



EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

Chair

*Bobby Lee, At-Large
Residential Member*

Vice Chair

*Andrew Allen
At-Large Business
Member*

Secretary

*Betsy Cooley, At-Large
Residential Member*

Treasurer

*Geoffrey Sears
Wareham
Development*

Directors

*Peter Schreiber
Pixar*

*Colin Osborne
At-Large Business
Member*

*Andrea Kirkpatrick
Oxford Properties*

*Ally Fitzmaurice
Bay Center Investors, LLC*

*Laurie Berberich
SPU 2100 Powell LP.*

AGENDA

Board of Directors Meeting
June 18, 2024 @ 11:00 AM

1333 Park Avenue, Council Chambers, Emeryville, CA 94608
Hybrid Zoom [Link](#): Meeting ID: 847 9813 7450 - Passcode: 862653

1. Call to Order
2. Public Comment
3. Approval of the Minutes of the May 21, 2024 Board of Directors Meeting (Page 2)
4. Executive Directors Report
 - A. Operations Report (Page 5)
5. Business Items
 - A. MacArthur BART Lighting Project Presentation
 - B. Review and Consider Approval of Amendment 3 to the Professional Services Agreement with the City of Emeryville for a 1-year extension for 8 to Go Paratransit Services (Supplemental Attachment)
 - C. Review and Consider Approval of Amendment 1 to the Professional Services Agreement with ALTRANS TMA, Inc. for a 3-month extension for Agency Management & Administration Services (Page 16)
 - D. Review and Consider the establishment of a PBID Delinquency Reserve Fund by increasing the PBID Recommendation to City Council (Page 17)
6. Strategic Planning Review and Study Session
 - A. Appoint a Strategic Planning Subcommittee (Page 23)
7. Confirm date of Next Meeting – August 20, 2024
8. Adjournment

EMERYVILLE TRANSPORATATION MANAGEMENT ASSOCIATION
ACTION SUMMARY MINUTES
Board of Directors Meeting
May 21, 2024

LOCATION: 1333 PARK AVENUE, GARDEN ROOM
EMERYVILLE, CA 94608
Hybrid Zoom Link: Meeting ID: 847 9813 7450
Passcode: 862653

Directors Present: Bobby Lee, Chair
Betsy Cooley, Secretary
Geoff Sears, Treasurer
Ally Fitzmaurice, Director
Laurie Berberich, Director
Andrea Kirkpatrick, Director

Others Present: Daniel Oliver, Executive Director
Janet Shipp, Executive Assistant
Drew Pannell, ALTRANS
Edwin, Sr. Housing on San Pablo and 65th
Lawrence Chiu, via Zoom – City of Emeryville Finance Director

1. Call to Order
Bobby Lee called the Board of Director’s meeting to order at 11:36am
2. Public Comment
Edwin requested an adjustment to the Hollis line route in which a stop can be placed for the benefit of the seniors. This stop would allow the seniors to have additional independence and feel they are part of the neighborhood and would be a free option. The board will follow up with this comment and investigate if rerouting is a possible option.
3. Approval of the Minutes of the March 19, 2024 Board of Directors Meeting
Geoff Sears motioned for approval of the meeting minutes of the March 19, 2024 Board of Directors meeting. Betsy Cooley seconded the motion.

This item was approved by a unanimous vote.

*Yes: 6
No: 0
Abstain: 0*

4. Appointment of Officers
A. Chair - Bobby Lee

- B. Vice Chair – Betsy Cooley
- C. Secretary – Betsy Cooley
- D. Treasurer – Geoff Sears

Geoff Sears motioned for approval that Betsy Cooley be appointed to Vice Chair, as well as remain in the current role as Secretary. Bobby Lee seconded the motion.

This item was approved by a unanimous vote.

Yes: 6

No: 0

Abstain: 0

5. Executive Directors Report

A. APC Pilot Update

The hardware will be installed on the 3 vehicles that are the most used on May 28. We will start getting data from these vehicles during the month of June. We will compare the TripShot counts and manual driver clicker counts to see if ridership is accurate. Additionally, we will have the APC to review to see if it is creating accurate data. We should be getting 96 – 98% accuracy on the APCs.

B. Strategic Planning Update

Currently we have had a few meetings with Pete, Laurie and Bobby.

6. Business Items

A. Review and Consider Acceptance of Independent Auditor’s Report on the 2023 Financial Statements

Andrea and Andrew Allen from the subcommittee recommended approval and acceptance of the Independent Auditor’s Report. The auditor determined that the financial statements fairly represented the financial position of the ETMA. Geoff Sears motioned for approval of the Independent Auditor’s Report. Laurie Berberich seconded the motion.

This item was approved by a unanimous vote.

Yes: 6

No: 0

Abstain: 0

B. Authorize signing and filing of 2023 Federal Tax Return and State Annual Information Return

Everything was consistent and as expected.

Betsy Cooley motion for approval of the signing and filing of the 2023 Federal Tax Return and State Annual Information Return. Geoff Sears seconded the motion.

This item was approved by a unanimous vote.

Yes: 6

No: 0
Abstain: 0

C. 1st Quarter Financial Report

Daniel Oliver reviewed the 1st Quarter Financial Report.

D. Review and Consider approval of the 2025 Preliminary Budget & PBID Levy Recommendation to City Council

Bobby Lee motioned for approval to increase the 2025 Preliminary Budget & PBID Levy recommendation to City Council by 3%. Andrea Berberich seconded the motion.

This item was approved by a unanimous vote.

Yes: 6
No: 0
Abstain: 0

E. Discuss Capital Expenditure Reserves and Fleet Plan

Daniel Oliver notified the board that in 2021 California adopted a new regulation called the Omnibus Regulation to cut emissions from heavy-duty engines. Cummins, which is the only manufacturer of heavy-duty diesel engines, said they will not produce California certified engines starting with their 2026 model year. At that point, we will not be able to get the size buses that we want that run on diesel. Daniel reviewed the different options for EGR.

7. Appoint Subcommittee for Director Performance Review

A subcommittee was formed to proceed with an Annual Review of the Executive Directorship. Andrea and Bobby elected to be a part of the subcommittee with Geoff saying he would be an alternate. Daniel will reach out to Colin and Peter to ask if they would like to be a part of this subcommittee. Colin agree to be a part of this subcommittee, but Peter had to decline due to being out on travel.

8. Confirm date of Next Meeting

The meeting date was confirmed for June 18, 2024

9. Adjournment

The meeting adjourned at approx. 12:39pm.



EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION



Emery Go-Round

Monthly Operations Report
May 2024

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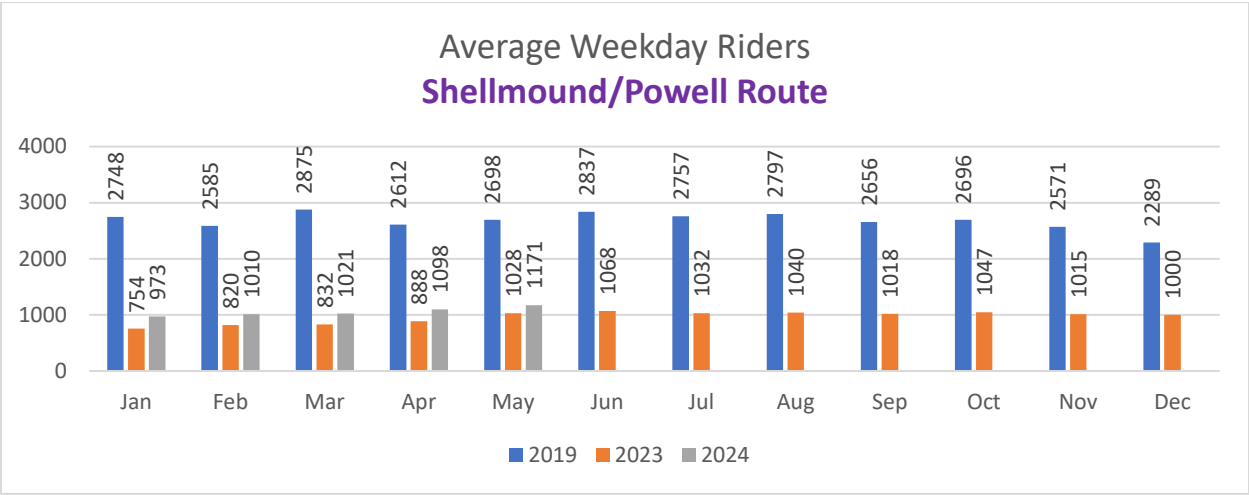
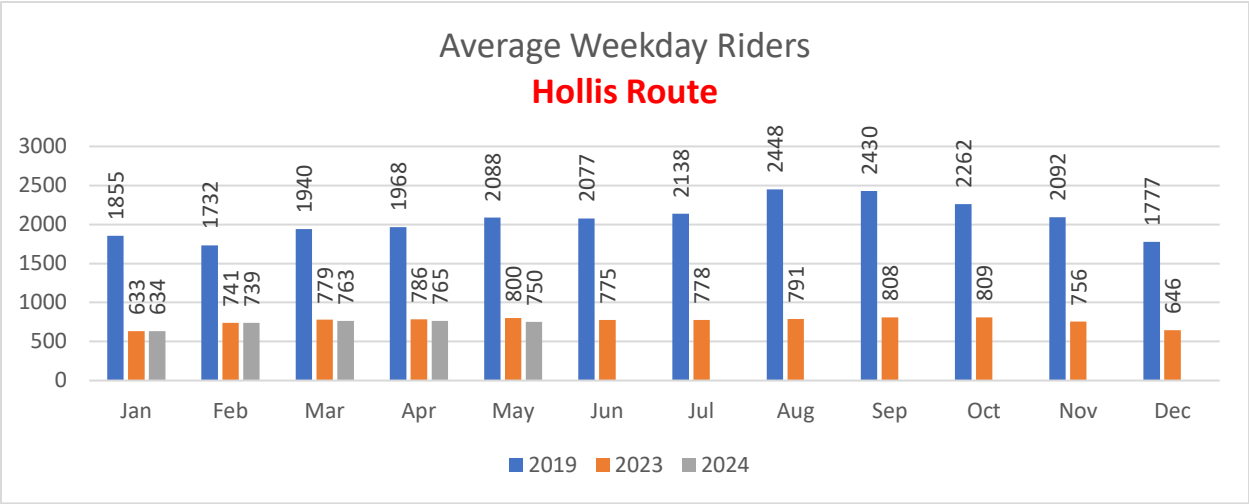
WEEKDAY RIDERSHIP													
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Weekday Ridership	35,354	34,974	37,472	40,965	42,266								191,031
# of Operating Days	22	20	21	22	22								107
Average Daily Ridership	1607	1749	1784	1862	1921								1,785
% Increase/Decrease from Prior Month	-2%	9%	2%	4%	3%								
% Increase/Decrease from Prior Year	16%	12%	11%	11%	5%								
% of Pre COVID Baseline	35%	41%	37%	41%	40%								
2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	101,269	82,033	101,123	100,741	105,288	98,279	107,689	115,375	101,706	114,041	93,248	85,381	1,206,173
# of Operating Days	22	19	21	22	22	20	22	22	20	23	20	21	254
Average Daily Ridership	4603	4318	4815	4579	4786	4914	4895	5244	5085	4958	4662	4066	4,749
WEEKEND RIDERSHIP													
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Weekend Ridership	5032	5568	6728	5780	5862								28,970
# of Operating Days	8	8	9	8	8								41
Average Daily Ridership	629	696	748	723	733								707
% Increase/Decrease from Prior Month	-15%	11%	7%	-3%	1%								
% Increase/Decrease from Prior Year	20%	28%	23%	7%	7%								
% of Pre COVID Baseline	89%	69%	82%	82%	81%								
COMBINED RIDERSHIP													
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Ridership	40,386	40,542	44,200	46,745	48,128	-	-	-	-	-	-	-	220,001
# of Operating Days	30	28	30	30	30	-	-	-	-	-	-	-	148
Total Service Hours	2,781	2,556	2,713	2,781	2,781								13,612
Average Daily Ridership (Weighted)	1,516	1,642	1,673	1,756	1,811								1,486
Passengers Per Service Hour (Pax/SH)	15	16	16	17	17								16
Operations Cost	\$ 232,512.72	\$ 216,620.43	\$ 226,964.35	\$ 231,942.63	\$ 232,403.25								\$ 1,140,443.38
Cost Per Passenger Trip	\$ 5.76	\$ 5.34	\$ 5.13	\$ 4.96	\$ 4.83								\$ 5.18
% Increase/Decrease from Prior Month	5%	8%	2%	5%	3%								
% Increase/Decrease from Prior Year	16%	13%	10%	13%	5%								
% of Pre COVID Baseline (Total Ridership)	43%	49%	47%	49%	48%								47%
% of Pre COVID Baseline (Pax/SH)	57%	64%	60%	65%	64%								62%
2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	106,950	90,145	110,233	107,796	112,518	108,672	116,091	126,606	113,669	123,194	103,022	93,578	1,312,474
# of Operating Days	30	27	31	30	30	30	30	31	28	31	29	30	357
Total Service Hours	4169	3642	4071	4136	4169	3895	4164	4211	3850	4342	3856	3864	48369
Average Daily Ridership	3,565	3,339	3,556	3,593	3,751	3,622	3,870	4,084	4,060	3,974	3,552	3,119	3,676
Passengers Per Service Hour (Pax/SH)	26	25	27	26	27	28	28	30	30	28	27	24	27
Cost Per Passenger Trip	\$ 1.79	\$ 1.91	\$ 1.69	\$ 1.71	\$ 1.69	\$ 1.66	\$ 1.65	\$ 1.54	\$ 1.59	\$ 1.62	\$ 1.72	\$ 1.87	\$ 1.70

Ridership Summary

In May 2024, the Emery Go-Round ridership increased 3% from the previous month and 5% from the previous year. Total Monthly Ridership is 48% of the 2019 pre-pandemic baseline. It is also at 64% of the 2019 pre-pandemic passenger per service hour baseline.

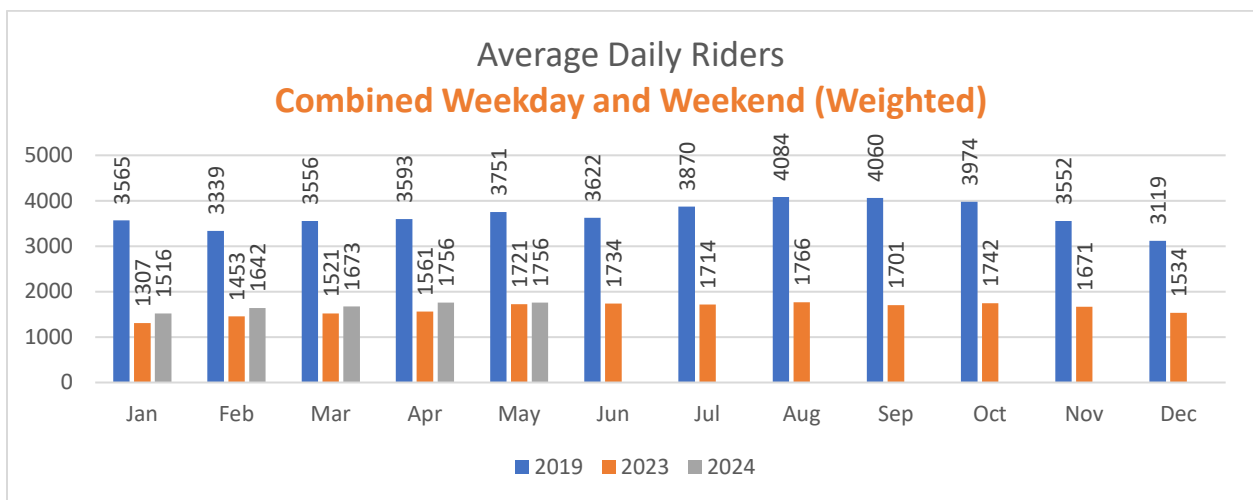
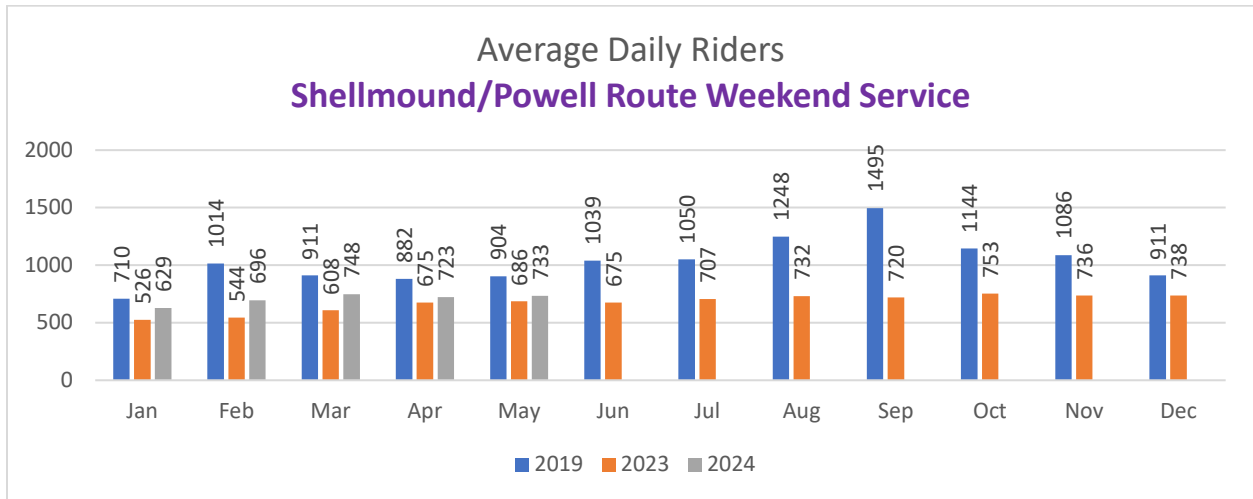
Weekday ridership in May 2024 peaked at 5:00 PM. Saturday ridership peaked at 6:30PM and Sunday ridership peaked at 3:00 PM

