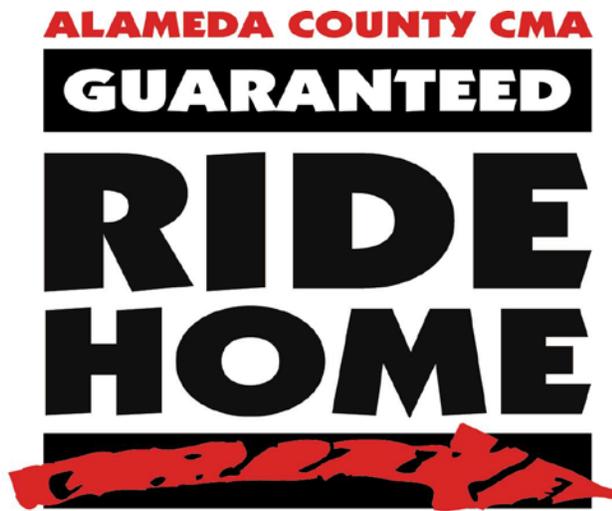


Alameda County
Congestion Management Agency



Program Evaluation
2008

FINAL

JUNE 2009

The Alameda County Technical Advisory Committee on May 5, 2009 and the CMA's Plans and Programs Committee on May 11, 2009 recommended that the CMA Board accept the following annual report and recommendations for the Alameda County Guaranteed Ride Home Program.

The ACCMA Board accepted the following report and recommendations on May 28, 2009.

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Executive Summary

Introduction

The Alameda County Congestion Management Agency (ACCMA) Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. This report presents the results of the 2008 Program Evaluation and covers program operations during the 2008 calendar year including a comparison with previous years. The evaluation provides information about:

1. The effectiveness of the program's administration;
2. Statistics on employer and employee participation and rides taken;
3. The program's success in causing an increase in the use of alternative modes; and
4. The status of Board recommendations made for 2008 and proposed recommendations for 2009.

Program Description

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (ACCMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District (BAAQMD).

The GRH Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of emergency on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 75 employees at worksites located in Alameda County. As of December 31, 2008, 188 employers and 4,327 employees were registered with the program.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking. Based on this stated objective, the program can be considered a success. Each year of operation, the program has seen an increase in the number of participants who use alternative modes and an increase in the frequency with which they use alternative modes. Figure ES-1 displays the estimated reduction in drive alone trips per work week.

Historical Trends

The Guaranteed Ride Home Program began as a demonstration program in 1998. Over the course of the last 11 years, GRH has grown into a smoothly operating program with 188 registered employers, over 4,300 registered employees, and has provided almost 1,400 rides.

Figure ES-1 illustrates some key historical trends for the Guaranteed Ride Home Program.

Figure ES-1 Guaranteed Ride Home Program Historical Trends

Trend	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Program Participants											
Total Number of Employers	72	100	119	132	127	110	120	131	142	155	188
New Employers Registered	72	28	19	13	12	14	16	22	12	18	56
Total Number of Employees	880	1,674	2,265	2,759	2,664	2,785	3,268	3,638	4,107	4,437	4,327
New Employees Registered	880	794	591	494	525	710	543	603	550	514	722
Trip Statistics											
Total Number of Rides Taken	57	156	168	149	145	151	143	87	107	98	119
Total Number of Rental Car Rides	N/A	N/A	N/A	N/A	8	10	18	9	18	18	23
Total Number of Taxi Rides	N/A	N/A	N/A	N/A	137	141	125	78	89	80	96
Average Rides per Month	6.3	13	14	12.3	12	12.4	11.8	6.8	8.9	8.2	9.9
Average Trip Distance (miles)	28.7	34.96	36.9	42.1	42.02	42.9	39.8	42.6	41.8	41.6	39.4
Average Ride Cost	\$54.51	\$65.25	\$70.45	\$84.02	\$88.18	\$93.64	\$80.92	\$87.78	\$89.48	\$86.13	\$90.49
Rental Car Savings	N/A	N/A	N/A	N/A	\$421	\$759	\$1,015	\$442	\$1,221	\$1,316	\$1,446
Number of potential rides per year	5,280	10,044	13,590	16,554	15,984	16,710	19,608	21,828	24,642	26,622	25,962
Percent of potential rides taken each year	1.08%	1.55%	1.24%	0.90%	0.91%	0.90%	0.73%	0.40%	0.43%	0.37%	0.46%
Survey Results											
Number of Surveys Collected	215	350	270	346	517	619	658	716	732	728	822
Survey Response Rate	N/A	21%	12%	13%	19%	22%	20%	20%	18%	16%	19%
Percent who, without GRH, Would Not Use an Alternative Mode or Would Use One Less Frequently	15%	16%	19%	19%	34%	41%	47%	46%	40%	41%	35%
Increase in the Percent of Those Using Alternative Modes Four or More Times a Week	N/A	10%	15%	8%	15%	17%	14%	21%	19%	18%	28%
Number of Single Occupancy Vehicle Trips Reduced per Week	N/A	N/A	N/A	N/A	3,768	3,946	3,774	3,318	3,709	3,499	3,635

Seventy-two (72) employers registered with the program during the initial six-month demonstration period. In 2008, 56 employers registered for the GRH Program, triple the number registered in 2007 and the largest number of registrants since the initial demonstration period in 1998. A total of 283 employers have registered with the program since its inception. Due to employers moving, going out of business, etc. the program currently has 188 active participating employers.

During the initial six-month demonstration period, 880 employees joined the Guaranteed Ride Home Program. In 2008, 722 new employees registered, 40% more than registered in 2007 and the highest number of registrants since 1999. The large increase in the number of registrants can be attributed to the program's partnership with the Emeryville Transportation Management Association (TMA) and the Downtown Berkeley Association (DBA) as well as record high gas prices in 2008 which led to more commuters seeking alternative transportation modes. Approximately 6,900 employees have registered with the program since its inception. The program now has 4,327 actively registered employees.

Despite experiencing the highest number of employee registrants since 1999, the overall number of registered employees dropped approximately 2.5% in 2008 compared to 2007. Due to the current economic conditions, many employers went out of business or downsized in 2008 such as the Lawrence Livermore National Laboratory, Mervyns, and Farmers Insurance, all larger GRH employer participants.

Based on the fact that each registered participant may take up to six rides in a one-year period, the rate that guaranteed rides are taken is very low. Most program participants take a guaranteed ride home very infrequently or not at all. For example, at the end of 2008, there were a total of 25,962 potential rides based on a total enrollment of 4,327 employees. However, only 119 rides were actually taken (approximately 0.46% of potential rides).

A total of 1,380 rides have been provided from the time of the program's inception through the end of 2008. During the 2008 operating year, 119 rides were taken, a 21% increase from 2007. As shown in Figure ES-1, the total number of rides taken per year can fluctuate significantly. It is unknown why the number of rides taken in 2008 increased 21%. Of the 6,896 employees ever registered for the program, at the end of 2008, 6,226 (90%) had never taken a ride. The vast majority of those who have used the program (80%) have only taken one or two rides. This demonstrates that participants see the GRH Program as an "insurance" policy and do not abuse the program or take more rides per year than they need. The program is available if and when an emergency or unscheduled overtime arises and provides participants with peace of mind knowing that even when they do not drive alone, they can get home under unexpected circumstances.

Major Findings of the Evaluation

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

Program Administration

Program Operating Principles

- The use limitation of six rides per year continues to be appropriate. Very few program participants have reached the limit since the program's inception. Only one participant in 2008 reached the six trip limit.
- The rental car demonstration program was successfully implemented in October 2002 in the Tri-Valley area (Dublin, Livermore and Pleasanton), and county-wide in April 2004. A new policy went into effect in 2006 requiring participants to use a rental car for any non-emergency trip over 50 miles. Rental car use accounted for 19% of all 2008 rides. The program realized an estimated savings of approximately \$1,450 on ride costs in 2008.

Marketing and Promotions

- Approximately 20% of program resources are dedicated to marketing and promotion. This time is spent marketing both to employers and their employees in the form of making calls, distributing flyers, and giving presentations and attending events. The program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations that promote commute alternatives such as MTC and local business districts like the Hacienda Business Park.
- In 2008, the GRH Program focused marketing efforts on the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA). Both organizations entered into an informal agreement with the GRH Program to allow all businesses in their jurisdictions to enroll in the program regardless of the number of employees because as a whole, the DBA and Emeryville TMA employ well over the minimum 75 employee requirement. As a result of marketing efforts, 39 new businesses enrolled from these two business districts¹ and 137 new participants enrolled.
- The program also enrolled eight employers countywide with between 75-99 employees who are not members of the DBA or Emeryville TMA. A majority of these businesses reported finding out about the program as part of the InfoUSA mass mailer program staff sent out in late 2007.
- The availability of the marketing materials in electronic format via the internet or email upon request continues to be a useful and inexpensive tool for promoting the program.
- The website is updated to include changes in the program, such as the rental car program, and to clarify the program, as necessary, such as providing a clear description of the instant enrollment program.

¹ Three businesses have since gone out of business.

Employer and Employee Participation

Employer and Employee Registrations

- Both the number of new employers and new employees surged in 2008 due in large part to our partnerships with the DBA and Emeryville TMA and record gas prices which created increased interest in alternative mode use. A total of 56 new businesses registered for the program, more than triple the number registered in 2007 and the most new registrants since 1998. A total of 722 employees registered for the program in 2008, 40% more than 2007 and the highest number of new employees since 1999.
- Despite high enrollment activity, the total number of registered participants in the program decreased by over 2% since the previous year. According to employer contacts, the decrease is due to the downturn in the economy and company downsizing.
- North and east Alameda County continue to be the areas with the most employers enrolled in the program. These areas account for 80% of all registered businesses. This can be attributed to our partnerships with the Hacienda Business Park in Pleasanton, the Emeryville TMA in Emeryville, and the DBA in Berkeley and the large concentration of employers in Downtown Oakland.

Rides Taken

- From the program's inception in 1998 through 2008, a total of 1,380 rides (1,276 taxi rides and 104 rental car rides) have been taken. A total of 119 rides were taken during the 2008 calendar year for an average of approximately 10 rides per month. The number of rides taken in 2008 represented a 21% increase over last year's total.
- Ninety percent of the employees enrolled have never taken a trip. This demonstrates the "insurance" nature of the program and shows that participants do not abuse the program. Of the employees who have taken a trip since the program inception (1998), 80% have taken only one or two rides.
- The two most common reasons to take a guaranteed ride home in 2008 were "personal illness" (33% of rides) and "unscheduled overtime" (26%).
- Those who carpool or vanpool are more likely to use a guaranteed ride home trip than those who use other alternative commute modes. Sixty-one percent of guaranteed rides home were used by car- and vanpoolers.
- The average trip distance continued to decline in 2008. The average trip distance for all rides in 2008 was 39.4 miles, a 5% mile decrease from last year. The average taxi trip distance declined 3% to 37.9 miles and the average rental car trip distance decreased 12% to approximately 46 miles.
- The average taxi trip cost increased 7% in 2008 to \$98.80. Friendly Cab, serving Oakland, Berkeley, and Emeryville, provides a majority of the GRH rides. They raised their rates approximately 8% in 2008 due to record high gas prices, which led to the cost increase.
- The cost of a rental car trip is \$55.00. It is estimated that the use of rental cars in 2008 saved \$1,446 in trip costs. Rental car usage was up 1% in 2008.

Employee Commute Patterns

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

Employee Survey

The 2008 survey was distributed and completed primarily online. We attempted to contact all employer representatives (some were non-responsive despite repeated attempts) to request their assistance with the distribution of the survey. When employers were not available to distribute the survey and by special request, we contacted employees directly with the survey. Of the 4,327 employees currently enrolled in the program, 822 completed the survey, a 19% response rate. Of the surveys, 96% were completed online. Survey respondents represent 83 (out of 188) different participating employers.

Use of Alternative Modes

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2008 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 65% of respondents who used to drive alone said that it was at least somewhat important.
- Ninety-three percent of respondents stated that they think that the GRH Program encourages people to use alternative modes more often. Only 58% of respondents, however, stated that the program encourages them personally to use alternative modes more often.
- If the GRH Program were not available, the majority (65%) reported that they would continue to use an alternative mode at the same frequency that they currently do.
- Survey results suggest that the program may have helped encourage participants to try alternative modes and now that they are in the habit of using alternative modes, they would continue using them even if the program became unavailable.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH Program. Both before and after the program, the most common modes were driving alone, BART and bus. Drive alone rides, however, declined after registering with the GRH Program, while alternative mode use increased.
- Using these survey findings, we were able to extrapolate the impact of the program on travel behavior of all participants. The program reduces an estimated 3,635 single-occupancy vehicle (SOV) trips per week.

Other Commute Characteristics

- Commute distances of program participants are generally 50 miles or less (87%).
- Most program participants travel to work during the peak commute hours of 7-9 AM in the mornings (66%) and 4-6 PM in the evenings (70%).

Customer Service Ratings

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

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH with over 90% of users rating the services as "excellent" or "good", a 10% increase from 2007.

Program Value

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

- Sixty-seven percent reported that the program was as valuable as or more valuable than other transportation benefits. Twelve percent reported that they receive no other transportation benefits.

Employer Survey

In addition to employee participants, employer representatives are also surveyed annually. Of the 188 employers currently enrolled in the program, 69 surveys were completed, resulting in a 37% response rate. New questions were added to the employer survey this year asking how much employers would be willing to pay towards the program. The results are summarized under "Program Value," below.

Use of Alternative Modes

- The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often. A large majority (85%) reported that they feel participation in the program at least somewhat encourages more alternative mode use².
- The survey asked respondents if their companies offered additional commuter benefits to employees. Most employers (76%) reported that they provide other transportation subsidy programs besides the GRH Program. The most popular benefits were Commuter Checks and bicycle parking.

Program Management

- The survey asked respondents how long they have managed the program for their company. Only 57% of respondents have been with GRH for one or more years, compared with 67% in 2007 and 85% in 2006. When GRH staff contacted the employer representatives this year, GRH staff encountered a large number of employers who had experienced employer representative turnover.
- When asked about the workload that GRH presents, all employers reported that their workload was "manageable" or the program is "not much work".

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

- One of the important features of the program is the instant enrollment voucher which allows persons not registered in the program to become instantly enrolled and receive a guaranteed ride home in case of emergencies. Ninety percent of employer representatives stated that they have never issued an instant enrollment voucher. The large percentage may be due to the turnover in employer representatives.

Customer Service Ratings

The survey includes two questions to evaluate the employer representatives' level of satisfaction with the customer service provided in the program in 2008.

- "Clarity of information" provided by program staff received very high ratings, with 94% of respondents stating that information was "excellent" or "good". When asked about the hotline assistance³ they received in 2008, 50% of the respondents stated that they received "good" or "excellent" service and 50% reported that they "did not know". No employers reported receiving "fair" or "poor" service via telephone.

Rental Car Awareness

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

- Over two-thirds (69%) of employer representatives stated that they were aware of the requirement. In 2007, less than half of employer representatives knew about the rental car requirement. This shows that the marketing outreach for the rental car requirement has worked to increase awareness.

Program Value

For the first year, the employer survey asked questions specifically about the value of the program and how much employers would be willing to pay to continue participation in the program.

- Fifty-five percent of respondents stated that they thought that their employees value the GRH Program as much as or more than other transportation benefits offered by their employer. Over a quarter of respondents stated that their employer does not offer any other transportation benefits.
- When asked how likely their employer would be to continue participation in the GRH Program if their employer was charged an annual fee of \$250-\$1,000 to participate in the program, 83% of respondents stated that their employers would be "unlikely" or "very unlikely" to continue participation. Respondents who stated that their employer would be "unlikely" or "very unlikely" to participate were asked how much their employers would be willing to contribute. Fifty-five percent responded that their employer would be unwilling to make any contribution to the program and 18% stated that their employers may be able to contribute between \$50 and \$150 annually for the program.
- Respondents were also asked if their employers would be willing to pay an annual fee of \$10-\$20 per registered participant in the program. This option was more popular with respondents with only 64% stating that their employers would be "unlikely" or "very unlikely" to continue participation. Respondents who stated that their employer would be

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

“unlikely” or “very unlikely” to participate were asked how much their employers would be willing to contribute per registered employee. Sixty-five percent stated that their employers would be unwilling to make any contribution and 9% stated between \$5-\$10.

- The flat annual fee was more popular with larger employers while the pay-per-employee option was more popular with smaller employers with few or zero registrants.
- The lack of willingness to pay an annual fee was mostly attributed by employer representatives to the current state of the economy.

Program Savings

The Guaranteed Ride Home Program’s goal is to reduce single occupancy vehicle commute trips through encouraging alternative transportation use. Based on the annual employee survey results, the program eliminated approximately 3,635 single-occupancy vehicle roundtrips per week or 1,454 one-way trips per weekday. Based on the average reported commute distance by GRH participants and the number of registered participants, the GRH Program eliminates approximately 10.9 million vehicle miles from roadways annually⁴. It is estimated that the program saved participants approximately \$1.8 million annually on fuel expenses in 2008⁵.

Figure ES-2 Estimated Program Savings

Category	2008 Savings
Drive Alone Roundtrips Reduced Per Week	3,635
Drive Alone One-Way Trips Reduced per Weekday	1,454
Annual miles saved per work year	10,895,068
Annual gallons of gas saved per work year	482,083
Annual dollars not spent on gas per work year	\$ 1,793,917

⁴ Based on 1,454 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 29.97 miles

⁵ Based on the calculated number of annual miles reduced, the annual US vehicle fuel economy reported by the US Bureau of Transportation Statistics (22.6 MPG), and the average Bay Area fuel price per gallon reported by MTC in 2008 (\$3.721)

Program Update and Recommendations

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

Summary of 2008 Evaluation Report Recommendations

Last year, the CMA Board made recommendations (shown in Figure ES-3) for the 2008 GRH Program. In addition to the usual recommendations to continue program operations, the CMA Board recommended an independent review of the GRH Program be completed and that it include a plan to evaluate ways to transition employers from TFCA funding for rides to employers paying for rides for their registered employees.

The recommendations for the 2008 GRH Program and their outcomes are presented below.

Figure ES-3 Summary of 2008 Evaluation Report Recommendations

Recommendation	Outcome/Status
1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys	GRH staff continually markets the program and updates the website. The employee and employer surveys for the 2008 program evaluation were completed in March 2009. Results are included in Chapters 4 and 5 of this report.
2. Monitor and market the 75-99 employee per employer requirement	In 2008, the GRH Program registered eight new employers employing between 75 and 99 employees. This represents 14% of total new businesses registered in 2008. As with last year, staff has continued to encounter difficulty enrolling smaller businesses. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees. Small businesses often do not have dedicated transportation staff.

Recommendation	Outcome/Status
<p>3. Monitor and market the 50+ mile car rental requirement</p>	<p>The total rental car usage rate increased slightly (1%) in 2008, accounting for 19% of all GRH trips. Rental usage has increased every year since 2005 and more rental car rides were used in 2008 than in any other previous year.</p> <p>For the second year in a row, all employers were reminded about the rental car requirement during our annual survey effort. Both the employee and the employer surveys included information about the rental car requirement and questions regarding the requirement. As a result of these efforts, rental car requirement awareness among employer representatives increased from 49% in 2007 to 69% in 2008. Of registered employees, awareness increased from 35% in 2007 to 47% in 2008.</p> <p>To continue our commitment to increasing awareness, participants living over 50 miles from their workplace who used a taxicab are contacted by telephone and email to remind the participant of the program requirement once the GRH Program receives their completed ride paperwork. All vouchers mailed to new participants also have a rental requirement reminder attached to them.</p>
<p>4. Continue to develop and implement a way to focus marketing of the rental car requirement on major employers.</p>	<p>GRH staff worked with the top 12 employers with the most registered users in the program to tailor rental car marketing efforts to their registered employees. Because taxicab trips are more expensive for longer trips, the GRH Program requires rental car usage with certain exceptions for participants commuting over 50 miles in order to reduce program costs. Employer contacts were asked how they thought the GRH Program could most effectively market the rental car requirement to participants. Most employers recommended a direct email reminder to participants. Other employers recommended placing a reminder in their company newsletter or on their company intranet. NUMMI recommended sending all participants a reminder postcard in the mail. All recommended marketing campaigns were completed with the help of the employer contacts by June 2008. Despite these efforts, the percentage of rental car rides taken for trips longer than 50 miles by our major employers declined in 2008 by 4%. This may be due to participants who have emergencies which require immediate rides and who cannot wait for a rental car. Also the largest user of trips over 50 miles was NUMMI. NUMMI employees do not work on traditional shifts which conform to Enterprise Rent-A-Car business hours. Overall rental car usage and awareness, however, increased in 2008.</p>
<p>5. Develop and implement a pilot carshare program in Oakland and Emeryville</p>	<p>CMA and GRH staff met with ZipCar and City Carshare to explore using carshare vehicles as a convenient and cost effective ride option. City Carshare did not express an interest in pursuing a contract with the CMA due to the low ride potential and invoicing requirements.</p> <p>With a larger presence in Oakland, Emeryville, and Berkeley than City Carshare, ZipCar was then contacted by CMA and GRH staff. Negotiations ended with ZipCar in November 2008 because the CMA and ZipCar could not agree on contract terms. ZipCar does not generally sign contracts with organizations and does not carry the level of insurance the CMA requires.</p>

Recommendation	Outcome/Status
<p>6. Initiate a pilot program with one or two Transportation Management Associations</p>	<p>In March 2008, staff met with the Emeryville TMA and Downtown Berkeley Association and developed an informal partnership with both associations. As a result of our partnerships and marketing, 39 businesses registered from the two associations, accounting for 70% of all new business participants in 2008, and 137 new employee participants registered, accounting for approximately 20% of all new 2008 participants. Participants in these two districts took zero rides in 2008.</p>
<p>7. Conduct an independent review of the GRH Program and develop a plan to evaluate ways to transition employers from TFCA funding for rides to the employers paying for rides for their registered employees within six months</p>	<p>In 2008, the CMA hired Eisen Letunic Consulting to perform a third-party comprehensive program evaluation of the GRH Program. The comprehensive program evaluation concluded in 2009 and the ACCMA Board accepted the reports' major recommendations for the program. The following tiered recommendations were made:</p> <ol style="list-style-type: none"> 1) Continue to rely on TFCA grants to fund the GRH Program for now, 2) Investigate implementing a regional GRH Program with MTC and all nine counties in the region, 3) Expand the GRH Program in Alameda County into a comprehensive TDM Program (pending new funding), 4) Investigate requiring employers to contribute up to 50 percent towards the cost of the program and/or a \$10 to \$20 co-payment per employee (after certain conditions are in place), and 5) Eliminate the minimum number of 75 employees per employer requirement. <p>In regards to transitioning employers from TFCA funding, the report recommended that the CMA explore requiring employer contributions only if several conditions are in place. The criteria are: a determination that employers would not abandon the program in large numbers if they are required to pay, the existence of a comprehensive or more robust TDM program for employers through the ACCMA, and a stronger incentive for employers to provide commute alternative benefits for their employees. The 2008 Employer Survey included questions about willingness to contribute to the program. The Board recommended continued investigation of this issue in 2009.</p>

The following provides a more detailed look at the above recommendations and results.

