



City of Palo Alto

(ID # 6660)

Planning & Transportation Commission Staff Report

Report Type:

Meeting Date: 3/9/2016

Summary Title: Downtown TMA Update and Study Session

Title: Update on the Downtown Palo Alto Transportation Management Association

From: Jessica Sullivan, Transportation Planning Manager

Lead Department: Planning & Community Environment

Recommendation

Staff recommends that the Planning and Transportation Commission receive and review the report on the Downtown Palo Alto Transportation Management Association.

Background

Since 2013, the City has been actively engaged in developing Transportation Demand Management (TDM) strategies to encourage alternatives to solo driving to address Palo Alto's growing traffic and parking concerns. A City Council colleagues memo dated October 3, 2013 resulted in Council direction to convene a study session and develop an initial recommendation related to goals of reducing traffic and parking demand. On December 9, 2013 Council held a study session with representatives of Google, Contra Costa Centre and Stanford University, all considered Bay Area leaders in applying TDM strategies, to better understand their respective programs and their potential application to Palo Alto's challenges. The City Council subsequently requested a staff analysis and recommendation regarding establishment of a Transportation Management Association (TMA) for Palo Alto, and on February 24, 2014, directed staff to move forward with the steps necessary to form the organization.

The Transportation Management Association (TMA) Steering Committee, a consortium of local employers including the City of Palo Alto, worked through 2015 to develop the vision, mission and goals intended for a new TMA. Led by a consultant team with significant experience in developing TMAs in the bay area, the team conducted the first comprehensive commute survey for Downtown, discussed potential funding sources for ongoing programs, the need to provide services for lower wage workers in the Downtown, a variety of rideshare pilot programs and the

preferred structure for TMA formation. The group voted in November to incorporate as a 501(c)3 non-profit and will have a fiscal sponsor who will collect monies on behalf of the organization, the Silicon Valley Community Foundation (SVCF).

The TMA had its first official Board meeting on January 28th, and this report summarizes some of the key activities of the TMA Steering Committee and the Board's plan for action in 2016.

Summary of Key Issues

What is a TMA?

A TMA is a business-member funded organization that develops, markets, manages and evaluates transportation programs for the benefit of its community. TMAs are formed in a variety of ways, but they generally share the common goals of reducing single-occupant vehicle trips, reducing congestion and demand for parking, and improving quality of life by reducing greenhouse gas emissions. Some other benefits of TMAs include:

- They provide a comprehensive approach to managing transportation needs in a particular area, and a framework for multiple constituents to work collaboratively on these solutions.
- They can offer branded services to both residents and commercial businesses cost-effectively and efficiently through a network of alliances and partnerships. Providing a one-stop resource with consistent messaging and promotion is a hugely important 'customer service' factor that affects awareness and utilization of TDM programs and services.

Having a TMA positions Palo Alto to work cooperatively with its neighborhoods and potentially neighboring cities in providing a flexible array of programs and services. Some transportation programs may be neighborhood specific; others designed for a targeted customer demographic (i.e., seniors or school-age children; hospitality workers); others yet for various trip types (i.e., medical trips, inter-city and intra-city commuters); and others still for the general public or for specific business interests within the community. Because travel routes used by residents, employees and visitors typically cross neighborhood and city boundaries, having a TMA that recognizes key linkages is critical to developing quality programs and services.

An effective TMA can have significant measurable benefits such as:

- Reducing the number of single-occupancy-vehicle (SOV) trips made within and through Palo Alto, which reduces traffic congestion and the demand for parking;
- Reducing the need to build new parking facilities;
- Reducing total vehicle miles traveled (VMT);

- Reducing greenhouse gas emissions generated both locally and at the regional level, which contributes to Palo Alto's sustainability goals.

A TMA also provides a forum for public and private entities and businesses of all sizes to work together on transportation programs. Generally, larger companies fund the majority of the cost of programs for the benefit of smaller companies. Because larger companies have more employees and hence contribute more to traffic congestion, they have more of a vested interest to work towards reducing single occupant vehicle trips.

TMA's are structured in a variety of ways. Some operate with a membership- for- services model, where a company pays membership dues based on its size and business category. Some TMA's sell access to a collection of programs available at different levels of financial support (bus services, rideshare discounts, carshare programs, or discounted transit passes, as examples). Others receive funding from their cities, counties, and other sources and provide information and some services to all companies within the TMA's service area. Still others are hybrids, receiving some public and some private funding; providing some 'free' services to everyone and charging for other programs. Some TMA's (as well as Transportation programs such as Stanford's) receive funding from parking fees for their TDM programs and services.

Formation of the Palo Alto TMA

The City engaged a consultant group with significant experience designing Bay Area TMA's- MIG with TMA expert Wendy Silvani. This team recommended that Palo Alto follow a standard approach of engaging a Steering Committee which would develop a work plan, mission statement for the TMA, evaluate pilots for start-up programs, and propose a structure for the TMA's ultimate Board of Directors. At the request of the City, this Steering Committee, a consortium of 12+ local employers, community and residential representatives, and the City of Palo Alto, worked through 2015 to develop the vision, mission and goals for the new Downtown TMA. Last May, this team partnered with EMC research to conduct the first comprehensive commute survey for Downtown which provided the basis for the TMA's initial priorities. The group also discussed potential funding sources for ongoing programs, the need to provide services for lower wage workers in the Downtown, and learned about a variety of rideshare pilot programs. It determined the preferred structure for TMA formation and voted in November to incorporate as a 501(c)3 non-profit and has a fiscal sponsor who will collect monies on behalf of the organization, the Silicon Valley Community Foundation (SVCF). This structure will enable the TMA to seek funding from many public and private foundations and other financial supporters; it also gives the new TMA and its supporters the assurance of professional accounting, reporting and other administrative management.

The TMA officially incorporated at the start of January and had its first official Board meeting on January 28th, 2016.

Structure of the Palo Alto TMA Board

Based on Business Registry data, employers with 100+ employees account for over 70% of all employees who work in Downtown Palo Alto. These companies have the greatest potential to fund and adopt TDM programs that will make a difference in reducing SOV commutes and parking demand. These companies are of sufficient size to be able to take advantage of bulk transit pass programs, and have budgets to fund TDM programs for their employees. The 2015 commute survey results also indicated that employees who work for larger companies are among the ‘most likely’ to change behavior – they live in places where transit and other non-SOV commuting is an option and they work schedules conducive to using alternatives, etc. The structure of the Palo Alto TMA Board has 3 large companies (300+ employees based in Palo Alto) - the City, Google, and Palantir; two medium sized companies (the Garden Court hotel and IDEO), and one small company (Philz Coffee). This ratio reflects the Business Registry data; it is flexible and designed to be inclusive, but also to ensure Board members support the TMA at a level that will provide a basis for the TMA to be successful through their financial commitments.

Although Google does not have employees in Downtown currently, they are an active regional partner (they have offices in Palo Alto in the Research Park) and have significant experience in developing transportation programs which achieve sizeable SOV reduction. In addition, while the focus of the TMA is initially in the Downtown areas, the Steering Committee acknowledged that regional commute factors influence the Downtown and ultimately the focus of the TMA may expand beyond these boundaries. There are also Google employees who are residents of Downtown that could use TMA services in the “empty” direction (e.g. heading out of Downtown), which makes the services more efficient and effective.

Financial Contributions and Board Size

The Steering Committee’s legal counsel strongly recommended that all Board members be required to make a contribution to the organization to minimize risk exposure for the organization. Board members are typically representative of businesses which have a vested interest in trying to “move the needle” for SOV trip reduction for the well-being of their employees and business interests; therefore, they are willing to contribute financially to the cause of the TMA. The Steering Committee was unanimous in not wanting the TMA to spend time trying to sell and collect nominal ‘dues’ from the many small businesses, or searching for the basics – i.e., the salary of its Executive Director. Instead, they want the Director to focus on funding for programs, marketing and managing those programs. The current Board is deliberately small, with six members who are committed to the successful rollout of programs

on a ‘fast track’ that will benefit the entire downtown community. As the TMA develops, it can easily increase the size of its Board to include others.

Advisory Committee(s)

The Board will encourage participation from other companies in the TMA through an Advisory Committee. The structure of how this committee would operate is yet to be determined; it could take the shape of committees for various projects (i.e., those interested in a Lyft pilot or just the transit pass program). The Steering Committee expects that the structure for the Advisory Committee will evolve over the next few months. The requirement for a financial contribution/membership fee to the TMA would not apply to an advisory committee to ensure participation by anyone who is interested.

Feedback Mechanisms

The TMA Board will have feedback mechanisms for all TMA-sponsored programs so anyone can provide input, suggestions, and ideas based on their experience as the Board designs, evaluates and refines programs and services. The focus of the TMA’s initial programs will be on offering direct subsidies to many employees whose employers can’t provide commute benefits because they are ‘too small’, and encouraging the 100+ employers for whom offering transportation benefits is realistic to do so.

Other Examples

It is commonplace for a City to have a seat on the Board of the TMA and to provide funding. The following TMAs are Bay Area examples:

1. City of Emeryville: The City of Emeryville provided the bulk of funding for the first 3 years for the Emery-Go-Round TMA at 90%, 75%, then 50% of the total budget, and was also on the Board. When the TMA became part of the PBID, the City became ex-officio on the Board (no vote).
2. San Mateo Corridor TMA: The City of San Mateo is on the Board and helps fund the TMA.
3. Alameda Landing TMA: The City of Alameda has 2 representatives on the Board and is providing funding for the TMA.

The City Council will receive an annual report on the TMA’s activities each year. The City’s funding will be important in initial years for the launch of TMA programs, and the City Council can provide requested funding concurrent with requests for expansion of the Board, establishment of the Advisory Committee, or pilot projects, as examples. In this way the City can influence the TMA’s programs and direction.

2016 Board Workplan

While the TMA is still in fledgling stage, the group agreed to continue to work with the MIG/Silvani consulting team while recruiting for an Executive Director for the organization. Top priorities for the Board include:

1. Recruitment of an Executive Director. The ED will replace the consultant team hired by the City as the leader of the organization. While the Board members are not expected to have TDM experience, this will be a key component of the employment requirements for the ED.
2. Launch of a pilot program that subsidizes low-income Downtown workers with transit passes. Prior to the incorporation of the organization, the TMA Steering Committee spent several months exploring a variety of pilot programs to determine which offered the most immediate value to the Downtown, and a low-income worker transit pass subsidy program was ultimately determined to have the most immediate impact. Stanford's Sustainable Cities class has been working with the TMA to develop the parameters of a pilot transit pass program. The students speak Mandarin and Spanish and will be able to support outreach to workers who require those languages. This program could launch as early as April or May depending on the position of the Board.

Policy Implications

Development of a TMA is consistent with the following comp plan policies:

Goal T-1: Less Reliance on Single-Occupant Vehicles

Policy T-3: Support the development and expansion of comprehensive, effective programs to reduce auto use at both local and regional levels.

Resource Impact

In order to submit for IRS incorporation, the TMA developed a draft budget to guide its development. Projected expenses for 2016 are listed below. The TMA is a separate organization with its own revenues and expenses, so while the City will be asked to contribute some resources to the TMA for program development, ultimately, the organization will have multiple revenue sources.

Executive Director Salary (Part-time, assumed starting in June)	\$40,000
Annual Commute Survey, included in existing consultant contract	\$33,000
SVCF processing fees, included in existing contract	\$11,400
Legal Fees for IRS filing, included in IRS contract	\$2,500
Low Income Transit Pass Program – assumes	\$54,000

120 passes per month @ \$75 each for 6 months; program still in development	
Marketing	\$10,000
General Office Supplies	\$2,500
Miscellaneous and Other Programs	\$28,000
TOTAL	\$182,000

Staff will be making a budget request for \$100,000 to City Council to support the TMA as part of the FY2017 budget process. Additionally, the TMA plans to spend between \$60,000 - \$70,000 of existing FY2016 funds to support the low-income employee transit pass program. Several smaller employers have made contributions amounting to \$32,000 for development of the low-income transit subsidy program, and Google, Palantir and the Garden Court Hotel have pledged their Board contributions (total \$22,500).

Timeline

The TMA officially launched in January 2016. It is expected to roll-out a low-income transit subsidy in April or May of 2016. Other programs will be contingent on funding and the direction of the TMA Board.

Attachments:

- Attachment A: EMC Final Report - Downtown Survey (PDF)
- Attachment B: Palo AltoTMA Board Packet Feb 16 2016 (PDF)



Downtown Palo Alto Mode Split Survey

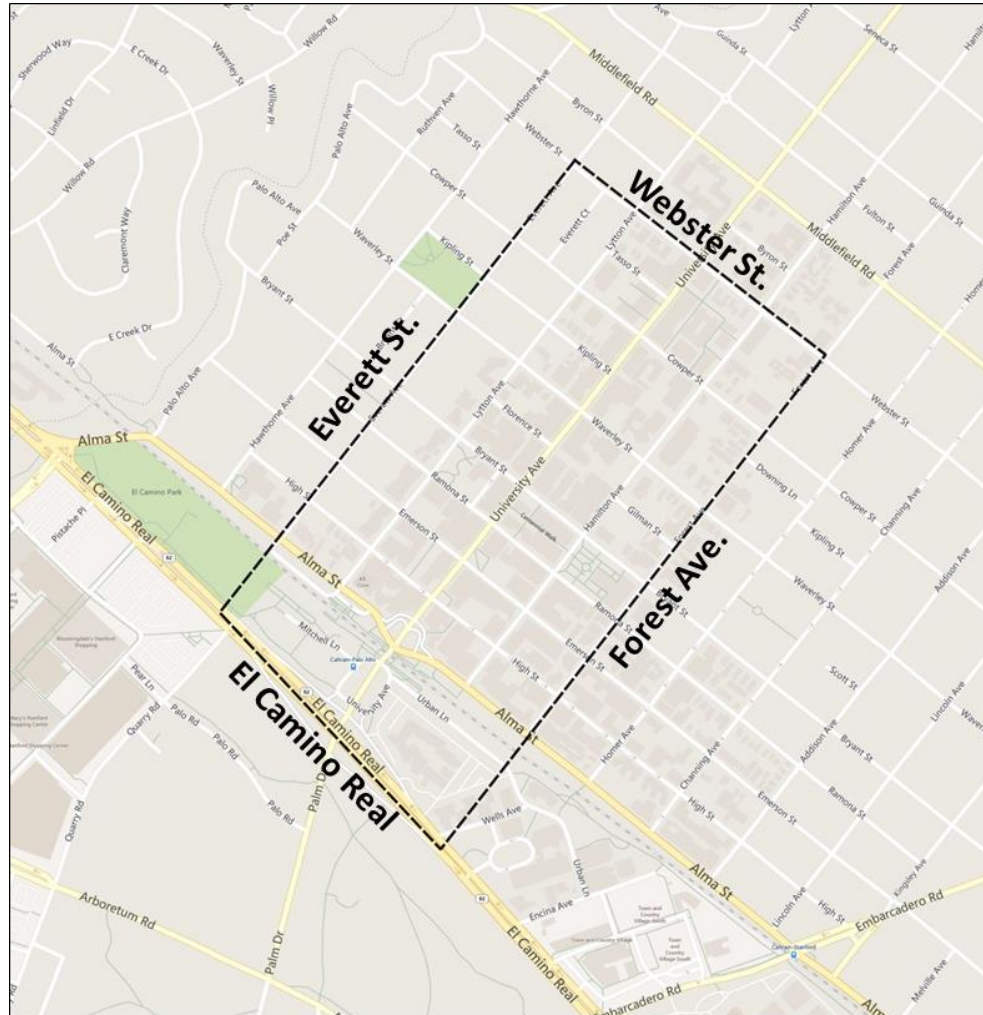
May 2015

Methodology

- ▶ 1,173 surveys conducted with employees at businesses located within an area of Downtown Palo Alto bound by El Camino Real, Webster Street, Everett Avenue, and Forest Avenue.
- ▶ The survey participation rate was 44%, which represents the total number of completed surveys compared to the total number of employees at participating businesses. The overall response rate was 12%, which represents the total number of completed surveys compared to the total number of employees in Downtown Palo Alto.
- ▶ A stratified random sample of worksites was pulled by worksite size, including small, medium and large businesses. Sampled worksites were contacted directly to identify and recruit an onsite survey coordinator who distributed the surveys to all employees at their respective worksites.
- ▶ The survey was offered in online and paper formats for employees of businesses with 5 or more employees, and was conducted by telephone with employees of businesses with 4 or fewer employees.
- ▶ Data collection began May 4th and ended the week of May 25th. Each respondent was asked commute mode questions for one calendar week previous to the date on which they took the survey.

