

RECONNECTING FORT WAYNE: Transportation Transportation Management Associations

Prepared for
City of Fort Wayne, Indiana

By Janice Metzger & Stephen Perkins, Ph.D.
Center for Neighborhood Technology

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Reconnecting Fort Wayne: Transportation

Transportation Management Associations

Reconnecting Fort Wayne: Transportation is a six part report designed to promote sustainable transportation planning in Fort Wayne. The first five reports, published in December of 2007, are innovative approaches or tools for analyzing current conditions and offering more transportation choice and lower household transportation cost. These reports include:

Car Sharing
Housing + Transportation
Streetcars
Transportation Management Associations
UPASS: Unlimited Transit Pass

A sixth report, on transportation funding in Fort Wayne, will be produced in early 2008 to complete the series.

Acknowledgements

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About the Center for Neighborhood Technology

The Center for Neighborhood Technology (CNT) was founded in 1978 to research, adapt and test new community revitalization strategies relevant to urban communities, especially strategies that harnessed the environmental and economic value of the more efficient use of natural resources. Over the years, CNT has worked to disclose the hidden assets of the Chicagoland economy and urban areas more broadly; demonstrate the multi-bottom line benefits of more resource-efficient policies and practices; and show how the value of what we demonstrated could be captured to benefit communities and their residents inclusively. CNT's work, especially in the areas of energy, transportation, materials conservation and housing preservation, helped fuel a generation of community development institutions and learning, garnering us a reputation as an economic innovator and leader in the field of creative sustainable development.

CNT serves as the umbrella for a number of projects and affiliate organizations, all of which help the organization fulfill its mission: to promote the development of more livable and sustainable urban communities. CNT's transportation work is focused on using transportation assets to serve both the environmental and economic development goals of regions and communities. CNT works to boost demand for clean, efficient and affordable mass transit; increase the supply of traditional and non-traditional mass transit services; disclose the linkages between transportation costs and housing affordability; create model value-capture mechanisms that take advantage of the intersection of efficient transportation networks with community economic development programs; and promote policy initiatives that increase public participation in investment decisions and make more resources available for sustainable investments.

More information about CNT is available at www.cnt.org.

How and Why Might Fort Wayne Use a Transportation Management Association?

A Summary of the Opportunities

Leaders in Fort Wayne have identified sustainability as a strategy for economic growth that also improves the environment and quality of life. Transportation is one of the largest contributors to climate change and one of the biggest drains on household budgets (on average, transportation is the second largest household expenditure, after housing). Offering the public more transportation options is cost-effective for private *and* public budgets and can significantly improve environmental sustainability.

Fort Wayne has many compact neighborhoods with nearby major employers and educational institutions. Although private automobiles are the mode of choice throughout Fort Wayne today, concentrated programming in these compact neighborhoods could create broader transportation choices, which in turn create significant household savings and environmental benefits. What is missing is the organizational mechanism for bringing a full range of transportation choice to Fort Wayne.



The Skyline from Headwaters Park

Transportation Management Associations (TMAs) are a model used in a majority of states in the U.S. to increase transportation choice at a local level. We propose that Fort Wayne develop a TMA to run innovative programs in up to five areas: the downtown/West Central neighborhood, the North River neighborhood, the IPFW/Ivy Tech area, the area around Parkview's Randalia campus, and Renaissance Pointe. The most comprehensive strategy proposed is to link TMAs, car sharing and UPASS programs, with the TMA providing management of the other programs, to create areas of substantial transportation choice in Fort Wayne. These areas, which we call "Eco-Pods," offer the greatest opportunity for the successful shift of some resident and/or visitor trips from private autos to other transportation options.

While TMAs operate diverse types of services, the Fort Wayne TMA proposed here would potentially have these functions:

- Promotion of walking and bicycling where feasible;
- Bulk sales of student and employee transit passes and administration of a universal pass program;
- Commuter services like van pools and ridesharing;
- Accessory services to transit, such as promotion and employer education about tax-free options for employee purchase of transit passes;
- Parking pricing and parking management services;
- Car sharing (individual accounts for residents and business accounts for institutions).

Fort Wayne has an opportunity to creatively mold a TMA that corresponds to local preferences, supports transportation choice, encourages the use of new choices and documents the economic and environmental benefits of exercising transportation choice. A TMA is the backbone, the organizational structure, on which to build diverse transportation options.

Context, Purpose and Characteristics of TMAs

Transportation Management Associations (TMAs) are public/private partnerships usually organized to address employer concerns about commute time or predictability. They have been in existence for over 20 years.

Comprehensive information on existing TMAs in North America can be found in the *2003 Transportation Management Association Survey*, conducted by the National Center for Transit Research at the University of South Florida, in conjunction with the Association for Commuter Transportation. Summary information from the survey will be cited here to provide an overview of how TMAs operate. The report of the full survey can be found in Appendix A.

The survey was constructed to allow respondents to state the TMA purpose and mission in their own words. The initial mission/purpose responses were grouped in the categories by the researchers. Congestion was mentioned by over half (56%) of the respondents. Growth (17%), new development (13%), transit (13%) and air quality (11%) were clustered in a second tier of responses. Purposes that garnered only single-digit percentage responses included parking, regulation, new road or highway, trip reduction and land use.

A variety of programs and services are offered by TMAs throughout the country to address the purposes and mission of TMAs. According to the most recent TMA Survey about half of responding TMAs offer promotional services/newsletters/events and offer Guaranteed Ride Home.¹ In descending order, the next most frequently cited services in 2003 are listed below:

Regional/local advocacy	41
Direct rideshare incentives	39
Tax benefit program assistance	38
Trip reduction plan preparation	38
Rideshare matching	37
Vanpool subsidy program	36
Subsidized transit passes	35
Vanpool services	35
Employee Transportation Coordinator (ETC)	34
Bicycle program	32
Telecommuting assistance	31

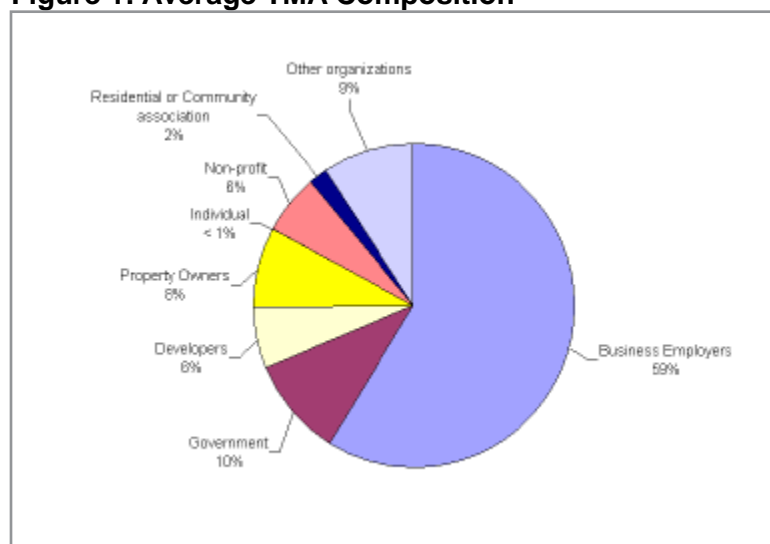
Most of these functions could be of benefit in Fort Wayne. Some, like the “tax benefit program assistance,” are already available but employers and employees are generally unaware that transit passes can be purchased with pre-tax dollars. Many TMAs not only promote, but help employers to administer, these types of programs.

Over time, the services offered by TMA have changed. In 1993 two-thirds of all TMAs developed surveys, presumably to gather information on what services would be useful when TMAs were in their infancy. By the time of the 1998 and 2003 surveys, no respondents had offered surveys. New services were coming “on line” in 2003. The tax benefit program mentioned above was a response to federal tax reforms that made the benefit possible in 1998. Bicycle programs were offered by one-third of respondents in 2003, but were not really on the horizon in the 1998 survey. One of the most recent innovations for TMAs to adopt is car sharing, which has potential benefits for Fort Wayne.

The degree of flexibility offered by TMAs is evident from the information above. TMAs are local solutions to locally defined commute issues. While they share structural and programmatic similarities, and a body of research and guidance, they select from a broad menu of programs to adapt to local conditions.

The membership of TMAs comes primarily from business employers, as can be seen in a pie chart published in the 2003 TMA survey:

Figure 1: Average TMA Composition



The great majority of TMAs surveyed (82%) had full time or part-time staff, while the remainder used volunteers or a coordinator employed by a partner organization. The range of full time staff was from 1 to 20, but the median number was 2. New TMAs frequently employed contract staff as project manager(s) during the start up phase and later employed contract staff for specific legal, accounting or other professional services.

The median range for TMA operating expenses was reported to be \$150,000 to \$200,000. The most frequently reported funding source was dues, with federal grants close behind.

Member dues	56%
Federal grants	48%
Local grants	28%
State grants	27%
In-kind donations	25%
Service contracts	19%
Fees for services	16%
Developer funding agreements	9%
Business improvement districts	7%
<i>(Additional miscellaneous categories not included here).</i>	

TMA's in Indiana

No Indiana TMAs were identified in the 2003 Transportation Management Association Survey, nor is there enabling legislation in the Indiana Code that defines the purpose or composition for TMAs.² However, there appears to be no legal impediment to TMAs in Indiana. The Central Indiana Commuter Services (CICS) operates as a TMA, for example, although it does not use the TMA designation. Many of the employer participants of CICS are state (and federal) agencies. The state has endorsed the functions of CICS through an Executive Order issued in 2005 (Executive Order 05-21) defining a state goal to increase participation in the CICS program by 5% that year.³ There is no reason to assume any prohibition of TMAs, and the evidence seems to indicate they are tacitly approved.

CICS is operated by the Indianapolis transit agency, IndyGo. CICS describes itself as:⁴

- A government/business/community partnership designed to reduce air pollution and traffic congestion by reducing the number of single occupancy vehicles on the road.
- A voluntary initiative where employers can offer a broader range of commute options to employees that will help produce a more stable and productive work force and enhance employee recruiting and retention.
- A benefit to employees that improves their quality of life by making “getting to work” easier, more affordable, more comfortable, and less stressful.
- A benefit to employers by reducing parking costs and the company’s tax burden.
- A benefit to the community because it will help provide greater mobility, sustainable resources, and a better quality of life.

The services CICS offers are very similar to those offered by TMAs:

- Ridematching for carpools and vanpools
- Database of commuters wanting to rideshare
- Operation of a vanpool program
- Outreach to area employers and commuters
- Direct interaction through sales calls to employers
- Commuter brochure, advertising, interactive website, toll free phone number, highway signs, promotions, and various events for commuters
- Assistance in transportation planning for employers
- Assistance in establishing employer based incentive programs
- Assistance in establishing commuter benefit programs, which include pre-tax accounts to pay transportation costs or subsidy programs for transit and vanpooling
- Emergency Ride Home

The CICS home page⁵ immediately engages commuters on the economic benefits of travel choice. Their Commute Cost Calculator is prominent on the home page and provides individualized cost data to commuters considering alternatives to single-occupant auto travel. In response to a phone inquiry, staff acknowledged that CICS “acts as a TMA.”⁶ The almost 140 participating employers include the state of Indiana and 11 divisions of the U.S. government, as well as hospitals, hotels, universities and colleges. See Appendix B for a full list of CICS employers.



Guidance on Start-Ups and Funding of TMAs

There are two excellent references on organizing and funding TMAs. Concise guidance on funding TMAs was found in *Opportunities for Sustainable TMA Funding*, by UrbanTrans Consultants for the Colorado Department of Transportation. Their report is attached as Appendix C. Much more detailed guidance is available in the *TMA Handbook: A Guide to Successful Transportation Management Associations*, which is available from the Center for Urban Transportation Research at the University of South Florida. The TMA Handbook is a detailed manual covering every aspect of planning, implementation and early operation of a TMA, including information as specific as job descriptions for employees. A summary of topics covered in the TMA Handbook follows the overview of *Opportunities for Sustainable TMA Funding*.

Opportunities for Sustainable TMA Funding, UrbanTrans

UrbanTrans defines a healthy, mature TMA as having a diverse revenue base with funding from the following sources:

- Membership dues
- Public grants or public funding of some sort
- Fee-for-service
- Assessments (Business Improvement Districts [BIDs], common area agreements, etc.)

The federal categories that UrbanTrans cites as relevant to TMAs (in addition to the Congestion Mitigation Air Quality [CMAQ] program which is discussed in more detail in the next section) include small funding sources like Job Access/Reverse Commute (JARC), Transportation and Community and System Preservation (TCSP) and Transportation Enhancements (TE). Larger funding sources from which TMAs could draw resources include the Surface Transportation Program (STP) and the National Highway System (NHS). UrbanTrans does not address the political considerations involved in overcoming reluctance to use “road dollars” to reduce demand for driving, but that is a consideration that needs to be taken into account.

City and county governments often allocate funds to TMAs, through parking revenues, project start-up funds or impact fees on new developments. In Colorado, Business Improvement Districts are reported to be “one of the most feasible options for funding TDM (Transportation Demand Management) programs”

The full text of *Opportunities for Sustainable TMA Funding* is found in Appendix C. It is worth noting here that the expanded statement of “Public and private sector support” specifies that:

Successful TMAs are usually initiated by a “pull” from the private sector rather than a “push” from the public sector. However, both supports are necessary to succeed as businesses will secure funding and clear implementation of the travel demand strategies while public bodies will secure political support and a coherence vis-à-vis all policy strategies.

The TMA Handbook, Center for Urban Transportation Research

The Handbook, which covers all aspects of a TMA start-up, reviews various definitions of TMAs and recommends the following as most comprehensive:

A Transportation Management Association (TMA) is an organized group applying carefully selected approaches to facilitating the movement of people and goods within an area. TMAs are often legally constituted and frequently led by the private sector in partnership with the

public sector to solve transportation problems.

A brief overview of the most essential topics from the Handbook is included here. Acquisition of the guide is strongly recommended; it is an excellent resource.

1. About TMAs

- TMAs were first used in the early 1980s; by the late 1980s some states, including Massachusetts, California and New Jersey, allocated state funding for TMAs.
- TMAs need the “pull” of private sector involvement, not just the “push” of public agencies.
- TMAs take on a variety of roles, including broker, service provider, consultant, watchdog, clearinghouse for information and others.
- The Center for Urban Transportation Research maintains an online database of trip reduction ordinances from across the nation.
- TMAs strategies manage demand rather than managing supply and target efforts to specific markets or geographic locations where results are most effective.

2. The Possibilities

- TMAs can address problems no one else addresses.
- Most TMAs incorporate as an autonomous non-profit organization.
- A feasibility study is a good first step (a sample format for a feasibility study is included in the appendices).

3. Building Relationships

- Description of the “human structure” of a TMA, policies and procedures that build successful collaborations.
- Definitions of various 501 (c) organizations.
- Bylaws, articles of incorporation, structure and staffing (with detailed examples in the appendices).
- Problem solving and role definition
- Building membership, defining the organizational base
- Marketing and promotion

4. Planning and Evaluation

- Performance criteria, performance evaluation, financial management systems, customer and member satisfaction, work plans, etc.
- Surveys, focus groups, other data collection methods.
- Detailed steps for creating a strategic work plan.

5. Financial Management and Service Delivery

- Budgets, operations, marketing and promotion
- Funding sources.
- Financial management, with detailed examples.

Funding Sources

Frequently Used Federal Sources

Federal legislation does not mandate TMAs, but regulations have been promulgated that qualify TMAs for Congestion Mitigation and Air Quality funding.⁷ Key statements from that Federal Highway Administration guidance include:

Section III.A.13 Public/Private Initiatives: *The CMAQ program may be used to fund projects or programs that are owned, operated or under the primary control of the public sector, including public/private joint ventures. A state may use CMAQ funds for initiatives that are privately owned and/or operated, including efforts developed and implemented by Transportation Management Associations, as long as the activity is one which: (1) normally is a public sector responsibility (such as facility development for enhanced I/M programs), (s) private ownership or operation is shown to be cost-effective and (3) THE State is responsible for protecting the public interest and public investment inherent in the use of Federal Funds.*

Activities which are the mandated responsibility of the private sector under the Clean Air Act, such as vapor recovery systems at gas stations, are not eligible. Implementation of employer trip reduction programs is also a private responsibility, but general program assistance to employees to help them plan and promote these programs is eligible. Further assistance to support trip reduction programs in the form of new public transportation services is also eligible as outlined in Section III.A.6.

Section III.B.3 Establishing/Contracting with TMAs: *Transportation Management Associations (TMAs) are comprised of private individuals or firms who organize to address the transportation issues in their immediate locale. Previous guidance allowed the funding of transportation projects generated by TMAs if air quality benefits were demonstrated but did not allow funding for the TMA itself. This guidance now allows the use of CMAQ funds for the establishment of TMAs. Eligible expenses for reimbursement are associated start-up costs for up to 3 years. As with previous guidance, the TMA must still be sponsored by a public agency, and the State (or other public agency) is still ultimately responsible for ensuring that funds are appropriately used to meet CMAQ program objectives.*

During the program review, representatives from several States felt that existing policy prevented them from contracting with TMAs to provide services and develop projects that have air quality benefits. The TMAs can play a useful role in brokering transportation services to private employers, and this guidance clarifies that CMAQ funds may be used to contract with TMAs for this purpose, including coordinating rideshare programs, providing shuttle services, developing parking management programs, etc. Sufficient care must be taken to specify the goals and deliverables before granting the use of CMAQ funds for this activity.

These regulations are exclusive to TMAs funded by CMAQ.

Innovative funding mechanisms for TMAs have been pioneered in other states and will be addressed here. One noteworthy generalization to make is that TMAs are very diverse and flexible organizations in their structure, services and funding styles. They also respond to a variety of challenges.

Innovative Funding Sources

The TMA Handbook covers funding comprehensively. Rather than try to duplicate that effort here, we assume anyone interested in creating a TMA will study the handbook very carefully. For the benefit of the general reader, we list a few unique institutions and opportunities in Fort Wayne that might help with initiating or sustaining a TMA.

Since membership dues are an important component of most TMAs, some early allies in the private market will be an asset in determining the feasibility of a TMA. Fort Wayne's Downtown Improvement District (DID) is a potential partner and ally because transportation choice is an economic benefit to its constituency. Parkview Hospital has a unique situation that may make it another early partner. Over the next four to five years, employees will be transferring from one Parkview campus to another. The resulting travel changes offer individual and institutional opportunities. Parkview may be able to offer travel choice incentives as an employee retention technique for valued personnel during a time of stress. Employees may be more open to change at a time when they need to seek out new routes or new travel options.

Foundation funding may be a possibility for organizational start up and/or ongoing operating support. Verizon Foundation, due to its location in Fort Wayne and interest in innovative uses of technology, might help fund a TMA both as a charitable and a business endeavor (to ease its own employees' commute difficulties). Other possibilities, particularly for start-up funds, might include the Community Foundation of Greater Fort Wayne and the John S. and James L. Knight Foundation. If the TMA accentuated the health and physical activity benefits of offering multiple transportation options, foundations with a health focus might become possibilities too. Foundations with an environmental portfolio might also help initiate the TMA.

The state of Indiana does not specifically authorize TMAs but does not prohibit them either. Indiana is not one of the states that funds TMAs.

Strengths and Weaknesses of TMAs

The 2003 TMA Survey, conducted by the Center for Urban Transportation Research, showed that TMAs are most prevalent on the two coasts, but have a significant foothold in the Midwest. The organizations are diverse at founding and become more diverse over time. This is likely due to their flexible, local focus and their ability to adapt as conditions change and new operations become possible. For instance, car sharing is an innovative approach reported for the first time in the 2003 survey; it was not a category in the 1998 survey.



Car sharing can be another tool in a TMA toolkit

The authors of the 2003 TMA Survey report, “We also are seeing a broader range in services offered by TMAs due to efforts to test creative service ideas and harness technological advances as well as appeal to a more diversified membership.” (p. 11)

The “typical” TMA was described by the authors of the 2003 TMA Survey as: a formally incorporated organization with about 40 member organizations, a board of directors, a median of two staff members and a budget in the range of \$150,000 to \$200,000. The two most significant sources of funding were membership dues and government grants. Beyond those generalizations there is a great degree of variation in the services provided, the geographies covered and the marketing and promotion strategies employed. TMAs are locally-driven and locally-governed responses to unique circumstances and seem to evolve over time, individually and as a group. Their flexibility seems to be their greatest strength.

TMAs seem to suffer from a lack of strategic planning, especially from the absence of goals, objectives and other quantifiable measures of performance. They also have become less diverse in their funding base over time, with dues and government grants now providing the great majority of their support. Other funding sources that may be utilized to a greater extent in the future include service contract, fees for services, developer funding agreements and business improvement districts.

Case Studies

Case studies in the TMA Handbook were reviewed to ensure that all aspects of potential future TMA activity in Fort Wayne were included. Relevant case studies from the TMA Handbook, reprinted here as Appendix D, include:

- Trip reduction plans for new developments (Los Angeles, CA)
- B-BOP (Bike, Bus or Pool), parking cash-out, and other programs (Minneapolis, MN)
- Medical institution coordinated transportation that reduced single occupant travel by 12% in seven years (Boston, MA)
- A Hotel Employee Shuttle (Tampa, FL)
- Subsidized transit, carpool and vanpool incentives to reduce parking demand and cost to a corporation (Atlanta, GA)

Two additional case studies are included in this document to serve as examples for consideration in Fort Wayne. Information is included here on Central Indiana Commuter Services' Walk and Bike promotion and on the car sharing program run by an Atlanta TMA.

Bike and Walk Incentives – Central Indiana Commuter Services, Indianapolis, IN

IndyGo, the region's transit agency sponsors an organization that is a TMA in all but name. In addition to offering transit encouragement, vanpools and carpools, CICS offers services for commuters who bike or walk to work. CICS will search for a "bike buddy" for people cycling to work or to transit, through an online matchlist. All bikers or walkers who are registered in the program, work for participating employers and walk or bike at least three times a week are eligible for an emergency ride home or free taxi if they should have a personal or family emergency during the work day.

For more information contact:
CICS staff
(312) 327-RIDE (7433)
info@centralincommuter.net

Car sharing Program – Clifton Corridor TMA, Atlanta, GA

The Clifton Corridor TMA has been closely linked to Emory University, since its founding in 1999. The university, which offers extensive transportation services of its own, provided office space and start-up staffing to the TMA. The primary responsibility of the TMA is to provide shuttle service along Clifton Road. However, the university and the TMA jointly promote a branch of a national car sharing company.

Federal Congestion Mitigation/Air Quality funds provided early seed money to help the TMA become self-sustaining. Clifton Corridor is home to many large institutional employers, such as the Centers for Disease Control and Prevention, who participate in the TMA.

The University and the TMA continue to maintain a symbiotic relationship and recently increased their level of services. The University's Parking & Transportation Services office reports that at the end of 2006, Clifton Road averaged 43,000 car trips per day through a 1.6 mile stretch of road. The University instituted a number of congestion reduction measures including:

- Raised the parking rates (reported to be very effective);
- Enhanced shuttle service by providing expanded campus circulator and neighborhood routes and adding three remote Park-n-Ride locations;
- Discounted public transit fares;

- Carpool and vanpool incentives;
- Free Flexcar membership with four free usage hours/week or sixteen free hours/month.

For more information contact:
Alice P. Sloan
Transportation Coordinator
Transportation & Parking Services
Emory University
404.727.1865
ASLOAN@emory.edu

Transportation Management Association Recommendations

1. **Identify Leadership Group:** Identify business, institutional (hospital and educational) and governmental policy-makers whose organizations would benefit from a TMA. Recruit them for a Task Force and orient them to the charge.
2. **Distribute TMA Manuals:** Secure copies of the TMA Manual, produced by the Association for Commuter Transportation, to help inform TMA Task Force Members of the customary and prudent steps taken to start a TMA.
3. **TMA Forum:** Sponsor a symposium for the Task Force, bringing representatives of Central Indiana Commuter Services and out-of-state TMA officials to Fort Wayne to present and discuss their operational models.
4. **Identify Potential Local TMA Services:** The Task Force should identify the specific conditions that make a TMA relevant to the membership.
 - a. Aggregate employee and/or student zip code data to better understand origin and destination points in commute trips.
 - b. Assist in setting up an initial survey of employers and students to understand which potential TMA services might spark a shift in commuter behavior.
 - c. Assess the feasibility of providing TMA services, such as ridematching or vanpooling, to commuters in the Eco-Pod communities.
5. **Explore Project Funding:** Evaluate the potential of a TMA to fund or provide a funding match for specialized transportation services, through user fees, membership dues and other innovative financing mechanisms.
6. **Develop Proposal:** Present Task Force recommendations to the mayor and city council.

Endnotes

- ¹ Guaranteed Ride Home is a “safety net” for many other commute alternatives. They ensure that employees who come to work in a vanpool, rideshare arrangement or on transit (with infrequent service intervals) can get home quickly in the case of a bonafide emergency.
- ² Charles Myers, State Information Counselor, verified the absence of TMA legislation on October 22, 2007.
- ³ <http://www.in.gov/idoa/3183.htm>
- ⁴ <http://www.centralincommuter.net/aboutus.aspx>
- ⁵ <http://www.centralincommuter.net/>
- ⁶ Telephone interview with Joann Hall, Central Indiana Commuter Services, October 24, 2007.
- ⁷ The Congestion Mitigation and Air Quality Improvement (CMAQ) Program of the Intermodal Surface Transportation Efficiency Act, Guidance Update, March 7, 1996

Appendix A – 2003 TMA Survey

Center for Research

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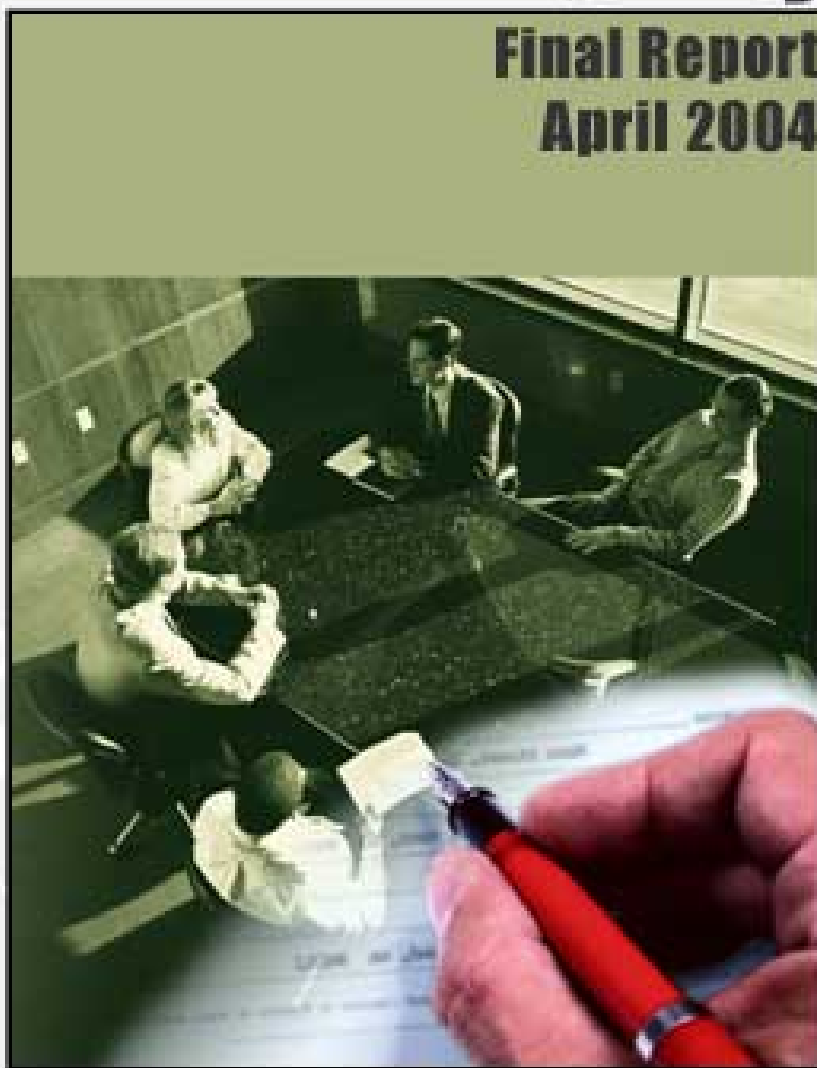
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2003 Transportation Management Association Survey

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April 2004



National Center for
Transit Research

**2003
Transportation Management Association (TMA)
Survey**

***Final Report
of the
National TDM and Telework Clearinghouse***

**Prepared in association with the
Association for Commuter Transportation**

Sara J. Hendricks
Principal Investigator

Susan Pederson-Stahl
Graduate Student Assistant

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CENTER FOR URBAN TRANSPORTATION RESEARCH

University of South Florida
4202 E. Fowler Avenue, CUT 100
Tampa, FL 33620-5375
(813) 974-3120, SunCom 574-3120, Fax (813) 974-5168

Edward Mierzejewski, CUTR Director

Joel Volinski, NCTR Director

Philip Winters, TDM Program Director, National TDM and Telework Clearinghouse

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16. Abstract This report provides the results of a survey that was conducted in the Spring of 2003, inviting all TMAs in the United States and Canada to participate. A total of 97 out of approximately 146 known American TMAs participated and 7 out of 8 known Canadian TMAs participated. The survey contained 70 questions on the topics of membership, services, personnel and policies, financial characteristics, and organizational characteristics. The general model for TMA development and operations is shared by both U.S. and Canadian TMAs. The central focus of U.S. TMAs remains policy leadership, advocacy and service provision. Survey results showed a continuing trend toward diversification of geographic service area definition, offered services, member groups, range in membership size, membership definition and travel markets. TMAs have made progress in securing adequate support staffing, incorporating the use of new technologies to achieve their missions and in the development of adequate compensation and benefits packages for TMA staff. More TMAs are now conducting employee evaluations and program/services evaluations. Less progress has been made in the area of following principles of association management, such as conducting work plans and strategic planning processes. Less progress has also been made in the area of developing dues and non-grant funding sources.					
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2003 Transportation Management Association (TMA) Survey

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Executive Summary

This report provides the final results for all questions of the 2003 Transportation Management Association (TMA) Survey. The survey was conducted in association with the Association for Commuter Transportation. It was funded by the National Center for Transit Research at the University of South Florida. This report includes an interpretive analysis of results for TMAs in the United States and Canada. The response rate for U.S. TMAs was 97 out of a total of 146, or 66 percent. The 1993 TMA Survey identified 140 TMAs in existence and the 1998 TMA Survey identified 135 TMAs in existence, indicating that while some new TMAs formed and some older TMAs disbanded, the net number of TMAs increased by less than five percent over the past ten years.

In the U.S., at least one TMA is located within 29 states and half of all U.S. TMAs are in one of four states that have strong air quality or land use regulatory environments. In Canada, there are eight TMAs, seven of which responded to the survey. Three TMAs are located in Vancouver, British Columbia, three more TMAs are located in Montréal, Québec, one TMA is located in Toronto, Ontario and one TMA is located in Halifax, Nova Scotia. Canadian TMAs are generally younger than their U.S. counterparts and mostly operate on smaller budgets within a larger parent organization. While the majority of U.S. TMAs are incorporated non-profit organizations, most Canadian TMAs operate within parent organizations. Correspondingly, while the final authority for deciding most U.S. TMA actions rests with the members only, the final authority for deciding actions of most Canadian TMAs is shared with the government or an advisory committee. While the largest group of members in U.S. TMAs is business employers, the largest group of members of Canadian TMAs is government employers. Canadian TMAs serve generally smaller travel markets than U.S. TMAs, with a focus on serving commuters rather than other travel markets. The missions of some Canadian TMAs differ somewhat from the U.S. TMAs in that there is an additional emphasis on public health and well being that is not as much articulated by U.S. TMAs. Correspondingly, Canadian TMA staff members represent more prevalent professional backgrounds in teaching and environmental studies, while the professional emphasis in the U.S. is marketing.

Despite these differences between Canadian TMAs and U.S. TMAs, the general model for TMA development and operations is shared by both nations, especially when contrasted with the strikingly different manner of service delivery by European nations. The similarities are particularly strong in the area of service provision. Mobility management services in European nations are generally provided through individual entities rather than partnerships. This difference might require the TMA survey instrument to be modified in order to include European activities in future surveys. Appendix B provides further discussion.

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The central focus of U.S. TMAs remains policy leadership, advocacy and service provision. The most commonly offered services are promotional materials and events, rideshare matching, guaranteed ride home and regional/local advocacy. While direct shuttle service operation is among the least frequently offered services, it is still offered by 29 percent of all responding TMAs. This is a higher proportion of TMAs with shuttle services than in 1998. Larger TMA budgets are associated with the provision of transit services. We also are seeing a broader range in services offered by TMAs due to efforts to test creative service ideas and harness technological advances as well as appeal to a more diversified membership.

While the mission of the TMA Survey was to attempt to draw generalizations about TMAs, perhaps the most striking feature described by the data is the flexibility of TMA organizational structure and diversity of operational characteristics while pursuing roughly similar missions. However, the apparent trend toward increasing diversity of TMAs as characterized by the 2003 TMA Survey may be overstated and not necessarily reflect true changes in TMAs over the past ten years. This is due to the inclusiveness of the most recent definition of a TMA in the *TMA Handbook*, so that more diverse organizations considering themselves TMAs have responded who otherwise might not have. Also, the expansion of answer options in the 2003 TMA Survey may appear to indicate changes and increasing diversity of TMAs over the years, when in reality, the responses may more closely specify the nature of the TMA as it has been all along. Having provided this caveat, the 2003 TMA Survey results indicated a continuing trend toward increasing diversification of TMA operational characteristics, including:

- Diversified geographic service area definitions
- Expansion of service types
- Diversified member groups
- Enlarged range in membership size
- Differing membership definitions
- Diversified travel markets in addition to commuters

The 2003 TMA Survey indicates that TMAs have made progress in securing more adequate support staffing, incorporating the use of new technologies to achieve their missions and in the development of adequate compensation and benefit packages for TMA staff. Also on the positive side, a larger proportion of TMAs are conducting program evaluations. This is indicative of members and funders wanting greater accountability regarding the outcome of programs and the results of their investments. Additionally, TMA staff sees the desirability of information gained through evaluation as a tool to publicize program benefits as well as to improve and refine programs and services. A larger proportion of TMAs are also conducting employee evaluations. This is a positive sign for TMA professionals because it conveys a greater effort toward objectivity and consistency of evaluation, which will reward high-performing TMA staff while providing guidance on areas for improvement.

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In 1993, the average TMA was incorporated with a high degree of organizational administration through the use of governing documents. By 2003, the average TMA was still incorporated but there were an increasing number of TMAs operating informally. This may be due to the desire to demonstrate results quickly through programs and services by sidestepping the effort involved in setting up the administrative structure of an independent non-profit. Little progress has been made toward the 1993 recommendation to follow principles of association management. This is evidenced by a decreased use of governing documents. Approximately 40 percent of TMAs indicated that they do not use an annual or 2-year work plan and 24 percent of TMAs with budgets larger than \$300,000 do not have strategic plans. Regardless of the degree of formality of the TMA organization, yearly work plans and strategic planning are valuable tools. They require a degree of reflection and forethought to ensure the work of the TMA stays focused. Most TMAs should develop work plans and conduct strategic planning processes.

Less progress has also been made in developing dues and non-grant funding sources. This may be due to a greater reliance on government funding than in 1993, which may enable TMAs to concentrate immediately on service provision rather than organizational administration. The average TMA in 2003 had fewer members but with a greater diversification of geographic service area definition and of member types. Business employers held a lesser majority of TMA membership in 2003 than ten years prior, with a larger percentage from groups that have less financial resources and political clout.

The decrease in revenues from member dues is likely associated with the corresponding decrease in business employers and developers as member groups, who would pay higher dues fees than fee rates established for other member groups (i.e., non-profits). The income source that appears to make up the difference is government funding. This is not a positive sign for TMAs because government as a TMA “customer” represents the general public, which is a far less specified, more nebulous target market than developers and business owners. If a business member withdraws from membership, the TMA loses the income derived from the dues of one member. But a far too large proportion of a TMA budget in the form of a large grant may be controlled by one or a few government entities. Its withdrawal could spell disaster for the TMA. For example, the effective work of many TMAs that have assisted regions to attain federal air quality standards may mean their doom as TMAs become less likely to receive Congestion Mitigation and Air Quality grants.

The study identified elements of increased or decreased activity on the part of TMAs as summarized in the table below.

