

TDM Case Studies and Commuter Testimonials

August 1997

Prepared by the

Transportation Demand Management Institute
of the Association for Commuter Transportation

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EXECUTIVE SUMMARY

Transportation Demand Management Makes a Difference

If everything that goes into transportation demand management (TDM) was to somehow disappear overnight—the carpools and buses, the vanpools and trains, the bicycles, the shuttles, and even working from home—would anyone notice? If some congestion- and emissions-loving super villain scrambled the carpool match lists, stamped the wrong year on all the transit passes, erased the markings on the HOV lanes, swiped the seats out of the vans, tangled every telecommuter's modem wires, decompressed four-day work weeks, rendered flextime rigid, cut the chains on the bicycles, glued all the comfortable, rubber-soled shoes to the floors, and let the air out of the tires of every taxi that could give a guaranteed ride home...what difference would it make?

Ask Benita Tasselmyer, who commutes by bike to the U.S. Postal Service Bulk Mail Center in Eagan, Minnesota: "Riding a bicycle to work has provided me with a great deal of satisfaction. The old-fashioned street lanterns along the Mississippi River Boulevard bike path wink as the sky passes from a soft orange glow to a pink brilliance that heralds the coming of the sun. The magnificent sight of the sun poking out from behind the trees and buildings is enough to take my breath away as I ride across the gracefully arched Mendota Bridge high over the Minnesota River. The sun continues the ascent into the morning sky as I enjoy the fine bicycle paths along Highway 13 and Lemay Lake Road. As I cross the bridges over Interstates 494 and 35-E, I notice all the cars inching their way toward their final destinations and smile. I arrive at work...energized to meet the pile waiting for me in my inbox."

Or ask Gabriel Tam of Houston, Texas, who rides transit to her work at ABS Americas: "I used to drive alone to work every day, fighting the heavy traffic during rush hours. To avoid the traffic, I had tried to work early in the morning and stay late at the office in the afternoon. However, that meant my family always ate very late and there was not much time to spend together in the evening. Now, with the Greenline Express program, I can relax during the ride

to and from work. When I reach the office or home, I am no longer stressed by the hassle of driving and both my mind and my body are more at ease; as a result I am enthusiastic about starting work in the morning, and at home I am ready to enjoy the evening with my family. It makes a big difference to me and my family. My family now hardly complains about a lack of time to do things together in the evening. If this program was not in place, I would have to buy a second car to get to work."

When the effects of TDM are quantified, it's usually in terms of mode splits, vehicle miles traveled, average vehicle ridership, pounds of pollutants saved, and so forth.. But to fully appreciate the effect of TDM strategies, we have to set the numbers aside for a moment and look at the lives of real people, real companies, and real communities.

That's what this publication does. Its purpose is less to document overall program performance and more to illustrate successful applications by individual employers or regional programd throughout the country. Examples of innovative TDM programs abound. While these case studies by no means capture all the interesting programs in the United States, they do offer the reader some insights into successful TDM strategies.

Some of the programs are new, but others have been around for years. Some commuters' comments are surprising, some are reassuring, and some challenge conventional TDM wisdom.

These windows into the world of TDM show the reader some simple realities. They also show some not-so-simple realities. Of the many strategies that make up what we call TDM, the impact of each varies, depending on the circumstances in which it is used.

Is TDM perfect? No. Does TDM make a difference? Absolutely.

Incentives Make a Difference

Commuters like their "carrots," and some will change modes when the right one is dangled.

Consider, for example, the State of Arizona's Capitol Rideshare program, which started a Commuter Club to motivate employees to rideshare. To join the Commuter Club, employees have to commute by alternative mode twice a week. The Commuter Club gives members an ID card, entitling them to discounts, special offers, or gifts at area businesses. Employees get a pocket directory to the Merchants Who Care About Clean Air. Other benefits of membership include an emergency ride home program, a subscription to Commuter Club News, and reserved state vehicles for appointments. To encourage membership, which is free, the Commuter Club developed a referral program. Any member bringing in a new participant receives a magnetic photo frame as a thank you gift. (Sometimes the simple things work best!) Over 4,000 of the State's 20,000 employees have joined so far. The club has proven popular with the business community, as well.

Or look at Nike, Inc. By offering vouchers called "Nike Bucks" and other incentives, Nike has motivated about 15 percent of its employees on a typical work day to use alternatives to solo driving. The Nike Bucks are redeemable for food, merchandise in the company store, or other on-site services. Transit riders can choose between a subsidized transit pass, sold on-site, or Nike Bucks. A \$46 all-zone bus pass and the \$36 two-zone pass are each available at a \$21 discount. Nike also provides 91 carpool-only parking spaces.

Teamwork and Coordination Makes a Difference

Time after time, examples of organizations working together to achieve win-win results surfaced among the programs profiled.

A classic example of teamwork can be found in California's San Francisco Bay Area. This public-private coalition effort, called the Bay Area Clean Air Partnership (BayCAP), was formed in February 1996 to focus on voluntary actions that would improve air quality in the San Francisco Bay area. Founding partners included the Bay Area Air Quality Management District, the Bay Area Council (a regional business coalition), and the Santa Clara Valley Manufacturing Group. Nearly 100 other businesses, public agencies, and nonprofit

organizations joined the founding partners in forming eight action teams to implement a three-part strategy to reduce emissions.

Air quality and fears of temporary gridlock were on the minds of agencies and employers in Atlanta, Georgia, leading up to the 1996 Olympic Summer Games. There, again, coordination prevailed. With more people projected to attend the 1996 games than had come to the Barcelona and Seoul games combined, the Atlanta region was braced for unprecedented levels of both traffic and air pollution. The Atlanta Committee for the Olympic Games coordinated transportation planning for the events, suggesting a variety of measures employers could adopt to reduce peak period traffic. MARTA, the area's transit agency, expanded service to 24 hours a day on all its trains and 29 bus routes and added extra rail cars and buses to the system. It also turned Olympic event tickets into virtual bus passes. Employers and commuters pitched in and did their part to make traffic bearable. The Georgia Department of Natural Resources found that the use of TDM strategies also seemed to keep air pollution to a minimum.

Public-private teamwork helped companies in Florida's Panhandle communities of Destin and South Walton, too. Resort businesses along the western Florida gulf coast have had a hard time attracting and retaining low-wage service employees, especially during the busy tourist season. The Destin Chamber of Commerce and West Florida Regional Planning Council worked together with area employers to develop a vanpool program that would bring such employees in from their distant (but with more affordable housing) rural communities.

Innovation Makes a Difference

Thinking "outside the box" can be a key to create new opportunities to help people travel more efficiently.

In Denver, for example, the Regional Council of Governments (DRCOG) identified a problem that stemmed not from adults driving to work, but from children needing transport

to school. The region's public school buses serve only the public schools, leaving many parents of private school-bound youngsters with no choice but to make two extra vehicle trips per weekday. These vehicle trips added to the region's congestion problems. So in 1993, DRCOG initiated the SchoolPool program, which helps parents form carpools of students attending the same school. About 7,000 families from 32 private schools are enrolled in the pooling program. DRCOG reported that the SchoolPool program saved 18,659 VMT per day in 1995 (the latest year for which data is available), compared with 7,711 daily in 1994—a 142 percent increase.

Innovation also helps sustain programs and reinforce valued incentives. Boston's CARAVAN for Commuters struck pay dirt when it discovered a way to support its vanpoolers by making use of underutilized plots of vacant land in downtown Boston. Free parking is a strong incentive to vanpool. But parking is anything but free in Boston's urban core. Moreover, due to a 1970s-era parking cap, any new spaces created in Boston's central work centers have to be balanced by the elimination of old spaces. CARAVAN coordinated an unusual collaboration among government agencies, private developers, and commuters themselves to locate and secure low-cost vanpool parking on ramps near highway projects, vacant lots, and land slated for new facilities. CARAVAN assesses the condition of the area and identifies any upgrades or repairs needed—repaving, a new fence, a lock and chain for security, or restriping to delineate parking spaces. The repairs or enhancements are paid for by the agency that owns the land. The results: vanpoolers get convenient (albeit temporary) free parking, and underused urban land use is put to work.

Commitment and Persistence Make a Difference

Employer-based programs have been a mainstay of TDM since the 1970s. Some companies have shown that integrating TDM into their organizational culture, and applying sheer "stick-to-it-iveness," can have a lasting impact on some employees' commute choices.

New Jersey-based Bellcore continued to promote commute alternatives to employees even

after the state's mandatory air quality regulation was lifted. Bellcore works to continually raise awareness of all commute options and promote employee choice of alternatives to driving alone. Over a two year period, the number of Bellcore employees telecommuting jumped from 90 to 471; employees using compressed work hours went from 20 to 125; and carpools rose dramatically in number from 60 to 219. The company uses its in-house e-mail system to disseminate new information on commute alternatives. Bellcore plans to continue its trip-reduction efforts indefinitely.

The United States Automobile Association (USAA) began its award-winning vanpool program in 1977. Officially, the USAA developed its program “to provide safe and economical transportation for employees and to conserve fuel.” The program started small, with five vans serving employees in communities around San Antonio, Texas, where USAA is headquartered. Today the association operates 150 vans at its six locations across the United States, transporting approximately 1,300 employees to and from work. USAA reports that its employees have benefited in many ways from vanpooling. The association’s managers credit the vanpool program with enabling the recruitment of employees from a wider geographic area. In addition, the vanpool program eliminates the need for approximately 1,000 parking spaces at USAA’s home office, saving it an estimated \$2.5 million—the cost of building additional covered parking facilities. The association’s vanpools have traveled almost 1.6 million miles, and have a great safety record.

Attitude and Leadership Make a Difference

TDM strategies are not always greeted with open arms. Change often comes hard to individuals, organizations, and communities alike. Sometimes one person, or one organization, has to lead the way before the promise of new choices can overcome the inertia of old habits.

Sometimes leadership means planting a seed. Ask Diane Davidson of The TMA Group about public transit in the little city of Franklin, Tennessee, and a story within a story unfolds. For

the past three years, the City of Gatlinburg, Tennessee, has loaned three rubber-tired “trolley car” buses to the City of Franklin during the holiday season. Franklin uses the trolleys to reduce traffic congestion and ease parking demand in its downtown retail corridor. But when the bubble of seasonal shopping traffic pops after Christmas, Franklin shifts its trolleys to a brief tour of duty as a neighborhood transit service. Even though the City of Franklin is a growing community, it has no public transportation, other than this annual holiday trolley service. Most neighborhood trolley users have been elderly, low-income women. Sixty-three percent of the respondents to a followup survey of neighborhood riders said they could not have made their trip without the service. A permanent two-route system would cost the City an estimated \$287,500, and unfortunately, the money isn't available, yet. The temporary trolley has demonstrated, however, that transit could serve the unmet travel needs of elderly and low-income residents. And City of Franklin officials have learned about the costs and benefits of transit by investing in the trolley service. The trolley is a seed that could someday grow into a real transit system.

Leadership in TDM can also mean forging a new direction that threatens long-cherished beliefs about the benefits an employer owes its employees. In Los Angeles, California, the management at accounting giant Price Waterhouse realized the firm was spending a lot of money on paid parking, parking subsidies, and transportation allowances for its 400-plus employees. In fact, the price tag for its transportation program came to over \$620,000 a year. So management decided to lead employees toward non-drive commute alternatives by doing the unthinkable: it stopped paying for employee parking and transportation allowances. The firm began validating parking only for invited guests, it educated employees about available alternatives, and it implemented a rideshare program. Employees who were not already using alternative commute modes were upset with the changes. Some employees threatened to quit (but did not), and others had many excuses for continuing to drive alone. While Price Waterhouse took away free parking and transportation allowances and subsidies, it offered valuable new incentives in return. Employees can earn back all or part of their commute costs by ridesharing, walking, or using transit. Price Waterhouse benefited from its risk-taking

attitude by watching its average vehicle ridership climb from 1.2 in 1991 to an impressive 2.3 in 1996.

TDM Makes a Difference for Commuters

Like Benita Tasselmyer's bike ride and Gabriel Tam's transit trip, the real-life, day-to-day meaning of TDM is often best conveyed by commuters themselves. Here are just a few examples.

“My day care center called to tell me my daughter was sick and running a high fever. My employer called a taxi, which arrived in five minutes. I got to the center in time to get my daughter out and took her straight over to the doctor. The taxi driver was just as pleasant as he could be. It all worked out great!”

—Beth Smith, Richmond, Virginia

"I have worked four 10-hour days a week for nine years. I feel I am helping my community maintain good air quality in several ways. By virtue of my work hours (5:00am-3:30pm), I am not on the road during peak traffic times adding to traffic, and I'm also not sitting with the motor running for long periods. On my day off, I make a point never to drive during peak work hours. As far as my organization is concerned, I accomplish considerably more during a 10-hour day than an 8-hour day. I am in my office during peak work hours. I am present for longer periods of time. No one is required to take my place on my day off, since all necessary work is accomplished during my four 10-hour days. It is not necessary for me to take time off the job for personal or medical reasons, since I have an extra day during the week in which to accomplish personal errands. Also, I take less vacation time, since three days off allows enough time for short out-of-town trips. My family likes the fact that I am more available with three consecutive days off."

—Caryl Bortner, University Medical Center, Tucson, Arizona

"I like meeting different people and learning what they do at work. It's very interesting. Our

four carpoolers rotate driving weekly and split the reduced parking rate for carpoolers--\$30 monthly--paying \$7.50 each per month. It's a definite money saver." Bill said he likes being able to travel "garage to garage" without a coat. He commutes from Damascus, Maryland. Three members of the carpool and their spouses have extended the socializing and are now going out to eat once a month to try new restaurants. The carpool is in such demand that there is a waiting list to fill the next opening.

—Bill Vonfeldt, National Weather Service, Silver Spring, Maryland

"My daily commute is approximately 72 miles round trip and it is quite varied--three days a week I ride the train to work, one day a week I telecommute, and one day I drive. Elizabeth Arden provides me with...a \$30 voucher each month that covers about half the cost of the train ticket and, most importantly, a shuttle is provided (by Elizabeth Arden) from the train station to my work site. Without this shuttle, it would be really difficult to commute by train because my company is not located within walking distance from the train station." As for her telecommuting experience, Hunt says: "I can't say enough wonderful things about telecommuting. In a nutshell, it's given me my life back! The benefits to me and my company are real and measurable. I had quite a few major product launches in '94-'95 that I would not have accomplished without the "uninterrupted time" afforded me by telecommuting. In 1996 Elizabeth Arden had a good year regarding customer service and inventory levels, which the company managers attribute, in part, to greater productivity due to telecommuting. I know it sounds unbelievable, but telecommuting has opened up my life. This commute arrangement has definitely been a win-win situation for both Elizabeth Arden and me."

—Beverly Hunt, Elizabeth Arden, Stamford, Connecticut

The testimonials that commuters offered reinforced some notions about what people most value when they decide how to transport themselves between home and work week after week. Commuters like convenience, comfort, security, and choice—although not always in that order. (Convenience includes factors such as reasonable cost, timeliness, and ease of access.)

To read these commuters' remarks is to realize that TDM is about serving people. It's about helping them bridge the competing demands of home and work life. And it's about enabling them to lead fuller, easier, and less stressful lives. For some people, TDM doesn't just make a difference—it makes the difference.

CASE STUDIES

PIMA Association of Governments Travel Reduction Program

OVERVIEW: Regional ridesharing program for the greater Tucson, Arizona area

KEY RESULT: Use of alternative commute modes increased 64.3 percent between 1989 and 1995.

The Tucson area adopted travel reduction strategies in the 1980s to address the region's nonattainment of federal carbon monoxide (CO) pollution standards. Motor vehicles have been the region's number one source of CO emissions.

Prompted by a 1985 lawsuit and a subsequent court order requiring the U.S. Environmental Protection Agency (EPA) to promulgate a Federal Implementation Plan, the Pima Association of Governments worked with area jurisdictions and employers to write and pass an ordinance that required, among other steps toward attainment, the creation of a travel reduction program (TRP). Employers who employ 100 or more full-time equivalent workers at a single or contiguous site must participate in the TRP, which encompasses six jurisdictions in the region: Pima County, City of Tucson, City of South Tucson, Town of Marana, Town of Oro Valley, and, most recently, the Town of Sahuarita. The Travel Reduction Ordinance requires four key employer actions:

- Appointment of a transportation coordinator;
- Distribution of alternative commute mode information;
- Annual surveys of employees; and

- Annual submission of a travel reduction plan to TRP.

The ordinance holds employers responsible for persuading employees to commute via an alternative mode of transportation at least one day a week. Modes include carpooling, vanpooling, riding the bus, walking, bicycling, and telecommuting. Working a compressed week or using an alternatively fueled vehicle also fulfill the requirement.

The ordinance established quantitative goals for participating employers to increase alternative mode use (AMU)—meaning the percentage of employees who choose not to drive alone to work—and reduce the number of annual vehicle miles traveled (VMT). Employers' first year subject to the ordinance is considered a baseline year, so no goal is set. In each of three subsequent years, however, a progressively higher goal must be attained, as shown in Table 1.

Following the third compliance year, the AMU goal is increased by 1 percent per year and the VMT goal is decreased by an additional 1.5 percent per year. A good-faith effort counts for compliance even if an employer does not meet the numerical goals.

TABLE 1.

Baseline Year	No Goal - Baseline Measurement
1st Compliance Year	15% AMU or 15% Decrease in VMT
2nd Compliance Year	20% AMU or 20% Decrease in VMT
3rd Compliance Year	25% SMU or 25% Decrease in VMT

(Source: Travel Reduction Program Regional Results Publication 1990 - 1995 Chronology, Page 7)

Progress toward the goals is gauged through an annual employee survey. Employers must achieve a 70 percent minimum response rate on the survey—necessary to ensure the accuracy of the AMU and VMT calculations, according to the TRP—or face repeating the survey process. Between 1989 and 1995, the survey response rate increased more than 23 percent, with an average survey response of 84.3 percent.

TRP staff tracks companies moving in and out of the region, as well as those that expand or downsize. The TRP focuses on employment sites instead of companies because some employers have multiple sites. Approximately one-third of all workers in the county work for employers participating in the TRP.

The program ended its first year of operation, 1989, with 148 sites; it ended 1995 with 226 sites, representing nearly a 53 percent increase. The

number of employees participating went from 77,230 in 1989 to 99,189 in 1995, an increase of over 28 percent.

The TRP offers employers a variety of resources to support their efforts to increase AMU and decrease VMT, including a regional ridematching data base and training for on-site transportation coordinators.

TRP's surveys of employees' attitudes showed that certain conveniences encouraged use of alternative modes more than others:

For carpool use, top conveniences were a carpool with a similar schedule and a coworker living nearby;

For bus use, they were express service to workplace, bus stops closer to work, and bus stops closer to home; and

For bicycle use, they were safer bicycle lanes and showers at work.

(Source: *Travel Reduction Program Regional Results Publication 1990-1995 Chronology*, pg. 30.)

Employers integrated several key activities into their TDM plans:

- ◆ Disseminating information;
- ◆ Developing company policies to support TDM;
- ◆ Investing in facility enhancements;
- ◆ Conducting promotional campaigns; and
- ◆ Offering subsidies or incentives to encourage AMU.

Between 1989 and 1995, AMU increased 64.3 percent. The regional AMU average was 28.9, which exceeded the regional goal of 28 percent. This means that only 61.1 percent of TRP-participating employees were driving to work alone.

