

# PROGRAM EVALUATION 2016



June 2017

Submitted by Nelson\Nygaard





## Table of Contents

	<b>Page</b>
<b>Executive Summary</b> .....	<b>1</b>
Introduction and Evaluation Methodology .....	1
Benefits of the Program.....	2
Recommendations for Fiscal Year 2017-18 .....	4
<b>1 Introduction</b> .....	<b>1-1</b>
About Alameda County's Guaranteed Ride Home Program .....	1-1
Program Goals.....	1-1
Administration, Program Eligibility, and Enrollment .....	1-2
Marketing and Information.....	1-3
Changes in 2016.....	1-4
<b>2 Methodology</b> .....	<b>2-1</b>
Annual Participant Survey .....	2-1
Online Database.....	2-2
<b>3 Results, Data, and Impacts</b> .....	<b>3-1</b>
Overall Program Impact .....	3-1
Annual Participant Survey Results.....	3-3
2016 Program Data.....	3-7
<b>4 Recommendations</b> .....	<b>4-1</b>
Status of Recommendation for Fiscal Year 2016-17 .....	4-1
Recommendations for Fiscal Year 2017-18 .....	4-2

## Table of Figures

	<b>Page</b>
Figure ES-0-1..... Summary of Program Impacts .....	3
Figure 1-1 Alameda County Goals Supported by GRH .....	1-2
Figure 2-1 Online Database Information.....	2-2
Figure 3-1 Summary of Program Impacts.....	3-1
Figure 3-4 Respondent Age .....	3-4
Figure 3-5 Ethnicity of Respondents vs. Alameda County Workforce .....	3-5
Figure 3-6 Language Preferences.....	3-5
Figure 3-7 Total Weekly Drive-Along Trips Before and After Joining GRH .....	3-1
Figure 3-8 Before and After Weekly Mode Split .....	3-2
Figure 3-9 Propensity of Driving Alone Among GRH Participants .....	3-3
Figure 3-10 Participant Awareness of PayPal Reimbursement Option .....	3-4
Figure 3-11 2016 Method of Ride Home, Requested and Approved .....	3-5
Figure 3-12 Participant Awareness of TNC and Transit as covered modes.....	3-5
Figure 3-13 Map of Alameda County Planning Areas .....	3-8
Figure 3-14 Participants by Planning Area .....	3-8
Figure 3-15 Participants by Employer Site (Top 10) .....	3-9
Figure 3-16 Participants by County of Residence (through 2016) .....	3-10
Figure 3-17 Top Five Home-to-Work Commute Trips among Participants.....	3-11
Figure 3-18 Employers by Location versus Participants by Location.....	3-12
Figure 3-19 Enrollment vs. Usage over time.....	3-13
Figure 3-20 2016 Reimbursement Requests by Mode, Amount .....	3-14
Figure 3-21 2016 Reimbursement Requests by Mode, Distance .....	3-14
Figure 3-22 Average Trip Distance .....	3-15
Figure 3-23 Average Trip Cost by Year .....	3-16

## Executive Summary

### Introduction and Evaluation Methodology

Since 1998, the Alameda County Transportation Commission's (Alameda CTC) Guaranteed Ride Home (GRH) program has provided a free ride home in cases of unexpected personal emergencies for all employees who work in Alameda County. The goal of the program is to provide options and opportunities for people who work in Alameda County to get around and choose not to commute by driving alone in their cars. GRH supplements Alameda CTC's growing suite of TDM programs for employees and residents of the county.

 **3,164**  
Active GRH Participants

 **19%**  
Survey Response Rate

This report presents the results of the nineteenth annual GRH program evaluation. The purpose of this evaluation is to demonstrate the impact that the program has on single-occupancy vehicle use and its associated greenhouse gas emissions effects. The evaluation also reviews participant feedback on the effectiveness of program administration, statistics on registration and trips taken, program impact on transportation mode choice, and progress toward countywide goals.

Data used to evaluate the GRH program is gathered from two primary sources: the program's database of registrations and usages, and participant responses to an online survey distributed in February 2017. Six hundred and sixteen (**616**) **survey responses (out of 3,164 total participants) were received this year—a response rate of 19 percent. As of December 31, 2016, 3,164 participants were active in the program's database.** The database collects information about participants' home and work locations, their primary means of transportation to work, and the approximate distance of their commutes in miles.

Together, this data forms the basis of the evaluation report. Using this information, estimates of the following program impacts can be calculated for all participants, as well as those who shifted transportation modes according to the data:

- Estimated reduction in annual vehicle miles traveled

- Estimated fuel cost savings to participants
- Participant shifts in transportation modes due to the program
- Changes in frequency of drive-alone trips

## Benefits of the Program

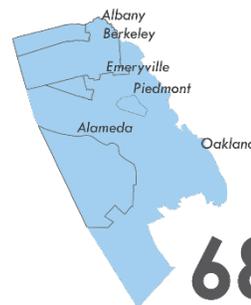
### Estimated Program Impacts

The full summary of program impacts is included in Figure ES-1 below. Survey responses indicate the following GRH program impacts:

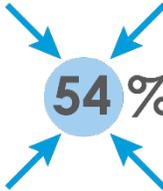
- **1,343 fewer drive-alone roundtrip commutes** (or 2,687 one-way trips) were taken each week in 2016
- **24 percent of participants' roundtrip commutes were made by driving alone** prior to participation in GRH; this dropped to 16 percent of roundtrips after joining
- **Participants who shifted some commutes away from driving alone** did so primarily to vanpool/carpool and public transit modes
- **Over 70 percent of participants who requested a ride reimbursement commute primarily by carpool or vanpool**, whereas less than a third of overall participants report using carpool or vanpool for their commute. This implies that the program is particularly helpful to people who rely on ridesharing to get to work, which is also more likely to be used in areas where transit service is less frequent.
- **In 2016, the program supported 3,164 participants, of whom only 78 (2.5 percent) requested a reimbursement.** Of survey respondents (the program's most active and aware participants), only 8.6 percent have ever requested a ride reimbursement. These statistics demonstrate the program's success as a low-cost insurance program providing peace-of-mind for all participating non-driving commuters
- **The survey helped inform 338 (10.6 percent) participants of new**

 **\$2,117.84**  
spent to reimburse  
approved rides in 2016

  
**22.3 mi**  
Average Trip Distance



**68%**  
of employers  
are from  
North County

  
**54%** of participants  
commute from  
outside  
Alameda  
County

  
**70%**  
of ride reimbursements are from  
carpool or vanpool commuters

- transportation mode options** (transportation network companies and public transit) for reimbursable rides home
- **North County employers account for 68 percent of all participants enrolled in the GRH program** (most of the county's employment is centered in the North County Planning Area)
  - **54 percent of participants commute from outside Alameda County**
  - **The average trip distance** among reimbursement requests was 22.3 miles
  - **\$2,117.84 was spent to reimburse approved rides in 2016**
  - **7.1 percent of respondents stated an interest in program materials in another language;** Spanish and Tagalog were the most popular languages other than English.

**Figure ES-1 Summary of Program Impacts**

Category	2016 Statistics
Program enrollment at end of program year	3,164
Drive-alone roundtrips reduced (per week)	1,343
Drive-alone one-way trips reduced (per week)	2,687
Drive-alone roundtrips reduced (per weekday)	269
Drive-alone one-way trips reduced (per weekday)	537
Total drive-alone roundtrips reduced per year (52 weeks)	69,850
Total drive-alone one-way trips reduced per year (52 weeks)	139,701
Guaranteed Rides Home reimbursed in 2016	57
Average commute distance of GRH participants in 2016	27
Average miles saved (per workday)	14,400
Annual miles saved (250 days)	3,599,975
Average U.S. fuel economy (miles per gallon)*	23.9
Average gallons of gas saved (per workday)	479
Annual gallons of gas saved (250 days)	119,792
Average gas price in 2016 (California)**	\$2.78
Average dollars not spent on gas (per workday)	\$1,332.09
Annual dollars not spent on gas (250 days)	\$333,022

\*Average fuel economy source:

<https://www.eia.gov/opendata/qb.php?category=711246&sdid=TOTAL.PCFRRUS.A>

\*\* Average gas price source: [http://www.eia.gov/dnav/pet/pet\\_pri\\_gnd\\_dcus\\_sca\\_a.htm](http://www.eia.gov/dnav/pet/pet_pri_gnd_dcus_sca_a.htm)

## Recommendations for Fiscal Year 2017-18

Develop a comprehensive marketing and communications strategy. The goal of this strategy is twofold: to increase program awareness and participation and to maintain participant engagement by highlighting new program features.

1. Program Growth. Alameda CTC already is engaged in several outreach and communications efforts to promote its TDM programs; this GRH-focused strategy would identify a countywide approach as well as specify targeted groups and messages. According to the results of this evaluation, the strategy should consider three groups in particular: Latino employees whose program participation is comparatively lower than their representation in the Alameda County workforce (see Figure 3-4); Central and South County Planning Area employees residents who collectively make up only seven percent of program participants; and, large employers that have some representation among program participants, but who are generally underrepresented. The strategy might also include working with BAAQMD and other regional partners and municipalities in Alameda County to leverage existing TDM programs and outreach efforts.



