social media presence through Facebook and Twitter.

On an ongoing basis, the program offers two main customer service channels: the Hotline and the GRH email address. The GRH Hotline is available between 9 a.m. and 5 p.m. Monday through Friday. It provided a critical service throughout the process of transitioning the program to a reimbursement model in early 2014. GRH staff members also answer emails typically within 24 to 48 hours.

BENEFITS OF A GUARANTEED RIDE HOME PROGRAM

The GRH program provides a wide range of benefits throughout Alameda County, as detailed below.

Commuters

The Alameda CTC Guaranteed Ride Home gives commuters insurance policy against being stranded at work if they need to make an unscheduled return trip home. While the GRH program is one of many alternative commute programs and options in the county, it is the only program that provides a vital safety net for other commute alternatives. By providing commuters with assurance that they can get home in an emergency, GRH removes one of the greatest barriers to choosing an alternative to driving alone. GRH addresses concerns such as, “What if I need to get home because my child is sick?” or “What if I have unscheduled overtime and miss my carpool ride home?” that cause many employees in Alameda County to rule out options like carpooling or public transit entirely. GRH empowers employees to take alternative modes when they might not otherwise view them as viable options, resulting in less traffic congestion and pollution. In some cases, having access to a GRH program can influence a family’s decision not to purchase a second or third vehicle.

Sixteen years of employee and employer surveys of enrolled participants have shown that the existence of a back-up way to get home is a strong incentive to encourage employees not to drive alone. Studies from across the country have shown that GRH programs promote non-single occupancy vehicle trips; one California study noted that the existence of a GRH program is among the most important factors in determining the effectiveness of a commute trip reduction program.¹⁴

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. Employers have an interest in ensuring workers arrive on time and are healthy and productive during the day. GRH programs support this goal by reducing SOV trips and traffic congestion in addition to enabling employees to work or relax during their commute instead of focusing on the drive. Furthermore, it enables employers to introduce programs such as preferential carpool/vanpool parking spaces which offer a nominal benefit at almost no cost.

Encouraging fewer employees to drive to work can also have a significant impact on employer capital costs. Providing employee parking (either surface or structured) can be a significant capital cost with little monetary return. Companies that have effective commute programs that rely on alternative modes of transportation can partially unburden themselves of these costs.

Finally, due to 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. In 2013, the commuter benefit program provided \$245/month per employee for all public transportation options (including vanpool) and \$490/month for both public transportation and qualified parking.

¹⁴ Comsis Corporation, “A Survey and Analysis of Employee Responses to Employer-Sponsored Trip Reduction Incentive Programs,” California Air Resources Board, 1994

Transit System

Transit systems benefit because a GRH program is a tool for encouraging passengers to choose public transportation. Increased ridership improves a system's revenue and allows the agency to plan for more services that will benefit even more community members. Increased ridership also improves competitiveness for external funding in an increasingly performance-based transportation finance world. It also helps the Alameda CTC collaborate with local transportation agencies and providers to encourage transit use, as well as other efforts to coordinate local transportation options. In Alameda County, this benefits several agencies including AC Transit, BART, County Connection, Union City Transit, and Wheels, among others. This approach focuses on utilizing existing services more efficiently before spending money on new operations or capital projects.

Community

A GRH program helps to reduce traffic congestion by encouraging a modal shift away from single-occupancy vehicles to more sustainable modes of transportation, such as walking, biking, or taking transit. Traffic congestion not only hurts businesses but is also harmful to the community and the environment due to increased air pollution. Encouraging sustainable transportation is not only important for reducing traffic congestion but also for promoting the general health and well-being of a community.

2014 PROGRAM CHANGES

While the GRH program has provided continuous support for Alameda County commuters for the past 16 years, program administrators continue to look at ways to adapt and serve a growing and changing marketplace. In 2013, GRH program staff prepared for several program changes, implemented January 1, 2014. These include the following:

- **Transition to a reimbursement program:** In 2013, the GRH program prepared to transition from a voucher-based program to a reimbursement-based program. The goal of the transition was to eliminate the need to find a stored voucher or wait on a new one to arrive. The key goals for this transition included:
 - Provide participants instant access to the program without the need of a physical voucher
 - Potential to increase transportation options for guaranteed rides home (today these are limited to taxi and rental car)
 - Reduce paper footprint by eliminating frequent mailings and print vouchers
 - Lower cost to administer
- **Establish new program rules and regulations:** This included determining program rules and regulations that are externally communicated to program participants in addition to formalizing internal policies and practices enabling smooth day-to-day operation of the program. E-blasts were sent out in December 2013 to inform participants about the upcoming changes taking place starting January 1, 2014.
- **Eliminate employer registration requirement:** A previous requirement of the GRH program included the assignment of an employer representative for each unique employer registered in the program. Starting in 2014, GRH eliminated the requirement that each employment center have a designative employer representative. During

registration, employees are asked to provide the name of their employer and will have the option to select their employer from a drop-down list. If the employee is registering from a company that is not currently in the GRH database, the employee will be asked to provide the name and email address or phone number of a company transportation coordinator or employee benefits representative. By removing this requirement, all people who work in Alameda County are able to enroll in the GRH program, regardless of whether their employer registers.

- **Database transition:** In 2013, GRH staff prepared to transition from its existing Microsoft Access database to an online-based solution. The database serves as the repository of all program information related to users and program use. Given its current age, the Access database had become technologically obsolete and presented significant hurdles for making even small adjustments. Given the amount of time that would have been necessary to (1) update the existing database to make it compatible with a reimbursement system and (2) update its web interface to continue to allow online registration, shifting to a “cloud-based” database or CRM was both more cost-effective and a better option for long-term program flexibility. GRH now uses a web-based database hosted by Zoho.

Moving forward, it is the intent of the program to continue to evolve to become more cost-efficient and better serve existing and future program participants. In 2014, the GRH website will expand to include a “one-stop-shop” clearinghouse of information that emphasizes GRH as one aspect of a larger package of TDM programs within Alameda County.

2 EMPLOYEE SURVEY

This chapter presents the methodology and results of the data collected in March 2014 as part of the annual Guaranteed Ride Home Program participant survey. The survey covers the 2013 program year.

METHODOLOGY

On March 11, 2014, GRH staff sent an email to all employees enrolled in the program asking them to complete an annual evaluation survey. As with the past few years, surveys were electronically distributed to employees through *Survey Monkey*, an online survey service. Participants were informed that they could also complete the survey by phone or email by contacting the GRH Hotline.

A hard copy survey was not mailed to participants this year, repeating the approach used for the 2012 evaluation. Very low response rates for paper surveys were observed in previous years. Program staff determined that, due the high costs associated with mailings, the best approach would be to make paper copies available by request only. All 400 responses for this evaluation period were completed online. The survey was closed to responses on March 21, 2014.

There were two main objectives of the survey:

- To solicit participants' opinions about the quality of GRH customer service
- To determine how the program impacted their transportation mode choices

Throughout 2013, the program regularly collected similar information from participants when they returned a used voucher, but most program enrollees never have occasion to actually use a guaranteed ride home. The annual survey reaches all program participants, regardless of whether or not they have used the service.

Some questions in this year's survey carried over from previous years. However, there was a concerted effort to lessen the survey burden by reducing the number of questions. In 2012, there were a total of 27 questions; this year, only 18. New topics covered include whether there is interest in making new modes available for the trip home and questions about the 2014 transition to reimbursement. All survey questions are summarized in this chapter.

The paper version of the survey (replicated on *Survey Monkey*) is included as Appendix A.

"It's given me peace of mind that I will have a way to get home in an emergency. There have been times when I've taken transit, but would have otherwise driven alone if I didn't have this 'safety net.'"

-City of Hayward employee

SURVEY RESPONSE

As of December 31, 2013, there were 5,612 active participants in the GRH database.¹⁵ From these, 400 surveys were received, resulting in a 7.1% response rate.

This is a decrease from the response rates in 2012 and 2011 (15% and 19%, respectively). It was decided not to send a reminder email (as was done in previous years) due to the high volume of program correspondence participants had already received in late 2013 and 2014. This correspondence was to ensure participants were aware of and prepared for the 2014 transition to reimbursement, and therefore was unique to this evaluation year. Given this, a lower 2013 response rate was expected.

"It makes recruiting new car pool members much easier."

- Lawrence Livermore National Lab
employee

It should be noted that the number of respondents (400) who took the survey is more than 12 times the number of GRH enrollees who took a ride in 2013 (32), and more than twice the number of GRH enrollees who took a ride over the last 5 years combined. This corroborates a finding from the survey that 90% of respondents report never having had occasion to take a guaranteed ride home since enrollment; 98% reported they had not taken a ride in 2013. Therefore, opinions regarding the program are not necessarily shaped by a personal experience using a voucher.

Responses to the survey 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 six sections:

1. Customer Service
2. Program Effectiveness
3. Other Commute Characteristics
4. Program Involvement
5. Communications and Online Engagement
6. Future Program Options

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 program.

¹⁵ As of 2014, participants will be required to re-register in the GRH program on an annual basis. Previously, the annual survey was used to give participants, who may have left their employers or no longer wish to be enrolled in the program, the opportunity to remove themselves from the database.

CUSTOMER SERVICE

In the customer service section of the survey, participants were asked about the quality of customer service provided by GRH program administrative staff. 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.

Administrative Functions

Quality of Customer Service

The 2013 survey included two topics on the quality of customer service from administrative staff:

1. Clarity of GRH information provided, generally
2. GRH Hotline assistance, specifically

GRH administrative staff answers the Hotline, 510-433-0320, when they are available during regular business hours, and returns 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 taxi company or Enterprise Rent-a-Car via the Hotline. The Hotline is not intended to provide emergency assistance to callers nor be a 24-hour service.

Figure 2-1 summarizes the results. Among people who had an opinion about the quality of general program information and/or the program hotline, the vast majority rated both as either "excellent" or "good." Eighty-six percent of respondents replied "don't know" to the question regarding the Hotline, suggesting that this resource is not used by most participants.

GRH staff have observed that people who call the Hotline have very specific questions, often regarding whether or not they have successfully registered. These types of questions are easily served, which could reflect the high customer service rating.

Figure 2-1 Customer Service Ratings for Administrative Functions

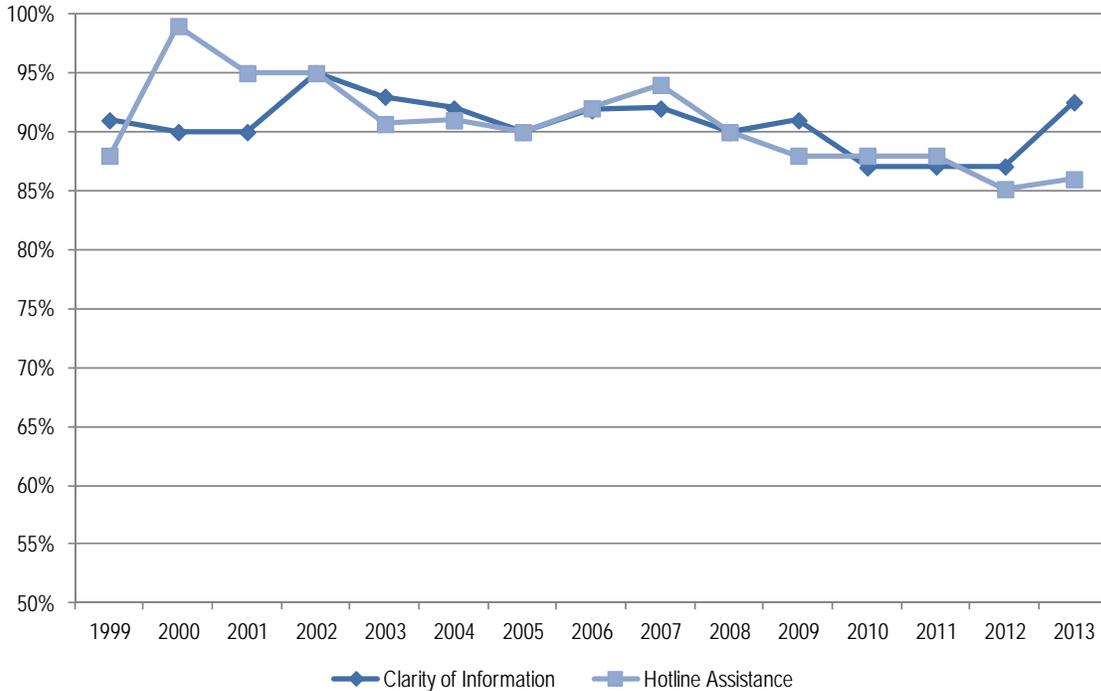
Please rate the quality of customer service you received in 2013:

	Total Responses	Excellent	Good	Fair	Poor	Don't know
Clarity of information provided about how the program works (brochures, instructions, website, etc.)	393	28%	28%	5%	0%	39%
Response time and information received when calling the GRH Hotline	388	8%	3%	1%	1%	86%

Figure 2-2 is a graphic comparison of survey results from every year since the program's inception. Participants have consistently given a high rating to the customer service they receive from GRH staff. In 2013, there was a significant increase in the perceived quality of program information. This could reflect the ease of use of the new website (which is participants' main

source of program information) and/or the new Program Guidelines document, distributed in late 2013.¹⁶

Figure 2-2 Trends in Customer Service Ratings for Administrative Functions – *percent “good” or “excellent”*



Note: This graph shows the number of “good” or “excellent” responses as a percentage of all responses other than “Don’t Know” (i.e. the customer service rating among people who have an opinion).

Source of Information

To gain insight on which sources of information are most commonly used (and therefore, rated in the question above), participants were asked what resources they use to obtain information. The vast majority of respondents use the desktop version of the GRH website; very few participants use the mobile version of the site, perhaps due to the likelihood of employees to be at or near a computer at the time that they register or use the program. The second most common informational resource is the employer representative. It should be noted as well that about three-quarters of the “Other” respondents noted email as an important informational resource, suggesting that GRH program emails are highly valuable.

