



→ Final Report

TMA Feasibility Study

January 3, 2025



Financial assistance for the preparation of this report was provided by the Federal Highway Administration and/or Federal Transit Administration through the Genesee Transportation Council. The project sponsor is solely responsible for its content and the views and opinions expressed herein do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

GTC's Commitment to the Public

The Genesee Transportation Council assures that no person shall, on the grounds of race, color, national origin, disability, age, gender, or income status, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. GTC further assures every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not.

En Español

El Consejo Genesee de Transporte asegura que ninguna persona, por motivos de raza, color, nacionalidad, discapacidad, edad, sexo o situación económica, será excluida de participar en ningún programa o actividad, ni se le negarán los beneficios de los mismos, ni será objeto de discriminación de ningún tipo. El GTC, (por sus siglas en inglés) asegura además que se hará todo lo posible para asegurar la no discriminación en todas las actividades de sus programas, ya sea que esos programas y actividades estén financiados por el gobierno federal o no.

Table of Contents

Introduction.....	1
Project Objectives.....	2
Key Findings.....	4
Path to TMA Formation.....	16
Appendix A. TMA Structure and Governance Examples.....	A-1
Appendix B. Organizational Roles.....	B-1
Appendix C. Potential Operating Expenses.....	C-1
Appendix D. Funding Sources.....	D-1
Appendix E. Membership Fee Structure Options.....	E-1
Appendix F. Example TMA Revenues, Expenses, and Activities.....	F-1
Appendix G. Performance Measures.....	G-1

Introduction

Since 2015, various efforts in the Genesee–Finger Lakes Region of New York have explored the transportation needs of the greater Rochester area community, particularly the transportation access needs for the working population. The Rochester–Monroe Anti-Poverty Initiative (RMAPI), a community-wide coalition focused on addressing the cycle of poverty, convened several workgroups to focus on eight key drivers of poverty, with one of them being Transportation. This Transportation workgroup discussed the need for more mobility options for residents to access and retain employment opportunities where and when current and proposed public transportation options prove impractical. This workgroup recommended creating a framework to coordinate regional planning and decision-making to improve mobility connections to employment opportunities. Such a framework could help eliminate transportation barriers, enhancing economic stability and regional equity.

The Genesee Transportation Council (GTC), the Federally-designated Metropolitan Planning Organization (MPO) for the Genesee–Finger Lakes Region, is responsible for transportation policy, planning, and investment decision-making for the Rochester Metropolitan Statistical Area (MSA). This area includes 36 towns, 20 villages, and the cities of Canandaigua and Rochester within the counties of Monroe, Livingston, Ontario, Wayne, and Orleans County. Learning of the RMAPI’s recommendation, GTC identified a Transportation Management Association (TMAs) as a potential solution for this framework. GTC initiated this Greater TMA Feasibility Study to explore an opportunity to address transportation access challenges impacting employment opportunities across the Greater Rochester area.

TMAs are typically an organized group applying carefully selected strategies or services to facilitate the movement of people and goods within an area. They are usually public-private partnerships. They usually advance and implement transportation demand management (TDM) programs, policies, and services for a specified bounded area and prioritize supporting people getting to and from work. TDM strategies look for ways to manage the demand for motor vehicle travel by supporting options that accommodate the same number of people in fewer motor vehicles, eliminate trip trips altogether, or shift the timing of trip from highly congested periods to less busy times. Examples of TDM strategies may range from providing transportation services to commuter benefit programs, parking management programs, and wayfinding.

This Feasibility Study explored whether a TMA could coordinate mobility options into a sustainable framework to reduce the transportation barriers to accessing worksites. With funding and support from GTC, this Study examined current mobility needs, alternatives for addressing these needs, and the impact that a TMA may have on the region’s mobility options and the ability to connect workers to their employment destinations.

The Study followed a four-part approach to evaluate the feasibility of a TMA for the greater Rochester region: stakeholder engagement, existing and planned conditions, needs assessment, and alternatives analysis. This Final Report synthesizes the findings and

recommendations from the four phases of the TMA Feasibility Study effort. It reviews the Project Objectives and presents the Key Findings from the four phases. It offers a comprehensive evaluation of the potential for a TMA to address regional transportation needs. The report serves as a roadmap through each phase of the study and highlights actionable recommendations for improving employment access through enhanced mobility services. This Final Report concludes with a Path to TMA Formation implementation plan, which is designed to equip decision-makers with the insights and steps needed to establish a TMA or pursue alternative mobility solutions to benefit the Greater Rochester area.

Project Objectives

The primary objective of the TMA Feasibility Study was to evaluate the potential that a TMA could improve access to employment. A TMA could achieve this by offering expanded mobility services across the Greater Rochester MSA. Specifically, the study sought to:

- Analyze the transportation needs within the region and identify specific service gaps that hinder access to employment.
- Assess alternatives and solutions, including the feasibility of a TMA, that align with local needs and resources.
- Assess the necessary TMA organizational structures.
- If beneficial to the region, develop an implementation plan with actionable steps for establishing a TMA.

To achieve these outcomes, the Study followed a four-part approach to evaluate the feasibility of a TMA for the greater Rochester region. Each phase explored a specific element: stakeholder engagement, existing and planned conditions, needs assessment, and alternatives analysis. Each phase produced findings that informed the next phase. This methodology is described in more detail in the next subsection.

Project Methodology

The Study employed a four-part methodology to ensure comprehensive data collection and stakeholder engagement, crucial for accurately assessing regional transportation needs and evaluating TMA feasibility. This methodology enabled a comprehensive assessment of the feasibility and potential impact of a TMA, ensuring that all study recommendations aligned with the needs and priorities of regional stakeholders.

Stakeholder Engagement

Stakeholder Engagement was the foundational aspect to ensure a broad perspective on the current mobility landscape and input on potential TMA service models. A Stakeholder Engagement Plan was developed that identified strategies to engage key stakeholders, including employers, transit providers, and community organizations. It identified members for a Project Advisory Committee (PAC) – the smaller selection of key stakeholders who would provide guidance, technical input, and feedback throughout the feasibility study,

ensuring that the project aligned with regional transportation goals and reflected the needs of diverse stakeholders. The Plan outlined where Project Advisory Committee meetings, digital surveys, and focus groups would be used as the engagement tools for collecting data on regional mobility needs and who would be the recipient of survey and focus group requests. This structured outreach approach ensured that a broad cross-section of perspectives informed the study's findings.

The PAC was a collaborative body composed of representatives from public, private, and nonprofit sectors, including local government officials, regional transportation planners, and community advocates. Table 1 lists the PAC members and their affiliations. The PAC met at key intervals to discuss project findings and reviewed, confirmed, or clarified the findings of each phase. These meetings fostered a collaborative approach to addressing the mobility challenges within the region, with each PAC member offering insights from their sector's perspective, whether in employment services, transit provision, regional planning or other. Each meeting focused on key phases of the study, from needs identification to evaluating alternatives and refining TMA implementation plans. These sessions allowed for collaborative decision-making and consensus-building around study findings and recommendations.

Table 1. Project Advisory Committee (PAC) Members.

