Rideshare Incentives for Driving Electric (RIDE)

Program Implementation Plan

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Prepared by Center for Sustainable Energy

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Introduction & Overview

California Senate Bill 1014 (SB 1014), signed by Governor Gavin Newsom on September 13, 2018, established the Clean Miles Standard and Incentive Program (CMS) to reduce transportation greenhouse gas (GHG) emissions caused by operations of Transportation Network Companies (TNCs), referred to as "Clean Miles Standard Regulated Entities" under this program. The bill directs the California Air Resources Board (CARB) to adopt and the California Public Utilities Commission (Commission) to implement the CMS program. Additionally, SB 1014 directs CARB and the Commission to minimize negative impacts on low- and moderate-income (LMI) drivers on CMS Regulated Entity platforms. In 2022, CARB adopted regulations to establish annual targets for CMS Regulated Entities, culminating in a requirement that, by 2030, CMS Regulated Entities must eliminate GHG emissions and ensure that 90% of vehicle miles traveled (VMT) are through zero-emission vehicles (ZEVs).

In accordance with SB 1014, the Commission issued a Phase 1 Decision, (D.)24-03-001, on March 14, 2024, creating the Drivers Assistance Program (DAP). D.24-03-001 established the first set of CMS implementation requirements, including DAP program goals, eligibility requirements, program administration, and program funding, and provided guidance for selecting a statewide Program Administrator (PA) to oversee the newly created DAP program.

Definitions

Alchemer - A survey software tool used to collect, connect, and clarify feedback data.

Alternative Fuels Data Center (AFDC) - an online hub run by the U.S. Department of Energy that provides data, information, and tools on alternative and renewable fuels, advanced vehicles, and fuel-saving strategies.

Americans with Disabilities Act (ADA) - A civil rights law that prohibits discrimination against people with disabilities in all areas of public life, including employment, transportation, public accommodations, and government services.

Applicant – An individual formally applying to receive a RIDE incentive. The Applicant is the individual that purchases or leases the vehicle or on whose behalf the application is submitted.

Automated Clearing House (ACH) – A network that processes electronic, batch-oriented transfers of funds between U.S. bank and credit union accounts.

Autonomous Vehicle Passenger Companies (AV Passenger Companies) – A business that operates or deploys autonomous vehicles to provide pre-arranged passenger transportation, either with or without a human driver, using automated driving technology to navigate and operate the vehicle.

Battery Electric Vehicle (BEV) – A car that runs entirely on electricity stored in a large rechargeable battery pack, which powers an electric motor instead of an internal combustion engine. These vehicles must be plugged in to charge and produce zero tailpipe emissions, making them a cleaner alternative to gasoline-powered cars.

Biennial Unanticipated Barriers and Progress Report – A report, established under D.24-03-001, to be prepared by Commission staff to assess unanticipated barriers to expanding the usage of ZEVs by CMS Regulated Entities and to assess progress made towards CMS Program goals.

Budget Transfer Request (BTR) – A formal document used by a department or organization to move funds from one budget account to another after the original budget has been approved.

Calendar Days – All dates and schedules in the RIDE program are measured in calendar days, which include all days of the week.

CALSTART, Inc. – A nonprofit business advocacy organization that works to accelerate the growth of the clean transportation industry through technology development, market acceleration, and policy advancement and that serves as a subcontractor of the Program Administrator.

CAN-SPAM Act – Controlling the Assault of Non-Solicited Pornography and Marketing Act, a 2003 law that established the first national standards for sending commercial email, including setting rules for recipients to opt-out of future emails and imposing penalties for violations.

California Air Resources Board (CARB) – The state's primary agency for controlling and reducing air pollution, protecting public health from harmful air pollutants, and addressing climate change.

California Code of Regulations (CCR) – The official compilation of administrative regulations adopted by state agencies in California. These regulations have the force of law and implement, interpret, or make specific laws passed by the legislature.

California New Car Dealers Association (CNDCA) – An association representing nearly 1,300 franchised new car and truck dealers throughout California. The primary purpose of the association is to promote and protect the interests of franchised new car dealers in the state.

California Public Utilities Commission (CPUC/Commission) – A state agency that regulates investor-owned utilities, ensuring they provide safe, reliable service at reasonable rates. It has authority over a variety of industries, including electric, natural gas, telecommunications, and water, as well as transportation services like passenger and freight carriers.

Center for Sustainable Energy (CSE) – A nonprofit organization that works to advance sustainable energy solutions by accelerating the adoption of clean transportation and distributed energy through program design and administration and serves as the Program Administrator for RIDE.

Charter Party Carriers (TCPs) – A type of passenger transportation operator that provides chartered service — meaning they transport passengers for the exclusive use of an individual or group under a single contract.

Clean Miles Standard (CMS) – A California regulation that requires ride-hailing companies, like Uber and Lyft, to reduce greenhouse gas (GHG) emissions from their services.

Clean Miles Standard Regulated Entities (CMS Regulated Entities) – In general, CMS Regulated Entities are those transportation network companies defined in Section 5431(a) of the Public Utilities Code, charter party carriers regulated by the Commission, and companies providing passenger service for compensation with autonomous vehicles. Under this version of the Handbook, CMS Regulated Entities refer to Uber, Lyft, and HopSkipDrive. Small CMS Regulated Entities, defined as those CMS Regulated Entities with less than five million miles of vehicle miles traveled in all periods of passenger service in a calendar year, are exempt from participating in RIDE and are therefore not considered CMS Regulated Entities for the purpose of this handbook and RIDE.CMS Regulatory Fee - a $0.09 fee levied on eligible CMS Regulated Entity trips to fund the CMS program, including RIDE.

CMS Regulatory Fee Account - CMS account managed by the Contracting Agent (Uber) to hold collected CMS Regulatory Fee funds.

Code of Federal Regulations (CFR) – The codification of the general and permanent rules published by executive departments and agencies of the U.S. federal government, published in the Federal Register.

Community-Based Organization (CBO) – A public or private nonprofit organization that provides services and support to a specific community, often reflecting the community's unique needs and background.

Community Partner Network - A group of community-based organizations in California who engage with and educate underserved communities through culturally relevant outreach efforts in partnership with CSE.

Contracting Agent – An entity or body with the authority to enter into contracts on behalf of another party, such as Uber Technologies.

Cost per Mille [thousand] (CPM) – Refers to the average cost an advertiser pays for 1,000 advertisement impressions on a webpage or platform.

Cost Per Unit (CPU) – The average cost to produce one unit of a product or service, calculated by dividing total costs by the number of units produced.

California Clean Vehicle Rebate Program (CVRP) – A concluded California program designed to promote adoption of clean transportation among residents by offering rebates for the purchase or lease of eligible electric vehicles, including BEVs, PHEVs, and FCEVs. Managed by the CARB and administered by the Center for Sustainable Energy.

D.24-03-001 – The Phase 1 Decision to Implement the Clean Miles Standard Program, adopted on March 7, 2024, in the Commission’s R.21-11-014 proceeding.

Data Processing Agreement (DPA) – A formal, written contract between two or more parties that legally defines how data can be shared and used.

Dealer Participation Agreement – An enrollment form that a dealership completes to become a vetted dealer under RIDE.

Dealer Portal – A webpage on the RIDE website that houses resources, training links, and tools for dealerships to use when promoting and implementing the RIDE program.

Dealership – A licensed participating dealership that is responsible for submitting application documentation on behalf of the Applicant when the incentive is applied at the time of vehicle purchase or lease.

Depth of Discharge (DoD) – The percentage of a battery's capacity that has been used or depleted.

Direct Current Fast Charger (DCFC) – A high-power electric vehicle charging station that converts alternating current (AC) from the grid to direct current (DC) before sending it to an electric vehicle's battery. Typically offers between 25 kW and 300+ kW of power.

Drivers Assistance Program (DAP) – Established under CPUC (D.)24-03-001 to provide financial assistance to drivers on CMS Regulated Entity platforms to transition to zero-emission vehicles, under the purview of the Clean Miles Standard. CSE has proposed changing the program name to Rideshare Incentives for Driving Electric (RIDE) to avoid confusion with other similarly titled incentive programs. Accordingly, the term RIDE is used throughout this document, except when referencing language from (D.)24-03-001, in which case Drivers Assistance Program is used.

Driving Clean Assistance Program (DCAP) – A California program that provides grants, financial coaching, and other support to help low-income residents purchase clean air vehicles like BEVs, PHEVs, and FCEVs.

Driver's License (DL) – A valid form of identification permitting an individual to operate a motor vehicle.

Driver's Working Group (DWG) – A driver feedback group established under (D.)24-03-001 of the Drivers Assistance Program that provides opportunities for CMS Regulated Entity drivers to provide feedback and insight into the successes and barriers of the Drivers Assistance Program.

Electric Vehicle Miles Traveled (eVMT) – The total number of miles driven by electric vehicles in a specific geographic area over a set period, typically a year.

Electric Vehicle (EV) – Any vehicle that uses one or more electric motors for propulsion, powered by electricity stored in batteries or from an external power source.

Electric Vehicle Service Equipment (EVSE) – Commonly known as a charging station or charger, it is the system that transfers energy from an electrical power source to a plug-in electric vehicle to recharge its battery.

Equity & Social Justice (ESJ) – Equity is the concept of fairness that recognizes different individuals and groups have different needs based on their circumstances. Social justice is the principle of fair distribution of resources, opportunities, and privileges.

FAQs (Frequently Asked Questions) – A list of questions and answers compiled to provide basic information on a specific subject.

Federal Poverty Level (FPL) – A measure of income used to determine eligibility for federal programs and subsidies.

File Transfer Protocol (FTP) – A standard network protocol used to transfer files between a client and a server on a computer network, such as the internet.

Fuel Cell Electric Vehicle (FCEV) – An electric vehicle that uses a fuel cell to generate electricity from hydrogen, powering an electric motor.

Greenhouse Gases (GHGs) – Gases in the atmosphere that absorb and emit infrared radiation, trapping heat near the surface and causing the greenhouse effect that warms the planet.

Greenhouse Gas Emissions Reduction Plans (GHG Plans) – Plans filed by CMS Regulated Entities which detail their proposals to reduce GHG emissions in alignment with CARB's annual GHG emissions reduction targets. Small CMS Regulated Entities, defined as those CMS Regulated Entities with less than five million miles of vehicle miles traveled in all periods of passenger service in a calendar year, are exempt from the requirement to file GHG Plans.

HopSkipDrive, Inc. (HopSkipDrive)– A transportation network company registered with the California Public Utilities Commission.

Household – Any person(s) living under the same roof who are related by birth, marriage, or adoption. Income of non-dependents is verified as part of the household income.

Household Summary Form (HSF) – A form detailing the Adjusted Gross Income of all adult household members who are not full-time students, and the most recent tax year's Tax Return Transcript for themselves and all household members aged 18 years or older that are not listed as dependents of the Applicant. Calculations include gross income minus contributions to a traditional IRA, student loan interest, and certain business expenses for the self-employed.

Hybrid Electric Vehicle (HEV) – A vehicle that combines a gasoline engine with an electric motor and battery to improve fuel efficiency and reduce emissions. An HEV's battery is recharged through its gasoline engine and by capturing energy from braking, a process called regenerative braking.

Identification number (ID) – A number that identifies an individual with the application or voucher received.

IHS data – A database maintained by S&P Global providing market intelligence, financial, and industry automotive data. Used by businesses and financial services to gain market insights and make strategic decisions.

Implementation Working Group (IWG) – A stakeholder feedback group established under (D.)24-03-001 of the Drivers Assistance Program, which provides opportunity for interested parties to provide feedback and insight into the successes and barriers of the Drivers Assistance Program.

Incentive Transfer Acknowledgement Form – A form signed by both the Applicant or Applicant's representative, and the Dealership representative present at the transaction when the purchase or lease agreement is signed. This form indicates the formal transfer of the pre-qualification voucher from

Applicant to dealer and confirms the incentive was deducted from the price of the vehicle. Once the form is signed, the dealer is responsible for submitting the final application documents.

Internal Combustion Engine (ICE) – A heat engine that converts fuel into mechanical energy by burning the fuel inside a combustion chamber.

Internal Combustion Engine Vehicle (ICEV) – A vehicle that uses an engine to generate power through the burning of fuel inside the engine's combustion chambers.

Kelley Blue Book (KBB) – A car pricing and valuation service that provides market value estimates for new and used cars, motorcycles, and other vehicles.

Key Performance Indicator (KPI) – Any quantifiable measures used to evaluate the success of a project in meeting its strategic goals and objectives. KPIs are critical metrics for tracking performance over time and providing data-driven insights for decision-making, often compared against specific targets to determine progress.

Kilowatt (kW) – A unit of power equal to 1,000 watts.

Kilowatt-hour (kWh) – A unit of energy representing the amount of energy used by a 1-kilowatt device running for one hour.

Looker Studio – A cloud-based business intelligence tool from Google that allows users to create interactive dashboards and reports.

Low and Moderate Income (LMI) – A term used to describe individuals, families, or geographic areas with income levels below the median income for their community.

Lyft, Inc. (Lyft) – An on-demand transportation network company that connects passengers with drivers using a mobile app to provide rides.

Manufacturer's Suggested Retail Price (MSRP) – The price a manufacturer recommends for a product to be sold to consumers.

Marketing, Education, and Outreach (ME&O) – A strategic approach that combines promoting a product, service, or idea (Marketing), providing information and building skills (Education), and engaging with a target audience and relevant partners (Outreach) to achieve specific goals.

Marketo – A Software-as-a-Service, data-driven marketing automation platform.

Master Service Agreement (MSA) – A legal contract that outlines the overarching terms and conditions between two parties for ongoing projects.

Minimum Driving Threshold (MDT) – A standard set by the CPUC under (D.)24-03-001 of the Drivers Assistance Program that clarifies a driver's eligibility to receive incentives under the program.

Muck Rack – A media database software platform that integrates several tools designed to manage public relations workflow.

National Automobile Dealers Association (NADA) – The trade association for franchised new-car and truck dealerships.

National Highway and Traffic Safety Administration (NHSTA) – An agency of the U.S Department of Transportation that works to reduce deaths, injuries, and economic losses from motor vehicle crashes.

Network Service Providers (NSP) – A company that owns and operates the physical and digital infrastructure to deliver electricity via charging stations.

Nondisclosure Agreement (NDA) – A legal contract between two or more parties that establishes a confidential relationship where one party agrees not to disclose specific information they receive from the other.

Nongovernmental Organizations (NGOs) – A nonprofit organization that operates independently of any government.

Ongoing Charging Incentive – RIDE incentive received for up to four (4) years, offering funding for charging and fueling costs for ZEVs incentivized under the RIDE program.

Opportunity Cost Per Hour (OCH) – The value of the next best thing you could have done with that same hour. It is often measured by the wage you would have earned in that hour.

Original Equipment Manufacturer (OEM) – A company that produces components or products that are then sold to another company, which incorporates them into its own final product and sells it under its own brand name. In this context, OEMs refer to national automobile manufacturers such as Ford, General Motors, or Tesla.

Out of Home Advertising (OOH) – A form of advertising that occurs outside the home environment, targeting consumers as they move through public spaces.

Parts per Metric Ton (PMT) – A way to express concentration, meaning one part of a substance per one metric ton (1,000 kg) of another substance.

Personally Identifiable Information (PII) – Any data that can be used to identify a specific individual, either directly or indirectly.

Plug-in Hybrid Electric Vehicle (PHEV) – A vehicle that combines an internal combustion engine with an electric motor and a large battery that can be recharged by plugging into an external power source.

Point-of-Sale (POS) – In this context, refers to a “cash-on-the-hood” sale of a vehicle at a dealership or online retailer, where the incentive is applied at the point of purchase.

Post Purchase – Refers to an incentive that is processed after the purchase of the vehicle is final, processed by the Applicant.

POWER BI – A business analytics service by Microsoft that transforms raw data into interactive visualizations and reports to provide actionable insights.

Primary Contact – Dealership owner, general manager, or sales manager who enrolls the dealership in the RIDE program.

Program Administrator (RIDE PA) – Center for Sustainable Energy (CSE), a nonprofit organization.

Quality Control/Quality Assurance (QA/QC) – Two different but related processes that work together to ensure product and process quality. QA is a proactive process focused on the system and methods used to prevent defects, while QC is a reactive process focused on inspecting and testing the final product to identify and correct defects.

Rebate Processing Specialist (RPS) – A professional who handles the administrative tasks involved in rebate and incentive programs, from receiving and verifying customer claims to processing payments or credits.

Redemption Window – The period in which an Applicant's pre-qualification voucher is valid (ninety (90) days) or the window in which an Applicant must submit the required documents to receive a Post Purchase Incentive (thirty (30) days).

Request for Proposals (RFP) – An invitation to vendors to bid on a project by submitting a proposal outlining their solution, qualifications, and cost.

Rideshare Incentives for Driving Electric (RIDE) – The proposed name change for the Drivers Assistance Program.

RIDE Implementation Plan – Program document developed by the RIDE PA outlining the program design and key requirements and components of the program, as listed by the Commission in Attachment A of D.24-03-001.

Secondary Contact – Dealership owner, general manager, or sales manager who will act as the second-line contact for any dealership enrolled in the RIDE program.

Senate Bill 1014 (SB-1014) – The legislation that established the Clean Miles Standard in the California State Legislature.

Standard Operating Procedure (SOP) – A detailed, step-by-step written instructions for how to perform routine tasks consistently and efficiently. They are used to ensure quality, safety, and compliance with regulations or requirements.

Statement of Work (SOW) – A formal document that defines the specifics of a project, including the scope, deliverables, timeline, and cost.

Supporting Clean Mobility – A goal defined in D.24-03-011 as supporting the goals of clean mobility for LMI individuals by (a) providing LMI drivers access to ZEVs through ZEV incentive programs, and (b) providing LMI communities access to rides in ZEVs through CMS Regulated Entities.

Sustainable Transportation Equity Project (STEP) – A California pilot program that provides funding to help disadvantaged communities plan for and implement clean transportation solutions to address their needs.

Terms and Conditions (T&Cs) – The Terms and Conditions posted for RIDE [to be posted on the RIDE Website [website link]. The most recent version of the Terms and Conditions posted to the RIDE Website will be considered the RIDE Terms and Conditions and will supersede any previous versions.

Tax Return Transcript - A document issued upon request by an individual to the IRS that includes information such as an individual's tax filing status, Adjusted Gross Income, and any tax credits or deductions claimed on a tax return.

Total Cost of Ownership (TCO) – A comprehensive financial assessment that calculates all direct and indirect costs associated with an asset over its entire life cycle.

Transportation Network Companies (TNCs) – Companies that provide prearranged transportation services for compensation using an online-enabled platform, like a smartphone app, to connect passengers with drivers using their personal vehicles.

Uber Technologies, Inc. (Uber) – An American multinational technology company that provides on-demand ride-hailing, food delivery, and freight transport services through a digital platform, the Contracting Agent.

Unique Identifier (UID) – A number, code, or string that uniquely identifies a single entity within a system, such as an individual person.

Upfront (New or Used) ZEV Purchase /Lease Incentive– RIDE incentive offering funding to purchase or lease a ZEV. Can be used for new or used vehicles.

Vehicle Identification Number (VIN) – A unique 17-character serial number for road vehicles.

Vehicle Miles Traveled (VMT) – The total number of miles driven by vehicles in a specific geographic area over a set period, typically a year.

Zero-Emission Vehicle (ZEV) – A vehicle that produces no tailpipe emissions from its onboard power source, utilizing electricity or hydrogen to power motors instead of burning gasoline or diesel.

Program Administration

In D.24-03-011, the Commission directed Uber Technologies, Inc. (Uber) to serve as the Contracting Agent responsible for, among other things, managing the process to issue a Request for Proposals (RFP) to select a Program Administrator (PA).

On August 9, 2024, Uber issued an RFP for the Drivers Assistance Program Administrator role. On January 17, 2025, Uber submitted a Tier 2 Advice Letter to request Commission approval of the PA after Commission staff selected Center for Sustainable Energy (CSE). Uber and CSE entered into a contract on March 12, 2025.

The Program Administrator's contract has an initial duration of four (4) years, with two (2) options to extend for an additional three (3) years each.

D.24-03-001 establishes the following PA roles and responsibilities:

a. Implement the Drivers Assistance Program.
b. Assist drivers with assessing financial benefits and risks of ZEV adoption.
c. Create and manage a one-stop shop for ZEV & charging incentives.
d. Disperse and track CMS incentives.
e. Track and verify driver eligibility across platforms.
f. Develop an Implementation Plan and a Program Handbook.
g. Hold 1-2 workshops for feedback on drafting the Implementation Plan and Handbook.
h. Conduct marketing, education, and outreach (ME&O) in multiple languages.
i. Participate in monthly and quarterly meetings with CMS Regulated Entities.
j. Collect and publish data on a public website via a dashboard on a quarterly basis.
k. Conduct an annual survey (or contract a third party to do so).
l. Launch the Drivers Working Group in collaboration with Commission staff for continual feedback.

In D.24-03-001, the Commission directed the Program Administrator to submit a Tier 3 implementation Advice Letter for Commission consideration no later than 150 days after entering into a contract to perform program administration services to include a proposed Program Implementation Plan. The original deadline was set for August 8, 2025; however, CSE requested an extension of time on July 3, 2025, which was granted by the Commission on July 25, 2025, and extended the deadline to October 14, 2025. CSE requested an additional extension of time of thirty (30) days on October 2, 2025. This extension request was granted on October 14, 2025, and extended the deadline to November 13, 2025.

Center for Sustainable Energy, as the Drivers Assistance Program (to be referred to as the Rideshare Incentives for Driving Electric program) Program Administrator, would like to thank the State Legislature, Governor, and Commission for this monumental opportunity. CSE looks forward to implementing the state's newest ZEV adoption program specifically tailored to providing zero-emission transportation options to low- and moderate-income (LMI) CMS Regulated Entity drivers.

Funding

In June 2025, the Commission adopted Resolutions TL-19151, TL-19152, and TL-19153, which established a total Drivers Assistance Program budget of $29 million for 2025, including $27 million for incentives, $2 million for the Program Administrator budget, and $300,000 for non-program administrative costs (including evaluation and contracting).

In July 2026, the Commission adopted Resolution TL-19156, which updated the budget to a total of $25 million for Program Year 1, including $22.65M for incentives. Resolution TL-19156 also adopted a $2 million Program Administrator budget for Program Year 0, designated as the time period before Program Launch, with a Program Administrator budget for Program Year 1 to be updated via the CMS Regulated Entities' GHG Plans, per D.24-03-001, and $250,000 for non-program administrative costs (including evaluation and contracting).

The Program Administrator is permitted to access a maximum of 8% of the total budget for each program year (not to exceed $7 million a year).

The CMS Regulatory Fee is set at $0.09 per trip in 2025. The Commission will approve increases to this fee if it is deemed necessary to collect the approved budget for the Drivers Assistance Program. The Commission will approve reductions to the fee after the Contracting Agent (Uber) has reported to the Commission that it has collected over 120% of the approved annual budget for Drivers Assistance Program in a 12-month period.

Legislative Background

Senate Bill 1014, establishing the Clean Miles Standard and Incentive Program, was signed by Governor Newsom on September 13, 2018. The bill directed CARB to adopt and the Commission to implement annual targets for greenhouse gas emissions reductions by Transportation Network Companies and other transportation providers, referred to as CMS Regulated Entities. Specifically, CARB was directed, by January 1, 2020, to establish a baseline for GHG emissions reductions on a per passenger-mile basis for TNC vehicles. CARB was also directed, by January 1, 2021, to establish annual targets and goals, commencing in 2023, to reduce GHG emissions under the established baseline and increase passenger miles using zero-emission vehicles. Additionally, the Commission was directed to ensure the Drivers Assistance Program has minimal negative impact on low- to moderate-income drivers, will support clean mobility, and will support sustainable land use objectives.

Regulatory Background

CARB issued a Proposed Regulation Order on March 30, 2021, and submitted the Final Rulemaking Package to the Office of Administrative Law on March 8, 2022. The order became effective on October 1, 2022.

The Commission issued the Order Instituting Rulemaking (OIR) on November 23, 2021. Comments, workshops, and proceedings followed through February 2024. The Commission adopted D.24-03-001, the Phase 1 Decision, on March 7, 2024.

D.24-03-001 Background

D.24-03-001 established rules and regulations for the implementation of the CMS program. In D.24-03-001, the Commission established the Drivers Assistance Program and established procedures to define CMS Regulated Entities and implement annual targets for GHG emissions reductions per passenger-mile by the CMS Regulated Entities. Specifically, the Commission directed the CMS Regulated Entities to develop GHG Emissions Reduction Plans by January 1, 2022, and every two years thereafter.

A list of roles and responsibilities were established for the Drivers Assistance Program including the following:

1) Commission will:
    a. Oversee the Program Administrator.
    b. Review the Implementation Plan and Handbook submitted by Advice Letter.
    c. Approve all invoices on a quarterly basis.
    d. Attend regular monthly and/or quarterly meetings with the participating CMS Regulated Entities and the Program Administrator.
    e. Recommend and set the CMS Regulatory Fee and Drivers Assistance Program budget.
2) The CMS Regulated Entities will:
    a. Prepare and submit biannual Greenhouse Gas Emissions Reduction Plans.
    b. Actively provide data to the Commission and the Program Administrator as required per D.24-03-001, including support for Drivers Assistance Program eligibility verification.
    c. Actively participate in marketing efforts by disseminating Drivers Assistance Program information to drivers, including the annual survey.
    d. Recommend the CMS Regulatory Fee and the Drivers Assistance Program Budget, to be approved by the Commission.
    e. Attend regular meetings with the Commission and Program Administrator, including advising on the Implementation Plan and Handbook development.
3) The Contracting Agent (Uber) will:
    a. Issue the RFP for the Program Administrator.
    b. Open and manage the CMS Regulatory Fee Account.
    c. Track the regulatory fee funds received from all participating CMS Regulatory Entities.
    d. Contract with the Program Administrator and manage the contract.
    e. Report quarterly to the Commission on fee allocation and collection.

The D.24-03-001 establishes that CMS Regulated Entities are required to:

1) Submit a Tier 3 Advice Letter to propose an *Interim GHG Emissions Reduction Plan* within 120 days of D.24-03-001.
2) Submit a Tier 3 Advice Letter to propose a *Full GHG Emissions Reduction Plan* within 90 days of *Phase 2* Decision.
3) Submit a Tier 3 Advice Letter to propose a new *GHG Emissions Reduction Plan* by January 15, 2026, and every two years thereafter.
4) Submit a Tier 2 Advice Letter by January 15 each year to request exemption status for small CMS

Regulated Entities' vehicle miles traveled (VMT) based on total VMT for all periods of passenger service during the previous calendar year.

5) Uber will serve as Contracting Agent and submit a Tier 1 Advice Letter to confirm it opened a Clean Miles Standard (CMS) Regulatory Fee Account within ninety (90) days of D.24-03-001.
    a) Issue a Request for Proposals (RFP) for a Program Administrator.
    b) Submit a Tier 2 Advice Letter for approval of the Program Administrator.
    c) Pay invoices of the Program Administrator.
    d) Submit a Tier 2 Advice Letter to propose the form of the fee statement within 90 days of D.24-03-001, which established the deadline of August 8, 2025.
        i) The Program Administrator requested an extension of time on July 3, 2025, which was granted by the Commission on July 25, 2025, and extended the deadline to October 14, 2025.
        ii) The Program Administrator requested an additional extension of time of thirty (30) days on October 2, 2025. This extension request was granted on October 14, 2025, and extended the deadline to November 13, 2025.
    e) Send a report on contributions to and withdrawal of the CMS Regulatory Fee Account by January 30 each year.
    f) Issue an RFP for an evaluation contractor within six (6) months of D.24-03-001
        i) Submit a Tier 2 Advice Letter for approval of contract of evaluation contractor.
        ii) Submit a Tier 2 Advice Letter to propose whether to issue an RFP for a second evaluation report.
        iii) If required, Uber shall issue an RFP for an Evaluation Contractor for a second evaluation report within one (1) year after the completion of the first evaluation report.
    g) Issue an RFP for a financial auditor within twelve (12) months of D.24-03-001.
        i) Submit a Tier 2 Advice Letter for an RFP of the auditor.
        ii) Do the same for a second auditor within one (1) year after completion of the first audit.

D.24-03-001 requires each CMS Regulated Entity to commence collection of the CMS Regulatory Fee within ten (10) days of the Commission's resolution of the Tier 3 Advice Letter for Interim GHG Reduction Plans.

- Transfer CMS Regulatory Fees into the CMS Regulatory Fee Account (opened by Uber) within fifteen (15) days of the end of the quarter.
- Submit a fee statement to the Contracting Agent and the Commission.
- Label the fee as "Clean Miles Standard Regulatory Fee" on customer bills.

D.24-03-001 establishes the Clean Mobility Requirements as it relates to the Drivers Assistance Program:

1. Supporting Clean Mobility is defined as providing LMI individuals access to rides in ZEVs through CMS Regulated Entities.
2. Defines LMI individuals are residents of LMI communities.
3. Defines LMI communities as census tracts with median household incomes at or below 120% statewide median income, per CA Department of Housing and Community Development state

income limits.

The Program Administrator notes that the “Supporting Clean Mobility” definition differs from the LMI definition outlined in this document and under in D.24-03-001, which defines LMI as at or below 400% of the Federal Poverty Level (FPL).

Greenhouse Gas Emissions Reduction Plans:

- Clean Mobility Support:
  - CMS Regulated Entities are required to describe how they Support Clean Mobility in each GHG reduction plan.
  - CMS Regulated Entities are required to include progress toward Supporting Clean Mobility in the Biennial Unanticipated Barriers and Progress Report.
- Equity and Social Justice (ESJ) Progress:
  - Define ESJ communities as LMI drivers and LMI communities (as described).
  - CMS Regulated Entities are required to document how they will advance CMS ESJ action items in GHG reduction plans.
  - CMS Regulated Entities are required to address progress toward the ESJ action items in the Biennial Unanticipated Barriers and Progress Report and in Drivers Working Group meetings.
- Regulatory Fee:
  - Commission will approve increases if necessary to collect approved budget for the Drivers Assistance Program.
  - Commission will approve reductions to fee after Uber has reported to the Commission it has collected over 120% of approved annual budget for DAP in a 12-month period.

The Commission required the Drivers Assistance Program Implementation Plan to include sections covering at least the following subjects:

a. Proposed incentive amounts.
b. How the PA will deliver incentives to drivers.
c. How drivers will apply for CMS incentives.
d. How the PA will verify driver eligibility.
e. Staff training for program implementation.
f. How the PA will track incentives received by drivers.
    a. Including incentives received by drivers from non-DAP programs.
g. Description of program services and resources for drivers.
    a. A plan to create program website.
h. Description of specific methods to minimize barriers for LMI access.
i. How PA will pay drivers to participate in working groups, surveys, workshops.
j. How PA will engage with drivers and stakeholders to inform the program.
k. How PA will engage with CMS Regulated Entities to inform the program.
l. Program budget.
m. Program implementation timeline.
n. Data collection and reporting requirements.

a. Data security and privacy policies.

Program Name Change

The Program Administrator is implementing a program name change from Drivers Assistance Program (DAP) to Rideshare Incentives for Driving Electric (RIDE). Henceforth, the program will be referred to as RIDE throughout this and all program documents.

An effective program name is unique, memorable, easy to pronounce and spell, and communicates a relevant tone. It should also be distinct from other programs and align with the target audience.

While assessing the current program name, the Drivers Assistance Program (DAP), the PA determined:

- Drivers Assistance Program is very similar to an existing California EV rebate program named Driving Clean Assistance Program (DCAP).
- DAP, although unrelated, is a well-known company established in 1865.

To eliminate confusion, a more unique and relevant program name is recommended. The RIDE PA prioritized names that conveyed three core themes:

- Rideshare Drivers – It's ONLY for them. Not just any driver.
- Incentives/Savings – Drivers will get incentives that save them money.
- Electric Vehicles – The incentives are to buy/lease a zero-emission vehicle.

The PA proposes the name:
Rideshare Incentives for Driving Electric (RIDE).

Rideshare Incentives for Driving Electric – RIDE

Branding Guidelines

RIDE program branding guidelines are now finalized, therefore, the Program Implementation Plan, the Marketing, Education & Outreach Plan (Appendix A), and the Program Handbook will be updated with RIDE branding after final approval of content changes through the disposition of the Tier 1 Advice Letter following the approval of Resolution TL-19156 on July 2, 2026. These documents will all be updated with official program branding guidelines alongside the formal adoption of the public program name change from DAP to RIDE.

Program Design: Goals, Metrics, and KPIs

Summary

Phase 1 of the Rideshare Incentives for Driving Electric program will provide incentives to Transportation Network Companies for LMI drivers who meet the Minimum Driving Threshold (MDT), established at 4,500 trips per year over the previous 12-month period[1] and the low-income requirements, defined as Household Income below 400% of the Federal Poverty Level (FPL). Household Income under the FPL standard is defined as any person(s) living under the same roof who are related by birth, marriage, or adoption. This definition will be used in the RIDE program administration to determine household size. Income of non-dependents will be verified as part of the household income. The program is funded through a per-trip fee on CMS Regulated Entity trips, established as $0.09/trip.[2] CMS Regulated Entities that report under five (5) million miles of vehicle miles traveled per year are exempt from this D.24-03-001.

