

## **Article I—Name**

The name of this organization shall be the “Sample TMA.”

## **Article II—Authority and Purpose**

The Corporation is organized exclusively for social welfare and educational purposes as those terms are defined and limited by Section 501(c)(4) of the Internal Revenue Code (1954), as amended, or any corresponding provisions of a subsequent federal law. The purpose of the Corporation is to coordinate the business community’s efforts, including developers, corporations, commercial property owners and employers to address common transportation concerns, improve accessibility and mobility, provide transportation services, and work cooperatively with local government to mitigate traffic congestion. The Corporation will advocate and promote Transportation Demand Management strategies for the purpose of, but not limited to, such goals as (1) reducing traffic congestion, (2) reducing air pollution, (3) reducing commuting costs, (4) generating joint public/private sector approaches to solving transportation problems to/from the area served by the TMA, (5) creating a central information service for ridesharing, public transportation and other transportation-related subjects. The Corporation shall engage in activities necessary and proper to accomplish the purpose in accordance with the law.

## **Article III—Board of Directors**

### **Section 1—Number**

The Corporation shall have directors and collectively they shall be known as the board of directors. The number may be changed by amendment of this bylaw, or, by respect of this bylaw and adoption of a new bylaw, as provided in these bylaws.

### **Section 2—Powers of Directors**

Subject to the limitations provided by law, the Articles of Incorporation, or these bylaws, all corporate powers of the Corporation shall be exercised by or under authority of, and the business and affairs of the Corporation shall be controlled by, the board of directors. Without limiting the generality of the foregoing, the board of directors shall have the following powers:

- (a) To select and remove any or all of the officers, agents and employees of the Corporation; prescribe such powers and duties for them as may not be inconsistent with law, with the Articles of Incorporation or the bylaws; fix their compensation and require from them security for faithful service.
- (b) To conduct, manage and control the affairs and business of the Corporation, and to make such rules and regulations thereof not inconsistent with laws, with the Articles of Incorporation or the bylaws, as they deem best.
- (c) To change the principal office for the transaction of business of the Corporation from one location to another within the area surveyed by the Sample TMA; to designate any directors’, or members’ meetings; and to adopt, make and use a corporate seal and to alter the form thereof from time to time as in their judgment they may deem best, provided such seal shall at all times comply with the provisions of law.
- (d) To borrow money and incur indebtedness for the purposes of the Corporation, and to cause to be executed and delivered thereof in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, and securities.
- (e) To solicit, collect, receive, acquire, hold and invest money and property, both real and personal, received by gift, contribution, bequest, devise or otherwise; to sell and convert property, both real and personal, into cash; and to use the funds of this Corporation and the proceeds, income, rents, issues and profits derived from any property of this Corporation for any of the purposes for which this Corporation is formed.
- (f) To act as trustee under any trust created to furnish funds for the principal objectives of this Corporation and receive, hold, administer and expend funds and property subject to such trust.
- (g) To purchase or otherwise acquire, own, hold, sell, assign, transfer or otherwise dispose of mortgage, pledge, or otherwise hypothecate or encumber; and to deal in with shares, bonds, notes, debentures or other securities or evidences of indebtedness of any person, firm, corporation or association and, while the owner or holder thereof,

---

to exercise all rights, powers and privileges of ownership.

- (h) To enter into, make, perform and carry out contracts of every kind for any lawful purpose without limit as to amount, with any person, firm, association or corporation, municipality, county, parish, state, territory, government (foreign or domestic) or other municipal or governmental subdivision.

### **Section 3—Qualifications of Directors**

Directors are open to any person, natural or corporate, partnership or association, who is a developer of land (in any stage of development); owner of either commercial or retail projects; a tenant; or an employer of a business located within the area served by the Sample TMA. Directors shall be limited to a single representative or his/her designated alternate from each corporation, employer or association, which provides a minimum financial contribution to the Corporation. Minimum financial support levels shall be set by the board of directors and may vary based upon the size or type of organization.

### **Section 4—Ex-Officio Directors**

Ex-officio non-voting seats shall include (identify appropriate organization that will designate representatives to participate in corporation).

### **Section 5—Number of Directors**

The board of directors shall consists of not less than five (5) nor more than twenty-five (25), the exact number of which may be fixed by the board of directors from time to time.

### **Section 6—Term of Office**

Each director shall hold office until the next annual meeting for election of the board of directors as specified in the bylaws and until his/her successor is elected and qualified.

### **Section 7—Vacancies**

The power to fill vacancies for unexpired terms shall be vested in the majority vote of the directors then in office. Each qualified director so elected shall hold office for the designated term.

### **Section 8—Limitation on Terms**

Directors shall be eligible to succeed themselves and there shall be no limitations on the number of consecutive terms a director may serve.

Or

Directors shall serve consecutively for a limit of two (2) one-year terms.

### **Section 9—Compensation**

Directors shall serve without compensation for their services but may fix reasonable allowance for expenses actually incurred in connection with their duties.

### **Section 10—Resignation or Removal**

Any director may resign by giving written notice to the secretary. Any qualified director may be removed from the board for failure to remain current in their financial commitment as established by the board. A board member will be designated as delinquent for failure to meet financial obligations within 60 days of the established due date.

### **Section 11—Place of Meeting**

The board may hold meetings, annual, regular, or special, at such place as determined by the board of directors.

---

## **Section 12—Annual and Regular Meetings**

An annual meeting of the board shall be held in the month of (month) each year for the election of officers, for the appointment of committees, for the receipt of reports from committees and officers, and for the transaction of such other business as may properly come before the meeting. The annual meeting shall be held on the date and at the time and place as shall be stated in the notice of the meeting, which notice shall be in writing and shall be mailed at least seven days before the annual meeting, and members of the Corporation may be invited to attend the annual meeting. Regular meetings of the board shall be held on such dates and at such times and places: (a) as shall be specified in a resolution adopted by the board then in effect; or (b) if there shall not be any such resolution then in effect, as shall be specified in a notice of the meeting, given as provided in Article III, Section 13 of these bylaws; or (c) as shall be specified in a waiver of notice thereof signed by all the directors then in office. If at the time any regular meeting of the board is to be held, the date, time and place of holding regular meetings of the board shall have been fixed by resolution of the board then in effect, then notice of such regular meeting need not be given.

## **Section 13—Special Meetings, Notice and Waiver**

Special meetings of the board shall be held at the request of the chairman or the secretary of the Corporation, or any three directors. At least four day's written or oral notice of each such special meeting stating the time and place of the meeting shall be given to each director. Neither the business to be transacted at nor the purpose of any meeting of the board need be specified in the notice unless required by these bylaws. Any director may waive notice of any meeting.

## **Section 14—Quorum, Adjournment and Manner of Acting**

A majority of the total number of voting members shall constitute a quorum of the transaction of business. The vote of a majority of the total number of directors shall be the act of the board, except as may be otherwise specifically provided by statute or these bylaws. If all the voting members or collectively consent in writing to any action to be taken by the Corporation, such action shall be as valid corporate action as though it had been authorized at a meeting of the board.

# **Article IV—Members**

## **Section 1—Classes of Members**

The Corporation shall have two (2) classes of membership, to be established as follows:

(a) Regular Members

A class of regular voting members with qualifications established by the board of directors shall be established.

(b) Ex-Officio Members

A class of Ex-Officio non-voting members shall be established by the board of directors.

## **Section 2—Qualification of Members**

All companies, businesses, agencies, both public and private, localized within the area served by the Sample TMA are qualified to become a member of their corporation.

## **Section 3—Admission of Members**

Applicants shall be admitted to membership or making applications in writing accompanied by payment of annual dues, as specified in Section 4 of these bylaws.

## **Section 4—Dues**

Dues and a membership fee structure shall be established by the board of directors.

## **Section 5—Executive Committee**

There shall be an executive committee, which shall consist of the chairman and vice chairman of the board of directors, the executive director (without voting rights), the treasurer, and the secretary of the Corporation. The executive committee shall

---

have, and may exercise, in the interim between meetings of the board of directors, all the designated authority of the board of directors, except that the executive committee shall not have the power to amend the bylaws or to appoint officers of the Corporation. All actions of the executive committee must be ratified by the board of directors at its next meeting. The Executive Committee will report its actions in the interim between meetings of the board at the next meeting of the board. Meetings of the executive committee shall be called by the chairman, or in his or her absence, by the secretary of the Corporation. A majority of the members of the executive committee shall constitute a quorum. The vote of a majority of the members present at a meeting at which a quorum is present shall be the act of the executive committee.

### **Section 6—Powers of Voting Members**

Subject to the limitation provided by law, the Articles of Incorporation or these bylaws, all power of the Corporation shall be exercised by the board of directors under the authority of the voting members. After the class of members has been established, voting members shall elect the directors (except ex-officio members) and vote on any other action placed before them through resolution by the board of directors or ten percent of the voting membership.

### **Section 7—Non-liability of Members**

A member of this Corporation is not, as such, personally liable for the debts, liabilities, or obligation of this corporation.

### **Section 8—Notwithstanding of Membership**

No member may transfer for value a membership, or any right arising therefrom. All rights of membership cease upon membership termination.

### **Section 9—Termination of Membership**

The membership of a member shall terminate upon notice of such termination in writing delivered to the executive director, or the secretary, personally by mail.

### **Section 10—Other Committees**

The board may designate other committees with such membership and authority as shall be provided in the resolution of appointment.

