



## Board of Directors Meeting

### AGENDA

**Directors:** Jennifer Donofrio (President, City of Davis); Rosie Ledesma (Vice-President, City of Woodland); Ken Bradford (Ken's Bike-Ski-Board); Miguel Ballesteros (CalSTRS); Claudine Schneider (Capitol Yards); Jeff Bruchez (UC Davis); Marta Wada (Cache Creek Resort); Steven Rosen (City of West Sacramento); Kristen Wraithwall (Yolo County); Mike Lee (YSAQMD)

**January 7, 2025 / 9:30 am – 11:00 am**

[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_ZmE1NmJkMWEtMmNiNS00MmJlLTk5NTMtZjc4ZmQ1NDQzN2Yx%40thread.v2/0?context=%7b%22id%22%3a%226b5558b6-8dd7-4179-8212-329f8f133013%22%2c%22oid%22%3a%22637016cb-9895-43d3-a642-689c6b83c1b9%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZmE1NmJkMWEtMmNiNS00MmJlLTk5NTMtZjc4ZmQ1NDQzN2Yx%40thread.v2/0?context=%7b%22id%22%3a%226b5558b6-8dd7-4179-8212-329f8f133013%22%2c%22oid%22%3a%22637016cb-9895-43d3-a642-689c6b83c1b9%22%7d)

1. **Call to Order, Recognize Quorum**
2. **Operations:**
  - A. SACOG Presentation on NorCal Go Regional TDM Platform (10 am hard stop)
3. **Approve Meeting Minutes: 9/3/2024**
4. **Staff Announcements**
  - A. Ridepanda
  - B. New Member: Davis Downtown Business Association
5. **Operations:**
  - A. Staff Activities
  - B. Bi-Monthly Financials
  - C. Yolo County TDM Organizational Study Peer Review List
6. **Marketing & Communications:**

No agenda items this month
7. **Member Services**

No agenda items this month
8. **Board Announcements**

## 9. Long Range Calendar

Month	Item
March 4, 2025	Analysis on Membership Dues
	ACT TDM Accreditation
	MIBM Preparation
	April ACT Conference

### Next Meeting Date: March 4 , 2025

3: 9/3/2024 Meeting Minutes

5A: Staff Activities

5B: Bi-Monthly Financials & Incentives

5C: Yolo County TDM Organizational Study Peer Review & Stakeholder Interview List



## Board of Directors Meeting

### MINUTES

**Directors:** Jennifer Donofrio (President, City of Davis); Rosie Ledesma (Vice-President, City of Woodland); Ken Bradford (Ken's Bike-Ski-Board); Miguel Ballesteros (CalSTRS); Claudine Schneider (Capitol Yards); Jeff Bruchez (UC Davis); Marta Wada (Cache Creek Resort); Steven Rosen (City of West Sacramento); Kristen Wraithwall (Yolo County); Cody Hess (YSAQMD)

**September 3, 2024 / 11 AM - 1:00 PM**

#### BOARD RETREAT

**Directors:** Jennifer Donofrio (President, City of Davis); Rosie Ledesma (Vice-President, City of Woodland); Ken Bradford (Ken's Bike-Ski-Board); Miguel Ballesteros (CalSTRS); Claudine Schneider (Capitol Yards); Jeff Bruchez (UC Davis); Marta Wada (Cache Creek Resort); Steven Rosen (City of West Sacramento); Kristen Wraithwall (Yolo County); Cody Hess (YSAQMD)

**Directors Present:** Jennifer Donofrio (President, City of Davis); Rosie Ledesma (Vice-President, City of Woodland); Claudine Schneider (Capitol Yards); Jeff Bruchez (UC Davis); Ken Bradford (Ken's Bike-Ski-Board); Steven Rosen (City of West Sacramento)

**Directors Absent:** Miguel Ballesteros (CalSTRS); Marta Wada (Cache Creek Resort); Kristen Wraithwall (Yolo County); Cody Hess (YSAQMD)

**Staff Present:** Brian Abbanat (Director); Brenda Lomeli (Coordinator) Madison Collins (Intern)

#### 1. Call to Order, Recognize Quorum, Introductions and Announcements

The meeting was called to order at 11:11 AM with Quorum.

##### A. Board Announcements

Director Bradford: CARB incentive program might launch soon.

Director Schneider: ACT Lease-A-Bike, TDM week webinar...in person social.

Director Donofrio: TDM week social media blasts during TDM week.

Director Schneider: Reach out to Elizabeth Denton re: potentially allowing separate ACT identities with Yolo Commute members joining through our membership.

##### B. Staff Announcements

No staff announcements.

## **2. Approve Meeting Minutes: 9/3/2024**

Motion carried 5-0-1

## **3. Reappointment of Director Bradford:**

Director Bradford (Affirmed desire to stay on the board)

Director Bruchez made the motion, seconded by Director Rosen, to reappoint Director Bradford to the Yolo Commute Board of Directors.

Motion carried 5-0

## **4. Operations**

### **A. Staff Activities**

Staff said invoices went out and discussed the launch of Velotric E-Bike Discount Program with three bike shops participating. Staff discussed recent member outreach events at Cache Creek, Transdev, and Unitrans.

### **B. Bi-Monthly Financials**

Staff said there is a carryover of 15% due to having a \$10,000 grant from Yolo Solano Air Quality Management District (YSAQMD). Staff mentioned that the carryover is usually 3% to 4%.

### **C. FY 23/24 Annual Report**

Staff presented the Annual Report to board members.

## **5. Member Services**

### **A. Discussion of Existing Programs and Incentives**

Staff discussed the 50% Discount Transit Pass Program and said that Yolo Commute members can transfer from Yolobus to Beeline for free.

Board members discussed interservice connectors, Capitol Corridor, and adding a “Did you know?” section to the Yolo Commute website.

Board members want to provide a location on the Yolo Commute website (“Did you know?” section) with resources to help Yolo Commute members navigate the region using the different transit options available. Board members suggested adding some information about each of the helpful links under the “Find Your Commute Options” on the Yolo Commute website under the “Commuting Resources” tab.