Required participating CMS Regulated Entities include Uber Technologies, Inc. (Uber), Lyft, Inc. (Lyft), and HopSkipDrive, Inc. (HopSkipDrive). The Commission is considering potentially regulating autonomous vehicle passenger companies (AV passenger companies) and charter party carriers (TCPs) that are not TNCs in Phase 2 of the Decision; this subject is not addressed further in this Implementation Plan.

D.24-03-001, by creating RIDE, will align the goals of the program with the goals of the Clean Miles Standard. Of which, the Standard Annual Targets were established through CARB and were made through rulemaking, public workshops, written comments, and in-person comments. The Standard Annual Targets established a 1) GHG reduction target (CO_2/PMT) and 2) electric vehicle miles traveled (eVMT) target by ZEVs. CMS Regulated Entity are instructed to reach the established targets, shown in Figure 1 through three primary strategies:

1) Reduction of VMT
2) Increased pooling of passengers
3) Transitioning drivers to ZEVs

Figure 1: CMS Annual Targets

Calendar Year	GHG Target (grams CO2/PMT)
2023	252
2024	237
2025	207
2026	161

Calendar Year	eVMT
2023	2%
2024	4%
2025	13%
2026	30%

[1] This MDT was set by the California Public Utilities Commission on March 13, 2025.

[2] Trip rate was set by the California Public Utilities Commission on March 13, 2025.

2027	110
2028	69
2029	30
2030+	0

Note: PMT refers to passenger miles traveled

2027	50%
2028	65%
2029	80%
2030+	90%

For the purposes of this program, a zero-emission vehicle (ZEV) is defined as a battery electric vehicle (BEV) or a hydrogen fuel cell vehicle (FCEV).

RIDE Program Goals

Rideshare Incentives for Driving Electric program goals are outlined as follows:

a. Expanding access to zero-emission vehicles and charging and its benefits to low-income and moderate-income CMS Regulated Entity drivers across California, with minimal negative impact to these LMI drivers.
    a. Reach 90% of vehicle miles traveled by ZEVs with minimal negative impact to LMI individuals and communities.
    b. Eliminate CMS Regulated Entity GHG emissions by 2030 with minimal negative impact to LMI individuals and communities.
b. Conduct marketing, education, and outreach (ME&O) to drivers through CMS Regulated Entities, Community Based Organizations (CBOs), and other entities to work with drivers to accelerate statewide adoption of ZEVs.
c. Function as a one-stop shop for all CMS Regulated Entity drivers to access ZEV incentives outside of RIDE.
d. Help drivers assess financial benefits and risks of ZEV adoption.
e. Work with public and private entities to identify subsidies for charging infrastructure and include these in the RIDE program resources and services.
f. Facilitate efficient program administration by a single statewide administrator.

The measurable outcomes that are listed in program goals a-f will be measured using the key performance indicator (KPI) framework described in the following section. Supporting metrics and survey data will be used to capture the qualitative aspects of service delivery and accessibility that fulfill the program's remaining broader mission and goals.

KPI 1: Program Progress

- Primary Metric: Monthly and cumulative application counts
- Secondary Metrics:
    - Application completion rate (applications submitted vs. started)
    - Application success rates (approved applications ÷ submitted applications)
    - Qualification rates by pathway (income verification vs. assistance programs)
    - Geographic distribution of applications and approvals across different areas and regions
    - Application abandonment by step (where in the process Applicants drop off)

- Data Sources: Application portal data.

KPI 2: Program Reach / Adoption Barriers

- Primary Metric: Percentage of drivers meeting 4,500 trip threshold who have submitted applications
- Secondary Metrics:
  - Estimated eligible population reach (based on Application data and annual non-RIDE driver survey income data extrapolated to CMS Regulated Entity driver population)
  - Monthly totals from CMS driver summary reports counting trip-qualified drivers
  - Pre-qualified drivers who completed vehicle purchase (%)
  - Percent of RIDE (dis)qualifications by pathway (new/used and income verification/participation and pre/post purchase)
- Data Sources: CMS Driver Summary reports (trip-qualified driver counts), application portal data, Annual RIDE and non-RIDE driver survey income extrapolation.
- Note: *Requires access to unredacted CMS Driver Summary data to establish accurate denominator.*[3]

KPI 3: Environmental Impact

- Primary Metric: GHG emissions avoided by RIDE-incentivized vehicle transitions (grams CO_2 based on ICEV to ZEV switches)
- Secondary Metrics:
  - Average eVMT per RIDE-incentivized vehicle per month
  - Total eVMT generated by RIDE -incentivized vehicles
  - Ongoing Charging Incentive reapplication/re-issue rates
- Data Sources: Mileage from CMS Regulated Entities for qualification, Annual RIDE driver survey responses
- Note: *Requires CMS Regulated Entities to provide trip/VMT data specifically for RIDE vehicles.*[4]

KPI 4: ZEV Adoption and Charging Use

- Primary Metric: Monthly and Cumulative ZEV adoptions
- Secondary Metrics:
  - Distribution of new vs. used vehicle purchases
  - Distribution of purchase vs. leased vehicles
  - Distribution of replaced ICE vehicle types
  - Ongoing Charging Incentives issued and utilization rates
- Data Sources: Application data, Annual RIDE driver survey, charge funds usage data.

[3] RIDE PA is required to report on program participation rates; however, the RIDE PA will be restricted in such reporting, dependent on availability of unredacted information received from CMS Regulated Entities.

[4] RIDE PA will be restricted in such reporting, dependent on availability of unredacted information received from CMS Regulated Entities.

KPI 5: Program Efficiency & Cost-Effectiveness

- Primary Metric: Administrative costs as percentage of total program budget
- Secondary Metrics:
    - Average processing time (application to disbursement)
    - Customer satisfaction scores from surveys
    - Average monthly cost savings reported by participants (vs. previous ICEV)
- Data Sources: Financial tracking, application processing data, survey responses
- Survey Connection: Annual RIDE driver survey measures satisfaction and cost savings; Application baseline survey captures initial experience.

Funding Overview

In March 2024, the Commission adopted D.24-03-001, which established the RIDE program with an initial four-year (4-year) budget, with two (2) options to extend for an additional three (3) years each. The initial budget estimated costs associated with delivery of each element as outlined in the scope.

In D.24-03-001, Attachment D – CMS Regulatory Fee and D.24-03-001 DAP Calculations, the Commission estimated a PA Year 1 administrative budget of $2 million. D.24-03-001 established that the PA administrative budget shall be the lesser of 8% of the Total Program Budget or $7 million.

The CMS Regulatory Fee and D.24-03-001 Drivers Assistance Program (RIDE) Calculations estimate the Total Year 1 Program Budget Estimate as follows:

a) Administrative Total is evaluation, audit, and contracting agent costs: $1,100,000.
b) Program Administrator Total is 8% of the Total Program Budget, with a minimum of $2 million for the first year and a maximum of $7 million: $2,272,000.
c) Incentive Totals are upfront and ongoing incentives summed: $27,300,000 + $0 = $27,300,000.

In June 2025, the Commission adopted Resolutions TL-19151, TL-19152, and TL-19153, which established a total Drivers Assistance Program budget of $29 million for 2025, including $27 million for incentives, $2 million for the Program Administrator budget, and $300,000 for non-program administrative costs (including evaluation and contracting).

In July 2026, the Commission adopted Resolution TL-19156, which updated the Drivers Assistance Program Year 1 budget to $25,000,000. The Program Administrator budget for Year 1, which includes funds for marketing, education, and outreach, will be updated via the GHG Plans per D.24-03-001.

In Resolution TL-19156, the Commission clarifies that the Drivers Assistance Program budget for the Program Administrator shall be $2,000,000 for the period beginning on March 12, 2025 through the start of Year 1 (Program Launch). This period shall be defined as Year 0 of the Drivers Assistance Program. Therefore, the Year 0 Program Budget is as follows:

a) Program Administrator Total costs: $2,000,000.

While the Year 1 Program Budget is as follows:

a) Administrative Total is evaluation and contracting agent costs: $350,000.
b) Program Administrator Total costs: will be updated via the GHG Plans per D.24-03-001.
c) Incentive Totals are upfront and ongoing incentives summed: $22,650,000.
d) Total Program Year 1 budget: $25,000,000

A detailed program budget can be found in the Administration & Program Implementation Activities: Detailed Administrative Budget section of this document.

Proposed Incentives

D.24-03-001 directed the Program Administrator (PA) to "…propose the initial CMS incentive amounts, using the cost gap analysis in [D.24-03-001] Attachment B as the basis, in the Tier 3 Advice Letter seeking approval of the initial [RIDE] Implementation Plan." The PA "shall provide assumptions for the analysis of the difference between ZEV and ICE vehicle costs over a five-year (5-year) period and a justification for each assumption." Additionally, "within twelve (12) months after the date CMS incentives first become available and within every twelve (12) months thereafter, the Program Administrator shall file a Tier 2 advice letter to propose adjustments to the incentive amounts with an analysis using the cost gap analysis in Attachment B as the basis."

In order to conduct this analysis, the PA utilized the S&P Global Mobility New Vehicle Registrations dataset, referred to as the Information Handling Services (IHS) dataset. This dataset offers granular monthly records of new light-duty vehicle registrations across the U.S. for both new and used vehicle purchases. It details vehicle specifics including make, model, and series/trim, as well as owner registration types such as personal/private, fleet, rental, commercial, or lease. The dataset encompasses over twenty (20) vehicle attributes, including body style, fuel type, powertrain, weight class, and MSRP, plus dealer information (name, state, ZIP code) for precise transaction tracking. Geographic resolution reaches census tract level (state, county, tract ID), while owner demographics cover income bands, ethnicity, gender, and age bands to enable targeted market insights.

S&P Global regularly provides monthly new vehicle sales data to the PA via Amazon Simple Storage Service (S3), a data storage service. The PA then processes the raw data through an automated pipeline that standardizes fields, classifies electric vehicle types, and enriches each record with geographic and demographic indicators to produce a clean, analysis-ready dataset. To conduct this analysis, the PA utilized California-specific datasets purchased from S&P Global that contained purchases through 2024 for new vehicles and 2022 for used vehicles. The PA acknowledges that the S&P Global data may have limitations; however, the use of data validates assumptions on vehicle purchase prices, which would otherwise be unsupported. Accordingly, utilizing a dataset with some limitations is a more valid approach than not using any data to validate assumptions.

Upfront Incentive Methodology and Summary from D.24-03-001

In Attachment B of D.24-03-001, the Commission outlines the methodology for calculating the Upfront

ZEV Purchase/Lease Incentives, including the New ZEV Incentive and the Used ZEV Incentive, as well as the Ongoing Charging Incentive. These methodologies are summarized below.

For the Upfront ZEV Purchase/Lease Incentive, the Commission's general approach is to achieve cost parity by setting incentive levels at values that close the price gap between an ICEV and a ZEV. The price gaps include the costs of the vehicle, including the sales tax. Specifically, the Commission's methodology compares the MSRP of the most popular used ICEV (Toyota Prius) to commonly available new and used ZEV purchase prices. The Commission then calculates the difference in vehicle purchase prices, rounds this value up, and sets the incentive level at the cost difference. The Commission assumes a sales tax value of 9% for these calculations (set to represent California sales tax and local taxes). The Commission also assumes that 50% of the Federal Tax Credits and other California state EV incentives will be available to eligible LMI drivers.

For the New ZEV incentive, D.24-03-001 averages all ZEVs with an MSRP cap of $40,000 and below and at least 200 miles of range. The $40,000 MSRP cap is used as a proxy for an "affordable price," as established in D.24-03-001, which says the incentive should be based in part on "the average new vehicle price of ZEVs...that have prices at or below an affordable level." The Commission uses the following vehicles to calculate the average purchase price of a new ZEV: Chevrolet Bolt EV and EUV, Fisker Ocean Crossover, Hyundai Kona EV, Nissan Leaf, Tesla Model 3, and Volkswagen ID.4.

For the Used ZEV incentive, D.24-03-001 establishes a methodology based on "the average used vehicle price of two (2) commonly available models of used ZEVs." As mentioned above, the Commission specifies the Toyota Prius as the most popular ICEV model used on TNC platforms. The Commission also assumes the Tesla Model 3 and Chevrolet Bolt EV are the two (2) most commonly available models. Used vehicle prices were determined based on an average of the previous twelve (12) years for ICEV models and the previous five (5) years for ZEV models, provided by Kelley Blue Book (KBB).

The Upfront ZEV Purchase/Lease Incentive amounts proposed by the Commission in D.24-03-001 are as follows:

Table 1: Purchase Incentives Proposed in D.24-03-001

New ZEV	$10,400
Used ZEV	$8,800

Notably, D.24-03-001 states that:

> "It is reasonable to adopt the following CMS incentive structure based on the cost difference analysis in Attachment B:
>
> > (a) An upfront incentive provided to offset costs of (a) the purchase or lease of a new ZEV, and (b) upfront home charging equipment and/or public charging costs;
> > (b) An upfront incentive provided to offset costs of (a) the purchase or lease of a used ZEV, and (b) upfront home charging equipment and/or public charging costs…"

In other words, the Commission intended for the Upfront ZEV Purchase/Lease Incentives to offset the combined cost difference of both the costs of a new or used ZEV purchase/lease as well as the costs of upfront home charging equipment and/or public charging. However, the Commission does not clearly account for upfront charging costs in its methodology for determining the Upfront ZEV Purchase/Lease Incentives, as outlined in Attachment B. While the RIDE PA and Commission staff are aware of this inconsistency, the Commission methodology in Attachment B clearly separates incentives for vehicle purchase costs from those related to the charging costs. Furthermore, upon review of the Proposed Decision, no party raised concerns regarding this inconsistency. D.24-03-001 establishes that changes to the methodology cannot be made through an Advice Letter; therefore, the RIDE PA will maintain the existing methodology as established in D.24-03-001.

Updated Upfront Incentive Methodology and Summary

The methodology outlined in D.24-03-001 determines the incentive amount for new and used vehicles based on the cost parity between the assumed EV price and the assumed ICEV price, inclusive of sales tax and existing incentives.

$$RIDE\ Incentive = (EV_C * (1 + r)) - \left(ICEV_C * (1 + r)\right) - Existing\ Incentives$$

Where EV_C is the cost of the EV…

$ICEV_C$ is the cost of the comparative used ICEV

r is the sales tax

In D.24-03-001, the Commission calculates new and used Drivers Assistance Program (RIDE) incentives of $10,400 and $8,800, respectively, based on their assumed EV and ICEV prices and existing available incentives, shown in Table 3. The incentives were calculated as follows, using the RIDE Incentive equation:

D.24-03-001 *New* ZEV Incentive: $10,400 = ($34,303 + $3,087) – ($17,883 + $1,609) – $7,500 (rounded to the nearest hundredth).

D.24-03-001 *Used* ZEV Incentive: $8,800 = ($31,187 + $2,807) – ($17,883 + $1,609) – $5,750 (rounded to the nearest hundredth).

To update the incentive amounts, the RIDE PA updated several of the assumptions outlined in Attachment B. Updates to these assumptions are shown in Table 2.

- The RIDE PA updated the calculations of vehicle prices based on actual purchase patterns and current listing prices shown in Table 3.
- Used vehicle prices were limited to thirteen (13) years of age for purchase price data, as HopSkipDrive does not allow vehicles older than thirteen (13) years on their platform in California.[5]
- The RIDE PA updated the used ZEV models to the Telsa Model 3 and Tesla Model Y, to reflect the most commonly used ZEVs on TNC platforms in the most recent data year (2024).
- The RIDE PA removed the 50% assumption of existing incentives, due to policy landscape changes in 2025, such as the expiration of the federal clean vehicle tax credit[6] and expected depletion of funds of California state programs such as the Driving Clean Assistance Program

[5] HopSkipDrive, (2025).

[6] Federal clean vehicle tax credits expired on September 30, 2025.

(DCAP) prior to RIDE program launch.[7]

- In March 2026, CPED staff requested the RIDE PA show the proposed incentive levels using the IHS dataset *without* income filtered to 400% FPL. These values are reflected in Rows five (5) and six (6) of Table 3. Notably, the inclusion of these values required updates to the proposed incentive levels *with* income filtered to 400% FPL, reflected in Rows seven (7) and eight (8). These values have changed relative to the values presented in the previous Proposed Implementation Plan (included as an attachment to CSE Advice Letter 1, which was submitted on November 18, 2025) because the underlying Fair Purchase Price values sourced from KBB have since been updated to reflect current market prices.

The RIDE PA determined that some assumptions did not require updates. These included:

- Sales tax set at 9%.
- Toyota Prius as the most commonly used ICEV across TNC platforms. Vehicle price data was updated to be inclusive of purchase patterns and most recent years' data (shown in Table 3).

Table 2: Upfront Incentive Assumptions

Upfront Incentive Assumptions	D.24-03-001	Updated for Year 1 Program Implementation
Federal Tax Credit - NEW	50% of $7,500	$0
Federal Tax Credit – USED	50% of $4,000	$0
CA State Incentives	50% of $7,500	$0
ICEV Make/Model	Toyota Prius	Toyota Prius
NEW BEV Models	All ZEVs that have an MSRP ≤ $40K and > 200 miles range	All ZEVs that have an MSRP ≤ $38K
USED BEV Models	Chevrolet Bolt EV, Tesla Model 3	Tesla Model Y, Tesla Model 3
Sales Tax	9%	9%

- *Note: Down payment of 10% is listed as an assumption in Attachment B of D.24-03-001, however, this assumption was not used in the methodology calculation outlined in Attachment B, therefore the PA has removed the assumption from the updated table.*

- *Though the RIDE program funds FCEVs as well as BEVs, FCEVs were not included in the cost calculations or methodology outlined in D.24-03-001, therefore, the RIDE PA has not included FCEV purchase costs in the updated methodology.*

Updates to these assumptions increases the RIDE incentive substantially, resulting in an incentive determination of **$20,300 and $14,200 for new and used**, respectively, calculated as follows, using the RIDE Incentive equation and the figures shown in Table 3:

Updated RIDE *New* ZEV Incentive: $20,300 = ($31,050 + $2,800) – ($12,390 + $1,115) – $0 (rounded to the nearest hundred).

[7] The only statewide program currently eligible for RIDE eligible drivers is DCAP. The Financial Assistance arm is projected to expire by the end of 2025. DCAP's Scrap and Replace program is projected to be available in 2026, however, the RIDE PA cannot reasonably assume a majority of drivers will be eligible to participate in scrap and replace due to limitations inherent in the program design such as vehicle age requirements.

Updated RIDE *Used* ZEV Incentive: $14,200 = ($25,422 + $2,288) – ($12,390 + $1,115) – $0, (rounded to the nearest hundred).

Table 3: Attachment B Calculations Methodology Assumptions & Updates for Purchase Incentives

Row	Scenario	Purchase Type	Assumed EV Price (Sales Tax)	Assumed Used ICEV Price (Sales Tax)	Existing Incentives	Resultant RIDE Incentive
1	New ZEV D.24-03-001 Assumptions	New EV	$34,303 ($3,087)	$17,883 ($1,609)	$7,500	$10,400
2	Used ZEV D.24-03-001 Assumptions	Used EV	$31,187 ($2,807)	$17,883 ($1,609)	$5,750	$8,800
3	Updated – No Incentive	New EV	$34,303 ($3,087)	$17,883 ($1,609)	$0	$17,900
4	Updated – No Incentive	Used EV	$31,187 ($2,807)	$17,883 ($1,609)	$0	$14,550
5	Updates – IHS/KBB Data (no filter)	New EV	$31,130 ($2,800)	$12,540 ($1,128)	$0	$20,300
6	Updates – IHS/KBB Data (no filter)	Used EV	$26,023 ($2,342)	$12,540 ($1,128)	$0	$14,700
7	Updated- IHS/KBB data	New EV	$31,050 ($2,800)	$12,390 ($1,115)	$0	$20,300
8	Updated -IHS/KBB data	Used EV	$25,422 ($2,288)	$12,390 ($1, 115)	$0	$14,200

It should be noted that the assumed updated prices of vehicles differ significantly from those presented in D.24-03-001, both for used ZEVs and used ICEVs. The methodology relies on querying Kelley Blue Book for their Fair Purchase Price.

The proposed incentive values that relied on the IHS/KBB data (i.e., Rows seven (7) & eight (8) in Table 3) changed slightly relative to the values presented in Table 3 of the previous Proposed Implementation Plan (included as an attachment to CSE Advice Letter 1, which was submitted on November 18, 2025). These values have changed since the underlying Fair Purchase Price values sourced from KBB have been updated to reflect current market prices. The proposed incentive values decrease by roughly $1,000 from the proposed incentive values in the previous Proposed Implementation Plan. These decreases are largely driven by an increase in used ICEV prices, which have made the cost differential smaller.

To calculate the *used* vehicle price for all purchases (not filtered by income), the RIDE PA followed a structured methodology, outlined in these steps and shown in rows five (5) & six (6) of Table 3:

1. Filter to applicable make/models (e.g., Toyota Prius for used ICEV or Tesla Model 3/Y for used EV).
2. Calculate the sales for each model year for that make/model, filtered to age <= 13 years to adhere to maximum age requirements for TNC drivers across all CMS Regulated Entity platforms.
3. For each California ZIP code in an exemplary list, get the typical listing price for each make/model/year from Kelley Blue Book.
4. Average prices across California ZIP codes, then average across model years, weighted on sales count.

Using the IHS data *with income filters applied*, to calculate what 400% FPL qualified individuals actually purchased, is shown in rows seven (7) & eight (8) of Table 3. To determine what vehicles 400% FPL qualified individuals purchased, the PA used historical data in the IHS dataset, filtered to California.

To calculate the *used* vehicle price for this income group, the RIDE PA followed the structured methodology, outlined above, with one additional first step:

1. Filter IHS dataset to purchases made by individuals with income at or below 400% FPL and would therefore meet the income qualifications for the program.
2. Filter to applicable make/models (e.g., Toyota Prius for used ICEV or Tesla Model 3/Y for used EV).
3. Calculate the sales for each model year for that make/model, filtered to age <= thirteen (13) years to adhere to maximum age requirements for TNC drivers across all CMS Regulated Entity platforms.
4. For each California ZIP code in an exemplary list, get the typical listing price for each make/model/year from Kelley Blue Book.
5. Average prices across California ZIP codes, then average across model years, weighted on sales count.

Expanding the dataset to all purchases (as opposed to those only made by 400% FPL qualified individuals) does not impact the prices substantially. Both EV and ICEV prices increase by a few hundred dollars. Because the used ICEV market is comprised of 57% FPL qualified individuals, yet only 27% and 31% of the new and used EV market respectively is FPL qualified, the expansion to all purchases causes larger increases in the EV prices as compared to the used ICEV price. In addition, the purchase patterns for used vehicles do not demonstrably change and are likely skewed by supply (e.g., there are more eight (8) year old Toyota Priuses for sale than zero to one (0-1) year old Priuses). As a result, expanding the IHS dataset to include all purchases would slightly *increase* the used EV incentive.

Employing the dataset with no adjustments based on income level yields the following results for used vehicles as seen in rows six (6) of Table 3 labeled "Updates – IHS/KBB Data (no filter): Used ZEV: $14,700. While adding in the additional step to filter the dataset to 400% FPL income qualified purchase patterns would result in the Used ZEV incentive to decrease by $500 to $14,200.

To determine the average *new* EV price, the IHS new vehicle purchased data set yielded the same result with income filters applied and not. This is due to the new EV price and used ICEV MSRP prices both increasing by the same amount ($50) with the 400% income filter applied, which causes the new EV incentive to remain the same at $20,300, as shown in rows five (5) and seven (7) of Table 3. Based on guidance in Attachment B, the RIDE PA can determine an MSRP cap to achieve affordable levels. To do this, the purchase data was then filtered to vehicles below $38,000. The RIDE PA did not filter for at least 200 miles of range, as new (MY2026) BEVs all exceed 200 miles of range at a minimum. The vehicle price was then determined by the sales weighted average in the IHS data set.

The methodology inclusive of 400% FPL income filtration should more realistically reflect actual purchase patterns, which skew toward lower cost. It is important to note that the IHS dataset includes all 400% FPL qualified individuals, not specifically 400% FPL CMS Regulated Entity drivers, which to the RIDE PA's knowledge, is not a publicly available dataset. As a result, there could be differences in the variation between the best available dataset the RIDE PA employed and what highly active CMS Regulated Entity drivers are actually purchasing. Though this method does not present a full picture of this subset of the population due to the aforementioned lack of publicly available data on high mileage CMS Regulated Entity drivers, the RIDE PA analysis nonetheless assumes that low- and- moderate-income individuals purchase older, cheaper vehicles, particularly ICEVs, than D.24-03-001 implied.

It should be noted that the use of the dataset has a relatively marginal impact on the overall increase in the incentive level. As shown in Table 3, referencing "Updated- No Incentive" rows 3 & 4: updates to the assumption regarding existing incentive amounts, and without using the dataset, would result in incentives of $17,900 for new vehicles and $14,550 for used vehicles.

As demonstrated in Table 3, the largest difference in incentive amount as compared to the D.24-03-001 occurs due to the adjustment of removing the federal and state incentives, rather than the use of the dataset. Specifically, for new vehicles, removing existing incentives increases the incentive amount by $7,500 whereas the use of the IHS dataset results in a difference of +$2,400. Similarly, for used vehicles, removing existing incentives increases the incentive amount by $5,750 compared to a $350 *decrease* to incentives when employing the IHS dataset.

In summary, to better reflect what 400% FPL drivers actually purchase, the RIDE PA updated the price inputs using IHS registration data (400% FPL filter) and Kelley Blue Book typical listing prices by Model Year (MY) and ZIP code. These adjustments result in a lower ICEV comparator and a different mix of EVs compared to the assumptions in D.24-03-001. This produces incentives that close the cost gap for the eligible population rather than the general market, shown in Table 4.

Table 4: Proposed Updated Purchase Incentives

New ZEV	$20,300
Used ZEV	$14,200

Ongoing Charging Incentive Methodology and Summary from D.24-03-001

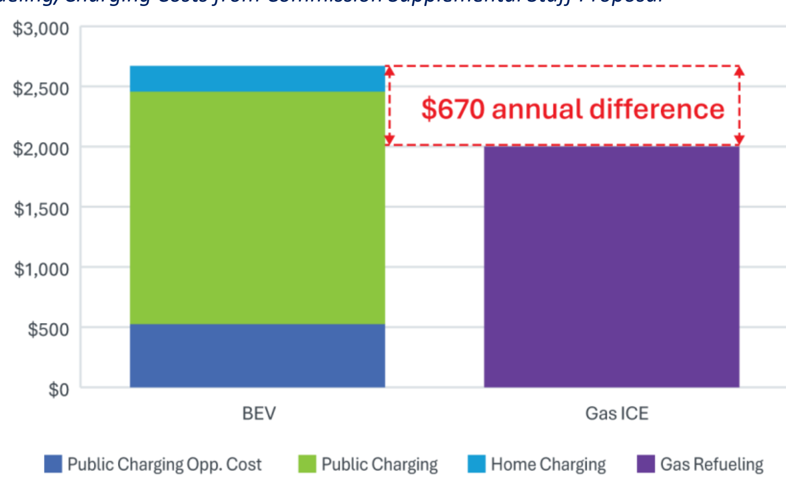
To update the Ongoing Charging Incentive, the PA looked to Attachment B of D.24-03-001, which includes the Commission's assumptions; however, no clear methodology is outlined in Attachment B nor any of the staff proposals prior to D.24-03-001. During the program design phase, the RIDE PA worked closely with Commission staff to determine the methodology used to estimate the suggested Ongoing Charging Incentive using the assumptions provided.

The Commission's objective for the Ongoing Charging Incentive is to close the gap in annual costs when fueling an ICEV compared to a ZEV. The difference in costs can vary depending on the assumptions and is assumed to improve over time, as charging stations become more accessible and the cost of charging decreases, whether through less expensive direct current fast chargers (DCFC) or because drivers gain access to home charging. The difference in price between gasoline and electricity also drives the differential, with higher gasoline prices resulting in relatively more affordable EV charging.

The methodology assumes an Annual Vehicle Miles Traveled (VMT) of 20,000 miles, derived from the top 75th percentile of driver's data in TNC Annual Data reports in 2023. It is estimated that ICEV drivers spend an average of 10 minutes refueling gasoline, while ZEV drivers spend 15 minutes looking for charging, not accounting for regular break time. It is also assumed that LMI drivers will be using public DCFC charging (150 kW chargers) 90% of the time, with the remaining 10% of charging conducted at home. An opportunity cost was set at California's minimum wage ($15.50 at the time D.24-03-001 was issued), which was used to account for the time spent looking for a charger and time spent charging (less time spent refueling an ICEV).

The Ongoing Charging Incentive methodology relies on previous calculations submitted in the Supplemental Staff Proposal, presented in graph format showing a price differential of $670 when fueling an ICEV vs. a ZEV. This price differential is what is proposed in D.24-03-001 Methodology. However, as noted, the actual calculations resulting in the graph's depictions are not illustrated anywhere in the D.24-03-001 documents or (supplemental) staff proposals.

Figure 2: Annual Refueling/Charging Costs from Commission Supplemental Staff Proposal[8]



[8] California Public Utilities Commission, (2023).

Therefore, the PA has worked with Commission staff to identify the methodology taken to reach the results displayed by the graph in Figure 2. This methodology is outlined as:

The Ongoing Charging Incentive has two components: the charging cost component and the opportunity cost component. Each of these were calculated for EVs and ICEVs separately and then subtracted from each other to calculate the total incentive amount, as summarized by Equation 1 below.

$$I = Op \quad + C_E - C_I$$

Equation 1. Annual Incentive Amount Calculation, where

I is the incentive amount

Op is the opportunity cost

And *C* is the charging cost for EVs (*E*) and fueling cost for ICEVs (*I*)

Charging Cost Calculation

The cost of refueling for EVs and ICEVs is shown in Equation 2.

$$C_V = \frac{VMT}{Eff_V} \times CPU_V$$

Equation 2. Charging Cost Calculation, where...

C is the annual charging cost

VMT is the annual vehicle miles traveled

Eff is the efficiency metric for each vehicle type *V*

and *CPU* is the cost per unit for vehicle type *V*

The assumptions, as put forth in Attachment B of D.24-03-001 by the Commission, are summarized in Table 5.

Table 5: Assumptions Used for Charging Cost Calculations

Metric	**ICEV**	**Units**	**EV**	**Units**
VMT	20,000	Miles	20,000	miles
Efficiency	50	Mpg	3.57	mi/kWh
Energy Consumed	400	gallons	5,602	kWh
Cost Per Unit (CPU)	5	$/gal	0.383	$/kWh
Annual Cost (C)	**2,000**	**$/year**	**2,145.70**	**$/year**

Note: Purple represents Commission assumptions and blue represents calculation steps.

Table 5 shows the total cost for both vehicle types. It is important to note that the assumed cost per unit for EVs is actually a weighted average between more expensive but convenient public chargers (90% of charging at $0.40/kWh) and cheaper but less convenient home charging (10% of charging at $0.23/kWh).

The total cost calculation shows that EVs would cost slightly more than ICEVs, $2,145 to $2,000 due to the reliance on public charging. As a result, the charging cost component of the annual incentive is $145 per year.

Opportunity Cost Calculation

Equation 3 represents the Commission opportunity cost methodology.

$$Op = \frac{VMT}{Eff} \times R_W \times (CT_E + ST_E - ST_I) \times OCH$$

Equation 3. Opportunity Cost Calculation, where…

Op is the opportunity cost

VMT is the annual vehicle miles traveled

Eff is the efficiency metric for each vehicle type *V*

R_W is the proportion of refuelings that occur during work hours

CT is the charging time for EVs (*E*)

ST is the time searching for a refueling station for EVs (*E*) and ICEVs (*I*)

And *OCH* is the opportunity cost per hour

The inputs and results are summarized in Table 6, which shows an annual opportunity cost of just over $525.[9] When combined with the charging cost differential, the total incentive as calculated by the Commission is $670 ($525 + $145).

Table 6: Assumptions Used for Commission Opportunity Cost Calculations

Metric	Commission Value	Units
Annual VMT	20,000	miles
Efficiency	3.57	mi/kWh
Total Annual Charging	5,602	kWh
Refuelings During Work Hours	90	%
Annual Charging Public	5,042	kWh
Energy Capacity	60	kWh
Charger Capacity	150	kW
Charging Time Per Session	0.32	hours
Charging Sessions Per Year	84.03	#/year
Time Spent Looking for Charge	0.25	hours
Time spent looking for gas	0.166667	hours
Total Time (Annual)	33.89	hours/year
Minimum Wage	15.5	$/hour
Total Cost	*525.35*	*$/year*

[9] Note that this uses the earlier minimum wage; when updated to the 2025 minimum wage, this becomes $560.