PAC Member Organization	Organization Type
Catholic Charities	Social Services
City of Rochester	Local Government
Common Ground Health	Health and Human Services
Lifespan	Health and Human Services
Monroe County	County Government
NY State Department of Labor	State Government
Reconnect Rochester	Advocacy/Nonprofit
Rochester Education Opportunity Center (REOC)	Workforce Development
Rochester Genesee Regional Transit Authority	Public Transit
Rochester Institute of Technology	Higher Education
Rochester-Monroe Anti-Poverty Initiative (RMAPI)	Nonprofit
RochesterWorks	Workforce Development
University of Rochester	Higher Education

Inventory of Existing and Planned Conditions

The Inventory of Existing and Planned Conditions analyzed current mobility options, planned transportation upgrades, and the demographic context within the nine-county MSA. Using data from local transit authorities, private services being offered by employers, demographic data, information on existing mobility services, and past studies and plans, this effort provided a comprehensive view of the transportation landscape, identifying existing gaps in service frequency, accessibility, and affordability that impact job access. The inventory laid the groundwork for identifying unmet mobility needs and informed the Needs Assessment.

Needs Assessment

The Needs Assessment synthesized findings from the inventory and from stakeholder outreach efforts to highlight specific transportation needs that a TMA might address. A targeted digital survey was distributed to stakeholders and PAC members to collect feedback on current transportation challenges and potential TMA services. The survey included open-ended questions for qualitative insights, enhancing understanding of the transportation needs specific to local employment access. Focus groups were conducted with transportation providers, employers, and social service organizations to validate survey findings and gather in-depth input. These discussions allowed stakeholders to share detailed perspectives on barriers to transportation access, such as service gaps and infrastructure needs, and to explore targeted solutions for the TMA. The Needs Assessment findings were essential for determining the feasibility of various TMA models that would address barriers to accessing employment, particularly for low-income and underserved populations.

Alternatives Analysis and Workplan Recommendations

Building off the findings from the Needs Assessment, the Alternatives Analysis and Workplan Recommendations presented potential TMA structures and operational activities, evaluating how each might address the region's identified mobility needs. The Alternatives Analysis used inspiration from resources such as the Association of Commuter Transportation's TMA Handbook and the Go Buffalo Niagara Business Plan. The options that were developed strongly took into account the gaps and needs in the greater Rochester area and specific strategies to address those. This analysis identified advantages, limitations, and considerations for each of the activities and recommended a framework to guide the TMA's initial three-year work plan.

Key Findings

This section highlights the findings from the three research phases of this Study: Inventory of the Existing and Planned Conditions, Needs Assessment, and Alternatives Analysis and Work Plan Recommendations. The analysis confirms that a TMA is feasible and would be an effective solution for addressing the region's transportation challenges. The current mobility landscape, as detailed in the Inventory and Needs Assessment, is fragmented, with various stakeholders implementing isolated strategies that fail to comprehensively address commuter needs. The services provided are also limited in coverage area or in time of day; but expansion by just one sponsoring stakeholder would be inefficient and not cost-effective. A TMA would provide the coordinated framework necessary to unify these efforts, apply region-wide strategies, and implement targeted services like expanded shared mobility, vanpool programs, and enhanced employer engagement. A TMA could also implement efforts that address worksite access for a variety of populations, from shift workers to workers with disabilities, taking the burden off an individual employer.

Table 2 illustrates the critical gaps in the region's transportation infrastructure and the specific solutions that a TMA could deliver. These include addressing first- and last-mile

challenges, increasing service frequency and accessibility, and improving awareness of existing options. By leveraging the organizational capacity of a TMA, these solutions could be implemented more efficiently and equitably, directly addressing the region’s most pressing mobility barriers. The findings from this study strongly support the establishment of a TMA as a transformative tool to enhance transportation access, connect workers to employment, and advance regional economic and social equity.

Existing and Planned Conditions

The existing and planned conditions analysis revealed significant transportation challenges affecting employment access within the Greater Rochester region. Some key findings on the existing conditions included the following:

- **Employment Access:** The region includes some areas of heavy employment clusters, with most of the top 50 employers in the region are located in central Monroe County, but a few clusters in Ontario County. Regionally, Ontario County is a center of population and job growth, especially along the NYS Routes 96 and 332 corridor through the towns of Victor, Farmington, and Canandaigua leading into the City of Canandaigua. The employees commuting within and to Ontario County employment centers could benefit from the services of a TMA.
- **Commuter Traffic Patterns:** Within the region, the highest density of work destinations are in the City of Rochester, the towns immediately surrounding the City of Rochester including Brighton, Gates, Greece, and Irondequoit, outer suburban towns including Henrietta, Odgen, Perinton, Sweden, and Webster, and the NYS Routes 96 and 332 corridor as noted above. In terms of road traffic, the NYS Route 390/I-490 Interchange/Lyell Avenue has an Average Annual Daily Traffic amount that is comparable to traffic volumes of both the New York City’s Brooklyn and Manhattan Bridges combined. Data showed that, of the work trips ending in the Rochester MSA boundaries, 71.9% were drive alone trips, 18.6% were carpool trips, 5.59% were walking trips, 2.31% were public transit trips, and 0.43% were biking trips.
- **Transit Services:** Limited resources for public transit make it difficult for the Regional Transit Service (RTS) to provide effective bus service in certain locations around the region. Gaps in the frequency and geographic coverage of public transit, particularly in suburban and rural areas, can make it difficult for people to rely on public transit to get to work. Some locations within the Rochester MSA do not show any transit trip origins, and many of these areas have the highest density of work trip destinations, indicating that people are not using transit to access jobs in those areas. However, on-demand service provided within specific zones with Monroe County has provided much needed service to some areas where fixed-route service was reduced or eliminated and there are plans to expand on-demand services to some outlying areas. Outside of the greater Rochester area, there is very minimal transit service frequency. However, there is interest at RTS in improving services to

rural areas, especially in Ontario County, which has the most jobs, the highest population, and the highest ration of jobs to population.

- **First- and Last-Mile Challenges:** A lack of viable first- and last-mile solutions is a major barrier to accessing employment, especially for those commuting to areas without direct transit connections. While there is a shared micromobility service that could provide first- and last-mile connections, this service is currently only available within the City of Rochester.
- **TDM Policies and Programs:** While the City of Rochester does not include TDM requirements in the city’s municipal code and does not have any official TDM policies, there are several TDM-type services and programs that exist within the Rochester MSA. The inventory found public and private rideshare programs, membership-based carshare services, employer-provided transit discount services, shared micromobility services, one employer-provided guaranteed ride home program, and several Park and Ride lots. Looking ahead, the City of Rochester’s Comprehensive Access & Mobility Plan has recommended the adoption of a citywide TDM Plan or policy; updates to the zoning code to revise parking policies; and creation of licensing and tax incentives to influence site selection and ultimately travel behavior to support TDM program participation. The City is also advancing transit-oriented development to align transportation investment with land use policy. TOD can catalyze TDM initiatives and promote transit use.
- **Active Transportation Infrastructure:** Influenced by New York State’s Complete Streets Act of 2011, Monroe County, the City of Rochester, and several smaller municipalities within the Genesee-Finger Lakes region have successfully implemented complete streets policies. However, while downtown Rochester and some educational institutions have strong bike infrastructure, other areas in the city as well as beyond the city limits lack safe and convenient biking or walking options. This limits the use of active transportation for commuting, especially for low-income populations who rely on these modes. Various plans and reports by the City of Rochester, by Monroe County, and in municipal active transportation plans have included recommendations to address walkability and bikeability and develop safe, comfortable, and connected systems for all users, including pedestrians, cyclists, and individuals using mobility aids.