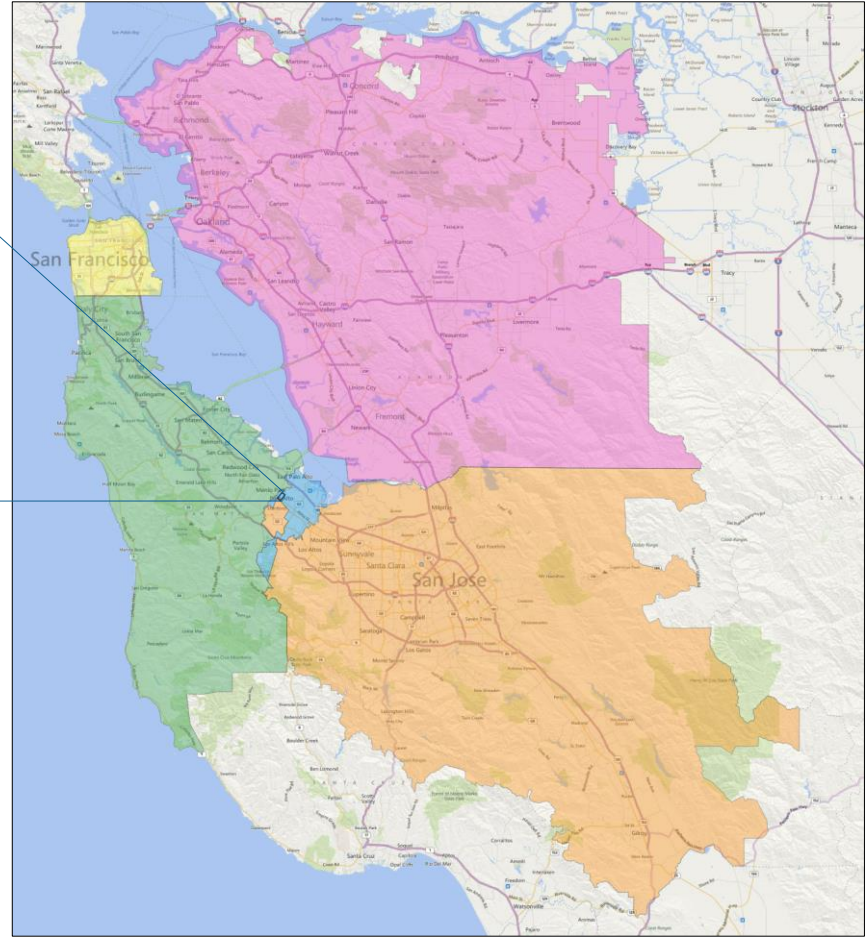
Downtown Palo Alto

For this study, Downtown Palo Alto was defined as the area bound by El Camino Real, Webster Street, Everett Avenue, and Forest Avenue.



Home Regions

Survey respondents were categorized into home regions based on zip code data; more than half of downtown employees live in the South Bay region and Palo Alto.



Region	%
San Francisco	10%
Peninsula	20%
South Bay	33%
Palo Alto	22%
East Bay	7%
Else	8%

Worksite Size

The survey sample was stratified and the data weighted to reflect the distribution of businesses by worksite size.

Business Size (Survey Sample)	% of survey sample (weighted)	Business Size (City Registry)	% of total employees (based on self-reported average employees per worksite)
1 to 25 employees	24%	1 to 25 employees	24%
26 to 100 employees	32%	26 to 100 employees	32%
101+ employees	44%	101+ employees	44%

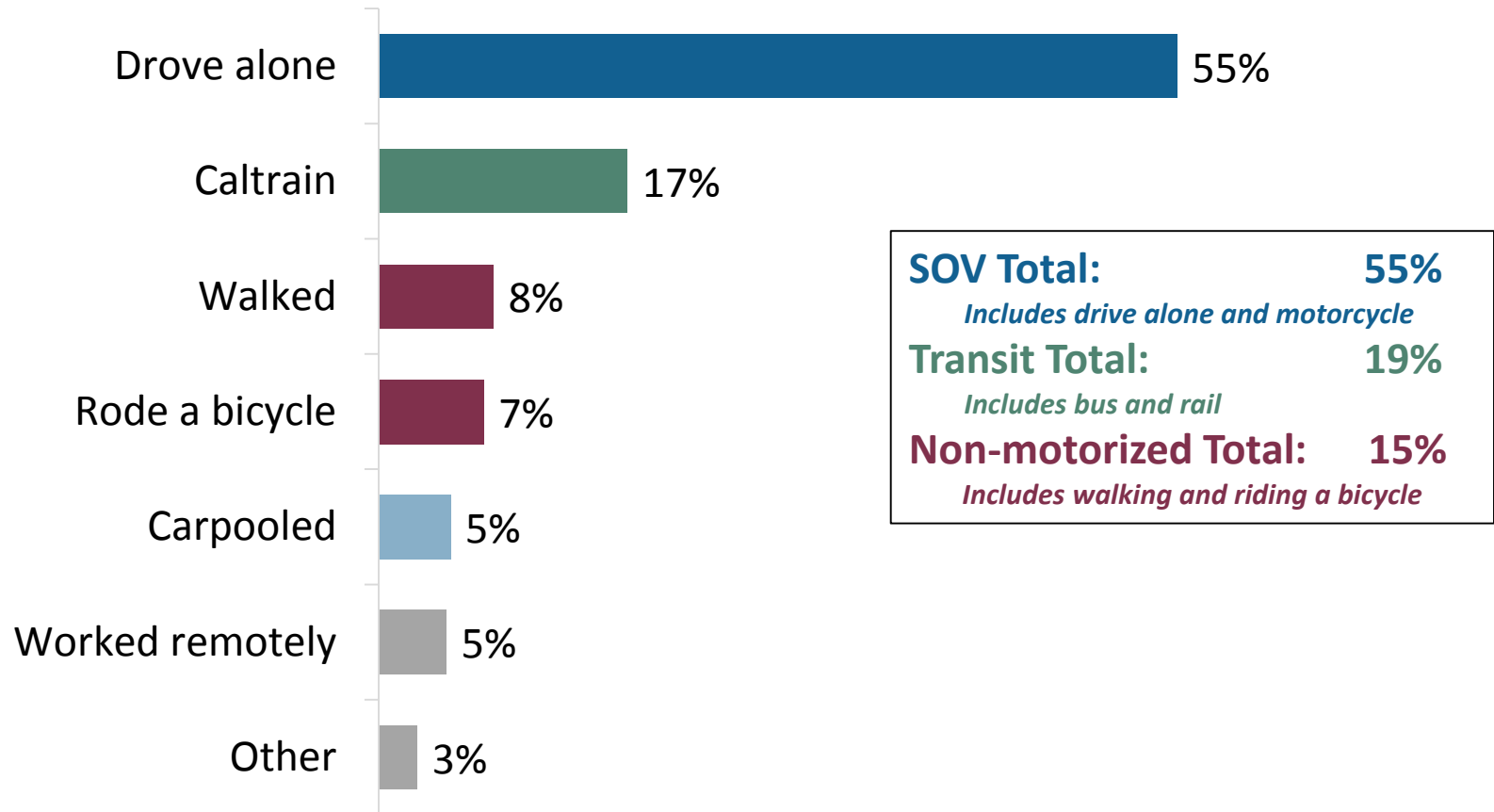


Modes of Transportation

Mode Share - Overall

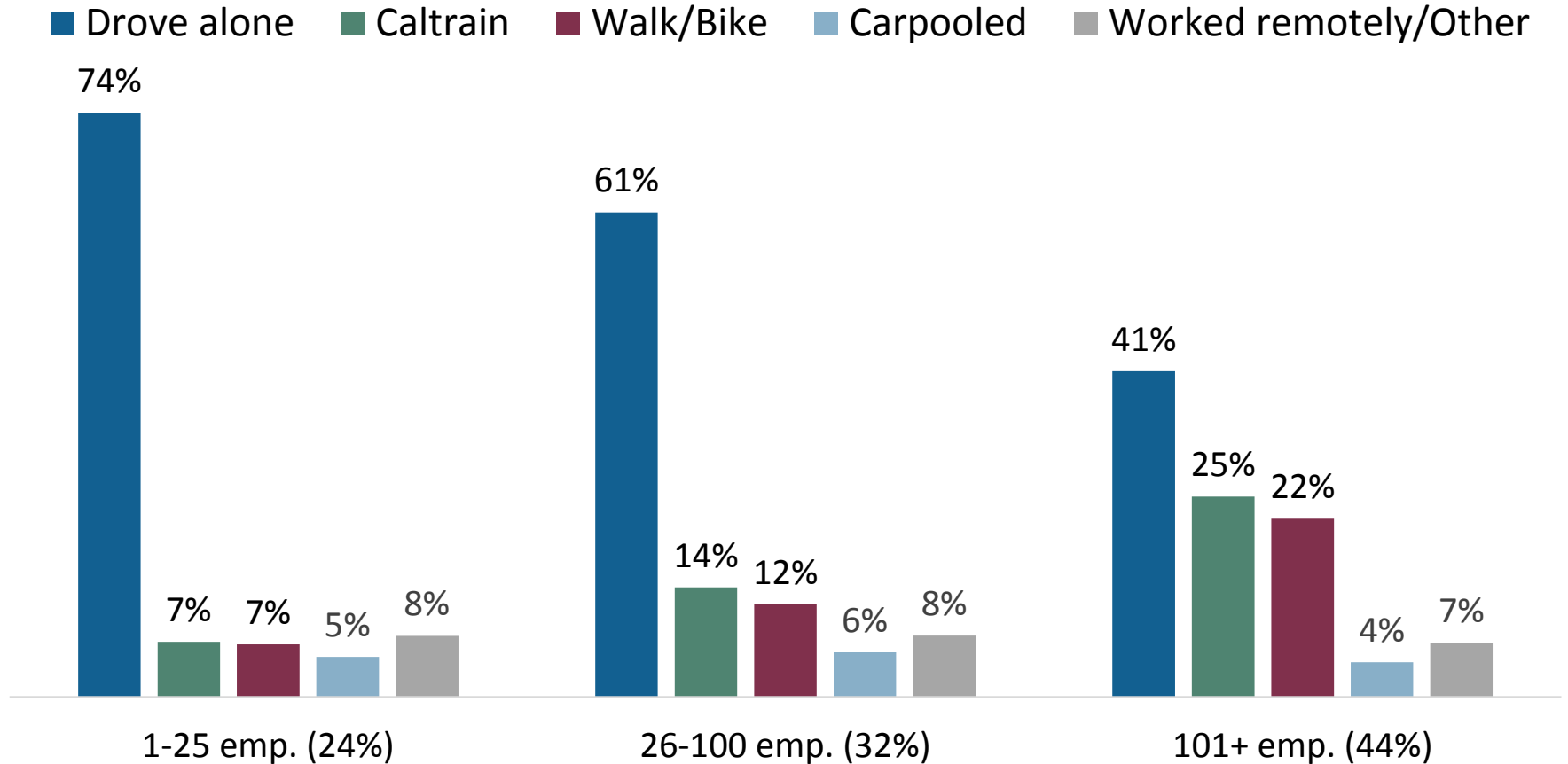
More than half (55%) of the trips taken into downtown are single-occupant-vehicle trips.

%'s reflect the total amount of trips taken during the week



Mode Share by Worksite Size

As business size decreases, the percentage of SOV trips increases.

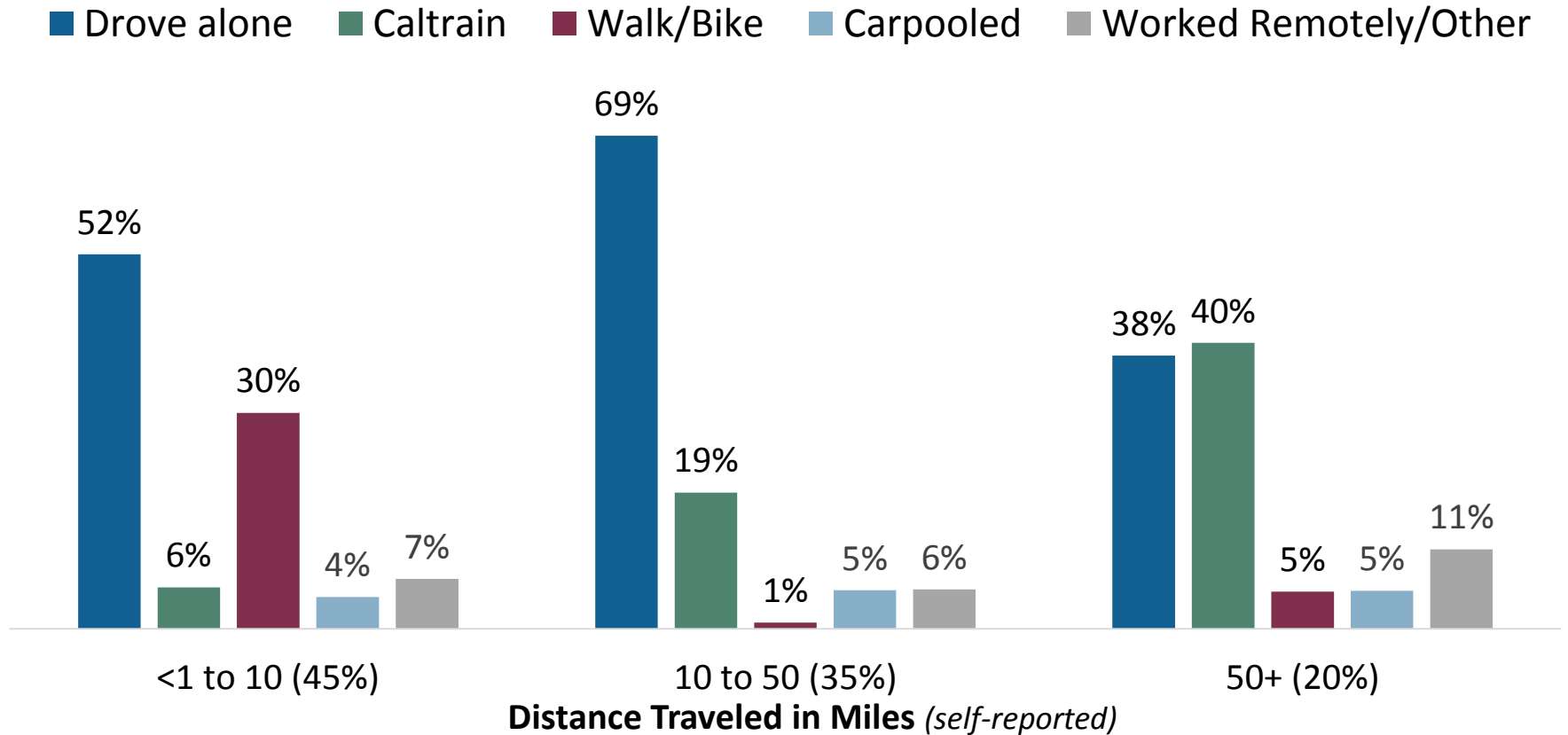


Business Size by Number of Employees

Numbers in parentheses represent the percentage of the sample for each respective subgroup.

Mode Share by Self-Reported Commute Distance

As the distance from Downtown increases, mode shifts toward transit.



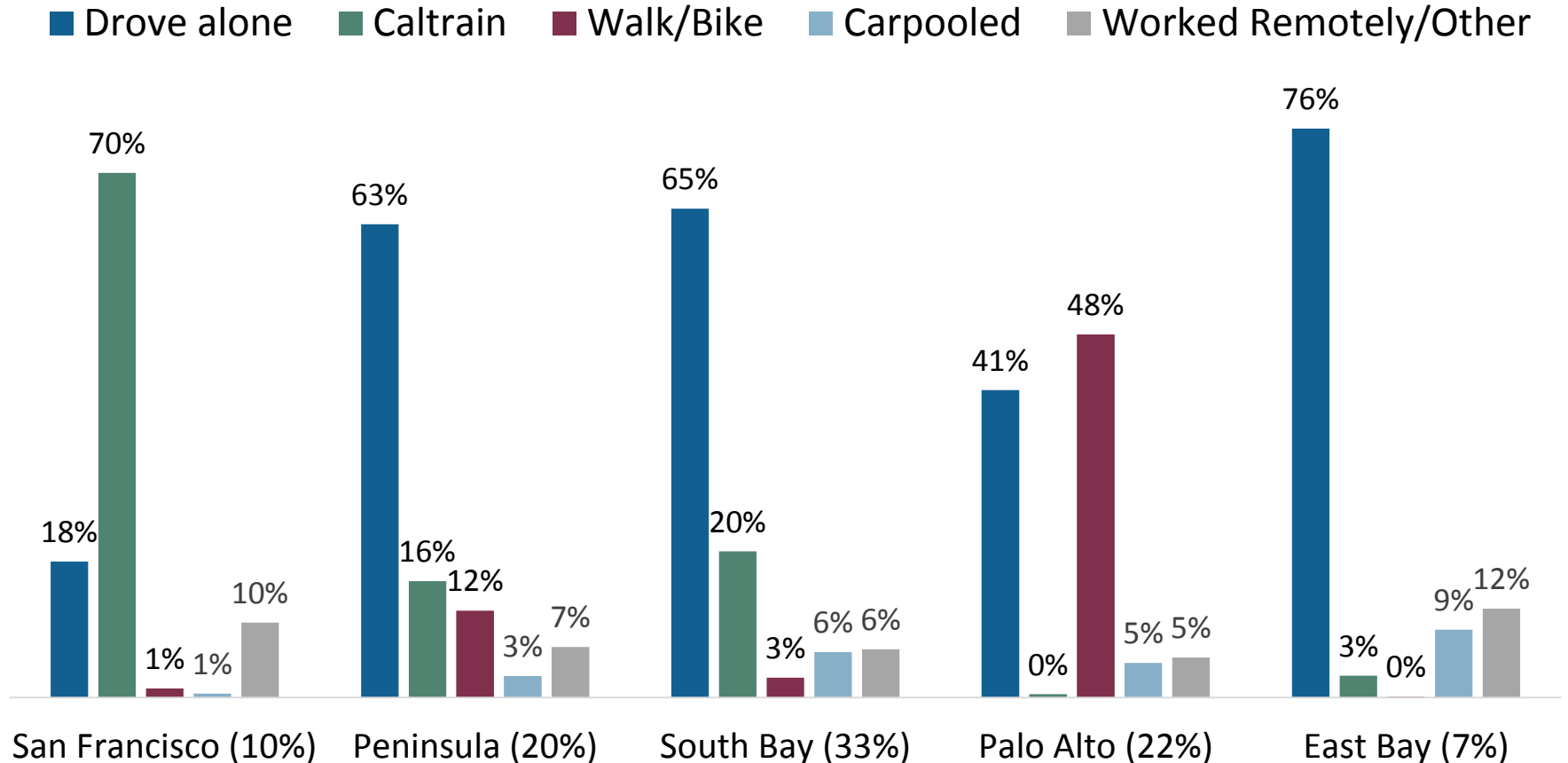
Numbers in parentheses represent the percentage of the sample for each respective subgroup.