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

The Guaranteed Ride Home Program entered its tenth year of operations in 2008. The program added 56 new employers in 2008, triple the amount registered in 2007 and more than any other year except for 1998. A total of 722 new employee participants registered with the program, the highest number of new registrants since 1999 and 40% more than 2007. The large increase in registered businesses and employee participants can be attributed to our successful partnership with the Emeryville TMA and Downtown Berkeley Association (DBA) as well as record high gas prices which led to more commuters choosing alternative modes.

Staff continued to market the program to employees and employers via newsletters, emails, telephone calls, mailers, attendance of employee benefits fairs, etc. Employee and employer surveys are completed annually as part of the annual program evaluation report. The annual surveying effort for 2008 concluded in March 2009.

2. Continue to monitor and market the 75-99 employee requirement.

In order to offer a program that is inclusive for smaller businesses, in 2007, the GRH Program reduced the minimum number of employees per employer requirement from 100 to 75. The Board recommended monitoring the recommendation including program costs, the number of new employers, and new employees, to determine if reducing the employees per employer requirement would increase program costs. With the implementation of the recommendation in 2007, staff has completed marketing outreach efforts to encourage enrollment of companies with 75-99 employees. Although marketing efforts increased with the implementation of the recommendation, program costs have remained steady since 2007.

In 2008, eight new businesses with between 75-99 employees not associated with business parks or districts registered for the GRH Program. The table below shows all businesses registered with between 75-99 employees, the date of registration, and how they found out about the program.

Figure ES-4 New Employers with 75-99 Employees (2008)

Company Name	City	Registration Date	Number of Employees	Information Source
State Street California	Alameda	5 /16/2008	90	InfoUSA mailer
Commerce West Insurance	Pleasanton	6 /24/2008	80	InfoUSA mailer
Nanochip, Inc.	Fremont	2 /27/2008	80	N/A
AAA	Newark	6 /11/2008	78	InfoUSA mailer
Lonely Planet Publications	Oakland	7 /24/2008	75	Employee
Uncle Credit Union	Livermore	11/3 /2008	75	InfoUSA mailer
Clear Channel Outdoor	Oakland	5 /13/2008	75	InfoUSA mailer
Berry & Berry, A Professional Law Corp.	Oakland	5 /15/2008	75	InfoUSA mailer

Most of the new employers listed above registered as a result of the InfoUSA mailer distributed in late 2007. Marketing efforts completed in 2008 included mailing information to employers and contacting Chambers of Commerce in Berkeley, Pleasanton, Fremont, Hayward, San Leandro, Union City, and Newark. Chamber contacts were sent information about the program to review and distribute to employers. Staff encountered more difficulty registering these smaller employers than expected. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees. Smaller businesses often do not have the resources or interest in supporting the GRH Program, especially if employees have not requested the benefit or if they have never heard of the program.

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

In order to reduce total funding spent on GRH trips and reduce program costs, the GRH countywide rental car program was launched in 2002. The rental car program requires that registrants who need a guaranteed ride home and who live more than 50 miles from their workplace use a rental car as their guaranteed ride home⁶. Rental car rides can be significantly cheaper for long distance trips because the program is only charged \$55 per ride for the rental car instead of \$2.40-\$2.60 per mile in a taxicab.

As with the 2007 Evaluation Report, in order to efficiently contact employers and employees and concentrate our marketing efforts, GRH staff contacted all employers and employees as part of the 2008 evaluation in January and February 2009.

With the start of the 2008 employee and employer surveys, all employer contacts were contacted via telephone to update their contact information. Employer contacts were reminded of the rental car requirement as part of the telephone call. The 2008 employee and employer surveys were distributed primarily via email and included a brief explanation of the rental car requirement in the email and within the survey. Persons not providing the program with an email address were mailed the survey with a cover letter explaining the rental car requirement. The survey itself asked employer and employee participants questions about rental usage and understanding of the requirement. The complete results of these questions are presented in Chapters 4 and 5 and a brief summary is provided below.

All program literature has been updated to state that trips of 50 or more miles require the use of a rental car except in case of emergencies. Literature also states that persons living between 21 and 49 miles from their workplace are strongly encouraged to use a rental car. An insert is now included in all new participant packets for persons living more than 20 miles from their workplace, which reinforces the rental car requirement for persons living more than 50 miles from their workplace and encourages use of a rental car use for persons living over 20 miles from their workplace. Participants using their GRH voucher for a taxicab who live over 50 miles from their workplace are now contacted by telephone and email to remind the participant of the program requirement.

As a result of these efforts, the survey showed that rental car requirement awareness among employer representative respondents increased from 49% in 2007 to 69% in 2008. Of registered employees, awareness increased from 35% in 2007 to 47% in 2008. Rental car usage was up 1% in 2008 and accounted for 19.3% of trips. Participants used more rental car rides in 2008 than in any other previous year.

4. Continue to develop and implement a way to focus marketing of rental car requirement on major employers.

The 2006 Evaluation Report recommended targeting major employers to market the rental car requirement. Because the larger registered employers have more registrants, they also tend to use the highest number of rides per year. In an effort to reduce program costs, rental cars are required for non-emergency trips longer than 50 miles. Rental car rides can be significantly cheaper for long distance trips because the program is only charged \$55 per ride for the rental car instead of \$2.40-\$2.60 per mile in a taxicab.

⁶ Exceptions apply. See Chapter 2, page 2-3.

The 12 employers with the highest number of registrants (as of April 2008) were targeted by GRH staff. Employer contacts were asked how they thought we could most effectively market the rental car requirement to participants. Most thought that a direct email would be the most effective way to inform participants. Other employer contacts preferred newsletter articles and information on their internal company website. By the end of June 2008, the 12 employers with the highest number of participants were contacted and marketing campaigns were completed.

Figure ES-5 Rental Car Requirement Marketing Activities

Company Name	# of Registrants ⁷	Action taken
Kaiser	1096	Employer contact emailed employees about the requirement. Email text created by GRH staff.
LLNL	387	Employer contact asked GRH staff to email participants directly.
NUMMI	296	Employer contact included a newsletter article in the May and June issues. A postcard reminder was mailed in June to all participants' homes.
UC Berkeley	288	Employer contact asked GRH staff to email participants directly.
City of Oakland	204	Employer contact included a newsletter article in the May newsletter and on employee benefits page on the City's intranet.
Caltrans	165	Employer contact asked GRH staff to email participants directly.
Alameda County	145	Employer contact asked GRH staff to email participants directly.
Mervyns	126	Employer contact asked GRH staff to email participants directly.
Bayer	112	Employer contact sent an email to all registered participants.
AT&T	103	Employer contact asked GRH staff to email participants directly.
Safeway	83	Employer contact sent an email to all registered participants.
Farmers Insurance	64	Employer contact asked GRH staff to email participants directly.

Despite the targeted marketing effort on the larger employers, rental ride usage declined among the 12 top employers for GRH trips taken in 2008 that were over 50 miles. In 2007, 30% of the top 12 employer GRH trips taken that were over 50 miles were rental cars. In 2008, the percentage declined to 26%. This may be due to several factors. Participants are required to mark the reason for their guaranteed ride home but the program does not ask what the urgency

⁷ Number of registrants at time of marketing effort, not as of December 31, 2008

of the matter is. If a participant's emergency requires that they leave work immediately and cannot wait for a rental car then the program allows participants to use a taxicab. The program does not know if in 2008 more emergencies required that participants leave work immediately. Also, NUMMI was the largest user of trips over 50 miles out of the top 12 employers in both 2007 and 2008. NUMMI employees work non-traditional shift hours which do not always conform to Enterprise Rent-A-Car business hours.

5. Develop and implement a pilot carshare program in Oakland and Emeryville.

The CMA Board recommended that staff develop and implement a pilot carshare program. The GRH Program strives to provide a convenient way home for persons in case of emergencies. More options in what type of ride home a participant can take would help encourage registration and the CMA's goal in reducing single occupancy vehicle trips. A carshare option would also provide a low cost alternative to taxicab rides for participants working after 5:30 PM when Enterprise Rent-a-Car is closed or for persons who need a guaranteed ride home immediately but are not able to wait for a cab or for Enterprise to drop off a rental car. As with rental cars, carsharing can be significantly cheaper than taxicabs for longer trips. Carsharing would add more convenience and options to participants and help meet the GRH Program's goal of reducing trip costs.

In order to develop a pilot carshare program, GRH and CMA staff contacted ZipCar and City Carshare. GRH and CMA staff met with ZipCar's manager of business development in April 2008. Staff thought ZipCar could be a good fit for the program because ZipCar has a large presence in Oakland, Emeryville, and Berkeley. Negotiations ended with ZipCar in November 2008 due to contracting issues. Most notably, ZipCar generally does not sign contracts nor provide adequate car insurance coverage per the CMA's requirements.

Negotiations with City Carshare ended with staff in June 2008. City Carshare decided not to pursue a contract with GRH due to the low ride potential in the East Bay and the program's invoicing requirements. The program requires monthly invoices that separate each ride by participant and include a voucher number for each ride. The City Carshare program could not accommodate a required voucher field on their website for participants taking a ride with the GRH Program. In addition, City Carshare would need to provide invoices to the program for trips instead of charging a pre-specified credit card. City Carshare's system could not accommodate these requirements.

6. Initiate a pilot program with one or two Transportation Management Associations.

In order to evaluate the cost effectiveness and staff resources needed to further reduce the eligibility requirement to include employers with less than 75 employees, GRH staff initiated two pilot programs with two business associations – the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA). Both associations have expressed enthusiastic support for the program and are excited with having the GRH Program available to their businesses and employees. The Downtown Berkeley Association is comprised of approximately 500 businesses in Downtown Berkeley and the Emeryville TMA includes over 800 businesses within the City of Emeryville. While a large number of businesses in each association have less than 75 employees, the total number of employees in each association is well over the required 75 employee minimum.

In March 2008, GRH and ACCMA staff met with the executive directors of both organizations to review the program, outline the responsibilities of each association, and agree upon a marketing approach. Marketing activities began in April 2008 and included a general mailer to employers, emails to employers, newsletter articles, flyers, telephone calls, and site visits. As a result of the marketing campaigns, the GRH Program experienced its highest level of new employer registrants since the program's first year of operations. Twenty-two businesses registered from the DBA and 17 registered from the Emeryville TMA, accounting for 70% of all new businesses registered in 2008. A total of 137 new employee participants registered from these businesses, comprising 19% of all new employee registrants in 2008.

While the initial marketing campaigns and business registrations were time consuming, the increased enrollment activity did not significantly impact the amount of time required to operate the GRH Program. As a result, decreasing or eliminating the employee requirement does not appear to significantly increase amount of administrative time or program cost. Furthermore, the program evaluation study presented to the CMA Board in February 2009 reviewed 11 programs in the Bay Area and nationwide. None of the reviewed programs had a minimum number of employees per employer requirement (see Recommendation 7).

7. Conduct an independent review of the GRH Program and develop a plan to evaluate ways to transition employers from TFCA funding for rides to the employers paying for rides for their registered employees within six months.

CMA staff led the effort in 2008 to hire a consulting firm to perform a comprehensive program evaluation of the GRH Program. The program has been relatively unaltered for over 10 years and the CMA Board requested staff perform a review to provide a fresh look at the service and to ensure that it is being administered and operated as efficiently and effectively as possible and to explore alternative funding strategies.

The CMA hired Eisen|Letunic Consulting to perform the program review. The comprehensive program evaluation found that the GRH Program is the fourth most cost-effective program of the 42 programs evaluated and funded by the Bay Area Air Quality Management District (BAAQMD). The program also found that the cost of the GRH Program is in line with other reviewed GRH programs.

The CMA Board approved the review with the following recommendations:

- **Continue to rely exclusively on TFCA grants to fund the GRH Program for now.** As with other GRH programs in the Bay Area, the ACCMA program relies on TFCA grants to fund program operations. In the short term, the report recommends maintaining TFCA funding because the source has remained reliable and secure.
 - The report recommended that the CMA explore requiring employer contributions only if several conditions are in place. The criteria are: a determination that employers would not abandon the program in large numbers if they are required to pay, the existence of a comprehensive or more robust TDM program for employers through the ACCMA, and a stronger incentive for employers to provide commute alternative benefits for their employees. The 2008 Employer Survey included questions about willingness to contribute to the program. The Board recommended continued investigation of this issue in 2009.

- **Investigate implementing a regional GRH Program with MTC and all nine counties in the region.** This has the potential of reducing total indirect costs (such as administration, marketing and overhead) across the merged programs.
- **Expand the GRH Program in Alameda County into a comprehensive TDM Program (pending new funding).** The ACCMA GRH Program is the only reviewed program that does not include other transportation demand management (TDM) programs. The ACCMA may want to consider expanding their TDM efforts beyond the GRH Program and what is offered by 511 Bay Area. These could include: ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps and promotions and other marketing strategies.
- **Investigate requiring employers to contribute up to 50 percent towards the cost of the program and/or a \$10 to \$20 co-payment per employee (after certain conditions are in place).** The criteria outlined by the report are: a determination that employers would not abandon the program in large numbers if they are required to pay, the existence of a comprehensive or more robust TDM program for employers through the ACCMA, and a stronger incentive for employers to provide commute alternative benefits for their employees.
- **Eliminate the minimum number of 75 employees per employer requirement.** Of the 11 GRH programs reviewed as part of the comprehensive program evaluation completed in 2009, the Alameda County GRH Program is the only program that has an employee per employer requirement. Based on other programs and the program's experience with the Emeryville TMA, the Berkeley Downtown Association, and reducing the employees per employer requirement from 100 to 75 employees in 2007, program staff does not believe that eliminating the employees per employer requirement would increase program costs.

A copy of the complete review and CMA Board recommendations is available on the CMA website at www.accma.ca.gov.

2009 Recommendations

Based on this evaluation report and the comprehensive program evaluation completed in February 2009, CMA staff recommends the following course of action for 2009:

New Recommendations for 2009

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

Operations of the GRH program should continue in 2009 including database maintenance, general marketing, and maintaining the website. Employee and employer surveys should be completed annually as part of the annual program evaluation report. The surveys for the 2009 evaluation should be scheduled for late January/early February 2010.

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

GRH staff should continue monitoring and marketing the requirement to take non-emergency rides greater than 50 miles with rental cars. Marketing should be focused on informing new employers and employees about the requirement. This effort should include continuing to telephone and e-mail participants who used the program for non-emergency rides and live over

50 miles from their workplace to remind the participant of the program requirement and attach reminders to all vouchers about the requirement.

3. Focus on registering businesses in South and Central Alameda County.

Although the program has been broadly marketed to all jurisdictions within Alameda County, staff should begin a targeted marketing effort to enroll businesses in South and Central Alameda County.

There are 188 businesses registered in the GRH Program. The North and East County cities such as Pleasanton, Oakland, Berkeley, and Emeryville represent over 80% of all registered GRH businesses. Newark and San Leandro only have two registered businesses while Berkeley and Oakland in North County have 35 and 38 registered businesses respectively.

In order to create more program equity across Alameda County and increase participation in South and Central Alameda County, the GRH Program should focus marketing efforts on employers in these areas in 2009. By working with Chambers of Commerce and business associations in South and Central County cities, the GRH Program should attempt to increase awareness and participation in these areas.

4. Investigate a Developer Fee for the GRH Program as a part of the CMA's Environmental Review Process.

As part of the Congestion Management Program, the CMA is required to conduct environmental reviews of development projects that generate more than 100 P.M. peak hour trips. The CMA committees and Board recommended that CMA staff investigate whether and how the CMA could include in their environmental review a recommendation that developers pay a fee to contribute towards funding the Guaranteed Ride Home Program as a condition of project approval. The fee would be a means of mitigating impacts of increasing congestion. CMA will investigate what would be required to implement such a fee and if the environmental review response letter should be modified. A recommendation will be brought back to the CMA Board.

Recommendations Approved by the CMA Board in February 2009

In February 2009, the CMA Board approved the following recommendations identified in the independent comprehensive program evaluation.

5. Implement and Market the Zero Minimum Employee per Employer Requirement.

In February 2009, The CMA Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size. The recommendation was based on the results of the comprehensive program evaluation which found that of 11 GRH programs nationwide, only the CMA program had a minimum number of employees per employer requirement. Based on our experience increased enrollment and zero ride use in 2008 with the addition of the Emeryville TMA and DBA, GRH staff does not anticipate the change having a large impact on program administration. Opening the program to all employers would create an equitable program on par with other Bay Area and nationwide GRH programs. Eliminating the minimum number of employees per employer requirement may not necessarily greatly expand

the number of businesses and employees enrolled in the program or the number of rides taken since smaller businesses often are not able to dedicate staff to market and administer the GRH program internally.

GRH staff should work with Chambers of Commerce and create press releases to advertise the change in the program and continue to form partnerships with TMAs and business associations to more effectively market the program to all employers regardless of size.

6. Investigate implementing a regional GRH Program with MTC and all nine counties in the region.

The CMA Board recommended that the CMA work with MTC to investigate initiating a regionwide GRH program. This has the potential of reducing total indirect costs (such as administration, marketing and overhead) across the merged programs. Staff should contact the Metropolitan Transportation Commission (MTC) and the Bay Area counties to discuss interest in assuming operations of the GRH Program.

Should a regionwide program be developed, the eligibility circumstances for rides and reimbursable expenses should be consistent with other programs in the Bay Area. Expanded valid circumstances for rides may include inclement weather for participants who walked or bicycled to work. Expanded reimbursable expenses consistent with the region may include, covering the cost of emergency rides taken on transit or provided by coworkers, taxicab gratuities, and fuel refills for car rentals.

7. Investigate requiring employers to contribute toward the cost of the GRH Program.

The GRH program has been funded by the Air District TFCA funds since 1998. To diversify program funding and address the CMA Board's concerns about having employers contribute towards the cost of their employees reducing congestion and air emissions, the CMA Board recommended investigating methods of introducing employer contributions into the program.

Because the program has been offered without a fee since inception⁸, even a minimal charge to employers could lead to employer attrition in the program. As recommended by the CMA Board in February 2009, the 2008 employer survey asked whether employers would be willing to contribute financially to the program and how much. Survey results showed that employers would generally be unwilling to pay for the program with 83% of respondents stating that their employer would be "unlikely" or "very unlikely" to participate if an annual fee of \$250-\$1,000 was levied per employer and 64% responding that their employer would be "unlikely" or "very unlikely" to participate in the program if the program charged \$10-\$20 annually per registered employee or any amount.

In Boston and King County, Washington, programs are able to pass on the full costs of their GRH programs to their employers, however, this is likely explained by program-specific reasons that do not apply to the Alameda County program. The Boston program is operated as part of an employer-run transportation management association while the King County program is a result of a state law requiring employers to provide commute alternative programs. In addition, both

⁸ The GRH Program has been 100% funded by TFCA funding and offered fee-free to employer and employee participants since 1998.

programs provide participants with a full package of commute alternative services, not just a GRH program.

Because of the potential for employer contributions to reduce participation in the program—and given that the program already has a stable source of funds, in the form of the TFCA—the comprehensive program evaluation recommended that the CMA require employer contributions only if several conditions are in place. These conditions are:

- A determination, based on results of future employer representative surveys, that employers would not abandon the program in large numbers if they are required to pay for it⁹;
- The existence of a comprehensive, or at least more robust, TDM program for Alameda County employers; and,
- A stronger incentive for employers to provide commute alternative benefits for their employees. This could be in the form of a requirement imposed by the state, possibly as a result of AB 32 or SB 375, two relatively new state laws related to reducing greenhouse gas emissions; or requirements imposed by municipalities, similar to San Francisco's ordinance requiring large and medium-size employers to offer commute benefits.

8. Expand the GRH Program in Alameda County into a comprehensive TDM Program (pending new funding).

The CMA GRH Program is the only reviewed program that does not include other transportation demand management (TDM) programs. Including the GRH program as part of a comprehensive TDM program would result in economies of scale for marketing and administration. A package of TDM options is being considered as part of the climate change efforts the CMA is pursuing to address greenhouse gas emissions requirements through AB 32 and SB 375. The GRH Program, whether in Alameda County or regionwide, should be considered part of these efforts.

⁹ The employer survey completed in March 2009 showed that employers are generally unwilling to contribute to participate in the GRH Program. The high negative response rate may be partially due to the current state of the economy.

Chapter 1. Introduction

The Alameda County CMA Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. Over the course of the last 11 years, the program has matured from a demonstration program with a handful of participating employers to a robust program with 188 active registered employers, 4,327 registered employees, and 1,380 trips provided. The program runs smoothly as indicated by the consistently high customer service ratings and relatively few complaints.

This report presents the results of the eleventh annual Guaranteed Ride Home Program Evaluation. This evaluation covers the program's operation during the 2008 calendar year and is meant to provide information about the effectiveness of program administration, statistics on employer and employee registration and trips taken, program impact on mode choice, and recommendations to address any area(s) needing improvement or expansion. Where notable, differences over the course of the last 11 years are identified.

Background

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (CMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District (BAAQMD).

The GRH Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of emergency or unplanned overtime on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 75 employees at worksites located in Alameda County, and participating employees must live within 100 miles of their worksite and be permanently employed part-time or full-time. Prior to October 2006, all employers had to have at least 100 employees per worksite.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking.

Report Organization

This report includes the following chapters:

Chapter 2 – Program Administration

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

Chapter 3 – Employee and Employer Participation

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

Chapter 4 – Employee Survey

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

Chapter 5 – Employer Survey

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

Chapter 6 – Program Update and Recommendations

This chapter provides a program update on recommendations from the 2007 evaluation report for 2008 and makes new recommendations for 2009.

Chapter 2. Program Administration

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

Program Operating Principles

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

Eligibility Requirements

The eligibility requirements for this program are:

- The employer must be registered with the program (with a local, designated employer representative who will have a few hours a year to dedicate to the program). Eligible employers must have 75¹ or more employees working at sites located in Alameda County
- The employee must pre-register as a participant in the program.
- Participants must be permanent part-time or full-time employees with a fixed schedule.

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

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

Allowable Uses and Use Limitations

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

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

¹ The GRH Program decreased the eligibility requirement from 100 to 75 employees in October 2006. Employers with less than 75 employees are allowed to register if they belong to a registered business park, association, or district. The business entity must have 75 or more total employees.

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

Guaranteed rides home may not be used for:

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

Use limitations help manage program resources by ensuring that no one participant takes an excessive number of rides. Restrictions on the number of rides per year or month also help curb potential abuse of the program. Of the 6,896 employees ever registered for the program, at the end of 2008, 6,226 (90%) had never taken a ride.

Most program participants take a guaranteed ride home very infrequently or not at all. From the GRH Program's inception in 1998 through December 31, 2008, 1,380 rides were taken by 670 different employee participants. Of these 670 participants, approximately 80% have taken only one or two rides.

Based on the number of active annual participants over the past 11 years and a maximum usage of six rides per year, 196,824 rides could have been taken by GRH participants. As previously stated, of those possible rides, only 1,380 were taken, representing 0.7% of total possible rides. The low number of rides used demonstrates that participants use GRH for its intended purpose, as an "insurance" policy to ensure a trip home in case of unexpected circumstances or unscheduled overtime.