2. Program Engagement. A second aspect of the communications strategy is to keep current participants aware of existing program benefits and to increase participant awareness of new program benefits and other features. This strategy might include sending monthly or quarterly emails to participants advertising new reimbursable modes, highlighting recent updates to the program guidelines, or simply clarifying existing program policies. For example, in the fall of 2016, GRH program staff clarified program guidelines as they relate to ride reimbursements for participants who use app-based carpool services. Specifically, program staff reached out to a particular app-based carpool service to explain to them that they could not submit reimbursements on behalf of their customers. While this did successfully mitigate the influx in reimbursement requests, it also missed an opportunity to communicate directly with all GRH participants. Recurring monthly or quarterly email updates would help build this practice into established program protocol. Furthermore, according to the results of the 2016 evaluation, it would be beneficial to increase awareness of the program's PayPal reimbursement option, of which only 15 percent of participants are currently aware (see Figure 3-9). Program staff might also consider ending the program's Facebook and Twitter presence, which is time-consuming to maintain and was used by only 0.5 percent of participants as a program information resource in 2016.



**Establish quarterly program staff check-ins on the status of these recommendations.** By organizing quarterly check-ins on their status, these recommendations are more likely to transition from proposed to established policy. These check-ins may also assist in the implementation of the communications strategy.



**Monitor guaranteed/emergency ride home program best practices in other cities and counties as needed (as needed).**

GRH program staff should continue to monitor guaranteed/emergency ride home program best practices in other cities and counties throughout the Bay Area and the country. By doing so, the program will continue to improve its cost-effectiveness and success in promoting sustainable modes of transportation as a commute choice. In 2016, program staff researched how other counties were addressing reimbursement requests from app-based carpool services. This proved to be a fruitful practice and should be continued whenever similar issues arise. For example, research might include best practices on accommodating new payment options and mode choices that program staff is considering making eligible for reimbursement under future program guidelines.





# 1 Introduction

## About Alameda County's Guaranteed Ride Home Program

Since 1998, the Alameda County Transportation Commission's (Alameda CTC) Guaranteed Ride Home (GRH) program has provided a free ride home in cases of unexpected personal emergencies for all employees who work in Alameda County. As noted in the Alameda CTC Countywide Transportation Plan (CTP), "the GRH program continues to provide an insurance policy to provide relief to pedestrians, cyclists,

carpools/vanpools, and transit riders by way of reimbursement for unplanned trips, such as medical emergencies or unscheduled overtime."

All employees registered in the program are eligible for this benefit on days they commute to work by transit, vanpool, carpool, biking, or walking. To receive the benefit, participants must have pre-registered and submitted a receipt along with details of their emergency trip through the GRH website for reimbursement.



## Program Goals

The goal of the GRH program is to reduce traffic and improve air quality in the Bay Area by encouraging people to commute using a method other than driving alone.

The program supports the goals of Alameda County's Countywide Transportation Plan (CTP), which is the county's long-range plan, and the Congestion Management Program (CMP), which is the county's short-range plan that supports the implementation of the CTP. The CTP was updated in 2016 and reflects coordination within fifteen local jurisdictions, six transit operators, and community and agency stakeholders across the county. Figure 1-1 highlights goals in the draft 2016 CTP, and how GRH supports these goals.

**Figure 1-1 Alameda County Goals Supported by GRH**

The Alameda County transportation system will be:	GRH Contribution
Accessible, affordable, and equitable for people of all ages, incomes, abilities and geographies	By reducing barriers to alternative modes of transportation, the GRH program helps provide better access to lower cost options of the transportation system.
Multimodal	By promoting and incentivizing walking, biking, transit, vanpools, and carpools, the GRH program helps balance the county's mode split.
Cost effective	In comparison to the cost of building infrastructure, the GRH program focuses on the more efficient use of existing resources and is cost effective at reducing single occupancy vehicle (SOV) trips.
Reliable and efficient	GRH provides peace of mind to participants who regularly commute by walking, biking, transit, vanpools, or carpools.
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.

## Administration, Program Eligibility, and Enrollment

The GRH program administrator manages all day-to-day operations, answers daily emails and phone calls from participants and prospective participants, makes vendor payment, maintains and updates the program website, assists in program outreach and marketing, and provides other program assistance as needed.



The program administrator ensures all participants and covered rides home meet the following eligibility criteria:

- Participant must be employed full- or part-time within Alameda County and be at least 18 years of age
- Participant must have used one of the following commute modes on the day of the ride home:
  - Locally available public transportation (including BART, AC Transit, ACE, Wheels, Union City Transit, ferry, and Amtrak)
  - Employer-provided shuttle or vanpool
  - Carpool or vanpool
  - Walk
  - Bicycle
- Rides home may be taken on one of the following services:
  - Taxis
  - Transportation Network Company (TNC) services such as Lyft or Uber

- One-day car rentals
- Car share (such as Zipcar)
- Locally available public transportation
- Rides home must also begin in Alameda County and reach a destination within 125 miles of the trip origin.
- Ride home expenses due to one of the following circumstances on the same day as the ride home will be covered only if:
  - Participant or an immediate family member suffers an illness, injury, or severe crisis
  - Participant is asked by supervisor to work unscheduled overtime, which causes participant to miss planned ride home; supervisor verification will be required as part of reimbursement request
  - Participant's carpool or vanpool vehicle breaks down or the driver has to leave early or late
  - 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
  - Participant's transit-connection shuttle breaks down and no other shuttle options are available<sup>1</sup> (*note this policy was added to the GRH Guidelines in the 2017 program year*)

## Marketing and Information

The GRH program is promoted through several channels, including email, social media (Facebook and Twitter), employer transportation fairs, community publications, at Alameda CTC outreach events, and via the GRH website. Occasionally, special outreach is conducted to ensure new or large employers begin or maintain active participation.



On an ongoing basis, the program offers two main customer service channels: the Hotline phone number and the GRH email address. The GRH Hotline is available between 9 a.m. and 5 p.m. Monday through Friday. GRH staff members also answer emails within 24 to 48 hours. When a participant registers or submits a request for reimbursement through the website, they receive an automated email about what to expect next. Participants can also update their account information via the GRH website.

---

<sup>1</sup> These emergency situations are only eligible for rides to transit stops or stations where transit-connection shuttles typically connect

## Changes in 2016

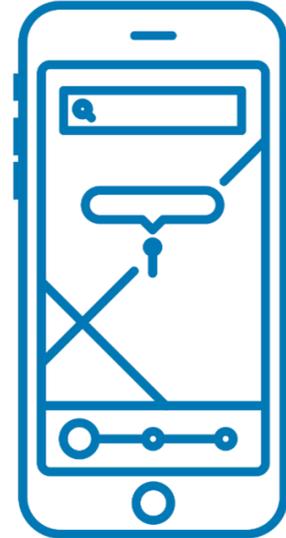
### New Official Policy

In 2016, the GRH program guidelines were officially updated to allow reimbursements for emergency trips home made by public transit or a Transportation Network Company (TNC) service such as Lyft or Uber. All registered participants as of May 2016 were sent an email informing them of this update, complete with a link to the new program guidelines, which are posted on the GRH program's website.

### Dynamic Carpooling

The rise in use of dynamic carpool apps in Alameda County by commuters is an exciting development and hopefully will lead to more people choosing to carpool as their preferred way to get to work. GRH program benefits will help support commuters in their choice to take advantage of these new carpool matching apps.

As with any new technological development, the GRH program will need to continue to evaluate how best to adjust to efficiently serve employees of Alameda County. In 2016, the GRH policy of requiring the participant to directly request the reimbursement, as opposed to allowing a carpool app to do it on their behalf, was maintained.



## 2 Methodology

For this evaluation, data is gathered from two primary sources. The program's participant registration database contains summary information on participants, employers, and trips taken. To supplement this information, an online survey was distributed to all participants on the database in February 2017. Survey responses provide further detail on the effect of the program on participants' commutes over time.



### Annual Participant Survey

#### Outreach and Schedule

From February 14 through February 24, 2017, all registered participants were asked to respond to an online survey covering their perceptions of the program and commute behaviors before and after their registration. The information provided in this survey is the primary means by which this report evaluates the ability of the GRH program to reduce vehicle miles traveled and associated greenhouse gas emissions.

#### Survey Organization

The online survey contained 20 questions. Questions were divided amongst several pages with titles pertinent to the listed questions. The pages were presented in the following order:

- Program Usage
- Experience in Reimbursement (for respondents who affirmatively stated they sought a reimbursement for a trip taken in 2016)
- Reasons for No Ride Reimbursements (for all other respondents)
- Program Information
- Program Administration
- Basic Information (demographics)

## Online Database

The GRH program uses an online database powered by Zoho software to track participant, employer, and reimbursement information. The table below shows the information stored in each database.