¹⁶ <http://grh.alamedact.org/wp-content/uploads/2013/12/GRH-Program-Guidelines-121313-small.pdf>

Figure 2-3 Sources of GRH Information

In 2013, which of the following resources did you use to get information about Guaranteed Ride Home (GRH)?

	Total Responses	Percentage
Website (via personal computer)	209	59%
Did not use/receive information about GRH	102	29%
Other ¹⁷	58	16%
Ask my employer representative	49	14%
Call the GRH Hotline	19	5%
Website (via mobile phone)	8	2%

Transportation Services

Throughout the 2013 program year, the GRH program had contracts with three taxi companies and one rental car company to provide transportation service for the program, with the following coverage areas:¹⁸

1. Friendly Cab — Albany, Oakland, Berkeley, Piedmont, Emeryville, Alameda, and San Leandro
2. American Cab¹⁹— 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

In 2013, 41 total rides were taken. Thirty-eight taxi rides were taken, representing 93% of all rides. Among the taxi companies, Friendly Cab served 28 rides, Tri-City Cab served 8, and American Cab served 2. A rental car was used for 3 of the rides by 3 different participants.

Twenty-two rider questionnaires were received from people who took rides. Their responses revealed:

- Most of the participants rated their overall program experience and taxi or rental car service quality as either “good” or “excellent;” only 3 reported a “fair” experience
- Every rider reported that taxis and rental cars were clean; only one rider said the taxi driver was not friendly and helpful
- Fourteen of 22 taxi passengers (64%) reported a wait time of 15 minutes or less
- 18% waited between 15 and 30 minutes and two respondents noted that they had to wait more than 30 minutes
- In 2013, the average wait time was 13 minutes

¹⁷ The vast majority of “other” responses indicated email as a main source of information about GRH

¹⁸The 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.

¹⁹ Formerly Netcab.com and Fremont City Cab

- Overall, program participants appear to be receiving reliable and acceptable service from all three taxi providers.

PROGRAM EFFECTIVENESS

The purpose of this section is to gauge the impact of the GRH program on reducing drive-alone trips based on survey responses. Program effectiveness is measured by assessing participants' reported change in commute behavior before and after enrolling in the GRH program.

Total Number of Drive-Along Trips Reduced by GRH

Using the data gathered on participants' commute modes, an estimate can be generated for the total number of weekly drive-alone trips replaced by the use of other modes for those enrolled in GRH. The data from the survey were used to calculate the percentage of respondents that never drove alone, or drove alone one, two, three, four, or five days per week both before joining the program and during the 2013 evaluation period. These percentages were applied to the overall set of active participants to calculate the effect of the GRH program—just one of the Alameda CTC's suite of commute options programs—on participants' drive-alone commuting frequency.

"I mostly drive to work, but, if I ride transit, I like knowing that I can get home in an emergency. It gives me more incentive to ride transit."

*-Kaiser Permanente Medical Center,
Oakland employee*

Figure 2-4 provides a summary of this data. Among the 5,612 active participants in 2013, **3,917 fewer drive-alone roundtrip commutes (or 7,834 one-way trips) were taken each week in 2013.** This is equivalent to 407,368 total drive-alone, one-way trips per year.²⁰

²⁰ This is based on the program enrollment as of December 2013 and 52 weeks per year.

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Figure 2-4 Total Drive Alone Trips Before and After Joining the GRH program

Frequency	Before Joining Program			After Joining Program (2013 commute behavior)			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%	3,145	0	67%	3,767	0	0
Drive alone 1 day per week	9%	512	512	15%	817	817	305
Drive alone 2 days per week	6%	316	632	5%	257	514	-118
Drive alone 3 days per week	6%	316	948	4%	227	681	-267
Drive alone 4 days per week	4%	226	903	3%	166	666	-237
Drive alone 5 days per week	20%	1,098	5,492	7%	378	1,891	-3,601
Total	100%	5,612	8,486	100%	5,612	4,568	-3,917

¹ Extrapolation of percentages of respondents to the total program enrollment of 5,612 (total enrollment as of December 31, 2013)

Commute Behavior Before and After Joining the GRH program

The reduction in drive-alone trips translated into an increase in the use of other, more sustainable modes such as vanpooling, bicycling, and riding transit.

The survey asked respondents how many days they traveled by each mode (drive alone, bus, ferry, BART, vanpool, ACE/Amtrak, bicycle, walk, or carpool) during a typical week *before* joining the program and how they got to work during a typical week in 2013.

“Even though I have never needed to use the program, knowing that the program exists and that I do have a ride in an emergency has been a decisive factor in deciding to use the vanpool.”

-Lawrence Livermore National Laboratory employee

Figure 2-5 displays a comparison of the results by presenting the percentage of all reported roundtrips by each mode both before a participant joined GRH and in 2013 (during which they were an active participant). **The percentage of all roundtrip commute trips each week taken by driving alone nearly halved after participants joined the program.** This resulted in:

- A five percentage point increase in vanpooling mode share
- A two percentage point increase in bus, ACE/Amtrak, and bicycle mode shares
- A one percentage point increase in BART, walking, and carpooling mode shares

Figure 2-5 Before and After Weekly Mode Share

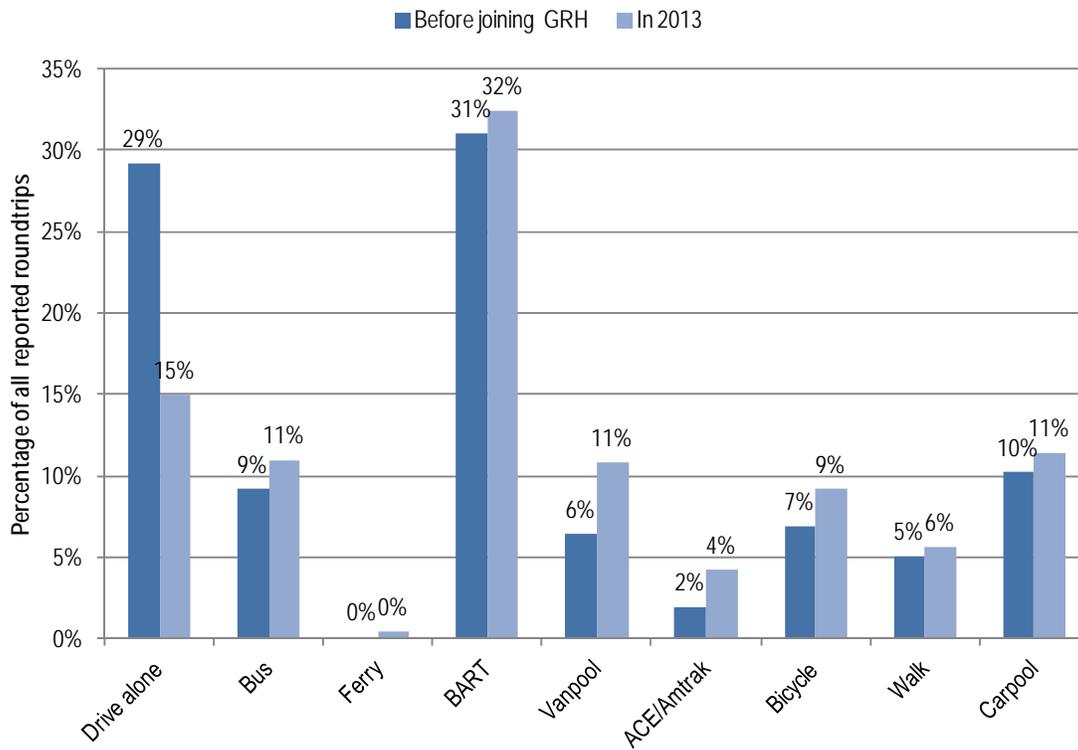


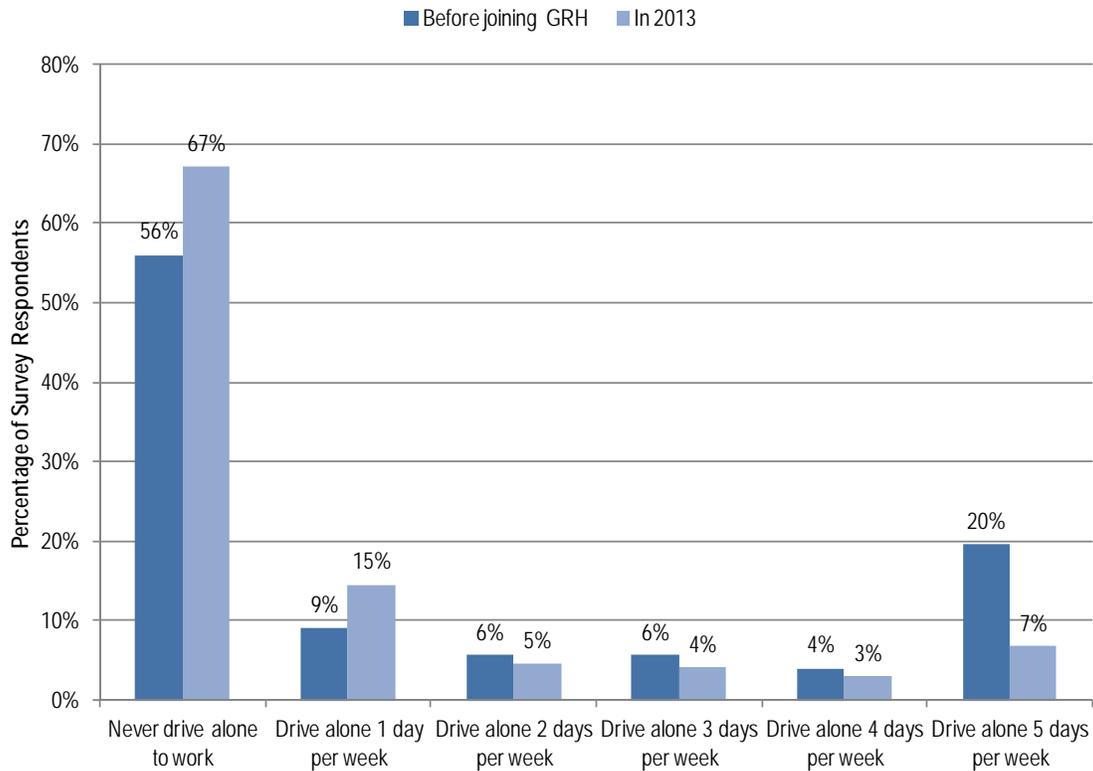
Figure 2-6 presents a more detailed look at how participants' drive-alone patterns changed after they joined the program. There was an 11 percentage-point increase in the share of participants who never drive alone to work. Also, there was a six percentage point increase in the share of respondents who drive alone only one day per week. These increases were created by an observed shift *away* from driving alone to work for two or more days each week.

"Helps to continue ride sharing and ACE use. Gives me peace of mind that I can get home in case of an emergency!"

-Boston Scientific, Fremont employee

Generally, there is a reported **shift towards sustainable commute modes and a shift away from driving alone either every day or most days each week.**

Figure 2-6 Before and After Drive Alone Commute Behavior



Encouraging Sustainable Transportation Use

The data presented above demonstrated a shift away from driving alone and an increase in the use of other modes. Survey respondents also were asked a more qualitative question about their preferred commute mode if the GRH program were not available.

Seventy-one percent reported that they would continue to use an alternative mode as frequently as they do now, even if the GRH program were not available (see Figure 2-7). This is a five percentage point increase from last year (66%). An additional 21% would also continue to use non-drive-alone modes to commute, but at a decreased frequency. Only 8% of respondents would stop their use of alternative modes altogether and drive alone instead. Figure 2-7 presents these figures in tabular form.

In free form comments, respondents often indicated the “peace of mind” they get from participating in the program; it serves as a safety net even for participants who have never taken advantage of its benefits.

“Comfort knowing that myself or my fellow ride share buddies will not be stranded at work if an emergency situation prevents us from all leaving for home at the same time.”

-City of San Leandro employee

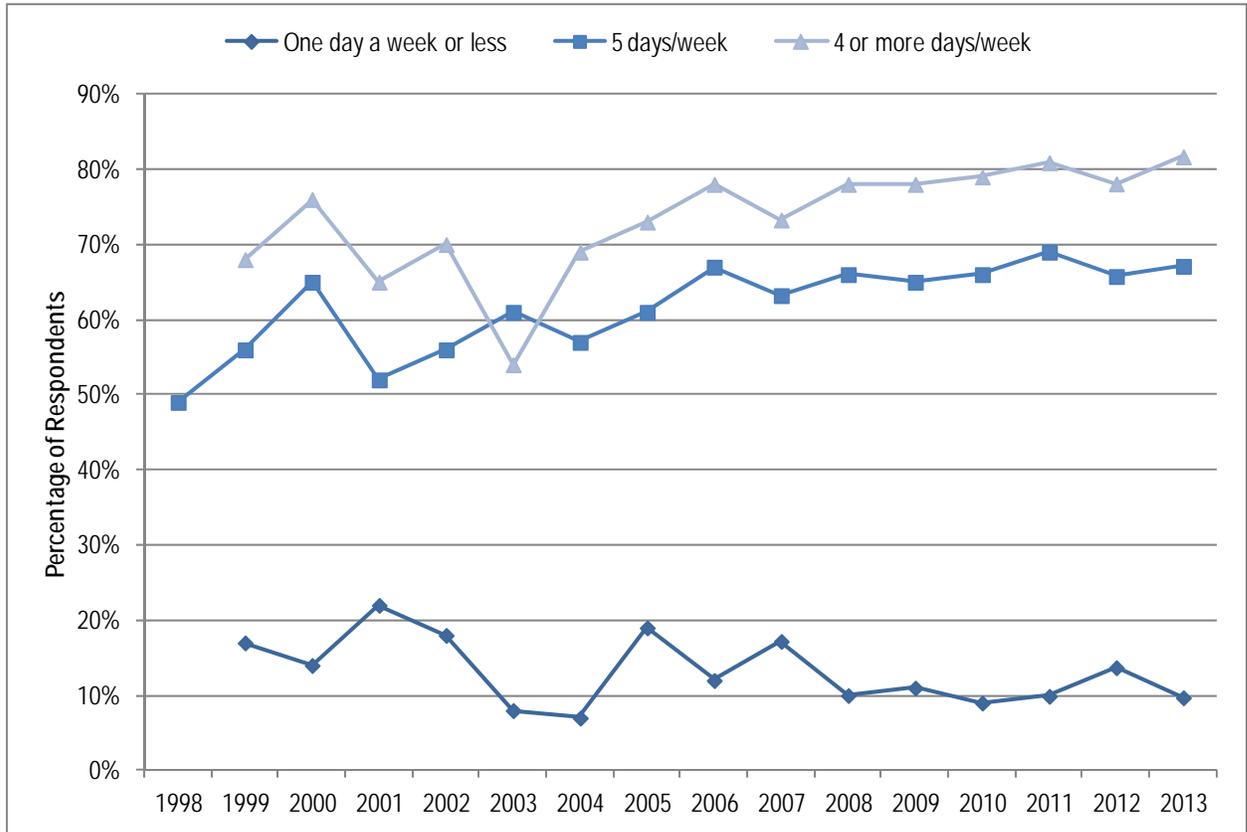
Figure 2-7 Stated Preferences: Influence of GRH on Commuting Behavior

If the Guaranteed Ride Home Program were not available, would you...