## B. Best Practices Programming Possibilities

The board members discussed the following:

Program / Incentive Ideas:

- Missing incentives for weekends and school programs. How to fill the gaps
- Promote safe routes to school
- Weekend: Saddle Up Saturday, Incentives for specific trips
- Community events: Bike Valet partner with SABA
- Clean Air Funds Bike Valet with SABA staff. SABA present to Yolo Commute Board
- Bike racks, scholarship
- Consulting services

Membership Development Ideas:

- Partnership/Discounts
- Promotion
- Reduced parking demand
- Employers within a 5-minute walkshed
- Review annual fees (?)
- Utility Bill Inserts

Review Yolo Commute budget vs. expenditures by membership. Draft scenarios with different membership fees where the sum is the same amount of revenue.

## 6. Marketing & Communications

Director Schneider volunteered to assist staff with the Yolo Commuter of the Year award efforts. Director Bradford mentioned he has a staff member in mind to nominate that commutes a long distance without a car. Director Bruchez also mentioned he has a staff member in mind to nominate that commutes a long distance without a car.

## 7. Long Range Calendar

Month	Item
October 22	Annual HR Brunch
November 5	Yolo County TDM Program Organizational Study
	ACT TDM Accreditation

## 8. Adjourn

The meeting was adjourned at 1:00 pm

## STAFF ACTIVITIES: March - April

Date	Activity	Category
1/2/2025	Met with SACOG staff for overview of Regional TDM Platform	Operations
12/19/2024	December Newsletter: Welcome Davis Downtown Business Association and YATC Update	Marketing & Promotions
12/16/2024	Regional TDM Platform Kickoff Partners	Operations
12/9/2024	Approved for SMS Text Alert	Operations
12/5/2024	Meet with Brett Lee re: DDBA Membership Launch Support	Membership Development
12/2/2024	Boosted Post: Yolo Commute Incentives - TRIP and GRH	Marketing & Promotions
12/2/2024	Finished Dropbox for Yolo Commute	Operations
12/1/2024	DDBA Launch Cordination Meeting	Marketing & Promotions
11/26/2024	Delivered E-bikes to Transdev	Member Services
11/15/2024	ACT:TMA/TMO Accreditation Workshop	Operations
11/14/2024	Sacramento TMA & 50 Corridor TMA 2024 Annual Event	Marketing & Promotions
11/14/2024	Picked Up E-bikes from UC Davis	Member Services
11/14/2024	Delivered E-bikes to Yolo County	Member Services
11/13/2024	Met with Claudine to discuss Yolo Commuter of the Year Award	Operations
11/8/2024	November Newsletter: What is Microtransit?	Marketing & Promotions
10/30/2024	Ride Free to Vote- Yolobus	Marketing & Promotions
10/28/2024	Yolo Bus - Davis Express Service Changes	Marketing & Promotions
10/22/2024	Yolo Commute HR Brunch	Marketing & Promotions
10/11/2024	Meet with YSAQMD re: 2023 CAF Lease-a-Bike Award	Operations
10/9/2024	Member Outreach: CalSTRS	Marketing & Promotions
10/7/2024	October Newsletter: Week Without Driving	Marketing & Promotions
10/4/2024	Met with Brett Lee, DDBA re: Membership	Membership Development
10/2/2024	Met with Ridepanda to Discuss Bicycle Subscription Partnership	Operations
9/23/2024	E-Mail Contact to Brett Lee, DDBA re: Membership	Membership Development
9/12/2024	Met with Ridepanda team re: partnership possibilities	Operations
9/9/2024	Contacted Ridepanda to explore partnership possibilities	Operations
9/9/2024	September Newsletter: Velotric E-Bike Discount Program	Marketing & Promotions
9/5/2024	Met with Lease-a-Bike re Partnership Status	Operations
8/26/2024	Yolo Commute Invoices	Operations
8/12/2024	SacRegion 511 Transition Meeting with SACOG	Operations
8/12/2024	Velotric Incentive Announcement to Board and all Members	Member Services
8/6/2024	Member Outreach: Unitrans	Marketing & Promotions
8/5/2024	Member Outreach: Cache Creek	Marketing & Promotions
8/5/2024	Velotric Incentive Social Media Post	Member Services
8/2/2024	August Newsletter: Back-To-School!	Marketing & Promotions
7/31/2024	Delivered E-bikes to YoloTD	Member Services
7/31/2024	Picked Up E-bikes from City of Woodland	Member Services
7/30/2024	FY 24/25 Marketing & Communications Strategy Session	Operations
7/25/2024	Member Outreach: Transdev	Marketing & Promotions
7/17/2024	Quarter 3 Update Infographic Email/Social Media Post	Marketing & Promotions
7/5/2024	July Newsletter: Return to Work Transit Options	Marketing & Promotions
6/19/2024	Velotric Discount Program Coordination Call with Velotric Representatives	Member Services

<b>YOLO TMA/YOLO COMMUTE</b>					
<b>FY 2024/2025 Budget</b>					
<b>Item</b>	<b>FY 24/25 Budget</b>	<b>Actual</b>	<b>Balance</b>	<b>Cleared</b>	<b>Uncleared</b>
<b>REVENUE</b>					
Starting Balance	\$ 15,875.16	\$ 15,875.16	\$ -		
Membership Dues	\$ 20,500.00	\$ 19,050.00	\$ 1,450.00	\$ 19,050.00	\$ -
Corpay One Rebate		\$ 60.17		\$ 60.17	
<b>Total Revenue</b>	<b>\$ 36,375.16</b>	<b>\$ 34,985.33</b>	<b>\$ 1,450.00</b>	<b>\$ 19,110.17</b>	
<b>EXPENSES</b>					
<b>Member Services</b>					
E-Bike Lease / Lease-to Own Program	\$ 12,500.00	\$ -	\$ 12,500.00		
Incentives & Programs 2025	\$ 13,000.00	\$ (424.90)	\$ 12,575.10	\$ (424.90)	
TRIP 2025		\$ (360.00)		\$ (330.00)	\$ (30.00)
GRH		\$ (94.90)		\$ (94.90)	\$ -
Bicycle Education		\$ -			
MIBM 2025 Incentives		\$ -			
<b>Total</b>	<b>\$ 25,500.00</b>	<b>\$ (424.90)</b>	<b>\$ 25,075.10</b>	<b>\$ (424.90)</b>	
<b>Marketing and Promotions</b>					
Website Maintenance	\$ 500.00	\$ -	\$ 500.00		
Promotional Materials	\$ 300.00	\$ -	\$ 300.00		
Member Survey	\$ 400.00	\$ -	\$ 400.00		
Quarterly Giveaways	\$ 350.00	\$ -	\$ 350.00		
Social Media	\$ 200.00	\$ (117.29)	\$ 82.71	\$ (117.29)	
Mailchimp Subscription	\$ 318.00	\$ (209.67)	\$ 108.33	\$ (209.67)	\$ -
MIBM	\$ -	\$ -	\$ -		
HR Brunch	\$ 175.00	\$ (206.96)	\$ (31.96)	\$ (206.96)	\$ -
<b>Total</b>	<b>\$ 2,243.00</b>	<b>\$ (533.92)</b>	<b>\$ 1,709.08</b>		
<b>Operations</b>					
E-Bike Maintenance & Repair	\$ 750.00	\$ (387.68)	\$ 362.32	\$ (387.68)	\$ -
Dues & Subscriptions (non-marketing)	\$ 675.00	\$ (1,675.00)	\$ (1,000.00)	\$ (1,675.00)	\$ -
Insurance	\$ 500.00	\$ -	\$ 500.00		
Postage and Shipping	\$ 200.00	\$ (66.00)	\$ 134.00	\$ (66.00)	\$ -
Taxes & Licenses	\$ 1,000.00	\$ (25.00)	\$ 975.00	\$ (25.00)	
Board Retreat	\$ 259.93	\$ (259.93)	\$ -	\$ (259.93)	\$ -
<b>Total</b>	<b>\$ 3,384.93</b>	<b>\$ (2,413.61)</b>	<b>\$ 971.32</b>	<b>\$ (2,413.61)</b>	
<b>Total Expenses</b>	<b>\$ 31,127.93</b>	<b>\$ (3,372.43)</b>	<b>\$ 27,755.50</b>	<b>\$ (2,838.51)</b>	
<b>CARRYFORWARD</b>					
Carryforward (Revenue - Expenses)	\$ 5,247.23	\$ 31,612.90			
<b>Balance</b>					
Reserve %	14%	90%			