**Figure 2-1 Online Database Information**

Participants	Employers	Reimbursements
Name	Name	Commute mode on day of ride home
Contact information (mailing address, email, phone number)	Contact information (mailing address, email, phone number)	Reason for ride home
Typical mode of transportation for commute	Number of employees on site	Date of ride home
Approximate distance from home to work (in miles)		Reimbursement request amount
How they heard about the GRH program		Copy of receipt
		Approximate distance
		Supervisor contact information (if applicable)

Each time a new participant submits a registration form, their information is added to the participant database. If the participant is employed by an employer not already catalogued, they are asked to provide the basic details of their employer (including a contact person), which is added to the employer database. Lastly, when participants use the GRH benefit by taking an eligible trip home, they submit a reimbursement request through the program's website. This creates an entry into the reimbursement database and alerts program administrators to the request.

## 3 Results, Data, and Impacts

### Overall Program Impact

The Alameda County Guaranteed Ride Home program saved 3,164 participants \$333,022 in fuel costs throughout 2016. This savings is due to an annual reduction of over 3.5 million vehicle miles traveled on Bay Area roads.

### Summary of Program Impacts

**Figure 3-1 Summary of Program Impacts**

Category	2016 Statistics
Program enrollment at end of program year	3,164
Drive-alone roundtrips reduced (per week)	1,343
Drive-alone one-way trips reduced (per week)	2,687
Drive-alone roundtrips reduced (per weekday)	269
Drive-alone one-way trips reduced (per weekday)	537
Total drive-alone roundtrips reduced per year (52 weeks)	69,850
Total drive-alone one-way trips reduced per year (52 weeks)	139,701
Guaranteed Rides Home reimbursed in 2016	57
Average commute distance of GRH participants in 2016	27
Average miles saved (per workday)	14,400
Annual miles saved (250 days)	3,599,975
Average U.S. fuel economy (miles per gallon)*	23.9
Average gallons of gas saved (per workday)	479
Annual gallons of gas saved (250 days)	119,792
Average gas price in 2016 (California)**	\$2.78
Average dollars not spent on gas (per workday)	\$1,332.09
Annual dollars not spent on gas (250 days)	\$333,022

\*Average fuel economy source:

<https://www.eia.gov/opendata/qb.php?category=711246&sid=TOTAL.PCFRRUS.A>

\*\* Average gas price source: [http://www.eia.gov/dnav/pet/pet\\_pri\\_gnd\\_dcus\\_sca\\_a.htm](http://www.eia.gov/dnav/pet/pet_pri_gnd_dcus_sca_a.htm)

Of the program's 3,164 enrolled participants as of December 31, 2016, 616 responded to the evaluation survey. To estimate the full scope of GRH program

benefits, we applied the distribution of commute behaviors reported by respondents to the total number of program participants. Thus, if 50 percent of respondents indicated that they drove alone three times per week before joining the program, then we assumed 1,582 (50 percent x 3,164) participants behaved similarly. Once we understood overall participant behavior both before and after joining the program, we calculated total drive-alone roundtrips reduced by a simple subtraction (total drive-alone trips after joining the program minus total drive-alone trips before joining the program).

To calculate fuel and cost savings, we divided the average commute distance (as reported by survey respondents) by the U.S. DOT's 2016 average fuel economy rate.<sup>1</sup> We then multiplied this number by the total number the total gallons of gasoline saved. This was then multiplied by the average cost of gasoline<sup>1</sup> to estimate participants' financial savings associated with joining the program.

## Annual Participant Survey Results

On February 14, 2017, an email was sent to all employees enrolled in the program asking them to complete an annual evaluation survey. There are two main objectives of the survey:

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

Survey responses were collected electronically through SurveyMonkey, an online survey service. Participants were informed that they could also complete the survey by phone or email by contacting the GRH Hotline. The perspectives heard in the survey responses supplement feedback gathered throughout from participants' email and phone contact.

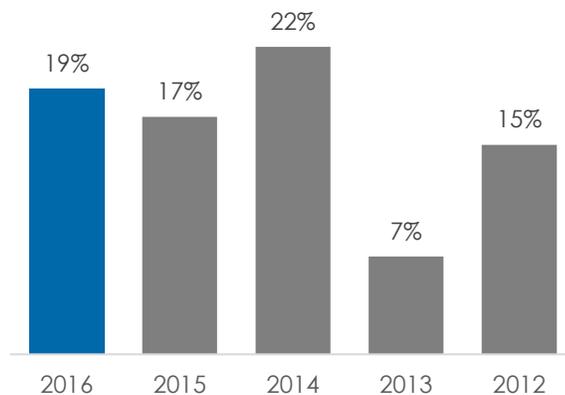
### Response Rate

Between February 14 and February 24, 2017, 616 responses were received for the 2016 program year (an increase of approximately 35 percent from last year). At the time of the survey, there were 3,164 registered participants for a **survey response rate of 19 percent**. Compared to the number of survey responses over the past five years, this was the second highest response rate (**Error! Reference source not found.**).

It should be noted that the number of respondents (616) who took the survey is almost 11 times the number of GRH

enrollees who took a ride in 2016 (57). This corroborates a finding from the survey that almost 90 percent of respondents report never having had occasion to take a guaranteed ride home since enrollment. Thus, opinions regarding the program, described in the following sections, are not necessarily shaped by personal experience with using the benefit.

Figure 3-2 Survey Response Rate 2012-2016

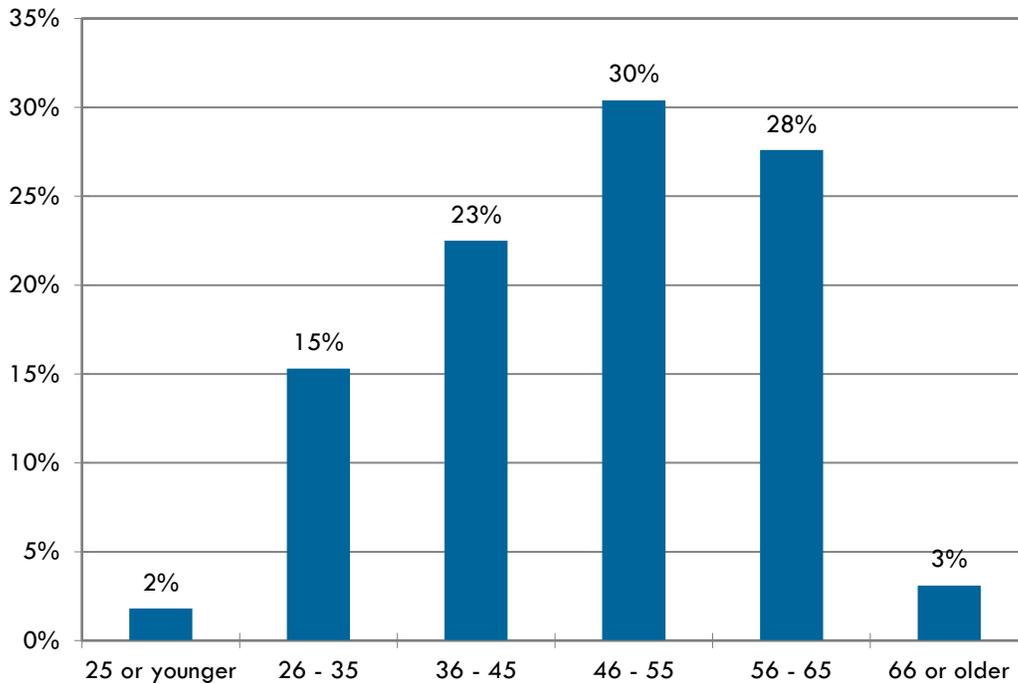


Year	Number of Respondents	Number of Participants	Percent of Participants that Responded
2016	616	3,164	19%
2015	457	2,649	17%
2014	519	2,179	22%
2013	400	5,612	7%
2012	782	5,104	15%

## Respondent Demographics

Survey respondents came from a variety of different backgrounds with regard to age, ethnicity and language preferences. In terms of age, over 80 percent of respondents were between the ages of 36 and 65, with a plurality of respondents (30.4 percent) between 46 and 55 years old (Figure 3-3).

**Figure 3-3 Respondent Age**



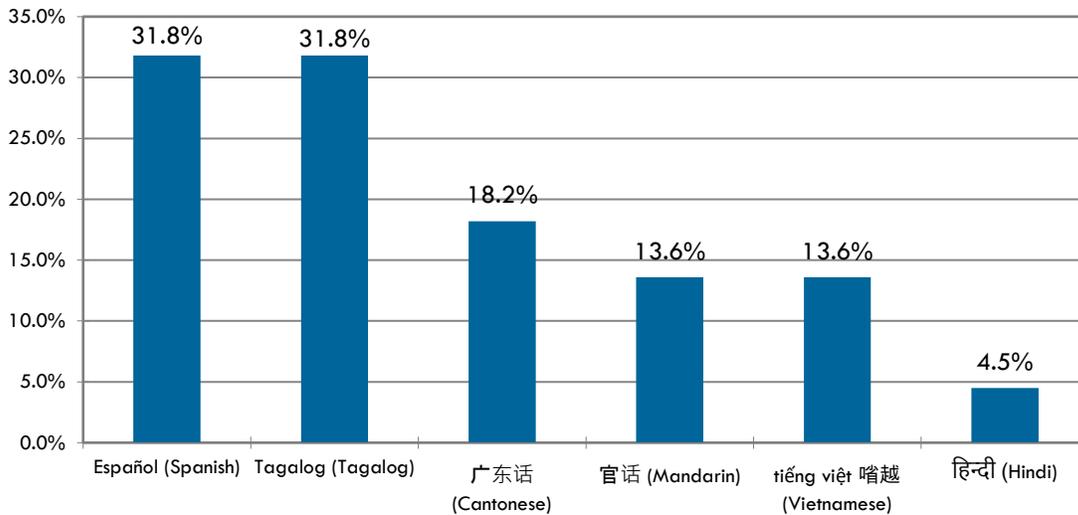
With regard to ethnicity, almost 75 percent of respondents were either white or Asian-American, with Caucasian Americans making up just under 50 percent of respondents, and Asian-Americans making up just under 25 percent. African-Americans and Latinos were each represented by around 10 percent of respondents. In comparison to Alameda County workforce data, Caucasian Americans make up a disproportionate number of respondents while Latinos are significantly underrepresented (Figure 3-4).