The use limitation of six rides per calendar year and no more than two rides per calendar month continues to be reasonable based on usage patterns over the past years. During 2008, one participant took the maximum allowable six rides, two participants took five rides, and one participant took four rides. Since program inception, only three participants have reached the maximum allowable rides in a year (less than 0.1% of participants).

Process for Getting a Ride

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

Taxi Rides

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

- **Step 1:** Call one of the transportation providers to arrange a ride and inform them that this is an Alameda County CMA Guaranteed Ride Home call².
- **Step 2:** Fill out the employee section of the voucher. Give the voucher to the driver at the beginning of the ride.
- **Step 3:** At the end of the ride, ask the driver to fill out his/her portion of the voucher.
- **Step 4:** Sign the employee section of the voucher. Keep the pink copy and give the other two copies to the driver.
- **Step 5:** Tip the driver (10-15% is customary).
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire, which asks for feedback about the Program, and mail or fax it with the employee copy of the voucher to the GRH Program Administrator.

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

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

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

Rental Car Rides

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

- **Step 1:** Call 1-800-RENT-A-CAR. Calls will automatically be routed to the closest Enterprise Rent-A-Car office (cell phone calls are routed to a main number). Inform the agent that this is an Alameda County CMA Guaranteed Ride Home call and provide the customer number.

² The GRH Program accommodates participants with disabilities. Participants requiring an ADA accessible vehicle must contact Friendly Cab (one of three taxicab companies the program uses) and specify the need for an accessible vehicle, regardless of what city their employer is located or where their destination is located.

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

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

Instant Enrollment

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

Vendor Payment

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

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

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

This vendor payment system has been working well. There have been no payment disputes to date.

Marketing and Promotions

Approximately 20% of the program's administrative resources are dedicated to marketing and promotion. This total fluctuates from year to year however based on the marketing recommendations made in the annual evaluation report. To the extent possible, the program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations such as 511 Rideshare, Enterprise Vanpool, and VPSI Vanpool. In 2008, in addition to the regular marketing, three new focuses were added: 1) Marketed the new pilot DBA and TMA program, 2) marketed the modified 75-99 employees/employer eligibility requirement, and 3) marketed the use of car rentals for non-emergency trips over 50 miles to large employers.

For the Downtown Berkeley Association and Emeryville TMA pilot program, both organizations entered into an informal agreement with the GRH Program to allow all businesses in their jurisdictions to enroll in the program regardless of the number of employees because as a whole, the DBA and Emeryville TMA employ well over the minimum 75 employee requirement. As a result of this partnership and related marketing activities, 39 new businesses³ enrolled from these two business districts and 137 new participants enrolled. Marketing also resulted in the program enrolling eight employers with between 75-99 employees. These businesses reported finding out about the program as part of the InfoUSA mass mailer program staff sent out in late 2007. In addition, GRH staff continued to attend multiple commuter and benefits fairs throughout the county including Kaiser, Safeway and Hacienda events in Pleasanton and other events in Oakland and Emeryville. Because funding was diverted from marketing to the comprehensive GRH Program evaluation completed in 2009, the GRH Program could not attend as many marketing events as in the past.

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

Program Literature

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

The Employee Guide promotes the idea that, with the Guaranteed Ride Home Program, a participating employee will never be stranded in an emergency. The message in the Employee Guide is that the program is a type of "insurance policy" that eases people's worries about using an alternative transportation mode. It also encourages employees to try an alternative mode for the first time. The guide also explains the program's rules and parameters (under what

³ Three businesses have since gone out of business.

circumstances and how many times per year the program can be used, etc.) and walks the employee step-by-step through the process of getting an emergency ride home. Each Employee Guide contains a registration form, including a liability waiver, which employees complete and mail or fax to the Program Administrator. Employees can register via the program's web site as well.

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

Web Site

The program's web site (www.grh.accma.ca.gov or www.alamedagrh.org) provides easy access to all program literature (which can be downloaded as PDF files), and employees can register for the program online. (Employees must still print out and fax or mail their signed liability waivers, however.) When interested employees call, program staff can refer them to the web site for additional program information and registration. This enables the program to reduce the number of hard copy brochures that are mailed and printed, and allows interested employees to obtain detailed information about the program immediately. In 2006, the GRH web site was updated to include important information for employees including instructions on the rental car requirement and under what circumstances a participant is required to use a rental car. The web site also has a new employer section that provides updated information about the instant enrollment process.

Media Coverage

Media coverage provides a means of free advertising for the program, and, while relatively limited, these opportunities are useful in promoting the program to a large number of employees and employers. In 2008, both the Emeryville TMA and Downtown Berkeley Association announced to their businesses that they were all eligible for the GRH Program via emails, newsletters, and flyers.

On-Site Visits and Events

Program staff has taken advantage of opportunities to hold tabling and information sessions and participate in transportation and benefits fairs held at work sites of participating employers and business parks. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and new employers to sign up. Program staff participated in various events in 2008, including the following:

- Employee breakfasts at the University of California Office of the President in Oakland
- Safeway Benefits Fair in Pleasanton
- Kaiser Benefits Fair in Oakland
- NUMMI Benefits Fair in Fremont
- Oakland Bike to Work Day
- Tri-Valley Forum at Kaiser in Pleasanton

- Orcon Corporation Benefits Fair in Union City

Direct Marketing to Employers

In 2008, direct marketing efforts were focused primarily on Emeryville TMA and DBA employers. Through newsletters, emails, direct calls, and on-sight visits, 39 new businesses in these business districts registered in the program.

Another aspect of employer marketing is contacting already registered employers to renew relationships with employer contacts, update employee lists, and facilitate the functioning of the program with existing enrollees. As part of the annual program evaluation, all employers participating in the program were contacted via mail, email and/or telephone. In 2008, efforts to contact employers with few or no employees enrolled in the program were continued, as were activities to support employers who actively promoted the Guaranteed Ride Home Program to their employees.

Summary

Program Operating Principles

- The process of enrolling and getting an emergency ride home continues to work smoothly.
- The Guaranteed Ride Home Program continues to offer employees working in Alameda County a guaranteed ride home in case of unexpected circumstances or unscheduled overtime at no cost to the employer and employee⁴.
- Program participants can use either a taxicab or a rental car as their guaranteed ride home. The rental car option was added for all county employers in 2006. Participants living more than 50 miles from their workplace are required to use a rental car for non-emergency rides.
- The use limitation of six trips per year continues to be appropriate. Very few program participants reach this limit. Four participants used four or more rides in 2008.

Marketing and Promotions

- All program literature continues to be available in both hard copy and electronic formats.
- Employees and employers can download registration forms (as PDF files) and other program information from the program's website, and employees can register online. The program's web site and email address are now printed on all employee brochures.
- Program staff participated in information sessions in 2008, including benefits and transportation fairs in Oakland, Pleasanton, Fremont, and Emeryville and a transportation forum in Pleasanton where all local businesses were invited to attend. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and some employers to sign up.
- The Downtown Berkeley Association and Emeryville Transportation Management Association entered into an informal agreement with the GRH Program to allow all of their businesses to register regardless of the number of employees because as a whole, both

⁴ Participants using a taxicab are asked to pay the taxi gratuity and participants using a rental car are required to pay for gas.

employee at least 75 employees. Efforts included newsletter articles, emails, phone calls, and on-site visits. Thirty-nine businesses and 137 employees enrolled as a result of these efforts.

- As a result of all efforts, a total of 56 new employers registered in 2008, the highest number of new business registrants since 1998, and more than triple the number of registered businesses in 2007. The program registered 722 people in 2008, 40% more participants than in 2007, and the highest number of new participants since 1999.

Chapter 3. Employer and Employee Participation

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

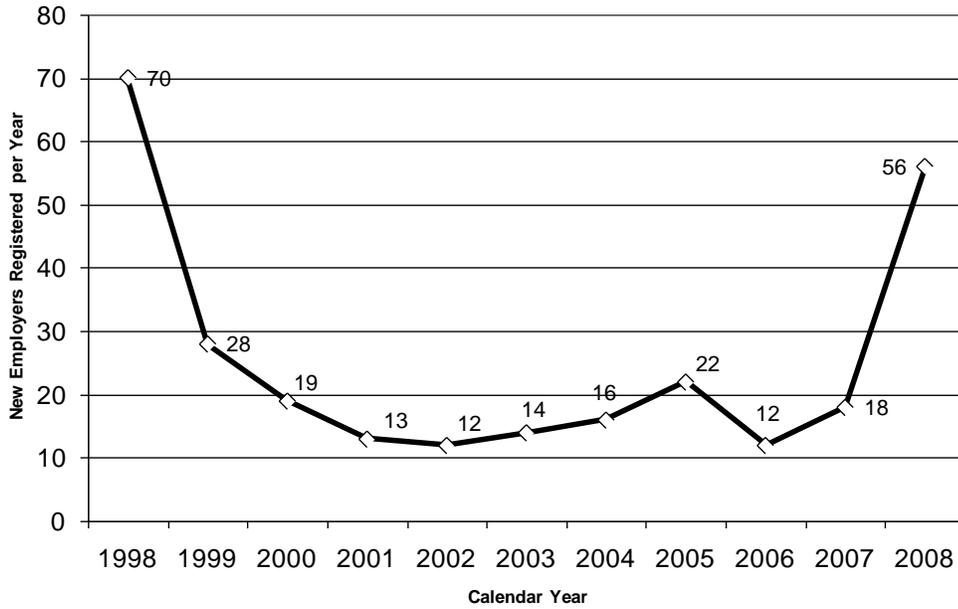
Employer and Employee Registration

Number of Employers

As of December 31, 2008, 188 total employers were enrolled in the Guaranteed Ride Home Program. The program has registered a total of 283 employers in the period from 1998 to 2008. Several employers, however, have relocated, gone out of business, or lost interest in the program and have been marked "deleted" or "inactive" in the database (records are never permanently deleted from the database). Due to the recent economic downturn, a larger number of GRH employers than usual have either gone out of business or decided not to participate in the program because all their registered employees no longer work for the company or because of limited staff resources to administer the program. The enrollment figure reflects only those employers who are currently registered and active in the program. Figure 3-1 shows the number of new employers registered by year.

The largest number of employers was enrolled in the first year of the program (70 employers). In 2008, 56 new employers were enrolled with the program, more than triple the number enrolled in 2007 and the highest number of new registrants since the program launch in 1998. The increase is largely attributed to the informal partnership formed between the GRH Program and the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA). Businesses in these two districts accounted for 39 (70%) of the newly registered businesses in 2008.

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

Figure 3-2 presents the number of employers by location in Alameda County. Pleasanton is the city with the largest number of employers registered for the program with 40 employers, a decrease in four employers from 2007. Oakland has the second largest concentration of GRH registered businesses with 38 businesses. Berkeley and Emeryville experienced the largest increases in the number of registered businesses thanks to the partnerships between the GRH Program and the DBA and Emeryville TMA. Emeryville experienced a 280% increase in the number of enrolled businesses in 2008 from 5 to 19 registered businesses and Berkeley experienced a 133% increase from 15 to 35 registered businesses.

Figure 3-2 also shows that north and east Alameda County have the greatest number of enrolled employers and account for over 80% of enrolled businesses. Not surprisingly, these two areas of the county also have the greatest number of large employers and registered business parks and districts who are eligible for the program. Both the east and central county areas experienced an overall decline in the total number of enrolled businesses in 2008.

Figure 3-2 Employers by Location

Location	Number of Employers		% Change
	2007	2008	
North	65	101	55%
Alameda	8	9	13%
Berkeley	15	35	133%
Emeryville	5	19	280%
Oakland	37	38	3%
East	60	54	-10%
Dublin	7	5	-29%
Livermore	9	9	0%
Pleasanton	44	40	-9%
South	18	23	28%
Fremont	15	18	20%
Newark	1	2	100%
Union City	2	3	50%
Central	12	10	-17%
Hayward	10	8	-20%
San Leandro	2	2	0%
Total	155	188	21%

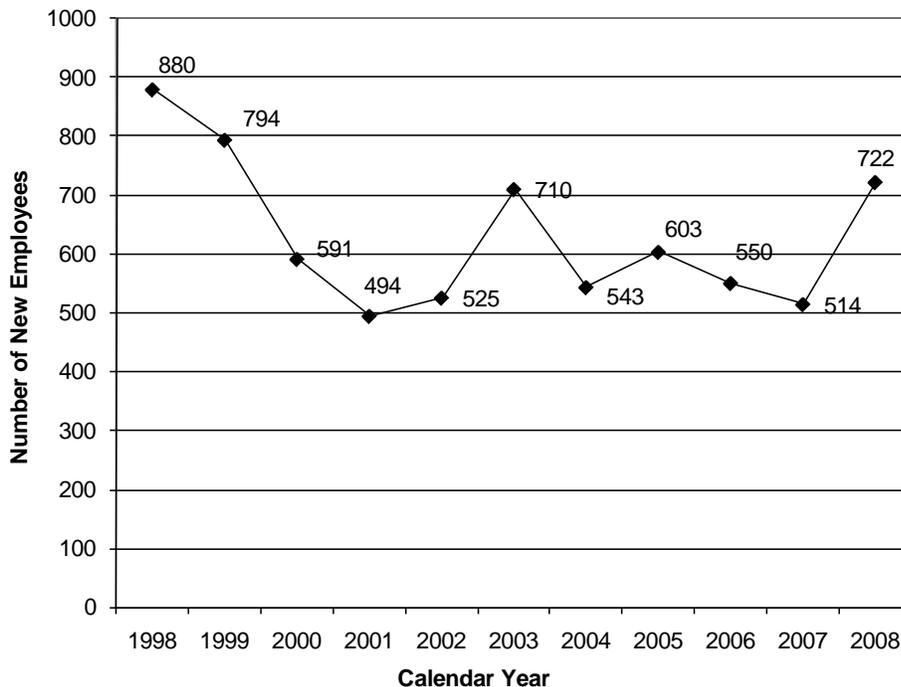
Number of Employees

As of December 31, 2008, 4,327 employees were actively enrolled in the Guaranteed Ride Home Program. As with the employer data, the total number of employees registered since program inception is actually higher because employees are marked “deleted” in the database when the program administrator learns that they have left their employer and are no longer eligible for the program. The enrollment figure reflects only those actively registered.

The 2008 calendar year experienced the highest number of new registrants since 1999 with 722 employees enrolling in the program. The increase in participation can be attributed to the large number of new participants from the Emeryville TMA and Downtown Berkeley Association (DBA) and also due to high gas prices in the first half of 2008, which led to increased interest in transportation alternatives in the county and across the nation. Despite record enrollment, total actively registered participants dropped in 2008 by 2.5% from 4,437 participants in 2007 to 4,327 in 2008. Participant losses were concentrated at large employers such as Mervyns Corporate in Hayward, which went out of business and Lawrence Livermore National Laboratory, which underwent a management change and eliminated a number of jobs. Each business shed over 100 participants from the program. Other larger employers such as Farmers Insurance and AT&T also experienced large declines in the number of registered participants.

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

Figure 3-3 Number of New Employees Registered by Year



Number of Employees by Employer

Thirty-four employers have 20 or more employees signed up with the program and 14 companies have over 50 enrolled employees (Figure 3-4). The program has eight employers with over 100 employees registered. These eight employers represent 61% of all GRH participants and have demonstrated a strong commitment to promoting commute alternatives. This measurement provides additional support to the supposition that marketing efforts are best spent on employers with an active GRH representative who markets the program to employees and actively supports the program.

The program also has 115 employers with 1-19 registered employees and 39 employers with zero registered participants.

Figure 3-4 Employers with Over Fifty Employee Participants

Employer Name	City	# of Registered Employees
Kaiser Permanente	Oakland	1151
New United Motor Manufacturing, Inc. (NUMMI)	Fremont	311
Lawrence Livermore National Laboratory	Livermore	285
UC Berkeley	Berkeley	257
City of Oakland	Oakland	185
Alameda County Employee Services	Oakland	170
Caltrans - Department of Transportation	Oakland	165
Bayer Corporation	Berkeley	118
Kaiser Oakland Medical Center	Oakland	96
Safeway Inc.	Pleasanton	90
City of Berkeley	Berkeley	88
AT&T	Pleasanton	82
Lawrence Berkeley National Laboratory	Berkeley	70
Metropolitan Transportation Commission	Oakland	58

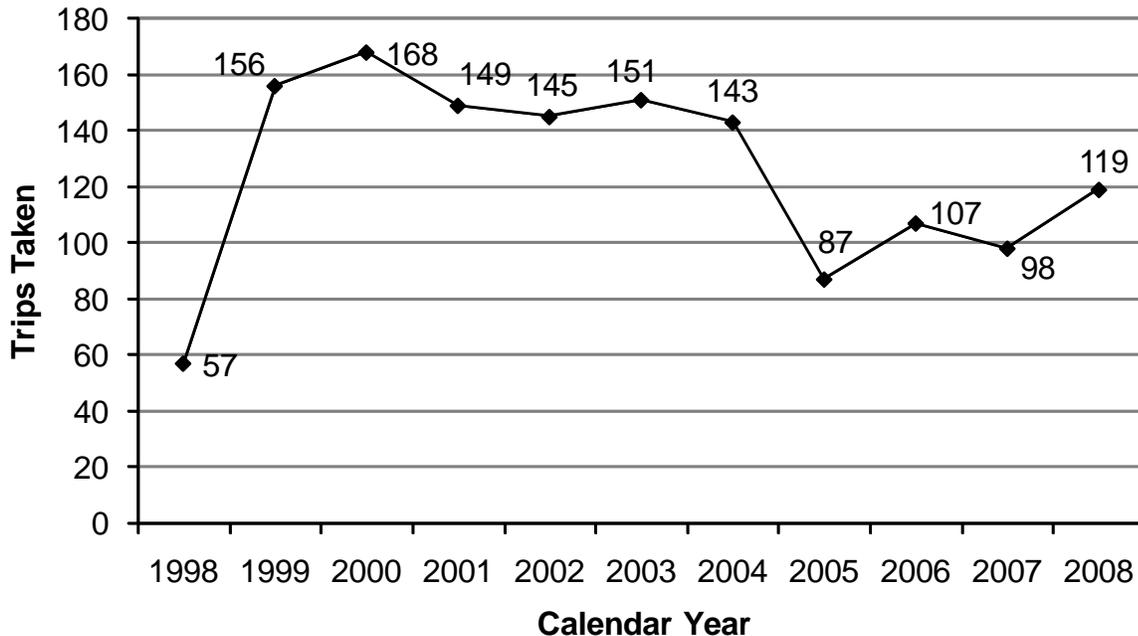
Trips Taken

Total Number of Trips

A total of 1,380 guaranteed ride home trips have been taken from the program's inception through the end of 2008. Of these, 1,276 trips (93%) were taken via taxi and 104 trips (7%) were taken using rental cars. Rental cars became available for the program countywide in 2004. During 2008, a total of 119 trips were taken, a 21% increase from 2007. Of these, 96 (81%) were via taxi and 23 (19%) were made with rental cars. This represents a 1% increase in rental car use from 2007.

Approximately 10 trips per month were used in 2008. Figure ES-2 in the executive summary presents the year-by-year statistics for the average number of trips per month.

Figure 3-5 Number of Trips Taken Per Year since Program Inception



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

Trips by Employee

Most program participants take rides very infrequently or not at all. This demonstrates the “insurance” nature of the Guaranteed Ride Home Program. Commuters are often concerned about the perceived inflexibility of alternative modes like transit or carpools and how they would return home if an emergency or if unexpected circumstances arise. In order to remove that barrier, the program provides participants with a free ride home if an emergency or unexpected circumstance arises, easing fears participants may have about being stuck at work and ensuring that they will be able to get home safely. Of the 6,178 employees ever registered for the program, at the end of 2008, 6,226 (90%) had never taken a ride.

Since program inception, a total of 670 individual employee participants have taken rides. A large majority, 534 (approximately 80%), of those have taken only one or two rides. Only 136 program participants have taken three or more rides since the program’s inception. During 2008, one participant took the maximum allowable number of rides.

Trips by Employer

Figure 3-6 shows the number of trips taken by employer during 2008. Larger employers tend to have a formal Employee Transportation Coordinator position to help their employees with their commutes. These employers have done a good job of getting program information to their employees and have the most employees signed up with the program. Therefore, it is not surprising that these employers also have high usage rates. Additionally, many of the employees who work for New United Motor Manufacturing, Inc. (NUMMI) carpool or vanpool to work from cities in the San Joaquin Valley. This is due to the fact that these employers are not in transit-accessible locations and that many employees have non-traditional work shifts. 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 do not have flexible work schedules.)

Figure 3-6 Trips Taken by Employer in 2008

Employer Name	Number of Rides
New United Motor Manufacturing, Inc. (NUMMI)	18
Kaiser Permanente	17
Lawrence Livermore National Laboratory	12
Federal Express	10
AT&T	7
Alameda County	5
Lawrence Berkeley Laboratory	5
LeapFrog	5
Bayer	4
City of Berkeley	4
Farmers Insurance	4
Kaiser Oakland Medical Center	4

Employer Name	Number of Rides
UC Berkeley	4
University of California, Office of the President	3
City of Oakland	2
City of Pleasanton	2
Robert Half International	2
Associated Third Party Administrators (ATPA)	1
Cell Genesys, Inc.	1
City of Fremont	1
Dreyer's	1
Individual Software, Inc.	1
Mervyns	1
Novartis	1
Oracle	1
Randick, O'Dea, & Tooliatas	1
Safeway	1
Valley Care Health Systems	1
Total	119

Trip Reasons

The most common reason for using a guaranteed ride home during 2008 was “personal illness” (33%), followed by “unscheduled overtime” (26%), “family member illness” (15%), and “personal crisis” (12%).

Compared with the reasons for all rides taken in the program through 2008, the distribution is consistent for reasons such as “unscheduled overtime”, “family member illness”, and “carpool or vanpool breakdown”. “Personal illness” was up 5% compared to the historic average and “carpool or vanpool driver had to stay late or leave early” was down 4% compared to the average.

Figure 3-7 Trips Taken by Reason

Reason for Ride	2008 Only		1998 through 2008	
	Number of Rides	Percent	Number of Rides	Percent
Personal Illness	39	33%	383	28%
Unscheduled overtime	26	22%	314	23%
Family member illness	18	15%	188	14%
Personal crisis	14	12%	134	10%
Carpool or vanpool driver had to stay late or leave early	11	9%	180	13%
Carpool or vanpool breakdown	9	8%	91	7%
Unknown	1	1%	47	3%
Rideshare vehicle not available	1	1%	38	3%
Other	0	0%	5	0%
Total	119		1380	

Commute Mode and Trips Taken

A majority of Guaranteed Ride Home trips are taken by those using carpools and vanpools. Figure 3-8 shows that 61% of guaranteed rides home were used by car- and vanpoolers. Because employees who carpool and vanpool have more limited options in terms of when they can return home, they are more likely to be without a ride when an emergency or other unexpected situation arises. For example, many job locations where people carpool or vanpool are either inaccessible by bus or train or those modes do not operate during alternative shift hours.

