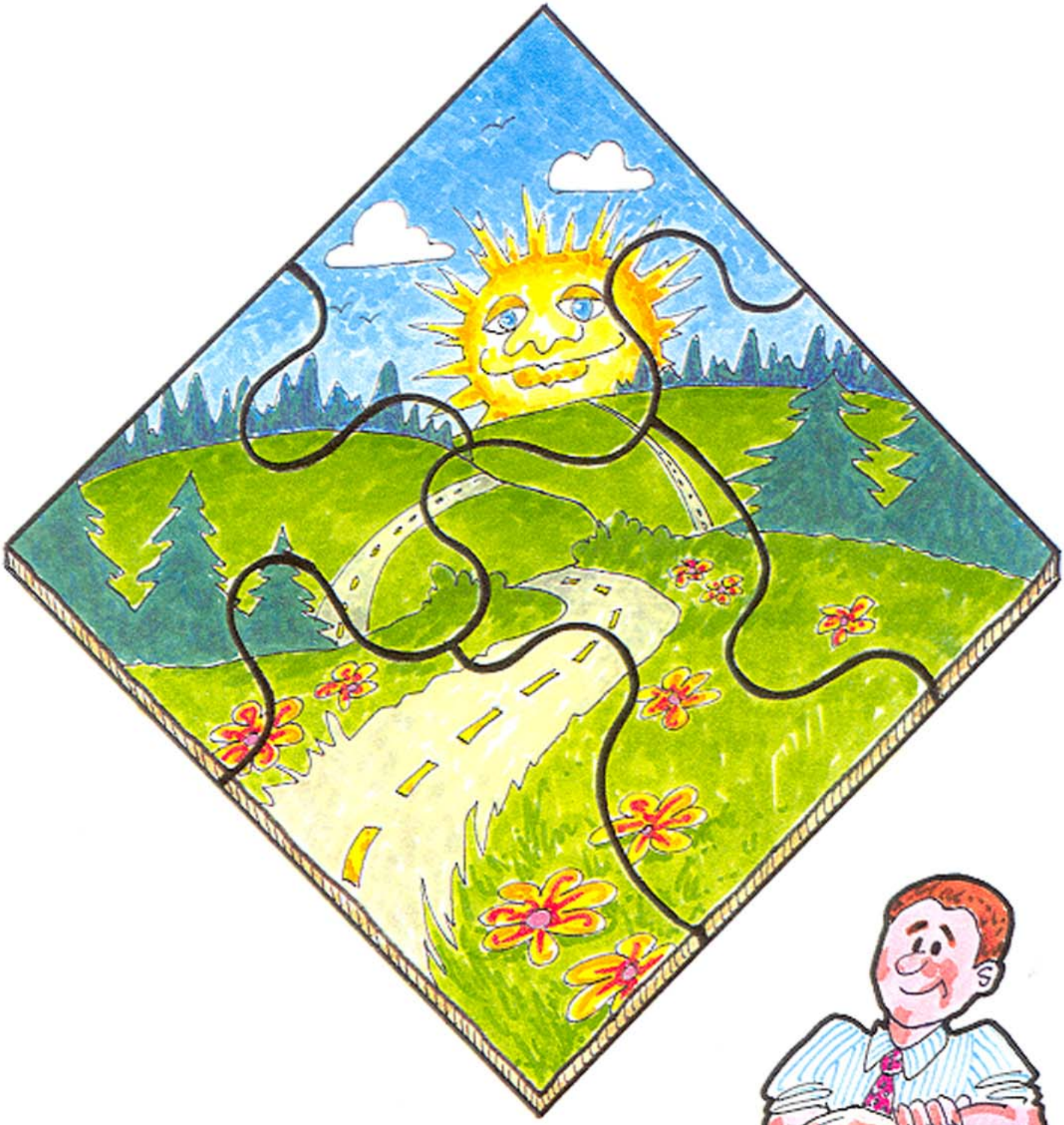
Employee Transportation Coordinator



Handbook

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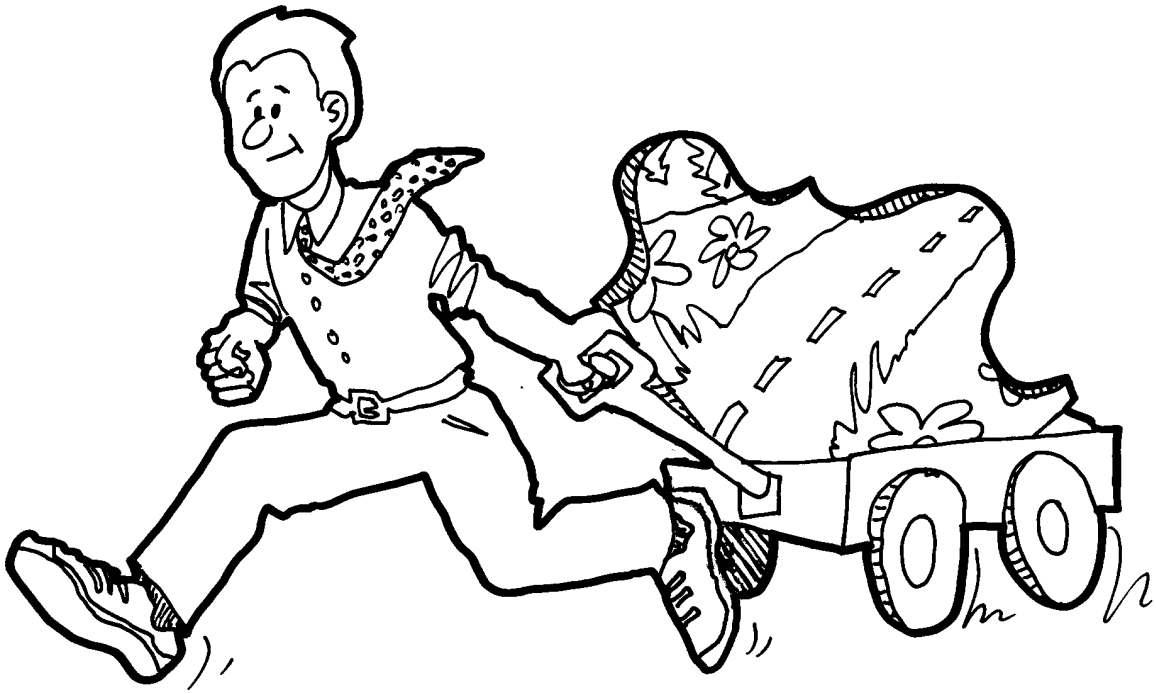

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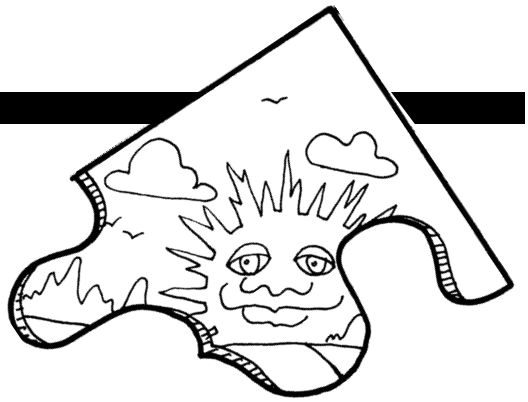
What is the Problem?



The Problem

Across the United States, the number and distance of trips made in automobiles is increasing. More cars are competing for a static amount of roadway capacity, and this is causing growing traffic congestion and gridlock in some areas. This traffic congestion leads to poor air quality, increased stress, decreased mobility and a reduced quality of life.

In 1992, the Puget Sound region ranked 27th in the nation for traffic congestion. Today, it is tied with Los Angeles and San Francisco-Oakland for having the worst congestion in the country (Texas Transportation Institute, 1998). Other parts of the state, such as Clark and Spokane counties, are also experiencing increased traffic congestion as more Washingtonians use their cars to travel to work, school, shopping, recreation and other destinations.

The Trends

Because of the way people are choosing to work, live and drive, traffic congestion and air quality problems will likely continue to worsen. The extent of the challenge ahead can be found in four long-term trends and their implications:

- ***More people working.*** The rate of increase in drivers and workers is more than three times that of population growth. Over the past several decades there has been a job boom, and more new entries into the workforce. According to the Washington State Department of Transportation (WSDOT), over the last 25 years, employment in Washington state has doubled from 1.3 million to over 2.6 million jobs. This number is expected to grow by an additional 1.1 million by 2020.

- ***More people are owning more vehicles and driving more.*** According to the Nationwide Personal Transportation Survey (NPTS), 40 percent of U.S. households are two-vehicle households. That number grew from 17 million in 1969 to 40 million in 1995. During that same time period, three-vehicle households grew six-fold from 3 million to 19 million. In addition, from 1990 to 1995 the number of miles driven on Washington's highways rose from 11.4 billion miles per year to 27.6 billion miles.

- ***Commuters are traveling in private vehicles to increasingly suburban work locations throughout the state.*** The continued "suburbanization" of Washington's metropolitan regions has caused housing and retail to be dispersed over a wider area. This trend results in longer trips and greater auto dependence. According to NPTS, between 1983 and 1995, Americans' commute trips grew 37 percent longer in miles. In Washington state, the average number of miles traveled per capita rose from 5,991 in 1970 to 9,027 in 1990. This number is expected to rise to 10,448 miles by 2020.

In the United States, commuting to work accounts for about one-fifth of person trips and person miles. Employed adults travel about 6,600 miles per year more than those without jobs.

Nationwide Personal Transportation Survey, 1995

- ***The use of alternative modes of commuting such as transit and ridesharing has declined as a percentage of travel.*** According to WSDOT, statewide 92 percent of all trips were made using the automobile. Since 1960, WSDOT found that for commute trips, bus riding has dropped 4.6 percent, carpooling has slipped 10.4 percent, and alternative commute choices such as walking has dropped 3.5 percent.

Each of the trends favor continued expansion of commuting travel by private vehicle, and each has productivity and quality of life implications for employers and commuters. If existing trends continue, likely transportation impacts could be:

- Reduced average travel speed on highways would occur during peak periods. A commuter would spend more time each year traveling to and from work. Multiply this "lost" time by the number of employees and the productivity loss is substantial.

- Declining rush-hour speeds would result in longer morning and evening travel periods.

- Increased portions of the highway network would operate at an unacceptable level of congestion during morning and evening rush hours.

- Shipping and delivery of goods and services would be slowed resulting in increased costs for businesses and government.

Companies that allow people to work from home just two days a week eliminated 3,475 pounds of carbon dioxide emissions, 123 pounds of carbon monoxide, and 12 pounds each of volatile organic compounds and nitrogen oxide per worker a year.

U.S. General Services Administration, 1996

The Impact on Our Air

Increases in traffic volumes, distances and delays contribute to poor air quality. In Washington state, over half of all air pollution is caused by motor vehicles. The Environmental Protection Agency (EPA) measures six key air pollutants in targeted areas around the United States. In Washington state, three of these pollutants are of concern to local air pollution control agencies:

Ozone (O_3)—Ground-level ozone, the prime ingredient in smog, is formed when nitrogen oxides and volatile organic compounds react with each other in the presence of sunlight and warm temperatures. Precursors of ozone include mobile sources (motor vehicles), industry, power plants, paint vapors, and gasoline storage and motor vehicles. *Washington areas of concern: Puget Sound region and Vancouver.*

Carbon Monoxide (CO)—CO is an odorless, tasteless, colorless gas that is emitted primarily from any combustion process. It deprives the body of oxygen by reducing the blood's ability to carry oxygen and is lethal in high doses. CO impairs perception, slows reflexes, and causes headaches, drowsiness and listlessness. Well over 50 percent of CO is generated by motor vehicles. Other sources include woodstoves, fireplaces, outdoor burning

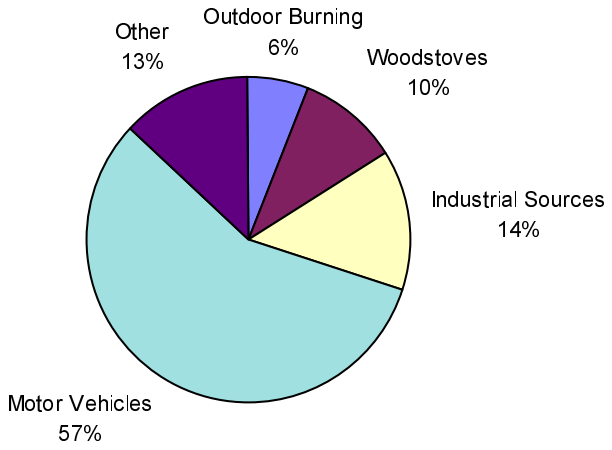
and industrial sources. CO is of concern during the winter months when cold, calm air and cars traveling slowly on icy roadways create ideal conditions for elevated CO levels. *Washington areas of concern: Spokane, Yakima, Puget Sound region, and Vancouver.*

Fine Particulates (PM_{10} and $PM_{2.5}$)—These are small liquid or solid particles floating in the air. Often, fine particulates are caused by smoke and dust. They lodge deep in the lungs, causing runny noses, watery eyes and lung damage. Fine particulates affect those at high risk for respiratory illnesses (e.g., asthma and emphysema) and can cause cancer and premature death. The primary sources of fine particulates are motor vehicles traveling on unpaved roads (dust), street dust from paved roads, woodstoves, fireplaces, outdoor burning, industrial processes and windblown dust. *Washington areas of concern: Duwamish, Kent, Spokane, Tacoma Tideflats, Thurston County, Wallula, and Yakima.*

Passenger cars account for 63% of the carbon monoxide highway emissions. Light trucks account for another 27%.

WSDOT Trends Analysis, March 1998

Washington Air Pollution Sources



1997 Air Quality Report for Washington State, Washington State Department of Ecology

The 1970 Amendments to the Federal Clean Air Act mandate the Environmental Protection Agency (EPA) to review public health standards for the six major air pollutants every five years, and to update standards, as necessary. As part of the "central public health approach" of the Clean Air Act, the EPA is charged with protecting the public health and environment while providing for continued national economic progress. In addition to the three pollutants listed above, Sulfur Dioxide, Lead and Oxides of Nitrogen are also monitored by the EPA.

Transportation Demand Management

Traffic congestion and the resulting air pollution pose significant challenges for the nation. More and more, local and state transportation agencies are developing policies and strategies to mitigate the growth in traffic by focusing on moving people and goods, not simply accommodating more vehicles. We can no longer build our way out of traffic congestion. Instead, one of the solutions is transportation demand management (TDM).

TDM seeks to alter the demand for roadway capacity and increase transportation system efficiency by moving more people in fewer vehicles. A series of strategies are used to decrease the use of the single occupancy vehicle (SOV) and encourage the use of alternatives such as transit, carpooling, vanpooling, bicycling, walking, teleworking and alternative work schedules.

Prior to the 1970s, transportation planners and engineers focused their energies on building more roads. Additional strategies were often implemented to maximize the supply of roadway capacity—for example, one-way streets, reversible lanes, diamond lanes and restricted on-street parking during "rush hour." This approach, called transportation systems management, began to give way to TDM in the late 1970s, as major highway projects were completed and funding shortages became more common.

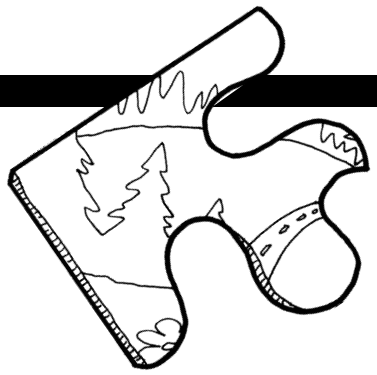
Each day, in addition to work (or commute trips), people use their cars to drive to school, shopping, recreation and other types of trips. TDM seeks to manage the demand for roadway capacity of all types of vehicle trips. In effect, TDM is an umbrella and each type of trip is a spoke or spindle. Applying TDM strategies to reduce solo commute trips is called Commute Trip Reduction (CTR) and is just one of the parts of the TDM umbrella.

While daily commute trips account for only 30 percent of overall trips, commute trips are the most predictable and offer the greatest number of alternatives to driving alone—particularly those made to large employment sites.