These findings informed the identification of unmet needs and provided a stakeholder-driven foundation for subsequent phases of the feasibility study, including the Needs Assessment and Alternatives Analysis

Needs Assessment

The Needs Assessment looked at the region’s populations, transportation initiatives, and employment conditions and identified the region’s unmet transportation needs. It then offered potential service offerings to address these issues. These potential service offerings

guided the determination on whether a TMA should be formed to offer transportation services. Finally, the needs assessment proposed the coverage area of such a TMA.

Table 2 lists the unmet needs and possible solutions to each need. Under the TMA Capability column of the table, a check mark is used to indicate that the solution is one that a TMA could manage. If these solutions were managed by a TMA, they could be implemented more efficiently or cost-effectively because one organization could work on filling the needs of many employees at one time, instead of having employers tackle their own employees' efforts separately.

Table 2. Potential Solutions to the Unmet Needs.

Unmet Transportation Needs	Possible Solution(s)	TMA Capability
Increased Transit Service Frequency and Stop Locations	• Expand service to evenings and overnight	x
	• Support driver training opportunities	x
Reduced Transit Service Costs for Low-Income Populations	• Enact a reduced-fare cost for transit services	x
	• Consider transit reimbursements for low-income employees that can be connected directly to TAP passes	x
Transportation Solutions for People with Disabilities	• Expand RTS' Paratransit service offerings	x
	• Improve accessibility features on existing transit vehicles and other infrastructure	x
	• Provide employer-based shuttle services that are ADA compliant	✓
Increased First- / Last-Mile Services	• Expand Veo services beyond Rochester city limits, with consideration for linkages between the ends of transit routes and major employment destinations	✓
	• Continue to expand/improve upon RTS On Demand routes/locations	x
	• Create other on-demand services, perhaps by utilizing microtransit services	✓
Employer-based Vanpools/Shuttles	• Restart a Vanpool program that is employer-specific, building on the Chamber of Commerce and the City of Rochester's previous efforts	✓
	• Build upon YAMTEP's Vanpool program to provide services to job training sites	✓
	• Perhaps considering YAMTEP's approach of hiring drivers instead of solely relying on volunteers	✓
	• Perhaps consider employer-based vanpools as auxiliary services to connect to RTS' services	✓
Improve Awareness of the Existing Ridematching platform	• Improve marketing and promotion about RocEasyRide to employers and residents	✓

Unmet Transportation Needs	Possible Solution(s)	TMA Capability
	<ul style="list-style-type: none"> Develop potential benefits employers can offer employees who carpool (e.g., preferential parking spots, discounted parking fees, etc.) 	✓
	<ul style="list-style-type: none"> Research how zero-vehicle households are not using transit to get to and from work 	✓
	<ul style="list-style-type: none"> Identify how to ensure the availability of drivers meets demand 	✓
Better leverage Park & Ride lots	<ul style="list-style-type: none"> Establish more Park & Ride lot locations along key transit stops 	✓
	<ul style="list-style-type: none"> Improve infrastructure at Park & Ride lots for biking or pedestrian access 	✓
Improve Marketing and Promotion of Transportation Options	<ul style="list-style-type: none"> Implement a regional Guaranteed Ride Home program 	✓
Create and Enhance Programs that Promote Transportation Options for Prospective and Current Employees	<ul style="list-style-type: none"> Develop guidance and how-to's around employer-led transportation benefits 	✓
	<ul style="list-style-type: none"> Help establish Employee Transportation Coordinator (ETC) positions or responsibilities at employer or other partners 	✓

To determine the recommended TMA Service Area boundary, RTS' service coverage, the prevalence of zero- and one-vehicle households, and regional commuting patterns were taken into consideration. Defining a service area usually helps public funding agencies and service providers gauge the relationship of the TMA to local businesses.

While the transportation needs for Monroe County are notable compared to the areas in the Genesee-Finger Lakes Region, the surrounding counties have insufficient transit access and foster conditions that require a vehicle to obtain high-quality employment opportunities. However, throughout the nine-county region, the issues and needs related to transportation are parallel in nature as they are both widespread regionally with unique hyper-local factors. Outside of Monroe County, the eight other counties are predominately suburban or rural, resulting in the need for distinctive solutions to solve unmet transportation issues plaguing the Genesee-Finger Lakes region. The recommended TMA service area boundary would cover the nine counties of Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates. This proposed geographic boundary of a possible TMA also aligns with the coverage area of GTC and other key stakeholders and organizations in the Genesee-Finger Lakes Region. A PAC member did cite concerns regarding the feasibility of such an endeavor as each county has unique transportation needs and thus may spread the TMA's resources thin and suggested that a smaller geographic boundary for the TMA be considered.

Alternatives Analysis and Work Plan Recommendations

The Alternatives Analysis and Work Plan Recommendations proposed the TMA’s six initiatives and associated actions for the first three (3) years of operation and presented options for certain actions. The six proposed initiatives are:

1. Formalize the organization and administration of the TMA
2. Secure funding for the program
3. Establish the membership of the TMA
4. Develop and operate the services of the TMA
5. Expand awareness of the TMA
6. Monitor and evaluate performance of the TMA

In each year, the specific actions under each initiative may vary as the TMA becomes more established. Table 3 details each action that should be undertaken during each year. The remainder of the Alternatives Analysis was structured like a workplan – each year had detailed recommendations or steps for the actions listed.

Table 3. Initiatives and actions for Years 1, 2, and 3

Initiative	Year 1	Year 2	Year 3
Formalize the organization and administration of the TMA	<ul style="list-style-type: none"> • Identify TMA Host & establish legal and organizational structure • Establish a steering committee • Draft articles of incorporation and bylaws (if needed) • Establish an administrative structure • Establish TDM goal(s) for the region 	<ul style="list-style-type: none"> • Develop standing and ad hoc committees 	<ul style="list-style-type: none"> • Develop a network of Employee Transportation Coordinators
Establish the membership of the TMA	<ul style="list-style-type: none"> • Define membership base and potential members • Determine members’ concerns and issues 	<ul style="list-style-type: none"> • Recruit members 	<ul style="list-style-type: none"> • Continue recruiting members
Develop and operate the services of the TMA	<ul style="list-style-type: none"> • Conduct market research to refine understanding of transportation needs 	<ul style="list-style-type: none"> • Continue developing initial member services 	<ul style="list-style-type: none"> • Expand services to address more transportation needs

Initiative	Year 1	Year 2	Year 3
	<ul style="list-style-type: none"> Identify and develop initial member services 		
Secure funding for the program	<ul style="list-style-type: none"> Identify operating expenses Identify and apply for funding sources 	<ul style="list-style-type: none"> Determine membership model Identify funding sources that can support new services 	<ul style="list-style-type: none"> Identify funding sources beyond Year 3
Expand awareness of the TMA		<ul style="list-style-type: none"> Initiate marketing efforts to target member markets 	<ul style="list-style-type: none"> Continue generating awareness and interest among targeted member markets
Monitor and evaluate performance of the TMA	<ul style="list-style-type: none"> Produce annual report 	<ul style="list-style-type: none"> Develop TDM performance criteria and indicators Produce annual report 	<ul style="list-style-type: none"> Produce annual report

In the next subsections specific elements or decisions, for some of these activities, is described.