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Trends in TMA Activities

Decreases in Activity	Increases in Activity
✓ Membership size	✓ Board size
✓ Volunteer staffing	✓ Paid staffing
✓ Peer-to-peer member recruiting	✓ Board chair recruiting
✓ Annual meetings	✓ Use of personnel policy documents
✓ Board meetings	✓ Use of employee evaluations
✓ Committee work	✓ Use of program/services evaluations
✓ Contracts with vendors for TMA staffing	✓ Contracts with vendors for service delivery
✓ Use of dues	
✓ Strategic planning	
✓ Use of governing documents	
✓ Annual audit	
✓ Annual financial report	
✓ TMA incorporation	
✓ Use of volunteer legal counsel	

In 2003, the observed combination of larger permanent paid staffs, fewer TMA members, less reliance on volunteer and committees, less reliance on dues as an income source, less board meetings, and less peer-to-peer member recruitment appear to indicate a general decrease in involvement by the TMA membership and a larger balance of the work done by TMA staff. Decreased member activity may mean either satisfaction resulting from issue resolution or a membership in need of rejuvenation. Over 60 percent of TMAs do not provide some kind of board training. Just 5 percent of TMAs have set a maximum number of terms for board officers.

TMAs have larger permanent staffs than they used to. While this is a positive sign that TMAs have more stable and ample resources to carry out their missions, it also makes it easier for a tired or uninspired TMA board to lean more upon the staff to “carry the torch”. Within a TMA service area there may be only a small number of TMA leaders among the membership that can ably champion the organization at any one time. This underscores the necessity of TMAs to always be looking closely at the service needs of the membership to determine ways to revitalize the appeal and role of the TMA in the business community.

In the later 1980’s and early 1990’s, there may have been a higher degree of anticipation over the potential of TMAs, as an organizational structure that can deliver resolution to transportation issues. In 2003, as the relative newness of the TMA concept has matured, a sense of reality has set in that while TMAs can and are effective organizational structures for addressing transportation issues, many of the kinds of problems that TMAs address do not go away

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overnight, if ever. While new problems arise as some old ones are resolved, there are always the continuing problems associated with traffic congestion. TMA effectiveness is commensurate with the degree of ongoing commitment and time that partners are willing to give.

Based upon survey results and observations from the analysis, recommendations were developed with discussion provided. Recommendations were on topics that focused on the fundamentals:

- Developing TMA roles and services that members value
- Seeking alternative income sources to bolster funding stability
- Finding champions in the community to renew TMA leadership
- Providing TMA board officer training and term limits
- Serving on the MPO board
- Conducting annual and strategic planning processes

The 2003 TMA Survey analysis has provided results on the status of TMAs and charted trends in changing characteristics. The aim has been to identify what can be done to improve the current profile of TMA operations. Overall, these results have provided a mixed picture of progress for TMAs, including areas exhibiting clear gains as well as other areas that need to be watched. To maintain proper perspective, the operation of a TMA is not easy work. Resolving transportation issues through partnerships is a tenuous business requiring TMA staff to convince influential people to donate their time, talents, and other valuable resources. TMA staff is called upon to employ an uncommon combination of technical transportation knowledge, marketing, association management and “people skills” to maintain the organization within a constantly shifting economic and political context. At the same time, the struggle is increasing for urban areas to maintain transportation services for growing populations within the constraints of shrinking undeveloped space, limited public funds and complex and costly legal environments. TMAs provide promising opportunities for enterprising communities to craft options through a participatory process. Communities need TMAs more now than before and it is hoped that TMA staff, boards, and funding partners are reassured of the importance of these vanguard efforts. The 2003 TMA Survey results are intended to help TMAs continue their work.

Report appendices provide detailed information regarding the survey methodology, with suggestions on how to improve it for future surveys. Transportation professionals from European nations have expressed interest in survey results. It is considered that future surveys may offer opportunities for increased international collaboration and information transfer.

2003 Transportation Management Association (TMA) Survey

Introduction

This report provides the final results for all questions of the 2003 Transportation Management Association (TMA) Survey, including an interpretative analysis of results for TMAs in the United States and Canada. The intent of the survey is to make reliable generalizations regarding the organization and operation of TMAs. It gives individual TMAs information on how their organization compares with the national average. This is not to suggest that TMAs should necessarily seek to emulate the national norm. The 2001 *TMA Handbook* emphasizes the advantages of TMA organizational variation rather than conforming to any particular model. In fact, an “average TMA” is a fictitious TMA. Survey results indicate that all TMAs differ, by at least one quality, from the “average” as aggregated across all responses given by survey participants.

Instead, the information in the survey can illustrate the range of differences among TMAs, demonstrating the organizational flexibility of the TMA concept, and more importantly, provide TMAs with ideas on various options for operating their TMAs. Survey results may also serve to check the pulse of TMA operations and signal positive or negative trends, which constitute issues that should be addressed to strengthen TMAs.

This report contains the results of the analysis in the order in which the questions were listed by topic in the TMA Survey:

Questions 1-6:	Address and contact information
Questions 7-13:	Membership
Questions 14-19	Services
Questions 20-31	Personnel and policies
Questions 32-41	Financial characteristics
Questions 42-70	Organization

Starting with question 7, the exact wording of the questions is provided and precedes the survey findings. Questions 13, 19, 31, 41 and 70 were omitted from this report format because these questions asked for additional comments. Instead, the information provided in response to these questions has been incorporated into the text as clarification to related survey questions. Where there was comparative information available from previous years, this was also included. The analysis first examines U.S. TMAs, followed by a separate comparative analysis of Canadian TMAs. The Appendices include:

- A list of all participating TMAs with their email and web site addresses provided by them in the survey
- A discussion of observations and suggestions for administering the 2008 TMA Survey

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- A discussion of considerations for expanding the Survey to include European nations and others
- A copy of the letter that was used to invite TMAs to participate in the survey
- A copy of the survey instrument

While the 2003 TMA Survey provides a wealth of information, it is important to keep in mind some limitations of the Survey. The TMA Survey comparisons indicate that some changes in the operations and characteristics of TMAs have occurred over the past ten years. However, the Survey results generally do not answer *why* these changes occurred. For example, we know that letters sent from the Executive Director to prospective members is a recruitment tactic that was used less in 2003 than in 1993. The survey does not tell us why this decrease occurred. In order to identify the reasons for this change, we would have to determine if the TMA answered this question differently in previous surveys, then ask the respondent to explain why this change occurred.

Every effort was made to keep the 2003 TMA Survey consistent with previous surveys. However, changes in the wording of some survey questions may explain differences in answers from 1993 to 2003. In particular, the provision of a greater variety of answer options might result in a decrease in the number of respondents that made a choice from fewer original answer options in previous surveys. For example, some TMAs that answered “specialized activity center” to describe their service area might have checked “suburban” in the 1993 survey when “specialized activity center” was not an answer option. The decrease in the number of respondents checking “suburban” to describe their service area does not necessarily mean that any TMAs redefined their service areas during the last ten years nor that newer TMAs created to serve a specialized activity center took the place of disbanded TMAs that once served suburban service areas. However, the greater number of answer options, while presenting complications in comparing data from 1993 to 2003, does provide us a more detailed picture of the characteristics of TMAs today.

A second reason for changes indicated between 1993 and 2003 could be changes in interpretation of survey questions by the respondent in 1993, compared with the respondent in 2003, since in many cases the TMA Executive Director who responded in 1993 is not the same person who responded in 2003.

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Background

The TMA Survey has been conducted twice before on behalf of the TMA Council of the Association for Commuter Transportation: in 1993¹ and in 1998². The Center for Urban Transportation Research at the University of South Florida in Tampa offered to do the 2003 update, funded by a grant from the National Center for Transit Research. The 2003 TMA Survey builds upon this historical data with the intent that this data continue to be collected every five years. As time passes, we will be able to identify emerging trends in the roles and function of TMAs that may better inform us how to improve their operations.

The design of the 2003 TMA Survey was aimed at maintaining consistency of the questions with previous surveys as much as possible to allow for comparison of data from 1998 and 1993. The survey contained 70 questions on the topics of membership, services, personnel and policies, financial characteristics and organizational characteristics. One observation noted by the survey analysts of the previous 1998 TMA Survey, was that a sharp diversity exists among organizations that identify themselves as TMAs. In response to this observation, one change to the 2003 TMA Survey was the addition of more answer options and an “other, please specify_____” answer option wherever possible, to enable respondents to explain in further detail if none of the other answer options provided adequate alternatives. An “Additional comments...” line was also provided at the end of each section, which participants frequently used to qualify and clarify answers given to previous questions, indicating the difficulty that many TMAs had describing their TMAs accurately within the confines of the answer options. TMAs collectively provided 138 clarifications as part of additional comments.

Some organizations initially thought they should not respond to the survey because their organizations were either just in the formation stages, were not dues-collecting or did not have formal memberships. These organizations were encouraged to respond. However, because of this pattern of concern, there is some question whether many other TMAs did not respond to the survey because they did not feel that their organizations fit a traditional profile. The cover letter that accompanied the survey attempted to address the question of whether the survey applied to an organization by referencing the highly flexible and inclusive definition of a TMA, as provided in the 2001 *TMA Handbook*. According to the *Handbook*, “A TMA is an organized group applying carefully selected approaches to facilitating the movement of people and goods within

¹ Davidson, Diane, “Common TMA Roles and Procedures”, prepared by The TMA Group, Franklin, TN, published in the 1995 TMA Summit Proceedings, Association for Commuter Transportation.

² Ungemah, David W. and Stuart M. Anderson, “The Evolving TMA: Results from the 1998 ACT TMA Council Operational Survey”, prepared by Urban & Transportation Consulting, prepared for the Association for Commuter Transportation, TDM Review, Vol. VII, Number 1, Winter, 1999. This article was republished in the appendix of the 2001 TMA Handbook.

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an area. TMAs are often legally constituted and frequently led by the private sector in partnership with the public sector to solve transportation problems.”

The mail list database of TMAs was developed through several sources, including the ACT member database, the ACT TMA Council contact list, Internet searches, a database of the National TDM and Telework Clearinghouse, contact with state departments of transportation, a question posted to the TDM listserv and through numerous inquiries to peers in the profession and phone calls to verify information. TMAs were invited regardless of ACT membership affiliation. A hard copy and an electronic copy of the survey and cover letter were sent to 227 addresses, including ten contacts in Canada, of which eight were verified as TMAs. Seven of these TMAs responded.

In addition to Canadian TMAs, the survey attempted to include the European experience by sending surveys to 13 known European contacts. However, responses from TDM professionals in Germany and Italy observed that, with the possible exception of The Netherlands, the organizational structure for delivering mobility management services is not similar to the TMA model used in the United States and Canada. One survey from The Netherlands was completed and returned. In general, mobility management services in European nations are delivered not by TMAs or other forms of public-private partnerships but by individual entities, such as a single company offering services to its employees.

Total Number of U.S. TMAs

A total of 204 American contacts received invitations to participate in the TMA Survey. Ultimately, 65 contacts were later set aside after concluding they were not TMAs. A total of 97 surveys were received from TMAs located in the United States. An additional 49 identified U.S. TMAs did not respond. The response rate for U.S. TMAs was 97 out of a total of 146, or 66%, which is remarkable, considering the length and complexity of the survey. The 1993 TMA Survey identified 140 TMAs in existence and the 1998 TMA Survey identified 135 TMAs in existence, indicating that while some new TMAs formed and some older TMAs disbanded, the net number of TMAs increased by less than five percent over the past ten years.

Geographic Location of TMAs

Based upon survey responses and the development of the database, at least one TMA is located within 29 states and the District of Columbia while no TMAs are located within the remaining 21 states. TMAs tend to be concentrated along the East Coast (51) and the West Coast (40) states. Those states containing 10 or more TMAs include California (31), Massachusetts (15), Florida (14), and Arizona (12). Other states with between five and ten TMAs include Pennsylvania, Georgia, Virginia, Colorado, New Jersey and Oregon. Figure 1 below shows the number and

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Membership Characteristics

TMA Member Composition

7. What is the composition of your membership? (Percent of total members, not travel markets).

The composition of TMA membership, looking collectively across TMAs, indicates that the majority of TMAs include business employers and that business employers tend to be the most highly represented group within a TMA. However, membership composition comparisons with 1993 data in Figure 2 indicate a decrease in the percentage of business employers composing overall membership.

Figure 2: Comparison of Membership Composition

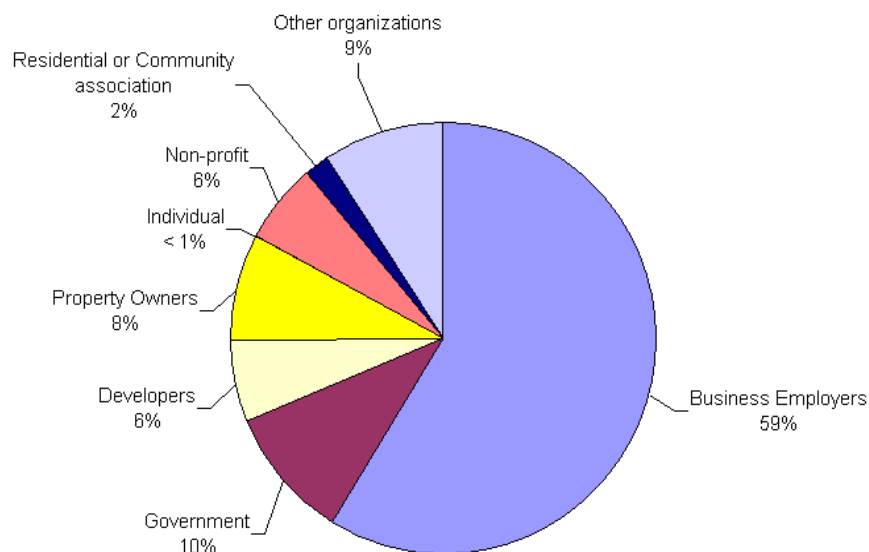
Member group	1993	2003
Business employers	72%	59%
Developers	10%	6%
Government	8%	10%
Chambers of commerce	2%	--
Suppliers	2%	--
Property owners	--	8%
Non-profit organizations	--	6%
Residential or community association	--	2%
Individuals	--	<1%
Other	6%	9%

Looking collectively across all TMAs, Figure 3 shows the membership composition of the aggregate “average” TMA. When we compute averages across all TMAs, 59 percent of TMA membership are business employers, 5 percent are government employers, 5 percent are government agencies, 6 percent are developers, 8 percent are commercial property owners, less than 1 percent are individuals, 6 percent are nonprofit organizations, 2 percent are residential and community association representatives and 9 percent are other. Other is usually unspecified but for those who did specify, the most common answer supplied was universities and educational institutions. In comparison, the 1998 TMA Survey found that 75 percent of TMA membership is derived from business employers. The 2003 TMA Survey provided more answer options and it is possible that the combined percentages for business employers, property owners and government employers and to some degree, other, provides the comparison for the percentage of membership derived from businesses and employers in 1998. The percentage for these groups combined in 2003 is 79.6 percent.

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Out of the 93 surveys supplying a response to this question, 59 TMAs have from 50-100 percent of their memberships composed of business employers and 12 of these TMAs have 100 percent of their memberships composed of business employers. Another seventeen TMAs have the majority of their memberships from other categories. For example, five TMAs have 100 percent of their memberships composed of commercial property owners. Three TMAs have between 64 and 100 percent of their memberships composed of non-profit organizations. Three TMAs have from 50 to 100 percent of their memberships composed of government agencies. Another TMA has 100 percent of its membership composed of educational institutions. Two TMAs have 50 and 80 percent of their memberships composed of residential or community association representatives. Three TMAs have between 50 and 82 percent of their memberships composed of developers. Three TMAs had memberships under formation. The remaining 14 TMAs have memberships with generally even representation across two or more groups. Fifty-two of the TMAs have memberships composed of three or more groups.

Figure 3: Average TMA Composition



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Number of Members

8. How many members does your TMA represent?

In 1993, the typical TMA had 20-80 members. This appears to hold less true in 2003 as 65 percent of TMAs had memberships of 40 or less. Figure 4 provides the fuller picture. It shows that while the majority of TMAs had memberships of 40 or less, another 23 percent of TMAs had memberships of 81 and higher. Ten TMAs gave membership sizes ranging from 4,000 to 24,000.

Figure 4: 2003 TMA Membership Size

Range in Number of Members	Percentage of TMAs in Range
3-20	42%
21-40	23%
41-60	7%
61-80	5%
81 and higher	23%

The seemingly simple question about numbers of members turned out to be one of the most complex questions of the survey to analyze. The question was answered by a wide range of numerical responses in addition to notes. Closer inspection of the surveys indicates that membership size appeared to be defined in five ways, as categorized in Figure 5. Accordingly, the TMAs were divided up into these five groups to attempt more meaningful comparisons. These member groups include the following.

Category 1. Members are the number of participating companies, employers, developers, office building owners, government or non-profit entities. Services are available to employees or residents represented by the member entities. This is perhaps the most traditional member definition for TMAs. These TMAs are usually independent private nonprofits.

Category 2. Members are the same as those serving on the governing board. The TMA provides services to employees, commuters, or other customer groups, regardless of whether these individuals are represented by a board member. These are generally, independent, private nonprofits or in one case a government commission.

Category 3. Members are so by virtue of property ownership within the geographic location of a business improvement district (BID), community improvement district (CID), municipal service district, or owner's association. Membership is mandatory and automatic.

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Category 4. Members are so by virtue of joint membership in a chamber of commerce or business association (parent organization). In this category, there appear to be shades of difference in the degree of independence of the TMA from its parent organization. Some TMAs function quite independently from the parent organization. There may be some autonomy of decision making by the TMA and there may be some membership distinction between regular chamber members and those who are also active with the TMA. Other parent organizations provide automatic membership in the TMA and the TMA functions as a committee of the parent association. In this case, the governing board of the parent organization provides final authority for decision making for the TMA.

Category 5. One TMA whose service area is citywide is required to provide services to all employers, residences and businesses within the city. In this case, the membership is defined as all those eligible to receive services by virtue of location within the city. This category might also include those members as some number of individuals who subscribe to services.

Thus, TMA memberships that include members of a parent organization can have memberships in the thousands, while TMAs whose boards of directors *are* the members may have less than ten members.

The number of members may also be closely tied to voting rights, dues category or other means of funding the TMA. For example, one TMA gave numerical figures for voting members and for public affiliates (non-voting) members. Many TMAs explained that they do not have formal memberships. Two TMAs responded that the question was not applicable. Some gave a split figure between the total number of members as well as the number of active members. One TMA provided membership figures for different grades of membership, such as full member, affiliate and supplemental. Another TMA gave membership figures based upon categories such as regular member, ex-officio and trade-out. Six TMAs gave numerical ranges as an answer. Ten TMAs gave memberships ranging from 4,000 to 24,000. Two TMAs were too new to categorize, and the others are categorized below.

Figure 5: Number of Members by Category of Membership

Category	Total # of TMAs	Total unknown responses	Range	Mean	Median
1. Member companies	32	2	6-4000	59	33
2. Members as board participants	20	4	3-48	18	15
3. Members as property owners	8	4	99-15,000	--	--
4. Joint memberships	34	6	4-24,000	729	28
5. Members as service recipients	1	--	--	--	--

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It was anticipated that by assigning the TMAs to different categories based on five member definitions, there would emerge some clear distinctions in the number of members. However, the distinctions are still not all that clear cut. All member categories have wide ranges in the number of members. The median figures for the number of members seem to show more realistic figures than the mean because the pools of numbers would contain far more on the smaller side, then just a few with very large numbers. In category 3, the eight TMAs that have memberships within a business improvement district or community improvement district also indicated quite a range in the number of members, perhaps because the geographic size of the district as well as other land use characteristics can vary significantly from one district to another. Because only four of the eight TMAs responded with a specific figure, the mean and median did not seem to be useful to calculate. Perhaps what this exercise best illustrates is the great diversity of TMAs, even when comparing groups of TMAs with similar membership criteria. What appears most striking about the results is the large range in number of members for TMAs, even for the category where members are essentially the same as those serving on a governing board.

Member Recruitment Activities

9. How does your organization recruit members?

The question of member recruitment may not apply to some TMAs whose mission involves the specific relationship between a few particular entities, in which the solution to the transportation issue would not be addressed by expanding the involvement to include others.

The majority of responses appear to interpret the question as the number of member companies. Most TMAs that use mandatory participation, do so for only a portion of the membership. While the intent of the survey question regarded recruiting success, this does not apply to those whose members are so by virtue of location within a business improvement district and whose taxed property owners automatically become TMA members. For these TMAs, members gained and lost is more a reflection of change in economic activity within the service area. Respondents whose membership is defined by a community improvement district (CID) will answer the question not regarding recruiting members but encouraging use of available services.

Over 75 percent of the TMAs use some combination of two or more recruitment tactics. Figure 6 shows comparisons and changes in the use of recruitment methods by TMAs over the past ten years.

In 1993, 43 percent of all TMAs used some combination of recruitment tactics while in 2003, 75 percent of all TMAs used two or more recruitment tactics. A comparison indicates that the Executive Director continues to do the lion's share of member recruitment, even though this has

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decreased a little over the last ten years. The real shift appears to be recruitment responsibility from the membership to the Board Chair. Out of the 97 possible responses, four survey participants did not respond to this question. Of the remaining 93, 20 TMAs use mandatory membership. One TMA did no recruiting and four others do not recruit because all property owners are members in the TMA defined as a municipal district in which members pay taxes.

While three TMAs indicated that they use all of the recruitment tactics listed, over 75 percent of the TMAs use some combination of two or more of the recruitment tactics. The frequency for each tactic is provided in Figure 6. For example, 69 percent of all TMAs who use recruitment tactics use contact from the Executive Director.

Figure 6: Comparison of Recruitment Tactics

Recruitment Tactic	1993	2003
Contact from Executive Director	75%	69%
Peer-to-peer contact	66%	42%
Contact from Board Chair	25%	52%
Invitation to TMA-sponsored presentations	--	44%
Brochure/packet of information	--	33%
Presentations by Board member or Executive Director as business meeting	--	33%
Cold calling to meet with the Executive Director	--	29%
Mandatory membership	--	22%
Other	--	12%
Joint membership in parent organization	--	4%

Recruitment tactics listed under “other” included:

- Website
- Newsletter
- Holiday shuttle
- Program participation
- Potential members contact us
- Seasonal promotions/contests

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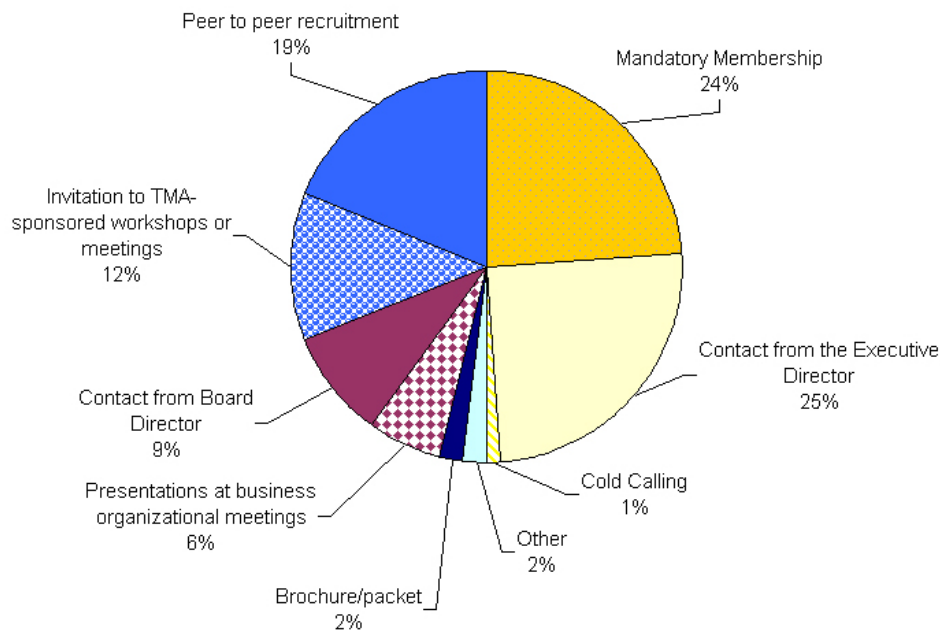
Most Successful Recruitment Activity

10. Which method for recruiting membership do you view as most successful?

Figure 7 indicates the collective vote of all TMAs regarding the most successful member recruitment tactics in 2003. Of the 97 possible respondents, three did not respond and one said the TMA was too new to know. Of the remaining 93 respondents, 14 respondents checked more than one. The vote is as follows below. For example 25 percent of all TMAs chose contact from the executive director as the most successful membership recruitment tactic. One TMA responded that he has not found any successful recruitment tactics. Best tactics listed under “other” included:

- Municipal district that requires membership
- Program participation
- Work with city economic development office to bring in new property owners into municipal district
- Contact from property manager vouching for TMA value
- Advertisements in the newspaper

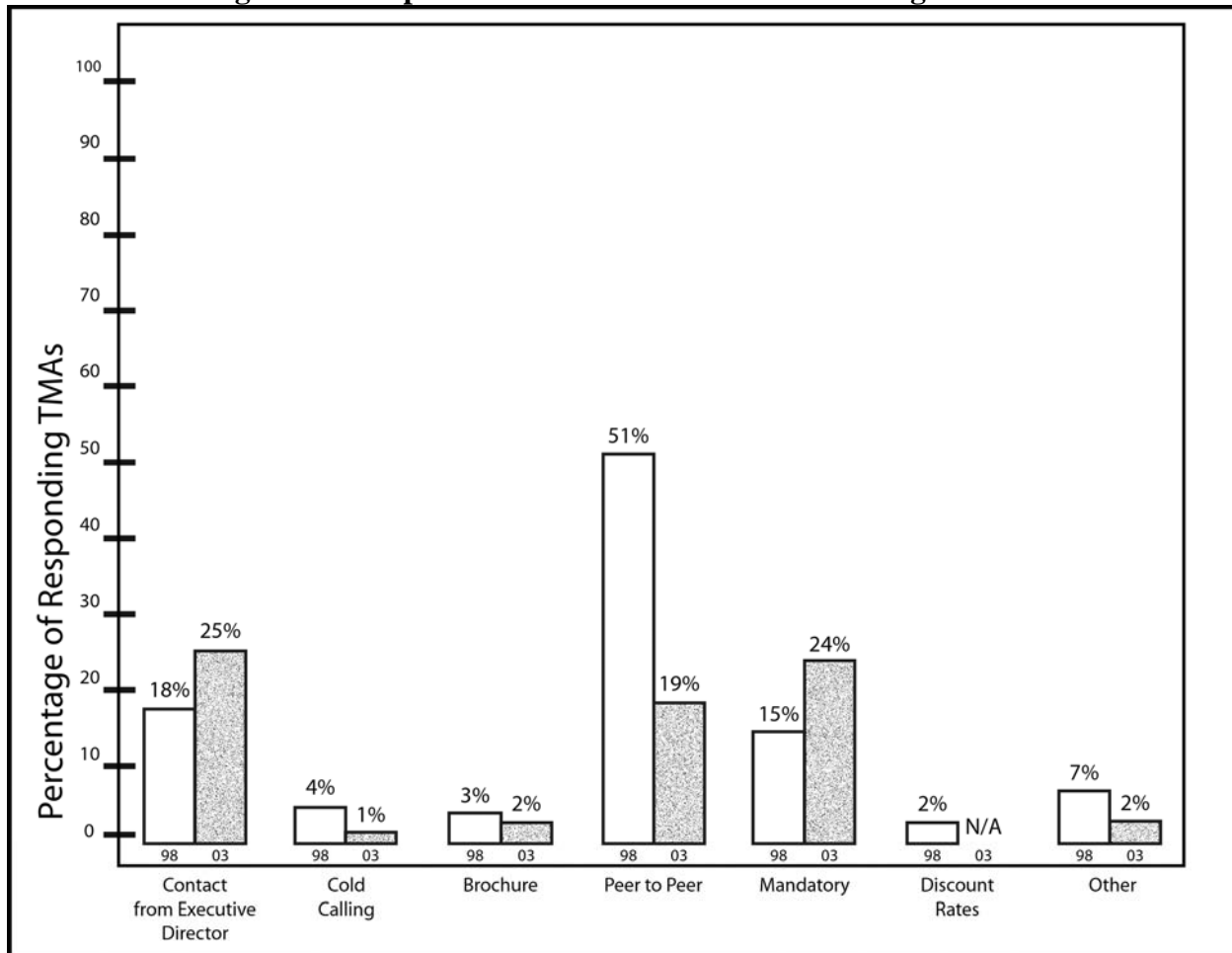
Figure 7: Most Successful Recruitment Tactic



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Figure 8 shows a comparison of attitudes regarding the most successful recruitment practices between 1998 and 2003. While TMAs rated contact from executive director and peer-to-peer (member to member) recruitment among the most successful tactics, we find that use of these tactics both decreased from 10 years ago. The decreases might be explained by expanding the use of other tactics and that these tactics are used in combination. While only 9% think that contact from a board director is the most successful tactic, the use of this tactic has increased from 25% to 52%. This may indicate more involvement by directors and less involvement by members. It is also understood that what may be most successful for one TMA may not work as well for another.

Figure 8: Comparisons of Most Successful Recruiting Method



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Members Recruited/Lost

11. Approximately how many new members did you recruit/lose last year?

The majority of responses appeared to interpret the question as the number of member companies gained or lost. But again, the data indicate that “member” has a differing definition from one TMA to another. In 1993, it was reported that 37 percent of all TMAs had no turnover in the past year with an average turnover rate of 6 percent. In 2003, TMAs reported member gains ranging from 0-1,000 with a median gain of 3, and member losses ranging from 0-150 with a median loss of 2 members. Some survey participants might have interpreted the question as presupposing that TMAs want to expand in membership. The survey results show that not all of them do. Out of the 97 possible respondents, there were nine that did not respond, five “not applicable” and two responses with question marks. Three more responded by giving a numerical range and five more respondents provided answers greater than 450.

Percentage of Entire Potential Member Base

12. Out of the entire potential membership base located within your TMA service area, what percentage of these is actually represented as members on the TMA? Also include within this percentage, all employers who lease office space from property owners who are members on the TMA.

This was a new question that replaced the 1998 survey question, “Estimate what percentage of area employers is represented on the TMA.” Out of 96 potential respondents, 12 did not answer, three put question marks, and eight answered “non-applicable”. Most answering “non-applicable” were CIDs in which membership is required. Of the 73 remaining, the distribution of answers was spread evenly from zero to 100 percent, with some thinning in the middle. Fifty-three percent of those responding indicate 30 percent or less. Forty percent of those responding indicate 60 percent or more. Nine TMAs indicated 100 percent participation. Some of these nine TMAs were CIDs, while others may have first started with a membership base and the service area was defined according to its current members.

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TMA Services

Magnitude of Travel Markets

14. Approximately how many of each of the following types of travel target markets does the TMA currently serve?

This was a new question in the 2003 TMA Survey and replaced the previous question of “Approximately how many commuters does your TMA represent?” The question attempted to enable a TMA to distinguish between its membership and the overall markets to which it offers services. Membership, as implicitly defined by the survey, represents the number of entities formally or actively involved in the TMA. Travel markets represent the number of individuals that constitute the potential customer base. The question also was intended to find out the extent to which TMAs provide services aimed at reducing other forms of travel besides traditional commuter travel. Out of the 97 total possible responses, 11 TMAs did not respond to the question. Thirteen respondents answered by giving the percentages for each travel market they serve rather than a numerical answer. Of these thirteen, ten respondents replied that 100 percent of their travel markets are commuters. Twelve more respondents placed check marks rather than numerals, simply indicating which travel markets their TMA served. In 1993, the average TMA covered an area that contained an average of 45,800 commuters. In 2003, that average increased slightly to 49,100 commuters. Figure 9 summarizes the magnitude of the potential customer base of TMAs by travel market.

All but three TMAs indicated that their TMAs serve commuters. Fifty-six out of the 97 total respondents, or 58 percent of all respondents, indicated that their TMAs also serve travel markets in addition to or other than commuters. These include 45 percent of the 97 total respondents indicating they serve students, 40 percent serve residents, 29 percent serve visitors, and 5 percent serve other travel markets. Examples of “other” given were hospital-related traffic, airport passengers and meet/greeters and festivals or special event traffic. There were six TMAs that indicated they serve only travel markets other than commuters. The magnitude of visitor travel markets served by TMAs ranged from 500 to 8,000,000 although it would appear that several visitor totals given are annual rather than daily figures.

Figure 9: Magnitude of Potential Customer Base of TMAs

TRAVEL MARKET	RANGE	MEAN	MEDIAN
COMMUTERS	300-400,000	49,100	20,000
STUDENTS	200-100,000	16,500	10,000
RESIDENTS	1000-300,000	46,100	22,500
VISITORS	500-8,000,000	1,130,500	47,500

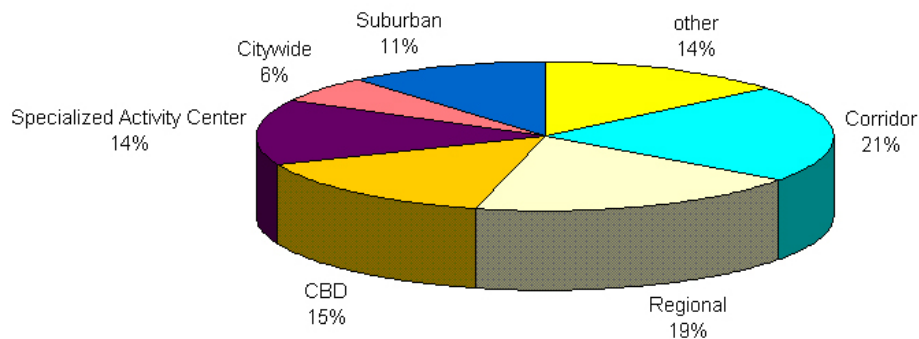
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Geographic Scope of Service Area

15. What is the geographic scope of the TMA's service area? Check only one.

Ninety-six out of 97 respondents provided an answer to this question. Figure 10 illustrates the variation in responses. Regional (multijurisdictional) TMAs comprised 19 percent of all TMAs, citywide (one jurisdiction) comprised six percent of all TMAs, and corridor TMAs comprised 21 percent of all TMAs. Another 15 percent were central business district TMAs. Suburban (fringe activity center) TMAs comprised 11 percent of all TMAs. Specialized activity centers comprised 14 percent of all TMAs. Specialized activity centers were defined within the survey instrument as large development complexes relating to universities, tourist attractions, hospitals, airports, or an industry. "Other" types of TMAs comprised the final 14 percent of all TMAs.

Figure 10: Geographic Scope of TMA Service Area



The 2003 TMA Survey offered two additional answer options for the description of the scope of the TMA service area. It shows that a significant portion, 28 percent of TMAs today do not fit the traditional service areas of ten years ago, as shown in Figure 11.

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Figure 11: Comparison of TMA Scope of Service Area

Scope of Service Area	1993	2003
Regional	26%	19%
Suburban	22%	11%
Corridor	20%	21%
Central Business District	12%	15%
Citywide	10%	6%
Specialized Activity Center	--	14%
Other	--	14%

In 1993, the survey analyst suggested a trend of TMAs increasing their geographic scope of influence. However, while TMAs in 2003 do not appear to be continuing to expand geographic influence as the above numbers suggest, they are finding it useful to more closely specify that geography as represented by the 28 percent that identify themselves as either specialized activity center or “other.” Other types of TMAs included countywide, an industrial park, a rural TMA, a single employer, half a city, a master planned community, an area larger than a CBD but smaller than citywide, a bi-county low density research and development park, a national park and a statewide TMA. While a few of these other types appear to fall within some of the traditional categories, no recategorizing of TMAs was done because it is believed that the TMA knows best how to accurately categorize its geographic scope.

Services Offered

16. “Check which of the following services your TMA offers, including contract services from a third party.”