Average Distance Traveled:

Overall = 15.8 miles | SOV = 15.9 miles | Transit = 23.5 miles

Mode Share by Home Geography

Commuters from San Francisco are the least likely to drive.



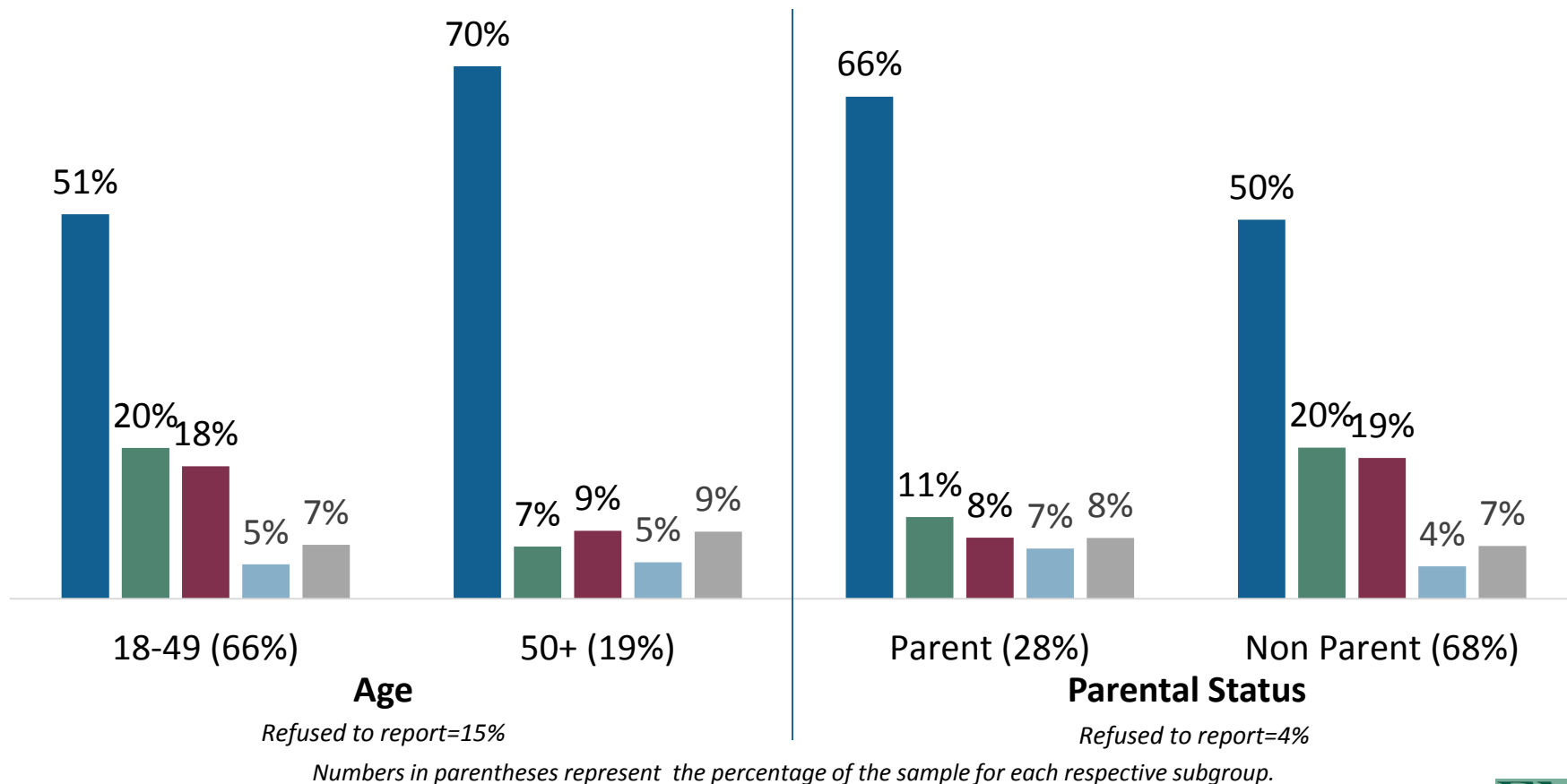
Numbers in parentheses represent the percentage of the sample for each respective subgroup.

Refused to report=8%

Mode Share by Age and Parental Status

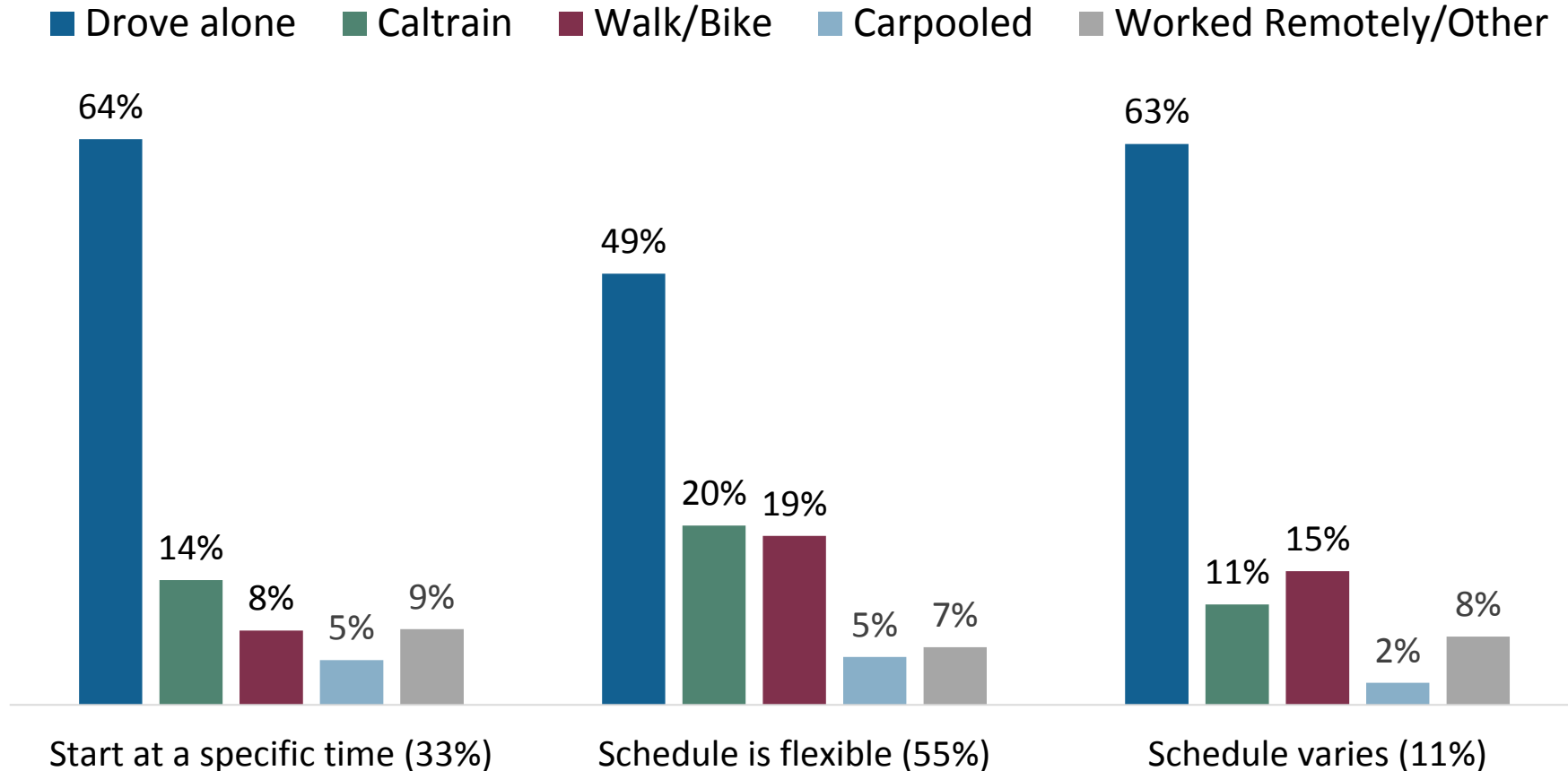
Older commuters and Parents are more likely to drive alone to work.

■ Drove alone ■ Caltrain ■ Walk/Bike ■ Carpooled ■ Worked Remotely/Other



Mode Share by Work Start Time

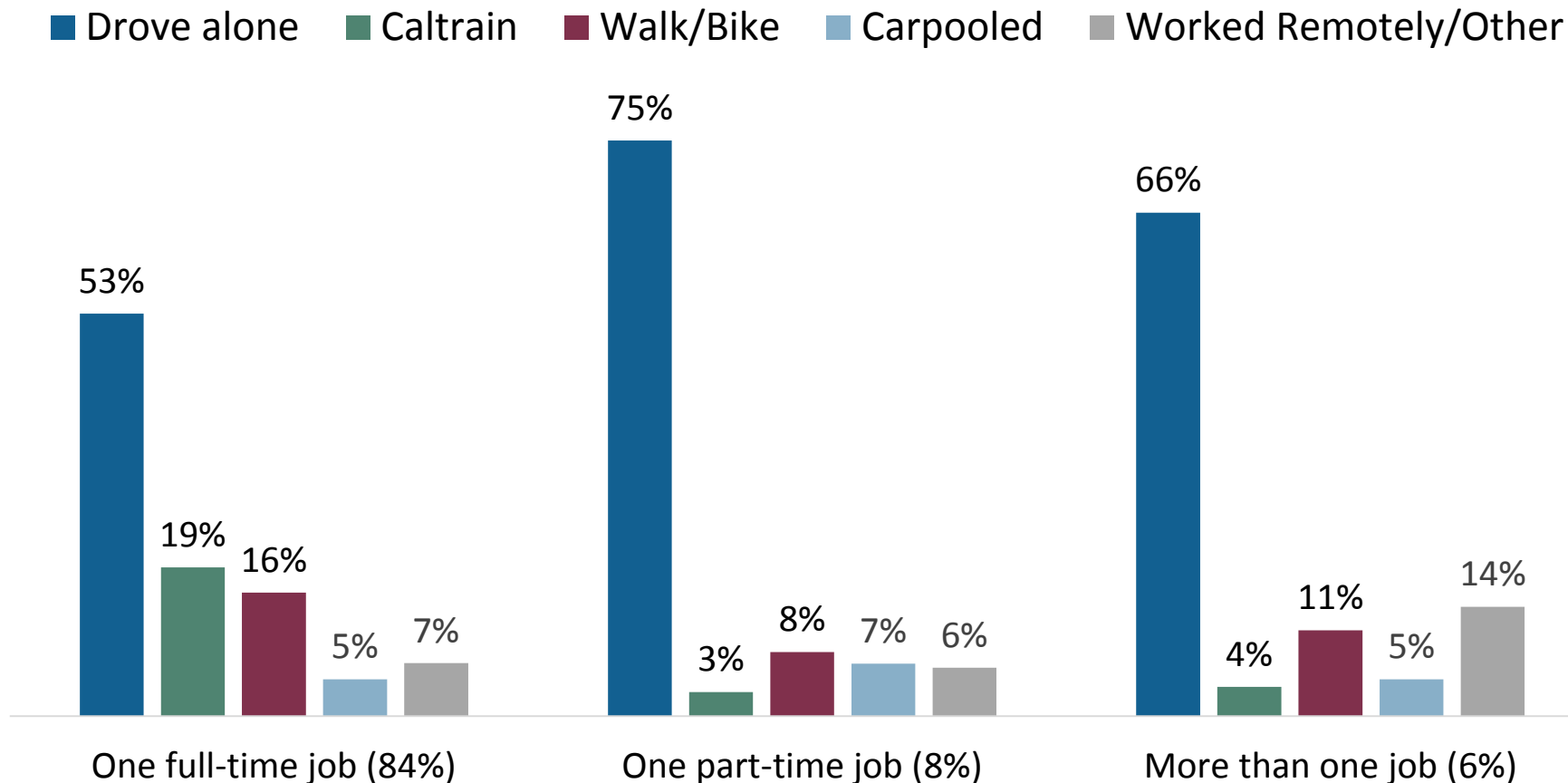
Commuters with flexible schedules are less likely to drive.



Numbers in parentheses represent the percentage of the sample for each respective subgroup.

Mode Share by Job Status

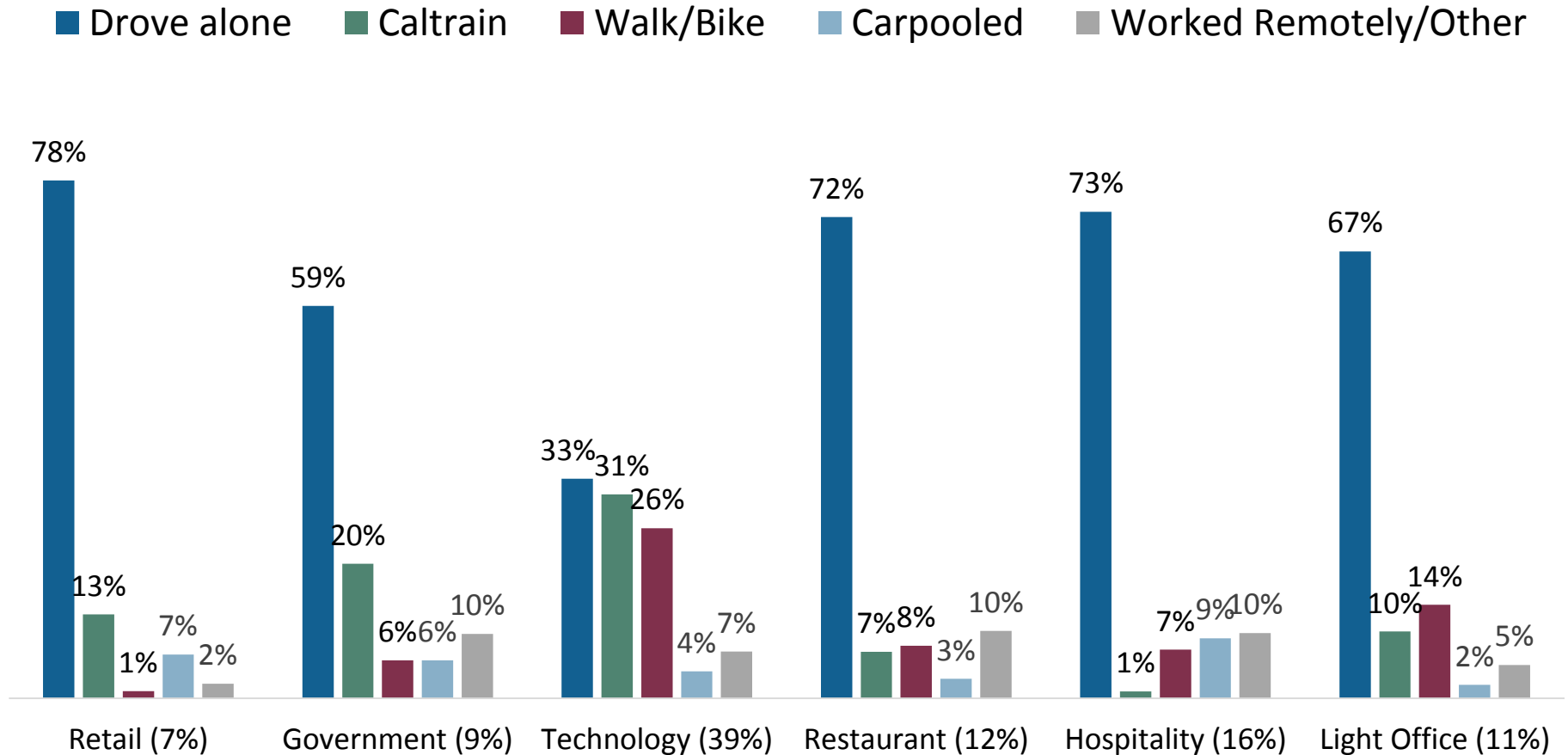
Part-time employees are more likely to drive.