## INCENTIVES AND PROGRAMS

Incentive Type	Incentive Type 2	Employer	Count of Amount	Sum of Amount
<b>Carpool</b>	<b>Carpool</b>	Transdev	2	\$ 60
		Yolo County	2	\$ 60
	<b>Carpool Bonus</b>	Transdev	1	\$ 50
		Yolo County	2	\$ 100
<b>Carpool Total</b>			<b>7</b>	<b>\$ 270</b>
<b>Discount Transit Pass</b>	<b>Discount Transit Pass</b>	City of Davis	1	\$ -
		UC Davis	2	\$ -
		Yolo County	4	\$ -
<b>Discount Transit Pass Total</b>			<b>7</b>	<b>\$ -</b>
<b>Guaranteed Ride Home</b>	<b>Guaranteed Ride Home</b>	City of Davis	1	\$ 36
		Yolo County	1	\$ 59
<b>Guaranteed Ride Home Total</b>			<b>2</b>	<b>\$ 95</b>
<b>Micromobility</b>	<b>Micromobility</b>	Transdev	1	\$ 30
<b>Micromobility Total</b>			<b>1</b>	<b>\$ 30</b>
<b>Public Transit</b>	<b>Public Transit</b>	CalSTRS	1	\$ 30
<b>Public Transit Total</b>			<b>1</b>	<b>\$ 30</b>
<b>Velotric Discount Program</b>	<b>Velotric Discount Program</b>	Capitol Yards	1	\$ -
		Transdev	1	\$ -
<b>Velotric Discount Program Total</b>			<b>2</b>	<b>\$ -</b>
<b>Walk</b>	<b>Walk</b>	CalSTRS	1	\$ 30
<b>Walk Total</b>			<b>1</b>	<b>\$ 30</b>
<b>Grand Total</b>			<b>21</b>	<b>\$ 455</b>





## STAFF REPORT

**Date:** 01/03/2025

**To:** Yolo Commute Board of Directors

**From:** Brian Abbanat, Director

**Subject:** Yolo County TDM Organizational Study Peer Review & Interview Lists

---

### **Background and Analysis**

#### *January 2024 Board Meeting*

At the January 2024 meeting, the Yolo Commute Board initiated a discussion regarding the future of Yolo Commute and transportation demand management (TDM) programming, particularly with respect to the effect vehicle miles traveled (VMT) mitigation funding from the Yolo 80 and Sac 5 Managed Lanes projects would have on delivery of TDM/VMT reduction programming.

TDM and planning for the Voluntary Trip Reduction Program (VTRP) assumed in the Yolo 80 Managed Lanes Environmental Impact Report (EIR) directly relate to the Yolo 80 Managed Lanes Tolling Advance Planning project which received \$2 million from the SACOG Regional Funding.

The Board discussed several different scenarios but an outcome of the discussion was staff would explore using consulting assistance to assist with this process.

#### *March 2024 Board Meeting*

At the March 2024 meeting, the Board received a presentation from Yolo 80 Managed Lanes consultants, WSP, regarding a proposed scope of work. Directors asked questions and provided feedback about the study scope. Going forward it was assumed monthly meetings would be scheduled in addition to bi-monthly Board meetings.

*March 2024 – January 2025*

In May 2024 YoloTD Staff discovered that Yolo 80 Managed Lanes Tolling Advanced Planning consulting services required re-procurement as WSP was selected competitively, but not via federally compliant process (original procurement was with local funds). The TDM Organizational Study was placed on hold until consulting services could be re-procured, which was completed and an agreement with Silicon Transportation Consultants (STC) executed in October 2024. WSP is a subconsultant to STC and remains responsible for the Yolo Countywide TDM Organizational Study project.

WSP refined the scope of work based on YoloTD/Yolo Commute staff and Yolo Commute Board feedback and is included for Board reference in Attachment 3D. As an initial task, WSP has asked for feedback on the following (also included in Attachment 3D):

1. TDM organizations for Peer Review
2. Stakeholder interview list

YoloTD/Yolo Commute staff have provided some initial feedback but have not provided formal comments.