Note: Purple represents Commission assumptions and blue represents calculation steps.

Equation 1: $670 = $525.34 + $2,145.70 − $2,000 (rounded to the nearest hundred).

The Ongoing Charging Incentive amount proposed by the Commission in D.24-03-001 is:
$670/per year over a period of four (4) years, resulting in a maximum of $2,680 per Applicant over the program, though it is noted by the PA that this Ongoing Charging Incentive is subject to change due to market fluctuations and changes in assumptions in future program years. Therefore, it may be that an Applicant could receive less or more than the estimated $2,680 set out at the time of this proposal.

Updated Annual Charging Incentive Methodology and Summary

For the Ongoing Charging Incentive, the RIDE PA's calculations result in an annual net incentive of $1,170, which is primarily due to the opportunity cost calculations shown in more detail. While D.24-03-001 calculated an opportunity cost differential of approximately $500, the RIDE PA's calculations show a cost nearly double that. On the other hand, the fueling cost calculations are essentially the same.

Following, the Center for Sustainable Energy illustrates the calculations for the Ongoing Charging Incentive for the RIDE program. The charging incentive has two components: the charging cost component and the opportunity cost component. Each of these were calculated for EVs and ICEVs separately and then subtracted from each other to calculate the total incentive amount, as summarized by Equation 4 below.

$$I = Op_E - Op_I + C_E - C_I$$

Equation 4. Annual Incentive Amount Calculation, where

I is the incentive amount

Op is the opportunity cost for EVs (*E*) and ICEVs (*I*)

And *C* is the charging cost for EVs (*E*) and fueling cost for ICEVs (*I*)

Based on the individual calculations, the RIDE PA calculated the total incentive would be $1,170 per year, with most of that cost being due to the opportunity cost. To be more specific, the charging cost incentive is approximately $145 per year, and the opportunity cost incentive is $1,024 per year. These results are discussed in more detail.

Charging Cost Calculation

The cost of refueling for EVs and ICEVs is shown in Equation 2.

$$C_V = \frac{VMT}{Eff_V} \times CPU_V$$

Equation 2. Charging Cost Calculation, where...

C is the annual charging cost

VMT is the annual vehicle miles traveled

Eff is the efficiency metric for each vehicle type *V*

and *CPU* is the cost per unit for vehicle type *V*

For each of these metrics, he RIDE PA used the same assumptions as put forth in Attachment B of D.24-03-001 by the Commission and are summarized in Table 7.

Table 7: Assumptions Used for Charging Cost Calculations

Metric	ICEV	Units	EV	Units
VMT	20,000	Miles	20,000	miles
Efficiency	50	Mpg	3.57	mi/kWh
Energy Consumed	400	gallons	5,602	kWh
Cost Per Unit (CPU)	5	$/gal	0.383	$/kWh
Annual Cost (C)	2,000	$/year	2,145.70	$/year

Note: Purple represents Commission assumptions and blue represents calculation steps.

Table 7 shows the total cost of refueling for both vehicle types. It is important to note that the assumed cost per unit for EVs is actually a weighted average between more expensive but convenient public chargers (90% of charging at $0.40/kWh) and cheaper but less convenient home charging (10% of charging at $0.23/kWh).

The total cost calculation shows that EVs would cost slightly more than ICEVs, $2,145 to $2,000, due to the reliance on public charging. As a result, the charging cost component of the annual incentive is $145 per year.

Opportunity Cost

The opportunity cost calculation is substantially more complicated than the charging cost calculation due to the fact it requires the number of charging events, as opposed to just total miles driven. See Equation 5 below.

$$Op_V = \frac{\frac{VMT}{Eff_V}}{Cap_V \times DoD_V} \times R_W \times (CT_V + ST_V) \times OCH$$

Equation 5. Opportunity Cost Calculation, where…

Op is the opportunity cost for vehicle type V

VMT is the annual vehicle miles traveled

Eff is the efficiency metric for each vehicle type *V*

Cap is the energy capacity for vehicle type *V*

DoD is the depth of discharge for vehicle type *V*

R_W is the proportion of refuelings that occur during work hours

CT is the charging time for vehicle type *V*

ST is the time searching for a refueling station for vehicle type *V*

And *OCH* is the opportunity cost per hour

The first portion of the calculation is to determine how many charging events are necessary. Depth of discharge, or DoD, is the proportion of the capacity used, essentially accounting for the fact that the fuel tank in ICEVs and batteries in EVs won't ever be completely drained when refueling, and in the case of an EV, may not be recharged up to 100%. That is, it is more likely that EV drivers will charge between 20% and 80% to optimize their battery health and charging time, which results in a DoD of 60%.

After the total annual refueling event is calculated, the next portion of the calculation determines how much time each event takes. For EVs, D.24-03-001 includes a searching time component to find available public charging. For ICEVs this parameter was set to zero, assuming ICEV drivers have frequent and easy access to gas stations. Likewise, the Commission assumed it would take 10 minutes to fill an ICEV, but the time it takes to recharge an EV is calculated based on DoD and charger capacity. Finally, the total time per year is then multiplied by the opportunity cost per hour, which is the minimum wage. The PA continues to use the minimum wage, though this number has recently increased to $16.50/hour (as of 2025). All values are shown in Table 8.

Table 8: Assumptions Used for Opportunity Cost Calculations

Metric	ICEV	Unit	EV	Units
VMT	20,000	miles	20,000	miles
Efficiency	50	mpg	3.57	mi/kWh
Energy Consumed	400	gallons	5,602	kWh
Energy Capacity	11.3	gallons	60	kWh
Depth of Discharge	90	%	60	%
Charger Capacity	N/A		150	kW
Refuelings During Work	100	%	90	%
Refuelings per Year	39.3	#/year	140.1	#/year
Time to Refuel	0.1666667	hours	0.24	hours
Searching Time	0	hours	0.25	hours
Total Time Per Refuel	0.167	hours	0.49	hours
Total Time (Annual)	6.56	hours/year	68.6	hours/year
Opportunity Cost Per Hour	16.5	$/hour	16.5	$/hour
Annual Opportunity Cost	108.16	$/year	1,132.35	$/year

Note: Purple represents Commission assumptions, yellow represents PA assumptions and blue represents calculation steps.

The RIDE PA made several assumptions to complement the assumptions made by the Commission. First, to calculate the ICEV refueling events per year, the RIDE PA assumed a gasoline tank of 11.3 gallons, the average fuel tank capacity of a Toyota Prius, the most used ICEV by rideshare drivers. Next the RIDE PA assumes that ICEVs will have a DoD of 90%, which is to say that ICEVs will refuel when 10% of their tank is left. For EVs, the Commission uses a DoD of 80%, but for reasons stated above, the RIDE PA believes a DoD of 60% is more realistic, as it would optimize charge time and battery health. The RIDE PA also takes a conservative approach and assumes that 100% of ICEV refueling events occur during work hours. Finally, as mentioned, the RIDE PA updated the opportunity cost of charging.

A key outcome of this methodology is that it highlights how many more times EVs need to refuel per year than ICEVs: 140 compared to only 40, respectively. Consequently, since EVs take substantially more time to refuel, the total time spent during refueling events is substantially higher as compared to ICEVs:

68 hours per year compared to only 6.5 hours, respectively. Converting this to a monetary cost, EVs cost their drivers $1,132 per year, whereas an ICEV only costs their driver $108 per year. Subtracting one from the other yields a net opportunity cost incentive of $1,024 per year.

Using Equation 4, as shown, it results in an Ongoing Charging Incentive of **$1,170**.

Equation 4: $1,170 = $1,132.35 – $108.16 + $2,145.70 – $2,000 (rounded to the nearest hundred).

The two key differences between the opportunity cost methodologies are that 1) the RIDE PA includes DoD and charger capacity to determine total refueling events and 2) the RIDE PA uses two separate equations to calculate ICEV and EV costs.

1. The Commission uses DoD to calculate the total charging time per session, though it is assumed to be 80%. However, this is not used to calculate the total charging sessions per year. Including a DoD of 80% increases the total sessions per year from 84 to 105, and a DoD of 60% (as recommended) further increases the number of events to 140. Inclusion of DoD would greatly increase the opportunity cost in return (up to $932 with 60% DoD).

2. The Commission includes time spent looking for gasoline in the same function as the time looking for charging. However, as shown in Table 8, ICEVs refuel their vehicles only 40 times a year compared to EVs refueling 140 times a year. As such, the comparison between ICEVs and EVs searching for fuel is being overestimated by approximately 3.5 times too high. After correcting this, the total incentive increases to $1,022 using the Commission methodology, which is essentially the same as the PA's. For these reasons, the PA believes the updates to the methodology retain the intent of the Commission's original methodology with minor improvements.

Note: Though the RIDE program funds FCEVs as well as BEVs, FCEVs were not included in the cost calculations or methodology outlined in D.24-03-001, therefore, the RIDE PA has not included FCEV fueling costs in the updated methodology.

The Ongoing Charging Incentive may be applied annually, with eligibility renewing every twelve (12) months after the first Ongoing Charging Incentive is approved, beginning in Year 1 of the program implementation. The Year 1 Ongoing Charging Incentive is automatically applied upon approval of the Upfront ZEV Purchase/Lease Incentive. Applicants will receive funds within 30 days of such approval.

For Year 1, the PA is not including an opt-out option for the Ongoing Charging Incentive, based on the reasonable assumption that drivers purchasing a ZEV for their primary work purpose will incur fueling costs beyond the home. As outlined in the charging incentive methodology, a typical LMI driver is expected to rely primarily on public charging (90%) for refueling needs. However, the Applicant will be required to reapply for subsequent years' Ongoing Charging Incentives through the application portal, as described in the accompanying Handbook.

Incentive Amounts:

Table 9: Updated Incentive Amounts

	D.24-03-001 Proposed Incentive:	Updated Program Year 1 Incentive:
Upfront NEW ZEV Purchase/Lease Incentive	$10,400	$20,300
Upfront USED ZEV Purchase/Lease Incentive	$8,800	$14,200
Ongoing Charging Incentive	$670	$1,170

Reporting of Available Funds

To ensure transparency and accountability, the RIDE PA will report on fund availability and incentive disbursement, as outlined in the Financial and Accounting Reporting section of this document.

Application Procedures

Summary

Upfront (New & Used) ZEV Purchase/Lease Incentives

The RIDE program's primary objective is to enable low- and moderate-income CMS Regulated Entity drivers to purchase, lease, and charge a zero-emission vehicle. Eligibility is dependent on income and a Minimum Driving Threshold, defined in the Eligibility Verification section.

Additionally, upon application submission, the Applicant will be required to disclose their current vehicle, and attest, via Terms and Conditions, that they do not currently own a ZEV. Those drivers who own a ZEV but do not use this vehicle on a CMS Regulated Entity's platform may be eligible for RIDE incentives, so long as they disclose, via Terms & Conditions, that the incentivized ZEV will be used on a CMS Regulated Entity's platform.

Drivers will have two options by which to receive the incentive. For a Point-of-Sale (POS) purchase, the driver will be required to go through a pre-qualification process. Once eligibility is confirmed, the pre-qualification voucher will remain valid for ninety (90) days and drivers will present their pre-approval confirmation number to participating dealerships. The dealer will apply the incentive at the POS for qualifying new or used ZEVs.

A second option is Post Purchase redemption. The driver can either (a) go through the pre-qualification process prior to purchasing a vehicle and then self-complete the application process after the purchase transaction is complete or (b) go through the post-qualification process after purchasing and taking possession of a vehicle from a licensed dealership. Option (b) requires the driver to confirm eligibility upon submission for their application materials post purchase. The RIDE PA will not require pre-qualification for a Post Purchase incentive; however, **it is highly recommended that Applicants pre-qualify their intended purchase to ensure eligibility of the incentive will apply and to reduce financial**

risk to the individual.

- Applicant Option 1: Pre-qualification, dealership redemption at point of sale.
- Applicant Option 2: Pre-qualification, self-redemption post purchase.
- Applicant Option 3: Application submitted after purchase, qualification determined post purchase (qualification not guaranteed).

Ongoing Charging Incentives

The Ongoing Charging Incentive will be applied annually, with eligibility renewed every twelve (12) months after the first Ongoing Charging Incentive is approved, beginning in Year 1 of the program implementation. The Year 1 Ongoing Charging Incentive will be automatically applied within thirty (30) days to the driver after all Upfront ZEV Purchase/Lease Incentive application materials are approved.

The RIDE PA recognizes that an applicant's approved pre-qualification voucher is valid for up to 90 days. However, this does not conflict with the 30-day window for applying the Ongoing Charging Incentive. Rather, the Ongoing Charging Incentive window will only become active once all application materials are submitted by either the dealership applying for the Point-of-Sale incentive or the applicant applying for the Post Purchase application (i.e., after the vehicle has been purchased or leased) and the application has been approved by the RIDE PA.

This annual incentive is intended to cover the ongoing fueling needs of the driver in order to encourage continued use of the ZEV as their CMS Regulated Entity platform vehicle. The driver must continue to meet the Minimum Driving Threshold eligibility requirement to receive the Ongoing Charging Incentive. However, once income eligibility is verified with the Upfront ZEV Purchase/Lease Incentive application, income eligibility will last for five (5) consecutive years and Applicants will not be required to resubmit income verification documents annually to receive the Ongoing Charging Incentive.

This extended income verification will reduce administrative burdens on both the Applicants and the RIDE PA in subsequent years of the program by eliminating the need for income documents to be repeatedly submitted and verified to ensure eligibility for the Ongoing Charging Incentive. This verification also reduces the likelihood that a driver will become ineligible due to increased income associated with the acquisition of the ZEV, which can enable drivers to charge more for trips. The RIDE PA has developed this policy in partnership with Commission staff, who are amenable to this proposal.

For subsequent program years, once twelve (12) months have passed, the driver will be notified by email and/or by notification in the application portal that they are now eligible to receive the Ongoing Charging Incentive, pending a trip eligibility check and verification of the driver's continued and active use of the incentivized vehicle on CMS Regulated Entity platforms. Once the driver is notified, they will log in to the portal and confirm that they wish to receive the Ongoing Charging Incentive. This action serves as the applicant's submitted application request.
Once the application request is received, the RIDE PA will initiate the MDT verification check with participating CMS Regulated Entities. Once the MDT eligibility and vehicle ownership are confirmed and the application is approved, the RIDE PA will transfer funds into the Applicant. Once funds are

transferred, the RIDE PA will notify the driver that funds are now available for use. Each year, Applicants will reapply using the same portal account they used to apply for the Upfront ZEV Purchase/Lease Incentive. If the applicant does not meet the Minimum Driving Threshold over the previous 12-month period, they will be notified as such and will be encouraged to re-apply later.

The RIDE PA will request MDT verification via the verification process outlined in the Minimum Driving Threshold Verification and estimates that verification will take up to 20 business days. The continued requirement to meet the MDT will ensure that drivers are actively participating on the CMS Regulated Entity networks as drivers and will provide verification, via VIN number, that the purchased or leased ZEV is being used for this purpose.

The RIDE PA will provide the Ongoing Charging Incentive funds to the Applicant by ACH payment or check.

Table 10: Updated Incentive Amounts and Eligibility Requirements

	Incentive Amount	Required Income Verification	Required MDT Verification
Upfront NEW ZEV Purchase/Lease Incentive	$20,300	YES	YES
Upfront USED ZEV Purchase/Lease Incentive	$14,200	YES	YES
Ongoing Charging Incentive	$1,170/year	Year 1 ONLY Eligibility lasts for 5 years	YES, annually

Customer Service Support

The RIDE PA hosts a dedicated email account and toll-free customer service number for applicants and dealerships to call to discuss any questions they may have about the program. The email account and toll-free number will be managed by PA staff who are fully knowledgeable of program guidelines and procedures and provide the highest level of customer service. Case managers will be available to assist the applicants throughout the process to help create a high success rate of application approval. The RIDE PA understands not all applicants will feel comfortable asking questions in English. For this reason, staff can assist applicants in various languages.

The RIDE PA is available during regular business hours Monday – Friday 9:00 AM – 5:00 PM Pacific Time, except holidays. The PA will respond within 2 business days or less for emails and voicemails received. Ineligible drivers who contact the PA will be directed to incentive finder tools and resources on the RIDE website.

Program Eligibility Requirements

Household Income Requirement

The income-eligibility requirements are set at 400% of the FPL per household for the driver making the vehicle purchase. For the purposes of RIDE program eligibility, a household is defined as any person(s) living under the same roof who are related by birth, marriage, or adoption. Income of non-dependents will be verified as part of the household income. The RIDE program does not assume a single-person household for consideration of the RIDE program, the Applicant will self-attest to the household size.

A link to calculate California's 400% FPL per household can be found here and will be available on the RIDE website.[10] Federal Poverty Levels are subject to change year over year.

Additional information regarding income verification requirements can be found in the Applicant Eligibility Requirements section.

Minimum Driving Threshold Requirement

The 2025-2026 MDT for a driver to be eligible to participate in the RIDE program is set at 4,500 trips in the previous twelve (12) full month period at the time of application. This MDT was established by the Commission on March 13, 2025, through the adoption of Resolutions TL-19151, TL-19152, and TL-19153, which approved the Interim Greenhouse Gas Emissions Reduction Plans submitted by Lyft, Uber, and HopSkipDrive, respectively.

Applicants must provide written consent, via Terms and Conditions, for CMS Regulated Entities to disclose applicants' Personally Identifiable Information (PII) to the RIDE PA in order to verify compliance with the MDT, which is a condition of receiving RIDE incentives.

Current ZEV Ownership Requirement

Per Resolution TL-19156, Applicants are restricted from receiving an Upfront ZEV Purchase/Lease Incentive if the Applicant currently owns a ZEV and drives that ZEV on a CMS Regulated Entity's platform. This restriction will remain in place until formal direction is provided in the CMS Phase 2 Decision.

Upon application submission, the Applicant will be required to disclose their current vehicle and attest, via Terms and Conditions, that they do not currently own a ZEV. Those drivers who own a ZEV but do not use this vehicle on a CMS Regulated Entity's platform may be eligible for RIDE incentives, so long as they attest, attest via Terms & Conditions, that the incentivized ZEV will be used on a CMS Regulated Entity's platform.

Additional Applicant and vehicle eligibility requirements are described in Verification of Eligibility section.

Application Portal System & Application Review Process

To facilitate application submission, the RIDE PA will create an application portal where the Applicant will create an account, receive their pre-qualification verification number, submit required documentation, and track application status.

[10] Poverty Level Calculator – California, (2026).

The RIDE PA's online platform will store and recall all submitted documentation required for incentive reimbursement, and the RIDE PA will process applications in the order they are received.

1) **Establish a Plan for Eligible Drivers:**
    a. The RIDE PA will work with the CMS Regulated Entities to promote the RIDE program to all drivers on their platforms, targeting the highest earners and veteran drivers as priority audiences.
    b. CMS Regulated Entities will assist with marketing, including but not limited to email, app pushes and notifications, or text messaging with a link to the program website so potential Applicants can learn more and apply if they meet income requirements.
2) **Confirm Eligibility:** When the Applicant begins the application, the online platform will first ensure that each application meets all program requirements before approval, including:
    a. Verifying Applicants reside in a low-or- moderate-income household, defined as at or less than 400% FPL OR confirming Applicants are part of a household participating in eligible public assistance program that aligns with the 400% FPL threshold.[11]
    b. Verifying Applicants meet the Minimum Driving Threshold, in aggregate, across all participating CMS Regulated Entity platforms. This will be done as described in the Minimum Driving Threshold Verification section below.
    c. Verifying Applicants, through self-attestation, do not currently own a ZEV and, in the case that they do own a ZEV, that they do not currently drive the ZEV on a CMS Regulated Entity's platform.
3) Once an Applicant has been verified to meet the income and MDT eligibility criteria, the RIDE PA will issue a pre-qualification voucher number **(valid for ninety [90] days)** or confirm qualification for a Post Purchase application workflow.
4) For pre-qualification applications, the Applicant will then purchase the vehicle within the ninety (90) day redemption window and once the purchase is complete, will submit or have the dealership submit on their behalf the required documentation to complete their application for review.
5) The RIDE PA will process the applications by reviewing and verifying all application materials and supporting documents that have been received and by verifying the following:
    a. Ensure the VIN entered by the Applicant is unique and has not been used by another Applicant.
    b. Validate the VIN and vehicle address on the application matches the vehicle registration.
    c. Confirm that the Applicant has not previously received an incentive for the same vehicle.
    d. Ensure the application package is submitted within the required timeframe of the ZEV purchase/lease date.
    e. Confirm that all other eligibility requirements and terms and conditions have been satisfied.
6) Manual and Automated Review: Employ a combination of automated validation and manual review by trained incentive processing specialists to ensure compliance with program

[11] A comprehensive list of eligible public assistance programs will be available on the RIDE website.

requirements.

7) Additional Checks: Implement system checks post-manual review to ensure all required documents are submitted and approved before application approval.

Quality Assurance and Quality Control

The RIDE PA will implement a standardized and efficient process for reviewing driver eligibility for the RIDE incentive. After developing a comprehensive Implementation Plan and Handbook, the RIDE PA will create clear and easy-to-follow standard operating procedures (SOPs) for incentive processing staff.

These SOPs will ensure that each application is reviewed consistently and fairly, regardless of the individual processor handling the review.

The RIDE PA will also develop communication templates to ensure that Applicants receive consistent and clear information throughout the review process. The RIDE PA's state-of-the-art platform will use a combination of automated and manual notifications to keep Applicants informed of their application status. Applicants will have access to an online portal with a personalized login, allowing them to track their application status and view updates regularly.

1) **Develop Standard Operating Procedures (SOPs)**: Create standardized SOPs for the application review process to ensure consistency and fairness across all processors.
2) **Create Communication Templates:** Develop clear and concise templates for communication with Applicants at various stages of the application process.
3) **Establish Notification System:** Set up an automated and manual notification system to inform Applicants of processing updates, ensuring timely and transparent communication.
4) **Enable Application Tracking:** Provide Applicants with access to a secure online portal where they can track their application status and receive regular updates.

Verification of Eligibility

Applicant Eligibility Requirements

Eligible drivers must meet **two key requirements:**

1. Drivers must demonstrate their low- to moderate-income status identifying a household income at or below 400% FPL.
2. Drivers must meet the established MDT: to be measured by including trips across all CMS Regulated Entities in the previous twelve (12) months.

CMS Process for Establishing the Minimum Driving Threshold:

1. Each CMS Regulated Entity proposed the minimum number of trips for the Minimum Driving Threshold in their Interim GHG Emissions Reduction Plans. Lyft submitted their Interim GHG Emissions Reduction Plan on July 3, 2024, and Uber and HopSkipDrive submitted their Interim GHG Emissions Reduction Plans on July 5, 2024.
2. The Commission reviewed the proposed limits and finalized the MDT at 4,500 trips per year over the previous 12-month period on March 13, 2025, in their resolution of the Initial GHG Plans. The MDT can be adjusted in future years, as determined by the Commission.
3. The CMS Regulated Entities will track and provide data on driver eligibility to the PA.

4. CMS Regulated Entities will assist the PA in developing a system for tracking driver trips across all Regulated Entity networks.
5. The PA will aggregate driver trips across platforms and verify eligibility.

To be considered an eligible trip, the ride must meet the following criteria:

- The trip must be a passenger trip. Trips transporting packages or deliveries do not qualify.
- The trip must begin in California, as determined by ZIP code.

Eligible drivers must meet the following comprehensive eligibility criteria requirements, described in full below:

- Applicant must be an individual and must be a resident of California. Businesses, nonprofits, public entities, municipalities, and any other non-individual entities are not eligible for RIDE.
    - If a vehicle is purchased or leased through a trust, the individual submitting the application is subject to all Applicant eligibility requirements.
- Applicant must have completed a cumulative of at least 4,500 trips with eligible CMS Regulated Entity (Uber, Lyft, and/or HopSkipDrive) over a 12-month period prior to submitting an application.
- Applicant may receive one (1) RIDE Upfront ZEV Purchase/Lease Incentive per calendar year or 12-month period.
- The individual who purchases or leases the vehicle must be the driver who meets the MDT eligibility criteria on the participating platforms (names and Driver's License must match).
- Driver must not currently own a ZEV OR if they do, must attest that the owned ZEV is not used on a CMS Regulated Entity's platform.

Applicant must have a household income equal to or below 400% FPL. Applicants who are claimed or can be claimed as a dependent are not eligible regardless of their income. Household size and annual household income reported on the application should reflect the current size and income. For the purposes of the RIDE program, a household is defined as all family members, related though birth, marriage, or adoption, including the incentive Applicant that live within the same household and/or share living expenses. Income verification is completed for the Applicant and all household members aged 18 years or older who are not listed as dependents of the Applicant.

Applicant must provide documentation confirming income eligibility either through income verification or proof of participation in an eligible income qualifying program. If qualifying through income verification, the Applicant must provide a complete Household Summary Form, detailing all household members as defined above, and the most recent tax year's Tax Return Transcript for themselves and all household members aged 18 years or older who are not listed as dependents of the Applicant. Applicants must request the transcripts themselves and upload the documentation through the secure application portal. If qualifying through proof of participation in an eligible income qualifying program, the Applicant must provide documentation confirming their current and active participation in an eligible program. The RIDE PA will develop and maintain a list of eligible income qualifying programs, to be hosted on the RIDE website.

To verify income eligibility, Applicants must upload:

1) Household Summary Form[12]
2) Most recent Tax Return Transcript (for all household members not listed as dependents)

The Household Summary Form will be available for download on the application portal and RIDE website, and instructions on how to download the most recent Tax Return Transcript will be included on the RIDE website.

Required Documents:

Required supporting documents are as follows:

1. Proof of California Residency demonstrated through:
    a. A valid California Driver's License; OR
    b. For active-duty military members or their dependents stationed in California, but with permanent residency in another state, military orders may be used as proof of residency, along with a valid out-of-state driver's license.
2. Income Verification documents
    a. Household Summary Form that lists all household members and their income.
    b. Tax Return Transcripts for the most recent tax year for all household members over the age of 18.

    OR

    c. Proof of Participation in an income qualifying program dated within the last twelve (12) months.
        i. This may vary across programs, but typically includes a benefit decision letter, a program participation approval letter, eligibility confirmation letter, or verification of benefits.
3. Proof of Temporary or Permanent California Vehicle Registration
4. Fully Executed and Signed Purchase or Lease Agreement
5. Point-of-Sale Applications only: Applicant signed Terms & Conditions[13]
6. Point-of-Sale Applications only: Incentive Transfer Acknowledgement Form

Maximum Incentives per Applicant

Applicants are not eligible to receive more than one Upfront New ZEV or Upfront Used ZEV Purchase/Lease Incentive either via direct purchase and/or lease in one calendar year or 12-month period.

The RIDE PA has included this limitation with the understanding that the Phase 2 Decision in the R.21-11-014 proceeding may establish requirements or limitations on drivers' previous ownership or use of ZEVs. Because the Phase 2 Decision has not yet been issued at the time of this document submission, the RIDE PA has restricted access to the RIDE Upfront ZEV Purchase/Lease Incentives to once in a 12-

[12] A household summary form collects the adjusted gross income of all adult members of a household who are not full-time students. Calculations include gross income minus contributions to a traditional IRA, student loan interest, and certain business expenses for the self-employed.

[13] Post Purchase Applicants will sign Terms and Conditions upon submittal of all required documents at the time of application completion.

month period. The RIDE PA will integrate the requirements outlined in the Phase 2 Decision in a future update to the Implementation Plan and Handbook. This policy was designed in consultation with Commission staff.

Applicants are eligible to receive up to four (4) Ongoing Charging Incentives, with eligibility renewing every twelve (12) months.

Pre-Eligibility Window

Drivers who meet both the income eligibility and MDT requirements and have purchased and taken possession of their vehicle with valid registration within sixty (60) days *prior* to the official launch of the RIDE program are eligible to receive a Post Purchase incentive, if they submit all the required paperwork within thirty (30) days of the program opening.

The purpose of this pre-eligibility window is to avoid the perception of unintended "punishment" for drivers who purchased a qualifying vehicle within sixty (60) days of the program launch from being ineligible to receive RIDE incentives. This has the added benefit of capturing drivers who are anticipating the launch of the program but who cannot wait to obtain the ZEV if the program launch is delayed for any reason. Additionally, because the RIDE PA plans to begin a robust dealership training and marketing launch at least sixty (60) days prior to the program launch, this pre-eligibility window will avoid harm to customers who acted on the belief that RIDE was already open and available to them during the marketing campaign.

Vehicle Eligibility Requirements

Vehicles must meet the following requirements to be eligible for the RIDE program:

- The vehicle must either be a new or used full battery electric (BEV) or hydrogen fuel cell electric vehicle (FCEV). Vehicles in the ZEV category include all-electric vehicles (BEVs) and fuel-cell electric vehicles (FCEVs) up to 10,000 pounds gross vehicle weight rating.
    - If the vehicle is a Rollback, Unwind, Floor Model, or Test Drive vehicle and is listed as "New" on the Purchase or Lease Agreement, additional verification from the dealership may be required.
    - Traditional hybrids (HEVs) and plug-in hybrids (PHEVs) are NOT eligible for the RIDE program.
- The vehicle must be purchased or leased at a licensed dealership, a licensed third-party retailer, or an Original Equipment Manufacturer (OEM). Private sales and private leases are not eligible for the program.
- Applicants must retain ownership and California registration of the vehicle for a minimum of thirty-six (36) consecutive months from the vehicle purchase date. Resale of the vehicle within thirty-six (36) months is prohibited.
    - For leases, the lease term must be at least thirty-six (36) months to be eligible.
    - Rentals are not eligible for the incentive at the time of the submittal of this Implementation Plan.
- The eligible vehicle must be purchased or leased and taken possession of, with valid registration, on or after the launch date of the program, with the following exception:
    - Applicants that purchased or leased an eligible vehicle and took possession of the

eligible vehicle, with valid registration, within sixty (60) days prior to the launch of the program may submit an application within thirty (30) days after program launch. Any applications that fall under this provision that are submitted more than thirty (30) days after the program launch will not be accepted.

- Lease buyouts (e.g., an individual purchasing the same vehicle they were leasing at the end of the lease term) are permitted if the vehicle and Applicant meet the eligibility requirements for a used vehicle.
- Lease buybacks (e.g., the dealership purchasing the vehicle a consumer was leasing prior to the lease term ending) are not permitted if the vehicle has received a RIDE incentive and the 36-month lease term has not been completed.
- The vehicle model must be certified by CARB as a new zero-emission vehicle as defined in the California ZEV Regulation Section 1962 and Section 1962.2, Title 13, CCR for 2018 through 2025 model years[14] and Section 1962.4, Title 13, CCR for 2026 and subsequent model years.[15] The manufacturer must also certify that the vehicle model complies with all applicable federal safety standards for new motor vehicles and new motor vehicle equipment issued by the National Highway Traffic Safety Administration (NHTSA). Federal Motor Vehicle Safety Standards are found in Title 49 of the Code of Federal Regulations (CFR) Part 571. If a written statement and documentation have been previously provided to CARB while applying for the CARB certification of the vehicle model, no additional written statement is required.
- Applicants must not make or allow any modifications to the vehicle's emissions control systems, hardware, or software calibrations.
- The vehicle must meet the current California regulations for TNC vehicles, including vehicle age requirements, safety inspection requirements, vehicle seat capacity, etc., found on the Commission's website.[16]

The Commission does not regulate TNC vehicle age limits for used vehicle eligibility. However, Uber, Lyft, and HopSkipDrive each have vehicle age limit policies. Individual drivers should reference the appropriate TNC webpage that defines vehicle age restrictions as it applies to the areas in which they drive.[17]

The RIDE list of Eligible Vehicles will be updated as needed, or alternatively, at the request of OEMs, dealerships, or individuals who contact the RIDE PA with such a request. This list will be made available on the RIDE website.

- For a new vehicle to be added to the Eligible Vehicles list, an OEM or participating licensed dealership must provide the RIDE PA with documentation for the vehicle including, but not limited to, MSRP details, VIN decoder, CARB certification, and press photo for the program website.
- For a used vehicle to be added to the Eligible Vehicles list, the RIDE PA can accept eligibility

[14] Cal. Code Regs. Tit. 13, § 1962.2, (2025)
[15] Cal. Code Regs. Tit. 13, § 1962.4, (2025)
[16] State of California Public Utilities Commission, (2025).
[17] HopSkipDrive, (2024); Uber, (2025); Lyft, (2025).

review requests from the OEM, a licensed dealership, or a program Applicant.

In addition, the RIDE PA will conduct a review of the eligible vehicles list at least annually, in concurrence with annual updates to the incentive amounts, as is required under D.24-03-001.

There are no MSRP caps or range limits for the purchase of the incentivized vehicle. The RIDE PA recommends that drivers purchase a vehicle that fits their individual needs, which may vary person to person. However, vehicles must be eligible to be driven on the participating CMS Regulated Entity platforms, per California regulations.