Numbers in parentheses represent the percentage of the sample for each respective subgroup.

Mode Share by Business Type

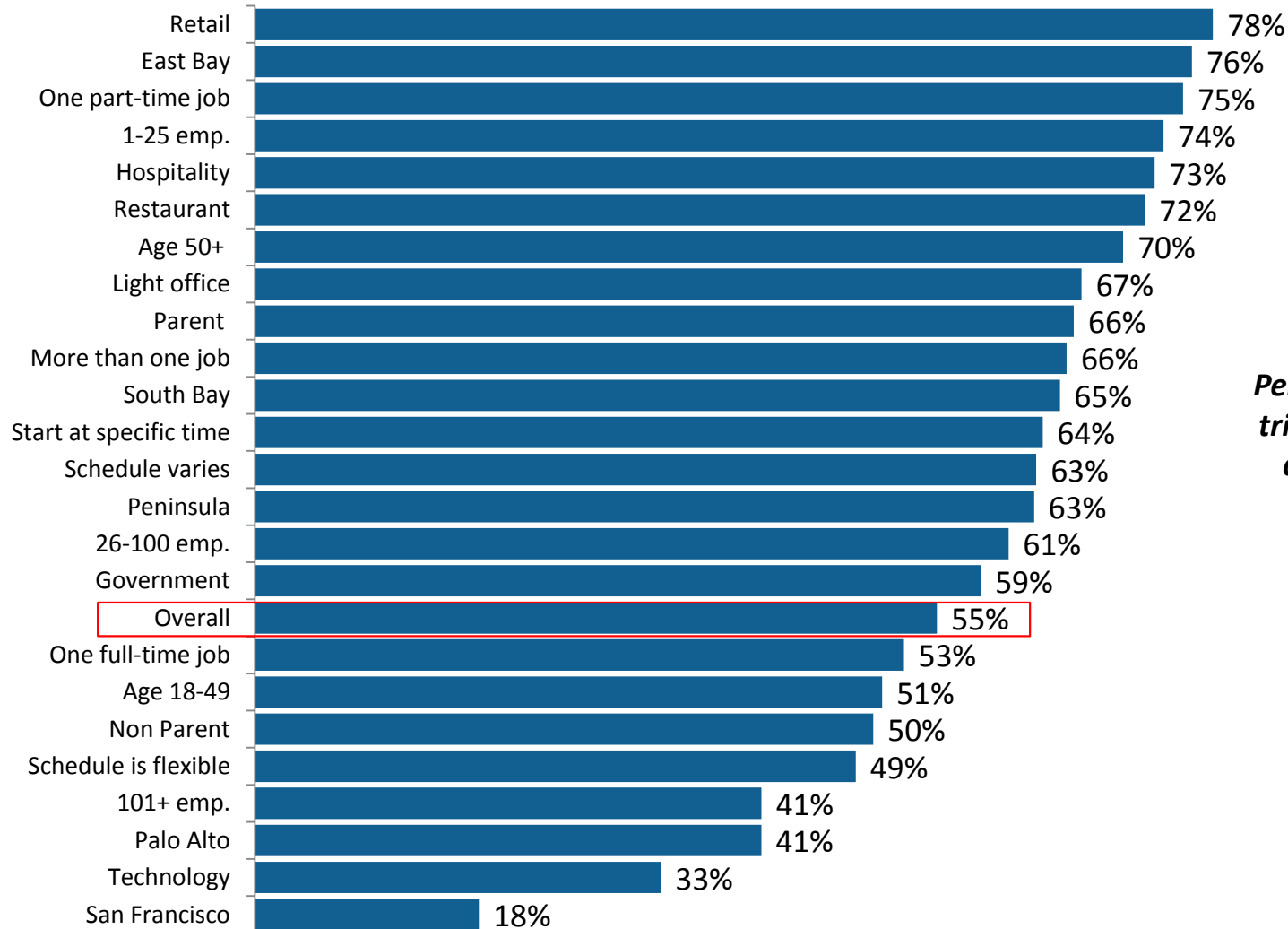
Employees in Retail, Restaurant, and Hospitality companies are more likely to drive.



Numbers in parentheses represent the percentage of the sample for each respective subgroup.

Drive Alone Mode Ranked

Respondents who live in the East Bay, are employed part time, and work at a small company and retail company are more likely to drive alone.



**Percentage of SOV
trips by employee
demographics**

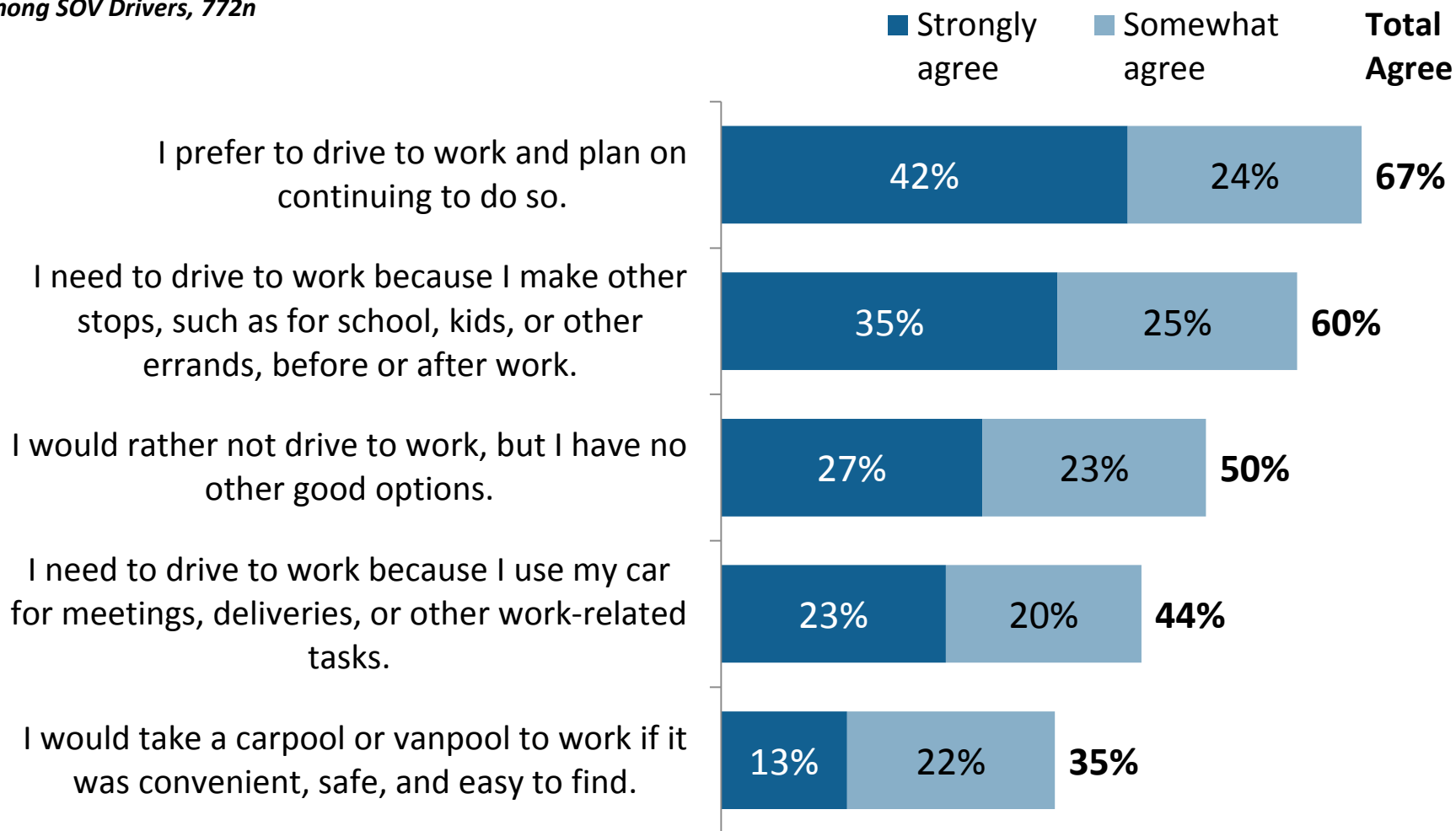


Transportation Attitudes

Driving Attitudes

Two-thirds (67%) of drivers say they prefer to drive and plan on continuing to do so.

Among SOV Drivers, 772n

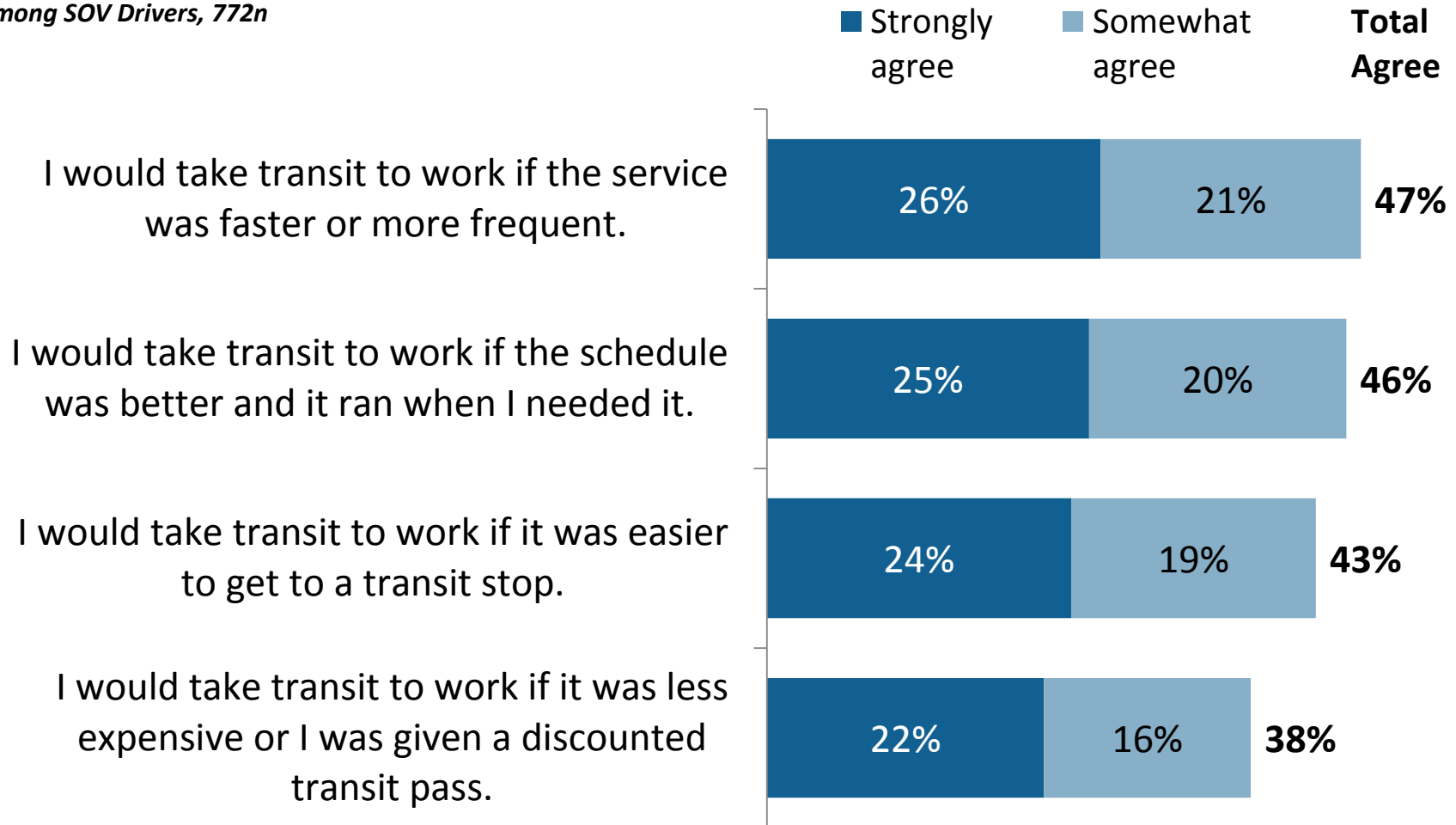


Q10-Q20. Please indicate whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.

Transit Attitudes

Schedule, frequency, and convenience appear to be slightly larger obstacles to increasing transit ridership than cost.

Among SOV Drivers, 772n



Q10-Q20. Please indicate whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.

Agree: Would Rather Not Drive

Drivers who feel they have no other good options believe transit will not fit their schedule or is not convenient for them.

Among the 50% of SOV Drivers who would prefer not to drive but feel they have no other good options.

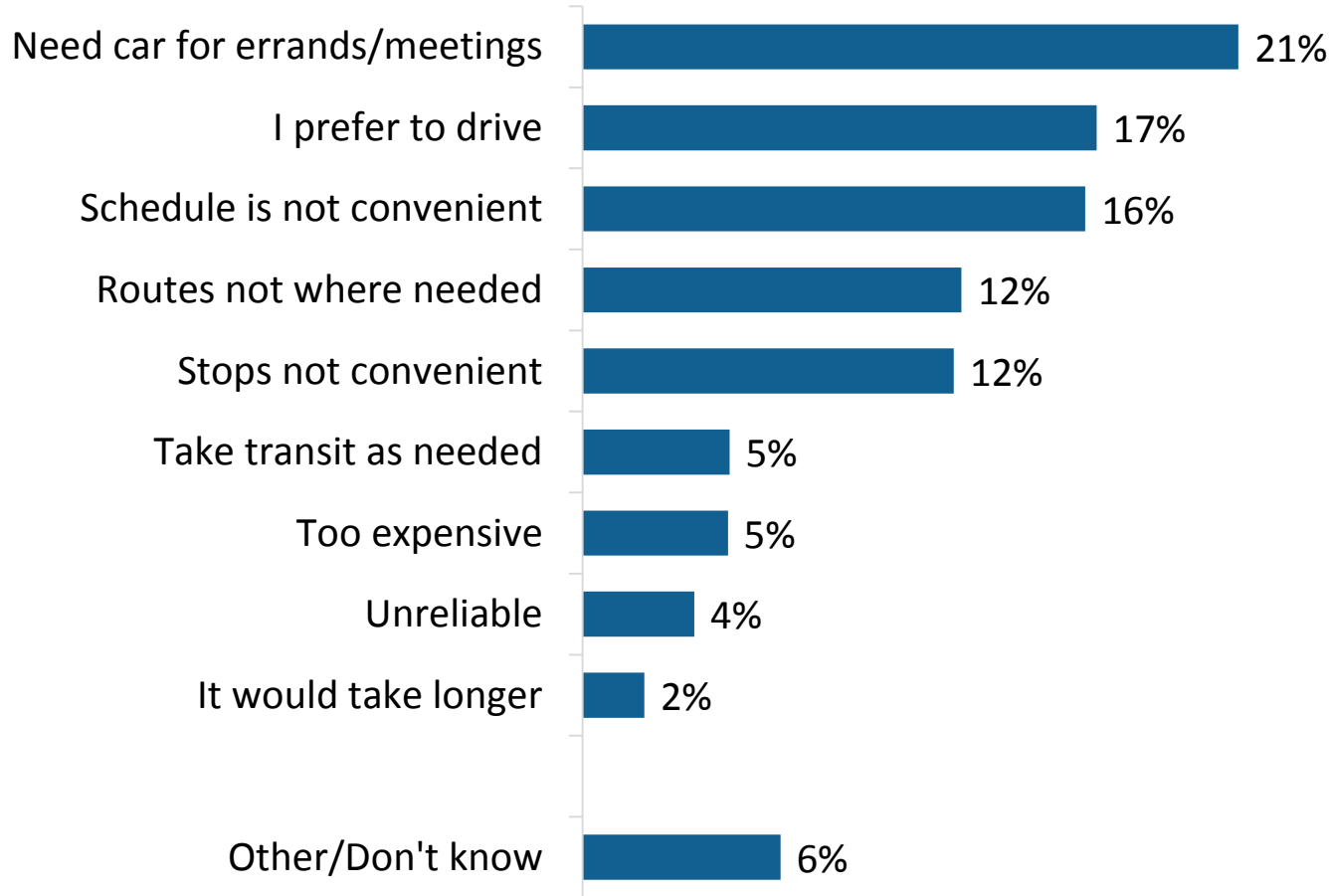
	Agree
I would take transit if service was faster/more frequent	63%
I would take transit if the schedule was better/it ran when I need it	61%
I would take transit if it was easier to get to a stop	59%
I would take transit if it was less expensive or I received a discounted pass	47%

Q10-Q20. Please indicate whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.

Reasons for NOT Taking Transit

Need of a car, personal preference, and lack of convenience are the primary reasons drivers do not take transit more often.