	Responses	Percentage
Stop carpooling, vanpooling, riding transit, bicycling, or walking and drive alone	31	8%
Continue carpooling vanpooling, riding transit, bicycling, or walking, but less frequently than before	78	21%
Continue carpooling, vanpooling, riding transit, bicycling, or walking at the same frequency as before	265	71%
Total Respondents	374	100%

The GRH program has continually encouraged shifts towards sustainable transportation modes over time (Figure 2-8). Since its inception, the percentage of participants reporting that they use an alternative mode only one day per week or less has exhibited a generally decreasing trend since the late 1990s. Associated with that decrease is a generally increasing trend in the frequency with which participants use alternative transportation for their commute. In 2013, 82% of respondents commuted by a non-drive-alone mode at least four days per week; this is a four percentage point increase from 2012.

Figure 2-8 Trends in Non-SOV Commuting Activity since GRH Inception



OTHER COMMUTE CHARACTERISTICS

The last survey question dealing with commute behavior inquired about participants' commute distance. With this information, it is possible to make an estimate of how many vehicle miles and gallons of fuel were reduced through the reduction in participants' drive-alone commutes. About 9.6 million vehicle miles traveled were averted; 285 thousand gallons of gasoline were saved; and each month over \$1 million in fuel expenses were avoided.

Distance Between Work and Home

The average commute distance among respondents is 25 miles, a three mile decrease from last year. As shown in Figure 2-9, most (61%) of participants' commutes were less than 30 miles. Only 10% of respondents have commute distances greater than 50 miles.

Figure 2-9 Distance Between Work and Home

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

	Responses	Percentage
0 to 9 miles	92	25%
10 to 19 miles	75	20%
20 to 29 miles	62	17%
30 to 39 miles	63	17%
40 to 49 miles	40	11%
50 to 99 miles	39	10%
More than 100 miles	4	1%
Total Respondents	375	100%
Average Distance	25 miles	

"I originally signed up when I had two young boys (they're now 34 and 33!) and it gave me great peace of mind knowing I could get home quickly if I needed to. I lived 1-1/4 miles away then, so that's why I used to walk to work. I can't walk now as it's 18 miles!

-UC Berkeley employee

PROGRAM UTILIZATION

To get a sense for how often registrants take advantage of the guaranteed ride home benefit, two survey questions asked about participants' involvement. Since first enrolling, over 90% of respondents reported never having taken a ride using the GRH program. In 2013, only 2.1% of respondents took a ride.

Figure 2-10 Rates of Guaranteed Ride Home Use

	Have you ever taken a ride using the GRH program?	
	Since you signed up	In 2013
Yes	9.9% (n=38)	2.1% (n=8)
No	90.1% (n=344)	97.9% (n=374)

A large portion of GRH enrollees never have occasion to take an emergency ride home. However, as discussed above, the program has a significant effect on people's choice to not drive alone. As noted in many respondents' comments to the survey, even though they have not used it, GRH is a safety net, providing peace of mind that incentivizes more sustainable commutes.

COMMUNICATIONS AND ONLINE ENGAGEMENT

GRH program staff have made new attempts in recent years to make program information more clear and available. The most common venue for program information is through participants' employers – either from their on-site representative (67%), through information posted at their worksite (18.6%), or from a coworker (16.8%). Several participants also hear about the program through their current car or vanpool partners, and many respondents indicated in the comments that program emails are a main source of information. As noted previously, available program information was generally regarded as clear by respondents.

How did you find out about the GRH program? (Please check all that apply)

Figure 2-11 Program Information Sources

	Percent	Responses
Employer or on-site representative, other	37.5%	143
Employer or on-site representative, during benefits enrollment	29.1%	111
Information posted at your worksite	18.6%	71
Co-worker	16.8%	64
Carpool/vanpool partner(s)	10.8%	41
Commuter/employee benefits fair	10.0%	38
Community Event (Bike to Work Day, Bike Safety Classes, etc.)	4.5%	17
Online search	3.4%	13
Other (please specify)		25
	Total	381

The 2013 evaluation survey also assessed whether participants were aware of specific program information. Generally, participants were readily aware of the 2014 program transition from vouchers to reimbursement as well as the fact that they can re-register each year using the GRH website. Participants were generally *unaware* of the program's Facebook page and of the 2014 program option to receive reimbursement through PayPal.

Figure 2-12 Awareness of Program Information

	Yes	No
As of January 1, 2014, the GRH program transitioned away from using vouchers and is now based on reimbursements. Were you aware of the 2014 program change?	84.3% (n=317)	15.7% (n=59)
As of 2014, all participants must re-register annually. Were you aware that you can easily register for the GRH program on the website?	75.7% (n=284)	24.3% (n=91)
The GRH program will reimburse participants for eligible expenses from use of taxis or rental cars. Were you aware that you can easily and quickly receive your reimbursement through PayPal?	18.4% (n=69)	81.6% (n=306)
Are you aware the GRH program has a Facebook page? ²¹	3.5% (n=13)	60.6% (n=228)

²¹ 35.9% (n=135) of respondents reported they do not use Facebook.

FUTURE PROGRAM OPTIONS

This year’s survey addressed potential new reimbursable expenses. The goal of the program is to incentivize people who work in Alameda County to choose not to drive alone more often. To the extent that an increase in the list of reimbursable modes increases that incentive, the program may better serve participants by including new options.

The GRH program currently reimburses taxi and rental car trips. Are there any other modes that you would be interested in using to get home in an emergency?

Figure 2-13 Interest in New Reimbursable Modes

Answer Options	Percent	Count
Car sharing (e.g. Zipcar, City CarShare - would require you to be a member)	25.6%	89
Peer-to-peer ridesharing (e.g. Lyft, Uber, Sidecar)	22.7%	79
Bike sharing (if it becomes available in Alameda County)	8.9%	31
No, I would only use a taxi or rental car	62.9%	219
Other (please specify)		28
	Total	348

There is some interest in expanding the reimbursable trip home expenses beyond rental cars and taxis to car sharing and peer-to-peer ridesharing services. There was lower interest in bike sharing, but that could be due to the fact that Bay Area Bike Share has not yet expanded to Alameda County. Additionally, many participants wrote in the general comments that they would like public transit (e.g. BART or AC Transit) to be considered a reimbursable trip home expense.

SUMMARY

Customer service and program information were rated highly by respondents, who tended to rely heavily on the program website, emails, and their employer representatives and work-related contacts to learn about the program. Most participants do not use the GRH Hotline, but among those who did, it was viewed as a good resource. Generally, participants were unaware of the program's Facebook page and the ability to request reimbursement (in 2014) through PayPal.

Only a small fraction of enrollees have taken advantage of the guaranteed ride home benefit since they joined, and an even smaller fraction used a ride home in the 2013 program year. Still, GRH encouraged the reduction of almost 4,000 weekly roundtrip commutes and more than 400,000 annual one-way trips. For participants, those trips shifted to more sustainable modes, especially to vanpooling and public transit. Even for those who continue to drive, it appears that they do so less frequently; this trend has continued since the late 1990s when the program began.

Lastly, there is some interest among participants to expand the ride home offering beyond rental cars and traditional taxis. Participants are most interested in car sharing (e.g. ZipCar), new ride sharing services such as Lyft, Sidecar, and Uber (also known as "Transportation Network Companies"), and even public transit (e.g., BART). In September 2013, the California Public Utilities Commission (CPUC) adopted a definition of Transportation Network Companies and defined rules and regulations associated with those companies to ensure public safety is a priority for these new transportation services.²²

²² More information is available from the CPUC at <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M077/K192/77192335.PDF>.

3 EMPLOYER AND EMPLOYEE PARTICIPATION

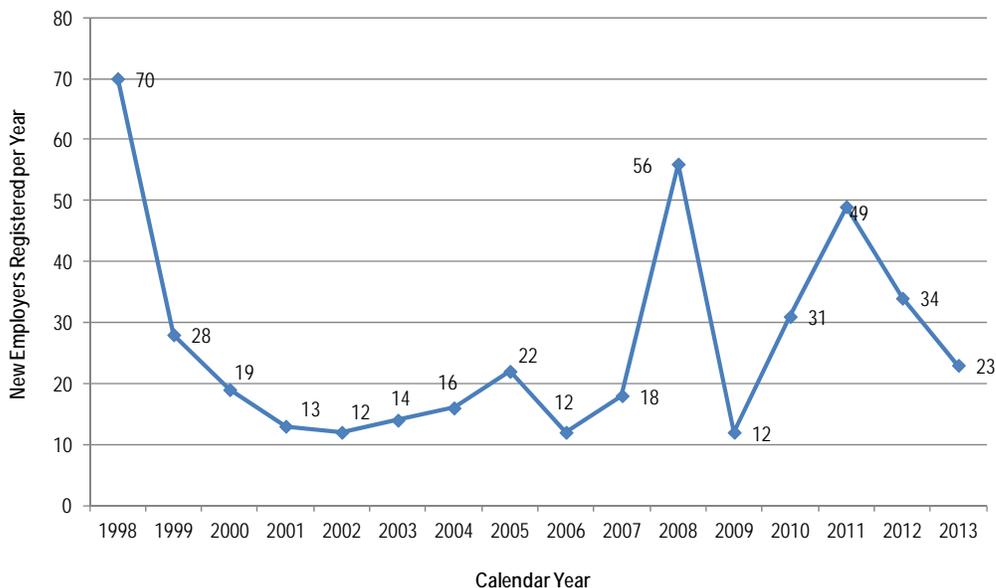
This chapter examines employer and employee participation in the GRH program, including employer and employee registration, trips taken, and employee commute patterns. Information in this chapter is based on information stored in the program's database from enrollment forms and completed vouchers.

EMPLOYER AND EMPLOYEE REGISTRATION

Number of Employers

As of December 31, 2013, 292 employers were enrolled in the Guaranteed Ride Home Program. Twenty-three new employers were registered in 2013. 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 34 employers added in 2012 and 23 employers added in 2013 still represent strong program growth relative to the program's 16 year history.

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 the cities of 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

North County

North County accounts for 65% of all businesses enrolled in the GRH program. North County includes the two busiest employment hubs in Alameda County — Downtown Oakland and UC Berkeley.²³ North County also has high coverage of rail and high-frequency bus lines and a relatively urban form that favors walking and biking, compared to other planning areas. These facts — high concentration of employment and a relatively wide array of alternative commute options — historically have made North County fruitful for GRH enrollment. Within North County, Oakland has the largest number of employers registered for the GRH program with 85 employers, a 10% increase from 2012. Berkeley has the second largest number of registered employers, with 41 businesses.

East County

Employer enrollment in East County decreased by 5% in 2013, from 63 registered businesses in 2012 to 60 registered businesses in 2013. The decrease in this region can be attributed to AT&T moving their corporate offices from Dublin to San Ramon. In addition, several employers no longer had active employer representatives. Livermore Amador Valley Transit Authority's (LAVTA) employer representative left the company and no other staff were interested in becoming a GRH employer representative for their company. East County has the lowest population density in Alameda County and the highest concentration of protected agricultural land. The Dublin/Pleasanton BART and West Dublin/Pleasanton BART stations are both located in East County, as are several Altamont Commuter Express (ACE) rail stations. The Dublin/Pleasanton BART station is adjacent to 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 38 businesses.

South County

South County includes the suburban communities of Fremont, Union City, and Newark. There was an 8% increase in employer enrollment in South County in 2013. Fremont experienced a 17% increase and now has 21 registered businesses. Fremont is a major employment center in the County. In 2012, Tesla Motors began manufacturing its electric sedan (Model S) out of the former NUMMI plant and has over 850 employees. In 2013, Tesla Motors enrolled in the GRH program.

²³ U.S. Census Bureau Longitudinal Employment-Household Dynamics On the Map Tool.

Central County

Central County includes the older, inner-ring suburban communities of Hayward, San Leandro, Castro Valley, and San Lorenzo. 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) and relatively dense AC Transit coverage. Hayward also has a Capitol Corridor (Amtrak) stop. Despite the variety of transit options, GRH enrollment has been historically low in Central County, since there are few large employers. Fifteen employers were registered in Central County as of 2013; seven businesses are located in Hayward and eight 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. These two areas of the County also have the largest number of employers and registered business parks.