Private vehicles account for 93 percent of all person miles traveled to work. Of this, 75 percent are drive-alone miles and 16 percent are carpool miles. Only 3.13% of this total are traveled on public transit.

Nationwide Personal Transportation Survey, 1995

What Can We Do?



The Impact of Trip Reduction

Clean air, pure water, beautiful lakes and forests, and magnificent panoramic views…it's so easy to take it all for granted. And yet, the bottom line is this: our addiction to the automobile is contributing to the destruction of these very characteristics that define our Northwest lifestyle and make our region the place each of us wants to call home.

Because the state's most populous communities are also, generally, some of the fastest-growing areas, traffic congestion is expected to get even worse in the years ahead. Decreasing the number of cars on the road is significantly less costly than building new roads and bridges to accommodate new growth.

In order to begin focusing attention on reducing vehicle trips, the Commute Trip Reduction (CTR) law was introduced as part of the Washington State Clean Air Act. The purpose of the CTR law is to improve air quality, reduce traffic congestion, and minimize energy consumption by convincing people to get to work in a more efficient way than driving alone.

Washington's economic vitality depends on personal mobility and the efficient movement of goods and materials. And yet, traffic congestion continues to worsen as we fail to take advantage of viable alternatives to driving alone. Riding the bus, ridesharing, bicycling and walking—as well as innovative programs such as teleworking and alternative work schedules—offer practical ways to stop choking our roadways with commuters driving alone.

The Benefits of Trip Reduction

The Federal Highway Administration (FHWA) pointed out that, in order to be successful, TDM programs must provide drivers with viable alternatives to driving alone:

> *"If travelers are presented with no alternative that realistically competes with the private auto, they will not stop driving. And if driving continues to be subsidized in the form of free (or heavily subsidized) on-site parking, alternative modes will represent bad economic choices for travelers. If these factors are confronted by a (transportation management) program, trip reductions in the range of 20 percent to 40 percent can be the norm, rather than the exception."*

FHWA concluded that the techniques that are continually being developed by TDM professionals can be a valuable tool for alleviating traffic congestion.

Over the past 10 years, TDM programs have received attention as documentation of their effectiveness as a traffic relief and air quality improvement strategy has become available. These benefits need to be demonstrated to employers who are skeptical as to how well employees will receive a CTR program.

Depending on age, women drive 60-70% as many miles as men the same age. This gap continues to close as women's participation in the work force increases.

Nationwide Personal Transportation Survey, 1995

Benefits to an Organization

Implementing a trip reduction program returns benefits many times over to employers. Consider the following benefits to an organization:

- ***Increases employee satisfaction.*** Trip reduction programs can improve the compatibility of an employee's work life and personal life. Allowing employees to have alternative work schedules, work from home, and helping them share the ride to work, gives them a guilt-free way to juggle their home life—for example, taking time during the day to visit the doctor or attend a child's baseball game.

- ***Reduces demand for parking spaces.*** Fewer cars in your

parking lot can free up spaces for customers, and can reduce traffic congestion in and around your facilities. Some employers have used their trip reduction programs to reduce parking expenses, and avoid the expense of building new parking facilities.

In the United States, vehicle occupancy rates for all travel is 1.59 person miles per vehicle mile, ranging from a low of 1.14 for work and 2.17 for other social and recreational purposes.
Nationwide Personal Transportation Survey, 1995

- ***Reduces tardiness and absenteeism.*** People who have to catch a bus, carpool or vanpool are more likely to be on time. Also, employees who are given more flexibility in their schedules feel better about their jobs, and this increases productivity.

- ***Reduces stress.*** Finding alternatives to driving alone can reduce employee stress, tension and fatigue.

- ***Expands labor pool.*** Not everyone can work 8 a.m. to 5 p.m. or owns a car. Flexible work schedules and sharing the ride to work, for example, allow more people to apply for the job, and gives employers a larger labor pool from which to draw qualified candidates.

- ***Enhances public image.*** Helps the community recognize that the organization is doing more than just talking about traffic congestion and environmental concerns.

- ***Provides employees with a low-cost benefit.*** Trip reduction programs are often viewed by employees as a benefit, and can be used as a recruitment tool. Such programs give organizations a low-cost method for reducing turnover and enhancing employee retention. ETC duties are usually assigned to an employee who has related duties, and require a small percentage of the employee's time. Most of the activities focus on low-cost marketing efforts promoting SOV alternatives.

Many Washington state employers have been involved in CTR programs for years and have decided that providing options to employees is worth the investment of time and funds.

Community Benefits

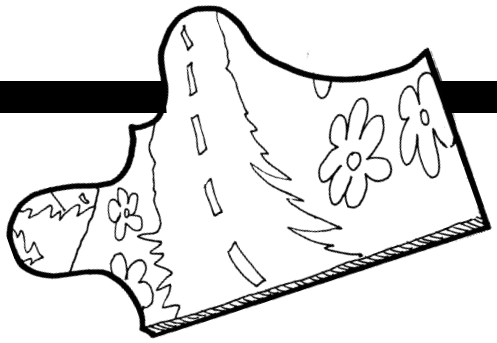
In addition to organizational benefits, trip reduction programs also benefit the community as a whole:

- ***Protects environment.*** Fewer cars polluting the air and water helps to protect our environment.
- ***Reduces traffic congestion.*** When ridesharing occurs, fewer cars mean less congestion for all citizens.
- ***Conserves energy.*** Oil is not a renewable natural resource. Reducing solo car trips helps conserve energy.
- ***Maintains quality of life.*** Less time stuck in traffic means more time with family and friends.
- ***Optimizes mobility.*** When solo driving is reduced everyone can get around more easily.
- ***Relieves demand on community infrastructure.*** Maintaining roads and bridges is expensive. Reducing their wear and tear can help reduce the cost and frequency of infrastructure repairs.

In 1990, 548 miles of Washington's roadways were affected with slowdowns due to congestion. By 1995, 795 miles of roadways were adversely affected.

WSDOT Trends Analysis, March 1998

The Commute Trip Reduction Law



Incorporated into the state's Clean Air Act in 1991, the purpose of Washington's Commute Trip Reduction (CTR) law (RCW 70.94.521-551) is to improve air quality, reduce traffic congestion, and minimize energy consumption. The law does this by requiring employer-based programs that encourage employees to find alternatives to drive-alone commuting.

Why Do We Need the CTR Law?

If TDM programs help protect the environment and provide benefits to employers, why do we need a law? Well, no single person or group will find all the answers to the many challenges we face. Only when government, businesses, and individuals work together with energy, creativity and commitment will we create the means to protect our environment and quality of life. The Legislature passed the CTR law to begin this process. This law provides funding and other resources for CTR programs, and gives various groups the impetus to get involved and do their part.

Has the Law Made a Difference?

Yes! The efforts of employers and Employee Transportation Coordinators (ETCs) like you have paid off. As of 1999, there were approximately 900 worksites involved in CTR in Washington, representing some 460,000 employees. At these worksites, more people walk, bicycle, ride the bus, carpool, vanpool and telework than in 1993 when the program was initiated. Since that time:

- Drive-alone commuting has been reduced by an average of 9.5 percent at affected worksites statewide.

- Approximately 18,000 fewer vehicles are on our state's roads during peak commuting hours, equaling a reduction of over 94 million vehicle miles traveled annually.

- Motor vehicle fuel consumption has been cut by 4.1 million gallons per year.

The average American spends 1 hour and 13 minutes behind the wheel each day—male drivers average 81 minutes, female drivers 64 minutes.

Nationwide Personal Transportation Survey, 1995

Who is Affected?

The CTR law applies to all employers, including public (i.e., federal, state and local governments, and military) and private, which have 100 or more "affected" employees who work at a single worksite. Only employers in counties with 150,000 or more residents are affected. These counties are Clark, King, Kitsap, Pierce, Snohomish, Spokane, Thurston, Whatcom and Yakima. "Affected employees" are those employees who:

- Work full-time (35 or more hours/week), and

- Are scheduled to begin work between 6 and 9 a.m. on two or more weekdays for at least 12 continuous months at a single worksite.

The CTR law also applies to local jurisdictions (cities and counties) where an affected employer is located, as well as all state agencies—even if they have fewer than 100 affected employees.

Employer Requirements

The CTR law requires each local jurisdiction with at least one affected employer to develop and implement a local CTR ordinance. It is this ordinance that governs CTR in each jurisdiction. Under local CTR ordinances, an affected employer must make a good faith effort to develop and implement a CTR program designed to reduce the number and length of drive-alone commute trips made to the worksite. This means, at minimum, doing the following:

- Designating an Employee Transportation Coordinator (ETC)

- Displaying the ETC's name and contact information in a prominent location

- Distributing information to employees about commute alternatives to driving alone (specific requirements may vary by jurisdiction)

- Implementing a set of measures geared toward achieving the CTR goals

- Surveying employees about their commuting habits every two years (or providing equivalent data)

- Reporting annually about progress toward meeting CTR goals

- Meeting additional local requirements (if applicable)

CTR Goals

As mentioned previously, the purpose of the CTR law is to reduce the number and length of drive-alone commute trips made to major employment sites. The goals for trip reduction are established for all employers as follows:

- A 15 percent reduction in the number and length of drive-alone commute trips within two years of becoming a CTR-affected worksite (or by 1995 for employers affected by the law when it was passed in 1991),

- A 20 percent reduction within four years of becoming a CTR-affected worksite (or by 1997),

- A 25 percent reduction within six years of becoming a CTR-affected worksite (or by 1999), and

- A 35 percent reduction within 12 years of becoming a CTR-affected worksite (or by 2005).

The number of employee commute trips is measured and stated as the "single occupant vehicle" rate (SOV rate). The

SOV rate measures the percentage of drive-alone commute trips to the site.

The length of employee commute trips is measured and stated as the "Vehicle Miles Traveled" per employee (VMT). The VMT measures the average distance each employee travels (one way) to the worksite and the number of people with whom they share the ride.

Every two years employers *must* measure their employee commute behavior to determine if progress is being made toward the achievement of the CTR goals. The state provides surveys for this purpose. The CTR surveys, *Employee Questionnaires*, ask employees how they get to work, how many miles they travel to work, and other information about their daily commute habits. The results of the survey are used to measure the employer's progress toward the achievement of the CTR goals. If an employer meets either the SOV or VMT goal, it is considered to have met its goal. Employers may also choose to submit equal data pre-approved by their jurisdiction in lieu of conducting an employee survey.

The United States has only 5% of the world's population, but uses 26% of all commercial energy.
Partners for Smart Commuting

CTR Zones

In 1992, base year values for SOV and VMT were set for individual "CTR zones" throughout the state. These zones were established locally based on level of transit service, population and employment density, parking availability, access to high occupancy vehicle facilities, and other factors that affect commuting patterns.

Even though the actual reduction goals are the same for all employers, their beginning employee commute behaviors against which the 15 percent, 20 percent, 25 percent and 35 percent reduction is measured, varies greatly. A worksite's beginning employee commute behavior is referred to as its "base year SOV and VMT values."
Because of this, the commute trip reductions of worksite are

measured two ways:

1. against the *zone average base year SOV and VMT*, and

2. against the *site specific base year SOV and VMT*.

A zone map and chart are included at the end of this chapter or are available from your local CTR contact.

About half of America's school children aged 5-15 go to school as passengers in private vehicles. Another third take the school bus and just over 10% walk.

Nationwide Personal Transportation Survey, 1995

Worksite Base-Year Values

Based on feedback from employers, in 1997 the Governor's Task Force introduced site specific base year (SOV and VMT) values. This provides employers (whose employee commute behavior is *not* average) the opportunity to make the 15 percent, 20 percent, 25 percent and 35 percent reductions from their own, unique starting point. Employers must conduct a "baseline" employee survey within a year of becoming affected by the law to establish their unique worksite specific base year SOV and VMT values.

The worksite's SOV and VMT progress is automatically measured against the base-year value that is most advantageous for the employer.

What if we Don't Meet our Goals?

The CTR goals are just that—goals. As long as the employer is making a good faith effort to implement its CTR program, it cannot be assessed civil penalties for failure to meet the CTR goals. A good faith effort means that:

> *"...an employer has met the minimum requirements identified in the law and its ordinance, and is working collaboratively with the city or county to continue its existing CTR program or is developing and implementing program modifications likely to result in improvements to its CTR program over an agreed upon length of time."*

If an employer doesn't meet the minimum requirements of the

ordinance, the city or county will ask the employer to do specific things to come into compliance. Sometimes these actions are fairly simple, like posting the ETC's name and contact information. At other times they may be more substantial, like considering enhancements to the worksite program to improve the likelihood of reaching the goals.

The city or county's role is to work with employers toward succeeding with their CTR program, not to penalize an employer that does not succeed.

Civil Penalties

Civil penalties may *not* be assessed against employers that fail to meet their CTR goals. However, civil penalties may be assessed if an employer is in non-compliance with their local ordinance. Civil penalties may also be assessed against employers that do not make a good faith effort to comply with the law and that fail to work collaboratively with their local jurisdiction. The dollar amount of the civil penalities are defined in the local CTR ordinance and vary from $50 per violation per day to $250 per violation per day.

Exemptions and Modifications

There are two types of exemptions that an employer may apply for in writing to their local jurisdiction:

- ***Employer Exemption***—An employer may request that the jurisdiction grant it an exemption from all CTR program requirements or penalties. The employer must demonstrate that it would experience undue hardship in complying with the requirements of the ordinance as a result of the characteristics of its business, its work force, or its location. An employer exemption may only be granted if the affected employer demonstrates that it faces extraordinary circumstances—such as a bankruptcy, significant layoffs or a protracted labor strike—and is unable to implement any measures that could reduce the proportion of SOV trips and

VMT per employee. Exemptions may be granted by the jurisdiction at any time based on written notice provided by the affected employer. If granted, an employer exemption remains in effect only as long as the extraordinary circumstances are occuring. Employer exemptions are very rare.

- ***Employee Exemptions***—Exemptions may be granted for two reasons: (1) Specific employees or groups of employees who are required to drive alone to work as a condition of employment, and (2) Employees who work variable shifts throughout the year and who do not rotate as a group to identical shifts.

  Conditions local jurisdictions will consider when assessing whether to grant an employee exemption may include, but are not limited to: employee flexibility in scheduling start times; ability to telework or use alternative work schedules, the number of employees on similar schedules; and the need for private vehicles to conduct work activities.

  Affected employees who are exempted from a worksite's CTR program are still counted when determining the total number of affected employees at the worksite—even if this number is less than 100 employees, but are specifically excluded from the employee survey process.

Goal Modifications

The CTR law allows employers that, as a result of special characteristics of their business or location are unable to meet the applicable CTR goals, to appeal for a goal modification. An affected employer may request a modification by filing a written request with the local jurisdiction at least 60 days prior to the due date for its annual report. There are two types of goal modifications:

- ***Minor Goal Modification***—A 5 percentage-point reduction in the applicable SOV or VMT rates for the next measurement year (e.g., reducing the 1999 goal from 25 percent to 20 percent) may be granted after the jurisdiction considers the following factors affecting a worksite:

  - Transit access to the site
  - Frequency of transit service during peak periods
  - Potential for internal ridematching opportunities
  - Potential for ridematching with other employers in the area
  - Access to the site for bicyclists and pedestrians
  - Ability to implement compressed work weeks and/or teleworking
  - ETC/employer participation in trainings, events, promotions and networking activities
  - Use of services provided by the local jurisdiction, transit agencies and TMAs

- ***Major Goal Modification***—A 10 percentage point reduction in the applicable SOV or VMT rates (e.g., reducing the 1999 goal from 25 percent to 15 percent) may be granted if <u>all</u> of the following conditions apply at the worksite:

  - No transit access within one-quarter mile of the site
  - Limited potential for internal ridematching opportunities
  - No potential for ridematching with other employers in the area
  - No reasonable access to the site for bicyclists and pedestrians
  - Limited ability to implement compressed work weeks and/or teleworking
  - ETC/employer has actively participated in trainings, events, promotions and networking activities
  - Worksite has used services provided by the local jurisdiction, transit agencies and TMAs

"The myth of Americans' love affair with our cars may actually be a marriage of convenience...The continued spatial expansion of our metropolitan areas creates a scenario that is increasingly auto-dependent."