Average Daily Ridership Comparisons (YTD)

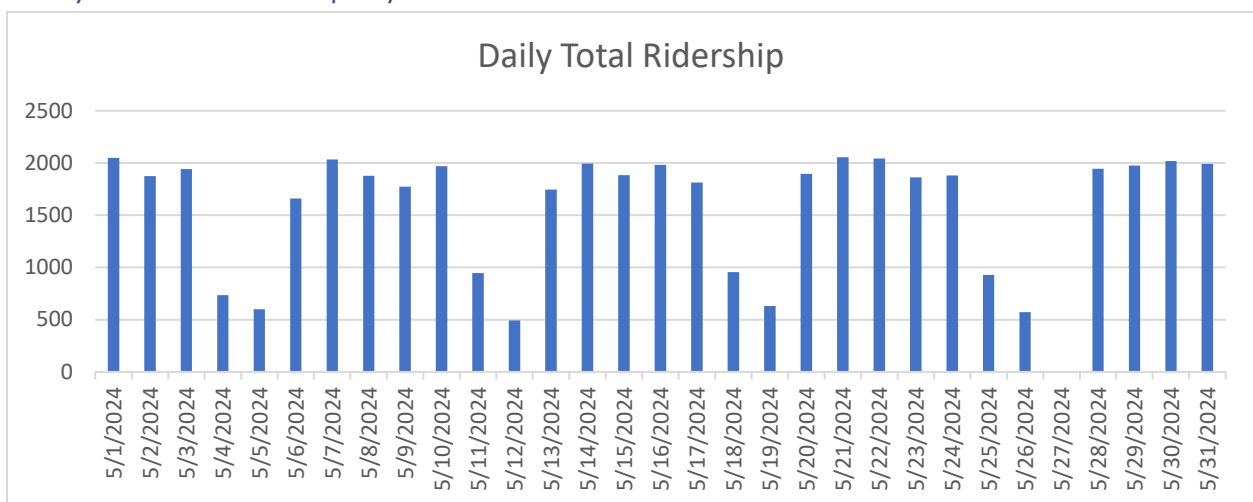


2019 Average Weekday Riders includes Standard and Commute services. Watergate Express is included in 2019 Shellmound/Powell.

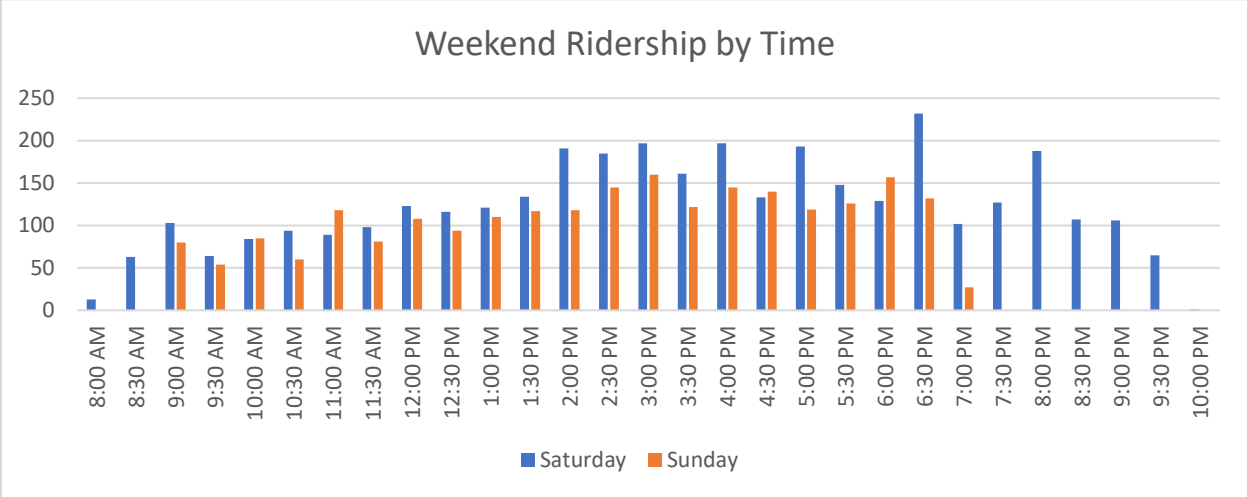
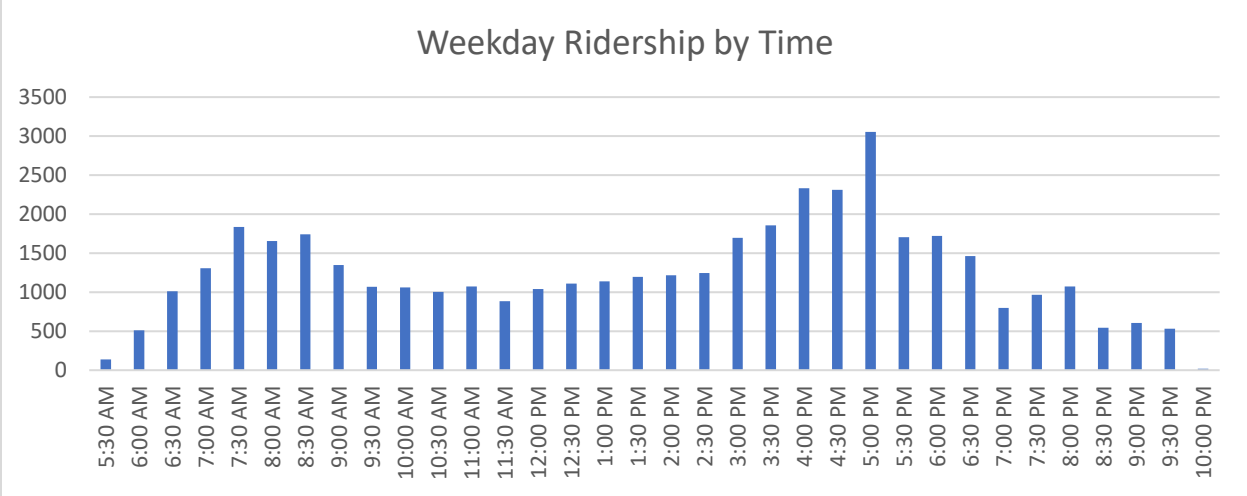
Average Daily Ridership Comparisons (YTD) (cont'd)