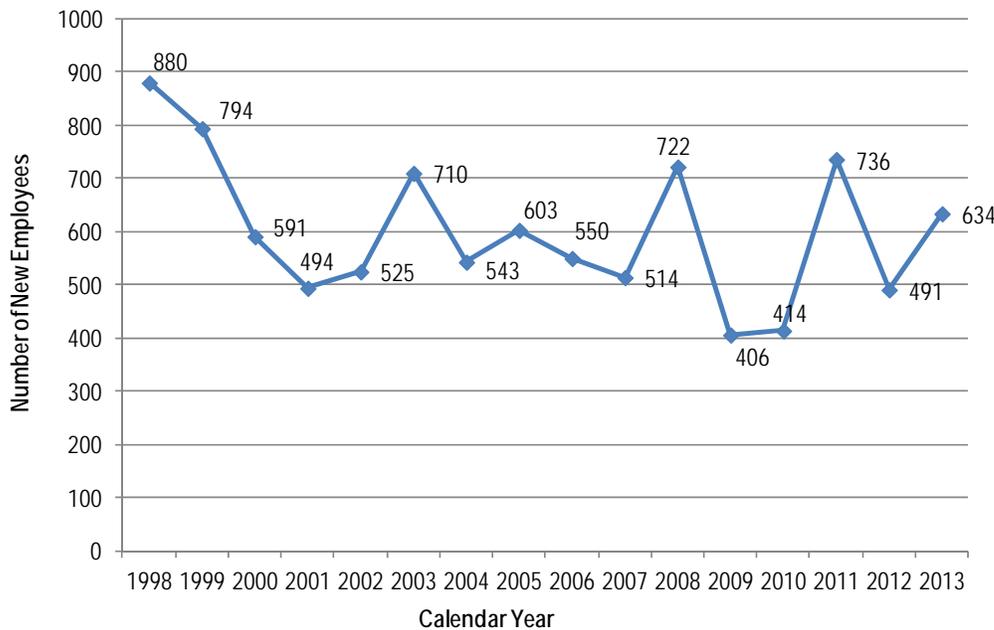
Figure 3-2 Employers by Location

Location	Number of Employers		% Change
	2012	2013	
North	179	190	6%
Alameda	32	35	9%
Berkeley	40	41	3%
Emeryville	30	29	-3%
Oakland	77	85	10%
East	63	60	-5%
Dublin	13	11	-15%
Livermore	12	11	-8%
Pleasanton	38	38	0%
South	25	27	8%
Fremont	18	21	17%
Newark	1	1	0%
Union City	6	5	-17%
Central	15	15	0%
Hayward	8	7	-13%
San Leandro	7	8	14%
Total	282	292	4%

Number of Employees

As of December 31, 2013, 5,612 employees were actively enrolled in the Guaranteed Ride Home Program. In 2013, 634 new employees enrolled in the GRH program. Figure 3-3 shows the number of new employees registered by year. Average annual enrollment is approximately 600 employees. The number of employees added in 2013 was above average due to increased marketing activities and outreach. In addition, in 2013 the GRH program launched a social media marketing campaign.

Figure 3-3 Number of New Employees Registered by Year



Number of Employees by Employer

Thirty-nine employers have 20 or more enrolled employees and 16 companies have over 50 enrolled employees (Figure 3-4). The program has 11 employers with 100 or more employees registered. These 11 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.

While the GRH program was restructured in 2014 and employer representatives are no longer required, GRH staff will continue to maintain relationships with current employers to help promote the program. The GRH program also has 174 employers with 1-19 registered employees and 77 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 Regional Offices	Oakland	1,195
Lawrence Livermore National Laboratory	Livermore	395
UC Berkeley	Berkeley	294
Alameda County	Oakland	289
Kaiser Oakland Medical Center	Oakland	288
City of Oakland	Oakland	212
Caltrans - Department of Transportation	Oakland	171
Bayer Health Care	Berkeley	170
Lawrence Berkeley National Laboratory	Berkeley	109
City of Berkeley	Berkeley	104
US Coast Guard	Oakland	102
Alta Bates Summit Medical Center	Oakland	94
Sandia National Laboratories	Livermore	91
Department of Homeland Security (FEMA), Region 9	Oakland	82
Metropolitan Transportation Commission	Oakland	72
Safeway Inc.	Pleasanton	68

Figure 3-5 below shows all the new businesses that registered in 2013. More than half (57%) of employers have fewer than 75 employees. The largest employer that registered in 2013 was Tesla motors with 3,000 employees, followed by Alameda Contra Costa Transit District with over 2,000 employees.

Figure 3-5 New Employers (2013)

Employer Name	City	# of Employees	Date Registered
Tesla Motors	Fremont	3,000	7/22/2013
Alameda Contra Costa Transit District	Oakland	2,000	3/27/2013
Target	Alameda	300	9/19/2013
Alameda County Library	Fremont	200	2/21/2013
State of California Department of Industrial Relations	Oakland	200	1/23/2013
CooperVision, Inc.	Pleasanton	150	9/5/2013
Sears Holdings	Oakland	100	9/28/2013
NuCompass Mobility Services	Pleasanton	85	10/3/2013
Cerexa, Inc.	Oakland	75	6/17/2013
Girl Scouts of Northern California	Alameda	72	8/27/2013

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Employer Name	City	# of Employees	Date Registered
First 5 Alameda County	Alameda	60	9/25/2013
kW Engineering, Inc.	Oakland	55	6/28/2013
The Stride Center	Oakland	50	11/22/2013
Catellus Development	Oakland	34	6/25/2013
Earth Island Institute	Berkeley	30	3/19/2013
Cray, Inc.	Pleasanton	20	11/11/2013
J.M. O'Neill, Inc.	Pleasanton	15	8/1/2013
The Sarah Samuels Center for Public Health Research & Evaluation	Oakland	10	5/10/2013
CA Institute for Nursing & Health Care	Oakland	9	5/13/2013
Sidecar	Berkeley	7	4/17/2013
Basin Research Associates	San Leandro	6	3/27/2013
Community Focus	Oakland	4	10/30/2013
Gharsagar Inc	Fremont	2	10/30/2013

TRIPS TAKEN

Total Number of Trips

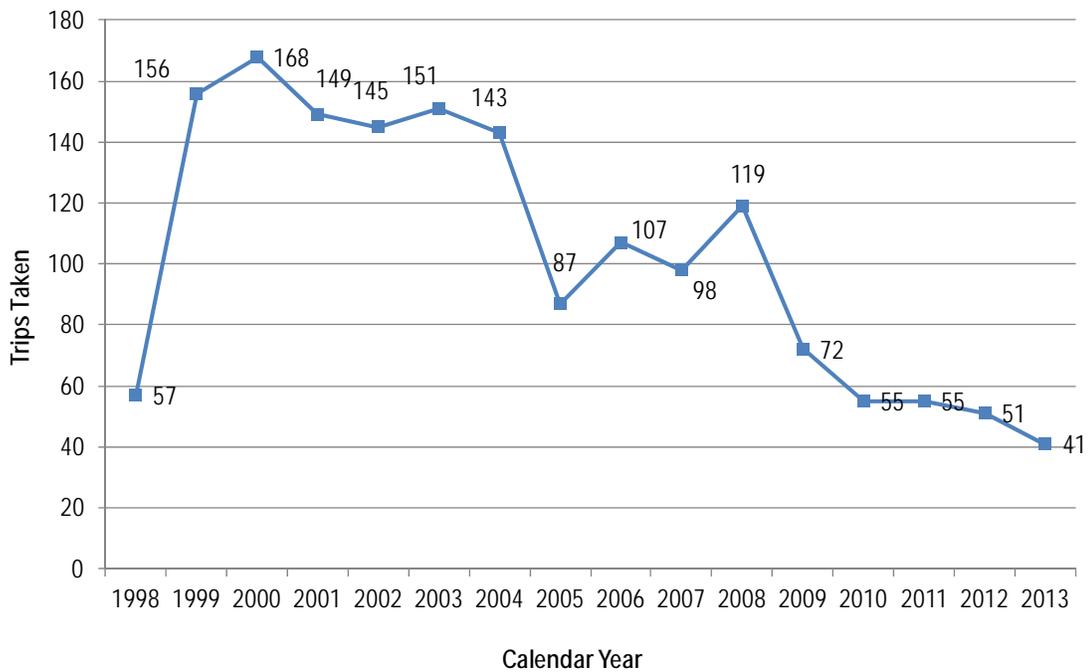
As shown in Figure 3-6, a total of 41 trips were taken in 2013 — approximately 3 trips per month. Despite increased enrollment (the number of employees enrolled in 2013 reached an all-time high), the number of rides taken has not increased.

The decline in trips taken since 2009 could be partly attributable to the closure of the New United Motor Manufacturing, Inc. (NUMMI) plant.²⁴ Many NUMMI workers used a carpool or vanpool to commute to work from cities in the San Joaquin Valley. Employees who use these types of alternative modes are more likely to need to use their vouchers, given the less flexible nature of their commute options (must rely on a single driver) and the fact that many employees had non-traditional work shifts.

In addition, paper vouchers were seen as a barrier to use for many registered employees. Several employees stated that when they had an emergency and needed a ride home, they could not find their voucher. If their employer representative was not available to supply them with an emergency use voucher, then they were unable to use the GRH program for their ride home. We believe this could account for the downward trend of GRH trips taken in recent years.

With the introduction of the reimbursement program in January 2014, program staff expect the number of trips taken increase in 2014 because it will be easier for registered employees to use the GRH program since they no longer need a paper voucher.

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.

²⁴ Based on GRH staff’s observations of past usage

Of the total trips taken in 2013, 38 (93%) were via taxi and three (7%) were made with rental cars. In 2013, each person who registered for the GRH program and lives over 20 miles from their workplace received a reminder to take a rental car rather than taxi for their guaranteed ride home. Encouraging the use of rental cars for longer trips has helped to reduce program costs since rental cars charge a fixed negotiated rate regardless of the number of miles traveled.

Trips by Employee

Most program participants take a guaranteed ride home very infrequently or not at all. Of the 9,992 employees who had registered for the program since program inception through 2013, 9,193 (92%) have never taken a ride. This demonstrates the insurance nature of the GRH 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 circumstances arise, thus easing fears about being able to get home and removing one barrier to taking alternative travel modes.

Since 1998 through December 31, 2013, 1,659 rides were taken by 799 different employee participants. Of these 799 participants, approximately 80% have taken only one or two rides. During 2013, no participant took the maximum allowable of six rides. Two employees took four rides and two employees took two rides. The remainder took only one ride during the 2013 calendar year. Since program inception, only three participants have reached the maximum allowable rides in a year (less than 0.1% of participants). The low number of rides taken demonstrates that participants use GRH as insurance in case of unexpected circumstances.

Trip Reasons

The most common reason for using a guaranteed ride home during 2013 was “personal illness” (39%), followed by “carpool or vanpool driver had to stay late or leave early” (22%) and “unscheduled overtime” (17%).

Figure 3-7 Trips Taken by Reason

Reason for Ride	2013 Only		1998 through 2013	
	Number of Rides	Percent	Number of Rides	Percent
Personal Illness	16	39%	477	29%
Unscheduled overtime	7	17%	355	21%
Family member illness	4	10%	212	13%
Personal crisis	4	10%	164	10%
Carpool or vanpool driver had to stay late or leave early	9	22%	220	13%
Carpool or vanpool breakdown	0	4%	100	6%
Unknown	0	24%	86	6%
Rideshare vehicle not available	0	0%	38	2%
Other	1	2%	7	0%
Total	41		1,659	

Commute Mode and Trips Taken

A majority of GRH trips were taken by those using carpools and vanpools. Figure 3-8 shows that over the 15 year life of the program, 58% of rides were used by carpoolers and vanpoolers. Because employees who carpool and vanpool likely have 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 non-peak shift hours.

In 2013, over half of the trips taken were by employees who use a carpool or vanpool to commute to work (51%), followed by a train (BART or other) (22%). Given the less flexible nature of carpooling/vanpooling and trains, it makes sense that people who use these commute options would rely more on the GRH program in times of an emergency.

The share of rides taken by carpoolers in 2013 was lower than it has been historically. This may reflect more general mode shifts in Alameda County. According to the U.S. Census Bureau 2008-2012 American Community Survey, carpooling in Alameda County decreased from 14% of work trips in 2000 to just 10.5% of work trips in 2012. This was the largest change in mode share experienced by any mode during this period.

Figure 3-8 Commute Modes Used by Those Using a Guaranteed Ride Home since Program Inception (1998)²⁵

Commute Mode	Number of Rides 2013 Only	Percent	Number of Rides 1998 – 2013 ²⁶	Percent
Carpool or vanpool	21	51%	1,039	58%
Train (BART or Other)	9	22%	373	21%
Bus	6	15%	265	15%
Unknown	1	2%	84	5%
Bicycle	4	10%	25	1%
Ferry	0	0%	1	0%
Walk	0	0%	3	0%
Total	41		1,790	

²⁵ 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.

²⁶ These numbers take into account primary and secondary commute mode on day of the GRH ride.

Rides by Distance

The average GRH trip distance in 2013 was 24.7 miles (just slightly lower than the 25.4 average distance reported by the 400 annual survey respondents), which is an 18% decrease compared to 2012. Figure 3-9 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 greatly since 2006, though it may be stabilizing in more recent years. Rental cars are more cost-effective for long trips than taxis, and increased rental car usage for longer trips led to an overall reduction in trip cost.

The average trip mileage for taxi trips was approximately 23.4 miles in 2013, which is similar to 2012. Car rental trip distance increased dramatically between 2008 and 2010, but decreased in recent years. In 2013, the distance decreased by 11%, from 46.5 miles in 2012 to 41.3 miles in 2013.