Organization and administration of the TMA

These activities would formalize how the TMA is structured and solidify the administrative elements of the TMA. Key activities include:

- Determine TMA Structure
- Establish steering committee
- Draft articles of incorporation and bylaws
- Establish administrative structure
- Establish TDM goals for the region
- Develop standing and ad hoc committees
- Develop a network of Employee Transportation Coordinators

Details and decision points about each key activity are provided below.

TMA Structure Alternatives

In the initial Alternatives Analysis, nine TMA options were explored and presented to the PAC to obtain their feedback. Following the meetings with the PAC and the potential hosts, the options for TMA formation were reduced to the five most feasible options, shown below in Table 4. Consensus was gained after discussions with key stakeholders that the TMA

should not be housed in a department of an existing organization to ensure that the appropriate board members are included and subject matter experts' involvement is maximized. Another change that resulted from the discussions with key stakeholders was the removal of the Greater Rochester Chamber of Commerce (CoC) as a host for the TMA, as they cited limited capacity. However, the CoC is eager to be a key partner in developing and supporting a TMA for the Genesee–Finger Lakes Region.

Table 4. Potential TMA Formation Options for the Genesee–Finger Lakes Region.

Option	Description	Non-Profit Type	Host Geographic Coverage
1	Standalone TMA	501(c)3	N/A
2	Standalone TMA	501(c)4	N/A
3	Subsidiary, hosted by United Way / RMAPI	501(c)3	Genesee, Livingston, Monroe, Ontario, Wayne, and Wyoming Counties.
4A	Subsidiary, hosted by Reconnect Rochester	501(c)4	Monroe County
4B	Subsidiary, hosted by United Way / RMAPI	501(c)4	Genesee, Livingston, Monroe, Ontario, Wayne, and Wyoming Counties.

The nuances of these different options are described below:

- Standalone TMA** – A standalone organization could enjoy greater visibility of this action and legitimacy of its position on transportation issues, as transportation would be its sole purpose. A TMA that is hosted by a parent organization whose primary function is not addressing transportation may not have the same visibility or legitimacy. A standalone organization would be formally established as a non-profit organization, which could provide certain tax benefits. A standalone organization would also have the flexibility to determine the TMA's specific geographic service boundaries. However, a new entity to the region may not have the brand recognition to garner a lot of participation (membership) initially. As a new entity, a TMA would have high start-up costs because it could not leverage business costs from a sponsoring entity.
- Hosted by Reconnect Rochester (as a Subsidiary)** – Reconnect Rochester is a non-profit organization that champions transportation choices that enable a more vibrant and equitable community, so it is already recognized as a leader in transportation advocacy in the Rochester region. It has a lot of institutional knowledge about Monroe County's transportation needs, which it could share with the TMA. The non-profit organization also has strong partnerships with other local transportation advocacy groups, which could also help the TMA in its efforts. Reconnect Rochester and the TMA to easily partner on initiatives and gain efficiencies in both their efforts. Reconnect Rochester currently serves the Monroe County region, so a TMA that is a subsidiary of Reconnect Rochester would likely

initially focus on a similar, familiar area. However, it is not impossible for the TMA to eventually expand its coverage area beyond Monroe County.

- **Hosted by United Way of Greater Rochester and the Finger Lakes** – The United Way of Greater Rochester and the Finger Lakes aims to mobilize the goodwill and resources of the community to help everyone thrive. This mission would align well with the TMA’s mission to help workers thrive through strong transportation access, although the United Way’s mission is broader than just transportation access. Because the United Way already hosts the Rochester–Monroe Anti–Poverty Initiative (RMAPI), a community–wide coalition focused on addressing the cycle of poverty, as a subsidiary organization, The United Way is familiar with the administration and management of subsidiaries and could potentially help the TMA start with lower start-up costs, compared to the other two organizations. The United Way of Greater Rochester serves the Genessee, Livingston, Monroe, Ontario, Wayne, and Wyoming Counties but also has partner United Way organizations in Orleans, Seneca, and Yates counties, so it has a large coverage area as well. The United Way likely already has existing institutional knowledge related to the nine–county region’s transportation needs and has some ongoing activities that could support meeting transportation needs.
- **Hosted by Alternate Organization** – It is possible that following the conclusion of this TMA Feasibility Study, the key stakeholders involved in this project may identify an alternate organization to host the TMA as a subsidiary. Deliberations that may occur following this project may lead to stakeholders selecting an organization that is neither Reconnect Rochester nor United Way of Greater Rochester / RMAPI to host the TMA.

Establish steering committee

Buy-in of a core group of stakeholders is crucial for the successful development and continuation of a TMA and to ensure commitments and consensus are solidified. A steering committee that is assembled from a core group of members from businesses and the host organization (if there is one) can oversee all efforts. The steering committee will be able to guide all other decisions.

Draft articles of incorporation and bylaws

Office procedures to outline expectations and responsibilities must be developed. These documents would also establish a board of directors and staff. The Articles of Incorporation would be officially filed with New York State’s Department of State’s Division of Corporations, containing the name of the TMA, the purpose of the TMA, a clause stating what happens to assets if the TMA dissolves, the address of the principal office, and the names and addresses of the board of directors.

The Bylaws follow as the primary governing document that contains all the operational details for the TMA. The Bylaws will describe who will govern the TMA, their duties, terms,

powers and selection / election process. The Bylaws will include definitions of membership, dues, and fees, and other procedural processes.

Establish an administrative structure

In Year 1, the TMA's steering committee should identify the various staff needed to operate the TMA. An Executive Director should be appointed and given several responsibilities as the lead of the TMA. A standalone TMA or a TMA that is a subsidiary of a parent organization also needs a board of directors to govern it. The board of directors' responsibilities are defined in the bylaws but should generally be working towards ensuring the TMA achieves its TDM goals. They may do this by helping shape the mission of the TMA, ensuring sound management, sponsoring the TMA's development, advising of the activities of the TMA, and actively participating in membership development. The board of directors would be supported by the staff. Other staff may be paid full- or part-time staff and volunteers. Appendix A provides details the board of director characteristics for six TMAs from around the country. Additional details about organizational roles are provided in Appendix B.

Establish TDM goals for the region

To provide guidance on all future decisions pertaining to the direction of the TMA, the TMA steering committee should establish the TDM goals for the region.

Potential TDM goals for the region could be:

- Number of employer members
- Number of ridematching system sign-ups
- Number of vanpools established

Develop standing and ad hoc committees

As the Steering Committee, Board of Directors, and TMA staff continue to understand the transportation needs for the area, standing (permanent) and ad hoc (temporary) committees can be established. These committees can help spread the work of the board of directors and TMA staff. Standing committees could focus on on-going efforts, such as membership growth, creative marketing efforts, public relations, Employer Transportation Coordinator (ETC) recruitment and training, or others. Appendix A provides details of some key partners for six TMAs from around the country; these types of key partners could be the type of organizations that would participate on committees and help shape the TMA's activities.