**Figure 3-4 Ethnicity of Respondents vs. Alameda County Workforce**

Ethnicity	Survey Respondents (%)	Alameda County Workforce (%) <sup>2</sup>
Caucasian (White)	49.7 percent	39.8 percent
Asian-American, Pacific Islander	24.8 percent	24.1 percent
African-American	11.5 percent	9.7 percent
Latino/Latina	9.1 percent	22.5 percent
Other	6.4 percent	7.8 percent
America Indian, Native America, Aleutian	2.2 percent	0.6 percent

Out of 616 total survey respondents, only 44 (seven percent) responded that English is not their first language. Among these 44 respondents, 14 (32 percent) responded that they would be interested in seeing the program materials translated into Spanish. An equal number of respondents expressed an interest in program materials being translated into Tagalog. In addition, eight respondents (18 percent) expressed a desire to have materials translated into Cantonese (Figure 3-5).

**Figure 3-5 Language Preferences**



<sup>2</sup> Alameda County Workforce demographic data is derived from the 2011-2015 5-year American Community Survey, filtered by “means of transportation to work by selected characteristics for workplace geography”. Percentages do not add up to 100 percent, as this data is based on two separate multiple-choice questions on race – one that includes Hispanic/Latino and one that does not.

## Commute Behavior

The purpose of this section is to gauge the impact of the GRH program on commute behavior, based on survey responses. Program effectiveness is measured by assessing participants' reported change in commute behavior before and after enrolling in the GRH program. The data is focused primarily on reduction in participants' drive-alone trips, in accordance with the overarching goals of the program.

### Program Usage

Using the data from 2016 survey questions 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



**2,687**  
fewer one-way  
drive-alone trips

enrolled in the program. 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 2016 evaluation period. These percentages were applied to the overall set of active participants (3,164) to calculate the effect of the GRH program, which is just one of the Alameda CTC's suite of transportation demand management (TDM) programs that addresses participants' drive-alone commuting frequency.

Figure 3-6 illustrates the results of this analysis using the methodology described above. Among the 3,164 active participants in 2016, **1,343 fewer drive-alone roundtrip commutes (or 2,687 one-way trips) were taken each week in 2016.** This is equivalent to a reduction of 139,701 total drive-alone, one-way trips per year.<sup>3</sup>

---

<sup>3</sup> This is based on the program enrollment as of December 2016 and 52 weeks per year.

**Figure 3-6 Total Weekly Drive-Along Trips Before and After Joining GRH**

Frequency	Before Joining Program			After Joining Program (2016 commute behavior)			Roundtrip Increase or Decrease (weekly)
	Percentage of Respondents	Number of People <sup>1</sup>	Total Drive-Along Roundtrips (weekly)	Percentage of Respondents	Number of People <sup>1</sup>	Total Drive-Along Roundtrips (weekly)	
Never drive alone to work	61%	1,924	0	67%	2,116	0	0
Drive alone 1 day per week	7%	232	232	11%	346	346	114
Drive alone 2 days per week	5%	165	329	6%	175	351	22
Drive alone 3 days per week	4%	134	401	3%	98	294	-107
Drive alone 4 days per week	5%	159	638	4%	124	496	-142
Drive alone 5 days per week	17%	550	2,752	10%	305	1,523	-1,230
<b>Total</b>	100%	3,164	4,352	100%	3,164	3,009	-1,343

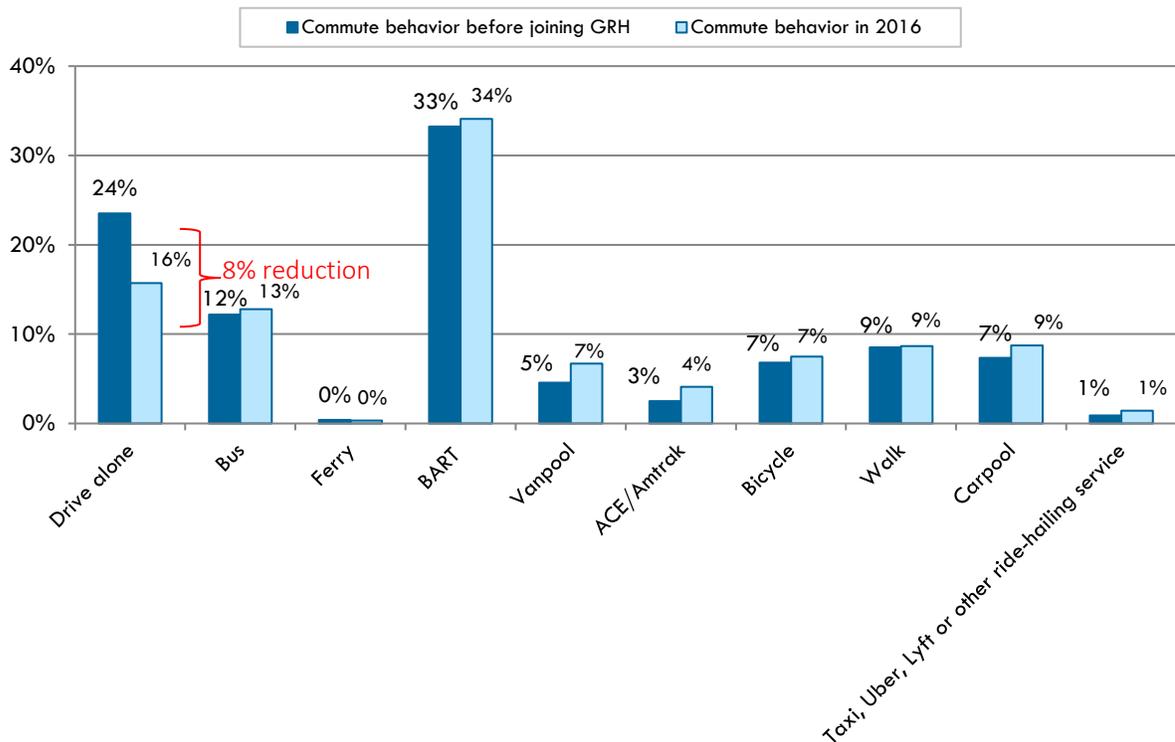
<sup>1</sup> Extrapolation of percentages of respondents to the total program enrollment of 3,164 (total enrollment as of December 31, 2016)

**Program Impacts**

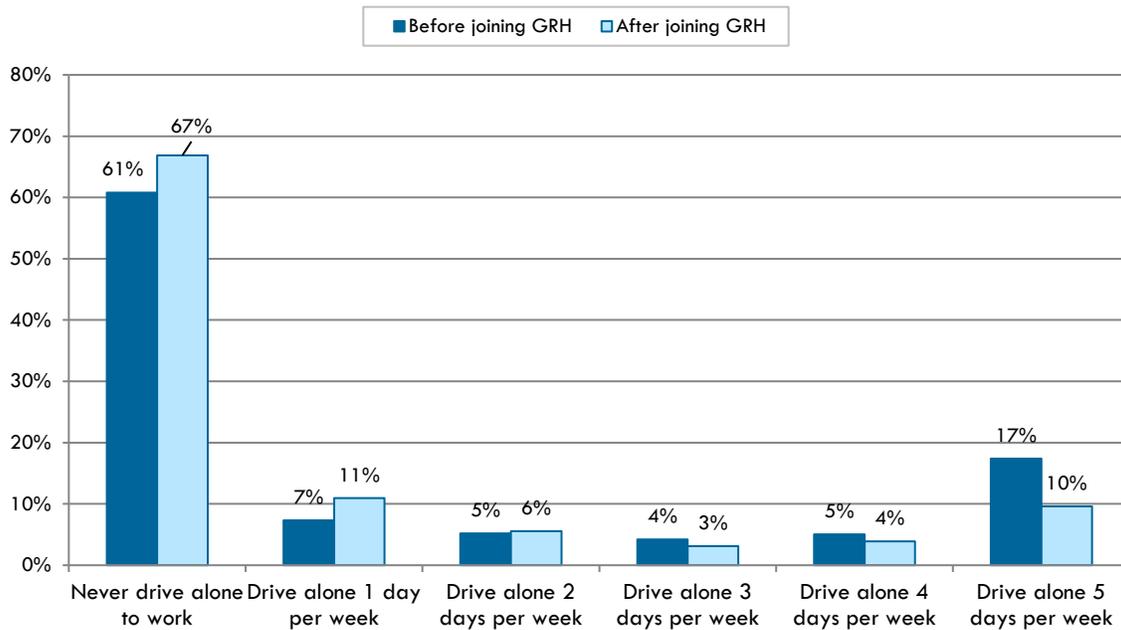
The reduction in annual drive-alone trips corresponds to an increase in the use of the other modes that the GRH program is designed to support. Participants active in 2016 reported a shift in commute mode before and after joining the program. Sustainable modes such as BART, Amtrak, the bus, carpooling and vanpooling absorbed the shift away from driving alone (representing all eight percent of respondents who shifted away from driving). Figure 3-7 illustrates the change in participants' commute modes as exemplified by the estimated annual round trips.