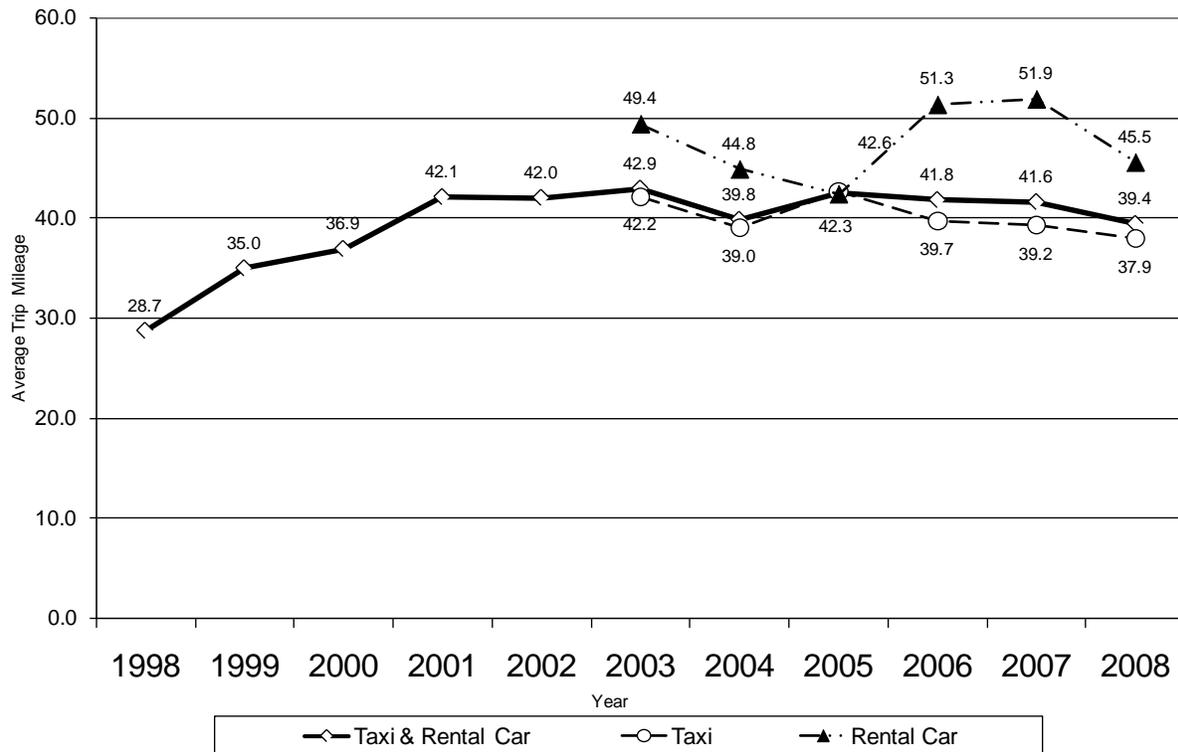
Figure 3-8 Commute Modes Used by Those Using a Guaranteed Ride Home Since Program Inception (1998)¹

Commute Mode	Number of Rides	Percent
Carpool or vanpool	909	61%
Train (BART or Other)	310	21%
Bus	232	15%
Unknown	25	2%
Bicycle	17	1%
Ferry	2	0%
Walk	6	0%
Total	1,501	

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

The average GRH trip distance in 2008 was 39.4 miles, a 5% decline compared to 2007. 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 2006 has led to fewer long distance taxi trips with the average taxi mileage declining every year beginning in 2006. The average trip mileage for rental car trips was approximately 46 miles in 2007, a 12% decrease from 2007. This suggests that employees are living closer to their employers and prefer shorter commutes.

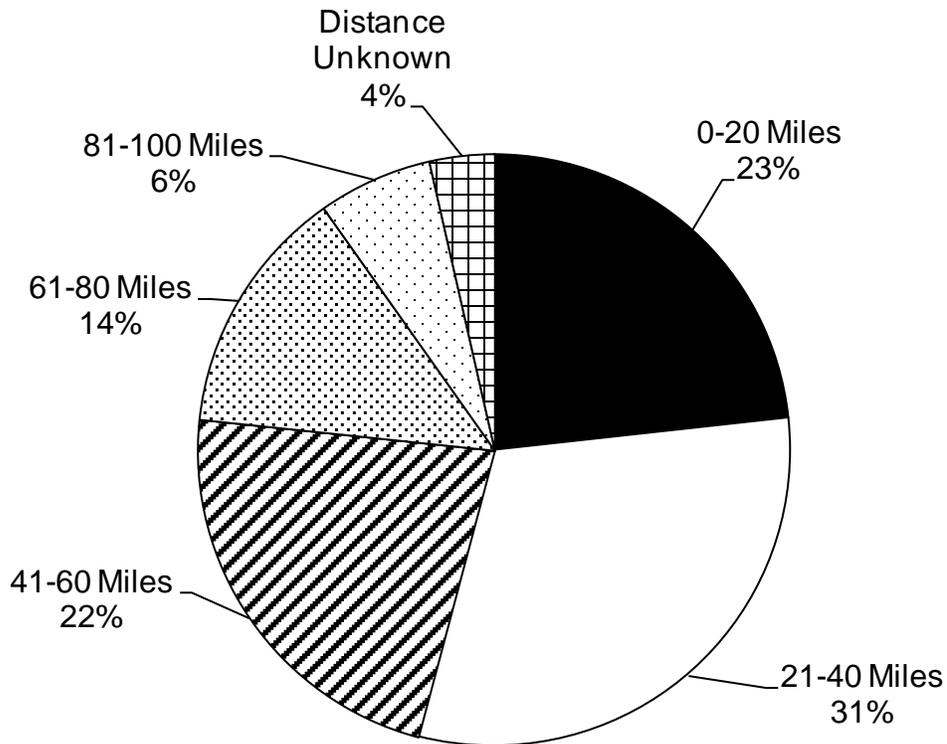
Figure 3-9 Trend in Average Trip Mileage (Rental Car and Taxi Trips)



Rides by Distance

Figure 3-10 shows the number of rides taken by distance category (combined taxi and rental car). Seventy-six percent of all trips were more than 20 miles in length and 56% of all trips were over 40 miles. A total of 86 rides (approximately 6%) of all program trips made through 2008, have been over 80 miles and less than 100 miles.

Figure 3-10 Number of Rides Taken by Distance Since Program Inception (1998)²



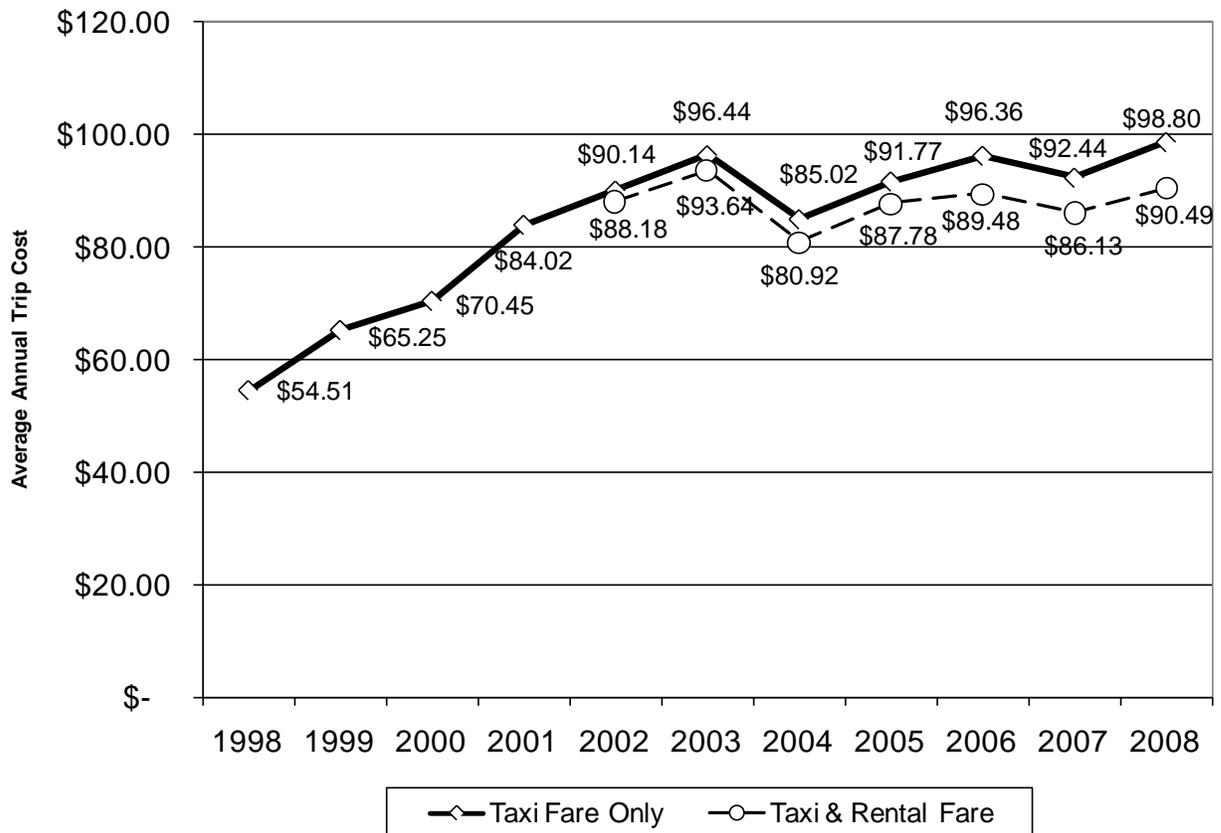
² The total ride distance is unknown for approximately 4% of total rides given since 1998. These rides represent trips used in the first few years of the program where some vouchers or invoices did not include the total trip distance.

Trip Cost

The average trip cost in 2008 was \$98.80 (for taxi trips only), a 7% increase from 2007 despite declining mileage. With record high gas prices in the first half of 2008, Friendly Cab, serving the northern part of the county, increased their rates. Fares are calculated at a rate of \$2.50 or \$2.60 per mile plus wait time (depending on the taxi provider), and include a \$2.00 or \$3.00 flag rate and any bridge tolls. Passengers are responsible for any gratuities paid to drivers. Figure 3-11 shows the trend in average trip fare for each year of the program's existence. The average combined fare per trip for taxicab and rental car peaked in 2003 at \$93.64. The combined average fare has since decreased and now resides at \$90.49.

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

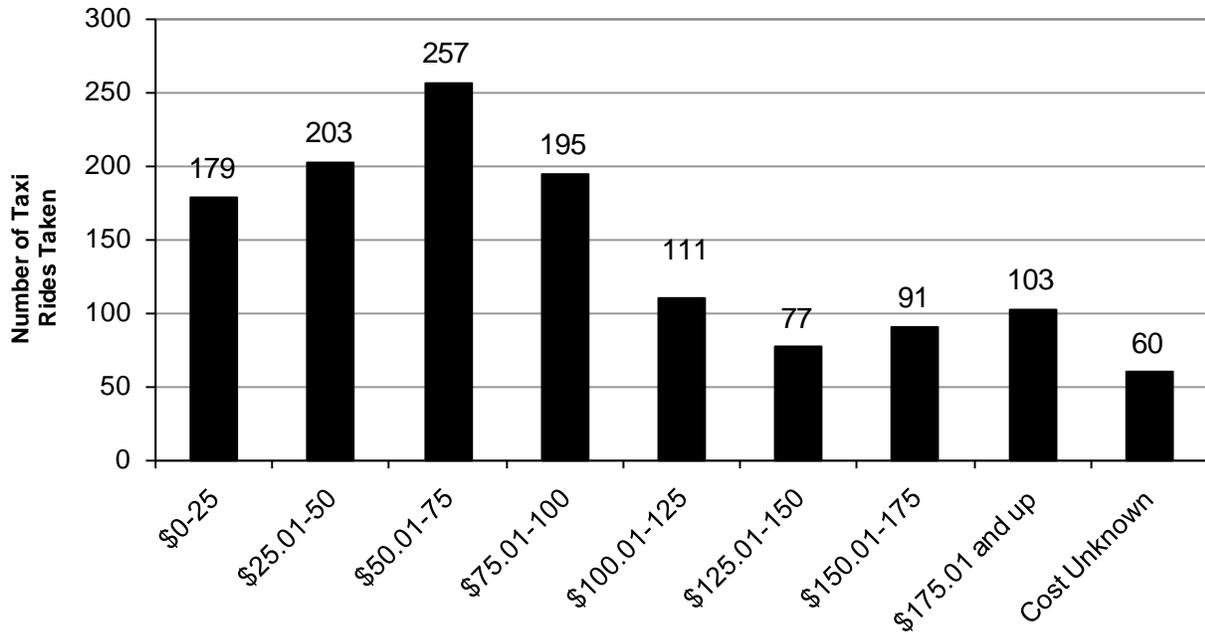
Figure 3-11 Trend in Average Fare per Trip



Taxi Rides by Cost

Figure 3-12 shows the number of taxi rides taken by cost category. Of the 1,276 total taxi rides, 53% cost \$75 or less and 69% cost \$100 or less.

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



³ The trip cost is unknown for approximately 5% of total rides given since 1998. These rides represent trips used in the first few years of the program where some hardcopies did not include the total trip cost.

Rental Car Savings

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 on Friendly Cab plus a \$3.00 flag fee, \$2.50 per mile and a \$2.00 flag fee on Tri-City Cab, and \$2.40 per mile and a \$2.00 flag fee on American Cab, the program saved an estimated \$1,445.56 in 2008 by using rental cars. This represents the highest level of savings since the inception of the rental car program in 2002 (countywide program began in 2006).

A total of 23 rental car trips were used in 2008, the highest number since program inception.

Figure 3-13 Rental Car Savings in 2008

Mileage	Total Cost	Pick Up City	Taxi Cost per Mile	Taxi Ride Total + \$3 Flag	Estimated Savings
50	\$55.00	San Leandro	\$2.60	\$133.00	\$78.00
50	\$54.99	San Leandro	\$2.60	\$133.00	\$78.01
50	\$56.36	San Leandro	\$2.60	\$133.00	\$76.64
55	\$56.36	Alameda	\$2.60	\$146.00	\$89.64
28	\$54.36	Pleasanton	\$2.50	\$73.00	\$18.64
52	\$54.36	Berkeley	\$2.60	\$138.20	\$83.84
50	\$54.99	San Leandro	\$2.60	\$133.00	\$78.01
48	\$50.01	San Leandro	\$2.60	\$127.80	\$77.79
32	\$57.36	Livermore	\$2.50	\$83.00	\$25.64
29	\$53.05	Alameda	\$2.60	\$78.40	\$25.35
55	\$54.99	Oakland	\$2.60	\$146.00	\$91.01
27	\$54.36	Pleasanton	\$2.50	\$70.50	\$16.14
49	\$54.36	Livermore	\$2.50	\$125.50	\$71.14
55	\$54.36	Pleasanton	\$2.50	\$140.50	\$86.14
28	\$54.36	Pleasanton	\$2.50	\$73.00	\$18.64
50	\$57.36	Oakland	\$2.60	\$133.00	\$75.64
67	\$54.36	Fremont	\$2.40	\$163.80	\$109.44
35	\$57.36	Livermore	\$2.50	\$90.50	\$33.14
28	\$54.36	Emeryville	\$2.60	\$75.80	\$21.44
38	\$71.65	Oakland	\$2.60	\$101.80	\$30.15
90	\$54.36	Fremont	\$2.40	\$219.00	\$164.64
27	\$57.36	Emeryville	\$2.60	\$73.20	\$15.84
54	\$57.36	Pleasanton	\$2.50	\$138.00	\$80.64
Total Program Savings					\$1,445.56

Employee Commute Patterns

Commute Distance and Location

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

Although employees must work in Alameda County to be eligible for the program, they may live up to 100 miles away from their worksite and live outside of the county. Program enrollment currently includes residents of 20 different counties (Figure 3-14). Forty-six percent of enrolled employees (who we have a known home county for) reside in either Alameda or Contra Costa County.

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

County	Number of Employees Enrolled in Program (1998-2008)	Percent of Employees Enrolled in Program (1998-2008)
Alameda	1111	33%
Contra Costa	711	21%
San Joaquin	458	14%
San Francisco	303	9%
Stanislaus	212	6%
Solano	178	5%
Santa Clara	129	4%
San Mateo	119	4%
Sacramento	52	2%
Marin	29	1%
Merced	21	1%
Yolo	16	0.5%
Sonoma	15	0.4%
Napa	9	0.3%
Calaveras	5	0.1%
Placer	5	0.1%
El Dorado	1	0.03%
Fresno	1	0.03%
Madera	1	0.03%
Santa Cruz	1	0.03%
TOTAL	3,377	
<i>Unknown*</i>	<i>950</i>	
<i>Total Enrollment</i>	<i>4,327</i>	

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

Origin/Destination Frequency

Figure 3-15 shows the most frequent (ten or more trips) origin (work) and destination (home) cities for all the trips taken by employees in the program through 2008. The most common trip pairs were Oakland to Oakland (63 trips), Fremont to Modesto (55 trips), and Oakland to Vacaville (43 trips). The cities with the most trip origins overall are Oakland (389 trips), Pleasanton (303 trips), and Fremont (241 trips). The cities with the most trip destinations are Oakland (158 trips), Manteca (113 trips), Modesto (93 trips), and Tracy (76 trips).

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	63
Fremont	Modesto	55
Oakland	Vacaville	43
Pleasanton	Manteca	39
Berkeley	Oakland	34
Oakland	San Francisco	30
Pleasanton	Tracy	30
Livermore	Oakland	28
Oakland	Manteca	27
Oakland	Fairfield	26
Fremont	Manteca	23
Pleasanton	Modesto	23
Livermore	Manteca	22
Livermore	Tracy	22
Pleasanton	Merced	21
Fremont	Fremont	19
Pleasanton	Rodeo	19
Oakland	Vallejo	18
Fremont	Oakland	17
Berkeley	Stockton	16
Oakland	Walnut Creek	15
Fremont	Tracy	14
Livermore	Stockton	13
Pleasanton	San Francisco	13
Fremont	Delhi	12
Pleasanton	Concord	12
Livermore	San Jose	11
Pleasanton	Antioch	11

Origin (Work)	Destination (Home)	Number of Trips
Pleasanton	Danville	11
Berkeley	Berkeley	10
Pleasanton	Brentwood	10
Pleasanton	Livermore	10
Pleasanton	Patterson	10

Destination Counties

Figure 3-16 shows the destination counties for all of the trips taken by employees in the program through 2008. The most common trip destination is Alameda County (27%), followed by San Joaquin (19%), and Contra Costa (16%).

Figure 3-16 Destination Counties for Trips Taken Since Program Inception (1998)

County	Number of Rides	Percent
Alameda	373	27%
San Joaquin	268	19%
Contra Costa	226	16%
Stanislaus	137	10%
Solano	135	10%
San Francisco	60	4%
Santa Clara	52	4%
Merced	43	3%
Sacramento	16	1%
Marin	16	1%
Yolo	8	1%
San Mateo	4	0%
Sonoma	3	0%
Calaveras	1	0%
Napa	1	0%
Placer	1	0%
Unknown	36	3%
Total	1,380	

Summary

Employer and Employee Registration

- As of December 31, 2008, there were 188 employers and 4,327 employees enrolled in the Guaranteed Ride Home Program.
- New employer enrollment was at its highest level since program inception in 2008 with 56 newly registered businesses due to the program's informal partnership with the Emeryville TMA and DBA. Employee enrollment was at its highest level since 1999 because of our new partnerships and record gas prices. Despite these gains, the total number of registered employees fell because of the economic downturn.
- North and east Alameda County continue to be the areas with the most employers enrolled in the program. Pleasanton has the most registered employers, followed by Oakland.

Trips Taken

- The total number of trips taken in the program through 2008 was 1,380. In 2008, 119 trips were taken, approximately 21% more than 2007.
- Ninety percent of enrolled employees have never used a guaranteed ride home. Of the employees who have taken a trip, approximately 80% have taken only one or two rides.
- "Personal illness" has the most common reason for taking a trip in 2008 (33% of trips), followed by "unscheduled overtime" (22% of trips).
- The most prevalent users of guaranteed rides home are car- and vanpoolers. People who used these modes accounted for 61% of program trips in 2008.
- The average trip distance decreased 5% in 2008 compared to 2007. The average trip distance for all trips in 2008 was 39.4 miles.
- The average taxi trip cost increased 7% in 2008 to \$98.80. When factoring in rental car trips, the average trip cost was \$90.49. The large increase in cost was due to an increase in taxi rates.
- Savings from using rental cars totaled approximately \$1,445 in 2008. A total of 23 rental cars were used in 2008, the highest number since program inception.

Employee Commute Patterns

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

Chapter 4. Employee Survey

This chapter presents the results of the data collected in February and March 2009 as part of the annual Guaranteed Ride Home Program participant survey.

Methodology

On February 4, 2009, GRH staff sent an email to all GRH employer representatives asking them to distribute the employee participant survey electronically or with a paper copy through regular mail. Before sending out the survey link, all employer representatives were called to update contact information and to inform them about the survey effort.

As with the past few years, we requested that representatives distribute the survey electronically to employees (through surveymonkey.com). Employer representatives were responsible for forwarding the survey link to registered employees. A participant email list and sample email text was provided to employer representatives to facilitate the process. By request, GRH staff would forward the survey link and information to registered employees. Alternative formats of the survey (electronically or paper copy) were available upon request. The survey could either be emailed back to us, mailed, or faxed. Of the 822 surveys returned, we received 29 (4%) by hard copy and 793 (96%) online. All responses were due by March 13, 2009.

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

This year some survey questions were updated and new questions were added as a result of the comprehensive program review completed by Eisen|Letunic Consulting and accepted by the ACCMA Board in February 2009. New and updated questions covered a range of topics and included questions asking participants how valuable they feel the GRH Program is compared to other commuter benefits they receive, if they believe that the GRH Program encourages participants to use alternative modes more often, and how they found out about the program. All new and updated employee participant survey questions are included in this chapter.

Appendix A displays the updated paper version of the survey. The online version was provided through surveymonkey.com.

Survey Response

The annual program evaluation effort provides an additional benefit of cleaning the database of employees who may have left their employers or no longer wish to be enrolled in the program. We are notified of this from the employer representatives or, when we contact employee registrants directly, by returned mail or email sent to the registrants. Of the 4,327 employee registrants currently in the database who should have received a survey from their employer or us, 822 were returned, resulting in a 19% response rate. This represents a 3% increase in the response rate from last year (16%).

Respondents represent 83 different employers throughout the county, or 56% of all active employers that have one or more employees registered with the program.

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

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

Program Effectiveness

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

Encouraging Alternative Mode Use

Three questions ask respondents directly how important GRH is in fostering their use of an alternative commute mode. The survey asked respondents who used to drive alone before registering for GRH how important the GRH Program was in their decision to make a change in their commute mode. As shown in Figure 4-1, 65% of respondents reported that GRH was at least somewhat important in their decision to stop driving alone. This is 4% lower than last year.

Figure 4-1 Influence of GRH on Positive Modal Shift

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

	Responses	Percentage
Very important (It was the main reason for my switch.)	124	20%
Important (It was an important part of my decision.)	160	26%
Somewhat important (It had some influence.)	119	19%
Not important (I began using alternative modes for other reasons.)	219	35%
Total Respondents	622	

The survey asked respondents if they agreed with the following statement—The GRH Program encourages employees registered in the program to rideshare, ride transit, bicycle, or walk more often than they would otherwise. A large majority (93%) of respondents stated that they at least somewhat agree with the statement. The survey question was modified this year based on a recommendation from the comprehensive program evaluation report. The intent of the change was to focus on employee's personal, not generalized, mode shift. Last year's survey asked respondents if the GRH Program encourages them personally to use alternative modes more

often. A majority, 61%, reported that it does. Comparing these results may suggest that respondents think the program encourages others to take alternative modes more often but not necessarily themselves.