- a) The board may designate two or more directors to constitute any other committee it deems necessary. Any such committee shall have and may exercise all authority granted to it by the board as shall be provided in the bylaws or by resolution of the board.
- b) The board may appoint non-directors to any Committees, except the executive committee, as non-voting Committee members.
- c) The board shall have the power to prescribe the manner in which proceedings of any committee shall be conducted. In the absence of any such prescription, a committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the board or the committee shall otherwise provide, the regular and special meetings and other actions of the committee shall be governed by the provisions of this Article applicable to meetings and actions of the board. Minutes shall be kept of each meeting of each committee.

## **Article V—Officers, Agents and Employees**

### **Section 1—Number, Qualifications, Term and Election of Officers**

The officers of the Corporation shall be the chairman, vice chairman of the board, treasurer, and secretary, each of whom shall be elected by the board from among their members. There shall be an executive director appointed by the board. A director may jointly hold the offices of treasurer and secretary. Each officer shall hold office for a term from the time he or she is elected until the next succeeding annual meeting of the board and until his or her successor shall have been duly elected and qualified. The board may from time to time appoint such other officers, agents and employees as the board may deem necessary or advisable, each of whom shall hold office or employment for such period, have such authority, and perform such duties as the

---

board may from time to time determine.

### **Section 2—Removal**

Any officer of the Corporation may be removed with or without cause at any time by the act of the board.

### **Section 3—Chairman of the Board**

The chairman shall be the chief executive officer of the Corporation. The chairman shall preside at each meeting of the board and at each meeting of the executive committee. The chairman shall be entitled to notice of and to attend meetings of all committees. The chairman shall see that all orders and resolutions of the board and of committees of the board are carried into effect.

### **Section 4—Vice Chairman of the Board**

The vice chairman of the board (hereinafter called the vice chairman) will assist the chairman in carrying out his duties, as set forth in Section 3 of this Article. He or she shall preside in the chairman's absence at meetings of the board of directors, executive committee, and the members when such are called for under these bylaws. With the chairman and the board of directors, the vice chairman shall be responsible for the formation and implementation of the general policies of the Corporation. He or she shall also perform other duties as may be requested of him from time to time by the chairman, or the board. In case of the chairman's absence or inability to act, the vice chairman shall perform the duties of the chairman and when so acting shall have all the authority of and be subject to all the restrictions upon the chairman.

### **Section 5—Treasurer**

The treasurer shall have charge and custody of and be responsible for all funds and securities of the Corporation; shall keep full and accurate accounts of assets, liabilities, receipts and disbursement and other transactions of the Corporation in books belonging to the Corporation; shall cause regular audits of such books to be made under the guidance and direction of the board; and shall deposit or cause to be deposited all moneys and other valuable effects in the name of and the credit of the Corporation in such banks or other depositories as may be designated by the board. The treasurer, with the authority of the chairman, shall disburse the funds of the Corporation as may be ordered by the board, taking proper vouchers for such disbursements. He or she shall render or whenever the board or chairman requires it, a statement of all transactions as treasurer and an account of the financial condition of the Corporation.

### **Section 6—Secretary**

The secretary shall be responsible for supervising the recording and keeping minutes of all meetings of the board and of the executive committee. The secretary shall keep a register or the post office address of each member, which shall be furnished to him or her by such members, and shall cause to be given notice of all meetings of the board and of the executive committee. He or she shall be the custodian of the seal of the Corporation and shall affix the seal, or cause it to be affixed, to all documents the execution of which on behalf of the Corporation under its seal shall have been specifically or generally authorized by the board. He or she shall have the charge of the books, records and papers of the Corporation relating to its organization as a Corporation and shall see that the reports, statements and other documents required by law are properly kept or filed. He or she shall perform all the duties incident to the office of secretary and such other duties as may from time to time be assigned to him or her by the board or by the chairman.

### **Section 7—Vacancies**

Except as otherwise provided in these bylaws, in case the office or the chairman, vice chairman, treasurer, secretary, or other person appointed by the board becomes vacant due to death, resignation or removal, the vacancy may be filled for the unexpired term by action of the sole remaining directors in office.

### **Section 8—Resignations**

Any officer, agent or employee appointed by the board, may resign his or her office at any time by giving written notice of his or her resignation to the chairman or secretary of the Corporation. Such a resignation shall take effect at the time of its receipt,

---

and the acceptance of the resignation shall not be necessary to make it effective.

### **Section 9—Non-liability of Directors**

The director shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

## **Article VI—Personnel**

### **Section 1—Executive Director**

The board of directors may employ an executive director who shall be the chief operating and administrative officer of the Corporation, subject to the direction of the board. He or she shall be responsible for the Corporation's day to day operations, organization and staff. In general, he or she shall perform all duties incident to the position of administrative officer and such other duties as may from time to time be assigned to him by these bylaws, or by the chairman of the board. The board shall fix the compensation for such office and approve a salary structure.

### **Section 2—Other Personnel**

The board of directors may also employ such other office and professional personnel and retain consultants as may be deemed necessary to attain the objectives of the Corporation.

## **Article VII—Contracts, Income and Disbursements**

### **Section 1—Contracts**

The board may authorize any officer or agent of the Corporation, in addition to the officers so authorized by these bylaws, to enter into any contract or service agreement or to execute and deliver any instrument in the name of and on behalf of the Corporation.

### **Section 2—Checks**

All checks, drafts, or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation for an amount greater than fifteen hundred (1,500) dollars shall be signed by two or the following: chairman, treasurer or executive director of the Corporation and in such manner as shall from time to time be determined by resolution of the board or by the executive committee in the absence of such determination by the board. All instruments for an amount of fifteen hundred (1,500) dollars or less, shall be signed by the executive director and in such manner as shall from time to time be determined by resolution of the board.

### **Section 3—Service Fees**

The board of directors may set and collect fees and charges to be paid by corporations, agencies, partnerships, joint ventures, other organizations or individuals for services performed or to be performed by the Corporation in accordance with the Articles of Incorporation and these bylaws. Such fees and charges may vary in amount based upon the type and quantity of services and the type and size of organization receiving said services. The fair market value of in-kind services provided by such organizations may be counted against the total amount of fees or charged owed.

### **Section 4—Gifts**

The board of directors may accept on behalf of the Corporation any contributions, gifts, bequests, or devices for the general purposes or for any special purpose of the Corporation.

---

## **Article VIII—Books and Records**

The Corporation shall keep correct and complete books and records of accounts and shall keep summaries of the proceedings of the meetings of its members, board of directors and Committees having any of the authority of the board of directors. The Corporation shall keep a record of names and addresses of members entitled to vote. At intervals of not more than twelve months, the Corporation shall prepare a balance sheet showing its financial condition as of a date not more than four months prior thereto and a statement of receipts and disbursements for the proceeding twelve month period. All books and records shall be kept at a location designated by the board and may be inspected by any member or his/her agent for any proper purpose during usual business hours.

## **Article IX—Fiscal Year**

The fiscal year of the Corporation shall begin on the first day of (Month) in each year.

## **Article X—Non-Liability**

No members of the Corporation and no contributor to the Corporation shall be liable for the acts of the Corporation, its board of directors, its agents, or its representatives. The Corporation shall indemnify any person who was or is a party, or was threatened to be made a party, to any threatened, pending or completed action, suit or proceeding civil, criminal, administrative or investigative when the person is/was a member, director, officer, employee or agent of the Corporation, except that the extent that such claims, suits, etc., shall arise by virtue of willful misconduct or gross negligence.

## **Article XI—Amendments**

The bylaws may be amended, altered, or repealed or new bylaws adopted by a two-thirds (2/3) vote of the directors at any meeting provided that the proposed action was stated in specific terms in the notice of the meeting.

### **Miami Beach TMA**

#### **A. BOARD OF DIRECTORS**

##### **1. Board Responsibilities:**

The primary responsibilities of the Board of Directors of the MBTMA includes: policy-making and planning, identifying and evaluating professional management staff, stewardship of the Association's finances including compliance with reporting requirements, Board development and fund-raising. Directors develop the goals of the Association in a mission statement. In addition, they develop the short and long range plans of the Association in the form of a work plan—to assess how goals are to be achieved. This affords opportunity for the Board to regularly evaluate the viability, and effectiveness of the MBTMA program activities.

##### **2. Stewardship Function:**

The Board most effectively fulfills its stewardship responsibility by establishing financial and management standards, delegating authority to an effective staff, monitoring the association's progress, financial performance, and compliance with the established financial and management standards. The Board may delegate any of the procedures described herein to an executive committee within the limits established by the By-Laws.

##### **3. Governance and Management Standards:**

The Board establishes the guidelines for the general and financial management of the Association. Periodically it is desirable for the Board to review and revise the established standards in light of changes that occur during the life of the Association.

##### **4. Adoption of Work Program and Budget:**

At the end of each year (November), the Board of Directors adopts a work-program for the following year, consistent with the Association's role and mission, and adopts an operating budget. The Executive Director is charged with responsibility for achieving the objectives of the Association within the limits of the adopted budget. The adopted budget will indicate the amount permitted to be spent for each of the budget categories. Funds may not be in excess of the budgeted amount. Periodically throughout the year, the results of the actual financial transactions are compared to the budget and it can be expected that the budget will require revision by the Board or Executive Committee based upon such review.

##### **5. Expenditure Operation:**

The authority to make expenditures or to make commitments for expenditures is another function of the Board. Generally, at the time that the Board adopts the budget it also indicates those categories that it authorizes staff to make commitments and draw against, and those other categories that it requires staff to obtain later expenditure authorization from the Board or the Executive Committee. In this way the known continuing needs of the Association are provided for at the beginning of each budget year, and those that are as yet unknown, or that the Board wishes to more specifically consider are subsequently authorized.