According to a TRP report, participating companies' regional average VMT decreased from 1989 to 1994, but in 1995 it had returned to approximately the 1989 level. The TRP attributed this to a trend among employees to move farther from work sites as the Tucson metropolitan area expanded. Sixty percent of the TRP sites nevertheless met their goals.

The Pima Association of Governments reported that

savings from use of the alternative transportation modes fostered by the 1995 TRP were as follows:

- 60 million VMT,
- 3 million gallons of gas,
- \$25 million, and
- 2.4 million pounds of pollution.

Although the region has grown, the TRP has apparently absorbed the VMT and air pollution generated by the growth. The travel reduction ordinances are scheduled for review every three years to ensure continued program effectiveness.

For additional information, contact: Rita Hildebrand, Pima Association of Governments Trip Reduction Program Manager-520/792-2952

State of Arizona - Capitol Rideshare

OVERVIEW: Comprehensive employer program (government agency)

KEY RESULT: The number of state employees using non-drive commute modes has increased.

The State of Arizona has promoted ridesharing for its 20,000 state employees for more than a decade through its Capitol Rideshare program. The effort has evolved into a number of program elements, all given even greater emphasis with the advent of air quality mandates for employers of Maricopa County—in which Phoenix, the state capital, is located. The state participates, along with other employers of 50 or more employees, in the mandatory Trip Reduction Program.

Each of the commuter transportation initiatives aimed at the state's own employees are outlined below. In addition, the state uses flextime and compressed work weeks to facilitate employee use of these programs and to reduce commute trips.

Commuter Club

Recognizing that employee motivation would be essential for Capitol Rideshare to succeed, the state developed a ridesharing incentive program.

The program was revamped in June, 1995.

To join the Commuter Club, employees must agree to commute by an alternative mode at least twice a week. Over 4,000 employees have joined the club. More than 60 percent of the members are carpoolers, over 30 percent are bus riders, and the balance are bicyclists and walkers.

The Commuter Club gives participating employees a membership ID card, which entitles them to discounts, special offers, or gifts at a variety of area businesses. Employees get a pocket directory to the *Merchants Who Care About Clean Air*.

Other incentives and benefits of membership include the following:

- An emergency ride home program, which gives members two vouchers per year to use for a taxi ride home in the event

of such occurrences as illness or being stranded by a carpool driver who had an emergency;

- A subscription to *Commuter Club News*, a quarterly newsletter offering updates on transit information, transportation promotions, and the like; and
- Reserved state vehicles for appointments.

To encourage membership, which is free, the Commuter Club developed a referral program. Any member bringing in a new participant receives a magnetic photo frame as a thank you gift.

The club has proven popular with the business community, as well. Merchants pay no fee to participate, but because of high demand, they do spend some time on a waiting list before they can join.

Clean Air Campaign

The Phoenix area strives to meet federal standards for ozone, particulates, and carbon monoxide. Seasonal atmospheric conditions combine with ever-present motor vehicle exhaust to create unhealthy air quality. Efforts to combat air pollution have, therefore, been focused on the three

winter months (for carbon monoxide and particulates) and the three summer months (for ozone).

During those months area employers rally to cut drive-alone travel. To make the effort as fun and motivational as possible, Clean Air Campaign organizers cultivate a competitive spirit among employers and hold an annual Clean Air Challenge, which pits employers against one another to see which can get the most of its employees to use alternative commute modes at least one day a week.

As the area's largest employer, the state holds interagency challenges each challenge week or month. Agencies are divided into five size-based categories for the competition, ranging from extra large to very small. Winners get prizes donated by area businesses, certificates, and trophies.

The 1995-96 Clean Air Campaign drew the participation of 32.5 percent of the state's 20,000 employees, cut annual VMT by 871,238, saved 41,487 gallons of gas, and kept 16 tons of pollution out of the region's air.

Bus Card Plus: Bus Subsidy Program

Although relatively few commuters choose transit as their preferred mode in this region, the state's Capitol

Rideshare program has done its part to boost bus use. Capitol Rideshare promotes Bus Card Plus (a smart card) with brochures, applications, posters, and display boards. Bus ridership increased 66 percent after the state began offering subsidies. Initially, the state offered a 50 percent subsidy, which has since been increased to 100 percent.

Capitol Bike Club

After starting with six members in April 1995, the Capitol Bike Club has since attracted over 200 state employees to bicycle commuting. Some use their bicycles for their entire commute, whereas others combine bicycling and transit through the Bike on Bus program.

Members receive a card when they join which is good for discounts at area bike shops, a bicycle reflector, a subscription to *Bike Trails* newsletter, notification of special-event bicycle rides, trail information, tune-up clinics, and more. The club also assists members in finding secure lockups, establishing new bicycle-rack locations, and identifying facilities for showering and changing clothes. It has generated interest in the region's Bike Buddy matching program, as well.

Vanpools

The state offers qualified

employees a \$20 per month subsidy to ride in an approved vanpool. Twelve vanpools are currently operating. Capitol Rideshare works closely with the Regional Public Transportation Authority (RPTA) to promote and form vanpools (seven of the vanpools were formed recently by the Department of Corrections at a prison facility located 50 miles away from metropolitan Phoenix, where employee retention and recruitment has been a critical issue.)

Preferential Parking Permit Program

To support the 2,500 employees commuting via carpool and to encourage the formation of additional pools, the state offers permit-controlled access to preferential carpool-only parking spaces at most state agencies. Employees who carpool at least three times a week qualify to use the spaces.

General Matching Assistance

Using an off-site hook up to the computerized ridematching data base of RPTA, Capitol Rideshare offers state employees 24-hour turnaround on match-list requests. Capitol Rideshare mails or faxes the match lists to employees. Employees can also submit ridematching requests via a 24-hour telephone hotline.

Marketing Publications

Capitol Rideshare keeps

employee awareness of available transportation programs high through a variety of publications. In particular, it publishes a bimonthly newsletter sent to all 20,000 state employees. The highly visible newsletter features helpful tips, contests, news, a ridematching application, and transportation-related stories. Capitol Rideshare also publishes newsletters for the Bike Club, Commuter Club, and related programs, as well as producing stock articles that can be printed in other newsletters.

Event Promotions

Motivating employees to use alternative commute modes is a challenge. The same old message tends to wear thin after a while. To keep its programs on a roll, Capitol Rideshare introduces new and innovative programs each year. Parties and contests, games and giveaways, entertainment and surprises make for a fun-filled year of frequent special events. For example, the annual Capitol Pool Party transforms the lobby of the Capitol building into a tropical, poolside playground for lighthearted commuters. Commuter Club vendors, clean air organizations, and others display information and donate treats. Live calypso music wafts through the Capitol dome as commuters play popular games such as "Find Your Alternative Mode Sandbox" and

"Fishing for Bus Passengers." It may sound wacky, but it works.

New Employee Orientation

New employees are tuned into the state's commute-sensitive culture from day one. Every new employee gets a special information packet featuring a letter from the governor and comprehensive guidance on commute alternatives. The state has found this approach to be extremely successful in affecting employees' transportation choices.

Telecommuting

After partnering with AT&T in a demonstration project from 1989 to 1993, the state authorized and encouraged its agencies to participate in a telecommuting program from 1993 to 1996. In May 1996 Governor Fife Symington set a goal of having 15 percent of state employees telecommuting by December 31, 1998. This goal was chosen as a strategy for reducing ozone pollution.

Through its example, the state has promoted telecommuting as a viable option for the business community and other organizations, as well.

For additional information, contact: Abigail Cooksey-Williams, State of Arizona, Department of Administration-602/542-3635

Bay Area Clean Air Partnership

OVERVIEW: Regionwide public-private partnership promoting voluntary actions to improve air quality in the San Francisco Bay Area.

KEY RESULT: BayCAP reported that the Bay Area exceeded the national ozone standard fewer times in 1996 than in 1995 (8 instead of 11), and had lower exceedance levels.

The Bay Area Clean Air Partnership (BayCAP) was formed in February 1996 to focus on voluntary actions that would improve air quality in the San Francisco Bay area. Founding partners included the Bay Area Air Quality Management District, the Bay Area Council (a regional business coalition), and the Santa Clara Valley Manufacturing Group.

BayCAP was formed largely in response to two factors. Air quality in the Bay Area exceeded the national ozone standard a record 11 times during the summer of 1995. In addition, the business community wanted what it perceived to be a more flexible, less expensive alternative to the Bay Area Air Quality Management District's employer trip reduction rule.

The ozone standard exceedances caused concern that new

federal regulatory measures might be imposed. BayCAP's founders wanted to make sure the region would continue to meet the ozone standard without additional regulation. So BayCAP was formed and a three-part strategy was developed:

- Implement voluntary actions beginning in the summer of 1996 to help avoid violations of the national ozone standard;
- Verify community-wide voluntary efforts to reduce emissions; and
- Explore possible new voluntary strategies to reduce emissions.

Nearly 100 other businesses, public agencies, and nonprofit organizations joined the founding partners in forming eight action teams to implement these strategies.

Each action team had a specialty.

One team, dubbed Capture the Credit, worked to determine the extent and impact of the emissions saved through voluntary trip reduction efforts. Capture the Credit identified 454 employment sites in the area with voluntary trip reduction programs and conducted a selected random survey of the more than 400,000 employees at those sites. Survey results showed that employees at those companies made 8.5 percent fewer vehicle trips to work than had been found in the 1994-95 baseline surveys conducted by large employers under the area's trip reduction regulation.

BayCAP's Capture the Credit Action Team concluded that employer encouragement makes a significant difference in employees' commute choices. RIDES for Bay Area Commuters (the regional rideshare organization) had shown in its report *Commute Profile '96* that 68 percent of commuters drove alone to work when their employer did not encourage trip reduction. The BayCAP survey, however, revealed that with employer encouragement, the drive-alone rate fell to 63 percent. Existing voluntary trip reduction programs appeared to make a big difference by keeping 0.78 tons of ozone precursors out

of the air each day.

The Capture the Credit Action Team also found that over 1,000 alternative fuel vehicles operate in the region, preventing the release of another five-plus tons of air pollutants per year; and it determined, as an example of the success of the trip reduction efforts,, that a hospital shuttle program run by Kaiser Permanente eliminated 380,100 miles/month (or nearly four million miles of travel per year), thus keeping approximately four tons of smog precursors out of the air annually.

The other seven action teams each addressed a specific trip reduction strategy or target audience to enhance the Bay Area Air Quality Management District's episodic Spare the Air program (Spare the Air was established in 1991 by the Bay Area Air Quality Management District to persuade residents and businesses to refrain from pollution-causing activities during periods when state or federal standards were likely to be exceeded). BayCAP organized a team for the following strategies and audiences: telecommuting, employer networking, shopping and retail, industrial and maintenance, colleges and universities, transit, and special carpool matching.

These seven action teams

helped move the partnership toward its goals in a number of ways. For example:

The Telecommuting Action Team developed a page on the World Wide Web to encourage telecommuting on Spare the Air days. The result: 10,000 fewer commute miles driven than during the 1996 ozone season;

The Employer Networking Action Team persuaded 100 new companies to participate in the Air District's Employer Spare the Air program;

The Colleges and Universities Action Team worked to persuade faculty and students to use transportation alternatives on Spare the Air days, although its efforts had mixed results;

The Transit Action Team coordinated with four neighboring transit agencies in the Palo Alto area to promote transit;

The Shopping and Retail Action Team used shopping centers and stores to educate shoppers about what they could do to help improve air quality;

The Silicon Valley Industrial and Maintenance Activities Action Team convinced more than 20 employers to defer nonessential, pollution-causing activities on Spare the Air days; and

The Special Carpool Matching

Action Team worked with RIDES for Bay Area Commuters to develop and distribute a special ridematching match list of people interested in ridesharing only on Spare the Air days.

In addition to the action teams, BayCAP fostered two other initiatives: a cooperative that raised \$81,500 for Spare the Air advertising, and a pilot project to explore the effects of incentives in Spare the Air programs involving eight Santa Clara County employers.

According to BayCAP, the Bay Area exceeded the national ozone standard fewer times in 1996 than in 1995 (8 instead of 11). The area had lower exceedance levels, as well. BayCAP said it reduced at least 150 pounds of ozone precursors each Spare the Air day. Although these achievements were significant, they were not enough to meet

the 1996 national ozone standard, so BayCAP plans to continue to build on its successes to date. It intends to attract new partners, continue its Capture the Credit activities and Spare the Air enhancements, and add new elements that will reduce emissions through voluntary actions both episodically, seasonally, and year round.

**For additional information,
contact: Tom Hinman, Vice
President, Bay Area
Council-415/981-6600**

1996 Olympic Summer Games

OVERVIEW: TDM strategies were used to improve air quality during the summer Olympics in Atlanta, Georgia.

KEY RESULT: Peak period traffic was reduced and air pollution was minimized.

With more people projected to attend the 1996 summer Olympic games in Atlanta than had come to the Barcelona and Seoul games combined, the region was braced for unprecedented levels of both traffic and air pollution. No one was sure what to expect.

The Atlanta Committee for the Olympic Games (ACOG) coordinated transportation planning for the events. Among its goals was reducing normal daily commute traffic during peak periods—7:00 a.m. to 9:00 a.m. and 4:30 p.m. to 6:30 p.m. The Committee suggested area employers adopt any or all of the following half dozen TDM strategies:

Vacation: allow as many employees as possible to take time off during part of the Games;

Telecommute: allow employees to work from home or another work site;

Carpool and vanpool: encourage employees to commute together, contingent upon parking

availability at the employment site;

Flextime and staggered work hours: modify work-day start and stop times to allow employees to avoid peak traffic periods;

Compressed work week: implement either a 4/40 or an 8/80 work week; and

Altered pick-up and delivery schedules: minimize deliveries and schedule those that are necessary for the hours between 12:00 a.m. and 6:00 a.m.

To complement the employer-focused strategies, ACOG developed a transportation management plan that restricted use of many streets in the Olympic Ring (the area of downtown Atlanta where most of the Olympic events were to be held). TDM strategies were implemented beginning July 15, 1996. In addition to those outlined above, several other steps were taken to reduce traffic and air pollution.

A shuttle system was implemented for downtown employees. According to the Georgia Department of Natural Resources (DNR), the Downtown Employees Shuttle System (DESS) took 10,000 commuters off the road;

MARTA expanded service to 24 hours a day on all its trains and 29 bus routes and added extra rail cars and buses to the system. It also turned Olympic event tickets into virtual bus passes, allowing people to ride free on the day of any event for which they held a ticket. DNR reports that MARTA ridership grew to 2.5 times its normal level. MARTA reported that daily rail ridership, which was usually about 225,000, "doubled and tripled—and in some

cases quadrupled" its normal level. A total of 17.8 million passengers rode MARTA during the 17 days of the Olympics. MARTA also reported about 200,000 trips a day during the Games on its regular bus routes. Some downtown streets were closed to traffic; and Downtown parking lots were not open.

Evidently, enough employers and commuters used ACOG-recommended measures such as flextime, staggered work hours, compressed work weeks, and telecommuting that morning and evening peak-hour traffic

was reduced and spread out over longer periods.

DNR reported that, according to data from the Georgia Department of Transportation, the total amount of traffic each day was not significantly reduced. Traffic during what would be normal peak periods, however, dropped by 15.9 percent in the morning and 4.9 percent in the evening. DNR notes, however, that peak periods during the Olympics were not normal. They started an hour earlier and lasted one to two hours longer on the typical Olympic day.

The lengthened peak periods affected traffic reduction calculations. DNR reported traffic reductions of 6.8 percent during the morning and 2.2 percent during the evening for the longer peak periods. Whichever figures are used, however, the reductions were enough, apparently, to prevent the Olympic gridlock many had feared.

The use of TDM strategies also seemed to keep air pollution to a minimum. DNR reports that by reducing stop-and-go congestion, especially during morning commute hours, levels of volatile organic compounds (VOC) and NO_x were also decreased (VOC and NO_x are the primary ingredients, with sunlight, of ozone pollution). Minimizing the introduction of VOC and NO_x into the morning

air kept afternoon ozone from reaching the levels predicted by the region's Ozone Advisory Program, DNR suggests.

After reviewing its Olympics experience, DNR concluded that the Atlanta area could continue to reduce emissions from mobile sources by using the following strategies:

Implementing an enhanced vehicle inspection and maintenance program;

Encouraging employers to continue to use any TDM strategies that proved successful in reducing both the total VMT and peak period congestion (especially in the morning);

***"My company's ridematch service is one of its best perks. I really enjoy being part of the solution!" Cheryl Bertics
Atlanta, Georgia***

Educating the public and employees of large businesses about transportation alternatives and the Ozone Advisory Program;

Encouraging the development and use of vehicles that emit less VOC and NOx; and

Encouraging more scientific study of the data on traffic patterns and meteorological ozone formation factors gathered during

the Olympics.

For additional information, contact: Marlin Gottschalk, Ph.D., Georgia Department of Natural Resources—404/363-7024

Mobility Enhancement Initiatives

- OVERVIEW: A transportation management association and vanpool provider work to reduce traffic congestion in new communities near Honolulu
- KEY RESULT: By offering subsidized subscription bus service, vanpool incentives, a guaranteed ride home program, and community design advice, LOTMA has made a significant impact in a fast-growing area that would otherwise leave commuters with no viable alternative to solo driving.
-

Hawaii and traffic? Somehow the two images don't fit, yet Honolulu ranks among the top 20 most congested cities in the United States, according to the Oahu Metropolitan Planning Organization (OMPO). Because it is an island community, travel corridors are limited and expansion is restricted.

To draw some of the traffic away from downtown, the City and County of Honolulu created the communities of Mililani in the Ewa-Central region of Oahu, and Second City on the island's west end. Officials hoped that by developing these areas into major employment sites, they would attract residents and employment, thus reducing some of the traffic pressure on Honolulu.

Zoning regulations and the permit process in both areas required residential

developers to mitigate traffic. So with a combination of private funds and a grant from the federal Transit Administration, they formed the state's first and only transportation management association (TMA) in May 1990. The developers hired Darrlyn Bunda as executive director of the new Leeward Oahu TMA (LOTMA), which now supports itself entirely from private funds.

LOTMA reports that nearly one-third of Oahu's population will live in the Ewa-Central region by 2010. About 14,000 acres will be developed there, resulting in approximately 55,000 new housing units and the doubling of the region's population to about 300,000 over the next two decades. Ewa alone will attract an estimated 100,000 residents and generate a 568 percent growth in employment.

LOTMA operates in a kind of split commuter culture. A large and mobile population of car owners coexists with a sizable group of transit-dependent individuals. The car is king in Hawaii: residents treasure their individual mobility, and those who can drive usually do. The extremely high cost of living in the islands rules out vehicle ownership for many Honoluluans, however, making the bus their best and usually only choice for getting to work.

The dichotomy has complicated the promotion of transportation alternatives. Some people seem wedded to their cars, apparently oblivious to the true costs of single-occupancy-vehicle commuting. Others are dedicated to riding the bus because doing so is highly economical: an express bus pass can be had for \$25 per month. Ironically, transit demand outstrips supply. Bunda says city express buses are "packed, standing-room-only." Commuters who compare all other commute alternatives—such as carpooling or vanpooling—to the low cost of the monthly express bus pass find them lacking on a purely cost-comparison basis. As a result, commuters who can't get on the bus or who live or work too far from a convenient transit route most often choose to

drive if they have access to a car.