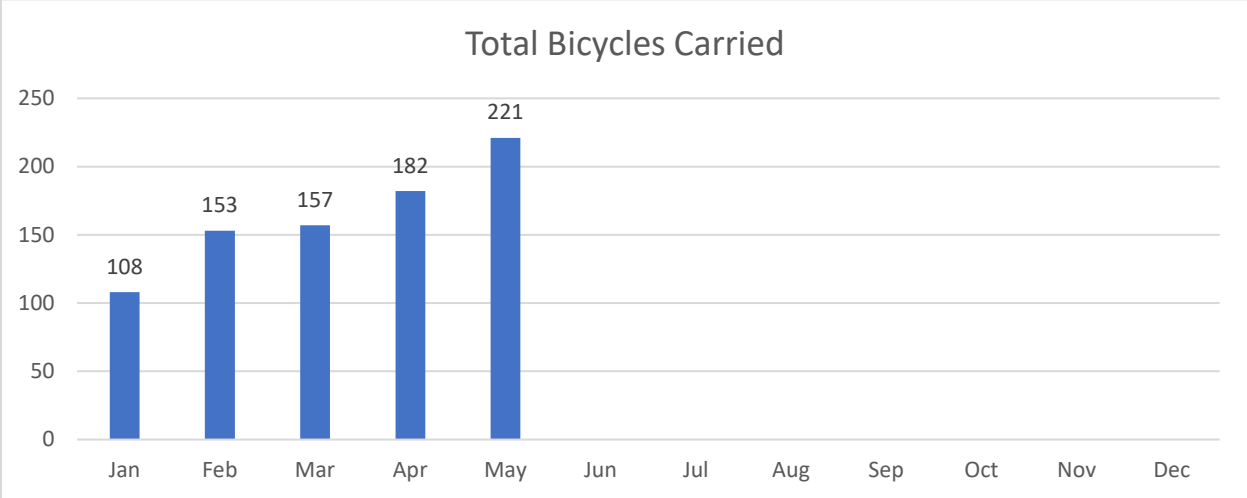
Daily Total Ridership by Date



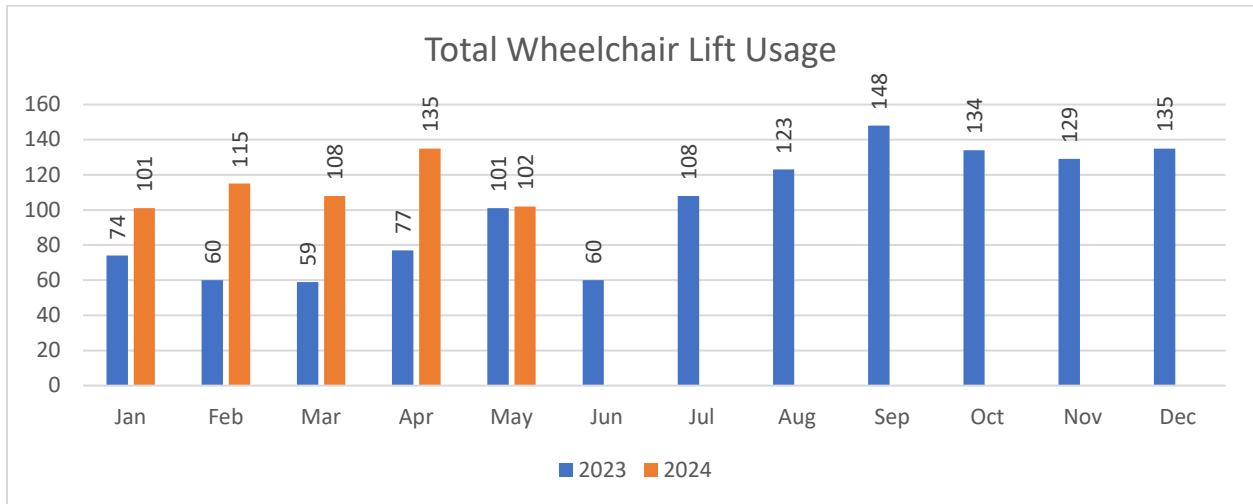
Monthly Total Ridership by Time



Additional Ridership Data



Additional Ridership Data (cont'd)



Monthly Total Use (Boarding & Alighting) by Stop

Hollis Weekday Service

Hollis	Boarding	Alighting	Total Use	% of Total Use
MacArthur BART Station	7097	12898	19995	60.8%
Hollis @ 59th NB	2062	59	2121	6.4%
Berkeley Bowl SB	1340	492	1832	5.6%
Hollis @ 65th SB	1488	138	1626	4.9%
Park Ave @ San Pablo (IHOP) WB	766	415	1181	3.6%
Hollis @ 53rd SB	863	84	947	2.9%
Horton @ 59th (Amtrak) NB	239	530	769	2.3%
Hollis @ 63rd SB	720	27	747	2.3%
Park Ave @ Pixar EB	510	99	609	1.9%
Emery St @ 40th EB	275	223	498	1.5%
Hollis @ 65th NB	97	345	442	1.3%
Stanford Ave @ Horton WB	86	283	369	1.1%
Hollis @ 59th SB	129	225	354	1.1%
Park Ave @ Pixar WB	222	129	351	1.1%
Hollis @ 45th SB	254	84	338	1.0%
Hollis @ 53rd NB	169	165	334	1.0%
Hollis @ 45th NB	156	53	209	0.6%
Hollis @ 64th NB	29	158	187	0.6%
Total	16502	16407	32909	100.0%

Monthly Total Use (Boarding & Alighting) by Stop (cont'd)

Shellmound/Powell Weekday Service

Shellmound/Powell Weekday	Boarding	Alighting	Total Use	% of Total Use
MacArthur BART Station	8126	20194	28320	55.0%
Christie @ Trader Joe's SB	2476	224	2700	5.2%
40th @ San Pablo EB	1872	310	2182	4.2%
Shellmound @ Marriott SB	2113	58	2171	4.2%
Powell @ Police/Fire Station EB	1599	295	1894	3.7%
40th @ San Pablo WB	1392	389	1781	3.5%
40th @ Horton EB	1345	245	1590	3.1%
40th @ Horton WB	776	367	1143	2.2%
Shellmound @ Christie NB	540	565	1105	2.1%
40th @ Hollis WB	868	151	1019	2.0%
40th @ Emery WB	774	125	899	1.7%
Shellmound @ Bay St (IKEA) NB	235	648	883	1.7%
Christie @ Public Market SB	565	122	687	1.3%
The Towers	435	241	676	1.3%
Shellmound @ Public Market NB	329	344	673	1.3%
40th @ Emery EB	358	282	640	1.2%
Powell @ Watergate Market WB	201	434	635	1.2%
Powell @ The Marina	419	146	565	1.1%
40th @ Hollis EB	454	84	538	1.0%
65th @ Shellmound	271	164	435	0.8%
Christie @ 64th SB	252	183	435	0.8%
Christie @ FedEx SB	145	39	184	0.4%
Powell @ Hilton Garden Inn WB	119	58	177	0.3%
Christie @ 65th SB	100	32	132	0.3%
Total	25764	25700	51464	100.0%

Monthly Total Use (Boarding & Alighting) by Stop (cont'd)