##### **6. Contractual Obligations:**

Contracts entered into by the Association require authorization by the Board of Directors of the Executive Committee. Contracts are required for all professional and personal service providers and other legal commitments of the Association. Generally, the President, Vice President and Secretary, are authorized to execute contracts approved by the Board, but the Board may authorize execution of approved contracts by other specially designated officers.

##### **7. Bank Signatories**

The Board of Directors designates those officers and staff members authorized to sign checks on behalf of the Association. All checks must bear two authorized signatures, not exceed budget amounts and be within a category of

---

expenditure authorized by the Board. The Executive Director is authorized to sign checks under \$100 for payment of goods and services purchased by the Association and other checks specifically authorized by the Board. All checks in excess of \$100 must bear two signatures of the Executive Committee (President, Vice President, Secretary, Treasurer). The Executive Director is authorized to sign as a second signature of an Executive Committee member.

8. Monitoring Financial Performance:

Periodic financial statements provide the Board of Directors with information on the financial position and the results of its operations as well as a means to determine compliance with financial and management standards. At least monthly financial statements should be provided to the Board of Directors. At the end of the budget year the Board should review the annual financial statement and Internal Revenue Service Form 990.

B. BOARD COMMITTEES

1. Board Committees:

There shall be four standing committees of the Board of Directors: Executive Committee, By-Laws and Nominations Committee, Long Range and Finance Committee, and Membership Committee. There shall also be various Sub-Area Councils and Working Committees (i.e. Electric Shuttle Task Force etc.).

- a) **Executive Committee** – The Executive Committee’s role, composition, rules and delegated authority are set forth in the Corporate By-Laws.
- b) **By-Laws and Nominations Committee** – This standing committee shall have two roles: First, to nominate candidates for election as directors and officers, and the appointment of replacements, advise the Executive Director on committee appointments, prepare balanced slates for election/appointment and serve as the repository of expertise for matters related to nomination and representation. Second, to prepare for approval of the Board of Directors the By-Laws of the *MBTMA* and to effectively monitor their compliance as required.
- c) **Long Range Plan and Finance Committee** – This committee has two roles: First, to review the financial status of the *MBTMA* on a quarterly basis, to provide support/guidance for the Executive Director, and direction for the Association’s Treasurer on issues related to the financial standing, budgets, expenditures, etc. of the Association as required, and to develop the annual budget. In addition, the committee shall develop, monitor, and review the Association’s Long Range Plan on an annual basis.
- d) **Membership Committee** – This committee recruits, promotes, and nurtures the development of the Association’s membership, including dues structure, potential memberships, solicitation for membership, and supports the Executive Director in their efforts to expand the Association’s membership.

2. Working Committees:

There may be as many working committees as deemed necessary by the Board. The Board of Directors and the Executive Director shall appoint all working committee members. Working committee members may include directors, staff, community stakeholders and other skilled persons. The role, tasks, duration, responsibilities and authority of working committees shall be delineated at their onset.

3. Sub-Area Councils:

There may be as many sub-area councils as deemed necessary by the Board of Directors or the Executive Director to effect the proper organization and representation of the interests of the *MBTMA* service area. The Board of Directors or the Executive Director appoints to sub-area councils following the guidelines negotiated with each sub-area council.

C. STANDARDS OF CONDUCT

1. Duties of Directors and Trustees:

- 
- a) **Commitment:** Giving time, effort, and application to the business and affairs of the Association and its promotion.
  - b) **Principle:** Loyalty and concern for the interests of the Association over self or special interests. Acting in good faith, fairness, and openness, including identifying personal conflicts of interest when they arise.
  - c) **Responsibilities:** Compliance with the Mission, By-Laws, Articles, the Governance and Management Standards, and the adopted policies of the Association.
  - d) **Dedication:** Investing a stake in the well being of all the *MBTMA* service area.
2. **Standards of Conduct Applicable to Procurement of Property and Services Federally Funded**

Where prohibited by Federal grant requirements, no director, officer, employee, or agent shall participate in the procurement of supplies paid for by Federal funds if a conflict of interest, real or apparent would be involved.

Such a conflict would arise when:

- a) The director, officer, employee or agent
  - b) Any member of his/her immediate family
  - c) His or her partner, or
  - d) An organization which employs, or is about to employ, any of the above has financial or other interest in the transaction.
3. **Conflict of Interest**

**General Rule:**

If a director, officer, employee or agent shall have a financial interest in a contract transaction or other matter before the Association, the director, officer, employee, or agent shall disclose the fact and nature of such interest and shall not participate in discussion, vote or be counted in a quorum regarding the matter. A director, officer, employee or agent is precluded from exercising any function of their office with respect to a matter in which they have a financial interest. A director shall receive no compensation from the Association for their services as a director. Annually, each director, officer, employee, or agent with purchasing responsibility shall file a financial disclosure of business affiliations and indicate any relationship with any company doing business with the Association.

The *MBTMA* shall comply with the Conflict of Interest requirements of its grant sources, as such requirements are applicable.

Part II. FINANCIAL MANAGEMENT

A. RECEIPT OF FUNDS

1. **Deposit of Funds:**

All funds received should be deposited in the bank, intact and on a timely basis. The deposit should be prepared by the Executive Director. The deposit should be prepared in duplicate indicating the source of funds and the reason received. The bank's validation slip should be attached to the back of the Association's copy. Payment advice accompanying funds received must be retained and properly filed.

2. **Cash Receipts:**

Any cash that is received must be immediately deposited in the bank, the source of the funds and the reason for receipt should be indicated on the duplicated deposit slip. The Association should issue a receipt for cash received

---

when requested and maintain a duplicate.

## B. PROCUREMENT

### 1. Initiating Purchase Requests:

The Executive Director is responsible for supervising purchases within budget limits and expenditure authorization in a manner consistent with these procurement policies.

### 2. Procedures:

Procurement of goods or services shall be made as follows:

- a) Purchase procedure—appropriate for procurement of services, supplies or other property, costing more than \$500.00. Requires a minimum of three separate price comparisons.
- b) Competitive sealed bids (formal advertising) are appropriate when required by funding source. Sealed bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitations for bids, is the lowest price.
- c) Competitive negotiation—appropriate only when the item or service is available only from a single source, public exigency will not permit a delay incident to competitive solicitation, a noncompetitive negotiation, or after solicitation of a number of sources when competition is determined to be inadequate.

### 3. Determination by the Board:

Generally the continuing needs of the Association are met through the use of the small purchase price comparison procedure, which is available for the procurement of goods and services costing in the aggregate of not more than \$500.00. Formal advertising procedures are used only when required by government grant sources. The choice between competitive negotiation and noncompetitive negotiation is made depending upon the adequacy of supply and the time requirements. While the Executive Director is responsible for implementation of these procurement policies, nothing shall prevent the Board of Directors from specifically providing a particular procedure whether or not described herein for the procurement of specific goods or services in a specific case.

### 4. Compliance with Grant Requirements:

In all cases the procurement procedures shall be in compliance with the requirements of grant sources providing the funds for such procurement, and shall also avoid any conflict of interest. Generally grant sources permit the use of small purchase price comparison procedures for the purchase of goods and services costing less than \$500.00. It should be particularly noted that more restrictive requirements may be imposed by grant sources with respect to construction contracts.

### 5. Competitive Bidding Process:

The competitive bidding procurement process shall include the following procedures:

- a) Documentation of the bidding and selection process
- b) Adequate advertisement of request for competitive bids
- c) Instructions to bidders shall be clear

## C. DISBURSEMENTS

### 1. Payments by Check:

All disbursements are made by prenumbered checks. Generally the accompanying documentation is a supplier invoice or statement.

---

2. Filing Documentation:

At the time of issuing the check (after the invoice is reviewed) the supporting documentation should be marked as follows:

“PAID”  
DATE OF CHECK  
CHECK NUMBER  
AMOUNT OF PAYMENT

This documentation is then filed in a current “Paid Bills” file, which is used for the preparation of grant reimbursement requests. At the end of each budget year, the “Paid Bills” file is then placed in storage and a new series of files is opened.

D. ACCOUNTING SYSTEM

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Cash and Accrual Basis:

The books and interim financial statements are prepared on the cash basis of accounting. Annual financial statements are prepared on the accrual basis of accounting.

Fund Accounting:

In order to ensure observance of limitations and restrictions placed on the use of resources available to the Association, accounts are maintained in accordance with the principals of fund accounting. This is the procedure by which the resources for various purposes are classified into funds established according to their nature and purpose.

Restricted Resources:

Operating funds restricted by the grantor for particular operating purposes are deemed to be earned and reported as revenues when the Association has incurred expenditures in compliance with its specific restrictions. Such amounts received but not yet earned are reported in the financial statements as deferred grant income.

Functional Allocation of Expenses:

The costs providing the various programs and other activities are summarized in the financial statements on a functional basis. The functional classifications include the specific program services and supporting services, such as administration and fund raising. The cost of program activities should be reported separately from the cost of supporting activities. Certain costs that pertain to more than one function must be allocated to the separate functional categories on a basis that reasonably determines the portion of the cost related to each function.

2. CHARTS OF ACCOUNTS

The “Chart of Accounts” is the mechanism for categorizing the operations. It is prepared in a manner that enables each financial transaction of the Association to be adequately recorded. The Association uses these same accounts for the budget, the bookkeeping system and the internal financial statements. Thus, comparisons between budgeted and actual transactions are meaningful.

