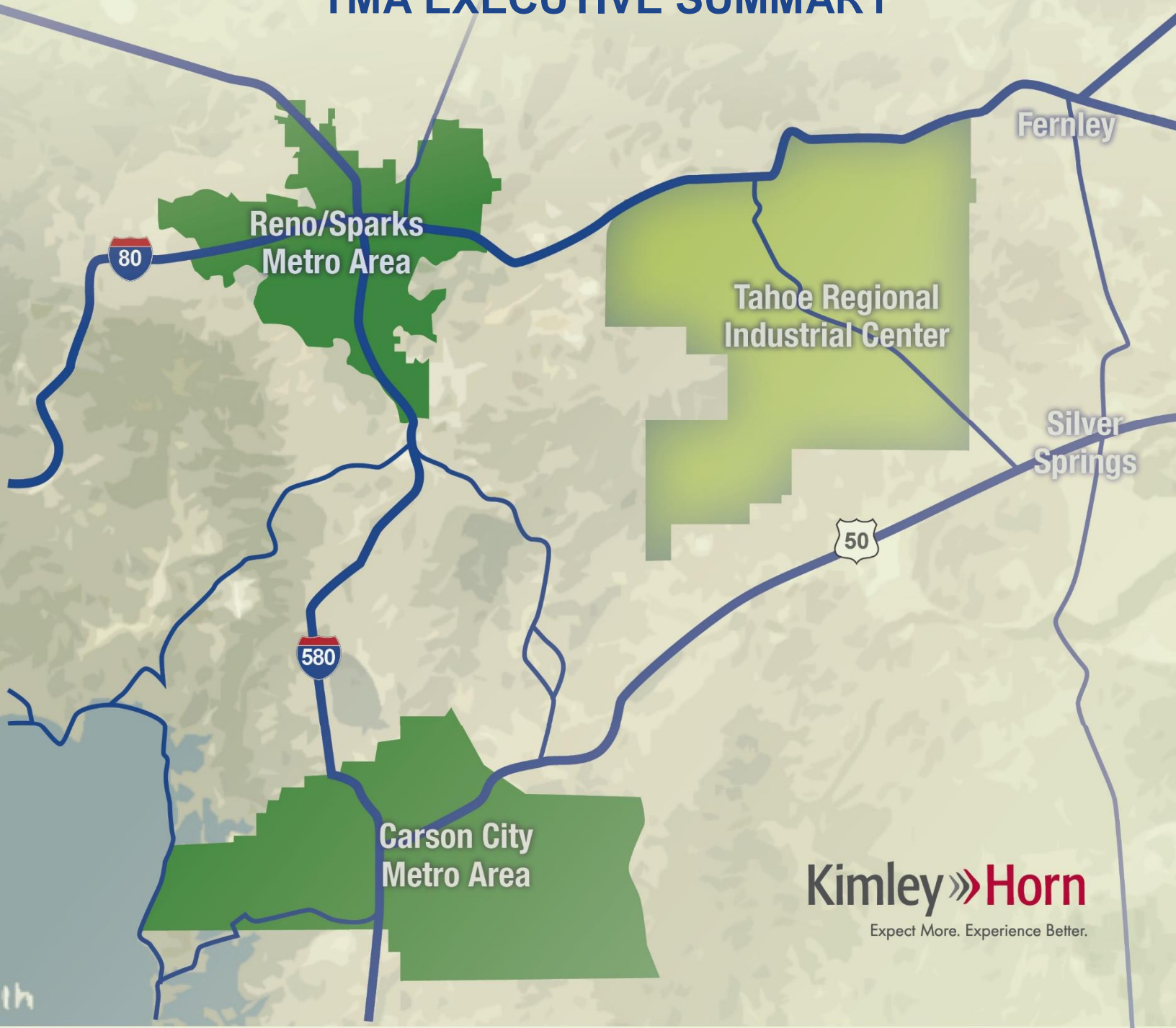


December 31, 2019 *Inter-County and Regional*



TRANSIT PLAN

TMA EXECUTIVE SUMMARY





TMA EXECUTIVE SUMMARY

FOR

INTER-COUNTY AND REGIONAL TRANSIT PLAN

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LIST OF ACRONYMS

EDAWN	Economic Development Authority of Western Nevada
NDOT	Nevada Department of Transportation
TMA	Transportation Management Association
TMO	Transportation Management Organization
TRIC	Tahoe Reno Industrial Center

1. INTRODUCTION

1.1. Background and Study Area

Increased development activity and employment in Northern Nevada have prompted the Nevada Department of Transportation (NDOT) along with local partners to develop a plan to address inter-county transit commuting needs within the five-county region of Washoe, Storey, Carson City, Lyon, and Churchill counties. As a part of the plan, mobility options will be considered in conjunction with the commuting needs to identify those that are most feasible for serving the area.

1.1.1. Tahoe Reno Industrial Center

The Tahoe Reno Industrial Center (TRIC) is located within Storey County, Nevada. According to the Economic Development Authority of Western Nevada (EDAWN) and the TRIC website (www.tahoereno.com), the industrial center has grown over the past 20 years to employ approximately 16,000 workers in manufacturing, distribution services, data storage, and warehousing (<https://opportunity-funds.com/projects/tahoe-reno-industrial-center-commercial/>). TRIC is a 107,000-acre industrial park that contains approximately 11 million square feet of industrial space housing more than 125 companies. For the past two decades, businesses have been relocating to TRIC; the number of employees at TRIC is anticipated to grow to 25,000 within the next ten years. Per EDAWN, with an estimated 75 percent of TRIC employees living north of I-80 in Reno/Sparks, growth at TRIC is expected to continue to add to the congestion along I-80 during commute hours.

1.2. Expected Outcomes

The purpose of this memorandum is to document the process taken to identify various Transportation Management Associations (TMAs) to leverage as potential peers for the TRIC area. The information gathered through this process is expected to aid in shaping the recommendations for the formation of a TMA for the TRIC area including elements such as governance, funding structure, staffing, potential services, and a potential business strategy. Recommended next steps are included in Section 7 of this document.

2. TMA SUMMARIES

2.1. TMAs Included in Summary Document

Ten TMAs were identified to provide a cross-section of TMA organization and framework, operating budgets, whether they operated modes, etc. as potential peers for the TRIC area. The ten potential peer TMAs initially identified were:

- California – San Francisco (Mission Bay TMA)
- California – Emeryville (Emeryville TMA/Emery Go-Round)
- California – Mountain View (Mountain View TMA)
- California – Truckee North Tahoe TMA
- Colorado – Denver Suburbs (Smart Commute Metro North Transportation Management Organization (TMO))
- Minnesota – I-494 Commuter Services
- Minnesota – Rochester, MN (Arrive Rochester)

- North Carolina – Raleigh/Durham/Cary (Go Triangle/GoTransit Partners)
- Tennessee – Nashville (The TMA Group/Nashville Area Chamber of Commerce TMA)
- Texas – Austin (Movability Austin)

The TMA Summary Document is located in **Appendix A**.

2.2. Four TMAs Chosen for Interviews

Based on the initial review of TMAs, four TMAs were chosen to present at the Stakeholder Meeting #4 on October 30, 2019. After feedback and discussion with stakeholders, the decision was made to modify the initial list to the following four TMAs to include Truckee North Tahoe TMA due to the TMA's similarities to the TRIC area.

- California – Mountain View TMA
- California – Truckee North Tahoe TMA
- Minnesota – Arrive Rochester
- Texas – Movability Austin

Because the Truckee North Tahoe TMA was not included in the original TMA summary document, the document was updated to incorporate this TMA and the revised document is located in **Appendix A**.

3. TMA INTERVIEW QUESTIONS

A list of questions tailored to the four TMAs were developed and modified based on feedback from Stakeholder Meeting #4 on October 30, 2019. The questions included a variety of topics from the initial formation of the TMA, TMA funding, involvement from external organizations, goals and objectives, growth planning, and lessons learned discussions. The complete list of TMA interview questions is in **Appendix B**.

4. TMA INTERVIEWS

4.1. Mountain View TMA

The Mountain View TMA was formed in 2013, with a goal to consolidate and coordinate transportation services that were already being provided by many existing employers. The organizational structure is based on a board of directors with three different classes of members based on contribution. New members to the TMA usually come through the conditional development process through the City with the goal of meeting their trip reduction needs. The TMA is funded primarily by membership dues, with an annual budget of approximately \$2 Million. The TMA provides shuttle services and offers a WAZE carpool program. The full interview summary is in **Appendix C**.

4.2. Truckee North Tahoe TMA

The Truckee North Tahoe TMA was formed in 1990, starting as a membership-based organization advocating for transportation but has grown to take on more roles and responsibilities. The TMA has a combined administrative and program budget of just under \$1 Million a year with its main source of revenues from membership dues. Some of the TMA members are required to join based on development requirements. The full interview summary is in **Appendix D**.



4.3. Arrive Rochester

Arrive Rochester was launched in October 2018, originally growing out of an economic development effort that included a recommendation to develop a TMA. The City of Rochester runs the TMA and partners with active members who are employers in the area. Arrive Rochester is funded through economic development funds. The budget is approximately \$260,000 per year which largely goes toward the contract with UrbanTrans to run the TMA and Agile Mile which is the software that is a ride tracking/matching service. The full interview summary is in **Appendix E**.