Nationwide Personal Transportation Survey, 1995

- ***Zone Modification***—A worksite may apply for a modification that allows it to measure its progress against base-year values for a "contiguous CTR zone." This means that if the worksite is within three blocks (a quarter mile) of another CTR zone, and the conditions in the neighboring zone are more similar to its site characteristics than the designated zone, the worksite may be eligible to use the nearby zone's base-year values.

Credit for Schedule Changes

Employers that have modified their employees' work schedules so that some or all employees are not scheduled to arrive at work between 6 and 9 a.m. may be eligible for a credit when calculating SOV trips and VMT per employee. This credit is awarded if the schedule change is:

- An identified element in the worksite's approved CTR program, or

- Required by the Growth Management Act or related laws.

This information is automatically collected through the *Employer Annual Report and Program Description* form; no special application is required. Employers that qualify receive a 20 percent credit for each employee shifted out of the commute window—in other words, it takes schedule shifts for five employees to earn credit equivalent to one full commute trip eliminated. This credit is applied to the results of the next CTR measurement survey.

Worksites in Multiple Jurisdictions

CTR-affected employers with worksites in multiple jurisdictions may request consistent program reporting requirements and survey dates for all their worksites.

Employers may also request that the appropriate jurisdictions collaborate during the program review process, and/or that jurisdictions accept a single CTR program for all of the employer's worksites, if it can be determined that the proposed

CTR program is likely to achieve the applicable CTR goals at each of the worksites. Requests for this consideration must be made in writing at least 60 days prior to the first scheduled program reporting date.

Newly Affected Employers

An employer that becomes "affected" by the CTR law after 1993 must make a good faith effort to comply with the law and the applicable local CTR ordinance. "Newly affected" employers are required to perform the same actions as employers originally affected by the law, but simply on a different schedule. These actions include:

- ***Self-identification to local jurisdiction***—An employer that meets the definition of an affected employer—in other words, it has 100 or more full-time employees arriving at a single worksite between 6-9 a.m. on at least two weekdays each week—must identify itself to the local jurisdiction within 180 days. Employers that fail to do so within 180 days are in violation of the law and the local ordinance.

- ***Develop and submit trip reduction program***—Once the employer has been identified as affected under the CTR law, the employer has up to 150 days (varies by jurisdiction) to develop and submit a CTR program to the local jurisdiction for review and approval. The jurisdiction will establish an annual program due date for the employer.

- ***Implement trip reduction program***—Once the local jurisdiction has approved an employer's trip reduction program, the employer has 180 days to fully implement the program as approved. This includes the identification of an Employee Transportation Coordinator (ETC).

- ***Measure success of trip reduction program***—From the date of becoming affected by the CTR law, newly affected employers are given:

  - Two years to meet the first CTR goal of 15 percent
  - Four years to meet the second CTR goal of 20 percent

Trips to and from school account for just over one-fourth of the trips made by children aged 5-15. Social and recreational activities comprise 40% of their trips, and another 30% are made for family and personal business.

Nationwide Personal Transportation Survey, 1995

- Six years to meet the third CTR goal of 25 percent
- Twelve years to meet the fourth CTR goal of 35 percent

The CTR Task Force

When the legislature adopted the CTR law, it established a CTR Task Force that is appointed by the governor. This Task Force is responsible for setting the overall operating guidelines to ensure that the law is implemented and administered fairly and consistently throughout the state. These guidelines are available in a document called the *CTR Task Force Guidelines*. The task force is made up of 28 representatives from the affected counties, as follows:

In the last 25 years, U.S. household vehicle ownership increased 143% despite a 17% decline in household size.

Nationwide Personal Transportation Survey, 1995

- Twelve from business organizations affected by the law (at least one from each county)
- Thirteen from various government and transit agencies (including chair)
- Three private citizens

The technical assistance team (TAT) is located within the Washington State Department of Transportation. Its job is to support the task force and to assist counties and jurisdictions in carrying out the CTR law.

Local CTR Ordinances

The CTR law requires jurisdictions to develop and adopt a CTR plan and ordinance. Although both documents must be consistent with the CTR law and the CTR Task Force Guidelines, the jurisdiction can adapt its plan so that it makes sense for the unique characteristics of its region.

Your local CTR ordinance details information such as additional requirements of employer programs and civil penalties. Copies of the CTR law and your local ordinance have been inserted in this handbook.

CTR Timelines & Milestones

Law Passed (1991)

State CTR law passed. Task Force created and required cities and counties to adopt CTR ordinances.

Task Force Assembled (1992)

CTR Task Force (employer, city, county, state and transit agency representatives) developed guidelines for cities and counties.

Ordinances Adopted (1993)

Cities and counties developed and adopted local CTR plans and ordinances.

CTR Programs Implemented (1994/1995)

1994—Employers implemented CTR programs at "affected" worksites, as required by local ordinances.
1995—Employers conducted first goal measurement surveys.

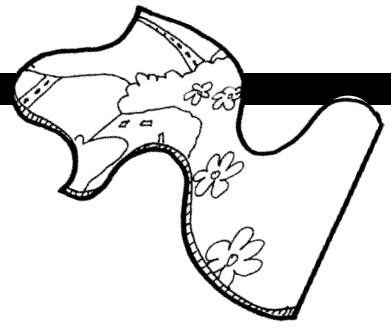
Law Updated (1997)

State Legislature adopts changes to the CTR Law.

Law to be Re-evaluated (2005)

State Legislature will evaluate the effectiveness of the law and determine its future.

Your Role as an ETC



You've Got an Important Job (and an Opportunity)!

One of the most important elements of your company's CTR program is the person selected to perform the role of Employee Transportation Coordinator (ETC)—you! The ETC is the vital link because he or she will be the spokesperson, public relations representative and administrator of your CTR program. Other hats you will wear include:

- Educator
- Role Model
- Coordinator
- Leader
- Facilitator
- Counselor
- Planner
- Promoter
- Motivator

What Does an ETC Do?

As an ETC, you will serve two key functions. You will be a point of contact between:

1. Your employer and its workforce to implement, promote and administer your organization's CTR program.

2. Your employer and local jurisdiction to track your employer's progress in meeting CTR requirements.

Here are some examples of specific tasks an ETC will perform:

- Meet with employees to talk about the benefits of carpooling, bicycling or riding the bus

- Assist employees with ridematching to form carpools or vanpools

- Promote the worksite CTR program to employees by producing and distributing information pieces

- Coordinate the distribution and collection of biennial CTR surveys to all affected employees (or perform equal data measurement)

- Track employees' participation in specific program elements.

- Complete the *Employer Annual Report & Program Description*

- Evaluate CTR program and enhance as necessary to improve results

- Brief management on the CTR program's progress

How Is an ETC Selected?

An ETC can be found at any level or in any department in an organization. In many cases, an ETC is a member of the human resources department, since many of the functions of CTR are related to personnel management; or in some organizations ETCs are facilities or parking managers. Regardless of the ETC's position in the organization, what is most important is the ETC's interest in CTR, and their ability to work with other employees and manage the elements of a worksite CTR program.

Although employers are free to designate anyone as their ETC, experience has shown that the most successful ETCs share many of the following abilities and characteristics:

- Access to management and other employees
- Ability to work well with people
- Excellent communication skills
- Flexibility in work responsibilities and schedule to implement and promote a worksite CTR program
- Superior organization and coordination skills
- Ability to access and use a computer
- Interest in commute alternatives, or someone who already commutes by bicycle, carpool, vanpool, walking or bus
- Interest in environmental issues

It is important to keep management informed of your jurisidiction's CTR ordinance requirements, as well as survey results and program development. The ETC will need management's support to design a well-rounded program. Without ongoing two-way communication and collaboration between the ETC and management, it will be difficult to achieve CTR success.

Are You the Right Person?

If you feel you're not the right person for this job, either because of conflicting work responsibilities, your level of influence within your organization or lack of enthusiasm for the program, we encourage you to ask your employer to consider appointing someone else. The CTR representative at your local jurisdiction or transit agency will be happy to work with your employer to identify an appropriate person.

Getting the Help You Need (CTR Committees)

Few ETCs have endless hours to devote to implementing and gaining employee and management support for their CTR program. That is why it can be helpful to form a CTR committee. CTR committees provide helping hands, creative minds and the means to build broad-based support for your CTR activities.

Senior citizens average 1,251 trips per year or 3.43 trips a day. Those under the age of 65 make 1,615 annual person trips, or 4.42 trips a day.

Nationwide Personal Transportation Survey, 1995

Once you have decided to form a CTR committee, follow these steps:

- ***Secure management support.*** This is especially important because a CTR committee is likely to cross department lines, be highly visible throughout the organization, and require employees' time and energy.

- ***Determine the optimum number of employees.*** Too large a committee can be difficult to manage, while too small a committee may not be able to accomplish its goals.

- ***Include employees from all levels and departments of the organization.*** Look for representation of the whole employee population, which may include everyone from administrative staff and production workers to management.

- ***Recruit highly motivated and committed committee members.*** Be sure each potential member's supervisor is comfortable with their participation.

Once you have your committee, it is possible to delegate some ETC duties to others, such as handling transit pass subsidies through payroll, while still designating one person to assume the lead ETC role. Some larger organizations have staff whose entire job is CTR-related; while for other ETCs, it's only a part of their function. The amount of time spent on one's CTR program doesn't necessarily predict success; it's more a function of one's enthusiasm and ability to inspire change.

Training & Networking: A Great Way to Meet People and Get New Ideas

There is more to a CTR program than just turning in your annual report. You should be a source of information (or at least a source for referrals) for commute alternatives to your worksite.

Most CTR-affected counties offer ETC training to keep ETCs well informed and able to do their job efficiently and effectively. ETCs can also get ideas from others by attending ETC network meetings and joining professional organizations such as the Washington State Ridesharing Organization (WSRO).

Making this Position Work for You

Being an ETC is a terrific opportunity to show people what you can do. Not only are you helping your organization do its part to reduce traffic congestion, fuel consumption, and air pollution, you also get a chance to show your employer your skills as a project manager. Some managers have told us that they see the ETC position as an excellent proving ground for future job growth within the company. After all, your CTR program will only be as successful as you make it.

Also, imagine how great your ETC experience will look on a resume. For example, you will:

- Manage a program
- Supervise a CTR committee
- Be creative (use your imagination to design promotions and publicity materials)
- Have greater visibility within the organization
- Make contacts with other ETCs
- Generate positive publicity for your company
- Develop written and verbal communications skills

Flexibility and Creativity Help ETC Succeed

Location: Spokane
Business: Sacred Heart Medical Center
Employees: 3,800

In the years **Lori Barschig** has been ETC at Sacred Heart Medical Center in Spokane, she has fine-tuned her ability to be both flexible and creative.

"The nice thing about being in Personnel is we can reach all the people," Lori explained. "It also sends the message that CTR is an employee benefit."

In addition to reaching 3,800 employees with the CTR message, Lori finds seeking and maintaining management support to be her greatest challenge. She takes every opportunity to educate and involve top management in promotional campaigns, internal recognition and financial incentive issues.

Lori's ability to work well with people has been a key to her success. "I love the interaction with people," she smiled. An employee at Sacred Heart for over 20 years, Lori is well-known to employees. "I'm talking about commute alternatives all the time. People know me and even stop me on my break to talk about it," she said.

Her approach with employees is a combination of softness and consistency. "I believe education is the key, so that people can make their own choices," she said. "Educate first and often. Then, be accessible and available for employees. Pretty soon, they approach you and ask for help!" ■

Sample Employee Transportation Coordinator (ETC) Job Description

The Employee Transportation Coordinator (ETC) oversees the design and implementation of the worksite commute trip reduction program and is responsible for the administration of the program. Selecting the right ETC is critical to the success of the program. Her/his duties may include, but are not limited to, the following components.

Policy Planning and Implementation:

- Develops and updates company's commute trip reduction program and policies.
- Reviews, evaluates and provides input to new commute transportation policy proposals.
- Implements commute trip reduction strategies.
- Monitors related legislation.
- Analyzes data and survey results to make program enhancement recommendations.

Program Management:

- Manages worksite commute programs.
- Informs all employees about commute alternatives.
- Maintains current ridesharing and vanpool data files.
- Coordinates employee vanpool and carpool ridematching programs.
- Maintains current commute alternative information bulletin boards in key locations within the company.
- Maintains samples of CTR program promotional and educational materials distributed throughout the year.
- Performs the annual distribution of information to all employees about company's specific CTR program.
- Completes *Employer Annual Report & Program Description Form* and submits to jurisdiction by applicable deadline.
- Promotes development of facilities to accommodate commute alternatives such as lockers, showers and bicycle racks.
- Develops and administers worksite's Guaranteed Ride Home (GRH) program.
- Supports flextime for commuters and alternative work schedules.
- Promotes safe bicycle use.
- Reviews parking policies and monitors preferential parking use.
- Develops incentives for carpool/ vanpool parking.

Marketing:

- Actively and continuously markets alternative transportation modes.
- Organizes company informational events to promote commute alternatives.
- Develops employee commute trip reduction incentives.
- Establishes employee award or recognition program.
- Seeks and encourages management support for commute trip reduction programs.
- Develops and distributes newsletters and promotional information.
- Participates in regional campaigns to promote commute alternatives.

continued next page

Information Processing:

- Collects and analyzes information pertaining to employee transportation issues and commute trip reduction policies.
- Examines current literature on commute alternatives and attends workshops, training sessions and informational meetings.
- Provides transportation information to management and employees.
- Holds employee transportation fairs and takes part in new employee orientation sessions.
- Maintains and updates alternative transportation information.
- Prepares articles for newsletters, e-mail messages and employee information packages.
- Provides personalized assistance to employees seeking information about commute alternatives.

Program Evaluation:

- Monitors worksite progress toward reductions in single occupant vehicle (SOV) and/or vehicle miles traveled (VMT).
- Distributes and collects baseline/measurement Commute Trip Reduction Program Employee Questionnaires (surveys) to achieve at least a 70 percent response rate.
- Records and updates statistical information on numbers of employees using alternative transportation and employees using flextime and alternative work programs.

Liaison:

- Functions as a liaison between company and legislative committees, transportation associations and other private or public transportation groups or committees.
- Coordinates worksite CTR committee activities.

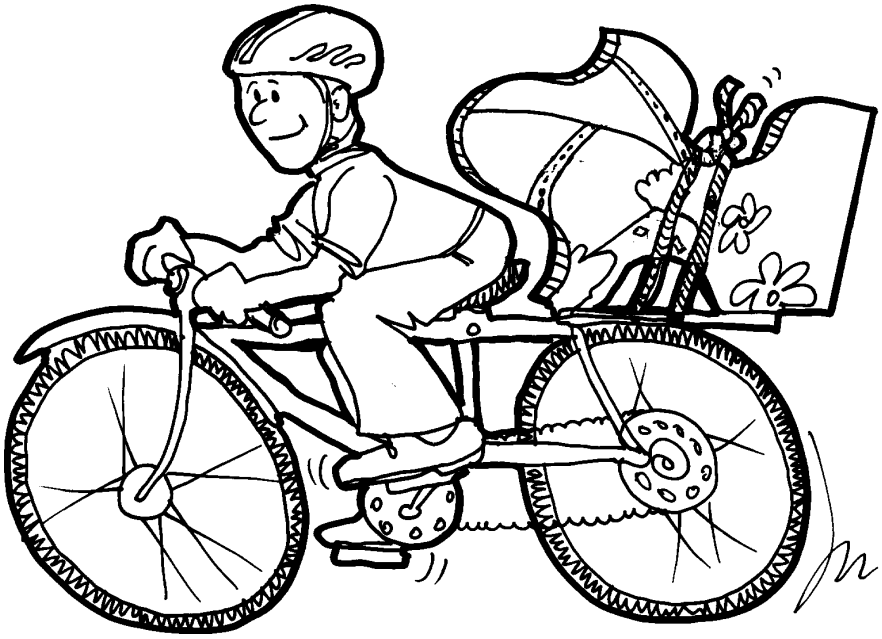
ETC Skill Requirements:

- Capacity to work independently and demonstrates initiative.
- Excellent communications skills; written and oral.
- Excellent people skills.
- Ability to be enthusiastic and accessible to all employees.
- Professional appearance.
- Computer literacy in word processing, graphics programs, spreadsheet applications and database management.
- Organizational and program management skills.
- Experience in marketing/sales.