Vehicle Ownership Provision

Vehicle purchasers and lessees participating in RIDE are required to keep the vehicle and meet all applicable project requirements for a minimum 36-month period after the vehicle purchase or lease date.

If a manufacturer defect or other unforeseen or unavoidable circumstances occur within ninety (90) days of receiving the Upfront ZEV Purchase/Lease Incentive and require the replacement of a RIDE incentivized vehicle with another vehicle of the same technology type (FCEV or BEV) or replacement with another technology (e.g., switch from FCEV to BEV), the RIDE PA has discretion to allow updated information to be provided with no return of RIDE incentive funds.

To be considered, the replacement vehicle must be on the current list of Eligible Vehicles at the time the replacement is made or be the exact same vehicle that was originally incentivized. Lease transfers or lease assumptions are not allowed. Resale of a vehicle or return of a leased vehicle to a dealer may be allowed within this 36-month period if necessitated by unforeseen or unavoidable circumstances. To apply this provision, contact the RIDE PA to initiate the process. If the vehicle is resold or returned, the vehicle purchaser or lessee must refund promptly to the RIDE PA a prorated portion of their incentive, in an amount equivalent to the original incentive amount divided by 36 months and then multiplied by the number of months remaining in the original 36-month period (rounded to the nearest month):

(Original Incentive Amount ÷ 36 Months) x (36 – months since vehicle purchase or lease date)

The RIDE PA will follow specific procedures when managing vehicles that received an incentive at the time of original purchase or lease and have since been sold or returned to the dealer prior to the 36-month ownership commitment. For additional details on the 36-month ownership commitment, refer to the program Terms and Conditions (available on the RIDE website).

Minimum Driving Threshold Verification Process

Manual Data Sharing Solution

The RIDE PA's Operations team will request data batches on a weekly basis from each CMS Regulated Entity platform. Once received, the RIDE PA will aggregate the trip data to confirm MDT eligibility. This process would work as follows:

- Week 1: Applications received.
- Week 2, Day 1: Batch request for Applicant trip data sent to Uber, Lyft, and HopSkipDrive.

- Week 3, Day 5: CMS Regulated Entity deadline to reply with Applicant trip data.
- Week 4, Day 3: RIDE PA's Operations team aggregates all trip data for Applicant and confirms MDT eligibility. Completes application approval with income verification.
- Week 4, Day 5: Applicant notified of the status of their pre-qualification voucher Post Purchase application (approval or denial). If the voucher or application is not approved upon the original submittal, explanation provided on whether the Applicant did not meet (a) the MDT trip eligibility and/or (b) income verification, the applicant has the opportunity to file an appeal as detailed in the Appeals Process if they disagree with the denial.

This manual data exchange and verification solution requires approximately twenty (20) business days to verify an Applicant's eligibility and approval of the pre-qualification voucher. In future program years, the RIDE PA will collaborate with the CMS Regulated Entities to explore methods to shorten the timeframe for verification and/or explore automation processes for MDT verification.

Dealership Enrollment and Training

Leveraging the RIDE PA's extensive experience with over 1,600 dealerships in California through other statewide programs, the RIDE PA will provide specialized dealer training and a dealer enrollment platform and portal for the RIDE program. Training dealerships on how to properly submit information for reimbursement is essential to ensure timely and accurate incentive processing, which directly impacts the dealership's cash flow and financial health and helps protect dealerships from financial liabilities.

Through dealer outreach, dealerships will be prepared to facilitate Point-of-Sale incentives for CMS Regulated Entity drivers, making the incentive process smooth and accessible. The RIDE PA's dealer training will also enable dealers to promote additional incentive opportunities, maximizing financial benefits for CMS Regulated Entity drivers through stackable incentives. This training will enhance dealership experience for CMS Regulated Entity drivers, making ZEV ownership more attainable for those from diverse and low-income communities.

The RIDE PA will implement ongoing outreach strategies and focus on sustaining and enhancing engagement over time. By adapting to drivers' evolving needs, incorporating feedback from the surveys, and maintaining the program's visibility, the RIDE program will foster long-term commitment and success.

To facilitate dealership training and participation in the RIDE program, the RIDE PA will develop the following materials:

- Streamlined Dealership Enrollment: The RIDE PA will provide an easy-to-use online registration form for dealerships to become participating partners in the program. More details on the enrollment process for dealerships are provided in the accompanying Program Handbook.
- Online Dealer Portal: The RIDE PA will develop a unique Dealer Portal for the RIDE program that will provide the dealer with a platform to process incentives along with online training videos and marketing tools.
- Promotional Guides: The RIDE PA will create comprehensive guides detailing program benefits,

application processes, and sales tips to assist dealers in discussions with drivers.

- Tailored Dealer Materials: The RIDE PA will develop and distribute promotional kits and other dealer-specific resources, available in print and online, with translation into multiple languages to meet diverse needs.
- Visual Displays: The RIDE PA will design attractive posters and in-store materials to capture drivers' attention within dealerships.

By employing these tactics, the RIDE PA aims to empower dealerships to better serve CMS Regulated Entity drivers, promoting ZEV incentives and supporting the transition to cleaner transportation options for diverse and underserved driver communities.

How to Submit an Application

Point-of-Sale Purchase Application Flow

Pre-qualification Application Process:

1. Applicant will navigate to application portal via program website.
2. Applicant will create a portal account using the email address where they want to receive communications.
   a. Enter their first and last name, email, phone number, Driver's License number, and password.
3. Applicant will select to begin a new application.
   a. Applicant will select that they have not yet purchased the vehicle.
   b. If applicable, answer questions regarding whether they qualify through transcripts or through public assistance program.
   c. Applicant will self-attest to current ZEV ownership and, if applicable, use of owned ZEV on CMS Regulated Entity Platform.
   d. Applicant will be linked to the terms and conditions and will need to check the box to agree to them.
   e. Applicant will enter Applicant and address information.
   f. Applicant will be prompted to upload all required supporting documentation. Document slots can have additional help text that gives guidance as to what documents the RIDE PA is requesting.
   g. Once all documents are uploaded, the Applicant will press "Submit" and be moved to a confirmation screen showing their application number.
   h. The Applicant will be able to see their application status on the homepage of their portal account and will be notified of any change in status.
4. If application is missing information or documentation, the Applicant will receive an email notification with a description of what is needed to complete the application.
   a. The Applicant will have ten (10) days to resubmit the corrected information/documentation via their online portal.

5. Once submitted, the RIDE PA will determine MDT eligibility with CMS Regulated Entities and confirm income qualification.
6. Once application has been approved, the Applicant will receive an approval email with a pre-qualification approval ID number.
7. If the application is deemed to be ineligible during review, the Applicant will receive an email with a description as to why they are not eligible.
8. Applicant will have 30 days after their application is denied to request an appeal, as described in the Appeals Process.
9. Applicant will have 90 days upon approval to redeem their pre-qualification approval ID.

Approved Pre-qualification Redemption - Applicant Applying Incentive at the Dealer POS:

1. Applicant will take their pre-qualification approval ID to the dealership and present it to the dealer representative.
2. Dealership will apply the incentive amount on the purchase/lease agreement and will complete the transaction.
   a. Applicant and dealer will need to fill out and sign an Incentive Transfer Acknowledgement Form and terms and conditions.
   b. Once the incentive is applied, the Applicant has completed their side of the application process.

Figure 3: Driver Pre-qualification to Dealer Point-of-Sale Redemption Journey Map

Dealership Pre-qualification Redemption Application Process:

1. Dealership representatives will log in to their pre-existing portal account that they created during the dealership enrollment process.
2. Dealer will select to begin a new application.
   a. Dealer will input the Applicant's pre-qualification ID number. Portal will confirm whether the

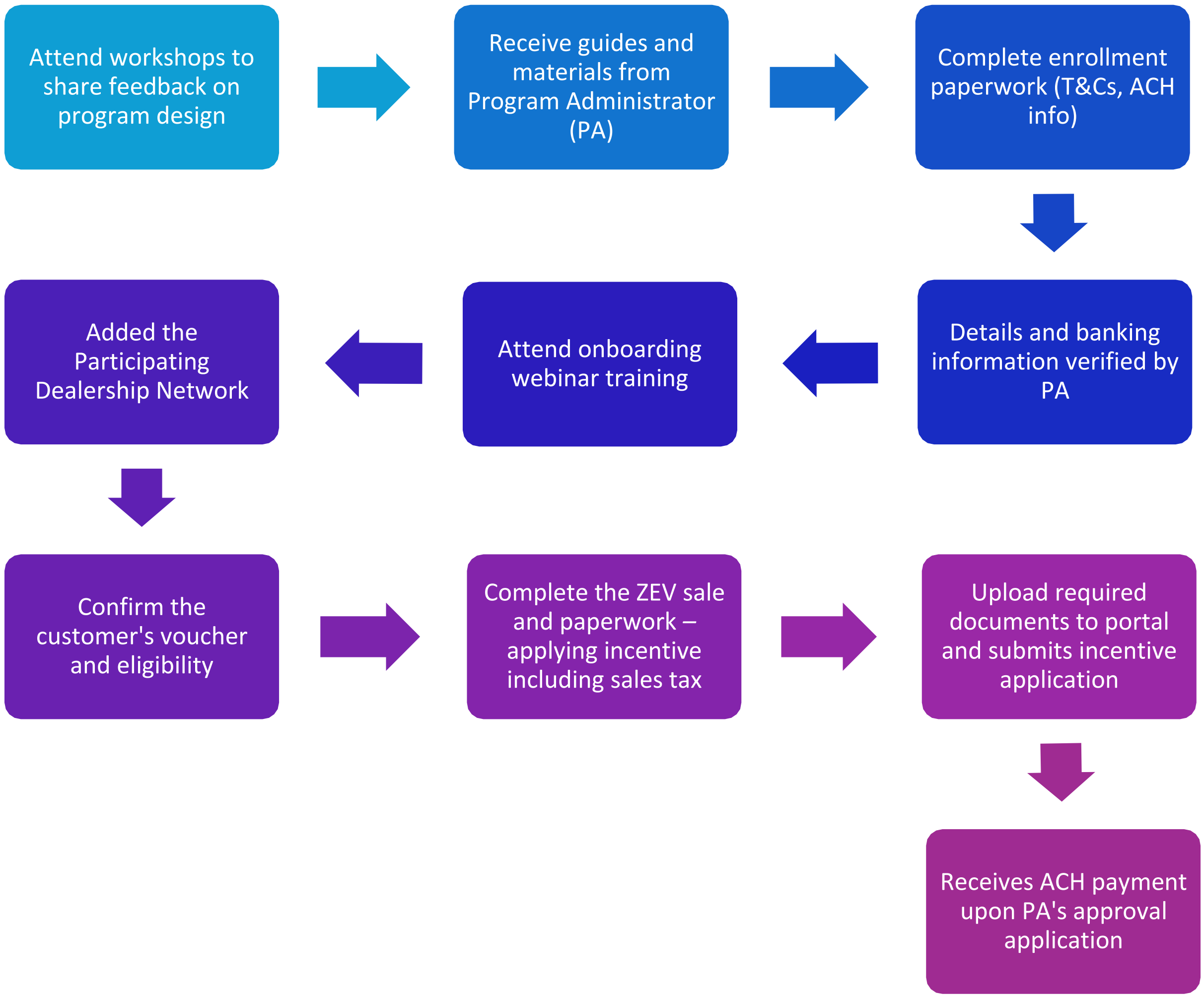
pre-qualification ID number is still available and valid.

    i. Some dealerships do this step before the deal is finalized to ensure the pre-qualification ID is available.

   b. Dealer will begin the application and agree to the linked terms and conditions.
   c. Dealer will enter Applicant and address information.
   d. Dealer will be prompted to upload all required supporting documentation. Document slots can have additional help text that gives guidance as to what documents the RIDE PA is requesting.
   e. Once all documents are uploaded, the dealer will press “Submit” and be moved to a confirmation screen that shows their application number.
   f. The dealer will be able to see all application statuses on the homepage of their portal account and will be notified of any change in status.

3. If application is missing information or documentation, the dealer will receive an email notification with a description of what is needed to complete the application.
   a. The dealer will have ten (10) days to resubmit the corrected information/documentation via their online portal.
4. Once application has been approved, the dealer will receive an approval email.
5. Once application is paid, the dealer will receive a confirmation email listing out which application numbers and corresponding VINs that were paid.
6. Within 30 days of application approval, Applicant will receive Year 1 Charging Incentive payment via ACH payment (or check, upon request).
7. If the application is deemed to be ineligible during review, the dealer will receive an email with a description as to why they are not eligible.
8. Applicant will have 30 days after their application is denied to request an appeal, as described in the Appeals Process.

Figure 4: Dealership Journey Map



Post Purchase Application Flow

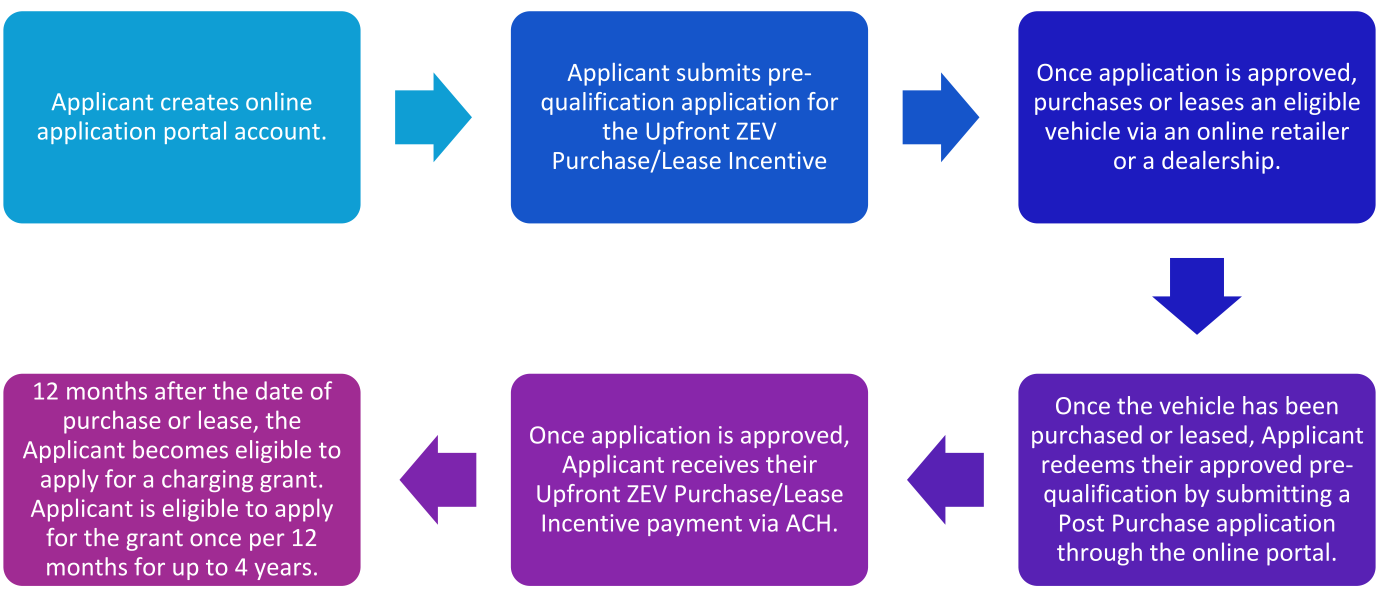
Applicant Pre-qualification Redemption Application Process (Applicant Applying Post Purchase)

1. Applicant will log in to their pre-existing portal account that they created during the pre-qualification process.
2. Applicant will select to begin a new application.
   a. Applicant will input their pre-qualification ID number. Portal will confirm whether the pre-qualification ID number is still available and valid.
   b. Applicant will begin the application and agree to the linked terms and conditions.
   c. Applicant will enter complete Applicant, ACH, and address information.
   d. Applicant will be prompted to upload all required supporting documentation. Document slots can have additional help text that gives additional guidance as to what documents the RIDE PA is requesting.
   e. Once all documents are uploaded, the Applicant will press "Submit" and be moved to a confirmation screen that shows their application number.
   f. The Applicant will be able to see application status on the homepage of their portal account

and will be notified of any change in status.

3. If application is missing information or documentation, the Applicant will receive an email notification with a description of what is needed to complete the application.
    a. The Applicant will have ten (10) days to resubmit the corrected information/documentation via their online portal.
4. Once application has been approved, the Applicant will receive an approval email.
5. Once application is paid, the Applicant will receive a confirmation email listing the application number and VIN paid.
6. Within 30 days of application approval, Applicant will receive Year 1 Charging Incentive payment via ACH payment (or be issued a check, upon request).
7. If the application is deemed to be ineligible during review, the Applicant will receive an email with a description as to why they are not eligible.
8. Applicant will have 30 days after their application is denied to request an appeal, as described in the Appeals Process.

Figure 5: Consumer Pre-qualification to Post Purchase Redemption Journey Map



Applicant Post Purchase Application Process

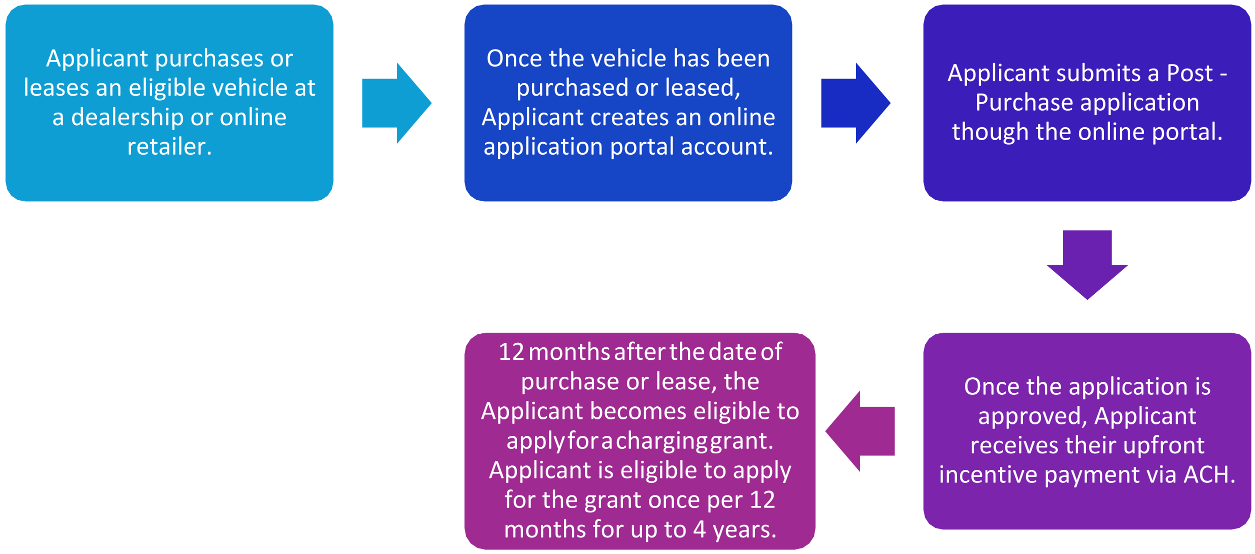
1. Applicant will navigate to application portal via program website.
2. Applicant will create a portal account using the email address where they want to receive

communications.

   a. Enter their first and last name, email, phone number, Driver's License number, and password.

3. Applicant will select to begin a new application.
   a. Will select that they have purchased the vehicle.
   b. If applicable, answer questions regarding whether they qualify through transcripts or through public assistance program.
   c. Applicant will self-attest to ZEV ownership prior to current purchase, and if applicable, use of owned ZEV on CMS Regulated Entity Platform.
   d. Applicant will be linked to the terms and conditions and will need to check the box to agree to them.
   e. Applicant will enter Applicant, ACH, and address information.
   f. Applicant will be prompted to upload all required supporting documentation. Document slots can have additional help text that gives additional guidance as to what documents the RIDE PA is requesting.
   g. Once all documents are uploaded, the Applicant will press "Submit" and be moved to a confirmation screen that shows their application number.
   h. The Applicant will be able to see their application status on the homepage of their portal account and will be notified of any change in status.
4. If application is missing information or documentation, the Applicant will receive an email notification with a description of what is needed to complete the application.
   a. The Applicant will have ten (10) days to resubmit the corrected information/documentation via their online portal.
5. Once submitted, the RIDE PA will determine MDT eligibility with CMS Regulated Entities and confirm income qualification.
6. Once application has been approved, the Applicant will receive an approval email.
7. Once application is paid, the Applicant will receive a confirmation email listing the application number and VIN paid.
8. Within 30 days of application approval, Applicant will receive Year 1 Charging Incentive payment via ACH payment (or be issued a check, upon request).
9. If the application is deemed to be ineligible during review, the Applicant will receive an email with a description as to why they are not eligible.
10. Applicant will have 30 days after their application is denied to request an appeal as described in the Appeals Process.

Figure 6: Consumer Post Purchase Redemption Journey Map



Years 2-4 Ongoing Charging Incentive Application Process

1. Applicant will receive an email notification that they are eligible to apply for the next Ongoing Charging Incentive.
2. Applicant will log in to their pre-existing portal account that they created during the Upfront ZEV Purchase/Lease Incentive application process.
3. Applicant will begin their Ongoing Charging Incentive application by agreeing to the RIDE program's current terms and conditions and uploading a current proof of vehicle registration. Document slot can have additional help text that gives guidance as to what document the RIDE PA is requesting.
    a. Once submitted, the RIDE PA will determine MDT eligibility with CMS Regulated Entities.
    b. If application is missing information or documentation, the Applicant will receive an email notification with a description of what is needed to complete the application.
    c. The Applicant will have ten (10) days to resubmit the corrected information/documentation via their online portal.
4. Once application has been approved, the Applicant will receive an approval email.
5. Once the funding has been distributed to the Applicant, they will receive a confirmation email.
6. If the application is deemed to be ineligible during review, the Applicant will receive an email with a description as to why they are not eligible.
7. Applicant will have 30 days after their application is denied to request an appeal, as described in the Appeals Process.

Funding for the Ongoing Charging Incentives will be reserved at the beginning of each program year. See Appendix D for more information on reservation of funds.

Administration & Program Implementation Activities

Incentive Disbursement

During the program launch, dealerships will be onboarded and trained on how to submit applications and track payments through the RIDE PA's advanced platform. Dealerships will be able to upload necessary ACH payment details, track the status of applications, and receive automated updates throughout the payment process. The RIDE PA will implement reoccurring payment batches to ensure timely disbursement, fostering dealership engagement and program participation.

1) Onboard Dealerships: Enroll dealerships into the program and train them in the submission and payment processes.
2) Develop Payment Tracking System: Create a platform where dealerships can submit applications, track payment statuses, and upload ACH payment information.
3) Automate Communications: Set up automated email notifications to update dealerships on the status of their applications and payments at predefined stages.
4) Disburse Payments: Issue ACH payments on a regular cadence for approved applications, ensuring quick turnaround and continuous engagement.
5) Create Reporting Dashboards: Develop data dashboards and reports to track disbursement progress and ensure transparency.

For Applicants who did not purchase or lease their vehicle through a partner dealership, Applicants will submit ACH information or select to be paid via check upon submission of their application. Applicants will have access to the dashboard and portal that will track the status of applications and provide automated updates throughout the payment process. The distribution of this incentive will be made within thirty (30) calendar days of application approval, contingent upon availability of funds.

Administrative Budget

At the time of this writing, the RIDE Program Year 2 budget has not yet been announced by the Commission. Therefore, the RIDE PA can provide the following information regarding the Program Year 1 budget allocation, as well as estimates based on assumptions from Attachment D of D.24-03-001 and the RIDE PA's assumptions on the number of vehicles incentivized, though it must be noted that these assumptions are based on the proposed incentive amounts under D.24-03-001, found in Table 1.

Table 11: Year 0 Administrative Program Budget

Type	Amount
Year 0 PA Marketing Education and Outreach Costs	$529,100
Year 0 Program Administrator Total (sans MEO costs)	$1,460,800
Program Administrator Year 0 Total Budget	**$1,989,900**

Table 12: Year 1 Administrative Program Budget

Type	Amount
Year 1 Incentive Disbursement	$22,650,000
Year 1 Non-PA Administrative Costs (summed)	$350,000
Year 1 PA Marketing Education and Outreach Costs	$TBD
Year 1 Program Administrator Total (sans MEO costs)	$TBD
Program Year 1 Total Budget	**$ 25,000,000**

The timing of the evaluations and audits and any additional contracting agent costs beyond the allocation provided in the Year 1 budget are unknown at the time of submittal and are therefore not included in the Program Administrative Costs table for Program Outyears 2-4. Table 12 estimates the administrative program costs for marketing, education, and outreach as well as other administrative costs under the purview of the PA.

Table 13: Outyears Administrative Program Budget Estimates

Type	Year 2	Year 3	Year 4	Total Cost Years 2-4
Marketing, Education, and Outreach Costs	$1,291,533	$1,291,533	$1,291,533	**$3,874,600**
Other Program Administrator Costs	$2,370,300	$2,791,550	$2,872,550	**$8,034,400**
Total Program Administrator Costs	**$3,661,833**	**$4,083,083**	**$4,164,083**	**$11,909,000**

Outyear incentive disbursement budget totals have not yet been established or published by the Commission at the time of submission of this Implementation Plan. The RIDE PA provides an estimate of incentives to be dispersed in outyears (including an assumed 20% fail rate for new applications). For purposes of this pricing, the RIDE PA uses the incentive amounts suggested under D.24-03-001 and estimates that the three-year program term will average 3,500 funded vehicles per year, assuming 3,000 Y2, 3,500 Y3, and 4,000 Y4, subject to final program design decisions and market interest.

The RIDE PA notes that this budget assumes 75% of eligible drivers access the $10,400 amount for new purchase incentives in outyears and allocates for 50% of Applicants receiving the $670 Ongoing Charging Incentive each program year, as established in D.24-03-001 Attachment D. These budget estimates are adjusted in Table 15 with the approved Program Year 1 budget and approved Program Year 1 incentive amounts.

Because upfront incentive amounts nearly doubled from D.24-03-001 as a result of updated calculations, incentives disbursed assumptions have decreased accordingly. Additionally, because the Ongoing Charging Incentive is guaranteed upon approval of the Upfront ZEV Purchase/Lease Incentive, the calculations have been updated to assume 100% of the NEW incentives and 50% of outyear incentives will be disbursed per year.[18]

Table 14: Outyears Incentive Disbursement Budget Estimates – Updated with Approved Final Program Design, July 2026

Assumed # of Incentives Disbursed	Cost per Unit	Year 2	Year 3	Year 4
NEW – 1,500	$20,300	$30,450,000		
NEW – 1,750	$20,300		$35,525,000	
NEW –2,000	$20,300			$40,600,000
CHARGING – 2,025	$1,170	$2,369,250		
CHARGING – 2,500	$1,170		$2,925,000	
CHARGING – 2,875	$1,170			$3,363,750
Total Outyears Incentives Budget	**--**	**$32,819,250**	**$38,450,000**	**$43,963,750**

The RIDE PA does not have a clear understanding of the number of drivers eligible to receive the RIDE incentive due to the aggregate nature of the MDT requirements and lack of available data on income eligibility. Therefore, the RIDE PA cannot, with any degree of accuracy, project how many drivers would be eligible to receive a RIDE incentive at this time.

Administrative Activities

The RIDE PA will conduct the following administrative activities outlined below throughout the program implementation:

[18] For example, because the PA is estimating 1,500 Upfront Incentives in Year 2, 1,500 charging incentives in Year 2 are assumed plus 50% of the previous year's incentives disbursed. Program Year 1 upfront incentives are estimated at 1,050, so 50% of these calculates to 525). As a result, the Year 2 charging incentives are 1500 + 525 = 2,025 as an estimate. This update better reflects the automatic application of the Year 1 charging incentives alongside the upfront incentives, which was not an assumption when the table was created.

Table 15: Administrative Activities

Activity	Description
Quarterly Financial Reporting	Produce detailed financial reports including summaries of all administrative costs and incentive payments.
Fund Management Alerts	Dashboard will provide alerts to notify program staff and stakeholders if incentive funds are approaching depletion, allowing appropriate time to secure additional funding or adjust program operations.
Quarterly and Annual Program Reports	Quarterly and annual reports covering KPI trends such as program participation rates, incentives disbursed, charging data, and survey feedback.[19] Tailor reports to align with the requirements of D.24- 03-001 Attachment F, including detailed summaries of driver incentives, qualification data, and program administrative costs.[20] Quarterly: Detailed data reports summarizing program participation, incentive disbursements, charging data, and administrative costs, delivered every three months.[21] Annually: Comprehensive annual reports that include program performance summaries, CMS fee collection, administrative spending, and driver qualification data, delivered yearly.
Feedback Reports	An annual report, with executive summary, providing summary findings, insights, and recommendations for program improvement incorporating feedback and proposed updates to the Implementation Plan and Handbook from stakeholder and driver workshops and the annual survey.

[19] RIDE PA will report on charging data as it's available to the PA, which may include incentive dispersal and issue rates and/or survey reports and feedback.

[20] RIDE PA will report on program data as it's available to the PA and detailed administrative spending as it pertains to the Program Administrator but may not include the Contracting Agent, Evaluation or Audit Contractor's administrative budgets.

[21] RIDE PA will report on charging data as it's available to the PA, which may include incentive dispersal and issue rates and/or survey reports and feedback.

Staff Training for Program Implementation

Hiring

With a dedicated team of over 200 employees across more than 30 states, the RIDE Program Administrator, Center for Sustainable Energy (CSE or RIDE PA) manages over $4 billion in transportation and distributed energy resources programs, promoting sustainable, equitable, and resilient communities.

The RIDE PA maintains a bench of experienced staff to ensure it can quickly staff up new programs without the need for extensive hiring. CSE is well-versed in ZEV incentive program administration and includes specialized professionals ready to hit the ground running. With minimal onboarding required, the RIDE PA can focus on training specific to the RIDE program guidelines rather than starting from scratch. This allows CSE to save time, reduce costs, and direct resources toward maximizing the program’s success across all subtasks.

CSE employs a strategic, structured recruitment process aimed at attracting qualified professionals with expertise in clean technology, program administration, customer service, data analysis management, and financial management.

Leveraging our extensive network, CSE prioritizes hiring staff with previous experience managing incentive programs, particularly those related to clean energy, EVs and EV infrastructure. CSE’s recruitment efforts are nationwide, with an emphasis on diversity and inclusion to ensure that its team reflects the communities it serves.

Training

The RIDE PA implements a rigorous, tiered training program designed to ensure that all new incentive processing specialists thoroughly understand program guidelines, requirements, and SOPs. The training program spans 2-3 weeks, during which new hires are taught the intricacies of application processing, customer service protocols, and compliance with Commission requirements. This training equips staff with the skills needed to handle applications efficiently and accurately.

Upon completing the initial training, new hires begin processing real program applications, with 100% of their work quality controlled by experienced program coordinators. Over time, as staff demonstrate mastery of the RIDE program's rules and requirements, quality control (QC) oversight is gradually reduced. Eventually, only a small, random sample of applications is verified, ensuring ongoing program integrity and minimizing the risk of errors or fraud.

Customer Support & Application Assistance

The RIDE PA’s experience delivering high-quality customer service and support ensures that participants in the RIDE program will receive clear guidance and prompt responses to their inquiries. The RIDE PA understands the importance of providing thorough and accessible assistance to all program participants, especially those from low- and moderate-income (LMI) communities. The RIDE PA will focus on delivering clear, well-written program documents and a range of participant support options to ensure an efficient and seamless application process.

To meet these goals, the RIDE PA will:

- Develop Program Documents: Collaborate with the Commission to create clear and accessible program guidelines, terms and conditions, implementation manuals (handbooks), webpages, and FAQs.
- Establish Standard Operating Procedures (SOPs): Write and implement SOPs for processing applications to ensure consistent review and evaluation of all submissions.
- Create Communication Templates: Develop templates for standard communication responses, ensuring that all participants receive clear and accurate information regarding their application status, any questions, and next steps.
- Set Up Toll-Free Customer Service Line: Establish a dedicated toll-free customer service number, staffed by incentive processing specialists trained on the program guidelines and procedures.
- Launch Program Email Inbox: Develop a program email inbox to allow participants to send inquiries and receive detailed responses and application updates.
- Provide Multilingual Support: Ensure that the customer service line, email inbox, and all program materials offer multilingual support to accommodate participants who speak languages other than English.

Process for Tracking Incentives

Eligible Project Costs

The RIDE PA's intent is to make the RIDE program incentives as accessible as possible to low- and moderate-income CMS Regulated Entity drivers. For this reason, eligible project costs are non-restrictive. RIDE funds can be applied to the upfront purchase price of a vehicle, inclusive of sales tax. The Ongoing Charging Incentive is intended to cover fueling costs at public charging stations including taxes and fees.