4.4. Movability Austin

Movability Austin went operational in 2012, formed as a collaborative effort by the City of Austin, Capital Metro Transit Authority, the Downtown Alliance, and Travis County. The organization is funded primarily from its founding partners who provide anywhere from two-thirds to three-fourths of annual funding supplemented by membership dues and consultancy fees. Movability Austin operates under a board of directors that includes major stakeholders including the City of Austin and various employers. The full interview summary is in **Appendix F**.

5. KEY CONSIDERATIONS FOR THE FORMATION OF THE TRIC TMA

Based on TMA interviews conducted, Kimley-Horn identified four key considerations for the formation a TMA for the TRIC area. The four considerations are governance, funding, services, and staffing. Each of the considerations and their relation to each interviewed TMA peer are summarized in **Table 5.1**.

Table 5.1 – Comparison of Four TMAs that were Interviewed

TMA Peer Interviewed	Governance	Funding	Services	Staffing
Mountain View TMA	Board of Directors, Executive Committee	Membership fees	Shuttle services, WAZE carpool program, etc.	Contract employees
Truckee North Tahoe TMA	Board of Directors, Executive Committee	Membership fees and fees-for-service	Airport shuttle, microtransit, etc.	Full-time staff with part-time staff on an as needed basis
Arrive Rochester	Advisory Committee	Economic development funds	Ridematch, trip tracking, commute tools, emergency ride home services, etc.	Contract employees
Movability Austin	Board of Directors, Advisory Committee	Corporate dues, founding partner funding, and fees-for-service	Consultancy services, networking events, commute tools, etc.	Full-time staff

5.1. Governance

TMA governance consists of legal structure, membership composition, and policy. The interviewed TMAs were legally organized as a non-profit organization (501(c)6) or part of a local



government. A non-profit 501(c)6 organization requires a board of directors with fiduciary responsibility, while Arrive Rochester is an advisory committee to the City Council who has fiduciary responsibility. TMA membership typically included a mix of private and public entities for leadership groups. All of the TMAs interviewed also include a strategic mix of stakeholder or membership committees that serve various purposes, and in several cases create a venue for participation by smaller employers or organizations that contribute less to no funding. The TMA also functions as an important convening venue where decision-makers and influencers can focus on identifying and implementing short-term mobility improvements for TMA member organization employees. Policy is an important piece of TMA governance, starting from by-laws, mission statements, vision statements, and annual budgeting. These policy documents serve as the building blocks for the TMA that ultimately guide the decisions made by the TMA; for the 501(c)6 organizations interviewed, this policy basis was developed by an Executive Committee with support from legal counsels.

5.2. Funding

TMA funding is largely based on the governance structure and the cooperation of the organizations involved. The 501(c)6 organizations typically leverage membership fees to fund operations and services. Austin and Truckee North Tahoe also offer consultancy “fee-for-service” models where the TMA staff develop company-specific travel policy (telecommuting, flex time, parking cash-outs), travel training, employee surveys and results analysis with mapped results if employers choose, and/or support for businesses moving into and around the region and helping figure out transportation options and approach. Movability Austin started with corporate memberships, and has now transitioned to more equitably distributed membership fees. Mountain View TMA has received three years of federal CMAQ funding to help fund its service. Arrive Rochester has leveraged state transit funding as well as state and regional economic development funding for TMA operations. Mountain View and Truckee North Tahoe municipalities have also made TMA membership a requirement for developers developing within their jurisdictions. There are various methods for funding the TMA that include public funding, membership fees, and consultancy “fee-for-service” models.

5.3. Services

The services that each TMA provides are based on local needs. The TMAs can provide information consolidation services (compiling information from multiple transportation providers in one location), transportation services (e.g., fixed route, express, on-demand services), or even consultancy services (e.g., travel training, company policies, employee surveys, other types of business outreach). In all cases, the TMAs balance the services they provide with available funding and the organization’s mission as stated in the bylaws and/or other governance document(s).

5.4. Staffing

Staffing models for the TMA vary based on available funding and the availability of staff with TMA expertise within the TMA member organizations (public, institutional, and private). Two of the TMAs hired consultants to serve as TMA staff (Arrive Rochester and Mountain View), and two hired individuals to become TMA employees (Austin and Truckee North Tahoe). The minimum number of staff that a TMA requires is one person who can act as the staff leader (e.g., Executive Director). Staff function as mobility-focused contract employees that operate under a fixed scope and budget for the TMA member organizations.



6. STAKEHOLDER INPUT

At the December 18, 2019 Stakeholder Meeting, the group reviewed the findings from the four TMA interviews and 18 TRIC area stakeholder interviews, and discussed potential details for a TRIC area TMA. The text below summarizes key input from the discussion.

Governance and Funding

- The group noted this is a top priority activity to maintain and build more momentum for development of a TMA.
- The group noted that Enterprise, Intellisource, My Ride to Work, Panasonic, Tesla, and Walmart/Jet.com all communicated a willingness to serve as private sector leaders in a TRIC area TMA.
- The stakeholder group recommended that the Governance and Funding team should focus on:
 - Articulating draft TMA mission/focus and name.
 - Identifying TMA seed/start-up money so the group can then hire help with incorporating/forming a legal organization, developing an ongoing TMA workplan and budget, and identifying permanent staffing.
 - Identifying potential ongoing TMA operations funding.
- The stakeholder group recommended that the Governance and Funding team focus on developing a TMA Board of Directors/Advisory Committee that:
 - Is a manageable number of people and focused on delivering short-term solutions/action-oriented.
 - Meets quarterly.
 - Is voluntary and addresses how to attract and maintain TMA membership.

Implementation Support

- The group noted this is a top priority activity to maintain and build more momentum for development of a TMA and demonstrate stable, institutional support for the TMA.
- The group noted that RTC Washoe, EDAWN, and NDOT all communicated a willingness to serve as public/non-profit sector participants in a TRIC area TMA.
- The stakeholder group recommended that the Implementation Support team should focus on:
 - Providing staff to the TMA (RTC Washoe is willing to do this until TMA staff are identified; NDOT may be able to contribute staff).
 - Identifying and operating TMA services, including delivering a “quick win” project that demonstrates clear value from the TMA (RTC Washoe will continue to help with provision of transit and ridesharing services).
 - Performance measurement and monitoring (NDOT).
 - Communication and Relationships (EDAWN).
 - These partners can also focus on identifying TMA seed money (NDOT and EDAWN indicated possibility of identifying seed money) and potential TMA ongoing operations funding (NDOT).

Policy and Jurisdictional Coordination

- The stakeholder group recommended that the Policy and Jurisdictional Coordination team should focus on coordination among jurisdictions to remove barriers and implement improvements more quickly.
- Storey County is willing to participate as a coordination partner; it will not establish development mandates nor requirements for the TRIC. Storey County is happy to help facilitate relationships with Storey County businesses and address Storey County-specific issues as they are identified.

7. NEXT STEPS

Based on the TMA interviews, interviews with potential TRIC area TMA stakeholders, and the December 18, 2019 Inter-County and Regional Transit Plan Stakeholder meeting, the following next steps were identified as features to be implemented in the next steps of a TRIC area TMA formation process:

RTC Washoe will organize and host the next meeting in the TRIC area TMA formation process:

- January 8, 10:00 AM at the RTC for a leadership group to plan a larger February meeting.
 - Set an agenda for the February meeting with the intent of generating buy-in from a larger number of organizations.
 - Identify potential TRIC area TMA name, mission, and goals/focus areas.
 - Begin to identify what private companies can contribute.

Enterprise, EDAWN, and Storey County will help with communications by:

- Coordinating with small companies to build awareness about the TMA effort.
- Letting people in potential TMA member organizations know about the upcoming February meeting.

Zulilly will have more conversations about being a corporate leader in the TRIC area TMA, including:

- Briefing corporate level staff to begin building understanding of the potential TMA and its value, begin building support within the corporate level leadership, and begin to evaluate corporate appetite for potential TMA funding

NDOT will help with implementation support by identifying potential resources – staff and/or funding.

As NDOT and its partners consider how a TRIC area TMA could address these locally-identified next steps, NDOT and partners should keep in mind how the TMA can address “the why”/the membership motivation(s) for potential private, institutional, and public stakeholders. Based on the interviews summarized in **Appendices C, D, E, and F**, the TMA should, at a minimum, address the following:

- **Convene a small leadership group** – The TMA should convene a small group of TMA leaders and develop a TMA organizational framework and implementation plan, including a 3-year work plan and budget. Because the TRIC area does not have a local Chamber



of Commerce, this group should include local private, institutional (e.g., EDAWN), and public partners.