In 1993, advocacy and promotion were the most common TMA activities. In 2003, the most frequently offered services were promotional materials/newsletters, rideshare matching, promotional events, guaranteed ride home and regional/local advocacy. The least frequently offered services included parking services and management, which was initially measured in 1993 as a service type not frequently offered and it is continuing to decrease over time. Carsharing was also among the least frequently offered services. This was not measured in previous surveys and is considered to be among the more recent innovations in service provision. Direct shuttle service operation was also among the least offered services. Beginning in 2003, the answer option, “Direct shuttle service operation”, was provided to distinguish from the more general “Shuttle/local transit provision.” In 2003, 71 percent of all responding TMAs did not offer direct shuttle service operation, which means 29 percent do. It is remarkable that close to one third of all responding TMAs provide direct shuttle service operation. Figure 12 below

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shows the percentage of all responding TMAs that offer each service for the years 1993, 1998 and 2003. Services listed under “other”, which were offered to members in 2003 include:

- Visitor services
- Relocation assistance
- Electric Vehicle promotion
- Construction/traffic advisories
- Government reporting/compliance
- Alternative fuel infrastructure development
- Walking program
- Cycling safety workshops
- Active living program
- Pedestrian amenity review
- Livable community camps
- Spanish translated information

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**Figure 12: Percentage of Responding TMAs That Offer Service
Comparisons With Data From 1993 and 1998 Surveys***

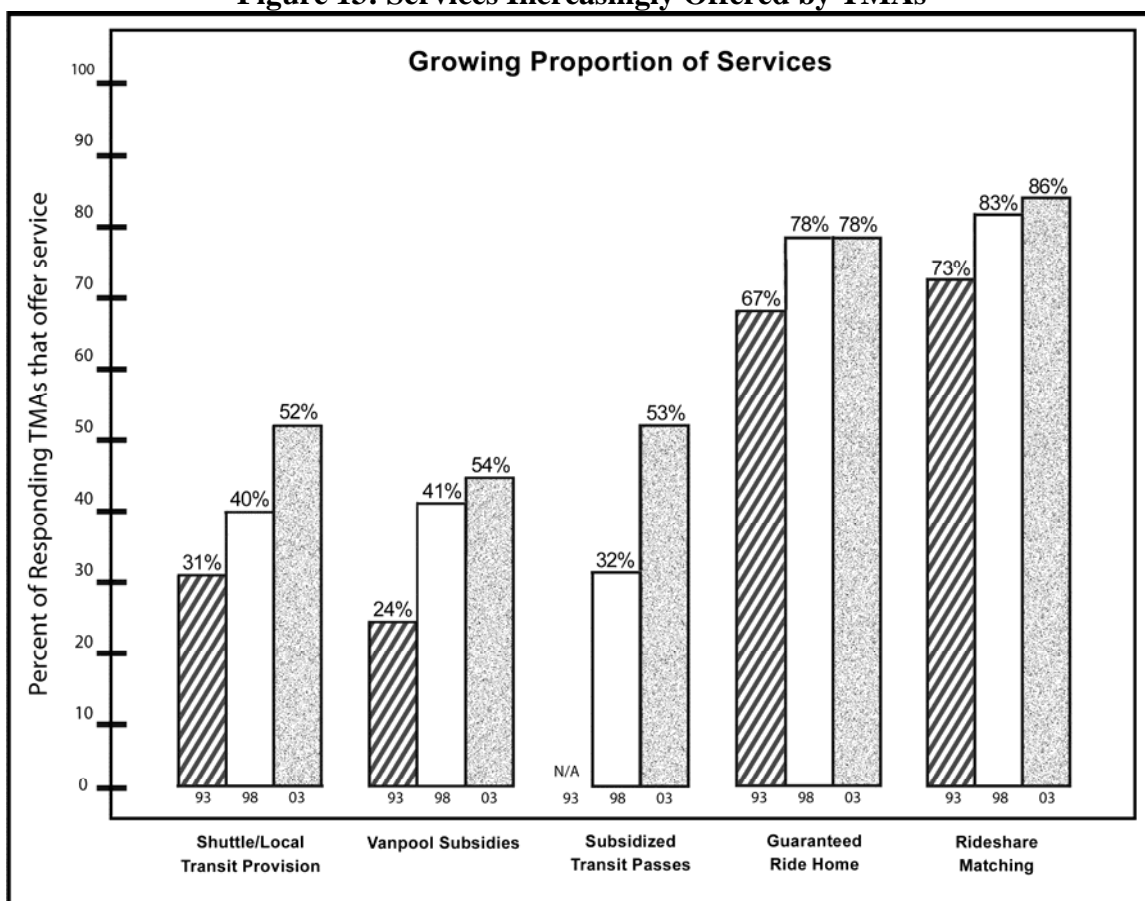
Service	Provided to members	Provided to members only		Provided to non-members only		Provided to members and non-members		Provided to non-members at a higher rate		Not offered	
	1993	1998	2003	1998	2003	1998	2003	1998	2003	1998	2003
ETC training	61	49	34	2	3	12	15	2	1	34	47
Rideshare matching	73	33	37	5	5	45	43	0	1	17	14
Rideshare promotion	--	55	--	5	--	33	--	1	--	6	--
Telecommuting assistance	--	--	31	--	2	--	18	--	2	--	47
Transit pass sales	39	--	--	--	--	--	--	--	--	--	--
Subsidized transit passes	--	18	35	5	2	9	14	0	2	68	47
Direct rideshare incentives	--	--	39	--	1	--	13	--	2	--	46
Shuttle/local transit provision	31	16	27	4	3	15	23	5	1	60	48
Direct shuttle service operation	--	--	15	--	1	--	11	--	2	--	71
Guaranteed Ride Home	67	56	51	5	2	13	22	2	3	22	22
Vanpool Services	78	33	35	4	3	21	28	0	0	43	34
Vanpool subsidy program	24	26	36	4	2	12	16	0	0	59	46
Regional/Local advocacy	96	57	41	4	1	28	32	1	0	10	26
Site design assistance	--	37	21	4	0	6	15	4	1	49	62
Trip reduction plan preparation	69	41	38	2	0	9	20	9	3	38	39
Parking service provision	--	23	18	4	0	2	9	2	0	67	73
Parking pricing and/or management	41	22	15	4	0	2	9	2	1	68	75
Promotional materials/newsletters	84	43	47	4	2	41	36	1	3	11	12
Promotional events	90	55	44	2	2	32	34	2	3	9	17
Tax benefit program assistance	--	--	38	--	3	--	22	--	1	--	36
Carshare program	--	--	13	--	1	--	11	--	0	--	75
Bicycle program	--	--	32	--	2	--	21	--	1	--	44
Other	29	--	23	--	0	--	6	--	2	--	69
Develop survey	67	--	--	--	--	--	--	--	--	--	--

* Totals across rows may not equal 100 percent due to rounding error.

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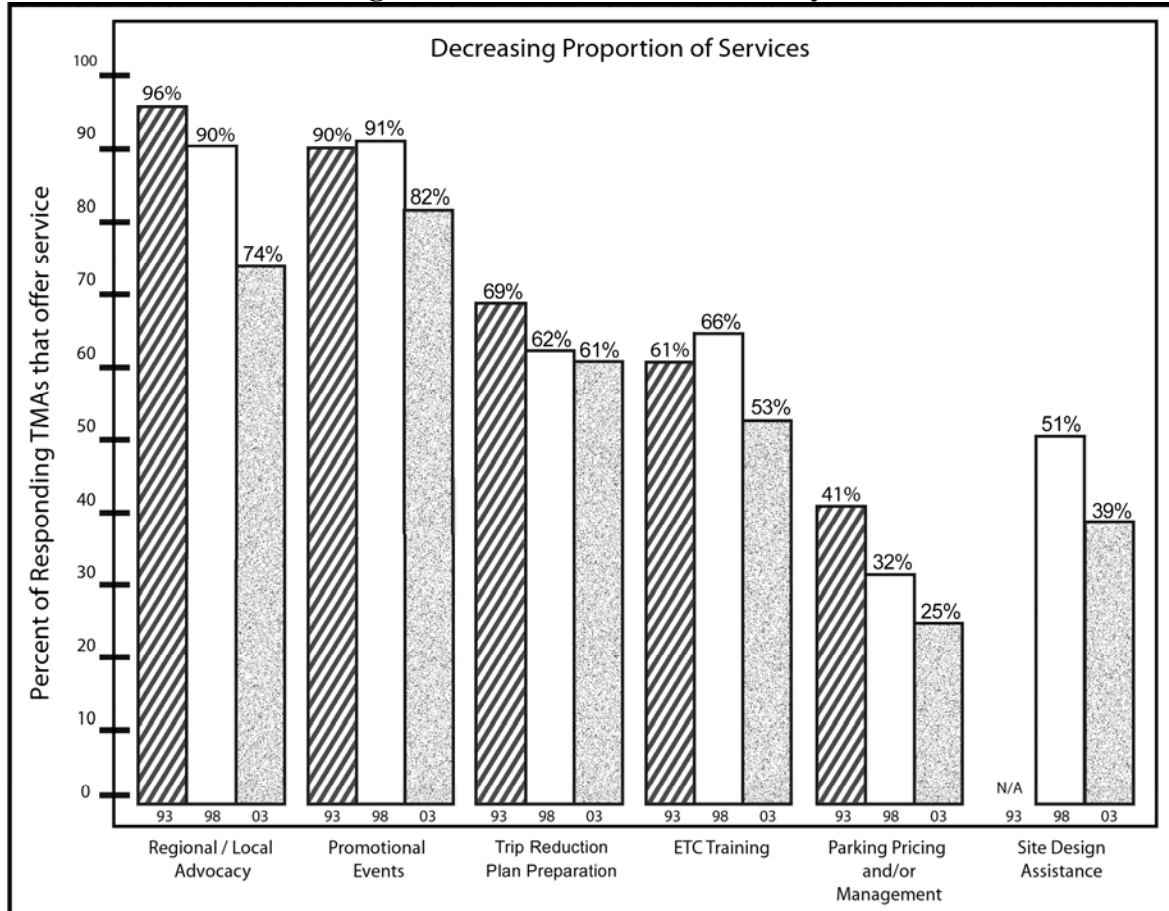
Since 1993, a growing proportion of TMAs are now offering vanpool subsidies, transit pass subsidies, guaranteed ride home, rideshare matching, and shuttle/local transit service, as shown in Figure 13. Since 1993, a decreasing proportion of TMAs are now offering employee transportation coordinator (ETC) training; regional/local advocacy; site design assistance; parking services, pricing and/or management; trip reduction plan preparation; and promotional events, as shown in Figure 14. The level of involvement between 1993 and 2003 has stayed roughly the same for offering promotional materials. Vanpool services have fluctuated from 78 percent of all responding TMAs offering them in 1993, down to 57 percent in 1998, then back up to 66 percent in 2003.

Figure 13: Services Increasingly Offered by TMAs



It is possible that these decreases can be explained by what appears to be an expansion in the sheer variety of services offered by TMAs. TMAs appear to be growing more distinct in their service provision, tailoring services to the needs of their travel markets. As a result, fewer TMAs are offering the more traditional services.

Figure 14: Services Offered Less by TMAs

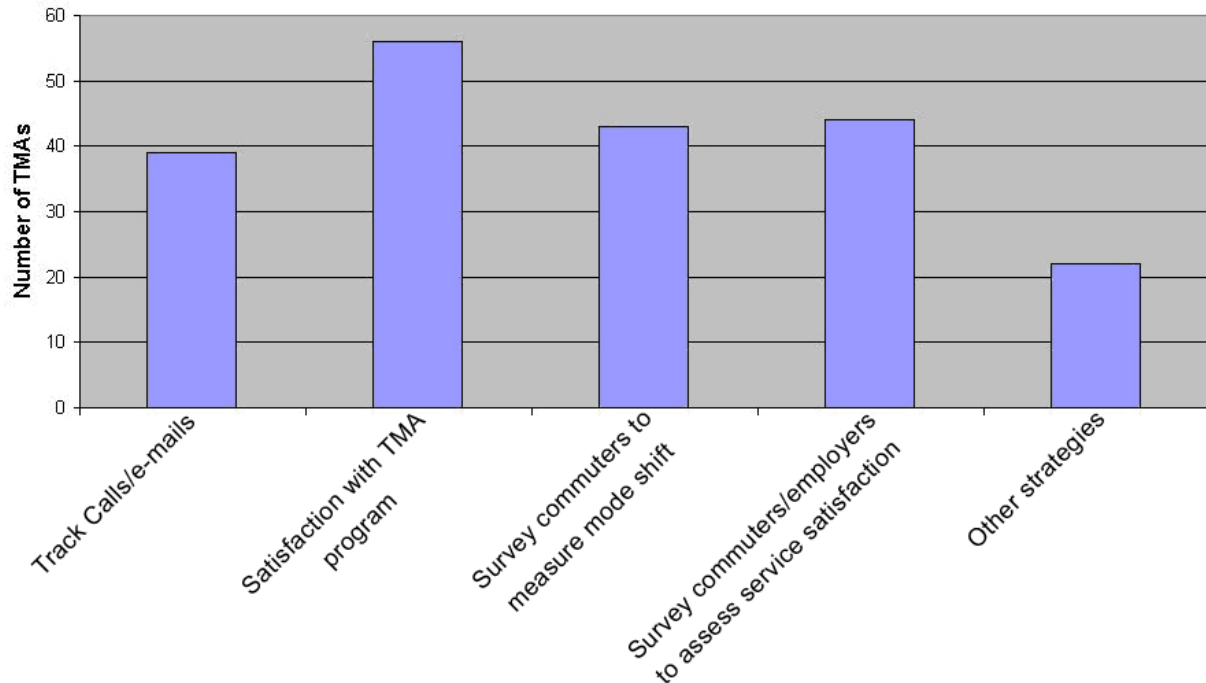


Program Evaluation Activities

17. Does the TMA conduct any of the following types of program or service evaluation or assessment activities? Please check all that apply.

Seventy-nine TMAs conduct program/service evaluations and the distribution of methods utilized are shown in Figure 15 below.

Figure 15: Program/Service Evaluations



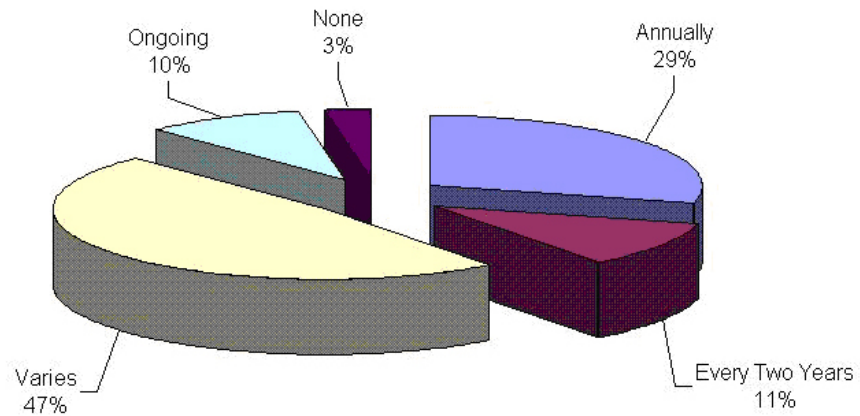
In 1993, less than 50 percent of TMAs conducted program evaluations. In 2003, 81 percent had conducted program evaluations, including 55 percent that surveyed members, 43 percent that surveyed commuters, employers and members about services, 42 percent that surveyed commuters to assess mode shift, 39 percent that tracked calls and emails received in response to marketing and outreach activities, and 22 percent that conducted other types of evaluation activities.

Frequency of Evaluation

18. How often are these evaluations or assessments conducted? Check only one.

This was a new question in the 2003 TMA Survey. Six TMAs stated they were too new to have established their timelines for evaluation. Figure 16 shows the distribution of the frequency of evaluations for the remaining TMAs.

Figure 16: Frequency of Evaluations or Assessments



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Personnel and Policies

Number of Staff

20. Please list the number of persons employed by your organization.

A comparison of the numbers of staff employed by TMAs in 1993 and in 2003 indicated that TMAs today have more paid personnel and rely less on volunteers. Figure 17 illustrates a comparison of the percentage of TMAs with various staffing levels between the years 1993 and 2003. The 2003 values combine both full-time and part-time staff in order to compare with the data for 1993. The 2003 values include both permanent and contract staff.

Figure 17: Percentage of TMAs with Numbers of Staff (Full-time and part-time combined)

Number of staff	1993	2003
No staff	--	5%
Volunteers	28%	4%
1 person	43%	21%
2 persons	8%	18%
3 persons	12%	18%
More than 3 persons	9%	32%
Not known	--	2%

In 1993, 72 percent of TMAs employed contract staff and 39 percent of all TMAs employed one part-time person. In 1993, the mean number of staff for all TMAs was 1.7 persons. In 2003, out of the 97 possible responses, 82 percent employed full time staff, 45 percent employed part-time staff, 8 percent employed volunteers and 16 percent employed contract staff to administer the TMA. The number of contract staff ranged from one to six with a median of one. The number of full time staff ranged from one to 20 with a median of two. The number of part time staff ranged from one to four with a median of one. The number of contract staff ranged from one to six with a median of one. The most common staff combination in 2003 was a full time executive director with one other person who is either full time or part time.

Five TMAs indicated that they have neither paid staff nor volunteer staff. In these cases, there may be a facilitator from a parent organization. In five additional cases, the TMAs indicated they have from 50 to 350 full time employees. These cases appear to be the number of full time staff of a parent organization.

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Vendor Hiring

21. Does your TMA hire consultants or vendors for the direct provision of services?

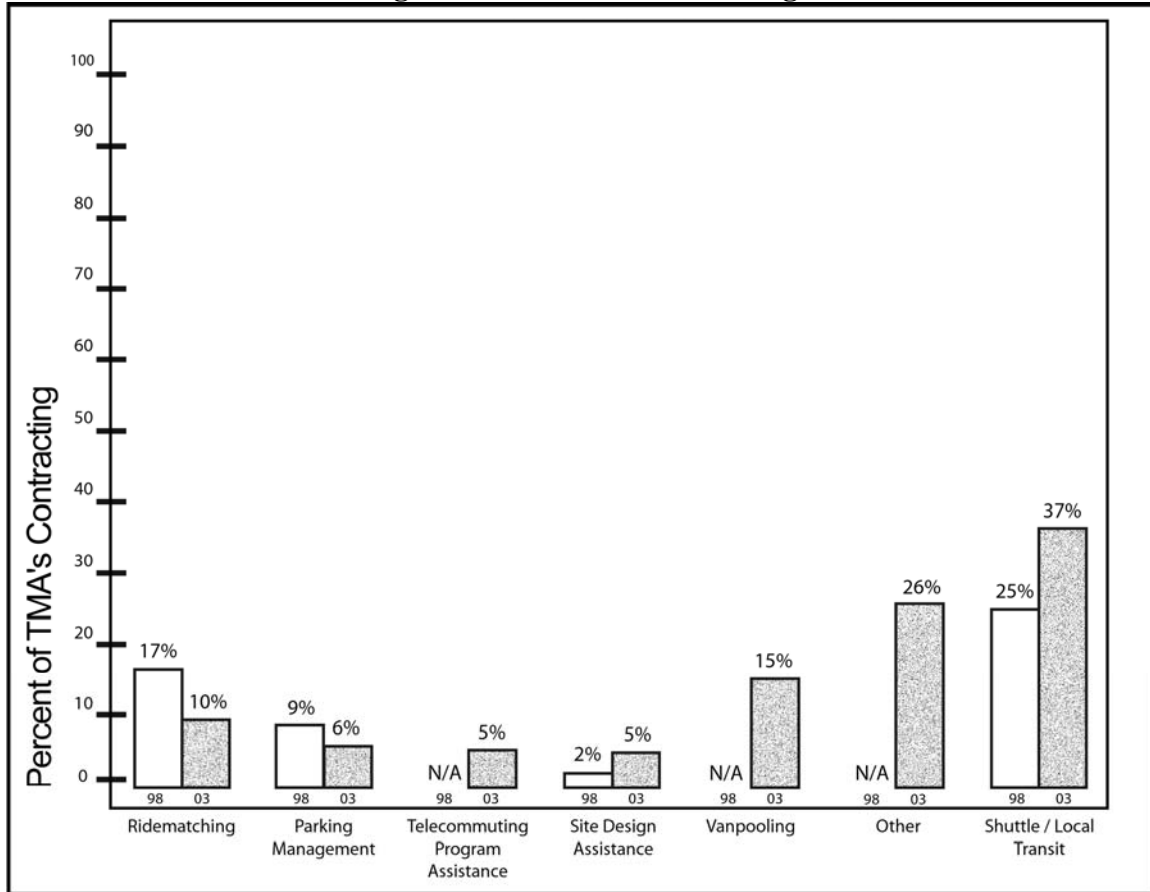
In 1993, 25% of TMAs contracted for management services, including TMAs with both large and small budgets. Young TMAs tended to contract out more frequently for day-to-day management services than TMAs older than two years. In 2003, 59 percent of TMAs hired consultants or vendors for the direct provision of services.

Services Contracted Out

22. If yes, which services are contracted out? Check all that apply.

Types of services contracted out in 1993 included accounting, legal, bus service, grant design, and newsletter design. In later surveys the answer options changed, as shown in Figure 18. In 2003, 16% of all TMAs contracted out for staff and 59% of TMAs contracted out for services, as compared to 47% in 1998.

Figure 18: TMA Vendor Hiring



“Other” services contracted out in 2003 included marketing, route planning, grant administration, guaranteed ride home, studies/surveys, graphics, flexcar, fleet maintenance, website design, and information booths. Figure 19 shows an upward trend in TMAs contracting out more for services, from 25% in 1993 to 59% in 2003 and a downward trend in contracting out for TMA staffing. Perhaps this reflects the understanding that generally small TMA staffs function better if they concentrate on what they do best and not attempt to do everything themselves as their menus of services expand.

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Figure 19: Comparison of Services Contracted

	Contract out for TMA staff	Contract out for consulting, customer services
1993	72%	25%
1998	--	47%
2003	16%	59%

Executive Director Professional Background

23. What is the professional background of the TMA's executive director? Place a "1" for primary experience, "2" for secondary experience, "3" for tertiary experience.

In 1993, the average Executive Director had a transportation background and was paid \$42,500 annually. The executive director background (did not specify educational, professional or degree) in 1993 was listed as 53% transportation, 53% marketing, 43% administrative, 33% planning, and 28% non-profit management.

By comparison, in 2003, the most frequently cited primary professional experience was marketing (30%), followed by transportation planning (24%), then non-profit/association management (23%). The most frequently cited secondary experience was transportation operations tied with planning (15%), followed by marketing (14%). The most frequently cited tertiary experience was non-profit/association management (13%), followed by transportation planning tied with engineering (9%). This indicates that TMA executive directors represent generally similar backgrounds to those in 1993, in addition to other backgrounds, such as engineering, administration, government, public relations, sales and finance.

Executive Director Educational Background

24. What is the educational background of your TMA's Executive Director? Place a "1" for major degree, "2" for minor degree.

The educational background of TMA executive directors varied widely. Many respondents checked more than one degree type as a major degree. Of the survey selections available, the "other" selection was the most encountered at 46%, while "other" was selected by 19 percent of TMA directors in 1998. Other degree majors included foreign language, sciences, psychology, communications, journalism and history, just to name a few.

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Figure 20: TMA Executive Director Educational Background

Type degree	Major degree	Minor degree
Social Science	15%	7%
Marketing	12%	2%
Planning	12%	1%
Administration	12%	7%
Public Relations	8%	2%
Transportation Planner	7%	4%
Public Management	4%	0%
Transportation Engineer	3%	0%
Finance	2%	0%
Sales	1%	1%
Non-profit management	0%	2%

Executive Director Degrees Earned

25. *Which degrees has your TMA Executive Director obtained? Check all that apply.*

Of the possible 97 TMAs, 91 TMAs responded, in which the highest degree earned by 53 percent of TMA directors was a bachelors degree, for 41 percent, a masters degree, for 1 percent, an associate degree and for 3 percent, a high school diploma only. Two TMAs declined to supply the level of education achieved. Of those having earned masters degrees, 22 percent earned a degree in public policy, planning, public administration or non-profit management; 7 percent earned a master of business administration, and the remaining 12 percent earned other masters degrees. Examples included architecture, communications and history.

Executive Director Salary Range

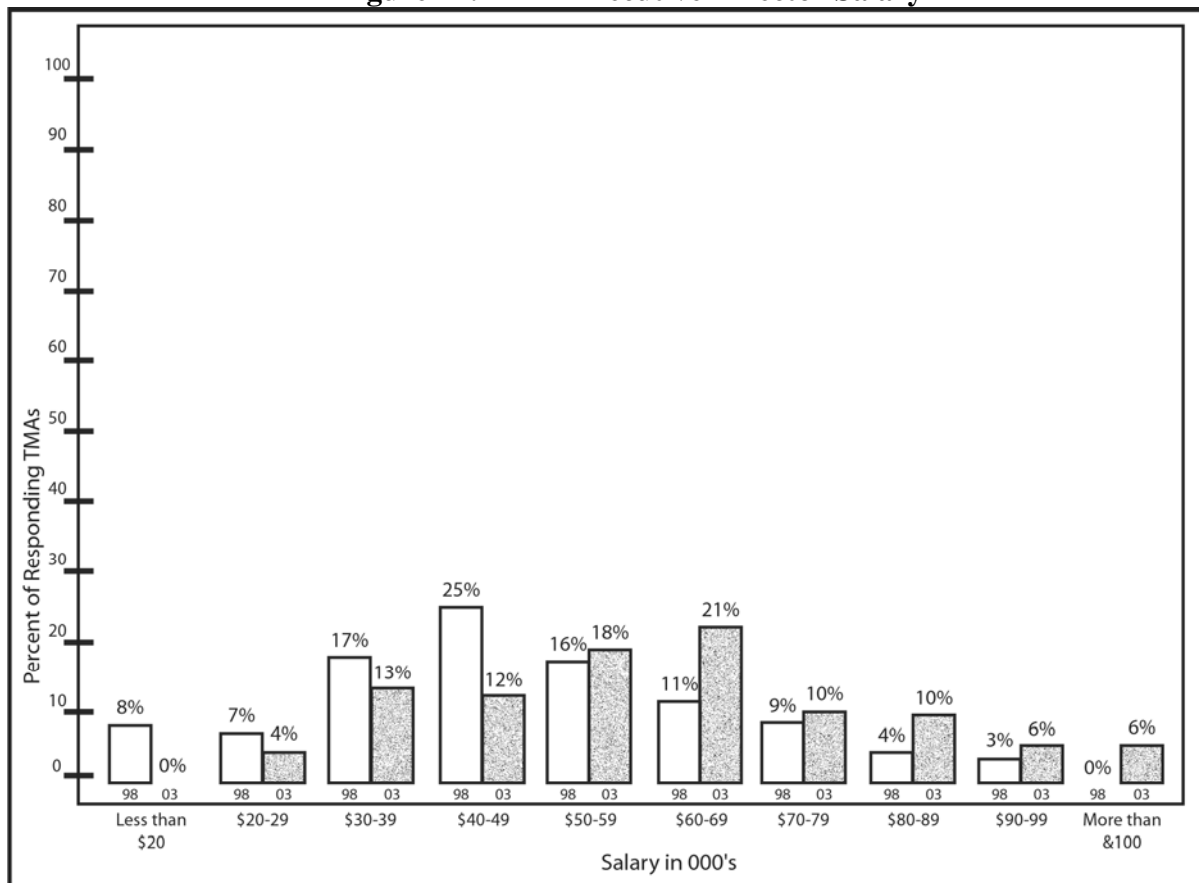
26a. *Check the salary range that most accurately reflects the salary of the Executive Director and other key staff members.*

In 1993, the TMA executive director's annual mean salary was \$42,500. In 2003, the mean salary was \$62,000. Out of 97 total respondents, 13 gave no answer and two more TMAs supplied salaries for part-time positions only. These were given as >\$30,000 for a "half-time" person and within the \$60-70,000 range for a "part-time" person. For the remaining 82 respondents, the spread of salaries was shaped like a bell curve, as illustrated in Figure 21, with the median range earned by executive directors in the \$60-70,000 range and the mean salary as approximately \$62,000. This compares to a median salary in 1998 of between \$40-49,000 and

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mean salary of \$42,500 in 1993. No TMA executive director indicated earning less than \$20,000. Five TMA directors indicated earning more than \$100,000.

Figure 21: TMA Executive Director Salary



Executive Director Years at TMA

26b. Number of years with your TMA, cumulative all positions.

A total of 85 responses were provided regarding the number of years of experience that the executive director has served with the TMA. The number of years ranged from 5 weeks to 22.5 years. The average number of years with the TMA was 5.1 years and the median number of years was 4 years. There were 47 respondents with 5 years or less and 16 respondents with 10 years or more experience with the TMA.

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Executive Director Years in TDM

26c. Number of years in TDM.

There were 84 responses ranging from 8 months to 25 years. The median number of years in TDM for an executive director was 7 years and the average was 8.3 years.

TMA Staff Benefits

27. Check any of the following benefits that are available for the TMA staff. Check all that apply.

Out of the 97 total respondents, 20 respondents left the answer to this question either blank or wrote “nonapplicable” or “none”. Of the remaining 77 respondents, the percentage of TMAs that offer various benefits is as follows in Figure 22 below. Benefits listed under “other” include: pre-tax parking, pre-tax transit, a retirement benefit other than those listed in the figure, a health insurance stipend, an IRA contribution, flextime, a health club membership, and an annual pass to a theme park. Generally, more types of insurance coverage have been made available to TMA staff over the years. It also appears that more TMAs are offering a greater variety of benefits. While the medical insurance benefit appears to have dropped since 1993, this is inconclusive, due to a flaw in the survey formatting, in which the medical insurance answer option may have been obscured. As a result, we know that at least 57 percent of all TMAs have medical insurance. There does appear to be significant growth in offering retirement benefits.

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Figure 22: Benefits Provided to TMA Staff

<i>Benefit</i>	<i>Percentage of TMAs that Offer</i>		
	<i>2003</i>	<i>1998</i>	<i>1993</i>
Paid holidays	91	70	75
Seminars	77	59	73
Professional membership dues	75	59	55
Free parking	61	37	57
Medical insurance	57	57	63
Dental or vision insurance	56	43	-
Life insurance	47	33	31
Subsidized transit passes	44	22	14
Maternity/family leave	40	15	18
Disability insurance	39	26	35
401(k) retirement	38	23*	10*
Incentive or cash bonus system	25	12	-
Section 125 (flexible spending)	25	4	-
Employee assistance program	22	6	-
Cafeteria benefit plan	19	5	10
Tuition assistance	19	12	-
403(b) retirement	17	-	-
Credit union membership	13	6	-
Other (see list above)	13	-	-
Transportation allowance	12	39	37
Daycare for children	4	1	-
407 (k)	0	-	-

* In 1998 and 1993, the survey questionnaires did not specify type of retirement benefit but simply described the benefit as "retirement".

Entity That Pays for Staff Benefits

28. *The above benefits are paid for by... (check one).*

This was a new question in the 2003 TMA Survey. Out of the 97 potential respondents, 57 percent indicated that the TMA pays for benefits, 17 percent indicated that a parent organization pays for benefits, 21 percent indicated non-applicable and the remaining 5 percent indicated other sources, including: "TMA and grant", "city/county", "TMO/special services district", "government agency", and a combination of the TMA and parent organization jointly providing benefits.

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Use of Personnel Policy Document

29a. Is your TMA staff guided by an adopted personnel policy document?

In 1993, a little over 25% of respondents had formally adopted personnel policies. In 2003, out of the 97 potential respondents, 33 percent do not have an adopted personnel policy document and 51 percent do. The other 16 percent indicated non-applicable or did not respond.

Entity That Drafts/Administers Personnel Policy Document

29b. If yes, the personnel policy document was drafted and is administered by... Please check only one.

This was a new question in the 2003 TMA Survey. Of those TMAs that have adopted a personnel policy document, 37 percent are drafted and administered by TMA staff, another 39 percent are drafted and administered by the TMA parent and the remaining 24 percent have some other author, usually a combined effort of the TMA staff and the board of directors.

Conduct of Staff Evaluations

30a. Are TMA employee evaluations conducted?

In 1993, 33% of TMAs conducted annual employee evaluations. In 2003, 63 percent of respondents indicated that employee evaluations were conducted.

Entity That Conducts Evaluations

30b. If yes, the employee evaluations are conducted by... Please check only one:

This was a new question in the 2003 TMA Survey. Fifty-eight percent of TMAs with employee evaluations indicated that the TMA staff and board conduct the evaluations while 17 percent indicated that the parent organization conducts the evaluations. The other 25 percent included a variety of answers, such as the executive director evaluates the staff and the board evaluates the executive director. Another common answer was the executive committee.

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Financial Characteristics

Size of Budget

32. *What were your TMA's expenditures for the most recently completed year?*

This question was aimed at determining the general magnitude of the annual budget for TMAs. Out of the total 97 possible responses, three TMAs left the question blank. One of these three TMAs was newly forming. Nine more TMAs wrote n/a. It is conjectured that most of these are TMAs that are within a parent organization that controls the budget. In 2003, eight percent of TMA respondents had budgets of less than \$50,000 and five percent had budgets of \$1 million or more, with 82 percent of all budgets less than \$500,000. The median range of annual expenditures was between \$150,000 and \$200,000. This compares to a median range of \$100-149,000 in 1998. In 1993, the mean budget was \$149,000 with a range of \$50,000 to \$300,000. While the increase in median budget is probably explained by inflation, the greater range of budget size across all TMAs can be accounted for by older, more established TMAs having further developed programs while the newer TMAs have smaller budgets. Larger budgets are also associated with the provision of transit services.

Expenditures Breakdown

33. *Please estimate your expenditures breakdown for the most recently completed year. Where applicable, include labor, equipment, supplies and products for each item.*

In 1993, TMAs spent on average 26 percent of total annual budgets on member services. In 2003, TMAs spent on average 24 percent of total annual budgets on member services. However, a closer look shows a wide range in the manner in which TMAs allocate their resources with regard to member services as shown below. In general, TMAs that provide shuttles or transit operations as a member service spend a larger proportion of their budget on member services.

This was a difficult question for many to answer because the line items differ from one TMA budget to another. Out of the 97 possible responses, 12 TMAs wrote n/a while another 16 TMAs gave no response. Of the remaining 69 responses, seven TMAs broke salaries out as a separate item and included it in the "other" category. For those who did, salaries were listed as between 38 and 80 percent of total budget. For the remaining 62 survey responses, the expenditures were broken down in Figure 23. For shuttles/transit operations, there were 33 TMAs that included a figure. The figures for this row were computed based only on those 33 responses. In one case, a TMA responded that their communications were covered by an in-kind contribution. The large range between highest and lowest responses illustrates that TMA budgets vary greatly. There is no "average" TMA budget.

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Figure 23: Percentage of Total Budget in 2003

Item	Highest response	Lowest response	Mean
Office operations (including office space, insurance)	97	0	29
Marketing and promotion	95	0	17
Shuttles/transit operations	95	3	48
Other direct member services	92	0	8
Professional services (legal, accounting)	50	0	5
Travel	35	0	2
Communications (phone, web postage)	40	0	4
Other	60	0	4

Most respondents did not provide a percentage for “other.” Those who specified other items included special events, indirect costs, surveys, and information technology. Some TMAs separated out the cost of labor and included it in the “other” category of expenses instead of incorporating it into the cost of the various line items.

Income Sources and Percent of Total Budget

34. What percentage of your TMA’s income is derived from the following sources for the most recently completed year?

In 1993, 20 percent of respondents obtained 100 percent of their funding from dues. Dues made up 47 percent of average total revenue. In 2003, 5 percent of respondents obtained 100 percent funding from dues and dues made up 40 percent of average total revenue.

In the 2003 TMA Survey, there was a longer list of answer options than was provided in previous surveys. Of the 97 possible responses, 12 TMAs replied with n/a, and four more TMAs did not supply an answer. Of the 81 remaining TMAs, nine TMAs received income from a single source. Five of these TMAs received 100 percent of their funding from member dues, one TMA received 100 percent funding from developer funding agreements, one TMA received 100 percent funding from a business improvement district, one TMA received 100 percent funding from a state grant and the last TMA received 100 percent funding from a local grant. The remaining 72 TMAs received funding from two or more sources. The percentage of all TMAs who responded to the question that they receive funds from either single or multiple sources is as follows:

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- 56% Member dues (or 45 of the TMAs that responded to the question assess member dues)
- 48% Federal grants
- 28% Local grants
- 27% State grants
- 27% Other (see discussion below)
- 25% In-kind donations
- 19% Service contracts
- 16% Fees for services
- 9% Developer funding agreements
- 7% Business improvement districts
- 1% Community financing district

“Other” funding sources listed included transit fares, private grants, taxes, municipal sponsors, parent organization, foundation grants, vanpool revenues, promotional events, parking fees and company investments.

Across all TMAs who provided a value for the following income sources, the average percentage of a TMA’s income derived from the following sources is listed in Figure 24.