The growing problem of congestion and the developers' need to mitigate traffic means LOTMA has to find ways to get more people out of their cars. As a result of commuters' price sensitivity, LOTMA long ago went into the subsidy business. It underwrites some of the cost for subscription buses, and offers a financial incentive program to bring down the cost of vanpooling.

LOTMA began subsidized subscription bus services in April 1992. It underwrites three buses, each a 55-passenger deluxe motorcoach with reclining seats and reading lights. The buses carry commuters from central Oahu into Honolulu, a 40-mile round trip. Since it is a subscription service, riders are guaranteed a seat, making it an attractive alternative to the overcrowded city buses.

Riders pay \$75 a month for unlimited round-trip service, or \$40 for a 20-trip pass. That's still \$50 more than the city express buses' monthly per-passenger cost, so LOTMA's buses are running at 50 percent capacity. LOTMA's 1997 investment in the program was \$103,000. Two TMA members are sharing the cost of one of the buses.

LOTMA has also initiated a

vanpool incentive program, which started in October 1996 and currently offers incentives to 44 participants in 7 full vans. The TMA works with Vanpool Hawaii (operated by Van Pool Services, Inc., or VPSI) to organize vanpool groups. Vanpool Hawaii operates all vanpools in the islands, a service for which it charges riders \$50 per month. LOTMA's subsidy kicks in once the van is filled. Each rider then gets \$25 worth of transit vouchers from LOTMA. Vanpool Hawaii accepts the transit vouchers as fare payment, bringing riders' monthly outlay down to \$25. On top of that, LOTMA will pay the vanpool's parking costs for a year. The \$25-per-month deal lasts for the vanpool's first two years of operation.

Vanpool Hawaii has placed 50 vanpools throughout the islands, and its Director Vicky Harris reports that more and more employees are starting to persuade their employers that vanpooling is worth supporting. Castle & Cook, one of the largest companies in Hawaii, even wrote vanpool subsidies into its latest labor agreement. Harris works closely with LOTMA to coordinate vanpool promotion in the Ewa-Central region.

To support the subscription bus and vanpool riders, LOTMA implemented a guaranteed ride

home program. Bunda reports that use of the program has been minimal: "Riders are just happy it's available," she notes. "It gives them a sense of comfort and security." LOTMA budgets under \$1,000 a year for the program, and Bunda says she expects actual expenditures to be even less.

Despite the high ridership on city buses, no local trunk route serves the Mililani area. So LOTMA is coordinating planning and development of a circulator service within Mililani, expected to begin by October 1997, with a possible future link to the Mililani Tech Park 1.2 miles away from the residential area. Developers will provide most of the funding for the circulator, but Bunda says that LOTMA also wants shopping centers in the community to help fund the service. The circulator will use 25-passenger buses to connect residents with shopping opportunities and nearby transit routes.

Since land use decisions affect transportation choices, LOTMA published an urban design guidebook, *Creating More Livable Communities*, in June 1996 to address land use strategies that facilitate walking, transit, and other non-driving transportation. The guidebook is being distributed statewide. "We're targeting everybody with this

publication," says Bunda. "We really want to raise general public awareness of the interrelationship between community design and transportation."

LOTMA's other activities are diverse:

- ◆ A comprehensive regional needs assessment for the Ewa-Central region;
- ◆ An on-board user survey for all express bus routes in the Ewa-Central region, carried out in partnership with the University of Hawaii's Department of Civil Engineering;
- ◆ Production of a public service announcement aired on television and radio;
- ◆ Distribution of more than 10,000 rideshare information folders to residents in the region; and
- ◆ Support of state and local efforts to improve HOV lane enforcement.

Mobility throughout the Oahu metropolitan region is getting closer attention from both the City and County councils and the state, according to OMPO:

The City and County of Honolulu is working closely with community groups to identify local transportation problems and develop strategies to mitigate congestion

.
The city is working on a computerized traffic control system, coordinating incident management with the police department, and collaborates annually with the state on the month-long "Beat the School Jam" initiative, which focuses on encouraging carpooling, staggered-hour work schedules, and other measures to clear up traffic tangles during the first few weeks of each school year.

The City Council asked OMPO to undertake a major study of transportation demand management options for the region, and the Council formed a task force of community leaders to identify strategies that will work best. One recent result of this effort, according to OMPO, was that the state legislature strengthened the city police department's ability to enforce HOV restrictions by authorizing HOV citations by mail (officers who note a violator record the driver's license plate and use the motor vehicle registry to locate the driver's address and issue a ticket by mail).

The Hawaii Department of Transportation now operates a ridematching program to facilitate carpool formation.

For additional information, contact: Darrlyn Bunda, Leeward Oahu TMA-808/677-7433;

or Vicky Harris, Vanpool
Hawaii-808/596-8267

SchoolPool Program

OVERVIEW: Carpool program helping parents transport students to private schools in the Denver, Colorado area.

KEY RESULT: DRCOG reported that the SchoolPool program saved 18,659 VMT per day in 1995—a 142 percent improvement over 1994 savings.

In 1993, the Denver Regional Council of Governments (DRCOG) initiated the SchoolPool program for parents who drive their children to private schools. The program was needed because the city's school bus system serves only public schools, and many of the area's private schools don't provide their own bus service. That meant most of the parents with children enrolled in private school had to drive them to class each morning and home each afternoon—an average of 10 miles each way and sometimes as many as four trips a day.

The SchoolPool program helps parents form carpools of students attending the same school and is primarily intended to reduce the vehicle trips generated by parents whose children can't walk or bicycle to their private school. DRCOG has reported significant success with the

program.

DRCOG has enrolled 7,000 families from 32 private schools in the program. The carpool formation process is fairly simple, consisting of the following steps:

DRCOG staff surveys a school or uses the school's student roster to identify interested families. The surveys collect information from each family, including home location, destination school, and morning and evening schedules, to help match them for carpooling. The surveys also identify prospective drivers. DRCOG then uses carpool-matching software incorporating a geographic information system (GIS) to identify which students live nearest one another.

The system produces match lists showing which families could team up to pool their

children to school.

The match lists are sent to the parents, who can then contact the families with whom they've been matched.

DRCOG has found that 16 percent of the families in its data base go on to form carpools. That formation number is similar to regular employment-based carpools, according to DRCOG staff.

The average carpool carries 3.1 students. One-third of the families participating have a nonworking parent who would typically drop off and pick up students from school, so carpools in those families eliminate four trips—two in the morning and two in the evening.

DRCOG's GIS-based matching software helps identify potential carpool matches in a more flexible manner than the old square-mile grid system, "Which would not have worked as well," according to DRCOG's Jim Eshelman. GIS is an important feature of the software because families tend to be more dispersed than, for example, the commuters being matched for a typical employment-based trip.

When the SchoolPool program was initiated, most carpools were formed for families driving to private high schools and some junior highs. Eshelman says participation has since grown to include families with children in elementary school. DRCOG pays close attention to the grade level of students to make sure they are matching families that have children of similar ages.

In analyzing the program's vehicle miles traveled (VMT) reductions, DRCOG categorized SchoolPool carpools into three

groups:

- Parents who drive to work after dropping children off at school;
- Student drivers who share driving with other students (or parents) and remain at school for the day; and
- Parents who return home after the trip to school.

Carpooling within the first two categories saves a two-way trip, according to DRCOG. Carpooling within the third category saves even more VMT: "Parents returning home after transporting children to school save a four-way trip by carpooling and twice the VMT of a parent making a two-way trip of comparable distance," Eshelman explains.

DRCOG reported that the SchoolPool program saved 18,659 VMT per day in 1995 (the latest year for which data is available), compared with 7,711 daily in 1994—a 142 percent increase. It attributes the increase in productivity to a combination of four factors:

- 1) Match lists were distributed to more families—5,297 in 1995 as opposed to 3,068 in 1994;
- 2) Carpool formation increased to 16 percent in 1995, compared with 13.5 percent in 1994;
- 3) The average one-way home-to-school trip lengthened to 11.23 miles in 1995, from 10.13 miles in 1994; and
- 4) More carpools were formed in 1995 by families in which the parent would have returned home after dropping the child off at school (in other words, the carpools freed many such parents from having to make four trips—two out and two back—thereby reducing overall VMT more than the year before).

Moreover, Eshelman noted that SchoolPool match lists were improved in 1995, “Which might have resulted in higher utilization of match lists to form carpools,” he says.

An average of 3.08 families in 1995 shared the responsibility of driving—virtually the same as in 1994, when it was 3.1. Parents shared the driving an average of 4.65 days per week in 1995, down slightly from 4.76 days per week in 1994.

Eshelman indicated that the SchoolPool program compares favorably with DRCOG’s employment-based carpool initiative. DRCOG has no plans to end the SchoolPool program.

For additional information, contact: Betty McCarty or Jim Eshelman, Denver Regional Council of Governments—303/480-6703

Western Florida Vanpool Program

OVERVIEW:	Vanpool program to shuttle workers to service jobs along Florida’s gulf coast
KEY RESULT:	Employers have access to a larger pool of workers, and employees can reach an employment center where the cost of living is prohibitive.

Businesses in the western Florida gulf coast resort communities of Destin and South Walton have had a hard time attracting and retaining service employees, especially during the busy tourist season. Restaurants, hotels, and stores along the coast needed workers, but potential employees can’t afford the area’s increasingly high housing costs. Many workers who do accept positions have commutes of an hour or more. The difficulties increase for workers who lack reliable transportation. Turnover and absenteeism has been high.

Area employer Sandestin Beach Resort took action on its own a decade ago to address the problem, running a bus to transport its own employees. Sandestin more recently contracted with Van Pool Services Inc. (VPSI) for first two, then four vanpools to transport employees from rural communities as far as 60 miles away. Sandestin’s employment administrator, Martha Clauson, was a vocal advocate of the service for other area businesses facing the same recruitment challenges.

Two years ago, Destin Chamber of Commerce Executive Director Ray Navitsky became aware of how many help wanted advertisements were running in the newspaper. Familiar with Clauson's pioneering efforts, Navitsky and Clauson helped convince the rest of the business community to organize an areawide response to the need for employee transportation.

An initial meeting of business people generated tremendous interest and led to the formation of a task force, which was charged with developing a proposal to solve the problem. "The initiative and leadership were just incredible," says Navitsky. The task force decided that a vanpool system would offer a good compromise between reliability and flexibility at a reasonable cost. Organizers also recognized that the vanpool program would reduce traffic and improve parking availability, solving a problem caused by the growth of tourism along the popular beaches of northwest Florida—the increasing number of vehicles streaming through the area during the summer season.

To run the vanpool program, the task force formed Emerald Coast Transportation, Inc. (ECT), a corporation currently seeking nonprofit tax status. Seed money has come from area businesses in the form of ECT membership dues.

The service, scheduled to start in March 1997, will transport employees from 30 to 60 miles away. According to Navitsky, ECT is negotiating contracts with the Tri-County and Okaloosa councils to operate some of the van routes. Routes will serve Crestview, Gulf Breeze, and rural communities as far away as the Alabama border on the west, as well as towns in Holmes, Walton, and Washington counties.

Navitsky said Sandestin is donating its vans to the effort for a few months to help get the service under way. The vans are leased from VPSI on a month-to-month basis. ECT will hire van drivers and administer the program. Vans will operate virtually 24 hours a day to accommodate employees working morning, afternoon, and evening shifts, as resort hotels need staff around the clock.

The vans are projected to cost about \$5,000 each per month. That includes a flat leasing rate of \$2,000, drivers' salaries of \$1,800, \$800 in gas, and \$400 for administration and miscellaneous expenses. Full-time and part-time drivers will be hired, at rates of \$7 and \$6.50 per hour, respectively. A Chamber of Commerce official projects that if the vans run at 85 percent capacity on each trip, the service will break even.

Businesses will pay a base fee of \$35 for the service, which entitles five employees to use it—each additional employee will cost businesses \$2. Employers will also match the fares paid by their employees who use the vans. Rider fees will range from \$1.50 to \$3.50 each way, depending on the mileage. Navitsky explains that fares will be broken down into three mileage zones.

Organizers have said they expect businesses to come out ahead on the deal because the vanpools will be a convenience for

employees and ought to increase employee loyalty, thereby reducing turnover, which is a significant expense. They also predict that employees could save as much as \$2,500 a year by taking the vanpool to and from work instead of driving alone.

Workers will meet the vanpools at area park-and-ride lots. The West Florida Regional Planning Council is identifying quality park-and-ride facilities with good lighting and telephones. Prospective employees will learn about the vanpool service through a series of job fairs being organized by area businesses. Navitsky says employee surveys completed at the job fairs will help organizers determine additional locations for vanpool pick ups. Businesses in surrounding communities are interested in the vanpools, too, according to Navitsky. He believes the program could someday lead to regular fixed-route transit and water-taxi service for the area.

**For additional information, contact: Dan Deanda, West Florida Regional Planning Council—904/444-8910;
Ray Navitsky, Executive Director, Destin Chamber of Commerce—904/837-6241**

Downtown Guerrilla Parking Strategies for Vanpools

OVERVIEW: Flexible land use program providing free and discounted HOV parking in the City of Boston

KEY RESULT: Vanpoolers get no- and low-cost preferential parking in convenient areas of downtown Boston.

In 1977, the City of Boston froze commercial parking at 1973 levels. For the past 20 years, no new spaces have been created in Boston's central work centers unless they've been balanced by the elimination of old spaces. Although the parking cap does not apply to spaces reserved by companies or individuals, many Boston vanpools have found themselves between Plymouth Rock and a full space: downtown land for new parking is scarce, reserving an existing space costs money, and many companies don't offer parking benefits to employees at all.

Finding free or discounted space (which provides an extra incentive to vanpool) has been a particular challenge. CARAVAN for Commuters stepped in 1992, organizing an unusual collaboration among government agencies, private developers, and commuters themselves to locate and secure low-cost vanpool parking in the city.

The CARAVAN partnership turns small plots of temporarily unused land into vanpool parking lots: ramps near highway projects, vacant lots, and land slated for new facilities. The spaces are temporary, and each "parking lot" eventually reverts to its owner (either a state agency or a private company) for development.

The demand for space led CARAVAN to commit a full-time staff person to work with vanpool drivers, agencies, and private land

owners to keep the operation rolling—and vanpools parked. Susan O'Brien, who has held the job for five years, can rattle off the location of obscure plots of land available for vanpool parking the way a real estate agent might know all the houses on the market in any given week.

O'Brien maintains a waiting list of vanpools seeking space. When a new lot opens up, O'Brien contacts everyone on the waiting list in turn to give them first crack at the parking. If space remains, a notice goes into CARAVAN's *Rideshare Report* newsletter, which is mailed to all the vanpools in the region.

"The spaces have been pretty diverse," says O'Brien. "Some last longer than others. We lose one, we gain one, but there's never a huge net gain." The goal is to make the lot available for about a year, however, to minimize the disruption caused by moving a vanpool from one parking area to another. "Convenience is the big seller," O'Brien adds, "since some people want parking only in a certain area. If you work in North

Station you don't want a space in South Station."

The methods for finding spare land are as diverse as the parcels they yield. Sometimes a commuter spies a likely lot and passes on the tip to O'Brien. More typically, the agency

that owns the land notifies CARAVAN of its temporary availability. CARAVAN then assesses the condition of the area and identifies any upgrades or repairs needed. For example, a plot of land might need repaving, a new fence, a lock and chain for security, or restriping to delineate parking spaces, all of which is paid for by the agency that owns the land.

Once the physical site is prepared, CARAVAN identifies the vanpools that want to use the lot. Vanpoolers must sign an agreement stipulating the conditions of use. For example, the poolers can park in the lot only during work hours. And they have to relock the chain across the lot's entry as they leave in the morning and evening, so cars won't try to get in and use the spaces at night.

Sometimes only one agency is involved in creating a temporary lot. In other cases, a number of agencies must coordinate. Partners have included the City of Boston (mainly the City's Air Pollution Control Committee), the Massachusetts Bay Transportation Authority (MBTA), the Central Artery/Tunnel Project, the Massachusetts Turnpike Authority (MassPike), the Massachusetts Highway Department (MHD), the Metropolitan District Commission (MDC), the Charlestown Navy Yard, the Friends of P.O. Square, and private property manager Spaulding & Slye.

CARAVAN emphasizes that no parking area was ever lost due to agency indifference or a lack of demand. Participants understand that specific plots are available for a year at most, after which a new site must be found.

Facilities that have been used for free or discounted vanpool parking include the following:

Thirteen vans park on one side of a ramp

extending from the Central Artery Tunnel, currently under construction, to MBTA's South Station. The vans park in single file against the wall of the ramp, leaving 1.5 lanes for emergency vehicle access into the tunnel. The vans are in a very visible location, which helps promote vanpooling and highlights the Massachusetts Highway Department's goodwill;

The Metropolitan District Commission donated temporary spaces behind the old Boston Garden. When the spaces were lost after Boston Garden was torn down, MDC provided space across the bridge. The vans will move again when that space is turned into a park;

Vans were parking in a lot underneath the Central Artery, on land owned by the state and subsequently leased to a commercial parking company as a pay lot. The company found spaces for the vans near the Faneuil Hall area at the entrance to a major thoroughfare; and an office building at 125 High Street managed by Spaulding & Slye had an under-used commercial parking garage. CARAVAN arranged with Spaulding & Slye to let vanpools park in the lot for a significantly reduced rate of \$100 per month (the regular rate is \$295 per month).

So far, everyone involved in this "guerrilla parking strategy" seems to agree that the benefits far outweigh its low cost. CARAVAN and its agency partners have put otherwise unproductive land to good use, maximizing the efficiency of the city's transportation infrastructure and valuable downtown real estate. And in their tireless search across the wilderness of vacant

downtown lots, Boston's vanpooling pilgrims recall their homesteading forebears: settling land and calling it "home," at least from nine to five.

**For additional information, contact:
Susan O'Brien, Manager of Operations,
CARAVANfor Commuters—617/973-7189**

Metropolitan Washington Telework Resource Centers

OVERVIEW: Telecommuting education and support program

KEY RESULT: Part of the region's Commuter Connections program designed to reduce single-occupancy commuting, the MWTRC fulfills a number of important functions in the region's effort to expand telework use.

Once seen as an esoteric experiment relevant only for a limited number of people, telecommuting or telework—defined as working from home or at an off-site location near the home—has become much more widely accepted. Few regions of the country are doing as much to foster telecommuting as the Washington, D.C., area.

For some, telecommuting around our nation's capital is coming to mean working at special telework centers, facilities equipped with computers and communications equipment that allow employees to work near home, in addition to working at home, thereby turning some long commutes into short and easy work trips. Keeping people close to home is one of the most effective methods of cutting down on traffic congestion and reducing air pollution. Telework centers offer a good option for people who are interested in telecommuting—but who can't or don't want to work at home.

Congress has appropriated \$11 million for the development of telework centers in the metropolitan Washington region since 1992. By early 1997, nine federally funded centers had opened in the region (four in Maryland and five in Virginia). Twelve more are scheduled to open by mid 1997, and five additional sites are being considered for introduction later in the year. Although initially open only to government employees, the centers can now be used by non-

government organizations, including private companies.

Other telework facilities in the area have opened, as well:

The Frederick Telework Center began operation in September 1996 with funds from the state of Maryland and Frederick County Government. It is open for both public and private sector use. The center is managed by a private firm under contract with the County.

Two telework centers have been developed and are operated by private organizations, one in Washington, D.C., and the other in Prince Georges County, Maryland.

The Maryland National Guard has opened distance learning centers in Laurel and Reisterstown, Maryland. The U.S. General Services Administration (GSA) is working with the Guard to expand the use of armories as telework centers.