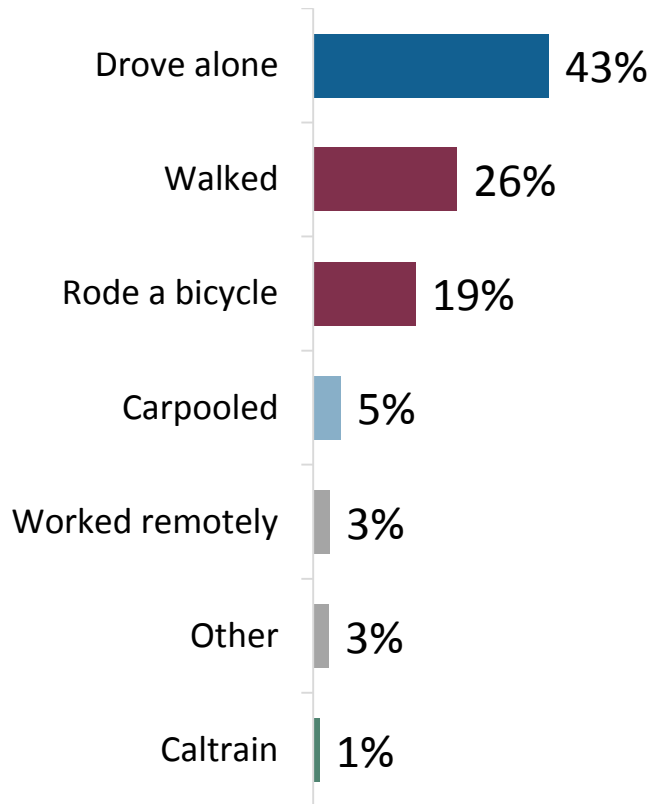
Among SOV Drivers, 772n



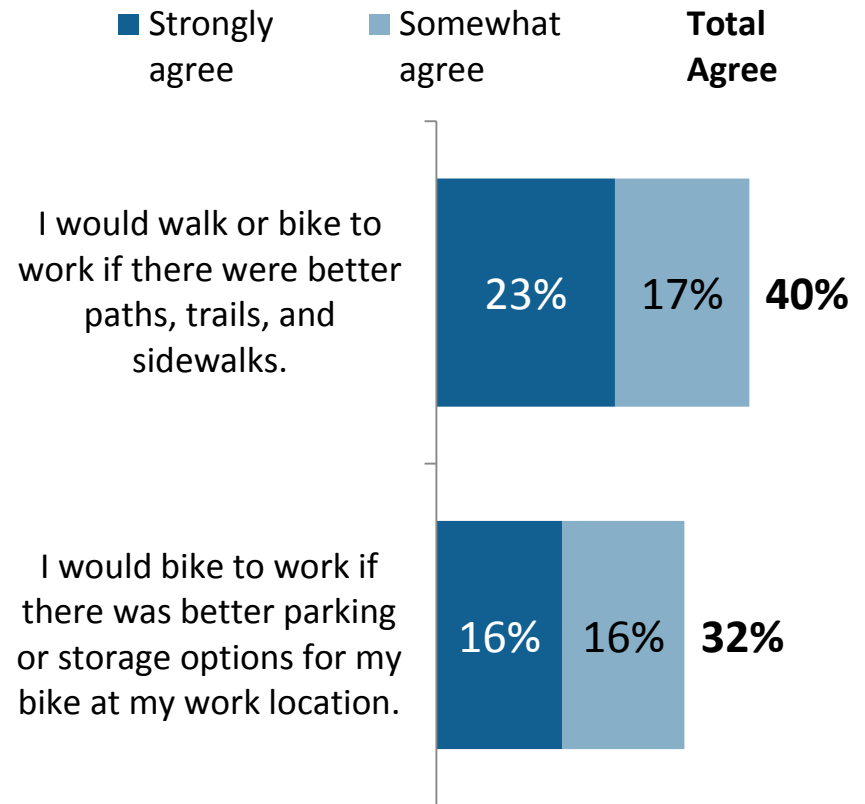
Biking and Walking Attitudes

Better routes and better parking/storage options appear to be a factor for some commuters who potentially live close enough to walk or bike to work.

%s reflect the total amount of trips taken during the week among those who live within a 3 mile radius



Among respondents who live within a 3 mile radius of Downtown Palo Alto, 326n



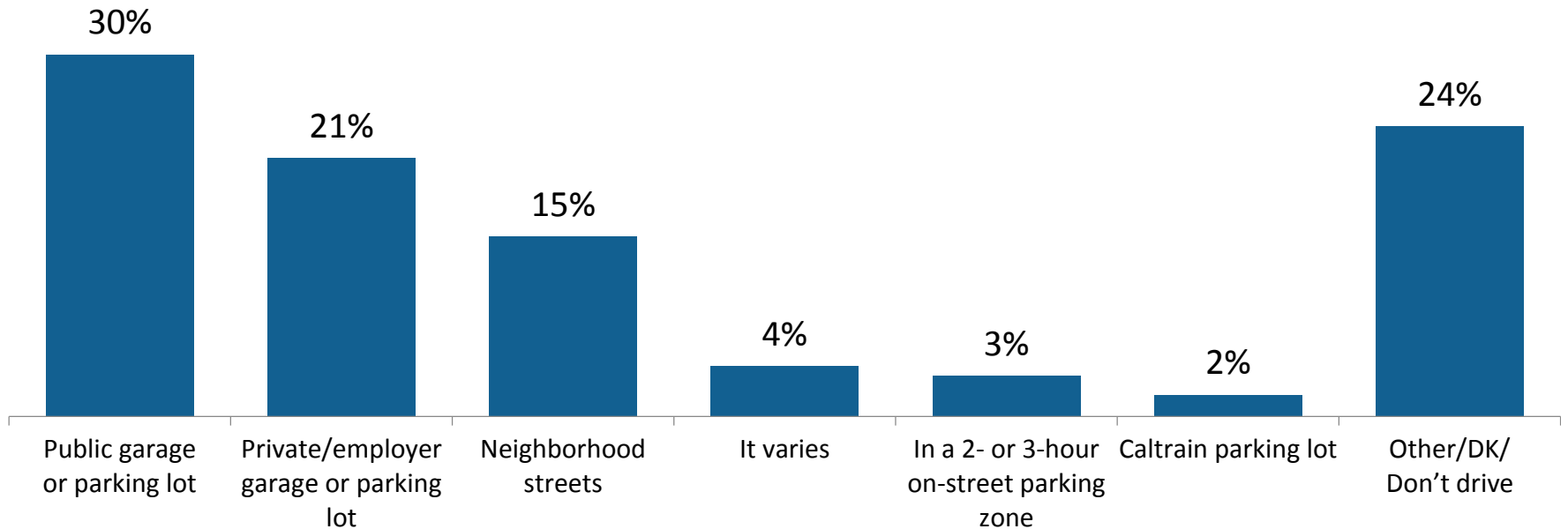
Q10-Q20. Please indicate whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.



Parking

Parking

More than half of commuters park in public or private garages or lots; fifteen percent park on neighborhood streets.

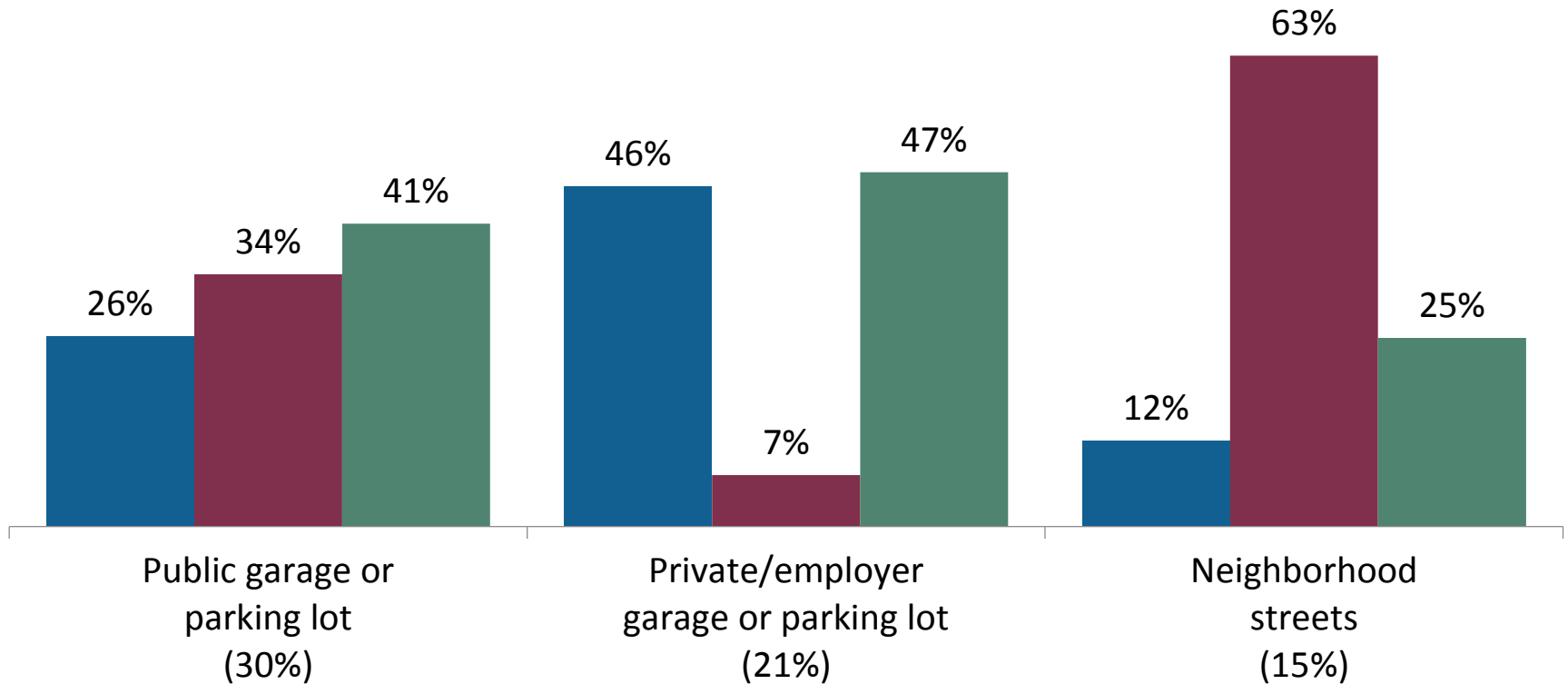


Parking by Worksite Size

Commuters who park on neighborhood streets are most likely to work for a medium-sized business.

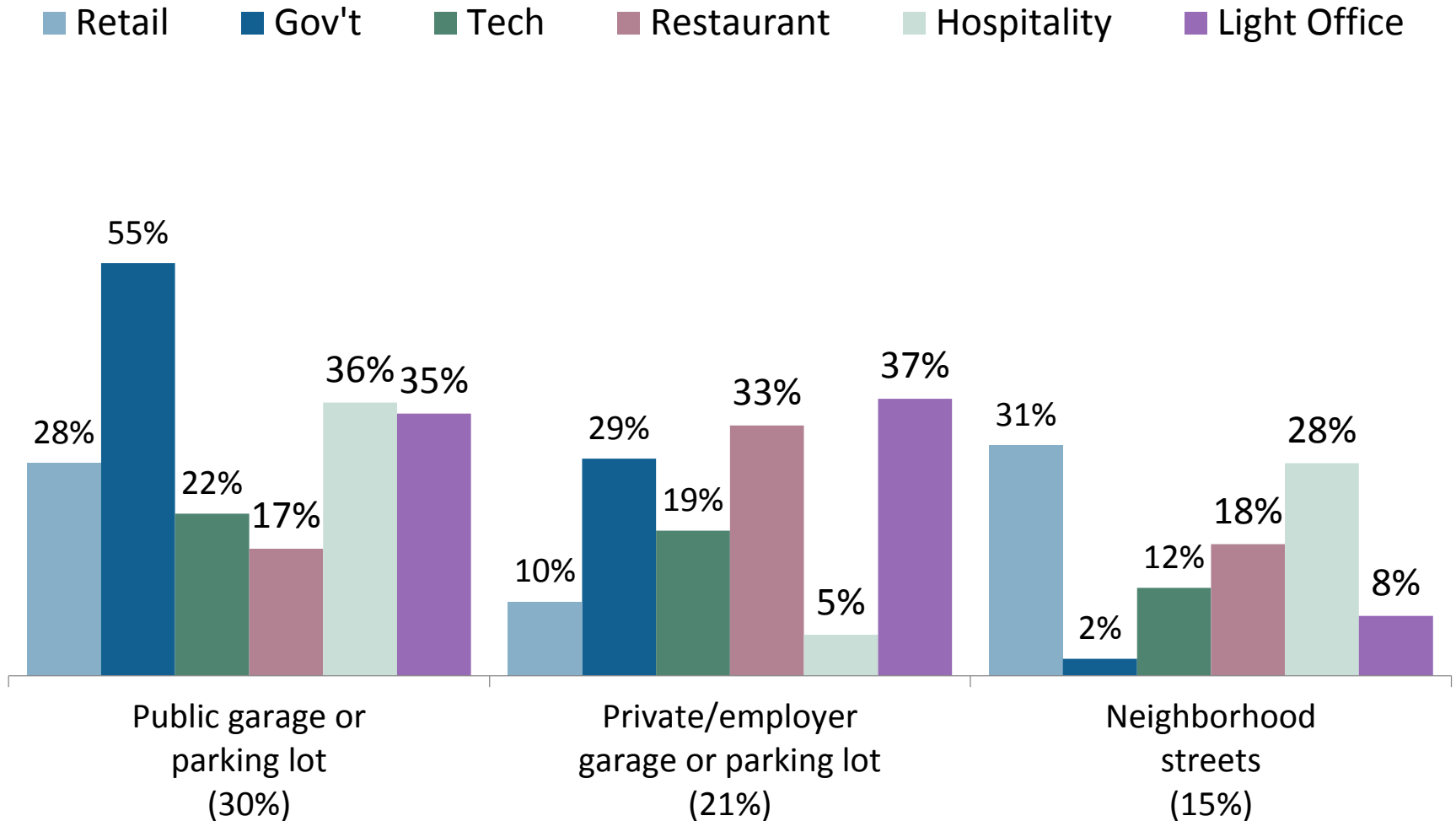
Business Size by Number of Employees

■ 1-25 ■ 26-100 ■ 101+



Parking by Business Type

Commuters who use public garages and lots are more likely to be Government workers.





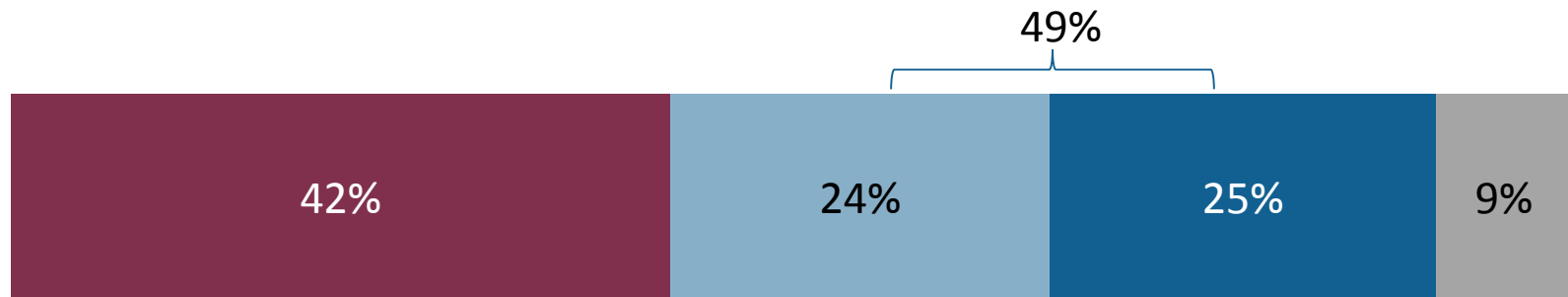
Commuter Segmentations

Driver Segmentation

About half (49%) of drivers are open to alternatives to driving.

Among SOV Drivers, 772n

■ Drive alone and always will ■ Drive alone and are open to other options ■ Drive alone but would prefer not to ■ Else



Drive alone and always will: Drive alone at least once a week and strongly agree that they prefer to drive and plan on continuing to do so.