Figure 24: Percentage of TMA Income Derived From Various Sources

Source	% of TMAs providing a value for this source	Range of % total income for TMAs with this income source	Average % of TMA’s total income
Dues	47	3-100	40
Fees for services	13	1-90	28
Service contracts	15	1-95	38
Developer funding agreements	7	4-100	37
Business improvement district	6	8-100	48
Community financing district	1	--	95
Federal grants	40	1-91	52
State grants	23	3-100	33
Local grants	24	1-100	20
In-kind donations	21	1-30	11
Other	22	4.4-100	39

When comparing this data with the responses for question #35 below, some TMAs who supplied dues rate structures were ones that provided no value for dues as an income source. These TMAs had other forms of income sources, but used question #35 as a means of explaining them,

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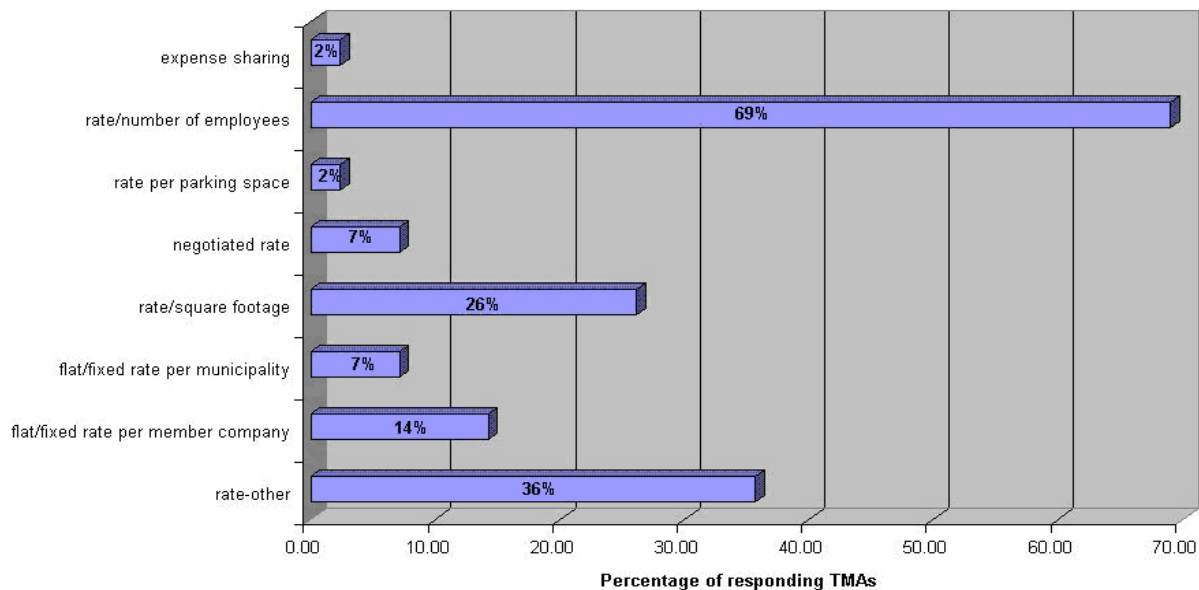
even though they are not membership dues per se. For example, four of the TMAs have rate structures as part of a business or community improvement district or developer agreements. Their memberships pay taxes, not dues. Another TMA assesses “partnership fees” based on the number of employers in each jurisdiction that are affected by a state commute trip reduction law. Another TMA uses expense sharing by local government as a form of member dues, but this was categorized as a local grant in Question 34 rather than member dues.

Dues Structure

35. On what basis are annual membership dues assessments structured?

The survey requested more specific information regarding member dues and provided a longer list of answer options than previous surveys. Figure 25 illustrates the use of various types of dues assessments, based upon 42 TMAs that responded to the question. Some TMAs used a combination of more than one type of dues assessment.

Figure 25: Membership Dues Assessment



Sixty-nine percent of the responding TMAs used a fee structure based on number of employees. Most of these TMAs used a straight cost per employee, charging fees ranging from \$1 to \$12, with a mean value of \$4.84. Four TMAs placed minimum/maximum limits on the charges, another exempted government agencies, and one used a 1/3 reduction for non-profit companies.

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The remainder of this group of TMAs set rates based on a selected number of employees. If we average all but one of these charges based on a per employee rate (favoring the highest fees possible), it was determined the average rate per employee was \$9.22.

Figure 26 illustrates a sample distribution of annual rates for a selected number of employees.

Figure 26: Sample Member Fees Assessed By Range of Number of Employees

Number of Employees	Fee Assessed
100	\$500
101-250	\$1,500
251-500	\$6,500
501-1000	\$9,500
>1000	\$13,500

For the respondents that use a fixed rate per member company, the fees charged range from \$5.00 to \$5000 per member company with an average fee of \$212. Respondents who use a rate per municipality use either a fee of \$500 per municipality or charge \$0.10 per resident or student.

Rates charged per square foot ranged from \$0.005 to \$0.3 per square foot. The median rate was \$0.07 and the mean was \$0.027. Two TMAs charged fees according to business type and another used an exemption for non-profit companies. Figure 27 shows a comparison of the use of dues assessment types between the years 1993 and 2003. It indicates that assessments by square footage are now more prevalent than 10 years ago while assessments as a fixed rate per company have become less prevalent.

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Figure 27: Comparison of Use of Dues Assessment Types

Assessment Types	1993	2003
Total number of employees	61% , from \$0.50 to \$18 per employee	69% , from \$1 to \$12 per employee
Other	33%	36%
Fixed rate per company	24% , mean annual fixed base rate of \$605	14% , from \$5 to \$5,000
Square footage	14% , mean charge of \$0.07	26% , from \$0.005 to \$0.3 and mean of \$0.027
Fixed rate per municipality	--	7% , \$500 per municipality
Negotiated rate	--	7%
Parking space	--	2%
Expense sharing	--	2%

In 2003, as in 1993, fully a third of all TMAs assessing dues used some other criteria. Here is a listing of those cited by these TMAs in 2003:

- Hotel room fees
- Associate fees for non service area members
- Event center charges per visitor
- Fee assessment based on type of business, i.e. Engineering, Planners
- Rate based on the size of employer using various factors and determined by the director and committee
- Associate fees for service providers, consultants, and government agencies
- A defined tax district or dedicated tax revenues
- Number of employees in each jurisdiction per state law
- Combination of parking fees and company investments
- Defined point system based on dwelling units or number of employees
- Fees based on township/city population
- Fees per resident multi-family or single family dwelling units
- Company donations
- Fees based on classification of a city or town

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Member Discounts

36. Do you offer discounts to any of the following members or member groups?

In 1998, three percent of TMAs recruited members through a discounted rate. In 2003, 16 percent of responding TMAs indicated that they offer member discounts. The most cited group was non-profit organizations. Other groups cited were new members, long time members, individuals and government.

Annual Audit

37. Are your TMA's financial records audited annually?

In 1998, 75 percent of TMAs conducted an annual audit of financial records. In 2003, 59 percent of all TMAs conducted an annual audit.

Annual Financial Statement

38. Does your TMA provide an annual financial statement to members?

In 1993, 66 percent of TMAs provided an annual financial report to members. This decreased to 57 percent in 1998 and in 2003, 54 percent of TMAs did so. Looking closer at the data, it appears that the apparent drop in the number of TMAs submitting annual financial reports is accounted for by the number of new informally organized TMAs that operate under the purview of an umbrella program as well as other TMAs that operate as a subsidiary of a parent organization.

Method of Accounting

39. What method of accounting is used to generate the TMA's financial records?

In 2003, 25 percent of responding TMAs used the cash method of accounting, another 25 percent of TMAs used the accrual method, 12 percent of TMAs use a combination of cash and accrual, 16 percent indicated that the TMA accounting method is unknown because it is conducted by the parent organization, and 22 percent of TMAs did not respond to the question.

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Own/Lease Office Space

40. Does your TMA own or lease office space for its headquarters?

In 1993, 50 percent of all TMAs leased space in a building and 39 percent received donated space in a member's building. In 1998, 57 percent leased office space, 37 percent received donated space and five percent owned office space. In 2003, out of the 97 potential respondents, 22 percent of TMAs leased space in a building at full market rate, another 22 percent leased space in a building at a discounted rate, 24 percent received donated space in a member's building, and 3 percent owned their office space. Figure 28 illustrates these comparisons. Another 22 percent of respondents indicated that their TMAs neither lease, own, nor receive donated office space. For many informal TMAs whose activities are housed under the purview of parent organizations, the TMA does not account for the office space. One TMA shares offices with the marketing and property owners' association. Another TMA has three offices with different arrangements for each. The final seven percent did not respond to the question. This comparison indicates that less TMAs today lease office space.

Figure 28: Office Space Arrangements

	Lease office space		Received donated space	Owned office space	Neither owned nor leased
1993	50%		39%	--	--
1998	57%		37%	5%	--
2003	Discounted rate	Full market rate	24%	3%	22%
	22%	22%			

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Organizational Characteristics

Organizations Instrumental in Forming TMA

42. What types of organizations were instrumental in forming your TMA?

This was a new question in the 2003 TMA Survey. Of the 96 TMAs that responded to this question, just 11 TMAs indicated that a single type of organization was instrumental. These included seven TMAs in which a group of employers organized the TMA. Two TMAs indicated that their organization formed as a result of developers only. Two additional TMAs indicated that the parent organization and a transportation planning agency were instrumental. The other 85 TMAs indicated that various combinations of different organizational types collaborated to form the TMA. This confirms the idea that TMAs function as partnerships. The percentage of TMAs that indicated the following groups were instrumental in TMA formation is as follows:

- 72% Employers
- 52% Transportation planning agencies
- 43% “Other” organizations as listed below
- 41% Metropolitan planning organizations
- 31% Developers
- 16% Community/residential organizations
- 10% Environmental government agencies

“Other” organizing partners included cities and town planning boards, chambers of commerce, transit agencies, universities and educational institutions, hospitals, airport, transportation consultants, employment service, air quality group, property owners, a state legislature, the U.S. Congress in one instance, the governor, and an economic development corporation.

Issues Prompting TMA Formation

43. What issues or concerns prompted the formation of your TMA?

This was a new question in the 2003 TMA Survey. Instead of checking answer options, the respondents had to write an answer. Of the 62 TMAs providing their mission statements, 54 TMAs indicated the topics, shown in Figure 29, as providing reasons for starting the TMA.

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Figure 29: Issues Prompting TMA Formation

Reason for TMA Formation	Percentage of Respondents
Congestion	56
Growth	17
New development	13
Transit	13
Air Quality	11
Parking	9
Regulation	9
New road/highway	4
Trip reduction	4
Land use	2

It is possible that “growth” and “new development” are the same, but enough TMAs used different wording that these were kept separate in the tally above. Several additional entries included concerns regarding commutes, economic slowdown, special events and employer initiated issues.

Mission Statement

44. “What is your TMA’s mission statement?”

This was a new question in the TMA Survey and required respondents to write an answer. The central focus of TMAs has not changed in the last 10 years. The 1993 survey found TMAs representing a variety of missions, with some focusing on policy leadership and advocacy while other TMAs focused on providing services. In 2003, we again find a variety of missions, with 68 percent of TMAs citing improved travel, mobility, accessibility or reduction in traffic congestion at the heart of their missions.

Sixty-two respondents in the TMA survey included their mission statements. Figure 30 summarizes the most common mission statement themes. Of these, 68 percent of TMAs stated a primary mission was to improve mobility/accessibility or a reduction in congestion. Alternative forms of transportation or reduced single occupancy vehicles were the primary mission for 42 percent of TMAs. An additional 34 percent stated improved air quality as a primary mission and 19 percent indicated economic development as a primary mission. Several other factors were also noted and are listed in Figure 30.

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Figure 30: TMA Mission Statement Themes

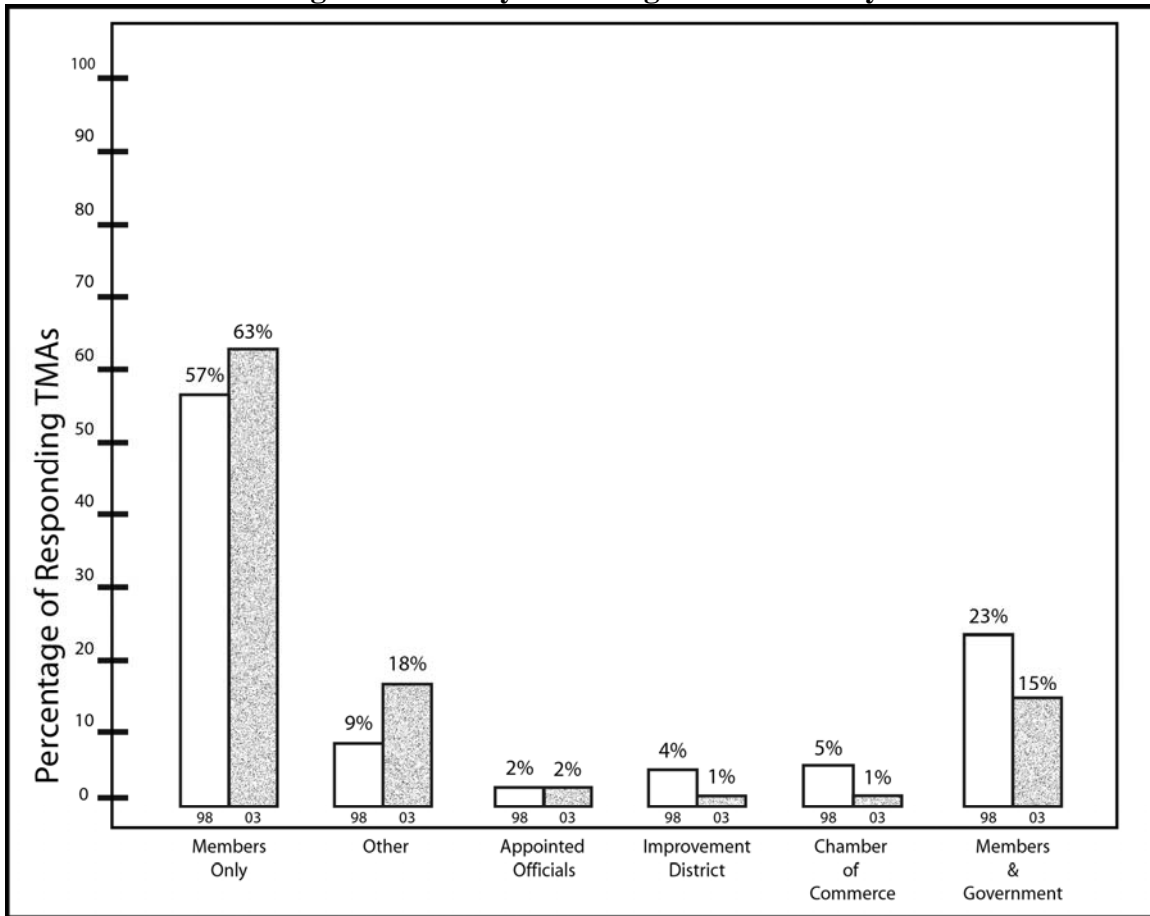
Mission Statements	% of TMAs
Improve travel, mobility, accessibility or reduce congestion	68
Use alternative forms of transportation/TDM or reduce use of single occupant vehicles	42
Improve air quality	34
Promote economic development	19
Provide and promote commute options	13
Increase quality of life	10
Educate commuters, employers and policy makers	7
Act as a liaison for transportation alternative	6
Increase transit use	5
Alleviate parking issues	5
Improve existing infrastructure	3
Minimize impact of land use	3

Authority That Decides Final Actions

45. What type of authority decides final actions for the TMA?

Of the 97 total possible responses, 95 TMAs provided an answer. As Figure 31 illustrates, approximately 63 percent indicated that an authority composed of membership only decides final actions. This is a minor increase from 57 percent in 1998. Another 18 percent indicated that some other authority decides final actions. Answers given included a regional public transit authority; a combination of membership and a community improvement district; a combination of a chamber, local improvement district and appointed officials; staff with a council of governments; a property owner and a city/county government. Another 15 percent indicated that final actions of the TMA are decided by a combination of the membership and local government. This is a decrease from 1998, in which 23 percent of TMAs indicated final actions were decided by a combination of membership and government. An additional 4 percent indicated that chambers of commerce, transportation/local improvement districts, or appointed officials/special committees decide final actions.

Figure 31: Entity Providing Final Authority



Annual Meeting

46. Does your TMA conduct an annual full member meeting?

In 1993, 80 percent of TMAs held annual meetings, while in 2003, 65 percent of TMAs held annual meetings. Of the 97 possible responses, 13 respondents did not provide an answer. Of the remaining 84, 65 percent (55) said yes and 33 percent (28) said no. One respondent indicated that the question did not apply. One ambiguity about the question is that those saying no to the question could actually be conducting “annual” meetings and conducting the kind of reporting that ordinarily takes place at annual meetings, but on a different schedule, such as semi-annually or every 18 months, 2 years, as needed, etc.

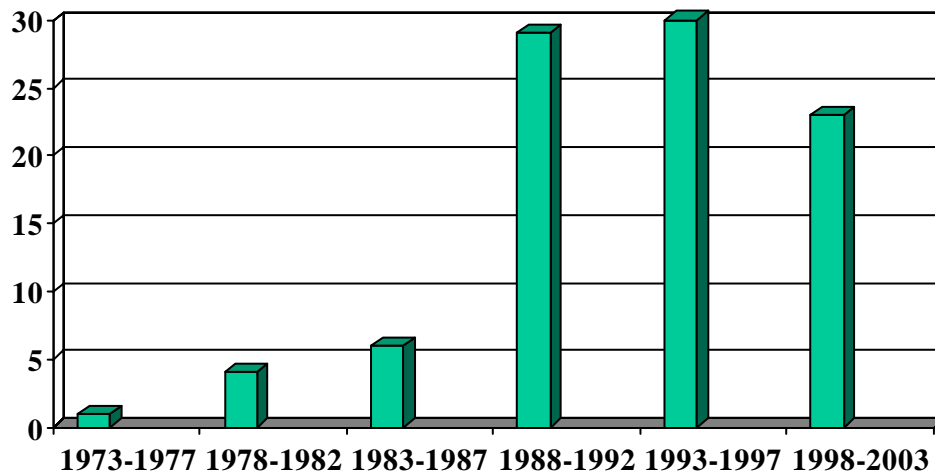
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TMA Formation

47. When was your TMA formed (month/year)?

Of the 97 possible responses, 4 did not answer. The earliest year of formation was given as 1973 and the latest year 2002. There were six TMAs that just formed in the past year (one has existed since 1995 and formally incorporated in 2003 and is reorganizing). One TMA was scheduled to disband in June 2003, after a corridor construction project was completed, indicating that not all TMAs are formed with the intention of being permanent organizations. TMAs were forming at a low (1-2) but steady rate between 1979 and 1988. Then in 1989, there was a sharp increase in the number of TMAs forming each year, which lasted through 1997. Since 1998 and the time of the last TMA survey, new TMAs have continued to form but at a lower rate of about four per year. Figure 32 shows the number of new TMAs formed during each 5-year period.

Figure 32: TMA Growth Rate



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Incorporation and Tax Status

48a). *Is your TMA incorporated?*

In 1993, 78 percent of TMAs were incorporated while in 2003, 56 percent of TMAs were incorporated. The results indicate an increase in the proportion of TMAs who operate under an informal organizational structure. Section 501(c)(4) organizations appear to be the slightly more prevalent tax status in 2003, as contrasted by the prevalence of 501(c)(3) organizations in 1993. Figure 33 describes the break down of TMAs among 501(c) organizations.³

Figure 33: Comparison of TMA Incorporation Status

Incorporation Status	1993	1998	2003
501(c)(3)	35%	37%	21%
501(c)(4)	30%	17%	27%
501(c)(5)	--	--	1%
501(c)(6)	13%	17%	7%
Total TMAs Incorporated	78%	71%	56%

If YES, what is the tax status of your TMA?

Figure 34 illustrates the distribution of incorporation designation, based upon different membership definitions, as defined in the discussion for question 8. A question was raised about whether more 501(c)(4) organizations got started later because it may have become harder to incorporate as a 501(c)(3). The data do not bear this out. Comparing tax status of organizations based upon date of organization, both the 501(c)(3) and the 501(c)(4) organizations incorporated over approximately the same time period and at the same rate.

³ For additional discussion about the differences among 501(c) organizations, refer to the *TMA Handbook: A Guide to Successful Transportation Management Associations*, 2001 Edition, Section 3. The *TMA Handbook* is distributed by the Association for Commuter Transportation.

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Figure 34: Status of TMA Incorporation

	#TMAs	Uninc'd	Inc'd	501(c)(3)	501(c)(4)	501(c)(6)	Other	Unknown
Member companies	32	1	31	12	13	6	0	0
Members as board participants	20	3	17	7	9	0	0	1
Members as property owners	8	2	6	1	3	1	0	1
Members as service recipients	1	0	1	0	1	0	0	0
Total	61	6	55	20	26	7	0	2

Parent Organization

48b). If NO to Question 48a), is your TMA a subsidiary of or part of a parent organization (e.g. a program within a chamber of commerce or a business improvement district)?

This was a new question in the 2003 TMA Survey. Approximately 36 percent of TMAs are organized within a parent organization.

48c). If you answered YES to 48b), what is the tax status of your parent organization under the Internal Revenue Code?

Figure 35 illustrates the tax designation of parent organizations sponsoring TMAs.

Figure 35: Tax Status of Parent Organizations for TMAs Having Joint Memberships

# TMAs	501(C)(3)	501(C)(4)	501(C)(5)	501(C)(6)	Unknown
34	7	1	1	3	22

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49. If you answered YES to 48b), what type of parent organization sponsors your TMA? Check only one.

This was a new question to the 2003 TMA survey. Twelve of the TMAs were from Arizona and were organized under the purview of the regional public transportation agency. The other 22 TMAs described their parent organizations as follows.

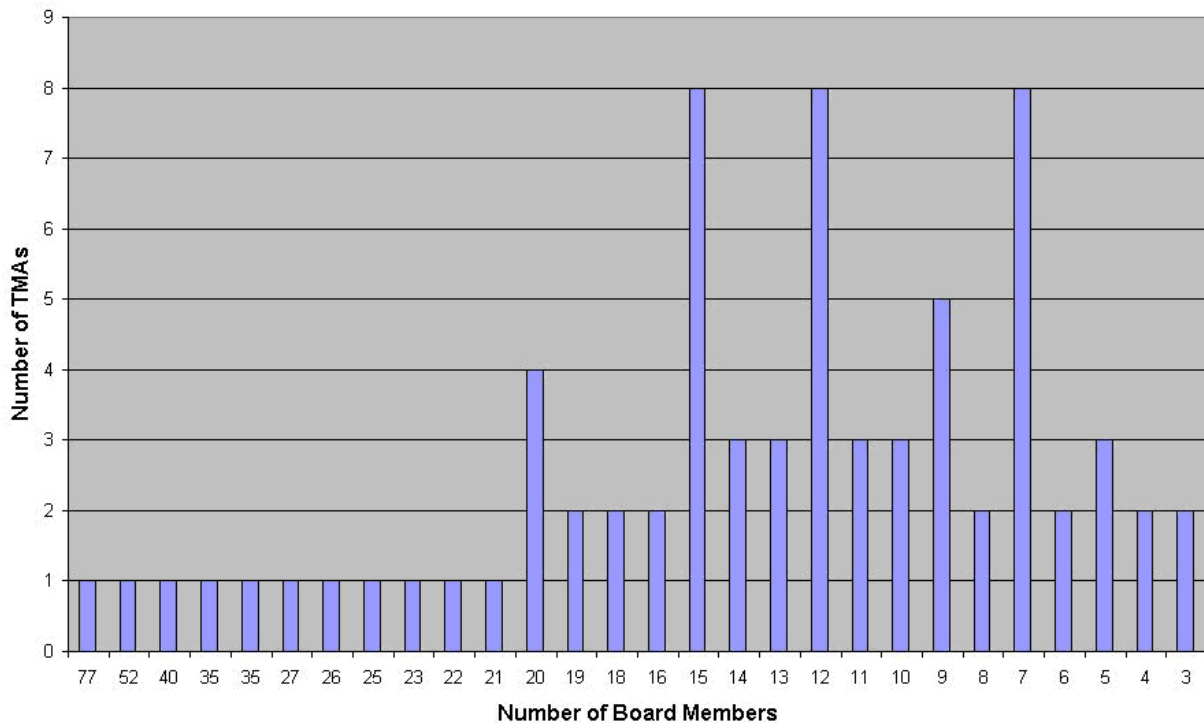
7	unknown
2	business association
2	nonprofit service organization
2	downtown association
1	economic development council
1	business advocacy group
1	downtown commuting alliance
1	chamber of commerce
1	business league
1	city/county
1	MPO
1	federal government
1	other

Governing Board Voting Members

50. How many voting members are on your TMA's governing board?

In 1998 (no data for 1993), the number of board members ranged from one to 47 with an average of 12. In 2003, the number of the board members ranged from three to 77 members and averaged 15 members. Figure 36 illustrates the distribution in the number of TMA board voting members in 2003.

Figure 36: Distribution in Numbers of TMA Board Voting Members



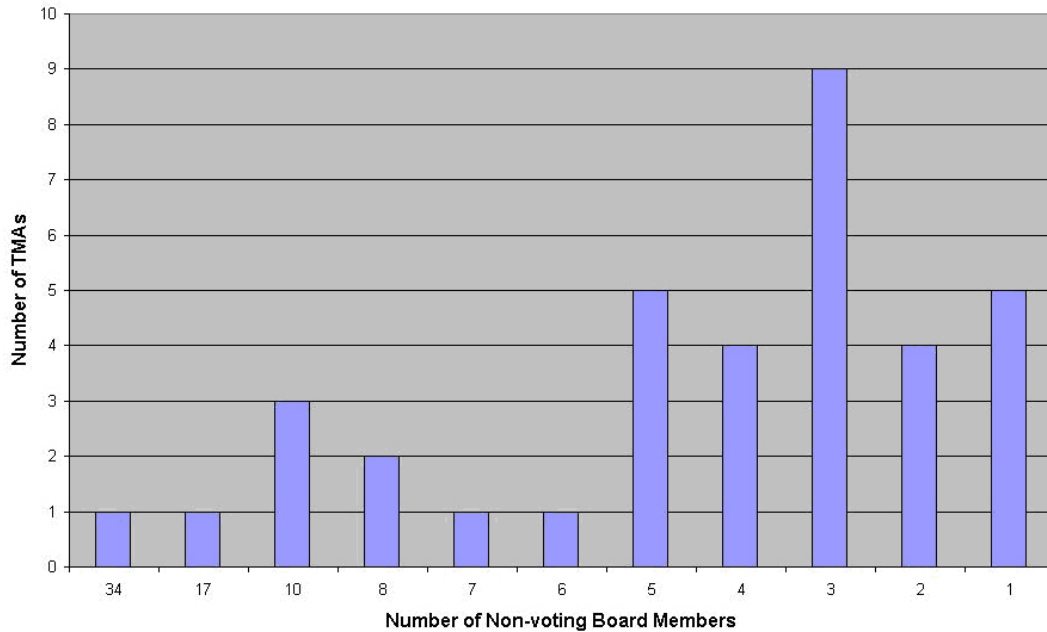
Governing Board Non-Voting Members

51. How many non-voting members are on your TMA's governing board?

As shown in Figure 37, the range of non-voting (ex-officio) members participating was from one to 34 members with an average of five non-voting members in 2003. In 1998, the average TMA had one non-voting member.

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Figure 37: Distribution in Numbers of TMA Board Non-Voting Members



Organizations Represented as Non-Voting Members

52. Please list non-voting board members.

Figure 38 lists the types of non-voting members and the percentage of TMAs with each type of non-voting member.

Figure 38: Percentage of TMAs with Non-Voting Board Member Types

Non-voting member	% of TMAs with Non-Voting Members
Executive Director	24
Transit Authority	24
Metropolitan Planning Organization	20
Department of Transportation	16
City	13
County	5

Some examples of other types of non-voting members not included in Figure 38 were chamber officials, public officials, city planners, parent employees, turnpike authorities, neighborhood groups, legal council, college officials, police and the business community. Three TMAs did not

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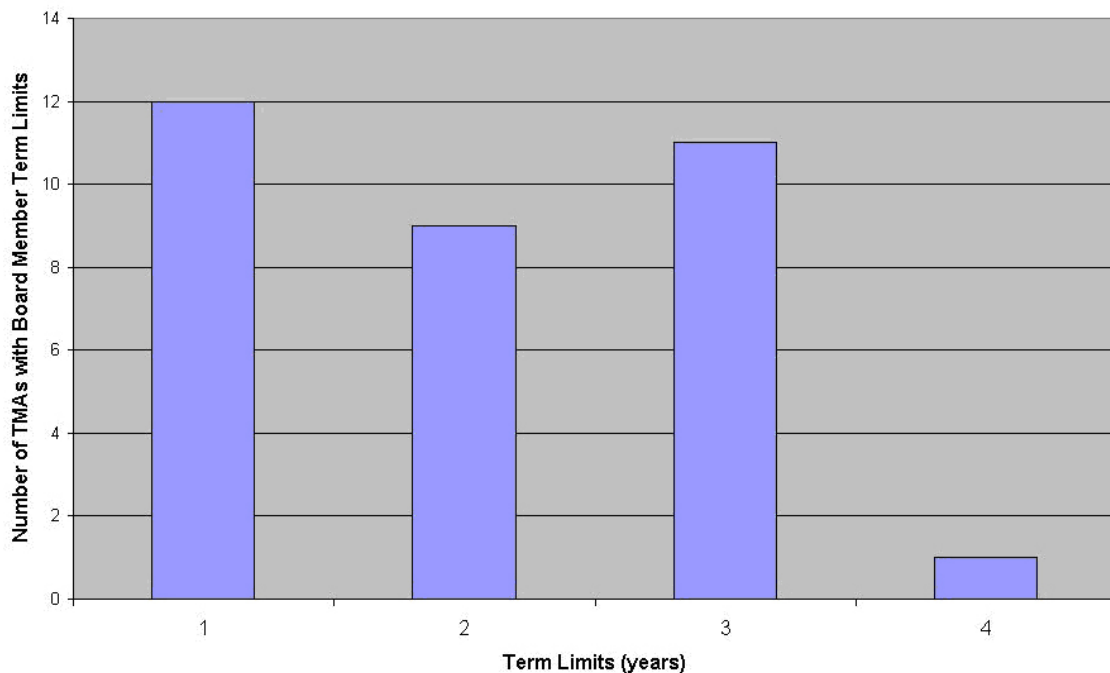
report their board composition and three additional TMAs used other types of governing/advisory members such as volunteers, officers, and a transportation committee.

Term of Office Length

53. How long is a term of office for a board member? Check one.

In 2003, 33 TMAs used term limits in board governance and they ranged from one to four years, as illustrated in Figure 39. In 1998, board members had two-year terms, on average.

Figure 39: Board Member Term Limits



Board Member Maximum Number of Terms

54. What is the maximum number of terms that a board member may serve? Check one.

This was a new question in the 2003 TMA Survey. Only nine TMAs set maximum terms. These ranged from one to three terms.

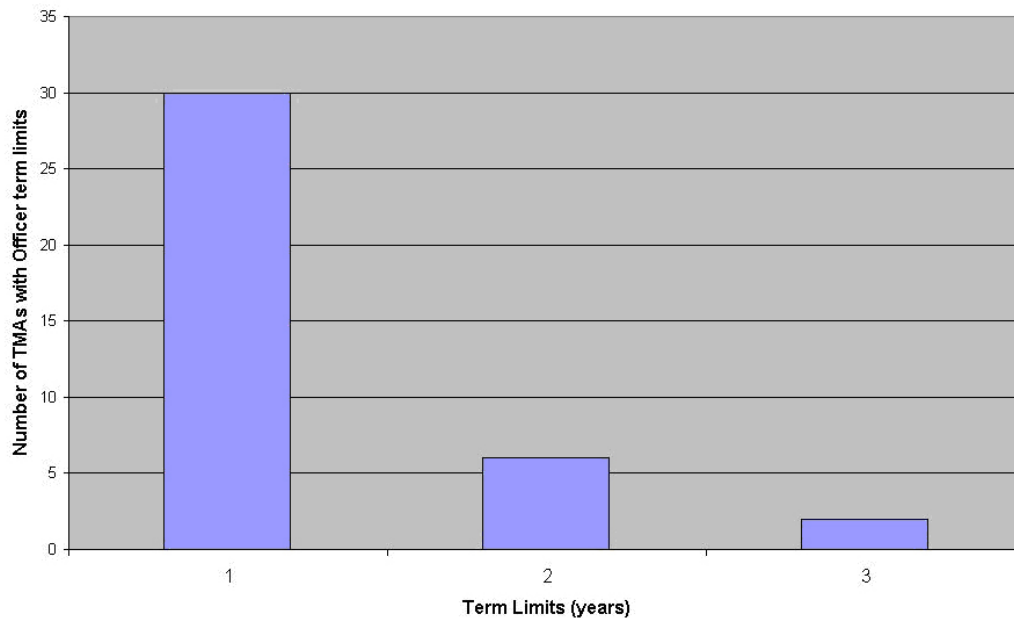
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Board Officer Length of Office Term

55. *How long is a term of office for a board officer (i.e., Chair, President)?*

This was a new question in the 2003 TMA Survey. Thirty-eight of the TMAs set term limits for the board officer, as described in Figure 40.

Figure 40: Board Officer Term Limits



Board Officer Maximum Number of Consecutive Terms

56. *What is the maximum number of consecutive terms that a board member may hold an officer position? Check one.*

This was a new question in the 2003 TMA Survey. Only five TMAs had set a maximum number of terms. The limit was either one or two terms. This may be an indication of how difficult it is to find good leadership for the TMA. Once a competent and willing board officer is found, it may not be easy to let them go if finding a replacement is not possible. One argument is that a TMA should not let go of a great TMA leader but the downside is that individual personalities may put too much of a mark on the organization. It allows other potential leaders to grow complacent, feel less needed and lose a sense of responsibility and “ownership” of the organization. Holding on too long to a board officer disallows fresh ideas and perspectives that

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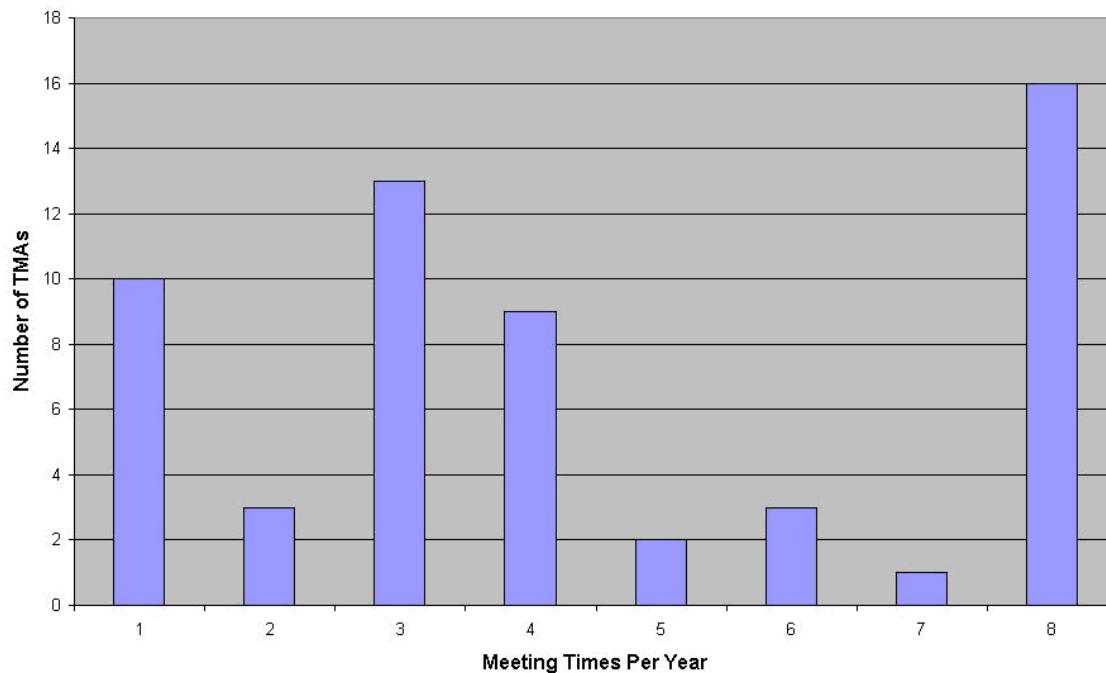
naturally come with periodic turnover of leadership. If the long-time officer suddenly leaves, there is a yawning vacuum of leadership that may be more difficult to fill.

Board Meetings

57. How often is the full board of directors required to meet? Check one.

In 1993, TMA boards met an average of 5.6 times per year. In 1998, the frequency with which most TMA boards were required to meet was either quarterly (32 percent) or monthly (30 percent) with an average of seven times per year. In 2003, TMA boards were required to meet on average 4.5 times per year. The 57 TMAs who responded to the question indicated that their boards met regularly as depicted in Figure 41. There may be some ambiguity to this question in the sense that not all boards have a meeting frequency requirement and the resulting answer may indicate how frequently boards actually meet.