- Mountain View, CA – Initially organized by local business leader with many existing local business and government relationships.
- Truckee North Tahoe, CA – TMA formation recommended by Regional Urban Design Assistance Team; leadership to advance organizational planning provided by local Chamber of Commerce.
- Rochester, MN – TMA formation recommendation grew out of economic development effort called “Destination Medical Center” and follow up integrated transportation study. Leadership to advance organizational planning provided by City.
- Austin, TX -- Initially organized by downtown business owners (Downtown Austin Alliance), City, County, and transit provider.
- **Identify TMA champions** – Because major TRIC area employers are not head quartered in the Reno area, the TMA leadership group should identify up to two persons for each TMA member organization: (1) a funding decision-maker, and (2) a person to lead implementation of transportation management activities within the TMA member organization. The TMA leadership group should support decision-making structures within each TMA member organization.
 - Mountain View, CA -- Four founding members: all private sector.
 - Truckee North Tahoe, CA – Local Chamber of Commerce helped recruit initial Board members.
 - Rochester, MN – City staff helped recruit and organize initial TMA members.
 - Austin, TX – Four founding members: one (1) institutional/non-profit tied to local businesses, three (3) government
- **Identify seed money** – The TMA leadership group should evaluate their existing funding sources and identify TMA seed money source(s) to support TMA formation. This seed money identification process should be done in conjunction with the identification of TMA champions.
 - Mountain View, CA – Not discussed.
 - Truckee North Tahoe, CA – Local Chamber of Commerce provided seed money
 - Rochester, MN – City leveraged its existing funding sources to provide seed money (transit and economic development funding resources).
 - Austin, TX – Provided by downtown business owners (Downtown Austin Alliance), City, County, and transit provider
- **Identify contractor or a third-party staff** – The TMA leadership group should identify a contractor or a third party to manage the TMA through the start-up phase and first year(s) of operation.
 - Mountain View, CA – TMA leadership group hired a management consultant firm.
 - Truckee North Tahoe, CA – TMA Board of Directors hired staff (Executive Director) to manage the TMA; crucial for staff leader to be part of the local community and active in local community conversations.
 - Rochester, MN – City contracted with consultant firm to form and manage first year of TMA, supported by existing City staff.



- Austin, TX – Although Downtown Austin Alliance hired and employ TMA Executive Director and staff, TMA Board of Directors directs TMA staff work.
- **Identify “quick wins”** – The TMA leadership group should to identify quick win projects that align with the seed money and the public and private stakeholder priorities.
 - Mountain View, CA – Not discussed.
 - Truckee North Tahoe, CA – Not discussed.
 - Rochester, MN – Completed a one-month pilot effort where participating City employees logged and City staff reported trips taken using travel modes other than single occupant vehicles. TMA itself was marketed as a “quick win” to help reward employees for what they are already doing/figuring out how to access the area.
 - Austin, TX -- “How can we better use what we have now b/c it's cheaper and faster? (Your business can go under by the time one of these major government projects is completed.)”
- **Establish performance benchmarks and monitoring program** – The TMA should identify the baseline travel characteristics (e.g., existing mode share) for its service area and quantifiable metrics that the TMA can track to monitor its efforts and outcomes.
 - Mountain View, CA -- Monitors overall budget and cost of membership as compared to TMA services usage and benefit over time; consider monitoring carbon dioxide reduction
 - Truckee North Tahoe, CA – Collects and reports on quantitative (bus riders and trail counts, etc.) and qualitative measures (feedback from members and community perception)
 - Rochester, MN – Leverages existing software that includes performance dashboard. Established and regularly reported on simple goals (number of member organizations, number of participants, number of trips). May complete additional surveys in the future to track participant interest and usage trends.
 - Austin, TX – Recommends establishing a baseline during TMA formation for member employee travel behavior. Performs annual member employee survey, but seeing significant survey fatigue. Reporting average vehicle occupancy (not reduction in vehicle miles traveled). Working with local university to develop ongoing mode split and transit pass data collection and reporting approaches for TMA area.
- **Monitor and regularly report TRIC employment numbers and changes** – The TMA should partner with EDawn, DETR, and other economic development organizations to obtain and report accurate employment counts and understand future employment growth. This is also an opportunity for the TMA to partner with private organizations and identify how best to serve the organizations’ individual business growth strategies
 - Mountain View, CA – Performed study to identify new areas of development and potential new member locations
 - Truckee North Tahoe, CA – Does a lot of door-to-door visits. Talk with them about available existing services and their transportation issues. Invite them to meetings and to become part of the region’s transportation discussion.
 - Rochester, MN – Not discussed.
 - Austin, TX – Not discussed.



- **Develop and share communication and marketing materials** – The TMA should create communication and marketing materials that target TRIC area employers. The strategy here is to help private organizations meet their business goals through improved mobility for employees. Examples include financial savings (parking and/or facility costs) and better recruitment and talent retention.
 - Mountain View, CA – Allowed local employers to consolidate transportation services provided by member organizations.
 - Truckee North Tahoe, CA – Important to be a reliable source of consolidated, current information; fill this gap in the transportation system if it exists (information and/or transportation services).
 - Rochester, MN – Important to provide consolidated, current information about existing tools and programs that address member employee travel needs, and information about TMA activity alignment with member organization sustainability/resilience/environmental programs
 - Austin, TX – Be viewed as transportation relationship facilitator; Provide networking opportunities for member organizations; Serve as ongoing, current mobility technical expert willing to share information and train member organization employees

APPENDIX A
TMA SUMMARY DOCUMENT



TMA SUMMARIES TECHNICAL MEMORANDUM

1 INTRODUCTION

Ten Transportation Management Associations (TMA) were identified to provide a cross-section of TMA organization and framework, operating budgets, whether they operated modes, etc. as potential peers for the Tahoe Reno Industrial Center (TRIC) area. This memorandum discusses each of the nine TMAs, provides a brief, high-level summary, and recommends four to be interviewed in detail.

The nine potential peer TMAs initially identified were:

- California – San Francisco (Mission Bay TMA)
- California – Emeryville (Emeryville TMA/Emery Go-Round)
- California – Mountain View (Mountain View TMA)
- California – Truckee North Tahoe TMA
- Colorado – Denver Suburbs (Smart Commute Metro North TMO)
- Minnesota – I-494 Commuter Services
- Minnesota – Rochester, MN (Arrive Rochester)
- North Carolina – Raleigh/Durham/Cary (Go Triangle/GoTransit Partners)
- Tennessee – Nashville (The TMA Group/Nashville Area Chamber of Commerce Transportation Management Association)
- Texas – Austin (Movability Austin)

At the end of this document, a summary is provided on the four recommended TMAs to interview as part of this project.

1.1 California – San Francisco (Mission Bay TMA)

Name	Mission Bay TMA
Location	San Francisco, California (San Francisco County)
Website	https://www.missionbaytma.org/
Organizational Framework	Non-Profit
Annual Operating Budget and Funding Sources	\$1,673,346 (2018), funded by fees from local community of residents/commercial property owners \$10/month for residential units, \$0.30/sq. ft./month commercial property, separate commercial contracts
Service Area	0.5 sq. mi.
Population and Land Use	Residential – 14,000 people Commercial/Retail Sq. Ft. – 4.6 million sq. ft.
Directly-Operated Modes	Mission Bay Shuttles, 1,300 boardings/weekday
Other Modes	Transit (CalTrain, SFMTA, BART), Ferry, Bicycle
Notes	https://www.missionbaytma.org/wp-content/uploads/Mission-Bay-2017-Annual-Report-draft2.pdf

1.1.1 General Information

Mission Bay TMA is a non-profit organization based on the east side of San Francisco. The Mission Bay neighborhood includes major activity generators such as Adobe Systems, Inc., California College of the Arts (CCA), University of California, San Francisco (UCSF)—Mission Bay, and Chase Center.

1.1.2 Directly-Operated Modes

Mission Bay TMA operates four shuttle routes: EAST Route, WEST Route, TransBay/Caltrain Route, and the CCA/Adobe Route. The service is fare free for employees, residents, and visitors, and is subsidized by the TMA. The routes expand beyond the boundaries of the TMA to provide service to nearby major employers in the China Basin area, such as the Ancestry.com offices to reduce duplicative services. The TMA coordinates routes so each route has at least one overlapping stop with MUNI/SMFTA/Caltrain.

1.1.3 Commuter Benefits

Every Mission Bay employer is enrolled by the TMA in a Countywide Guaranteed Ride Home program. For San Francisco County, if commuters use a sustainable mode for their travel to work and experience a personal or family emergency, the program will reimburse the necessary cost of the ride home (up to \$150/ride). This program is offered by the county and is free to employees who work in San Francisco County and available to part-time and full-time employees of an eligible employer.

1.1.4 Marketing and Information Availability

The TMA maintains a website and a Twitter account that includes information on travel conditions within the TMA area, including any special events at the Chase Center. The website also provides information on the shuttle schedule, as well as any of the information regarding transit partners, bicycle routes, location/pricing of parking structures, and construction updates.

1.2 California – Emeryville (Emeryville TMA/Emery Go-Round)

Name	Emeryville TMA
Location	Alameda County, California
Website	https://www.emerygoround.com/
Organizational Framework	Non-Profit
Annual Operating Budget and Funding Sources	\$3,581,271 (2019), funded by fees from local community of residents/commercial property owners Property Based Improvement District (PBID) assessment on commercial and multi-family residential rental properties
Service Area	~2 sq. mi.
Population and Land Use	Residential – 12,000 people Commercial/Retail Sq. Ft. – Information not available
Directly-Operated Modes	Emery Go-Round, includes paratransit (8 to Go); West Berkeley Shuttle (with Berkeley Gateway TMA[BGTMA]); 1.4 Million boardings/year (2018)
Other Modes	Transit (ACTransit), Bicycle BART? Amtrak?
Notes	https://www.emerygoround.com/assets/etma-annual-report-2018-final.pdf

1.2.1 General Information

Emeryville TMA is in Alameda County, CA, just northwest of the City of Oakland. The TMA offers shuttle services, providing first- and last-mile connections between the MacArthur BART Station and various other locations, including the Emeryville Amtrak Station. The service is fare-free. The TMA is governed by its board of directors, who are representatives of property owners within the PBID.