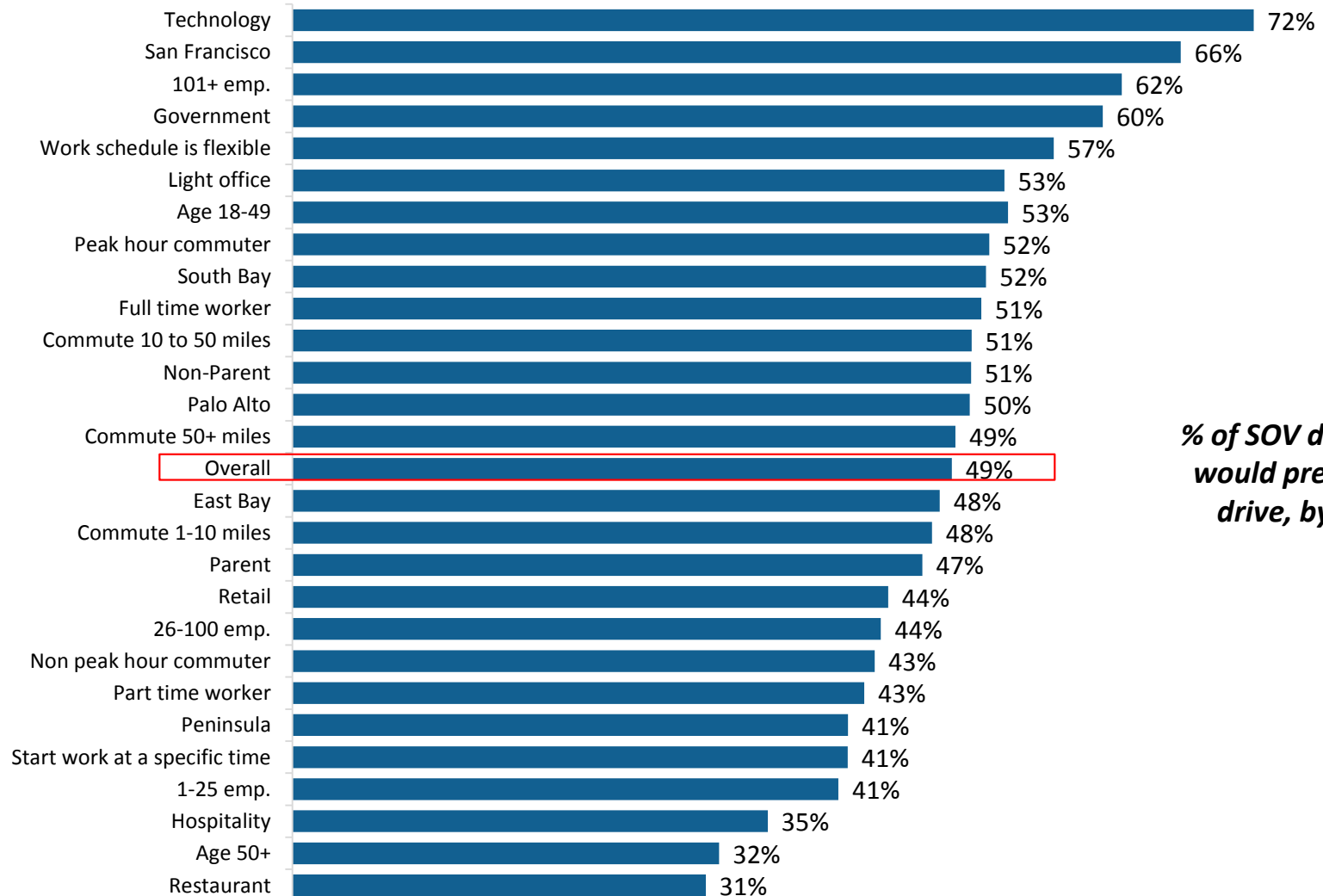
Drive alone and are open to other options: Drive alone at least once a week and somewhat agree that they prefer to drive and plan on continuing to do so.

Drive alone but would prefer not to: Drive alone at least once a week and disagree that they prefer to drive and plan on continuing to do so.

Else: Drive alone at least once a week and did not answer that they prefer to drive and plan on continuing to do so.

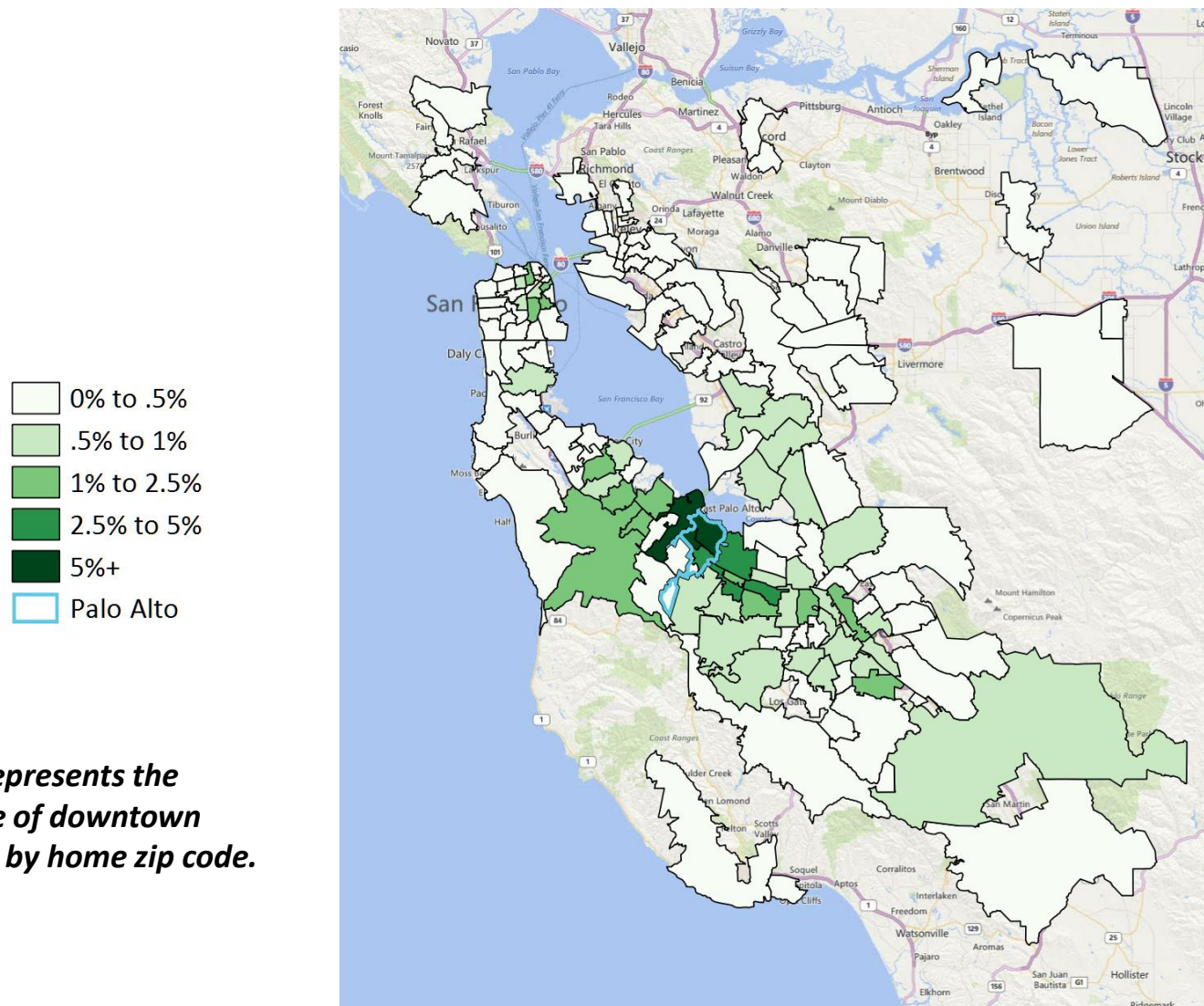
Demographics That Are Most Likely to Change Habits

Drivers in San Francisco, who work for a large or Tech company, have flexible work schedules and are younger are more likely to consider other transportation options.



% of SOV drivers who would prefer not to drive, by demos

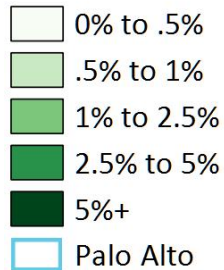
Overall Employee Location



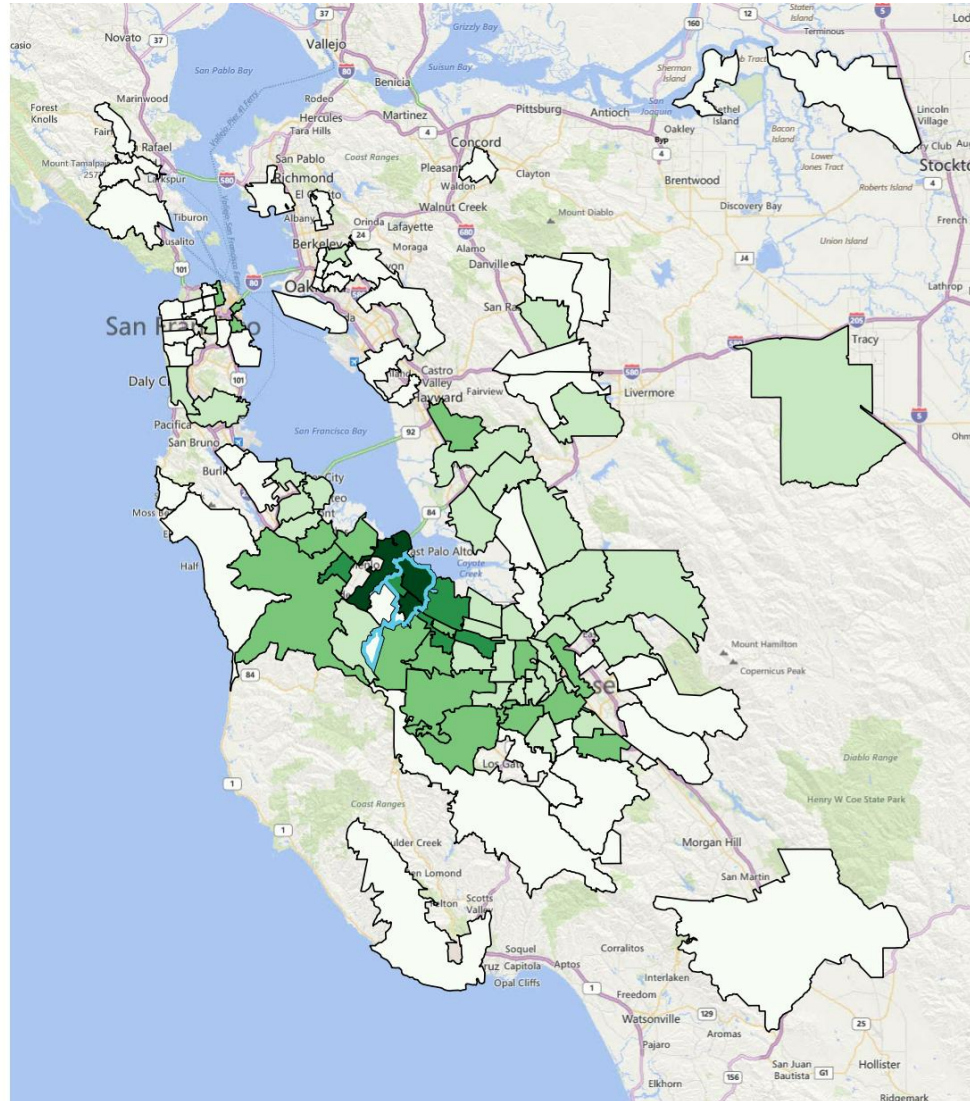
The map represents the percentage of downtown employees by home zip code.

Target Driver Location

Target Drivers

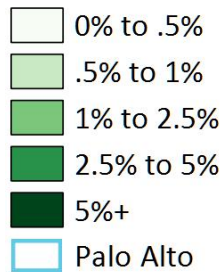


The map represents the percentage of Target Drivers (378n) by home zip code.

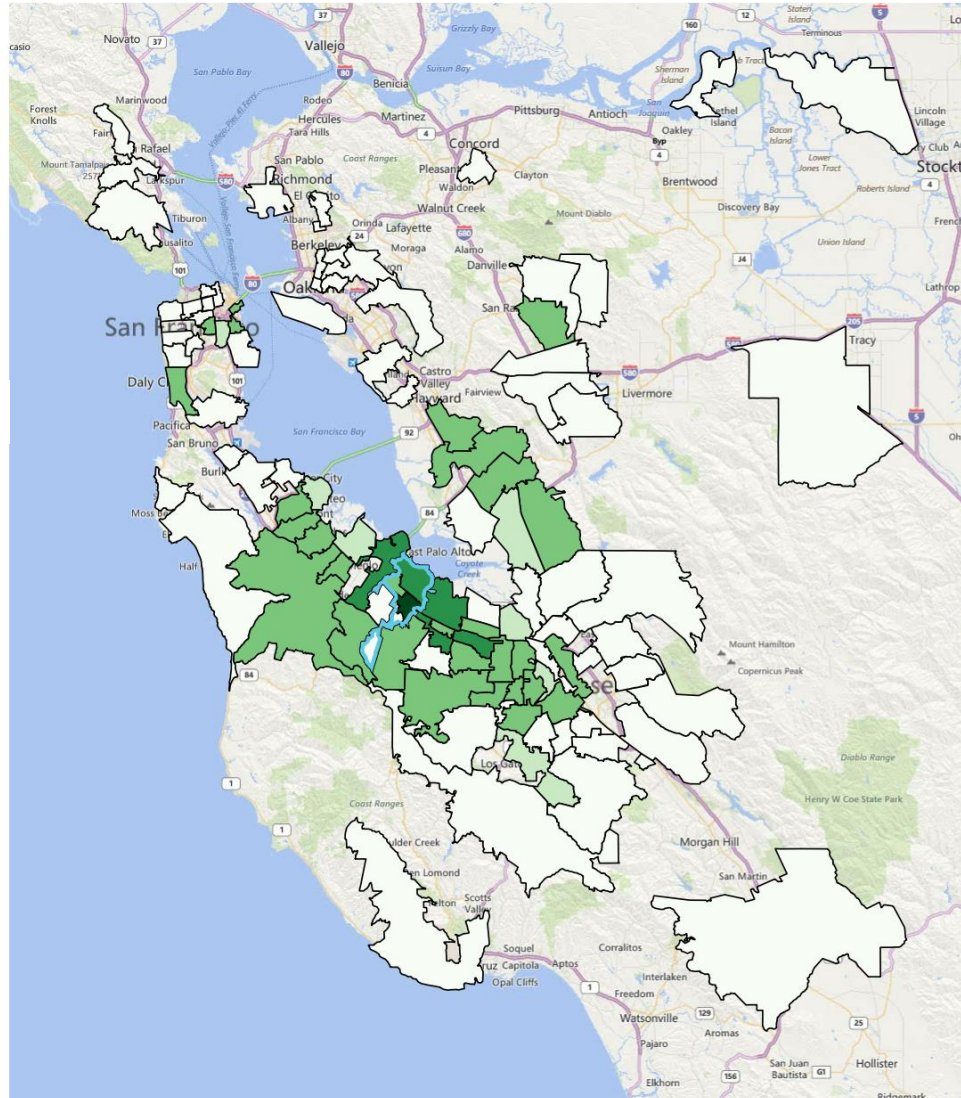


101+ Employees Location

101+ Employees

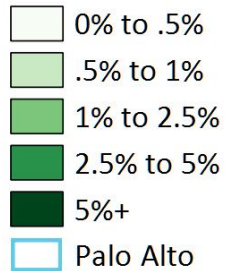


The map represents the percentage of Target Drivers who work for large companies, by home zip code.

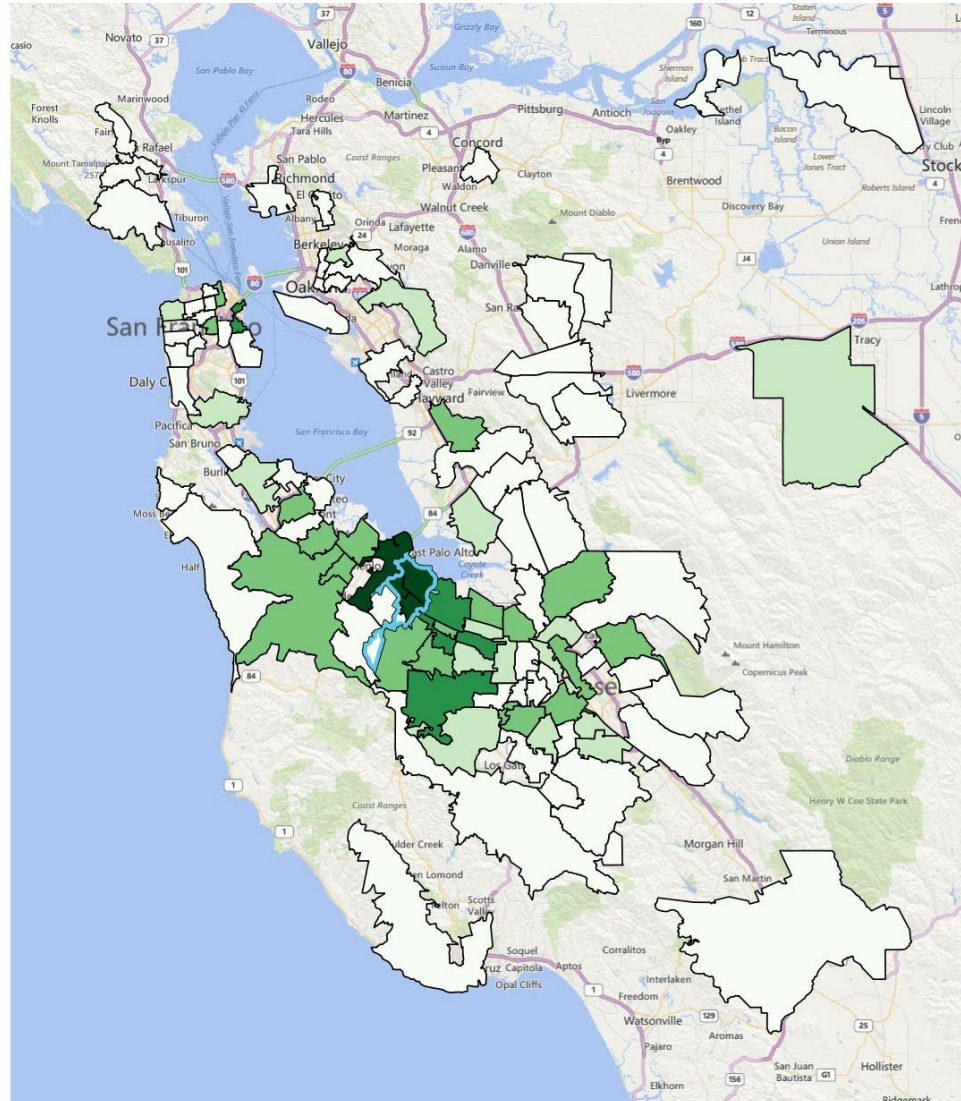


Age 18-49 Location

Age 18-49

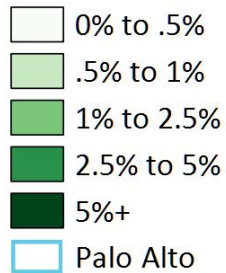


The map represents the percentage of Target Drivers Age 18-49, by home zip code.