Figure 41: Number of Required Board Meeting Times Per Year



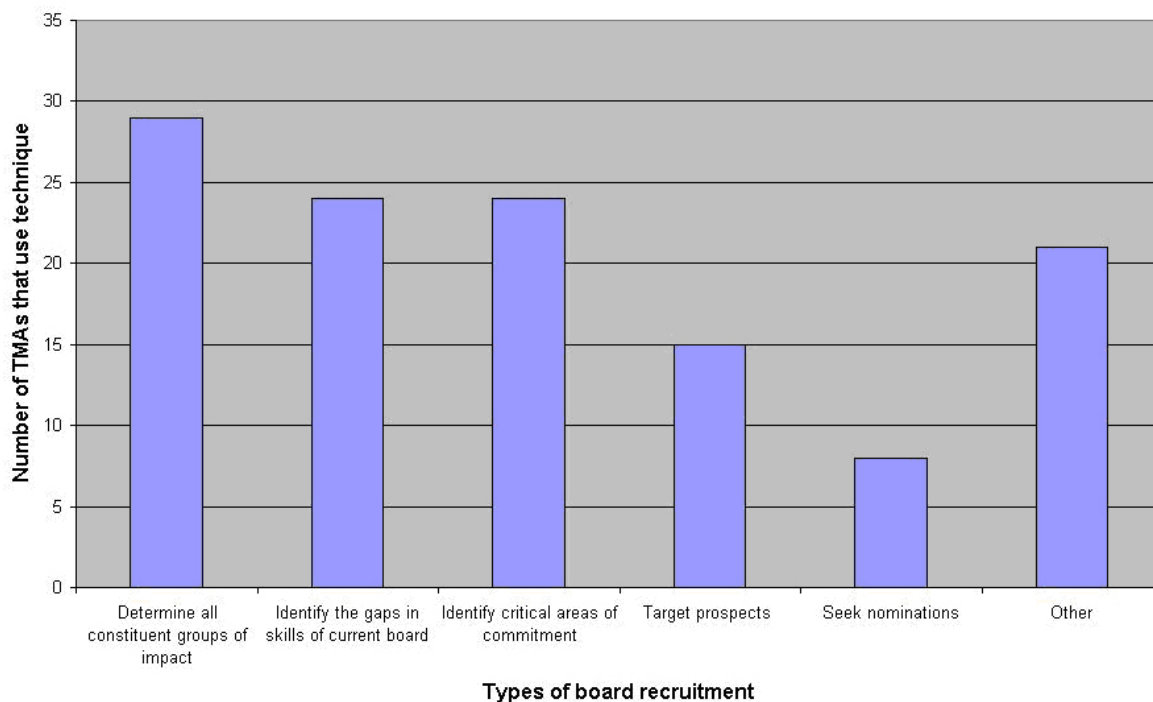
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Board Recruitment Activities

58. How do you fill board positions? Check all that apply.

This was a new question to the 2003 TMA Survey. The 64 TMAs that responded to the question indicated that they utilized a variety of techniques to recruit board members, as shown in Figure 42. Some of the “other” methods are targeting business leaders of member organizations, appointments to the board by member organizations, tapping parent organization representatives, election by board members and receiving nominations.

Figure 42: Board Recruitment Activities



Board Training Activities

59. How do you provide board training? Check all that apply.

This was a new question in the 2003 TMA Survey. Out of the 96 potential responses, 39 percent indicated that some type of training was provided for their boards. The remaining 61 percent indicated one of the following:

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- TMAs provided no training
- Board training was inapplicable
- The TMA did not respond to the question

According to those TMAs who provide training, 13 percent indicated that their TMA provides new board members with orientation training. Another seven percent of TMAs provide a board member manual only. Another 11 percent provide both orientation training and a board member manual. The final eight percent indicated using other training formats, such as information packets, retreats and ongoing training.

Board Member Responsibilities

60. Which of the following activities are considered responsibilities of board members, either in whole or in part? Check all that apply.

This was a new question to the 2003 TMA Survey. Responsibilities of the board were described by 64 of the TMAs and are listed in Figure 43.

Figure 43: Board Member Responsibilities

Responsibility of the Board	% of TMA Boards Filling this Role
Financial oversight	88
Strategic planning	84
Work plan development	64
Member recruitment	59
Financial planning	43
Other	17

“Other” included project approval, governance, policy development, human resources oversight, policy review and advocacy.

TMA Documents

61. Which of the following documents does your TMA maintain? Check all that apply.

A comparison of the use of governing documents by TMAs, shown in Figure 44, indicates a general decrease in the use of these tools. This can be explained by the greater number of TMAs operating informally. The larger percentage of TMAs in 2003 that have a policies and procedures manual is explained by the number of newer informal TMAs whose personnel are under the protection of policies and procedures drafted by a parent organization. But even if we account for the informal TMAs regarding strategic planning and the crafting of by-laws, there is

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still a drop in activity relating to these two documents. Looking at TMAs without strategic plans by budget in 2003, we find that 24 percent of TMAs with budgets greater than \$300,000 do not have strategic plans. While there is no comparative data for 1993, in 2003, 40 percent of TMAs do not have annual or 2-year work plans.

Figure 44: Comparison of Governing Documents Used

Type of Governing Document	1993	1998	2003
By-laws	84%	63%	64%
Mission Statement	78%	94%	72%
Objectives	65%	77%	54%
Strategic Plan	55%	67%	35%
Policies and Procedures Manual	16%	48%	26%
Annual or 2-year Work Plan	--	--	60%

Strategic Plan Updates

62. *If your TMA maintains a Strategic Plan, how often does your governing body review and update the plan? Check only one.*

Approximately 26 percent of responding TMAs updated their strategic plans once yearly, another 3 percent updated their strategic plans 2 or 3 times per year, and another 5 percent of TMAs completed updates every 5 years. Another 4 percent of TMAs provided miscellaneous answers, such as that they never updated their strategic plan, updated their strategic plan as needed, or the process of strategic plan updating has not yet been established. Approximately 25 percent of all TMAs did not respond to the question and 32 percent replied that strategic plan updating did not apply to their TMAs.

Insurance Retained

63. *Does your TMA retain any of the following insurance? Check all that apply.*

The options listed in the survey included directors and officers insurance, fiduciary liability insurance and professional liability insurance. In 1993, 43 percent of TMAs had directors and officers insurance, 18 percent had fiduciary liability insurance, and 31 percent had professional liability insurance. In 2003, the figures are roughly the same with 38 percent of TMAs retaining directors' and officers' insurance, 22 percent retaining fiduciary liability insurance, and 28 percent retaining professional liability insurance. Also, 31 percent had no insurance and another 10 percent either did not know or provided no answer. This 41 percent corresponds to unincorporated TMAs. The remaining 59 percent had either one type of insurance only (18

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percent) or some combination (41 percent). Among those that had insurance, 15 percent retained some other type not originally listed. These include:

- Commercial crime
- Commercial liability
- General liability
- Workers compensation
- Employee dishonesty
- Business property
- Excess vehicle
- Loss of valuable papers
- Transit card theft and loss

TMA Committee Types

64. What type of policy or service committees operate within your TMA? Check all that apply.

In 1993, 75 percent of TMAs had an executive committee and in 1998, this dropped to 62 percent. In 2003, 47 percent of TMAs had an executive committee. Approximately 60 percent of TMAs conducted work through a committee, indicating that there is some decrease in the use of committees to accomplish TMA work. In 2003, TMAs supported from one to five committees, with the exception of one TMA that had ten committees. The number of committees maintained by a TMA is partly a function of the number of board members. For example, a board of three members would not support committees. However, while we see slight increases in the number of both voting and non-voting board members, there is a decrease in the number of committees.

The combination of fewer meetings per year and less committee work might indicate that board members are spending less time conducting the work of the TMA. The committee most often employed by TMAs is the executive committee, followed by project specific committees (24 percent). Other committees used by at least 10 percent of all TMAs include budget/finance (20 percent) and membership/recruitment (10 percent), down from 18 percent in 1998. At least one TMA indicated using other committee types listed on the survey, including long range planning, administrative, media/public relations, legal, government affairs/advocacy, personnel/human resources, publications and convention/annual meeting. Another 11 percent of all responding TMAs wrote in committees not otherwise listed in the survey options. These committees included:

- Nominating
- Coalitions focused on transportation corridors

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- Operations
- Special events/programs
- ETC network
- Transit
- Audit
- Vanpool
- Education
- Local initiatives

Legal Counsel Retained

65. Does your TMA retain legal counsel?

In 1993, 69 percent of TMAs had legal counsel, while in 2003, 54 percent of TMAs retained legal counsel. If we remove from consideration the number of TMAs that are more informally organized, then this percentage jumps to 60%, which is still less than in 1993.

Relationship with Legal Counsel

66. If yes, what relationship do you maintain? Check only one.

Figure 45 describes the type of arrangement for legal counsel used by TMAs. It is assumed that ten years ago, some portion of the volunteer counsel came from board members. It is interesting that while boards have increased slightly in numbers, there has been a decrease in volunteer counsel.

Figure 45: Comparison of Legal Counsel Used

Legal Counsel Type	1993	2003
Attorney on staff	0%	4%
Volunteer counsel	49%	18%
Attorney on retainer	6%	--
Attorney on annual retainer with supplement	--	3%
Attorney on annual retainer for all services	--	3%
Hire per job basis	23%	18%
Other (use counsel of parent)	--	6%

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Legal Counsel Presence at Board Meetings

67. Does your TMA require the presence of legal counsel at board meetings?

In both 1993 and 2003, 6 percent of TMAs required the presence of an attorney at meetings.

Issues Requiring Legal Counsel

68. What issues, if any, have required legal counsel over the past year? Check all that apply.

In 1993, 39 percent of TMAs reviewed service agreements, 33 percent filed for incorporation and 4 percent provided counsel for lawsuits. In 2003, the percentage of TMAs using legal counsel to review service agreements stayed the same but the percentage of TMAs using counsel to file for incorporation dropped to 14%, mirroring the slowing rate of TMA formation in the late 1990s and early 2000s as well as an increase in the number of TMAs operating informally. The number of TMAs using legal counsel to handle lawsuits rose slightly from 4 percent to 6 percent. In 2003, TMAs also used legal counsel for tax filing, insurance guidance, and personnel issues.

Technology-Based Activities

69. Which of the following technology-based activities or communication strategies does your TMA support? Check all that apply.

Survey responses indicate that 85 percent of TMAs host a website, 82 percent use email distribution lists, 47 percent provide on-line ridematching, 41 percent have conducted web-based surveys and three percent have offered a dial-up bulletin board system. Another four percent of TMAs have employed other technology-based activities, including email alerts, online incentive programs, and an interactive kiosk. Two percent of all responding TMAs have used no technology-based activities and six percent did not answer the question. In 1998, 50 percent of TMAs hosted a web site, 19 percent of TMAs used email distribution lists and 29 percent offered a dial-up bulletin board system.

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Canadian TMAs

Canadian TMAs participated in the TMA Survey for the first time in 2003. There are eight known TMAs, seven of whom responded to the survey. Three TMAs are located in Vancouver, British Columbia, three more TMAs are located in Montréal, Québec, one TMA is located in Toronto, Ontario and one TMA is located in Halifax, Nova Scotia. Two TMAs are regional or multi-jurisdictional, one TMA is citywide, another TMA represents a corridor, another TMA represents a central business district and the final respondent represents an industrial park. The history of TMAs currently operating in Canada has a more recent beginning than that of their U.S. counterparts. The oldest Canadian TMA began in 1995. The majority of Canadian TMAs were formed through the combined efforts of government transportation agencies, employers and developers.

Most operate within a parent organization, such as a business improvement district, a chamber of commerce, or an organization that has a Canadian charitable nonprofit tax status. While the authority for final actions rests with the membership of two TMAs, the authority for other TMAs is shared either with government or is held by appointed officials or advisory committees.

Membership is composed of various groups for all TMAs with the percentage of membership composed of the following in descending order of magnitude: government employers, businesses, government agencies, residential associations, and developers. The membership of one TMA also includes a university and a union. Based on survey responses, membership includes from 7 to 13 members, serving travel markets of as many as 15,000 commuters and students. Members are recruited using a range of tactics, with contact from a Board Director and peer to peer recruitment considered the most successful tactics.

Canadian TMAs offered a broad range of services, with two TMAs providing services to both members and nonmembers while the other four provide services to members only. The most frequently offered services include rideshare matching, promotional materials and events and regional advocacy. Canadian TMAs appear to provide more program emphasis upon telecommuting program assistance, car share programs and bicycle programs than do U.S. TMAs.

Most Canadian TMAs employ one full-time staff member and one part-time staff member. Executive directors come from a wide range of professions, including the more traditional backgrounds of transportation planning, public relations and non-profit association management. Professional backgrounds that appear more frequently than those for U.S. TMA executive directors have included teaching and an emphasis on environmental studies. The most frequently cited range for the executive director salary is \$40,000-\$50,000 USD. Generally half of the Canadian TMAs provide medical, dental and vision insurance, and a transportation allowance to

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staff. More than half of the TMAs provide paid holidays and seminars. Less than half of the TMAs provide family leave, life insurance, disability insurance and professional membership dues. Annual TMA budgets range from less than \$50,000 to between \$100,000 and \$150,000. Regarding budget breakdown, Canadian respondents generally did not include the cost of labor within the listed line items. Salary was separated out and listed as the largest budget expense, between 40-60 percent of total budget. No TMAs provided shuttles or transit service. Office operations were listed as five to 53 percent of total budget with marketing as the next largest expense, at six to 30 percent of total budget. The majority of funding for Canadian TMAs came from government grants. Up to 80 percent of a TMA budget was funded by federal grants (in one case) but mainly from 50-75 percent came from the provinces and 25 percent were local grants, with the remainder from other sources. Two TMAs used member dues as a minor source of income.

Six Canadian TMAs submitted their mission statements. Themes are generally similar to mission statements of those of U.S. TMAs. The reduction of greenhouse gases and the promotion of health and well-being were additional themes not found elsewhere.

**The Traditional TMA Versus the “Average” TMA of Today:
A Summary of Changes**

Survey results indicate that all TMAs differ, by at least one quality, from the “average” as aggregated across all responses given by survey participants. But if we were to create a profile of a “traditional” TMA, based upon the most common answers given in the TMA Survey results of 1993, the TMA was either regional, suburban or corridor in scope, serving an average of 45,800 commuters. The central focus of the TMA was policy leadership, advocacy and service provision. The TMA had 20-80 members mostly composed of business employers. The TMA used contact from the Executive Director and peer-to-peer contact as chief member recruiting tactics. The TMA was incorporated with a high degree of organizational administration through the use of governing documents. The TMA held annual meetings, with the board of directors meeting 5-6 times per year. The TMA leased office space and operated on an annual budget of \$149,000, with dues the greatest income source. The TMA used legal counsel and would provide an annual financial report to its members but did not conduct a program evaluation. The TMA had an executive committee, one paid staff member and did not commonly contract out for services. The Executive Director had a transportation background and was paid \$42,500 annually. The TMA did not conduct employee evaluations.

TMAs have changed since 1993. In 1993, while the traditional TMA was either regional, suburban or corridor in scope, the “average” TMA of 2003, based on collective survey results was either regional, corridor or CBD, but with generally greater diversification and specification of service area. In 1993, the TMA served an average of 45,800 commuters while in 2003, the majority of TMAs served travel markets in addition to or other than commuters. The central focus of the TMA in 1993 was policy leadership, advocacy and service provision, while in 2003 the focus stayed generally the same with the most commonly offered services being promotional materials and events, rideshare matching, guaranteed ride home and regional/local advocacy. However, we are seeing a broader range in services offered and TMAs were tailoring service offerings more to the needs of travel markets. In 1993, the TMA had 20-80 members mostly composed of business employers. In 2003, the typical TMA had less than 40 members with business employers still the leading member group but with a greater diversification of member types. In 1993, the TMA used contact from the Executive Director and peer-to-peer contact as chief member recruiting tactics while in 2003 the vast majority of TMAs used a more varied combination of two or more recruitment tactics. In 1993, the TMA was incorporated with a high degree of organizational administration through the use of governing documents. In 2003, the average TMA was incorporated but there were more TMAs operating informally. In 1993, the average TMA held annual meetings, with the board of directors meeting 5-6 times per year. In 2003, a lesser majority of TMAs held annual meetings, with the board of directors meeting on average 4.5 times per year. In 1993, the TMA operated on an annual budget of \$149,000, with dues the greatest income source. In 2003, the majority of TMAs operated on a budget in the

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median range of \$150,000 to \$200,000. A lesser majority of TMAs collected dues with greater reliance on federal grants. In 1993, the traditional TMA used legal counsel and would provide an annual financial report to its members but did not conduct a program evaluation. In 2003, a lesser majority of TMAs employed legal counsel, a lesser majority provided an annual financial report to their membership, and the majority conducted program evaluations. In 1993, the average TMA had an executive committee, one paid staff member and did not commonly contract out for services. In 2003, the majority of TMAs did not have executive committees (although 60 percent of all TMAs used some type of committee) and employed more than one paid staff member. Contracting out for various functions was more common. In 1993, the Executive Director of the traditional TMA had a transportation background and was paid \$42,500 annually. In 2003, the most common Executive Director backgrounds were marketing, transportation, and non-profit association management, in that order, and were paid an average annual salary of \$62,000. In 1993, the average TMA did not conduct employee evaluations, while in 2003, the majority of TMAs did.

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Observations

The data contained in the 2003 TMA Survey contains a wealth of information about the organization and function of TMAs. This report has provided comparative information with surveys from previous years as well as results from Canadian TMA surveys. With the exception of The Netherlands, transportation management efforts in European nations are implemented through organizational structures different from TMAs as we know them in the United States and Canada. Mobility management services in European nations are generally provided through individual entities rather than partnerships. Canadian and U.S. TMAs are more similar than they are different. The main differences are that Canadian TMAs are younger in formation and they rely less on member dues and more on government funding sources than do U.S. TMAs. Government employers are primary members of Canadian TMAs. The backgrounds of Canadian TMA executive directors show more teaching and environmental studies while U.S. TMA executive directors appear to come more so from marketing backgrounds. Canadian TMAs cite the promotion of health and well-being which is not frequently cited in the missions of U.S. TMAs.

In the U.S., at least one TMA is located within 29 states and half of all U.S. TMAs are in one of four states that have strong air quality or land use regulatory environments. Rates of TMA start-ups peaked around 1993, then decreased, coinciding with the repeal of the federally mandated Employee Commute Options requirements. Since 1998, new TMAs have continued to form but at a lower rate of about four per year. The survey results indicate a net growth in the number of TMAs of less than 5 percent in the United States since 1993.

Observations from 1993 TMA Survey and How TMAs Compare in 2003

The 1993 TMA Survey provided recommendations about how TMAs could improve. These are listed in Figure 46 below with an assessment of progress made, based on the results of the 2003 TMA Survey.

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Figure 46: Comparison of 1993 Recommendations and Progress Made By 2003

1993 Recommendation	Some Progress	Little Progress	Not Known
1. Newer TMAs must return to the fundamentals of association management		X	
2. Develop dues and non-grant sources		X	
3. Provide adequate support staffing	X		
4. Support staff should have benefit of regular reviews			X
5. Executive directors should take the time to renew and recharge their creativity and sense of purpose			X
6. Do strategic planning to maintain a focus on what makes your TMA unique		X	
7. Create support systems and allies for your TMA			X
8. Do the legwork while sometimes allowing others to take the credit			X
9. Make use of new technologies	X		
10. Develop adequate compensation and benefit packages for TMA staff	X		

Regarding a return to the fundamentals of association management, the 2003 TMA Survey results indicate a trend toward more TMAs operating informally. This is not necessarily a negative trend and may simply indicate that different TMAs operate best under different organizational structures. However, survey results also indicate a lessening use of governing documents, such as objectives, strategic plans and annual work plans. Informally organized TMAs can certainly use these tools regardless of their incorporation status. Decreased use of governing documents is a negative trend. Use of such tools allows the TMA to deliberately plan and map out its future, based upon careful consideration of service area characteristics and evaluation results.

TMAs have not made progress in developing dues and non-grant sources. Instead, the use of dues has decreased and reliance upon grant funds has increased. In 1993, 20% of respondents obtained 100% of their funding from dues. Dues made up 47% of average total revenue. In 2003, 5 percent of respondents obtained 100 percent funding from dues and dues made up 40 percent of average total revenue.

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The percentage of all TMAs who receive funds from these sources is as follows:

- 56% Member dues
- 48% Federal grants
- 28% Local grants
- 27% State grants

The decrease in revenues from member dues is likely associated with the corresponding decrease in business employers and developers as member groups, who would pay higher dues fees than fee rates established for other member groups (i.e., non-profits). The income source that appears to make up the difference is government funding. This is not a positive sign for TMAs because government as a TMA “customer” represents the general public, which is a far less specified, more nebulous target market than developers and business owners. If a business member withdraws from membership, the TMA loses the income derived from the dues of one member. But with government as a member, a far too large proportion of a TMA budget (in the form of a large grant) is controlled by one or a few entities and the withdrawal of grant funds could spell disaster for the TMA. For example, the effective work of many TMAs that have assisted regions to attain federal air quality standards may mean their doom as TMAs become less likely to receive Congestion Mitigation and Air Quality grants. TMAs have also not made progress in strategic planning. Only 35 percent of TMAs developed strategic plans in 2003, as compared to 45 percent in 1993.

TMAs have made progress in providing support staffing, as evidenced by 32 percent of TMAs with more than three persons on their staff in 2003, as compared to 9 percent of TMAs with more than 3 persons in 1993. TMAs have made progress in the adoption of new technologies, particularly in the increased use of web sites and email distribution lists since 1993. Generally, TMAs have made progress with providing compensation and benefit packages. More types of insurance coverage have been made available to TMA staff over the years. It also appears that more TMAs are offering a greater variety of benefits, including more retirement benefits. Also, the use of formally adopted personnel policies and annual employee evaluations has increased. Four additional recommendations from 1993 do not correspond with data collected by later surveys. New questions aimed at measuring such progress might be considered for inclusion in future surveys.

Additionally, there were recommendations from the 1993 TMA Survey regarding future roles of TMAs. These include those below as well as an assessment of the use of these recommendations.

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1. Provide services that link information to appropriate markets, such as advanced traveler information services (ATIS). The 2003 TMA Survey yielded no responses for Question 16 regarding services offered, which relate to linking information. This does not necessarily mean that no TMAs do this. This role may be accomplished as part of other services, such as “Promotional materials/newsletters” (offered by 88 percent of all TMAs); however, it might be useful to explicitly ask TMAs in the future if they conduct activities that aim to link information to appropriate markets, including ATIS.

2. Conduct data collection/data validation. The 2003 TMA Survey yielded no responses indicating that TMAs conducted data collection, except for activities relating to program/service evaluation (81 percent). Other types of data collection tended to be conducted by contracted consultants (studies/surveys, as indicated by a small number of TMAs in answer to question 22), and that may be the most practical solution in many cases.

3. Provide services that promote community livability. A wide interpretation of such services might include those that some TMAs indicated, such as pedestrian amenity review, livable community camps, and shuttle service operation. It is noted that fewer TMAs are now conducting site design assistance than in 1998 (38 percent in 2003, 51 percent in 1998).

4. Communicate business and community needs to policymakers and communicate public policy issues to businesses and the community. This may be interpreted as the high number of TMAs that indicated providing regional/local advocacy (74 percent in 2003), although advocacy and communication are not exactly the same thing. It could be that many TMAs foster this two-way communication in the course of their work without having articulated it as such.

5. Probe new markets for transit. This may be reflected in the numbers of TMAs that provide direct shuttle service operation (29 percent), shuttle/local transit provision (52 percent) and subsidized transit passes (53 percent). Another interpretation of this recommendation might be activities relating to assisting the local transit agency to reach new markets.

Indications of Increasing Diversification

As the 1998 TMA Survey findings noted and the 2003 TMA Survey findings confirm, TMAs are diverse in characteristics and operations. The 2003 TMA Survey results indicated trends toward increasing diversification. It was clearly challenging for survey respondents to accurately describe their TMAs within the constraints of the answer options, even after the 2003 Survey was expanded to cover a greater range of answers. However, the apparent trend toward increasing diversity of TMAs as characterized by the 2003 TMA Survey may be overstated and not necessarily reflect true changes in TMAs over the past ten years. This is due to the inclusiveness of the most recent definition of a TMA in the *TMA Handbook*, so that more diverse

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organizations considering themselves TMAs have responded who otherwise might not have. Also, the expansion of answer options in the 2003 TMA Survey may appear to indicate changes and increasing diversity of TMAs over the years, when in reality, the responses may more closely specify the nature of the TMA as it has been all along.

The survey results show variety in the definition of TMA service areas, with 28 percent of TMAs identifying themselves as either specialized activity center or something “other” than the traditional service area types. These others include countywide, an industrial park, a rural TMA, a single employer, half a city, a master planned community, an area larger than a CBD but smaller than citywide, a bi-county low density research and development park, a national park and a statewide TMA.

Not only is there an enlarging range in size of memberships, but TMAs define what it means to be a member in at least five different ways. Overall TMA membership size appears to have decreased in the last 10 years with 65 percent of all TMAs having membership of 40 or less. However, another 23 percent of all TMAs have memberships of 81 members or higher. TMA memberships that include members of a parent organization can have memberships in the thousands, while TMAs whose boards of directors *are* the members may have less than ten members.

Employers remain the greatest influence in TMA formation but the growing variety of involved organizational types indicates the importance of partnerships. There were 18 other types of groups cited by TMAs as playing instrumental roles. Among many reasons for TMA formation, traffic congestion ranked the highest; however, there were at least nine other common entries. The central focus of TMAs has not changed in the last ten years, with the most common mission theme to improve travel, mobility and accessibility and to reduce traffic congestion; however, eleven other common mission themes were identified.

In 2003, business employers remained the most highly represented group within a TMA but by a lesser majority than in 1993. This coincides with an increase and broadening diversity of member types, such as government partners, property owners, non-profit associations, residential or community associations and educational institutions. Some of these groups have less financial resources and political clout than business employers.

In 2003, the average TMA covered an area that contained an average of 49,100 commuters, which is slightly higher than five years ago. However, 58 percent of all respondents indicated that their TMAs serve travel markets in addition to or other than commuters. These include 45 percent serving students, 40 percent serving residents, 29 percent serving visitors, and 5 percent serving other travel markets.

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Since 1998, a decreasing proportion of TMAs are now offering ETC training, regional/local advocacy, site design assistance, parking services, promotional events and trip reduction plan preparation. Since 1998, a growing proportion of TMAs are now offering shuttle/local transit provision, vanpool subsidies and transit pass subsidies, in addition to a variety of creative service concepts. This appears to indicate that while several traditional member services are being offered less by TMAs, a greater variety of services are being offered across all TMAs, which may be an indication that TMAs are tailoring the selection of services to meet the needs of their travel markets.

Indications of Decreased Activity by Memberships and Boards

Looking across the trends in data, Figure 47 summarizes increases and decreases in various activities. The following text provides some brief detail about these trends.

Figure 47: Trends in TMA Activity Levels

Decreases in Activity	Increases in Activity
✓ Membership size	✓ Board size
✓ Volunteer staffing	✓ Paid staffing
✓ Peer-to-peer member recruiting	✓ Board chair recruiting
✓ Annual meetings	✓ Use of personnel policy documents
✓ Board meetings	✓ Use of employee evaluations
✓ Committee work	✓ Use of program/services evaluations
✓ Contracts with vendors for TMA staffing	✓ Contracts with vendors for service delivery
✓ Use of dues	
✓ Strategic planning	
✓ Use of governing documents	
✓ Annual audit	
✓ Annual financial report	
✓ TMA incorporation	
✓ Use of volunteer legal counsel	

- While TMAs that are part of parent organizations or community improvement districts can have memberships in the hundreds and even thousands, membership size across all TMAs appears to be decreasing overall.
- A comparison of the numbers of staff employed by TMAs in 1993 and in 2003 indicated that TMAs today have more paid personnel and rely less on volunteers. There is an upward trend in TMAs contracting out more for services, from 25% in 1993 to 59% in 2003. Perhaps this reflects the understanding that generally small TMA staffs function

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better if they concentrate on what they do best and not attempt to do everything themselves as their menus of services expand.

- While peer-to-peer recruitment of members decreased by 24 percent in the past ten years, contact from the Board Chair to recruit members increased by 27 percent.

Figure 48: Use of Recruitment Tactic by Percentage of TMAs

Recruitment Tactic	1993	2003
Peer-to-peer contact	66%	42%
Contact from Board Chair	25%	52%

- In 2003, 56 percent of TMAs were incorporated, down from 78 percent in 1993. In 1993, the TMA was incorporated with a high degree of organizational administration through the use of governing documents. Over the past ten years, TMAs appear to be moving toward less formalized organizational structures. This may be due to the desire to demonstrate results quickly through programs and services by sidestepping the effort involved in setting up the administrative structure of an independent non-profit. It may also be due to a greater reliance on government funding, which may enable TMAs to concentrate immediately on service provision rather than organizational administration.
- In 2003, 59 percent of all TMAs conducted an annual audit, down from 75 percent in 1993.
- In 2003, 54 percent of TMAs provided an annual financial report, down from 66 percent in 1993.
- In 2003, 65 percent of TMA held annual meetings, down from 80 percent in 1993.
- The average number of board members has increased from 12 in 1998 to 15 in 2003. The number of non-voting board members has also increased from 1 in 1998 to five in 2003.
- In 2003, TMA boards met on average 4.5 times per year, down from 5.6 times per year in 1993.
- While 84 percent of TMA executive directors consider strategic planning as a board role, just 35 percent of TMAs use strategic plans, down from 55 percent in 1993.
- The number of TMAs with an executive committee decreased from 75 percent in 1993 to 47 percent in 2003. Approximately 60 percent of TMAs conducted work through some

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type of committee, indicating that there is some decrease in the use of committees to accomplish TMA work.

- In 1993, 69 percent of TMAs had legal counsel, while in 2003, 54 percent of TMAs retained legal counsel. The amount of volunteer counsel decreased from 49 percent in 1993 to 18 percent in 2003.
- In 1993, less than 50 percent of TMAs conducted program evaluations. In 2003, 81 percent had conducted program evaluation.

While there is no comparative data from previous surveys, the data in 2003 show that:

- Approximately 40 percent of TMAs do not have annual or 2-year work plans.
- Only 39 percent of TMAs provide some type of training for their boards.
- Only five percent of TMAs have set a maximum number of terms for board officers, of either one or two terms. This may be an indication of how difficult it is to find good leadership.

Considering each decreasing trend alone, it may not necessarily mean anything to worry about. For example, a decrease in TMA incorporation is not necessarily a negative indicator of the health of TMAs. As a matter of fact, the data from 2003 show a slight increase in the authority of the membership only determining final actions of the TMA. This would be an indicator of increased autonomy of TMAs. Lack of incorporation does not preclude activities such as strategic planning and financial reporting. However, looking at these trends together appears to indicate a decrease in activity of the general membership of the TMA, with this member activity being replaced by increased involvement of board members. As the number of TMAs with executive committees has shrunk from 75 percent to 47 percent, even board member involvement may also be decreasing. A reliance on a more permanent paid staff, rather than a previous greater reliance on contracted staff, might indicate that TMAs depend more upon the staff to maintain a continuity of mission, focus and expertise. This does appear worrisome, as more work is being done by fewer people, especially if board members are not receiving the benefits of initial training as well as enjoying the knowledge that their term of service has an end to it. These are not positive signs of change for TMAs collectively, and may point to the necessity of TMAs to look closely at the service needs of the membership to determine ways to revitalize the appeal and role of the TMA in the business community.

In the later 1980's and early 1990's, there may have been a higher degree of anticipation over the potential of TMAs, as an organizational structure that can deliver resolution to transportation issues. In 2003, as the relative newness of the TMA concept has matured, a sense of reality has set in that while TMAs can and are effective organizational structures for addressing

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transportation issues, many of the kinds of problems that TMAs address do not go away overnight, if ever. Positive gains in traffic congestion reduction may be offset by growth. TMA effectiveness is commensurate with the degree of ongoing commitment and time that partners are willing to give to chronic issues. TMAs have larger permanent staffs than they used to. While this is a positive sign that TMAs have more stable and ample resources to carry out their missions, it also makes it easier for a tired or uninspired TMA board to lean more upon the staff to “carry the torch”. Within a TMA service area there may be only a small number of TMA “champions” among the membership that can ably lead the organization at any one time.

Is a suspected decrease in TMA member activity necessarily a negative trend? What the TMA Survey does not ask those surveyed is for an indication of the degree of success of services, member and customer satisfaction, or trends in improvement of programs. If member satisfaction is high, then lessened activity could be an indicator of issue resolution. Each TMA must answer this for itself.

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Recommendations

This section includes recommendations for actions that TMAs should consider to improve operations and performance.

Develop Roles and Services That Members Value

The biggest issue for TMAs continues to be developing and maintaining a role in the community and a program of services that remains fresh, addresses the needs of the membership and compels them to remain actively involved. Because of growing diversity among members who may perceive needs differently, limited resources, and programmatic constraints placed upon TMAs by the dictates of funding sources, it is crucial for TMAs to engage the Board in strategic planning. It is also critical that TMAs prepare annual or two-year work plans to keep activities and efforts on track. Feed the results from program and service evaluations back into these planning activities. The information contained in the *2001 TMA Handbook* provides useful guidance. Conduct market research to match targeted markets with services tailored to their needs. Sophisticated mapping software programs at decreasing prices continue to be developed for “microtargeting” areas for services, which can put to use over 100 population variables that describe economic characteristics.

Seek Alternative Income Sources

Once the first recommendation is accomplished, then funding sometimes falls into place. Usually TMAs must seek new funding sources constantly. Before we turn attention away from government grants, it is worthwhile to consider other sources of government funds based upon activities of the TMA. For example, there may be a strong role for TMAs in an aggressive maintenance of traffic campaign launched before and during major highway reconstruction projects. Departments of transportation might consider funding such activity from sources other than the traditional pots of money reserved for funding TMAs.

Beyond member dues and government grants, TMAs have secured funding through in-kind donations, service contracts, fees for services, developer funding agreements and business improvement districts or community financing districts. A full quarter of TMA Survey respondents secure funding from “other” sources in addition to the ones above. These have included transit fares, taxes, municipal sponsors, parent organizations, vanpool revenues, promotional events, parking fees, organization investments, and foundation grants, discussed more here.

Private foundations will not grant funds to 501(c)(4) or 501(c)(6) organizations because these types of organizations serve only designated members and they can collect dues. Private

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foundations will more likely consider requests from 501(c)(3) organizations because this type of organization does not collect dues and is expected to serve the general public. Foundations interested in funding TMAs are few but possible to find. For example, the International Council for Local Environmental Initiatives funded the “Orangecycle” program of the Tampa Downtown Partnership several years ago (<http://www.iclei.org>).

If TMAs are trying to find funding for continuation of operations year after year, it is even more unlikely to find a private funder; however, if a TMA wants to do some kind of special project that has an end date, like a pilot program to try out a new service, or something that has a tangible useful end product, such as a parking map, it is more possible to find a funding source, especially if it is not more than about \$15,000. Based upon the interests of a particular foundation, the project must be pitched properly to convince funders that the project would further the mission of the foundation and the visibility of the foundation or its cause. The best approach to finding private sector funding is to look at your entire budget and program activities and see how you can “cut the pie” so that those items that might fall within the interests of a foundation grant can be identified and segmented apart from the rest of your budget. It is possible that there are specific services, projects, or products that your TMA is already doing that could be of interest to a private sector funder. The funder might not have to be a foundation; it could be one of your larger businesses or employers in your service area.

An important trap to avoid is going after a grant just for the sake of its availability by tailoring your program to meet the requirements of the funders. Instead, it is better to develop programs that provide the best services to your members, then see if there are any funding possibilities that would fit what you already intend to do. For foundation grants, there might be deadlines for proposal submittals, reporting requirements and possibly the requirement of a matching grant. If the grant is for just a few thousand dollars, the obstacle course of the proposal process, the uncertainty of a final award, and all the paperwork required after winning a grant might not be worth the bother.

An idea that is currently receiving some discussion is the social enterprise model. It involves non-profit organizations developing and running for-profit businesses, the revenues of which are turned back toward funding the mission of the non-profit. This is to diversify income and make the non-profit self-supporting and less reliant on government handouts. One element of this is the use of the “internal assets” of the non-profit to sell as a business. Often, examples of assets of non-profit organizations include excess space to rent, labor force availability, and excess kitchen capacity. What are the internal assets of your TMA? For example, one TMA program in San Luis Obispo once “sold” the use of their shuttle vehicles during off-peak times to various groups such as retirement communities. If a TMA has a geographic information system, this resource and skills could be used to generate mapping for economic development and site planning. Some transit agencies make maintenance services available. Here are a few links below to read

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more about this idea. The downside is that a TMA would likely have to pay unrelated business income tax (UBIT) and there is some possibility that running a for-profit business could threaten tax status.