3. CASH RECEIPTS JOURNAL

All income is recorded in the “Cash Receipts” journal. As each item is received, income is listed in the total column and also appropriate category column. All columns are totaled monthly and the sum of separate category columns should agree with the total cash of the cash receipts column for the month. The cash receipts statements are supported by the duplicate deposit book and by a file containing a copy of each deposit including the deposit slip, the checks comprising the deposit and any grant source documentation that accompanied the checks. Whenever funds are

---

received from grant sources a comparison should be made between funds actually received, and funds and expected to be received, and an appropriate memorandum should be in the file.

#### 4. CASH DISBURSEMENTS JOURNAL

All expenditures are made by check. The check has a space that should be used for a brief description of the nature of the expense. The check book also has a space which can be used to record deposits and to keep a running balance, which should always be kept current.

#### 5. BANK RECONCILIATION

The major control for completing the monthly journals is the preparation of a bank reconciliation, which should be done at the time of preparing the monthly financial statements reimbursement invoices (FDOT, city, etc.). The bank statement should be reconciled by the *MBTMA* Treasurer involved in the deposit of receipts or the writing of the checks.

#### 6. REPORTING

Monthly reports are required to be submitted to each of the grant sources. Generally these reports describe what funds were spent during the month, the total funds spent and the balance of funds available. These reports are broken down by budget category. They are also used by the Association to request reimbursement for grant funds expended. It is necessary to attach to these grant reports, the documentation required by the grant source. At least monthly a financial statement is prepared in accordance with Board review. An annual financial statement should be prepared in accordance with generally accepted accounting procedures and reviewed by the Board of Directors. The Association is required to file IRS Form 990, Return of Organization Exempt From Federal Income Tax. The Association must also make required filings under the Florida Charitable Solicitations Statutes.

### E. TRAVEL AND TRANSPORTATION

1. **Travel:** Those individuals who travel on behalf of the Association will be reimbursed for actual travel expenses incurred upon submission of adequate documentation of such expenses.
2. **Local Transportation:** Those members of staff who use their automobiles for local transportation on behalf of the Association will be reimbursed for actual transportation expenses.
3. **Limitation:** Reimbursements for travel and expenses shall not exceed per diem rates specified by the City of Miami Beach for travel expenses in specific metropolitan areas.

### PART III. PERSONNEL MANAGEMENT

#### 1. HIRING

The Board of Directors hires the Executive Director who is in turn responsible for hiring and terminating the other members of the staff. *MBTMA* is an Equal Opportunity Employer.

#### 2. PROBATION PERIOD

Each staff member shall have a six month probation period. At any time during said period if the performance of the staff is unsatisfactory, the employee may be terminated by the Executive Director. During the probation period, the employee may earn but not use vacation leave. Sick leave may be used as earned.

#### 3. TERMINATION

The Board of Directors shall have the authority at any time to terminate the employment of the Executive Director without the necessity of showing cause. Two weeks severance pay will be provided. The Executive Director has the authority to terminate the employment of other members of staff. Proper cause for termination shall be unsatisfactory work performance of the employee or the decision of the Association to terminate the position. In the event of termination because of the inability of the Association to fund the position, the decision of the Board of Directors shall be final.

---

#### 4. COMPETITIVE WAGE SCALE

It is the policy of the Association to engage staff at wages commensurate with the private sector for similar levels of responsibility, expertise, effort, and loyalty. *MBTMA* shall maintain current job descriptions and salary ranges for each position.

#### 5. FRINGE BENEFITS

The Association provides its staff with the following fringe benefits:

- a) **Health Insurance** is provided for all full time employees. Dependent coverage will be made available at each employee's own cost.
- b) **Sick pay** is earned at the rate of one day per month and may be accumulated from year to year. No payment will be made upon termination or otherwise for sick days not used. An employee may accumulate no more than thirty sick pay days. Upon termination an employee shall not be entitled to payment for unused sick pay.
- c) **Vacation pay** will be provided to the professional and support staff on the basis of twelve days per year. Vacation pay is earned ratably, month by month, and may be taken any time after it is earned upon prior written request of the employee with the agreement of the employer. Upon termination an employee shall not be entitled to payment for unused vacation pay in excess of vacation pay accrued within the preceding twelve months of employment.
- d) **Holidays:** The following holidays will be observed: New Years Day, Presidents Day, Martin Luther King Day, Memorial Day, 4<sup>th</sup> of July, Labor Day, Thanksgiving Day, Friday after Thanksgiving, Christmas Day, and one floating holiday (for birthday).

#### 6. PERFORMANCE EVALUATION

At least annually the Executive Director shall provide a written evaluation of each staff member on a form designed to indicate evaluation of quantity and quality of work performed, work habits, interpersonal skills, and overall evaluation. A copy of the evaluation shall be provided to the employee. A copy of the evaluation signed and dated by the employee shall be filed in the employee's personnel file together with any response submitted by the employee.

#### 7. PERSONNEL FILES

Personnel files shall be maintained and shall include applications, resumes, W-4 Forms and performance evaluations.

#### 8. HOURS OF WORK

Current *MBTMA* hours of operating are from 7:00 a.m. to 4:00 p.m., unless there is a need to work overtime. Professional staff is not compensated for overtime. While secretarial staff is entitled to compensatory time off.

### PART IV. PROPERTY MANAGEMENT

#### A. Records

A record shall be maintained of the fixed assets belonging to the Association that shall include: date acquired, description, and original cost.

#### B. Annual Inventory

An annual inventory shall be conducted of the fixed assets owned by the Association.

---

C. Record Retention and Access

1. **Corporate Records:** A corporate record book shall be maintained by the Executive Director throughout the life of the Association and should include the Articles of Incorporation, By-Laws, Governance and Management Standards and the minutes of annual membership, board of director and executive committee meetings.
2. **Financial Records:** Financial Records shall be kept for a period of three years.
3. **Access to Records:** Access to the records of the Association will be afforded to the public as further set out in Chapter 119, Florida Statutes.
4. **Compliance with Grant Requirements:** The Association will comply with all record retention and access requirements of grant sources.

D. Insurance Coverage

The Association will obtain the following insurance coverage:

1. public liability
2. professional liability
3. errors and omissions
4. individual liability of directors and staff

I *HEREBY CERTIFY* that the foregoing document was adopted as the Financial and Management Standards of the Miami Beach Transportation Management Association Inc. (*MBTMA*), by majority vote of the Board of Directors, duly convened at their meeting in Miami Beach, Florida.

---

President, *MBTMA* Board of Directors

---

Date

### **Job Descriptions—TMA Executive Director/Manager**

#### ***TMA Executive Director or Manager, Sample TMA***

The executive director or program manager reports to the board of directors and is responsible for managing TMA activities.

#### **General Responsibilities**

- Implement the mission/purpose of the TMA through the day to day operation of the organization. Be accountable for all operations.
- Assist board of directors to formulate TMA policies, procedures and programs.
- Represent and promote the TMA and its programs in the community.
- Prepare budget, financial and progress reports.
- Hire, supervise, train and evaluate TMA staff.

#### **Specific Tasks**

##### *Advocacy/Legislative*

- Assess transportation service needs of local businesses and commuters.
- Participate in local and regional transportation planning organizations and committees. Coordinate with state, county and municipal officials on transportation issue.
- Apprise members of transportation-related legislation.
- Act as liaison between the public and private sectors.

##### *Transportation Programs and Services*

- Assist individual TMA member companies with development and implementation of appropriate services and programs.
- Coordinate joint programs for TMA members; (e.g. GRH, shuttles, vanpools).
- Coordinate area-wide programs for parking management, pedestrian/bicycle utilization, alternative work hours, employee coordinator network.
- Conduct market surveys to assess service feasibility.

##### *Operation*

- Establish TMA office and manage day-to-day operation of the TMA.
- Generate required staff reports to TMA board and government agencies.
- Operate existing programs.
- Create, implement, and maintain a system for tracking and monitoring progress.
- Organize TMA member and board meetings and provide staffing support to board of directors and TMA committees.
- Meet with TMA board of directors regarding project status and recommendations.
- Maintain membership database.

- 
- Prepare TMA financial documents and monitor financial activities and programs.
  - Keep abreast of available funding sources through various local, state and federal agencies and make applications for appropriate funds.
  - Administer grant programs, including invoicing, monitoring and evaluation, and preparing interim and final reports as required by granting agency.

#### Marketing/Membership

- Prepare and implement TMA marketing plan.
- Prepare and distribute materials promoting the TMA to potential members, and commuting alternatives to commuters.
- Conduct group information presentations to potential members, public agency representatives, employee transportation coordinators, and employees.
- Plan and conduct commuter information events (e.g. transportation fairs, meet-your-match gatherings, awareness days, bicycle week, etc.).
- Produce bi-monthly newsletter and other periodic information bulletins for members.
- Initiate and develop contacts among employers, advocate the benefits of the program to other significant players pursue active participation in program activities.
- Develop and maintain local demographic reports and survey information.
- Evaluate member services on an annual basis.

#### Planning

- Work with the board of directors to develop annual marketing strategy and work plan.

#### ***Desirable Qualifications***

Have experience in the operation of nonprofit organizations, including knowledge of financial management, accounting practices, contract administration and insurance; at least two years experience in developing and managing employee transportation programs, or related experience; a working knowledge of marketing and promotions; good communication and people skills, including working for a board of directors and managing staff; experience working with businesses, employers, real estate developers and public agencies.