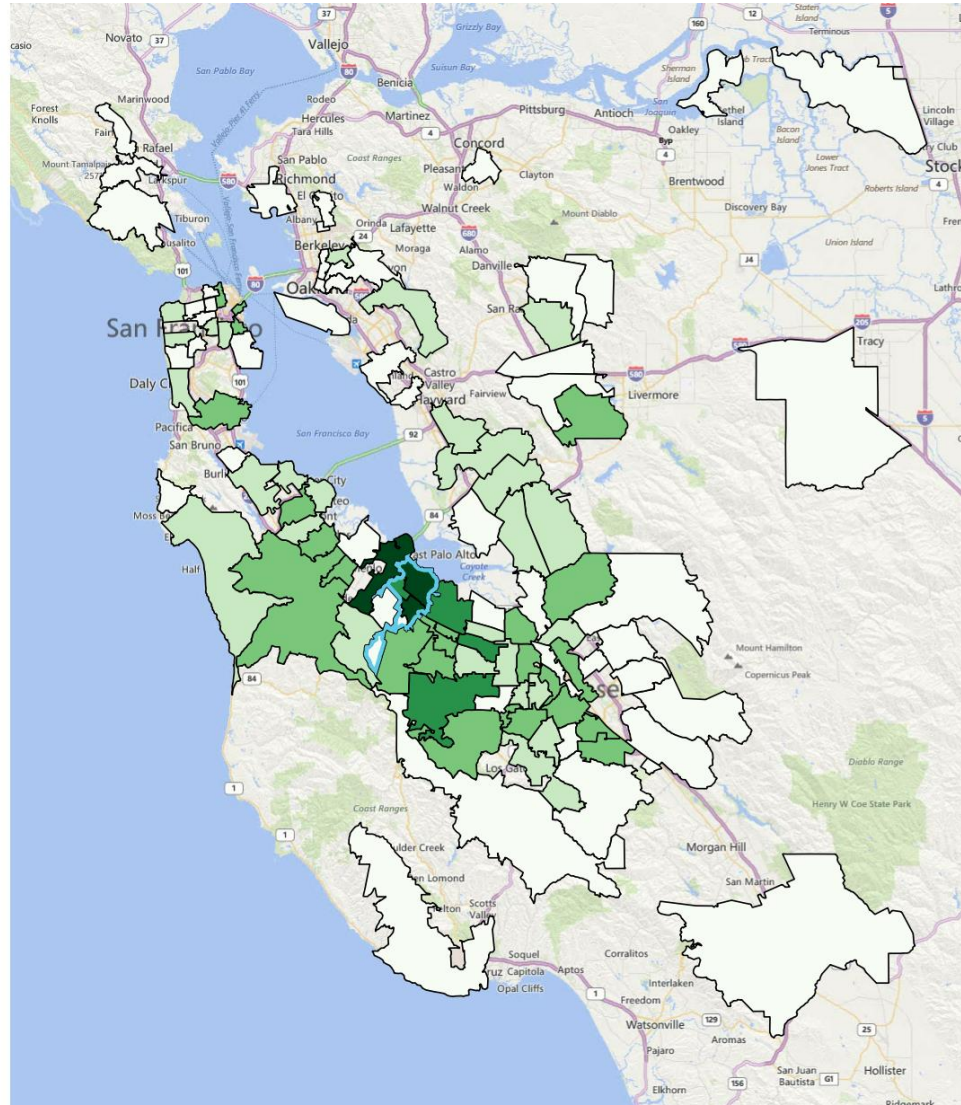


Peak Hour Commuter Location

Peak Hour

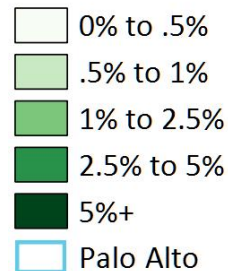


The map represents the percentage of Target Drivers who commute during peak hours, by home zip code.

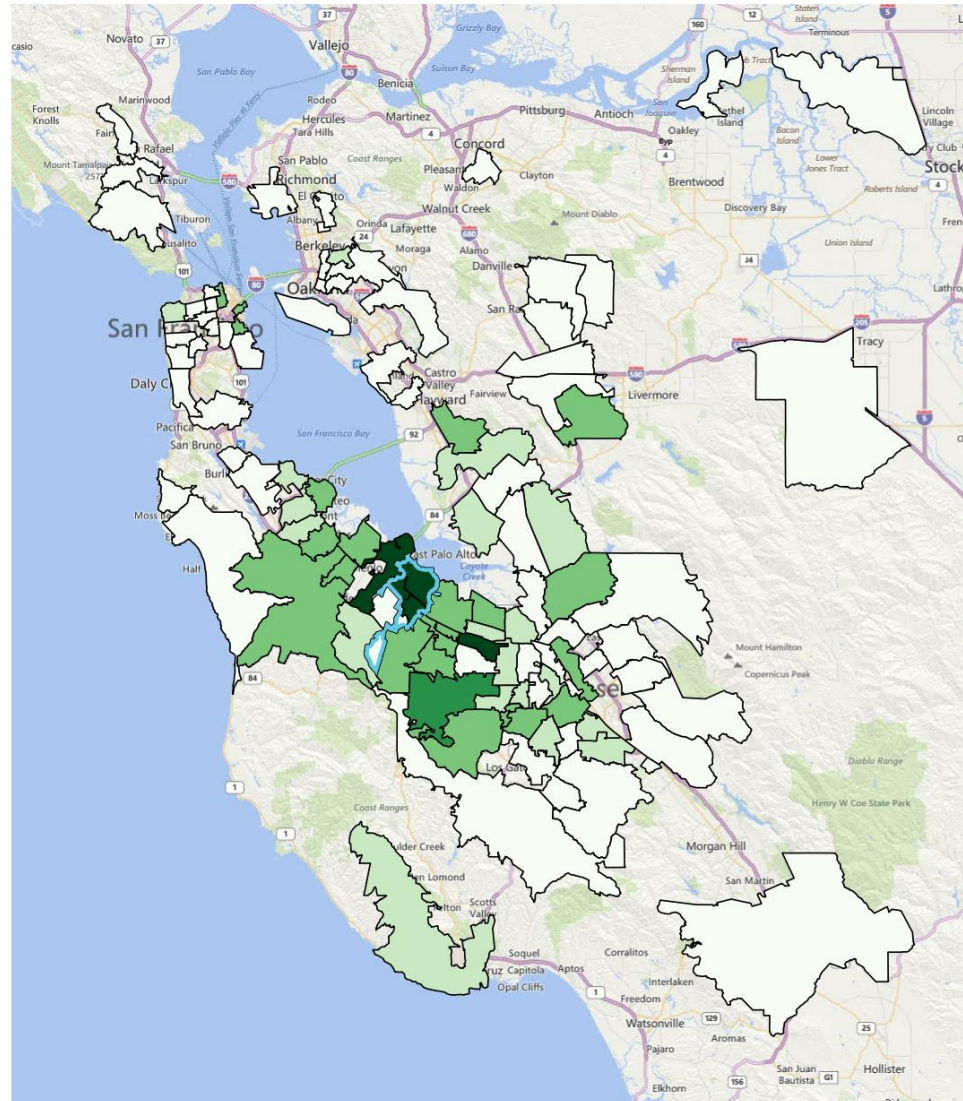


Flexible Work Schedule Commuter Location

Flexible

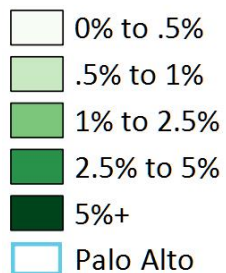


The map represents the percentage of Target Drivers who have flexible work schedules, by home zip code.

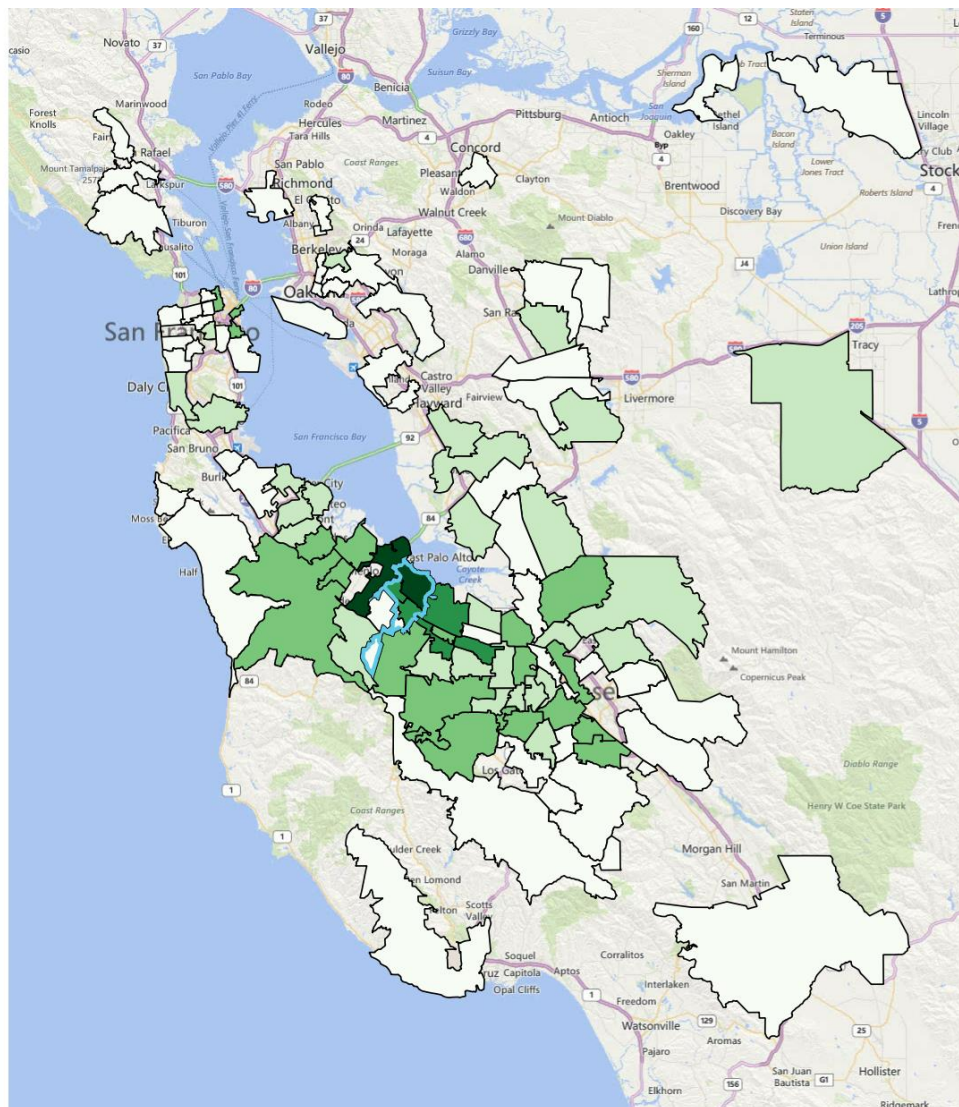


Full Time Worker Commuter Location

Full Time

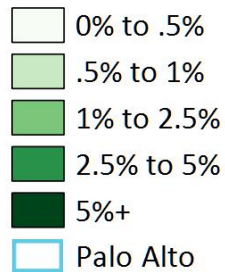


The map represents the percentage of Target Drivers who work full time, by home zip code.

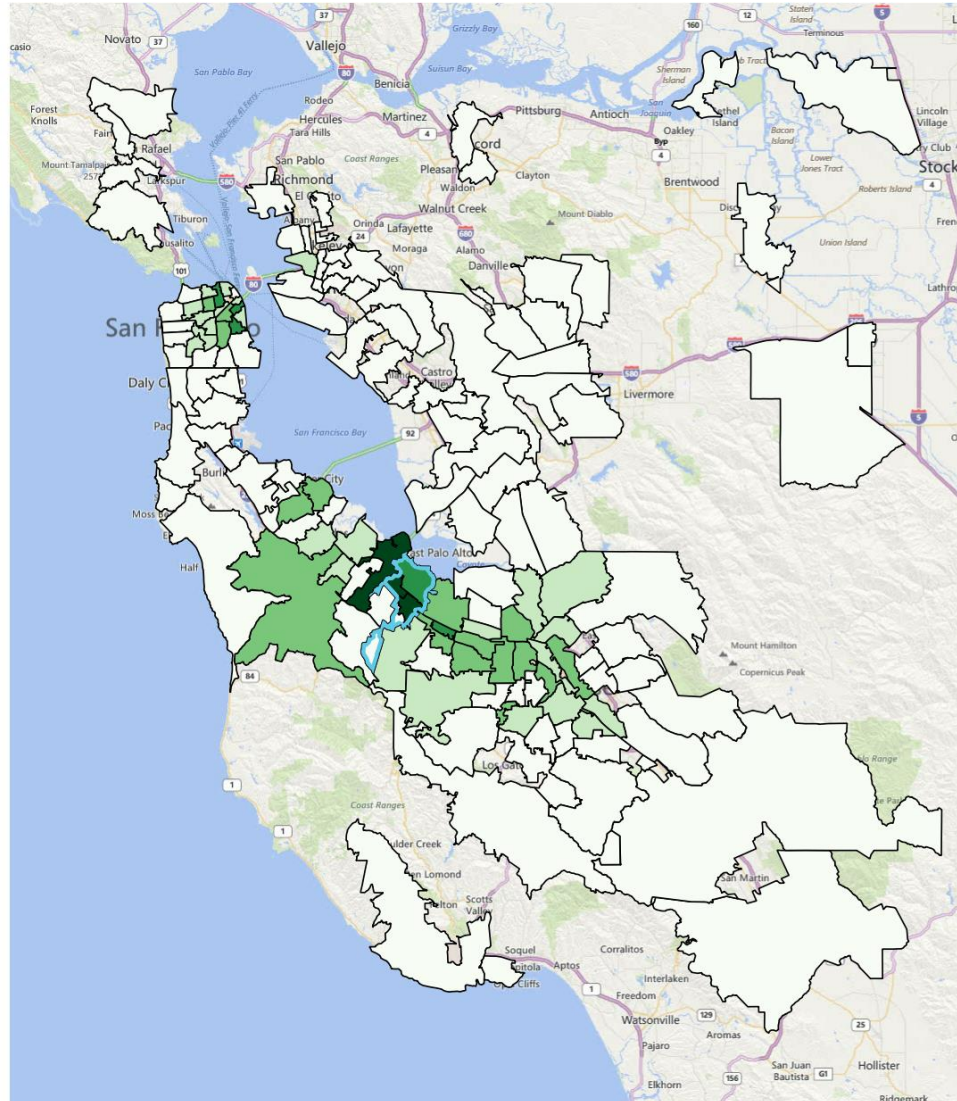


Technology Worker Commuter Location

Technology Workers

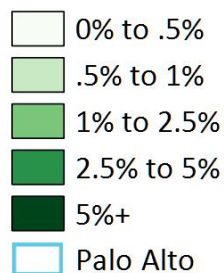


The map represents the percentage of Target Drivers who work for tech companies, by home zip code.