<http://www.se-alliance.org/>

<http://www.communitywealth.com/Powering%20Social%20Change.pdf>

Find Leaders in the Community

TMA's must scout for leaders in the community. TMA's are vying for able leaders, in competition with a variety of other business and service organizations. Leaders are usually people already involved in many civic activities dealing with issues of immediate urgency, such as hunger in the community. Some leaders don't consider the possibility of serving on a TMA board unless asked. Future TMA leaders develop their potential over time and benefit from opportunities provided through TMA involvement. TMA's must emphasize such benefits. It might be helpful to tap into programs local to your area that are similar to Leadership Hillsborough (<http://www.leadershiphillsborough.com/>) in Florida. Participants of such programs are able individuals that might be looking for a worthwhile cause on which to focus their energy.

Another kind of leadership comes from the bottom up: employees, commuters and residents who are willing to assertively voice their transportation needs to employers and transportation providers and policy makers. Businesses listen to their employees. Policy makers listen to their constituents. Such citizen leaders first need the information that gives them the larger perspective on sustainable mobility alternatives. Secondly, they need encouragement and guidance on how to speak effectively about it, such as how to initiate an internal company meeting to discuss a pilot program for flex time or telecommuting. Other methods of speaking up include writing letters to newspaper editors and local elected leaders and participation on a citizen advisory committee to the local government. These activities require knowledge, skills and the strategic timing and placement of their efforts. Only a TMA executive director may have a handle on all these elements at once. Traditionally, this effort has been through the cultivation of Employee Transportation Coordinators. The 2003 TMA Survey results show that ETC training by TMA's has been on the decrease since 1998. Some current ongoing research on the topic of institutional culture of the work site suggests that many ETCs have experienced a "one-size-fits-all" ETC training format. ETCs are convinced that trainers do not understand the needs of their work sites and that the strategies offered would never work under their current employment conditions.⁴ A revamping of the expected role and training of ETCs might be in

⁴ National Center for Transit Research. *Commuter Choice Program Case Study Development and Analysis*. This ongoing research is being prepared with funds from the Federal Transit Administration, under the sponsorship of the

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order. Such reconsideration would investigate and develop unconventional, strategic and highly tailored efforts instead of the more traditional blanket approach we are familiar with.

Provide Board Officer Training and Term Limits

After bringing in new board leadership, TMAs should provide board member training. This helps board members grasp the importance of their task and the possibilities for community change that they can inspire and set in motion, given the proper tools and skills. After cultivating avenues for identifying future potential leaders, term limits for board officers should be provided. This provides officers the assurance that they can make a graceful exit after a productive term or two of service. It “gives permission” to new potential leaders to express interest in a board officer role and sets a tone that the TMA thrives on fresh perspectives and the active participation of many.

Serve on the MPO Board

This was cited in the 1993 TMA Survey and should be emphasized again. Work toward the creation of a seat on the MPO Board or on their Technical Coordinating Committee. The representative could be from a TMA or regional commuter assistance program. This enables mobility management and TDM strategies a chance at being applied from the very beginning of plan and project development, not as a band aid or afterthought, but as a fully funded and integrated strategy into the transportation planning process.

Seek Assistance from Available Resources

TMA staff and board members are encouraged to seek assistance using resources available through ACT, such as professional development workshops sponsored by the TDM Institute, or through other ACT Councils. There are many technical assistance providers, such as the National TDM and Telework Clearinghouse at <http://www.nctr.usf.edu/clearinghouse/> as well as programs like the Florida Commuter Choice Certificate Program <http://www.cutr.usf.edu/tdm/> which is open to TDM professionals outside Florida. The TMA Council and TDM Institute should consider providing more workshops for ACT members, perhaps through netconferencing, to minimize travel costs to participants. Topic areas should include work plan development, strategic planning, TMA board development, program evaluation and how to feed the results back into next year’s planning cycle, as well as detailed guidance in pursuing various funding sources.

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Appendix A: List of Participating TMAs

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List of Participating TMAs

128 Business Council	connor@128bc.com	www.128bc.com
50 Corridor Transportation Management Association	rebecca@50corridortma.org	www.50corridortma.org
Airport Corridor Transportation Association (ACTA)	manion@acta-pgh.org	www.acta-pgh.org
Anaheim Transportation Network	lsmith@atnetwork.org	www.atnetwork.org
Artery Business Committee (ABC) Transportation Management Association	dstrauss@abctma.com	www.abctma.com
Better Baymeadows Incorporated	v.evans@baymeadowsroad.com	www.baymeadowsroad.com
Biltmore Area Transportation Coordinators Alliance %Valley Metro RPTA	sdlay@valleymetro.org	www.valleymetro.org
Black Creek Regional Transportation Management Association	janetlo@bcrta.org	http://www.bcrta.org
Buckhead Area Transportation Management Association (BATMA)	denise@batma.org	www.batma.org
Bucks County Transportation Management Association	wrickett@buckscountytma.org	www.buckscountytma.org
Campus Area Transportation Management Association (CATMA)	catma@uvm.edu	http://www.uvm.edu
Central Corridor TCA	bhaldane@valleymetro.org	www.valleymetro.org
Central Dallas Transportation Management Association	delvalle@downtowndallas.org	-
Central Hampton Roads Management Association (CENTRAN)	dawnreed@cox.net	-
Centre de gestion des déplacements de l'Est (Est TMA)	cgdinfo@sodec.qc.ca	www.sodec.qc.ca/cgd
Centre de gestion des déplacements Saint-Laurent (Saint-Laurent TMA)	beaudoin.claudine@ville.saint-laurent.qc.ca	www.saintlaurent.ville.montreal.qc.ca
Chandler/Gilbert/Attnatuicee	bhaldane@valleymetro.org	www.valleymetro.org
Charles River Transportation Management Association	coin1@mit.edu	http://www.masscommute.com/tmas/crtma/
Charlotte Center City Partners	mquinn@charlottecentercity.org	www.charlottecentercity.org
Clackamas Regional Center Transportation Management Association	crc-tma@yourchamber.com	www.crc-tma.com
Clifton Corridor TMA	bdshaw@emory.edu	www.cctma.com
CobbRides	info@cobbbrides.com	www.cobbbrides.com
Commuter Challenge	hengelbrecht@commuterchallenge.org	www.commuterchallenge.org
Commuter Club	mrivers@commuterclub.com	www.commuterclub.com
Commuter Connections	nramfos@mwcoq.org	www.commuterconnections.org
CommuteWorks – MASCO	mmarantz@masco.harvard.edu	www.masco.org/commuteworks
Downtown Denver Partnership, Inc.	brendon@downtowndenver.com	www.downtowndenver.com
Downtown Fort Lauderdale Transportation Management Association (DFLTMA)	dfltm@fdn.com	www.citycruiser.org
Downtown in Motion/Central Houston, Inc.	Laura@centralhouston.org	www.centralhouston.com
Downtown Minneapolis Transportation Management Organization	twernecke@qwest.net	www.mplsimo.org
Duwamish Transportation Management Association	dgmic@qwest.net	-
Ecology Action Centre	trax@istar.ca	http://www.trax.ns.ca/who/who-f.html
Emeryville Transportation Management Association	wlspr@aol.com	www.emerygoround.com
Glendale Transportation Management Association	glendaletma@earthlink.net	www.glendaletma.org
Grand Avenue Transportation Coordinators Alliance %Valley Metro RPTA	lduarte@valleymetro.org	www.valleymetro.org

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Greater Des Moines Transportation Management Association	tmowry@avoidtherush.org	www.avoidtherush.org
Greater Mercer Transportation Management Association	sandra.brillhart@verizon.net	www.gmtma.org
Greater Redmond Transportation Management Association	jresha@grtma.org	www.grtma.org
Greater Valley Forge Transportation Management Association (GVFTMA)	pquinn@libertynet.org	www.gvftma.com
Hacienda Business Park	james@hacienda.org	http://www.haciendaBusinesspark.com
Hartsfield Area Transportation Management Association (HATMA)	cheryle@hatma.org	http://www.hatma.org/default.htm
Hunterdon Area Rural Transit (HART)	tara@hart-tma.com	http://www.hart-tma.com/main/
I-494 Corridor Commission	vanhattum494@yahoo.com	www.494corridor.org
Junction Transportation Management Association	sfranzeen@wyeth.com	www.masscommute.com/tmas/junctiontmo
LANCO TMS	tmartin@lcci.com	www.lancaster-chamber.com
Leeward Oahu Transportation Management Association	lotma@lava.net	www.lotma.org
LINK	link@linkinfo.org	www.linkinfo.org
Lloyd District Transportation Management Association	mail@ldtma.com	www.ldtma.com
Logan Airport Employee Transportation Management Association	logantma@aol.com	http://www.masscommute.com
Mesa Transportation Management Association	achalmers@valleymetro.org	
Miami Beach Transportation Management Association	mbtma@earthlink.net	na
Midway Transportation Management Organization	rstark@universityunited.com	http://www.universityunited.com/transp.htm
Moffett Park & Business Transportation Association	gundersonmptma@hotmail.com	www.mpbta.org
Traffic Solutions	kepperson@sbcbag.org	www.trafficsolutions.info
New North Transportation Alliance	sobush@cutr.usf.edu	http://www.newnorthalliance.org
North Black Canyon Transportation Coordinators Alliance %Valley Metro RPTA	sday@valleymetro.org	www.valleymetro.org
North East Valley Transportation Coordinators Alliance %Valley Metro RPTA	jschulte@valleymetro.org	www.valleymetro.org
North Natomas Transportation Management Association	nnntma@inreach.com	http://www.nntma.org
Northwest Valley Transportation Coordinators Alliance %Valley Metro RPTA	lduarte@valleymetro.org	www.valleymetro.org
NTTN	achalmers@valleymetro.org	
Oakland Transportation Management Association (OTMA)	mrainey@otma-pgh.org	www.otma-pgh.org
Overland Park Transportation Management Association	jpope@optma.org	www.optma.org
Papago Area Transportation Coordinators Alliance %Valley Metro RPTA	lduarte@valleymetro.org	www.valleymetro.org
Papago Park Center Transportation Management Association	achalmers@valleymetro.org	
Pasadena Transportation Management Association M/S 310-108A	john.miranda@jpl.nasa.gov	
Perimeter Transportation Coalition	david@perimetergo.org	www.perimetergo.org
Potomac & Rappahannock Transportation Commission	aharf@omniride.com	www.omniride.com
Prairie Stone Transportation Management Association	barbarahayskar@ameritech.net	
Ride-On Transportation Management Association	robyn@ride-on.org	www.ride-on.org
River Road Transportation Management Association	A.Leary@worldnet.att.net	http://www.masscommute.com/tmas/riverrrd
Route 9 Transportation Management Association	rideshare@admin.umass.edu	http://www.parking.admin.umass.edu/tma
Saint Petersburg Downtown Partnership Transportation Management Organization	eric@stpetpartnership.org	www.stpetpartnership.com

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San Francisco International Airport Commission	elizabeth.mingle@flysf.com	www.flysf.com
Seatac Transportation Partnership	desmond@ci.seatac.wa.us	www.seatac.wa.us
Sky Harbor Transportation Coordinators Alliance %Valley Metro RPTA	jschulte@valleymetro.org	www.valleymetro.org
SmartCommute	bunch@rtp.org	www.smartgrowth.org
South Boston Seaport Transportation Management Association	kelly.mchugh@fmr.com	www.seaporttma.org
South Florida Education Center (SFECTMA)	sfectma@yahoo.com	www.sfec.org
South Natomas Transportation Management Association	southnatomastma@aol.com	www.southnatomastma.org
Stapleton Area Transportation Management Association	amalpede@stapletoncorp.com	
Swan Island Transportation Management Association	sitma@teleport.com	www.swanislandtma.org
Tampa Downtown Partnership Transportation Management Organization	simonresrc@aol.com	www.tampasdowntown.com
The Partnership Transportation Management Association of Montgomery County	exccdir@ptma-mc.org	www.ptma.org
The Presidio Trust	gregstempson@yahoo.com	www.presidiotrust.gov
The Rideshare Company (Greater Hartford Ridesharing Corporation)	jcoleman@rideshare.com	www.rideshare.com
TranSComm at Boston University Medical Center	maureenlacey@bmc.org	http://www.transcomm.org/
Transportation Action Partnership of North Bethesda and Rockville, Inc.	nbtd@erols.com	www.nbtc.org
Transportation Management Association Group	dianejdavidson@msn.com	www.tmagroup.org
Transportation Management Association of Chester County	mike@tmacc.org	www.tmacc.org
Transportation Management Association of Delaware	rroy@tmadelaware.org	www.tmadelaware.org
Transportation Management Association of Utah	jagraz@saltlakechamber.org	www.tmautah.org
Transportation Solutions	amfrankel@transolutions.org	www.transolutions.org
TREK Transportation Management Organization	jr@trekhouston.org	www.trekhouston.org
Tyson's Transportation Association, Inc. (TYTRAN)	tytran@aol.com	www.tytran.com
Upper Valley Transportation Management Association	len@vitalcommunities.org	www.vitalcommunities.org
U.S. 36 Transportation Mobility Organization	debra.baskett@us36tmo.org	www.us36tmo.org
VervoerCoördinatieCentrum (VCC) Schiphol	sam@schiphol.nl	www.vcc-schiphol.nl
Voyagez Fute Montreal	brun@citemultimedia.com	www.citemultimedien.com
Warner Center Transportation Management Organization	tmo@warnercenter.org	-
Westshore Alliance Transportation Management Organization	Keene@westshorealliance.org	www.westshorealliance.org
Westside Transportation Alliance	dan@wta-tma.org	www.wta-tma.org
Willingdon Corridor Transportation Action Group (BEST)	sam@best.bc.ca	www.best.bc.ca
Yolo Transportation Management Association	bill@yolotma.org	www.yolotma.org

Appendix B: Considerations for Expanding the Survey to Include European Nations and Others

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A Worldwide Survey in 2008?

In addition to Canadian TMAs, the survey was sent to known European contacts in an attempt to include European TMAs. However, responses from TDM professionals in Germany and Italy observed that, with the possible exception of The Netherlands, the organizational structure for delivering mobility management and TDM services is not similar to the TMA model used in the United States and Canada. The focus of the TMA Survey is upon the operational characteristics of those public/private partnerships particular to the U.S. and Canada. Despite this, there is interest from our European counterparts in the results of the TMA Survey to learn more about organizational options for service delivery. Correspondingly, the recent completion of MOST (Mobility Management Strategies for the Next Decades), a two-year project sponsored by the European Commission, contains research that could be very useful to the U.S. This includes the application of TDM to non-commute travel, specifically tourism, events and new sites in their planning stages; ways to integrate mobility management into transportation policies on all levels; and the development of standardized monitoring and evaluation tools. The Chairman of the Board of Directors of the Association for Commuter Transport in the U.K. suggested that the next TMA Survey should be broadened to include nations of the European Union. How might this be accomplished?

The different manner of mobility management service delivery makes it not possible or relevant for European entities to respond to the survey in its current form. Even the analysis of Canadian TMAs presented in this report was drawn through the lens of a U.S. perspective. Might the conclusions from the data be different if the Canadian transportation researchers examined the same data? An international effort should, at the very least, begin with representatives of other nations having mobility management programs (in the U.S. we call it TDM—even the vocabulary is different and therefore meanings may differ) convene and discuss what this undertaking should involve. This meeting should take place well in advance of survey instrument development.

To broaden it to include other nations would require changing or broadening the focus of the survey to, perhaps:

1. Concentrate more upon application of the mobility management services and strategies themselves,
2. Collect performance data on TDM strategies across TMAs and other service providers and/or
3. Query the range of institutional and organizational forms used to deliver mobility management services.

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For example, the European approach to mobility management (MM), as described by one transportation researcher in Germany, is based on individual entities that might be:

- A single company offering services for their employees and clients
- Schools offering services for the pupils
- Hospitals caring for their employees, patients, and visitors
- The municipal government for a whole city or region
- The local public transportation provider for the region (currently undergoing privatization in Germany and other nations)⁵

As the TMA Survey has already become an international endeavor, we must consider, are we asking relevant and useful questions? What do we want to learn from the survey and how do we intend to apply what we learned? The broad aim is for study results to yield useful information for all participants and that we can learn from each other's efforts and borrow what works well.

When the ACT TMA Council committee convenes to plan the next TMA Survey, the effort might begin with identifying what questions remain unanswered. The TMA Survey in its current form is composed of 70 questions, many of which are complex to answer. Keeping it in its current form would preserve our (U.S.) ability to draw comparisons and chart trends from previous surveys. It might be pragmatic to consider grouping questions differently through the use of a companion survey or a different type of data collection instrument altogether.

At a minimum, certain areas should be reviewed and discussed by potential participants:

- Scope of participation: U.S., Canada, United Kingdom, Germany, Italy, The Netherlands, other European Union nations, New Zealand, Australia, Japan, others?
- Vocabulary and the differing meaning of concepts across cultures.
- Research instrument type: a survey or something else?
- Instrument development in the native language of the nation as well as distribution, collection and analysis by researchers from that nation. Convene a committee to compare results. This might even include drafting slightly (or greatly) different sets of questions for different nations to use.

⁵ Timo Finke, Institute for Urban and Transport Planning, Aachen University, Germany, email communication, January 31, 2003.

Appendix C: Administering the 2008 TMA Survey in Its Current Form

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Improving the Next TMA Survey

The following observations are offered, given the benefit of hindsight, as a point of departure for the development and improvement of the next TMA Survey.

As part of the survey analysis process, the 2003 data was entered into an Excel spreadsheet for calculations of totals, ranges, means and medians. However, such an analysis method by itself introduces the risk of misinterpretation of the data by taking the data out of context. The information that we attempted to glean through the use of a survey was complicated in many respects. Respondents were challenged to answer accurately within the constraints of a limited number of answer options. The risk is that a complete answer was not provided, because the survey did not allow it, or it was too cumbersome to provide, introducing additional risk of misinterpretation. The “Others/Comments” questions introduced into the 2003 TMA Survey, which were intended to clarify, may have caused confusion in some cases. For example, a few respondents had illegible handwriting and used abbreviations that were unknown. In other cases, it was apparent from the responses that there were multiple interpretations of the question, which is caused either by vague or ambiguous wording of the question or by the use of different definitions by the respondents. For example, it was apparent that respondents were using at least five different definitions of TMA membership.

Part of the solution was to go back and look at the original survey to examine the collective answers of a TMA as a whole, to more accurately interpret the answers within the proper context, rather than just collectively computing from data entered into a spreadsheet. The following questions indicated some problems of interpretation.

12. Out of the entire potential membership base located within your TMA service area, what percentage of these is actually represented as members on the TMA? This question does not reflect conditions of BIDs or CIDs, because all are members by requirement. It is more a question of how many companies/employers and/or office buildings actively participate in the TMA. This question should receive consideration for rewording.

20. Please list the number of persons employed by your organization. Consideration might be given to rewording the question thus: “Please list the number of persons employed by your TMA.” This might eliminate from the figures, any staff that are employed by a parent organization but who have no relation to the TMA.

21/22. Does your TMA hire consultants or vendors for the direct provision of services? If yes, which services are contracted out? There was a change in the answer options for this question since 1993. Perhaps in the 2008 TMA Survey, there should be two questions distinguishing

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contracting out for TMA staffing and administrative services, from contracting out for the direct delivery of travel services.

33. Please estimate your expenditures breakdown for the most recently completed year. Survey planners might want to reconsider what we are trying to find out from this question. It appears from previous surveys that the purpose is to determine what percentage of a TMA's budget goes directly to member services. In 2003, it was approximately 24 percent as compared to 26 percent in 1993. The 2003 figure was based upon computing an average across all TMAs for "shuttles/transit operations" and "other direct member services." In addition, the answers for several budget line items can range from zero to 97 percent, making the effort to compute a mean somewhat risky. What does a mean really tell us? These percentages could be misleading because every TMA may categorize budget items differently and because it could be argued that items within every budget line contain elements of a member service. For example, should the production and distribution of a vanpool brochure (under "marketing and promotion") not be included as a direct member service? Commuters must be made aware of the service before they can avail themselves of it. For future surveys, it would be useful to revisit this question, to explore what we are trying to learn, so that the question can be better specified.

40. Does your TMA own or lease office space for its headquarters? There was some confusion with interpreting answers of TMAs who indicated they neither own, lease, nor receive donated office space. It is recommended that the next survey replace the answer option: "TMA does not own/lease office space" with "Other, please specify_____."

46. Does your TMA conduct an annual full-membership meeting? Some responding no to the question could actually be conducting periodic meetings and providing the kind of reporting that ordinarily takes place at annual meetings, but on a different schedule, such as biannually or every 18 months, 2 years, as needed, etc. This question should be reworded.

57. How often is the full board of directors required to meet? There may be some ambiguity to this question in the sense that not all boards have a meeting frequency requirement. The responses may actually reflect how frequently boards actually meet. Perhaps there should be a part a. and part b. to find out both how often the board must meet as well as how often the board actually meets.

Survey Format

The initial intent was to provide the survey electronically by directing participants to a web link where the participant could easily fill out the survey and electronically submit it. However, survey designers encountered two obstacles. First, the available technology could not allow a participant to scroll backward to modify an answer. Secondly, a participant would lose all data

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entered if he or she chose to temporarily close the file. Because of the complexity of the survey, we believed it was essential for a respondent to be able to scroll forward in the document to peruse the whole survey and scroll backward to modify answers. Additionally, because of the length of the survey, respondents needed to have the option to save what they initially entered and set it aside in order to come back and finish the survey at a later time. As a result of these limitations, instead of a web link to the survey, participants were emailed a survey in MS Word format, which could be filled in, then saved and emailed back or printed and faxed or sent back.

In addition, the best response rates to a survey will result from providing multiple formats from which participants can choose, including a hard copy. As a result, after the electronic copy was issued and the first wave of completed surveys was received, hard copies of the survey were sent to all who did not initially respond. Ultimately, over half of all surveys received were faxed or sent by U.S. Mail rather than returned electronically. Some survey participants conveyed that the electronic Word document was a clumsy format. In 2008, when the next TMA Survey is conducted, it is anticipated that recent issues relating to electronic survey administration will have been resolved and more options will be available. It is recommended that the 2008 survey be administered electronically with hard copy follow-up.

Ideas for Future Questions

The 2003 TMA Survey was composed of 70 questions, many of which required the survey respondent to consult records and do some research to answer. The size and complexity of the survey is such that it is probably advisable not to go beyond 70 questions. The survey was released January 9th, 2003 and while the final extended deadline was March 7th, surveys were received after that date and included in the study. For planning purposes, this experience suggests that it takes at least two full months to allow respondents to complete and return the survey.

However, there are still many other issues of interest that the TMA Council and TDM professionals might want to know. A list of brainstorming ideas follows here, for future consideration by the next TMA Council committee for the 2008 TMA Survey. There are at least three ways to address the problem of survey length and complexity:

- Develop a companion survey and alternate their use so that a survey is administered every five years but data for any particular question is collected only once every ten years.
- Develop a companion survey and alternate their use so that a survey is administered every two or three years and the data for any particular question is collected once every five years.

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- Evaluate which questions from the 2003 TMA Survey could be eliminated to make room for other questions of interest, and continue to administer the survey every five years.

Question Topics

Membership

- The questions in the section on Membership should be updated to reflect the use of community improvement districts (CID) and business improvement districts (BID). Affected questions include membership size, member recruitment, income sources, how rates are assessed, and service area scope.
- In the future, survey questions about board membership, company/employer membership, and size of travel markets might be grouped together so that the respondent will more readily make the distinction among these categories.
- In survey questions where not all agree on the same definition, such as membership, provide a definition of that which is desired to be measured.

Services

- Have TMA service area boundaries been redrawn in the last five years to expand or make smaller? Is the increasing number of commuters served due to greater densification of the service area or due to expanding the boundaries of the service area?
- Degree of success of services, member and customer satisfaction, or trends in improvement of programs
- Service offerings:
 - Linking information to appropriate markets, including real time information
 - Developing services that promote community livability
 - Fostering communication between TMA members and policymakers
 - Probing new markets for transit
 - Conducting data collection/data validation

Personnel

- Performance review of support staff
- Activities undertaken to help staff recharge creativity and renew sense of purpose, such as retreats
- Professional development and training activities undertaken by staff

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Organization

Board member motivations for serving on the TMA board. During the planning for the 2003 TMA Survey, one idea was for a second survey to be distributed to TMA board members through the executive director. This idea was ultimately not pursued. It was thought to be too burdensome on the TMA director to secure agreement of all the board members to complete the survey, then collect them and send them back to the survey administrator. However, it is recommended that the survey planners for the 2008 TMA Survey consider ways in which information can be obtained about TMA boards. While we know what entities are represented on boards, very little is known about the factors that motivate individuals to serve on TMA boards. Because the participation of individuals to serve on TMA boards is central to the success of TMAs, it is important for future research on TMAs to find ways to capture this information. It might be obtained in a survey sent directly to board members of those TMAs who are incorporated as non-profit organizations. Board member addresses could be obtained through the IRS Form 990. However, it was also a consideration that TMA executive directors might prefer to be the contact point through which correspondence for TMA board members is relayed. Possible questions for surveying TMA board members might include:

- Company affiliation
- What skills do you bring to the TMA?
- What constituents do you represent?
- Do you currently hold an office?_____ Which?_____
- Which past offices have you held?
- What committees do you serve on?
- How long have you been a board member?
- What do you hope to accomplish as a board member?
- Has the TMA met your expectations?
- How does your company benefit from your participation in the TMA?
- How do you personally benefit from participation in the TMA?
- What do you like least about the TMA?
- What do you like most about the TMA?
- What is your motivation for participating on the board?
- Do other branches of your company participate in a TMA?
- What resources or conditions would enable your TMA do a better job?

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External Relationships

- Identification of useful allies
- Activities to strengthen support for TMAs
- Instances where it was important to let others take credit for the work accomplished by the TMA
- Does your TMA serve on the MPO board or technical coordinating committee?

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Appendix D: Letter of Invitation to Participate in the 2003 TMA Survey

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January 2, 2003

RE: 2003 TMA Survey

TO: All Executive Directors of Transportation Management Associations

It is my pleasure to invite you to participate in the 2003 Transportation Management Association (TMA) Survey, which was conducted previously in 1993, and again in 1998. This is an important opportunity to share information about your TMA. The collective survey findings will provide useful information to you and other TMAs about the range of activities and characteristics of TMAs nationally and internationally. While this survey is being conducted in cooperation with the Association for Commuter Transportation (ACT), we urge all TMAs to respond to the survey, including TMAs that are not ACT members.

“Am I a TMA?” According to the TMA Handbook:

A Transportation Management Association (TMA) is an organized group applying carefully selected approaches to facilitating the movement of people and goods within an area. TMAs are often legally constituted and frequently led by the private sector in partnership with the public sector to solve transportation problems.

If your organization fits within this definition, we encourage you to participate in the TMA Survey!

The TMA Survey is research being funded by the federal government and conducted through the National TDM and Telework Clearinghouse, a project of the National Center for Transit Research (NCTR) at the University of South Florida in Tampa. The goal of the study is to collect and analyze survey data to better understand national and international trends in the development and operations of TMAs.

We located you through one of several sources, including the ACT member database, the ACT TMA Council contact list, Internet research, a database of the National TDM and Telework Clearinghouse, contact with state departments of transportation, a question posted to the TDM listserv and through numerous inquiries to peers in the profession.

Participation in this survey is completely voluntary. There are no perceived risks associated with your participation and you will not be paid for your participation. Your participation implies informed consent. If you agree to participate, the information you provide will be used to develop a summary report that will be distributed through ACT and NCTR. The summary report will be a public document, available free to all TMA survey participants, ACT members, and purchasers of the *TMA Handbook*. A nominal fee may be charged to all others to cover the cost for printing and shipping.

The survey results also will be published in the ACT publication, *TDM Review*, and presented at the International 2003 TMA Summit in Montreal, Canada, May 4-6, 2003 (visit www.actweb.org for more

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event information). Only the National Center for Transit Research at the University of South Florida will have access to the raw data that you provide. Your employment title and TMA name may be used in the report, but your individual name will not be used.

If you have any questions regarding participation in this survey, please contact Sara Hendricks at (813) 974-9801 or by email at hendricks@cutr.usf.edu. If you have any questions about your rights as a person who is taking part in a research study, you may contact a member of the Division of Research Compliance of the University of South Florida at (813) 974-5638.

You can fill out the survey by accessing the weblink below and submitting your completed survey electronically. You may also print out a hard copy of the survey and send it or fax it to the attention of Sara Hendricks at:

Center for Urban Transportation Research
University of South Florida
4202 E. Fowler Avenue, CUT100
Tampa, FL 33620-5375
FAX (813) 974-5168

Or if you prefer, we can mail you a hard copy of the survey for you to return by fax or U.S. mail. It is expected that the survey will take approximately 30 minutes to complete.

The deadline for completing the survey is February 14, 2003. Thank you very much and we look forward to your participation!

Sincerely,

Sara J. Hendricks
Research Associate
National TDM and Telework Clearinghouse

cc: Stuart Anderson
ACT Executive Director

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Appendix E: 2003 TMA Survey Questions

Background Information

1. TMA Name: _____
2. Mailing Address _____

3. Phone / Fax _____
4. Director Name and Title _____
5. Email _____
6. Website address _____

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Membership

7. What is the composition of your membership? (*Percent of total members, not travel markets*)

_____ % Government employers (seeking commuter choice programs for government employees)
_____ % Government agencies (sponsoring or developing commuter choice programs for the general public)
_____ % Developers
_____ % Property owners
_____ % Individuals
_____ % Non-profit
_____ % Residential or community association
_____ % Other organizations *Please list:* _____
_____ % Other *Please identify:* _____

8. How many members does your TMA represent? _____

9. How does your organization recruit members? *Check all that apply.*

- ☐ Contact from Executive Director
- ☐ Contact from a Board Director
- ☐ 'Cold Calling' for an individual meeting with the Executive Director
- ☐ Brochure/Packet of information widely distributed
- ☐ Peer-to-peer recruitment (members recruit new members from peer organizations)
- ☐ Mandatory membership/Travel Reduction Ordinance
- ☐ Joint membership in Chamber of Commerce/TMA
- ☐ Invitation to TMA-sponsored workshops/meetings
- ☐ Presentations by Executive Director/Board members at business organization meetings (e.g., Chamber of Commerce, trade associations)
- ☐ Other *Please describe:* _____

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10. Which method for recruiting membership do you view as most successful? *Check only one.*
- ☐ Contact from Executive Director
 - ☐ Contact from a Board Director
 - ☐ 'Cold Calling' for an individual meeting with the Executive Director
 - ☐ Brochure/Packet of information widely distributed
 - ☐ Peer-to-peer recruitment (members recruit new members from peer business organizations)
 - ☐ Mandatory membership/Travel Reduction Ordinance
 - ☐ Joint membership in Chamber of Commerce/TMA
 - ☐ Invitation to TMA-sponsored workshops/meetings
 - ☐ Presentations by Executive Director/Board members at business organization meetings (e.g., Chamber of Commerce, trade associations)
 - ☐ Other *Please describe:* _____
11. a). Approximately how many new members did you *recruit* last year? _____
- b). Approximately how many members did you *lose* last year? _____
12. Out of the entire potential membership base located within your TMA service area, what percentage of these is actually represented as members on the TMA? *Also include within this percentage, all employers who lease office space from property owners who are members on the TMA.* _____%
13. Are there any other comments you would like to add that describe the membership of your TMA or to clarify any information you provided above?
- _____
- _____
- _____
- _____

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Services

14. Approximately how many of each of the following types of travel target markets does the TMA currently serve? *Please round to the nearest 100.*

_____ Commuters	_____ Visitors/Shoppers/Tourists
_____ Students	_____ Other <i>Please describe</i> _____
_____ Residents	_____ Other <i>Please describe</i> _____

15. What is the geographic scope of the TMA's service area? *Check only one.*

- ☐ Regional / Multiple jurisdictional
- ☐ Citywide / One jurisdiction
- ☐ Corridor
- ☐ Central Business District
- ☐ Suburban / Fringe Activity Center
- ☐ Specialized Activity Center (such as large development complexes relating to universities, tourist attractions, hospitals, airports, or an industry)
- ☐ Other: _____

16. Check which of the following services your TMA offers, including contracted services from a third party.

SERVICE	<i>A: Provided to members</i>	<i>B: Provided to non-members</i>	<i>C: Provided to non-members at higher price</i>
ETC training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rideshare matching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommuting program assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Subsidized transit passes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct rideshare incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Shuttle/Local transit provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct shuttle service operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guaranteed Ride Home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vanpool services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vanpool subsidy program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional/Local advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Site design assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trip reduction plan preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking service provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking pricing and/or management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotional materials/newsletters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotional events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax benefit program assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carshare Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Does the TMA conduct any of the following types of program or service evaluation or assessment activities? *Please check all that apply.*

- ☐ Track calls/emails received in response to marketing/outreach activities
- ☐ Survey members to assess satisfaction with TMA programs, ideas for future services

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- ☐ Survey commuters and others who use TMA services to assess service effectiveness or “placement” (e.g., measure number of service users who shift to/are “placed in” alternative modes after using services)
- ☐ Survey employers, commuters, or others who use TMA services to assess satisfaction with the services
- ☐ Other _____
- ☐ Other _____
- ☐ None

18. How often are these evaluations or assessments conducted? *Check only one.*

- ☐ Annually
- ☐ Every two years
- ☐ When new services are implemented (to assess use or effectiveness)
- ☐ Varies by evaluation activity
- ☐ Ongoing tracking
- ☐ Other _____
- ☐ Have not conducted evaluations

19. Are there any other comments you would like to add that describe the services of your TMA or to clarify any information you provided above?

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Personnel and Policies

20. Please list the number of persons employed by your organization:

- _____ Full-time permanent
_____ Part-time permanent
_____ Contract employees (not including consultants and vendors)
_____ Volunteers

21. Does your TMA hire consultants or vendors for the direct provision of services?

☐ **YES** ☐ **NO**

22. If yes, which services are contracted out? *Check all that apply.*

- | | |
|--|---|
| <input type="checkbox"/> Shuttle/Local Transit | <input type="checkbox"/> Parking Management |
| <input type="checkbox"/> Ridematching | <input type="checkbox"/> Site Design Assistance |
| <input type="checkbox"/> Vanpooling: | <input type="checkbox"/> Telecommuting program assistance |
| <input type="checkbox"/> Other: _____ | <input type="checkbox"/> n/a |

23. What is the professional background of your TMA's Executive Director? *Place a 1 for primary experience, 2 for secondary experience, 3 for tertiary experience.*

- | | |
|----------------------------------|------------------------------|
| _____ Transportation planning | _____ Marketing |
| _____ Transportation engineering | _____ Public relations |
| _____ Transportation operations | _____ Public service |
| _____ Administrative | _____ Sales |
| _____ Planning | _____ Finance |
| _____ Government management | _____ Non-profit/association |
| _____ Other: _____ | _____ management |
| _____ Other: _____ | _____ Other: _____ |

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24. What is the educational background of your TMA's Executive Director? *Place a 1 for major degree, 2 for minor degree.*

_____ Transportation planning	_____ Marketing
_____ Transportation engineering	_____ Public relations
_____ Social Science	_____ Non-profit management
_____ Administration	_____ Sales
_____ Planning	_____ Finance
_____ Public management	_____ Other _____
_____ Other: _____	

25. Which degrees has your TMA Executive Director obtained? *Check all that apply.*

- ☐ High School Diploma/GED
- ☐ Associate Degree: _____
- ☐ Bachelor of Science / Arts / Business
- ☐ Master of Public Policy / Planning / Administration / Non-profit management
- ☐ Master of Business Administration
- ☐ Master (other): _____
- ☐ Doctor of Philosophy: _____
- ☐ Doctor of Jurisprudence

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26. Check the salary range that most accurately reflects the salary of the Executive Director and other key staff members.

SALARY RANGE	<i>Executive Director</i>	_____	_____
		<i>title</i>	<i>title</i>
Less than \$20,000	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$20,000 to \$29,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$30,000 to \$39,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$40,000 to \$49,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$50,000 to \$59,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$60,000 to \$69,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$70,000 to \$79,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$80,000 to \$89,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
\$90,000 to \$99,999	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More than \$100,000	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of years with your TMA			
(cumulative, all positions)	_____	_____	_____
	—	—	—
Number of years in TDM			
	_____	_____	_____
	—	—	—

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27. Check any of the following benefits that are available for TMA staff. *Check all that apply.*

- | | |
|---|--|
| <input type="checkbox"/> Free parking | <input type="checkbox"/> Dental or Vision insurance |
| <input type="checkbox"/> Professional membership dues | <input type="checkbox"/> Disability insurance |
| <input type="checkbox"/> Seminars | <input type="checkbox"/> Paid holidays |
| <input type="checkbox"/> 401 (k) retirement | <input type="checkbox"/> Daycare for children |
| <input type="checkbox"/> 403 (b) retirement | <input type="checkbox"/> Employee assistance program |
| <input type="checkbox"/> 407 (k) retirement | <input type="checkbox"/> Subsidized transit passes |
| <input type="checkbox"/> Cafeteria benefit plan | <input type="checkbox"/> Tuition assistance |
| <input type="checkbox"/> Maternity / Family leave | <input type="checkbox"/> Incentive or cash bonus system |
| <input type="checkbox"/> Life insurance | <input type="checkbox"/> Section 125 (flexible spending) |
| <input type="checkbox"/> Transportation allowance | <input type="checkbox"/> Credit Union membership |
| <input type="checkbox"/> Medical insurance | <input type="checkbox"/> Other: _____ |

28. The above benefits are paid for (*Check one*):

- ☐ From the TMA budget
☐ By the parent organization of the TMA
☐ By other: *Please specify:* _____

29. a). Is your TMA staff guided by an adopted personnel policy document?