Preferred Skills:

- Experience in transportation demand management.
- Four year degree is beneficial.
- A user of commute alternatives.
- Enthusiasm.

Commute Alternatives



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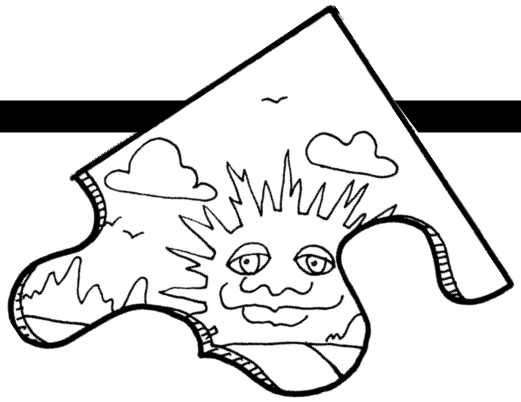
Introduction



Carpooling, vanpooling, riding the bus, bicycling, walking, teleworking, and compressed work schedules all reduce or eliminate drive alone commute trips. When your employees choose an alternative to solo driving, or when you allow them to telework or compress their work week, everyone benefits.

Your company can profit through:

- Reduced parking costs
- Employees who arrive at work on time, relaxed and ready to get started on their work day.
- A healthier economic environment.
- Improved mobility for movement of your goods and services.
- Improved ability to meet the goals of the CTR law.

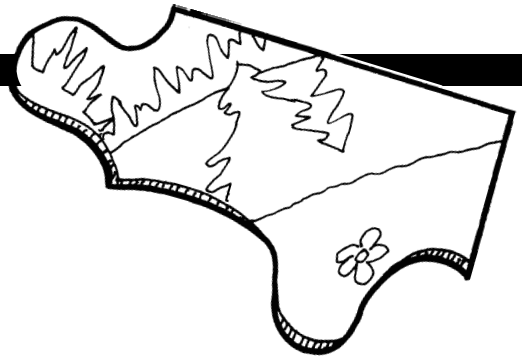
Employees can:

- Eliminate costs for fuel and parking.
- Reduce insurance costs, as well as vehicle wear-and-tear and maintenance expenses.
- Reduce stress.
- Take time to read, relax or talk.
- Experience faster commutes on freeway HOV lanes—or eliminate commute trips entirely.
- Leave their cars at home whenever possible.

Our environment benefits from:

- Reduced traffic congestion.
- Less pollution.
- Decreased fuel consumption.

Carpooling



What is a Carpool?

Carpooling is the most universally attractive alternative to drive-alone commuting.

For employees, it's a smart way to save on expenses, and it's their ticket to the HOV (high occupancy vehicle) lanes so they can get where they want to go faster. It's also a great way to help eliminate traffic congestion, pollution, and even a few gray hairs—all from the comfort of their own car.

Because a carpool can operate every workday, or only on certain days, it is one of the most flexible and convenient ways to commute. Employees who regularly carpool can still drive alone to work one or two days each week when they need to take care of outside business, personal errands, or other side trips.

For employers, a carpool program is easy to implement and available to virtually all employees. That's why carpooling is at the heart of many employer transportation programs.

The most common type of carpool is two or more people commuting in an employee-owned vehicle. Sometimes carpoolers share driving responsibilities. In other cases, one person does all the driving and is reimbursed for mileage by his or her riders. Some employers make their corporate fleet vehicles available for employee carpools.

The CTR law defines a carpool as a motor vehicle "occupied by two to six people traveling together for their commute trip that results in the reduction of a minimum of one motor vehicle commute trip." An employee can carpool full or part time, with one other person or more (age 16 years or older), and, when over half the trip is shared, can still be counted as reducing SOV trips to the worksite.

Some worksites more narrowly define carpooling in order to set eligibility requirements for carpool incentives and reserved parking (e.g., carpools of three or more, carpooling together at least three days a week).

How the ETC Can Support Carpooling

The ETC can get involved in the process in numerous ways:

- ***Offer assistance.*** Offer to help potential "poolers" identify partners through ridematching. Match interested employees together within your organization or with nearby businesses.

- ***Identify potential poolers.*** Identify prospective carpoolers and contact them to determine interest. Determine carpooling compatibility and offer to make personal introductions.

- ***Provide "Carpool Wanted" opportunities.*** Bulletin boards, newsletter classifieds and e-mail messages can help a potential pooler advertise at the worksite for a carpool partner.

- ***Arrange rideshare formation meetings.*** Arrange an opportunity for interested poolers to meet each other and discuss the possibility of sharing the ride to work. This is a good time to review the benefits of ridesharing and to discuss your company's program elements or incentives. (Refer to "Ridematching" in the *Supporting Strategies* section.)

- ***Urge employees to give it a try.*** Encourage potential "poolers" to try carpooling on a trial basis. For example, a four-week period will give poolers a chance to work out the kinks, and provide them with a graceful way out, if needed.

- ***Follow-up.*** Keep tabs on your carpoolers and offer to help them work out any difficulties.

CTR Program Elements to Encourage Carpooling

- ridematching (internal and external)
- preferential (or reserved) parking for carpools
- discounted parking for carpools (if parking charge exists)
- guaranteed ride home
- carpool subsidy
- flex-time to accommodate carpool partners' schedules
- fleet vehicles for work-related trips
- on-site amenities such as: food service, cash machine, postal service, dry cleaning, etc.
- parking cash-out (when parking charges exist)

Carpool Profile: Harrison Hospital

Location: Bremerton
Business: hospital and medical center
Employees: 1,300

Bremerton's Harrison Hospital has close to 1,300 employees, a limited amount of parking spaces, and many employees who are perfect candidates for carpool arrangements: they share the same work schedules but need to use their cars for errands and child care. Harrison Hospital recognized this as an opportunity to begin offering a variety of incentives to employees who carpool at least three times per week.

In addition to having access to a desirable parking spot close to the building, each carpool participant receives a weekly gift certificate worth $5. ETC Leon Smith recruited various businesses in the community to participate in the program, so carpoolers can use their certificates for goods and services at places like flower shops, grocery stores and restaurants. If that weren't incentive enough, each quarter carpoolers also receive a $50 gift certificate good at any store within Kitsap Mall.

"Our motivation for funding this program is parking space," admits Leon. "It cost us $1,500 per month to lease 50 parking spaces, so in the long run it's cheaper for us to pay out incentives. We want to make sure that we have adequate parking for our customers."

Leon recognizes that the preferential location of carpool parking spaces is very attractive to people. "I don't think employees are totally concerned about saving gas or conserving the environment," he says. "Honestly, what I think triggers it is the desire for a carpool parking space on campus. Still, we've been very successful with our program." ■

Most Commonly Asked Carpool Questions

An employee only lives two miles away from work. Can she still carpool?
Yes!

What kind of insurance coverage do carpoolers need?
It is best for carpoolers to check with their insurance companies. Chances are that their current automobile coverage is adequate.

Do carpoolers need to let their insurance companies know they're carpooling?
Yes! Designated drivers should make sure their current coverage is sufficient. Riders may want to see if they qualify for a discount because they are not driving to work each day.

How do carpoolers establish rules? What kind of rules should there be?
Operating rules should be discussed and agreed upon by all parties involved before the carpool goes on the road. Typical rules to agree upon should include: pickup points, wait times, smoking or not, playing the radio, and who will drive.

Should people carpool with someone they don't know?
Sure. However, it's best for carpoolers to get acquainted prior to riding together.

What if one person decides he/she does not want to carpool with this person?
Hopefully, the carpoolers established a trial period. This way, if one or both do not like the situation it's easier to leave it.

How long should a trial period be?
Carpoolers should try a four-week period. This will give them a chance to knock out the kinks and test the waters.

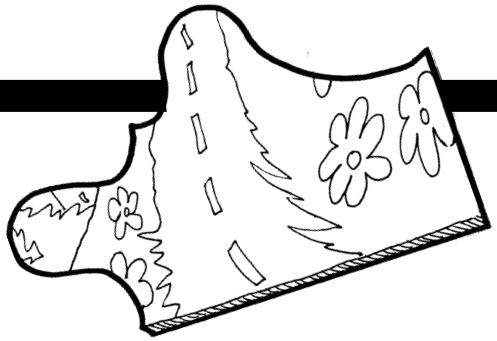
How do carpoolers decide who drives?
Some people only want to ride and are willing to reimburse part of the costs, while others prefer to share the driving. If driving is shared, no money need exchange hands.

If only one person is doing the driving, what should they charge their riding partners?
In 1998, the American Automobile Association gave the cost of driving as 46 cents per mile for an automobile that averages 15,000 miles a year (this includes operating and ownership costs). Multiply this number by the number of round trip miles and divide by the number of "poolers." You may use other figures (such as the IRS reimbursable rate) as long as the partners agree that it's equal and fair.

What if one partner wants the other to go way out of his/her way to pick them up?
It is up to the "poolers" to decide what their pickup points will be. Remember, they should be convenient to all pooling members.

What if one carpooler makes the others late for work?
Carpoolers should pick a leave time and stick to it. If problems continue, then partners should discuss ways to reach a resolution. Also, carpoolers should let their supervisors know of their carpool arrangements.

Vanpooling



What is a Vanpool?

Sharing a ride can be cheaper and faster than driving alone. Unlike a carpool, a vanpool allows you to save wear and tear on your own vehicle, and offers greater cost savings. A vanpool can be a private or company vehicle, but is more often a vehicle owned, maintained and insured by the local transit agency.

The CTR law defines a vanpool as a motor vehicle that is "occupied by seven to 15 people traveling together for their commute trip that results in the reduction of a minimum of one motor vehicle trip." As with carpools, some worksites more narrowly define vanpools in order to set eligibility requirements for vanpool incentives (e.g. employees vanpooling together at least three days a week will be eligible for a reserved parking space or a subsidy).

How the ETC Can Support Vanpooling

As an ETC, you can play a critical role in the formation of new vanpool groups at your worksite. In many cases, groups of employees get together and form their own vanpool. However, sometimes employees need help getting organized, staying motivated, and recruiting enough riders to form a new vanpool group.

In addition, vanpools often need help recruiting new riders and drivers once they are on the road. And, ETCs sometimes are called upon to resolve disagreements among vanpool participants and groups.

Vanpool Profile: The Boeing Company

Location: Spokane
Business: Manufactures floor panels and environmental ducting for commercial aircraft.
Employees: 600

When it comes to CTR, Boeing's Spokane plant has lots of obstacles to reducing SOV commuting. The plant, which manufactures floor panels and environmental ducting for commercial aircraft, is located in a remote area that is under serviced by the Spokane Transit Authority (STA). Many of its employees work odd shifts and can't take advantage of the few buses that do reach the isolated worksite. In addition, Spokane doesn't have much of a problem with traffic congestion, and there are acres of free parking.

Still, the nine-year-old plant had a thriving vanpool program years before the CTR law. "Our vanpool program was a grassroots effort started by the employees themselves," says Human Resources Generalist and ETC Bev Johnson. "So, when the CTR legislation was passed, it wasn't like management came down and said, 'This is what you're going to do.'"

Although Boeing promotes the program to new hires and sends out flyers to employees when a vanpool needs riders, Bev says the program sells itself. Employees often come great distances to work and like having the ability to save the wear and tear on their cars. As an added incentive, Boeing gives riders a $25 per month subsidy. It also offers a guaranteed ride home program, which gives CTR participants up to two free cab rides home a year if they become ill, have to work late, or need to get home in an emergency.

Another thing that helps the vanpool program is that it's easy for participants to become drivers and back-up drivers. The company has purchased a two-and-a-half hour, interactive, computerized defensive driving course required by STA. This allows employees to take the course during their lunch hour and at their own pace.

Today, 12 vanpools carry about 160 of the plant's 600 employees to work every day. Some, including Bev, come as far as northern Idaho—about 45 to 60 miles one way. ■

CTR Program Elements to Encourage Vanpooling

- ridematching (internal and external)
- preferential (priority) parking for vanpools
- discounted/free parking for vanpools (if parking charge exists)
- guaranteed ride home
- empty seat or "get started" subsidy
- vanpool subsidy
- flex-time to accommodate vanpool schedule
- fleet vehicles for work-related trips
- on-site amenities such as: food service, cash machine, postal service, etc.

Vanpool Formation Steps

Drivers in King, Kitsap, Pierce and Snohomish counties spend 28 percent of their personal income on driving from here to there—that's second only to housing which sucks up 33 percent.
Seattle Post-Intelligencer

ETCs who become actively involved in the vanpool formation process will have greater success in forming new vans. In the role of vanpool facilitator, it is important for ETCs to become familiar with their local public vanpool program and the process followed to form a new van. Here are the general steps to forming a new vanpool:

1. ***Identify prospective vanpool candidates.*** For example, identify employee clusters using home addresses, zip codes and/or geographic information system (GIS) maps.

2. ***Familiarize yourself with the different vanpool programs.*** If you have employees who live in neighboring counties, they may have the option of using the public vanpool program in the county where they live or where they work. So, it's a good idea to familiarize yourself with many vanpool programs.

3. ***Use your local ridematch program.*** Another way to identify potential vanpoolers is through a ridematch program. Ask your local transit agency or jurisdiction representative for a list, if one is available.

4. ***Promote vanpooling.*** Tell employees about your local vanpool program(s) and any available incentives. Ask employees to tell you about their vanpool preferences (e.g., pickup points and departing times schedules).

5. ***Screen prospective vanpool candidates.*** Determine eligibility for your local vanpool program (e.g., work schedule and work location, home address and distance to work, willingness to be a driver, etc.). Determine the employee's interest level and compatibility with vanpooling.

6. ***Hold vanpool formation meeting(s).*** Invite targeted groups of potential vanpoolers. Group employees by home address/geographic area. Discuss benefits of vanpooling, employee incentives, and your CTR program. Invite employees who currently vanpool to provide personal testimonials. Invite your transit agency to bring a van for employees to see. Facilitate group discussion of potential vanpool routes and schedule. Identify primary vanpool driver and backup drivers.

7. ***Stay in contact.*** Follow-up with interested vanpoolers to keep them informed on the van's status. Meet with groups that are close to forming and offer assistance with final steps.

8. ***Facilitate vanpool formation with interested groups.*** Help recruit additional riders and drivers. Coordinate vanpool formation efforts with nearby employers/ETCs. Assist with final vanpool formations steps. Set date to start vanpool and schedule delivery.

9. ***Offer subsidies.*** If your organization offers vanpool subsidies, let employees know about this benefit. If subsidies aren't available, try to sell the benefits of a subsidy program to management, especially if transit is currently subsidized.

10. ***Serve as a liaison with the transit agency.*** Distribute and collect rider and driver agreements and other required paperwork. Contact your local transit agency to arrange for driver approval and training. Submit Driver and Rider Agreements to your local agency along with other paper work. Receive approval of vanpool drivers.

11. ***Celebrate with the new vanpool group.*** Recognize the vanpool's maiden voyage with pictures, food, prizes, etc. Publicize the new vanpool group at your worksite.

12. ***Follow-up.*** Follow-up with the vanpool group to offer assistance and ensure smooth sailing!

Most Commonly Asked Vanpool Questions

What commitment must employees make to a vanpool?
In general, vanpoolers make only a month-by-month commitment to be part of a vanpool. Each rider is asked to give 15 days notice to their driver if they decide to leave the group. This notice allows the vanpool group time to recruit a new rider and keep fares stable.

Do vanpools pick up riders at their front doors?
The route and schedule for each vanpool is decided by the group. Some vans go door-to-door, but most have one or two pickup points. Park and Ride lots are often convenient meeting points for vanpools.

What happens to the vanpool when the driver is sick, on vacation, or the van breaks down?
Each vanpool should have at least two approved backup drivers who can take over in these circumstances. If the van breaks down, there should be a backup plan whereby all riders carpool that day, if a spare van is not available.