Combining (Stacking) Vehicle incentives with other Incentives

Participation in the RIDE program does not preclude a vehicle purchaser or lessee from combining program incentives with most other incentive opportunities. Incentives may be combined with federal, state, utility, local government, or other incentives, if available, to help further buy-down an eligible vehicle's cost or reduce ongoing charging costs. It is recommended that the Applicant use the tools and resources on the RIDE website, including an incentive finder tool to assist in identifying other eligible incentives.

Tracking Incentives Received by Drivers (Inclusive of RIDE and non-RIDE programs)

The RIDE PA will require the Applicant to disclose all other incentives, grants, and rebates applied to the price of the vehicle that were received at the time of the vehicle purchase. This self-reporting will include incentives and rebates received from statewide, utility, federal, and other incentive programs, such as air quality districts. This disclosure will record both the amount and source of the incentive or grant received. Furthermore, it is expected that the Applicant will faithfully disclose the RIDE incentive upon applying for post purchase incentives outside of this program's purview. Applicants will be requested to complete a survey embedded into the application process, which will include identification of any other incentives that were applied at the time of the vehicle purchase. Furthermore, the Applicant will be requested to complete a follow-up, annual survey, which will include identification of any incentives applied after the purchase of the vehicle. Additionally, upon completing a Point-of-Sale incentive application, the participating dealer will be requested to disclose any other point-of-sale rebates applied at the time of the vehicle purchase.

Safeguards to ensure incentives paid do not exceed cost

If the RIDE PA determines that the Applicant has received a combination of incentives that exceed the price of the vehicle, the Upfront ZEV Purchase/Lease Incentive will be reduced to an equal or lesser value of the vehicle purchase price. For the purposes of this evaluation, the vehicle purchase price includes the downpayment and sales tax of the vehicle. If the overage is not identified at the time of purchase, the Applicant will be responsible for paying back any excess amount to the RIDE PA, at its discretion.

Appeals Process

The RIDE PA will consider appeals to the denial of an incentive application in full or in part, on a case-by-case basis. To request an appeal, a participating Dealership, licensed retailer, or Applicant must contact the RIDE PA and initiate the appeals process within 30 days following the denial of the Upfront ZEV Purchase/Lease Incentive or Ongoing Charging Incentive. The appeal must include all facts and required supporting documents that form the basis for the appeal.

Dealers are expected to inform consumers about the RIDE program accurately. However, a dealer's failure to do so, or the provision of incorrect or misleading information, does not constitute valid grounds for an appeal. Appeals submitted by Applicants who do not meet the income eligibility criteria, or the MDT will be denied. Additionally, appeals will not be considered based solely on disagreement with the policies outlined in the Handbook, terms and conditions, any relevant guidelines, or other RIDE program rules.

Appeals directly considering the denial of an incentive application due to a dispute over the MDT will be escalated to the relevant transportation company for review, where appropriate.

Reimbursement Requirements

If it is determined that the Applicant provided false, misleading, or incomplete information during the application or eligibility verification process or otherwise failed to comply with the program's terms and conditions, the RIDE PA reserves the right to revoke participation and attempt to recover the full value of any incentives or benefits provided under this agreement.

The Applicant agrees to repay the full cost of incentives amounts received [within thirty (30) days] of written notice from the RIDE PA. This includes, but is not limited to, cases where:

- Income-eligibility requirements were not met at the time of application.
- Purchased vehicle does not meet eligible requirements for the RIDE program.
- Ownership of purchased vehicle was not retained for the minimum 36-month requirement.
- Any falsification or misrepresentation of Driver's License or unique identifier.

Failure to repay the requested amount may result in legal action, reporting to appropriate authorities, or other remedies available under law.

Invoicing Process & Frequency

D.24-03-001 outlines quarterly invoices and payment that must be approved by the Commission's staff. Payment shall not be due until:

(a) All deliverables have been accepted by the Commission staff.

(b) All services have been performed to the satisfaction of the Commission staff. The Contracting Agent's acceptance of the deliverables shall be solely to permit payment to RIDE PA and shall not otherwise affect the parties' rights and obligations hereunder.

Data Collection and Reporting Requirements

Data Security and Privacy Policies

CMS Regulated Entities and the RIDE PA shall verify the accuracy and completeness of all data submitted to the Commission by providing the following attestation with each data report: "I certify under penalty of perjury under the laws of the State of California that I have personally examined, and am familiar with, the statements and information submitted in this document and all its attachments. I certify under penalty of perjury of the laws of the State of California that the statement of information submitted is true, accurate, and complete."

CMS Regulated Entities and the RIDE PA shall comply with data audits by the Commission's staff.

The Commission may publish CMS data through a public data portal. Additionally, the RIDE PA may publish CMS data in a public dashboard format on the RIDE website on a regular basis.

Data Reporting Purpose and Format

Data reporting templates will be provided ahead of the Commission-established data submission deadlines. These formats will resemble the format used for CMS Regulated Entities' annual data reports to the Commission. The data formats and data dictionaries pertaining to the Clean Miles Standard can be found at the following link: https://www.cpuc.ca.gov/regulatory-services/licensing/transportation-licensing-and-analysis-branch/transportation-network-companies/clean-miles-standard/cms-data-reporting. Unless otherwise stated, all reports must be submitted to CleanMiles@cpuc.ca.gov via the Commission 's secure File Transfer Protocol (FTP) at https://cpucftp.cpuc.ca.gov.

- Quarterly data reports will be submitted to the Commission within thirty (30) days after the end of the calendar quarter.
- Annual data reports will be submitted to the Commission within thirty (30) days after the end of the calendar year.

Data Reporting Requirements outlined in D.24-03-001

Attachment F of D.24-03-001 outlines the specific Data Topics Summary required for submission under the RIDE program. The reporting requirements pertaining to the RIDE PA include:

1) Drivers Assistance Program Summary – submitted by the RIDE PA on a quarterly basis. Summary data to enable tracking progress of the incentive program. This data will help with tracking impacts on LMI drivers.
2) Incentive Recipients – submitted by the RIDE PA on a quarterly basis. Incentive specific data that should be reported by driver/incentive provided. This data will help with tracking impacts on LMI drivers.
3) Charging – submitted by both the RIDE PA and CMS Regulated Entities on an annual basis. This

data will help with tracking goals including Clean Mobility and ESJ. The RIDE PA will collect and analyze data from charging incentive used to facilitate these reports, as it is available to the RIDE PA.

Additionally, the Commission staff will prepare the following:

1. LMI Driver Impact Report – prepared by the Commission to assess the impact of CMS implementation on LMI drivers and barriers to transitioning to ZEVs for LMI drivers. Survey and working group data are to be included in these reports.
2. Biennial Unanticipated Barriers Progress Report – prepared by the Commission on a biannual basis. The RIDE PA and CMS Regulated Entities are required to provide data and information to support these reports. Survey and working group data are to be included in these reports. The first Unanticipated Barriers and Progress Report was published on June 24, 2026.[22]

Data Collection

The RIDE program will collect information on several data points, including, but not limited, to the following:

- Program participation
- Number of applications received
- Number of applications accepted
- Number of applications – Point-of-Sale
- Number of applications – Post Purchase
- Incentives paid
- Demographics of Applicants
- Geographic region of disbursement
- Income level of Applicants
- ZEV adoption rates
- Type of vehicle (new vs. used)
- Model of ZEV adopted
- Model of ICEV replaced
- Charging incentive dispersal
- Number of CMS Regulated Entity trips completed in the last 12 months (aggregated)
- Administrative expenditures[23]
- Number of participants that leverage other transportation electrification or charging programs[24]
- Estimated carbon emissions reduced[25]
- Estimated eVMT[26]

Most of the data points noted above will be input into the public RIDE data dashboard, hosted on the

[22] State of California Public Utilities Commission, Unanticipated Barriers and Progress Report, (June 24, 2026).
[23] RIDE PA will report on detailed administrative spending as it pertains to the Program Administrator but may not include the Contracting Agent, Evaluation or Audit Contractor's administrative budgets.
[24] Self-reported data, collected in RIDE surveys.
[25] Metrics will be reported on, on the condition that data is available to the RIDE PA.
[26] Metrics will be reported on, on the condition that data is available to the RIDE PA.

RIDE website. However, other data collected through the program, namely administrative expenditures, will be collected via the RIDE PA's internal billing process and reported via quarterly and annual financial reports. For more details on reporting, refer to the Reporting Requirements and Formats section.

Public Data Dashboard

The RIDE PA will work closely with each participating CMS Regulated Entity to create a safe and efficient process for the transfer of data for program administration purposes. A Data Processing Agreement (DPA) between the RIDE PA and participating CMS Regulated Entities will be executed that describes the type of data needed to fulfill the RIDE PA's obligation in administering the program. Subject to such DPAs, Applicants must provide written consent, via Terms and Conditions, for CMS Regulated Entities to disclose applicants' Personally Identifiable Information (PII) to the RIDE PA in order to verify compliance with the MDT, which is a condition of receiving RIDE incentives. The DPA will manage the provisions of confidential customer information between the RIDE PA and the CMS Regulated Entities in accordance with D.24-03-001. Additionally, a Non-Disclosure Agreement (NDA) will be signed by the PA with each CMS Regulated Entity.

The RIDE PA will collaborate closely with the contracting agent, Commission, CMS Regulated Entities, and other program stakeholders to design a public-facing dashboard for the CMS RIDE program. The dashboard will provide key metrics, such as monthly incentive issuance, participation rates, and ZEV adoption to support data-driven decision-making, evaluate the sustainability of program operations, and facilitate program evaluation. The RIDE PA will use input from the contracting agent and Commission to tailor this dashboard, ensuring that the tracking meets the specific requirements of the program. The system will allow stakeholders to sort and filter data by key fields, including geographic region, type of incentive, and status of incentive applications. The RIDE Public Data Dashboard will generate monthly forecasts of future incentive issuance volumes and program participation, enabling proactive adjustments to incentive levels as needed, assuming access to all necessary data points.

The RIDE PA's engagement with the contracting agent, Commission, CMS Regulated Entities, and other stakeholders will follow the RIDE PA's standard approach to dashboard development, ensuring a collaborative, transparent, and iterative process. By way of example, the RIDE PA's dashboards are used widely across the programs administered by CSE. All the RIDE PA's dashboards adhere to rigorous standards for dashboard visualization best practices to ensure ADA compliance and optimized performance. No PII will be shared. The RIDE PA will coordinate with Commission, CMS Regulated Entities, and other stakeholders to receive new data at the agreed- upon frequency and perform a thorough quality control review before integrating it into the dashboard.

Data Reporting

Program Quarterly Reports delivered every three months will provide detailed summaries of program participation, incentive disbursements, charging data, and administrative costs.[27] Program Annual Reports delivered yearly will provide comprehensive program performance summaries, CMS fee collection status reports, administrative spending, survey feedback, charging data, and driver

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[27] RIDE PA will report on charging data as it's available to the PA, which may include incentive dispersal and issue rates and/or survey reports and feedback. RIDE PA will report detailed administrative spending as it pertains to the Program Administrator but may not include the Contracting Agent, Evaluation or Audit Contractor's administrative budgets.

qualification data.[28] These reports will align with the requirements of D.24-03-001, Attachment F, including detailed summaries of driver incentives, qualification data, and program administrative costs. For more details on reporting, refer to Reporting Requirements and Formats.

Tracking Project Costs

The RIDE PA will use the application portal and data dashboard to track eligible project costs including the vehicle upfront purchase costs and use of the Ongoing Charging Incentive funds.

This internal tracking platform will track:

- Individual Applicant information on incentive awards.
- Payment data including check numbers or ACH transaction information, and payment dates.

Reporting Requirements and Formats

Financials and Accounting

The RIDE PA will develop templates for consistent financial and accounting reporting. The following is a list of the comprehensive reporting requirements, cadence, and oversight for financial reporting.

Table 16: Financial and Accounting Reporting

Report Name:	Description:	Cadence:	Oversight:
Quarterly Financial Reporting	Comprehensive financial reports, detailing administrative spending, incentive payouts, and remaining program funds, distributed to the contracting agent and Commission.	Quarterly	Contracting Agent, Commission
Alerts for Fund Management	Automatic alerts integrated into the tracking dashboard to notify the PA, Contracting Agent, and Commission when incentive funds are running low.	As needed	Contracting Agent, Commission
Incentive Recipients Report	Point-in-time report from Application Portal of all program applications and their status (submitted, in-process, approved, paid, canceled) and other non-PII application information.	Monthly	Contracting Agent, Commission

[28] RIDE PA will report on charging data as it's available to the PA, which may include incentive dispersal and issue rates and/or survey reports and feedback. RIDE PA will report detailed administrative spending as it pertains to the Program Administrator but may not include the Contracting Agent, Evaluation or Audit Contractor's administrative budgets.

Power BI Reporting Dashboard	Track monthly incentive issuance to assess available funding and ensure the sustainability of program operations.	Monthly	Contracting Agent, Commission

Regular Reporting

The RIDE PA will develop templates for consistent program reporting. The RIDE PA will gather continual feedback of the RIDE program implementation through several means including, but not limited to, working groups, workshops, surveys, website feedback, and customer service interaction. The following is a list of the comprehensive reporting requirements, cadence, and oversight for the RIDE program.

Table 17: Regular Reporting

Report Name:	Description:	Cadence:	Oversight:
Comprehensive Annual Program Reports	Annual reports covering KPI trends such as program participation, incentives disbursed, charging data, survey feedback, summaries of driver incentives, qualification data, CMS fee account status, and administrative spending tailored to align with Attachment F of D.24-03-001.	Annual	Commission
Quarterly Program Reports (RIDE Program Summary)	Quarterly reports summarizing program participation, incentive disbursements, and charging data, delivered every three months, tailored to align with Attachment F of D.24-03-001.	Quarterly	Commission
Public Data Dashboards	Reporting and tracking tools for program transparency and accountability – a live Public Data Dashboard hosted on the RIDE website.	Biannual (2x a year)	Commission

Survey Reports

The RIDE PA will develop a baseline questionnaire and two annual surveys to provide implementation feedback, identify barriers, and improve on future program implementation. The following is a list of survey reporting to be completed throughout the program:

Table 18: Survey Reporting

Report Name:	Description:	Cadence:	Oversight:
Survey Plan	Survey design will be reviewed annually to ensure alignment with best practices and delivery of statistically significant insights. Data collected will be summarized annually into a report covering the methodology, findings, and recommendations.	Annual, incorporation into Annual LMI Driver Impact Report prepared by Commission	Commission, CARB, additional stakeholders
Annual Stakeholder Workshop & Survey Report	Summarizes feedback and proposed updates to the Implementation Plan and Handbook from annual driver and industry working group meetings and annual surveys.	Annual	Commission
Final Survey Report	A final report with executive summary, providing summary findings, insights, and recommendations for program improvement.	Submitted at the closure of the program	Commission

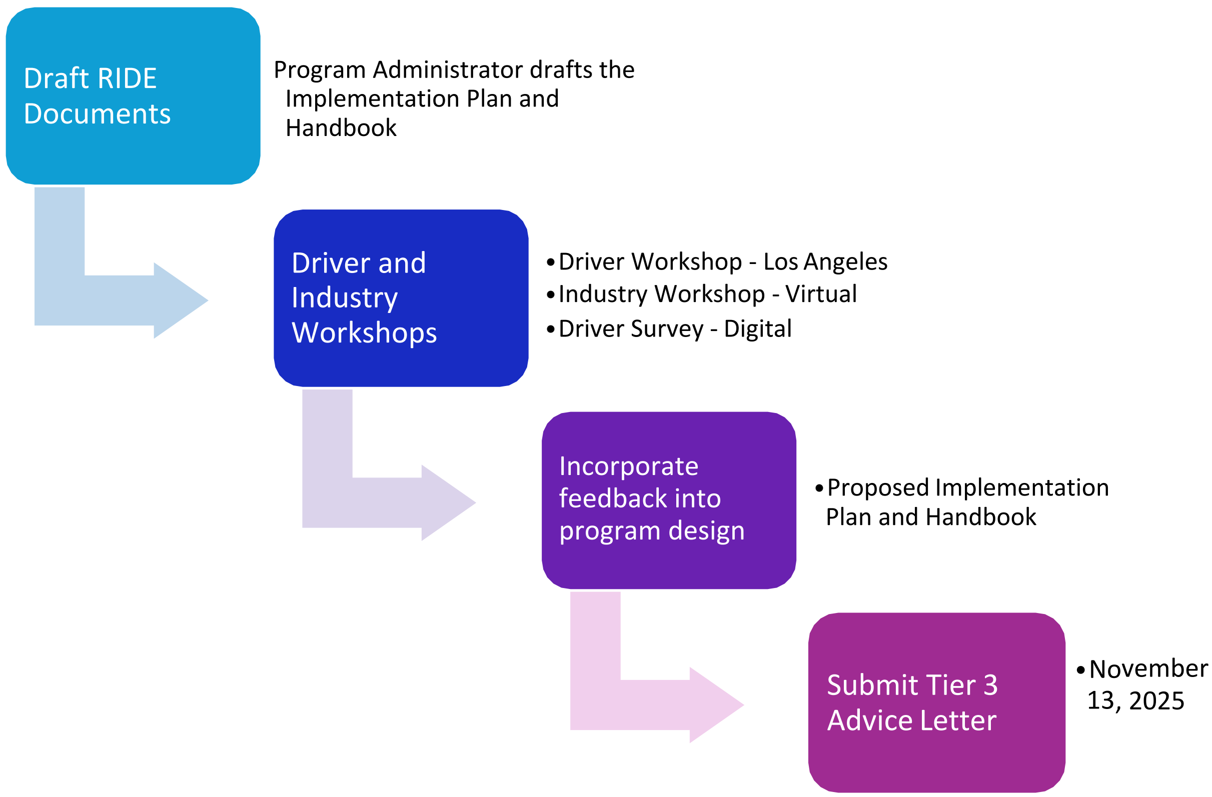
The RIDE PA will provide the Commission with any additional data or information requested to support program oversight, evaluation, and planning.

Program Implementation Timeline

The RIDE program will be developed under the timeline outlined below:

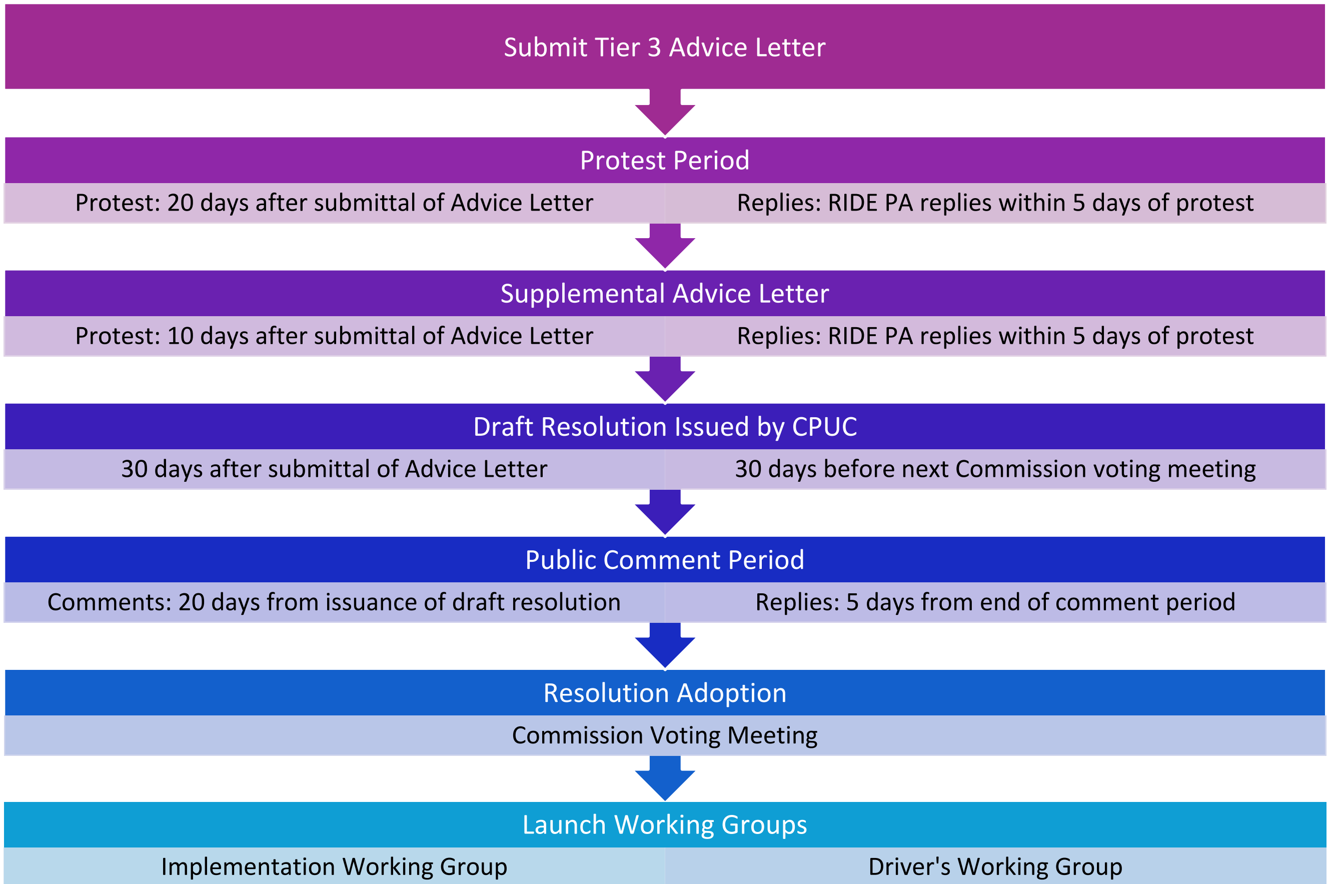
1. RIDE PA drafts the Implementation Plan and Handbook.
2. Program design outlined in the Implementation Plan and Handbook was presented to LMI CMS Regulated Entity drivers during one public in-person workshop and one virtual workshop conducted in September 2025. An additional digital survey was distributed to over 130 CMS Regulated Entity drivers in early October 2025.
    a. The in-person workshop targeted CMS Regulated Entity drivers in Los Angeles, CA.
    b. The virtual workshop was open to industry stakeholders, CBOs, and dealerships.
    c. The digital survey targeted all Uber, Lyft, and HopSkipDrive drivers in California.
    d. The workshops and survey collected feedback on program design, incentive amounts, and challenges and barriers to program rollout. The RIDE PA incorporated these findings into revisions of the Implementation Plan and Handbook before submitting the Tier 3 Advice Letter. For additional information on feedback collected and how it was incorporated into this program design, reference Appendix E.
3. Program Administrator submitted the Tier 3 Advice Letter with the proposed Implementation Plan and Handbook for review and public comment on November 13, 2025.

Figure 7: Program Design Phase



4. Stakeholders may protest or respond to the Tier 3 Advice Letter within twenty (20) days of the date of submittal. If any protests are received, the RIDE PA must reply to the protests within five (5) business days of the end of the protest period, and if any responses are received, the RIDE PA may reply to the responses within five (5) business days after the end of the protest period.
5. At the request of CPED Staff, the RIDE PA submitted a Supplemental Advice Letter on March 27th, 2026.
6. Stakeholders may protest or respond to the Supplemental Advice Letter within the prescribed protest period. If protests are received, the RIDE PA must reply to the protests within five (5) business days of the end of the protest period, and if any responses are received, the RIDE PA may reply to the responses within five (5) business days after the end of the protest period.
7. No sooner than thirty (30) days after the submittal of the Tier 3 Advice Letter and no later than thirty (30) days prior to the Commission voting meeting on which agenda the Draft Resolution will appear, the Commission will issue a Draft Resolution to resolve the original Tier 3 Advice Letter and the Supplemental Advice Letter proposing the Implementation Plan and Handbook. Stakeholders will have twenty (20) days from the issuance of the Draft Resolution to provide comments and five days from the end of the opening comment period to provide reply comments. During the Commission Voting Meeting, the Commission will vote to adopt the Draft Resolution. Once the Resolution has been adopted, the Commission will launch the Drivers Working Group and the Implementation Working Group.

Figure 8: Program Design Review Phase



8. The RIDE PA will develop the application platform and portal in preparation for public launch within three months after the approval of the Resolution. Simultaneously, the RIDE PA will develop the public website, resource hub and public dashboard in preparation for launch.
9. The RIDE PA and the subcontractor will conduct ongoing marketing, education, and outreach throughout this timeframe, including targeted CBO and dealership training and enrollment.
10. Launch is expected four months after the approval of the Resolution.

Figure 9: Program Implementation Preparation Process

Key Milestones

The RIDE PA provides the following information on estimated timelines for implementation of program elements. However, given the maneuverability of these timelines due to the Commission's regulatory procedures, the RIDE PA notes these dates are subject to change.

- Submission of Tier 3 Advice Letter, November 13, 2025
- Submission of Supplemental Advice Letter, March 27, 2026
- Commission Issuance of Draft Resolution, May 29, 2026
- Commission Issuance of Resolution, July 2, 2026
- Website Launch, within three months after approval of Resolution: by October 2, 2026
- Marketing, Education, and Outreach Campaign Year 1, within three months after approval of Resolution: by October 2, 2026
- Dealership Enrollment and Training, within three months after approval of Resolution: by October 2, 2026
- Program Launch, four months after approval of Resolution: by November 2, 2026
- Program Year 1, 12 calendar months following program launch
- Program Year 2: 12 calendar months following Program Year 1
- Program Year 3: 12 calendar months following Program Year 2
- Program Year 4: 12 calendar months following Program Year 3
- Program is estimated to end in Q2 2030, unless extended by the Commission.

Key Deliverables

- Implementation Plan and Handbook (via Tier 3 Advice Letter)
- Application Platform Development
- Program Website
- Driver's Tools:
    - Total Cost of Ownership tool
    - Incentive Finder tool
- Marketing, Education, and Outreach Campaign
- Annual Proposed Adjustments to Incentive Amounts and Update to Eligible Vehicle List (via Tier 2 Advice Letter)
- Annual Surveys
- Annual Workshops

Annual Updates

As required by D.24-03-001, the RIDE PA will submit Tier 2 Advice Letters with proposed adjustments to incentive amounts on an annual basis. The RIDE PA estimates submitting the Advice Letters annually in Q4, though this is subject to change based on regulatory activities and in accordance with direction from the Commission. Additionally, the RIDE PA will update the eligible vehicle list at least annually.

Program Close Out

The RIDE PA will work to close out the program as directed by the Commission staff or in subsequent Decisions.

Program Feedback

Coordination with Stakeholders and Drivers

The Commission will convene two (2) working groups alongside the RIDE PA's efforts to facilitate ongoing annual workshops and annual surveys of drivers to solicit feedback on the RIDE program.

Public Workshops

As required by D.24-03-001, the RIDE PA conducted one (1) public in-person workshop targeting LMI CMS Regulated Entity drivers in Los Angeles and one (1) virtual workshop targeting industry stakeholders prior to the submittal of the Implementation Plan and Handbook. The in-person workshop was approximately four (4) hours in length and was cohosted by the RIDE PA and the subcontractor with support from Commission, CBOs, and CMS Regulated Entities. Participating LMI drivers received a stipend of $200 to compensate for driving opportunity cost. Stipends were paid by check within two (2) weeks of participation. The virtual workshop was approximately two (2) hours in length, hosted on an online video conferencing software. Program stakeholders participated, including OEMs, dealerships, EV charging service providers, industry representative groups, CBOs, and others.

In addition to the workshops, the RIDE PA and subcontractor distributed a driver survey to solicit feedback on the proposed program design and the program requirements. The survey was distributed to over 130 CMS Regulated Entity drivers across the state in early October 2025. Drivers were compensated $20 for completing the survey. Feedback from the survey and the workshops were incorporated into the proposed program design. For additional information on how this feedback was incorporated, refer to Appendix E.

In future program years, the RIDE PA will hold one or more annual workshops to gather valuable input for updating the Implementation Plan and Handbook. These workshops will build upon the format, participant list, and input from the first two workshops and will be critical in ensuring that the program remains adaptable and responsive to the needs of all stakeholders, especially drivers from low-income and marginalized communities. The RIDE PA will expand future workshops to key regions across California, including San Diego, Sacramento, and the Central Valley, to capture the unique needs of each area and ensure the RIDE program evolves based on regional input.

The RIDE PA will invite additional transportation equity stakeholders that become known after the first workshops. These workshops will focus on refining critical aspects of the RIDE program, including incentive levels, charging solutions, and equity considerations. The RIDE PA will coordinate closely with CARB's Sustainable Transportation Equity Project (STEP) to align the RIDE program with broader mobility solutions, ensuring a holistic and integrated approach to sustainable transportation. The workshops will provide a structured format for gathering feedback on potential incentives for home versus public charging and explaining the cost differentials between public charging via Network Service Providers (NSPs) and home charging. Input from utilities and other stakeholders will be incorporated to ensure the incentives reflect actual cost burdens faced by low-income drivers.

Implementation Working Group

The Commission's staff will convene an Implementation Working Group (IWG) to provide feedback to the Commission's staff on the proposed RIDE Implementation Plan and Handbook and to address issues of ZEV adoption, ZEV infrastructure development, and equity. The IWG will meet at least twice per year.

The RIDE PA will compensate individual drivers participating in the IWG up to the amount of $250 per session.

The IWG will provide feedback on CMS implementation and coordinate implementation issues such as barriers to vehicle adoption, goals of clean mobility, environmental and social justice, and ZEV infrastructure. The IWG will be convened and facilitated by the Commission's staff and may include:

- CMS Regulated Entities
- CMS Regulated Entity drivers
- Dealerships
- Non-governmental organizations (NGOs)
- Community-based organizations
- Industry representatives (such as EV charging companies and Original Equipment Manufacturers)
- Governmental entities
- Industry stakeholder groups
- Researchers

Drivers Working Group

The Commission's staff will convene a Drivers Working Group (DWG) after the Resolution approving the Implementation Plan and Handbook is voted out by the Commission. The Commission's staff will also conduct an annual survey to provide feedback to the Commission's staff on the RIDE Implementation Plan and Handbook. The DWG, consisting of 8-12 CMS Regulated Entity drivers, will provide feedback on CMS implementation to the Commission's staff, CARB staff, and the RIDE PA.

The Drivers Working Group should consider progress toward the CMS ESJ Action Items by measuring progress as follows:

a. Define ESJ communities for the purposes of CMS implementation as LMI drivers and LMI communities as defined in D.24-03-001.
b. Direct CMS Regulated Entities to document how they will advance the CMS ESJ Action Items in their GHG Plans.
c. Assess progress toward the CMS ESJ Action Items in the Biennial Unanticipated Barriers and Progress Report and through Drivers Working Group meetings.

Transportation Electrification Commission Workshops

The RIDE PA and the subcontractor will support the Commission to plan and facilitate two (2) public workshops on the broader initiative to electrify transportation in California within the first four (4) years of the program. The Commission will take lead on planning and scheduling these workshops, with the RIDE PA supporting outreach, logistics, and facilitation as needed.

Survey Plan

Annual Driver Surveys

The annual driver survey will be conducted by the Program Administrator. The RIDE PA will implement a payment system to compensate drivers who participate in surveys or other feedback activities related to the RIDE program. The system will be tailored to ensure equitable compensation, with the ability to handle multiple compensation methods depending on the type of survey and respondent profile. The RIDE PA's secure platform will manage the entire compensation process, from survey completion to payment distribution, while adhering to all program guidelines and data privacy requirements. The RIDE PA will also ensure unclaimed funds are canceled in a timely manner. Applicants will be notified upon completion of the survey that unclaimed funds will be canceled within ninety (90) days.

For the surveys targeting drivers who have received a RIDE incentive, the RIDE PA will offer participants at minimum a $5 gift card, to be selected from multiple gift card options. For the broader survey aimed at non-participants, compensation will vary based on the survey administration method. If the sample is drawn from CMS Regulated Entity-provided data, participants will receive at minimum a $10 gift card. By utilizing an incentive platform, the RIDE PA will ensure that compensation is distributed efficiently and securely, with unclaimed gift cards being canceled if not claimed within ninety (90) days.

Survey Plan Summary

To compute all KPIs needed for comprehensive program evaluation, the RIDE PA will use a three-part data collection approach that includes baseline questions and two (2) annual surveys. The surveys will be deployed as described.

- **Baseline Questionnaire** – Integrated directly into the application portal, this one-time set of questions will capture foundational data from all RIDE Applicants, including their ZEV decision-making process, replaced vehicle details and disposition, current driving habits, demographics, and how they learned about the RIDE program.
- **Survey 1: Annual Participant Check-In** – Deployed annually to all RIDE participants via email, this survey tracks variables that evolve post-enrollment such as charging behaviors, ZEV satisfaction levels, cost savings realized, charging incentive usage patterns, and feedback on program outreach efforts. This survey will be sent using Alchemer's email campaign tool that creates a unique link for each recipient, enabling the RIDE PA to track and index responses across participants over time.
- **Survey 2: Non-Participant Survey** – Designed to understand barriers to ZEV adoption among non-participants, this survey also measures RIDE awareness, driving patterns, and future participation interest. Due to privacy constraints preventing direct outreach to non-participants, a general survey link will be distributed through CMS Regulated Entity partner communications and online driver forums. While the RIDE PA aims for a minimum of 385 completed responses to obtain a broad and representative sample, the actual response rate will depend on driver engagement and may require extended fielding periods or supplemental outreach strategies.