Develop a network of Employee Transportation Coordinators

Employee Transportation Coordinators (ETC) are individuals at employers or other organizations who are appointed by their employer to develop, implement, or administer an employer's employee transportation program. ETCs can support the TMA's efforts because they are well-positioned to conduct all the promotional work within a company. The TMA could develop a set of resources that ETCs can access and use for their own marketing efforts.

TMA funding

Cash flow is one of the more important elements in a TMA's early months, so it is important for the TMA to focus on expenses and revenues for the operations and administration of the TMA.

A TMA's typical expenses are grouped into three categories: Staff, Overhead, and Direct Expenses.

- **Staff** – Includes the wages, taxes, and fringe benefits of personnel administering and implementing the TMA's services.
- **Overhead** – Consists of office supplies and equipment, office rent, conferences and training, and meeting costs.
- **Direct Expenses** – Includes costs associated with the TMA's operations and services
 - **Required** – Some direct expenses are required, such as legal & accounting, as well as communications, outreach, and marketing
 - **Service-Based** – Some direct expenses are directly correlated to the scale and utilization of the TMA's service offerings.

The exact expenses will depend on how the TMA is organized and the services it offers. A standalone TMA may require the most funding, while a TMA that is a subsidiary to a parent organization or a TMA executed by a consultant may have some reduced expenses because they are absorbed or shared by the overall business. In some places, the MPO or another organization who can access the appropriate funding hires a consultant firm to implement the TMA's functions. Notably, the Atlanta Regional Council (ARC) in Georgia is using this approach for a few TMAs in the Atlanta region. If this approach is taken, some of the TMA funding costs could be reduced because full-time staffing may not be required and many overhead costs would be absorbed. An oversight committee should still be developed to provide guidance and direction on the consultant's efforts. Appendix C details anticipated Operating Expenses for Years 1 through 5 for a Standalone TMA.

Revenue may be derived from many sources, including membership fees, grants, fees for service, or service contracts. The most important note is that, for the first three years, the TMA could rely heavily on CMAQ funds for its operations. After year 3, the TMA must be financially sustainable in funding its operations without relying on CMAQ funds for operating expenses.¹ Thereafter, CMAQ funding may be used for the TMA's capital expenses, such as purchasing vans, transit, or shuttles that support the TMA's services. CMAQ funds do not have restrictions for public education and outreach activities, which reflects the communications, outreach, and marketing services described in this work plan. Appendix D lists potential funding sources that the TMA could explore securing.

1

https://www.fhwa.dot.gov/ENVIRONMENT/air_quality/cmaq/policy_and_guidance/2006_guidance/index.cfm

If a TMA is established as a 501(c)4 non-profit, the TMA can explore membership fees as a funding source. There are several membership fee structures and they are detailed in Appendix E. Appendix F shows the revenue and expenses of six example TMAs and lists what type of membership fee each TMA has established for its members.

TMA membership

While the TMA should ultimately strive for broad participation from a variety of public and private groups throughout the service area, the TMA should use the Needs Assessment and other outreach efforts to identify the target members who are in most need of the TMA’s services. As the TMA targets members, it can seek to understand each member’s specific transportation concerns and issues. They can use this information to help employers understand the benefits of TMA membership and also identify how the TMA can address their concerns. Based on the members’ concerns and issues, the TMA can identify which services they plan to provide are most desired and services that they can consider adding in the future.

TDM Services

The services that a TMA offers their members should reflect an understanding of the mobility problems identified by the TMA members as well as the TDM goals of the TMA. As Year 1 will mostly be a set-up year, the TMA should not overextend and offer too many services before understanding the transportation needs of potential TMA members. However, there are some actions that the TMA could take to set the stage for offering services. Table 5 lists some services the proposed TMA can offer within the first three years of operations. Note that incentives and subsidies are not included in the Year 1 operational expenses as it will take time to assess its implementation, including further coordination between RTS to reach an agreement regarding the provision of subsidized transit passes.

Table 5. Potential TMA Service Offerings during the first 3 years

Communications, Outreach, & Marketing	Incentives & Subsidies	Mobility Services & Support	Employer Support
<ul style="list-style-type: none"> • Create Website • Email Newsletters • Social Media Communications • Create Promotional / Marketing Materials 	<ul style="list-style-type: none"> • Provide Subsidized Transit Passes • Direct Incentives (e.g., ridesharing, bikeshare, transit, etc.) • Vanpool Subsidies 	<ul style="list-style-type: none"> • Develop vanpool program based on learnings from the Chamber of Commerce or YAMTEP • Re-engage the RocEasyRide platform • Provide Guaranteed Ride Home • Partner on the Cycling Program Assistance / Training (via Reconnect Rochester) • Partner with alternative commute organizations (e.g., Bikeshare, CarShare, E- 	<ul style="list-style-type: none"> • Host Transportation Days • ETC Training • Provide information resources (Employer Travel Surveys, Pre-Tax Transportation Benefit Program Assistance, Individualized Marketing)

		scooters/micromobility operators)	
--	--	-----------------------------------	--

Appendix F shows the activities that six example TMAs offer to their members, along side the TMA’s revenue.

Awareness of the TMA

The TMA should message its offerings to employers in the region through the communications platforms and by leveraging the relationships and connections that the steering committee and other key stakeholders in the region have. Making sure area employers and employees know about the offerings of the TMA will support the TMA’s success.

Performance Evaluation Plan

Monitoring the TMA’s performance is critical in ensuring that the organization is meeting its objectives, even in Year 1. However, because the TMA will have just developed goals and started promoting its services, the performance evaluation should focus on the initiatives that have led to the setup of the TMA. In subsequent years, the annual report should address specific metrics and measures. An evaluation of the TMA’s performance will enable the Board and staff to steer the TMA program toward success by identifying ineffective courses of action and highlighting areas of potential or success. Having reliable evaluation results are often required to secure the continuation of funding as well. Performance measures should be collected on an ongoing basis and included in the TMA’s annual report to highlight its impact and reach. The performance measures would fall under four categories:

1. **Input Measures** – quantitative data on the number of activities or efforts initiated
2. **Output Measures** – quantitative data on the results of activities or efforts initiated
3. **Outcome Measures** – quantify the results of the inputs and outputs
4. **Cost-Effectiveness Measures** – associate dollar amounts with each input, output, and outcome to measure ROI

Appendix G provides some example metrics.

Path to TMA Formation

To establish a successful TMA in the Greater Rochester region, a clear, actionable path must be followed. These steps can happen any time following the conclusion of this TMA Feasibility Study and the absorption of this Study’s findings. Many of the decisions that occur during these steps can rely on this Study’s recommendations, which will hopefully ease the decision-making process. The recommended path to TMA formation follows the following steps:

- Establish a TMA Formation Working Group

- Identify a Champion to push the momentum of TMA formation efforts
- Create a Steering Committee
- Define TMA Structure
- Finalize TMA Staffing and Governance
- Formally Create the TMA

If a consultant is hired to execute the TMA, a Request for Proposals process could be developed that could help GTC and a steering committee identify the best-suited consultant firm that can work closely with the community to deliver the desired TMA services. The RFP could incorporate some of the steps listed below as part of the consultants' responsibilities before they begin executing the TMA services. A consultant who has experience in developing or running TMAs may even be able to consolidate some of the steps into an even shorter timeframe.