1.2.2 Directly-Operated Modes

Emeryville TMA operates Emery Go-Round, which consists of three types of transit services: two “standard services” (Shellmound/Powell and Hollis), one “commute service” (Watergate Express), and paratransit services (8 to Go); as well as the West Berkeley Shuttle, which is provided in partnership with BGTMA.

1.2.3 Commuter Benefits

Emeryville TMA’s focus is mainly on operating the Emery Go-Round service.

1.2.4 Marketing and Information Availability

The TMA maintains an informational website for its Emery Go-Round service that includes maps, schedules and rider information for both their standard service and express service. Real-time tracking is also available on the website.

1.3 California – Mountain View (Mountain View TMA)

Name	Mountain View TMA
Location	Santa Clara County, CA
Website	https://mvgo.org/
Organizational Framework	Non-Profit
Annual Operating Budget and Funding Sources	Funded by the contributions of member companies
Service Area	12 sq. mi.
Population and Land Use	Residential – 83,000 people Commercial/Retail Sq. Ft. - Information not available
Directly-Operated Modes	MVgo, 130,000 boardings/year (2018)
Other Modes	Transit (CalTrain, SamTrans, BART, MUNI, VTA, ACE), Bicycle
Notes	The City of Mountain View is considering partnership in a regional TMA model. The Mountain View TMA, however, is a non-profit that is not funded by the City.

1.3.1 General Information

The City of Mountain View is one of the major cities that make up Silicon Valley. The Mountain View TMA is run by a Board of Directors comprised of the businesses and landowners in Mountain View. Some of the major employers who are on the board include Google, Intuit, LinkedIn, Microsoft, Symantec, and Samsung Research America.



1.3.2 Directly-Operated Modes

Mountain View TMA operates MVgo, which consists of three fixed route shuttles: East Whisman; East Bayshore; West Bayshore. The fare-free service is open to the public and operates on weekdays primarily during the peak commute periods; the service does not operate on major holidays. It is run out of the Mountain View Transit Center in Downtown Mountain View and concentrates mainly on serving specific employers. The services altogether serve approximately 500 trips per day with a total of just under 130,000 a year (2018).

1.3.3 Commuter Benefits

Mountain View TMA mainly operates MVgo and is supplementing its service by partnering with Waze Carpool for a six-month pilot program that offers commuters who carpool a \$2 discounted rate per carpool ride. Carpool drivers can also earn up to \$25 for offering services. MVgo is also undergoing a pilot program with Lyft/Uber to provide mid-day trips starting or ending in Mountain View. MVgo also offers a Guaranteed Last Mile (GLM) program that will reimburse commuters up to \$15 for alternative transportation when a MVgo shuttle is more than 15 minutes late or impacted in a different way.

1.3.4 Marketing and Information Availability

MVgo maintains a website that includes announcements regarding any shuttle service changes and provides real-time tracking for its users

1.4 California – Truckee North Tahoe TMA

Name	Truckee North Tahoe TMA
Location	Truckee, CA
Website	Website currently under construction (launch Winter 2019)
Organizational Framework	Public-private 501(c)6, 13-member board of directors made up of both public and private sector
Annual Operating Budget and Funding Sources	Administrative budget: \$254K; Program budget: \$630K; Funded by membership dues and fee for service
Service Area	Serves the “resort triangle” area north of Lake Tahoe
Population and Land Use	Heavy tourism population, limited commuter base
Directly-Operated Modes	Operates an airport shuttle, and microtransit to TART service
Other Modes	Plows bike trails, microtransit, provides information and education on other regional services
Notes	Truckee system went free to rider, has seen 35% increase since that change. Regional system will go free this winter.

1.4.1 General Information

The Truckee North Tahoe TMA was created as a recommendation from a Regional Urban Design Assistance Team that saw the need for increased coordination and a need to address congestion, fill gaps in service, and look at innovative mobility solutions. The TMA works in the Truckee-North Lake Tahoe Resort Triangle where there is a heavy tourism population and a limited commuter base.



1.4.2 Directly-Operated Mode

The TMA operates an airport shuttle as well as a microtransit service that connects to Tahoe Truckee Area Regional Transit (TART).

1.4.3 Commuter Benefits

The Truckee North Tahoe TMA provides information and education on regional transportation and transit services.

1.4.4 Marketing and Information Availability

The TMA is currently working on a website launch that is anticipated in Winter 2019.

1.5 Colorado – Denver Suburbs (Smart Commute Metro North TMO)

Name	Smart Commute Metro North (SCMN) TMO
Location	Denver, CO Suburbs (12 counties)
Website	https://smartcommutemetronorth.org/about-us/
Organizational Framework	Non-Profit/P3
Annual Operating Budget and Funding Sources	Information not available
Service Area	~300 sq. mi.
Population and Land Use	Information not available
Directly-Operated Modes	None
Other Modes	Transit (RTD, North Metro Rail Line), Vanpool (WaytoGo through DRCOG), Express Lanes
Notes	None

1.5.1 General Information

SCMN is comprised of the 12 jurisdictions that make up the North Area Transportation Alliance (NATA), located north of Denver: Adams County, Brighton, Broomfield, Commerce City, Dacono, Erie, Federal Heights, Firestone, Frederick, Longmont, Northglenn, Thornton, and Westminster. SCMN membership is open to businesses, public organizations, and individuals. SCMN is one of seven TMAs that operate within the Denver Regional Council of Governments (DRCOG).

1.5.2 Directly-Operated Modes

The TMO does not directly operate commute options but provides a wealth of information about all steps and available programs in the alternative commuting process.

1.5.3 Commuter Benefits

Unique incentives that SCMN, in partnership with DRCOG, offers commuters include a \$75 Amazon gift card for each member of a new three-person carpool, a 10-ride try it pass for RTD’s Longmont express routes from Denver Union Station, and a \$40 Amazon gift card for any new vanpool rider. These regional incentives vary seasonally. DRCOG also offers Guaranteed Ride Home services for eligible employees. The TMO also offers traditional TDM strategies and commuting information.

1.5.4 Marketing and Information Availability

The TMO maintains a website that describes the goals and mobility options of SCMN. It provides detailed information and links about transit routes and schedules, carpool and vanpool tools, and



active transportation tips. The website also includes a trip planning function, current news and event updates, and project advocacy information.

1.6 Minnesota – I-494 Commuter Services

Name	I-494 Commuter Services TMA
Location	Various, Minnesota (Bloomington, Eden Prairie, Edina, Minnetonka, Richfield)
Website	https://www.494corridor.org/
Organizational Framework	Non-Profit, Joint Powers
Annual Operating Budget and Funding Sources	\$150,000 (2019) Funding source information is not available
Service Area	Information not available
Population and Land Use	Information not available
Directly-Operated Modes	None
Other Modes	Transit, Bicycle, Vanpool, Carpool
Notes	None

1.6.1 General Information

The I-494 Corridor Commission is a joint powers organization that works with businesses, residents, and agencies to address concerns about increasing traffic congestion along the I-494 Corridor. The commission works to encourage economic growth and regional prosperity through improved transportation options, and the Commission also serves as a Transportation Management Organization (TMO) in member cities, working with employers to encourage the use of transit, bike and walk to work options, telecommuting and ride share programs.

1.6.2 Directly-Operated Modes

I-494 Corridor Commission does not directly operate any modes.

1.6.3 Commuter Benefits

The TMO provides information on carpools, vanpools, buses, biking, and walking to work online. It sets up programs for employers to provide incentive to employees, set goals, and track use of commute alternatives. Guaranteed ride home is also offered where registered participants can request reimbursements up to four times per year or \$100 in value, whichever comes first, for eligible trips with valid documentation. Residents are surveyed on new services that are needed: new bus routes, additional park and rides, carpooling advantages. The TMO also identifies priorities along the corridor, such as complicated interchanges, traffic bottlenecks, and poor road conditions. This information is shared with planning agencies and transit operators in the area.

1.6.4 Marketing and Information Availability

The TMO offers information online regarding a variety of existing programs and offers information regarding construction or any potential issues that may arise during one’s travel. The TMO also includes information regarding plans, such as transitways, and includes links to websites that explain those efforts.



1.7 Minnesota – Rochester, MN (Arrive Rochester)

Name	Arrive Rochester
Location	Rochester, MN (Olmsted County)
Website	https://www.arriverochester.com/
Organizational Framework	Public
Annual Operating Budget and Funding Sources	Budget information not available. Funded and managed by the City of Rochester
Service Area	55 sq. mi.
Population and Land Use	Residential – 114,000 people Commercial/Retail – Information not available
Directly-Operated Modes	None
Other Modes	Transit (Rochester Public Transit, Rochester City Lines), rideshare, biking
Notes	None

1.7.1 General Information

The Arrive Rochester TMA manages commuting options within the City of Rochester to promote easier and greener commuting. The TMA is a City-managed and funded initiative and is guided in part by the Arrive Rochester Advisory Committee, comprised of community stakeholders. A development from the Destination Medical Center (DMC) Plan, the TMA is a membership-based initiative that coordinates with employers to provide employees with commuting options and incentives. The largest activity generator in the area is the Mayo Clinic, which employs 35,000 employees in downtown Rochester.