---

## ***Job Description***

### ***Executive Director, South Natomas TMA***

#### **Responsibilities:**

Under the direction of the South Natomas TMA Board of Directors, the Executive Director will plan, develop and implement a variety of transportation and transportation system management (TSM) programs, services and promotional events for member companies.

Duties include recruiting new TMA members; administering, monitoring and evaluating programs such as the carpool matching, guaranteed ride home and bus pass program; handling the TMAs business affairs; presenting information on transportation programs and policies before local government boards; administering contracts; communicating with TMA members and local public agencies staff, organizing and facilitating board meetings, producing newsletters and staging promotional events and informational meetings.

#### **Requirements:**

Three-5 years experience in both marketing/sales, and transportation systems management, preferably with both public and private sector employers, and able to work with state and local government officials, employers, senior management, and developers.

Strong knowledge of the Sacramento community is desired.

A degree in communications, marketing, transportation planning, or urban planning is preferred.

Knowledge of transportation and air quality regulations is desirable.

The successful candidate must be self-motivated, energetic, well-organized and possess excellent verbal and written communication skills.

This is a one-person office and the candidate must be flexible and willing to complete wide range of tasks ranging from collating bulk mailings to policy meetings with public officials.

**Time:** This is a full time position.

**Salary:** \$43,000 - 48,000 plus benefits.

Must supply automobile for work-related trips, which are reimbursed at the prevailing IRS rate.

### Job Description

*Projects Administrator, Downtown Minneapolis TMO*

#### **Job Responsibilities:**

**I) *Oversee all employer outreach activities***

- Market transit benefit programs to employers through advertisements, phone calls, quarterly newsletter, website, etc.
- Create and update promotional materials on transit benefits
- Respond to customer requests for information by phone or at the Commuter Connection
- Conduct regular training sessions for employers
- Complete commuter surveys and transportation management plans for employers
- Schedule and attend regular commuter fairs at employment sites
- Maintain database of employer contacts and employer participation in transit programs
- Work closely with Metro Transit, Metro Commuter Services and other providers to provide seamless assistance to employers
- Work with building managers and city officials to promote transit programs to existing employers and employers relocating to downtown Minneapolis
- Provide training and follow-up assistance to employees of employers participating in regional transit benefit programs

**II) *Provide input and follow-up on TDM plans for new development***

- Work with city officials and transportation consulting firms to develop customized TDM strategies for new developments
- Provide follow-up surveying and remedial TDM strategies to insure attainment of goals stipulated in TDM plans

**III) *Promote travel demand management strategies as a regional congestion-relief strategy.***

- Assist Executive Director in educating the business community and public policy makers on the importance of investing in TDM
- Collect and share data on the success of a variety of TDM measures
- Work with the regional Bike, Bus or Pool (B-BOP) coalition to disseminate regional communications campaign
- Serve on local committees (i.e. City Bicycle Advisory Committee, Mn/DOT/Met Council Value Pricing Task Force, LRT Communications Comm.)
- Work with City Transportation and Public Works and Planning Departments to integrate TDM into on-going investment and planning activities

---

**IV) *Oversee Congestion Education Campaign***

- Seek speaking engagements and media exposure on congestion issue and how TMO services can assist employers and employees

**V) *Miscellaneous***

- Serve as back-up staff to Commuter Connection resource center
- Assist in maintaining and expanding office systems - computers and software, network, printers, etc.

---

## **Job Description**

### **Supervisor of Commuter Connection, Downtown Minneapolis TMO**

#### **Description:**

The Supervisor of Commuter Connection<sup>1</sup> is responsible for operating Commuter Connection. This includes staffing, bus pass inventory control, financial reports and customer service. In addition, the Supervisor provides or assigns administrative support services.

#### **Job Responsibilities:**

##### **Commuter Connection (CC) Operations**

- Hire, give reviews, discipline, fire staff who assist with store operations
- Write up expectations for CC staff; and provide procedures for discipline, etc. as necessary
- Provide periodic performance reviews
- Assure that all staff members are providing the highest level of customer service at all times; conduct or arrange periodic customer service training
- Train or arrange for training of staff on all TMO programs & services
- Ensure that daily and monthly sales figures are reconciled
- Accountable for Metropass digital picture taking, spreadsheet, invoicing Metro Transit (MT), and sending information to MT, and serve as liaison
- Serve as liaison with Metro Transit, MCS, Metro Mobility, TMO staff on all store related matters
- Assist the Ridepro Administrator
- Arrange for adequate staff coverage of CC at all times.
- Create and maintain a fairly consistent schedule for part-time employees, collect/oversee timesheets, send to Downtown Council
- Conduct periodic part-time staff meetings and one on ones
- Conduct a customer survey each year
- Identify and explore new opportunities for CC

##### **Providing or supervising TMO administrative assistance**

- Oversee, or personally do, administrative assistance activities such as mailings, faxing, answering the phone
- Identify and Oversee projects assigned to part-time staff
- Communicate protocol for administrative assistance services; including prioritizing activities
- Assist with data collection and analysis for the end of the year contract and calendar work program reviews
- Assist in designing annual work programs
- Attend staff meetings
- Take on new opportunities and responsibilities as requested

---

### **Completing “store related” financial reports**

- Generate monthly reports for Treasurer and Accountants
- Complete monthly sales analysis and reconciliation
- Assist Exec. Dir. in preparing annual and other budgets and conducting year – end analyses
- Prepare invoices for MT, MCS
- Complete tasks in Checkbook Solutions: recording daily receipts and reconciling bank statement

---

## ***Job Description***

### ***Transportation Coordinator, Warner Center TMO***

#### ***Job Responsibilities:***

- Assist Executive Director with administration of all TMO services
- Assist all ETC's special requests for assistance
- Mail new membership packets, process new members' registration forms for various services
- Maintain lists of all rosters, including lists for ETC, Full-membership, multi-company vanpool and all vanpools
- Assist with accounting of all TMO budgets, including the depositing, reconciling and reporting
- Assist with monthly reporting of Trust Fund grants to City
- Assist with Vanpool Incentive Program, including the review of incentive requests, program tracking and monitoring, and preparation of payments
- Coordinate vanpool placements, including responding to individual requests, responding to seat availability, and assisting with formation of new vanpool groups
- Coordinate Guaranteed Ride Home service, including maintaining records of usage, confirming eligibility requirements, reviewing invoices, and preparation of payments
- Coordinate Warner Center Bicycle Club activities, including setting seminar agendas and program, and distributing bike news

---

## **Job Description**

### **Secretary, Warner Center TMO**

#### **Description:**

The Warner Center TMO, a non-profit, volunteer organization made up of the larger employers and building owners of Warner Center, announces the open position of Secretary. This position will be full-time, and includes a good benefit package: Insurance package includes health, dental, vision, disability and life. Two-week vacation and one-week sick leave. Ideal candidate will possess strong organizational skills, know basic accounting procedures, be familiar with word processing and key board, and work well in a small office setting. Desired candidate will enjoy a variety of tasks, maintain professional manner, and enjoy assisting the TMO staff and our clients' needs. Interested candidates should submit a resume to the following immediately:

Chris Park  
Executive Director  
Warner Center TMO  
21600 Oxnard, Suite 460  
Woodland Hills, California 91367  
(818) 710-7767

#### **Job Responsibilities:**

- Provide clerical support to Executive Director and Transportation Coordinator
- Make needed copying and faxing
- Answer phones
- File TMO paperwork
- Receive and send all mailings
- Handle bus pass distributions, including the distribution, compiling, selling, collecting money, and reporting to RTD, Antelope Valley Express, and Simi Valley Express Service
- Handle carpool matching requests by accessing on-line computer to input, change, delete and print-out matchlists
- Handle Smog Alert Network alerts

---

## **Job Description**

### **Employee Transportation Coordinator/TMA Liaison, South Natomas TMA**

#### **Description:**

This duty statement has been developed to assist companies in identifying the most appropriate person to serve as the liaison, or employee transportation coordinator (ETC), with the South Natomas Transportation Management Association (TMA).

ETCs act as a broker of transportation information, program administrator and marketing representative. ETCs help coordinate the best way to transport employees to the company's worksite(s), taking into consideration several variables such as employee and company needs, environmental conditions, and transportation alternative limitations. The time commitment is minimal and can be expanded to more involvement based upon the needs of the employees and interest of the ETC.

ETCs have direct influence over employee commute modes with a potential to have a significant impact on the environmental and traffic conditions in the South Natomas area. Therefore it is often helpful if the ETC uses alternative transportation him/herself, even if only occasionally.

#### **Job Responsibilities:**

##### **Overseeing annual employee commute mode survey.**

Annually, during the spring, the TMA will provide surveys for each employee to complete regarding their commute trips. The ETC is asked to distribute and collect the surveys.

##### **Disseminating information to employees.**

The TMA provides a monthly update to all ETCs via fax. ETCs are asked to share this information with all employees by the most efficient/acceptable means (e.g. e-mail, posting on bulletin board, announcements at staff meetings, etc.).

##### **Overseeing Transit Pass and Guaranteed Ride Home program documents.**

The TMA provides free transit passes to all member employees. It is a photo identification pass, which needs to be collected when an employee separates from employment. Additionally, employees who use alternative transportation two or more times/week are entitled to a ride home via taxi cab or rental car when there is an emergency. The ETC controls the vouchers, which pay for the taxi cab/rental car.