**GRH enables participants to shift their commute behavior significantly**

**Figure 3-7 Before and After Weekly Mode Split**



Not only has the program shifted participants to other modes, it has reduced the number of days each individual participant commutes by driving alone. **Further, survey responses indicate that most of the shift away from driving alone four or five days per week is toward driving one or two days or to not driving at all—suggesting that GRH enables participants not only to shift their behavior, but also to shift it significantly.** In fact, the number of respondents who drive four or five days a week decreased from 22 percent before signing up for the program to 14 percent after signing up. See Figure 3-8.

**Figure 3-8 Propensity of Driving Alone Among GRH Participants**

Three final points of data collected regarding participant commutes cover home-to-work distance, program usage, and participants' likelihood of changing modes had the GRH program not existed.

- The **average home-to-work distance among participants is approximately 27 miles.**
- Sixty percent of respondents would continue their commute behavior even without the GRH program benefit; 25 percent would increase the days per week when they drive alone; and 9 percent would begin driving alone every day. This response suggests that **the GRH program significantly reduces single-occupancy vehicle use among over 34 percent of participants.** This portion represents a slightly higher percentage than the 2015 survey suggest that participants who respond to the survey are those who are more engaged with the program, and therefore may be more likely to seek reimbursement.

## Program Administration and Customer Experience

The middle section of the survey asked participants for their opinions of program administration. Questions covered the usability of the website, awareness of reimbursement options, awareness of the program's social media pages, and an open-response question asking for general feedback on their experiences with the program.

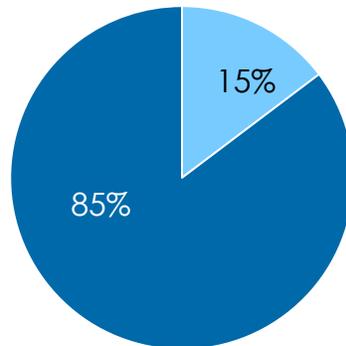
*Website usability.* As noted previously, most participants have not utilized the GRH program benefit directly. Of those who indicated they had used website functionality such as online registration, reimbursement requests, or account updates, almost half indicated that the usability of these functions is excellent and an additional 42 percent indicated that usability is good, totaling 92 percent of all

respondents who used the GRH program's online functions.

*Reimbursement administration.* Since 2014, participants have been given the option of receiving reimbursement checks in the mail or by online payment service through PayPal. In 2016, only three of the 57 processed reimbursements (5 percent) were made through PayPal. This reflects the limited number of participants who are aware of this service (Figure 3-9).

**Figure 3-9 Participant Awareness of PayPal Reimbursement Option**

- Aware of PayPal option
- Not aware of PayPal option



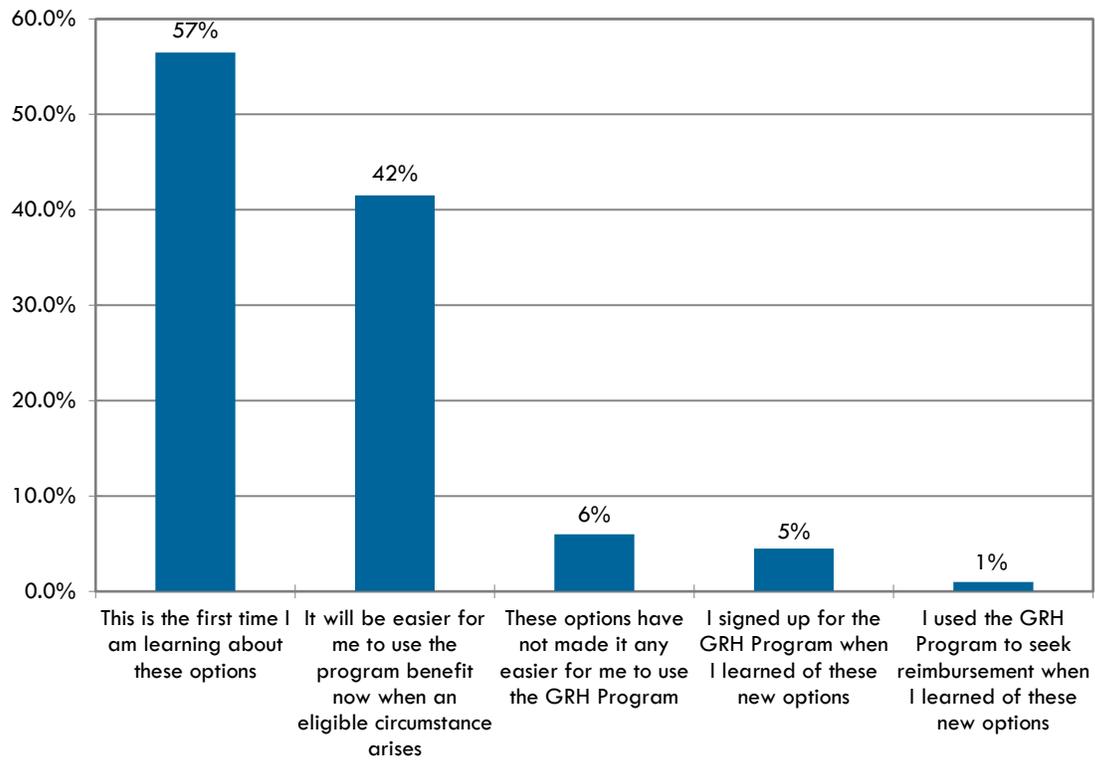
*Social media.* Only 1.4 percent of respondents indicated using the GRH Facebook and Twitter pages for obtaining information about the program. This suggests that other channels should be used to provide specific information about program eligibility and usage.

*Reimbursable rides home.* In early 2016, the Alameda County Guaranteed Ride Home began approving reimbursement requests for rides home taken through ride-hailing apps such as Lyft and Uber, as well as for public transit rides. This change in policy resulted in an influx in reimbursement requests for rides that were taken through ride-hailing services. In the program's first year allowing for such rides, the number of reimbursement requests made for ride-hailing service rides has already surpassed those made for taxi rides (Figure 3-10), even as awareness of them as eligible services hovers at just over 50 percent (Figure 3-11).

**Figure 3-10 2016 Method of Ride Home, Requested and Approved**

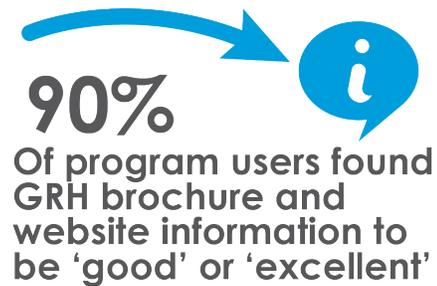
2016 Method of Ride Home	Requests	Approved
Rental Car	2	2
Taxi	29	21
Public Transit	9	6
TNC	38	28
<b>Total</b>	<b>78</b>	<b>57</b>

**Figure 3-11 Participant Awareness of TNC and Transit as covered modes**



### **Information and Awareness**

A little more than half of program participants (54 percent) report that they did not look for additional program information after registering with the program. The participants that did look for additional program information relied primarily on the GRH website (32 percent) and their employer representative (17 percent) for this information. It should be noted that less than 1 percent of respondents visited the GRH Facebook or Twitter pages to find more information and less than 1.5 percent used the GRH Hotline.



Though most people did not request additional program information, almost 90 percent of those who did found that the clarity of information in published brochures and on the website to be either good or excellent. The same is true for the response time and information received through the GRH Hotline.

### **Additional Feedback**

*General feedback.* Lastly, participants were asked to provide program staff with general comments and feedback on the program, its administration, and any other topics they would like staff to know about. The feedback received is overwhelmingly positive. Below is a selection of both positive and negative feedback. Negative feedback and suggestions through this process are taken seriously and suggestions for ways to address them are included in the recommendations chapter.