Air quality has been the biggest force driving the development of teleworking in the national capital region. Telework is one of the transportation control measures (TCMs) included in the region's air quality attainment plan.

The region's local governments are counting on telework to reduce nitrogen oxides (NOx) by 0.73 tons per day by 1999 and 0.52 tons per day by 2020. To achieve those goals, the

governments must add 21,600 telecommuters by mid 1999 (17,200 working at home two days per week and 4,400 working at telework centers five days per week). In projecting their NOx reductions, planners are assuming that most of these telecommuters will be drawn from the ranks of drive-alone commuters (although they recognize that some new telecommuters will have been using other commute modes, such as transit). The projected cost: \$9,900 per ton of reduction in NOx.

Formed in 1996, the Metropolitan Washington Telework Resource Center (MWTRC) is part of the region's Commuter Connections program designed to reduce single-occupancy-vehicle commuting. Commuter Connections is coordinated by the Metropolitan Washington Council of Governments (COG), an association of state and local governments in the District of Columbia, suburban Maryland, and northern Virginia.

COG is investing \$500,000 in the MWTRC for the 1997 fiscal year. The MWTRC fulfills a number of important functions in the region's effort to expand telework use:

Educate organizations and individuals on the benefits of telework;

Encourage employers (both public and private) to establish telecommuting programs for their employees, and provide planning assistance and other technical expertise toward successful implementation of telecommuting programs and telework centers around the region.

Coordinate local, state, and federal telecommuting and telework initiatives;

Exchange information with other telework

and telecommuting programs around the nation and the world, and ensure that the most effective new concepts and approaches are fully known and used in the region;

Determine additional measures needed to promote telecommuting and area telework centers, including legislative changes and financial incentives;

Help to establish and operate telework centers in the region;

Work toward implementing at least five new telework centers in the region by 1999, and toward adding private sector participation to the centers currently being implemented by the federal government;

Provide administrative support to the Telecommuting Ad-Hoc Group, which is an advisory group to this project; and

Continue to monitor and evaluate procedures for the regional Telework Resources Center.

MWTRC initiatives are closely coordinated with the following organizations:

local Commuter Connections employer outreach efforts;

the federal government's pilot telework center program and the President's Management Council's National Telecommuting Initiative (led jointly by GSA and the Department of Transportation);

local telework organizations, such as MATAAC;

Telecommute America!, a nationwide public awareness campaign coordinated by AT&T, EPA, the Association for Commuter Transportation (ACT), and the

Telecommuting Advisory Council;

local transportation management associations (TMAs); and

local business organizations.

In September 1996, MWTRC conducted a telephone household survey to establish a telecommuting baseline. In January of 1997, MWTRC conducted a series of focus groups with senior-level executives in organizations with and without telework programs, using the results to develop an implementation plan for expanding telework use. Key findings were as follows:

For employers, who have accepted the concept of flexible work arrangements, telework was viewed as a logical extension of flexible work policies;

Few telework programs are initiated by “top-down” action, but are more likely to be the result of employee initiative;

Client acceptance of telework is a major issue for consulting firms and contractors doing a large portion of their business with the federal government, because of concerns about whether telework hours are accepted as legitimate by the government’s contract administrators;

Technological capability was seen as necessary to fostering a positive climate for telework, especially among employers just beginning to make full use of interactive office networks or communication over the Internet;

The linkage that many employers make between telework and advanced technology may cause them to ignore opportunities for telework by employees whose jobs are not

technology driven and who fulfill their responsibilities with just a phone line or two;

Employers are concerned about measuring job performance for teleworkers and maintaining team spirit, as well as issues of liability; and

Employers view the possibility of improved productivity among workers as a highly attractive benefit of telework, and are also attracted to the potential reduction of costs that could result from savings on real estate, sick pay, and incidental expenses such as employer-paid parking fees.

In mid-1997, MWTRC will move into full-scale implementation through the following initiatives:

- Conducting free monthly telework seminars to help individuals and businesses implement formal telework programs;
- Providing employer sites selected as demonstration projects with consulting services for the implementation of a telework program (in exchange for being able to use the organization as a local case study example);
- Providing telework information packets and maintaining, hosting, and upgrading the web site/BBS with links to other telework-related sites;
- Continuing to seek opportunities to provide telework information to employees and employers through transportation fairs, conferences, and meetings;
- Conducting a telework awards

program in conjunction with 1997
Telecommute America! activities;

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- Producing a telework video featuring demonstration projects and award winners;
- Cosponsoring telework events with other organizations (such as transportation management associations and chambers of commerce); and
- Working with GSA to identify telework center sites, recruit teaming partners (e.g., federal, state, local agencies, community colleges, nonprofit organizations, and private companies), and market regional telework centers to employers.

MWTRC will conduct an ongoing analysis through evaluations that will include employer site surveys, telework demonstration project results, telework seminar surveys, and placement-rate studies through Commuter Connections, the regional TDM program.

For additional information, contact:

Electric Wave

OVERVIEW: Miami Beach Shuttle

KEY RESULT: Customer-friendly, pollution-free transit is relieving traffic congestion in the busy Miami Beach corridor.

Since its renewal in the 1980s, thriving Miami Beach has drawn an increasing number of tourists, seasonal residents, and other visitors. Inevitably, traffic has accompanied the boom—so much of it that the city is often close to gridlock. The city doesn't have peak periods, it's got ebb periods, with heavy traffic persisting from 10:00 a.m. to 4:00 a.m. Thursdays through Sundays. Mondays through Wednesdays are a relief—traffic begins to ease up as early as 2:00 a.m. Despite these conditions, an extensive Metrobus system and series of parking structures built by the city to siphon traffic from the main thoroughfare haven't attracted much use. So in 1994 a team of local community leaders, City of Miami Beach officials, and District Six of the Florida Department of Transportation (FLDOT) formed the Miami Beach Transportation Management Association (TMA) to develop solutions for the area's mobility problems.

The TMA opened May 1, 1995, and immediately engaged the business community in dialogue and conducted a survey of the area's visitors. It discovered that prospective riders of the existing Metrobus service felt the buses were too big, noisy, and spewed too much diesel exhaust, and that the bus schedules were too undependable and the drivers too unfriendly. Moreover, the parking garages were too far from restaurants and other attractions to

allow users a safe and comfortable walk. The result: very few people rode the bus, and the garages were filled only to about 17 percent of their capacity.

What people would use, the TMA found, was a clean, reliable, frequent, quiet, attractive, cheap circulator shuttle service. And they wanted smaller, clean-fuel vehicles, so it proposed a new system using small electric shuttle buses. All it needed was funding. Lots of it.

The FLDOT's District Six stepped forward first with a commitment of \$1.3 million in seed money. The TMA then went looking for additional funding, which led it to a diverse group of supporters in the community and the state:

The Clean Cities Coalition offered a grant of \$200,000;

\$50,000 came from the Florida Pollution Trust Fund;

The City of Miami Beach dedicated \$2.5 million;

Citibank gave in-kind support by including information about the shuttle on their monthly bank statements, and may consider sponsoring at least part of the cost of one of the vehicles;

Florida Power and Light and the Florida

Alliance for Clean Technologies provided an in-kind donation worth nearly \$1 million which consisted of a charging station for the electric vehicles, technical support, and marketing support.

The total so far is \$3.7 million to pay for the shuttle operation for the first two years, plus \$650,000 a year for operations over the next six years. An additional \$2 million worth of donated advertising support has been secured, as well.

A team effort is going into shuttle marketing and advertising. Florida Power and Light Company is including an insert in the electric bills mailed to its customers throughout the area. The company's marketing department also plans a major media campaign to promote the shuttle. Other companies committed in-kind promotional assistance, as well, including Paxton Entertainment, Ackerly Sign Company, City of Miami Beach Public Relations Department, Garber & Goodman Public Relations, and the Miami Beach Convention Center & Jackie Gleason Theater.

The TMA is purchasing seven 22-foot electric buses, which can carry 22 passengers on wrap-around seating in air-conditioned comfort. The shuttle buses come equipped with a tape player and sound system. All vehicles are handicapped accessible. The buses have curb-level doorways and are equipped with wheelchair tie downs. They will circulate along a three-mile route with four-minute daytime headways (eight minutes in the evening), stopping at nearly every block en route.

Dubbed the Electric Wave, the shuttle fleet eschews the traditional public transit "look." Instead, each bus will sport a sunny, bright, and unique exterior design. The TMA

selected seven artists (one for each shuttle bus) from the local Art in Public Places Committee to create the exterior designs for the fleet. Themes will include Art Deco, Everglades, marine life, modern art, entertainment, and palms.

The vehicles must nonetheless meet Dade County's "uniform identity" requirements, but of course there's nothing uniform about how they'll do it. Each bus will be trimmed in a thin, neon-like strip of virtually indestructible material powered by a single "C" cell battery—a National Aeronautics and Space Administration invention used on the Space Shuttle. The "neon" strip will provide the buses with a common, easily recognizable design element and will enhance their visibility at night.

The show only begins with the buses themselves, however. A single driver will staff each daytime shuttle, but two staff will be aboard each evening shuttle. One will drive, of course, and the other will entertain and assist the passengers. Entertainment attendants will be musicians, singers, and comedians. Among other advantages, this approach frees the driver from monitoring passengers, allowing him or her to focus on navigating through heavy traffic and assuring safe operation.

And what will the drivers and attendants, wear, you might ask? Rest assured, there will be no Ralph Kramden look-alikes in Miami Beach. Electric Wave drivers and entertainment attendants will don bright, tropical-looking cotton shirts with pink flamingos on a turquoise background and casual Bermuda shorts. Nearby parking lot attendants will have matching trim on their T-shirts.

Not all of the TMA's plans are focusing on

style, however. To maximize access to and use of the shuttles, it's arranged for shuttle riders to park their cars in a variety of lots ringing the service area. Signs along the MacArthur Causeway and Julia Tuttle Causeway—the two arterials leading onto the island of Miami Beach—will guide riders to these park-and-ride lots. Digital signs will also be stationed at causeway exits for the first few months to inform motorists of the shuttles and guide them to parking facilities.

Arranging parking for the shuttle vehicles themselves has turned out to be among the most difficult challenges for the fledgling system. The City of Miami Beach plans to build a park-and-ride facility to house the vehicles. It is securing the land and hopes to complete construction quickly.

mid-summer of 1997, and anticipates that, with ridership of 50 percent, the shuttle system can reduce 2.2 million VMT, keeping a significant amount of pollution out of the Miami Beach air. It may also impart a new lesson in transit: even when densities seem sufficient to bring a system success, a little levity may be needed to really get things off the ground.

For additional information, contact: Judy Evans, Miami Beach Transportation Management Association, Inc.—305/535-9160

The TMA plans to kick off shuttle service in

City of Franklin Holiday Trolley

OVERVIEW: Seasonal shuttle and neighborhood transit promotion program in Franklin, Tennessee.

KEY RESULT: The trolley created a unique, customer-oriented connection to Franklin's retail center and has continued to build public confidence in and support for public transportation.

For the past three years, the City of Gatlinburg, Tennessee, has celebrated the spirit of Christmas with the loan of three rubber-tired "trolley car" buses to the City of Franklin during the holiday season. Franklin uses the trolleys to reduce traffic congestion and ease parking demand in its downtown retail corridor, and also deploys the trolleys as a transit system in neighborhoods with largely elderly and low-income residents.

During the 1996 Christmas season, the trolley circulated between downtown Franklin and the Cool Springs area, stopping at key shopping centers on the half hour from 10:00 a.m. to 9:00 p.m. Monday through Saturday (noon to 6:00 p.m. on Sunday). The free service operated Friday through Sunday between November 29 and December 22, then seven days a week from December 23 to 31. The trolley stopped at 4:00 p.m. on Christmas Eve, and didn't operate on Christmas Day.

By promoting trolley use, the city shifted vehicles from downtown Franklin (which has limited parking) out to the CoolSprings Galleria and Cool Springs Market (both of which have parking surpluses). Over 5,500 people chose to ride the trolley instead of fight traffic.

The transportation management strategy doubled as an economic boost for businesses

at both ends of the line. The trolley brought shoppers into downtown stores who otherwise would have kept away because of congestion and limited parking. And since the Cool Springs shopping centers were served both by adequate parking space and the trolley connection, that area benefited as well.

Some downtown merchants complained that shoppers were actually doing the reverse of what had been intended—parking downtown and riding the free shuttle out to Cool Springs. But most seemed to agree that business was up downtown, thanks to the trolley.

Since Franklin could use the trolleys only for a limited time before they had to be returned to Gatlinburg, the city shortened the trolleys' holiday shopping service to 20 days in 1996 (compared with 25 in 1995, and 37 in 1994). This change allowed more operating time in the neighborhoods.

Neighborhoods received three weeks (12 days) of free service, Monday through Thursday (50 percent more than in 1995). The neighborhood trolley ran between 10:00 a.m. and 3:00 p.m.. Stops included city government offices, shopping centers, the county medical center, and downtown offices. Neighborhood-based riders used the trolley for general shopping (26 percent),

entertainment (17 percent), doctor/medical (17 percent), grocery shopping (15 percent), business (15 percent), and other or unrecorded purposes (11 percent). Ridership in 1996 rose by 42 percent over 1995.

Most neighborhood trolley users were elderly, low-income women. Sixty-three percent of the respondents to a followup survey of neighborhood riders said they could not have made their trips without the service. Forty percent had incomes below \$20,000.

The City decided to try a new strategy for enhancing trolley revenue: offering the vehicles for charter during the service's off hours. Eight charter trips later, the City had an extra \$650 from the service. The charter fees were used to defray the trolley's operating costs.

The private sector funded all marketing of the trolley service, including the following promotional materials and strategies:

11"x17" posters for trolley sponsors to place in their windows;

Rack cards explaining the route and schedule were put on the trolleys, as well as on the counters of stores, bed and breakfasts, hotels, and other local companies;

An insert in the Franklin newspaper, the Review-Appeal;

Flyers for the neighborhood trolley, which were posted at stores, churches, the medical center, and government buildings;

Eight quarter-page display ads in the Review-Appeal;

- A daily 30-second ad on Channel 4 TV, a local cable station;
- \$3,000 worth of air time on WAKM, donated by the station;

- Three different press releases to local media; and
- A dedication ceremony, emceed by Franklin Mayor Sharber, on November 24, 1996, to kick off the service.

Even though the City of Franklin is a growing community, it has no public transportation, other than the annual trolley service. The temporary trolley was within the city's means, since it received the vehicles as a free loan from Gatlinburg. A permanent two-route system, however, would cost the Franklin an estimated \$287,500. The TMA Group, which administered the trolley program, observed that the city would need to identify a dedicated funding source before it could operate permanent public transit for its citizens.

The trolley has served as more than a short term traffic and parking mitigation tool. It created a unique, customer-oriented feature of the retail community and has continued to build public confidence in and support for public transportation. The trolley demonstrated how transit could serve the unmet travel needs of elderly and low-income residents. And City of Franklin officials learned about the costs and benefits of transit by investing in the trolley service.

For additional information, contact: Diane Davidson, The TMA Group—615/790-4005

Guaranteed Ride Home

OVERVIEW: Regional guaranteed ride home program

KEY RESULT: Minneapolis commuters get a regional guaranteed ride home service that fills in the gaps left by individual employer GRH programs.

Some commuters prefer driving to work because they want to be able to get home or to their child's daycare center quickly in an emergency. A guaranteed ride home (GRH) program offers a greater sense of security to commuters who rideshare, use transit, bike, or walk by providing paid transportation—usually a free taxi ride—in the event of illness or family emergency.

After first catching on in the late 1980s, GRH have been used extensively for the past decade, usually by employers. GRH options are also sometimes offered by a local transportation management association (TMA), transit agency, or regional rideshare organization. Experience over the past 10 years has shown that commuters rarely need to use the guaranteed ride; its effectiveness lies in commuters knowing that it's available.

The Minneapolis/St. Paul (or Twin Cities) metropolitan area was home to 11 separate GRH programs in 1996. The programs served commuters who used specific highway corridors or transit routes, or who worked for certain employers. Each of these GRH programs served a discrete group of people, however, leaving other commuters with no program at all.

Metro Commuter Services (or MCS, formerly known as Minnesota Rideshare) wanted to organize a regional service that would fill in the gaps between individual GRH programs and provide regionwide service. With a

commitment from the Minnesota Department of Transportation (Mn/DOT), the Metropolitan Council, and the region's bus systems to share in funding a trial program, MCS organized a Twin City GRH service for qualified commuters. With a first-year budget of \$10,000 and administration by MCS, the program got under way in September 1996.

To qualify for the new regionwide GRH program, commuters must carpool, vanpool, ride the bus, walk, or bicycle to work or school three times a week. Commuters also must register with MCS. The program is open to any qualified commuters living or working in the Twin Cities metropolitan area, no matter what highway or transit provider they use.

Registered participants receive two coupons valid for one year. Each coupon entitles the commuter to a free ride home via the bus or by taxi in an emergency. The coupon is redeemable immediately on the bus. For taxi rides, however, the commuter would pay the taxi fare, then turn in the coupon with a receipt for reimbursement. Taxi reimbursement is limited to \$20 per coupon.

With Mn/DOT and Met Council funding, MCS has taken the lead in promoting the GRH program, producing a brochure/registration form, coordinating direct mail marketing, and using limited advertising. The brochure/application is distributed on buses and at transit stores.

MCS is also handling program administration, including participant registration, issuing coupons, commuter reimbursements, and distribution of tracking and usage reports each month. The primary funding partners in the project will evaluate the program after the fifth and eleventh months to assess its effectiveness and gauge commuters' perceptions. The evaluation at the end of its first year will guide the agency partners in determining whether or not the service should be continued. It will also help them ascertain whether other GRH programs should be integrated into the regional service.

The first phase of the trial lasted from September 1, 1996 through March 1, 1997. Mn/DOT paid for promotion, print materials, and evaluation, and MCS picked up all administrative costs.

During Phase II (March 1 through August 31, 1997), bus providers and the Met Council will cover the costs of reimbursing commuters for guaranteed rides, prorated on the basis of actual commuter redemptions at \$1.50/coupon. MCS and Met Council will share the cost of promotion.

A third phase will start at the end of the first year, during which bus providers will pay for reimbursement (again, prorated on the basis of actual commuter redemptions) and share the cost of promotion with the Met Council. MCS will continue to manage the program.

One of MCS's goals is to eventually expand the reimbursement costs to cover all carpoolers and vanpoolers in the Twin Cities. MCS would pick up the tab for private ridesharers, and each bus provider would continue to be responsible for paying its own

customers' reimbursement costs.

Another goal of the GRH program is to sign up 6,600 commuters by the end of Phase II in August 1997. At least 400 of these participants are to be new users of alternative modes.

The regional GRH program, however, did not supersede or supplant individual employer programs. Any employer with its own GRH program can use the regional service to supplement its own system.

Typically, an employer with its own GRH program limits the number of times it can be used by an employee over the course of a year. If an employee exhausts the employer's limit, he or she can turn to the regional system for additional rides.

MCS even developed materials employers could use in promoting the regional GRH program as an additional benefit to employees. "We rely on employers a lot to help promote the guaranteed ride home program," said MCS's Patty Carlson.

For additional information, contact: Patty Carlson, Metro Commuter Services—612/349-7538

Martin Luther King, Jr. East Busway

OVERVIEW: Bus-only HOV lane

KEY RESULT: The busway saves commuters significant time compared with driving. Ridership has grown by 10,000 over 10 years, and now averages 30,000 per week.