Establish a TMA Formation Working Group

Following this Feasibility Study, continue the momentum and interest by establishing an official TMA Formation Working Group that meets on a regular cadence. The purpose of this group would be to steer towards the creation of a TMA to serve some part of the Greater Rochester region. GTC should work with a few PAC members who have a strong interest in TMA formation to push the creation of the working group. This initial group could develop some high-level goals or mission for the working group and use that information to start soliciting other members to join the working group. The working group could conduct outreach to local businesses and employers to delve into the transportation needs in further detail than the TMA Feasibility Study's Needs Assessment. The main purpose of the working group would be to continue the conversations about TMA formation and build interest in its possibilities.

Identify a Champion or Community Leader

For many TMAs, a respected community leader realized the benefits of the TMA and became a vocal advocate for its creation. This champion should have credibility within the business community and an ability to engage stakeholders to become involved in the TMA formation discussions. The TMA Formation Working Group has the potential to bring this leader to the forefront of the discussion. Leveraging the existing PAC as a starting point, potential candidates may include representatives from influential organizations such as Reconnect Rochester, the United Way, or prominent local employers. This champion will:

- Advocate for the TMA's benefits and vision.
- Rally support among stakeholders, particularly from the private sector.
- Serve as the public face of the TMA formation process.

A strong champion does not have to be from a potential TMA host organization. The champion can be an individual who envisions how a TMA could improve mobility options for

the entire region and speak to other stakeholders or potential beneficiaries of a TMA to get support and buy-in. The most important quality of a champion is trust from the community of stakeholders.

Convene a TMA Steering Committee

As the TMA Formation Working Group efforts expand the awareness of the potential of a TMA and the formation of a TMA seems eminent, the Working Group could evolve into a TMA Steering Committee. The Steering Committee would be a more official group that provides governance oversight. This committee should include representatives from diverse sectors, such as local government, transit authorities, nonprofits, and major employers. Tasks for the steering committee could include:

- Supporting the champion in outreach and advocacy efforts.
- Establishing a clear formation roadmap and timeline.
- Ensuring consistent progress and stakeholder alignment.
- Creating consensus on the goal and mission of the TMA.

Define TMA Structure

One of the TMA Steering Committee's first decisions would be to determine the TMA Structure. The TMA structure would address whether the TMA is set up as a standalone organization or a subsidiary to an existing non-profit organization. The TMA Steering Committee should also engage with potential hosts to determine their interest and capabilities. The TMA Steering Committee should review the findings from the TMA Feasibility Study's Alternatives Analysis final report to make this determination.

Finalize TMA Staffing and Governance

Once the TMA structure is decided, the TMA Steering Committee should explore the administrative structure options and staffing needs, along with funding opportunities. A TMA could be led by an Executive Director, but could also have a board of directors. Once the TMA is established, the board of directors would officially replace the TMA Steering Committee in guiding crucial TMA decisions. The TMA Steering Committee could work on securing commitments from the board of director members, establishing the expected commitments and responsibilities of the board. A TMA could have full-time staff, could utilize staff from the host organization, or could be operated by consultants. The staffing decisions could be influenced by how much funding support the TMA could get in the beginning years.

Formally Create the TMA

As the TMA Structure and TMA Staffing are cemented, the TMA Steering Committee formally establish the TMA by filing official Articles of Incorporation with the New York State's Department of State's Division of Corporations and developing the TMA Bylaws. At

this point the TMA Staff and board could move towards an announcement of the TMA to the region.

The End Goal

The path to TMA formation outlined above provides a structured, achievable roadmap to establish a Transportation Management Association that addresses critical mobility challenges in the Greater Rochester region. By identifying a champion, convening a steering committee, and progressing through a series of targeted meetings, stakeholders can build a strong foundation for the TMA. Each step focuses on fostering collaboration, ensuring alignment with community needs, and laying the groundwork for sustainable operations. With a committed leadership team, a clear governance structure, and active engagement from the public and private sectors, the TMA can become a transformative initiative, improving access to employment and advancing regional transportation equity. This feasibility study serves as the starting point, guiding the region toward a more connected and accessible future.

Appendix A. TMA Structure and Governance Examples

The table below is a compilation of TMAs around the country, their non-profit type, the geographic area that their services cover, the estimated size of the population their services cover, their staff size, their board of director characteristics, and some of the TMA’s key partners. Most of the TMAs were selected for their comparability to a potential TMA for the Greater Rochester region. The Austin and San Francisco MTAs were shown to show some unique board characteristics and key partners, but also to show that a TMA staff size does not have to drastically grow when a TMA covers a larger area.

Table 6. Examples of TMAs – Overview

TMA Name	Non-Profit Type	Geographic Coverage	Est. Population Served	Staff Size	Board Characteristics	Key Partners
Austin Movability (TX) https://movabilitytx.org/	501(c)6	Central Texas (No specific geographic boundary)	1,297,199	6	<ul style="list-style-type: none"> Independent / Formal Board of Directors 19 Board Members (including local transit, municipal, workforce, downtown business district, and various businesses and agencies) 	<ul style="list-style-type: none"> CapMetro (Transit Agency) Central Texas Regional Mobility Authority City of Austin Downtown Austin Alliance
Boulder Chamber Transportation Connections (CO) https://bouldertc.org/	501(c)3	City of Boulder	105,898	4	<ul style="list-style-type: none"> Shared Board (with Chamber of Commerce) 21 Board Members (including higher education, school district, development and other various businesses and agencies) 	<ul style="list-style-type: none"> BCycle Boulder Chamber of Commerce Boulder County City of Boulder Colorado CarShare Colorado DOT Community Cycles DRCOG (MPO) RTD (regional transit agency) Via Mobility Services (vulnerable populations service provider)
GoGlendale (AZ)	501(c)4	City of Glendale	187,050	3	<ul style="list-style-type: none"> Independent / Formal Board of Directors 	<ul style="list-style-type: none"> City of Glendale

TMA Name	Non-Profit Type	Geographic Coverage	Est. Population Served	Staff Size	Board Characteristics	Key Partners
https://gogole.ndale.org/					<ul style="list-style-type: none"> 5 Board Members (including municipal agency and local businesses) 	
Missoula Ravali TMA http://www.mrtma.org/	501(c)3	Western Montana	133,000	2	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Montana DOT
TMA of Chester County (PA) https://tmac.c.org/	501(c)4	Chester County	549,784	4	<ul style="list-style-type: none"> Independent / Formal Board of Directors 24 Board Members (including municipal, higher education, engineering, and local businesses and agencies) 	<ul style="list-style-type: none"> Chester County Intermediate Unit DVRPC (MPO) Great Valley Regional Chamber of Commerce Krapf's Coaches PennState Great Valley Pennsylvania DOT SEPTA (regional transit agency) Saul, Ewing, Remick & Saul
TMASF Connects (CA) https://tmasfconnects.org/	501(c)4	San Francisco Region	808,988	4	<ul style="list-style-type: none"> Independent / Formal Board of Directors 7 Board Members (including local businesses) 	<ul style="list-style-type: none"> California DOT City and County of San Francisco San Francisco Unified District

Appendix B. Organizational Roles

A standalone or subsidiary TMA must have a board of directors and at least one dedicated staff person, who would be the Executive Director. If the TMA is an internal department, a Program Administrator should be appointed to lead the TMA efforts at the department. A part-time staff person can support the TMA's operations. As additional funding is secured, the staff size can increase to meet the TMA's operational needs.