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

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

	Responses	Percentage
Agree strongly	378	50%
Agree somewhat	331	43%
Disagree	56	7%
Total Respondents	765	

Those respondents who agreed with the statement were asked how many more days per week the GRH Program encourages them personally to use alternative modes. This question was added this year to provide an additional check to gauge how many more days per week GRH participants use alternative modes due to joining the program. Almost 58% stated that the program encourages them to use alternative modes at least one day more per week.

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

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

	Responses	Percentage
1 Day	75	11%
2 Days	54	8%
3 Days	47	7%
4 Days	50	7%
5+ Days	183	26%
The program does not encourage me to use alternative modes more often	292	42%
Total Respondents	701	

Survey respondents were asked if they would continue to use alternative modes if the GRH Program was not available and at what frequency would they use alternative modes compared to their current use. Most respondents (65%) reported that they would continue to use an alternative mode even if the GRH Program was not available. This represents a 6% increase from last year when 59% of respondents stated that they would continue to use alternative modes at the same frequency if the program was not available. The large increase this year may be due to the high gas prices in 2008 and participants' desire to save money.

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

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

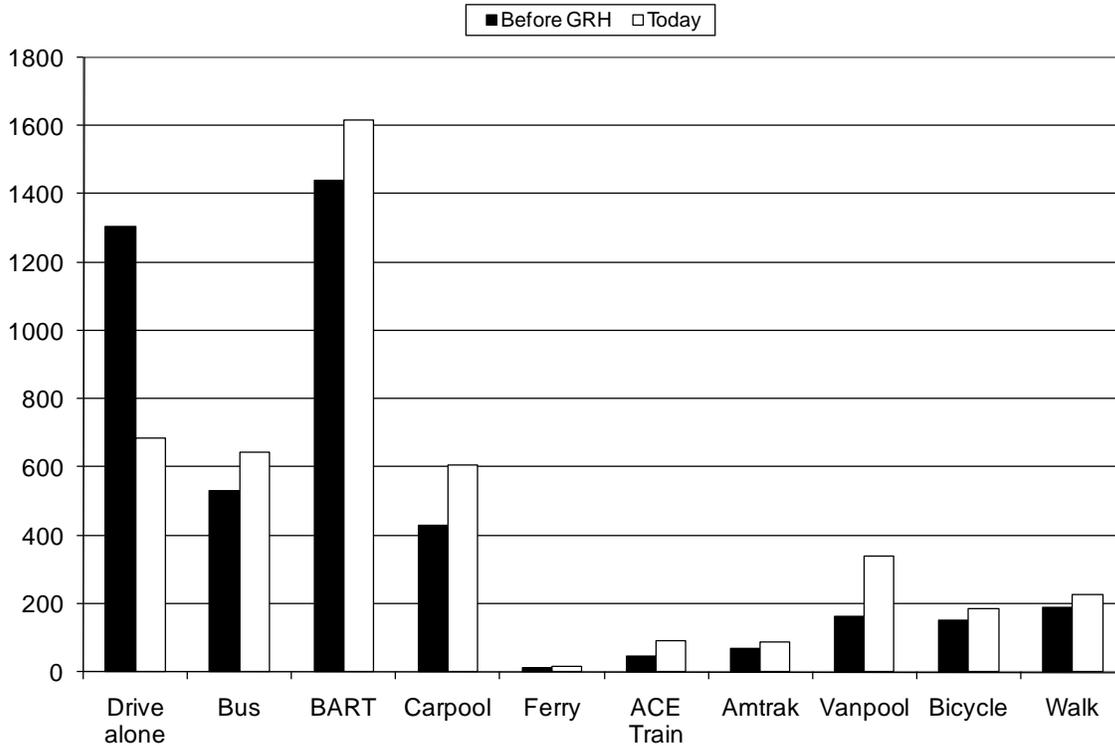
	Responses	Percentage
Stop ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking and go back to driving alone	75	10%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking but less frequently than before	192	25%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking at the same frequency as before	487	65%
Total Respondents	754	

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

Commute Mode Before and After Joining the GRH Program

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

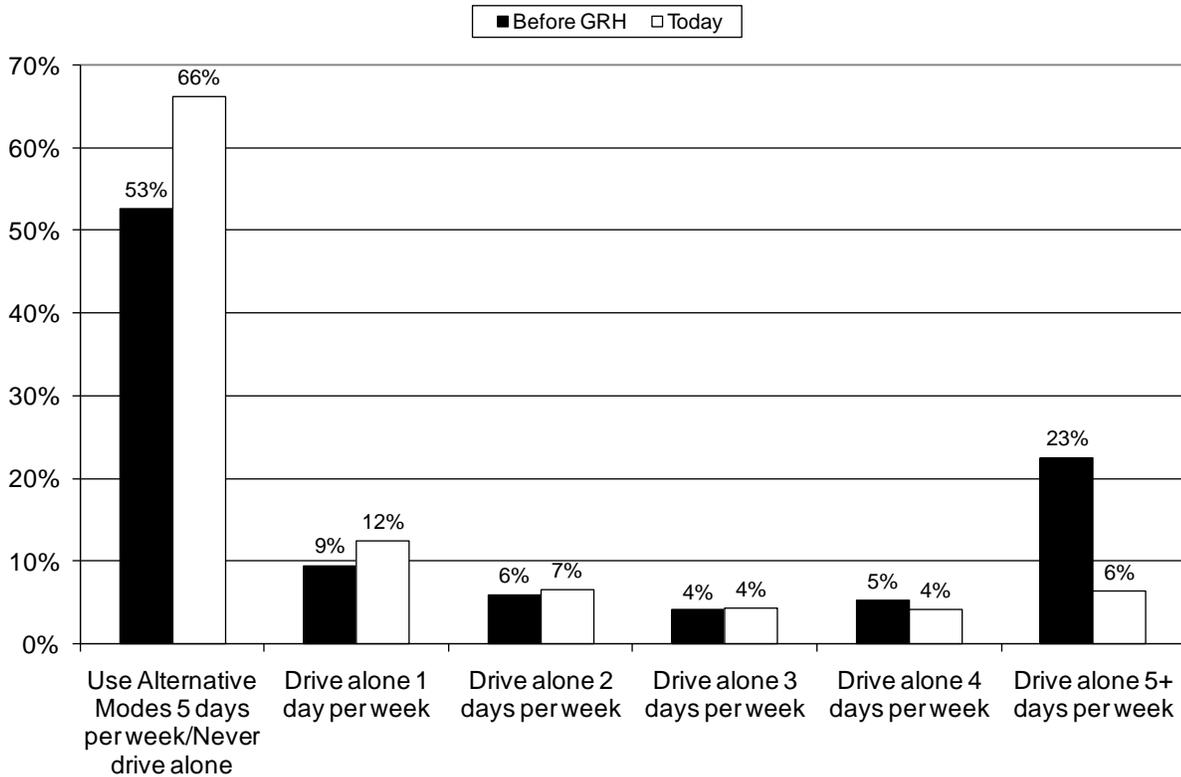
Figure 4-5 Comparison of Commute Mode Days per Week Before and After Joining the GRH Program (Each respondent could answer up to 5 days for each mode)



The most common alternative modes for program participants are BART or bus. Survey respondents reported driving less by approximately half compared to before they enrolled in the GRH Program. Vanpooling and commuting via ACE Train experienced the largest increases according to the survey. The number of commute trips taken by vanpool and ACE Train more than doubled when respondents registered with the GRH Program.

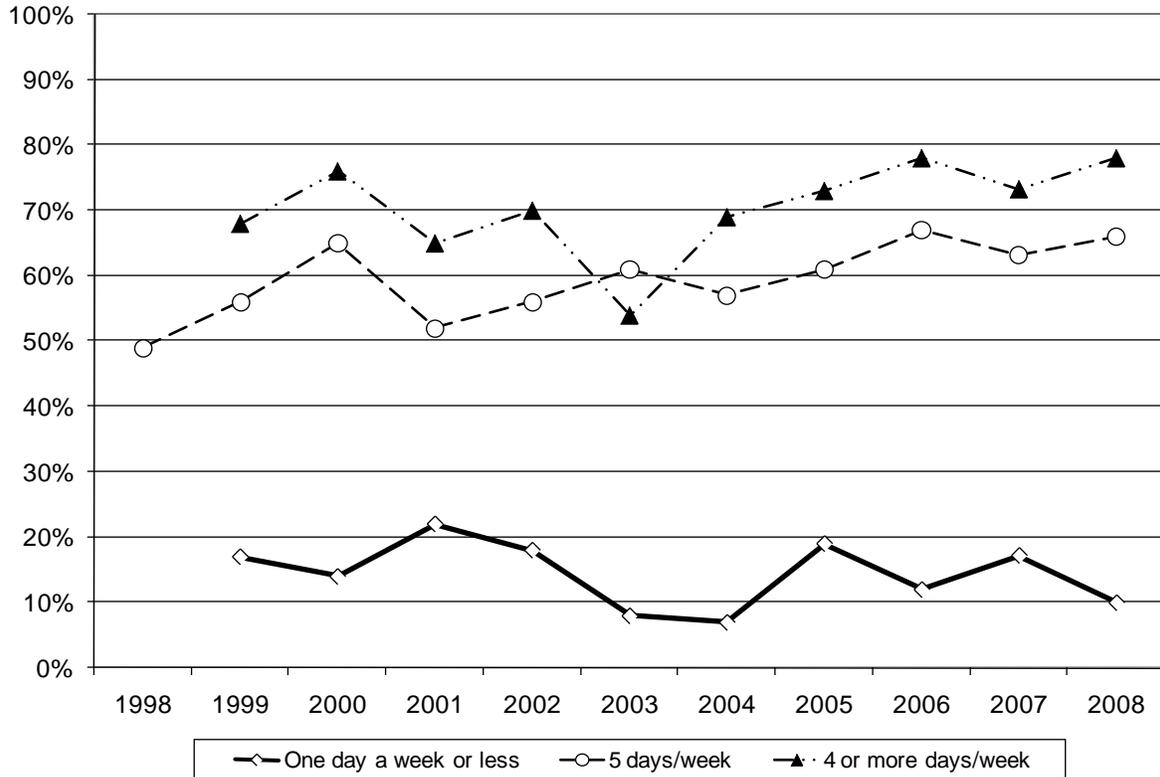
Figure 4-6 displays the number of days per week that respondents use alternative modes now and before registering for the GRH Program. As shown, the number of respondents using alternative modes zero days per week (“Drive alone 5+ days per week” in figure below) declined over 70% after registering for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

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



Data on respondent's alternative mode use since the inception of the program is displayed for comparison in Figure 4-7. In 2008, 78% of respondents commuted via alternative modes at least four days per week. This represents a program high and may be attributed to mode switch based on the high price of gas during the first half of 2008. Those who use an alternative mode five days per week increased to 66%. Respondents who use an alternative mode one day per week or less decreased from 17% in 2007 to 10% in 2008.

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



Total Number of Drive-Alone Trips Reduced

Using the data gathered on the frequency of alternative mode use, an estimate can be generated for the total number of drive-alone trips replaced by alternative mode trips for those enrolled in the Guaranteed Ride Home Program. Figure 4-8 shows the percentage of respondents for each frequency category before and after joining the program. The total number of people in each category is then extrapolated, based on the total 2008 program enrollment of 4,327 people. The number of roundtrips per week is calculated using the frequency and number of people in each category.

Based on the analysis, approximately 3,635 drive-alone roundtrips or 7,270 drive-alone one-way trips per week were replaced by alternative mode trips by those who joined the program. This is

equivalent to 378,040 total drive-alone, one-way trips per year.¹ In 2008, the number of reported commute trips using alternative modes increased 4% compared to 2007.

Although the GRH Program influenced this mode shift, it was one of several factors that did so. In 2008, gas prices increased to historic levels and as a result, transit ridership and alternative mode use increased as commuters sought to save money. Also, people could have obtained information about and started using commute alternatives at the same time they joined the GRH Program. For example, they may have joined a vanpool, and then received literature from the vanpool driver about the GRH Program. Or their employer may have initiated commuter benefits such as a Commuter Checks program, which encouraged the employee to take transit and to sign up for the GRH Program. It is likely, however, that the GRH Program played a role in the mode shift and worked in conjunction with other factors to encourage participants to try alternative modes. As stated previously, 93% of respondents stated that the GRH Program likely encourages participants to use alternative modes more often and 58% of respondents stated that the program encourages them to use alternative modes at least one more day per week.

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

Frequency	Before Joining Program			After Joining Program			Roundtrip Increase or Decrease
	Percentage of Respondents	Number of People ¹	Total Roundtrips Each Week Using Alternative Modes	Percentage of Respondents	Number of People ¹	Total Roundtrips Each Week Using Alternative Modes	
Drive alone 1 day per week	9%	389	389	12%	519	240	130
Drive alone 2 days per week	6%	260	519	7%	303	79	87
Drive alone 3 days per week	4%	173	519	4%	173	293	0
Drive alone 4 days per week	5%	216	865	4%	173	825	-173
Drive alone 5 days per week	23%	995	4,976	6%	260	1,785	-3,678
Total		4,327	7,269		4,327	3,635	-3,635

¹ This is based on the program enrollment as of December 2008 and 52 weeks per year.

Other Commute Characteristics

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

Distance between Work and Home

The average commute distance for program participants is 26.3 miles, a more than one mile decrease from last year. As shown in Figure 4-9, 47% of participant commute distances were between 11 and 35 miles, approximately the same as the last two years. Eighty-seven percent of commutes are 50 miles or less, while 18% are five or fewer miles from their workplace. Only 4% of commutes are between 76 and 100 miles². In general, people with longer distance commutes are more likely to find that ridesharing works best for them because convenient transit options are usually limited for long distance commute trips. These are also the people for whom having a guaranteed ride home can be most influential on encouraging mode shift because of the uncertainty commuters may experience in finding a ride home in an emergency for a long distance trip when they do not have their own personal vehicle available.

Figure 4-9 Distance between Work and Home

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

	Responses	Percentage
0 to 5 miles	145	18%
6 to 10 miles	76	10%
11 to 20 miles	177	23%
21 to 35 miles	185	24%
36 to 50 miles	102	13%
51 to 75 miles	72	9%
76 to 100 miles ²	29	4%
Total Respondents	786	

Work Arrival Times

Arrival and departure times provide some important information on the impact of the program on congestion and air quality. Roadway congestion is highest during commute times in the morning and afternoons because most employers have similar work start and end times. Peak commute times are also when the highest levels of vehicle emissions are released into the atmosphere due to the high number of vehicles traveling. Tables 4-10 and 4-11 display the percent of respondents by arrival and departure time range. The most popular time to start work is between 7:00 and 8:59 AM (66%). Only 14% start after 9:00 AM, and 20% before 7:00 AM.

² Six participants reported living more than 100 miles from their workplace. These participants drive to park-and-ride locations that are less than 100 miles from their workplace and would use the program to access their vehicles at the park-and-ride lot.

Figure 4-10 Work Arrival Times of Participating Employees

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

	Responses	Percentage
Before 6 AM	46	6%
6-6:29 AM	44	6%
6:30-6:59 AM	71	9%
7-7:29 AM	99	13%
7:30-7:59 AM	134	17%
8-8:29 AM	169	21%
8:30-8:59 AM	117	15%
9-9:29 AM	65	8%
9:30-9:59 AM	17	2%
10 AM or later	28	4%
Total Respondents	790	

Work Departure Times

As shown in Figure 4-11, most people leave work between 4:30 PM and 5:59 PM (56%). Sixteen percent leave earlier than 4:00 PM, and another 14% after 6:00 PM. These commute times are consistent with standard rush hours when the highways are most congested and a reduction in cars on the roads has optimum impact in terms of congestion relief and improved air quality.

Figure 4-11 Work Departure Times of Participating Employees

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

	Responses	Percentage
Before 3 PM	38	5%
3-3:29 PM	34	4%
3:30-3:59 PM	52	7%
4-4:29 PM	103	13%
4:30-4:59 PM	131	17%
5-5:29 PM	184	24%
5:30-5:59 PM	113	15%
6-6:29 PM	55	7%
6:30-6:59 PM	27	4%
7 PM or later	27	4%
Total Respondents	764	

Driving Alone to Access Alternative Modes

Another important component of an individual's commute is how they access their carpool, vanpool, or public transportation. Given that the majority of the air pollution emitted from a car occurs when it undergoes a "cold start" (which occurs first thing in the morning or at the end of the day when the car has been off for many hours), this question provides additional information on the positive impact of the program. As with previous years, respondents were nearly evenly split between those who drive to access their alternative mode and those who do not. A slight majority, 51%, does not drive alone to access their primary commute mode.

Figure 4-12 Access Mode

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

	Responses	Percentage
Yes	381	49%
No	391	51%
Total Respondents	772	

Customer Service Ratings and Program Value

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

Customer Service Ratings for Administrative Functions

The survey included two questions on the quality of customer service that employees received in 2008:

1. Clarity of the information provided
2. Hotline assistance

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

As shown in Figure 4-13, customer service ratings were high in both categories for respondents who had an opinion. "Excellent" and "Good" were the two most common answers (with the exception of "don't know" regarding hotline assistance). A large portion of respondents had no opinion about hotline assistance (76%). This is consistent with anecdotal evidence. People understand the program after reviewing the literature, and participants who call the hotline because they are unclear on the parameters of the program usually have a specific question that involves a judgment call on the part of program administrators.

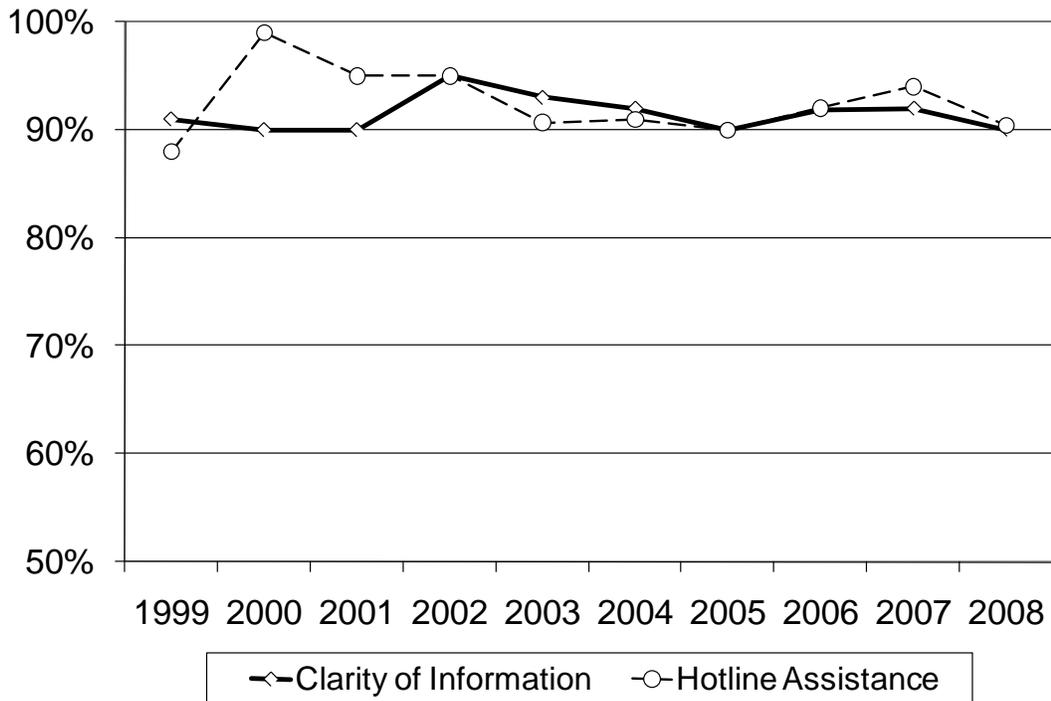
Figure 4-13 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received:

	n=	Excellent	Good	Fair	Poor	Don't know
Clarity of Information	793	37%	44%	8%	1%	10%
Hotline Assistance	764	12%	10%	2%	0%	76%

Figure 4-14 is a graphic comparison of survey results from every year since the program's inception. Clarity of information and customer service on the hotline both declined slightly in 2008 but still remained at "excellent" or "good". Of those respondents who had an opinion, both categories received a combined "excellent" or "good" rating of 90%.

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



Customer Service Ratings for Transportation Services

The Guaranteed Ride Home Program has contracts with three taxi companies and one rental car company to provide transportation service for the program³:

1. Friendly Cab - Albany, Oakland, Berkeley, Piedmont, Emeryville, Alameda, and San Leandro
2. American Cab⁴ - Castro Valley, Fremont, Newark, Union City, and Hayward
3. Tri City Cab - Dublin, Livermore, and Pleasanton
4. Enterprise Rent-A-Car – All of Alameda County

During 2008, 119 total rides were taken by 87 employee participants. Taxicab rides were used by 96 different employee participants and divided between Friendly Cab (54 rides), Tri-City Cab (25 rides), and American Cab (17 rides). A rental car was used for 23 of the rides by 16 different employee participants. The percentage of rental car rides was up slightly (1%) in 2008.

Most of the participants who completed their ride questionnaires rated their overall program experience and taxi or rental car service quality as either good or excellent (90%). This represents a 10% increase from the 2007 rating but is still down from 2006 when 95% of participants rated the service as good or excellent. The large majority also reported that taxi drivers and rental car agents were friendly and helpful (97%, n=90) and that vehicles were clean (96%, n=90). Over 60% of taxi passengers reported a wait time of 15 minutes or less (n=74), a 5% increase from last year. Another 25% waited between 15 and 30 minutes. Eleven percent waited more than 30 minutes, a significant decrease compared to last year (26%). The average wait time was 19 minutes, a one minute decrease from 2007. Overall, program participants appear to be receiving good service from all three taxi providers and overall on-time performance and customer service improved.

Regarding rental cars, 67% of participants rated the service as excellent and 33% rated the service as good. Zero passengers rated the rental car service as fair or poor. A large majority of participants (86%) waited 15 minutes or less for their rental car and the remainder waited 16-30 minutes.

Program Value

The comprehensive program evaluation recommended that a question be added to determine how participants feel about the GRH Program compared to any other transportation benefits offered through their employer. This question was added to determine the value of the program to participants. Two-thirds of respondents stated that the GRH Program was as valuable as or more valuable than other transportation benefits they receive. Twelve percent stated that the GRH Program is the only transportation benefit they receive.

³ The 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.

⁴ Formerly Netcab.com and Fremont City Cab

Figure 4-15 Program Value Compared to Other Transportation Benefits

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

	Responses	Percentage
More valuable than most	165	22%
As valuable as most	344	45%
Less valuable than most	160	21%
N/A (GRH Program is the only transportation benefit I receive)	95	12%
Total Respondents	764	

Rental Car Program Awareness

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

GRH staff completed a targeted marketing effort in 2007 and 2008 to increase awareness of the rental car requirement based on the recommendation in the 2006 annual review. To increase awareness, the annual survey began with a short explanation of the rental car requirement. Additionally, questions in the survey asked participants if they were aware of the rental car requirement before taking the annual survey and other questions related to program usage. Participants at the largest employers were targeted specifically to increase rental car awareness with help from their on-site representative.