In 1983, the Commonwealth of Pennsylvania opened a separate roadway exclusively for public buses. The busway was built to offer congestion relief for commuters between Pittsburgh's eastern suburbs and downtown.

Named the Martin Luther King, Jr. East Busway, the original 6.8 mile facility was constructed on unused railroad right-of-way. The busway was built by the Port Authority of Allegheny County, the region's primary public transit agency.

Six stations provide access to and egress from the system, allowing express buses to pass local buses. Ramps include downtown Pittsburgh, Oakland, East Liberty, and Wilkinsburg (the system's eastern terminus).

A decade ago the busway served approximately 20,000 weekday riders. Ridership has grown over the years to plateau at an average of 30,000 users per week.

A 2.3 mile extension of the busway will be completed in 2001, bringing its total length to 9.1 miles. The extension will add three stops, stretching further east from Wilkinsburg out to Swissvale/Rankin. Funds for the \$57.8 million extension project are coming from the Federal Transit Administration and the Commonwealth of Pennsylvania in a 50/50 split.

Riders pay \$1.25 per trip. A monthly pass is available for about \$40. Fares are projected to remain the same when the extension opens.

The busway saves commuters significant time compared with driving. From the system's current east terminus in Wilkinsburg, busway riders can reach downtown Pittsburgh in about 12 minutes. According to the Port Authority, the same trip by car would take 30 to 45 minutes in the morning, and could mean up to an hour behind the wheel during the evening peak.

The extension enjoys the broad support of residents, according to the Port Authority. Preliminary consideration is being given to extending the busway even further, to Pitcairn and McKeesport, contingent on funding and a formal decision by the region's officials.

In addition to commuters, the busway is a particular boon to people who can't drive or don't own a vehicle. Elderly patrons travel by bus to the many health care facilities in Oakland—which is also the third largest employment center in Pennsylvania, behind the downtown areas of Pittsburgh and Philadelphia. Auto ownership in downtown Pittsburgh is also very low, according to the Port Authority, and most people living in the city typically ride buses.

Port Authority buses are free in most

downtown Pittsburgh zones. The light rail/subway system is also free downtown.

The Port Authority reports that overall transit use for the region has been decreasing. Pittsburgh businesses have been moving to the suburbs, or out of the county altogether, and the city's population has decreased. No recent statistics are available

have not gathered that data since the 1980s. The Port Authority projects a ridership increase for the busway when the extension is completed.

For additional information, contact: Gary Antonella, Associate Transit Planner, Port Authority of Allegheny County—412/237-7254

to indicate how many busway riders have been drawn away from the ranks of single occupancy vehicles. While about 18 percent of the busway's original riders had reportedly been automobile users, Port Authority surveys

University of Utah

OVERVIEW: University campus trip reduction program

KEY RESULT: After implementing the program, transit service expanded from one express bus route to the campus averaging 1,200 University-bound riders per day, to five express routes carrying nearly 5,000 riders daily. A variety of other measures augment drive-alone alternatives.

With 25,000 students and 9,000 faculty and staff, the University of Utah is the largest campus and one of the largest public employers in the Salt Lake City area. Because the region does not meet federal standards for ozone, carbon monoxide, or particulates, the University and other public sector employers of 100 or more employees must comply with the Utah's Department of Environmental Quality (DEQ) Regulation 307-11. The regulation, which took effect in 1995, won't apply to private sector employers unless the region's air quality deteriorates.

Only faculty and staff are required to participate in the trip reduction program at the University, but many students comply voluntarily. The DEQ wanted the University to increase staff ridesharing by 20 percent. Because Salt Lake City is spread out over a wide area, solo driving is the norm. Transit service has expanded and ridership has increased at the University, but it is still modest, according to the DEQ.

The University is a "commuter campus," with students who are mostly older than average and who live off-campus. Students usually have jobs to which they must travel before or after classes. Many are also married and have families. These demographics, combined with the typical drive-alone tendencies of the faculty and

staff, make selling alternative commute modes a challenge.

Sell them it must, however, because even without the air quality requirements the University would continue to face both a serious land shortage and escalating costs for parking. With so many drive-aloners among its 37,000 students, faculty, and staff, the 14,000 permit-only parking spaces are simply not enough to go around. On-campus construction and internal expansion have chipped away at those spaces at a rate of about 200 each year. Spillover parking in surrounding neighborhoods has exacerbated residential concerns about campus creep.

Deep Discount Bus Pass Program

In 1991, at the University's request, the Utah Transit Authority (UTA) established a deep discount bus program to offer annual subsidized bus passes for students, staff, and faculty. The University now provides parking-permit applicants with a free bus pass for use on all regular and express routes within the UTA system. The pass is available to other students, faculty, and staff for \$15 per year, prorated quarterly for students and part-time employees and biweekly for full-time employees.

Before the program, UTA ran one express bus route to the campus and averaged 1,200 University-bound riders per day. Since implementing the program, UTA offers five

express routes to the campus and averages 4,500 to 5,000 riders daily.

The University's efforts to promote transit in the past often met with two key objections: riding the bus takes too long, and it requires inconvenient transfers. The express service addresses both those objections.

The University's bus pass program costs \$700,000 per year. The program collects \$12,000 annually from purchasers, and parking revenue pays for the rest.

The University coordinates with UTA to enhance transit services, and provides transit maps and bus schedules at key locations. Transit options are also explained to new employees during orientation sessions.

Carpool Program

The University reinstated its carpool program in 1993 to reduce drive-alone commuting. As an incentive to form carpools, the University decided to discount parking passes for carpools by 50 percent off the regular cost of a permit. The carpool permit holder (presumably the driver) gets a free bus pass, as do all passengers. The passengers, however, are charged a \$15 participation fee. Each carpool also receives 20 "day passes" at no extra charge, to allow for parking on those days when a carpool's members are unable to ride together.

The University provides limited preferential or reserved carpool parking. Nine designated carpool-only spots are distributed among three different parking lots. The carpool parking spaces are available on a first-come, first-served basis. All vehicles used for carpools must display the carpool parking permit.

To prevent abuses, the University monitors

parking and parking permits closely. Carpool members cannot purchase any other type of parking permit while they're ridesharing. Moreover, while University employees working at remote sites where parking permits are not required can certainly carpool, they won't get a discounted carpool parking permit, even if they want one for occasional use on the main campus.

Student, faculty, or staff requests for assistance in forming a carpool are referred to UTA, which operates a carpool matching program.

Free Campus Shuttle System

Complementing both the transit and carpool initiatives, the University provides free shuttle connections throughout the campus. The shuttles operate Monday through Friday from 6:00 a.m. to 6:00 p.m., with some routes running later into the evening hours. A separate shuttle, specifically for passengers with disabilities, operates door to door with 24 hour advance notice.

The system consists of 15 shuttle vehicles serving 10 routes, at an annual cost of \$836,520. Three routes travel clockwise around the campus every half hour at 10-minute intervals between buses. Three other routes travel counterclockwise in the same fashion. The four remaining routes each serve only specific parking lots or sub-areas of the campus. Each shuttle travels 130 to 160 miles per day, depending on its route.

Emergency Ride Home Program

Two emergency ride home programs are available. One was developed by UTA, and the other by the University's Department of Parking and Transportation Services.

The UTA program is open to any University student, faculty, or staff person during and

after normal work hours. UTA provides a ride home in the event of an emergency, or if a person works late and misses the bus (provided there is no bus service within a half hour of receiving the call for a ride). UTA will either issue a voucher good for a taxi ride home, or will send a UTA sedan for transport, depending on the situation. UTA's program can be used a maximum of three times in a calendar year.

The University's emergency ride home program is available only to faculty and staff, and only during normal working hours. The University provides a voucher for taxi service to get the person wherever he or she needs to go in a family emergency. The program imposes no limits on mileage or frequency of use.

Additional TDM Measures

The University employs other strategies to manage parking demand and reduce traffic and emissions, including the following:

- A variety of on-site services minimize the need for driving, including a post office, credit union office, medical center, transit shelters, cafeterias and lunch rooms, fitness centers and recreational facilities, and automated teller machines;
- Five child care centers have been opened on campus;
- A vanpool information fair was held in 1996. The Parking and Public Transportation Committee has recommended a vanpool leasing program; however, no vanpools are currently operating;
- Telecommuting and distance learning are available;

- Compressed work week/flexible work schedule programs are available;
- The University solicits feedback from employees through comment cards on shuttles and in the Parking and Transportation Services Office, published phone numbers of key personnel, and its Parking and Public Transportation Committee; and
- Merchant discounts, an Earth Week program, and free juice and bagels for bus riders round out the University's efforts to recognize and reward users of alternative modes

For additional information, contact: John Crawford, Department of Parking and Transportation Services—801/585-6941

U-PASS

OVERVIEW: University of Washington campus trip reduction program

KEY RESULT: The U-PASS program has resulted in increases in alternative mode use while significantly reducing parking demand.

The University of Washington draws over 52,000 students, faculty, and staff to its 640-acre campus in Seattle, which includes the UW Medical Center. The University District, in which UW is located, is King County's largest employment and activity center outside the downtown Seattle Central Business District. Over 225,000 vehicles per day enter the University District; more than 58,000 vehicle trips are made within the campus alone in a typical 24-hour period.

Washington's Commute Trip Reduction Law requires employers of 100 or more people to significantly reduce single-occupancy-vehicle trips. In 1983, years before the law was passed, the City of Seattle entered into an agreement with UW to reduce traffic and parking demand.

Over a five-year period, however, participation in the University's transportation management program fell. A new initiative was needed to strengthen the effort to reduce traffic and parking demand within and around the University. UW's development plan for 1991 through 2001, which would bring 10,000 more vehicle trips a day while eliminating 1,700 parking spaces, highlighted the need for a renewed trip reduction program.

The U-PASS (universal pass) program was developed in June 1990 to address the need to beef up transportation management. For a monthly fee, the U-PASS could be added

to the University identification card used by students, faculty and staff. Faculty and staff now pay \$12.50 a month for the U-PASS, while students pay \$9. The U-PASS was specifically designed to provide flexibility of mode choice, so commuters wouldn't feel locked in to a rigid system that might not suit their needs from one day or week to the next. Commuters can use their U-PASS to ride transit one day, carpool another, bicycle now and then, even drive occasionally—whatever makes sense for the individual.

U-PASS service alternatives include these options:

Transit: Unlimited access to regular Metro bus and Community Transit (CT) routes seven days a week;

Shuttles: an evening system called Night Ride operates nine months out of the year to take people to their destination in nearby neighborhoods; ridership is up 44 percent over the period 1991-92 to 1995-96;

Carpools: Carpools park for free if participants are U-PASS holders;

Vanpools: All vanpool fares are included in the price of the U-PASS;

Ridematching: The University offers two ridematching services to help people forming carpools and vanpools;

Bicycling: Since U-PASS began, more than

\$450,000 has gone into improved bicycle facilities, including 200 new bike racks (which will hold 3,000 bikes), 161 additional lockers, improved lighting, and other enhancements;

Reimbursed Ride Home: Faculty and staff U-PASS holders receive a quarterly allowance of 50 taxi miles. Users make a 10 percent copayment for each trip, and the University reimburses them for the remainder. Average trips per month for the period 1991/92 to 1995/96 are down by 13 percent;

Discount Daily Parking Passes: Since faculty and staff U-PASS holders occasionally need to drive to work, each quarter they get 25 daily parking passes at half-price; and

Merchant Discount: U-PASS holders can get discounts on products or services from 44 participating businesses in the University District.

The introduction of the U-PASS was accompanied by a significant increase in parking fees. The increase was meant both to motivate people to use non-drive transportation modes, and to generate revenue that would cover much of the cost of the U-PASS program.

When U-PASS was first implemented, parking fees were \$24 per month for a faculty/staff permit, \$0.75 per day for students, and \$4.00 per day for visitors. With the advent of the U-PASS program, fees were raised to \$36 for a faculty/staff monthly permit, \$1.25 per day for students, and remained the same for visitors. Monthly permits now cost \$42, gate-issued faculty/staff parking is \$5/day, and gate-issued student parking runs \$1.50/day.

U-PASS now costs \$37.50 per quarter for faculty and staff, and \$27 per quarter for students. Faculty and staff receive a free U-PASS, however, when they purchase a monthly parking permit. The free pass serves as an incentive for permit holders to refrain from driving whenever possible.

Seattle Metro and CT expanded service to accommodate increased ridership generated by the U-PASS program. Both systems added more than 60,000 hours of service annually (a 20 percent increase) for about the first two years of the program. Metro and CT added two-way bus service to the campus, which effectively made those routes into campus shuttles, improving circulation in and around UW. The cost of the increased service was evenly split by the transit agencies and the University.

A promotional campaign was launched to kick off the U-PASS program. UW has sustained its marketing efforts with a variety of communication tools and added a full-time information specialist to staff the program. In addition to joint marketing activities with Metro and CT, the University promotes U-PASS participation through brochures, campus commuter centers and kiosks, a U-PASS newsletter, and an annual transportation fair in the fall.

UW also instituted tracking mechanisms to facilitate ongoing program evaluation. The University conducts an annual traffic and parking survey, an annual mode choice survey, a biennial telephone survey (conducted jointly with Metro). UW also monitors each U-PASS program element on a monthly basis.

The U-PASS program's annual budget is approximately \$7 million, with over \$6 million of that going to transit services. Revenue from parking (including parking

finer) contributes 41 percent of the program's funding, user fees kick in 50 percent, and the remaining nine percent comes from other UW sources.

UW set an ambitious goal of 75 percent participation in the U-PASS program—and came very close to meeting that target within its first year. By 1991, campus-wide participation was 72 percent (68 percent for faculty/staff, and 74 percent for students). Participation has fluctuated by a few percentage points in the years since, with the 1995-96 year showing 81 percent among students, and 64 percent for faculty and staff, with a total campus average of 74 percent.

Traffic counts show that the program is working to reduce trips. Since 1990, the U-PASS resulted in a 13 percent reduction in morning peak period (7:00 to 9:00 a.m.) trips to campus, and a 3 percent drop in evening (3:00 to 6:00 p.m.) trips leaving campus. Trip reduction could be enhanced for 1997, as construction will eliminate all remaining surface parking in the Southwest Campus area, constricting supply.

The U-PASS has also shifted transportation modes. Driving alone dropped among students, faculty, and staff. The percentage of students driving alone declined from 25 in 1989 to 15 in 1996. Faculty drive-alone figures dropped from 60 to 57 percent in the period from 1989 to 1996, while staff drive-alone rates dropped from 44 percent in 1989 to 40 percent in 1996.

Transit use increased. From 1989 to 1996, student transit use went from 21 to 34 percent, faculty use rose from 11 to 19 percent, and staff use climbed from 25 to 32 percent.

Carpooling and vanpooling also has

increased. Student pooling inched from nine percent in 1989 to 11 percent in 1996. During the same period, pooling went from 11 to 12 percent for faculty, and from 15 to 16 percent among staff. Permit carpools increased 36 percent (from 1,588 in 1990 to 2,158 in 1996); daily carpools went up 28 percent (from 760 in 1990 to 1,018 in 1996); total carpool participants climbed 36 percent (from 3,587 in 1990 to 4,877 in 1996). Vanpooling grew 238 percent, going from eight vanpools (with 79 participants) in 1990 to 27 vans (and 207 participants) in 1996.

Bicycling and walking rates increased slightly. Faculty appeared to walk less, however, with the rate dropping from seven percent in 1989 to three percent in 1996.

UW's strategy of increasing parking costs while providing alternatives to driving alone seems to have paid off. Single-occupancy-vehicle parking-permit sales and parking use both dropped across all categories between 1990 to 1996. Faculty/staff permits decreased 24 percent, and student permits dipped eight percent. The number of parking spaces declined by 5 percent, spaces used dropped 13 percent, and overall parking lot use fell from 87.5 percent in 1990 to 80.3 percent in 1996.

**For additional information, contact:
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USAA Vanpool Program

OVERVIEW: Employer vanpool program (private company)

KEY RESULT: USAA operates 150 vanpools at its six locations across the United States, efficiently and reliably transporting about 1,300 employees to and from work.

Twenty-plus years ago, gas crises shocked Americans into the realization that fuel was neither unlimited nor cheap. The fact that cars not only burned a non-renewable resource, but also added to air pollution, became what then seemed a lesson the country had finally learned for good.

A handful of large companies took the lesson to heart. They decided getting their employees to work was too important to leave to the vagaries of geopolitics: no oil embargo or fuel price war was going to hold their work force hostage. Besides, increasingly expensive commutes complicated the task of retaining talented employees and recruiting new ones.

Amid such concerns, the United States Automobile Association (USAA) began its vanpool program in 1977. Officially, the Association developed its program “to provide safe and economical transportation for employees and to conserve fuel.” The program started small, with five vans serving employees in communities around San Antonio, Texas, where USAA is headquartered.

While some of the large employers that helped pioneer vanpooling in the fuel-sensitive ‘70s eventually phased their programs out, USAA persevered. Today the association operates 150 vans at its six locations across the United States, transporting about 1,300 employees to and

from work.

The association’s home office in San Antonio has 105 of those vans in operation. According to USAA, it’s the largest non-commercial vanpool program in Texas.

The remaining 45 vanpools operate out of USAA’s various regional offices. The southeast regional office in Tampa, Florida, has 33 vans. The western regional office in Sacramento, California, uses six. One van operates at the Mid-Atlantic regional office in Norfolk, Virginia; another operates from the Reston, Virginia, office near Washington, D.C.; and four run out of the Colorado Springs, Colorado, office.

USAA reports that its employees have benefited in many ways from vanpooling: “Employees who participate save on fuel and maintenance costs, reduce wear and tear on their personal vehicles, and have the potential to lower their insurance premiums when they don’t use their auto for daily commuting,” says Chris Treutler, who manages the USAA commuting program. “Those who use the vanpool are provided with transportation to and from work on time, and arrive relaxed and ready to produce.” USAA vanpoolers in Texas also get a reserved parking space, unlike most of their coworkers.

The association’s managers credit the vanpool program with enabling the recruitment of

employees from a wider geographic area. Vans serving the home office, for example, transport employees from as far as 60 miles away. In addition, the vanpool program eliminates the need for approximately 1,000 parking spaces at the home office, saving the association from having to build additional covered parking facilities, which Treutler estimates would cost about \$2.5 million.

USAA owns all of the vans. The association's fleet uses two van sizes, regular passenger vans (which it calls maxi-vans) and mini-vans. USAA estimates that each maxi-van takes 10 to 11 cars off the road, while each mini-van accounts for 5 to 6 vehicles. Employees pay fares ranging from \$23-\$62 per month to cover the capital and operating costs of the vans. Fares are based on round-trip mileage and direct costs (depreciation, insurance, license fees, fuel, and maintenance) and are deducted automatically from employee paychecks. USAA subsidizes the program's administrative costs.

At least two drivers—a primary and a back-up—are responsible for the daily on-schedule operation of each van and for the safety of the vehicle and riders. While drivers perform routine fluid and tire pressure checks on their assigned vehicle, actual maintenance work is done by USAA's in-house maintenance shops (at the San Antonio and Tampa locations).

USAA reports that its vanpool drivers maintain an "excellent" safety record. The association's 150 vanpools traveled almost 1.6 million miles but were involved in only

three accidents, none of which were attributed to USAA drivers. The San Antonio and Tampa fleets were accident free. As a member of the auto insurance business, USAA is in a unique position to verify that its vanpools' accident rate of 1.88 per million miles driven "is much better than the 6.0 per million-mile rate cited as being good by the National Safety Council."