# TASK 7: TDM PEER REVIEW CANDIDATES

## OBJECTIVE: IDENTIFY POTENTIAL TDM PEERS TO CONDUCT A PEER REVIEW

Table 1: TDM Organization Profiles: Key Functions, Staffing, and Funding

Peer Agencies	Mission/ Vision	Functions currently delivered	Staff Size / Staff roles	Budget Size (FY2023):	Governance and Funding
<b>Yolo Commute</b>	Yolo Commute is a nonprofit partnership of public and private employers working together to address regional transportation and air quality issues. Our mission is to reduce single-occupant (drive alone) commutes throughout Yolo County	Three primary categories: <ul style="list-style-type: none"> <li>- Marketing &amp; Promotions,</li> <li>- Member Services</li> <li>- Operations.</li> </ul>	<ul style="list-style-type: none"> <li>- Executive Director: Oversees the overall management and strategic direction of Yolo Commute.</li> <li>- Program Managers: Responsible for specific programs and initiatives, such as the E-Bike Loan program or carpool incentives.</li> <li>- Marketing and Communications Staff: Handle outreach, promotions, and communication with the public and member organizations.</li> <li>- Administrative Support: Assist with the daily administrative tasks and coordination of events and meetings.</li> </ul>	Revenue: \$92,370.25 Expenses: \$89,321.05 (Operations: \$3,300.80)	Yolo Commute is governed by a board of directors composed of representatives from its member organizations. These members include both public and private sector employers in Yolo County.  Funded through: <ul style="list-style-type: none"> <li>- Membership Dues</li> <li>- YSAQMD Grant</li> <li>- SACOG CMAQ</li> <li>- MIBM Bike Reimbursements</li> </ul>



Peer Agencies	Mission/ Vision	Functions currently delivered	Staff Size / Staff roles	Budget Size (FY2023):	Governance and Funding
<b>Solano Transportation Authority</b>	To improve the quality of life in Solano County by delivering transportation projects to ensure mobility, travel safety, and economic vitality for all.	<ul style="list-style-type: none"> <li>- Solano Mobility Service Center</li> <li>- Employer Commuter Program</li> <li>- Older Adults and People with Disabilities SR2S</li> <li>- Abandoned Vehicle Abatement Program</li> </ul>	Some positions include: <ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Deputy Executive Director/Director of Planning</li> <li>- Director of Projects</li> <li>- Accounting &amp; Administrative Services Manager</li> <li>- Employer Commuter Program Customer Service Representative</li> <li>- Senior Administrative Assistant</li> <li>- Legislative Assistant</li> <li>- Assistant Project Manager</li> <li>- Transit Mobility Coordinator II</li> </ul>	Revenue: \$24,941,034	The STA Board is made up of one county supervisor and each of the seven mayors in Solano County.  Funded through: <ul style="list-style-type: none"> <li>- Federal Funds</li> <li>- State Funds</li> <li>- Regional Funds</li> <li>- Local Funds</li> <li>- grants</li> </ul>
<b>Sac/ SACOG</b>	SACOG convenes and connects the region to advance an equitable, sustainable, and prosperous future.	Multifaceted support extends to local governments, addressing diverse issues such as transportation planning, funding assistance, airport planning, and housing affordability.	Some positions include: <ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Senior Planner</li> <li>- Senior Research Analyst</li> <li>- Management Analyst</li> <li>- Transportation Analyst</li> <li>- Senior Grants/Budget Analyst</li> <li>- Senior Transportation Planner</li> <li>- Clerk of the Board</li> </ul>	Revenue: \$174,175,059 (2023) \$153,790,579 (2022)	The board consists of 32 members, with 31 voting members and one non-voting member. The voting members are appointed by the member jurisdictions, which include county boards of supervisors and city councils. The non-voting member is the Caltrans District 3 Director.  Funded through: <ul style="list-style-type: none"> <li>- Federal Funds</li> <li>- State Funds</li> <li>- Regional Funds</li> <li>- Local Funds</li> <li>- grants</li> </ul>



Peer Agencies	Mission/ Vision	Functions currently delivered	Staff Size / Staff roles	Budget Size (FY2023):	Governance and Funding
<b>Alameda CTC</b>	The mission of the Alameda County Transportation Commission (Alameda CTC) is to plan, fund and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County.	<ul style="list-style-type: none"> <li>- Parking Management</li> <li>- Financial Incentives</li> <li>- Shared Vehicle Services</li> <li>- Safety Net</li> <li>- Alternative Commute Scheduling</li> <li>- Promotional Activities</li> <li>- Urban Form and Land Use</li> <li>- Trip Reduction Mandates</li> <li>- Multi-Modal Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Administrative and Human Resources Lead</li> </ul> <p>Some positions include:</p> <ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Deputy Executive Director of Planning and Policy</li> <li>- Deputy Executive Director of Finance and Administration</li> <li>- Senior Director of Programming and Projects</li> <li>- Director of Contract Services and Operations</li> <li>- Director of Finance</li> <li>- Director of Project Delivery and Construction</li> <li>- Assistant Director of Policy and Government Affairs</li> <li>- Human Resources Manage</li> </ul>	<p>Revenues: \$481.2 million</p> <p>Expenses: \$417.1 million</p>	<p>The Commission includes all five Alameda County Supervisors, two representatives from the Oakland City Council, one representative from each of the other 13 incorporated cities in Alameda County, one representative from the AC Transit Board, and one representative from the BART Board</p> <p>Funded through:</p> <ul style="list-style-type: none"> <li>- Federal Funds</li> <li>- State Funds</li> <li>- Regional Funds</li> <li>- Local Funds</li> <li>- Vehicle Registration Fee</li> </ul>