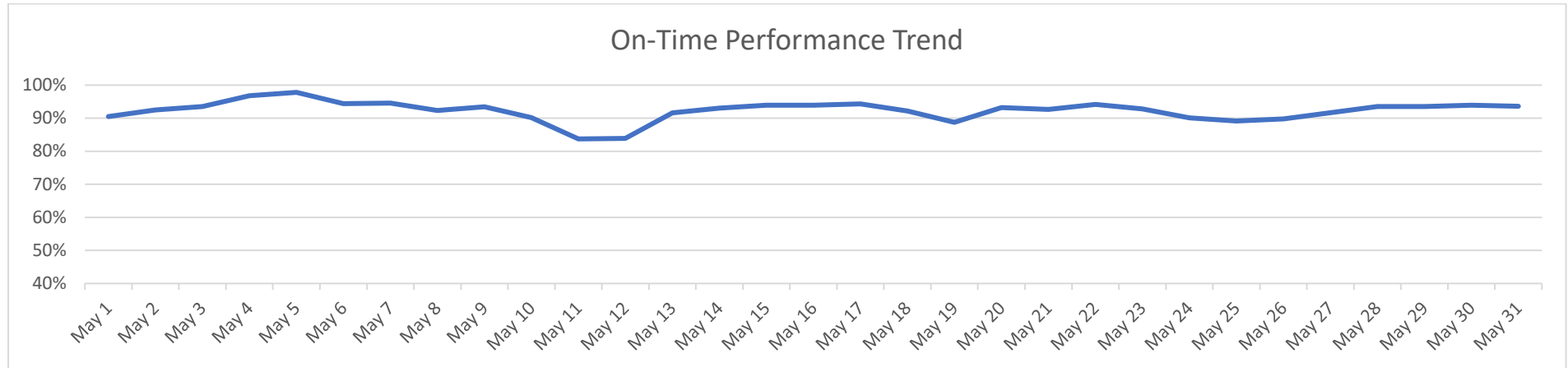
Shellmound/Powell Weekend Service

Shellmound/Powell Weekend	Boarding	Alighting	Total Use	% of Total Use
MacArthur BART Station	1873	4496	6369	54.5%
Christie @ Trader Joe's SB	572	72	644	5.5%
Shellmound @ Marriott SB	578	19	597	5.1%
Powell @ Police/Fire Station EB	335	94	429	3.7%
40th @ San Pablo WB	335	69	404	3.5%
40th @ San Pablo EB	324	66	390	3.3%
40th @ Horton EB	282	74	356	3.0%
40th @ Horton WB	218	91	309	2.6%
Shellmound @ Christie NB	155	142	297	2.5%
Shellmound @ Public Market NB	148	135	283	2.4%
Shellmound @ Bay St (IKEA) NB	70	204	274	2.3%
40th @ Hollis WB	226	37	263	2.2%
65th @ Shellmound	101	61	162	1.4%
40th @ Emery WB	131	19	150	1.3%
Powell @ The Marina	100	30	130	1.1%
40th @ Emery EB	45	75	120	1.0%
Christie @ 64th SB	85	25	110	0.9%
40th @ Hollis EB	89	15	104	0.9%
Powell @ Watergate Market WB	29	46	75	0.6%
Christie @ Public Market SB	62	1	63	0.5%
Powell @ Hilton Garden Inn WB	36	21	57	0.5%
The Towers	27	22	49	0.4%
Christie @ 65th SB	23	14	37	0.3%
Christie @ FedEx SB	18	6	24	0.2%
Total	5862	5834	11696	100.0%

On-Time Performance

On-Time Performance data is gathered from the TripShot app, which provides accurate GPS data for the shuttles and records the arrival and departure times for each of the timepoints along each route.

A shuttle is considered On-Time if it arrives up to 5 minutes after the scheduled time or departs no earlier than 1 minute before the scheduled time.



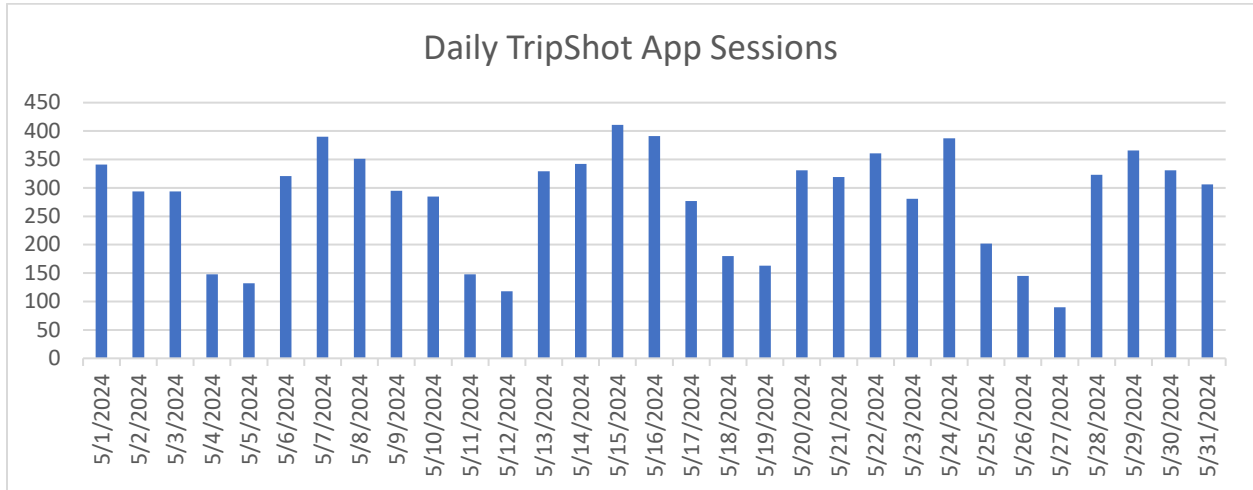
Route	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	28	29	30	31	Grand Total
Hollis	91%	91%	95%			95%	95%	90%	94%	96%			96%	93%	94%	94%	95%			95%	94%	90%	95%	95%			93%	94%	94%	97%	94%
Shellmound/Powell	89%	94%	92%			94%	95%	95%	93%	85%			87%	93%	94%	94%	94%			91%	91%	98%	91%	85%			94%	93%	94%	90%	92%
Shellmound/Powell Weekend				97%	98%						84%	84%						92%	89%						89%	90%					90%
Grand Total	90%	92%	93%	97%	98%	94%	95%	92%	93%	90%	84%	84%	92%	93%	94%	94%	94%	92%	89%	93%	93%	94%	93%	90%	89%	90%	94%	94%	94%	94%	92%

TripShot

Utilization

The TripShot app does not require users to create accounts and the only data that is gathered is the IP address of the device, which changes based on the networks or cell towers that the device connects to. Because of this, it is not possible to track the number of TripShot app users, however, it is possible to track the number of app “sessions.”

Total Monthly App Sessions: 8,652



Ridership

As the drivers continue to learn this new TripShot system, they are tracking ridership both in TripShot as well as through manual tallies. The data derived from TripShot will serve as the primary source of information with the manual tallies serving as a backup/validation.

For the month of May 2024, the total TripShot-reported ridership was 48,128 and the total driver-reported ridership was 48,686, a 1.1% variance.

While this dual-tracking practice continues, the two datasets will regularly be compared to identify areas of improvement as well as drivers who may require additional training.

**AMENDMENT NO. 1 TO AGREEMENT BETWEEN
EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION AND ALTRANS TMA, INC.
FOR EXECUTIVE DIRECTOR SERVICES**

THIS IS AMENDMENT NO. 1 (“Amendment No. 1”) to the agreement dated as of March 1, 2023 between the Emeryville Transportation Management Association, a California non-profit corporation, herein called the “Association,” and ALTRANS TMA, Inc., a California “S” corporation, herein called the “Consultant.”

RECITALS

WHEREAS, by means of a Professional Services Agreement dated as of March 1, 2023, Association retained Consultant to provide Executive Director services for the Association from March 1, 2023 through June 30, 2024; and

WHEREAS, Association and Consultant desire to extend the term of the Agreement by three (3) months to a new termination date of September 30, 2024; and

NOW, THEREFORE, BE IT MUTUALLY AGREED that Section 2 of the agreement be modified to extend the term of the agreement through September 30, 2024 and for one-quarter of a new "Annual Cost Cap," (\$106,250) to apply to the extended term.

IN WITNESS WHEREOF, the Association and Consulted have executed Amendment No. 1 to this Agreement as of _____.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION

ALTRANS TMA, Inc.

BY: _____

NAME: Bobby Lee

TITLE: Chair

DATE: _____

BY: _____

NAME: Andrew Ridley

TITLE: COO

DATE: _____

APPROVED AS TO FORM

BY: _____

NAME: Michael Conneran

TITLE: Legal Council

DATE: _____



EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

STAFF REPORT MEMORANDUM

DATE: June 18, 2024
SUBJECT: PBID Delinquency Reserve Fund

Background

On Friday, June 6, 2024 NBS, who is contracted by the City of Emeryville to Administer the assessments and collections of the PBID, reported to the City and ETMA Management that there is a higher-than-usual amount of delinquencies for the 2023/24 Fiscal Year. From 2015 to 2022, there were consistently between \$60,000 and \$80,000 in delinquent funds derived from an average of 10 parcels per year. In FY2022/23 there \$81,902.36 in delinquent funds, but the number of parcels jumped to 53. In FY2023/24 there are currently \$321,717.71 in delinquent funds derived from 398 parcels.

For 2024, the ETMA's budgeted Net PBID Revenue is \$4,505,002. However, the City of Emeryville will only pay those PBID funds that have actually been received. This means that the PBID revenue that will actually be paid to the ETMA will be approximately \$4,183,284.

Discussion

As a result of this higher-than-usual amount of delinquent funds, NBS recommends the ETMA modify the 2025 Preliminary Budget and PBID Recommendation, which was approved at the May Board meeting, from a 3% PBID increase to a 5% PBID increase to begin building a "delinquency reserve." Increasing the PBID Recommendation from the approved 3% to 5% will provide an additional \$92,937.72 in PBID revenue.