What happens when a rider is sick or on vacation?
Monthly fares reserve a vanpooler's seat whether they ride or not. Refunds are not given for missed days. Vanpoolers can, however, arrange to sublet their seat to a rider on their vanpool's waiting list while they are on vacation.

How much do riders pay?
Vanpool fares are paid on a monthly basis. Fares are usually based on the number of vanpool riders and the daily round-trip mileage.

What exactly do the rider fares pay for?
Fares pay for insurance, maintenance, gas, taxes, title, registration, depreciation and the transit agency's administrative costs.

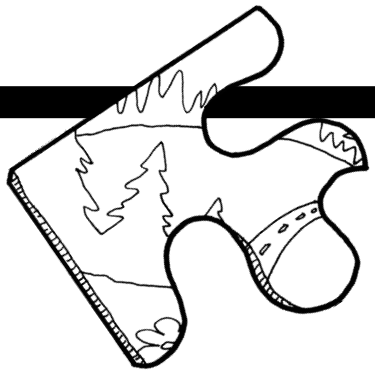
What are the driver's responsibilities?
A driver's basic responsibilities include picking up and delivering passengers, driving in a safe manner, and arranging for van maintenance, cleaning, fueling, and fare collection (if there is not a designated book-keeper). In exchange, primary drivers usually don't pay the monthly fare and may sometimes use the van for personal reasons at a nominal mileage charge.

Are there special criteria for driver selection?
Yes. Most vanpool programs have a minimum age requirement, and drivers must have a valid Washington drivers license, and a safe driving record. In addition, drivers must attend a vanpool driver orientation course before being allowed to drive the vanpool vehicle.

Is smoking allowed in the vanpool?
The vanpool group decides whether or not smoking is permitted. The group may also make decisions on other rules, i.e., what radio station to listen to (or no radio), how long to wait at pickup points, etc.

Local Vanpool Options

Riding the Bus



Getting to Work on the Bus

When employees consider alternatives to driving alone, the first option they often think of is the bus. The bus can be a great option if:

- Service is available within three blocks (a quarter-mile) of your worksite and is near the employee's home.
- Employees have easy access to a Park and Ride lot where they can park and ride the bus (or meet their carpools and vanpools).
- Bus schedules match work schedules.
- There's safe access between transit stops and your site.

If this isn't the case at your worksite, your transit agency may be able to work with you to adjust schedules or stops that better accommodate your employees.

How the ETC Can Support Transit Ridership

Although some employees need no assistance with using public transit, others may need a little more encouragement. As ETC, you can help by doing the following:

- ***Provide bus information.*** Learn what bus routes are close to your worksite and share the information with employees. Keep a supply of current transit information and route timetables on site. Become proficient with planning a transit trip and offer to assist employees.

- ***Promote bus riding.*** Hold special CTR promotions that encourage employees to ride the bus. For example, give away prizes if employees ride the bus at least once a week during "Try Transit Week," "Rideshare Week," or other promotions.

- ***Offer subsidies.*** If your organization offers transit subsidies, let employees know about this benefit. If subsidies aren't available, try to sell the benefits of a subsidy program to management.

- ***Work with your transit agency.*** Would more employees ride the bus if stops were closer to the worksite or if the arrival and departure times were more convenient? If so, work with your transit agency officials to see if service improvements can be made.

- ***Take employees on a ride.*** Offer to teach interested employees how to use the bus, and ease their first time jitters by taking them on a ride. Ask your transit agency to provide free ride tickets for your "training excursion."

- ***Ride the bus yourself.*** When you use the bus you gain credibility and become an advocate for transit.

CTR Program Elements to Encourage Bus Riding

- guaranteed ride home
- bus subsidy and on-site bus pass distribution
- information at worksite about bus routes and schedules
- flex-time to accommodate bus schedules
- fleet vehicles for work-related trips
- on-site amenities such as: food service, cash machine, postal service, etc.
- parking cash-out (when parking charges exist)

Transit Profile: The Navy & Kitsap Transit

Location: Bremerton
Business: Bangor Naval Submarine Base and other military installations
Employees: 10,000+ sailors (not including their families)

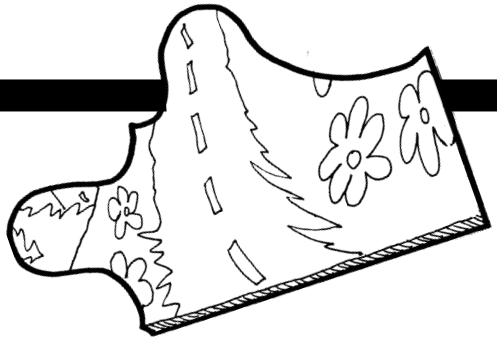
When the Navy comes to town, Bremerton's population—a community of 40,000—can swell by thousands overnight. With seven homeport vessels that come and go, more than 10,000 sailors plus their families currently call Bremerton home. In addition, other aircraft carriers, warships, and supply vessels visit the port for anywhere from three to 18 months at a time. A single aircraft carrier can make the town's population grow by over 4,000 sailors overnight.

Getting around rural Kitsap County can be a challenge for sailors stationed at the remote Bangor Naval Submarine Base and other military installations. To unclog roads and help the environment, the U.S. Navy and Kitsap Transit teamed up to offer *ShoreLink*, a program that allows military personnel and their families free rides on any of Kitsap Transit services (includes rides on routed buses, Worker/Driver buses, vanpools, and passenger-only ferries serving Port Orchard and Bremerton).

In 1997, Kitsap Transit provided over 251,000 rides for Navy personnel. This represented 5 percent of Kitsap Transit's total ridership. With the introduction of *ShoreLink*, Kitsap Transit and the Navy hope to significantly increase transit ridership.

The military has been an important part of Kitsap County communities for years. The *ShoreLink* program makes it easy for military personnel to get out into the communities, to shop, to recreate, or just to sightsee. "Riding the bus couldn't be any easier" said Admiral William Center. "If you see a bus, just get on!" ■

Walking/Bicycling



The Non-Pollute Commute

Walking and bicycling to work aren't just about staying fit and healthy. When you leave your car at home you're helping everyone by reducing traffic congestion, wear and tear on the roads, and the need for more roads and parking. You're also helping to keep the air clean and neighborhoods quiet, while saving petroleum.

Quite simply, bicycling and walking are inexpensive and efficient forms of transportation for short trips around town and to work.

Walking is an option for employees who live within a mile or two of your worksite. For these employees, it is important that safe and direct pedestrian access such as sidewalks, lighting, and designated crosswalks be available. It is also useful if showers and lockers are available for non-pollute commuters.

Bicycling is an option for employees who live within five miles of your worksite. If employees live further than five miles, some portion of their bicycle trip can be combined with transit. For example, the employee rides his or her bike from home to the transit stop, then takes the bus; or takes the bus part way from home, then uses the bicycle for the remainder of the trip. Many buses are equipped with bicycle racks.

Bicyclists require secure bike parking or storage areas, and showers and lockers are highly desirable. In some cases, bicycle lockers are available at transit park and ride lots, allowing secure storage before hopping on the bus.

Americans make 65 million walk and bike trips each day. Only 8% of all bicycle trips are for commuting to work.

Nationwide Personal Transportation Survey, 1995

How the ETC Can Support Bicycling and Walking

Here are some things the ETC can do to encourage employees to use walking and bicycling as commute choices:

- ***Assess the area surrounding your worksite.*** Is it safe and convenient to walk or bicycle? For example, consider traffic flow, the width of road shoulders, blind curves and hills. Are there sidewalks, cross walks and pedestrian overpasses? Is there sufficient lighting? What can you do to make improvements?

- ***Know safe pedestrian and bicycle routes in the area.*** Consult avid bicyclists or city and county representatives for help. Keep a bicycle route map on hand and assist employees in bicycle trip planning.

- ***Encourage walkers and bicyclists to sign up with your CTR program.*** Employees who already do the non-pollute commute may be eligible for subsidies, prize drawings, or even special parking privileges on the days they must drive alone.

- ***Set up a buddy mentor program.*** Recruit current bicyclists and walkers to "buddy up" or mentor employees interested in using these commute alternatives.

In the lower 48 states, the farthest you can get away from a road is 20.3 miles (as the crow flies). This spot is located in a remote wilderness area of Yellowstone National Park.

Cartographic Technologies, Inc. A study commissioned by Land Rover, which wanted to promote its new 4-wheel drive vehicle

CTR Program Elements to Encourage Walking and Bicycling

- guaranteed ride home
- walking and bicycling subsidy
- flex-time to accommodate walking or bicycling schedules
- showers and clothes lockers
- secure bicycle parking
- fleet vehicles for work-related trips

- on-site amenities such as: food service, cash machine, postal service, etc.
- parking pass for drive-alone days (if charge for parking exists)
- parking cash-out (when parking charges exist)

Walking/Bicycling Profile: WRQ, Inc.

Location: Seattle
Business: Software development company
Employees: 700

While most companies emphasize transit and ridesharing as the main ways to help reduce commute trips, WRQ, a software development company located on the west side of Seattle's Lake Union, takes a slightly different course. President Doug Walker uses a holistic approach to business and its impact on the community and environment. He encourages bicycling and walking as the major means of commuting for his employees. He sets a high standard by his own example. An avid rock climber, Walker commutes 40 miles roundtrip by bicycle.

WRQ also provides infrastructure necessary for bicycling and walking commuters. The organization has bicycle storage in an enclosed, secure room that is heated and also provides lockers and showers. Even though the company is located across the street from Lake Union, it is close enough to encourage a few employees who choose to commute by boat. To accommodate them, WRQ leases a boat slip for the two kayakers and one canoer who commute via water. As an added incentive, a $20 Bonus Buck is given each month to employees who bicycle, walk, kayak, carpool, or vanpool to work. This is redeemable for merchandise at places such as REI, BP, and Firestone.

A forward-thinking company, WRQ has installed recharging outlets in its garage for electric cars. Currently, one employee drives an electric car to work. WRQ has two building sites, located several blocks apart, and an electric car is used for deliveries between them. ■

Safety First!

When bicycling or walking, safety comes first. Bicyclists, for example, fare best when they act and are treated as drivers of vehicles. Cyclists have all of the same rights and responsibilities as drivers of vehicles: follow traffic laws, travel in a predictable fashion and communicate their intentions to other road users.

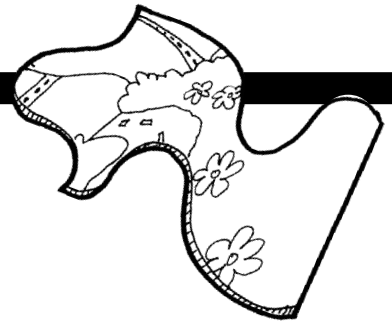
Cyclists should always remember to:

- Ride in the same direction as traffic
- Wear a helmet
- Obey all traffic signals and signs
- Travel as far to the right in the travel lane as is safe when moving slower than traffic, except when using a left-turn lane or avoiding a right-turn lane then traveling straight
- Use turn lanes when available
- Use lights and reflective clothing to be seen in the dark

Walkers should also be aware of their personal safety:

- Make eye contact with drivers when crossing streets and driveways
- Wear light-colored clothing and a reflective vest, and carry a flashlight to be seen at night
- Walk in the center of the sidewalk with confidence and awareness of surroundings

Teleworking



What is Teleworking?

Also referred to as "telecommuting," teleworking is traditionally described as employees who use telephones and computers to work from a location other than the usual place of business—for example, home, a satellite office or a telework center.

Today the term has come to have a broader definition: Teleworking is when the employee uses telecommunications and computer technology to give themselves the freedom to work any time from any location. This could mean checking your e-mail from a client's office, filling out paperwork at a hotel room in Albuquerque, or writing a report at midnight in the local coffee shop.

People who work from home spare the air about 20 pounds of carbon dioxide, a greenhouse gas, for each gallon of fuel they don't use. They also reduce other noxious emissions such as carbon monoxide and nitrogen oxide.

Sierra Magazine, Nov/Dec 1998

For CTR purposes, however, the goal is to eliminate a commute trip to the worksite. The CTR law defines teleworking as the "use of telephones, computers, or other technology to permit an employee to work from home (eliminating a commute trip) or from a workplace closer to home (reducing the distance traveled in a commute trip by at least half)."

As much as employees like teleworking, it's important for them to understand that working from home is a work arrangement, not a benefit. Also, it's not for everyone. Employees who telework must be self-motivated, results-oriented and able to work independently. They must be successful in their current position, knowledgeable about the organization, and be effective communicators who take initiative.

The benefits of a telework program may include:

- Increased productivity as a result of fewer distractions and continuous, uninterrupted work time.
- Improved morale due to giving employees more flexibility to manage work and family life. (Consequently, it serves well as a tool for recruiting and retaining employees.)
- Expanded opportunity to hire persons with disabilities and others who might not otherwise be able to work in a traditional office.
- Reduced absenteeism based on the ability of employees to work in spite of emergencies such as heavy snow, car trouble or a sick child.
- Increased compliance with government regulations designed to improve air quality and reduce traffic congestion (such as Washington's CTR law).
- Employees ready to work in an emergency (e.g., earth quake).
- Expanded parking space for customers and/or reduced traffic congestion around the worksite.
- Reduced need for office space as teleworkers work from home full-time or share space.

If workers in the nation's 339 largest cities worked from home (or two-thirds of the U.S. population) the need for 7,300 to 11,200 miles of highways could be eliminated by 2010.
U.S. Department of Energy

Setting up a Telework Program

Once you—the ETC—have decided you want to incorporate a teleworking program into your organization's CTR program, where do you start? First, you must secure initial approval to spend the time and resources developing a teleworking proposal for management to review. Here are things to consider:

- ***Form a teleworking committee.*** Especially if your worksite is large, you may want to form a committee to develop your teleworking program. Be sure to include employees from a cross-section of departments, as well as union representatives (if applicable).

- ***Set teleworking program goals.*** Identify what your organization wants to gain from teleworking. For ideas, refer to the list of benefits on the previous page.

- ***Define the scope of the program.*** Will your teleworking program be a full-scale program at the start or will it begin as a small-scale pilot program? If you anticipate a high degree of management resistance, it may be best to start small with a pilot program in one or two departments.

- ***Establish eligibility criteria.*** Established guidelines will help alleviate potential tensions between teleworkers and employees who would like to telework, but cannot. These guidelines may include information on which positions may telework, and how the employee can become a teleworker.

- ***Evaluate your program.*** The purpose of evaluation is to allow you and your managers to make informed decisions about the program. For example, you can learn about the effectiveness of the program by reviewing participants' productivity and performance records. You can also review cost information, as well as feedback from focus groups and surveys.

Allowing employees to work from home cuts absenteeism and reduces the need for office space. Employers can save from $6,000 to $12,000 annually per employee.
Sierra Magazine, Nov/Dec 1998

Key Elements of a Telework Program

Most telework policies should include many of the following elements:

- ***Liability Insurance.*** It's important to review your organization's insurance coverage regarding such liability issues as worker's compensation and coverage of equipment, as well as coverage of a teleworker's home office under homeowner's or renter's insurance.

- ***Work hours.*** Putting the expected work hours terms in writing will allow employees at the office to stay in contact, as needed.

- ***Dependent Care.*** The policy should define expectations regarding caring for dependents on teleworking days.

- ***Communication.*** The teleworker and supervisor should develop an effective communication strategy.

- ***Equipment.*** What equipment, if any, will be provided by the organization? What about phone lines and long distance service? The policy should define liability, technical support availability, and the procedure for servicing equipment.

- ***Security.*** Teleworking may create a need to address additional security and information confidentiality policies.

- ***Office Supplies.*** How will teleworkers acquire supplies?

- ***Taxes.*** A home office is not an automatic tax deduction.

- ***Safety and Ergonomics.*** Teleworking creates new work environments, and your organization may want to specify safety standards for them.

- ***Training.*** It is important that the teleworker, their supervisor and other close employees be trained about the program, expectations and objectives.

- ***Salary and benefits.*** The basic terms and conditions of employment usually remain the same, but should be stated clearly.

Current trends toward teleworking will save approximately 1.5 billion gallons of motor fuel per year through the year 2002.