- ☐ **YES** ☐ **NO**

b). If yes, the personnel policy document was drafted and is administered by: *Please check only one.*

- ☐ The TMA staff
☐ The parent organization of the TMA
☐ By other: *Please specify:* _____
☐ n/a

30. a). Are TMA employee evaluations conducted?

- ☐ **YES** ☐ **NO**

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b). If yes, the employee evaluations are conducted by: *Please check only one.*

- ☐ The TMA staff and board of directors
- ☐ The parent organization of the TMA
- ☐ By other: *Please specify:* _____
- ☐ n/a

31. Are there any other comments you would like to add that describe the personnel and policies of your TMA or to clarify any information you provided above?

Financial Characteristics

32. What were your TMA's expenditures for the most recently completed year? *Check only one.*

- | | |
|---|---|
| <input type="checkbox"/> Less than \$50,000 | <input type="checkbox"/> \$250,000 to \$299,999 |
| <input type="checkbox"/> \$50,000 to \$74,999 | <input type="checkbox"/> \$300,000 to \$499,999 |
| <input type="checkbox"/> \$75,000 to \$99,999 | <input type="checkbox"/> \$500,000 to \$749,999 |
| <input type="checkbox"/> \$100,000 to \$149,999 | <input type="checkbox"/> \$750,000 to \$999,999 |
| <input type="checkbox"/> \$150,000 to \$199,999 | <input type="checkbox"/> \$1 million or more |
| <input type="checkbox"/> \$200,000 to \$249,999 | |

33. Please estimate your expenditures breakdown for the most recently completed year. Where applicable, include labor, equipment, supplies and products for each item.

_____ % Office operations (including office space, insurance)
_____ % Marketing and promotion
_____ % Shuttles/transit operations
_____ % Other direct member services
_____ % Professional services (legal, accounting)
_____ % Travel
_____ % Communications (phone, web, postage)
_____ % Other *Please identify:* _____

34. What percentage of your TMA's income is derived from the following sources for the most recently completed year?

_____ % Member dues	_____ % Federal grants
_____ % Fees for services	_____ % State grants
_____ % Service contracts	_____ % Local grants
_____ % Developer funding agreements	_____ % In-kind donations
_____ % Business improvement district	_____ % Other _____
_____ % Community financing district	_____ % Other _____

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35. On what basis is annual membership dues assessments structured? *Check and describe all that apply. If the options below do not enable an accurate description of your TMA dues structure, please mail or fax a schedule of dues rates for all member categories to Sara Hendricks.*

- ☐ No dues
 - ☐ Flat/Fixed rate \$_____ flat/fixed rate per member company
 - ☐ Flat/Fixed rate \$_____ per municipality
 - ☐ Assets \$_____ per \$_____ assets
 - ☐ Square footage \$_____ per square foot
 - ☐ Negotiated based on size of project
 - ☐ Parking space \$_____ per parking space
 - ☐ Number of employees \$_____ per employee
 - \$_____ per ____ - ____ # of employees
 - \$_____ per ____ - ____ # of employees
 - \$_____ per ____ - ____ # of employees
 - \$_____ per ____ - ____ # of employees
 - \$_____ minimum
 - \$_____ maximum
 - ☐ Expense sharing (costs divided equally among members)
 - ☐ Other Please describe: _____
-
-

36. Do you offer discounts to any of the following members or member groups?

- ☐ n/a
- ☐ New members
- ☐ Long-time members (e.g., after 3 years or 5 years of membership)
- ☐ Government agencies
- ☐ Non-profits
- ☐ Individuals
- ☐ Other *Please specify:* _____

37. Are your TMA's financial records audited annually?

☐ **YES** ☐ **NO**

38. Does your TMA provide an annual financial statement to members?

☐ **YES** ☐ **NO**

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39. What method of accounting is used to generate the TMA's financial records?

- ☐ Cash
- ☐ Accrual
- ☐ Combination
- ☐ Other: _____
- ☐ Do not know; accounting conducted by parent organization

40. Does your TMA own or lease office space for its headquarters?

- ☐ TMA owns entire/part of building and occupies it for its headquarters
- ☐ TMA leases space in a building at discounted rate
- ☐ TMA leases space in a building at full market rate
- ☐ TMA receives donated space in a member=s building
- ☐ TMA does not own/lease office space

41. Are there any other comments you would like to add that describe the financial characteristics of your TMA or to clarify any information you provided above?

Organization

42. What types of organizations were instrumental in forming your TMA? *Check all that apply.*

- ☐ Employers
- ☐ Developers
- ☐ Transportation government agency
- ☐ Environmental government agency
- ☐ Metropolitan planning organization
- ☐ Community/residential organizations
- ☐ Other _____

43. What issues or concerns prompted the formation of your TMA? _____

44. What is your TMA's mission statement? _____

45. What type of authority decides final actions for the TMA? *Check only one.*

- ☐ An authority comprised *only* of the membership (i.e., board of directors)
- ☐ A combination comprised of membership and local government
- ☐ Chamber of Commerce
- ☐ Transportation/Local Improvement District
- ☐ Appointed officials / Special committee
- ☐ Other *Please specify:*

46. Does your TMA conduct an annual full-membership meeting?

- ☐ **YES** ☐ **NO**

47. When was your TMA formed (month/year)?

48. a) Is your TMA incorporated?

- ☐ **YES** ☐ **NO**

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If you answered **YES**, what is the tax status of your TMA?

- | | |
|--|--|
| <input type="checkbox"/> 501 (c) (3)
<input type="checkbox"/> 501 (c) (4)
<input type="checkbox"/> 501 (c) (6) | <input type="checkbox"/> 501 (h)
<input type="checkbox"/> Other: _____
<input type="checkbox"/> not tax exempt |
|--|--|

b) If you answered **NO** to question 48a), is your TMA a subsidiary of or part of a parent organization (e.g., a program within a chamber of commerce or a business improvement district)?

☐ **YES** ☐ **NO**

c) If you answered **YES** to 48b), what is the tax status of your parent organization under the Internal Revenue Code?

- | | |
|--|--|
| <input type="checkbox"/> 501 (c) (3)
<input type="checkbox"/> 501 (c) (6)
<input type="checkbox"/> 501 (c) (4)
<input type="checkbox"/> Do not know | <input type="checkbox"/> 501 (h)
<input type="checkbox"/> Other: _____
<input type="checkbox"/> not tax exempt |
|--|--|

49. If you answered **YES** to 48b), what type of parent organization sponsors your TMA? *Check only one.*

- ☐ Business improvement district
 - ☐ Chamber of commerce
 - ☐ University
 - ☐ Community financing district
 - ☐ Other
- _____

50. How many *voting members* are on your TMA's governing board? _____

51. How many *non-voting members* are on your TMA's governing board? _____

52. Please list non-voting Board members.

- | | |
|--|--|
| <input type="checkbox"/> State DOT
<input type="checkbox"/> Transit agency
<input type="checkbox"/> City
<input type="checkbox"/> Other _____
<input type="checkbox"/> Other _____ | <input type="checkbox"/> MPO
<input type="checkbox"/> County
<input type="checkbox"/> TMA Executive Director
<input type="checkbox"/> Other _____
<input type="checkbox"/> n/a |
|--|--|

53. How long is a term of office for a board member? *Check one.*

- ☐ _____ year(s)
- ☐ Term duration not defined

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54. What is the maximum number of terms that a Board member may serve? *Check one.*
- ☐ _____term(s)
- ☐ No term limits
55. How long is a term of office for a Board officer (e.g., Chair, President)? *Check one.*
- ☐ _____year(s)
- ☐ Term duration not defined
56. What is the maximum number of consecutive terms that a board member may hold an officer position? *Check one.*
- ☐ _____term(s)
- ☐ No term limits
57. How often is the full board of directors required to meet? *Check one.*
- ☐ _____time(s) per year
- ☐ _____no requirement
58. How do you fill Board positions? *Check all that apply.*
- ☐ Determine all constituent groups that you need to impact.
- ☐ Identify the gaps in skill and expertise representation between the current Board and the future Board
- ☐ Identify the critical areas of commitment that each board member should consider before accepting a board seat (e.g., attendance, financial support, advocacy)
- ☐ Target prospects for peer-to-peer recruitment
- ☐ Seek nominations from outside organizations (e.g., community leadership development programs)
- ☐ Other *Please describe:* _____
- ☐ Other *Please describe:* _____
- ☐ None of the above.
59. How do you provide Board training? *Check all that apply.*
- ☐ Provide new Board member orientation and training
- ☐ Provide a Board Member Manual
- ☐ Other _____
- ☐ The TMA does not conduct Board training.

2003 Transportation Management Association (TMA) Survey

60. Which of the following activities are considered responsibilities of Board members, either in whole or in part? *Check all that apply.*

- ☐ Member recruitment
- ☐ Strategic planning
- ☐ Work plan development
- ☐ Financial planning
- ☐ Financial oversight
- ☐ Other *Please describe:* _____

☐ None of the above

61. Which of the following documents does your TMA maintain? *Check all that apply.*

- | | |
|---|---|
| <input type="checkbox"/> Mission Statement | <input type="checkbox"/> Bylaws |
| <input type="checkbox"/> Objectives | <input type="checkbox"/> Policies and Procedures Manual |
| <input type="checkbox"/> Strategic Plan | <input type="checkbox"/> Employment Manual |
| <input type="checkbox"/> Annual/biennial work plan | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> Other <i>Please specify:</i> _____ | |

62. If your TMA maintains a Strategic Plan, how often does your governing body review and update the plan? *Check only one.*

- | | |
|---|--------------------------------------|
| <input type="checkbox"/> Once a year | <input type="checkbox"/> Never |
| <input type="checkbox"/> Twice a year | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Every other year | <input type="checkbox"/> n/a |

63. Does your TMA retain any of the following insurance? *Check all that apply.*

- | | |
|---|---|
| <input type="checkbox"/> Officers and directors insurance | <input type="checkbox"/> Professional liability insurance |
| <input type="checkbox"/> Fiduciary liability insurance | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> None of the above | |

64. What type of policy or service committees operate within your TMA? *Check all that apply.*

- | | |
|---|--|
| <input type="checkbox"/> Executive Committee | <input type="checkbox"/> Budget/Finance |
| <input type="checkbox"/> Long Range Planning | <input type="checkbox"/> Project specific |
| <input type="checkbox"/> Administrative | <input type="checkbox"/> Government Affairs/Advocacy |
| <input type="checkbox"/> Media/Public Relations | <input type="checkbox"/> Personnel/Human Resources |
| <input type="checkbox"/> Legal | <input type="checkbox"/> Publications |
| <input type="checkbox"/> Membership/Recruitment | <input type="checkbox"/> Convention/Annual Meeting |
| <input type="checkbox"/> Other: _____ | <input type="checkbox"/> Other: _____ |

2003 Transportation Management Association (TMA) Survey

- ☐ Other:_____ ☐ Other:_____
65. Does your TMA retain legal counsel? ☐ **YES** ☐ **NO**
66. If yes, what relationship do you maintain? *Check only one.*
- | | |
|--|---|
| <input type="checkbox"/> Attorney on staff | <input type="checkbox"/> Annual retainer with supplement |
| <input type="checkbox"/> Hire on a per job basis | <input type="checkbox"/> Annual retainer for all services |
| <input type="checkbox"/> Volunteer from membership | <input type="checkbox"/> n/a |
| <input type="checkbox"/> Other_____ | |
67. Does your TMA require the presence of legal counsel at board meetings?
☐ **YES** ☐ **NO**
68. What issues, if any, have required legal counsel over the past year? *Check all that apply.*
- | | |
|--|---|
| <input type="checkbox"/> Tax filing | <input type="checkbox"/> Directors and officers insurance |
| <input type="checkbox"/> Insurance (general) | <input type="checkbox"/> Lawsuits |
| <input type="checkbox"/> Incorporation | <input type="checkbox"/> Review of contracts/agreements |
| <input type="checkbox"/> Personnel issues | <input type="checkbox"/> Other_____ |
| <input type="checkbox"/> None of the above | |
69. Which of the following technology-based activities or communication strategies does your TMA support? *Check all that apply.*
- | | |
|---|--|
| <input type="checkbox"/> Website | <input type="checkbox"/> Dial-up Bulletin Board System |
| <input type="checkbox"/> Web-based surveys | <input type="checkbox"/> On-line ride matching |
| <input type="checkbox"/> Email distribution lists | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> None of the above | |
70. Are there any other comments you would like to add that describe the organization of your TMA or to clarify any information you provided above?
- _____
- _____
- _____
- _____

THANK YOU FOR COMPLETING THE 2003 TMA SURVEY.

Appendix B – CICS Employers

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LINKS



"Our employees think that the Transit Benefit Program is great! We have employees who ride the bus, vanpool, and bike to work or the bus. It saves everyone money, but also reduces the stress of driving. One employee commented that "...being involved with the program allows me to sleep, read, or chat with fellow riders. I'm not stressed-out by the time I get to work, and the bus is always on time."

Barbara George (with Diana Lytle)
Chief of Support Services Division
U.S. Veterans Affairs Regional Office

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[American Health Networks](#)

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[Angie's List](#)

[APL](#)

[Aramark](#)

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[BAA Indianapolis](#)

[Barnes & Thornburg LLP](#)

[Bicycle Garage Indy](#)

[Bingham McHale](#)

[Bose McKinney & Evans LLP](#)

[Bosma Industry](#)

[Boy Scouts of America](#)

[Bright House Networks](#)

[Brightpoint, Inc.](#)

[Broadbent Company](#)

[Chartwell Midwest of Indiana](#)

[Christel House Academy](#)

[Christian Church \(Disciples of Christ\)](#)

[Citizens Gas](#)

[City of Anderson](#)

[City of Carmel](#)

[City of Indianapolis](#)

[Clarian Health Partners](#)

[Community Hospital](#)

[Conseco Insurance](#)

[CVS Distribution Center](#)

[Ditan Distribution](#)

[Dow AgroSciences](#)

[Eiteljorg Museum](#)

[Electronic Data Systems Corp.](#)

[Eli Lilly and Company](#)

[Emmis Communications](#)

[Equity Office](#)

[Ernst & Young](#)

[ExactTarget](#)

[Farm Bureau Insurance Headquarters](#)

[Firestone Industrial Products](#)

[G2 Secure Staff](#)

[Goodwill Industries](#)

[Greater Indianapolis Chamber of Commerce](#)

[Greater Indianapolis Chamber of Commerce](#)

[Guitar Center, Inc.](#)

[Hamilton County](#)

[Health & Hospital Corporation of Marion County](#)

[Herff Jones](#)

[Hetrick Communications](#)

[Hilton Garden Inn](#)

[Hilton Indianapolis - Downtown](#)

[Hilton Indianapolis - North](#)

[HNTB](#)

[Holiday Inn Express Hotel & Suites- Downtown](#)

[Home Goods](#)

[Horizon House](#)

[Hyatt Regency Indianapolis](#)

[Ice Miller](#)

[Indiana Blood Center](#)

[Indiana Business Schools](#)

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[Indianapolis Museum of Art](#)

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[Indianapolis Zoo](#)

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[KPMG](#)

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[Madison County Government](#)

[Marion Superior Court](#)

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[Marsh USA](#)

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Stutz Business Center - 212 W. 10th Street, Suite C485
Indianapolis, IN 46202

Site Designed/Developed by Pathway Productions

317.327.RIDE (7433) - 888.737.RIDE (7433) - 317.631.4304 (fax)
info@centralincommuter.net

Appendix C – Opportunities for Sustainable TMA Funding

Opportunities for Sustainable TMA Funding

Prepared for:
Colorado Department of Transportation

By:
UrbanTrans Consultants, Inc.
December 2004



OPPORTUNITIES FOR SUSTAINABLE TMA FUNDING

December, 2004

Produced by:

UrbanTrans Consultants, Inc.
Contact: Stuart Anderson, President
720-570-3343
Andersons@urbantrans.com

For:

Colorado Department of Transportation
Contact: Deborah Sakaguchi, Statewide TDM Coordinator, Modal
Programs Section
303-757-9088
Deborah.sakaguchi@dot.state.co.us

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Introduction

Sustainable Transportation Management Association (TMA) funding is an issue most TMAs face throughout their existence. New as well as established TMAs are eventually faced with the challenge of developing and implementing an effective and dependable funding plan in order to achieve long-term sustainability. Today, many TMAs rely heavily on public, government controlled funds, such as the federally funded Congestion Mitigation Air Quality (CMAQ) program or local city or county sources, to fund their organization. Yet, public funds alone cannot support a TMAs programs and activities. Successful and sustainable TMAs acknowledge this and closely merge the need for diversified revenue sources with broader elements of the organization's purpose and activities.

Traditionally, sustainable TMAs integrate three elements to achieve financial security:

1) Diversified Revenue Base:

A mature and healthy TMA has four balanced sources of revenues:

- ⇒ Membership dues
- ⇒ Public grants or public funding of some sort
- ⇒ Fee-for-service
- ⇒ Assessments (Business Improvement Districts, common area agreements, etc.).

The need to continually identify and incorporate strategic funding planning exists throughout the life of a TMA. To maintain quality service delivery, it is imperative in today's economic environment that TMAs have a variety of funding sources. If one funding source dissipates, additional funding sources must be

available to keep the TMA solvent and sustainable. If one funding source has prescriptive requirements, another should provide more flexibility in program options, leading to more diverse program offerings. Lastly, TMAs should pursue varied funding options from businesses and policy makers to continue their dialogue in sustainable long-term economic growth through transportation solutions throughout the state.

A typical TMA has approximately 40 business members and an operating budget of \$150,000-\$200,000. A 2003 survey of TMAs around the country found that program budgets comprised of the following revenue sources:

- Membership dues (56%)
- Federal Grants (48%)
- Local grants (28%)
- State grants (27%)
- In-Kind donations (25%)
- Service contracts (19%)
- Fee for services (16%)
- Developer contributions (9%)
- Business Improvement Districts (7%)

Source: Center for Urban Transportation Research; “**2003 Transportation Management Association (TMA) Survey**,” April 2004.

2) Asset to Community:

Successful TMAs develop and implement programs and services that are both needed and valued in a community. As the TMA becomes an asset to the community, stakeholders are more likely to fund TMA efforts. There is increasing community awareness of TMAs and the important role they play in transportation planning. TMAs are the conduit between local businesses/communities and city, regional, and state agencies, voicing concerns about access and mobility issues for their respective areas. TMAs have a history around the world of being the impetus for improved transit service, increased use of

alternative transportation, bicycle and pedestrian education, and infrastructure improvements. The 2003 TMA survey results show the diverse and critical types of alternative transportation programs and services offered by TMAs throughout North America:

- Marketing and Education
 - Marketing materials (88%)
 - Promotional events and fairs (83%)
- Regional/Local Advocacy
 - Represent member needs to decision makers (74%)
 - Promote TDM-friendly site design (37%)
- Direct Member Services
 - Rideshare matching (86%)
 - Guaranteed Ride Home (78%)
 - Vanpool programs (66%)
 - Tax benefit program assistance (64%)
 - Bicycle programs (56%)
 - Direct rideshare incentives (54%)
 - Subsidized transit passes (53%)
 - Telecommuting assistance (53%)
 - Shuttles/local transit (52%)
 - Parking management (25%)
 - Carshare programs (25%)

Source: Center for Urban Transportation Research; “**2003 Transportation Management Association (TMA) Survey**,” April 2004.

3) Time and Resources:

Sustainable TMAs realize an understanding of the relationship between developing valued programs and services and achieving a diversified revenue base. Staff time and organizational resources are carefully charted out and

aligned closely with goals and objectives that lead to the larger goal of sustainability. As a TMA becomes more valued within the community, the community in turn provides more funding and support for the continued growth and development of the TMA. TMA's that recognize the need to provide staff time and resources to understand the community they are working within, continually evaluate and refresh their products and services and become the local expert on transportation issues and resources are more likely to achieve sustainability. Doing these things takes the staff time and resources.

Putting it All Together

A variety of traditional and creative local, regional and national funding sources exist for Colorado TMAs. In order to assist local TMAs in achieving sustainability, this document presents a range of funding sources including:

- Traditional Colorado TMA funding streams
- Local, State and National Funding Opportunities
- Case Studies: Creative and Sustainable Funding in Action

Traditional Colorado TMA Funding Streams

The following represents traditional funding options, both public and private, for Colorado TMAs which can be applied to a variety of TMA-type projects.

CMAQ Funding

The primary purpose of the current federal CMAQ program is to fund projects and programs that reduce transportation-related emissions in air quality non-attainment and maintenance areas, such as the Metro Denver Region, Fort Collins area and Colorado Springs. Eligible CMAQ projects should demonstrate a likely contribution to the attainment of national ambient air quality standards. TMA's generally work with area Metropolitan Planning Organization's (MPOs), or

local jurisdictions (City or County governments) to determine appropriate projects.

Currently CMAQ funds are used to fund a variety of projects aimed at reducing congestion and improving air quality. CMAQ funds can be used to support Transportation Control Measures (TCM) identified by the State Department of Transportation or regional MPOs, such as alternative mode incentive programs, improved transit, bicycle and pedestrian programs and rideshare projects. Funds have been used to purchase vans and buses, to subsidize bus operations and to develop and implement rideshare programs. Under limited circumstances, CMAQ funds may be used to support the operating costs of public transportation for up to three years.

In addition to TCMs, CMAQ funds can be utilized for traffic flow improvement projects, transportation activities identified in approved State plans as well as extreme low temperature cold start programs. **Attachment A** features the CMAQ Eligibility Matrix which outlines a variety of CMAQ eligible projects. The federal matching share for CMAQ funds for most projects is 80 percent. The remaining 20 percent of the project budget is supplied by the local jurisdiction or applicant. Up to 100 percent federal share can be used for some activities including traffic control signalization and ridesharing projects. Eligible applicants can include private and non-profit entities, if part of public and private partnership agreements with public agencies.

The pending reauthorization of the Transportation Equity Act for the 21st Century (TEA-21), which outlines CMAQ funding levels and eligibility requirements, may modify (or even end) the CMAQ program. Reauthorization of TEA-21 is anticipated in early 2005 (as of printing in December 2004).

City and County Government

As TMAs often mitigate congestion in key activity centers, facilitate public involvement and assist local jurisdictions in meeting overall transportation goals, local jurisdictions often set aside funds to support TMAs. Some cities, such as the City of Aspen, set aside parking revenues to help fund transportation alternatives. Other jurisdictions, such as the City and County of Denver support TMAs by providing start up funds or special project funds to support innovative transportation alternatives such as a local circulator. Furthermore, some city and county governments are implementing new alternative mode friendly development requirements to assist in mitigating the traffic impacts of future developments. These funds can provide additional revenues for TMAs. Although not mandated by development requirements, the Stapleton Area TMA in Denver forged a strong partnership with Forest City, the developer overseeing the entire redevelopment of Stapleton. Forest City has provided funding and in-kind support to the TMA for both specific projects and services that benefit new residents, employers and employees.

Foundation Funding

Foundation funding, though rare, is at times available for TMAs to fund specific projects and programs. National and local foundation funding is often offered through a competitive grant process. Developing a grant that meets a specific need, is tied to the foundations mission and reflects strong community partnerships is often beneficial for a TMA. The TMA can either take the lead in responding to foundation opportunities or work with area partners on a joint application. As an example, the land-use, transportation and health link is currently becoming more and more evident in our communities. Foundation funding for active living, sustainable transportation and improved health may open many doors for future TMA funding opportunities. Yet, TMA's must take

into consideration that foundation funding is frequently extremely competitive, with numerous organizations competing for limited funds.

Foundation Funding Example: AT&T Foundation

AT&T considers environmental, health, and safety matters to be central business issues. This is reflected in many of the projects it supports through direct grants. The AT&T Foundation has supported the International Telework Association (ITAC) as well as the Downtown Denver TMO's Telework Colorado Initiative.

Resource: <http://www.att.com/foundation/programs/community.html>

Local, State and Federal Opportunities

Local Opportunities:

Membership Dues

The most accepted way to fund TMA programs is through membership dues. The dues are usually calculated, based on the number of employees. For example, an employer with 100 employees may be assessed a \$500 annual fee, while an employer with 1,000 employees may be assessed a \$1500 annual fee. According to an Association for Commuter Transportation (ACT) national survey, membership dues typically account for an average of one third of a TMA's revenue. TMAs that rely primarily on membership dues often represent vibrant public and private partnership organizations. At the same time, these TMAs are dependent on recruiting and retaining members, a process that can be very time-consuming. The following outlines various membership dues alternatives used around the country.

Common methods used in the dues structure are “graduated fees” “specific fees by types of member” or a combination of the two. A small number of TMAs determine the amount of revenue needed to cover expenses and then divide that amount among current and projected members.

Graduated fees are commonly assessed by amount per unit, range of size or flat fee plus amount per unit. For example:

- Amount per unit: \$5.00 per employee, per square foot of building space, or per parking space. Note that there is no cap on this funding option.
- Range of size: \$500 for companies with 1-100 employees; \$1,000 for 100-199 employees, etc; or \$5,000 per 100,000 square feet.
- Flat fee plus amount per unit: \$500 plus \$5 per employee.

Specific fee by type of member is a structure based on a general membership category (e.g., employers, developers/property owners, local governments, non-profit groups, business associations, etc.). This is an important distinction because TMAs offer different services and benefits to different kinds of groups. For example, local governments can act as both employers who benefit from the TMA's services and as critical associates in public and private partnerships. Therefore, local governments often do not fit easily into a strict “amount per employee” fee structure. Local governments may be better suited to paying a flat fee dues rate, if they are voting members. If local governments do not vote, then most often they are not required to pay dues.

Fee for Service

Some TMAs generate income from fee-for-service initiatives, which can be an important source of private funding. Colorado TMAs can use this arrangement to fund services that go above and beyond general membership services. Examples

of services could include: conducting worksite employee surveys, developing customized trip-reduction plans, implementing a comprehensive telework program, and developing a parking management plan. The TMA could also offer some or all of these services to non-members at higher fees. A fee-for-service program typically involves a menu of services offered by the TMA, along with a list of fees or range of fees for these services. TMAs generally provide these services through staff resources or through a contractual arrangement with private consultants.

As an example, the Dulles Area Transportation Association (DATA) in the Washington, DC, area receives 25 percent of their funding from several contracts providing services to public agencies and private companies. Services include holding seminars on transportation issues in the area and managing the Commuter Choice Campaign for Loudon County, VA.

In-Kind Contributions

Many TMAs receive in-kind contributions from members or supporting agencies. These include office space, furniture, equipment, etc. Local governments often provide Transportation Demand Management (TDM) or transit planning expertise as in-kind contributions.

A creative way to use in-kind contributions could include getting a Board member to give their time and their Transportation Coordinator's (TC) time to host a rideshare events in conjunction with an employee appreciation event at their worksite. The Board Member and TC are spreading the message without the TMA staff being there. Additionally, if there are any giveaways, advertisements or brochures for the event, a TMA logo can be placed on all employee promotional materials. Conversely, arrangements could be made with a local printer to discount printed items if they are listed as a sponsor.

Performance-Based Contracts with Partner Agencies

In an effort to increase funding revenue for TMA transit pass sales and TMA rideshare promotions and education, TMAs can enter into performance-based contractual agreements with transit or rideshare agencies. Under a performance-based contract a TMA would receive payment for increasing participation in either the transit or rideshare agency's programs.

Oftentimes, TMAs broker transit and rideshare services from the local transit and rideshare agencies to area employees. For example, a TMA that increases participation in a bus pass program by enrolling three new employers and 100 new employees would then receive an agreed-upon payment from the transit agency. Additionally, through bulk purchases or funding opportunities, TMAs offer discounted or subsidized transit passes to employees. Also, TMAs can broker rideshare promotional campaigns and activities. Brokering these types of promotional campaigns and activities allows a TMA to increase employee knowledge of and participation in rideshare programs and employer recognition of the TMA.

City Business Improvement Districts (CBID)

A City Business Improvement District (CBID) provides the opportunity for businesses to implement tailored TDM strategies, as provided either by the district directly or contracted to the City (such as GO Boulder). CBID's are eligible in Colorado under the Colorado State Statute 31-25-Part 12. The statute defines the intent of CBID's as to provide supplemental services to businesses within the created district (typically a downtown or central business district, although any defined area may work). Many of these services mirror

those normally provided by local governments and chambers of commerce, focusing on economic development and transportation management services may be included.

A CBID is created by city approval of both a petition from a majority (over 50 percent) of eligible taxpayers in the proposed district as well as a plan of services or improvements to be provided. Eligible properties are defined as those that pay business or occupational taxes. The plan of services/petition must include:

- The name of the proposed district, which must include the words "business improvement district"
- Description of boundaries and service area
- Description of services and/or improvements
- A formal request for the organization of the district and three persons to represent the petitioners
- Bond or cash deposit to cover formation expenses

The tax charged within a CBID can be a millage rate or a surcharge on business and occupational taxes. Administration of the CBID can be provided by the local government, an appointed board or an elected board. CIBID services can be provided by the local government or contracted out by that government.

In Colorado, a CBID is one of the most feasible options for funding TDM programs, especially when these programs are supported by the local government. Nationally, approximately 7 percent of TMAs receive funding from CBIDs.

Special Tax Districts

Colorado State Statutes 30-20 Part 5 and Part 6

Probably the most common form of tax-based financing is the special tax district. Special tax districts are often created to provide a direct benefit to the property owners that will be included within the district and tend to focus on specific public infrastructure improvements. For example, property owners can agree to pay an additional tax that in turn is used to purchase and install a streetlight in their location.

There are two types of special tax districts or improvement districts that are available in Colorado: State Statute 30-20-Part 5-County Public Improvement District Act and State Statute 30-20-Part 6-Local Improvement Districts-Counties.

General/Public Improvement Districts (GIDs and PIDs) GIDs are formed by the local municipality and PIDs are formed by the county. The government entity makes up an “ex officio” Board of Directors for the improvement district. Each municipality generally defines the specific improvements in local statutes, but a wide variety of improvements are eligible. A petition must be signed by 30 percent or two hundred electors of the district, whichever is less.

Special/Local Improvement Districts (SIDs and LIDs) SIDs are formed and governed by the local municipality and LIDs are formed and governed by the county. Improvement costs are assessed upon the property benefited by the improvements. Each municipality generally defines the specific improvements in local statutes. Often there is one specific improvement or sets of improvements desired. If 50 percent of the property owners protest to the creation of a district, then the governmental agency cannot proceed.

Developer Fees

Agreements can be made between developers and TMAs to provide income for TMAs. In such a partnership, the TMA could broker transportation services for

the area and in return for these services, the developers set up funding guidelines that allow TMAs to receive revenue based on new or existing tenants and number of employees.

Parking Revenues

Implementing a modest fee for parking could generate a large pool of funding for TMAs. Cooperation from city officials and businesses is vital to make this program successful.

Parking meter fees can also assist with parking management problems. Many studies have found that inexpensive, widely available parking is an important determinants in mode choice.

STATE OPPORTUNITIES:

Colorado Heritage Planning Grant

The Colorado Heritage Planning Grant rewards communities using planning to manage growth. The projects funded address many of the impacts of growth, including, but not limited to traffic congestion, loss of open space, and a lack of affordable housing.

Resource: <http://www.dola.state.co.us/SmartGrowth/CHPG.htm>

Resource: <http://www.byways.org/>

State Trails Program

The State Trails Grants Program funds projects involving design, planning or construction of trails. State Trails Grants are a partnership between Colorado State Parks, Great Outdoors Colorado, the Colorado Off-Highway Recreation

fund, the Recreational Trails Program, and the Land and Water Conservation Fund.

Resource: <http://parks.state.co.us/default.asp>

Federal OPPORTUNITIES:

Motor Vehicle Congestion Relief

As the U.S. Congress debates the reauthorization of the TEA-21, the Senate and House of Representatives each have separate versions of proposed new legislation. In the House draft, there is a new funding program called Motor Vehicle Congestion Relief. While the reauthorization process is still quite uncertain (as of December 2004), and the fate of this particular funding program even more uncertain, this remains a funding source to keep a close eye on.

Elements of the proposed program include:

- Requires every state with an urbanized area of 200,000 individuals or greater to obligate funds apportioned to them for congestion relief activities. The portion of a state's apportionments for a fiscal year to be obligated is determined by multiplying the total amounts apportioned to a state under the NHS, CMAQ, STP & Interstate Maintenance programs by 10 percent by the percentage of a states population residing in urbanized areas of the state with an urbanized area population of over 200,000.
- There are three categories for projects: Under One (40%), Under Three (35%), Open-Ended (25%)
 - Under One is defined as a project completed within one year after the date of commencement of onsite improvements, has a total projected cost of \$1,000,000 and will improve the condition in the applicable area and is an element of the congestion management system, but excludes demand management.

- Under Three is defined as a project that will be completed within three years and will improve conditions in the applicable area and is an element of the congestion management system, but excludes demand management.
- Open-ended projects include all projects eligible by Under One and Under Three as well as demand management and capital costs for transit projects.
- Congestion Relief activities are any activity, project, or program that has as its primary purpose, activities and projects whose purpose is to relieve congestion. Including, creation of additional capacity, construction of additional lanes, improvements to interchanges, improved access to major terminals, construction of parallel roads, construction of truck only lanes and major arterial improvements, transportation system-wide operational improvements such as incident management, traffic monitoring and surveillance, and traveler information, but excludes demand relief projects such as telecommuting, ridesharing, alternative work hour programs, and value pricing.
- A state may transfer funds from the under one category to the under three category if the state certifies that there are no possible under one activities that can be funded, up to 10% can be transferred.

Although these elements would both secure existing and add new resources for potential TMA utilization, the passage of all of these elements within reauthorization is uncertain as of December 2004.

NOTE: Proponents of demand management activities have discussed the specific exclusion of demand management activities from the Under One and Under Three categories with House members, and there considerable uncertainty regarding the eventual fate of this specific exclusion.

Transportation and Community and System Preservation (TCSP) Funds

Transportation and Community and System Preservation (TCSP) funding opportunities are available through the Federal Highway Administration (FHWA). These funds are available to local governments, state, MPOs and tribal governments to plan and implement a variety of transportation strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; ensure efficient access to jobs; and examine development patterns to encourage these goals. The TCSP program is administered by the FHWA with local programs/projects often administered by the local FHWA Division. In practice, however, TCSP funds are most often designated at the Congressional level. TMAs interested in learning more about TCSP should consult the Colorado FHWA division.

For more information: <http://www.fhwa.dot.gov/tcsp/>

Colorado FHWA Division: <http://www.fhwa.dot.gov/codiv/> 720-063-3000

Job Access Reverse Commute

This Federal fund program supports projects dedicated to transporting low-income persons to jobs and employment-related activities, as well as projects that help the general public better access suburban employment opportunities. This program was created under Section 3037 of TEA-21 and is sponsored by the DOT and FTA. Funded services may include new or expanded transportation programs, shuttles, vanpools, new bus routes, and guaranteed ride home programs. Reverse commute programs must include transportation to and from

“suburban” employment areas. Access-to-jobs grant money may be used for the following:

- Financing projects and operating costs of equipment.
- Promoting the use of transit by workers with non-traditional work schedules.
- Promoting the use of vouchers for recipients.
- Promoting the use of employer-provided transportation.
- Subsidizing reverse commuting.
- Subsidizing the purchase or lease for a non-profit agency for vehicles or services.

Transportation Enhancements

Transportation Enhancements (TE), a federally funded and state administered program, encourages all levels of government and the private sector to apply for funding to improve sidewalks, bike lanes, and the conversion of abandoned railroad corridors into trails. Communities may also use the program to revitalize local and regional economies by restoring eligible historic buildings, renovating streetscapes, or providing transportation museums and visitor centers. Many communities also use the program to acquire, restore and preserve scenic or historic sites.

Distribution of the transportation funds are made by each region. The regional transportation director works with the local entity to determine specific project selection and funding levels. For additional information contact the Enhancement Program Coordinator, CDOT Design Branch at 303-757-9709.

Surface Transportation Program (STP)

Surface Transportation Program (STP) funds are federal funds typically used for roadway construction and administered by the Colorado Department of Transportation. Beginning under ISTEA, and now with TEA-21, STP funds may be used for any capital project, including transit. This use of STP funds for anything other than highways was infrequent at the beginning of ISTEA in the early 1990s, but has been steadily increasing. Eligible projects include safety projects involving bicycles, pedestrians and rail crossings, as well as urban design and safety improvements. Yet again, the release of STP funds for these TMA type activities is rare.