Considerations

- The Final 2024 Budget had an end-of-year balance of \$622,126.
- The ETMA ended 2023 with a Fund Balance of \$5,203,591
 - Of this Fund Balance, \$743,620 (15%) are designated as Operating Reserve, per ETMA Policy.
 - The remaining Fund Balance of \$4,459,971 is designated as Capital Expense/Facility/Equipment reserves, but there are no established policies preventing the use of these funds for on-going operations.
- Per NBS, in most cases, delinquencies are resolved within three years.
- Aside from the large leap in the amount of delinquent funds in FY 2023/24, the number of delinquent parcels has been increasing year-over-year. ETMA Management will work with the City of Emeryville and NBS to identify a root cause contributing to the increases, if any.

City of Emeryville
Delinquency Summary Report
As of: 05/21/2024

District	Due Date	Billed Amount	Paid Amount	Delinquent Amount	Delinquent Amount %	Billed Installments	Paid Installments	Delinquent Installments	Delinquent Installments %
Citywide PBID 2015 - Citywide Property & Business Improvement District									
08/01/2015 Billing:									
	12/10/2015	\$1,679,713.38	\$1,650,075.30	\$29,638.08	1.76%	5,171	4,461	2	0.04%
	04/10/2016	\$1,679,713.38	\$1,650,075.30	\$29,638.08	1.76%	5,171	4,461	2	0.04%
	Subtotal:	\$3,359,426.76	\$3,300,150.60	\$59,276.16	1.76%	10,342	8,922	4	0.04%
08/01/2016 Billing:									
	12/10/2016	\$1,734,673.48	\$1,704,146.26	\$30,527.22	1.76%	5,181	4,475	2	0.04%
	04/10/2017	\$1,734,673.48	\$1,704,146.26	\$30,527.22	1.76%	5,181	4,475	2	0.04%
	Subtotal:	\$3,469,346.96	\$3,408,292.52	\$61,054.44	1.76%	10,362	8,950	4	0.04%
08/01/2017 Billing:									
	12/10/2017	\$1,780,567.40	\$1,749,096.15	\$31,471.25	1.77%	5,188	4,475	3	0.06%
	04/10/2018	\$1,780,567.40	\$1,749,096.15	\$31,471.25	1.77%	5,188	4,475	3	0.06%
	Subtotal:	\$3,561,134.80	\$3,498,192.30	\$62,942.50	1.77%	10,376	8,950	6	0.06%
08/01/2018 Billing:									
	12/10/2018	\$1,947,421.51	\$1,915,006.12	\$32,415.39	1.66%	5,206	4,484	3	0.06%
	04/10/2019	\$1,947,421.51	\$1,915,006.12	\$32,415.39	1.66%	5,206	4,484	3	0.06%
	Subtotal:	\$3,894,843.02	\$3,830,012.24	\$64,830.78	1.66%	10,412	8,968	6	0.06%
08/01/2019 Billing:									
	12/10/2019	\$2,067,231.27	\$2,033,164.62	\$34,066.65	1.65%	5,207	4,485	4	0.08%
	04/10/2020	\$2,067,231.27	\$2,033,164.62	\$34,066.65	1.65%	5,207	4,485	4	0.08%
	Subtotal:	\$4,134,462.54	\$4,066,329.24	\$68,133.30	1.65%	10,414	8,970	8	0.08%
08/01/2020 Billing:									
	12/10/2020	\$2,089,273.51	\$2,050,712.15	\$38,561.36	1.85%	5,214	4,482	7	0.13%
	04/10/2021	\$2,089,273.51	\$2,050,492.60	\$38,780.91	1.86%	5,214	4,480	9	0.17%
	Subtotal:	\$4,178,547.02	\$4,101,204.75	\$77,342.27	1.85%	10,428	8,962	16	0.15%
08/01/2021 Billing:									
	12/10/2021	\$2,171,899.15	\$2,132,889.30	\$39,009.85	1.80%	5,214	4,485	13	0.25%
	04/10/2022	\$2,171,899.15	\$2,132,823.43	\$39,075.72	1.80%	5,214	4,484	14	0.27%
	Subtotal:	\$4,343,798.30	\$4,265,712.73	\$78,085.57	1.80%	10,428	8,969	27	0.26%

City of Emeryville

Delinquency Summary Report

As of: 05/21/2024

District	Due Date	Billed Amount	Paid Amount	Delinquent Amount	Delinquent Amount %	Billed Installments	Paid Installments	Delinquent Installments	Delinquent Installments %
Citywide PBID 2015 - Citywide Property & Business Improvement District									
08/01/2022 Billing:									
	12/10/2022	\$2,236,813.29	\$2,195,986.54	\$40,826.75	1.83%	5,215	4,475	24	0.46%
	04/10/2023	\$2,236,813.29	\$2,195,737.68	\$41,075.61	1.84%	5,215	4,470	29	0.56%
	Subtotal:	\$4,473,626.58	\$4,391,724.22	\$81,902.36	1.83%	10,430	8,945	53	0.51%
08/01/2023 Billing:									
	12/10/2023	\$2,332,782.96	\$2,179,462.52	\$153,320.44	6.57%	5,215	4,355	149	2.86%
	04/10/2024	\$2,332,782.96	\$2,164,385.69	\$168,397.27	7.22%	5,215	4,255	249	4.77%
	Subtotal:	\$4,665,565.92	\$4,343,848.21	\$321,717.71	6.90%	10,430	8,610	398	3.82%
Citywide PBID 2015 Total:		\$36,080,751.90	\$35,205,466.81	\$875,285.09	2.43%	93,622	80,246	522	0.56%

Emeryville TMA 2025 Preliminary Budget

REVENUE	2025 0% PBID Incr.	2025 3% PBID Incr.	2025 5% PBID Incr.	ASSUMPTIONS
PBID Revenue	4,607,835	4,746,070	4,838,227	1.7% of assessment to County Assessor +24,500 to City for legal and administrative fees
PBID District Related Costs	(102,833)	(105,183)	(106,750)	
NET PBID	4,505,002	4,640,887	4,731,477	
City of Emeryville - GBC	639,966	639,966	639,966	12.29% of EGR Operating Budget, per PBID Mgmt Plan. Does not include expenses derived from Reimbursable Shuttle Programs
Direct Bill Revenue	116,774	120,277	122,613	Increase based on PBID Increase
8 to Go Revenue	177,787	177,787	177,787	8 to Go Exp. + \$800/mo for Mgmt
WBS Revenue	355,990	355,990	355,990	WBS Exp. + \$1245/mo for Mgmt + 15% Ind. Cost Markup
Emery Express Revenue	353,272	353,272	353,272	EmExp Exp. + \$1320/mo for Mgmt + 20% Ind. Cost Markup
Misc. Revenue (Int. Income, Investments)	243,641	243,641	243,641	Estimated Growth for Existing CD Accounts if Reinvested
Subtotal Non-PBID Revenues	1,887,430	1,890,933	1,893,269	
TOTAL REVENUE	6,392,432	6,531,820	6,624,746	

EXPENDITURES	2025 Estimated Expenditures	ASSUMPTIONS
Direct Cost		
EGR Operations	2,949,996	Estimated 8% Rate Increase
EGR Maintenance	100,000	
EGR Fuel	216,727	2023-24 to Date Fuel Cost Per Service Hour = \$6.70
EGR Communications	117,274	Includes TripShot + APC Service for 21 Vehicles
EGR Misc Operations Expenses	10,000	
EGR Bus Leases/Purchases	500,000	\$156,000: 4 New buses at \$175k for 60 mo. in 2024 + \$78,000: 4 New buses at \$175k for 60 mo. in July 2025 \$266,000: Capital Expense Savings
Subtotal Direct Cost	3,893,997	
Reimbursable Program Costs		
8 to Go Operations	168,187	Estimated 8% Rate Increase
West Berkeley Shuttle Operations	296,565	Estimated 8% Rate Increase
Emery Express Operations	281,193	Estimated 8% Rate Increase
Subtotal Reimbursable Program Costs	745,945	
Indirect Costs		
Professional Services	505,879	Mgmt, Accounting, Legal, Audit
Occupancy (Facilities related expenses)	525,335	Site lease, security, utilities, yard maintenance
TMA Insurance	62,000	
Conferences, Meetings, Office Expenses	10,000	
Membership & Public Outreach	10,000	
Pilot Projects & Research	200,000	Implementation of Potential Service Enhancements
Subtotal Indirect Costs	1,313,214	
TOTAL ETMA BUDGET/EXPENSES	5,953,156	
TOTAL EGR BUDGET/EXPENSES	5,207,211	