Peer Agencies	Mission/ Vision	Functions currently delivered	Staff Size / Staff roles	Budget Size (FY2023):	Governance and Funding
<b>UC Davis</b>	As a leader in our industry, Transportation Services' mission is to build, maintain, and operate transportation systems on the UC Davis campus, and facilitate transportation within those systems using the most fiscally and ecologically sustainable methods practicable. By selling permits and enforcing parking policy, we can maintain roads, pathways and parking lots--all in an effort to support the sustainability goals of UC Davis and move Aggies forward.	<ul style="list-style-type: none"> <li>- Sale of parking permits for individuals, departments, and vendors</li> <li>- Provide motorist assistance to vehicles parked on campus</li> <li>- Help commuters choose green transportation options</li> <li>- Bicycle registration, lock-cutting service, and bike storage</li> <li>- Major roadway construction and repair</li> <li>- Heavy equipment lease and repair</li> <li>- Other small construction projects</li> </ul>	Positions include: <ul style="list-style-type: none"> <li>- Director of Transportation Services</li> <li>- Director of Environmental Planning</li> <li>- Bicycle Program Coordinator</li> <li>- Parking Services Manager</li> <li>- Transportation Demand Management Coordinator</li> </ul>		UC Davis Transportation Services operates under the governance of the university's administration, specifically within the Division of Finance, Operations, and Administration. The department is led by a Director who oversees all transportation-related services and programs on campus.  UC Davis Transportation Services works with various advisory committees that include faculty, staff, and student representatives. Funded through: UC Davis Transportation Services is entirely self-funded. This means that it does not receive any state or tuition dollars, or student fees for its operations. Instead, it relies on revenue generated from parking permits, daily parking fees, and citations to fund the maintenance of parking structures, lots, roads, sidewalks, and pathways on campus
<b>Commute.org</b>	Commute.org's mission is to reduce the number of vehicle miles traveled (VMT) by commuters to decrease congestion, improve the environment, and enhance quality of life. We do this by encouraging and supporting the use of sustainable alternatives to driving alone. We envision a region where all residents and employees have access to equitable, sustainable, affordable, and safe transportation options and use them as their primary modes when commuting on the Peninsula.	<ul style="list-style-type: none"> <li>- Engagement Programs</li> <li>- Commuter Programs and Incentives</li> <li>- Shuttle Program</li> <li>- Agency Development</li> </ul>	Positions include: <ul style="list-style-type: none"> <li>- Executive Director</li> <li>- TDM Program Manager</li> <li>- Shuttle Program Manager</li> </ul>	Funding (Revenue): \$5,281,095  Expenditures: \$5,406,897	Commute.org is governed by a 19-member Board of Directors composed of elected officials from 19 cities and towns, as well as the County of San Mateo  Funding for Commute.org programs is provided by the San Mateo County Transportation Authority (TA), C/CAG of San Mateo, Bay Area Air Quality Management District, and public/private sector contributors to the shuttle program
<b>NVTA</b>	The Napa Valley Transportation Authority provides safe, efficient, and sustainable transportation choices for residents, workers, businesses, and visitors in the Napa Valley.	<ul style="list-style-type: none"> <li>- Transportation Programs for seniors and people with disabilities</li> <li>- Public Transportation</li> <li>- V-Commute</li> </ul>	Positions include: <ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Director of Finance</li> <li>- Director of Public Affairs</li> <li>- Director of Planning</li> </ul>	Revenue: \$45,299,677  Expenses: \$46,749,313	The Napa Valley Transportation Authority (NVTA) is governed by a Board of Directors composed of representatives from the Cities of American Canyon, Calistoga, Napa, and St. Helena; the Town of Yountville; and the County of Napa



Peer Agencies	Mission/ Vision	Functions currently delivered	Staff Size / Staff roles	Budget Size (FY2023):	Governance and Funding
		<ul style="list-style-type: none"> <li>- Safe Routes to School</li> </ul>	<ul style="list-style-type: none"> <li>- Director of Operations</li> </ul>		Funded through: <ul style="list-style-type: none"> <li>- Federal Funds</li> <li>- State Funds</li> <li>- Regional Funds</li> <li>- Local Funds</li> <li>- grants</li> </ul>
<b>North Natomas Jibe</b>	<p>Jibe (formerly known as North Natomas Transportation Management Association or NNTMA) is a nonprofit organization that makes it easier for the North Natomas Community to walk, bike, and use public transportation.</p> <p>Our services, programs, education, and placemaking projects are a community benefit available to all North Natomas residents and businesses.</p>	<ul style="list-style-type: none"> <li>- Jibe to School</li> <li>- Jibe by Bike</li> <li>- Jibe at Work</li> <li>- Jibe Advocacy and Placemaking</li> </ul>	<ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Program Manager-schools</li> <li>- Program Manager-Communications and Business Outreach</li> <li>- Program Manager-Bike</li> </ul>	Income: \$2,034,041 Expenses: \$1,665,526	There is a Board of Directors, additional information not available
<b>50 Corridor TMA</b>	<p>50 Corridor TMA Focuses on:            Reducing Vehicle Miles: The 50 Corridor TMA focuses on reducing vehicle miles traveled (VMT) through transportation demand management (TDM) programs along the Highway 50 Corridor in the Sacramento region.            Encouraging Alternatives: The 50 Corridor TMA has been responsible for creating and encouraging alternative modes of transportation to commuters such as bicycling, vanpooling, carpooling, and transit.            Keeping Work and Home Healthy: As communities along the Highway 50 Corridor rapidly develop, the 50 Corridor TMA works to keep workplaces and neighborhoods healthy, sustainable, mobile, and connected.</p>	<ul style="list-style-type: none"> <li>- Guaranteed ride home</li> <li>- Find a transit, carpool, bus, or light rail buddy</li> <li>- Pay-per-mile auto insurance</li> <li>- Bike community, e-bike, free bike tune ups</li> <li>- Smart Ride Shuttle</li> <li>- Vanpool</li> <li>- Switch to hybrid or electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Program Manager</li> <li>- Membership Development Director</li> <li>- Outreach Coordinator</li> <li>- Parent Coordinator, SRTS</li> <li>- Marketing Manager</li> </ul>	Not Available	There is a Board of Directors, additional information not available
<b>South Natomas TMA</b>	<p>The South Natomas Transportation Management Association is a nonprofit, mutual benefit corporation comprised of employers and developers in South Natomas. The TMA works cooperatively with the greater South Natomas community on transportation management and air quality issues to develop and operate successful trip reduction programs that help reduce traffic and improve air quality in Sacramento.</p>	<ul style="list-style-type: none"> <li>- Carpool &amp; Transit Subsidies</li> <li>- Emergency Ride Home</li> <li>- Bike Programs</li> <li>- Capital Improvements</li> <li>- Advocacy and Communication</li> </ul>	<ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Membership Services Manager</li> </ul>	Not Available	<p>The South Natomas TMA is governed by a Board of Directors which elects a President, Vice-President, Secretary and Treasurer. The TMA is administered by a full-time Executive Director and Membership Services Manager. The TMA sub-leases office space in South Natomas from a member company.</p> <p>The South Natomas TMA is largely funded by membership dues, which pay for programs, services and staff.</p>