#### *Positive feedback:*

- I signed up when my wife was pregnant. As my commute via vanpool is typically greater than 1 hour each way, the GRH program gave me peace of mind that I could return home right away when the time came. Public transportation usually takes 1.5-2 hours. I was especially happy when ride-hailing services were added. Fortunately, I did not have to use the program as my wife went into labor while I was at home.
- I am in charge of dropping off and picking up my daughter from daycare everyday. It's a great peace of mind to know I have this service in case of an emergency for the safety of both myself and most importantly my daughter.
- I feel comfortable in an emergency situation that my carpoolers are able to find alternative rides home if I have to leave. Prior to GRH, I would stress or worry that my riders would be "stuck."

#### *Critical feedback:*

- It's a nice insurance plan in case I ever get stuck. However, the biggest problem I have is that I can't use this program for times when BART breaks down. That is the #1 reason I would ever need to use this program, but the program doesn't allow for this.

- Continue to educate us on how the process works for arranging for transportation and reimbursement.
- One reason I've never used is I can't remember all the details, can't remember if I'm still enrolled, and don't think I can find out how to use it in a timely fashion - not worth the hassle and confusion. I suggest: Monthly or Quarterly e-mails.

## **2016 Program Data**

### **Participants**

Statistics presented in this section represent the full set of program participants from January 1, 2016 through December 31, 2016. This data was collected through participant registration and, unlike the annual survey, represents the full sample of participants.

### ***2016 Participant Growth***

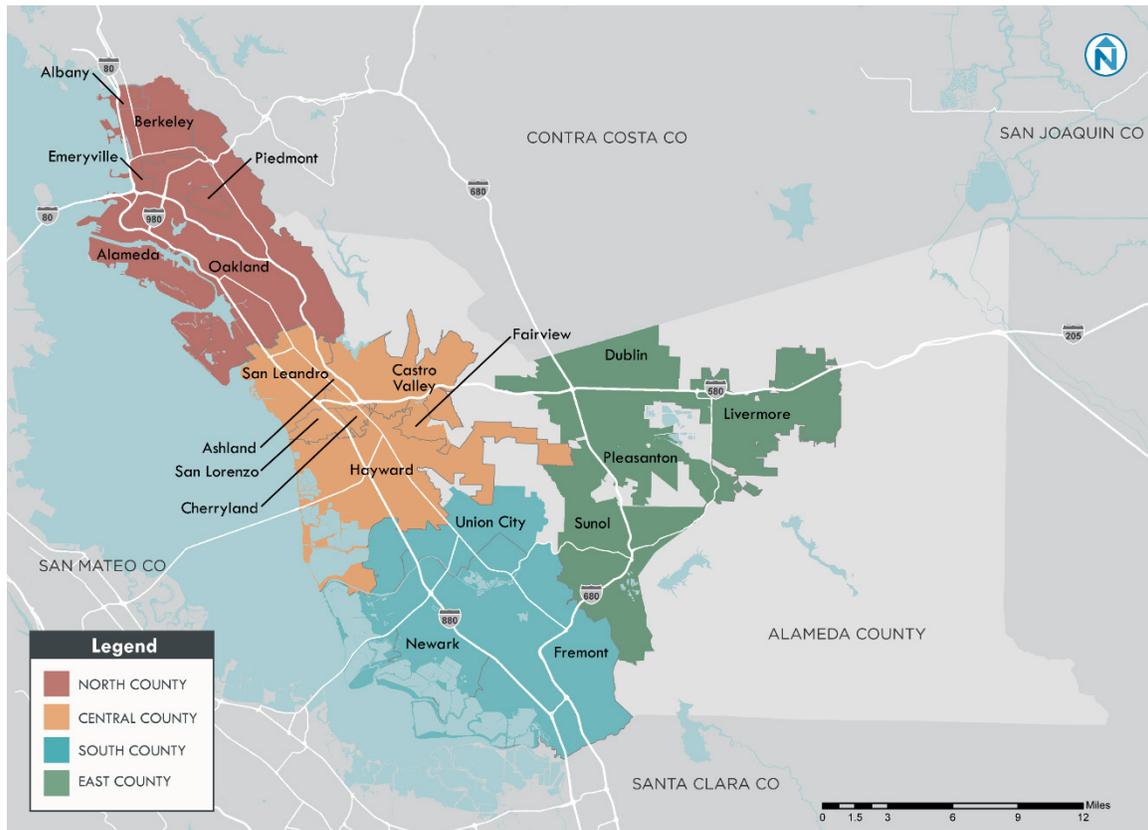
As of December 31, 2016, there were 3,164 participants registered for GRH. Participation in the program increased by 19 percent over the year – as of December 31 2015, there were 2,649 participants registered for the program.

### ***Profile of Current Participants***

Figure 3-12 illustrates the boundaries of Alameda County's four planning areas, while Figure 3-13 summarizes how current GRH participants are spread across these planning 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

**Figure 3-12 Map of Alameda County Planning Areas**



**Figure 3-13 Participants by Planning Area<sup>4</sup>**

Planning Area	Number of Participants	% of Participants
Central County	164	4%
East County	667	21%
North County	2,163	68%
South County	109	3%

**North County accounts for 68 percent of all participants enrolled in the GRH program.**

North County includes the two busiest employment hubs in Alameda County—Downtown Oakland and the University of California at Berkeley.<sup>5</sup> North County also has high coverage of rail and high frequency bus lines and, compared to other planning areas, an urban form that favors walking and biking. East County has the lowest population density in Alameda County and the highest concentration of protected agricultural land. It is served by the Dublin/Pleasanton BART and West Dublin/Pleasanton BART stations. Twenty-one percent of participants work in East

<sup>4</sup> Note: 51 participants (representing 2 percent of registrants) in the database reported employers outside of Alameda County, so they are not reflected in this table.

<sup>5</sup> U.S. Census Bureau Longitudinal Employment-Household Dynamics On the Map Tool

County. Central County and South County each make up less than 5 percent of GRH participation. Although they are well served by BART, AC Transit, and other commuter options such as Amtrak, few large employers are located in these areas.

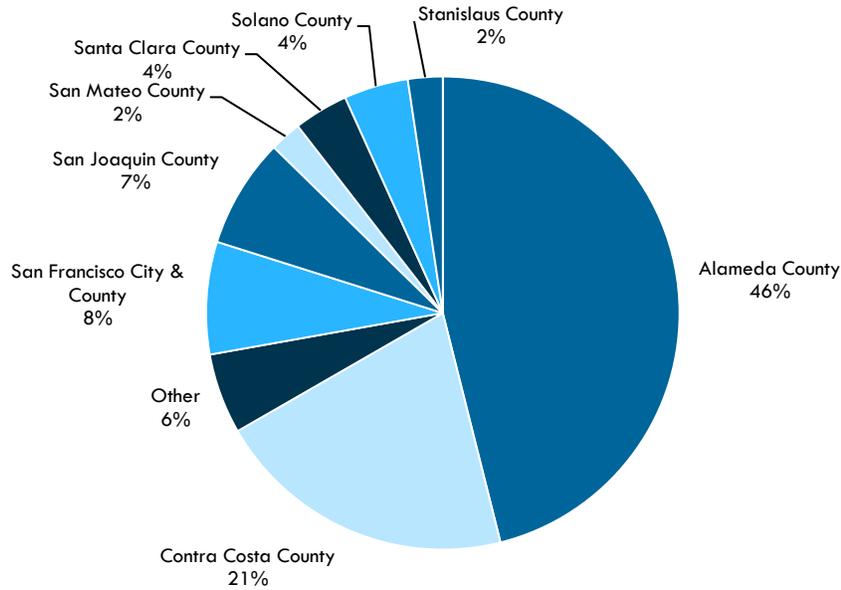
This evaluation also looked at participation by employer. The following data (Figure 3-14) represent the top 10 employer sites in terms of program registrants as of December 31, 2016. It should be noted that these are employer *sites* (e.g. staff of Alameda County Social Services) and not employers overall; participation by the employer overall (e.g. staff of Alameda County) may be larger than what is shown in Figure 3-14.

**Figure 3-14 Participants by Employer Site (Top 10)**

	Employer Site	Planning Area	Participants
1	Lawrence Livermore National Security, P.O. Box 808 East Avenue, L-695, Livermore	East County	170
2	Kaiser Permanente Oakland Regional Offices, 1800 Harrison Street, 6th Floor, Oakland	North County	169
3	Alameda County, 1405 Lakeside Drive, Oakland	North County	105
4	Kaiser Oakland Medical Center, 280 W. MacArthur Blvd., Commuter Services, Oakland	North County	87
5	City of Oakland, Personnel; 150 Frank H. Ogawa Plaza, 3rd Floor, Oakland	North County	82
6	Safeway Inc., 5918 Stoneridge Mall Road, Pleasanton	East County	64
7	Alameda County Social Services, 2000 San Pablo Avenue #420, Oakland	North County	62
8	Kaiser Permanente Regional Offices, 1950 Franklin Street, Oakland	North County	56
8	U.S. Coast Guard, Various locations, Oakland/Alameda	North County	56
10	City of Berkeley, 2180 Milvia Street, Berkeley	North County	51

While the GRH program is designed to serve people who work in Alameda County, participants' home locations span several Bay Area counties and beyond. The vast majority of participants (67 percent) live in either Alameda (46 percent) or Contra Costa (21 percent) counties. Eight percent commute from San Francisco, 7 percent from San Joaquin County, and 4 percent from Santa Clara and Solano Counties. All other counties represent 2 percent or fewer participants (Figure 3-15). **With 54 percent of commuters coming from outside the county, the program has a high potential for reducing vehicle miles traveled and its associated greenhouse gas emissions.**

**Figure 3-15 Participants by County of Residence (through 2016)**



Other category includes: Marin County, Sacramento County, Napa County, Sonoma County, Yolo County, and other counties that each account for 2 percent or less of total participation.