##### **Helping employees identify alternative commute modes.**

The TMA will provide the ETC information and training on the various alternative transportation options available throughout Sacramento. The ETC needs to be frequently available and willing to help employees with carpool matching, identifying transit routes/connections, bicycle commuting and other trip reduction strategies.

In sum, the ETC needs to be accessible, personable and willing to act as a conduit of information between the TMA and the employees. For many companies, the ETC is either the office/facilities manager, personnel manager/staff or receptionist. TMA staff is willing to help you identify an ETC suitable for your worksite and employee needs.

---

## **Job Description**

### **Board of Directors Duty Statement, South Natomas TMA**

#### **Description:**

To assist the South Natomas TMA staff in the pursuit of the TMA's mission and to work cooperatively on traffic mitigation and air quality issues. To further the TMA's purposes of developing and operating successful transportation programs that help reduce commute traffic and improve the air quality in Sacramento region.

A South Natomas TMA Board Director, as set forth in the South Natomas TMA Bylaws, is elected for a 3-year term and charged with guiding the TMA, transacting the business of the TMA and supervising its affairs, so that the TMA's mission is carried out and its purpose is achieved. The Board oversees the TMA's activities and has fiduciary responsibility in the governance of the Association's business. The TMA staff, an executive director, works at the pleasure of the Board of Directors and the TMA maintains Directors and Officers Insurance.

#### **Job Responsibilities:**

- Attend, on average, 70% of the meetings. Meetings are held once a month on the first Wednesday from 8:00 a.m. to 9:00 a.m. at rotating locations among members' conference rooms
- Serve on special task sub-committees such as, but not limited to, Annual Commute Survey, Transportation Fair, Annual Meeting, and Nominating
- Participate in the TMA's programs and activities such as Annual Meetings, TMA Summit/Association for Commuter Transportation International Conferences, Transportation Fairs, New Member Orientations, and Annual Strategic Planning
- The South Natomas TMA Board of Directors consists of the Chair of the Board, President, Chief Financial Officer, Secretary, and up to 15 board members-at-large

---

## **Job Description**

### **Board Standing Committees, Miami Beach TMA**

#### **Long Range Planning & Finance Committee**

**Purpose:**

To review the financial status of the *MBTMA* on a quarterly basis, to provide support and guidance for the Executive Director; and direction for the Association's Treasurer. On issues related to the financial standing, budgets, expenditures, etc. of the Association as required, and to develop the annual budget for Board adoption. In addition, the committee shall develop, monitor, and review the Association's Long-Range-Plan on an annual basis.

#### **Bylaws & Nominations Committee**

**Purpose:**

To nominate candidates for election as directors and officers of the *MBTMA*, and the appointment of replacements, to advise the Executive Director on committee appointments, prepare balanced slates for election/appointments and to serve as the repository of expertise for matters related to nomination and representation. Secondly, to prepare for approval of the Board of Directors the By-Laws of the *MBTMA* and to effectively monitor their compliance as required.

### **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](mailto: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](mailto: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 established 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 administrating 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](mailto: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](mailto: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](mailto: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 5<sup>th</sup>, [www.CobbRides.com](http://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](mailto: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](mailto: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.*

## The Evolving TMA:

Results from the 1998 ACT TMA Council Operational Survey

TDM Review article

Reprinted with permission from Stuart Anderson

Written by David W. Ungemah and Stuart M. Anderson, of Urban & Transportation Consulting

In the early 1990s, several commute trip reduction mandates ended and many Transportation Demand Management (TDM) professionals questioned the practical longevity of Transportation Management Associations (TMAs). However, in the mid-to-late 1990s, TMAs enjoyed a rebirth, even in areas recently foregoing mandates, as many communities expressed the desire to develop comprehensive alternative transportation programs.

From California to Vermont, numerous TMAs have sprung up, virtually overnight, to develop viable TDM programs. TMA growth has increased 17 percent since 1993, and, as of mid-1998, 135 known TMAs actively help commuters explore the potential benefits TDM may offer.

In early 1998, the ACT TMA Council conducted a survey of these TMAs to learn how these organizations have evolved since the last survey over five years ago. The survey received a 70 percent response rate from the 135 TMAs. Overall, a sharp diversity of organizations call themselves TMAs. Differences abound in terms of the organizations' size, commuter representation, staffing, policy-making, and services. However, all TMAs have one element in common: aiding the commuter's overall transportation experience. This article explores the differences and similarities between TMAs throughout the nation. For averaging purposes, a median value was selected over a mean value, as significant bias (in favor of either small or large organizations) was present with mean values.

### Survey Results

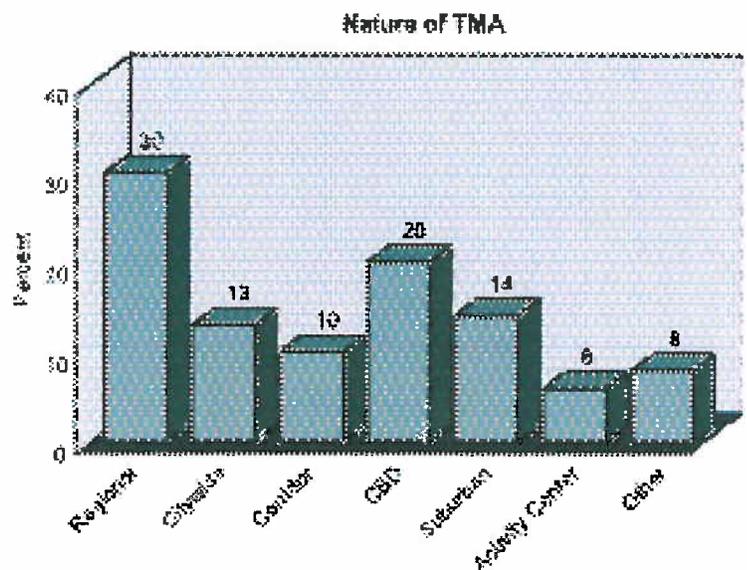
In 1993 most TMAs were located in the more densely populated coastal states, such as California, Florida, and New Jersey. By the time the 1998 survey was conducted, TMAs had been established throughout the United States. The survey showed that the greater diversity in TMA location also yields greater diversity in organization types. The following synopsis of the survey statistics best illustrates this diversity.

### Size of Organization

TMA service areas range in size from an office park to an entire metropolitan region. Almost 30 percent of TMAs have a regional scope, with an additional 20 percent servicing a central business district. The remaining 50 percent of TMAs are comprised of citywide, corridor, suburban, development, and site-specific jurisdictions.

Organizations range in size from three to 65,000 members and 180 to 200,000 commuters, with an average of 25 members and 25,000 commuters. This finding belies the notion that TMAs must serve large commuter populations. In fact, many of the responding organizations represent smaller communities, like the TMA created in 1996 to serve the city of Missoula, Montana.

Overall, communities throughout the United States



Nature of TMA	Total % all TMAs	Members	Commuters	Percentage of all employers
Regional	30%	25	30,000	8%
Citywide	13%	30	22,000	8%
Corridor	10%	23	30,000	30%
Central Business District	20%	28	28,000	15%
Suburban	14%	30	30,000	60%
Activity Center	6%	5	16,600	75%
Other / Non-contiguous service area	8%	23	18,000	13%

have found different motivations for establishing TMAs. This report offers comparisons primarily between the different types of TMAs: regional, citywide, corridor, central business district, suburban, and activity center.

Regional, corridor and suburban TMAs tended to have the largest average commuter representation, averaging 30,000 commuters each. Citywide (single jurisdiction) and suburban TMAs had the highest median membership, with 30 members. Suburban and activity center TMAs reflect the highest average participation rates in a TMA. The high participation rates at activity centers reflect their jurisdictional nature - many of these TMAs are extensions of new developments or office parks.

### Membership and Recruitment

TMA members consist mainly of businesses and employers. This group also provides 75 percent of the TMAs contributions. Governmental agencies and non-profit organizations made up a smaller percentage of membership, 14 percent and nine percent respectively. However, on average, TMAs represent only eleven percent of all employers in a TMA district.

Organizations use a variety of techniques to recruit members. TMAs are not predisposed toward certain recruitment techniques based upon the nature of their organization. Peer-to-peer and direct contact methods are used by the majority of national TMAs. Only 16 percent of TMAs have mandatory membership. Interestingly, at least one TMA reported using mandatory membership for all service area types, including regional, corridor, and citywide. Only three percent of TMAs recruit members through a discounted rate, however approximately half of TMAs offer different categories and cost of membership.

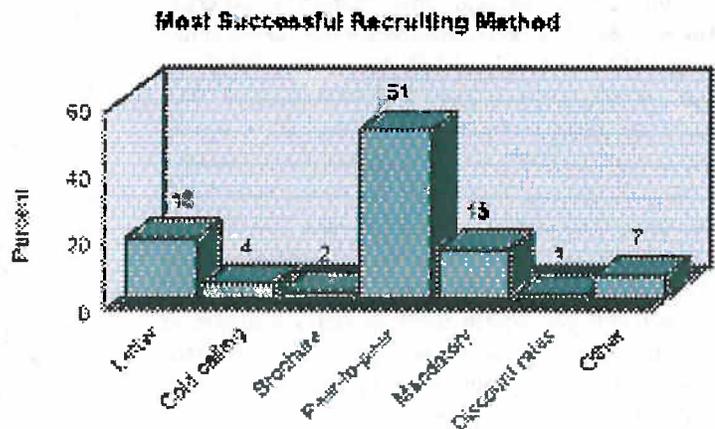
Peer-to-peer contact is perceived by half of TMA directors to be the most successful method for recruitment. The only other methods receiving significant support were a letter from the executive director, and mandatory membership. It should be noted that only 62 percent of TMAs with mandatory membership also remarked that this was the most successful method for recruitment. This suggests that other methods of contact are necessary to ensure the TMA's visibility.