Figure 3-9 Trends in Average Trip Mileage (Rental Car and Taxi Trips)

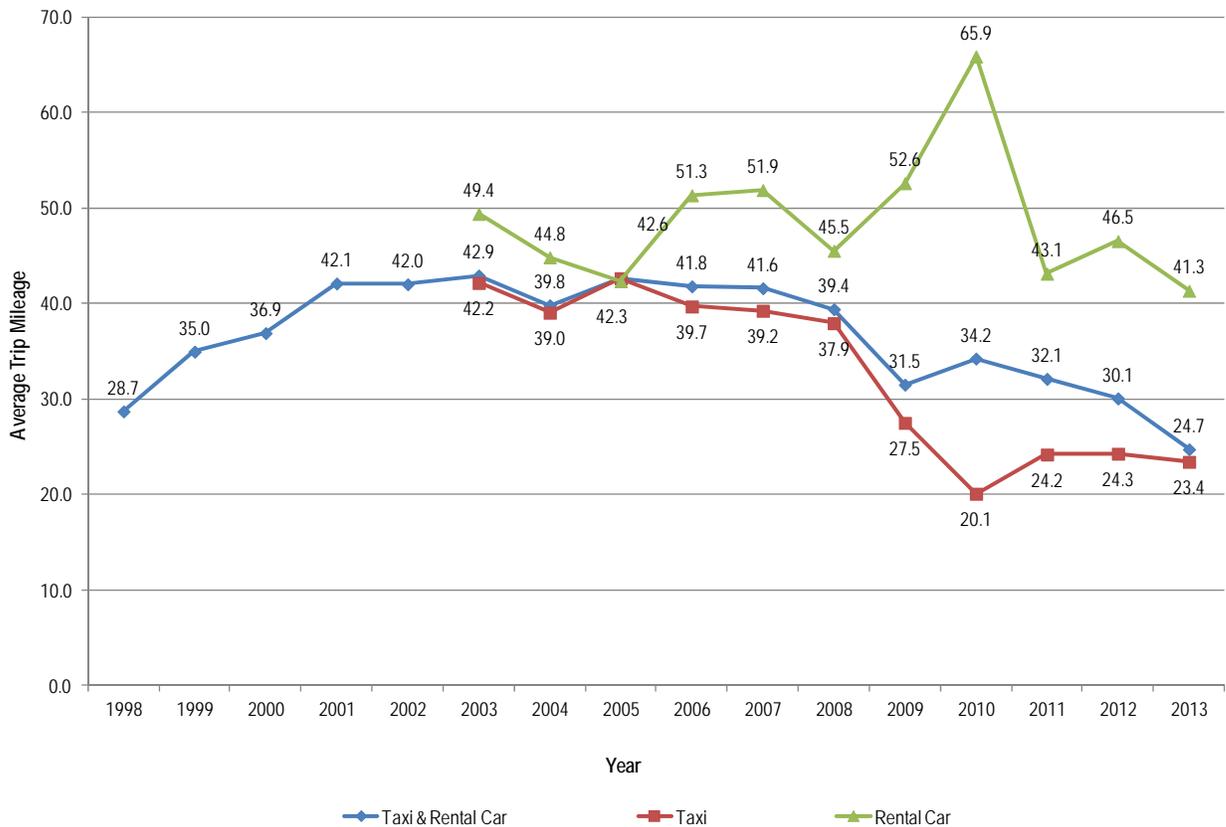
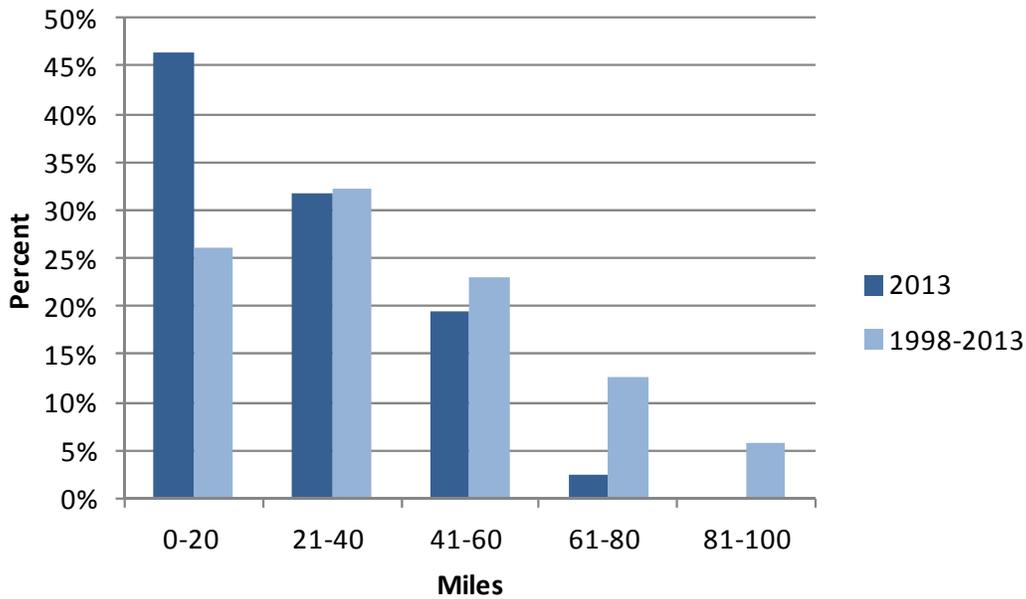


Figure 3-10 shows the number of rides taken by distance (combined taxi and rental car). In 2013, nearly half of all trips taken were less than 20 miles in length and 78% of all trips taken were less than 40 miles. As shown below, fewer long distance trips were made in 2013 compared to the programs' 16 year history. A total of 96 rides (approximately 6% of all program trips made through 2013) have been between 80 and 100 miles long. In general, the distribution of trips was skewed more towards shorter trips in 2013 than it has been over the program's history.

Figure 3-10 Number of Rides Taken by Distance since GRH Program Inception (1998)²⁷



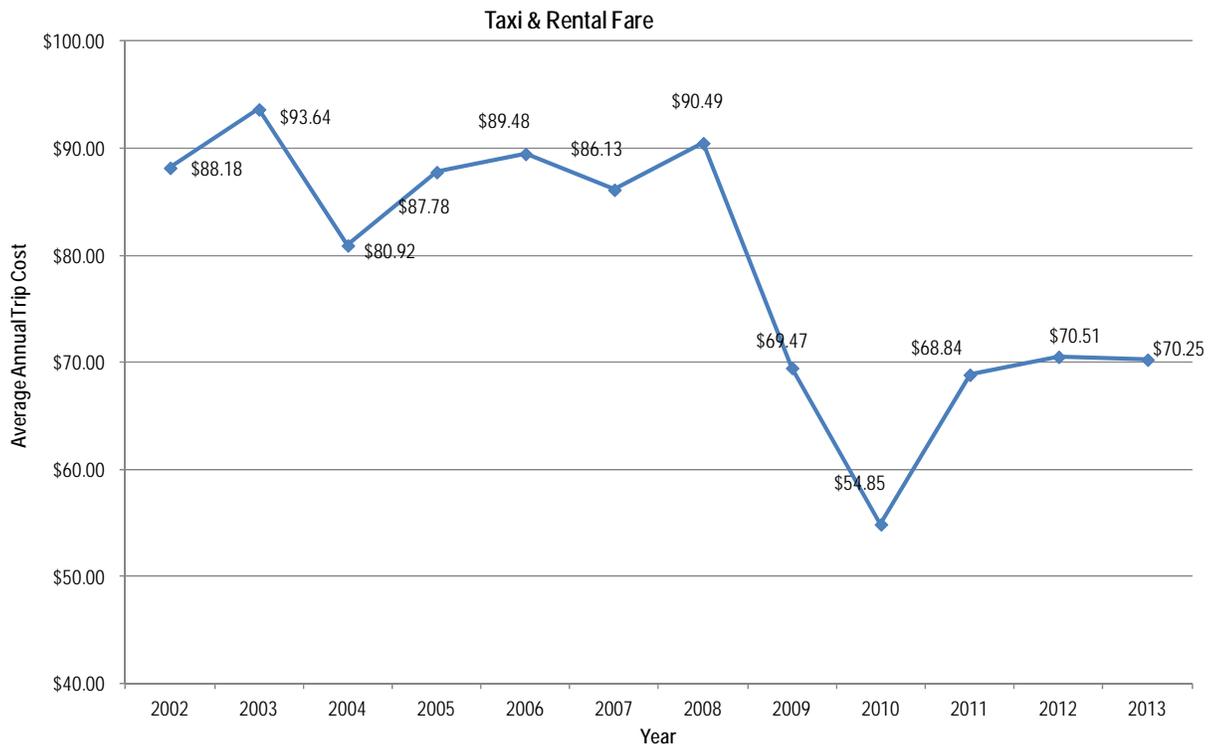
²⁷ The total ride distance is unknown for approximately 1% of total rides given since 1998. These were for trips used in the first few years of the program where some vouchers or invoices did not include the total trip distance.

Trip Cost

The average trip cost in 2013 was \$71.34 (for taxi trips only), a 6% decrease from 2012. Taxi 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. 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 3-11 shows the trend in average trip fare for each year of the program's existence. The average combined fare per trip peaked in 2003 at \$93.64. The combined average fare in 2013 was \$70.25, which is in the middle of the range seen over the program's history.

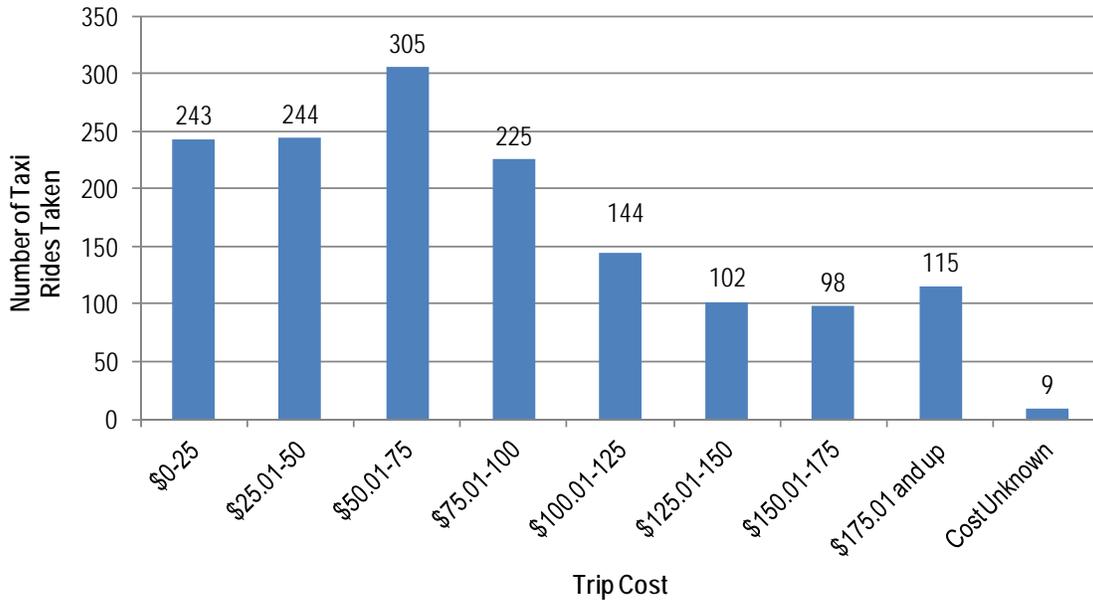
Figure 3-11 Trends in Average Fare per Trip



Taxi Rides by Cost

Figure 3-12 shows the number of taxi rides taken in eight cost categories. Of the 1,485 total taxi rides, 792 (53%) cost \$75 or less and 1,017 (68%) cost \$100 or less.

Figure 3-12 Number of Taxi Rides Taken by Trip Cost since GRH Program Inception (1998)



Rental Car Savings

Rental cars are more cost-effective for long trips than taxis. Figure 3-13 displays the cost savings associated with the rental car program. Assuming that a ride for which a rental car was used would have cost \$2.60 per mile plus a \$3.00 flag fee (if it had been taken in a taxi), the program saved an estimated \$162.25 in 2013 by using rental cars (for 3 of 41 trips). For example, a 33-mile trip would cost \$88.80 using a taxi or \$57.36 using a rental car (resulting in an estimated savings of \$31.44).

Figure 3-13 Rental Car Savings in 2013

Mileage	Total Cost	Pick Up City	Taxi Cost per Mile	Taxi Ride Total + \$3 Flag	Estimated Savings
50	\$54.92	Oakland	\$2.60	\$133.00	\$78.08
40	\$59.74	Hayward	\$2.60	\$107.00	\$47.26
34	\$54.49	Livermore	\$2.60	\$91.40	\$36.91
Total Program Savings					\$162.25

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 healthcare, 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 3-14). Thirty-seven percent of those enrolled employees (for whom the home county is known) reside in Alameda County. This is consistent with data that shows half of workers employed in Alameda County commute from outside the county.²⁸

Figure 3-14 County of Residence for Employees Enrolled in Program

County of Residence	Number of Employees Enrolled in Program	Percent of Employees Enrolled in Program
Alameda	1,794	37%
Contra Costa	1,084	22%
San Joaquin	448	9%
San Francisco	454	9%
Stanislaus	165	3%
Solano	316	7%
Santa Clara	205	4%
San Mateo	171	4%
Sacramento	70	1%
Marin	61	1%
Merced	4	0%
Yolo	22	0.5%
Sonoma	20	0.4%
Napa	36	0.7%
Calaveras	3	0.1%
Placer	4	0.1%
TOTAL	4,859	
<i>Unknown*</i>	<i>755</i>	
<i>Total Enrollment</i>	<i>5,612</i>	

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

²⁸ U.S. Census Bureau Longitudinal Employment-Household Dynamics On the Map Tool.