The variables to be studied are listed in Table 19.

Table 19: Survey Variables

Requirement / Topic	**Baseline Survey: Participants, one-time**	**Survey 1: Annual check-in**	**Survey 2: Annual, non-participants**
Sources influencing ZEV decision, time researching, decision factors, pre-RIDE barriers	✓		
Importance of RIDE vs. other programs to obtain a ZEV	✓		
Replaced vehicle (make/model/year/tech, disposition)	✓		
Housing & charging feasibility (own/rent, residence type, parking)	✓ baseline	✓ (changes-only)	✓
Miles driven	✓ baseline	✓ current	✓ current
Charging behavior (location, frequency, barriers)		✓	
Satisfaction & outcomes (charging costs/availability, env. impact, range, $ savings)		✓	
RIDE charge card usage/friction		✓	
Outreach suggestions		✓	✓
Barriers to ZEV adoption		–	✓

RIDE awareness/intent to apply; future ZEV plans	✓ awareness	✓ outreach	✓ awareness + intent
Demographics (age, gender, race, education, HH income)	✓	✓ (changes only)	✓

Incorporation of Feedback

The RIDE PA will incorporate stakeholder feedback into updates on program design on an annual basis. On a regular cadence throughout each year, the RIDE PA will generate stakeholder feedback reports inclusive of feasibility of adopting such feedback into the program design. The RIDE PA will then incorporate these stakeholder feedback reports into the program design updates proposed annually in the Tier 2 Advice Letters.

Appendices

Appendix A: Marketing, Education, & Outreach Plan

The RIDE PA has developed a Marketing, Education, and Outreach Plan (ME&O Plan) to accompany the Program Implementation Plan, attached as Appendix A to facilitate future ease of sharing the ME&O Plan publicly as a separate document from the Program Implementation Plan. As with the Program Implementation Plan and the Handbook, the ME&O Plan will be updated with program branding guidelines, once developed. The purpose of the ME&O Plan is to provide an outline of program services and resources available to Applicants and program partners, provide a description of the program website, identify key strategies to reduce barriers for low- and moderate-income CMS Regulated Entity drivers to transition to a ZEV, and outline resources available to rideshare drivers not eligible for this program's incentives.

Overview

The Rideshare Incentives for Driving Electric Program (RIDE), led by the California Public Utilities Commission (Commission), aims to accelerate the transition of CMS Regulated Entity drivers to zero-emission vehicles (ZEVs) while ensuring equitable access for low- and moderate-income (LMI) drivers. The program will offer an incentive to eligible California CMS Regulated Entity drivers who purchase or lease a zero-emission vehicle (ZEV).

As the RIDE Program Administrator (PA), Center for Sustainable Energy® (CSE) and project partners will focus on understanding the unique needs and perspectives of rideshare drivers regarding the adoption of ZEVs. The primary target audience will be drivers who are eligible for the program— CMS Regulated Entity drivers who make a significant number of trips, 4,500 per year, to maximize the environmental impact of ZEV adoption, and income-qualified drivers. The PA leverages a variety of equity and income geotargeting tools to focus advertising strategies and outreach activities in historically underserved areas. California continues to face significant gaps in access to clean transportation, particularly among these communities, and the RIDE PA will prioritize outreach and education to current rideshare drivers who live in and service these areas. This effort will take an inclusive approach by collaborating with community-based organizations (CBOs), rideshare companies, and driver associations and advocacy groups to better understand and communicate with these drivers. Promotional messaging will be distributed through key communication channels used by these organizations to reach drivers effectively.

The marketing, education, and outreach plan is designed around the core audience of LMI drivers. Accordingly, the plan as a whole constitutes the "description of specific strategies and methods to minimize barriers for LMI access and an LMI driver engagement strategy," as outlined in the proposal.

Other audiences who will be engaged include:

- Non-eligible rideshare drivers. While the program's primary goal is to encourage LMI, high-trip drivers to go electric to ensure the biggest impact on greenhouse gas reductions, a secondary audience is rideshare drivers who do not meet the program eligibility guidelines but may also consider going electric. They are directed to robust EV 101 resources and incentive-finding and total-cost-of-ownership tools, available on the RIDE website.

- Auto dealerships. These businesses are a communications channel to read rideshare drivers looking to buy a car. Dealerships need to be informed about the program to accurately convey information to their customers.

Goals and Objectives

California's Clean Miles Standard Program seeks to:

a. Reach 90% of vehicle miles traveled by ZEVs with minimal negative impact to LMI individuals and communities.
b. Eliminate CMS Regulated Entity GHG emissions by 2030 with minimal negative impact to LMI individuals and communities.

The RIDE program's goal is to accelerate the transition of CMS Regulated Entity drivers to ZEVs while ensuring equitable access for LMI drivers.

Key Audiences

The primary audience is income-qualified rideshare drivers of Uber, Lyft, and HopSkipDrive (CMS Regulated Entities) who meet a Minimum Driving Threshold (MDT) in annual trips. Non-eligible drivers are also an audience and have access to educational resources and information on other incentives they may qualify for. California car dealerships will be one channel to reach these drivers, but also are an audience, as they must be informed about the program and encouraged to share it with car shoppers who are rideshare drivers and may be eligible.

Rideshare Drivers

Marketing efforts will focus on rideshare drivers who experience financial and access-related barriers to adopting clean vehicles, particularly those in LMI households. These groups are often underrepresented in clean transportation initiatives and will remain central to the strategy.

The largest share of rideshare drivers are in Southern California, primarily in the Los Angeles area, with the Bay Area the second largest region and smaller clusters in Sacramento, San Diego, and other metropolitan areas.[29] Many drivers are renters living in urban areas, where home charging can be limited, and many balance driving with other jobs or family responsibilities. The majority of Uber drivers are part-time, driving less than ten (10) hours a week, with the core group working 35+ hours/week providing about half of Uber rides.[30] This core group of veteran drivers has been identified as the target audience under the RIDE and CMS programs.

According to 2022 research by UC Riverside's Center for Economic Forecasting and Development, the demographic composition of California's app-based TNC drivers is as follows:

- 55.8 % of app-based drivers are male, 44.2% female (versus 54.4% male / 45.6% female in California's working-age population).[31]
- Ethnicities (app-based drivers vs state workers) include[32]:

[29] San Francisco Transportation Authority, (2020).
[30] Mishel, (2018), CPUC, (2022).
[31] Osmand & Maury-Holmes, (2022).
[32] Osmand & Maury-Holmes, (2022).

- White / Caucasian: 38.2 %
- Asian / Pacific Islander: 12.8%
- African American / Black: 10.2%
- Hispanic / Latinx: 30.9%
- Other / multiracial, etc. (3.9 %)

- Ages of TNC-Drivers[33]:
  - 18-29 years: 23%
  - 30-39 years: 23.1%
  - 40-49 years: 24.9%
  - 50-64 years: 23.4%
  - 65+ years: 5.7%

While outreach is focused on eligible drivers, other rideshare drivers who do not meet program requirements may also encounter program information through broader marketing efforts, industry channels or online searches and have access to educational resources about transitioning to electric vehicles.

Additional Findings:

Lyft's 2023 Economic Impact Report found that 43% of its rides in California occur in low-income areas, with many lower-income riders relying on Lyft for critical trips such as commuting to work, attending healthcare appointments and job interviews. By providing incentives to LMI CMS Regulated Entity drivers, this program helps to sustain and expand transportation access within the same communities most dependent on CMS Regulated Entities for essential mobility.[34]

CMS Regulated Entity Driver Qualifications

Eligible participants include Uber, Lyft, and HopSkipDrive drivers whose household income is at or below 400% of the Federal Poverty Level (FPL) and who meet the MDT of 4,500 trips per year under all CMS Regulated Entities. The MDT is based on the previous twelve (12) full month period. A link to calculate California's 400% FPL per household can be found here and is available on the RIDE website.[35] Federal Poverty Levels are subject to change year over year.

Motivations

Generally, CMS Regulated Entity drivers are seeking ways to reduce vehicle operating costs, increase net earnings, and improve job sustainability. They may be open to switching to ZEVs if the cost is reduced through upfront incentives and long-term savings on fuel and maintenance.

Barriers and Concerns

The high upfront cost of some ZEVs and limited access to financing remain major concerns for CMS Regulated Entity drivers. For many, adding a car payment to their budget—especially given that ZEVs are typically more expensive than comparable gas-powered vehicles—creates an unsustainable financial burden without incentives. Research highlights these challenges:

[33] Osmand & Maury-Holmes, (2022).
[34] Lyft, (2023).
[35] Poverty Level Calculator – California, (2026).

- According to a study by the Institute for Research on Labor and Employment at the University of California, Berkeley, most TNC drivers in California are paid less than minimum wage.[36]
- A study of ride-hailing drivers in Los Angeles County revealed that a significant number earn less than the mandated minimum wage, underscoring the financial challenges they face.[37]

In addition to financial barriers, factors such as range anxiety, limited awareness of ZEVs and charging, lack of knowledge about available incentives and language barriers all contribute to low adoption rates. These factors demonstrate the need for tailored education, outreach, and support to ensure clean vehicle programs are accessible and effective for this audience.

- In a Consumer Reports survey of 8,027 U.S. adults, it was found that charging logistics (61%) is the top barrier to getting an EV, followed by the number of miles the vehicle can go before needing a charge (55%) and the costs involved with buying and maintaining an EV (52%).[38]
- It also showed that almost half (46%) have not heard about any incentives available for electric-only vehicle owners.[39]

Rideshare Drivers – Not currently eligible for RIDE

As noted, while the primary focus of marketing efforts is on income-qualified rideshare drivers who meet program eligibility requirements, other rideshare drivers may encounter information about the program through broader outreach efforts, industry networks or online searches. These may include drivers whose household income exceeds the program threshold, drivers who do not meet the Minimum Driving Threshold (MDT) or individuals considering rideshare driving in the future.

Although these drivers are not the intended target for incentive enrollment, they may still seek information about electric vehicles and the potential benefits of transitioning from gasoline vehicles. Providing clear, accessible educational resources helps ensure that these drivers can still learn about EV adoption and explore options for other incentives. Resources for both eligible and non-eligible rideshare drivers on the website will include:

Electric Vehicles 101: This information hub will include resources that will help drivers evaluate whether transitioning to an EV aligns with their driving patterns and financial considerations. Electric Vehicles 101 will include information on EV basics, the benefits of driving electric for rideshare drivers, charging and fueling options, battery-electric and hydrogen fuel-cell vehicles, a TCO Calculator to compare the total cost of ownership, and an incentive finder tool to identify all available incentives based off location and circumstance.

TCO Calculator: Drivers can use the Total Cost of Ownership (TCO) Calculator to compare the operating costs of electric vehicles with gasoline vehicles based on their driving habits. This tool can help illustrate potential savings associated with lower fuel and maintenance costs over time.

Incentive Finder tool: Drivers can use this tool to identify any existing incentive or rebate based off location (state, local, utility, etc.) and tailored to their circumstance, via input values such as income,

[36] Reich, (2020).
[37] Waheed et al., (2018).
[38] Consumer Reports, (2022).
[39] Consumer Reports, (2022).

whether they are purchasing a new or used vehicle, incentive stacking opportunities, interest in home charging, and more.

Nurture Campaign: An email nurture campaign will also be implemented for individuals who sign up to receive program updates through the RIDE website. These emails will provide educational content about electric vehicles, program updates and links to resources such as the EV 101 section, the Total Cost of Ownership (TCO) Calculator and other relevant incentives or charging information.

Additional Resources: The RIDE website will also provide links to additional resources that support informed decision-making, including tools for locating public charging stations, information on how to advocate for EV chargers with their rental property owner, and information on home charging installation support that may be available to them.

Car Dealerships

A portion of marketing and outreach efforts will focus on educating California car dealerships so they can effectively promote the program. Recognizing that these stakeholders are critical touchpoints for drivers, the RIDE PA will equip dealerships with materials and tools necessary to confidently inform eligible car shoppers about the benefits of ZEVs and availability of incentives, turning dealership sales staff into knowledgeable representatives of the RIDE program. Dealerships are often the initial place customers learn about vehicle incentive programs and can help bridge the gap between complex program details and the buyer's decision-making process.

Educating dealerships ensures that sales staff can clearly explain how the RIDE incentive lowers upfront costs, shortens payback periods, and makes ZEV ownership more attractive. This not only builds trust with customers but also reduces friction in the customer journey, since incentives are most effective when they are available to buyers at the point of sale. Focusing marketing and outreach here allows us to turn dealerships into a frontline channel for increasing participation in California's ZEV programs and accelerating adoption at scale with CMS Regulated Entity drivers.

In-person workshop findings noted "dealership education is critical to success. See Appendix E.

Messaging

Messaging will be refined based on final program design, and final messages will be translated into multiple languages for use in collateral, advertising, and the website. Below are general messages to appeal to the two core audiences: drivers and dealerships.

Overarching Marketing Messages for RIDE Outreach

Save Money, Earn More

Drivers are highly sensitive to net earnings after expenses. Position RIDE as a direct path to lowering operating costs.

- "Cut your driving costs—switch to a ZEV with help from RIDE."
- "Lower fuel and maintenance costs mean more of your earnings stay in your pocket."
- "Get upfront savings on a ZEV and keep more from every ride."

No Driver Left Behind

Reinforces equity and inclusivity; makes LMI drivers feel the program was created with their realities in mind.

- “Designed for California’s rideshare drivers—especially those who need it most.”
- “Support built for drivers like you: renters and working families.”

Fast, Flexible and Driver-Friendly

Drivers worry about downtime and complex processes. Stressing speed, simplicity, and flexibility helps reduce hesitation.

- “No long waits—RIDE helps you get a ZEV on the road quickly.”
- “Flexible support for full-time and part-time drivers.”
- “Charging credits and upfront discounts that fit your schedule.”

Future-Proof Your Rides

Reminds drivers that the Clean Miles Standard will eventually require ZEV adoption—better to transition early with support.

- “Stay ahead—California’s rideshare future is zero emissions.”
- “Make the switch now and get ahead of upcoming requirements.”
- “Be a leader in the clean rideshare movement.”

Community and Pride

Taps into pride and community well-being, which is especially resonant among immigrant and family-oriented drivers.

- “Drive clean, breathe clean—help improve air in your community.”
- “Join thousands of California drivers leading the move to electric.”
- “Your passengers will appreciate a quieter, cleaner ride.”

CMS Regulated Entity Driver Sample Messaging

- Are you a California rideshare driver who makes 4,500+ trips each year? You might be eligible for an incentive to help you buy or lease a new or used electric vehicle. Check your eligibility.
- California’s RIDE program was created specifically for Uber, Lyft, and HopSkipDrive drivers who want to save money on operating costs by driving a zero-emission vehicle.
- If you’re a rideshare driver, every trip to the gas station or the auto shop eats into your earnings. If you drive an electric vehicle, you can save on these expenses. To help you, California is now offering substantial incentives for you to buy or lease an EV.
- If you're driving full-time for Uber, Lyft, or HopSkipDrive, fuel and maintenance costs add up fast. California’s new zero-emission vehicle incentive program, RIDE, could help you buy or lease a ZEV—reducing operating costs and improving vehicle performance.
- Eligible California rideshare drivers can get $20,300 to help buy or lease a new zero-emission vehicle or $14,200 toward a used one. Get pre-approved and the money will come off the vehicle price at the dealership, or you can apply for a Post Purchase Incentive.
- Looking for a car to upgrade your rideshare business? It might be time to go electric. You can get over $20,000 upfront to buy or lease a new electric car—plus help covering the first year of

public charging costs. Or you can get $14,200 upfront toward a used EV plus an incentive to help cover public charging costs, enough to make going electric as affordable as a gas car.

- By switching to a new or used hydrogen fuel-cell vehicle, rideshare drivers can get thousands of dollars in upfront incentives and greatly reduce fueling and maintenance costs over gas vehicles.

Desired Outcomes

- For rideshare drivers to better understand ZEVs and their benefits.
- For drivers to understand the significant incentives available from this program and other stackable programs, including home charging incentives and utility-funded ZEV incentives.
- For rideshare drivers to apply for a RIDE incentive and purchase or lease a ZEV.

Dealership Sample Messaging

- Close more sales on electric vehicles thanks to new state incentives for eligible rideshare drivers.
- Get ongoing support, resources, and training to sell zero-emission vehicles through RIDE, the state's new ZEV incentive program for rideshare drivers.

Desired Outcomes

- For dealerships to become more educated on zero-emission vehicles and their benefits.
- For dealerships to understand how incentives work and how to use them in their sales efforts.

Marketing Strategies

Program marketing and outreach strategies will employ a multichannel approach—including owned, paid, earned, and shared media—to engage CMS Regulated Entity LMI drivers and encourage their transition to ZEVs. Campaign efforts will guide potential Applicants to the program website, where comprehensive resources and support will help them understand the benefits of ZEVs and navigate the application process.

All marketing and outreach strategies will be designed to minimize barriers to ZEV access for LMI drivers and will serve as key components of the overall LMI driver engagement strategy.

Key strategies include:

Strategy 1: Develop and Launch a Program Website
Strategy 2: Leverage Media and Trusted Messengers (CBOs and CMS Regulated Entities)
Strategy 3: Engage and Train Dealerships
Strategy 4: Leverage Ambassador Relationships to Influence Rideshare Drivers
Strategy 5: Deploy Paid Advertising Campaigns
Strategy 6: Deepen Audience Knowledge via Email Campaigns

Strategy 1: Develop and Launch a Program Website

The RIDE PA will develop a mobile-optimized, user-friendly website serving as the central hub for the program. This platform will engage rideshare drivers by helping them understand the benefits of ZEV ownership, the RIDE incentives and eligibility requirements along with answering questions about charging, total cost of ownership and other available incentives. CBOs and dealerships will be able to access training materials and promotional collateral online, empowering them to raise awareness of ZEV incentives and the benefits of driving electric.

This multi-page site will include:

- Program Information: Incentive amounts, eligibility information, application processes, an FAQ, and a link to the application portal.
- Partner Hub: Dedicated section of the website where CBOs and dealerships can find program resources such as training materials and promotional collateral.
- Electric Vehicles 101: Resources for eligible and non-eligible drivers will include information on EV basics, the benefits of driving electric for rideshare drivers, charging and fueling options, and information on battery-electric and hydrogen fuel-cell vehicles.
- Interactive Tools: A total cost of ownership calculator will help both eligible and non-eligible rideshare drivers understand the financial advantages of switching to a ZEV. Links to other resources will help drivers find additional incentives they may qualify for, EV charging maps and ZEV buying guides and fact sheets.
- Testimonials: Experiences from ZEV rideshare drivers to help build trust and credibility.

Marketing Tactics - Website

Website Design

The RIDE PA's detailed website design process focuses on understanding the user and translating program goals into target audiences' aspirations and concerns. Materials the RIDE PA will develop for client review will include:

- Sitemap (Appendix B) showing where each page falls within the site and navigational hierarchy.
- Wireframes representing where various elements will appear, showing how users interact with the site.
- Content documents of the wording for the site.
- High-fidelity mockups of the homepage and select pages, providing a realistic vision of the end product.

Website Development

Once feedback has been received and incorporated, the RIDE PA's in-house website developers will build a fully responsive site that functions across devices, including mobile optimization. This site will adhere to Web Content Accessibility Guidelines (WCAG) 2.0 standards and will include Google Analytics for performance tracking, along with Google translation plug-ins for Spanish, Mandarin, Cantonese, Russian, Korean, Portuguese, Farsi, and Arabic.

- The site will undergo quality assurance testing before launch.
- A regular analysis of website analytics will drive website updates including collateral and features.

Library of Content Resources

- Content Kits and Training Materials: Partner hubs will provide CBOs and dealerships with training materials, promotional collateral, and up-to-date program information, enabling them to effectively promote the program.
- Frequently Asked Questions: A comprehensive list of anticipated questions and clear, accessible

answers will be developed to address common concerns and help drivers better understand the program.

- Testimonials: Positive experiences from program participants will be shared through print and digital channels to build trust and inspire participation.

Interactive Tools

- Total Cost of Ownership (TCO) Calculator: Eligible and non-eligible rideshare drivers alike will get a customized comparison of the full long-term cost of owning different ZEV models compared with gas vehicles based on their individual financial and usage parameters including the amount of their down payment, loan interest rate, annual mileage, anticipated charging mix (home vs. public), maintenance, and insurance costs.
- Incentive Finder Tool: Eligible and non-eligible rideshare drivers will use an incentive finder tool, developed by the RIDE PA and hosted on the RIDE website. This tool helps eligible drivers see other state, local, or utility programs that may be layered with RIDE incentives based on their ZIP code, chosen vehicle, and income eligibility. With this tool, drivers can access the maximum available financial support for their ZEV purchase or lease and potentially install a home charger. It also helps non-eligible drivers find alternative programs they may qualify for.
- Charging Finders: The site will point to apps and websites that map public charging stations in California, helping both eligible and non-eligible rideshare drivers.
- Certified Dealer Finder: This map shows dealerships in a rideshare driver's area that have completed the ElectrifIQ™ electric vehicle sales training developed by the RIDE PA with the National Automobile Dealers Association.

Website Analytics and Review

- Provide quarterly analytics of the RIDE program website highlighting key metrics and insights. This may include:
  - Traffic: number of unique people (users) who visit the site, sessions (number of visits to the website), traffic sources (where visitors come from, such as organic search, paid ads, referrals, or direct traffic).
  - Engagement: pageviews, time on site, pages per session.
  - Content Performance: Pageviews, number of downloads of resources, visitors to online tools, tracking of people who click on not-eligible call-to-action to go to the incentive finder.
- Provide a quarterly review of content and messaging for relevancy and accuracy.

Strategy 1 Timeline

Tactics	Timeline
Develop Content for Resource Hub	Within two months prior to website launch
QC and Testing of Website	Within two weeks of website launch
Develop Interactive Tools	Ready at website launch
Launch Website	Within 3 months after approval of Resolution

Strategy 2: Leverage Media and Trusted Messengers

Using trusted voices enhances the credibility and effectiveness of outreach. The RIDE PA will leverage California media and collaborate with CBOs and CMS Regulated Entities to raise awareness of the program and build credibility and trust.

California Media

The program launch will be framed as both a transportation innovation story and an equity milestone for California's clean energy future. Media outreach will emphasize how RIDE supports climate goals, expands access for low- and moderate-income drivers and benefits communities most impacted by pollution.

Marketing and Engagement Tactics - Media

Press Release

The RIDE PA will draft a clear, equity-focused release highlighting program goals, eligibility, and incentives.

Media List Development

The RIDE PA will build a targeted list of reporters covering:

- Transportation & mobility (rideshare, EV adoption)
- Environment & climate policy (state climate goals, air quality, clean tech)
- Equity (access for low-income communities, environmental justice)

Client Review & Approval

Once drafted, the RIDE PA will ensure Commission signoff and acquire a Commission quote.

Distribution & Follow-up

The press release will be sent statewide via Muck Rack and direct pitching to journalists who write about clean transportation or topics related to California electric vehicle adoption, ZEV incentives and rideshare as determined by a Muck Rack article search.

As the program progresses, opportunities will be evaluated to conduct follow-up publicity to alert media outlets of its successes and impacts on drivers, especially in those in priority communities.

Media Reporting

Earned coverage will be tracked and the RIDE PA will compile media reports 30 days after program launch and as requested.

Strategy 2 Timeline - Media

Tactics	Timeline
Draft Press Release	Within 2 weeks prior to program launch
Develop List	Within one week of press release send
Client Approval & Review	Within one week of press release send
Distribution	Within 2 weeks of program launch

Reporting	Within one month of press release distribution

Community-Based Organizations (CBOs)

CBOs are trusted messengers within their communities and have been essential to promoting the benefits of ZEVs and helping low- to moderate-income Californians apply for previous ZEV incentive programs such as the Clean Vehicle Rebate Project. The RIDE PA will leverage its deep relationships with CBOs, especially in regions with high populations of LMI rideshare drivers, to deliver culturally relevant, multilingual outreach that builds awareness, drives participation, and maximizes access to ZEV incentives.

Marketing and Engagement Tactics - CBOs

Partnership Development

- Initial outreach efforts will begin with prioritizing partners with deep roots in underserved communities and experience in multilingual outreach.
- To do so, the RIDE PA will research and onboard CBOs in regions of the state with the highest number of CMS Regulated Entity drivers to reach the target audience.
- Each selected CBO will sign a Master Service Agreement (MSA).

Training and Capacity Building

- The RIDE PA will onboard and train CBOs as program ambassadors, equipping them with knowledge on ZEV benefits, ZEV incentives, application processes, and stackable incentives.
- The RIDE PA will conduct a yearly refresher training to update partners on new incentives and lessons learned.
- The RIDE PA will provide funding for CBO outreach efforts.

CBO Content Kits

- The RIDE PA will develop a comprehensive content toolkit designed to equip community-based partners with customizable and trackable outreach materials. The kit will include website copy, email and newsletter templates, social media posts, and high-quality images. These resources will help amplify program visibility and ensure accurate, consistent, and culturally relevant communication throughout priority communities.

Multicultural Outreach Materials

- The RIDE PA will develop culturally sensitive, multilingual outreach materials including presentation slides, flyers, fact sheets, infographics, videos, and social media templates for the CBOs to use in outreach efforts.
- The content will be tailored for regional audiences to reflect local needs.
- Outreach materials will be translated into the most spoken languages in target communities.

Community Events and Engagement

- CBOs will participate in cultural festivals, local events, and driver hubs (support centers), which may include airport waiting areas, popular rideshare zones, and designated rideshare driver rest areas.
- The RIDE PA will host bilingual informational sessions, workshops, and pop-up events with CBO

partners.

- The RIDE PA and CBOs will collect feedback from drivers and communities to refine outreach strategies.

Cross-Promotion

When opportunity permits, CBOs will integrate cross-promotion of stackable state, utility, and regional ZEV and charging incentives to maximize driver savings. The RIDE PA will equip the CBOs with this information when needed.

The RIDE PA will ensure there is consistent messaging across CBO channels, CMS Regulated Entity platforms and community events.

Strategy 2 Timeline - CBOs

Tactics	Timeline
Partnership Development	Within three months after approval of Resolution
Outreach Materials	Within three months after approval of Resolution
Community Events and Engagement	Program launch – Ongoing

Transportation Network Companies

Transportation Network Companies (TNCs) maintain direct, trusted communication channels with their driver networks, making them essential partners for reaching the program's target audience. By collaborating with TNCs, the RIDE PA can deliver timely, relevant, and credible program information directly within the platforms drivers already use daily.

Through co-branded materials, TNCs can seamlessly integrate program promotions into their existing communications. This approach ensures consistency with TNC branding, increases message credibility, and maximizes reach through channels drivers are already familiar with.

Rideshare Workshop & Survey Findings

To better understand the rideshare drivers' audience and interest in the program, the RIDE PA team developed a digital survey using SurveyMonkey. The RIDE PA requested assistance from Uber, Lyft, and HopSkipDrive to distribute the survey to their driver networks on behalf of the RIDE program. Uber successfully distributed the survey, resulting in 158 responses from drivers who were primarily active on the Uber platform.

Survey findings highlight the importance of utilizing TNC communication channels to effectively reach drivers. When asked where they usually obtain information related to rideshare driving, respondents indicated the following TNC sources:

- In-app communications within their TNC platform: 82%
- TNC email communications: 43%
- TNC text messages: 21%

Survey Question 15: Where do you usually get information related to rideshare driving?

Rideshare information location	Count	Percentage
In-app notifications	131	82.91%
TNC Emails	69	43.67%
TNC Text Messages	34	21.52%
Social media	42	26.58%
YouTube Channels or Podcasts	23	14.56%
Group chats, forums or newsletters	14	8.86%
Other	4	2.53%

Stakeholder feedback workshops confirmed the survey findings, wherein driver participants indicated that TNC apps and messaging are the best and most effective way to market the program and reach drivers and that social media, YouTube and podcasts are also key channels. For additional information on workshop feedback, see Appendix E.

Marketing Tactics - TNCs

TNC Promotional Guide

The RIDE PA will develop co-branded promotional kits with content such as draft emails, newsletter items, in-app messages, and website copy for TNCs to use on their platforms.

- Materials will align with TNC communication styles for consistency and professionalism.
- Materials will be translated into identified primary languages spoken by CMS Regulated Entity drivers.
- ZEV Influencer content will be shared with TNCs for use on their own platforms and promotion of the program.

Strategy 2 Timeline - TNCs

Tactics	Timeline
TNC Promotional Guide	Within three months after approval of Resolution

Strategy 3: Dealer Engagement, Education and Training

Auto dealerships are a critical part of the car-buying journey. Providing dealership sales teams with simple tools, clear training and support helps them become knowledgeable ambassadors for ZEVs and the RIDE incentives.

Building on experience working with California dealerships, the RIDE PA will deliver a comprehensive package of education, resources, and ongoing support that empowers sales staff to confidently engage with CMS Regulated Entity drivers. By equipping dealerships with clear guidance, promotional materials, and targeted training, the RIDE PA ensures they become proactive partners in promoting the program, assisting drivers with the application process, and ultimately accelerating ZEV adoption within the rideshare market.

Marketing Tactics – Dealers

Existing Dealer Networks

The RIDE PA will leverage existing relationships with individual dealerships as well as state and regional dealer associations to promote RIDE. Dealerships and associations will be called and emailed to raise awareness of the program, encourage program enrollment, and seek ongoing feedback. Dealers who are already engaging in other clean transportation initiatives, such as utility Pre-Owned EV rebate programs and the statewide Clean Cars 4 All programs, will receive cross-promotional messages about the upcoming program for CMS Regulated Entity drivers. The Dealership Outreach team will collaborate with Commission staff to go over the targeted outreach plan.

Dealer Portal and Resource Hub

The dealer portal and resource hub will provide online training modules, outreach collateral, program details, eligibility criteria, and program resources for dealerships. It will also provide:

- An easy-to-use online enrollment portal for dealerships to become participating partners in the program.
- Contact information for RIDE PA available to support dealerships throughout the program.
- A processing portal for dealerships to process Point-of-Sale incentives.

Dealership Outreach Collateral Preparation

- Multilingual Promotional Guides: The RIDE PA will develop comprehensive guides that will detail program benefits, application processes, and sales tips to assist dealers in discussions with CMS Regulated Entity drivers. These guides will use direct, sales-oriented language created specifically for dealership sales staff based on the RIDE PA’s experience developing dealership guides for dealerships in California and other states.
- Visual Displays: Dealerships will have access to program posters or in-store materials to capture drivers' attention within dealerships.

Webinars and Workshops

Interactive virtual training sessions will be used to educate dealership staff on program details and effective customer engagement strategies. RIDE PA will call and email dealerships to raise awareness of the program and encourage enrollment in the dealership trainings and program.

The RIDE PA also will explore the option of cross-promotion with existing partnerships. Options for these promotional partners include:

- California New Car Dealer Association: CNCDA is the nation’s largest state automobile dealer association. It represents nearly 1,300 franchised new car and truck dealers throughout California. Their members primarily sell and lease new vehicles and provide automotive service, repair, and parts sales.
- Forth Mobility: The RIDE PA is a member of Forth, an organization with a mission to electrify transportation by bringing people together to create solutions that reduce pollution and barriers to access. Forth helps members connect with partner organizations, policymakers, and stakeholders to reach new markets and support sector growth to advance equitable electric transportation.

Dealership Support

The RIDE PA will establish a dedicated email for dealerships to contact its Dealership Outreach team, enabling quick resolution of program-related questions.

Optional: ElectrifIQ Access

The RIDE PA may offer dealerships enrolled in the program access to ElectrifIQ®, a nationally recognized certification program designed to position dealerships as local ZEV experts. This comprehensive online course equips dealerships with messaging, tools, and training to better understand ZEVs and charging to better guide customers through ZEV adoption.

Strategy 3 Timeline

Tactics	Timeline
Dealership Portal	Prior to website launch
Create a Library of Content	Within three months after approval of Resolution
Webinars and Workshops	Within three months after approval of Resolution
Dealership Support/Hotline	Within three months after approval of Resolution
Leverage Dealer Networks	Within three months of program launch

Strategy 4: Leverage Ambassador Relationships to Influence Rideshare Drivers

To drive ZEV adoption among eligible and ineligible rideshare drivers, the RIDE PA will implement a ZEV Ambassador Program that leverages the influence and lived experiences of current ZEV drivers—particularly those living and driving in underserved communities. The strategy centers on authentic storytelling and peer-to-peer influence to build trust, increase relatability, and encourage widespread participation in the program.

Marketing Tactics – ZEV Ambassadors

Influential ZEV Driver Recruitment

The RIDE PA will identify and engage experienced TNC drivers and industry influencers who have successfully transitioned to ZEVs, with a focus on individuals active on forums and social media. The RIDE PA may use TNC companies, social media, and forums to help recruit ambassadors.