1.7.2 Directly-Operated Modes

Arrive Rochester offers employers a range of programs and benefits but does not directly operate any of the services. The TMA does offer a 10% discount transit passes for use on Rochester Public Transit or Rochester City Lines, which are also tax deductible for employers.

1.7.3 Commuter Benefits

Every employer member of Arrive Rochester has access to specialized commuting solutions that include discount transit passes (10% off), a guaranteed-ride-home program, an online carpool matching tool, employee engagement and outreach capabilities, data reporting, and incentives and gamification benefits. Employers can join Arrive Rochester for free for the first year.

1.7.4 Marketing and Information Availability

The TMA maintains a website that outlines program descriptions and membership information, as well as events and contact information. The website also offers a trip planning feature and links to its social media accounts on Facebook, Twitter, and Instagram.



1.8 North Carolina - Raleigh/Durham/Cary (Go Triangle/GoTransit Partners)

Name	GoTriangle
Location	Raleigh/Durham/Cary (Wake County)
Website	https://gotriangle.org/
Organizational Framework	Non-Profit under Public Authority
Annual Operating Budget and Funding Sources	\$175 million (2018), funded by local, state, and federal grants, vehicle registration tax, vehicle rental tax, vanpool fares/bus fares, half-cent sales tax, other investment income
Service Area	Information not available
Population and Land Use	Population - ~2 million in the CMSA Commercial/Retail – Information not available
Directly-Operated Modes	Transit (regional and express GoTriangle routes) 1,6 Million boardings/year (2018), Paratransit 44,163 boardings/year (2018)
Other Modes	Vanpool, biking
Notes	https://gotriangle.org/sites/default/files/publications/annual_report_2018_web_rs.pdf

1.8.1 General Information

The GoTriangle TMA is the Regional Service Provider for the Triangle TDM program operating within the Raleigh/Durham/Cary region. Their services include bus service, paratransit, biking and walking, rideshare, trip planning services, and commuter incentive campaigns. The region is home to the Research Triangle, where major activity generators include Duke University (Duke), the University of North Carolina (UNC), and North Carolina State University (NC State), as well as major corporations like IBM. Major industries are government, retail, and healthcare.

1.8.2 Directly-Operated Modes

The GoTriangle TMA operates regional transit service that comprises 14 regional routes throughout the Raleigh, Durham, Cary area, eight weekday express routes, and three on-demand shuttle routes. It also operates paratransit passenger trips. The TMA also coordinates with various local routes within the GoDurham, GoRaleigh, and GoCary systems, as well as university transit systems at UNC Chapel Hill, NC State, and Duke. The GoTriangle one-way fare is between \$2.25 for regional routes and \$3.00 for express routes. Customers do need to pay a difference in fare if switching from regional route to express route.

1.8.3 Commuter Benefits

GoTriangle TMA offers any commuter employee using alternative modes the opportunity to register for the Emergency Ride Home (ERH) program, which allows free use for eligible employees. The TMA also offers free transit fare for children and seniors and allows employers to provide transit subsidies for their employees. The GoPerks program allows commuters to track their alternative mode trips and earn rewards. GoTriangle partners with Enterprise Vanpool service and provides up to 75% subsidies to riders.

1.8.4 Marketing and Information Availability

The GoTriangle TMA maintains a website that includes information on real-time travel conditions and mobility options. Transit service and route information is available as well as any trip planning



help. The website also outlines current and recent projects, program descriptions and links, and walking and biking maps.

1.9 Tennessee – Nashville (The TMA Group/Nashville Area Chamber of Commerce Transportation Management Association)

Name	TMA Group (within the Nashville Area Chamber of Commerce)
Location	Nashville, TN Region (14 counties)
Website	http://tmagroup.org/
Organizational Framework	Non-Profit/P3
Annual Operating Budget and Funding Sources	Information not available
Service Area	Information not available
Population and Land Use	Population - 1,900,000 people (2017) 760,000 housing units (2016)
Directly-Operated Modes	VanStar (vanpool on behalf of Williamson County, Tennessee, and the Regional Transportation Authority), Fixed route transit service and Transit On Demand (TODD) (contract with Franklin Transit Authority)
Other Modes	None
Notes	None

1.9.1 General Information

The TMA Group supports employers, property managers, and commuters in embracing commute alternatives within fourteen middle Tennessee Counties: Williamson, Wilson, Sumner, Rutherford, Robertson, Putnam, Montgomery, Maury, Marshall, Lawrence, Humphreys, Hickman, Dickson, Davidson, Coffee, and Cheatham. The region is experiencing significant growth, while music and medicine remain leading industries. Major activity generators in the region include Vanderbilt University and Medical Center, Nissan, HCA Healthcare Inc., and Saint Thomas Health.

1.9.2 Directly-Operated Modes

The TMA Group operates VanStar vanpools within all the counties listed. VanStar riders are eligible for up to \$255 per month in pre-tax subsidies. The TMA also operates two fixed route transit routes (Red Route and Blue Route) in Franklin County with a \$1.00 fare, and a TODD service in the City of Franklin for a variable zone-based fare.

1.9.3 Commuter Benefits

The TMA Group designs tailored commute solutions to members. The TMA also provides full time VanStar vanpool riders with six free emergency rides home (ERH).

1.9.4 Marketing and Information Availability

The TMA maintains a website with links to recent news, services including transit maps and schedules, advocacy and information. The website also includes several links to the TMA affiliates and partner organizations.



1.10 Texas – Austin (Movability)

Name	Movability (managed by Downtown Austin Alliance)
Location	Austin, TX (Travis County)
Website	https://movabilitytx.org/what-we-do
Organizational Framework	Non-Profit
Annual Operating Budget and Funding Sources	\$420,000 Funded by partners, corporate members, scholarship & donations, events & training, and mobility challenges
Service Area	Information not available
Population and Land Use	Information not available
Directly-Operated Modes	None
Other Modes	Transit (Capital Metro), rideshare (TNC), bikes, scooters
Notes	https://static.spacecrafted.com/ddd0983d63874d40b6293ce6b96fd9d1/r/f0742115a41b4cbc8595d8ab5730d214/1/MovabilityAR_final%202018.pdf

1.10.1 General Information

Movability Austin is the first and only TMA in Central Texas and works with employers and individuals within the region to enhance mobility options. The TMA is funded and administered by the Downtown Austin Alliance. Major activity generators in the area include the University of Texas, Apple, H-E-B, Dell Technologies, and St. David’s Healthcare. Major events include the Austin City Limits Musical Festival, South by Southwest, and University of Texas football games.

1.10.2 Directly-Operated Modes

Movability Austin previously worked with City of Austin, Capital Metro, and Rocky Mountain Institute to provide shuttle services through a third-party operator called Chariot. The service offered a downtown circulator route between employers, the Metro Rail Downtown Station, and Republic Square transit hub and offered two commuter routes (Lamar Bullet and Riverside Rover) to nearby areas. Chariot has since been discontinued nationwide.

1.10.3 Commuter Benefits

Movability works with about 60 major companies per year to enable commuters to enjoy alternative commuting modes and benefits. Individuals and employers can become members for between \$75 and \$50,000 annually to gain access to various mobility opportunities. Movability offers a “Mobility Toolkit”, which includes online information, consultation and customized mobility services.

1.10.4 Marketing and Information Availability

The Downtown Austin Alliance maintains a media presence on Facebook, Twitter, and Instagram to communicate new events. The Alliance also launched a new website in 2019 and hosts regular events for stakeholders where they outline plans.



2 RECOMMENDATION

Based on feedback from Stakeholders in the October 30, 2019 meeting, four TMAs were recommended for further interviews:

- Mountain View TMA
- Truckee North Tahoe TMA
- Arrive Rochester
- Moveability Austin

2.1 Mountain View TMA

Mountain View TMA is a non-profit organization that is funded by member companies. The routes that the TMA operates focus on serving specific employers and make critical connections to nearby transit. The TMA offers traditional commuter benefits but also partners with Waze and Lyft/Uber to offer incentives for carpooling and efficiencies regarding mid-day trips.

2.2 Truckee North Tahoe TMA

The Truckee north Tahoe TMA operates in the Truckee-North Lake Tahoe Resort Triangle where there is a heavy tourism population and a limited commuter base. The TMA was created as a recommendation from a Regional Urban Design Assistance Team that saw the need for increased coordination and a need to address congestion, fill gaps in service, and look at innovative mobility solutions. The TMA operates an airport shuttle as well as a microtransit service that connects to TART. The Truckee North Tahoe TMA provides information and education on regional transportation and transit services. The TMA is currently working on a website launch that is anticipated in Winter 2019.

2.3 Arrive Rochester

Arrive Rochester operates within the City of Rochester and is guided by the Arrive Rochester Advisory Committee, comprised of community stakeholders. It does not directly operate any transit services but offers commuter benefits such as discount transit passes, guaranteed ride home, online carpool matching, and other various outreach.

2.4 Moveability Austin

Moveability is a non-profit organization that is funded by a variety of corporate partnerships and other means (scholarships, donations, events and training, etc.) The TMA is funded and administrated by the Downtown Austin Alliance and engages many of Austin's major activity generators. Moveability works with about 60 employers a year and offers a "mobility toolkit" which includes online information, consultation, and customized mobility services.