Origin/Destination Frequency

Figure 3-15 shows the most frequent (15 or more trips) origin (work) and destination (home) cities for all the trips taken by employees in the program’s history. The most common trip pairs were Oakland to Oakland (89 trips), Fremont to Modesto (60 trips), and Oakland to Vacaville (44 trips). The cities with the most trip origins overall are Oakland (476 trips), Pleasanton (316 trips), and Fremont (257 trips). The cities with the most trip destinations are Oakland (192 trips), Manteca (118 trips), Modesto (105 trips), and Tracy (84 trips).

Figure 3-16 shows all of the origin and destination cities for the 41 trips taken in 2013. The most common trip pairs were Oakland to Oakland (5 trips), Pleasanton to Antioch (3 trips), and Oakland to Pittsburg (3 trips), but overall most origin-destination pairs were unique.

Figure 3-15 Origin and Destination Cities for Trips Taken by Employees since Program Inception (1998)

Origin (Work)	Destination (Home)	Number of Trips
Oakland	Oakland	89
Fremont	Modesto	60
Oakland	Vacaville	44
Pleasanton	Manteca	41
Berkeley	Oakland	38
Oakland	San Francisco	34
Pleasanton	Tracy	32
Oakland	Fairfield	31
Livermore	Oakland	29
Oakland	Manteca	27
Fremont	Manteca	25
Fremont	Fremont	25
Oakland	Vallejo	24
Pleasanton	Modesto	23
Livermore	Manteca	23
Livermore	Tracy	22
Pleasanton	Merced	21
Pleasanton	Rodeo	19
Fremont	Oakland	18
Oakland	Berkeley	18
Oakland	Walnut Creek	18
Pleasanton	Antioch	17
Berkeley	Stockton	17
Livermore	Stockton	16
Berkeley	Berkeley	15
Pleasanton	Brentwood	15

Figure 3-16 Origin and Destination Cities for Trips Taken by Employees (2013)

Origin (Work)	Destination (Home)	Number of Trips (2013)
Oakland	Oakland	5
Pleasanton	Antioch	3
Oakland	Pittsburg	3
Pleasanton	Walnut Creek	2
Alameda	Oakland	2
Berkeley	Emeryville	2
Oakland	Emeryville	1
Oakland	Fairfield	1
Fremont	Fremont	1
Oakland	Fremont	1
Redwood City	Hayward	1
Union City	Hayward	1
Oakland	Lafayette	1
Livermore	Manteca	1
Emeryville	Napa	1
Alameda	Novato	1
Berkeley	Oakland	1
Emeryville	Petaluma	1
Oakland	Berkeley	1
Livermore	Byron	1
Livermore	Elk Grove	1
Oakland	Alameda	1
Berkeley	San Francisco	1
Oakland	San Francisco	1
Oakland	San Jose	1
Alameda	San Ramon	1
Alameda	Tracy	1
Hayward	Tracy	1
Oakland	Union City	1
Livermore	Walnut Creek	1

Destination Counties

Figure 3-17 shows the destination counties for all of the trips taken by employees in the program in 2013 and throughout program history. In 2013, the most common trip destination was Alameda County (44%), followed by Contra Costa County (32%) and San Joaquin (7%). When comparing recent statistics to program history, it is evident that the share of rides within Alameda County has increased over time. The share of rides taken to Central Valley counties also appears to have declined. Throughout the life of the program, the most common trip destination was Alameda County (28%), followed by San Joaquin (17%), and Contra Costa (17%).

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

County	Number of Rides (2013)	Percent	Number of Rides (1998 - 2013)	Percent
Alameda	18	44%	467	28%
San Joaquin	3	7%	285	17%
Contra Costa	13	32%	285	17%
Stanislaus	0	0%	150	9%
Solano	1	2%	149	9%
San Francisco	2	5%	72	4%
Santa Clara	1	2%	64	4%
Merced	0	0%	42	3%
Sacramento	1	2%	20	1%
Marin	1	2%	20	1%
Yolo	0	0%	9	1%
San Mateo	0	0%	4	0%
Sonoma	1	2%	4	0%
Napa	0	0%	4	0%
Placer	0	0%	2	0%
Calaveras	0	0%	1	0%
Unknown	0	0%	89	5%
Total	41		1,667	

4 PROGRAM UPDATE AND RECOMMENDATIONS

The Alameda CTC has made numerous investments to support high-quality transportation options aside from solo driving, and the GRH program is an important supportive program to these services and facilities. Data from this year's participant survey indicate that the program is continuing to support the reduction of drive-alone trips 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.

2013 RECOMMENDATION STATUS AND PROGRAM UPDATE

Last year, the Alameda CTC Commission considered and approved recommendations for the 2013 GRH program based on the program evaluation. The recommendations for 2013 aimed to move the Alameda CTC's GRH program to have more efficient administration, increased ease of use, higher visibility, and to place it in the context of an overall comprehensive TDM Strategy. The following provides a more detailed review of progress made on the 2013 recommendations:

- 1. Investigate feasibility of switching from the current paper voucher system to either an online voucher system or a reimbursement system and implement appropriate solution.**

In 2013, the GRH program staff prepared for implementing a reimbursement system, which started on January 1, 2014. A reimbursement system allows registered employees to take their ride home at any time without having to keep track of or wait to receive a paper voucher. Employees are required to first register in the GRH program before taking their ride. After they register, if they experience an emergency, they take the ride and then submit their receipt to be reimbursed. Employees could mail, scan/e-mail, or fax a copy of their receipt to the GRH program.

The transition to a reimbursement program supports the GRH program goals in several ways:

- **Program benefits are easier to access:** Previously, program participants were able to access program benefits only if they physically were in possession of a GRH voucher. If a voucher was lost or delayed in being sent, program participants were unable to utilize their guaranteed ride home option.
- **Future opportunity to expand program vendors (beyond taxi and rental car):** Under a voucher system, program participants could only use taxi and rental cars, with which the program had to maintain partnerships, for their ride home. While these two options do meet expectations for program participants and program needs, expanded transportation options for GRH participants could be more cost effective and provide more flexibility to meet participant needs. Other transportation

options such as public transportation, transportation network companies (Lyft, Sidecar, Uber) or car sharing providers will be considered in the future.

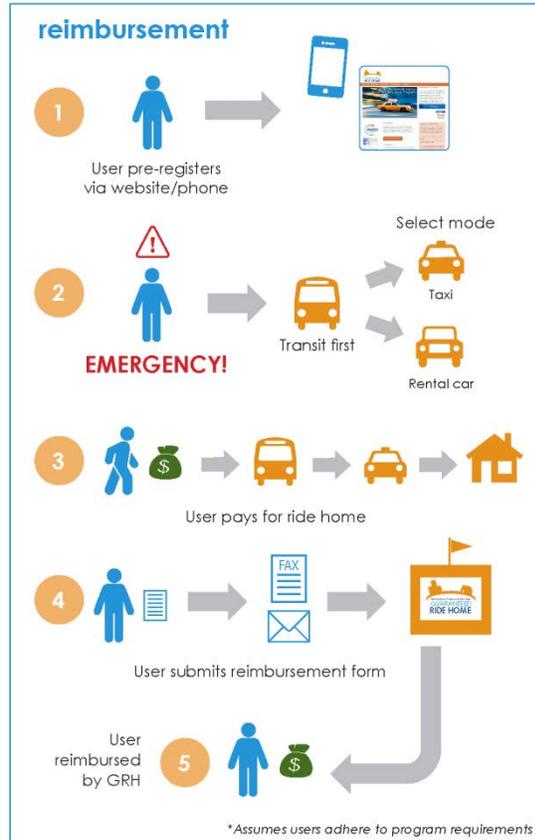
- **Lower Cost to Administer:** By reducing physical mailing and associated labor, a reimbursement program has the opportunity to reduce overall operating costs, enabling those funds to be used towards other traffic reduction programs.

Many other GRH programs around the country have converted from a voucher to a reimbursement program and realized the benefits from doing so.

The diagram at right shows how a reimbursement system works from a user's perspective. The transition was successfully implemented on January 1, 2014. The new program guidelines can be found in Appendix B.

2. Explore updating the current Access database of registered employers and employees to a cloud-based database.

In 2013, the GRH program prepared to transition from a Microsoft Access database to an online-based solution using Zoho. The database serves as the repository of all GRH information related to users and program use. The Access database was inflexible and presented significant hurdles for making small adjustments. Given the amount of time that would have been necessary to update the Access database to make it compatible with a reimbursement system and to update its web interface to continue to allow online registration, shifting to a "cloud-based" database or Customer Relationship Management (CRM) software was both more cost-effective and a better option for long-term program flexibility. In addition, a major advantage in shifting towards a new database was to allow the GRH program to use new automation tools, which have greatly simplified database functions. The new database was launched on January 1, 2014.



3. Investigate changing GRH employee enrollment requirements such that being part of an employer with an employer representative is recommended but not required, and modify program if appropriate.

A previous requirement of the GRH program included the assignment of an employer representative for each unique employer registered in the program. This requirement added a barrier to immediate enrollment for any employee whose company was not already enrolled. It was particularly a disadvantage for smaller employers where it was

difficult to find someone willing to serve as an employer representative. There may also have been geographic equity implications because the larger employers in Alameda County are concentrated in certain parts of the County.

Employer representatives, while helpful in a variety of ways, are not essential to program operations. When designing the new reimbursement program in 2013, it was decided that assigning an employer representative should not be required. While optional, an employer representative may provide a benefit to that employer's participants by providing an on-site individual who can answer questions and help internally market the program.

During registration, employees are asked to provide the name of their employer and will have the option to select their employer from a drop-down list. If the employee is registering from a company that is not currently in the GRH database, the employee will be asked to provide the name and email address or phone number of a company transportation coordinator or employee benefits representative so that GRH program staff can follow up and try to recruit an employer representative for the company.

4. Continue to enhance marketing and outreach through coordination with Alameda CTC for events, print, and social media marketing to promote the GRH program to employers and employees throughout Alameda County.

In 2013, GRH program staff continued to work with Alameda CTC to promote the Alameda CTC GRH program, especially through collaboration on program emails. Coordinating with the ongoing marketing and communications efforts at the Alameda CTC, including improved co-marketing with Bike to Work Day and the Bicycle Safety Education Program, has continued to improve the visibility of the GRH program and reduce administrative costs associated with attending outreach events and marketing the program. The Alameda CTC attends hundreds of events each year in Alameda County. The Alameda CTC also has excellent connections with local businesses, chambers of commerce, and transit providers, and will promote the program and coordinate release of information to these outlets, such as program changes and milestones. GRH staff designed an informational postcard to be distributed at marketing events.

A key feature of the 2013 marketing efforts was the continued development of the GRH Facebook page. Social media tools such as Facebook 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. Social media marketing will allow GRH to promote events in Alameda County and stay in communication with major employers and other program partners. The Alameda CTC began tweeting and posting to Facebook about the program in early 2013, including welcoming new employers and employees on a regular basis. Social media marketing is a means to gather a sense of participants promoting the program to other participants. In addition, social media allows more constant contact and visibility with participants, reminding people in a very unobtrusive way about the opportunity that GRH provides.

5. Expand the GRH program in Alameda County to include a countywide TDM "one-stop-shop" clearinghouse website and TDM Fact Sheets as part of the proposed Comprehensive TDM Program Approach recommendations.

A continued recommendation from previous years is to investigate ways to expand the Alameda CTC's overall TDM portfolio. GRH is a program that makes other TDM options

like transit, shuttles, and vanpooling viable, but it is not in and of itself a transportation option. Good alternative transportation options and other supportive incentives to use alternative transportation must be in place before GRH can reach its maximum potential. 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.

There are a number of other TDM programs that already exist in Alameda County with a range of providers including the region, cities, and employers. Centralized information about the range of TDM options in Alameda County is not easily available for users, and information often is oriented towards commuters but not necessarily employers. In 2013, the Nelson\Nygaard team began preparing to help the Alameda CTC develop a TDM-focused web presence for employers in Alameda County. The new TDM focused website will provide a "one-stop shop" clearing house for transportation options and information in Alameda County. Development of the new website will begin in the summer of 2014.

GUARANTEED RIDE HOME 2014 RECOMMENDATIONS

Through the Guaranteed Ride Home Program, the Alameda CTC has continued to be successful in providing high quality commuting alternatives to driving alone that respond to user concerns about flexibility and adapting to unexpected circumstances.

The 2014 Guaranteed Ride Home recommendations aim to complement the large changes that took place in 2013 to continue to grow and expand the GRH program.

1. Consider the use of small incentives to increase engagement with GRH.

There may be a few opportunities to use small incentives (e.g. pre-paid transit cards) to increase participant engagement with the GRH Program. For example, this year's annual survey response rate was about half that of previous years. In the future, it could make sense to offer a raffle of several pre-paid transit cards for those who respond to the survey. Secondly, about 17% of survey respondents indicated they heard about the GRH program through word of mouth. A small incentive for referring coworkers to the program could be offered as well (for example, for every five coworkers a participant gets to sign up, they could receive a \$5 pre-paid transit card). Referrals could be tracked through the online registration form.

2. Investigate other transportation providers that could be eligible for reimbursement as part of the Alameda CTC GRH program.