Reserve Balance Summary	0% Increase	3% Increase	5% Increase	
Projected Fund Balance on Dec 31, 2024	5,820,537	5,820,537	5,820,537	
2025 Increase (Decrease) in Funds	439,276	578,665	671,590	
Projected Fund Balance on Dec 31, 2025	6,259,813	6,399,202	6,492,127	
15% Operating Reserve (per ETMA Policy)	892,973	892,973	892,973	The Operating Reserve includes those expenses budgeted for Reimbursable Shuttle Programs
Est. Avail. Fund Balance of Dec 31, 2025	5,366,840	5,506,228	5,599,154	

Emeryville TMA 4 Year Budget vs Actuals

REVENUE	2021 Final	2021 Actual	% +/-	2022 Final	2022 Actual	% +/-	2023 Final	2023 Actual	% +/-	2024 Revised	2025 0% PBID Increase	2025 3% PBID Increase	2025 5% PBID Increase
PBID Revenue													
PBID Revenue	4,178,547	4,178,547	100%	4,343,798	4,343,798	100%	4,474,112	4,474,112	100%	4,607,835	4,607,835	4,746,070	4,838,227
District Related Costs	(95,535)	(95,535)	100%	(98,345)	(98,345)	100%	(100,560)	(100,560)	100%	(102,833)	(102,833)	(105,183)	(106,750)
Net PBID	4,083,012	4,083,012	100%	4,245,453	4,245,453	100%	4,373,552	4,373,552	100%	4,505,002	4,505,002	4,640,887	4,731,477
Non-PBID Revenue													
City of Emeryville - General Benefit Contribution	556,368	556,368	100%	564,726	564,726	100%	634,164	634,164	100%	609,273	639,966	639,966	639,966
ETMA Direct Billed Revenue	109,578	109,764	100%	109,578	109,764	100%	112,865	113,373	100%	116,774	116,774	120,277	122,613
8 to Go Revenue	109,000	101,668	93%	128,250	112,688	88%	145,900	111,384	76%	165,481	177,787	177,787	177,787
WBS Revenue	340,000	230,352	68%	252,498	254,027	101%	322,000	295,013	92%	337,353	355,990	355,990	355,990
Emery Express Revenue	-	-	-	229,200	187,805	82%	428,400	351,911	82%	289,412	353,272	353,272	353,272
Misc. Revenue (Interest income, investments, etc.)	3,500	1,989	57%	3,000	1,630	54%	3,000	45,473	1516%	215,338	243,641	243,641	243,641
Subtotal Non-PBID Revenues	1,118,446	1,000,140	89%	1,287,252	1,230,640	96%	1,646,329	1,551,318	94%	1,733,631	1,887,430	1,890,933	1,893,269
TOTAL REVENUE	5,201,458	5,083,151	98%	5,532,705	5,476,093	99%	6,019,881	5,924,870	98%	6,238,632	6,392,432	6,531,820	6,624,746
EXPENDITURES													
Direct Costs													
EGR Operations	2,400,000	2,066,386	86%	2,420,000	2,117,761	88%	2,700,000	2,431,320	90%	2,725,819			2,949,996
EGR Maintenance	315,000	156,801	50%	300,000	191,239	64%	220,000	194,494	88%	102,280			100,000
EGR Fuel	300,000	185,781	62%	325,000	262,333	81%	360,000	214,510	60%	240,000			216,727
EGR Communications	60,000	53,814	90%	55,000	47,272	86%	55,000	112,872	205%	101,569			117,274
EGR Misc. Operations Expenses	15,000	564	4%	5,000	-	0%	10,000	343	3%	10,000			10,000
EGR Bus Leases/Purchases/Savings	500,000	391,759	78%	500,000	266,246	53%	500,000	161,953	32%	500,000			500,000
Subtotal Direct Costs	3,590,000	2,855,105	80%	3,605,000	2,884,852	80%	3,845,000	3,115,492	81%	3,679,668			3,893,997
Reimbursable Program Costs													
8 to Go Operations	109,000	110,936	102%	128,250	113,042	88%	145,900	105,505	72%	155,881			168,187
West Berkeley Shuttle Operations	320,000	209,507	65%	252,498	253,269	100%	280,000	247,133	88%	280,359			296,565
Emery Express Operations	-	-	-	191,000	123,159	64%	357,000	283,832	80%	227,977			281,193
Subtotal Reimbursable Program Costs	429,000	320,443	75%	571,748	489,471	86%	782,900	636,469	81%	664,217			745,945
Indirect Costs													
Professional Services	515,000	483,428	94%	550,000	430,492	78%	575,000	522,621	91%	510,000			505,879
Occupancy (Facilities related expenses)	350,000	245,895	70%	365,000	496,647	136%	510,000	484,070	95%	527,000			525,335
TMA Insurance	22,000	21,840	99%	25,000	49,235	197%	50,000	55,275	111%	60,801			62,000
Conferences, Meetings, Office Expenses	25,000	143	1%	10,000	210	2%	10,000	231	2%	10,000			10,000
Membership & Public Outreach	25,000	5,403	22%	15,000	3,368	22%	10,000	220	2%	10,000			10,000
Pilot Projects & Research	-	-	-	25,000	-	0%	25,000	-	0%	25,000			200,000
Bus Yard	1,200,000	2,335,188	195%	-	88,456	-	-	5,800	-	-			-
Subtotal Indirect Costs	2,137,000	3,091,897		990,000	1,068,408		1,180,000	1,068,216		1,142,801			1,313,214
Contingency/Reserve Replenishment				347,757	-	-	135,000	-	-	135,000			-
TOTAL ETMA BUDGET/EXPENSES	6,156,000	6,267,445	102%	5,514,505	4,442,731	81%	5,942,900	4,820,178	81%	5,621,687			5,953,156
TOTAL EGR BUDGET/EXPENSES	5,727,000	5,947,002	104%	4,942,757	3,953,260	80%	5,160,000	4,183,709	81%	4,957,470			5,207,211
	2021 Budget	2021 Actual		2022 Budget	2022 Actual		2023 Budget	2023 Actual		2024 Revised	2025 0% PBID Increase	2025 3% PBID Increase	2025 5% PBID Increase
Beginning of Year Fund Balance (Net Assets)		4,236,247			3,031,153			4,081,065		5,203,591	5,820,537	5,820,537	5,820,537
Increase (Decrease) in Funds	(954,542)	(1,184,294)		18,200	1,033,362		76,981	1,104,692		616,946	439,276	578,665	671,590
Non-Cash Depreciation, Financing and Amortization Adjmts		(20,800)			16,549			17,834		-	-	-	-
Net Change in Assets		(1,205,094)			1,049,911			1,122,527		616,946	439,276	578,665	671,590
End of Year Fund Balance (Net Assets)		3,031,153			4,081,065			5,203,591		5,820,537	6,259,813	6,399,202	6,492,127

At the time of the 2024 Final Budget approval, MV's pricing for 8 to Go and Emery Express were still in negotiations. As such, Expenditures and Revenue from those programs did not reflect what was ultimately agreed upon by MV and the ETMA. The 2024 Revised column accounts for the revised/agreed upon rates to give an accurate comparison between what is expected for 2024 and what is proposed for 2025.