Peer Agencies	Mission/ Vision	Functions currently delivered	Staff Size / Staff roles	Budget Size (FY2023):	Governance and Funding
<b>McClellan Park TMA</b>	To promote alternative commute options for employers and employees working throughout McClellan Business Park. This effort is designed to increase employee transit ridership, carpool and vanpool use, bicycling and walking. By using an alternative commute mode just one to two days a week, you can make a valuable contribution to the environment and reduce traffic congestion in the Sacramento Region.	<ul style="list-style-type: none"> <li>- Lyft</li> <li>- Carpool/Vanpool</li> <li>- Bicycle</li> <li>- Bus &amp; Light Rail</li> <li>- Emergency Ride</li> <li>- EV Charging</li> </ul>	Not Available	Not Available	<p>Occasionally, grants are secured for specific projects or to support the overall mission and operation of the TMA.</p> <p>Effective January 1, 2017 member companies pay annual dues of \$.15 per rentable square foot with annual minimum dues of \$450.* Developers pay \$.15 per entitled square foot.* For more information about our dues policies click here. Membership dues shall be due on the first day of January of each year. Membership shall be delinquent if dues are not paid within sixty (60) days of the due date, at which time the member may be ineligible for participation in membership benefit programs.</p> <p>*Dues are subject to change.</p> <p>Not Available</p>

### City of Sacramento- TDM

The City of Sacramento is in the process of updating its TDM requirements. To date, the project team has completed: an analysis of current TDM services in Sacramento, an analysis of travel patterns in Sacramento, and engagement with community partners. They will develop recommendations of a new strategy to encourage and support development to provide TDM programs, services, and amenities. The final TDM report will be published in May 2025.



## Task 7.1: TDM Interviews

Objective: Gather feedback/input on priorities for TDM program development

### Stakeholder List

Agency	Proposed Participants <sup>1</sup>
YoloTD	Autumn Brian Lola
Yolo Commute Board Members	Kristen Wraithwall Claudine Schneider Ken Bradford Marta Wada Rosie Ledesma Miguel Ballesteros Steven Rosen Jeff Bruchez Jennifer Donofrio Cody Hess
Sacramento Transportation Authority	Kevin Bewsey, Executive Director
Sacramento RTD	Anthony Adams, Planning Director
SACOG	Nicole Porter, Program Analyst Innovative Mobility, Engage, Empower, Implement
Capitol Corridor	Jim Allison, Manager of Planning
UC Davis Transportation Services	Bryce Council, Director Operations Ramon Zavala, TDM Manager
City of Davis	Jennifer Donofrio, Senior Planner, Public Works Engineering and Transportation
City of Sacramento	Jennifer Donlon Wyant, Transportation Manager
<b>Optional</b>	
Sacramento Area Bicycle Advocates	Debra Banks, Executive Director
Civic Thread	Kiara Reed
50 Corridor TMA	Cheryl Croshere, Executive Director
South Natomas TMA	Jason Vitaich, Executive Director
McClellan Park TMA	TBD
North Natomas Jibe TMA	Mellissa Meng, Executive Director

<sup>1</sup> May include additional staff, at direction of YoloTD staff



## Proposed Stakeholder Meetings/Grouping

Interview #	Agency
1	YoloTD
3	Yolo Commute Board Members
1	Sacramento Transportation Authority
1	Sacramento RTD
1	SACOG
1	Capitol Corridor
1	UC Davis Transportation Services
1	City of Davis
1	City of Sacramento
<b>Subtotal</b>	<b>11</b>
Optional	
1	Sacramento Area Bicycle Advocates
1	Civic Thread
1	50 Corridor TMA
	South Natomas TMA
	McClellan Park TMA
	North Natomas TMA
	North Natomas Jibe TMA
<b>Subtotal</b>	<b>3</b>
<b>Total with Optional</b>	<b>14</b>

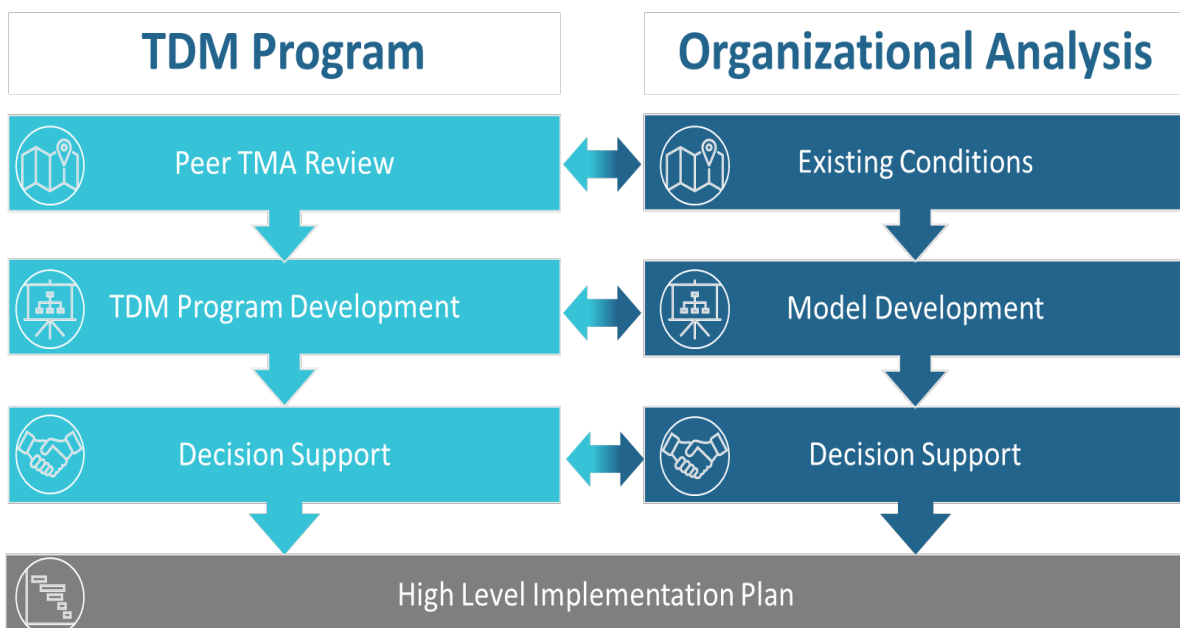
## **Deliverable 7: Countywide Transportation Demand Management Organizational Study**

Our approach to achieving the Task 7 scope is to run two parallel, but coordinated, efforts focused on 1) developing an expanded **TDM program** that satisfies the requirements of SB 743, the Yolo 80 VMT Mitigation Plan and the priorities of current Yolo Commute members and YoloTD; and 2) planning **organizational change** for how Yolo Commute will operate the expanded TDM the task as divided into the following subtasks:

**Table 1: Potential Deliverable 7 Subtasks**

TDM Program	Organizational Change
<b>Existing Conditions</b>	
<ul style="list-style-type: none"> <li>Surveys and interviews of Commute members, YoloTD Board, and other stakeholders to:</li> </ul>	
<ul style="list-style-type: none"> <li>Understand member priorities &amp; existing programs to be carried forward</li> <li>Identify new TDM program elements</li> </ul>	<ul style="list-style-type: none"> <li>Identify leadership perspectives</li> <li>Build consensus</li> <li>Document vision, goals, and objectives</li> </ul>
<b>Development &amp; Analysis</b>	
<ul style="list-style-type: none"> <li>Develop a TDM Toolbox to organize potential program elements by type, costs, and implementation benefits/challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Build on existing conditions and TDM toolbox to develop 3-5 organizational models, including functions map, cost impacts, benefits, challenges, and governance.</li> </ul>
<b>Decision Support</b>	
<ul style="list-style-type: none"> <li>Develop and document a decision process to facilitate the YoloTD board and staff through organizational model selection; process will be scaled according to earlier alignment on the options, visions, goals, and objectives.</li> </ul>	
<b>Implementation Plan</b>	
<ul style="list-style-type: none"> <li>Prepare a TDM program implementation roadmap including timeline, sequencing, key dependencies, and priorities of launching new or expanded programs with hiring and contracting actions.</li> </ul>	

We will capture our work in a series of PowerPoint slides to facilitate discussion with the Yolo Commute board, membership, and stakeholders as needed.


**Figure 4: TDM Parallel Workflow**

Key questions to contemplate as TDM program and the organizational assessment progresses are:

*TDM Program:*

- What are the member priorities and existing programs to be carried forward?
- Identify new TDM program elements?
- Does the current TDM program scale up to serve the entire county as is or do no programs need to be introduced?
- What are the potential program elements by type, costs, and implementation benefits/challenges?

*Organizational Assessment:*

- To what degree does the future state need to be flexible to accommodate growth?
- What interim steps need to be in place to facilitate the initial influx of funds and establishment of the organization?
- What implications does the current membership-based TMA have on options that might impact the entire county?
- Under which circumstances should questions of organizational change and TDM goals inform and influence each other or be considered separately? How can concurrent work best increase operational efficiencies?

### **Task 7.1: Existing Conditions**

Under this task, we will conduct surveys and limited interviews of existing staff, board members, and key stakeholders. First, we will develop an initial interview list and plan for approval by Yolo Commute's PM, which may include a cross-section of staff, Yolo Commute members, and partner agencies. Our interviews will be informed by our knowledge and understanding of TDM programs, the complexities in the Bay Area, and our direct knowledge of Yolo County, YoloTD, and Yolo Commute. Our discussions will focus on several areas:

*From an organizational perspective:*

- What are the organizational measures of success of the managed lanes program?
- What are perceived solutions? (What example models have you already thought about?)
- What are perceived opportunities and challenges with various staffing options?
- What worries you the most?
- What will a successful organizational assessment achieve?
- What does the Board/Regional Stakeholders/Staff want for the organization going forward?
- What works well today? What is not working well / what are the pain points? What opportunities do you see if delivery of this function evolves?

*From a TDM-focused perspective:*

- In three years, what should a robust TDM program in Yolo County appear like externally and feel like internally? What could or should the universe for TDM program elements be?
- What support is needed to develop a comprehensive countywide TDM program?
- What are the priorities and goals of stakeholders regarding whom and what the TDM program will serve?

- Areas for potential improvement/innovation
- Does the Yolo Commute board need to evolve to govern the TDM program?
- What are the organizational measures for administering the TDM funds?

The Project Team will prepare summaries of surveys and interviews, characterized as themes, and report the goals that have been articulated. We will highlight where there is consensus, focusing on common lines of thought for the organizational vision and goals. Updates on these themes will be shared in the check-in meetings and captured in PowerPoint slides.

The Project Team will also review and summarize ongoing or currently related TDM planning efforts that may affect the TDM program in Yolo County from sources such as YoloTD, local cities, UC Davis, SACOG, and others. We will contextualize the total scope of these efforts in comparison to up to three peer TMA entities ranging from a similar size to the potential future size of Yolo Commute.

We will synthesize the themes, document review, and context to outline the understanding of the goals and objectives and will work with Yolo Commute staff to socialize the concepts for review to ensure a common understanding.

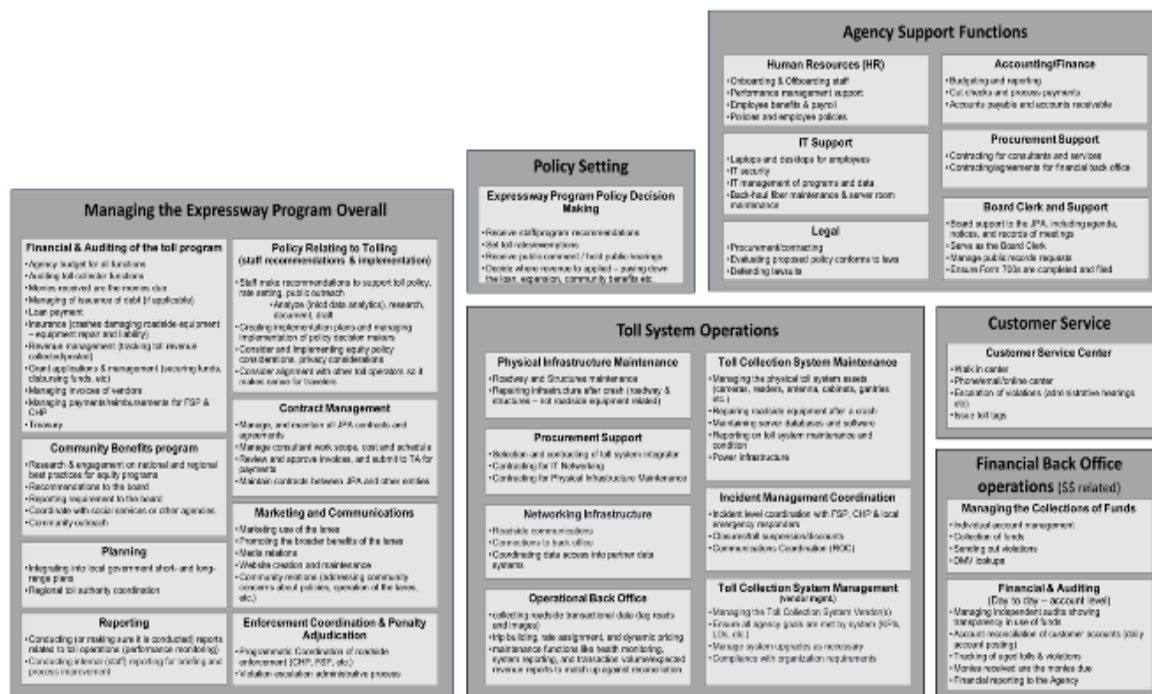


Figure 5: Sample Functions Map

## Task 7.2: Model Development and Analysis

### Goals and Objectives

In this task we will use the input from the interviews and our knowledge of the region and TDM programs to develop a set of goals and objectives for the future TDM program. These goals and objectives will define priorities to answer the questions of how and for whom Yolo Commute aims to

provide services.