Ambassador Support and Guidelines

- The RIDE PA will provide ambassadors with clear roles and responsibilities.
- The RIDE PA will create ambassador materials that include branding and messaging guidelines to ensure consistent and effective promotion of the program.

The plan does not currently assume a fixed compensation structure for ZEV ambassadors but might allow for appropriate compensation depending on the level of engagement required.

For example:

- Content collaborations or influencer partnerships (e.g., YouTube creators, driver vloggers, or well-known community voices) would likely involve paid partnerships or honoraria, consistent with standard digital marketing practices.

- Participation in webinars, testimonials, or case studies may involve stipends or modest honoraria to compensate drivers for their time.
- Some drivers or advocates may also choose to participate voluntarily if they are already active in promoting EV adoption within driver communities.

Compensation models could include:

- Stipends for webinar participation.
- Content creation fees for videos or testimonials.
- Paid influencer collaborations.

The goal of the ambassador strategy is to ensure authenticity and peer credibility, while also respecting the time and expertise of participating drivers. Specific compensation structures will be determined during implementation based on the type of engagement.

Ambassador Content Development

The RIDE PA will collaborate with ambassadors to create “day in the life” narratives, livestreams, and video testimonials.

- Content topics may include ZEV economic benefits, performance, and ease of charging as well as cost savings and operational benefits.
- Prioritize short-form, mobile-optimized video and audio content to meet drivers where they are—on the road and on their phones.

Driver-to-Driver Webinars

The RIDE PA will host interactive “Ask Me Anything” webinars featuring ZEV ambassadors, giving TNC drivers the opportunity to ask questions and hear firsthand experiences about driving electric.

- These sessions will highlight practical insights into ZEV performance, charging, cost savings, and operational benefits, helping drivers make informed decisions.
- The webinars will be promoted through paid marketing campaigns, as well as via TNC and CBO channels, ensuring broad awareness and participation.

Strategy 4 Timeline

Tactics	Timeline
Ambassador Research & Recruitment	Within three months after program launch
Ambassador Guidelines	Within three months after approval of Resolution
Content Creation	Within six months of program launch
Ask Me Anything Webinars	Within six months of program launch

Strategy 5: Develop and Implement Paid Advertising

The RIDE paid ad campaign will leverage a strategic mix of paid marketing tactics to reach drivers in key areas. These efforts may include targeted digital advertising, outdoor advertising (billboards), search engine marketing, and other relevant paid channels. All paid communications will direct drivers to the program website and other online resources that will encourage them to sign up for emails to get details on the program.

Advertising will include relevant keywords, geotargeting to reach drivers in high-priority areas and messaging aligned with TNC drivers' interests and behaviors. Initial paid marketing efforts will focus on geographic areas with the largest percentage of rideshare drivers. Based on available data, these are the Los Angeles, San Francisco, and San Diego areas, where nearly two-thirds of all TNC trips occur.[40]

Options for paid advertising mediums include:

Digital and Social Platforms

The RIDE PA use a variety of digital and social platforms to determine the optimal mix for targeting TNC drivers through engagement and paid advertising. TNC drivers in geotargeted areas scrolling their phones and social feeds during breaks and while waiting for pickups will be delivered engaging ads about the benefits of ZEVs and the availability of incentives just for them.

The RIDE PA may leverage the several well-established driver communities, advocacy groups and content creators that actively engage with rideshare drivers for outreach and paid advertising placements . These groups function as trusted information sources and communication channels for drivers.

The RIDE PA will research opportunities to target desired audiences, including through featured posts or videos on driver-oriented forums and vloggers, develop ads and short videos, deploy ads, and track and report on results.

Examples of channels include:

Reddit

Reddit Ads offer highly targeted audience reach through niche subreddits (called communities). Google AI summaries in response to search inquiries often feature links to forums on Reddit, which are popular for people seeking perspectives from peers. Examples of rideshare communities on Reddit include:

- Lyft Community: 153,000 weekly visitors and 4,500 weekly contributions.
- Uber Community: 388,000 weekly visitors and 12,000 weekly contributions

YouTube

YouTube advertising offers precise audience targeting, increased engagement through video, measurable performance data and flexibility in ad formats and budgets. It is increasingly a medium of choice for both information and entertainment, especially in LMI households. According to a Pew Research Center survey, "Americans' Social Media Use," 83% of those surveyed reported watching YouTube with 86% having incomes less than $100,000.[41]

Facebook

[40] San Francisco Transportation Authority, (2020).
[41] Gottfried, (2024).

Facebook is a dominant player in the online landscape. According to the Pew Research Center survey, 68% of Americans report using Facebook, with a majority of all age groups being present on the site.[42] With such a broad and diverse audience, Facebook ads offer the ability to reach targeted demographics at scale, leveraging detailed data to deliver personalized messages that drive engagement and conversions.

Data from 2024 shows Facebook is a great opportunity to target individuals in LMI communities. There is a larger percentage of use for each income group, compared to LinkedIn, Instagram, X, Pinterest, Snapchat, and TikTok.[43] Rideshare Facebook Groups include numerous region-specific groups such as "LA Uber & Lyft Drivers," "California Rideshare Drivers," and similar communities where drivers share program information and experiences.

Table A-1: Usage of Facebook by Income Level

Percent of adults who say they have used Facebook by household income

Household Income	Less than $30,000	$30,000 - $69,900	$70,000 - $99,000	$100,000 +
Facebook	65%	73%	73%	70%

Note: Respondents who did not give an answer are not shown.

Source: Survey of U.S. adults conducted Feb. 1-June 10, 2024 (Gottfried, 2024).

Strategically Located Billboards

When Out of Home (OOH) advertising is added to the media mix, it increases a search's return on ad spend by 40%. That's because 41% of consumers search for a brand after viewing OOH ads.[44] Outdoor ads make people more aware and interested, which boosts other advertising efforts (like digital or search ads).

Billboard ads meet the audience where they are—on the road. With LAX being the largest airport on the West Coast, the RIDE PA will focus on strategically placed billboards near there. According to LAX traffic ground transportation reports, TNCs accounted for 20% of the monthly traffic market share from July to September 2024.[45]

- OOH performs best for awareness across all demographics, while also ranking as the #1 preferred media format for Millennials and Gen Z. Characteristics like massive reach, trustworthiness, and highly visual canvases contribute to OOH ranking highest against all other media in this KPI.[46]
- With significantly lower Cost per Thousand (CPMs) than other mediums, OOH offers the dual advantage of cost-effectiveness and widespread impact.[47]

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[42] Gottfried, (2024).
[43] Gottfried, (2024).
[44] Outfront Media, (2025).
[45] Los Angeles World Airports, (2025).
[46] Outfront Media, (2025).
[47] Outfront Media, (2025).

Google Paid Search

Google Paid Search Ads will ensure that individuals actively shopping for cars or for ZEV-related information are directed to the program's website. Paid search ads will capture high-intent users, leading to higher conversion rates.

Google search ads can target rideshare drivers and car shoppers in communities identified as disadvantaged or communities meeting the CMS definition of LMI communities, i.e. 400% of the Federal Poverty Level.

An example of this being effectively used was a campaign for California's Clean Vehicle Rebate Project, with the message that EVs are *not that different, just better*. The ad campaign targeted active car shoppers exclusively in low-income ZIP codes and had an up to 25% conversion rate. LMI households reached through the campaign successfully applied for $6 million in rebates.

Marketing Tactics – Paid Ads

- Develop paid media plan
- Circulating ads
- Analyze results

Strategy 5 Timeline

Tactics	Timeline
Develop Ad Plan	Within three months of program launch
Run Ads	Within six months of program launch - Ongoing
Evaluation	Within one month of ad campaign launch - Ongoing

Strategy 6: Deepen Audience Knowledge via Email Campaigns

The RIDE PA will send email updates to rideshare drivers who are interested in learning more about the program. These emails will educate drivers about the benefits of transitioning to driving electric, general information on the program, and information to help them get started in applying for a ZEV incentive.

Marketing Tactics – Email Campaigns

Capture Emails and Phone Numbers of Interested Drivers

The RIDE PA will capture email addresses of the rideshare drivers who sign up for workshops, as well as through a subscription form on the program website. Email communications will be opt-in and will follow all CAN-SPAM Act requirements.

Email Campaign Setup and Content Creation

Using the Marketo email automation platform, the RIDE PA will develop a series of emails to guide drivers through the decision-making process, from initial awareness to application.

- Messages will be tailored for drivers, focusing on content that will address barriers, concerns and interests.

- Any email addresses of drivers captured from workshops and surveys will be sent a welcome message prior to the email nurture campaign.

Email Nurture Campaign Deployment & Monitoring

- Content will be scheduled to maintain a regular cadence of contact with potential Applicants, keeping them engaged and informed and encouraging action.
- New subscribers will be added in through an opt-in list on website.
- The RIDE PA will continue to monitor the results of the campaign.

RIDE PA to Explore Addition of SMS Marketing

- The RIDE PA will explore options for the potential of adding text marketing (SMS) to the digital communication strategy.
- Opt-in for SMS communication would be included on the subscription form on the RIDE website.
- The RIDE PA will include the Commission in findings and a final decision.

Strategy 6 Timeline

Tactics	Timeline
Capture Email Addresses	Website launch - Ongoing
Content Creation and Email Setup	Within three months after approval of Resolution
Deploy Welcome Email	Day of website launch
Deploy Nurture Campaign	Within one week of program launch - Ongoing
Research SMS Communication	Within three months after approval of Resolution

Optional Marketing Strategies

The following optional strategies are out of budget scope but may be added to the ME&O Plan as additional resources allow.

Optional Strategy 7: Gamification Engagement

If directed by the Commission, the RIDE PA will implement a gamification strategy to engage and inform CMS Regulated Entity drivers. The primary objective is to foster ongoing education around zero-emission vehicles while creating a reason for drivers to return to the website regularly. To achieve this, the RIDE PA will create mission-based challenges that educate drivers on ZEV topics through quizzes and interactive tasks. A rewards system will be tied to quarterly drawings, where drivers earn points for completing challenges. Additionally, leaderboards and social sharing options will foster friendly competition and community engagement.

Optional Strategy 8: Ride and Drives

CMS Regulated Entity drivers can gain significant benefits from participating in ZEV ride-and-drive events. These events give drivers the opportunity to test-drive electric vehicles in real-world conditions;

ask questions about charging, range, and maintenance; and learn how a ZEV can lower their operating costs. Since CMS Regulated Entity drivers typically log high mileage, the fuel and maintenance savings from switching to a ZEV can be substantial, making driver-to-driver discussions at these events highly relevant.

To ensure the greatest impact, the RIDE PA will partner with an organization that has extensive experience conducting ride-and-drive events in underserved communities. These events feature experiential marketing, offering drivers the opportunity to test-drive EVs firsthand, ideally facilitated by fellow rideshare drivers.

Key Performance Indicators

Each tracked metric will be assessed to continuously adjust and optimize tactics, identify best practices and lessons learned, and make recommendations for effective future outreach.

Reporting

- Google Analytics website data will be tracked and visualized through the Looker Studio dashboard, facilitating granular analysis.
- Tracking codes on paid ads, partner collateral and emails will be used to attribute website traffic to the proper source.
- Metrics will be reported on and explained in quarterly reports.

Metrics to be tracked

Strategy 1: Website

- Active users
- New users
- Sessions and engaged sessions
- Page visits
- Number of visits to online tools
- Number of engagements on “not eligible call-to-action” link

Strategy 2: Media and Trusted Messengers (CBOs and CMS Regulated Entity Companies)

- Media coverage and reach
- Website visits based on CBO and CMS Regulated Entity event outreach
- Community events
- Event interactions
- Community presentations
- Presentation attendance

Strategy 3: Dealerships

- Enrolled dealerships
- Webinar registrants and attendees
- Dealership calls
- Dealership emails

Strategy 4: Ambassador Relationships

- Video impressions
- Video views
- Video engagement

Strategy 5: Paid Advertising

- Ad impressions
- Clicks
- Click-through rate
- Website visits attributed to paid ads

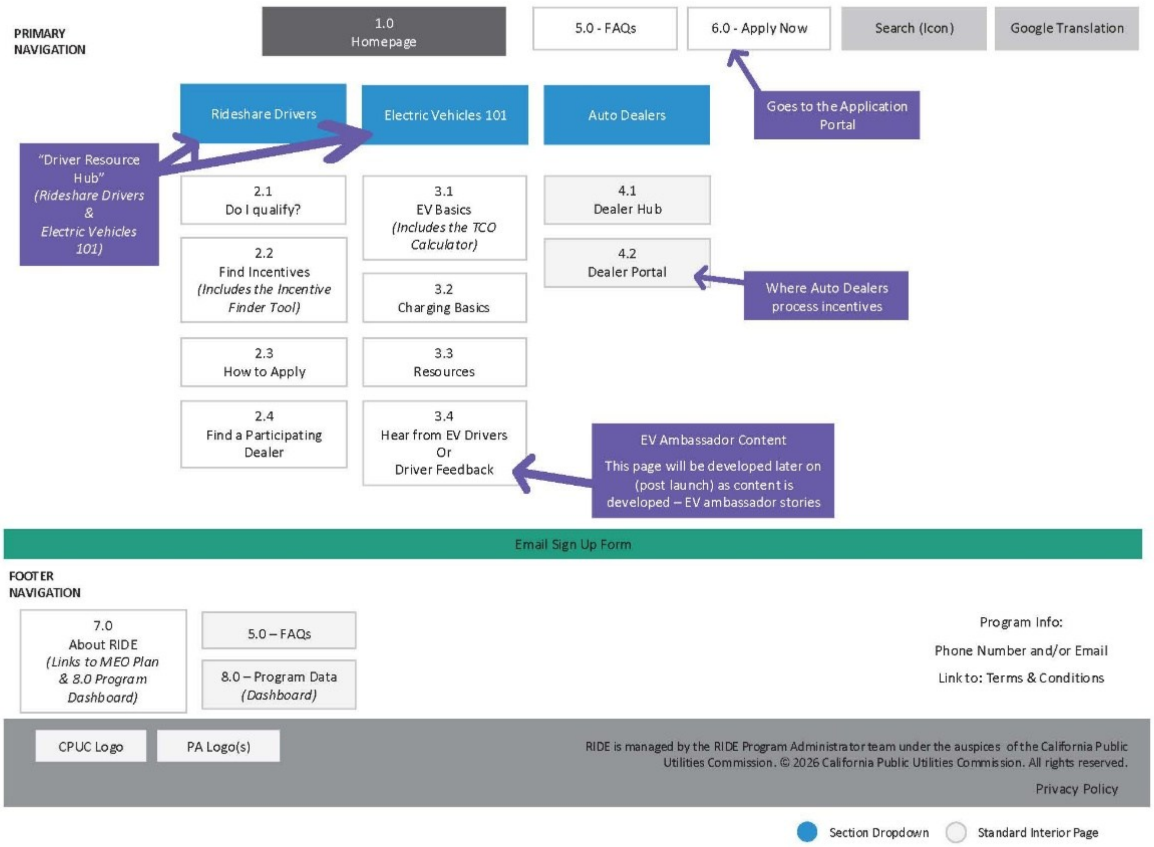
Strategy 6: Email Campaigns

- Email subscribers
- Open rates
- Click-throughs on email links
- Clicked-to-open ratio
- Unsubscribes

Appendix B: Website Sitemap

As mentioned in the ME&O Plan, the sitemap is a visual representation of the website structure that shows where each page falls within the site and navigational hierarchy.

Figure B-1: RIDE program website sitemap



Notes: All program pages will be optimized for mobile. The driver resource hub is the Rideshare Drivers section of the website. The CBO resource hub will not be visible on the website hierarchy or visible to the public. A direct link will be provided to CBOs. The dealer hub will be located on the Auto Dealers page and will require the dealers to log in to access the hub. The Public Data Dashboard is linked in the footer under "Program Data."

Appendix C: Additional CMS Reporting Requirements

A description of additional reports described in Attachment F of D.24-03-001 required for CMS Regulated Entities and the Contracting Agent, outside the purview of the RIDE PA.

Table C-1: Other Reporting

Report Name:	Description:	Cadence:	Oversight:	Reporting Entity:
Greenhouse Gas Emissions Reduction Plan	A proposal on how to meet the targets and goals for reducing emissions of greenhouse gases established pursuant to subdivision (b) of Section 5450(c) of the Pub. Util. Code.	Every two years	Commission	CMS Regulated Entities
TNC Annual Report	Existing required data reporting for TNCs, which will be leveraged to inform CMS compliance and tracking of goals including Clean Mobility, ESJ, and Exemptions.	Annual	Commission	CMS Regulated Entities
Compliance Summary	Compliance data required by the CARB CMS Order in Section 2490.3(b)(6) to assess progress toward CMS Annual Targets. These are summary data fields to be reported by each CMS Regulated Entity.	Quarterly and Annual	Commission	CMS Regulated Entities
Qualifying Trips Key	Compliance data that will enable Commission staff to identify the trips in the TNC Annual Reports that qualify to be included in the calculation of CMS annual target.	Annual	Commission	CMS Regulated Entities
Driver Summary	Driver summary data required in CARB's CMS Order Attachment 2 and includes data fields not already captured in TNC Annual Reports.	Annual	Commission	CMS Regulated Entities

Charging	Charging data to be provided by CMS Regulated Entities and the RIDE PA. This data will help with tracking goals including Clean Mobility and ESJ.	Annual	Commission	CMS Regulated Entities and RIDE Administrator (CSE)
Fee Collection Report	Data on the CMS fee collection from CMS Regulated Entities.	Quarterly	Commission	Contracting Agent (Uber)
Admin Spend Tracking Report	Data on the administrative spending of the RIDE PA, Evaluation Contractor, Financial Auditor, and Contracting Agent.	Quarterly	Commission	Contracting Agent (Uber)

Appendix D: Funds Reservation Process

The RIDE PA will maintain a “reservation” system to reserve funds for each approved Applicant.

When an Applicant is approved for a pre-qualification voucher, the RIDE PA will reserve the appropriate Upfront ZEV Purchase/Lease Incentive amount plus one year of the Ongoing Charging Incentive ($1,170). In Year 1, the Applicant is automatically allocated a Year 1 Ongoing Charging Incentive in the amount of $1,170, with the pre-requisite that they have been approved for and received the Upfront ZEV Purchase/Lease Incentive. Their eligibility for the Upfront ZEV Purchase/Lease Incentive indicates the Applicant has met the required MDT for a Year 1 Ongoing Charging Incentive. Similarly, the Applicant has met the income verification requirements, which are verified on a one-time basis, and eligibility will last up to five (5) years.

The RIDE PA will then issue the Year 1 Ongoing Charging Incentive amount of $1,170 per approved Applicant within thirty (30) days of the approved Upfront ZEV Purchase/Lease Incentive application. The Applicant may apply for the 2nd Ongoing Charging Incentive twelve (12) months after the approval date of the Upfront ZEV Purchase/Lease Incentive and the Year 1 Ongoing Charging Incentive. The RIDE PA will confirm MDT eligibility and will issue the payment for Year 2. An Applicant is eligible for the Ongoing Charging Incentive annually for up to four (4) years total, including the Year 1 incentive. The Applicant will retain eligibility to receive an Ongoing Charging Incentive as normal for up to five (5) years after their Upfront ZEV Purchase/Lease Incentive was approved. If the Applicant did not claim all four available Ongoing Charging Incentives within five (5) years, they would be eligible to reapply to claim the remaining Ongoing Charging Incentives, however, they would be required to be re-verified for income qualification.

To ensure that enough funds are held for Applicants that wish to claim the Ongoing Charging Incentive; while also maintaining adequate funds for Upfront ZEV Purchase/Lease Incentives, the RIDE PA will reserve Ongoing Charging Incentive funds at the beginning of each program year by calculating how many individuals are eligible to receive an Ongoing Charging Incentive in each program year. To do this, the RIDE PA will calculate (a) the number of Upfront ZEV Purchase/Lease Incentives approved in the previous year and the number of Year 2-3 Ongoing Charging Incentives approved in the previous year.

This will not be a comprehensive estimate (as it does not account for anyone who skipped an Ongoing Charging Incentive year) but would likely project accurate estimates of charging spending.

The RIDE PA will track funding reservations and spending in regular Financial Reports.

The RIDE PA will re-evaluate funding toward the end of the program (within one year of closure). The RIDE PA will work with the Commission staff to ensure unallocated funding is appropriately addressed.

Appendix E: Workshop Stakeholder Feedback Summary Report

Background

Per D.24-03-001, "the Program Administrator shall hold one or more workshops to inform the development of the first Implementation Plan and Handbook proposal." This report provides a comprehensive overview of the public workshops conducted in Fall 2025 that informed development of the Program Implementation Plan and Handbook.

One in-person workshop was held in Los Angeles on September 10, 2025. A virtual stakeholder workshop was held on September 18, 2025. And a widespread survey was sent out to rideshare drivers in October 2025. This report compiles the collective feedback and describes how such feedback was incorporated into the program design proposal.

SUMMARY FINDINGS

- **Incentives:** Drivers were generally supportive of the proposed vehicle purchase incentive levels but had concerns that the charging incentive amount ($670/yr) is too low and delayed access (Year 2 start) is problematic. Calls to increase the amount and make usable across more networks.
- **Dealer Engagement:** Success of the point-of-sale incentives hinges on rapid dealer reimbursement (within 1 week) and strong dealer education/outreach by PA team. Concern that dealers may adjust pricing upward in response to incentives.
- **Eligibility:** Broad agreement that the 4,500-trip requirement is too high, especially for part-time drivers (e.g., HopSkipDrive). Risk that regulated TNCs will have large driver segments excluded from the program.
- **Charging:** Calls for greater universality of charging cards or incentive use, potential funding for home charging, and better consideration of adapter access.
- **Messaging:** Uber/Lyft/HopSkipDrive must actively promote the program. Trusted outreach channels include referrals, in-app notifications, and independent driver networks with established communication channels.

Incorporation of feedback into program design

This section explores key findings of the public stakeholder feedback efforts (workshops and surveys) and present actions to incorporate these findings into the DAP program design.

Key Findings

Demographics

- Most drivers have driven on platforms for more than 1 year

Action: No action is required. This finding aligns with the DAP program goals to reach veteran drivers who are more likely to remain driving on TNC platforms in the long-term.

- Many drivers already drive an EV (about 25% of respondents polled).

Action: This could present a barrier to success of the program, given the requirement under consideration in Phase 2 of the Decision, that drivers would be ineligible if a certain percentage of trips are already driven in ZEVs or driver already owns a ZEV.

Eligibility Requirements

- Most drivers estimate the 4,500 trip requirement is too high, with about 25% responding that 4,500 trips annually is reasonable.

Action: No action can be taken at this time in program design. The Commission set the 4,500 MDT threshold based off TNC's Interim GHG Emissions Reports and will not reassess the trip threshold until after program launch. The Commission staff is the final arbiter on the MDT requirement, though the PA team will provide data and stakeholder feedback as it becomes available.

- LMI income cap seems realistic, though some drivers expressed concern that driving 4,500 trips annually would price out drivers by earning above this threshold, particularly if associated costs necessary for maintaining vehicles in good working condition count towards income (insurance, maintenance, fueling costs, etc.)
- About 50% of polled drivers thought the 400% FPL income requirement was reasonable.

Action: No action is required. Most respondents find the income level to be reasonable. The PA team will observe any trends after program launch that may indicate necessary adjustments to the income requirement for future program success.

Purchase Incentive Amounts

- In-person workshop attendees felt that the proposed voucher amounts are sufficient to encourage adoption, shifting from lease or rentals to ownership.
- However, survey respondents generally were unsure (44%) or indicated that proposed incentives were too low to encourage adoption (16.5%).

Action: the PA team will retain proposed incentive amounts at the level reached in the proposed program design ($21,400 for new ZEVs, $15,300 for used ZEVs, and $1,170 annual charging incentive).[48] *The PA will continue to adjust incentive amounts after initial program data is collected and analyzed, while taking into consideration market fluctuations each year.*

[48] These incentive amounts are reflective of the proposed incentives at the time the workshops were held in Fall 2025.

- Point-of-Sale incentives are widely preferred with 95% of polled drivers indicating this preference.

Action: No action is required. The PA will analyze data patterns between Point-of-Sale and Post Purchase incentive options after program launch.

- Leases are generally not of much interest.

Action: Leases are a required element of the DAP program and will be included in the program design. The PA team is generally unconcerned about including leases as an option, as drivers will have a choice between purchase or lease, and they can determine what system works best for them.

- In person workshop attendees indicated a preference for a short-term rental option before moving forward with a purchase. However, industry stakeholders generally did not see rentals as a long-term solution for market change.

Action: No action is necessary. The Commission is considering adding rental options into Phase 2 of the program. This option is pending and will be incorporated into program design, as necessary in future.

Charging Incentive

- The proposed charging incentive amount of $670 is helpful but not enough.

Action: The RIDE PA has updated the ongoing charging incentive to $1,170 annually, in collaboration with the Commission staff to reflect updated assumptions and taking into consideration feedback from these workshops and surveys.

- Charging should be available in Year 1.

Action: Stakeholder feedback led to the RIDE PA requesting approval from Commission staff to make the charging incentive available in Year 1 of the program, as the Upfront ZEV Purchase/Lease Incentive was seen as insufficient to cover ongoing fueling costs in Year 1 of the program.

- The charging card/incentive payment should be usable across as many networks as possible.
- Speed and cost are the biggest considerations for chargers and public charging is a priority.

Action: the RIDE PA will consider this feedback when designing the disbursement of charging funds to DAP recipients. Public charging is integrated into the charging methodology as the most common fueling type (90% of charging is assumed to be done at public fast chargers at speeds of 150 kW).

- Landlords are seen as top barriers to home charging (home ownership is low).

Action: The RIDE PA will include education on home charging, including resources that will assist renters with reaching out to or speaking with their landlords or property managers on the DAP website.

Stakeholders

- Drivers prefer fast rebate processing for post purchase incentives (2-8 weeks).
- Dealerships prefer fast rebate processing for point-of-sale incentives (1 week or less).

Action: The RIDE PA will attempt to process incentive payments as quickly as possible, with a particular focus on dealership compensation processing timelines. Dealership enrollment in the program should minimize ACH processing times, as all payment information will be stored in the RIDE PA's systems for quick processing. The RIDE PA further recognizes that ACH payments will be processed in a timely manner than check disbursement would be and will encourage applicants to select ACH payment, as is feasible.

- Drivers expressed concern that dealerships would increase the price of vehicles in response to incentives.

Action: The RIDE PA will consider prohibiting enrolled dealerships from increasing purchase prices for new vehicles above base MSRP or 15-20% of market adjustments.

- Dealership education is critical to success.

Action: The RIDE PA has integrated robust dealership educational resources into the program design and intends to work closely with dealership associations and dealership staff to ensure proper training, as well as create a dealership resource hub on the DAP website for continued education and easy access to program resources.

Marketing & Education

- TNC apps and messaging are the best way to market the program and get in touch with drivers.
- Social media is the second preferred method of contact behind TNC company messaging.
- Texting is also a good option.

Action: The RIDE PA intends to work closely with each CMS Regulated Entity to disseminate information about DAP to as many drivers as possible. The RIDE PA will coordinate with the CMS Regulated Entities to target key audiences (high mileage drivers). The RIDE PA expects a high level of engagement from TNC platforms, including sending out in-app marketing, collaborating on texting campaigns, and full engagement with DAP events.

- Robust education is needed on vehicle models that work for TNC driving (i.e. charging speeds, range, etc.).

Action: The DAP website will include robust educational resources for drivers including information about popular ZEV models, ZEV ambassador testimonials, and education on how charging works, where to access charging, and how range can be affected by real-world conditions.

Los Angeles, CA driver workshop

September 10, 2025

CSE program staff, in partnership with CALSTART, our subcontractor, planned and conducted in-person driver workshops with Uber and Lyft drivers at the California Public Utilities Commission (CPUC) offices in Los Angeles, California on September 10, 2025. A second in-person workshop was scheduled to be help at the CPUC offices in San Francisco, CA on September 11, 2025, however, this workshop was cancelled due to very low expected turn-out.

The workshop was held from 9 am to 1 pm PT and offered beverages, lunch, and $200 stipends for all attendees, with additional fees for two speakers.

Attendants included two CSE staff (Sonja Meintsma, program manager and Mattie Horne, operations manager), three CALSTART staff (Jon Gordon, Brandon Oldham, and Boyu Shi), as well as one CPUC staffer, Samantha Serafica. The workshop consisted of the following agenda
and utilized the Mentimeter tool to gather feedback from participants, summarized in this report:

Time	Session	Description
9:00 – 9:30	Welcome + Program Overview	Meet the team, overview of DAP goals, incentives, and what we want to learn from drivers today
9:30 – 10:15	EV Driver Panel + Q&A	30 min of panel discussion with experienced EV drivers, followed by 10-15 min of Q&A.

10:15 – 10:25	Break	Quick break + reset.
10:25 – 11:20	Driver Focus Groups – Round 1	4 parallel small-group discussions, Topics 1-6.
11:20 – 11:30	Break	Quick break + reset.
11:30 – 12:00	Driver Focus Groups – Round 2	4 parallel small-group discussions, Topics 7-11.
12:00 – 12:30	Networking Lunch	Mendicino Farms + informal conversation.
12:30 – 12:45	Final Feedback & Insights	Silent post-lunch brain dump. Message us your final thoughts and recommendations.
12:45 – 1:00	Closing Remarks	Recap of the day, payment process, and goodbyes.

LA workshop attendees consisted of the following demographics:

- **7 drivers interviewed** in LA on September 10 (including Sergio Avedian, *The Rideshare Guy*)
- **Driving experience** ranged from less than 6 months to over 6 years
- **Age range:** 30s to 60s
- **Gender:** 1 woman, 6 men
- **5 of 7 drivers currently drove an EV**
- **Annual TNC trips:** 400 to 3,000 trips per year
- Only **1 driver exceeded the 4,500-trip threshold** required by the program
- **Vehicle access models:**
- Many drivers rented through TNC–dealership partnerships (e.g., Avis, Enterprise)
- Weekly rentals cost **$250–$450/week**, cover insurance and maintenance, have no mileage caps, and are indefinite/returnable anytime.
- By contrast, leases typically impose mileage limits, making them impractical for rideshare drivers.

Key feedback on program elements was solicited and is summarized below by the CALSTART team:

Incentive Amounts

- Proposed voucher amounts ($21.4k new / $15.3k used) were very well received.
- Drivers said these amounts could shift them from indefinite rentals to ownership.
- Additionally, the rental costs were recognized as high ($1,600 a month) but a necessary cost as they could not acquire a vehicle in another way. The incentive program would steer drivers towards personal vehicle ownership.
- Charging incentive ($670/year, starting in Year 2) seen as helpful but not enough — covers only 2–10 weeks of charging / year.
- Received feedback that charging costs ~$350/week for someone driving 12 hours/day 7 days/week.

Recommendation:

- Maintain high voucher amounts.
- Increase charging support to ~$1–2k/year and make it **available in Year 1**.

Point of Sale (POS) vs. Post-Purchase Incentive

- **Point of Sale rebate was widely preferred**.
- Benefit of Post Purchase Incentive: drivers could choose how to use funds (not just reducing upfront cost).
- Drivers emphasized the need for **fast rebate processing (2–8 weeks max)**.

Recommendation:

- Offer both POS and rebate options, with clear timelines.
- Expect most drivers to prefer POS but keep rebate flexibility.

Leases

- Leasing are generally not compatible due to mileage restrictions (charging drivers for driving more than a set number of miles per month).
- Drivers expressed little interest in leases.

Recommendation:

- Program can technically allow leases, but CALSTART recommends not prioritizing them; avoid any lease option with mileage caps.

Charging

- Drivers mostly rely on public charging, even when home charging might be possible.
- Landlord coordination was cited as a major barrier to installing home chargers.

- Charging apps: some drivers use multiple (up to 7).
- Charging cost ranged from $0.20–$0.60/kWh; drivers go out of their way for cheaper options.
- Key factors: speed, cost, and availability. Secondary: restrooms, food/drink, convenience, safety, green space.

Recommendation:

- Increase charging incentive value (as noted above).
- Consider stronger partnerships with charging providers to reduce cost for TNC drivers and improve accessibility

Program Eligibility

- Drivers showed trips ranging from 400–3,000 per year. Only 1/8 exceeded the 4,500-trip threshold.
- Sergio estimated only ~2% of drivers meet 4,500 trips/year (vs. 12% in this sample).
- Concern: requirement excludes majority of drivers.
- LMI income cap (≤400% FPL, e.g., ≤$62.6k for single driver) seemed realistic.

Recommendation:

- CALSTART recommends not launching the program with current 4,500-trip threshold.
- Reassess eligibility to avoid excluding most drivers.

Vehicle Caps

- Drivers opposed price caps on eligible vehicles.
- Higher-priced EVs are sometimes chosen to qualify for Uber/Lyft Black.

Recommendation:

- Program Administrator team agrees with drivers and will aim to avoid vehicle price caps.