ACT awarded the USAA Vanpool Program with the *National Organizational Risk Management and Safety Award* in 1995. USAA has won the award four years in a row.

For additional information, contact: Chris Treutler, USAA—210/498-1192

Price Waterhouse - Transit Incentives

OVERVIEW: Comprehensive employer program, emphasizing parking management (private company)

KEY RESULT: Price Waterhouse achieved an average vehicle ridership of 2.3 and saved over \$300,000 per year in parking and transportation-related costs.

Commuter transportation specialists have agreed for years that the price of parking influences commuter choices. Free parking serves as a strong incentive to drive alone, and few employees want to pass up the benefit, especially if they already feel that driving is the fastest, most convenient way to get to work. Ridesharing and transit proponents have also argued that many more commuters would refrain from driving if they had to pay the full cost of their parking. Employers have typically been unwilling to risk employee rebellion by taking away the parking benefit, however.

In an unusual move, the Los Angeles office of accounting giant Price Waterhouse took that risk in 1994. The firm's managing partner realized that paid parking counteracted the financial incentives the company was offering to its employees who carpooled or rode transit.

The firm's management realized something else: Price Waterhouse was spending a lot of money on paid parking, parking subsidies, and transportation allowances for the firm's 400-plus employees. In fact, the price tag for its transportation program came to over \$620,000 a year. So the firm implemented a three-part strategy:

- Validate parking only for invited guests;

- Stop paying for employee parking and transportation allowances; and

- Educate employees about available alternatives and implement a rideshare program.

The change in the company's parking validation policy came first. By validating parking only for invited guests, the firm brought its \$50,000 annual validation budget down by nearly \$15,000 per year.

Next, the company discontinued all of its paid parking, parking subsidies, and transportation allowances, which totaled approximately \$484,000 per year. This made the cost of getting to work the responsibility of each employee. Parking in the company's downtown Los Angeles office garage costs about \$175/month. So the change had a significant effect on the pocketbooks of both the employees and the company.

Although Price Waterhouse took away valuable free parking and transportation allowances and subsidies, it offered valuable new incentives in return. Employees can earn back all or part of their commute costs by ridesharing, walking, or using transit:

Carpoolers receive a maximum of \$75 per month (not taxed, considered a parking benefit);

Walkers are treated as a two-person carpool, so they also receive \$75 per month, subject to withholding;

Transit riders can receive up to \$100 per month. Transit use includes bus, subway, MetroLink commuter rail, and light rail (up to \$65 of the transit benefit is excludable from taxes);

Employees who participate the equivalent of once a week (four days a month) receive a cash incentive of \$10/day (\$50/month maximum) for ridesharing into downtown Los Angeles and \$5/day (\$50/month maximum) for ridesharing to sites outside of downtown L.A. The \$10 and \$5 incentives can be mixed and matched during any given month.

The company launched an intensive campaign to market alternative commute modes to employees. The campaign stressed the benefits of “clean commute” modes such as ridesharing and transit. All employees received match lists of other commuters with whom they could share rides, as well as information on vanpools and tips on the best transit routes to suit their destinations and schedules.

Price Waterhouse continues to educate and inform its employees about commute options, and it sells transit passes and bus tokens on site to save employees time. New employees are immediately oriented to the options and services available. Existing employees receive frequent reminders about the benefits of not driving through a monthly newsletter.

As a result of its efforts, Price Waterhouse has an average vehicle ridership (AVR) of 2.3 at its main Los Angeles office. That AVR is due in part to the exclusion of the company’s many consultants in the employee count—the

consultants are often out of town or at client sites on a full-time basis and, therefore, not driving to the office, explains employee transportation coordinator Evelyn Cassaro. And because the cost of parking in downtown L.A. is high, employees want to find ways to cut their commute costs by participating in the company’s rideshare program. Since the inception of the rideshare program in 1991, the company’s AVR increased from 1.2 to 2.3 in 1996.

Among the other factors that help to increase the use of commute alternatives are the following:

- The Price Waterhouse program continues to have strong management support;
- The company’s employee transportation coordinator energetically promotes commute alternatives and educates employees about the benefits of clean commuting; and
- Price Waterhouse participates as an active member of the L.A. Team ETC network group and ACT, which support employer trip reduction efforts.

When the company implemented the rideshare program employees who were not already using alternate commute modes were upset with the changes. Some employees threatened to quit (but did not), and others had many excuses for continuing to drive alone. After the dust settled, and employees were given individualized help and had a clearer understanding of how the program worked, there was more acceptance of the new rideshare program. The company was also very generous: it gave employees three

months to try various alternative modes and earn the corresponding incentive while still receiving their paid parking or transportation subsidy.

Thanks to its parking changes and clean commute campaign, Price Waterhouse reduced its transportation program budget to \$350,000 per year, including all the financial incentives offered to employees who rideshare or use transit. Savings: over \$300,000 per year.

unnoticed in the region. Price Waterhouse received a Clean Air Hero award from the South Coast Air Quality Management District in 1995.

**For additional information, contact:
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The company's good example has not gone

Nike, Inc. - Transit Incentives

OVERVIEW: Comprehensive employer program (private company)

KEY RESULT: By offering Nike Bucks and other incentives, about 15 percent of Nike's employees use alternatives to driving solo on any given day.

Nestled in the suburbs of Portland, Oregon, Nike's corporate headquarters sits on a 174-acre campus. When plans for expansion were introduced in 1991, Nike decided it had to reduce drive-alone commuting. The campus then had 1,300 parking spaces for 1,500 employees. Now there are 2,015 spaces for 2,400 employees. Even with the addition of a small parking area adjacent to the campus, there are still more people than spaces available. The athletic-wear giant also employs between 700 and 800 people at its other sites in the region, including a distribution center, factory store, and manufacturing facility, and these employees must sometimes visit the main campus to conduct business.

The requirements of a new state air quality mandate add urgency to Nike's need to reduce vehicle trips to its main facility. The Oregon Department of Environmental Quality (DEQ) is in the process of calculating a baseline measurement for each

employer. Major area employers will need to reduce trips by 10 percent over three years. Through its participation in the Westside Transportation Alliance (the local transportation management association, or TMA), Nike has negotiated to make sure it gets credit for past performance. From June 1992 through November 1995, according to the company, its commute-options program saved 308,881 trips, eliminated 6,500,859 VMT, conserved 300,961 gallons of gas (based on 20 mile per gallon), and kept 241,214 pounds of pollution out of the Portland region's air.

About 15 percent of Nike's employees use alternatives to driving solo on any given day. Overall employee participation in using alternative modes averages four times a week. At its main campus, Nike averages 223 carpoolers a day; 90 transit riders; and 32 bicyclists, walkers, runners, or skaters. Its off-campus site participation averages

460 carpoolers a day; 70 bicyclists, walkers, runners, or skaters; and a few transit riders. No known vanpools are operating anywhere in the company. Employee transportation coordinator Linda Odekirk is working with a vanpool leasing firm, however, to change that.

Nike's transportation program is open to all its employees in the Portland area. To convince drivers to change their commute habits, Nike offers vouchers—called "Nike Bucks"—in return for carpooling, riding transit, bicycling, walking, running, or even skating to work. The Nike Bucks are redeemable on campus for food, merchandise in the company store, or other on-site services.

Transit riders can choose between a subsidized transit pass, sold right on campus, or Nike Bucks. A \$46 all-zone bus pass and the \$36 two-zone pass are each available at \$21 off.

Carpools

Carpoolers get a Nike Buck each time they come through the gate at the main campus. The security guard at the entrance simply hands the vouchers to the driver as the carpool arrives. Carpoolers at the off-site locations have to sign up through the program office, which checks off the carpooler's name for each day of participation. "Employees

love the vouchers," Odekirk said. "That's what sells the program. They're well received."

Nike also provides 91 carpool-only parking spaces. Given its suburban locale, all parking is free.

To further facilitate carpool formation, Nike offers in-house computerized matching of potential riders. Employees from neighboring companies sometimes call to see if they can carpool with Nike workers. Nike includes those nonemployees on its match lists for the benefit of its own poolers, but does not make the list available outside the company. Odekirk said she would like to do so, however, possibly when new matching software is installed. In the meantime, she acts as go-between when employees and nonemployees have a good carpool match.

Transit

Nike is working with Tri-Met, the region's transit provider, through the TMA to improve service, including adding buses and developing better routes to the suburban campus, which is not well served by transit. Some bus routes stop short of the campus, while others are too circuitous to be convenient for employees.

"There are glaring holes in service," Odekirk says. "In

the areas where people would be likely to take transit, they'd have to transfer twice to get there via bus. It would take them over an hour to get here by bus, when they can drive it in 20 to 30 minutes."

The area is scheduled for light rail service in about two years, with a station planned for within a quarter mile of the campus. Odekirk predicts that Nike will help employees connect with light rail via its intercampus shuttle.

Tri-Met does offer a guaranteed ride home program, which can be used by any company that subsidizes employees' transit passes by \$20 per pass. Nike has rarely had to use the guaranteed ride home service for employees. "We use it maybe four times a year," said Odekirk. "It provides a security blanket." The service uses two taxi companies to get employees home in an emergency.

Other Incentives

Nike offers incentives for bicycle commuters, as well. Employees who opt to bike to work can use secure bike storage and showers on campus, in addition to regular bike racks. The transportation office can assist employees in finding safe home-to-work bike routes. Showers and lockers are also available to other Nike employees traveling under

their own steam..

One option employees don't use much is telecommuting. "It's difficult to sell management on telecommuting, but we haven't given up on the idea," Odekirk explained.

The company also develops special initiatives and promotions to cope with high-ozone days and critical parking shortages at sites, as well as to educate employees about the benefits of leaving their cars at home. For example, when Oregon's DEQ announces a Clean Air Action day—summertime days when air quality is expected to drop below acceptable levels—Nike notifies its employees to use carpooling, transit, or other less polluting ways to work. Air quality alerts also provide an opportunity to educate employees, Odekirk noted, which supplement the company's planned educational events such as its annual "car out" day during Earth Week each April. "It's our biggest promotion of the year," says Odekirk.

Recently, when parking became tight at Nike's Wilsonville Distribution Center, the company offered "double voucher" days to entice employees into carpooling and held drawings for a week's worth of reserved carpool parking and other prizes. The special promotion was

organized over a two-month period, "with the thought that if you changed your commute for two months it would become a habit," says Odekirk.

Habit-forming though it may be, successful alternative commuting is not wholly self-sustaining, according to Odekirk: "New employees need to be educated about the program, while older employees need periodic reminders. You're constantly educating employees about the benefits of alternative commute modes and the cost of driving alone."

**For additional information,
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Bellcore - Telecommuting

OVERVIEW: Comprehensive employer program (private company)

KEY RESULT: Over a two year period, the number of Bellcore employees telecommuting jumped from 90 to 471, employees using compressed work hours went from 20 to 125, and carpools rose dramatically in number from 60 to 219.

Bellcore's employee transportation effort was originally motivated by New Jersey's air quality mandate, which required businesses to develop a trip reduction plan. Bellcore, a high-tech research company located in suburban Piscataway, was straining to achieve an average vehicle occupancy of 1.38 among its 6,200 employees.

The program has since become voluntary, and Bellcore has continued to promote commute alternatives to employees. Employee transportation coordinator Ronald Hutchinson notes that the company wants to offer employees "as wide a range as possible" of commute options. Senior management supports the entire effort.

Bellcore chose to avoid the use of negative incentives, such as charging for parking, because it wanted to foster positive employee support for commute alternatives rather than create resistance to the program. Moreover, local

zoning restrictions prohibited Bellcore from limiting the parking supply.

Neither did the firm want to offer financial incentives. To do so could have made the whole program vulnerable in the event funds ever became scarce.

Bellcore did implement one parking incentive: preferred space for carpools and vanpools. This strategy helped boost the number of vanpools from 8 to 14 over a two-year period. Similarly, carpools rose dramatically from 60 to 219. The number of carpools and vanpools has remained about the same ever since.

The company encouraged bicycle commuting by installing 65 bike lockers to support employees who choose this mode to work. Mass transit access to Bellcore is limited, and not seen as a real option for many. The "Wheels" shuttle bus operated by NJ Transit does connect some employees with

the local bus system.

Of all the available commute options, employees were most interested in telecommuting and compressed work weeks. Bellcore initiated a 90-day telework trial to test the strategy.

During the trial, employee performance was evaluated against measurable criteria, such as reports and phone calls completed. Bellcore found that productivity increased by as much as 20 percent for telecommuters, primarily because they dealt with fewer interruptions at home than at work, which enabled them to work more continuously.

According to Hutchinson, the company started its trial program with employees who were already good performers: idea-focused people who tended to engage in additional work at their own behest. Most of these

employees were highly motivated to demonstrate to their managers that they could remain productive while telecommuting. The freedom of working from home was a powerful incentive to do so, and employees also understood that an issue of trust was involved. Producing at a higher level would reinforce both employer trust and employee confidence.

Employees also responded positively to the compressed work hours option. Hutchinson notes that employees working compressed hours might work two or more hours longer for two or three days in order to have the fourth day off.

Telecommuting and compressed work hours appeared to be mutually supportive strategies, at least for some Bellcore employees. The number of telecommuters jumped from 90 to 471 in two years. In the same period, employees using compressed work hours went from 20 to 125.

Bellcore works to continually raise awareness of all commute options and promote employee choice of alternatives to driving alone. The company

uses its in-house e-mail system to disseminate new information on commute alternatives. Bellcore plans to continue its trip-reduction efforts indefinitely.

**For additional information,
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**COMMUTER
TESTIMONIALS**

Commuter Testimonials - Bicycle/Pedestrian Programs

Doug Crockett
Civano Institute
Tucson, Arizona

“Since moving to Tucson nearly six years ago, I have become a dedicated alternative mode commuter, largely due to the Travel Reduction Program of the Pima Association of Governments. Their energetic staff and informative campaigns have convinced me to try saner alternatives to driving alone. I especially appreciate the extra time, money, and good health (both physical and mental) that commuting by a combination of bus and bicycle has given me. I typically have been able to ride into work on the bus with my bike on a rack (without working up a sweat), and then ride my bicycle home at the end of the work day, which is a great stress reliever and workout. More recently, I’ve bought an electric bicycle (‘EV Warrer’) to use as my alternate-fueled company vehicle for short trips around downtown Tucson. I’m convinced that we have to and can change our transportation habits for Tucson to avoid the congestion and air quality problems of cities like Phoenix and Los Angeles. Ride On!”

Debby Kriegel
Coronado National Forest
Tucson, Arizona

“As a bicycle commuter and the transportation coordinator for the Federal Building in downtown Tucson, I believe strongly that our TDM program, which is part of the TRP for Pima County, is essential to reducing air pollution and traffic congestion in the area. As a bicyclist, I’ve been aided by the bicycle route maps and safety information the program provides. In addition, when I requested that the Federal Building manager purchase bicycle lockers for commuters, the program backed me up and we were able to buy the lockers. The program provides me with valuable information to encourage employees to use alternative modes: materials include posters, carpool applications, facts and figures about air pollution, bus maps, and brochures on bicycling and walking. We have about 300 people in the Federal Building and over the past four years our alternative-mode use has increased from 20.5 percent to 29.8 percent. I believe this is mainly due to our programs.

“Although I support stronger measures to reduce personal vehicle use (higher gas taxes, toll roads, reduced downtown parking, etc.), I realize that most of these are currently politically unfeasible. The TDM programs are, therefore, noncontroversial, totally positive and encouraging, and they work.”

Sharon L. Thompson
University Medical Center
Tucson, Arizona

“I began bicycle commuting in July of 1991, since my husband had been commuting by bicycle

since 1969. I have found this to be a very pleasant break from the auto traffic, since our route uses side streets. It is also an excellent way to 'log in' one hour of exercise each day; we travel over eight miles in a round trip. This only adds an extra 10 minutes of travel time each way over our car. I am very fortunate that University Medical Center has bicycle lockers for only \$35 per year. This is guaranteed parking, which means we don't have to battle for a spot in the auto lot. I've tallied my annual savings from bicycling instead of driving: \$1,015.68 (based on 23 cents/mile and 46 work weeks per year, averaging three bike rides per week). This amounts to a deluxe weekend ski trip to Park City, Utah."

Kurt C. Schroeder
Minnesota Pollution Control Agency
St. Paul, Minnesota

"I participate in the Lafayette Park Transportation Program. Lafayette Park is an office complex for several state agencies. I use the bus every day except when I ride my bike during the six warm months of the year. The transportation program here gives bus schedules and information and gives occasional incentives to ride the bus. There is also a newsletter that provides bus and bike information. Before the Lafayette Park Transportation program was initiated, I occasionally rode the bus. Now I use it every day of the week, except when I bike. This has allowed me to sell one of my cars and save a bundle--car payments, operation and maintenance expenses, and \$21 a month in parking fees. Equally as important, the transportation program permits me, on days when I am not busing or bicycling to work, to park for free in the overflow lot. That's a nice backup to have.

"The program at my work site has advocated for and tracked new bicycle trails in my area. A recently opened bike trail that was federally funded has cut my bike commute down by five or six minutes. I even walked to work once on this trail. Another feature of the Lafayette Park Transportation program that I have taken advantage of is their Guaranteed Ride Home program. When I had to work late once, I ended up missing my bus. So I ended up taking a cab to get home, but Metro Commuter Services picked up the cost of my cab ride. That's a nice incentive as a backup to riding the bus."

Benita Tasselmyer
U.S. Postal Service Bulk Mail Center
Eagan, Minnesota

"Riding a bicycle to work has provided me with a great deal of satisfaction. The distance to work is about 11.5 miles and it takes me about an hour to get there. My route takes me through some incredibly beautiful areas, especially when I cross bridges over the Mississippi and Minnesota rivers. In March and September, I rejoice in watching the landscape go from pre-dawn to full sunrise. The old-fashioned street lanterns along the Mississippi River Boulevard bike path wink as the sky passes from soft orange glow to a pink brilliance that heralds the coming of the sun. The magnificent sight of the sun poking out from behind the trees and buildings making up the old Mendota Village Historic site is enough to take my breath away as I ride across the gracefully arched Mendota Bridge high over the Minnesota River. The sun

continues the ascent into the morning sky as I enjoy the fine bicycle paths along Highway 13 and Lemay Lake Road. As I cross the bridges over Interstates 494 and 35-E, I notice all the cars inching their way toward their final destinations and smile. I arrive at work with a great sense of satisfaction from the exercise, and I am energized to meet the pile waiting for me in my in box.

“Some mornings are chilly, so I dress accordingly. My coworkers ask me questions like, ‘Don’t you get cold?’ But at the end of the workday, when the sun is shining and everyone wants to go out and play, I see the longing looks of my coworkers when they see me go out and get on my bicycle to enjoy the ride home. They have to drive home and maybe they will get time to play, or maybe not. For me, commuting by bicycle is play. It also helps me stay in shape and is nonpolluting. I find it to be a very efficient use of my time, and a way for me to enjoy life more. Everyone should try it; they might just get hooked like me.”

Carl Amundsen
Epsteins Department Store
New Jersey

“Walking to work is convenient and economical. I also like the health benefits and the fact that I’m not creating any pollution. When I worked for Bambergers in Newark in the 1960s I always used transit. It was great to be able to read the newspaper and not have to worry about driving or finding a parking space.”