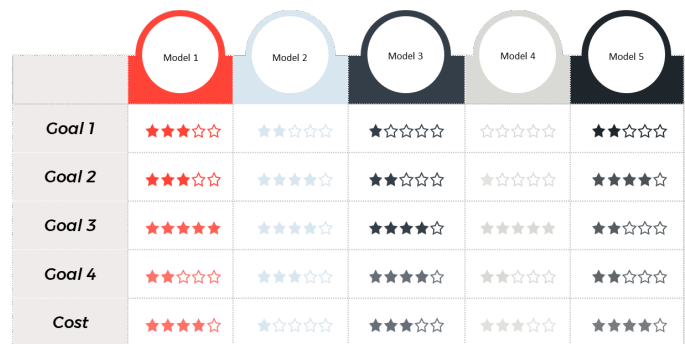
**Organizational Models**

With these defined goals and objectives as a baseline, we will develop 3-5 organizational models to administer the TDM program. These models will include two evolutions of Yolo Commute as well as transferring administration to existing agencies. Three initial concepts could include:

- Scale up existing Yolo Commute
- Contract with a third party to administer the funds
- Dissolve the TMA and transfer responsibilities to YoloTD

These will be drafted in slide format and socialized with the Yolo Commute team and board members. For each model, we will provide summary information for stakeholders to more fully understand how it will work and relevant tradeoffs. For each model, we anticipate including:

- High-level functions map specific to each model, including indicating which entity/group would provide which functions
- High-level cost impacts
- Benefits and challenges
- Governance impacts: Would there be modifications to the policy/governing board for the organizational model considered?
- High-level understanding of the interaction with other stakeholders



**Figure 6: Optional Comparison Diagram**

We will present the models and associated analysis in an updated set of slides for socialization with Yolo Commute staff, board, partner entities, and stakeholders as needed. Where it makes sense, we can also use a graphic comparison such as in Figure 3 to support early thinking as the project moves into the decision stage in the next task. Early socialization of the relative benefits and challenges of the models will lead to more robust conversations in the next phase, including tradeoffs and mitigation strategies with various options.

**TDM Toolbox**

Finally, the Project Team will create a TDM Toolbox, which will organize TDM program elements by type, rough order of magnitude costs, and implementation benefits/challenges. This will give Yolo Commute an accessible means to compare TDM program elements as well as organizational models. This will enable a full and easily digestible picture of the possible futures for the organization.

**Task 7.3: Decision Support**

After the assessment of models and early socialization of their impacts and considerations in the previous task, Task 3 will focus on facilitating the board and executive staff to select the preferred model, make any adjustments based on the discussions and analysis, and document the resulting decision.

Based on the initial interviews and early work socializing the models and analyzing potential TDM program elements, we will propose a decision process to facilitate the board and staff through. The process will be scaled to the level of early alignment on the options, and concerns and hopes identified in early interviews. It is anticipated that at least two board discussions/workshops plus two discussions with partner agencies will be required.

As the review and decision process continues and the range of models slims to one or two, the models may need to be refined and clarified. Once a decision is made, we will document the decision and decision process in a high-level set of slides for management use, and a 2–3-page decision memo focused on describing the selected model in terms of responsibilities (internal/external) and any governance impacts.

**Task 7.4: High-level Implementation Plan**

Based on the preceding tasks, we will develop a high-level implementation plan to guide the steps to operationalize the administration of TDM funds in Yolo County. We will provide an implementation roadmap describing how the functions will evolve in a 12-month period. The roadmap will include:

- Sequencing, dependencies, and priorities of hiring and contracting actions. In identifying key dependencies, we would ensure the plan factored into continued/seamless operations, potential expansion of TDM program elements, and included a discussion of risks and potential mitigation strategies/considerations.
- A timeline showing the activities to implement the recommended organizational structure.

Operations Transition Plan	Month 1	Month 2	Month 3	Month 4	Month 5
<b>Board Establishment</b>					
2.2.1 Board recruitment and appointment	█				
2.2 Establish Meeting Procedures/ By-laws Meeting Schedule	█	█	█	█	█
<b>Staffing</b>					
<b>Hire - Recruitment Process &amp; Start Date</b>					
3.3.1 Procurement Director		█			
2.3.1 External Affairs Director				█	
2.3.1 Director of Rail Contracting & Management		█			█
6.2.1 Chief Operating Officer (COO)				█	
<b>Borrow - Have On Board</b>					
2.3.2 Information Technology Manager		█			
2.3.2 Human Resources	█	█			
<b>Consultant Support</b>					
2.3.3 (HR) Benefit and Compensation Program Support	█				
5.3.3. (HR) Develop HR Policy Manual				█	

**Figure 7: Hiring Plan Example**

Based on the level of additional support needed for the selected model, example activities that could



also be included in this task:

- Clearly articulate/display the separation of responsibilities between each entity and contracted staff.
- Develop a graphical organizational chart identifying all entities providing functions required for the service.
- Develop a staffing plan that includes roles and responsibilities and level of effort (FTEs). For key roles and upon request, we will also include the level of decision-making authority and key roles.
- Update the cost estimate to clearly identify the entities and contracted staff including the number of FTE and example classifications
- Expert over-the-shoulder review of assumptions and proposed actions, by WSP TDM professionals

We will conduct a working session with key staff to review the draft implementation roadmap. This discussion is particularly important not only as it serves as an opportunity to gain important insight for adjustment of the plan, but to bring along leaders who may be impacted or asked to lead some of the steps. We will propose an agenda for the workshop, considering the acceptance level of leadership on the concepts presented.