The survey asked participants if they were aware of the rental car requirement before starting the annual survey. Of those responding, 53% were not aware of the rental car requirement. In 2007, 65% of participants were unaware of the requirement. This represents a significant improvement in the level of awareness. The rental car requirement is stated in all GRH literature including the information and sign-up brochure and voucher.

Figure 4-16 Rental Car Requirement Awareness

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

	Responses	Percentage
Yes	374	47%
No	425	53%
Total Respondents	799	

Participants who have used a guaranteed ride home were asked if they used a taxicab or a rental car. A large majority, 84%, used a taxicab. Participants who used a taxicab were asked an additional question pertaining to why they used a taxicab instead of a rental car.

The largest number of participants responded that they live less than 20 miles from their workplace (32%) followed by those who were unaware of the rental car option (23%) and those who are unable to drive or were too ill to drive (17%). This shows a significant change from last year when 36% of respondents stated that they did not take a rental car because they were unaware of the option.

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

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

	Responses	Percentage
I live less than 20 miles from my workplace	30	32%
Unaware of the option	22	23%
Too ill/unable to drive	16	17%
Needed the guaranteed ride home after Enterprise Rent-A-Car business hours	15	16%
Less convenient than using a taxi	5	5%
Not sure how I would receive and return the rental car	3	3%
Other (please specify)	2	2%
Uncomfortable driving	2	2%
Total Respondents	95	

Miscellaneous

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

A majority of respondents have been registered for the GRH Program for more than two years (58%). Only 9% signed-up within the last six months.

Figure 4-18 Participant Duration

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

	Responses	Percentage
Less than 6 months	72	9%
6 months to 1 year	130	16%
1 to 2 years	133	17%
More than 2 years	461	58%
Total Respondents	796	

When asked where they found out about the GRH Program, a large majority (61%) stated that they found out about the program through their employer or on-site representative. This highlights the value of our on-site contacts and how effective they are at disseminating program information and promoting the program. Twelve percent either found out about the program through co-workers or information posted at their workplace.

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

How did you find out about the GRH Program?

	Responses	Percentage
Employer or on-site representative	469	61%
Co-worker	94	12%
Information posted at your workplace	91	12%
Carpool or vanpool partner(s)	49	6%
Commuter/employee benefits fair	49	6%
Media	15	2%
Total Respondents	767	

Summary

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2008 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 65% of respondents said that it was at least somewhat important. Most (93%) of all respondents stated that they thought the program encourages others to use alternative modes more often, however, only 58% reported that it encourages them personally to use alternative modes at least one more day per week. Additionally, if the GRH Program were not available, the majority (65%) reported that they would still use an alternative mode as often as they currently do. This shows that the GRH Program helped encourage commuters to use alternative modes and suggests that once participants start using alternative modes and realize the benefits of using alternative modes that they would continue using alternative modes even if GRH Program was not available.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH Program. The most common modes before and after joining the GRH Program were BART, driving alone, and bus. After joining the GRH Program, respondents using alternative modes four to five days per week increased by 28%. The number of respondents driving alone five days per week dropped from 23% to 6%.
- Using the survey findings, we are able to extrapolate the impact of the program on travel behavior of all participants. The program helps reduce 3,635 drive-alone roundtrips per week or 378,040 one-way trips per year.

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

- Commute distances are generally 50 miles or less (87%). Almost half (46%) are between 11 and 35 miles.
- Most program participants travel to work during peak commutes hours of 7-9 AM and 4-6 PM when roadway congestion is at its highest. By using alternative modes more often during commute times, GRH participants are helping reduce roadway congestion and improve air quality.
- Slightly under half (49%) of respondents drive alone to access their primary commute mode of transit or ridesharing. Even though GRH participants are using alternative modes for a majority of their commute trip, almost half of participants access BART and ACE Stations, other transit services, park-and-rides, and rideshare vehicles using a single-occupancy vehicle.

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

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service including the telephone hotline and printed materials, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH. The participant reported wait times for a taxi and rental cars decreased from 2007 with 60% of taxi users waiting under 15 minutes to receive their ride and 86% of rental car users waiting under 15 minutes.
- When asked how valuable participants felt the GRH Program was compared to other transportation benefits they receive, 67% reported that the program was as valuable as or more valuable than other transportation benefits. Twelve percent reported that they receive no other transportation benefits.

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

- Of those who have used the program before to get home, a large majority (84%) of respondents reported using a taxicab. Those who used a taxicab were asked why they did not use a rental car. The largest number of participants responded that they "live under 20 miles from their workplace" (32%) followed by "unaware of the rental car option" (23%) and those who reported that they were "too ill/unable to drive" (17%).
- Fifty-three percent of respondents reported that they were not aware of the rental car requirement. This shows a significant improvement from last year when 65% of respondents stated that they were unaware of the requirement. The requirement is stated in the printed materials and on the website.

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

- Over half of respondents reported being registered with the program for over two years (58%). Only 9% reported having signed-up less than six months ago.

- Most participants found out about the GRH Program through their employer or on-site representative (61%). This highlights the important role that our on-site representatives play in promoting the GRH Program and disseminating information to their employees.

Chapter 5. Employer Representative Survey

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

Survey Methodology

The employer representative survey was created in SurveyMonkey, an online survey service, and the link to the survey was emailed to all employer contacts. To increase the participation rate of the employer survey, a hardcopy was also mailed to each employer. The survey period lasted from March 2, 2009 to March 27, 2009.

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

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

Overall Survey Results¹

Of the 188 active participating employers, 69 were returned, resulting in a 37% response rate, the highest response rate since the employer survey began in 2005. This may be due to emailing each employer the survey link and mailing each employer a hardcopy. Employer contact information was updated during the initial phone call to all employers regarding the employee survey.

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

Responses are organized into five sections:

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

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

Use of Alternative Mode

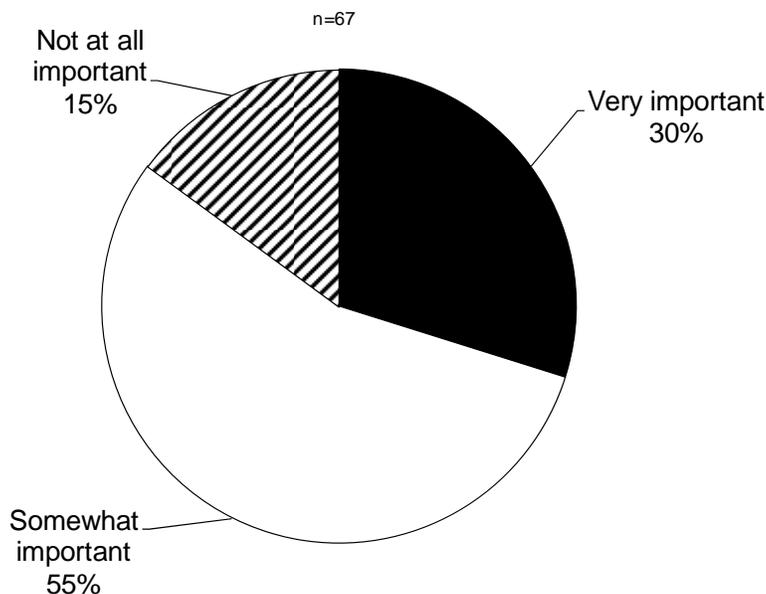
This section of the survey asked the respondents whether the Guaranteed Ride Home Program makes a difference in employees' commute mode decisions and what other factors may influence participants commuting choices.

Encouraging Alternative Mode Use

The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often. As shown in Figure 5-1, a large majority, 85%, reported that they feel participation in the program is at least somewhat important in encouraging more alternative mode use².

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

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



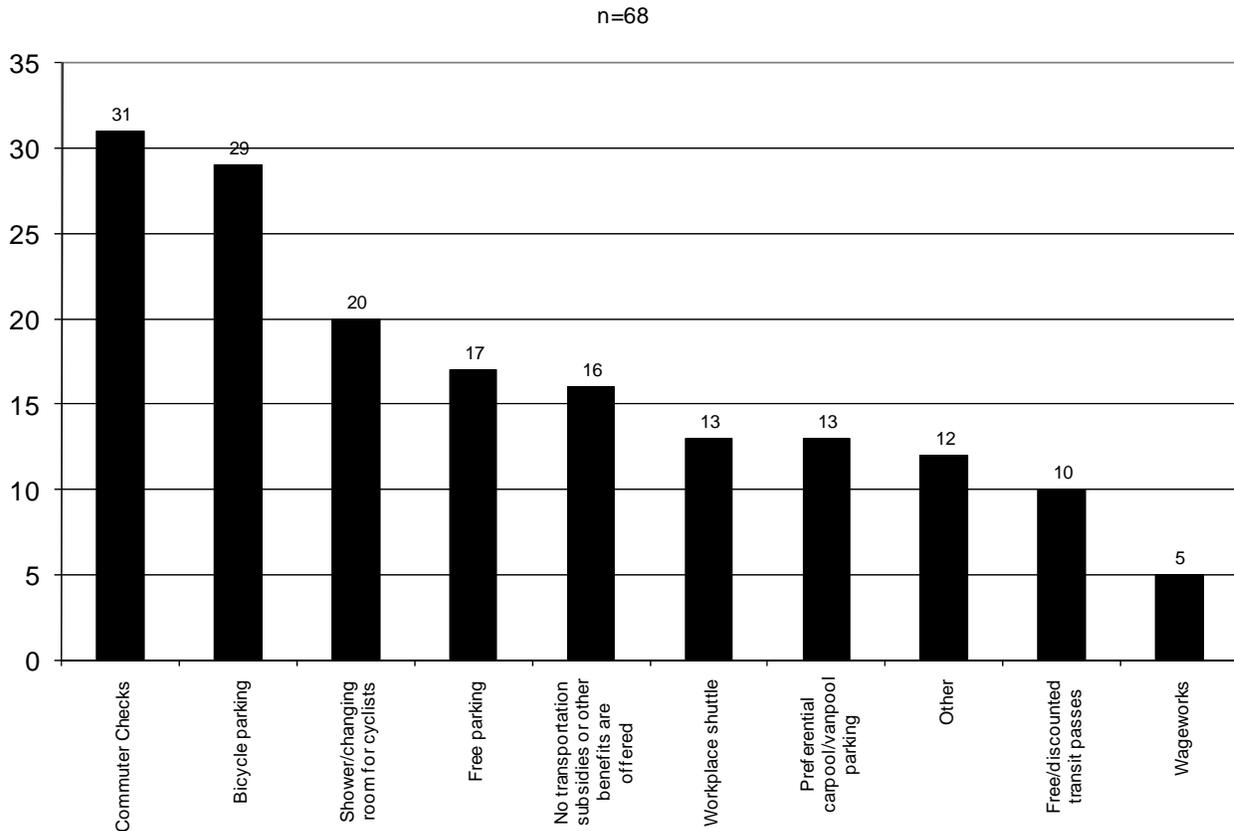
² Employers were asked for their opinion regarding if the GRH program encourages employees to use alternative commute modes more often. Employers did not take a poll or individual survey of their registered employees.

Commuter Benefit Programs

In order to gain more detail on the level of influence the GRH Program has in changing commute patterns, the survey asked respondents if their company provided additional commuter benefits to their employees. Respondents were presented with a list of transportation benefits and were asked to check which benefits they offer in addition to the GRH Program. Respondents were also provided a blank space to fill in any other commuter benefits they offer their employees that were not listed. The most popular transportation benefits were Commuter Checks, offered by 46% of employers, and bicycle parking, offered by 43% of employers. Almost a quarter of employers (24%) offer their employees no other transportation benefits besides the GRH Program.

Figure 5-2 Participation in Transportation Subsidy Programs

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



Program Management

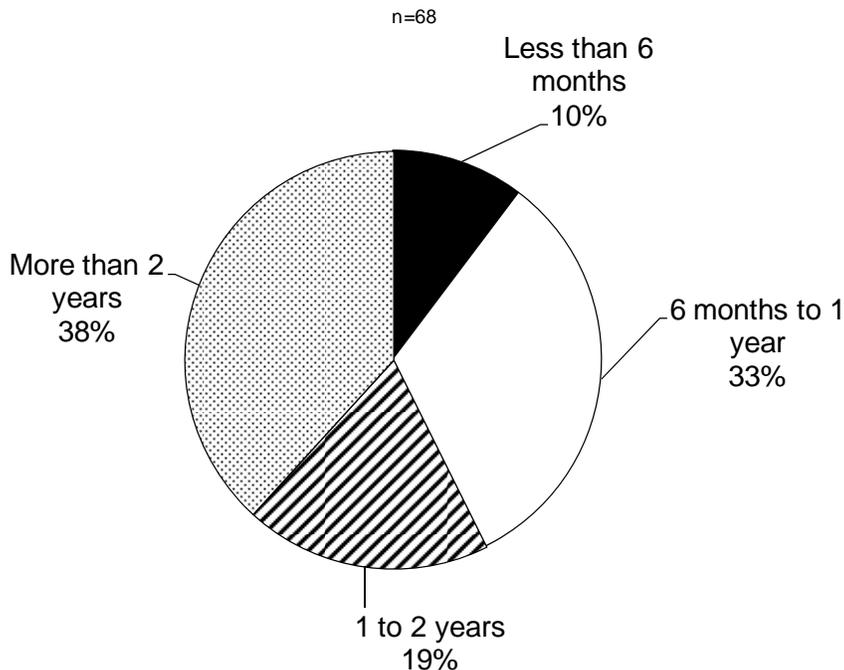
The survey asked employer contacts information about their experience with the program. Respondents answered questions regarding the instant enrollment voucher process, their tenure as employer representative of the program, and the amount of time they spend administering the GRH program.

Tenure with the Program

The survey asked the respondents how long they have managed the program for their company. This review period (for 2008), 57% of respondents have been with GRH for a year or more. Over the last two years, a shift has happened where the program increasingly has newer employer contacts. In 2006, 85% of representatives had been with the program a year or more and in 2007, 67% had been with the program for a year or more. Anecdotally, GRH staff noticed a large amount of turnover with our contact people and employee participants when conducting the 2008 employer and employee surveys. This may be due to the downturn in the economy and downsizing by employers. The results show some continuity of employer representatives, which allows for a greater understanding of the program and an opportunity for GRH staff to build relationships with the contacts. New employer contacts were told how the program works and answered any questions the employer contact had. Many were also sent a new employer information packet including more marketing materials, the employer manual, and new instant enrollment vouchers.

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

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

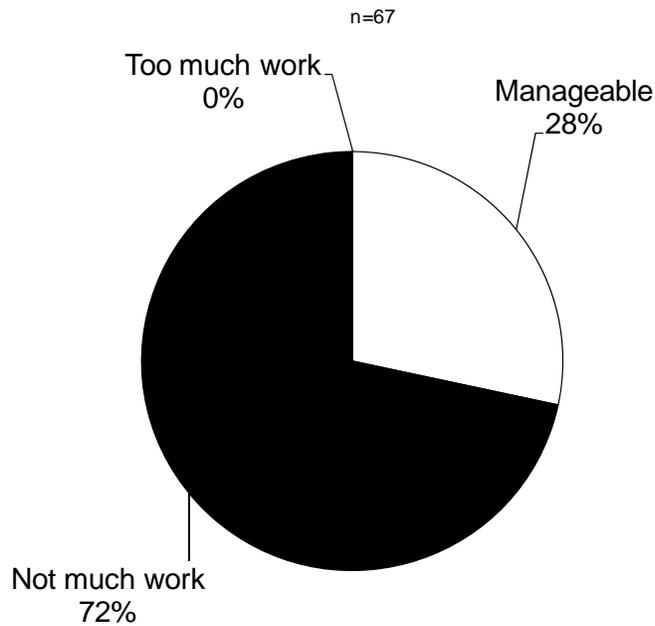


Amount of Time Spent Administering GRH

The survey asked the employer contacts to describe their GRH workload. Seventy-two percent of the respondents reported that the program is “not much work” and 28% stated that the workload was “manageable”. No employer survey participant reported that the program consumed too much time. These results are helpful in marketing the program to prospective employers as the findings show that the program administration for employer contacts is minimal.

Figure 5-4 Time Spent Administering the GRH Program

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

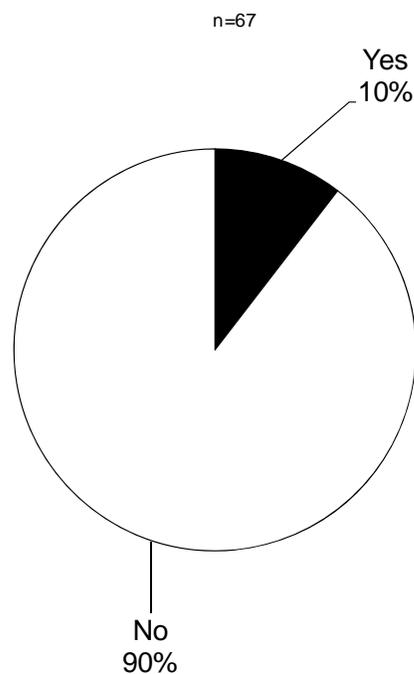


Instant Enrollment Process

An instant enrollment voucher allows employer representatives to issue a voucher instantly for those employees who are not registered with GRH but took an alternative mode to work that day and have a personal emergency. All employer contacts have an instant enrollment voucher on hand and can issue it to an employee who meets the GRH requirements. Issuing an instant enrollment to an employee is one of the most important responsibilities of the employer representative and being familiar with the process is crucial. The survey asked if they had ever issued one and if they understood the instant enrollment process. Ninety percent of the respondents had never issued an instant enrollment voucher, a large increase from last year when 74% of respondents stated that they had issued an instant enrollment voucher. This suggests that non-participants may not know about the program and the instant enrollment vouchers or that there were less non-participant emergencies in 2008. This may also highlight the turnover in employer representatives who have not had a chance to give out an instant enrollment voucher.

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

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

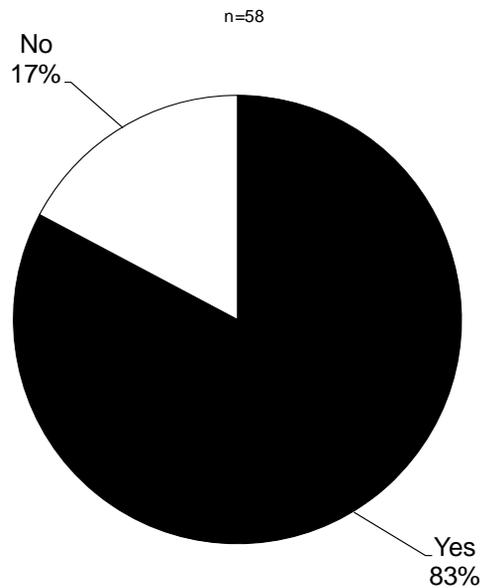


Informing Employees

Because the GRH Program can be a useful benefit to all employees and can help increase mode shift to alternative transportation options, GRH staff encourages our employer contacts to inform new employees about the GRH Program. The survey asked respondents if they currently inform new employees about the GRH Program. A large majority of employers (83%) inform their new employees about the GRH Program.

Figure 5-6 Informing New Employees about the GRH Program

Do you inform new employees about the GRH Program?



Customer Service Ratings

In the customer service section of the employer survey, employer participants were asked about the quality of customer service they received from the GRH administrative staff in 2008. In addition, employer contacts were asked if they use the GRH website (www.grh.acma.ca.gov or www.alamedagrh.org) for information and if they have any suggestions for the website.

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

Figure 5-7 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received in 2008:

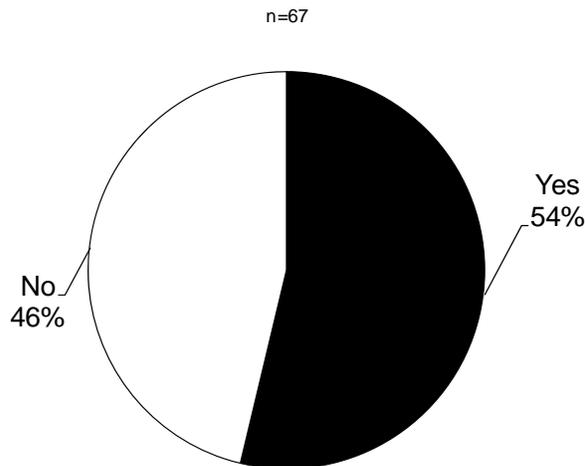
	n=	Excellent	Good	Fair	Poor	Don't Know
Clarity of Information	68	59%	35%	1%	0%	5%
Hotline Assistance	65	35%	15%	0%	0%	50%

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

When asked if they ever used the GRH website for information on the program, 54% responded that they use the website to get information, a 7% increase from 2007 but still far below the 2006 result which showed that 70% of representatives use the website. Some of the decrease can be attributed to newer employer representatives who were unaware of the resources available on the website.

Figure 5-8 Do you use the GRH website to get information about the program?

Do you use the GRH website (www.grh.accma.ca.gov or www.alamedagrh.org) to get information about the program?:



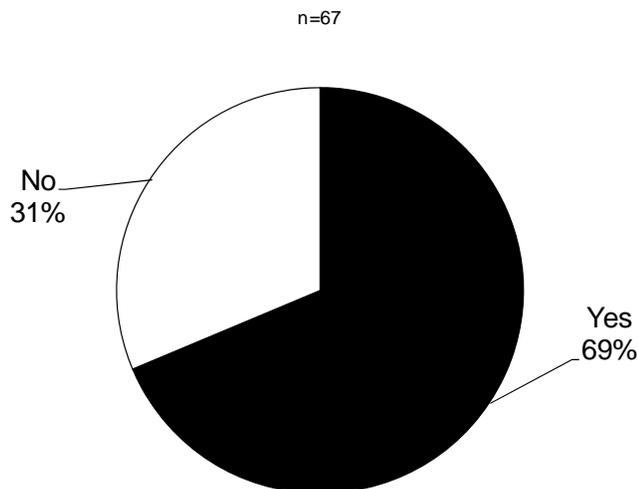
Rental Car Requirement

In an effort to increase employer representatives' awareness of the rental car requirement all employer representatives were reminded of the rental car requirement when they were contacted to update their contact information and inform them about the employee and employer evaluation survey. As with the 2007 survey, a brief explanation of the rental car requirement was included in the email and cover letter accompanying the employer survey as well as in the survey itself. To increase rental car awareness, the GRH staff contacted our largest employer participants and worked with them to increase their awareness of the rental car requirement as well as awareness among employee participants.

When asked if the employer representative was aware of the rental car requirement before being contacted about the survey, over two-thirds (69%) stated that they were aware of the requirement. In 2007, less than half of employer representatives knew about the rental car requirement. This shows that the marketing outreach for the rental car requirement has worked to increase awareness.