APPENDIX B
TMA INTERVIEW QUESTIONS

TMA INTERVIEW QUESTIONS

TMA: XXXXX
Interviewee: XXXXX
Interviewers: XXXXX
Date: XXXday, XXX XX, 2019
Time: X:XX XM – X:XX PM

How and when the TMA formed?

- Answer

What was the process for forming? How long did it take and over which years? Who was involved in TMA formation? Who was the champion for the TMA formation? What regulatory or legal requirements did you have to overcome?

- Answer

How is the TMA funded?

- Answer

What is the TMA annual budget?

- Answer

What is the TMA organizational framework (service area, membership, organizational structure, administrative agency, if any)? Staffing framework? By-laws? Incorporation? Where is it housed? Will there be a Board and/or advisory committee?

- Answer

Are private organizations involved in the TMA?

- Answer

What level of involvement and roles do private organizations play in the TMA? Is it important to include private organizations in the TMA governance?

- Answer

How does the TMA directly benefit businesses in the community? How do you approach and market to new businesses with information regarding the TMA? Does your approach change if the business is not headquartered locally?

- Answer

What are the goals and objectives/policy framework for the TMA? How is performance monitored? How is performance reported to member organizations (e.g., mode split)? Are there repercussions if performance targets are not met and if so, what are they? What are primary and ancillary services offered/to be offered?

- Answer

What transportation services are provided within the TMA geographic coverage area? How was it marketed/incentivized? Has this changed over time? Why?

- Answer

What is the TMA annual work program?

- Answer

How does the TMA respond to growing demands? Is there an evaluation process?

- Answer

Lessons learned/advice for organizing, implementing, and operating a TMA?

- Answer

What is the TMA vision for 5 to 10 years from now?

- Answer

What are the top 5 things that your clients (employers) value about the TMA?

- Answer

APPENDIX C
MOUNTAIN VIEW TMA INTERVIEW SUMMARY

TMA INTERVIEW QUESTIONS – MOUNTAIN VIEW TMA

TMA: Mountain View
Interviewee: Roni Hatstrup
Interviewers: Mary Karlsson, Graham Dollarhide, Lydia Statz
Date: Wednesday, November 13, 2019
Time: 2:30 PM – 3:30 PM (CST)

How and when the TMA formed?

- Formed in October 2013

What was the process for forming? How long did it take and over which years? Who was involved in TMA formation? Who was the champion for the TMA formation? What regulatory or legal requirements did you have to overcome?

- Developer of Samsung Research facility, Denise Pinkston with TMG Partners, was actively involved in Emeryville TMA. Denise initiated the discussion about potential TMA formation with the City's Economic Development Director and collectively engaged in discussions with neighboring developers and large employers about partnering in transportation programs through a TMA.
- Allowed many employers who were already providing transportation to consolidate their services.
- TMG Partners and City were two key champions in doing stakeholder outreach. Everyone knew that City would have to be on board with talking with new developments and new property owners to form the TMA.
- Roni was a resource during that process. Formation process took about 4-6 months – solidified four founding members and retained legal counsel to create bylaws and articles of incorporation.
- Four founding members: Google, Intuit, TMG Partners (later transferred to Samsung), and Sares Regis (developer)
- City agreed to impose conditions of approval on new development to join and participate in the programs of the TMA, should one be formed.
- Retained Roni's firm as management consultant to draw up work plan.
- Key process at the beginning is making sure you file to become a tax-exempt organization. Both organizations she's worked with has changed membership structure over time, but need to put some thought at the beginning toward governance structure.

How is the TMA funded?

- Privately funded by membership dues, primarily.
- Receive a small grant from air quality district for shuttle service, but that will zero out soon.
 - Initially everyone paid an equal amount – then assigned different dues amounts for certain members. Now set up tiered membership structure based on project type and size.(looping in residential projects).
- Set to cover the annual operating budget for the TMA

What is the TMA annual budget?

- About \$2 million currently.
- Provides shuttle service, WAZE carpool program.
- Currently doing residential TDM analysis which may have recommendations (bike share stations in residential areas, etc).
- Also have midday mobility program – offers TNC subsidy. Not guaranteed ride home, but to go to meetings, lunch, etc.

What is the TMA organizational framework (service area, membership, organizational structure, administrative agency, if any)? Staffing framework? By-laws? Incorporation? Where is it housed? Will there be a Board and/or advisory committee?

- Focused in Mountain View - services must benefit the Mountain View community.
- Membership: Four founding members always have a seat on the board.
- Organizational Structure: Board of Directors
- BOARD
 - Class A Members - Four founding members always have a seat on the board.
 - Class B Members – top 14 contributors.
 - Class C Members – 1 at large member, elected.
- COMMITTEES
 - Executive Committee(officers+Roni/ED) Audit Committee, and Project specific committees
- Staffing and Operations:
 - Roni’s company contracted to manage TMA, and is office of record for TMA
 - Contract with MV Transportation for shuttle program.
 - Accountant
 - Transit Planner
 - Hire consultants for specific studies
- Debate: Should City be a member of the TMA or a “partner agency?” In Emeryville, City does not want a seat on board, but have someone participating in every meeting as a City Liaison.

Are private organizations involved in the TMA?

- Yes

What level of involvement and roles do private organizations play in the TMA? Is it important to include private organizations in the TMA governance?

- Private organizations are very actively involved in TMA, and usually actively involved in transportation at a regional level as well. Board is all private with exception of City.
- City currently pays very nominal value relative to other members. Private members pay much more because they are the ones receiving services.
- City should be thinking about whether they want to be a contributor, thinking actively about their role.

How does the TMA directly benefit businesses in the community? How do you approach and market to new businesses with information regarding the TMA? Does your approach change if the business is not headquartered locally?

- Biggest benefit are direct services: shuttle, mobility services, citywide carpooling. In addition, they are a part of shaping the transportation for the City. How does transportation work for the future economic development of the City (no development without effective transportation).
- Does not actively promote the TMA to new members. Some new members have approached them simply by seeing the services, wanting to be part of the conversation.
- New members most often come through the conditional development process through the City. Taking on new members requires a lot of staff time as the TMA needs to evaluate their needs and how the TMA can adapt services to help them meet their trip reduction needs.
- Recently joined the Chamber of Commerce – beginning to think about the value proposition for smaller businesses. A tiered fee structure which can fairly assign dues to new members has been important for smaller businesses. Being actively involved in Chamber of Commerce helps get name out there and promote the brand.
- Need to appropriately set TMA goals to reflect transportation infrastructure/services at that time
- Built up a cash reserve over first 5 years (\$1 million) -- carries TMA through membership fluctuations (e.g., Symantec is leaving Mountain View); dips into reserves (preferred) or modifies membership fees to backfill at a future date

What are the goals and objectives/policy framework for the TMA? How is performance monitored? How is performance reported to member organizations (e.g., mode split)? Are there repercussions if performance targets are not met and if so, what are they? What are primary and ancillary services offered/to be offered?

- Need to be careful about establishing realistic expectations for the TMA. . The TMA should not be the sole solution for transportation, but rather a partner with the City and developers/property owners to help them achieve their trip reduction goals, collaboratively.
- If onus is on the TMA, developer is likely to just pay the TMA and say “we’re done,” we’ve met our goals.
- Performance monitoring:
 - Shuttle ridership and on-time performance, carpool usage, TNC subsidy use.
 - Difficult to set a benchmark (they did a pilot to establish a benchmark)
 - Need to monitor cost vs usage over time (by program and evaluate them against one another)
 - CO2 reduction
- Been discussing how to help residential developers by offering it as a service (developing mode share, etc.)

What transportation services are provided within the TMA geographic coverage area? How was it marketed/incentivized? Has this changed over time? Why?

- (skipped question – answered elsewhere)

What is the TMA annual work program?

- (skipped question)

How does the TMA respond to growing demands? Is there an evaluation process?

- Growth strategy is very driven by City's development conditions, plus making the business case to new employers.
- TMA funded a TDM analysis and transit analysis and map to keep track of new areas of new development and new member locations, to begin thinking about their transportation needs and opportunities for collaborative transportation services.
- Map of members and type -- see where new development is coming in -- type, # of people
- Make sure services are in place when development opens/helps build habits

Lessons learned/advice for organizing, implementing, and operating a TMA?

- (skipped question)

What is the TMA vision for 5 to 10 years from now?

- (skipped question)

What are the top 5 things that your clients (employers) value about the TMA?

- Direct services
- TMA's advocacy role in supporting infrastructure projects and shaping transportation throughout the City
- Being a collaborative voice in partnership with the City
- Collaboration of programs together.
- Some members still have own programs, but combination of programs together is what makes the region work, Cost sharing is appreciated as well.

APPENDIX D
TRUCKEE NORTH TAHOE INTERVIEW SUMMARY

TMA INTERVIEW QUESTIONS – TRUCKEE/NORTH TAHOE

TMA: Truckee North Tahoe
 Interviewee: Jaime Wright
 Interviewers: Mary Karlsson, Graham Dollarhide, Lydia Statz
 Date: Wednesday, November 13, 2019
 Time: 1:30 PM – 2:30 PM (CST)

Name	Truckee North Tahoe TMA
Location	Truckee, CA
Website	Website currently under construction (launch November 2019)
Organizational Framework	Public-private 50(c)6, 13 member board of directors made up of both public and private sector
Annual Operating Budget and Funding Sources	Administrative budget: \$254K; Program budget: \$630K; Funded by membership dues and fee for service
Service Area	Serves the “resort triangle” area north of Lake Tahoe
Population and Land Use	Heavy tourism population, limited commuter base
Directly-Operated Modes	Operates an airport shuttle, and microtransit to TART service
Other Modes	Plows bike trails, microtransit, provides information and education on other regional services
Notes	Truckee system went free to rider, has seen 35% increase since that change. Regional system will go free this winter.