U.S. Office of Personnel Management

Teleworking Profile: EDS

Location: Kitsap County
Business: Software solutions
Employees: 350

In spite of what its name suggests, Electronic Data Systems' Seattle Solution Centre is located an hour-and-a-half from downtown Seattle, including a ferry ride, in a rural area of the state. That location may appeal to some, but EDS managers realized the Centre needed more than just a pastoral location to attract and keep most computer programmers.

When its historically low turnover rate increased from 3 to 10 percent, it formalized and expanded a pilot telework program, in addition to promoting flextime and compressed workweeks. In a recent survey, employees' top three reasons for staying with the company included its flexible work options.

In one case, teleworking allowed EDS to retain a valuable computer programmer suffering from muscular distrophy. While working from home, he continues to excel at his work, and gets the regular physical therapy he needs.

Relocation is not an option for EDS, because its facility is one of the few in Kitsap County with the necessary size and high-tech communications wiring. Consequently, teleworking plays a key role in its expansion plans, allowing it to grow beyond its 185 seating capacity. Tele-workers save the company the $1,000-per-month cost of maintaining a cubicle, and help the company expand without adding space. ■

Most Commonly Asked Telework Questions

How do I convince managers that they don't have to see their employees sitting behind a desk in order to manage them?
Teleworking works best when managers trust employees and manage by results rather than the time spent at a desk. To manage by results, managers should:

- Review current job tasks and responsibilities
- Establish measurable outcomes and deliverables
- Specify who receives or monitors the outcomes and deliverables, and when interim checkpoints and due dates will occur
- Use language that avoids subjectivity, vagueness and interpretation
- Link outcomes and deliverables to organizational goals
- Track performance results
- Schedule ongoing evaluations (in addition to immediate feedback) and revise as necessary

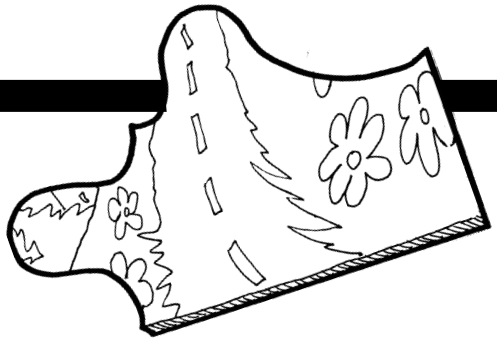
If we let one person telework, won't we have to let everyone do it?
No. Employees must understand that teleworking is a one possible alternative work arrangement, not a universal benefit. Also, not every job or person is suited for a teleworking arrangement. Successful telecommuters must be self-motivated, responsible and results-oriented. They must be able to work independently, be familiar with the requirements of their job, knowledgable about the organization's procedures, and successful in their current position. Finally, they must be effective communicators, who are adaptable and committed to teleworking.

What jobs are best suited for teleworking?
Jobs in which:

- Face-to-face interactions can be scheduled on specific days
- Internal and external clients' needs can be met while teleworking
- Clear work objectives can be set
- Productivity would be increased by quiet or uninterrupted time (e.g., data entry, planning, editing, reading, research, word processing)

Can the employee baby-sit while working at home?
No. Teleworking is not an opportunity to save money on child care. Employees must continue to arrange for child care even when working from home.

Compressed Work Schedules



Giving Employees More Flexibility

Economic and demographic changes in our society, such as the increase of two-worker families and the large number of single parents, have made alternative work schedules very desirable to many employees. By allowing employees to adjust their work schedules, companies are not only able to recruit and retain valuable employees, but they also make it possible for them to completely eliminate commute trips on certain days by compressing their work weeks.

With a compressed work week, the total number of hours an employee works does not change—only the way his or her hours are scheduled is modified. Compressed work weeks reduce the number of days an employee works in a given period. The most typical compressed work schedules are:

- ***4/10 work week***—Forty hours are worked in four 10-hour days, thus reducing the employee's commute trips by 20 percent.

- ***9/80 work week***—Eighty hours are worked in nine days with the tenth day off), thus reducing the employee's commute trips by 10 percent.

- ***3/12 work week***—Thirty-six hours are worked in three days, which means the employee commutes two fewer days than the typical 8 a.m. to 5 p.m. worker.

By adopting compressed work week schedules that extend the

length of the work day, companies are often able to extend customer service and sales force hours. Some manufacturing companies have been able to cut costs by adopting longer days and having less time spent each day on start up and shut down. Companies also report that increasing the number of hours in a work day expands access to expensive equipment and reduces competition for equipment at peak hours. This is especially useful in functions like data entry or production where access to, or use of, equipment is an issue.

Finally, employers generally report a reduction in tardiness and absenteeism for employees on compressed work weeks and flextime. This is attributed to the employees' ability to commute outside of the rush hour and their increased flexibility in scheduling appointments and errands.

During a six-month pilot program, 205 employees worked a compressed work week schedule, which eliminated 238 commute roundtrips each two-week period. Eighty-three percent of the participants reported an increase in morale, and 94% of their supervisors said they would like to continue the program after the pilot.

Commuter Transportation Services, Inc., Transportation Research Record.

How the ETC Can Support Compressed Work Schedules

Implementing a compressed work schedule program requires careful planning. The following steps represent the process involved in conceptualizing, designing and implementing a program:

- ***Evaluate your organization.*** Select schedules that can work best within your organization.

- ***Identify your objectives.*** What do you want to get out of a compressed work schedule program? Is it to reduce congestion around your worksite, reduce pollution, provide an employee benefit, extend customer service hours, reduce SOV/VMT to meet CTR requirements or to achieve other goals?

- ***Get management support.*** Solicit management support for the schedules of choice.

- ***Introduce the program.*** Introduce the proposed schedules to the key decision makers. Some managers may be concerned about the ability to supervise their employees. Be

prepared to overcome this and other concerns.

- ***Organize a steering committee.*** Develop a steering committee with representatives from each department to enhance development and encourage ownership of the program.

- ***Promotion.*** Promote the program through flyers, electronic mail, or your company newsletters. Initiate orientation sessions.

- ***Form a committee to address concerns and hardships.*** An appointed panel (which may include a union representative) can hear hardship cases and appeals when an agreement between a supervisor and an employee cannot be reached. Examples of hardships include child or family member care, medical problems, school committees and other circumstances which may require special scheduling arrangements.

- ***Ridesharing privileges.*** Employees with established or potential ridesharing arrangements should be given preference in selecting a starting and ending time and selecting a day off.

- ***Post schedules.*** Post a schedule of available days off for employees working compressed work weeks. Depending upon the size of your organization and need for coverage employees may be able to choose their days off. For larger companies or situations of unresolved conflict, a lottery system may be used to determine when each employee will take which day off. Experience has shown that the order of preference for days off is Fridays, Mondays, Wednesdays, Thursdays, and Tuesdays.

- ***Monitor the program.*** Monitor the program(s) and make the necessary adjustments. Measure the results!

The General Services Administration estimates that federal agencies in the mid-Atlantic region save more than $5,000 per year for every workstation they eliminate through teleworking and compressed work schedules.

Oregon Office of Energy

- ***Conduct surveys.*** This is especially important for large organizations conducting pilot studies. Surveys generally gauge employee attitudes about the program and identify areas of potential conflict so that adjustments can be made. Another form of program monitoring is the use of memos written by the supervisor (or an appointed person), which contain statistics on productivity, absenteeism, overtime and include supervisor perceptions on employee satisfaction with the program.

Compressed Work Schedule Profile: Precor

Location: Bothell
Business: Excercise equipment
Employees: 1,000

When Precor Inc., a growing manufacturer of exercise equipment, opened shop in a Bothell office park in 1986, it was faced with two problems: (1) how to attract and retain employees in a tight labor market, and (2) a shortage of parking spaces—only 200 spots were available for up to 1,000 people during peak production times.

Management decided to try compressed work weeks, and today, two-thirds of its employees work 10 hours four days per week. Not only has this alleviated some of the parking problems, but it also helps Precor recruit and retain qualified workers. Employees say they value the three-day weekends due to lower daycare costs, more personal time, and less commuting hassles.

One management concern was how a compressed work week would affect production levels. In fact, production increased by an estimated 5-10 percent. This was attributed to slightly longer periods of work between breaks, which helps maintain momentum, and fewer start ups and shut downs. Precor found that it takes assembly workers about an hour to reach full speed at the start of each shift and after each break. ■

Most Commonly Asked Questions About Compressed Work Schedules

How do I convince managers that employees will still get their work done?
Compressed work schedules should be introduced as a benefit that must not impede the requirements of the job. It is common for supervisors to oppose increased flexibility because they fear loss of control. Therefore, programs must be designed carefully and on a selective basis.

Supervisors should be encouraged to focus on job responsibilities rather than monitoring of time infractions. Before taking on an alternative work schedule arrangement, employees must agree to:

- Meet the requirements of the project/job regardless of the alternative work arrangement. This may mean temporarily changing their schedule to meet customer needs.
- Stick to a consistent schedule (except when circumstances require the employee to stray from a "normal" week; for example, to attend training).
- Make an effort to schedule doctor appointments and personal errands on scheduled days/time off.
- Coordinate days off with team members. Some teams distribute days off so that they are never short handed, or conversely, so that everyone has the same compressed work day off.
- Return to a traditional schedule during weeks or time periods that have a holiday, vacation day or sick day.
- Record actual hours worked on the days worked (on time cards).
- Don't confuse compressed work days off with vacation days. "Banking" compressed work days for future use creates an accounting nightmare and may not be allowed.

What if the manager insists that all her employees must be on the job during standard work hours?
Proper program design should anticipate major obstacles such as this. Failure to provide coverage for telephones and interacting with customers is one of the most common reasons that programs are discontinued.

One way to look at it, however, is that compressed work schedules sometimes allow departments to offer longer office hours, and consequently more convenience for customers! For example, one person may choose to work 6 a.m. to 4 p.m., while another works 9 a.m. to 7 p.m.—This arrangement means your office may be open two extra hours each day. Also, coverage during the early hours of the morning may be appreciated by your East Coast customers who begin their work day up to three hours earlier than the West Coast.

Benefits of Using Commute Alternatives

Employee Benefits

Each of the commute alternatives in this chapter has a variety of benefits. See the chart below for some of the most common.

BENEFITS:	Carpool	Bus	Vanpool	Bicycle	Walk	Telework
Save money	X	X	X	X	X	X
Save time		X		X	X	X
Reduce stress	X	X	X	X	X	X
Make new friends	X	X	X			
Safety in numbers	X		X			
Regular work schedule	X		X			
Allows schedule flexibility		X		X	X	X
Exercise/Health				X	X	
Help protect environment	X	X	X	X	X	X
No parking hassles		X		X	X	X
Preferred parking	X		X			
Extends life of automobile	X	X	X	X	X	X
Improves quality of life	X	X	X	X	X	X
Improves productivity	X	X	X	X	X	X

Impact of Commute Alternatives

How do the SOV rate and VMT reflect employee commute choice?
When CTR-affected employees at your worksite choose alternatives to driving to work alone, it moves you closer to meeting your SOV and VMT goals.

For example, imagine the following employees filled out their employee surveys as follows (assumes five potential commute trips, mornings only, in the survey week). The miles driven were chosen arbitrarily and are for a one-way trip.

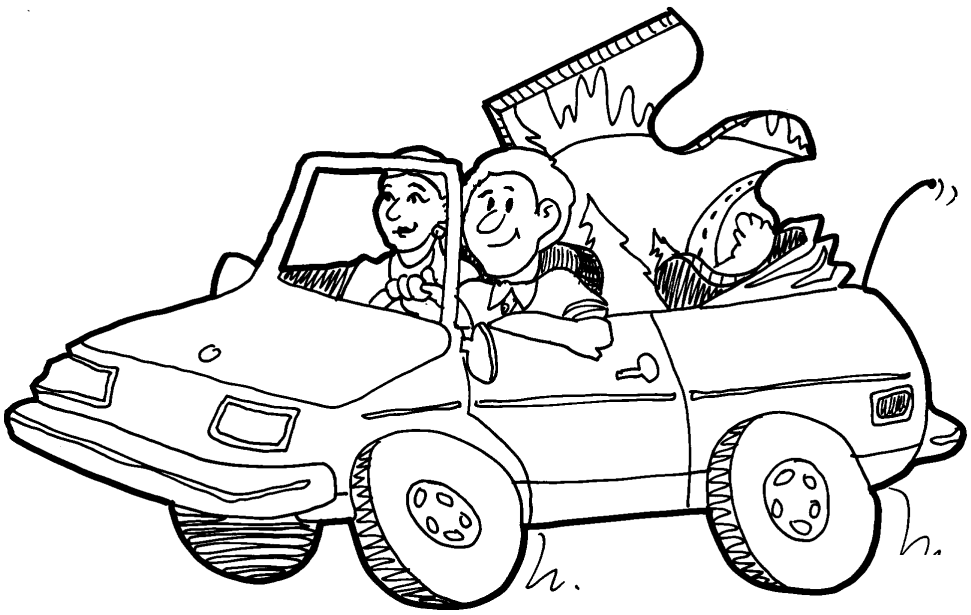
EMPLOYEE COMMUTE CHOICE:	Resulting SOV	Resulting daily VMT @ 6 miles one way	Resulting daily VMT @ 26 miles one way
Edgar: Drove alone all 5 days	100%	6.0	26.0
Judy: Drove alone twice. Rode in two-person carpool three times.	40%	4.2	18.2
John: Drove alone twice. Rode in four-person carpool three times.	40%	3.3	14.3
Ellen: Drove alone twice. Rode the bus three times.	40%	2.4	10.4
George: Drove alone twice. Bicycled three times.	28%	1.68	7.28

What is the impact on commute costs and air quality?

Although costs vary, the 1998 IRS reimbursable rate of 32.5 cents per mile may be used to calculate commute costs. In addition, for each mile traveled by the typical automobile, .055 pounds of air pollution are emitted:

EMPLOYEE COMMUTE CHOICE:	Commute Cost		Air Pollution Emitted (pounds)	
	DAILY	WEEKLY	DAILY	WEEKLY
Edwin: Drove alone all 5 days. Roundtrip: 12 miles	$3.90	$19.50	.66	3.3
Sally: Walked to work all 5 days.	$0	$0	0	0
Jeff: Drove alone twice, and worked from home the other three days. Roundtrip: 20 miles.	$6.50	$13	1.1	2.2
Emily: Drove alone three times, and rode the bus twice. Roundtrip: 15 miles.	$4.88	$14.63	.825	2.475
Bob: Rode bicycle three days/week. Drove alone twice Roundtrip: 6 miles.	$0	$3.90	0	1.32

Supporting Strategies



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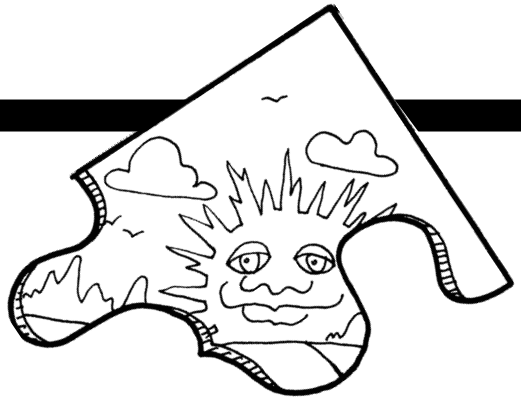
On-site Amenities 36

Introduction



Making Your CTR Program Work for Employees

Think of the elements of a CTR program as being the strategies you will use to get people to commute in a more efficient way than driving alone.

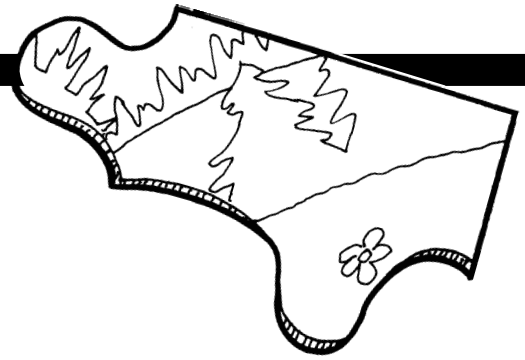
Some of the basic elements of a CTR program focus on expanding the choices of modes of transportation your employees can use to travel to work. Others remove barriers and help increase the likelihood your employees will choose an SOV alternative. For example, a guaranteed ride home program can ease fears of being stranded at work during a personal emergency—such as the need to pick up a sick child from school. The activities that remove these barriers are called "supporting strategies."