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

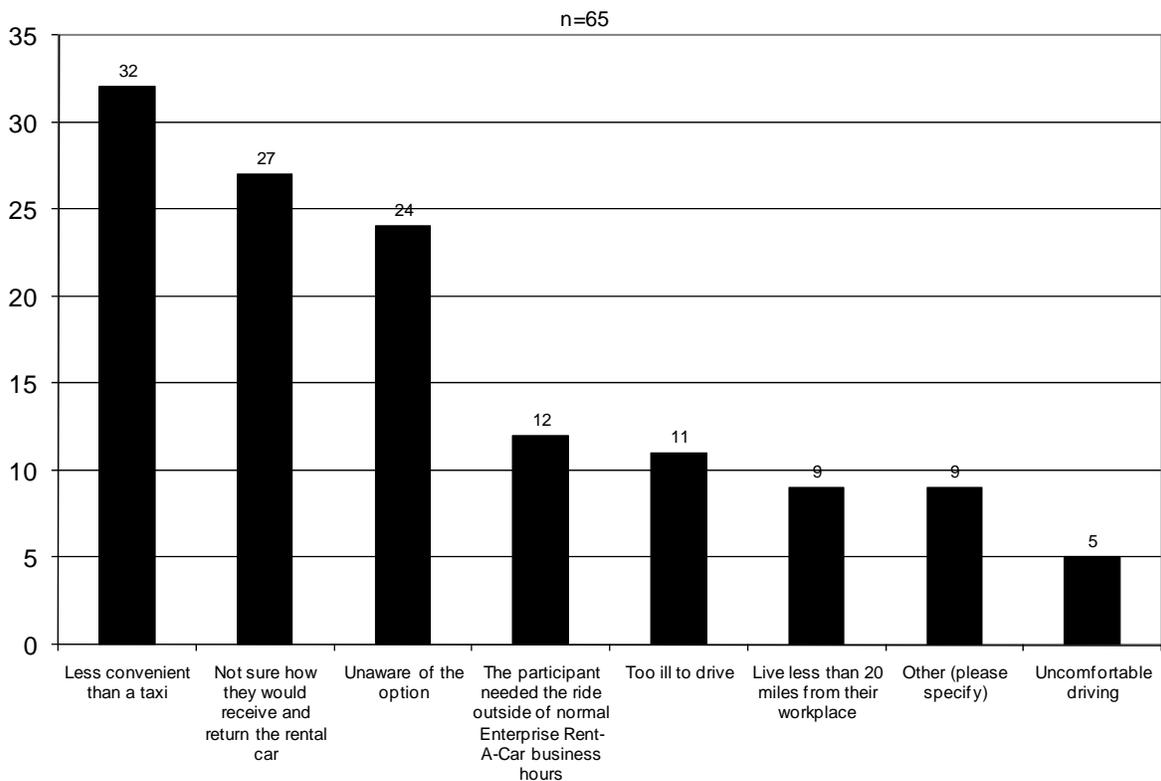
Before being contacted to update your contact information, were you aware of the rental car requirement for persons living more than 50 miles from their workplace and the strong recommendation for persons living 21-49 miles from their workplace?



When employer representatives were asked why they think participants do not use the rental car option more often, the most common response was that participants thought that using a rental car would be “less convenient than a taxi”, followed by “not sure how they would receive and return the rental car” and “unaware of the option”. This is a departure from last year when most representatives stated that participants were “unaware of the option”. This differs from employee participant responses. Most employee respondents who used a taxicab and live greater than 20 miles from their workplace stated that they did not use a rental car because they were “unaware of the option” (23%), were “too ill or unable to drive” (17%), or “needed a ride after Enterprise Rent-A-Car business hours” (16%). With continued marketing to all employers through annual updates and through new employee enrollments, GRH staff hopes to increase rental car usage and further increase awareness.

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

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



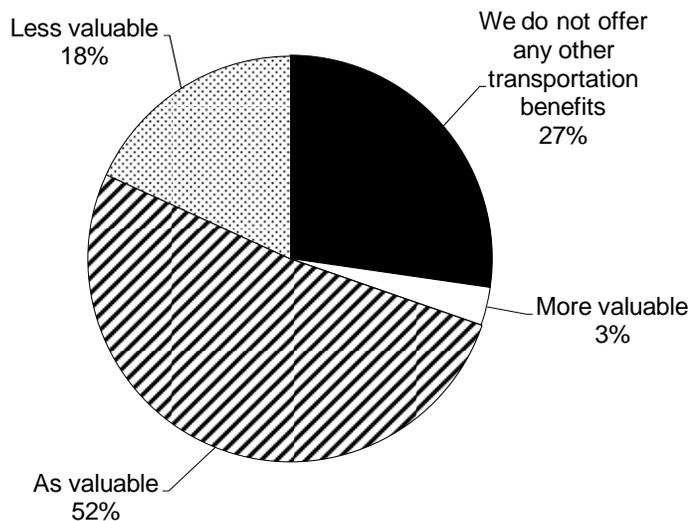
Program Value

The comprehensive GRH Program review (February 2009) recommended two additional questions be added to the employee survey 1) employer representatives were asked their opinions about the perceived value of the GRH Program to registrants and 2) how much employers would be willing to pay to participate in the program if the program requires employers to pay a fee. An employer contribution would help offset the cost of the program and relieve some of the burden placed on TFCA funding if a sufficient number of employers would remain enrolled should a program fee be imposed. This information is intended to add another way that the survey can determine the program value to employers. It is also intended to determine whether and how much employers would be willing to pay.

To help determine the value of the program, employer representatives were asked their opinion on how much their registered employees value the GRH Program compared to other transportation benefits offered at their workplace. Over half of respondents (55%) stated that they thought their employees valued the GRH Program at least as much as other transportation benefits offered through the workplace. Eighteen percent thought that their employees value the program less than other offered transportation benefits and 27% do not offer their employees any other transportation benefits. On the employee survey, 67% responded that they value the GRH Program at least as much as other transportation benefits they receive through their employer.

Figure 5-11 Perceived Employee Value of the GRH Program

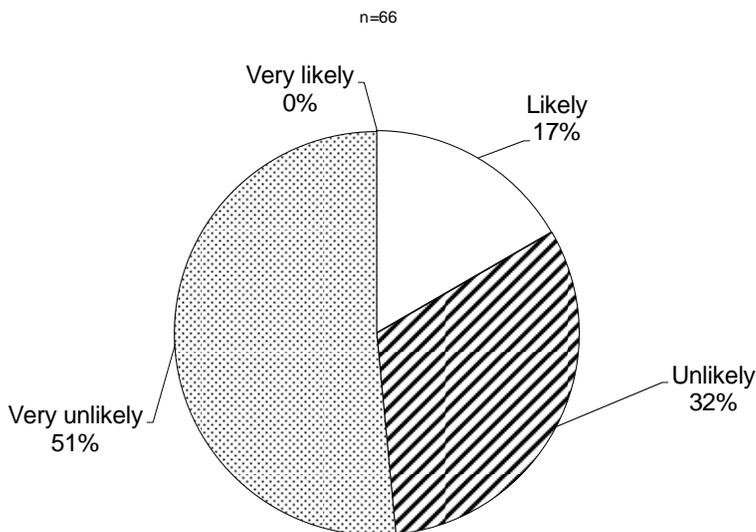
How valuable do you think the GRH Program is to your employees compared to any other transportation benefits your firm provides?



Employer representatives were asked two separate questions about their company’s willingness to pay to participate in the GRH Program. The first question asked respondents how likely they thought their employer would continue to participate in the GRH Program if their employer was charged an annual flat fee of \$250-\$1,000 based on the size of the employer. Eighty-three percent of respondents stated that their continued participation would be “very unlikely” or “unlikely” if the program charged a flat rate. Zero respondents thought that their participation would be “very likely” and only 17% responded that their participation would be “likely”.

Figure 5-12 Likelihood of Continued Participation if Charged an Annual Flat Fee

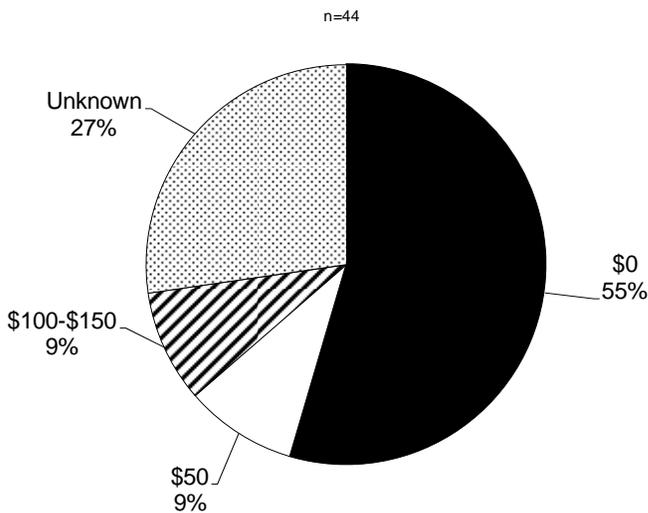
How likely is it that your organization would continue to participate in the GRH Program if your organization was required to pay \$250-\$1,000 annually for the program? The exact amount would depend on the employer size, with very large employers paying near the top of this range.



Those who responded “unlikely” or “very unlikely” were asked how much they thought their employer would pay to continue participating in the program. A majority of respondents (55%) stated that they thought their companies would not be willing to contribute to the GRH Program and as a result would no longer be able to participate in the program. In their responses, many stated that because of the current economic climate, their employers are cutting costs and perks offered to employees and would likely not contribute if the program required an employer contribution. Nine percent stated that their employers would pay up to \$50 annually to participate in the program and another 9% stated that their employers would pay between \$100-\$150 annually. Over a quarter of respondents stated that they did not know how much their employers would be willing to contribute annually.

Figure 5-13 How much would your employer be willing to contribute annually?

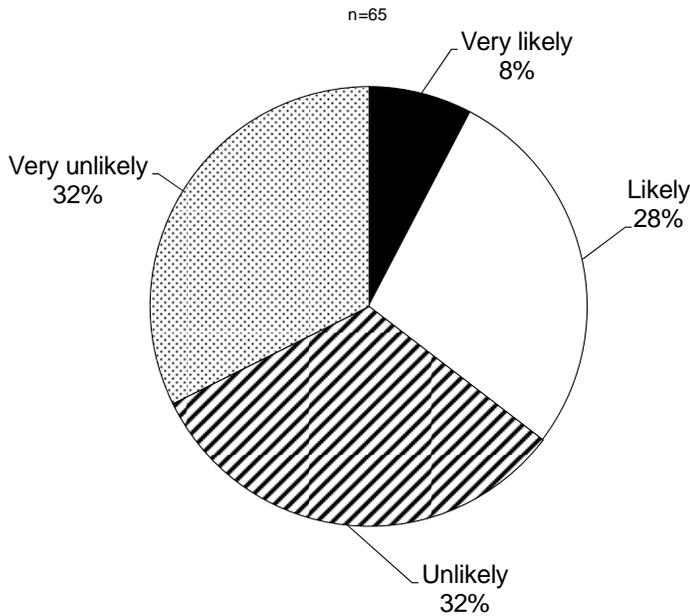
If your answer is “unlikely” or “very unlikely”, approximately how much would your firm be willing to pay annually for the program?



Respondents were also asked how likely their employer would continue to participate in the program if their employer was required to pay \$10-\$20 annually per registered employee. This option was preferred by respondents with 36% of respondents stating that their employers would be “very likely” or “likely” to continue participation. An equal amount of respondents, 32% each, stated that their employers would be “unlikely” or “very unlikely” to continue participation.

Figure 5-14 Likelihood of Continued Participation if Required to Pay Per Registered Employee

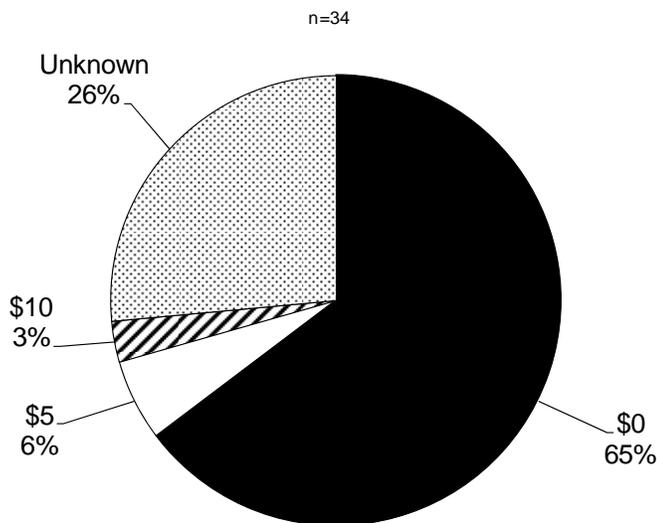
How likely is it that your organization would continue to participate in the GRH Program if your organization was required to pay \$10-\$20 annually per registered employee for the program?



Respondents who answered that their employers would be “unlikely” or “very unlikely” to continue participation in the GRH Program if they were charged \$10-\$20 annually per registered employee were asked how much they thought their employer would be willing to contribute. Almost two-thirds of respondents (65%) stated that their employers would be unwilling to contribute any funding to the program. Comments were consistent with the question regarding paying an annual flat fee with respondents stating that because of the current economic conditions, their employers cannot afford to contribute to the program. A small number of respondents stated that their employers would be willing to pay \$5 per registered employee (6%) and \$10 per registered employee (3%). As with the previous cost question, approximately a quarter of respondents stated that they could not determine how much their employers would be willing to contribute.

Figure 5-15 How much would your employer be willing to contribute annually per registered GRH participant?

If your answer is “unlikely” or “very unlikely”, approximately how much would your firm be willing to pay annually per each of your employees who are registered for the program?



The use of an annual flat fee was generally favored by larger employers with a large number of registrants. Paying per employee could be very costly for employers with many registrants such as Kaiser with over 1,000 registered users (\$10,000-\$20,000 annually). The pay-by-registrant option was generally favored by smaller employers with few or no registrants since this option would be significantly cheaper than a flat fee of \$250-\$1,000 and could cost an employer nothing if they had zero registered participants (21% of registered GRH businesses).

Summary

Alternative Modes

- A large majority (85%) of employer representatives that responded reported that they thought participation in the GRH Program is “very important” or “somewhat important” in encouraging employees to commute to work using alternative modes more often.
- Most employers reported that they provide some type of commuter benefits in addition to GRH. The most popular programs were Commuter Checks and bicycle parking.

Program Management

- Fifty-seven percent of employer representatives have managed the program for at least one year, a large decrease from the 2007 evaluation when 67% of the employer representatives had managed the program for at least one year.
- A large majority (90%) have not issued an instant enrollment voucher, which may be due to several factors including the large number of employer representatives who have administered the program for less than one year and as result have not had the chance to issue an instant enrollment voucher, non-participants may not know that instant enrollment vouchers are available in case of emergencies, and non-participants may not have experienced many emergencies in 2008 which required the use of an instant enrollment voucher.
- All employer contact respondents stated that their GRH workload is either “manageable” or that “not much work”.

Customer Service

- The administrative functions of the GRH program received very high ratings for the quality of customer service, which is consistent with the employee survey results.
- A majority of employer representatives (53%) use the GRH website to get information about the program. This shows a 6% increase from last year when only 47% reported using the website for program information.

Rental Car Requirement

- In 2008, 69% of respondents reported that they were aware of the rental car requirement. Last year only 49% were aware of the requirement. This shows a large increase in awareness and the effectiveness of the marketing campaign.
- When asked why employer representatives think participants do not use rental cars more often, they responded that participants most likely think that using a rental car is “less convenient than a taxicab” and that participants are “not sure how they would receive and return the rental car”. This differs from employee participant responses. Most employee respondents who used a taxicab and live greater than 20 miles from their workplace stated that they did not use a rental car because they were “unaware of the option” (23%), were “too ill or unable to drive” (17%), or “needed a ride after Enterprise Rent-A-Car business hours” (16%).

Program Value

- Fifty-five percent of respondents stated that they thought that their employees value the GRH Program as much as or more than other transportation benefits offered by their employer. Over a quarter of respondents stated that their employer does not offer any other transportation benefits.
- When asked how likely their employer would be to continue participation in the GRH Program if their employer was charged an annual fee of \$250-\$1,000 to participate in the program, 83% of respondents stated that their employers would be “unlikely” or “very unlikely” to continue participation. Respondents who stated that their employer would be “unlikely” or “very unlikely” to participate were asked how much their employers would be willing to contribute. Fifty-five percent responded that their employer would be unwilling to make any contribution to the program and 18% stated that their employers may be able to contribute between \$50 and \$150 annually for the program.
- Respondents were also asked if their employers would be willing to pay an annual fee of \$10-\$20 per registered participant in the program. This option was more popular with respondents with only 64% stating that their employers would be “unlikely” or “very unlikely” to continue participation. Respondents who stated that their employer would be “unlikely” or “very unlikely” to participate were asked how much their employers would be willing to contribute per registered employee. Sixty-five percent stated that their employers would be unwilling to make any contribution and 9% stated between \$5-\$10.
- In order to keep costs as low as possible, larger employers typically preferred a flat fee and smaller employers typically preferred a per registered employee fee.
- The lack of willingness to pay an annual fee was mostly attributed by employer representatives to the current state of the economy.

Chapter 6. Program Update and Recommendations

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

Program Summary

Last year, the CMA Board made recommendations (shown in Figure 6-1) for the 2008 GRH Program. In addition to the usual recommendations to continue program operations, the CMA Board recommended an independent review of the GRH Program be completed and that it include a plan to evaluate ways to transition employers from TFCA funding for rides to employers paying for rides for their registered employees.

The recommendations for the 2008 GRH Program and their outcomes are presented below.

Figure 6-1 Summary of 2008 Evaluation Report Recommendations

Recommendation	Outcome/Status
1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys	GRH staff continually markets the program and updates the website. The employee and employer surveys for the 2008 program evaluation were completed in March 2009. Results are included in Chapters 4 and 5 of this report.
2. Monitor and market the 75-99 employee per employer requirement	In 2008, the GRH Program registered eight new employers employing between 75 and 99 employees. This represents 14% of total new businesses registered in 2008. As with last year, staff has continued to encounter difficulty enrolling smaller businesses. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees. Small businesses often do not have dedicated transportation staff.

Recommendation	Outcome/Status
<p>3. Monitor and market the 50+ mile car rental requirement</p>	<p>The total rental car usage rate increased slightly (1%) in 2008, accounting for 19% of all GRH trips. Rental usage has increased every year since 2005 and more rental car rides were used in 2008 than in any other previous year.</p> <p>For the second year in a row, all employers were reminded about the rental car requirement during our annual survey effort. Both the employee and the employer surveys included information about the rental car requirement and questions regarding the requirement. As a result of these efforts, rental car requirement awareness among employer representatives increased from 49% in 2007 to 69% in 2008. Of registered employees, awareness increased from 35% in 2007 to 47% in 2008.</p> <p>To continue our commitment to increasing awareness, participants living over 50 miles from their workplace who used a taxicab are contacted by telephone and email to remind the participant of the program requirement once the GRH Program receives their completed ride paperwork. All vouchers mailed to new participants also have a rental requirement reminder attached to them.</p>
<p>4. Continue to develop and implement a way to focus marketing of the rental car requirement on major employers.</p>	<p>GRH staff worked with the top 12 employers with the most registered users in the program to tailor rental car marketing efforts to their registered employees. Because taxicab trips are more expensive for longer trips, the GRH Program requires rental car usage with certain exceptions for participants commuting over 50 miles in order to reduce program costs. Employer contacts were asked how they thought the GRH Program could most effectively market the rental car requirement to participants. Most employers recommended a direct email reminder to participants. Other employers recommended placing a reminder in their company newsletter or on their company intranet. NUMMI recommended sending all participants a reminder postcard in the mail. All recommended marketing campaigns were completed with the help of the employer contacts by June 2008. Despite these efforts, the percentage of rental car rides taken for trips longer than 50 miles by our major employers declined in 2008 by 4%. This may be due to participants who have emergencies which require immediate rides and who cannot wait for a rental car. Also the largest user of trips over 50 miles was NUMMI. NUMMI employees do not work on traditional shifts which conform to Enterprise Rent-A-Car business hours. Overall rental car usage and awareness, however, increased in 2008.</p>
<p>5. Develop and implement a pilot carshare program in Oakland and Emeryville</p>	<p>CMA and GRH staff met with ZipCar and City Carshare to explore using carshare vehicles as a convenient and cost effective ride option. City Carshare did not express an interest in pursuing a contract with the CMA due to the low ride potential and invoicing requirements. With a larger presence in Oakland, Emeryville, and Berkeley than City Carshare, ZipCar was then contacted by CMA and GRH staff. Negotiations ended with ZipCar in November 2008 because the CMA and ZipCar could not agree on contract terms. ZipCar does not generally sign contracts with organizations and does not carry the level of insurance the CMA requires.</p>

Recommendation	Outcome/Status
<p>6. Initiate a pilot program with one or two Transportation Management Associations</p>	<p>In March 2008, staff met with the Emeryville TMA and Downtown Berkeley Association and developed an informal partnership with both associations. As a result of our partnerships and marketing, 39 businesses registered from the two associations, accounting for 70% of all new business participants in 2008, and 137 new employee participants registered, accounting for approximately 20% of all new 2008 participants. Participants in these two districts took zero rides in 2008.</p>
<p>7. Conduct an independent review of the GRH Program and develop a plan to evaluate ways to transition employers from TFCA funding for rides to the employers paying for rides for their registered employees within six months</p>	<p>In 2008, the CMA hired Eisen Letunic Consulting to perform a third-party comprehensive program evaluation of the GRH Program. The comprehensive program evaluation concluded in 2009 and the ACCMA Board accepted the reports' major recommendations for the program.</p> <p>The following tiered recommendations were made:</p> <ol style="list-style-type: none"> 1) Continue to rely on TFCA grants to fund the GRH Program for now, 2) Investigate implementing a regional GRH Program with MTC and all nine counties in the region, 3) Expand the GRH Program in Alameda County into a comprehensive TDM Program (pending new funding), 4) Investigate requiring employers to contribute up to 50 percent towards the cost of the program and/or a \$10 to \$20 co-payment per employee (after certain conditions are in place), and 5) Eliminate the minimum number of 75 employees per employer requirement. <p>In regards to transitioning employers from TFCA funding, the report recommended that the CMA explore requiring employer contributions only if several conditions are in place. The criteria are: a determination that employers would not abandon the program in large numbers if they are required to pay, the existence of a comprehensive or more robust TDM program for employers through the ACCMA, and a stronger incentive for employers to provide commute alternative benefits for their employees.</p> <p>The 2008 Employer Survey included questions about willingness to contribute to the program. The Board recommended continued investigation of this issue in 2009.</p>

The following provides a more detailed look at the above recommendations and results.

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

The Guaranteed Ride Home Program entered its tenth year of operations in 2008. The program added 56 new employers in 2008, triple the amount registered in 2007 and more than any other year except for 1998. A total of 722 new employee participants registered with the program, the highest number of new registrants since 1999 and 40% more than 2007. The large increase in registered businesses and employee participants can be attributed to our successful partnership

with the Emeryville TMA and Downtown Berkeley Association (DBA) as well as record high gas prices which led to more commuters choosing alternative modes.

Staff continued to market the program to employees and employers via newsletters, emails, telephone calls, mailers, attendance of employee benefits fairs, etc. Employee and employer surveys are completed annually as part of the annual program evaluation report. The annual surveying effort for 2008 concluded in March 2009.