National Highway System (NHS)

National Highway System (NHS) funds are used for major population centers, intermodal transportation facilities, international border crossings, and major destinations. Typically, it is comprised of all interstate routes, selected urban and principal rural arterials, defense highways, and major highway connectors carrying up to 76 percent of commercial truck traffic and 44 percent of all vehicle traffic.

NHS funding may also be used for operation costs of Transportation Management Systems. Carpool/vanpool and park and ride projects are also eligible for this funding.

National Scenic By-Ways Program

The National Scenic Byways (NSB) Program was established under the Intermodal Surface Transportation Efficiency Act of 1991, and reauthorized in 1998 under TEA 21. Under the program, the U.S. Secretary of Transportation recognizes certain roads as National Scenic Byways or All-American Roads based on their archaeological, cultural, historic, natural, recreational, and scenic qualities. There are 96 such designated byways in 39 states. The Federal Highway Administration promotes the collection as America's Byways.

National Scenic By-Way discretionary funds are available to undertake eligible projects along highways designated as Scenic By-Ways. All applications must be completed on-line and submitted in hard-copy to the State Department of Transportation then forwarded to FHWA Division Office.

Environmental Protection Agency's (EPA's) Environmental Education Grants

The Grant Program sponsored by EPA's Office of Environmental Education supports environmental education projects that enhance the public's awareness, knowledge, and skills to make informed decisions that affect environmental quality. These Education Grants can be utilized for projects/programs that provide environmental educational opportunities aimed at improving air quality, reducing toxic substances and promoting other environmental issues. Since 1992, EPA has received between \$2 and \$3 million in grant funding per year and has awarded over 2,500 grants.

Resource: <http://www.epa.gov/enviroed/grants.html>

Case Studies: Creative and Sustainable Funding in Action

REVENUE FROM PARKING CHARGES

North Bethesda Transportation Management District Montgomery County, Maryland

North Bethesda Transportation Management District (TMD) located in Montgomery County, Maryland, serves 1,200 employers with 80,000 employees in the suburban Washington, DC area. When deciding how to fund the TMD, the formation team identified public parking charges—parking meter payments, parking violation fines, and monthly permits for public parking lots—as the best sources of revenue to support the program.

To finance the TMD, the county installed more than 800 new parking meters in areas of the county that had previously enjoyed free parking. To maximize the income for the program while not being an unfair burden to those who park in the county, the team needed to determine exactly where the parking meters should be installed and how much they should charge. They analyzed a number of factors, including the composition of business in the area (retail vs. office space) and the prevailing parking rates in nearby private garages to determine an effective placement strategy and rate schedule.

As preparations were made to install the new parking meters, the county conducted a major public outreach campaign to educate businesses and individuals about the new parking plan, its rates, and the TMD program that the meters' revenues funded. The outreach campaign included:

- Community and business forums
- Flyers and information packets
- Information in the local register

- Articles and advertisements in local newspapers
- A hotline to answer questions and address concerns

Visit the North Bethesda Transportation Center's website to learn more about their projects, programs and contact information <http://www.nbtc.org>.

Resource: EPA Best Workplaces for Commuters Teleseminar. *Innovative Funding Sources for Transportation Demand Management and Best Workplaces for CommutersSM*. June 8, 2004.

DEVELOPER FUNDING

Warner Center TMO

Los Angeles, CA

Located in suburban Los Angeles' San Fernando Valley, the Warner Center is the third largest urban center in Los Angeles, after the downtown area and Century City. The Warner Center area is described as a mixed use development where people can live, work and play.

In the late 1980s, the City of Los Angeles and the primary developer of Warner Center agreed that the growing community would need an effective TDM plan. When the developer first paid for use of the land, it included an additional five million dollar contribution to a trust fund to be used for the creation and support of a transit management organization (TMO). Now, for every commuter that a new developer's office space will attract, the developer must pay \$3,500 into the trust fund. Every year, the TMO receives \$85,000 from the trust fund to spend on transportation improvements (they also receive separate funds specifically for public transit).

The fund itself covers many transportation improvements, such as:

- Widened roads
- Additional traffic lights

- Added freeway lanes
- Public transit improvements

Resource: EPA Best Workplaces for Commuters Teleseminar. *Innovative Funding Sources for Transportation Demand Management and Best Workplaces for CommutersSM*. June 8, 2004.

FEE FOR SERVICE

Ride-On TMA

San Luis Obispo County

Ride-On operates a lunchtime shuttle that is free to parties of two or more. Seats are reserved 24 hours in advance. The shuttle is funded by sponsors, mainly restaurants along the shuttle route. Additionally, Ride-On offers several services for a small fee such as a medical shuttle, a senior shuttle, safe ride home and an airport shuttle. For more information, visit: <http://www.ride-on.org/>

PROPERTY OWNER REVENUE SHARING

Irvine Spectrum Transportation Management Association Irvine, CA

Spectrumotion is an Association funded by the property owners in Irvine Spectrum, a residential and commercial area of Irvine. Due to this funding structure, it is not necessary for the TMA to charge commuters or employers for individual services. Services provided include: public transportation pass sales and subsidies, vanpool formation assistance and subsidies, new hire orientation information, etc. For additional information, visit: <http://www.72share.com/index.html>.

Attachment A: CMAQ Eligibility Table

Category	General guidance	Components	Restrictions	Funding notes ¹
Transportation Activities in Approved SIP or Maintenance Plan	Any approved project	Highest priority for CMAQ funding	Must contribute to the specific emission reductions approved	
Transportation Control Measure (TCM)	All eligible TCMs EXCEPT removal of pre-1980 vehicles	Alternative modes incentive programs; Improved transit ; Carpool lanes, ridematching, and parking facilities; Employer programs and flextime ; Trip reduction ordinances ; Traffic flow programs; peak-period vehicle reduction ; bicycle/pedestrian programs and facilities; Reducing cold start and idling ;	Most TCMs will have been recorded as being eligible under the adopted the Statewide Implementation Plan.	
Extreme Low Temperature Cold Start Programs	Reduce emissions from extreme cold-start conditions	Retrofitting vehicles ; Installing electrical outlets and equipment in garages	Only eligible if adopted as TCM.	
Public-Private Partnerships	Cooperative implementation between public and private/non-profit sectors.	Activities that meet local match requirements: ownership or operation of program/project; construction or project management; cost-sharing between parties	Detailed, written agreement must be in place prior to application for CMAQ funds; partners should emerge from an open selection process; may not fund obligations imposed on private-sector	Local match should be greater than 20%; projects must be included in SIP or RTP
Alternative Fuel Vehicles	Purchase of publicly-owned, alternative fuel vehicles	Demonstration that the proposed vehicle will reduce pollutants causing the air quality violation; onsite fueling stations	Must be consistent with SIP strategies and/or maintenance plans	Need not be included in SIP

¹ Funding eligibility is 3-years, unless otherwise noted.

Category	General guidance	Components	Restrictions	Funding notes ¹
Traffic Flow Improvements	Congestion Management System projects, traffic signalization, ITS, traveler information, and traffic management programs.	Multi-modal traveler information; traffic signal control; freeway, transit, incident management; toll / fare payment systems; intermodal freight	ITS projects must be consistent with the National ITS Architecture; operations must show air quality benefit	
Transit Projects	Transit investments that yield an <u>increase</u> in transit ridership that has an air quality benefit	New or enhanced facilities; expansion of vehicle fleet; new transit services; fare subsidies during severe air-quality periods	Reconstruction, rehabilitation, maintenance, and general services are not eligible	
Bicycle and Pedestrian Facilities and Programs	Bicycle and pedestrian programs designed to shift trips from vehicles	New bicycle and pedestrian facilities; bicycle safety; public education programs		
Travel Demand Management (TDM)	TDM programs that extend and enhance multiple modes of travel.	Market research; TDM planning and implementation costs; Traffic calming; operating assistance for TDM programs; marketing and education	Restrictions on use of traffic calming under CMAQ.	
Outreach and Rideshare Activities	Complementary marketing and ongoing services for TDM programs	Public education and marketing; employer assistance; commuter stores; ridematching; rideshare programs; vanpool expansion; TMA establishment		3-year eligibility for vanpools & TMAs; indefinite for outreach
Telework / Telecommuting	Establishment of telecommuting programs.	Planning, technical analysis, training, coordination, and marketing of telework	Telework centers, computer, and office equipment are ineligible expenses	
Fare and Subsidy Programs	Fare / fee subsidies for alternative modes	Bus fare reduction during polluted times; vanpool subsidies; flat-fare taxi programs; financial incentives for TDM alternatives; parking management; commuter-choice programs		
Planning & Project Development	Project development for projects that reduce emissions	Planning, environmental studies, and project development	Project must reduce emissions and be included in RTP/TIP; general planning and monitoring is not eligible	

Category	General guidance	Components	Restrictions	Funding notes ¹
Inspection and Maintenance	Construction and start-up expenses for inspection and maintenance stations	Construction of new facilities; start-up activities; mechanic training; portable programs for inspection	Must constitute new or additional services and serve to reduce emissions	
Experimental Pilot Programs	Projects that may not meet precise eligibility criteria, but show promise towards reducing air emissions.	Magnetic Levitation projects; VMT or fuel consumption reduction projects; innovative financing	Before-and-after studies are required to determine impacts (measured in VMT or trips reduced and in emissions reduced); may not exceed 25% of state yearly CMAQ apportionment	

Appendix D – TMA Handbook Case Studies

Case Study-Working with Developers & Property Owners

Coordinating Trip Reduction Efforts Warner Center TMO

The Warner Center TMO, located in Los Angeles, has been instrumental in incorporating TDM into all facets of new development and large existing properties during the past 11 years.

Working with the City of Los Angeles, the TMO has assisted with language incorporated into the "Warner Center Specific Plan," which is a very detailed ordinance that allows the center to more than double in size if trips are mitigated properly. To encourage ridesharing, parking spaces are limited with required HOV ratios. Trip fees are required which fund a long list of transportation improvements and activities.

In addition to funding such traditional transportation improvements as added lanes and traffic signals, funds are also allocated for transit, TDM and the TMO. Although the TMO is primarily funded by private membership dues, the TMO has received ongoing funds from these fees to implement such programs as Guaranteed Ride Home, vanpool incentives and promotional activities. Large existing and new properties are required to submit and implement TDM plans, conduct annual transportation surveys of all tenants, have "rideshare-friendly" building designs, provide incentives, and identify whether or not the building is a TMO member. The goal is to achieve certain AVR (Average Vehicle Ridership) levels during the first phase of development.

New development will not occur in the future if trips are not maintained at reasonable levels. TMO membership is currently voluntary, but the City is considering requiring it. Currently, over 95% of all large properties are TMO members. Building owners who join the TMO do not need to prepare their own, separate TDM plans. Rather, they come under the umbrella of the master TDM plan of the TMO, which has been endorsed by the City. A TMA/TMO can be invaluable in ensuring trip reduction efforts are coordinated by property owners and managers. It is hoped that this example serves as a model to other cities and TMAs wondering how to effectively and reasonably involve building owners and new development in TDM.

For more information, contact Christopher Park of Warner Center TMO at (818) 710-7767.

Case Study-Working With Allied Organizations

Statewide and Regional Coordination Alliance of Southern California TMAs

For over a decade, the TMAs/TMOs in California have been networking together, both on a statewide and regional basis, on a variety of issues, activities, shared services and actual coordinated grant awards. The seventeen TMAs in Southern California even created a logo and legally incorporated their alliance during the mid-90s, called ASCTMA (pronounced "Ask TMA"), which stood for Alliance of Southern California Transportation Management Associations. This alliance received a substantial grant to be coordinated among the recipients.

In addition to the grant award, alliance activities throughout the years have involved sharing information and resources, promoting TMAs, sharing bulk discounts, identifying alliance members to liaison with various public agencies, defining a TMA and appropriate funding criteria, clarifying appropriate service roles to be provided by various public agencies, including the regional rideshare provider and TMAs, creating a special website, and establishing mentor exchange programs for fellow TMAs.

For more information, contact Christopher Park of Warner Center TMO at (818) 710-7767.

Case Study-Working with Allied Organizations

Partnering for Services and Promotions Downtown Minneapolis TMO

Creation of a "How - to Guide" for Transit Benefits

During the year 2000, the Downtown Minneapolis TMO worked with several partners to create and disseminate a step-by-step guide for employers to offer transit benefits. These included the state transit pass tax credit, federal transit tax benefits, and regional discount bus pass programs. The TMO worked with Metro Transit (bus operator), Metro Commuter Services (regional TDM provider), the Downtown Council (business group), Minnesotans for an Energy Efficient Economy (advocacy group that spearheaded state tax credit legislation) and a local tax attorney to create this well-received guide. Partners provided critical input on the content and style of the Guide and collaborated to host an employer seminar to introduce the Guide.

Bike, Bus or Pool (B-BOP)

The Downtown Minneapolis TMO is a regular partner in the regional B-BOP campaign, conducted yearly since 1991. Other partners include other TMOs, Metro Commuter Services, Metro Transit, Mn/DOT, State of MN, Dept. of Administration and Pollution Control Agency, VPSI and a private employer or two. B-BOP has used a downtown parade, a relay race, a commuter race and other promotions to draw attention to alternative commuting options. Last year, with a TMO staff member as co-chair of B-BOP, the coalition focused on bringing B-BOP to employers through a training/networking breakfast and a month-long series of commuter fairs at employment sites.

Congestion Education Campaign

Since 1998, the Downtown Minneapolis TMO has partnered with the Metropolitan Regional Rail Authority, Mn/DOT and the Metropolitan Council (MPO) to produce a PowerPoint-based presentation on the traffic congestion issue. The presentation covers how traffic congestion affects individuals, businesses and our communities, traffic trends, what the region is doing to address congestion, and how businesses can be a partner in managing congestion. The campaign allowed for an unbiased, multi-modal depiction of the rapidly growing congestion problem at a critical juncture in the consideration of major new infrastructure investments.

Parking Cash-out Project

In partnership with Metro Commuter Services and the St. Paul TMO, the Downtown Minneapolis TMO conducted a research project during the years 1999-2000 on parking cash-out. The project investigated the extent of parking subsidies, the effect of cashing-out employer-paid parking, and the use of transit and other alternatives to driving alone. The project was funded by the federal EPA, with local grant supervision by the Minnesota Pollution Control Agency. The project dovetailed nicely with Metro Transit marketing of Metropass (a discount program for employers). Also, results of the project were incorporated into a regional forum on parking policies and as part of the exploration of value pricing (market based congestion relief strategies) by the Minnesota Department of Transportation.

For more information about partnering, contact Theresa Wernecke, at (612) 370-3987 or twernecke@uswest.net.

Case Study—Working with Allied Organizations

Creating a Community-based TMA North Natomas TMA

The North Natomas Community Plan was the result of decades of collaboration among residents, environmentalists, planners, developers, business owners and others, resulting in the potential to be one of the most “livable communities” in the nation. Located north of downtown Sacramento, the Plan includes 7,388 acres that at buildout, will include 32,500 dwelling units with a population of 66,000 residents and 71,000 employees.

The City of Sacramento envisions a new urban form for North Natomas consisting of a well-integrated mixture of land uses, interdependent on quality transit service and other forms of transportation. The North Natomas Transportation Management Association (NNTMA) is a key component of the Plan. While the area is expected to ultimately generate 700,000 average daily trips, the overall goal is to reduce trips by 35% and reduce air pollution emissions by 35% at build-out.

NNTMA is truly community based, with membership including commercial, business and residential entities. NNTMA is charged with providing commute trip reduction and air quality mitigation support to all residents and businesses in North Natomas. The TMA Board consists of representatives from residential, commercial, industrial, and office interests.

The NNTMA was formed in advance of the development of the North Natomas community. As such, it will be a proactive force in the implementation of alternate transportation usage before congestion problems arise.

The City of Sacramento implemented a community-financing district (CFD) to provide reliable long-term funding for the TMA, with area-wide participation in the CFD. The NNTMA must pay the City and County Administrative costs of the CFD, which are approximately 30.5% of their tax revenue. As both residential and non-residential land uses receive benefit from the NNTMA, each is subject to the maximum special tax. For example, single family units pay \$18 per unit and multi-family units pay \$14 per unit. Office parcels pay \$.06 per sq. ft., commercial parcels pay \$.10 per sq. ft., industrial parcels pay \$.03 per sq. ft., and the sports complex pays \$200 per square ft.

The TMA provides advocacy on transportation and air quality issues and serves the North Natomas area with one-stop commute alternative information.

In addition to traditional programs and services, NNTMA also plans to offer a local shuttle program that will “feed” existing transit routes, bonus trip reduction services for people who live and work in North Natomas, evening and weekend staffing to provide access for residents, and the development of child care services, a job clearinghouse and telecommuting centers to support trip reduction.

For more information, contact Rhonda Abell at (916) 648-2099 or pinesend@pacbell.net.

Case Study—Working With Allied Organizations

Organization By-Laws

TMO Coordination Group from the Tampa Bay area, Florida

Transportation Management Organization Coordinating Group (TMOCG)

Organization and By-Laws
Amended and Effective November 16, 2000

Mission: To encourage the development of an effective and efficient regional transportation system by exchanging ideas; identifying common needs; and informing & advising transportation service-providers of issues, needs, and solutions that best serve the TMO areas.

Purpose: The Organization and By-Laws document exists to create a balanced division of TMOCG responsibilities among members, encourage the personal growth and development of all members and strengthen the relationship among all members. Additionally, this serves to officially formalize the organization, which began and operated as an informal group.

Membership: The TMOCG shall have four (4) levels of membership. Membership levels and qualifications to be establishes as follows:

(1) Primary Members with full voting privileges: To qualify as a Primary Member, the organization must consider the advocacy and promotion of alternative modes of commuter transportation its primary function and/or business activity. The following organizations are currently identified as Primary members of the TMOCG:

- Bay Area Commuter Services, Inc. (BACS)
- Hillsborough Area Regional Transit Authority (HART)
- Pinellas Suncoast Transit Authority (PSTA)
- St. Petersburg Downtown Transportation Management Organization (SPDTMO)
- Tampa Downtown Partnership Transportation Management Organization (TDPTMO)
- Westshore Alliance Transportation Management Organization (WATMO)
- University North Transportation Initiative (UNTI)

As other TMOs/TMAs are formed, the voting members will consider that organization for Primary Member status.

(2) Advisory Members with limited voting privileges *: To qualify as an Advisory Member, the organization must be regularly involved in providing services and/or products to the TMOCG. The following organizations are identified as Advisory members of the TMOCG:

- Bay Area Vanpool (BAV)
- The Center for Urban Transportation Research (CUTR)

(3) Ex-Officio Members with limited voting privileges *: To qualify as an Ex-Officio member, the organization must be regularly involved in providing funding and/or administrative guidance to the TMOCG. The following organizations are identified as Ex-Officio members of the TMOCG:

- Florida Department of Transportation, District VII (FDOT)
- Hillsborough County Metropolitan Planning Organization (HMPO)
- Pinellas County Metropolitan Planning Organization (PMPO)

(4) General Members with no voting privileges: All other organizations accepted for membership. All organizations, both public and private that are interested in the advocacy and promotion of commute alternatives, and localized within the five (5) counties of FDOT District Seven (Hillsborough, Pinellas, Pasco, Hernando and Citrus) served by the TMOCG are qualified to

become a member of the organization. The TMOCG shall accept requests for membership in the TMOCG. Admission as a member shall be granted by majority vote of all voting members.

Requirements of Members: All voting members shall participate in the annual election of a Chairperson (Chair) and Vice-Chairperson (Vice-Chair) and shall be expected to vote on all other actions placed before them as applicable. All members shall comply with the outcome of required/requested votes.

Conducting Business: All power and actions of the TMOCG shall be governed by the members under the authority of the Primary members. Only Primary members are permitted to cast a vote for TMOCG business. A simple majority (51%) of Primary members must be present to conduct business and/or for a vote to take place. No Primary member may abstain from casting a vote unless a direct conflict exists. In the event of a tie vote, the organizations identified as Advisory members shall vote as the "tie-breakers." In the event there is still a tie, the Ex-Officio members shall vote as the "tie-breakers." Each member organization shall be entitled to only one vote regardless of how many representatives of the organization attend a meeting. The TMOCG chair shall officiate all votes.

Financial & Contract Administration: BACS shall be the entity which requests and officially enters into all contract and joint participation agreements (JPA) on behalf of the TMOCG. As the contract/JPA administering agency, BACS shall administer all funds of the TMOCG. Any administrative expenses designated in such contracts/JPAs shall be received by BACS and considered regular and reasonable expenses for serving as the contract/JPA administrator on behalf of the TMOCG.

Expenditure of Funds: No funds received by BACS, while acting on behalf of the TMOCG may be expended without the prior approval from a majority of primary members of the TMOCG. Approval may be granted by majority vote at any meeting of the full TMOCG with prior notice. In the event that financial expenditures must be made prior to the next meeting of the full TMOCG, BACS shall contact the Chair for approval of such payments. In the event that financial contributions are requested of members for special projects and/or needs, member participation shall be strictly voluntary.

Election of Officers: Officer duties shall rotate annually, with the term of responsibility running from January 1st through December 31st of each year. Only primary members shall be eligible to serve as officers and any primary member may decline to serve if they so desire. Two consecutive terms cannot be served in the same position unless all other primary members decline to serve. Individuals may be nominated by any TMOCG member. All voting members shall cast a written ballot to register their vote. A separate nomination and ballot process will be conducted for each position with the election of the Chair occurring first. Elected individuals shall perform the duties of the office as long as they remain employed by a primary TMOCG member organization and serve as the primary representatives of those organizations.

Chairperson (Chair) Responsibilities: The Chair shall serve as the chief operating member of the TMOCG. The Chair shall preside at all regular and special meeting of the TMOCG. The Chair shall be entitled to notice of and attendance at all TMOCG committee meetings. The Chair shall see that all orders, votes and requirements of the members are carried into effect. Duties of the Chair shall also include the preparation and distribution of TMOCG meeting agendas.

Vice-Chairperson (Vice-Chair) Responsibilities: The Vice-Chair will assist the Chair in carrying out his/her duties and shall perform other duties as requested by the Chair and/or the primary members. The Vice-Chair shall preside in the Chair's absence at meetings of the full TMOCG. Duties of the Vice-Chair shall also include preparation and distribution of meeting notices and the coordination and preparation of the following years meeting schedule, sites and assigning a designee for taking minutes. In case of the Chair's absence or inability to act, the Vice-Chair shall perform the duties of the Chair and when doing so will have all of the authority normally reserved for the Chair.

Meetings: Regular, monthly meetings of the TMOCG shall be held on dates and at times and sites as specified by the Vice-Chair and approved by all voting members. All voting members shall share the responsibility of recording, transcribing, preparing and distributing meeting minutes. Meeting minutes shall be distributed within 10 business days of the meetings conclusion. Special meetings of the TMOCG shall be called by the Chair at the Chair's discretion and/or at the request of any three Primary members. Advance notice of all meetings must be given to all members. The date, time and location of all meetings shall be shown on each meeting notice and/or agenda.

Minute Keeping and Archival Responsibility: One (1) original copy of all meeting minutes and agenda packets shall be provided to BACS and the Chair for filing/recording purposes. BACS shall maintain a complete set of all TMOCG minutes and agenda packets in perpetuity.

Amendments: Additions, deletions, changes, updates and amendments to this Organization and By-Laws document must be approved by a 2/3 majority of all voting members of the TMOCG.

Members with limited voting privileges will vote: As “Tie-breakers” for TMOCG business and on all matters involving the annual election of officers, on all matters involving the admittance or removal of members, on all matters involving the establishment of an annual meeting schedule, on all matters involving amendments to the TMOCG Organization and By-Laws document and on all other issues at the discretion of the TMOCG Chairperson.

The Organization and By-Laws document of the TMOCG are available for review and revision as needed subsequent to a simple majority (51%) approval of such a review.

For more information, contact the executive director of one of the TMAs listed above under Membership.

Case Study—TMA Services

Creating One Voice for the Membership

TranSComm

Boston University Medical Center is an urban medical center located in the Historical South End of Boston serving over 8,000 employees, 26,000 inpatients, 355,000 outpatients and 400,000 visitors annually. TranSComm, formerly the Interinstitutional Transportation Management Association (ITMA), was incorporated in 1991 and coordinates the transportation needs of the hundreds of people that receive care from, are employed by or study at our sponsoring institutions. Those institutions are: Boston Medical Center, Boston University Schools of Medicine, Public Health and Dental Medicine and the Boston Public Health Commission, City of Boston.

A transportation survey conducted in 1999 compared to the same survey distributed in 1992 showed the drive-alone share dropped 12% while the transit share increased about 9%. TranSComm has achieved its success with major roadway construction happening at its doorstep and development surging in its activity center. The encouraging statistic is partly because all the pilot programs have been continued by the medical center.

Successful pilot programs include the evening transit shuttle, guaranteed ride home, transportation newsletter, bike maintenance and safety check-up, educational and informational marketing, incentive programs, a statewide website and an alternative transportation commuter video.

On the other hand, TranSComm discontinued its midday shuttle pilot project in 1994 after six months because the MBTA was putting its crosstown express bus on the road serving the same route. In the six month period, TranSComm diverted part of the market for the T's service. Because we wanted the public service to succeed, we discontinued the private one.

TMA members appreciate the transportation demand management programs because it creates "one voice" from the medical center community dealing with transportation issues. Whether the TMA is advocating for additional bus service, procuring new bike racks or dealing with Central Artery issues, TranSComm represents a unified constituency.

For more information, contact Maureen Lacey Flaherty at (617) 638-7473 or maureen.flaherty@bmc.org

Case Study—TMA Services

Three for Free Transit Incentive

CommuteWorks/MASCO (Medical Academic and Scientific Community Organization, Inc.)

This is an example of how a TMA has successfully tailored incentives to serve its unique market. CommuteWorks serves the Longwood Medical and Academic Area (LMA), a 210-acre community of health care, educational, and religious institutions located three miles south of downtown Boston. There are 19 members representing commuters composed of 30,000+ employees and 15,000+ students. Parking in the LMA is a scarce and highly prized commodity, with multi-year waiting lists for close-in spaces.

The "Three for Free" Transit Incentive is a pilot transportation demand management (TDM) program designed by CommuteWorks/MASCO to reduce vehicle miles traveled (VMT), vehicle trips, and congestion emissions produced by drive alone employees. In the program employees who are registered parkers at MASCO member institutions receive a free transit pass (up to \$65) for three months if they agree to give up their parking space. There is a guaranteed return of the parking space at any time the employee wishes to return to driving.

Funding for the “Three for Free” program came from a \$50,000 federal Congestion Mitigation Air Quality (CMAQ) grant awarded to CommuteWorks through a Massachusetts Transportation Management Association (TMA) Assistance Grant. Matching funds of \$50,000 were provided by MASCO.

This program is being done to look at how a 100% transit subsidy can reduce the total number of drive alone commuters in the LMA, the emissions that they produce and the demand for parking. It is hoped that the success of this program will show members that they can reduce the number of parking spaces they lease by providing a higher transit subsidy, allowing more drive alone commuters to take benefit of transit and save both the institution and the employee money.

In the incentive's ninth month of operation, the TMA reported that 61 employees were currently participating, with an additional 15 commuters registered for future months. Of the 161 commuters who have completed the incentive program, 76 gave up their parking spaces, 33 returned to driving alone, 3 were biking/walking and 6 were no longer working in the medical area. Information was not available from the remaining commuters. CommuteWorks/MASCO is currently looking into the possibility of continuing the “Three for Free” program after its completion in December 2000. The program would remain the same and CommuteWorks/MASCO would dedicate a part of its budget to pay for the passes.

The biggest lesson learned is that there needs to be a continuous bombardment of information and promotion. Many of the employees who signed up had to hear about the program three or four times before they actually acted on the offer to register. Actively marketing the program in various ways is important for success. Assistance from member institutions in spreading the word via email was the most successful marketing tool, as well as direct marketing to parkers with flyers at the parking lots.

The use of Commuter Checks was a great way to provide the subsidy to employees who required a commuter rail pass. Since, by law we can only provide up to \$65 a month for a transit subsidy CommuteWorks/MASCO was able to issue those participants Commuter Checks and let them purchase their pass on their own. This way CommuteWorks did not have to deal with trying to get reimbursed by each employee for the remaining cost of the commuter rail pass.

For more information, contact Sarah Hamilton at (617) 632-2776 or shamilton@masco.harvard.edu.

Case Study—TMA Services

Hotel Employee Shuttle

Tampa Downtown Partnership TMO

While it is possible for many of downtown Tampa's early morning and late night shift employees to make one way trips using transit, the challenge has been for them to find adequate transportation when transit service is not available. A zip code analysis showed that a majority of these employees lived either west or north of the Downtown core. The shuttle was created as a pilot project, to provide service to these areas. Financial obstacles and irregular work schedules were some of the major hurdles addressed by the project.

For more information, contact James Cloar, Executive Director, Tampa Downtown Partnership, Tampa, FL (813) 221-3686.

Case Study—TMA Services

Community Shuttle

Emeryville TMA

The main program of the Emeryville (Calif) TMA is the operation of a shuttle service. The Emeryville TMA contracts out for the provision of shuttle buses and drivers.

The TMA is funded 95% by private companies (employers, developers) who pay TMA dues of \$3,000 a year plus an optional assessment per square footage of their properties if the member wants shuttle service. The current square footage rate is 15 cents/foot. What members pay for the shuttle ranges from \$5,000 to over \$100,000 per year. The total budget is \$1 million this year.

Shuttle participation is governed by Membership Agreements signed by all the contributors who agree to a certain level of service and other specifications. Everyone who pays full cost for shuttle participation has voting rights for shuttle matters; those who are just TMA members have no vote on shuttle matters.

The entire Emeryville community uses the shuttle, with ridership over 600,000. The TMA is now exploring a community wide property based assessment district for future funding.

For more information, contact Wendy Silvani, at wlspr@aol.com.

Case Study—TMA Services

Successful Promotions

CobbRides

CobbRides, a program of the Town Center Area Community Improvement District (CID), is one of six (6) metro Atlanta TMAs. Its mission is to build public awareness about transportation issues and alternatives to single occupancy vehicle travel and to mobilize the business community to support recommendations and change commuting behavior. Our participants are a mixture of large corporations and small businesses.

CobbRides is funded in part through a federal CMAQ grant in conjunction with the Atlanta Regional Commission's Commute Connections program and the Georgia State Department of Transportation. Additionally, we are supported by the Town Center Area Community Improvement District (CID), and dues from participating companies that are not part of the CID. CobbRides also provides limited opportunities for sponsorships. The revenues are devoted entirely to traffic improvements for access, safety and quality of life in the area.

CobbRides officially began in January, 1999. On January 5th, www.CobbRides.com was launched with traffic management programs, clean air facts and links to supporting organizations. By February, a power point presentation was developed for promoting behavioral change in driving habits.

CobbRides utilized the momentum the new governor had initiated in his support of transportation solutions. Capitalizing on his statement, "If anyone has a magic wand, let them come forth," CobbRides used it as the opening on the website and printed collateral. The governor participated in the kick-off event in April by arriving in an alternative fueled automobile.

Our demographics indicate suburban sprawl...families with children and a car for everyone that can drive. Transit is not a viable solution for this area. CobbRides took the high road and felt its best approach was to sell "a way of life" and that "way of life" had to include healthy, clean air. CobbRides leased a billboard along a road that accommodates some of the area's highest traffic counts. During the last week of April, the billboard went up signaling the beginning of Smog Season May 1 through September 30 with the CobbRides logo and website.

CobbRides developed an e-mail database of over 200 participants. Every PSG alert was passed on to the database recipients. Selling clean air became a community project. CobbRides designed a 3x5 flag to be flown announcing a smog alert. The first order was for a minimum of flags, the response was so strong that CobbRides reordered twice. Businesses, schools, municipalities and the Health Dept requested flags to support "a cleaner community." Each flag carries the CobbRides website.

CobbRides negotiated a deal with Cobb County's government channel to provide four 3-minute vignettes that were professionally produced and provided environmental updates from CobbRides. Cobb County has received rave reviews and it has been a win-win situation for both parties. The vignettes address health hazards, public awareness of air quality and traffic management...the series was shown a minimum of twenty five times a week.

For the efforts above, CobbRides received the Blue Horizon Award from Georgia's Partnership for a Smog-free Georgia for an energetic and effective campaign about transportation and the air pollution problem in metro-Atlanta.

For more information, contact Mary Lou Stephens at (770) 974-9080 or Info@CobbRides.com.

Case Study—TMA Services

Georgia-Pacific Employee Transportation Coordinator

Cumberland Transportation Network

One of the Cumberland Transportation Network's (CTN) most successful partnerships is with Georgia-Pacific (G-P) Division Headquarter in Wildwood. The Distribution Division Headquarter houses over 1,000 employees in Cumberland. G-P originally approached CTN in search of solutions to a parking crisis. The company needed to reduce parking demand by 130 spaces or expand its surface lot - at a cost of \$100,000 a year. Aware of CTN's free services and of the benefits the company could derive, G-P entered partnership with CTN to address its business concerns.

At the time, G-P's corporate office offered a transportation program for area employees. However, few Distribution Division Headquarter employees took advantage of it. To increase participation, CTN and G-P added CTN's services to the current transportation program and planned a strong promotional campaign to raise awareness.

G-P already offered a \$30 monthly subsidy for bus and rail riders. The company enrolled in CTN's TransAdvantage program and added an additional 30% discount to their subsidy. Vanpool riders also benefit. G-P pays the lease price of full vanpools while CTN provides \$600 for each new vanpool. G-P takes advantage of federal tax benefits by deducting their cost as a business expense.

To promote the program, CTN sponsors annual Transportation Fairs in the cafeteria during lunch hours. Letters, e-mails and a permanent information board also spread the word. Periodic Lunch n' Learns help identify potential vanpools. G-P's wisest move was to identify a coordinator to promote the program to employees on an on-going basis. With the property manager's help, G-P reserves parking spaces for vanpools and carpools. G-P also offers CTN's Guaranteed Ride Home program for participating employees.

Over 85 employees carpool, over 100 vanpool in eight vans and 65 employees ride transit. By early 1999, the company reduced about 6,000 miles each day. Meanwhile, transit riders have saved over \$65,000 and vanpoolers over \$35,000 annually. In addition, over 65 employees are registered in the Guaranteed Ride Home program although few have used it.

What began as a parking crisis evolved into a program that benefits employees' quality of life. Because of G-P's strong commitment to its business, community and employees, the company continues to be a visionary leader through its partnership with the Cumberland Transportation Network.

For more information, contact Ms. Robin Taylor at (770) 221-2533 or RRTAYLOR@GAPAC.com

Case Study—TMA Services

Marriott Employee Transportation Coordinator

Cumberland Transportation Network

The Marriott Worldwide Reservations Center (MWR) is one of the company's international call centers. Prior to 1997, 40% of the potential recruits could not be hired due to the lack of transportation services to the site -- a major recruitment problem. A partnership between Marriott and the Cumberland Transportation Network (CTN) focused the Reservations Center's program around public transit and carpooling in order to address the company's recruitment and retention needs.

CTN began by assessing MWR's transit needs. A customer-service organization, MWR's hours are non-traditional. After consulting with the Cobb Department of Transportation, CTN proposed an extension to CCT bus service hours to accommodate one of MWR's primary shifts. An additional CCT bus was also added to the route to accommodate the late-shift workers. MWR enrolled in CTN's TransAdvantage program to take advantage of 30% discounts. Over 45 employees now ride transit.

MWR achieved similar success with carpools. Through pizza parties and information displays, many employees were successfully matched and now 220 employees now carpool. MWR also has three employees who walk to work and a biker. To support the program, CTN and MWR implemented an assortment of incentives, including preferential work schedules and up to a week of vacation.

Due to their efforts, MWR's turnover decreased in one year 87% -- a savings of \$200,000. Over 75% of employees participate in the transportation program. The program allowed the company to expand from 90 employees to 350 over a two-year period. The company's success lies in MWR's Human Resource Manager who has made it a priority to aggressively promote the program through his personal attention and MWR's outstanding incentive package.

MWR has won extensive awards for their efforts, including a corporate award chosen over 1,700 Marriott locations around the world. Marriott's home office is so impressed, they are interested in applying many of the strategies to other locations. Marriott's program has been acclaimed in the Atlanta Journal/Constitution, Georgia Trend, the Atlanta Business Chronicle, the Marietta Daily Journal and more.

The cooperative effort between Marriott and the Cumberland Transportation Network continues to benefit the company and the community and serves as an excellent example of the results a company can achieve.

For more information, David Barwick at (404) 497-4504.