Table 7. Roles and Responsibilities for the TMA.

Role	Responsibilities
Board of Directors	<ul style="list-style-type: none"> • Select an Executive Director or Program Administrator • Determine the frequency of board meetings • Select a legal counsel • Select a financial institution for the TMA's funds • Select an accounting firm • Select a firm to audit the TMA's financial reports • Approve contracts
Executive Director or Program Administrator	<ul style="list-style-type: none"> • Develop grant proposals to secure funding • Convene the board to provide updates and needs periodically • Monitor the budget • Contract consultant support as needed • Hiring and supervising employees • Coordinate media relations • Manage and coordinate Mobility Services & Support activities • Oversee the provision of Incentives & Subsidies • Collaborate with a firm for Communications, Outreach, & Marketing activities
Part-Time Staff Person	<ul style="list-style-type: none"> • Support the Executive Director as needed • Assist with Employer Support activities • Assist with Communications, Outreach, & Marketing activities • Assist with Mobility Services & Support activities

Appendix C. Potential Operating Expenses

A TMA's expenses are grouped into three categories: Staff, Overhead, and Direct Expenses.

- **Staff** – Includes the wages, taxes, and fringe benefits of personnel administering and implementing the TMA's services.
- **Overhead** – Consists of office supplies and equipment, office rent, conferences and training, and meeting costs.
- **Direct Expenses** – Includes costs associated with the TMA's operations and services
 - **Required** – Some direct expenses are required, such as legal & accounting as well as communications, outreach, and marketing
 - **Service-Based** – Some direct expenses are directly correlated to the scale and utilization of the services being offered by the TMA.

The exact expenses will depend on the way the TMA is organized and also the services it will offer. Table 8 estimates the operating expenses for a standalone TMA for the first five years of operation.

Table 8. Anticipated Operating Expenses for a standalone TMA, Years 1 - 5

Category	Expense	Year 1	Year 2	Year 3	Year 4	Year 5
Staff	Salary ¹⁴ (1.5 FTE)	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826
	Payroll Taxes	\$13,500	\$13,905	\$14,322	\$ 14,752	\$15,194
	Fringe Benefits	\$27,000	\$27,810	\$28,644	\$ 29,504	\$30,389
Overhead	Office Supplies & Equipment	\$10,000	\$8,000	\$5,000	\$5,000	\$5,000
	Conference Fees, Dues, & Travel	\$2,000	\$5,250	\$5,513	\$5,788	\$6,078
	Office Rent	\$6,000	\$6,300	\$6,615	\$ 6,945	\$7,293
	Meeting Costs	\$2,000	\$2,100	\$2,205	\$2,315	\$2,431
Direct Expenses (Required)	Legal & Accounting	\$7,000	\$7,500	\$7,500	\$7,500	\$7,500
	Communications, Outreach, & Marketing	\$10,000	\$12,000	\$15,000	\$ 15,000	\$15,000
Direct Expenses (Service-Based)	Incentives & Subsidies	\$0	\$25,000	\$25,000	\$ 25,000	\$25,000
	Mobility Services & Support	\$ 10,000	\$ 20,000	\$20,000	\$ 20,000	\$20,000
	Employer Support	\$5,000	\$5,000	\$5,000	\$ 5,000	\$5,000
	Consulting Support (as needed)	\$7,500	\$10,000	\$10,000	\$ 10,000	\$ 10,000
Total Costs		\$250,000	\$297,365	\$303,934	\$310,713	\$317,711

Appendix D. Funding Sources

Funding source opportunities for TMA operations are listed in Table 9. These funding sources are all available regardless of the way the TMA is organized. The revenue generated from the funding sources will support the operations and services of the TMA.

Table 9. Year 1 Funding Sources for the TMA

	Type	Name	Description
Government	Federal Grant	CMAQ	The Congestion Mitigation Air Quality grant provides seed funding of up to three (3) years to form a TMA and can be used to introduce new services offered by the TMA. This grant can also be used for capital expenses such as purchasing shuttles or vans.
	State Grant	NYS DOT	The New York State Department of Transportation can provide funding from the STBG or other state sources to fund the TMA.
	State Grant	NYSERDA	The New York State Energy Research and Development Authority has several funding opportunities available each year that can be leveraged to fund the TMA.
	Regional Grant	GFLRPC	The Genesee Finger Lakes Regional Planning Council can dedicate funding for the TMA.
	Regional Grant	GTC	As the region's MPO, the Genesee Transportation Council can potentially dedicate funds to the TMA.
	Regional Grant	RTS	The Regional Transit Service, the region's public transit operator, can potentially dedicate funds to support the TMA's mobility services.
	Local Grant	Counties (Nine-County)	Depending on the geographic boundary of the TMA, the counties being served can provide funding to the TMA.
	Local Grant	City of Rochester	As the region's economic hub, the City of Rochester can potentially provide TMA funding for services that serve the city.

	Type	Name	Description
Private Grants	Foundation Grant	Greater Rochester Chamber of Commerce Foundation	The Chamber of Commerce has a Foundation that may fund the TMA.
	Taxing District	Downtown Rochester BID	The Downtown Rochester Business Improvement District may dedicate funding for services that impact its member employers.
	Developer Funding Agreements	New Developments in the Nine-County Region	Depending on the geographic coverage of the TMA, new developments can provide funding to the TMA through funding agreements.

Appendix E. Membership Fee Structure Options

If the TMA set up as a 501(c)4 non-profit were to charge membership fees, five different structure options should be considered. Table 10 describes these various membership fee structures and gives examples of the fees.

Table 10. Membership Fee Structure for a 501(c)4 TMA

Structure	Description	Fee Example
Single Flat Rate	Costs are uniform regardless of employer size.	\$500 per employer
Tiered Flat Rates	Costs are tiered depending on employer size.	Over 1,000 employees = \$2,000 500–999 employees = \$1,500 250–499 = \$1,000 100–249 employees = \$750 50–99 employees = \$500 Less than 50 employees = \$250
By Number of Employees	Costs are determined by the number of employees.	\$5 per employee
By Building Area (\$ per square foot)	Costs are per building. A cap is set for complexes, where three or more buildings may be connected via a shared amenity or structure.	One building: 500,000 square feet or more = \$2,000 100,000 – 500,000 square feet = \$1,500 Less than 100,000 square feet = \$1,000 3 building complex: Less than 1,500,000 square feet = \$4,000 Greater than 1,500,000 square feet = \$5,000 4 building complex: Less than 2,000,000 square feet = \$6,000 Greater than 2,000,000 square feet = \$7,000
Negotiated Rates	Costs are determined on a case by case situation.	A variety of factors may play a role. A combination of the examples listed above may be used.

Appendix F. Example TMA Revenues, Expenses, and Activities

The table below provides examples of six TMAs around the country, their membership fee type (tied to their non-profit type), their annual revenues, annual expenses, and the activities that they fund. This table shows a wide range of revenues and expenses, but also shows that the breadth and types of activities that the TMA offers is not necessarily constricted by the revenue amount.