### Governance of the TMA

The majority (57 percent) of TMAs' authority comes solely from its membership. When examined by TMA type, as shown in the table below, this holds true regardless of the TMA district extent. An additional one-quarter of TMAs share authority between members and local government. Interestingly, only five percent of TMAs are controlled by a chamber of commerce, despite a greater percentage of TMAs who maintain their office space at chamber organizations.

### TMA Services

TMAs offer a variety of services to their members and,



	Regional	Citywide	Corridor	CBD	Suburban	Activity Center	Other
Membership only	50%	50%	50%	50%	64%	100%	83%
Members and Government Chamber	29%	20%	38%	25%	18%		17%
Improvement District	4%	20%		6%	9%		
Appointed / Committee				13%			
Other	13%	10%	13%	6%			
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

in some cases, to non-members. Overall, the majority of TMAs provide rideshare promotion, regional advocacy, promotional materials, and promotional events. Conversely, only a small number of TMAs offer subsidized transit passes, a local shuttle or other transit, parking services, and parking pricing. Although many services and products of TMAs are available to both members and non-members, ETC training, guaranteed ride home, subsidized transit passes, site design assistance, vanpool subsidies, parking services, and parking pricing are primarily offered to members only.

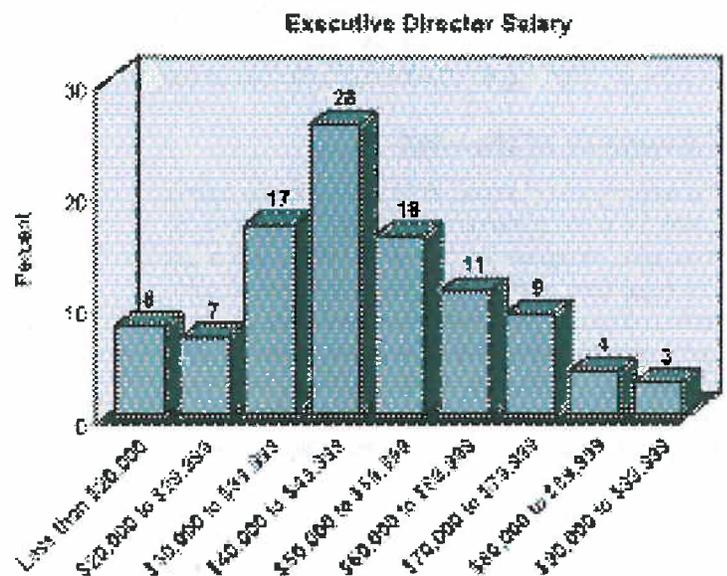
TMAs tend to act as promotional entities, rather than direct service providers. This finding suggests that existing and prospective members may see equal, if not greater, value in promotion and advocacy than in tangible services. However, with only 11 percent of all businesses in an area participating, it is possible that they might actually be looking for more services.

### TMA Personnel and Policies

On average, TMAs employ one full-time employee and one parttime employee. However, the difference in staffing between TMAs can be dramatic. Respondents had as few as zero and as many as 20 full-time employees. Almost half of TMAs outsource the services they provide. The two most common services given to contractors were shuttle service and ridematching. However, 30 percent of respondents listed additional services that are outsourced. Approximately half of these responses pertained to either marketing or administration of the TMA.

### Executive Directors

More than half of TMA directors have either primary or secondary experience in transportation. However, it is interesting to note that, of those, only two-fifths had primary transportation experience. Other directors reported experience in marketing (27 percent), planning (23 percent), and administration (20 percent). The average TMA executive director has served at her or his TMA for three years and has approximately six years of direct experience in TDM. Almost all TMA executive directors hold at least a Bachelors degree, and an additional 45 percent of respondents also have a Masters degree. Two-fifths (43 percent) of TMA executive director salaries fall between \$30,000 and \$50,000 per year. An additional quarter of respondents (27 percent) have an annual salary between 550,000 and 570,000 per year. In terms of salary a significant correlation was found between executive director salary and his or her educational attainment, years at the TMA, and years in TDM.



## Employee Benefits

The majority of TMAs offer their employees paid holidays, access to seminars, payment of professional membership dues, and a medical insurance plan. Additionally, at least one-third of TMAs provided vision/dental insurance, transportation expenditures, free parking, and life insurance to staff members.

## Financial Characteristics of TMAs

The TMAs surveyed have widely varying budgets, from less than \$50,000 to more than \$300,000 per year. Generally, there was a significant correlation between the number of commuters the TMA services and its budget - the greater the number of commuters, the greater the budget. There was no correlation, however, between the size of the TMA membership and its annual budget.

Interestingly, only 20 percent of expenditures are devoted to member services. Conversely, almost half of annual budgets are devoted to office operations, including staff salaries and benefits. Marketing comprises another one-fifth of expenditures. For income, almost half of an average TMA's income is derived from grants and other district revenues. An additional one-third of revenues are the result of member dues.

An annual financial statement is provided to members by 57 percent of TMAs. An annual audit of its financial records is conducted by three-fourths of TMAs. Finally, 68 percent of TMAs conduct an annual meeting to review TMA actions.

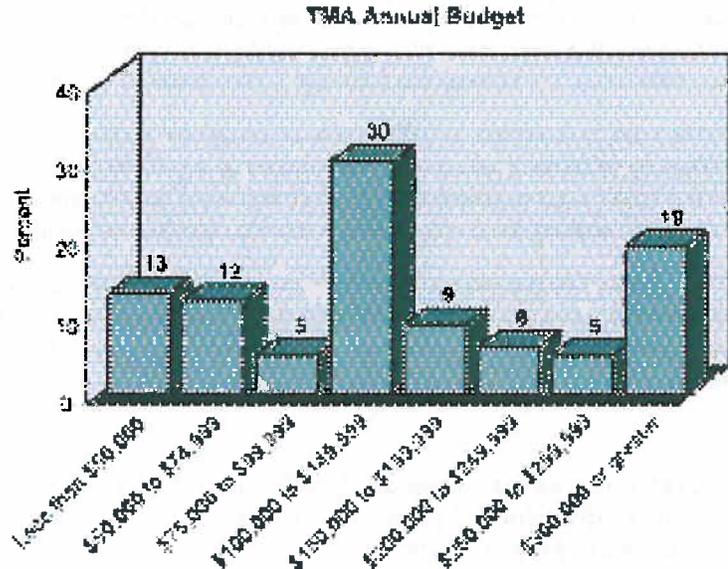
## Organization of the TMA

The average TMA has been in operation for six years. Respondents cited TMA formation as early as 1959 and as recent as July 1998. Sixty-nine percent of TMAs were incorporated during 1998. The majority of those incorporated were tax-exempt, either as a 501(C)(3) (37 percent of all TMAs), 501(C)(4) (17 percent), or 501(C)(6) (17 percent).

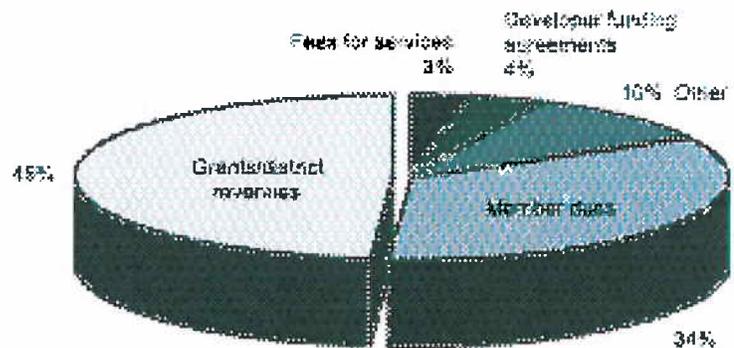
The majority of TMAs maintain four organizational documents: a mission statement (94 percent), objectives (77 percent), strategic plan (67 percent), and by laws (63 percent). Of the TMAs maintaining a strategic plan, 56 percent revise it every year. An additional 15 percent revise the plan every other year. Over half (54 percent) of TMAs have officers and directors insurance. However, only 21 percent of TMAs hold professional liability insurance and less (15 percent) hold fiduciary liability insurance. Legal counsel is retained by 55 percent of TMAs. Of those, 28 percent have in-house council or from a volunteer member. An additional 25 percent hire counsel either on an as-needed basis or for general services. Only 11 percent of TMAs require legal counsel at Board meetings.

Half of respondents stated they maintain a World Wide Web site, 29 percent operate a dial-up bulletin board system, and 19 percent use e-mail distribution lists. A list of TMA websites is available from ACT as a product of this survey.

## Remarks



**TMA Income Sources**



---

TMA's continue to grow throughout the United States. The total number of TMA's has increased 17 percent since the last ACT TMA Council survey was conducted in 1993. However, some of the TMA's existing in 1993 are no longer in operation, particularly in areas that once mandated employer trip reduction programs (principally in California). New TMA's have emerged in non-regulated environments that are experiencing significant growth in population and traffic congestion, including such states as Georgia (0 in 1993, 5 in 1998) and Colorado (0 in 1993, 7 in 1998). TMA's are also serving smaller communities where quality of life issues can be addressed through a coordinated TDM effort.