Owen Barry
BASF
New Jersey

“I ride my bike 12 miles to meet the bus I take to my office. Why do I do it? For fitness, to reduce wear and tear on my car, and to lessen pollution. I’m doing it, too, for the kids who will be inheriting the planet. I want to do my part.”

Commuter Testimonials - Compressed Work Week

Caryl Bortner
University Medical Center
Tucson, Arizona

“I have worked four 10-hour days a week for nine years. I feel I am helping my community maintain good air quality in several ways. By virtue of my work hours (5:00 a.m.-3:30 p.m.), I am not on the road during peak traffic times adding to traffic, and I’m also not sitting with the motor running for long periods. On my day off, I make a point never to drive during peak work hours. As far as my organization is concerned, I accomplish considerably more during a 10-hour day than an 8-hour day. I am in my office during peak work hours. I am present for longer periods of time. No one is required to take my place on my day off, since all necessary work is accomplished during my four 10-hour days. It is not necessary for me to take time off the job for personal or medical reasons, since I have an extra day during the week in which to accomplish personal errands. Also, I take less vacation time, since three days off allows enough time for short out-of-town trips. My family likes the fact that I am more available with three consecutive days off.”

Bob Jeglum
Bull Information Systems
Phoenix, Arizona

Jeglum is a member of Bull’s Clean Air Team, a 20-person committee held responsible for the development of trip reduction methods and promoting trip reduction.

“Morale is so much higher since we began the 9/80 work schedule at our site.” He is referring to Bull’s compressed work week schedule that was instituted company-wide more than eight months ago. “Anyone in the company has the option of working a 9/80 if they want.” Over 100 employees now enjoy working the alternative schedule, which seems to offer many various benefits. Telecommuting is also an option.

“People schedule more personal things on that day instead of taking a day off,” Jeglum states. He adds that another benefit has been the cross-training that occurs—when someone is out on a particular day there is always coverage.

Bull surveyed their employees to assess the compressed work week program. Jeglum says, “One of the biggest complaints was that someone who was needed wasn’t there.” To address this problem, a communications package was put together and distributed to all employees giving instructions on whom to contact if a particular person was out that day. It also tells the employees on compressed work weeks how to notify coworkers they’ll be out of the office by changing their voice mail and leaving a sign on their desk.

“Now if there is a problem, we know how to report it and rectify it,” says Jeglum, referring to their communications package. “We’re seeing fewer and fewer communications problems.”

“At first there was also the problem that middle management had issues with productivity and accountability. The Clean Air Team addressed their concerns by surveying the employees who would be affected by the team’s initiatives. Based on their input, we were able to show management that most of their concerns were based on perception, not reality. For example, with telecommuting, if you don’t see someone at his desk working, then you think he’s not working. But with all the trip reduction measures, projects have stayed on schedule, and in some areas it seems the productivity is up. Now middle management fully supports and even participates in the program.” He adds that upper management has supported the compressed work week program all along.

Best of all, Bull positions the compressed work week schedule as a trip reduction measure and community benefit. “We want employees to be conscious of how they can be a part of the solution to cleaner air,” says Jeglum.

Sue Dobrinsky
Porzio, Bromberg & Newman
New Jersey

“My compressed work week?” I love it! I work a 35-hour week in 4 days and have Mondays off. One big plus is being able to do things on my extra day off that I might normally have to miss work for...like doctor’s appointments.”

Karen Basli
Westchester County
Westchester, New York

“I am assistant to the county executive in Westchester County. I have worked for the county for 24 years and my daily commute is approximately 55 miles round trip. I’ve logged many miles and the majority of those have been in ever-worsening traffic congestion. I was thrilled when the county needed to implement an Employee Commute Options program and one of the options, compressed work week, was made available to me. Since 1994 I have been working a four day compressed work week. Four days a week I work from 8:00 a.m. to 6:00 p.m., and Wednesdays I am off.

“This arrangement has tremendous benefits for the county and me. The work day for most of the county employees ends at 4:00 p.m.; department heads need to work until 6 p.m. Because I work later, I can attend to the phones and walk-in inquiries in my division at the county building. This is an important service for many people who are unable to conduct county business before 4:00 p.m. From 4:00 to 6:00 p.m. is some of my most productive time. Often, the phones are quieter during this period and I am able to accomplish other important tasks. Working a compressed week also enables my supervisor to lead a more balanced life between her work and family responsibilities. She is able to attend important functions in which her children are involved because I provide necessary office coverage after 4:00 p.m..

“As for me, the compressed work week has been wonderful. I actually started working this

schedule to be a role model for the county employees when I took on the responsibilities as the county's ETC (employee transportation coordinator). Although compressed work week has not worked in all the departments within the county, many employees have taken advantage of this commute option. One of the greatest benefits to me is that I don't have to deal with driving in traffic on the day I am off. Actually, this also benefits the region, as I do not contribute to traffic congestion that day, as well. The extra day during the week allows me to do things I would not have had time to do before. Although I am not currently involved with this project, I was able to write a weekly food column for my community newspaper, which was very well received. I can run around on Wednesday and do my errands, which frees up my weekend time to spend more time with my family. My husband greatly appreciates the benefits of my work schedule.

“When I was working the standard five-day week, I felt like I didn't have a life. Now, I have a life and that makes me a happier, more productive person both on and off the job.

Commuter Testimonials - Guaranteed Ride Home

Karen Bazinet
Pima Association of Governments
Tucson, Arizona

“The largest incentive for carpooling for me is that our organization offers paid parking and a Guaranteed Ride Home program for carpoolers. Working downtown, where there are already too many drivers and very little parking, this is a great incentive. Another incentive is knowing that in a small way I am helping with the air quality problem, and traffic congestion. My husband is also a carpooler. He works 70 miles south of the city in Sierra Vista. His main incentive is to save wear and tear on our vehicles, plus we save approximately \$100 a month by his carpooling and \$40 a month that I don’t have to pay for parking. Carpooling definitely pays in many, many ways.”

Beth Smith
Richmond, Virginia

“My day care center called to tell me my daughter was sick and running a high fever. My employer called a taxi, which arrived in five minutes. I got to the center in time to get my daughter out and took her straight over to the doctor. The taxi driver was just as pleasant as he could be. It all worked out great!”

Commuter Testimonials - HOV Lanes

Ed Henderson
International Eye Foundation
Bethesda, Maryland

Ed Henderson, who lives in Gaithersburg and works at the International Eye Foundation in Bethesda, had been looking forward to the opening of the new HOV-2 lane in Bethesda because he believed it would save him time. And he's right. What used to be a 45-minute commute now takes 30 minutes to travel the 10 miles each way. "The HOV is wonderful and quite a time-savings," says Henderson, who calculates that this is actually a "50 percent time savings." As a carpooler, he's entitled to a discount for parking in Bethesda. He prefers to carpool instead of using bus or rail because it saves time and money. A mass transit commute would presently take over an hour, he says, and cost more money.

Ileana Luaces and Deborah Proffitt
Wechsler, Selzer, & Gulvitch, Law Offices
Bethesda, Maryland

Ileana and Deborah are in a three-person carpool, commuting daily from Germantown to Bethesda and returning home. Since mid-December, they have been taking advantage of the new HOV lanes now open on I-270. All agree that carpooling saves gas and time. "HOV is fine and quicker," says Ileana.

Bob Saal
Westat
Rockville, Maryland

Bob Saal of Jefferson, Frederick County, says he is pleased with the Community Services programs through which he's been matched with many of his ridesharers. Since 1978, he's been running a 15-passenger vanpool with three drivers among them. Each commuter pays about \$85 monthly. In 1994, Montgomery County cited Saal's group as "Vanpool of the Year."

Saal leaves home by 6:00 a.m., meets his fellow commuters at a Frederick County shopping center where parking is free, then arrives at his job at Westat on research Boulevard in Rockville within an hour. In the morning, the extra lane on I-270 saves at least 15 minutes (this lane will be converted to HOV-2 in about two years). In the evening, it is "clear sailing all the way" in a new northbound HOV lane, whereas traffic backs up in the regular lanes. "It's encouraging to see state troopers enforcing the HOV-2 lanes," Saal says. He believes that increased congestion combined with bad weather will urge more people to carpool. Saal's van is the "ultimate HOV vehicle," he says.

Lea Siegel
Burt Associates, Inc.
Bethesda, Maryland

Lea Siegel has been carpooling for three years from Gaithersburg to Bethesda where she works for a financial services firm. As a result, she receives a reduced parking rate. She is also taking advantage of the new HOV-2 lane on I-270, which cuts 15 minutes off her drive time in the morning. "That's more time at home," she says.

Janet Citel, Nancy Jacobs, and Pam Vreeland
Andersen Consulting
New Jersey

"We enjoy the convenience and the company of our carpool. And we love the HOV lanes! Another plus? Our company offers some nice incentives [to share the ride]."

Verlene Derrow
Dallas, Texas

"Commuting via carpool has meant fewer traffic hassles and less stress. I am able to get on to the high-occupancy vehicle (HOV) lane and arrive at home or work within 15 to 20 minutes. It would normally take about 45 minutes. I have also saved money. I enjoy commuting with my daughter, as it allows me more personal time with her. I can read or sleep during our commute. By carpooling, I also make my contribution to that reducing air pollution."

Commuter Testimonials - Carpooling

Jim Heck
Seniors' Resource Center, Inc.
Golden, Colorado

“Sharon White of Ride Arrangers at the Denver Regional Council of Governments worked two years to find a ride that would work for me. Most of those on the match list over the past two years, when I called them, said their situation had changed and they were no longer in need of carpooling. Several said to call them back in about a year. None said yes. Sharon took a personal interest in making a connection that would work for me.

“I had a seizure in November. Medication and state law prohibited my driving. By car my commute took 30 minutes in heavy traffic; in light traffic, it took 15. The office park is served by a Regional Transportation District (RTD) bus once an hour; the journey involves transfer from another route and takes about 90 minutes one way from my home. My wife can cut my trip to 40 minutes by driving me to an RTD park-and-ride at the route's midpoint, but that delays her arrival at work. So really I needed a carpool partner who would drive his or her vehicle exclusively--I indicated that I was willing to pay for my rides.

I'm pleased with the carpool Sharon arranged for several reasons. First, my carpool partner lives in my neighborhood and works in the same office park. Second, our work day hours are compatible. Phil works a nine-hour day, which enables me to arrive at work at 7:30 a.m. and leave at 5:30 p.m. He takes Monday mornings off, so I take the bus from the park-and-ride on Monday morning, and he picks me up that night. Lastly, Phil and I share common interests.”

Cheryl Bertics
Atlanta Regional Commission
Atlanta, Georgia

“My company's ridematch service is one of its best perks! I really enjoy being part of the solution. The best part of my commute is that I have become friends with my carpool partners. We spend the time joking and laughing, so that when I arrive at my destination, work or home, I am in a much better mood than when I was driving alone. The commute seems faster because we are talking about the day or plans for the evening, rather than staring at [and being one of] the drivers who feel frustrated because they are stuck on the interstate. I am a happier and more productive employee as a result of carpooling.”

Ted Ahrens
U.S. Army Concepts Analysis Agency
Bethesda, Maryland

For the past two years, Ted Ahrens has been a passenger in a carpool of five, four of whom take turns driving. Montgomery County Commuter Services helped bring the carpoolers together. Ahrens says they are an “extremely compatible” group. “I'm delighted with carpooling to work,

and I absolutely recommend it,” he says. The group meets at the Lakeforest Mall’s free park-and-ride lot, then drives to Bethesda, where parking at a county garage is also free for a carpool of this size. Ahrens pays only \$10 a week to cover gasoline. He estimates it would cost more than \$100 monthly to use another form of transportation, so he remains committed to carpooling. Also, his carpool now takes advantage of the new HOV-2 lanes on I-270.

Bill Vonfeldt
National Weather Service
Silver Spring

Bill Vonfeldt likes the social benefits of carpooling: “I like meeting different people and learning what they do at work,” he explains. “It’s very interesting. The four carpoolers rotate driving weekly and split the reduced parking rate for carpoolers--\$30 monthly--paying \$7.50 each per month. It’s a definite money saver.”

Vonfeldt likes being able to travel “garage to garage” without a coat. He commutes from Damascus, Maryland. Three members of the carpool and their spouses have extended the socializing and are now going out to eat once a month to try new restaurants. The carpool is in such demand that there is a waiting list to fill the next opening.

Jan Pederson
Grand Metropolitan Inc.
Minneapolis, Minnesota

“I joined a carpool 10 years ago for economic reasons and also to eliminate the stress of commuting. Both objectives were met almost immediately. Over the years carpooling has become better, better, and better. I can’t imagine going back to single-vehicle commuting. When viewing a single-occupant vehicle during our commute, it appears senseless. Our carpool consists of three people, sometimes four, commuting five days a week from Apple Valley, Minnesota, to Minneapolis. Total round trip is approximately 52 miles. One of the group is designated as the driver of his or her own vehicle for the week, so each carpooler uses his or her own vehicle one week out of three or four. Instead of meeting at a Park and Ride, each driver of the week picks up the other poolers at their homes according to a schedule. If we happen to lose a pooler, quite infrequent, we turn to Metro Commuter Services for assistance finding a replacement. They have been most helpful.

“Pooling gives us the following benefits:

- Reduced wear and tear on our vehicles;
- Parking split three or four ways (it’s already at reduced cost for poolers);
- Accessibility, as a pooler, to the new Region Guaranteed Ride Home program;
- Additional personal time during the commute (if not driving) for reflection, reading, and other activities;
- Opportunity to establish close friendships with other poolers. They are like a second family. We have been through extensive experiences together--personal highs and lows, family tragedies and

celebrations, hopes and dreams; and
Escape from the stress and frustration of being stuck alone in the car during rush hour slow traffic or traffic jams. Fellow poolers make it bearable.

“Again, I wouldn’t commute to work any other way.

“P.S. Our carpool has also helped law enforcement officers cite single drivers abusing HOV lanes. We write down the plate numbers and inform the local police. We’ve been told that tickets have been issued to offenders whom we’ve identified. Same pattern was followed when several drivers in traffic were extremely abusive during the commute.”

Brenda Airington
Central Fidelity
Richmond, Virginia

“I have been carpooling for over 20 years. It works great for me. It’s consistent, keeps me on my schedule better, benefits the environment, and it makes the ride quicker. It is nice to have someone to ride with. I wish more people would do it.”

Paula Otto
Virginia Lottery
Richmond, Virginia

“At first, I was really reluctant to rideshare--I’m pretty independent. The idea of riding with somebody else on their schedule, and not being able to leave home and work when I really wanted to, did not appeal to me. What I found, though, is that I love it! The two weeks in which someone else is taking their turn driving really takes the pressure off my commute!”

Commuter Testimonials - Vanpooling

Erlinda S. Soriano

**City clerk's office, City of San Diego
San Diego, California**

“I've participated in the County of San Diego's vanpool program since 1982. It is an excellent program which benefits the county, city, and the employees. It relieves freeway congestion, thereby reducing pollution. Vanpools provide a fast, comfortable, and reliable way to get to work for many individuals. The state provides a monthly subsidy to the program which makes it cost-effective. A parking space [for the van] is being provided by the county for the convenience of the drivers and riders, allowing us to be prompt and conscientious employees. As of December 1995, the state's ridesharing credit, which allows employees to deduct their ridesharing expenses from their personal income tax, has expired. Without the tax credit, some vanpoolers lose that incentive and may return to driving alone. For me, vanpooling is beneficial. I just hope for a continuous state subsidy and the return of the ridesharing credit.”

Jodi Costeines

**The Perkin-Elmer Corporation
Wilton, Connecticut**

“I am a senior staff assistant at Perkin-Elmer Corporation. I have been with my company for 12 years and for the majority of those, I have commuted by vanpool through the company-sponsored vanpool program. My present commute is approximately 40 miles round trip, but when I started working for Perkin-Elmer, I lived in a different town and my commute was much longer. Actually, the length and difficulty of my commute back then was what prompted me to start vanpooling. During that time, a bridge along the route I traveled was undergoing construction. The daily traffic tie-ups were becoming unbearable. Someone at work who drove a vanpool right past my house suggested I try vanpooling. I did, and I loved it.

“Actually, I stopped vanpooling for a short period of time after my maternity leave to bring my son to day care, but my driving days did not last long. Although I did get used to a certain freedom that came with having my car, when it started giving me trouble from too much wear and tear, I went back to vanpooling. Only then did I realize what I had been missing. I felt much less stress by the time I arrived at work in the morning and home in the evening. Furthermore, in the van I am able to catch up on reading that I don't have time to do at home.

“I've benefited in many ways from vanpooling. By not driving to work daily, I am able to save tremendous amount of wear and tear on my car. My '89 Ford Escort has over 100,000 miles already, and vanpooling is certainly prolonging its life. I save about \$10 a week on gas costs, and because my company subsidizes my vanpooling, my commute is fairly inexpensive. And I save myself from the stress of driving in traffic every day. Other than occasionally having to work late unexpectedly, I am also able to leave work on time every day. If I need to work late, I don't worry because Perkin-Elmer has a Guaranteed Ride Home program. This also applies for getting home during the day in the event of an emergency. As a working parent with a young child, this

gives me peace of mind and is extremely important.

“Perkin-Elmer also benefits from having a vanpool program. The company is eligible for Connecticut state tax credits and is also a good corporate citizen. In addition, employees who vanpool arrive at work on time, even in inclement weather when others tend to be late.

“The community and region benefit from Perkin-Elmer’s vanpool program because it takes cars off the road, relieving traffic congestion and lessening the impact to air quality in the region. Perkin-Elmer’s vans also cause less air pollution by using propane gas. And with fewer cars on the road, there are also fewer traffic accidents. All the necessary support services called upon to deal with accidents (police, fire department, emergency medical personnel, etc.) can use their resources elsewhere.

“It’s easy for me to vanpool at Perkin-Elmer. My company offers a wonderful program with excellent support services, including an on-site cafeteria. If I need to shop during my lunch break, many stores are located in walking distance. There really is no reason for me to have my car during the day. Honestly, leaving my car at home is not a sacrifice. In fact, it’s a pleasure. I love vanpooling and consider this to be an extremely important company benefit.”

Ray Chiaramonte
Hillsborough County Planning Commission
Tampa, Florida

“Bay Area Commuter Services helped identify and organize potential riders to get our van going, and assists in finding new riders when existing riders drop out. The program has made my life much easier and less expensive since I moved 68 miles from my office. Our van is taking seven to eight trips each way off the highway, has enabled me to sell one of my cars, and has lowered my gas costs even though I’m farther from work because the cost is divided among the group. I think the vanpool concept has tremendous growth potential and is a very effective way of getting people out of their cars.”

Carl Genrich
Jim Walter Corp.
Tampa, Florida

“I enjoy the vanpool because it saves wear and tear on my car. It also reduces my auto insurance. Another advantage to the vanpool is riding with other passengers. We begin talking and it makes the commute go faster. Bay Area Commuter Services was helpful in finding all seven of the people we presently have in the van. Keep up the good work.”

Jason P. Johnson
U.S. Navy/Moadill Air Force Base
Tampa, Florida

“The vanpool as a whole is one of the best ideas for time savings and convenience. It’s

economical, and at some point even entertaining. If more people took the vanpool, traffic would improve greatly in the Tampa area. Our van has worked out well for all participants. We all communicate our travel plans up front, so no one is left 'high and dry'. I think it is a wonderful way to go to and from work daily. I highly recommend it to anyone."