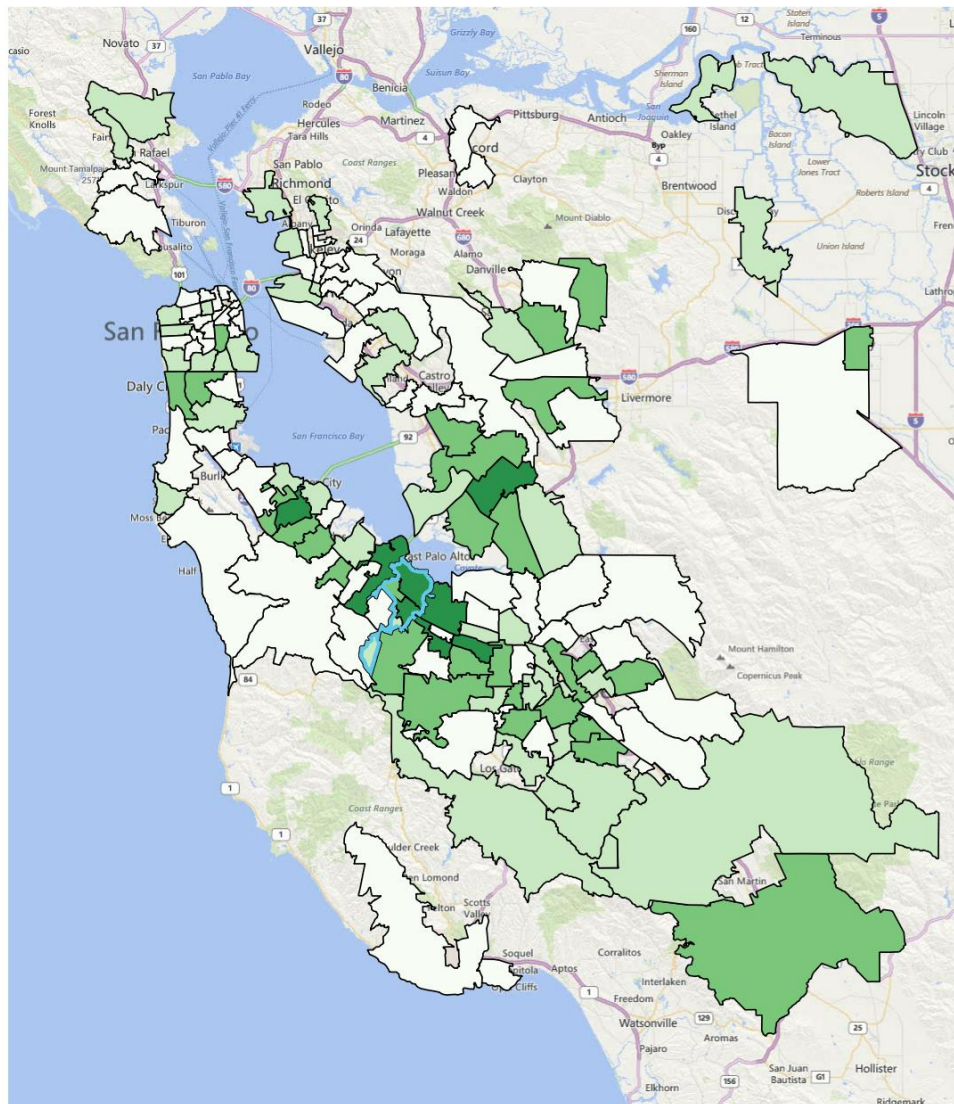


Government Workers Commuter Location

Government Workers



The map represents the percentage of Target Drivers who work for the Government, by home zip code.





Conclusions

Conclusions

- ▶ Currently just more than half (55%) of employee trips into Downtown Palo Alto are SOV trips.
 - Nearly half (49%) of these SOV drivers expressed an interest in seeking alternative transportation options.
 - Those most likely to seek alternative options are more likely to work for tech companies and/or large employers, be younger, live more than 10 miles from Palo Alto, and have a flexible work schedule.
 - They have concerns about transit as an alternative, with primary concerns being a real or perceived lack of convenience for routes, schedules, and locations of stops. Cost is also a concern for some.

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Palo Alto TMA
Board of Directors Meeting
Tuesday, February 16, 2016
2 p.m. - 4 p.m.
City Hall – Flex Room

Agenda

1. Welcome and Introductions	5 min.
2. Approve Minutes of January meeting	5 min.
3. Board Election- Medium Size Business Representative - IDEO	5 min.
4. Resolution to Grant Board Officers access to the fund at Silicon Valley Community Foundation	5 min.
5. Discuss Executive Director Position Description and Recruitment Strategy	80 min.
6. Discuss Upcoming Presentations to City Council and Parking and Transportation Commission	5 min.
7. Update on the Low-income Transit Pass Subsidy Program	5 min.
8. Discuss Year 2 Mode Split Survey	5 min.
9. Interim Executive Director's Report (Information only)	5 min.
10. New Business	
11. Next Steps: <i>Next meeting date: March 3, 2016, Noon – 2 pm</i>	5 min.

Palo Alto TMA

Key Questions for Executive Director Recruitment

1. Finalize job description
2. Determine whether position is either or can be flexible as to:
Employee/Independent Contractor
Full time/parttime
3. Where ED will work (remotely, or in an office)? Does anyone have office space to donate?
4. Finalize salary or fee range
5. Determine where to post opening
6. Other outreach (i.e., Wendy to contact colleagues for possible referrals; post on City web, etc)
7. Timelines (resumes; review resumes; phone and/or in-person interviews; start date)
8. Point of Contact

Executive Director, Palo Alto TMA

The Executive Director reports to the Board of Directors and is charged with managing all aspects of the Palo Alto TMA including developing and managing TDM programs, working with commuters and employers and other constituents to facilitate use of non-single occupant vehicle trips in Downtown Palo Alto; marketing, and community relations. The Executive Director is the primary point of contact for the TMA, representing the organization on local and regional committees and presenting the TMA and its work to various stakeholders such as the City, local service organizations and others.

Overview

- Implement the mission of the Palo Alto TMA by running the day-to-day operations of the organization.
- Work with the Board of Directors to design and implement a range of TMA programs and services, such as rideshare, incentives, shuttles, guaranteed ride home program, etc.
- Facilitate TMA Board Meetings, including planning agendas, liaison with Board members, monitoring and reporting on progress of TMA programs.
- Work with the Board of Directors to develop membership structures and policies to gain widespread support of employers.
- Prepare and distribute marketing materials that promote the TMA's programs and services and encourage participation, including use of social media and the web.
- Serve as primary liaison to Downtown employers and their employees.
- Plan and host occasional events to inform and promote TDM to Downtown employers and employees. Participate in employee orientations, benefits fairs and other events to promote the TMA's programs and services.
- Provide commute assistance to employees.
- Represent and promote the TMA and its programs in the community.
- Manage organizational funds and prepare budget, financial and progress reports. Liaison with the TMA's fiscal sponsor.
- Hire, supervise, train and evaluate TMA staff and/or contractors.
- Assist individual TMA member companies with development and implementation of appropriate services and programs.
- Work with partner organizations to assess the transportation service needs in Palo Alto.
- Evaluate member services on an annual basis.

Advocacy

- Participate in local and regional transportation planning organizations and committees.
- Coordinate with city, county and state officials on transportation and commuter issues.

Operation

- Establish the TMA office and manage day-to-day operations of the TMA.
- Operate TMA programs; create, implement, and maintain a system for tracking and monitoring progress.
- Meet with TMA Board of Directors regarding project status and recommendations.
- Maintain membership database.
- Prepare TMA financial documents and monitor financial activities and programs. Liaison with fiscal sponsor.
- Track funding available through various local, state and federal agencies and make applications for appropriate funds; if grant funding is awarded, administer grant programs, including invoicing, monitoring and evaluation, and prepare interim and final reports as required by granting agency.
- Manage customer service operations

Qualifications

- At least three years' relevant work experience in a management capacity, preferably within an environment with an emphasis in transportation and/or membership/association development.
- Financial management and contract administration.
- Working knowledge of program development and service delivery of employee transportation programs, or related experience.
- Experience in, and comfort with, public speaking and meeting people; strong interpersonal skills
- Marketing and promotions experience.
- Experience working for a Board of Directors and managing staff and contractors; familiarity working with businesses, employers, and public agencies is also highly valued.
- Ability to collaborate with and lead committees of high level leadership, staff, board, local government, public agencies and industry professionals.
- Ability to work independently; prioritize and manage multiple projects with minimal supervision and also to work effectively as part of a team.
- Resourceful problem solver; analytical thinker.
- Some knowledge of transportation, urban planning, sustainability or interest in these areas is preferred.
- Proficiency with Excel, Word, PowerPoint.

Salary

Proposed Salary Range: \$85,000-\$95,000 annually



MEMORANDUM

to Palo Alto TMA Board Members

from Joan Chaplick, MIG, Inc.

re Example Position Descriptions for TMA Executive Directors

date 02/09/16

MIG conducted the following research to present a variety of salaries and position descriptions for TMA executive directors in California, where information was available. We have also included information about the scope and scale of each TMA to help provide salary context.

Table 1 summarizes information regarding the size and scope of nine TMAs within California, along with the most recent salary and employment information about their Executive Directors.

Table 1. TMA Size, Scope and ED information

TMA	Annual Spending	ED Salary*	Status of ED	Scope
50 Corridor TMA	300K	\$77,000	30 hr, Employee	<ul style="list-style-type: none"> • 130 members • 7 vanpools • Advocacy
Contra Costa Centre Association				<ul style="list-style-type: none"> • Midday shuttle service • Transit subsidies and incentives • Carpool and vanpool services • Green Fleet program
Emeryville TMA	2 mil	\$250,000+**	Part time, Independent Contractor	<ul style="list-style-type: none"> • Emery Go Round shuttle service
Explore Washington Park	250K	\$74,213	Full time, Employee	<ul style="list-style-type: none"> • Washington Park shuttle • Parking and Traffic management plan • Advocacy
Irvine Spectrum TMA	450K	\$153,154	Full time, Employee	<ul style="list-style-type: none"> • Transit pass subsidies • Expansion of Irvine's iShuttle service to Spectrum
Mission Bay TMA	175K	\$65,000** (program management)	Part time, Independent Contractor	<ul style="list-style-type: none"> • Mission Bay shuttle • Commuter information
Sacramento TMA	150K	\$127,550	Full time, Employee	<ul style="list-style-type: none"> • Commuter Club • Emergency Ride Home
South Natomas TMA	300K	\$80,733	Full time, Employee	<ul style="list-style-type: none"> • 200 members • Guaranteed Ride Home • Carpool and transit subsidies
West Alameda TDM Association	30K	\$50,000** (program management)	Part time, Independent Contractor	<ul style="list-style-type: none"> • Estuary Crossing Shuttle • Alameda Landing Express • Commuter information

*Data, unless otherwise noted, comes from the most recent 990 form available from Foundationcenter.org

** Information provided by Wendy Silvani

50 Corridor Transportation Management Association

<http://www.50corridor.com/>

Scope of TMA's work

The 50 Corrido TMA was founded in 1993 and has more than 130 members. Currently, the TMA contracts the operation of seven vanpools and conducts information and advocacy programs, such as a Commuter Club and bike to work week. In addition, they train Highway 50 corridor employers on federal tax incentives for commuters who use transit and vanpooling.

ED Salary

\$77,000 (Source: 2014 990 form, reportable compensation from the organization)

Contra Costa Centre Association

<http://www.contracostacentre.com/transportation-information/>

Scope of TMA's work

The Contra Costa Centre Association runs a midday shuttle that operates during the weekday from around 11am to 2pm. The Association also provides commuters with information about other commute options.

ED Salary

unknown

Emeryville Transportation Management Association

<http://www.emerygoround.com/>

Scope of TMA's work

The Emeryville TMA is responsible for managing the Emery Go Round, a "first and last mile" shuttle transportation service for the City of Emeryville.

ED Salary

\$250,000+ (Source: Wendy Silvani)

Explore Washington Park (formerly Washington Park TMA)

<http://explorewashingtonpark.org>

Scope of TMA's work

The Washington Park Transportation Management Association (WP-TMA) in Portland, Oregon was formed to provide comprehensive access management programs and services to Washington Park, a nationally recognized 400 acre park site that features a zoo and children's museum. Programs include bilingual information distribution on how to travel to and within Park. In addition, Explore Washington Park partners with TriMet to provide a free Washington Park Shuttle. The organization also implements parking and traffic management plans for Washington Park Events, such as Zoo concerts.

ED Position Description

ED is charged with finalizing formal establishment of the organization and leading in the refinement and implementation of the Washington Park Draft Strategy Work Plan.

ED Position Qualifications

The following qualifications and experience was included within the job announcement for the organization's first Executive Director.

- At least five years relevant work experience in a leadership, management capacity, preferably within a non-profit environment with an emphasis in transportation and/or business development.
- Practical knowledge of methods, practices and principles of management, program development and program service delivery (i.e., delivering results from program development to successful implementation).
- Relevant background in marketing/communications and public-private partnerships.
- Strong interpersonal and organizational development skills and ability to collaborate with high level leadership, staff, board, local government, public agencies, and industry professionals to meet programmatic goals.
- Experience managing and leading committees of high-level decision makers/leaders (policy level) and working committees charged with project/program delivery (program level).
- Ability to coordinate public information and respond to media requests.
- Detail oriented work style and project management abilities with experience managing contracts.
- Excellent communications and facilitation abilities.
- Experience in, and comfort with, public speaking.
- Organization building and fundraising experience (desired).

ED Salary

\$74,213 (Source: 2014 990 form, reportable compensation from the organization)

Irvine Spectrum Transportation Management Association

Scope of TMA's work

The Irvine Spectrum TMA was formed to address transportation issues of the 3800 companies and over 80,000 people employed at the Irvine Spectrum. Currently, the TMA pays the City of Irvine to expand the service area of their "ishuttle" service to serve Spectrum employees and local residents. The TMA also provides transit pass subsidies.

ED Salary

\$153,154 (Source: 2013 990 form, reportable compensation from the organization)

Mission Bay Transportation Management Association

<http://www.missionbaytma.org/>

Scope of TMA's work

The Mission Bay TMA runs the Mission Bay Shuttle with service between Mission Bay and BART, Caltrain, and the Transbay Terminal.

ED Salary

No ED, salary for project management and administration is \$65,000 and \$30,000 respectively. (Source: Wendy Silvani)

Sacramento Transportation Management Association

<http://www.sacramento-tma.org/>

Scope of TMA's work

Incorporated in 1989, the Sacramento TMA has 205 members, representing more than 90,000 commuters. The Sacramento TMA serves employers, commuters and residents from the American River to Elk Grove and from the Sacramento River to 65th Street. The TMA runs the "Commuter Club," an online site providing commuter information, an Emergency Ride Home program, and runs campaigns such as "May is Bike Month."

ED Salary

\$127,550 (Source: 2014 990 form, reportable compensation from the organization)

South Natomas Transportation Management Association

<http://www.sntma.org/>

Scope of TMA's work

Incorporated in 1989, the TMA has approximately 200 members with 7,500 employees. The South Natomas TMA provides Carpool and Transit subsidies, manages an Emergency Ride Home and Bike Program, and initiates a number of capital improvements.

ED Salary

\$80,733 (Source: 2014 990 form, reportable compensation from the organization)

West Alameda Transportation Demand Management Association

<http://alamedalanding.com/transportation/>

Scope of TMA's work

This TMA, also referred to as the Alameda Landing TMA is responsible for two free shuttle buses. The Estuary Crossing Shuttle is a free shuttle bus service linking Lake Merritt BART and Alameda Landing. The Alameda Landing Express is a free shuttle linking Alameda Landing the 12th Street BART. The TMA also provides information about other commute options in the area.

ED Salary

No ED, salary for project management is \$50,000. (Source: Wendy Silvani)

**Palo Alto TMA
Update for the Board of Directors
February 16, 2016**

1. Stanford's Sustainable Cities class has begun reaching out to employers with low income employees to collect data about barriers to using public transit; whether and how much of a subsidy is needed to 'convert' employees to transit and employers' willingness to continue to provide some sort of subsidy post-pilot. The students are also working with Clipper to flesh out the details of implementation, monitoring and evaluation.

The students have Spanish and Mandarin language capabilities, so will be able to communicate effectively with many limited English-language speaking employees.

The final deliverable will be a report to the Board detailing recommendations for program implementation. It will include actionable steps and critical information such as:

- Which employees (or employee groups) indicated a high willingness to participate
- Current modes and distances traveled
- Current incentives available (what and how much)
- Which employees will benefit the most from a transit subsidy
- Recommended timeframe for the pilot
- Recommended levels of subsidies required
- Recommended levels of post-pilot subsidies required by employers and employee contributions

The students will also create marketing materials to promote the program. The Sustainable Cities class ends in early March. The group would like to present its report to the Board at our March meeting. Assuming a positive response, this pilot could be ready to launch in April.

2. Clarification of the distinction between fees charged to TMA members and contributions required from the Board of Directors.

Our Bylaws specifically allow the Board to establish one or more classes of non-voting members with rights and obligations as the Board deems appropriate for each class. This means the TMA can set various categories of membership, much like museums do, with different benefits in return for different levels of support. The chart below illustrates an example of such a tiered system. Different tiers may be packaged as in the sample below, or be offered as a fee for specific services. These 'members' have no voting rights and would not be eligible to serve on the Board based on these fees for services.

(partial list of benefits)	Basic	Premium	Executive
Commute Planning Assistance	x	x	x
Guaranteed Ride Home	x	x	x
Employee Commuter Survey	x	x	x
Events On Site		x	x
Commuter kiosk (i.e., Transit Screen)		x	x
Customized materials		x	x
TDM Work Plan			x

Transit Pass Program		x	x
Rewards Programs		x	x
TDM Workshops and Focus Groups			x
Recognition as a Sponsor on TMA web, etc.			x

Directors on the Board, on the other hand, are required to generate a specific financial ***contribution*** to the TMA each year. This contribution is independent of any fees for services or ‘tiered’ membership. The amount is set by the Board on an annual basis in order to remain sensitive to changing economic conditions and other priorities. Board members may make individual contributions or obtain other corporate and/or individual contributions in the amounts specified for the employer category they represent. Only Directors may nominate and elect Directors, and vote on Association matters.