Table 11. Example TMA Revenue, Expenses & Activities

TMA Name	Non-Profit Type	Membership Fee Type	Revenue	Expenses	Activities
Austin Movability (TX) https://movabilitytx.org/	501(c)6	Tiered Flat Rates	\$764k	\$674k	<ul style="list-style-type: none"> SchoolPool Subsidized Transit Passes Incentives Lunch & Learn Microgrants 'Commuter Concierge' Newsletters Commuter Survey Recognition Outreach & Special Events Research Annual Conference TDM Planning Trip Planning Guaranteed Ride Home Membership Directory and Platform Ridematching Advocacy Education & Outreach
Boulder Chamber Transportation Connections (CO) https://bouldertc.org/	501(c)3	N/A	\$59k	\$76k	<ul style="list-style-type: none"> ETC Support TDM Planning Subsidized Transit Pass for Bulk Purchases Subsidized / Free Transit Pass for Low-Income Limited-Time Vanpool Subsidies Limited-Time Carpool Subsidies Limited-Time Free Transit Pass Limited-Time BikeShare Subsidies Bike Incentives Commuter Tax Benefit Support Outreach & Special Events Commuter Survey Trip Planning Advocacy Workforce Development Education & Outreach
GoGlendale (AZ) https://goglendale.org/	501(c)4	Unavailable Online	\$87k	\$79k	<ul style="list-style-type: none"> Education and Outreach Newsletters 'Try Transit' Bike Safety Assistance Ridematching Outreach & Special Events Incentives Support LEED Compliance Support Guaranteed Ride Home Discount Transit Passes

TMA Name	Non-Profit Type	Membership Fee Type	Revenue	Expenses	Activities
					<ul style="list-style-type: none"> • Vanpool Subsidy Support • Transit Pass Support • ETC Support
Missoula Ravali TMA http://www.mrtma.org/	501(c)3	N/A	\$339k	\$350k	<ul style="list-style-type: none"> • Guaranteed Ride Home Support • Carpooling Support • Vanpooling Support • Ridematching • Carpooling/Vanpooling Subsidies • Commuter Tax Benefit Support • Driver Training • Company Policy Support • Vehicle Support • Advocacy
TMA of Chester County (PA) https://tmacc.org/	501(c)4	By Organization Size	\$1.8M	\$1.9M	<ul style="list-style-type: none"> • Car-sharing Implementation • Telework and Flextime Support • Bike Commuting Solutions • Shuttle Creation • Education & Outreach • Advocacy • Networking Events • Trip Planning • Newsletter • Research & Studies • Bike Amenities Installations
TMASF Connects (CA) https://tmasfconnects.org/	501(c)4	By Square Footage (Private Funds Only)	\$926k	\$799k	<ul style="list-style-type: none"> • Trip Planning • Workforce Development • Financial incentives Support • Outreach & Special Events • Education & Outreach

Appendix G. Performance Measures

An evaluation of the TMA’s performance will enable the Board and staff to steer the TMA program towards success by identifying ineffective courses of action and highlighting areas of potential or success. Having reliable evaluation results are often required to secure continuation of funding as well. Performance measures should be collected on an ongoing basis and included in the TMA’s annual report to highlight its impact and reach. Table 12 provides some example metrics, organized into four categories:

- **Input Measures** – quantitative data on the number of activities or efforts initiated
- **Output Measures** – quantitative data on the results of activities or efforts initiated
- **Outcome Measures** – quantify the results of the inputs and outputs
- **Cost-Effectiveness Measures** – associate dollar amounts with each input, output, and outcome to measure ROI

Table 12. TMA Performance Measures

Service Category	Measure
Inputs	
Communications, Outreach, & Marketing	# of people signed up for emails
Communications, Outreach, & Marketing	# of unique web page views
Communications, Outreach, & Marketing	Average time spent on web page(s)
Communications, Outreach, & Marketing	# of campaign click-throughs
Communications, Outreach, & Marketing	# and types of community partners (employers, schools, event centers, etc.) reached out to
Communications, Outreach, & Marketing	# of Newsletters Distributed
Incentives & Subsidies	# of incentives distributed
Incentives & Subsidies	\$ amount of Subsidized Transit Passes Purchased
Incentives & Subsidies	# of Direct Incentives for non-SOV commutes Purchased
Mobility Services & Support	# of Cycling Workshops Offered
Mobility Services & Support	# of Higher education / job training transportation assistance Provided
Employer Support	# of Transportation Day Events held
Employer Support	# of Employer Site Visits
Employer Support	# of Presentations at Employer Sites
Employer Support	# of Employer Transportation Coordinator Trainings Held
Employer Support	# of Employer Travel Surveys Distributed
Employer Support	# of Employer Networking Events Held

Employer Support	# of Telework Program Assistance Provided
Employer Support	# of Workplace Policies Created
Employer Support	# of Pre-Tax Transportation Benefit Program Assistance Provided
Employer Support	# of Employer Individualized Marketing (via 511 Rideshare) Provided
Outputs	
All	# of participants/employer members
Mobility Services & Support	# of non-SOV trips logged
Communications, Outreach, & Marketing	# of Newsletters Opened
Communications, Outreach, & Marketing	Conversion rate (employer or campaign specific)
Communications, Outreach, & Marketing	Incomplete registrations
Communications, Outreach, & Marketing	# of community partners, employers, jurisdictions, or public agencies onboarded by type
Mobility Services & Support	# of vanpools formed
Mobility Services & Support	# of carpools formed
Mobility Services & Support	# of employer-sponsored transportation services implemented/offered to employees
Employer Support	# and percent of employees with access to transportation programs or benefits
Mobility Services & Support	# of GRH requests received
Mobility Services & Support	Average time to GRH ride reimbursement
Employer Support	# of Employer Networking Event Participants
Incentives & Subsidies	Incentive utilization
Communications, Outreach, & Marketing	Change in program reach by demographic group
Employer Support	# of ETC onboarded
Employer Support	# of Employer Travel Surveys Received
Employer Support	# of Sample Workplace Policies Downloaded
Incentives & Subsidies	# of Subsidized Transit Passes Distributed
Incentives & Subsidies	# of Direct Incentives for non-SOV commutes distributed
Incentives & Subsidies	# of Vanpool Subsidies Distributed
Mobility Services & Support	# of Rideshare Matching
Mobility Services & Support	# of Circulator or first / last mile shuttles in operation
Mobility Services & Support	# of Vanpool Leasing/Formation Assistance
Mobility Services & Support	# of Cycling Program Assistance / Training
Mobility Services & Support	# of Non-SOV commute organizations partnerships established
Outcomes	
All	Total SOV trips reduced
All	Total VMT reduced
All	Total greenhouse gas (GHG) emissions reduced

All	Program satisfaction
All	Travel cost savings
All	Recurring use of services offered
All	Non-SOV mode share change (for members/participants or at employer worksites/events) ³
All	Changes in reported commute-related stress and/or productivity
Cost-effectiveness	
All	\$ spent on new members/employer partners/participants served
All	\$ spent per SOV trip reduced
All	\$ spent per VMT reduced