Figure 3-16 illustrates the top five origin/destination pairs among participants' commute trips. The most common commute among participants is within Oakland and the most common destination (work location) overall is also Oakland. Even though only 8 percent of participants reside in San Francisco County, San Francisco-to-Oakland is the second most common commute trip. Participants whose usual commute trip coincides with these top five origin/destination pairs rely heavily on public transit as their primary commute mode. This reflects the availability of high-frequency/high-capacity transit in these areas.

**Figure 3-16 Top Five Home-to-Work Commute Trips among Participants**

Commute Origin-Destination Pair	Primary Commute Mode	Participants
Oakland–Oakland	Transit	125
	Bike	66
	Carpool	40
	Walk	29
	<b>Oakland–Oakland Total</b>	<b>260</b>
San Francisco–Oakland	Transit	104
	Carpool	5
	Bike	2
	Vanpool	1
	<b>San Francisco–Oakland Total</b>	<b>112</b>
Hayward–Oakland	Transit	82
	Carpool	18
	<b>Hayward–Oakland Total</b>	<b>100</b>
Berkeley–Oakland	Transit	50
	Bike	26
	Carpool	4
	<b>Berkeley–Oakland Total</b>	<b>80</b>
San Leandro–Oakland	Transit	49
	Carpool	15
	Bike	2
	<b>Fremont–Oakland Total</b>	<b>66</b>

## Employers

### **2016 Employer Representation**

As of December 31, 2016, participants from 622 employers had registered. As explained above, the word “employers” here represents employer sites; employers that have multiple sites or departments (such as Kaiser Permanente or Alameda County) are counted separately. The GRH database from 2013 and earlier counted these separate locations as one entity, which could explain some of the growth in employer representation between 2013 (292 employers) and 2016 (622 employers). The difference may also be due partly to the program no longer requiring employers to be registered for participants to sign up; participants from new employers are able to sign up without having to go through their human resources department, and so a broader diversity of employers are likely to be represented.

The distribution of GRH-enrolled participants across planning areas is similar to the distribution of employers. A slightly higher percentage of participants work in North County than the percentage of employers located there, which could be an indication of the higher number of large employers in Oakland and Berkeley (i.e. more employees per employer).

### **Profile of Current Employers**

**Figure 3-17 Employers by Location versus Participants by Location**

<b>Location</b>	<b>Employer Sites (2016)</b>	<b>% of All Employers</b>	<b>Participant Representation</b>
<b>North</b>	<b>368</b>	<b>59%</b>	<b>68%</b>
Alameda	59	9%	
Berkeley	61	10%	
Emeryville	40	6%	
Oakland	206	33%	
<b>Central</b>	<b>36</b>	<b>6%</b>	<b>4%</b>
Hayward	22	4%	
San Leandro	14	2%	
<b>South</b>	<b>42</b>	<b>7%</b>	<b>3%</b>
Fremont	29	5%	
Newark	5	1%	
Union City	8	1%	
<b>East</b>	<b>124</b>	<b>20%</b>	<b>21%</b>
Dublin	23	4%	
Livermore	15	2%	
Pleasanton	86	14%	
<b>Other</b>	<b>52</b>	<b>8%</b>	<b>2%</b>

### **Reimbursements and Trips**

In 2016, 78 reimbursement requests were received – over double the number that were received in 2015. Out of these 78 reimbursement requests, 57 were approved. In contrast, 36 reimbursement requests were received and 30 were approved in 2015 (Figure 3-18). This influx in requests was due primarily to a steep rise in requests from participants who had requests made on their behalf by an app-based carpooling service before the GRH guideline requiring all participants to directly request reimbursements was strictly enforced. After this point of clarification, reimbursement requests dropped back down to their usual levels..

**Figure 3-18 Enrollment vs. Usage over time**

### 2016 Statistics

In 2016, the first year in which the program accepted ride-hailing services as a reimbursable mode, the number of rides taken by ride-hailing services eclipsed all other modes. **In total, 28 reimbursement requests were approved for ride-hailing services (49 percent). The second highest number (21) of requests was approved for taxicabs (37 percent), with six requests approved for public transit (11 percent), and two requests approved for rental cars (4 percent).** While reimbursement by car sharing services such as Zipcar was offered as an option in 2016, no one requested this reimbursement.

Figure 3-19 summarizes the reimbursement requests, costs, and approvals for the 2016 program year. Some requests were denied since they did not follow program guidelines. In other cases, requests were partially fulfilled – some reimbursement requests included driver gratuity, which is not covered by the program.

Of note among the requests is the fact that **more than 70 percent of participants requesting reimbursement for a trip home commute primarily by carpool or vanpool**, whereas less than a third of participants overall report using carpooling or vanpooling for their commute. Therefore, GRH is very helpful for people relying on ridesharing to get to work, which is also more likely to be used in areas where transit service is less frequent.

**Figure 3-19 2016 Reimbursement Requests by Mode, Amount**

Method of Ride Home	Requests	Approved Requests	Total Reimbursement Request	Total Approved Reimbursement	Average Reimbursement Request	Average Approved Reimbursement
Rental Car	2	2	\$91.51	\$91.51	\$45.76	\$45.76
Taxi	29	21	\$1,343.52	\$1,320.82	\$45.55	\$62.90
Public Transit	9	6	\$52.00	\$47.10	\$5.23	\$7.85
TNC	38	28	\$883.83	\$658.41	\$23.26	\$23.51
<b>Total</b>	<b>80</b>	<b>57</b>	<b>\$2,370.86</b>	<b>\$2,118</b>	<b>\$30.40</b>	<b>\$37.16</b>

With the introduction of ride-hailing services and public transportation as reimbursable modes, discrepancies in the distance traveled by each mode grew starker. While overall distance traveled decreased slightly from the year before, the distance traveled via rental car increased to an average trip distance of 93 miles. In contrast, the distance traveled by participants who took a taxi, public transit, or ride-hailing service collectively averaged just over 20 miles (Figure 3-20). This may reflect the increased availability of options for local trips (such as public transit and ride-hailing services), which could skew the use of rental cars toward longer-distance trips.

**Figure 3-20 2016 Reimbursement Requests by Mode, Distance**

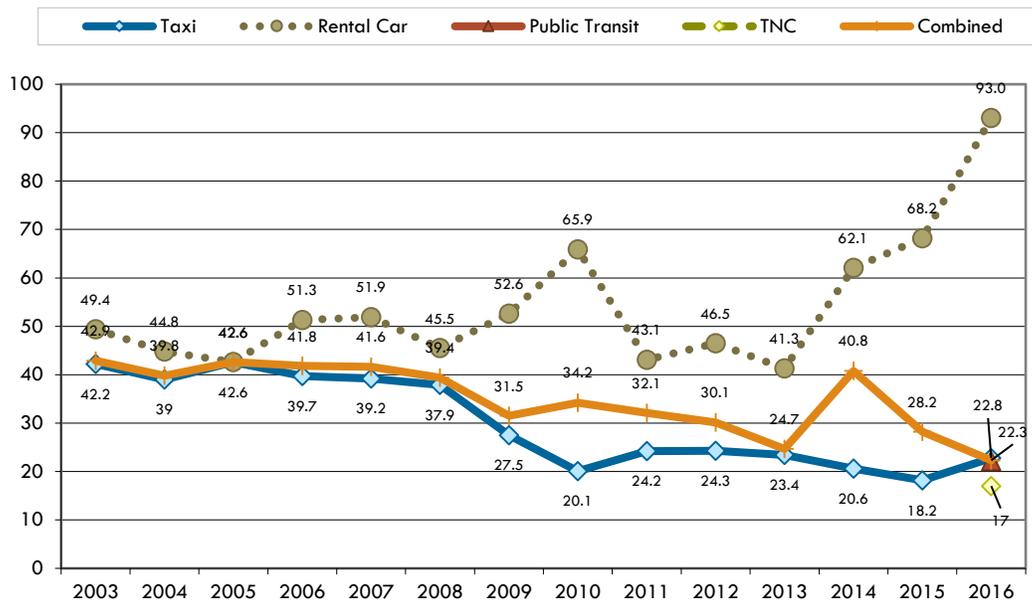
Method of Ride Home	Requests	Approved Requests	Total Trip Distance	Total Approved Trip Distance	Average Trip Distance	Average Approved Trip Distance
Rental Car	2	2	186	186	93.0	93.0
Taxi	29	21	532	478	20.5	22.8
Public Transit	9	6	280	133	31.1	22.2
TNC	38	28	667	475	18.0	17.0
<b>Total</b>	<b>80</b>	<b>57</b>	<b>1665</b>	<b>1272</b>	<b>22.5</b>	<b>22.3</b>

### **Annual Statistics**

**In 2016, the average trip distance among all reimbursed trips (22.3 miles) was lower than the average commute distance of GRH participants (27 miles). This is the lowest average trip distance ever recorded in the program's history.** It is also in stark contrast to the past two years, during which the average trip distance for reimbursed trips was higher than participants' average home-to-work travel distance. Figure 3-21

illustrates the trend over time. These trend lines introduced two new data points in 2016 – public transit and ride-hailing services (referred to on the graph as TNC). Both public transit and ride-hailing services reflected similar average trip distances to taxis. In contrast, the average trip distance for rental cars in 2016 was far greater than both other modes during the same year and the same mode in previous years. While car sharing was offered as an eligible reimbursement in 2015, no reimbursement requests using carsharing options such as Zipcar or City CarShare were used.