When planning the strategies which will support your company's CTR program, it is useful to consider the primary factors that affect a commuter's mode choice. These include:

- Vehicle availability
- Time
- Security
- Cost
- Convenience

The better your CTR program is able to address these concerns, the more likely employees will be to respond by switching away from solo commuting.

Ridematching



What is Ridematching?

Employees often say they would rideshare if they knew of a fellow employee who lived in their neighborhood. One of the ways you can encourage ridesharing is by helping employees find potential carpool and vanpool partners.

How it's Done

If you choose to match prospective rideshare partners internally, the process includes the following steps:

1. ***Identify potential carpoolers.*** You can identify potential rideshare matches by using your local transit agency's ridematch database, a list of employees sorted by ZIP code or shift, identification of employees' home location on a ZIP code or geographic information system (GIS) map, and/or coordination with a networking group of neighboring employer(s). (Note: There may be some privacy implications of releasing employees' home addresses. Check with your human resources staff or legal counsel to be sure your ridematch program is in keeping with any confidentiality requirements or concerns.)

2. ***Target ridematching promotions.*** You can promote ridematching by sending letters to targeted employees listing potential partners and other program elements. Consider holding coffee breaks or brown bag lunches for targeted ZIP codes or geographic areas, giving rideshare presentations to targeted groups, and distributing "riders wanted" and "car/vanpools forming" notices provided by your local transit agency (if applicable).

> *"The CommuteMate ridematching database is an excellent, comprehensive software package that allows me to register participants, do ridematches, and track participation. I even have the capability to design some of my own reports. And, since I have access to a database with all my commuters, I can look at who is already ridesharing and make connections for new participants."*
> **Joane Bartkoski, ETC, GTE Northwest, Everett**

3. ***Assist employees personally with ridematching.*** You can help interested employees by coordinating formation meetings for those identified as potential partners, making follow-up phone calls to employees identified as potential partners, coordinating with neighboring worksite ETCs to match potential partners, and encouraging employees to list themselves in your local transit agency's ridematch database. If an employee decides to use the public system, offer to help with follow-up by calling the names listed on the employee's match list.

There are also external ridematching programs, which allow employees to share the ride with employees from neighboring worksites. Ask your local jurisdiction if there's a regional ridematching system for your area.

The growth of vehicle miles traveled (VMT) on state highways rose 141.5% —from an annual total of 11.4 billion VMT in 1970 to 27.6 VMT in 1995. This is expected to grow at a rate of 2.4% per year through 2020 to about 48.5 billion VMT per year.

Looking Towards the Future: Trends Analysis, WSDOT, March 1998

Rideshare Formation Meetings

Facilitate an opportunity for the prospective "poolers" to meet and discuss sharing the ride to work. If you can, be there to assist. Help the potential poolers find a common ground so they feel comfortable with their situation.

Break the rideshare formation meeting up into four phases: (1) Introductions, Basics of Ridesharing, and the CTR Program; (2) Logistical Details; (3) Rules of the Road; (4) Carpool Trial Period.

Phase I: Introductions and Basics of the Program:

- ***Purpose of meeting.*** State the purpose of getting together is to offer a chance for prospective carpoolers/vanpoolers to meet each other under comfortable conditions, so they can more easily determine the feasibility of ridesharing.

- ***Introductions.*** Have people introduce themselves. In addition to giving their names, they should include their department, length of time at the company, home location and work hours.

- ***Determine the feasibility of ridesharing.*** Review the benefits of ridesharing and your company's program. Determine the feasibility of forming a carpool or vanpool based on everyone's individual requirements.

- ***Questions and considerations.*** Be open to questions and prepared to counter possible objections. Make sure to invite a "carpool champion" (one of your employees who carpools) to help answer questions and lend credibility to your presentation.

- ***Open discussion.*** Try to put everyone at ease by making the meeting as informal as possible and by facilitating an open discussion that gives everyone ownership in the proceedings and a say in the outcome.

- ***Refreshments.*** Serving refreshments and beverages helps keep the atmosphere informal.

One-half of the land area of our cities and suburbs is dedicated to roads, parking and driveways. In fact, paved areas and vehicle storage account for more developed space in the United States than does housing.

Getting There: Strategic Facts for the Transportation Advocate, 1996

Phase II: Logistical Details

Once the ridesharing basics have been covered, guide the discussion to assess the real potential of the group carpooling or vanpooling on a trial basis. This is where the prospective poolers discuss the logistics of ridesharing. Some things that should be decided include:

- ***Pick up points.*** Select the route the carpool/vanpool will take to and from the work site and determine pick up points. Pick up points can be at a poolers' home, a park and ride lot, or child's school/day care. The pick up points should be easily accessible and convenient for all "poolers."

- ***Arrival and departure times.*** Determine the morning arrival and afternoon departure times based on compatible work schedules. Allow extra time for traffic congestion or unforeseen events.

- ***Departure from work.*** Choose the departure location at work where the carpool/vanpool members will gather for the drive home.

- ***Decide who are drivers and riders.*** Determine who is going to drive. Will some or all of the carpool members share driving responsibilities by alternating on a daily, weekly, or monthly basis? Or will they select a designated driver?

- ***Compensate commute expenses.*** If the carpool members share the driving, there is no need for compensation. However, if one member is designated to be the driver, then the other members or riders should compensate the driver's commute expenses. Expenses include, but are not limited to: gas, insurance, maintenance of vehicle, parking fees, depreciation and tires. At this point, it would be wise to set up a regular payment schedule.

Carbon dioxide emissions—an odorless gas produced by combustion engines, which reduces the blood's ability to carry oxygen—are expected to increase 1.3% annually through 2010.

Looking Towards the Future: Trends Analysis, WSDOT, March 1998

- ***Determine the carpool schedule.*** Determine which days of the week each person will carpool. While many carpools operate five days a week, many other carpools operate quite well on a two, three or four day schedule. To accommodate individual needs, some full-time carpools include part-time members.

- ***Communication.*** Create a communication line between pooling members so that an agreed upon alternative plan can be rapidly implemented, in case of illness or other problems. The simplest communication system is one that follows the pickup sequence. The driver, if he/she experiences a problem, notifies the next driver in line, while the rider, if he/she changes plans, should notify the member who is picked up immediately before him or her. Make certain that all members of the carpool have exchanged phone numbers. They can also appoint a Carpool Captain responsible for maintaining this communication.

Phase III: Rules of the Road

Once the logistical details have been arranged, it is important that a frank and friendly discussion take place regarding the "rules of the road." By establishing these guidelines ahead of time, a carpool or vanpool is far less likely to experience social friction. Issues to be covered and recommended rules to establish include the following:

- ***Rules.*** Agree to have operating rules which may only change by a majority vote. Write the rules down and provide copies to new pooling members.

- ***Be on time.*** Agree to be on time at a specific time. Depending on the length of the commute, most carpools allow two to five minutes for a late passenger, but some reach an understanding not to wait.

- ***Personal errands.*** Detours for personal errands, such as picking up a carton of milk on the way home should be avoided, unless the partners agree.

- ***Smoking policy.*** Establish a smoking policy. Smoking should not be allowed unless everyone in the carpool is a smoker or everyone agrees that smoking is acceptable.

- ***Radio.*** Take a vote about the radio. On or off? Music or news? Determine the radio station now, before the carpool begins.

- ***Personal habits.*** Agree on do's and don'ts concerning personal habits, such as reading, talking and eating in the car.

- ***Driver responsibilities.*** The driver has the responsibility for providing a clean and fueled car, maintaining the vehicle in good repair, driving in a safe manner, maintaining adequate insurance and operating according to schedule.

- ***Rider responsibilities.*** Riders have the responsibility for arriving on time to meet their carpool, abiding by the rules they agreed to and paying the driver on time.

Statewide, 92% of all trips were made using the automobile.

Looking Towards the Future: Trends Analysis, WSDOT, March 1998

Phase IV: Carpool Trial Period

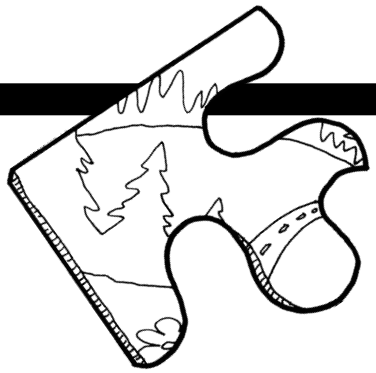
Once the initial arrangements and rules have been made, the carpool should be ready for a trial period. As the ETC, make sure to ask the members of the carpool to give it time to work. A four-week shakedown cruise is normally necessary to get the carpool running smoothly.

- ***Your availability.*** Let the group know you are available to answer questions and to resolve difficulties, should they occur.

- ***Progress.*** Check the group's progress at the end of the first week and at least once more before the end of the fourth week.

Local Ridematch Information Page

Guaranteed Ride Home (GRH)



*"When we did focus groups and internal research, people told us that a major barrier to taking the bus, carpooling or other modes of non-SOV commuting, was their need to have a car at work for business or personal reasons. So, we set aside five automobiles that CTR participants can check out if they need to do business errands, respond to personal emergencies, or work late unexpectedly. Last year, program participants used these vehicles more than **500** times to meet their needs. This feature of our CTR program has gone a long way toward removing a significant barrier to non-SOV commuting for our employees."*

Cody Dorn, ETC, Fluke Corp., Everett

What is GRH?

One reason employees say they drive to work is because they want to have their cars in case of an emergency. They don't want to risk being stranded at work if they or their family members become ill during the day, or if they must unexpectedly work overtime.

Establishing an employer-paid guaranteed ride home program provides peace of mind for your employees who use commute alternatives. It also has a high perceived value by employees, although it is relatively inexpensive due to typically infrequent use by employees.

When emergencies arise, some employers allow their employees to use fleet vehicles to get home (TIP: be sure to iron out any potential liability issues with your insurance carrier in advance), others contract with a local taxi company or reimburse employees for the cost of the trip home.

How it's Done

First, check with your county or jurisdiction to see if they offer a GRH program. If your organization prefers to develop its own, you should create GRH policies and procedures. For example:

- ***Eligibility criteria.*** What rideshare modes are considered eligible (e.g., carpool and vanpool)? How often must someone participate in the CTR program to be eligible? Will GRH be available to all employees? Will people register for the program?

- ***Restrictions.*** How often can the program be used (e.g., up to six times a year)? Is the program limited by number of trips, mileage, or both? (TIP: Limit by number of trips only, if limits are necessary.) What reasons are a valid use of the program (e.g., illness or unscheduled overtime)? What reasons are not a valid use of the program?

- ***Financial issues.*** How much of the transportation cost will be covered? (Tip: Most jurisdictions recommend that the employer cover the full cost). What are the methods of payment—reimbursement, travel vouchers, company account/credit card? Who will cover the tip? What are the procedures for vouchers or reimbursement? You may want to consider establishing a petty cash fund to allow the ETC to fund GRH trip, up front.

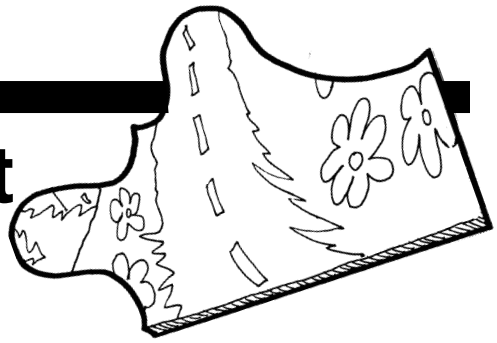
- ***Promote to employees.*** Distribute information to all eligible CTR program participants. Educate employees and promote the GRH program to everyone, especially to new hires, by developing a flyer or fact sheet, newsletter articles, and e-mail messages.

- ***Monitor progress.*** Keep track of program usage. Periodically survey participants to evaluate program effectiveness. Make appropriate changes to your GRH program as indicated by employee input.

"Over 60,000 square miles of land in the United States have been paved over. That works out to 2% of the total surface areas and 10% of all available land."
The Futurist Magazine

Local GRH Program Information Page

Parking Management



What is Parking Management?

Parking management is a set of strategies used to balance the supply and demand for parking—for example, reducing the number of spaces employees may use for parking or increasing the cost for parking.

Parking management is one of the most powerful tools that can be used for modifying commute mode choice. The decision of commuters to drive alone, carpool, vanpool, or use mass transit often depends on the cost, availability, and the location of parking.

For some organizations, an effective parking management program can help create funding for other CTR programs such as transportation subsidies and allowances.

According to the King County Department of Transportation, it costs $16,000 per space to construct surface parking. The price jumps to $20,000-$25,000 per space for structure parking. There are also ongoing costs for maintaining and operating parking lots, which the agency estimates at $85 per space per year (not including restripping or security).

A parking management program can result in major cost savings for the employer by balancing the supply and demand for parking. In other words, parking should be managed as a resource.

There are three parking management strategies that are commonly used to help reduce the number of solo commuters to a worksite. These strategies impact parking in the following ways:

"We knew that overflow parking around the college could cause problems in the nearby residential areas. Our permit program - combined with transit pass subsidies - helped us eliminate this overflow problem and be a good neighbor."

James Lewis
Transportation Coordinator
South Seattle Community College

- Location and convenience of parking
- Supply of parking
- Price of parking

Impact: Parking Location and Convenience

Preferential parking is a convenience incentive that reserves the most desirable parking spaces for carpools and vanpools, thus encouraging your employees to share a ride instead of driving alone to work. Preferential parking spaces are reserved spaces for carpools and vanpools that are covered and/or are convenient parking close to elevators or entrances.

Preferential parking spaces are usually marked and employees are registered to use the spaces. These employees are issued some sort of identification for their vehicle, such as a hang-tag or sticker. Frequently, the spaces are used by carpoolers and vanpoolers on a first-come, first-serve basis. Sometimes companies "reserve" preferential spaces by assigning spaces to specific carpools and vanpools.

Each parking space within the Pacific Place Mall garage in downtown Seattle, which opened in 1998, cost $61,000 to build.
Seattle Post-Intelligencer

The effectiveness of preferential or reserved parking for carpools and vanpools has a direct relationship to the degree of convenience it represents. Preferential/reserved parking is especially effective when parking is in tight supply and employees have to search for parking.

When offering preferential parking, here are some things to consider:

- Determine and distribute policies that define who is eligible to use a parking space and what will happen if employees abuse the policy.
- Determine how many preferential parking spaces you'll need and how parking will be monitored and enforced.

- Use a registration system to identify those who are eligible to use a parking space.

- Preferential parking works best as part of a CTR program that supports ridesharing; other elements to consider: ridematching assistance, a guaranteed ride home, and transportation allowances or subsidies.

Impact: Parking Supply

When the amount of parking is reduced, employees may be more willing to consider alternatives to driving alone.

In the past, jurisdictions enacted ordinances which required developers to provide a minimum number of parking spaces for nonresidential buildings. Many of these ordinances are now being changed to reduce the number of required parking spaces and to reflect a new focus on the use of public transportation, ridesharing, and other alternatives to single occupant vehicle commuting.

Free parking is the biggest deterrent to ridesharing and bus riding today. In fact, 20% fewer commuters would drive alone to work if they had to pay the full cost of parking.

Studies referenced by The Colorado Travel Reduction Advisory Board

Some jurisdictions are considering ordinances mandating that parking is priced separately in an office lease. Employers that lease office space should check on the cost of parking and determine if the number of allocated spaces can be reduced.

When reducing the supply of parking, here are some things to consider:

- Form a committee to evaluate the existing parking situation, to research parking in the surrounding areas, and to decide on the appropriate strategies. Some employers turn parking areas into a sports court or lease the space to another employer.

- Determine the pattern of parking demand versus supply. Counts should be done on different days during peak seasons and peak hours of parking demand.