2. Continue to monitor and market the 75-99 employee requirement.

In order to offer a program that is inclusive for smaller businesses, in 2007, the GRH Program reduced the minimum number of employees per employer requirement from 100 to 75. The Board recommended monitoring the recommendation including program costs, the number of new employers, and new employees, to determine if reducing the employees per employer requirement would increase program costs. With the implementation of the recommendation in 2007, staff has completed marketing outreach efforts to encourage enrollment of companies with 75-99 employees. Although marketing efforts increased with the implementation of the recommendation, program costs have remained steady since 2007.

In 2008, eight new businesses with between 75-99 employees not associated with business parks or districts registered for the GRH Program. The table below shows all businesses registered with between 75-99 employees, the date of registration, and how they found out about the program.

Figure 6-2 New Employers with 75-99 Employees (2008)

Company Name	City	Registration Date	Number of Employees	Information Source
State Street California	Alameda	5 /16/2008	90	InfoUSA mailer
Commerce West Insurance	Pleasanton	6 /24/2008	80	InfoUSA mailer
Nanochip, Inc.	Fremont	2 /27/2008	80	N/A
AAA	Newark	6 /11/2008	78	InfoUSA mailer
Lonely Planet Publications	Oakland	7 /24/2008	75	Employee
Uncle Credit Union	Livermore	11/3 /2008	75	InfoUSA mailer
Clear Channel Outdoor	Oakland	5 /13/2008	75	InfoUSA mailer
Berry & Berry, A Professional Law Corp.	Oakland	5 /15/2008	75	InfoUSA mailer

Most of the new employers listed above registered as a result of the InfoUSA mailer distributed in late 2007. Marketing efforts completed in 2008 included mailing information to employers and contacting Chambers of Commerce in Berkeley, Pleasanton, Fremont, Hayward, San Leandro, Union City, and Newark. Chamber contacts were sent information about the program to review and distribute to employers. Staff encountered more difficulty registering these smaller employers than expected. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH

contact person and distribute information to employees. Smaller businesses often do not have the resources or interest in supporting the GRH Program, especially if employees have not requested the benefit or if they have never heard of the program.

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

In order to reduce total funding spent on GRH trips and reduce program costs, the GRH countywide rental car program was launched in 2002. The rental car program requires that registrants who need a guaranteed ride home and who live more than 50 miles from their workplace use a rental car as their guaranteed ride home¹. Rental car rides can be significantly cheaper for long distance trips because the program is only charged \$55 per ride for the rental car instead of \$2.40-\$2.60 per mile in a taxicab.

As with the 2007 Evaluation Report, in order to efficiently contact employers and employees and concentrate our marketing efforts, GRH staff contacted all employers and employees as part of the 2008 evaluation in January and February 2009.

With the start of the 2008 employee and employer surveys, all employer contacts were contacted via telephone to update their contact information. Employer contacts were reminded of the rental car requirement as part of the telephone call. The 2008 employee and employer surveys were distributed primarily via email and included a brief explanation of the rental car requirement in the email and within the survey. Persons not providing the program with an email address were mailed the survey with a cover letter explaining the rental car requirement. The survey itself asked employer and employee participants questions about rental usage and understanding of the requirement. The complete results of these questions are presented in Chapters 4 and 5 and a brief summary is provided below.

All program literature has been updated to state that trips of 50 or more miles require the use of a rental car except in case of emergencies. Literature also states that persons living between 21 and 49 miles from their workplace are strongly encouraged to use a rental car. An insert is now included in all new participant packets for persons living more than 20 miles from their workplace, which reinforces the rental car requirement for persons living more than 50 miles from their workplace and encourages use of a rental car use for persons living over 20 miles from their workplace. Participants using their GRH voucher for a taxicab who live over 50 miles from their workplace are now contacted by telephone and email to remind the participant of the program requirement.

As a result of these efforts, the survey showed that rental car requirement awareness among employer representative respondents increased from 49% in 2007 to 69% in 2008. Of registered employees, awareness increased from 35% in 2007 to 47% in 2008. Rental car usage was up 1% in 2008 and accounted for 19.3% of trips. Participants used more rental car rides in 2008 than in any other previous year.

4. Continue to develop and implement a way to focus marketing of rental car requirement on major employers.

The 2006 Evaluation Report recommended targeting major employers to market the rental car requirement. Because the larger registered employers have more registrants, they also tend to

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

use the highest number of rides per year. In an effort to reduce program costs, rental cars are required for non-emergency trips longer than 50 miles. Rental car rides can be significantly cheaper for long distance trips because the program is only charged \$55 per ride for the rental car instead of \$2.40-\$2.60 per mile in a taxicab.

The 12 employers with the highest number of registrants (as of April 2008) were targeted by GRH staff. Employer contacts were asked how they thought we could most effectively market the rental car requirement to participants. Most thought that a direct email would be the most effective way to inform participants. Other employer contacts preferred newsletter articles and information on their internal company website. By the end of June 2008, the 12 employers with the highest number of participants were contacted and marketing campaigns were completed.

Figure 6-3 Rental Car Requirement Marketing Activities

Company Name	# of Registrants ²	Action taken
Kaiser	1096	Employer contact emailed employees about the requirement. Email text created by GRH staff.
LLNL	387	Employer contact asked GRH staff to email participants directly.
NUMMI	296	Employer contact included a newsletter article in the May and June issues. A postcard reminder was mailed in June to all participants' homes.
UC Berkeley	288	Employer contact asked GRH staff to email participants directly.
City of Oakland	204	Employer contact included a newsletter article in the May newsletter and on employee benefits page on the City's intranet.
Caltrans	165	Employer contact asked GRH staff to email participants directly.
Alameda County	145	Employer contact asked GRH staff to email participants directly.
Mervyns	126	Employer contact asked GRH staff to email participants directly.
Bayer	112	Employer contact sent an email to all registered participants.
AT&T	103	Employer contact asked GRH staff to email participants directly.
Safeway	83	Employer contact sent an email to all registered participants.
Farmers Insurance	64	Employer contact asked GRH staff to email participants directly.

² Number of registrants at time of marketing effort, not as of December 31, 2008

Despite the targeted marketing effort on the larger employers, rental ride usage declined among the 12 top employers for GRH trips taken in 2008 that were over 50 miles. In 2007, 30% of the top 12 employer GRH trips taken that were over 50 miles were rental cars. In 2008, the percentage declined to 26%. This may be due to several factors. Participants are required to mark the reason for their guaranteed ride home but the program does not ask what the urgency of the matter is. If a participant's emergency requires that they leave work immediately and cannot wait for a rental car then the program allows participants to use a taxicab. The program does not know if in 2008 more emergencies required that participants leave work immediately. Also, NUMMI was the largest user of trips over 50 miles out of the top 12 employers in both 2007 and 2008. NUMMI employees work non-traditional shift hours which do not always conform to Enterprise Rent-A-Car business hours.

5. Develop and implement a pilot carshare program in Oakland and Emeryville.

The CMA Board recommended that staff develop and implement a pilot carshare program. The GRH Program strives to provide a convenient way home for persons in case of emergencies. More options in what type of ride home a participant can take would help encourage registration and the CMA's goal in reducing single occupancy vehicle trips. A carshare option would also provide a low cost alternative to taxicab rides for participants working after 5:30 PM when Enterprise Rent-a-Car is closed or for persons who need a guaranteed ride home immediately but are not able to wait for a cab or for Enterprise to drop off a rental car. As with rental cars, carsharing can be significantly cheaper than taxicabs for longer trips. Carsharing would add more convenience and options to participants and help meet the GRH Program's goal of reducing trip costs.

In order to develop a pilot carshare program, GRH and CMA staff contacted ZipCar and City Carshare. GRH and CMA staff met with ZipCar's manager of business development in April 2008. Staff thought ZipCar could be a good fit for the program because ZipCar has a large presence in Oakland, Emeryville, and Berkeley. Negotiations ended with ZipCar in November 2008 due to contracting issues. Most notably, ZipCar generally does not sign contracts nor provide adequate car insurance coverage per the CMA's requirements.

Negotiations with City Carshare ended with staff in June 2008. City Carshare decided not to pursue a contract with GRH due to the low ride potential in the East Bay and the program's invoicing requirements. The program requires monthly invoices that separate each ride by participant and include a voucher number for each ride. The City Carshare program could not accommodate a required voucher field on their website for participants taking a ride with the GRH Program. In addition, City Carshare would need to provide invoices to the program for trips instead of charging a pre-specified credit card. City Carshare's system could not accommodate these requirements.

6. Initiate a pilot program with one or two Transportation Management Associations.

In order to evaluate the cost effectiveness and staff resources needed to further reduce the eligibility requirement to include employers with less than 75 employees, GRH staff initiated two pilot programs with two business associations – the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA). Both associations have expressed enthusiastic support for the program and are excited with having the GRH Program available to their businesses and employees. The Downtown Berkeley Association is comprised

of approximately 500 businesses in Downtown Berkeley and the Emeryville TMA includes over 800 businesses within the City of Emeryville. While a large number of businesses in each association have less than 75 employees, the total number of employees in each association is well over the required 75 employee minimum.

In March 2008, GRH and ACCMA staff met with the executive directors of both organizations to review the program, outline the responsibilities of each association, and agree upon a marketing approach. Marketing activities began in April 2008 and included a general mailer to employers, emails to employers, newsletter articles, flyers, telephone calls, and site visits. As a result of the marketing campaigns, the GRH Program experienced its highest level of new employer registrants since the program's first year of operations. Twenty-two businesses registered from the DBA and 17 registered from the Emeryville TMA, accounting for 70% of all new businesses registered in 2008. A total of 137 new employee participants registered from these businesses, comprising 19% of all new employee registrants in 2008.

While the initial marketing campaigns and business registrations were time consuming, the increased enrollment activity did not significantly impact the amount of time required to operate the GRH Program. As a result, decreasing or eliminating the employee requirement does not appear to significantly increase amount of administrative time or program cost. Furthermore, the program evaluation study presented to the CMA Board in February 2009 reviewed 11 programs in the Bay Area and nationwide. None of the reviewed programs had a minimum number of employees per employer requirement (see Recommendation 7).

7. Conduct an independent review of the GRH Program and develop a plan to evaluate ways to transition employers from TFCA funding for rides to the employers paying for rides for their registered employees within six months.

CMA staff led the effort in 2008 to hire a consulting firm to perform a comprehensive program evaluation of the GRH Program. The program has been relatively unaltered for over 10 years and the CMA Board requested staff perform a review to provide a fresh look at the service and to ensure that it is being administered and operated as efficiently and effectively as possible and to explore alternative funding strategies.

The CMA hired Eisen|Letunic Consulting to perform the program review. The comprehensive program evaluation found that the GRH Program is the fourth most cost-effective program of the 42 programs evaluated and funded by the Bay Area Air Quality Management District (BAAQMD). The program also found that the cost of the GRH Program is in line with other reviewed GRH programs.

The CMA Board approved the review with the following recommendations:

- **Continue to rely exclusively on TFCA grants to fund the GRH Program for now.** As with other GRH programs in the Bay Area, the ACCMA program relies on TFCA grants to fund program operations. In the short term, the report recommends maintaining TFCA funding because the source has remained reliable and secure.
 - The report recommended that the CMA explore requiring employer contributions only if several conditions are in place. The criteria are: a determination that employers would not abandon the program in large numbers if they are required to pay, the existence of a comprehensive or more robust TDM program for employers through the

ACCMA, and a stronger incentive for employers to provide commute alternative benefits for their employees. The 2008 Employer Survey included questions about willingness to contribute to the program. The Board recommended continued investigation of this issue in 2009.

- **Investigate implementing a regional GRH Program with MTC and all nine counties in the region.** This has the potential of reducing total indirect costs (such as administration, marketing and overhead) across the merged programs.
- **Expand the GRH Program in Alameda County into a comprehensive TDM Program (pending new funding).** The ACCMA GRH Program is the only reviewed program that does not include other transportation demand management (TDM) programs. The ACCMA may want to consider expanding their TDM efforts beyond the GRH Program and what is offered by 511 Bay Area. These could include: ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers, bicycle commuting maps and promotions and other marketing strategies.
- **Investigate requiring employers to contribute up to 50 percent towards the cost of the program and/or a \$10 to \$20 co-payment per employee (after certain conditions are in place).** The criteria outlined by the report are: a determination that employers would not abandon the program in large numbers if they are required to pay, the existence of a comprehensive or more robust TDM program for employers through the ACCMA, and a stronger incentive for employers to provide commute alternative benefits for their employees.
- **Eliminate the minimum number of 75 employees per employer requirement.** Of the 11 GRH programs reviewed as part of the comprehensive program evaluation completed in 2009, the Alameda County GRH Program is the only program that has an employee per employer requirement. Based on other programs and the program's experience with the Emeryville TMA, the Berkeley Downtown Association, and reducing the employees per employer requirement from 100 to 75 employees in 2007, program staff does not believe that eliminating the employees per employer requirement would increase program costs.

A copy of the complete review and CMA Board recommendations is available on the CMA website at www.accma.ca.gov.

2009 Recommendations

Based on this evaluation report and the comprehensive program evaluation completed in February 2009, CMA staff recommends the following course of action for 2009:

New Recommendations for 2009

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

Operations of the GRH program should continue in 2009 including database maintenance, general marketing, and maintaining the website. Employee and employer surveys should be completed annually as part of the annual program evaluation report. The surveys for the 2009 evaluation should be scheduled for late January/early February 2010.

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

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

3. Focus on registering businesses in South and Central Alameda County.

Although the program has been broadly marketed to all jurisdictions within Alameda County, staff should begin a targeted marketing effort to enroll businesses in South and Central Alameda County.

There are 188 businesses registered in the GRH Program. The North and East County cities such as Pleasanton, Oakland, Berkeley, and Emeryville represent over 80% of all registered GRH businesses. Newark and San Leandro only have two registered businesses while Berkeley and Oakland in North County have 35 and 38 registered businesses respectively.

In order to create more program equity across Alameda County and increase participation in South and Central Alameda County, the GRH Program should focus marketing efforts on employers in these areas in 2009. By working with Chambers of Commerce and business associations in South and Central County cities, the GRH Program should attempt to increase awareness and participation in these areas.

4. Investigate a Developer Fee for the GRH Program as a part of the CMA's Environmental Review Process.

As part of the Congestion Management Program, the CMA is required to conduct environmental reviews of development projects that generate more than 100 P.M. peak hour trips. The CMA committees and Board recommended that CMA staff investigate whether and how the CMA could include in their environmental review a recommendation that developers pay a fee to contribute towards funding the Guaranteed Ride Home Program as a condition of project approval. The fee would be a means of mitigating impacts of increasing congestion. CMA will investigate what would be required to implement such a fee and if the environmental review response letter should be modified. A recommendation will be brought back to the CMA Board.

Recommendations Approved by the CMA Board in February 2009

In February 2009, the CMA Board approved the following recommendations identified in the independent comprehensive program evaluation.

5. Implement and Market the Zero Minimum Employee per Employer Requirement.

In February 2009, The CMA Board recommended eliminating the employer size requirement and opening the program to any employer in the county, regardless of size. The recommendation was based on the results of the comprehensive program evaluation which found that of 11 GRH

programs nationwide, only the CMA program had a minimum number of employees per employer requirement. Based on our experience increased enrollment and zero ride use in 2008 with the addition of the Emeryville TMA and DBA, GRH staff does not anticipate the change having a large impact on program administration. Opening the program to all employers would create an equitable program on par with other Bay Area and nationwide GRH programs. Eliminating the minimum number of employees per employer requirement may not necessarily greatly expand the number of businesses and employees enrolled in the program or the number of rides taken since smaller businesses often are not able to dedicate staff to market and administer the GRH program internally.

GRH staff should work with Chambers of Commerce and create press releases to advertise the change in the program and continue to form partnerships with TMAs and business associations to more effectively market the program to all employers regardless of size.

6. Investigate implementing a regional GRH Program with MTC and all nine counties in the region.

The CMA Board recommended that the CMA work with MTC to investigate initiating a regionwide GRH program. This has the potential of reducing total indirect costs (such as administration, marketing and overhead) across the merged programs. Staff should contact the Metropolitan Transportation Commission (MTC) and the Bay Area counties to discuss interest in assuming operations of the GRH Program.

Should a regionwide program be developed, the eligibility circumstances for rides and reimbursable expenses should be consistent with other programs in the Bay Area. Expanded valid circumstances for rides may include inclement weather for participants who walked or bicycled to work. Expanded reimbursable expenses consistent with the region may include, covering the cost of emergency rides taken on transit or provided by coworkers, taxicab gratuities, and fuel refills for car rentals.

7. Investigate requiring employers to contribute toward the cost of the GRH Program.

The GRH program has been funded by the Air District TFCA funds since 1998. To diversify program funding and address the CMA Board's concerns about having employers contribute towards the cost of their employees reducing congestion and air emissions, the CMA Board recommended investigating methods of introducing employer contributions into the program.

Because the program has been offered without a fee since inception,³ even a minimal charge to employers could lead to employer attrition in the program. As recommended by the CMA Board in February 2009, the 2008 employer survey asked whether employers would be willing to contribute financially to the program and how much. Survey results showed that employers would generally be unwilling to pay for the program with 83% of respondents stating that their employer would be "unlikely" or "very unlikely" to participate if an annual fee of \$250-\$1,000 was levied per employer and 64% responding that their employer would be "unlikely" or "very unlikely" to participate in the program if the program charged \$10-\$20 annually per registered employee or any amount.

³ The GRH Program has been 100% funded by TFCA funding and offered fee-free to employer and employee participants since 1998.

In Boston and King County, Washington, programs are able to pass on the full costs of their GRH programs to their employers, however, this is likely explained by program-specific reasons that do not apply to the Alameda County program. The Boston program is operated as part of an employer-run transportation management association while the King County program is a result of a state law requiring employers to provide commute alternative programs. In addition, both programs provide participants with a full package of commute alternative services, not just a GRH program.

Because of the potential for employer contributions to reduce participation in the program—and given that the program already has a stable source of funds, in the form of the TFCA—the comprehensive program evaluation recommended that the CMA require employer contributions only if several conditions are in place. These conditions are:

- A determination, based on results of future employer representative surveys, that employers would not abandon the program in large numbers if they are required to pay for it⁴;
- The existence of a comprehensive, or at least more robust, TDM program for Alameda County employers; and,
- A stronger incentive for employers to provide commute alternative benefits for their employees. This could be in the form of a requirement imposed by the state, possibly as a result of AB 32 or SB 375, two relatively new state laws related to reducing greenhouse gas emissions; or requirements imposed by municipalities, similar to San Francisco's ordinance requiring large and medium-size employers to offer commute benefits.

8. Expand the GRH Program in Alameda County into a comprehensive TDM Program (pending new funding).

The CMA GRH Program is the only reviewed program that does not include other transportation demand management (TDM) programs. Including the GRH program as part of a comprehensive TDM program would result in economies of scale for marketing and administration. A package of TDM options is being considered as part of the climate change efforts the CMA is pursuing to address greenhouse gas emissions requirements through AB 32 and SB 375. The GRH Program, whether in Alameda County or regionwide, should be considered part of these efforts.

⁴ The employer survey completed in March 2009 showed that employers are generally unwilling to contribute to participate in the GRH Program. The high negative response rate may be partially due to the current state of the economy.

APPENDIX A

SURVEYS



Employee Survey

Thank you for participating in the Alameda County CMA Guaranteed Ride Home (GRH) Program.
 Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program.
YOUR HELP IS GREATLY APPRECIATED! [Please return by **March 13, 2009.**] Mail or fax to (415) 284-1554.
 Or, complete this survey on-line at www.grh.accma.ca.gov/survey.htm

Employer Name: _____ Your Name (optional): _____

1. Please rate the quality of customer service you have received in 2008:	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Response time and information received when calling the GRH hotline					

2. How did you find out about the GRH Program?

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

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

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

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

- Yes
- No

5. Have you ever used your issued GRH voucher?

- Yes
- No

6. If you marked "Yes" above, when you used your most recent voucher, did you use a taxi cab or a rental car for your guaranteed ride home?

- Taxicab
- Rental Car

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

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

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

9. On a typical day...

About what time do you arrive at work?

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

About what time do you leave work?

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

10. In a typical week, how many days per week do you travel to work by each commute mode listed below? For each day, consider the mode on which you spend most of your time. Enter the number next to each mode so that the numbers add up to the number of days you work in a typical week (this is typically five but it could be fewer or more days).

PRIMARY MODE OF TRANSPORTATION

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

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

- Yes
- No

12. 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. Enter a number next to each mode so that the numbers add up to the number of days you work in a typical week (this is typically five but could be fewer or more days).

PRIMARY MODE OF TRANSPORTATION

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

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

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

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

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

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

- Agree strongly
- Agree somewhat
- Do not agree

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

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

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

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

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



Employer Representative Survey

Thank you for participating in the Alameda County CMA Guaranteed Ride Home (GRH) Program. Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program. YOUR HELP IS GREATLY APPRECIATED! **Please return by March 27, 2009.** Mail or fax to (415) 284-1554.

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

Employer Name: _____ Your Name (optional): _____

1. Please rate the quality of customer service you received in 2008:

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

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

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

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

- Yes No

4. Because rental cars are less expensive than taxis for longer trips, the program is trying to increase rental car usage.

In your opinion, why do you think participants do not use the rental car option more often?

- Unaware of the option
 Needed ride home after Enterprise Rent-A-Car business hours
 Less convenient than taxi
 Not sure how they would receive/return rental car
 Too ill/unable to drive

- Uncomfortable driving
 Live within 20 miles of their workplace
 Other: _____

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

- Yes No

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

- No transportation subsidies or other benefits are offered
 Commuter Checks
 Wageworks
 Free/discounted transit passes
 Workplace shuttle
 Free parking
 Preferential carpool/vanpool parking
 Bicycle parking
 Shower/changing room for cyclists
 Other (please specify): _____

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

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

8. Do you inform new employees about the program?

- Yes No

If no, why? _____

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

- We provide no other transportation benefits
- More valuable
- As valuable
- Less valuable

10. How likely is it that your organization would continue to participate in the GRH program if your organization was required to pay \$250-\$1000 annually for the program? *The exact amount would depend on the employer size, with very large employers paying near the top of this range.*

- Very likely
- Likely
- Unlikely
- Very unlikely

11. If your answer is 'unlikely' or 'very unlikely,' approximately how much would your firm be willing to pay annually for the program?

\$ _____

12. How likely is it that your organization would continue to participate in the GRH program if your organization was required to pay \$10-\$20 annually per registered employee for the program?

- Very likely
- Likely
- Unlikely
- Very unlikely

13. If your answer is 'unlikely' or 'very unlikely,' approximately how much would your firm be willing to pay annually per each of your employees who is registered for the program?

\$ _____

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

- Very important
- Somewhat important
- Not at all important

15. Do you use the GRH website to get information about the program?

- Yes
- No

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

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

- Yes
- No

18. Would you like additional GRH materials?

- Yes
- No

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

- Brochures (Quantity: _____)
- Posters (Quantity: _____)
- Flyer (Quantity: _____)
- Text for a newsletter/email blast
- New instant enrollment voucher (only if misplaced original)
- Other (please specify)

20. Additional Comments:

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

Fax Number: 415-284-1554

Phone Number: 510-433-0320