**Figure 3-21 Average Trip Distance<sup>6</sup>**



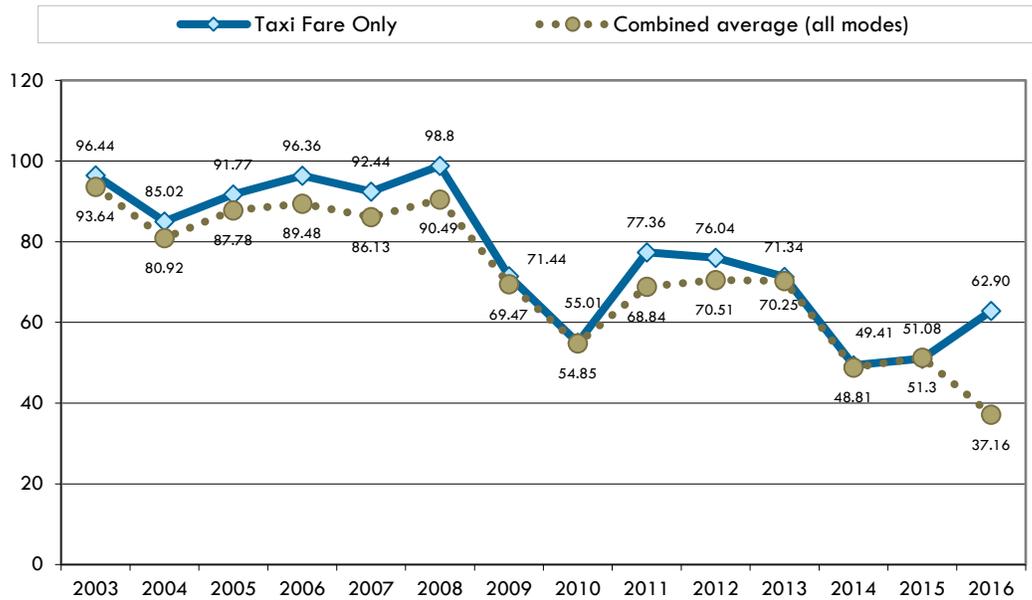
Note: Average trip mileage for rental cars erroneously reported roundtrip distance in the 2014 evaluation. This chart compares each ride home mode's average one-way trip distance.

Figure 3-22 illustrates the average cost per trip over the last 19 program years. **In 2016, the overall average cost per trip decreased significantly from 2015, from \$51.30 to \$37.16 (a 28 percent decrease).** The average cost per trip is an even steeper drop from previous years (2011-2013), where overall average cost per trip was around \$75.00. This decrease reflects participants' recently approved use of ride-hailing services as a reimbursable mode. In 2016, the average approved reimbursement for taxi rides was \$62.90, while the average reimbursement for a ride-hailing service ride was \$23.51. The shift to a reimbursement model that requires participants to pay the upfront cost of their ride home could be encouraging participants to take less costly

<sup>6</sup> For program years prior to 2013, the trip distance was reported by the taxi driver or rental car company. For 2014 and after, the trip distance was reported by the participant on the reimbursement request form.

rides. Further, participants' low reliance on the PayPal reimbursement method — that allows them to be reimbursed in a more timely fashion — indicates that paying upfront is not a significant barrier to participation.

**Figure 3-22 Average Trip Cost by Year**



Note: Average ride cost for 2016 includes average reimbursement cost for both public transit and TNC rides, which became options this year.

## 4 Recommendations

### Status of Recommendation for Fiscal Year 2016-17

**Begin reimbursing rides taken with public transit and ride-hailing services.** In the winter of 2016, public transit was approved as a reimbursable ride option. In the spring of 2016, ride-hailing services became a reimbursable ride option. These changes in program policy have made the program more accessible for its participants, as evidenced by the number of reimbursed rides taken with these modes. In 2016, six reimbursed rides were made via public transit vehicle and 28 reimbursed rides were made via ride-hailing service. This program change both increased access to the program and helped to reduce per-trip program costs.



**Monitor use of reimbursement payment options to keep pace with new and emerging technologies.** GRH program staff continues to monitor the use of reimbursement payment options. In 2016, only three reimbursements were made through PayPal. This represents the same number of PayPal reimbursements made in 2015, but is a steep drop in its relation to the total number of reimbursements issued. While PayPal reimbursements made up 10 percent of all reimbursements in 2015, they only made up 5 percent of reimbursements in 2016. This suggests that participants are satisfied with mailed checks as payment options for the time being. Program staff will continue to monitor reimbursement payment options to determine if it makes sense to introduce new options in the future.



Provide a list of companies eligible for GRH reimbursement (taxis, TNCs, car share companies, rental car companies, and public transit agencies). While program staff have started a list of companies eligible for GRH reimbursement options, this list is not comprehensive and it has not yet been publicly shared with program participants. Program staff will build upon this list in 2016 and determine the best means of communication through which to share it.

**Send quarterly or semiannual GRH update communications.**

GRH program staff sent out a midyear communication update to inform participants about public transit systems and ride-hailing services as newly eligible modes, in addition to its annual email about the evaluation survey. Staff will continue to send quarterly or semiannual communications in 2016 as part of a more comprehensive marketing and communications strategy.



Monitor and evaluate the use of new reimbursable rides as these options become available (TNCs, public transit, and car share). GRH staff continue to monitor and evaluate the use of new reimbursable ride options through the GRH program. A detailed evaluation of public transit and ride-hailing service use through the GRH program can be found in this evaluation's *Results, Data, and Impact* chapter.

**Recommendations for Fiscal Year 2017-18**

Develop a comprehensive marketing and communications strategy. The goal of this strategy is twofold: to increase program awareness and participation and to maintain participant engagement by highlighting new program features.

1. Program Growth. Alameda CTC already is engaged in several outreach and communications efforts to promote its TDM programs; this GRH-focused strategy would identify a countywide approach as well as specify targeted groups and messages. According to the results of this evaluation, the strategy should consider three groups in particular: Latino employees whose program participation is comparatively lower than their representation in the Alameda County workforce (see Figure 3-4); Central and South County Planning Area employees residents who collectively make up only seven percent of program participants; and, large employers that have some representation among program participants, but who are generally underrepresented. The strategy might also include working with BAAQMD and other regional partners and municipalities in Alameda County to leverage existing TDM programs and outreach efforts.



2. **Program Engagement.** A second aspect of the communications strategy is to keep current participants aware of existing program benefits and to increase participant awareness of new program benefits and other features. This strategy might include sending monthly or quarterly emails to participants advertising new reimbursable modes, highlighting recent updates to the program guidelines, or simply clarifying existing program policies. For example, in the fall of 2016, GRH program staff clarified program guidelines as they relate to ride reimbursements for participants who use app-based carpool services.



Specifically, program staff reached out to a particular app-based carpool service to explain to them that they could not submit reimbursements on behalf of their customers. While this did successfully mitigate the influx in reimbursement requests, it also missed an opportunity to communicate directly with all GRH participants. Recurring monthly or quarterly email updates would help build this practice into established program protocol. Furthermore, according to the results of the 2016 evaluation, it would be beneficial to increase awareness of the program's PayPal reimbursement option, of which only 15 percent of participants are currently aware (see Figure 3-9). Program staff might also consider ending the program's Facebook and Twitter presence, which is time-consuming to maintain and was used by only 0.5 percent of participants as a program information resource in 2016.

**Establish quarterly program staff check-ins on the status of these recommendations.**

By organizing quarterly check-ins on their status, these recommendations are more likely to transition from proposed to established policy. These check-ins may also assist in the implementation of the communications strategy.



**Monitor guaranteed/emergency ride home program best practices in other cities and counties as needed (as needed).**

GRH program staff should continue to monitor guaranteed/emergency ride home program best practices in other cities and counties throughout the Bay Area and the country. By doing so, the program will continue to improve its cost-effectiveness and success in promoting sustainable modes of transportation as a commute choice. In 2016, program staff researched how other counties were addressing reimbursement requests from app-based carpool services. This proved to be a fruitful practice and should be continued whenever similar issues arise. For example, research might include best practices on accommodating new payment options and mode choices that program staff is considering making eligible for reimbursement under future program guidelines.