Sheila Kobiella
CW Costello & Associates Inc.
Temple Terrace, Florida

"I have been commuting between Kissimmee and Tampa for the past three years, and have been involved with the vanpool since August 1996. Although participation in the vanpool has lengthened the amount of time my commute takes, I have realized significant savings in gas expense and mileage on my car. In addition, because I am not actually driving, I am able to relax during the trip and arrive at work more rested than I am when I must drive my own car. I also find the company of the other folks in the van to be a pleasant distraction. Bay Area Commuter Services (BACS) is doing a great job helping riders find one another. None of us knew the others before joining the vanpool. It is due to the assistance of BACS in matching us up that our vanpool started and has continued to grow."

Ros Owen
Standard Register Co.
Tampa, Florida

"My commute was 200 miles a week from Brandon into Tampa's Westshore Business District. I heard about the Bay Area Van Pool on the radio and wasn't sure how it worked, so I called in. They took my name, and mailed a list of names of other interested people. However, even though they were only a little over a mile away, that mile involved a lot of bad traffic, so I didn't call.

It was some time later, then, that I was called and invited to a meeting by Bay Area Commuter Services (BACS) with a group who had earlier been part of a BACS van pool. BACS brought out the map showing our locations, so that we could decide on a route. Their experience and information on previous pools was very helpful to me as a newcomer. And, they allowed us to go out into the lot and see the van inside and out which was reassuring--they're very nice vans.

Some members of our pool choose to read, others work, and several converse on our commute. I find it a very pleasant ride, despite a slightly earlier start and later evening. Unexpected benefits for myself were in gaining a much longer lunch hour when needed, and in having more undisturbed time to work in the morning. I was also more alert in the morning because I had been up and conversing earlier! I really believe it has improved my productivity and the quality of my day.

The vanpool saves me about \$40 a month when the van is filled, and of course, wear and tear on my car. The loss of one passenger, however, for whatever reason, presents a problem for the rest of the riders, and can begin the unfortunate unraveling of the group.

My personal assertion, after becoming acquainted with the other members of the group, is that

each of us is a little above average in our willingness to make small sacrifices in our lives. Possibly, this type of personality, when grouped together, could spearhead a more widespread use of vanpooling. The marketing efforts might well be spent toward volunteer organizations, reaching adults involved in scouting, volunteers within churches, synagogues, charities, etc. We also have members who (because of past experience in New York City and Hong Kong) have never needed to drive themselves to work.”

Gaile F. Rankin
GIEDS
Tampa, Florida

“My experience with the vanpool has been nothing short of excellent since I joined my group last May. We have eight riders, each with a potential commute of 37 to 45 miles each way. Instead of eight cars being on the road, we have one. Instead of eight people getting to work frazzled, we have eight relaxed employees. Even our driver can relax a little more than in his own car because he has what we call a ‘copilot’ in the front to help him see potential problems. We spend approximately \$110 on gas each month. Split between eight riders. That’s a significant savings compared with the \$100 a month I’d spend on gas for my car.”

Diane Hoffman
GPU Service, Inc.
New Jersey

“One of the main reasons I moved to Sparta was the Diamond Express WHEELS service. Not having to drive myself down Route 15 and Route 80 is great...I read the paper and relax instead.”

Rick Perry
Lucent Technologies
New Jersey

“I’ve spent 18 years vanpooling because the traffic is terrible and I wore out a lot of cars before. Our group of 15 is pretty close knit but we do have one strict rule that we enforce: no discussion of dinner during the ride home!”

Anne Andrews
Sherwin-Williams
Cleveland, Ohio

“I think vanpooling has not been advertised enough to the public. The best way to get on a vanpool in this areas is to call the NOACA office and ask for the names of vanpool drivers for a particular commute, then get on the waiting list directly with the vans. If the vans (there are 2 from Stow City Hall to Public Square) are full, ask to be called as a substitute when vanpoolers are absent. Or consider getting enough people to start a new van. This would cost me \$19.50/day at 26 cents per mile to drive personally (this includes insurance, maintenance, and the cost of regular gas) or \$4,457.50 per 49 weeks plus \$980 for parking (\$4 per day). At full price the van

costs \$1,044 to \$1,176 for 9 or 8 paying riders, respectively. In addition to great financial savings, I save myself from high blood pressure by being driven to work while I learn the latest jokes and hear about good restaurants, movies, etc., from my travelmates; or sleep, read, or listen to my headset. As an informed member of the League of Women Voters, I support vanpooling as the environmentally friendly thing to do, as does the LMV.”

Sterling Deal
State of Virginia Health Department
Richmond, Virginia

“One of the best things about vanpooling is that it opens up the Richmond job market to those who live further out of the region. The conservation of energy and benefits to the environment are a plus, also. I came into my vanpool group after it had already been running for about 12 years. It is quite relaxing knowing every day that the commute will be less stressful. Many new riders comment on how nice it is to read, sleep, and prepare for work--things that would be more difficult for them to do if they drove alone.”

Commuter Testimonials - Telecommuting

Clifford Scott
BF Goodrich Aerospace
Phoenix, Arizona

“The office just can’t keep up with my output,” says telecommuter Clifford Scott, technical writer for BF Goodrich Aerospace. “While they’re busy putting out fires and dealing with other distractions, I’m getting a lot of work done.”

Scott drove the 52-mile round trip to work in downtown Phoenix for nearly 10 years. Since July 1996 he’s been a full-time telecommuter, with once-a-week trips into the office on Wednesday mornings, although Scott is trying to convince his supervisor that he only needs to drive in every other week. With all the advantages of today’s technology, Scott feels that “face time” is not really necessary on a weekly basis.

“If I had to go into the office every day, then I think I’d retire,” Scott says. He now experiences the many benefits of working out of his home office and would not trade his current arrangement for any other. Providing mostly all of his own equipment was agreeable to him as he felt it was suitable trade off. His list of telecommuting equipment includes a computer, a back-up power system, printer, sip drive that he carts back and forth to the office, a modem to access BF Goodrich LAN, a fax machine, and an additional phone line. The company did provide a color scanner, which he uses for the production of company manuals.

As a writer, Scott measures his productivity by the number of manuals he can write and produce working at the office versus working at home. “Since I’ve been telecommuting, I’ve been able to write and produce one manual per week. When I was at the company site, I use to produce one manual every two to four weeks.” Another benefit of working at home is that he’s able to concentrate much better not having the distractions and constant noise of the office environment.

Scott’s supervisor, Scott Hensen, is very pleased with the results derived from telecommuting. “I believe it has improved Cliff’s morale,” Hensen states. According to Hensen, the quality and quantity of his work has remained just as good as when he was in the office.

Another positive side effect of Scott’s full time telecommuting is the improved communication between employees and supervisor. “We have a more formal communication process now,” Hensen states. “We exchange e-mail and talk on the phone daily. Our weekly meetings are more efficient and effective now. We get straight to business.”

Scott definitely feels more satisfied with his quality of life since he began telecommuting. “It makes my wife happy because I’m able to have dinner ready by the time she comes home,” Scott says. Although the hours fluctuate, his typical day at home goes from 6:30 a.m. to 3:00 p.m.

Working at home has given him freedom from the every-day drive and cuts down on stress significantly. Scott adds, “Traffic doesn’t affect me like it used to and it helps save money by not

operating a car every day.” He also feels good that he isn’t adding to the brown cloud of pollution that hangs over the Phoenix metropolitan area. “Because of telecommuting, I’m also not contributing to the wear and tear on the roadways.

“My coworkers would probably like to join me,” he states when asked how he thinks they feel about it. “We solve problems over the phone and if I need something hand delivered, one of the employees at BF Goodrich who lives near me just drops it off at my house.”

“Although Cliff has worked closely with the two others in his department for years, the full-time telecommuting arrangement works very well for all three,” Hensen says. “Job responsibilities have not been affected by the telecommuting at all.”

Regarding the benefits to the entire organizations, Hensen states that the company saves money as they no longer need to provide office space or a computer for Scott. Hensen is also in favor of expanding the telecommuting program at BF Goodrich Aerospace, hoping it will help clean up the air and reduce some of the traffic congestion.

Telecommuting has also allowed other benefits that Scott was not counting on from the start. Last November he was diagnosed with Diabetes, which requires him to perform blood sugar readings four times a day. Although the procedure is not time consuming, he admits it would not be as convenient if he were at the office. He also was informed that, on some days it may not be safe for him to drive and he’s not always aware of when these times occur. In that case, telecommuting has provided him with a way to continue working successfully in a very productive environment.

Margaret Cassella
MetroPool, Inc.
Stamford, Connecticut

“I work for a small nonprofit transportation company in Stamford, Connecticut. When I first joined the company in 1988, I had just bought a house in Hamden (58 miles away). During my interview, I picked up a brochure about commuting by transit and a train schedule that the company had displayed in its Commuter Info Center. I learned that my new office was in walking distance of the train station. In addition, my company offered a \$30 per month TransitChek voucher (it has since increased to \$65 per month). From my first day, I traveled to work by train--a commute that took me 3.5 hours per day but could have taken, with traffic, more than 4 hours a day by car. Not only do I save time, I also avoid racking up miles on my car.

“After more than six years of commuting 3.5 hours per day, five days a week, my company instituted a telecommuting program. The program was prompted by training workshops on telecommuting sponsored by MetroPool and the Connecticut DOT, and was designed with the use of sample policies and information materials created by MetroPool and other transportation demand management companies. My work record and tenure with the company (along with the nature of the work I perform) make me eligible for the program, and I began working at home 1 to 2 days per week in July 1995. Since then, I estimate I have saved almost 400 hours

commuting time--close to 10 full work weeks. Telecommuting keeps my spirits up and gives me an opportunity to do the planning, writing, and research that is so critical to my job but hard to get done when I am in the office. A phone, fax, and e-mail keep me in constant contact with staff, clients, and numerous others whom I need to interact with every day.

“During the past year, my company has added other incentives to encourage the use of alternative transportation (such as a quarterly raffle and one extra day off per year), and more people in my company are making the switch from driving alone. These incentives, along with constant reminders of the benefits of ridesharing that I hear on the radio and a new “Commuter Rewards” card that I will get from Connecticut DOT next month (for discounts on lots of good stuff) keep me feeling good about keeping my car at home.

“The ability to telecommute has made a big difference at the office, and at home. At home I am now able to “have a life” a couple of days per week. I actually have time to go to the gym before work, cook a meal, or even go out after work. My husband and dog appreciate having me around more, too--especially my dog.

Beverly Hunt
Elizabeth Arden
Stamford, Connecticut

“My daily commute is approximately 72 miles round trip and it is quite varied--three days a week I ride the train to work, one day a week I telecommute, and one day I drive. Elizabeth Arden provides me with wonderful support services and incentives to commute by train. I receive a \$30 voucher each month that covers about half the cost of the train ticket and, most importantly, a shuttle is provided from the train station to my work site. Without this shuttle, it would be really difficult to commute by train because my company is not located walking distance from the train station.

“I can’t say enough wonderful things about telecommuting. In a nutshell, it’s given me my life back! The benefits to me and my company are real and measurable. As a senior planner, I have a tremendous amount of computer work. Each week I must sift through a massive computer report and until I began telecommuting in 1994, it was difficult, if not impossible, to complete this analysis because of interruptions at work. Now, however, I’m able to get through this report at home and get the routine things out of the way, so I am able to concentrate on bigger problems at work. In fact, I had quite a few major product launches in ‘94-’95 that I would not have accomplished without the “uninterrupted time” afforded me by telecommuting. In 1996 Elizabeth Arden had a good year regarding customer service and inventory levels, which the company managers attribute, in part, to greater productivity due to telecommuting.

“Elizabeth Arden has wonderful support services and policies for telecommuters, such as laptops, weekly telecommuting flex-time (i.e., if you have a meeting on a day you would normally telecommute, you can telecommute on a different day of the week), and telecommuting on snow days. When I telecommute, I am more accessible to my coworkers than when I am at the office. I feel it’s essential to stay at my desk and near the phone at home, due to the tremendous

importance of this company benefit to me.

“Above and beyond the two hours I save by not commuting, the time I gain from telecommuting has a domino effect. The day I telecommute, I can get up when I normally would for work and do household chores. So, those are done for the week. During my lunch hour I can run all the errands (bank, drycleaner, and so forth) I would normally do on a Saturday. Again, those are finished for the week. I can arrange doctor appointments and go early in the morning or sometime during the day. No longer do I have to schedule these on a Saturday or leave work early during the week. In essence, telecommuting has given me my weekends back and the quality of my life has improved substantially.

“Telecommuting also benefits my community. Not only do I help alleviate weekday congestion on the roads when I work at home, but doing my errands on the day I telecommute means I’m not contributing to weekend congestion around the stores in my community. My family has also benefited from my telecommuting arrangement. I have more time to spend with my husband and can often have lunch with my mother, since she lives nearby. I know it sounds unbelievable, but telecommuting has opened up my life. This commute arrangement has definitely been a win-win situation for both Elizabeth Arden and me.”

Char Hudak
National Exchange Carrier Association
New Jersey

“Telecommuting enhances my productivity. Because I have no interruptions while I’m working, I can really concentrate on what I’m doing and ultimately produce a better product for my company. I definitely find it less stressful. I’ve been doing this long enough that I have an established routine. On days when I work at home, I know what I have to do and I just get down to it.”

Commuter Testimonials - Transit

Tracey Gutheim
Pima Association of Governments
Tucson, Arizona

“Pima Association of Governments offers a 100 percent bus subsidy as part of its Travel Reduction Program (TRP). I choose to ride the bus for several reasons. First, I am able to avoid driving during rush hour traffic. Over the past year, I have become good friends with several of the other commuters. We all enjoy pleasant conversation, instead of worrying about the hassles of commuting. I have also found that riding the bus saves me over \$100 a month on parking, gas, and insurance. These reasons, combined with the air quality benefit, led me to start commuting by bus. However, without the subsidy, other commute options--such as carpooling or driving alone--would become more attractive. The incentives offered by the TRP allow alternative modes to compete more equally with driving alone.”

John Kretser
VA Medical Center
Tucson, Arizona

“I started riding the bus as an alternative mode when the carpool I was in dissolved after over two years. I chose the bus since our Sun Tran system is reliable and the buses are air-conditioned. The cost is also reasonable. I save approximately \$500 a year versus driving alone to work if I take the bus every day. I can't always do that, but I know that every day is worth \$100—if I ride every Monday year-round, for example, that's a savings of \$100. I found two more unexpected benefits: I have been able to keep up with my professional reading when I ride three to five days a week, and I have a high-stress job and the bus ride allows me transition time to “psych up” coming in and “wind down” going home. I also just feel good as a citizen whenever I can help keep our air cleaner by using an alternative mode.”

Clifford W. Hall
State Controller for the State of Colorado
Denver, Colorado

“The Clean Air Transit Benefit for Colorado state employees has been state law for approximately nine months. During these past months the program has been recognized as a vital state program by the state departments and all state employees, particularly those in the Denver metropolitan area. It's available to Colorado state employees in great part because of the leadership and support provided by the Denver Regional Council of Governments (DRCOG), which educated the Colorado legislature and Denver area business leaders on the importance of broadening transportation options to Colorado state employees. It is clear that providing this transportation option to state employees will further assist a State of Colorado mission of mitigating traffic congestion and creating clean air solutions for all Colorado residents.”

Laure Knight
Public Service Company
Denver, Colorado

Laure lives in a mountain community and has a 50-mile one-way commute. She drives 12 miles to a park-and-ride and catches an express bus at 5:20 a.m. She sleeps all the way downtown. She arrives at 6:20 a.m. and walks five blocks to work. She rides the bus with a regular crowd; they're "one big, happy family." She catches a bus home at 4:20 p.m. or later if she has to work late. "I love that the bus schedule is flexible. I can still catch my bus if I have to work late." She likes the bus drivers.

Laure is happy with the company's support (Public Service Company pays a percentage of transit fares). She used to drive quite a bit; she put 50,000 miles on a car every year. She tried everything to be energy efficient, such as driving a small car. She started with the bus on bad weather days, and found it to be so much more peaceful. Driving alone was an insane way to start the day; traffic was like the post-apocalyptic movie "Return to Thunderdome." Riding the bus is so much more relaxing and saves wear and tear on her vehicle. The commute time by bus is within five minutes by car.

Laure works in credit and collection, and feels she is in better spirits when she arrives at work because the commute is less negative and stressful. She says, "I'm funner to be with." Her ten-year-old son loves living in the mountains, and she is also in better spirits when she gets home. "I get sad if I can't take the bus."

The bus is a bonus. She would love to see more people do it. "It could cut down on pollution everywhere. If people could see the first sight of the brown cloud as you turn the corner coming down from the mountains, they might be more motivated to do something."

Lee Sayers
Anderson Consulting
New Jersey

"The train is very soothing. I like to chat with the other regular riders and watch the scenery."

Chris Corcoran
ABS Americas
Houston, Texas

"Being able to use a commuter bus has been a welcome option in my daily travel routine. The bus is a real asset to me. I estimate that using the bus, aside from the environmental benefits, allows me to keep \$500 to 1,000 in my pocket by way of reduced personal expenses on gasoline and insurance and repairs. Coupled with the savings, I enjoy leaving the driving to someone else; sleeping without worrying about running off the road; reading--both for work and for pleasure; and casual and business discussions with other riders. Let's keep it going!"

Jan Powers
Anadarko Petroleum Corporation

Houston, Texas

“Riding the Greenline Express makes my work day more pleasant and productive. I use the commute time to read and prepare for business activities. I arrive at the office feeling rested and prepared for the day. My coworkers have noticed a difference in my demeanor. No longer am I aggravated or nervous from dealing with rude or belligerent drivers. The commute home allows me time to unwind before I walk through my door. I have time to think about my family and greet them in a more relaxed frame of mind. I like the safe feeling I have by riding the shuttle. A woman alone in car is a target. With the crime rate escalating, I don’t want to become a “statistic.””

**Gabriel Tam
ABS Americas
Houston, Texas**

“I used to drive alone to work every day, fighting the heavy traffic during rush hours two times each day. It was very stressful. To avoid the traffic, I had tried to work early in the morning and stay late at the office in the afternoon. However, that meant my family always ate very late and there was not much time to spend together in the evening. It was not a good alternative. Now, with the Greenline Express program, I can relax during the ride to and from work, listening to my favorite CDs, reading books, or simply doing nothing. When I reach the office or home, I am no longer stressed by the hassle of driving and both my mind and my body are more at ease; as a result I am enthusiastic about starting work in the morning, and at home I am ready to enjoy the evening with my family. It makes a big difference to me and my family. Not only I notice the change; my family now hardly complains about a lack of time to do things together in the evening.

“If this commuter transportation program was not in place, I would have to buy a second car to get to work. This would indeed cost us much more both in the short and long terms, not to mention the environmental impact of adding one more vehicle on the road.”

**Scott Watkins
Texas Commercial Bank
Houston, Texas**

“Because I am blind, I cannot drive myself to work. I have been using mass transit for roughly nine years. When my company transferred me from downtown to the Greenspoint area, I thought I would have to quit my job; either that or my wife would have to drive me to work and pick me up. The GreenLine Express turned out to be another option, and it has worked out very well. Without the service I don’t know what I would do.”

**Mary Foust
Richmond, Virginia**

“The best part about taking transit for me is that my job pays for me to come to work everyday. It costs me nothing. My car insurance went down. Everything about riding the bus is a plus!”