TMA's are less likely than in 1993 to rely on traditional membership dues for funding. Many executive directors report that securing membership dues can be time consuming and costly. In 1993, membership contributions accounted for nearly one-half of the TMA's total revenues; in 1998, they represent only one-third. Increasingly, TMA's are looking to state and local agencies to provide ongoing funding for key services that benefit the public within the TMA's service area.

This is evident by the increasing percentage of central business district and community-wide TMA's and decreasing percentage of activity center and corridor TMA's. Some TMA's have been successful in creating or tapping into business and community improvement districts to fund local transportation services. A blend of both public and private funding is typical with most TMA's.

TMA services have not changed significantly since 1993. Advocacy and rideshare promotion continue to be the most frequently offered services. However, there has been a decrease in the number of TMA's providing trip reduction plan assistance and an increase in site design assistance.

As previously noted, TMA's are spending less than 20 percent of the annual budget on direct member services. This is a decrease from the 1993 results. Follow-up discussions with some executive directors indicate that today's TMA's, may be operating more as service brokers and advocates rather than as direct service providers, although it should be noted that labor costs were not broken down by activity. Further research is needed to clarify the use of TMA funds.

The promising conclusion is that interest in TMA's has increased in recent years. TMA's can now be found throughout the United States and are playing an important role in creating and sustaining partnerships and supporting the delivery of transportation services.

(listed alphabetically)

### **American Planning Association (APA)**

1776 Massachusetts Ave., NW  
Washington, D.C. 20036-1904  
Phone: (202) 872-0611  
Fax: (202) 872-0643  
[www.planning.org](http://www.planning.org)

The American Planning Association provides leadership in the development of vital communities by advocating excellence in community planning, promoting education and citizen empowerment, and providing the tools and support necessary to effect positive change.

### **American Public Transportation Association (APTA)**

1666 K Street NW  
Washington, D.C. 20006  
[www.apta.com](http://www.apta.com)

APTA serves and leads its diverse membership through advocacy, innovation and information sharing to strengthen and expand public transportation.

### **American Society of Association Executives (ASAE)**

1575 I Street NW  
Washington, D.C. 20005-1103  
Phone: (202) 626-2723  
Fax: (202) 371-8825  
[www.asaenet.org](http://www.asaenet.org)

ASAE's core purpose is to advance the value of voluntary associations to society and to support the professionalism of the individuals who lead them.

### **Association for Commuter Transportation (ACT)**

P. O. Box 15542  
Washington, DC 20003-0542  
Phone: (202) 393-3497  
Fax: (202) 546-2196  
Email: [act@act.hq.com](mailto:act@act.hq.com)  
[www.actweb.org](http://www.actweb.org)

ACT's primary mission is to provide alternatives to the solo commute, resulting in decreased traffic congestion and improved air quality. ACT publishes a yearly directory containing TMA members, web sites and affiliated organizations as well as information resources by peer referral. ACT also provides guidance and information for employers and employees on how to implement Commuter Choice programs. This information can be found at [www.commuterchoice.com](http://www.commuterchoice.com)

---

## **Community Transportation Association of America (CTAA)**

1341 G Street NW, 10<sup>th</sup> Floor  
Washington, D.C. 20005  
Phone: (202) 628-1480  
Fax: (202) 737-9197  
[www.ctaa.org](http://www.ctaa.org)

CTAA is an association of organizations and individuals committed to improving mobility for all people.

## **Federal Highway Administration (FHWA)**

USDOT  
400 7th Street, SW  
Washington, D.C. 20590  
[www.fhwa.dot.gov](http://www.fhwa.dot.gov)

FHWA provides technical training, education and assistance to state and local transportation agencies, develops regulations, policies and guidelines to achieve safety, access and economic development, promotes safety practices and technologies in highway design, construction and operations, implements state of the art technologies, and provides financial assistance and grants to a variety of programs.

## **Federal Transit Administration (FTA)**

USDOT  
400 7<sup>th</sup> Street, SW  
Washington, D.C. 20590  
Phone: (202) 366-4043  
Fax: (202) 366-3472  
[www.fta.dot.gov](http://www.fta.dot.gov)

FTA provides financial assistance to develop new transit systems and maintain, improve and operate existing systems to hundreds of state and local transit providers for the purposes of affordable mobility, congestion management and support to neighborhoods that are served by intensive transit services. FTA maintains the web site, <http://www.fta.dot.gov/library/policy/cc/cc.html> which provides links to information on Commuter Choice programs.

## **Institute of Transportation Engineers (ITE)**

1099 14<sup>th</sup> Street, NW, Suite 300 West  
Washington, D.C. 20005-3438  
Phone: (202) 289-0222  
Fax: (202) 289-7722  
Email: [ite\\_staff@ite.org](mailto:ite_staff@ite.org)  
[www.ite.org](http://www.ite.org)

The Institute of Transportation Engineers, an international individual member educational and scientific association, is one of the largest and fastest-growing multimodal professional transportation organizations in the world. ITE members are traffic engineers, transportation planners, and other professionals who are responsible for meeting society's needs for safe and efficient surface transportation through planning, designing, implementing, operating and maintaining surface transportation systems worldwide. ITE's 11 area-of-interest Councils serve as forums to define issues and develop solutions. Activities include the development of standards and recommended practices, informational reports, handbooks, conferences, issue briefings and newsletters.

---

### ***Internal Revenue Service***

[www.irs.ustreas.gov](http://www.irs.ustreas.gov)

The Internal Revenue Service web site provides information, publications and rules and regulations regarding issues pertinent to TMAs, including 26 CFR Parts 1 and 602, Qualified Transportation Fringe Benefits, published in the Federal Register/Vol. 66, No. 8/Thursday, January 11, 2001/Rules and Regulations; and IRS Publication No. 557, Tax Exempt Status for Your Organization, which will be available soon.

### ***International Telework Association and Council (ITAC)***

204 E Street, NE  
Washington, D.C. 20002  
Phone: (202) 547-6157  
Fax (202) 547-6348  
Email: [info@telecommute.org](mailto:info@telecommute.org)  
[www.telecommute.org](http://www.telecommute.org)

ITAC studies, develops and recommends tools, techniques and processes that promote the benefits of work independent of location.

### ***League of American Bicyclists***

1612 K Street NW  
Suite 401  
Washington, D.C. 20006-2082  
Phone: (202) 822-1333  
Fax (202) 822-1334  
Email: [bikeleague@bikeleague.org](mailto:bikeleague@bikeleague.org)  
[www.bikeleague.org](http://www.bikeleague.org)

The League of American Bicyclists promotes bicycling for fun, fitness and transportation and works through advocacy and education for a bicycle-friendly America. The League's key programs include national sponsorship of Bike Month and Bike to Work Day, national, state and local bicycle advocacy, bicycle safety and education, and the Bicycle Friendly Communities Program.

### ***National Center for Nonprofit Boards***

1828 L Street, NW  
Suite 900  
Washington, D.C. 20036-5114  
Phone: (202) 452-6262 or (800) 883-6262  
Fax (202) 452-6299  
Email: [ncnb@ncnb.org](mailto:ncnb@ncnb.org)  
[www.ncnb.org](http://www.ncnb.org)

This organization is dedicated to increasing the effectiveness of nonprofit organizations by strengthening their boards of directors.

---

### **National TDM and Telework Clearinghouse**

University of South Florida  
College of Engineering  
4202 E. Fowler Avenue, CUT 100  
Tampa, FL 33620-5375  
Phone: (813) 974-3120  
Fax: (813) 974-5168  
[www.nctr.usf.edu/clearinghouse](http://www.nctr.usf.edu/clearinghouse)

The Clearinghouse is funded as part of the National Center for Transit Research to provide technical assistance on transportation demand management and telework. The Clearinghouse provides a means to conduct information searches on a TDM database, find information about operating TDM and telework programs at worksites, find resources to help public agencies operate effective TDM and telework programs, gain access to timely research reports and data, and discover education and research opportunities for students. Through contact with vendors, the Clearinghouse also helps transportation professionals identify existing or developing products that can be used in TDM or telework programs. The Clearinghouse also identifies individuals and organizations with particular areas of expertise, provides short-term technical assistance to TDM and telework programs and maintains two email listservs for peer exchange of information.

### **Promotional Materials Clearinghouse**

The Marketing Institute  
Florida State University  
College of Business  
321 RBB  
Tallahassee, FL 32306-1111  
Phone: (850) 644-2509  
Fax: (850) 644-6231  
[tmi.cob.fsu.edu](http://tmi.cob.fsu.edu)

Funded by the National Center for Transit Research, the Promotional Materials Clearinghouse is an archive of transit and TDM marketing materials and other resources that facilitate sharing of ideas among public transportation professionals throughout the U.S. and Canada.

### **Surface Transportation Policy Project (STPP)**

1100 17<sup>th</sup> Street NW  
10<sup>th</sup> Floor  
Washington, D.C. 20036  
Phone: (202) 466-2636  
Fax: (202) 466-2247  
Email: [stpp@transact.org](mailto:stpp@transact.org)  
[www.transact.org](http://www.transact.org) Transportation Action Network  
[www.tea21.org](http://www.tea21.org) Tea-21 Users Guide

STPP is an organization that works to ensure a diversified transportation system.

---

**U. S. Environmental Protection Agency**

Ariel Rios Building  
1200 Pennsylvania Avenue, NW  
Washington, D.C. 20460  
Phone: (202) 260-2090  
Fax: (202) 501-1450  
[www.epa.gov](http://www.epa.gov)