Currently, only taxi rides and rental cars are eligible "rides taken" for reimbursement through the GRH program. In the future, it is proposed that other transportation options be made eligible for reimbursement. Enabling additional transportation options may provide benefits to both participants and the GRH program in general. Participants will have greater options in terms of going to their destination. The GRH program may be able to reduce costs by shifting users from higher cost transportation options to more

cost-effective transportation options. These could include inter-regional rail service, car sharing, and transportation network companies (non-traditional taxi services).²⁹

- **Inter-regional services** may be a viable (and faster) option for many GRH trips traveling from Alameda County. These services are defined as rail-based public transportation services that provide service within Alameda County and travel outside of the Bay Area including ACE and Amtrak, BART is not included. These trips could be eligible for reimbursement in the future and would require dated receipts for services. Inter-regional services as defined here likely would replace trips currently taken by rental cars; reimbursements for chained trips (e.g., rail and taxi) would have to be considered.
- **Car sharing** may provide a more convenient option for employees who are within close proximity to a car sharing pod and have an existing car sharing membership. Car sharing providers as defined here include City Carshare and Zipcar. Future reimbursement for car sharing could provide reimbursement for up to 24 hours for a car sharing rental. Receipts for services would be required (including date and time rented). The GRH program will not reimburse for any membership costs, damages, or other extra fees. Only the base cost of car rental would be reimbursed.
- **Transportation Network Companies (TNCs)** are a new transportation category defined by the California Public Utilities Commission (CPUC) that could provide a lower cost yet functionally equivalent service compared to a traditional taxi. To ensure that public safety is a priority for TNCs, the CPUC adopted rules and regulations for these companies in September 2013. For GRH purposes, the local TNC services available as of early 2014 are Uber, Lyft, and Sidecar. TNC trips could be reimbursed in a similar fashion to a taxi service and would require a receipt including information about the date and time when a trip was taken and the trip origin and destination if available.

Increasing the number of transportation options also opens the opportunity for trip-chaining in order to arrive at one's final destination. While this increases reimbursement complexity, it may be an opportunity to reduce costs. With this model, a common reimbursement could combine an inter-regional rail trip and a taxi trip to reach one's final destination. The combined cost of a trip similar to this is still likely to be less than if the trip was completed fully by taxi, but it is unclear if it would be cheaper than a rental car trip. Trip-chaining—the combining of multiple modes across one trip—is currently allowed by other programs such as the San Francisco Emergency Ride Home Program³⁰ and would be recommended for the GRH program upon acceptance of other forms of transportation for eligible reimbursement. Due to the newness and ongoing nature of TNC regulations, offering reimbursements for rides from these companies would require GRH staff to actively monitor the regulatory environment.

²⁹ Transportation Network Companies is defined by the California Public Utilities Commission as “an organization whether a corporation, partnership, sole proprietor, or other form, operating in California that provides prearranged transportation services for compensation using an online-enabled application (app) or platform to connect passengers with drivers using their personal vehicles.”, Companies such as Uber, Sidecar and Lyft fall into this category and based on a ruling on 9/9/2013, can now be considered legitimate transportation providers in the State of California. <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M077/K112/77112285.PDF>

³⁰ <http://www.sfenvironment.org/transportation/sustainable-commuting-programs/emergency-ride-home>

3. Continue to enhance marketing and outreach through coordination with Alameda CTC to increase GRH program participation throughout Alameda County.

The Alameda CTC currently promotes GRH through several channels, including email blasts to participants, social media posts, printed materials, co-promotions with other Alameda programs, and by attending several hundred events each year, including transportation fairs hosted by employers. To ensure that participation grows, especially under a new model that does not require employers to register with the program, it is recommended that GRH staff continue its current efforts and consider several new opportunities for GRH marketing.

There are many reasons to maintain relationships with employers. Several employer contacts have expressed interest in receiving reports of program participation among their employees. Fourteen percent of survey respondents said they go to their employer representative for information about the GRH program (second to going to the GRH website). And, due to the new program requirement that participants re-register each year, there is an increased need to rely on employer contacts to help communicate program updates. Therefore, it is recommended that the Alameda CTC and GRH program staff make efforts to maintain employer contact information. Options to address employer engagement with the program include:

- Contact employers who have been added since the 2014 program transition to confirm that the employer contact is correct and to offer assistance in promoting the program to their employees
- On a quarterly or bi-annual basis, distribute program participation statistics to all employer contacts
- Contact Chambers of Commerce within Alameda County to inquire about opportunities for connecting with additional employers
- Use the Alameda CTC Facebook account to “like” major employers’ pages on Facebook

In addition to engaging employers, the Alameda CTC and GRH should continue its communication with existing and potential participants. Options for expanding marketing to employees include:

- Determine if there are cost-effective opportunities to market the program in taxis
- Use a targeted Facebook ad campaign to promote the program and the program’s Facebook page to people who work in Alameda County. Additionally, increase the presence of the GRH Facebook page on the GRH website.
- Consider shifting the program’s social media presence to Twitter and engage with employers in Alameda County
- Continue program-related email blasts and staff representation at Alameda CTC outreach events and employer transportation fairs

4. Support the development of a countywide TDM “one-stop-shop” clearinghouse website oriented towards employers as part of the proposed Comprehensive TDM Program Approach recommendations.

This recommendation was carried over from 2013 and as of June 2014, is actively being pursued by Alameda CTC staff in coordination with Nelson\Nygaard. As of this writing, the scope and design of the website is not final, however it is likely that the website will:

- Focus on employers, developers, chambers of commerce, and other entities naturally motivated to promote non-drive alone travel
- Provide facts that support the effectiveness of TDM measures
- Provide resources that demonstrate how to promote non-drive alone travel
- Provide an inventory of transportation options and programs available to people traveling to, from, or within Alameda County (including GRH)
- Exist as its own website—similar to the GRH website—separate from the Alameda CTC’s website
- Offer a TDM Program branding opportunity for the Alameda CTC

Nelson\Nygaard will design and build the website with guidance from the Alameda CTC and CTC-designated stakeholders. The hosting location and responsibilities for ongoing upkeep, maintenance, and website promotion are still to be determined.

APPENDIX A

2013 Employee Survey



EMPLOYEE SURVEY

PLEASE RETURN BY March 21, 2014

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.

Employer Name: _____

Your Name (optional): _____

1. In 2013, which of the following resources did you use to get information about Guaranteed Ride Home (GRH)?

- Call the GRH Hotline (phone)
- Website (via personal computer)
- Website (via mobile phone)
- Ask my Employer Representative
- Did not use/receive information about GRH
- Other _____

2. Please rate the quality of customer service you received in 2013 (Circle your responses)

	Excellent	Good	Fair	Poor	Don't Know/ Didn't Use
2a. Clarity of information provided about how the program works (brochures, instructions, website, etc.)	1	2	3	4	5
Comments:					
2b. Response time and information received when calling the GRH hotline (510-433-0320)	1	2	3	4	5
Comments:					

3. How did you find out about the GRH Program? Please check all that apply.

- Employer or on-site representative, during benefits enrollment
- Employer or on-site representative, other
- Co-worker
- Carpool/vanpool partner(s)
- Commuter/employee benefits fair
- Community Event (Bike to Work Day, Bike Safety Classes, etc.)
- Information posted at your worksite
- Online search
- Other (please specify) _____

4. In a typical week in 2013, how many days per week did you travel to work by each commute mode listed below? For each day, consider the mode on which you spend most of your time.

Please enter number of days per week in the space below:

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

_____ TOTAL DAYS YOU COMMUTED TO WORK PER WEEK IN 2013

5. 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.

Please enter number of days per week in the space below:

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

_____ TOTAL DAYS YOU COMMUTED TO WORK PER WEEK PRIOR TO GRH

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

_____ miles

7. If the GRH Program were not available, would you: (please check one)

- Stop carpooling, vanpooling, riding transit, bicycling, or walking, and drive alone
- Continue carpooling, vanpooling, riding transit, bicycling, or walking, but less frequently than before
- Continue carpooling, vanpooling, riding transit, bicycling, or walking at the same frequency as before

8. Since you signed up, have you ever taken a ride using the GRH Program?

- Yes
- No

9. In 2013, did you take a ride using the GRH Program?

- Yes
- No

10. As of January 1, 2014, the GRH Program transitioned away from using vouchers and now is based on reimbursements. Were you aware of the 2014 program change?

- Yes
- No

11. As of 2014, all participants must re-register annually.

Were you aware that you can easily register for the GRH Program on the website?

(<http://grh.alamedactc.org/register-now/>)

- Yes
- No

12. The GRH Program will reimburse participants for eligible expenses from use of taxis or rental cars.

Were you aware that you can easily and quickly receive your reimbursement through PayPal?

- Yes
- No

13. Are you aware the GRH Program has a Facebook page? (You can "like" our Facebook page on-line.)

- ₁ Yes ₂ No
- ₃ N/A – I do not use Facebook

14. The GRH Program currently reimburses taxi and rental car trips. Are there any other modes that you would be interested in using to get home in an emergency? Please check all that apply.

- ₁ Car sharing (e.g. Zipcar, City CarShare – would require you to be a member)
- ₂ Peer-to-peer ridesharing (e.g. Lyft, Uber, Sidecar)
- ₃ Bike sharing (if it becomes available in Alameda County)
- ₃ Other (please specify) _____
- ₃ No, I would only use a taxi or rental car

Comment – Please tell us why you are interested in that mode(s)?

15. Please let us know how the GRH Program has helped you.

16. We welcome your feedback! Please provide any comments or suggestions you have concerning the GRH program:



Alameda County Transportation Commission

GUARANTEED RIDE HOME

Thank you for completing the 2013 GRH Annual Evaluation Survey!

Once complete – please submit the survey by mail 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 St., Suite 500
San Francisco, CA 94105

Fax Number: 415-284-1554

Phone Number: 510-433-032

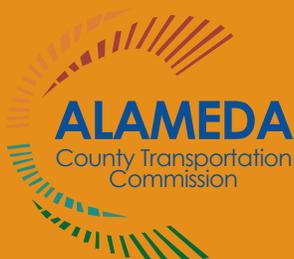
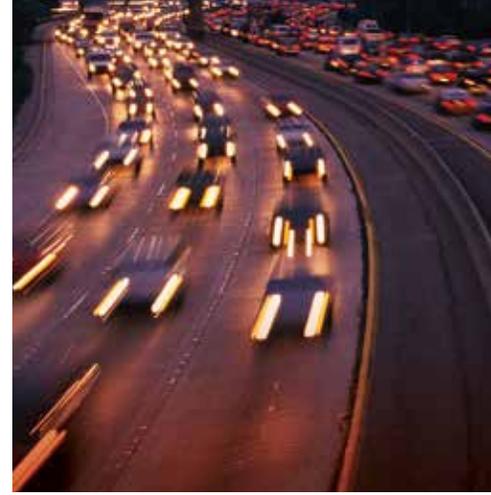
APPENDIX B

2014 GRH Program Guidelines



Alameda County Transportation Commission

GUARANTEED RIDE HOME



PROGRAM GUIDELINES

Effective January 1, 2014

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The Alameda County Guaranteed Ride Home Program

The Alameda County Guaranteed Ride Home (GRH) Program provides a free ride home from work for employees who do not drive alone to work when unexpected circumstances arise. The GRH program is free for employees who work in Alameda County and use sustainable forms of transportation including walking, biking, taking transit or ridesharing. When a registered employee uses a sustainable mode to travel to work and experiences a personal or family emergency while at work, they can take a taxi or rental car ride home and be reimbursed for the cost of the ride.

This program allows commuters to feel comfortable taking the bus, train or ferry, carpooling, vanpooling, walking, or bicycling to work, knowing that they will have a ride home in case of an emergency.

The Guaranteed Ride Home Program helps to reduce traffic and improve air quality in the Bay Area by encouraging commuters to leave their car behind for their commute to work.

The Alameda County GRH program is a commuter benefit provided by the Alameda County Transportation Commission (Alameda CTC). The Alameda CTC plans, funds, and delivers transportation projects and programs to improve accessibility and mobility in Alameda County. Funding for the Alameda County GRH program is provided by the Bay Area Air Quality Management District through a Transportation Fund for Clean Air grant in partnership with the Alameda CTC. For more information about the Alameda CTC, please visit www.alamedactc.org.



BAY AREA
AIR QUALITY



TRANSPORTATION
FUND FOR
CLEAN AIR



Program Basics

WHO IS ELIGIBLE TO PARTICIPATE?

All permanent part-time or full-time employees 18 years of age or older who work in Alameda County are eligible to participate.

WHEN CAN I TAKE A GUARANTEED RIDE HOME?

Registered employees may request reimbursement for eligible expenses if they take a trip home in a qualified emergency situation and have used an alternative mode that day.

The following circumstances are considered **qualifying emergency situations** in the GRH program and **must occur on the date of the GRH trip**:

- Participant or an immediate family member suffers an illness, injury, or severe crisis.
- Participant is asked by supervisor to work unscheduled overtime. Supervisor verification will be required as part of reimbursement request.
- Participant ridesharing vehicle breaks down or the driver has to leave early.
- Participant has a break-in, flood, or fire at residence.
- Participant's commute bicycle breaks down on the way to or from work and cannot be repaired at participant's work site.

In addition, participants must have **used an alternative mode on the day they take the ride** for which they will seek reimbursement through the GRH program.

Eligible alternative commute modes include:

- Public transportation including: BART, AC Transit, ACE, Wheels, Union City Transit, ferry (WETA) and Amtrak
- Employer-provided shuttle or van service
- Carpool or Vanpool
- Bicycle
- Walk



GUARANTEED RIDE HOME IS FOR UNEXPECTED EMERGENCIES ONLY

There are numerous common circumstances where trips **cannot** be reimbursed through the GRH program. These include:

- Transit labor disputes (strikes) or delays, or government shutdowns
- Pre-planned medical or dental appointments for participants or commute vehicle driver
- Personal errands
- Business-related travel
- Planned overtime
- Non-emergency side trips on the way home
- Ambulance service
- Poor weather, natural events (earthquakes), natural disasters

In occasions when there are questions about eligibility, a program participant may call the GRH Hotline (or send an email) and obtain a decision from available staff.

Emergency-related stops on your way home are permissible. Permissible emergency-related stops could include picking up a sick child at school or daycare, filling a prescription at a pharmacy, or stopping at an ATM for cash to pay a taxi driver.