How and when the TMA formed?

- Formed in 1990. TMA was a recommendation from a Regional Urban Design Assistance Team that saw the need for increased coordination, and perception of a fragmented system.
- Recommendation was to work with public and private entities to reduce congestion, fill gap service, and look at innovative mobility solutions.
- There was no requirement for the TMA to be formed, but responded to a perceived need.

What was the process for forming? How long did it take and over which years? Who was involved in TMA formation? Who was the champion for the TMA formation? What regulatory or legal requirements did you have to overcome?

- Formation/implementation process took 6-12 months. TMA was running (with hired staff) by 1991.
- Local Chambers of Commerce provided seed money and helped recruit board members.
- Started as membership-based organization and transportation advocacy organization and has grown over the years to take on more roles and responsibilities.
- Having these organizations as the TMA’s champions were critical to early success.



- Leadership: Board of Directors hired an executive director to begin with. For this position, it is crucial to find someone who is part of the community, aware of community conversations.

How is the TMA funded?

- Membership-based funding, and fee-for-service.
 - Three membership tiers: public, private and “required” members based on development requirements.
- Membership fees gauged by employer size and impact (though this is difficult with the seasonality of the local workforce)
 - Required members usually require a lot of staff time to get these dues paid, and often need to turn to public partners for help.
- Total annual funding from members: \$108,000
- Approximately 97 members right now
- Private: 60%, Public: 10%, Mitigation: 30% (97 total members)

What is the TMA annual budget?

- Administrative budget -- funded by membership dues and fee for service (\$254,000/yr)
- Program budget -- fee for service (\$632,000/yr)
- Fee for service = hire transportation provider and manage the contract (revenues, expenses, billing, routing, marketing)

What is the TMA organizational framework (service area, membership, organizational structure, administrative agency, if any)? Staffing framework? By-laws? Incorporation? Where is it housed? Will there be a Board and/or advisory committee?

- TMA is a 501(c)6. This affords tax breaks and price breaks, which are critical to success. The board of directors is the TMA legal entity.
- 13-member board of directors, mixed public and private entities.
- Two full-time staff. Hire part-time staff on an as-needed basis. Most services seasonal.
- Have an executive committee, and create advisory committees as needed for special projects.
- Jaime will send copies of by-laws

Are private organizations involved in the TMA?

- Approximately 60% of the 97 current members are private organizations.

What level of involvement and roles do private organizations play in the TMA? Is it important to include private organizations in the TMA governance?

- Without the private sector support and coordination, TMA would not be successful as it is today.
- Only three public members sit on board (on a rotating basis), rest are private

How does the TMA directly benefit businesses in the community? How do you approach and market to new businesses with information regarding the TMA? Does your approach change if the business is not headquartered locally?



- Benefits to Businesses:
 - Biggest seller is the coordination between public and private partnerships. Community sees a real benefit to being able to “push” on public entities as a group.
 - Do a lot of gap-filling service. Being able to think outside of the box and not being tied down by funding/administration requirements. Having a group like the TMA who can hire a third-party contractor and manage the contract has been very beneficial.
 - Being a venue for them to bring issues, address concerns together had been hugely beneficial
- To reach new members:
 - Do a lot of door-to-door visits. Talk with them about the bus schedule, transportation issues. Invite them to meetings and become part of the discussion.
 - Attend community events and give out information at a booth.
- Organizations not headquartered locally:
 - Many of the ski resorts are not headquartered within the geographic region. Work with local staff, but major decisions are made at headquarters out-of-state.
 - Make the case for out-of-state decision makers on a case-by-case basis. Sometimes meeting with upper management, sometimes providing talking points, writing a letter, etc.

What are the goals and objectives/policy framework for the TMA? How is performance monitored? How is performance reported to member organizations (e.g., mode split)? Are there repercussions if performance targets are not met and if so, what are they? What are primary and ancillary services offered/to be offered?

- Many of our successes are the successes of our partners. When we are not doing as our partners wish and we’re hearing complaints about the regional service, that’s an indication for us to take a look at what we’re doing.
- Performance monitoring is a combination of quantitative measures (bus riders and trail counts, etc), and qualitative (feedback and community perception) etc.

What transportation services are provided within the TMA geographic coverage area? How was it marketed/incentivized? Has this changed over time? Why?

- (skipped question – answered elsewhere)

What is the TMA annual work program?

- (skipped question)

How does the TMA respond to growing demands? Is there an evaluation process?

- A lot more public-private partnerships. Need to get our private partners involved in developing new services and funding them. Growth requires continued partnership and cultivating those relationships.

Lessons learned/advice for organizing, implementing, and operating a TMA?

- (skipped question)

What is the TMA vision for 5 to 10 years from now?

- (skipped question)

What are the top 5 things that your clients (employers) value about the TMA?

- Ability to get projects done in a timely manner and within budget is key. When projects get outside budget and take too long, it lowers the level of confidence in your work.
- Community coordination – listen to what the community has to say.
- Being a reliable resource is important. Be the place people can go to get information, find schedules, find reliable information, etc.
- Never accept 'no' -- can-do attitude and approach; persist and break barriers

APPENDIX E
ARRIVE ROCHESTER INTERVIEW SUMMARY

TMA INTERVIEW QUESTIONS – ARRIVE ROCHESTER

TMA: Arrive Rochester

Interviewees: Nick Lemmer (City of Rochester), Dan Coyle (KH), Adam Arnold (Arrive Rochester), Dennis Burns (KH)

Interviewers: Mary Karlsson, Graham Dollarhide, Lydia Statz

Date: Thursday, November 14, 2019

Time: 9:00 AM – 10:00 AM (CST)

How and when the TMA formed?

- Officially launched October 2018. Formation process was 8 months leading up to that date.

What was the process for forming? How long did it take and over which years? Who was involved in TMA formation? Who was the champion for the TMA formation? What regulatory or legal requirements did you have to overcome?

- Groundwork for TMA was laid before the official formation process began. Grew out of an economic development effort called “Destination Medical Center,” which included a very strong modal split goal. That plan talked about the importance of transportation to the success of the region and recommended various TDM efforts to achieve those transportation goals. That led to an integrated transportation study, which called specifically for a TMA.
- To form the TMA, City formed a contract with UrbanTrans to form and manage the TMA throughout first few years.
- Key initial members included Mayo Clinic, Olmsted County, City, Public Library, HGA (architecture firm), co-op grocery store retailer, hotels, University of Minnesota-Rochester, DMC.
- Partnered with Rochester Public Transit to provide services.
- City was main “champion” for TMA formation. They took leadership, and also knew if the City was going to advocate for the TMA formation they needed to be active participants. Nick at the City advocated to City Council, administration, to local businesses, etc.
- City did a month-long pilot in 2017 with City employees: encouraged people to log trips taken by alternative modes.
- There was a universal agreement among policy makers that transportation demand management was key. Everyone agreed that managing demand was important. It was an easy decision for policy makers to support.
- TMA was sold as a “quick win” that was easy to implement and had broad support.

How is the TMA funded?

- City funded through DMC economic development funds. Funding comes from development increment funds that state releases based on the amount of development taking place in the region.
- MnDOT doesn't put any money in

Regulatory/Legal requirements to overcome

- A lot of privacy concerns – people have to give up some information to take part in the programs. Minnesota law says government data is public data, so needed an exemption from legislature to make that data not public.
- Transportation Association vs Authority. This language makes a huge difference legally, and needs to be ironed out at the beginning.

What is the TMA annual budget?

- \$260,000 annually – goes toward contract with UrbanTrans and Agile Mile trip tracking/ride matching service
- MnDOT funds Nick’s position

What is the TMA organizational framework (service area, membership, organizational structure, administrative agency, if any)? Staffing framework? By-laws? Incorporation? Where is it housed? Will there be a Board and/or advisory committee?

- Legally a program of the City of Rochester
- Arrive Rochester TMA Advisory Committee to the City Council
 - Adam reports back on progress
- TMA has a work plan for the year that the first year’s organizational structure came out of.
- Still having conversations about how the organization will evolve in the coming years. For the first year, TMA is operated by contract with UrbanTrans. Likely transitioning to a City-owned and operated program
- City will save money and be able to fund a position after the contract with UrbanTrans ends, but will likely be taking on much more work.
- No incorporation process because TMA is housed within the City, Council is governing board.

Are private organizations involved in the TMA?

- Yes

What level of involvement and roles do private organizations play in the TMA? Is it important to include private organizations in the TMA governance?

- Critical that major employers support the efforts going forward. It would be a different story if the TMA were funded by the major employers, but we are not. So keeping them involved will be important to have some level of support, but we ultimately don’t need them involved in the governance.
- More important to have champions within each employer to help implement the programs.
- Employers are voluntary members of the TMA.