Emeryville TMA Budget Forecast through 2030

	Actuals	Actuals	Actuals	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
REVENUE	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PBID Revenue										
PBID Revenue	4,178,547	4,343,798	4,474,112	4,607,835	4,746,070	4,888,452	5,035,106	5,186,159	5,341,744	5,501,996
District Related Costs	(95,535)	(98,345)	(100,560)	(102,833)	(105,183)	(107,604)	(110,097)	(112,665)	(115,310)	(118,034)
Net PBID	4,083,012	4,245,453	4,373,552	4,505,002	4,640,887	4,780,848	4,925,009	5,073,494	5,226,434	5,383,962
Non-PBID Revenue										
City of Emeryville - General Benefit Contribution	556,368	564,726	634,164	609,273	639,966	680,113	718,491	759,728	804,042	851,668
ETMA Direct Billed Revenue	109,764	109,764	113,373	116,774	120,277	123,886	127,602	131,430	135,373	139,434
8 to Go Revenue	101,668	112,688	111,384	165,481	177,787	182,442	196,973	212,667	229,616	247,921
WBS Revenue	230,352	254,027	295,013	337,353	355,990	369,579	399,045	430,870	465,239	502,359
Emery Express Revenue	-	187,805	351,911	289,412	353,272	365,747	394,901	426,387	460,392	497,118
Misc. Revenue (Interest income, investments, etc.)	1,989	1,630	45,473	215,338	243,641	253,387	260,989	266,208	271,533	276,963
Subtotal Non-PBID Revenues	1,000,140	1,230,640	1,551,318	1,733,631	1,890,933	1,975,152	2,098,001	2,227,290	2,366,196	2,515,464
TOTAL REVENUE	5,083,151	5,476,093	5,924,870	6,238,632	6,531,820	6,756,001	7,023,010	7,300,784	7,592,630	7,899,426

	Actuals	Actuals	Actuals	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
EXPENDITURES	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Direct Costs										
EGR Operations	2,066,386	2,117,761	2,431,320	2,725,819	2,949,996	3,185,995	3,440,875	3,716,145	4,013,436	4,334,511
EGR Maintenance	156,801	191,239	194,494	102,280	100,000	100,000	100,000	100,000	100,000	100,000
EGR Fuel	185,781	262,333	214,510	240,000	216,727	250,000	250,000	250,000	250,000	250,000
EGR Communications	53,814	47,272	112,872	101,569	117,274	120,000	120,000	120,000	120,000	120,000
EGR Misc. Operations Expenses	564	-	343	10,000	10,000	10,000	10,000	10,000	10,000	10,000
EGR Bus Leases/Purchases	391,759	266,246	161,953	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Subtotal Direct Costs	2,855,105	2,884,852	3,115,492	3,679,668	3,893,997	4,165,995	4,420,875	4,696,145	4,993,436	5,314,511
Reimbursable Program Costs										
8 to Go Operations	110,936	113,042	105,505	155,881	168,187	181,642	196,173	211,867	228,816	247,121
West Berkeley Shuttle Operations	209,507	253,269	247,133	280,359	296,565	320,290	345,913	373,587	403,473	435,751
Emery Express Operations	-	123,159	283,832	227,977	281,193	303,689	327,984	354,223	382,560	413,165
Subtotal Reimbursable Program Costs	320,443	489,471	636,469	664,217	745,945	805,621	870,070	939,676	1,014,850	1,096,038
Indirect Costs										
Professional Services	483,428	430,492	522,621	510,000	505,879	531,173	557,732	585,618	614,899	645,644
Occupancy (Facilities related expenses)	245,895	496,647	484,070	527,000	525,335	551,602	579,182	608,141	638,548	670,475
TMA Insurance	21,840	49,235	55,275	60,801	62,000	65,100	68,355	71,773	75,361	79,129
Conferences, Meetings, Office Expenses	143	210	231	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Membership & Public Outreach	5,403	3,368	220	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Pilot Projects & Research	-	-	-	25,000	200,000	200,000	200,000	200,000	200,000	200,000
Bus Yard	2,335,188	88,456	5,800	-	-	-	-	-	-	-
Subtotal Indirect Costs	3,091,897	1,068,408	1,068,216	1,142,801	1,313,214	1,367,875	1,425,269	1,485,532	1,548,809	1,615,249
Contingency	-	-	-	135,000	-	-	-	-	-	-
TOTAL ETMA BUDGET/EXPENSES	6,267,445	4,442,731	4,820,178	5,621,687	5,953,156	6,339,491	6,716,214	7,121,353	7,557,095	8,025,798

Beginning of Year Fund Balance (Net Assets)	4,236,247	3,031,153	4,081,065	5,203,591	5,820,537	6,399,202	6,815,712	7,122,508	7,301,940	7,337,474
Increase (Decrease) in Funds	(1,184,294)	1,033,362	1,104,692	616,946	578,665	416,510	306,796	179,432	35,535	(126,372)
Non-Cash Dep., Amortization, Financing Adjustment	(20,800)	16,549	17,834	-	-	-	-	-	-	-
Net Change in Assets	(1,205,094)	1,049,911	1,122,527	616,946	578,665	416,510	306,796	179,432	35,535	(126,372)
End of Year Fund Balance (Net Assets)	3,031,153	4,081,065	5,203,591	5,820,537	6,399,202	6,815,712	7,122,508	7,301,940	7,337,474	7,211,102
15% Operating Reserve (per ETMA Policy)	940,117	666,410	723,027	843,253	892,973	950,924	1,007,432	1,068,203	1,133,564	1,203,870
Est. Avail. Fund Balance	2,091,037	3,414,655	4,480,564	4,977,284	5,506,228	5,864,788	6,115,076	6,233,737	6,203,910	6,007,232

ASSUMPTIONS

1. PBID Revenue Forecasting based on a 3% annual increase.
2. Investment interest rates estimated to begin declining in 2027
3. Operations Expense Forecasting based on an 8% annual increase for Emery Go-Round and Reimbursable Shuttle Programs
4. Assumes Quarterra continues to operate the Emery Express after their initial 5-year commitment (2022-2027)
5. Professional Services, Occupancy and TMA Insurance Forecasts based on a 5% annual increase

Strategic Possibility #1: Multimodal, On-Demand Service

<p>What is our winning aspiration?</p>	<p>Become the simplest way to get around Emeryville, attracting former and new passengers with a frictionless, community oriented, multimodal-service.</p>
<p>Where will we play? (WTP)</p>	<p>Customers: Residents; employees; travel Channel: Qualified shuttle vendor; autonomous vehicles; ride hail service; GRH. Product: Fixed route; non-fixed route; off peak ride hail. Geography: Emery Go-Round routes; on-demand routes</p>
<p>How will we win? (HTW)</p>	<ul style="list-style-type: none"> • Provide a ubiquitous transportation offering, distinct in its availability, contribution to civic pride, and usefulness to the community. • Make travel around EMY frictionless with multiple free-to-ride, non-SOV options. • Make not owning a car possible for residents and employees in EMY.
<p>What capabilities must we have?</p> <p>Things we have to do exceptionally well to deliver on WTP/HTW.</p>	<ul style="list-style-type: none"> • Marketing campaign to drive awareness, build our brand, and facilitate passenger conversion • Proven and legal autonomous transportation system • On-going grant writing to diversify and grow our revenue streams.
<p>What management systems do we need?</p> <p>Systems that build, support, and measure a strategy.</p>	<ul style="list-style-type: none"> • Adaptability – Pre-determined pivot points in case of non-expanded 2030 PBID mgmt. plan • To support and achieve greater scale, establishment of ETMA as manager of all conditioned trip-mitigation; default City conditions requiring participation in the ETMA • Experienced marketing vendor to lead a multi-faceted campaign • Stakeholder metrics to assess value • Ride-hail platform (potentially in-house, utilizing shuttle vendor staff) • E-ready infrastructure for portion of fleet

Strategic Possibility #2: High Frequency Service

<p>What is our winning aspiration?</p>	<p>Become the fastest way to get around Emeryville, attracting new and former passengers with unmatched frequency and efficiency of service.</p>
<p>Where will we play? (WTP)</p>	<p>Customers: Resident, employees Channel: Low-cost shuttle vendor, AI vehicles Product: Near on-demand trip service, express trips Geography: Existing, acquired, and newly conditioned transit service</p>
<p>How will we win? (HTW)</p>	<ul style="list-style-type: none"> • By making the EGR as convenient as possible to use • Delivering on a brand promise to “Always be there”. • Make travel around EMY frictionless
<p>What capabilities must we have?</p> <p>Things we have to do exceptionally well to deliver on WTP/HTW.</p>	<ul style="list-style-type: none"> • Achieve scale of operations and revenue to support new costs • Marketing campaign to drive awareness, build our brand, and facilitate passenger conversion • Maintain and grow a diversified revenue stream of non-PBID revenue (grants, investments, acquisition of area shuttle programs and their funding) • Standby staff and vehicles for rapid recovery of down routes.
<p>What management systems do we need?</p> <p>Systems that build, support, and measure a strategy.</p>	<ul style="list-style-type: none"> • Adaptability – Pre-determined pivot points in case of non-expanded 2030 PBID mgmt. plan • On-going grant seeking and writing • Marketing vendor • City buy-in and support of ETMA’s enhanced role; conditions requiring (use of) ETMA; establishment of ETMA as manager of all conditioned trip-mitigation