Stakeholders

- Uber/Lyft give EV bonuses per 20-30 trips each week on a reoccurring basis — seen as helpful.
- Some drivers got EVs through TNC/dealer rental partnerships - not necessarily because drivers wanted an EV, but because that's all they had on the lot that day. Pushing drivers towards EVs is excellent.
- Drivers felt TNCs don't communicate enough about EVs or support electrification.
- Concerns about the future of autonomous vehicles (Waymo, etc.) undermining driver confidence.

- Drivers expressed fear of being unfairly deactivated by TNCs, leaving them unable to pay off EVs. The RideShare Guy, Sergio, said he gets 50 messages per day about drivers saying they were unfairly deactivated based on rider feedback.

Recommendation:

- Engage TNCs to improve EV messaging, rental partnerships, and transparency about long-term driver role.
- Encourage TNCs to strengthen protections for drivers making EV investments.

Rentals

- Strong interest in **short-term EV rentals before purchase**.
- Preferred rental duration: 2–4 weeks.
- Desired cost: <$200/week (including incentive)

Recommendation:

- Build in **EV rental trial options** with program support, at affordable weekly cost.

Awareness of Existing Programs

- Best outreach methods: email, text, and in-app notifications from TNCs.

Recommendation:

- Partner directly with Uber/Lyft for in-app outreach, alongside text/email campaigns.

Industry Workshop

September 18, 2025

CSE staff, in partnership with CALSTART staff, hosted a virtual workshop for industry stakeholders interested in the Driver's Assistance Program on Thursday, September 18 from 10 am-12 pm PT, hosted on Zoom. The workshop was announced on the Commission's public service list by CSE, the Program Administrator. Registration was required to attend.

The workshop followed the below agenda and solicited feedback on program design with Mentimeter. The workshop was attended by 17 representatives from TNCs, regulators, CARB, charging providers, leasing/rental companies, and other stakeholders, plus CSE and CALSTART staff and two guest speakers.

Time	Session	Description
10:00-10:15	Welcome + Program Overview	Meet the team, overview of DAP goals, incentives, and what we want to learn from industry groups today
10:15-10:30	Expert Speakers	Darryl Little Jr, CALSTART - CA State Policy Director Anna Vanderspek, Green Energy Consumers Alliance - EV Program Director
10:30-10:55	Industry Focus Groups – Round 1	Breakout room discussions, Topics 1-3
5 min break	*Break*	*Quick break + reset*
11:00-11:40	Industry Focus Groups – Round 2	Continue breakout room discussions, Topics 4-10
11:40-11:55	Audience Q's	Come back from breakout rooms, open questions from stakeholders
11:55-12:00	Closing Remarks	Final remarks, next steps

Key feedback on program elements was solicited and is summarized below:

Incentive Amounts

- New vehicle incentives seen as strong / effective.
- Charging card/incentive payments should be larger and available from Year 1.
- Importance of making charging card/incentive payments usable across more networks (suggested partners: Presto, BlueDot).
- Concern that dealership pricing could rise in response to incentives.

Recommendation:

- Maintain high voucher amounts.
- Make the charging incentive available in Year 1 and integrate ease of use into access of funds.

Point-of-Sale vs. Post-Purchase Rebate

- Point-of-sale is strongly preferred, but only if dealer reimbursement is rapid (≤1 week).
- Dealers already struggle with program complexity; CSE's dealer outreach and education will be critical.
- Need clear terms about what happens if drivers default after receiving rebate.

Recommendation:

- Robust dealer engagement is essential to program success.

Leasing & Rentals

- Support for lease options, including suggestions of high-mileage or pay-per-mile plans.
- Rentals are valuable as short-term on-ramp or EV trial, not a long-term solution.

Recommendation:

- Allow leases and rentals in the program.

Charging

- Calls for financial support to enable home charger installation.
- $0.60/kWh is still competitive compared to IOU peak rates.
- Concern about charging infrastructure strain with more EV drivers, but outside the scope of this project.
- Recommendation to avoid financing vehicles with poor charging performance (e.g., Bolts). Likely outside the scope of this project, however, info on EV model performance could be a good addition to the program website.
- Suggestion to support adapter access to Tesla Superchargers, though OEM warranty limits pose challenges.

Recommendation:

- Build in home charger access to program educational resources and services.

Driver Eligibility

- 4,500 trip requirement seen as too high; excludes part-time and school transport drivers. Likely no HopSkipDrive drivers would be eligible without many more trips logged on a different platform.
- Agreement that limiting program to low-to-moderate-income drivers (≤400% FPL) is reasonable.

Recommendation:

- Reduce minimum driving threshold to increase participation in the program.
- Keep current income limits.

Stakeholders & Outreach

- Auto dealers are key stakeholders, with workforce training and clear messaging essential.
- School transportation providers (HopSkipDrive) should be recognized as active stakeholders.

- Airports (rideshare lots like LAX) could play a key role in messaging.
- Uber/Lyft promotion is critical for traction.
- Trusted outreach channels include referrals (friends/family) and networks of independent drivers with strong communication systems. The program could consider adding a referral program.
- TNC messaging should align better with dealer communication.

Recommendation:

- Work closely with TNCs to drive participation in the program.
- Work with other active community-based organizations, drivers advocacy groups, etc. to drive program participation.
- Consider adding a referral program in future program design.

Driver Survey

October 2025

To solicit further feedback on the program design, CSE and CALSTART developed a digital survey through SurveyMonkey, which consisted of 18 questions and offered a $20 stipend for drivers who completed the survey. The survey was open from September 24-October 7, 2025. Results were synthesized by CALSTART staff, Jon Gordon and Lillian Zhu. Questions and responses are listed in the Appendix of this document.

The DAP program team requested assistance from Uber, Lyft, and HopSkipDrive to send out the survey on the RIDE PA's behalf. Lyft declined to assist with survey disbursement, while HopSkipDrive and Uber sent the survey through their marketing channels. Uber was successful in releasing the survey – as a result, most of the drivers who responded were active on Uber's platform.

Key findings of survey are summarized below:

Driver Demographics

- 158 respondents.
- 74% surveyed have driven for > 1 year.
- The vast majority of drivers own their vehicle, with roughly equal percentages (~10% each) renting and leasing.
- Approximately a quarter of drivers surveyed currently drive an EV.
- Over half of drivers stated they were income eligible for the program.

Program Design

- >95% indicated that Point of Sale purchase would work for them.
- Only a quarter of drivers thought the 4,500 trip requirement was reasonable, with 61% stating it was too high.
- Only 16.5% of drivers surveyed stated the incentive is insufficient for their next car to be an EV.
- Sub-setting for only non-current-EV drivers, 36% state that the incentive is enough, with around 44% that were still unsure.

Marketing

- In-app notifications make up the overwhelming majority of where drivers get their rideshare information.
- Removing all TNC company messaging, social media proves to be the next largest source of information (26.5%).
- This is consistent with drivers reporting that scrolling social media was the most common activity between rides (44%).

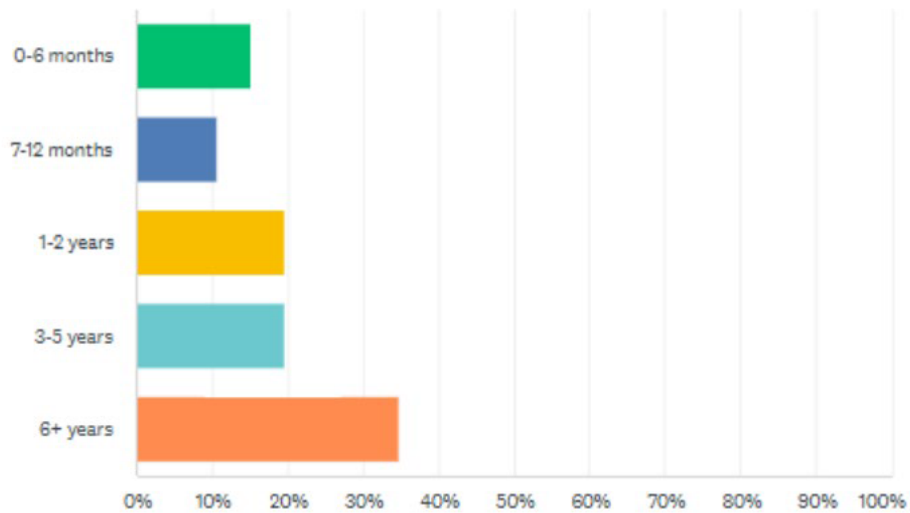
Appendix E.1 Driver Survey Questions and Results

Q1 – What is your name and address?

[Response redacted]

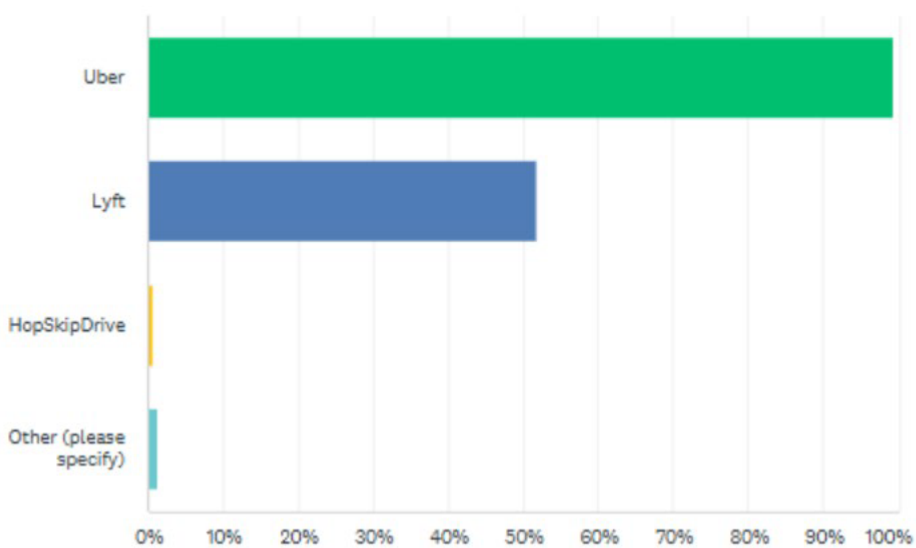
Q2 - How long have you been driving for a rideshare company?

Time driving for a rideshare company	Count	Percentage
0-6 months	24	15.19%
7-12 months	17	10.76%
1-2 years	31	19.62%
3-5 years	31	19.62%
6+ years	55	34.81%



Q3: Which rideshare companies do you currently drive for? (Select all that apply)

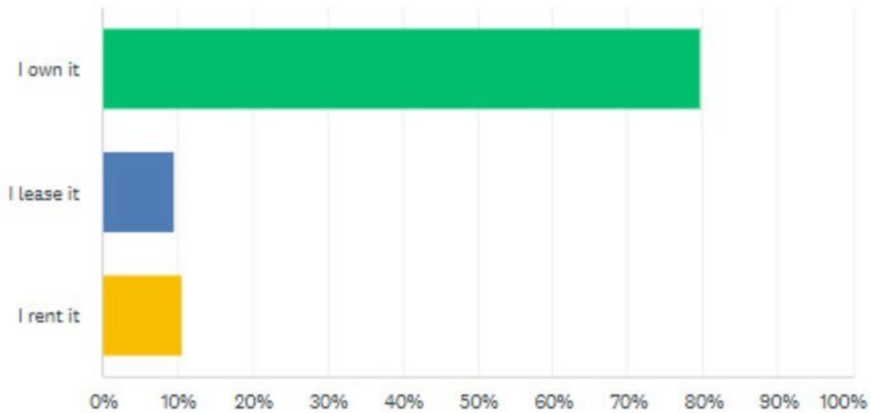
Rideshare Company	Count	Percentage
Uber	157	99.37%
Lyft	82	51.90%
HopSkipDrive	1	0.63%
Other	2	1.27%



Note: these numbers are skewed in Uber's favor as Uber drivers were the primary respondents to the survey.

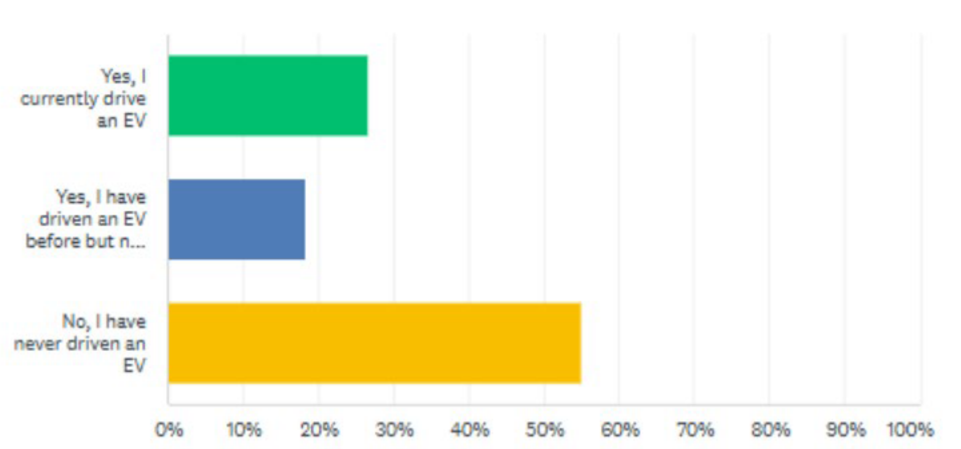
Q4 - What is the status of your current rideshare vehicle?

Ownership Status	Count	Percentage
Lease	15	9.49%
Own	126	79.75%
Rent	17	10.76%



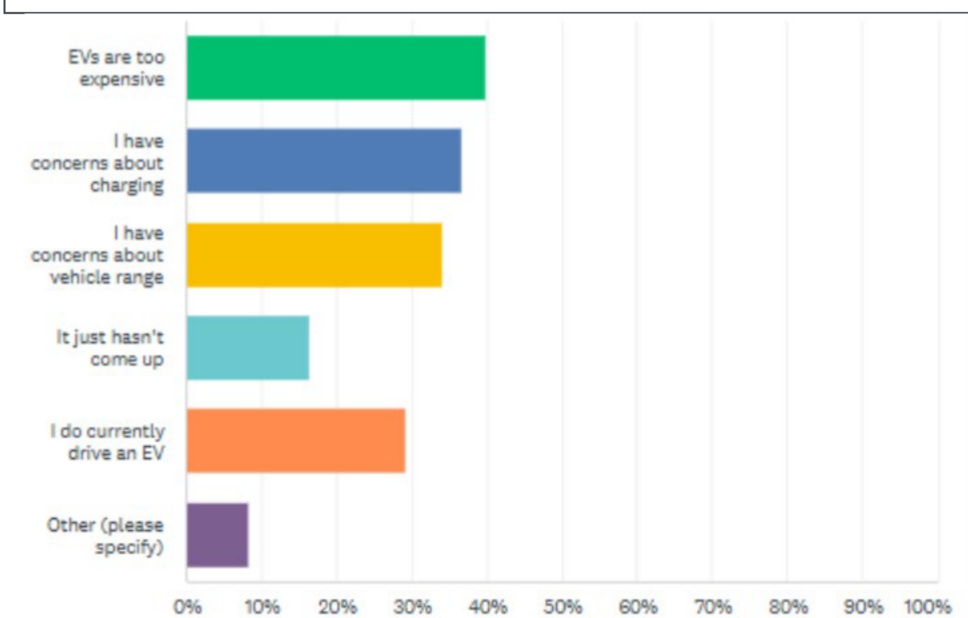
Q5 - Have you ever driven an electric vehicle (EV) for rideshare driving?

EV Status	Count	Percentage
Never Driven an EV	87	55.06%
Currently Drive an EV	42	26.58%
Have driven an EV before but not now	29	18.35%



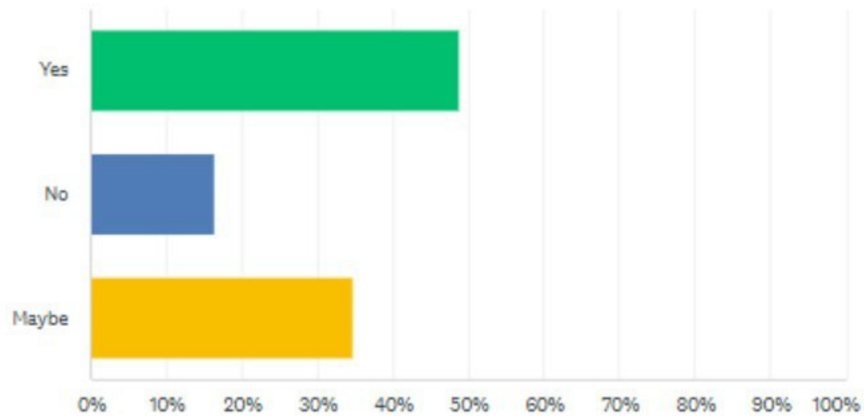
Q6 - If you are not currently driving an EV, please tell us why (check all that apply).

Reason	Count	Percentage
EVs are too expensive	63	39.87%
I have concerns about charging	58	36.71%
I have concerns about vehicle range	54	34.18%
It just hasn't come up	26	16.46%
I do currently drive an EV	46	29.11%
Other	13	8.23%



Q7 - Are these incentive amounts sufficient to encourage you to purchase an EV for your next vehicle?

Incentive sufficient for next car to be an EV?	Count	Percentage
Yes	77	48.73%
No	26	16.46%
Maybe	55	34.81%



Q8 - Please share your thoughts on these incentive amounts (open ended).

Drivers overall are happy with the incentive amount, with a few raising concerns about the cost of charging.

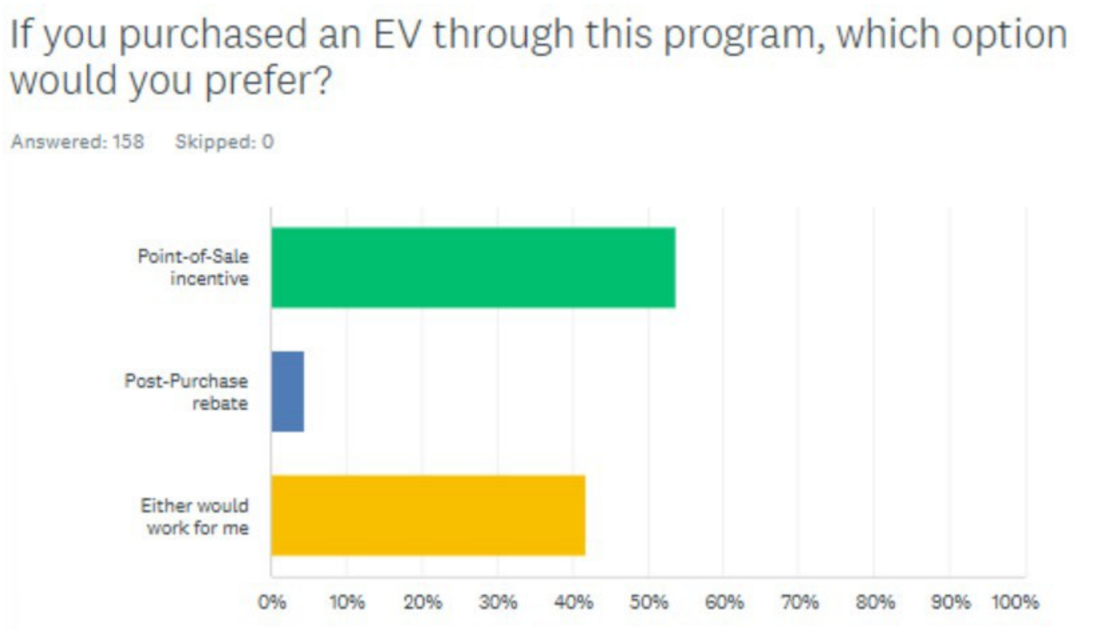
Drivers would like to know if the incentive will be adjusted over time to keep pace with tariffs or inflation.

A few drivers indicate that they would prefer the program to be geared towards driver compensation (receiving extra money for rides done in EVs) rather than point-of-sale purchase incentives.

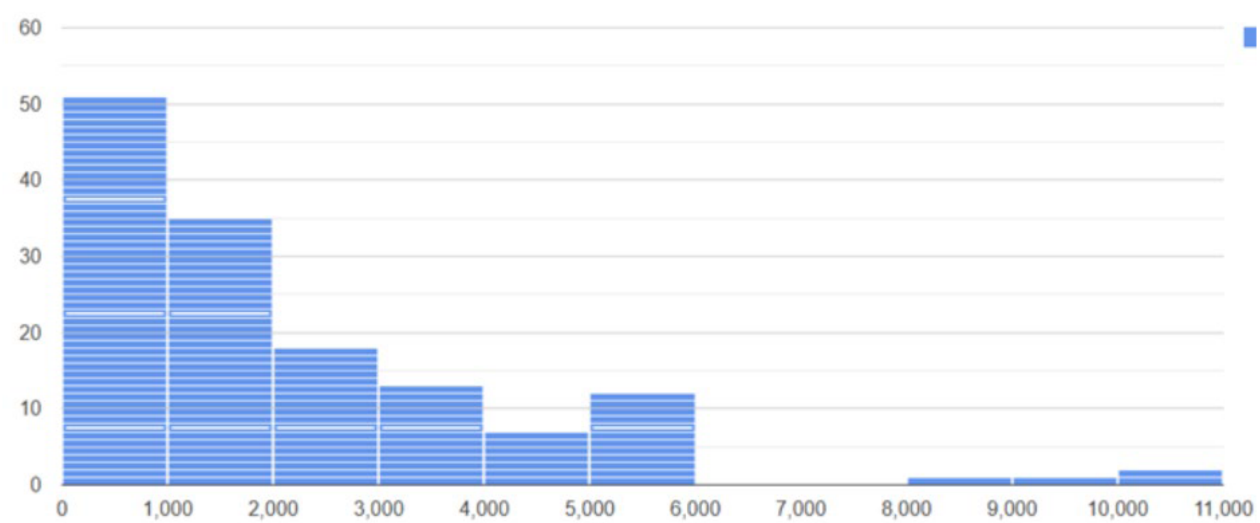
Q9 - If you purchased an EV through this program, which option would you prefer?

Purchase Option Preference	Count	Percentage
Point of Sale	85	53.80%

Post-Purchase Rebate	7	4.43%
Either works	66	41.77%



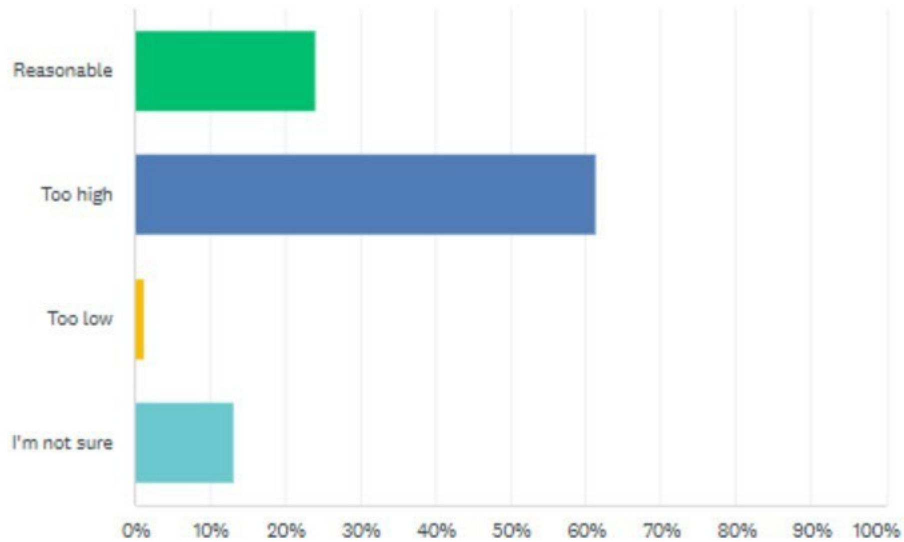
Q10 – Estimated total trips completed in the past 12 months from all apps



The average driver reported just around 2,000 trips in the past year. However, the median driver reported just 1,250 annual trips.

Q11 – Do you think the current 4,500 trip requirement is...

Is 4,500 annual trips too high of a requirement?	Count	Percentage
Reasonable	38	24.05%
Too high	97	61.39%
Too low	2	1.27%
Not sure	21	13.29%



Q12 – Thoughts on minimum trip requirements (open ended).

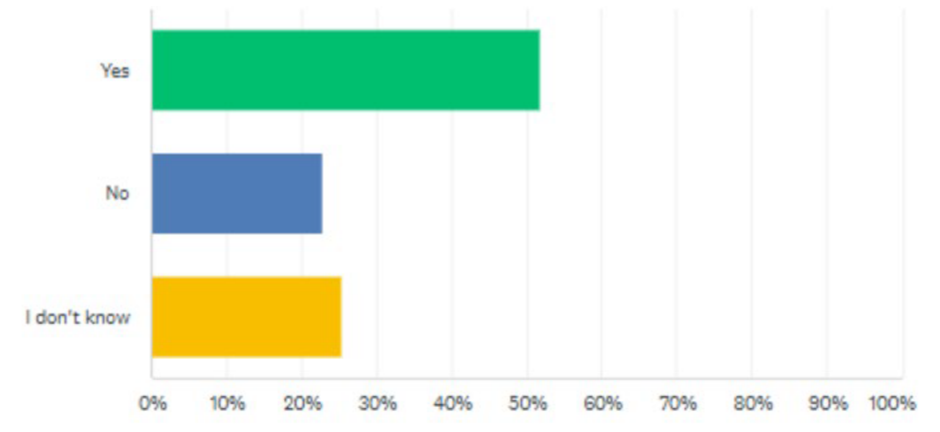
Drivers overwhelmingly state that the trip minimum is too high. Rural drivers cite that they do not ever see themselves hitting 4,500 trips annually.

Suggestions for alternative trip minimums generally range from 2,000-4,000.

One driver suggests basing requirements on "ride time" in order to prevent disincentivizing long trips.

Q13 – Do you believe you would meet the income eligibility requirement?

Are you income eligible for the program?	Count	Percentage
Yes	82	51.90%
No	36	22.78%
Not Sure	40	25.32%



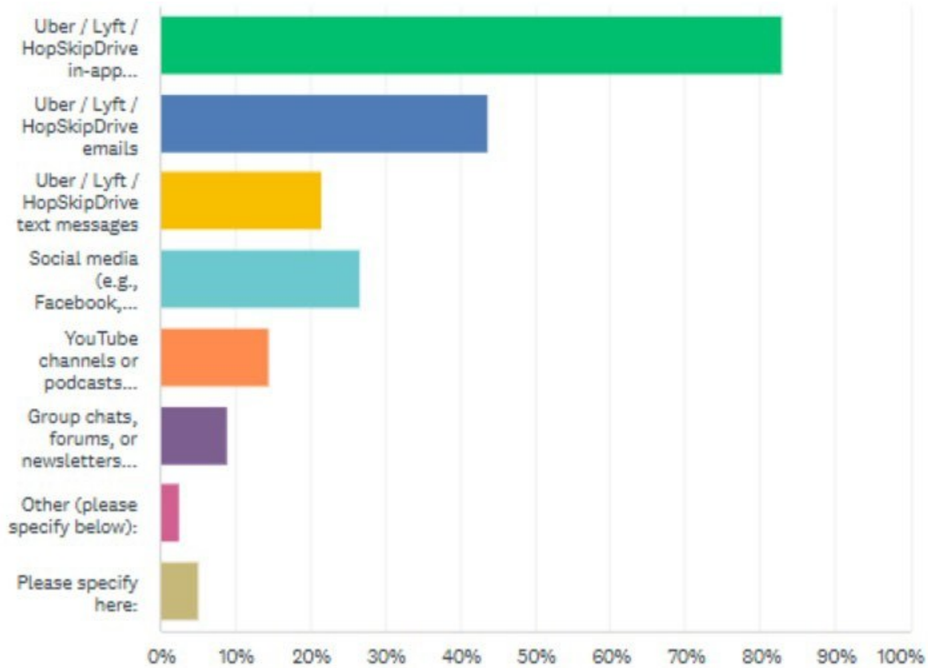
Q14 – Please share any thoughts on the maximum income eligibility requirement (open ended).

Many drivers had questions regarding how income was to be calculated (gross vs net).

Concerns were raised over the income eligibility not being in line with the minimum trip requirement and potentially punishing drivers for taking longer, more expensive trips.

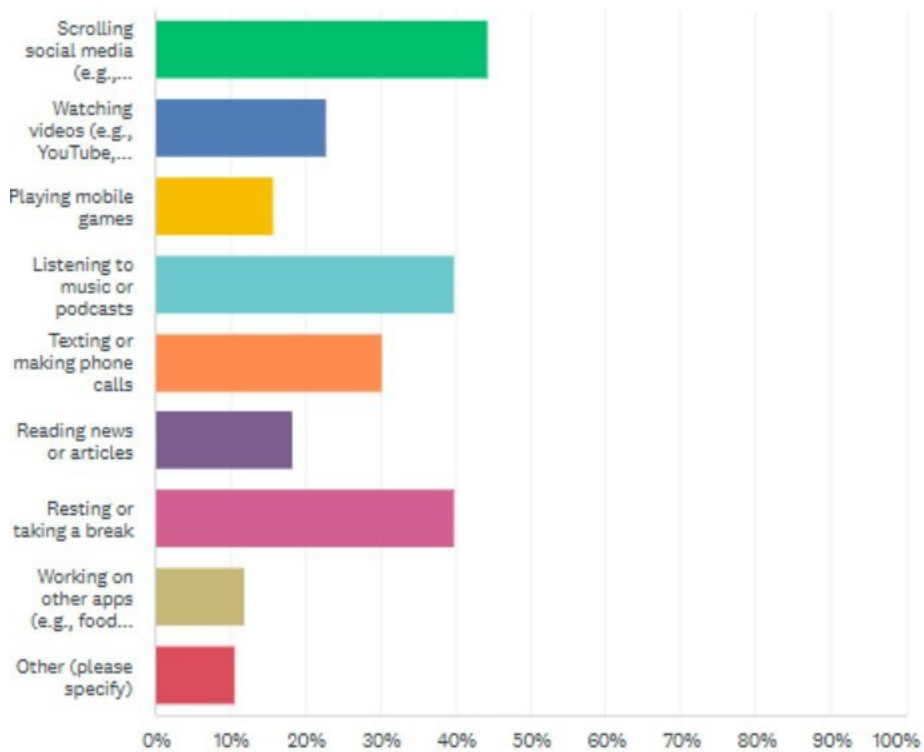
Q15 – Where do you usually get information related to rideshare driving?

Rideshare information location	Count	Percentage
In-app notifications	131	82.91%
TNC Emails	69	43.67%
TNC Text Messages	34	21.52%
Social Media	42	26.58%
YouTube Chanels or podcasts	23	14.56%
Group chats, forums, or newsletters	14	8.86%
Other	4	2.53%



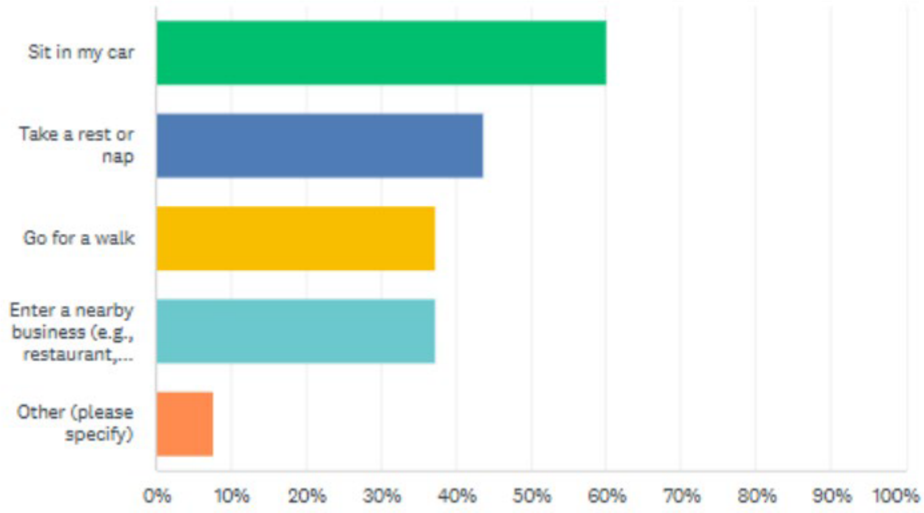
Q16 – How do you typically spend your type between rides?

Activity	Count	Percentage
Scrolling social media	70	44.30%
Watching videos	36	22.78%
Playing mobile games	25	15.82%
Listening to music or podcasts	63	39.87%
Texting or making phone calls	48	30.38%
Reading news or articles	29	18.35%
Resting or taking a break	63	39.87%
Working on other apps	19	12.03%
Other	17	10.76%



Q17 - How would you (or do you) spend your time while your vehicle is charging at a public EV charger?

Activity	Count	Percentage
Sit in my car	95	60.13%
Take a rest or nap	69	43.67%
Go for a walk	59	37.34%
Enter a nearby business	59	37.34%
Other	12	7.59%



Q18 - I'd like to receive future program updates.