How does the TMA directly benefit businesses in the community? How do you approach and market to new businesses with information regarding the TMA? Does your approach change if the business is not headquartered locally?

- It’s a program to help their employees find more efficient, environmentally friendly ways to get to work.
- Addresses challenges around parking and access to work.



- Can help in recruiting and retaining employees and makes a big part of their life easier.
- For commuters it's all about the benefits.
 - For example: The major employer, Mayo Clinic, has 35,000 employees downtown and parking for 8,000. That creates an ideal environment for many employees to search for other ways to get to work. The TMA just rewards people for doing something they already have to do anyway.

What are the goals and objectives/policy framework for the TMA? How is performance monitored? How is performance reported to member organizations (e.g., mode split)? Are there repercussions if performance targets are not met and if so, what are they? What are primary and ancillary services offered/to be offered?

- Monitoring Performance: Agile Mile has a dashboard that helps them see how many people are logging trips. That's the main tool used right now.
- Also do employer surveys to see the interest and usage of alternative modes and services. Goal is to revisit those surveys to track trends and progress.
- Set three broad goals for the program through council (10 employers signed up, 1,000 users, 10,000 trips)

What transportation services are provided within the TMA geographic coverage area? How was it marketed/incentivized? Has this changed over time? Why?

- Ride matching and trip tracking tools, tools to plan your transit and walking routes (use Agile Mile). Allow commuters to earn points for local discounts.
- Emergency ride home services
- Surveys for employers about how people get to work
- Conducts campaigns: carpool week, bike to work week, "try transit" for a week.

What is the TMA annual work program?

- (skipped question)

How does the TMA respond to growing demands? Is there an evaluation process?

- (skipped question)

Lessons learned/advice for organizing, implementing, and operating a TMA?

- They started as a pitch to HR as an employee benefit. Most of the success seems to be coming from sustainability staff. Having the right contact within each company is critical.
- Huge value in having someone who is high-level decision-maker partnered with person with time/capacity to actually implement within the organization.

What is the TMA vision for 5 to 10 years from now?

- (skipped question)

What are the top 5 things that your clients (employers) value about the TMA?

- Access to tools and programs that address employee needs. Specifically the ride-matching and trip reward program.
- Access to ready-made promotional materials and resources from the TMA



- Commute behavior information from commuter travel surveys
- Alignment with other sustainability programs
- Personal support from TMA staff: we've made an effort to build relationships with ETCs and not be a faceless entity!

APPENDIX F
MOVABILITY AUSTIN INTERVIEW SUMMARY



TMA INTERVIEW QUESTIONS – MOVABILITY (AUSTIN)

TMA: Movability
Interviewee: Lisa Kay Pfannenstiel, Executive Director
Interviewers: Mary Karlsson, Jessica Choi
Date: Monday, November 11, 2019
Time: 3:00 PM – 4:00 PM (EST)

How and when the TMA formed?

- Used to be called Movability Austin formed in 2011; the agency went operational in 2012.

What was the process for forming? How long did it take and over which years? Who was involved in TMA formation? Who was the champion for the TMA formation? What regulatory or legal requirements did you have to overcome?

- Formation Process
 - Formed as a collaborative effort by the City of Austin, Capital Metro Transit Authority, the Downtown Alliance and Travis County for people, businesses, hotels that needed it the most in Downtown Austin
 - Focuses on demand side of transportation
 - Help business owners meet their goals though mobility
 - Save money (business’s parking or facility costs)
 - Better recruitment and talent retention
 - Good partners and citizens of Austin
 - Note: very few employers use the “environment” as a reason to promote mobility
- Formation years and champions: 2011-ongoing
- Champions: City of Austin, Travis County, Capital Metro, Downtown Austin Alliance (champions)
- Initial geographic area was downtown Austin boundary
- Three of four organizations are still founding partners, the county pulled out in 2015
- Became regional TMA in 2017; not just downtown Austin, also Tech Ridge, etc.
- Legal/regulatory requirements
- Austin is not a federal air quality conformity area; everything must be voluntary/no federal mandate nor funding support for TMA formation
- Movability is a 501(c) 6 organization

How is the TMA funded?

- Founding partners have been the primary funders – provide two-thirds to three-fourths of funding.
- In recent years, TMA added the RMA (Regional Mobility Authority) and Bird Scooters which have provided substantial financial support.



- Membership dues are another key revenue stream (~35%) with two levels of membership—corporate members (employers – Facebook, Indeed, Dell, etc.), and service providers (We Drive You, Car2Go, Transit Screen, Lyft, etc.)
- Price of membership is correlated to number of employees (\$1,800 a year for the largest employers)
- Membership comes with general public newsletter, members only newsletter (Member Lane), up to one business-specific article per year in the general public newsletter, discounts on educational and networking opportunities
 - Offers consultancy services (with priority on member organizations). Examples
 - Write company policy (telecommuting, flex time, parking cash-outs)
 - Travel training
 - Employee surveys and results analysis with mapped results if employers choose
 - Support for businesses moving into and around Central Texas to help figure out transportation options and approach

What is the TMA annual budget?

- 2019 - \$450,000 a year and follows calendar years.

What is the TMA organizational framework (service area, membership, organizational structure, administrative agency, if any)? Staffing framework? By-laws? Incorporation? Where is it housed? Will there be a Board and/or advisory committee?

- Organizational framework
 - Formed as a 501(c)(6) – membership fee based
 - TMA is Movability, Inc.
 - TMA has by-laws, vision, and mission
- Organizational Structure
 - In 2019, TMA has Executive Director and two additional full-time employees, and two interns; adding additional FTE in 2020
 - More than doubled membership in 2 years but no additional staff
 - DT Alliance provides management consultancy services (Movability staff are technically employees of DT Alliance, but governed by Movability governing board)
- Board of Directors
 - City of Austin, Capital Metro, DT Alliance, MPO, Senator's office, Major employers (Google, Dell, etc.)
 - Working on forming an advisory committee representing employers in Austin (Downtown Employers Group) and the others in Tech Ridge
 - DT employers group – Started because Facebook really wanted to talk with other DT employers re: their transportation issues
 - Recently facilitated a “mobility workshop” among the largest employers to talk about issues that they all face in getting employees to work.
- Considering launching satellite office(s)
 - Tech Ridge (North of DT)
 - Bastrop, Williamson or Hays Counties

Are private organizations involved in the TMA?

- Yes – nearly all private employers (90 businesses)

What level of involvement and roles do private organizations play in the TMA? Is it important to include private organizations in the TMA governance?

- Play a huge role, Major employers should set the TMA direction, not the government

How does the TMA directly benefit businesses in the community? How do you approach and market to new businesses with information regarding the TMA? Does your approach change if the business is not headquartered locally?

- Help businesses more effectively and efficiently leverage existing transportation options. “How can we better use what we have now b/c it's cheaper and faster? (Your business can go under by the time one of these major government projects is completed.)”
- Get the right person to the table: Rare for company to have someone dedicated to transportation – usually part of HR, Facilities, or Sustainability
- Identify a champion within each organization
- Easier if business comes from a place with a federal air-quality non-conformance designation
- Support the champions in their business’s decision-making structure

What are the goals and objectives/policy framework for the TMA? How is performance monitored? How is performance reported to member organizations (e.g., mode split)? Are there repercussions if performance targets are not met and if so, what are they? What are primary and ancillary services offered/to be offered?

- Policy framework
 - TMA has by-laws, vision, and mission
- Performance monitoring
 - Important; government partners need this data and difficult to do well
 - Through 2019, annual member survey measuring mobility -- difficult due to survey fatigue at employers, particularly for the big companies
 - 2019 - Calculating AVO (average vehicle occupancy, more realistic measure) vs. VMT
- Mayor’s Mobility Challenge – \$150,000 grant to Movability to challenge local businesses to change non-SOV trips
 - 2020 -- new approaches
 - Work with Texas State University and do a mode split survey covering employees in Downtown Austin (not just Movability member employees)
 - City Council wants to increase ridership on Capital Metro -- \$900,000 I City budget to provide subsidized or free transit passes to Movability member employees
- Pilot program
 - Initial survey of Movability member employees (survey based 0-5=new rider;
 - Tracking use of passes (each pass has a unique identifier)
- May look at regional level
 - City and transit provider/Capital Metro are separate entities

How does the TMA respond to growing demands? Is there an evaluation process?

- Add staffing
- Adding a second office location in 2020 (outside of Downtown Austin)
- 501(c)(6) – is membership based, not charitable
 - Developing “NPO go”/community foundation funding non-profits membership in the TMA so non-profits can participate and get TMA services

Lessons learned/advice for organizing, implementing, and operating a TMA?

- Conduct a service area-focused mobility study at the birth of the TMA
 - Establish a baseline on employee travel behavior to measure and support communications about TMA benefit/business case

What are the top 5 things that your clients (employers) value about the TMA?

- The TMA can act as an employer’s ‘contract employee’ to address their mobility needs
- The TMA can act as a transportation broker between corporate members and service providers, and companies don’t have to spend time researching mobility options
- The TMA provides educational webinars about behavior changes for transportation and the state of the industry (60-min lunch time webinars with 3 speakers; train the trainer; etc.)
- The TMA provides networking events where employers can meet each other
- The TMA provides the right contact when employers want to share information with decision-makers, they can be sure that the TMA will help them bridge that gap and get a response from the appropriate decision-maker