Program Registration

Registration in the GRH program is required **before** taking a reimbursement-eligible ride. If an individual submits a request for reimbursement before he or she is registered in the program, that reimbursement cannot be honored. Please note that all previously enrolled participants must re-register in the program on or after January 1, 2014, to maintain eligibility.

The registration process includes two steps:

COMPLETE A PARTICIPANT INFORMATION FORM

Beginning January 1, 2014, all employees wishing to participate in the GRH Program must register using either of the two methods below. This includes employees that were previously registered with the program.

- **Online via grh.alamedactc.org**

Individuals can register for the GRH program via the program website. Both the participant information form and waiver are available online and require less than five minutes to complete.



- **United States Postal Service**

If a program participant does not have easy access to the internet, hard copy registration forms are available on an as-needed basis. These materials are available for download or can be requested via the GRH Hotline, 510-433-0320. Telephone registrations will not be allowed given the inability to confirm the signing of a liability waiver over the telephone.



Program registrants can return these materials to:

GRH Program
c/o Nelson\Nygaard
116 New Montgomery Street, Suite 500
San Francisco, CA 94105

AGREE TO THE TERMS AND CONDITIONS OF THE PROGRAM

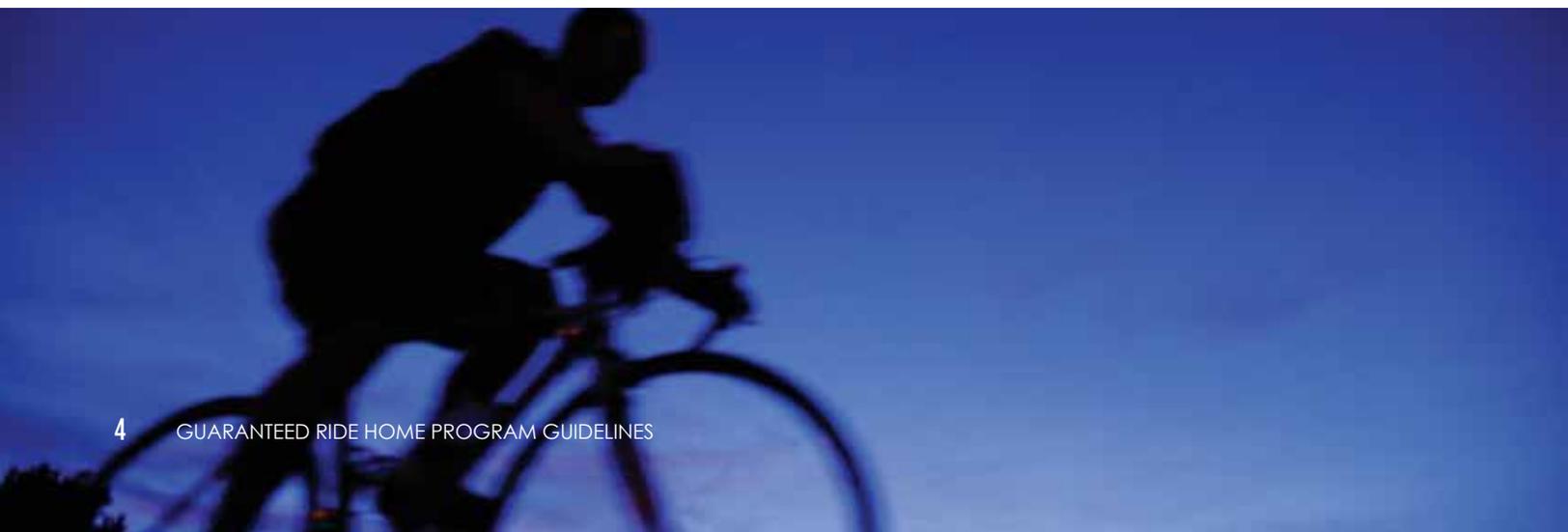


In order to participate in the Alameda County Guaranteed Ride Home program, participants must sign a waiver accepting the risks of the program and acknowledging that the Alameda CTC or the program vendor (Nelson\Nygaard) are not liable for any damage that may occur due to rides taken via the program.

COMPLETED REGISTRATION

Successfully registering in the program enables individuals to be **eligible** for reimbursement under the rules of the GRH program. Actual reimbursement for a GRH ride can only occur after a reimbursement request form is completed, submitted to the GRH Program and approved by the GRH Program Administrator or other authorized staff.

Participants are required to re-register annually (calendar year) for the program. Participants will be reminded to re-register by email.





What Is Eligible For Reimbursement?

ELIGIBLE TRIPS

- Only taxi and rental car trips are eligible for reimbursement.
- All trips must begin in Alameda County and destinations must be within 125 miles of the trip origin.
- It is recommended that trips over 20 miles use a rental car.
 - Exceptions include if the GRH participant is not capable of driving him or herself or a circumstance exists where time does not allow for a rental car (reasons must be qualified in the reimbursement request).

ELIGIBLE EXPENSES

- Only the base fare cost plus tax, tolls, and basic rental car insurance¹ are eligible for reimbursement.
 - In the case of rental cars, the cost of a one-day rental and basic car insurance is eligible for reimbursement. Additional days will not be eligible for reimbursement (e.g., Costs for weekend car rentals will not be reimbursed if a rental car from a Friday cannot be returned until Monday).
 - Gratuity should be paid for by the GRH participant.
 - Pre-paid fuel offered by rental car services will not be reimbursed.

- Additional “extras” offered by rental car services, such as a GPS device or full-coverage car insurance, will not be reimbursed.
- Program participants may not rent “premium vehicles” (SUVs, luxury, specialty). Only the rental of standard or economy vehicles will be reimbursed.
- Transportation costs to/from a rental car rental location will not be reimbursed. However, some rental car companies (such as Enterprise) will provide this transportation service as part of the rental cost.
- The GRH program is unable to reimburse participants for the cost of any premium taxi services or Transportation Network Company (TNC) services (such as Lyft, Uber, Sidecar) and any other ride/app based service.
- The GRH program will not reimburse any expenses not explicitly identified as eligible for reimbursement.

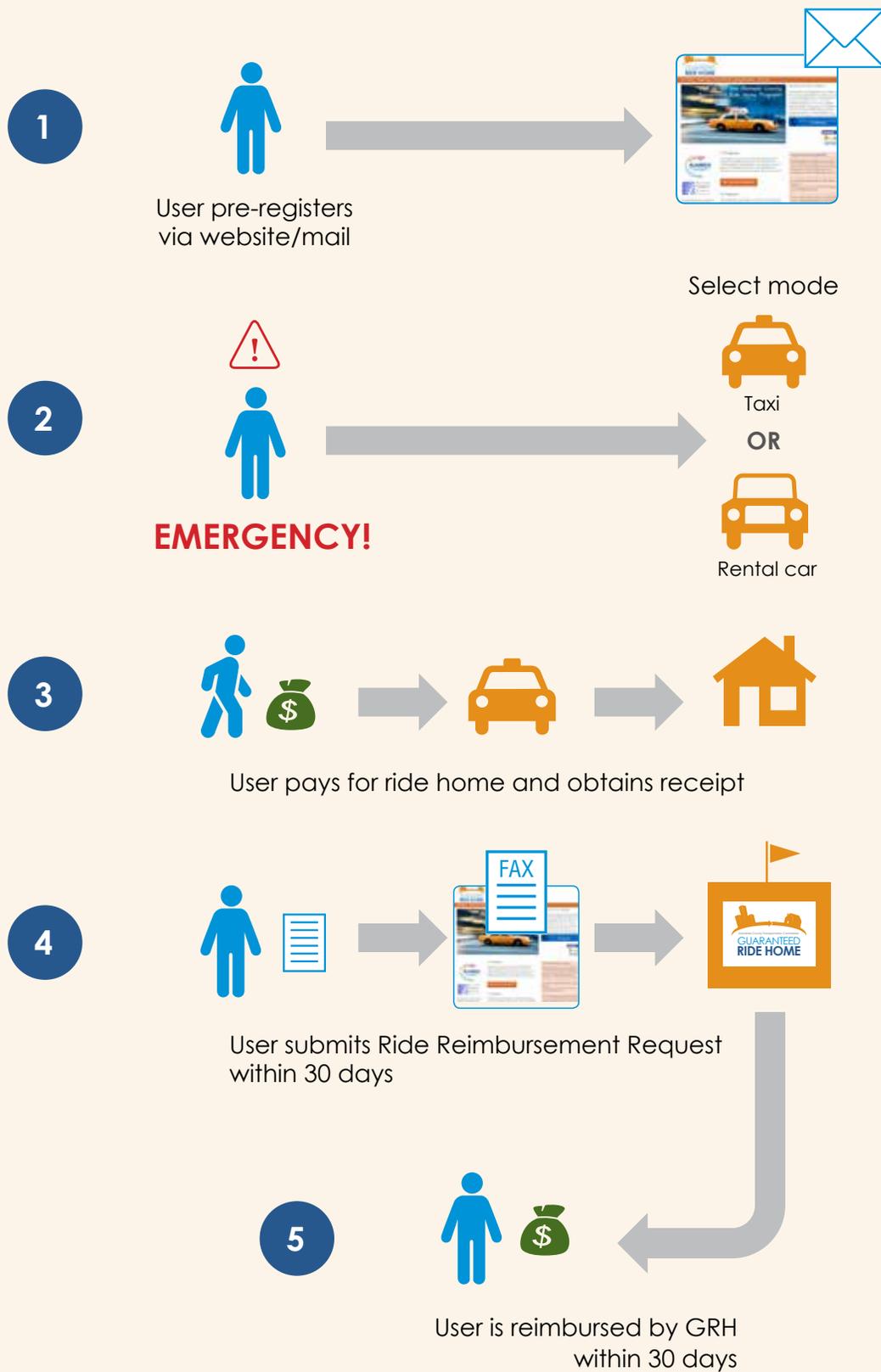
PROGRAM LIMITS

- The maximum reimbursement per trip, regardless of mode, is \$125.
- Program participants are limited to a maximum reimbursement of \$600 per calendar year² or six reimbursed trips per calendar year, whichever occurs first.
- The GRH program will notify participants when they are nearing reimbursement limits.

¹ Supplemental Liability Protection; Personal Accident Insurance; and Damage Waiver Protection

² \$600 is the maximum limit to ensure that reimbursements do not exceed the threshold that would require the filing of an IRS 1099-MISC (taxable income).

How to Make GRH Work for You



*Assumes user adheres to program requirements

Requesting and Receiving Reimbursement

To be reimbursed for a GRH trip, program participants must complete the following steps:

USER PAYS FOR RIDE HOME AND OBTAINS A RECEIPT



Participants must obtain an official receipt (taxi) or rental agreement (rental car) from the trip. The receipt or rental agreement should include date of service, service provider, and an itemized breakdown of costs (base fare, fuel, other extras).

USER SUBMITS RIDE REIMBURSEMENT REQUEST



Requests can be completed online or submitted via fax, 415-284-1554. Request must include submission of the receipt as well as workplace management approval if the GRH trip is used due to unexpected overtime.

Reimbursement requests must be received within 30 calendar days of the ride. Any requests received after 30 days will not be eligible for reimbursement.

USER IS REIMBURSED BY GRH



Reimbursement payments will be made to program participants within 30 days of receipt of request. Participants may elect to be reimbursed via check mailed to an address provided to the GRH program or electronically (via PayPal) for faster processing. The participant will receive notice once their request has been approved.



Other reimbursement notes:

- If a participant is found to have falsified information related to the reason for using the Guaranteed Ride Home Program or the commute mode taken on the day the program is used, or otherwise abuses the program, the participant will not be reimbursed for the ride and will be issued a written warning (email) from the GRH Program.
- If there is any information missing from the Ride Reimbursement Request, GRH program staff will contact the participant for clarification or to obtain additional information.

DISPUTES

If a participant feels that he or she has not been properly reimbursed based on a ride request, the participant may file a request for review with the GRH Program Administrator using the email address on the GRH website or via the GRH hotline. The GRH Program Administrator will review the materials submitted by the participant, and make a final and binding determination as to reimbursement eligibility and amount, consistent with the rules outlined in this document. Final reimbursement eligibility decisions are not subject to further appeal.

Liability Waiver and General Release of All Claims

The Guaranteed Ride Home program ("GRH Program") is a voluntary program offered by the Alameda County Transportation Commission ("Alameda CTC") which serves as a supplemental commuter benefit for employees working in Alameda County. The GRH Program reimburses commuters for certain transportation expenses in qualifying emergency situations. I hereby acknowledge that Alameda CTC offers no endorsement or certification of any taxi or rental car company as fit to perform reimbursable transportation services under the GRH Program, and I hereby acknowledge that I am solely responsible for choosing a provider of transportation services in emergency situations for potential reimbursement through the GRH Program. I further hereby acknowledge that participation in the GRH Program is strictly voluntary, and hereby assume full responsibility for all liability and all risk of injury or loss, including death, which may result from my participation in the GRH Program. I hereby agree to hold harmless, release, waive, forever discharge and covenant not to bring legal action or claim against the Alameda CTC from any and all claims or demands I may have by reason of any accident, illness, injury or death, or damage to or loss or destruction of any property, arising or resulting directly or indirectly from my participation in the GRH Program and occurring during such participation or any time subsequent thereto. This Liability Waiver and General Release of All Claims is binding on my heirs, executors, administrators and all of my family members. I hereby acknowledge that my participation in the GRH Program does not in any manner imply that I am acting in the course and scope of official business for my employer, nor does it in any manner establish an employer-employee or agency-employee or agency relationship with the Alameda CTC.

I affirm that the information I have provided is true and I have reviewed the rules and regulations of the GRH Program and the foregoing paragraph. I recognize that I will be charged by the Alameda CTC GRH Program for any proven fraudulent use of the GRH Program.



grh.alamedactc.org

EMAIL: grh@nelsonnygaard.com

HOTLINE: 510-433-0320
(9AM-5PM Monday-Friday)

FAX: 415-284-1554