- Plans for future company growth should also be examined in terms of the number of employees and parking spaces. Ideally, there should be fewer parking spaces than employees.

- Restricting parking works best when it's used in conjunction with other commuting programs and transportation options such as:

  - Ridematching assistance
  - Parking fees for single-occupant vehicles
  - Free parking or discounts for carpools and vanpools
  - Preferential parking for carpools and vanpools
  - Transportation allowances or subsidies
  - Incentives for walkers and bicyclists
  - Work schedules that support use of commute alternatives

- Before eliminating parking or making plans to convert parking areas to other uses, contact your local jurisdiction to determine if a permit or variance will be required.

On average, one-third of all auto pollution occurs when you cold start your engine. Cold starts create 80% more unhealthy hydrocarbons than when your car engine is warm.

The Communicator, Winter 1997

Impact: Parking Pricing

When a company pays for employee parking, it sends a powerful message that reinforces solo driving and discourages commuting by environmentally friendly alternatives such as taking the bus, carpooling, vanpooling, bicycling and walking.

Over 90 percent of commuters park free of charge at work; even in downtown areas. In addition, most employees view parking as a sacred right. Research on this issue has shown that when employees are actually charged for parking, they alter behavior.

Considerations when looking at your pricing options include:

- Charging solo drivers more to park than ridesharers.

- Taking advantage of the "Parking Cash-Out" program, which allows businesses to offer their employees a choice between a subsidy or a cash amount similar to what the employer would have paid for parking.

- If you currently offer free or subsidized parking, begin charging employees for parking (or increase the amount they pay). Consider offering a rideshare or transit subsidy to offset some of the pain of a parking charge. As a strategy to reduce solo driving, fees work best where parking is limited. If your employees have parking alternatives, such as free street parking or other low-cost parking facilities, this strategy probably won't work.

Additional Things to Consider

Reducing parking spaces or charging for parking can be one of the most controversial CTR elements you introduce. Careful communication of any changes in parking policies and prices, with clear explanations of the reasons for the changes, is critical to the program's success. Here are some things to consider:

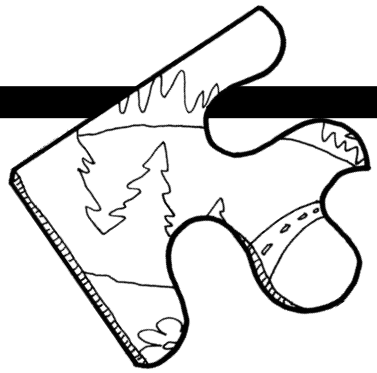
- Be sure to develop scenarios based on different pricing strategies. Make a presentation to management on the different strategies and how they will impact your parking situation.

- Check labor union agreements (if necessary). Introduce the strategy to the employees, and give them the chance to voice concerns and ask questions.

- Don't let your pricing strategy result in spill-over parking into the neighborhoods or residential communities surrounding your worksite.

- Most importantly, make sure your parking management program achieves the goals and objectives you established.

Subsidies and Incentives



"We determined that incentives were an important way to heighten awareness of our CTR program. Not only is it a reward for people who are doing this, but it's also a way for us to say thank you and create a 'talk factor.'" Members of CAT (Consider Alternative Transportation) are entered into monthly drawings for prizes like tickets to sporting events or gift certificates. One month every CAT member received a jar of peanuts, with the message "I'm Nuts About My Commute."

Randy Stearnes, ETC, Tacoma Public Utilities

What are Subsidies and Incentives?

A "direct commute subsidy" is a financial benefit the employer provides, on a regular basis, to individual employees—or employees who commute together—that directly lowers the cost of their commute. Such as:

- Free or discounted bus/ferry/vanpool passes
- Cash or vouchers for commute expenses
- Free or discounted parking for those who share the ride

Some of the benefits of a commute subsidy program include the fact that they are:

- Considered an attractive benefit by employees
- Effective in reducing SOV trips
- May have a financial benefit to the employer and employee (e.g., tax breaks)
- May directly support the mission and goals of the organization

A "commute incentive" is a reward the employer provides to employees on a periodic basis that encourages them to use commute options other than driving alone. Incentives include things like prizes, gift certificates, and merchandise such as T-shirts or coffee cups.

What the ETC Can Do

Here are some things that you as the ETC can do to set up a CTR subsidy and/or incentive program:

- ***Conduct (a little) research.*** Find out as much as you can about your employees, your worksite, and your organizational culture in relation to a potential subsidy/ incentive program.

- ***Identify Internal Experts.*** Bring together and work with internal parties that might be impacted, including: benefits/ payroll specialists, tax accountants, union representatives, legal counsel, and finance administrators.

- ***Develop a Program Plan.*** Identify the types of subsidies or incentives employees will receive; who will be eligible; the amount, method and frequency of payments for each commute subsidy; and the cost of the program.

- ***Obtain management support.*** After outlining the basic plan, seek management support and funding. It helps to think about what motivates management and sell the program accordingly. It is also helpful to identify a management "champion" who will support the plan, before you present it to management.

- ***Establish how the program will be administered.*** Once you have approval, adopt written policies, develop a way to identify and track participants and payments, establish a process for transferring the subsidy to eligible employees, and implement a mechanism for tracking tax information.

The average number of miles traveled by each Washington state citizen rose dramatically between 1970 to 1990—from 5,991 miles traveled per year on all state roadways to 9,027. This is expected to jump to an average of 10,448 miles per person by 2020.

Looking Towards the Future: Trends Analysis, WSDOT, March 1998

Tax Implications of Employer-Provided Commute Subsidies and Incentives

Please Note: Questions regarding interpretation or administration of tax codes should be directed to your company's tax attorney, legal counsel or accountant.

Federal law: Refer to Transportation Equity Act (TEA-21), Section 9010 which will amend the Internal Revenue Code Section 132(f).

Both TEA-21 and the Internal Revenue Code (IRC) are available on the Internet. You'll find the full text of TEA-21 at http://www.fhwa.dot.gov/tea21/index.htm

Section 132(f) of the IRC is available at http://www.fourmilab.ch/ustax/www/t26-A-1-B-III-132.html

Between 1960 and 1990, the number of Washington State workers driving to work alone increased by 18.7%. The percent of transit users dropped by 4.6%, carpoolers by 10.4%, walking and biking by 3.5%. Trends for the Puget Sound area show a 1% shift in mode choice from single occupant vehicles (SOV) to carpools by 2020.

Looking Towards the Future: Trends Analysis, WSDOT, March 1998

Employers that implement commute subsidy programs for employees should be aware of several relevant state and federal tax law regulations. These tax laws and regulations help answer the following questions:

1. How will a subsidy impact your employees' taxable income?
2. How will a subsidy impact your company's expenses and resulting profit?
3. How will a subsidy impact your company's state tax bill?

How will a subsidy impact your employees' taxable income?

All employers—public and private, profit and nonprofit—must withhold certain taxes on employee income. Employers and employees share the responsibility of paying Social Security taxes, Medicare and Federal and State unemployment taxes. The amount of these taxes is based on the amount of taxable employee income. So, increasing employee income increases the amount of these taxes and decreasing employee income decreases the amount of these taxes for employers and for employees.

According to the IRS, commute subsidies are a fringe benefit. *IRS Publication 535: Business Expenses* defines fringe benefits as:

> "a form of compensation provided to any person for the performance of services by that person."

Fringe benefits *must be included* in employees' taxable income unless the benefits are *specifically excluded from income by law*

(or the employee, not the employer, pays for the benefit).

In the case of commute subsidies, there are *three types that are specifically excluded from income by law.* They are referred to as qualified transportation fringe benefits because they qualify under IRS rules for exclusion from the gross income (i.e., taxable income) of an employee. They are:

- A ride in a commuter vehicle such as a vanpool (limit of $65/month)[1]
- A transit pass (limit of $65/month)
- Qualified parking (limit of $175/month)

Employers can provide up to $65/$175 (1998 tax year) per month to help employees defray costs of commuting without creating additional income for the employee or subjecting itself to increased payroll taxes. Any amount in excess of $65/$175 per month is subject to income and payroll taxes.

Employers wishing to provide tax-exempt bus/vanpool subsidies to their employees can:

- Give $65 per month in tickets, vouchers or bus passes to an employee;
- Sell a pass or tickets to an employee at up to a $65 discount per month;
- Reimburse an employee for bus/vanpool expenses up to $65 per month.

[1] *TEA-21 increased the limit on non-taxable transit and vanpool benefits to $65 per employee per month and the limit on parking is raised to $175 per employee per month for calendar years 1998 and 1999. Thereafter these benefits will be indexed for inflation.*

TEA 21

On June 9, 1998, President Clinton signed the Transportation Equity Act for the 21st Century (TEA-21) into law. In addition to reauthorizing transit and highway programs, it made several

changes to the Internal Revenue Code (IRC), including a provision found in TEA-21 Section 9010 affecting the transit and vanpool benefits which are considered qualified transportation fringe benefits under IRC Section 132(f).

Prior to passage of TEA-21, the IRC allowed employers to only provide transit or vanpool benefits *in addition to*, and not in lieu of compensation. According to Gordon J. Linton, Administrator of the Federal Transit Administration, "Under the changes made by TEA-21, effective during tax years beginning after December 31, 1997, employers may continue to provide these benefits in addition to current compensation paid to their workers or, for the first time, *in lieu of* their existing compensation."

Now your options are greater. As a result of TEA-21 and the Taxpayer Relief Act of 1997, the Federal Transit Administration is letting it be known that transit and vanpool qualified transportation fringe benefits can now be applied in the following ways:

A. Benefits in Addition to Compensation (employer pays)

B. Benefits in Lieu of Compensation (employee pays)

C. Combination (employer/employee split the cost)

D. Parking Cash Out

A. Benefits in Addition to Compensation

Employers may give their employees a tax-exempt benefit of up to $65 per month to commute to work by transit or eligible vanpools.

The employer pays for the benefit and receives an equivalent deduction from its business income. Employees receive the benefit completely free of all payroll and income taxes *in addition to* their current compensation.

Example: Employee A earns $2,000 per month in gross income and is in the 28 percent tax bracket. Employee A receives a $65 transit benefit *in addition to* their salary.

Gross Monthly Income	$2,000
FICA @ 7.65%	- 153
Income Tax @ 28%	- 560
Net monthly Income	$1,287

Employee A receives a $65 bus/vanpool benefit for "free."

B. Benefits in Lieu of Compensation

Employers may permit their employees to set aside some of their pre-tax income to pay for transit or eligible vanpools.

Employers do not pay for the benefit but permit employees to set aside part of their gross income (*in lieu of* compensation) to pay for commuting expenses up to $65 per month.

Employees save on payroll and income taxes since their salary is reduced by the amount of the benefits before tax is calculated.

Employer's payroll costs are decreased since income is reduced before payroll taxes are calculated.

Example: Employee B earns $2,000 per month in gross income and is in the 28 percent tax bracket. Employee sets aside $65 of pre-tax income to pay for transit benefit (*in lieu of compensation).*

Gross Monthly Income	$ 2,000
Employee buys transit	
Pass with pre-tax $$	- 65
Taxable Income	$ 1,935
FICA @ 7.65%	148
Tax @ 28%	- 542
Net monthly Income	$1,245

Employee B receives a $65 transit/vanpool benefit for $42.

C. Combination

Employers may share the cost of commuting with their employees. Employers can give their employees part of the commuting expense tax-free in addition to their compensation and allow the employees to set aside part of their gross income (*in lieu of compensation*) to pay the remaining amount, up to the total monthly limit of $65.

For example, the employer could provide the employee a transit subsidy of $35 (*in addition to salary*) and the employee could use pre-tax income for the additional amount necessary to purchase the pass. The employee would have a total monthly transit benefit of $65.

Employer's payroll costs are decreased since income is reduced before payroll taxes are calculated.

Example: Employee C earns $2,000 per month in gross income and is in the 28 percent tax bracket. Employee C and his employer split the cost of a bus/vanpool benefit, so Employee C sets aside $30 of pre-tax income to pay for transit benefit and his employer provides him with a $35 bus/vanpool subsidy.

Gross Monthly Income	$2,000
Employee co-pays for Transit pass with pre-tax $$	- 30
Taxable Income	$1,970
FICA @ 7.65%	150
Tax (@ 28%)	- 552
Net monthly Income	$1,268

Employee C receives a $65 bus/vanpool benefit for $19.

Commute Subsidy or Incentive	Allowable employee pay (or co-pay) with pre-tax dollars?
"Transit" (i.e., bus, ferry, vanpool)	YES
Carpool (3+ person)	NO
Carpool (2-person)	NO
Walking & Bicycling	NO
Promotional Incentive "irregular" (e.g., prizes)	NO
Parking	YES

D. Parking Cash Out

Employers may establish a parking cash out program whereby employees may choose to cash out the value of employer-provided parking, forego parking and receive the taxable cash value of the parking. Or, employees could choose to receive a tax-free transit or eligible vanpool benefit up to $65 per month.

The employer does not have to pay for parking spaces; the amount saved can be diverted to a direct payment to the employee. The cash is included in the employee's taxable income and is subject to payroll and income taxes unless it is used to buy a bus/vanpool pass (a tax-exempt transportation benefit).

In addition, the "cash-out" also allows employees to finance other commuting modes that do not qualify as tax-exempt fringe benefits, such as walking, bicycling, carpooling, or other means of commuting to work.

Example: Employee D earns $2,000 per month in gross income and is in the 28 percent tax bracket. Employee D's employer has given her the option of *cashing out* a $175 parking space. Employee D decides to use some of the cash out for the $65 transit benefit and to receive the remainder as additional taxable income.

In 1990, 548 miles of roadway statewide were affected with slowdowns due to congestion. By 1995, this had jumped to 795 miles of road.

Looking Towards the Future: Trends Analysis, WSDOT, March 1998

Gross Monthly Income	$2,000
Plus taxable amount of	
Parking cash out	+ 175
Less tax-exempt	
bus/vanpool benefit	- 65
Taxable income	$2,110
FICA @ 7.65%	- 161
Tax @ 28%	- 591
Net monthly Income	$1,358

Employee D gets a $65 bus/vanpool benefit for $42.

Commute Subsidy or Incentive	Federal Tax Considerations: Income tax-exempt benefit for employees?	Federal Tax Considerations: Pre-tax Business Expense for Employer[1]	Washington State Rideshare Incentive: Employer Eligible for State Tax Credit[2]
"Transit" (i.e., bus, ferry, vanpool)	Yes, up to $65 per month per employee	YES	YES, 50% of total expense up to $60 per employee/year
Carpool (3+ person)	NO	YES	YES, 50% of total expense up to $60 per employee/year
Carpool (2-person)	NO	YES	YES, 30% of total expense up to $60 per employee/year
Walking & Bicycling	NO	YES	YES, 50% of total expense up to $60 per employee/year
Teleworking	NO	YES	NO
Promotional Incentive "irregular" (e.g., prizes)	Depends on regularity and amount[3]	YES	NO
Fleet vehicles for ridesharing	NO	YES	NO
Parking	Yes, up to $175 per month per employee	YES	NO

[1]Businesses can deduct the cost they incurred (rather than the value of the benefit) to provide employees with a fringe benefit.

[2]Each employer is limited to a total tax credit or grant rebate of $100,000 per year; statewide the annual cap for tax credits is $1.5 million.

[3]De minimus fringe benefits are excluded from taxable employee income. A de minimus fringe benefit is "any property or service you provide to an employee that has so small a value (taking into account how frequently you provide similar fringe benefits to employees) that accounting for it would be unreasonable or administratively impractical."

How will a subsidy impact your company's expenses and resulting profit?

Commute subsidies, such as bus/vanpool fare, carpool incentives, walking and bicycling subsidies, are a legitimate business expense. This means that employers that are subject to federal income tax can deduct the cost of providing the subsidy or incentive in calculating taxable income. In other words, income is lower; therefore, tax due is lowered too. Businesses that pay this tax should note two things:

- Businesses can deduct the amount paid, not the value of the service or product provided.
- Businesses can take the entire amount paid as a business deduction (subject to reasonableness), regardless of the amount the employee can receive tax-free.

Commute Subsidy or Incentive	***Pre-Tax Business Deduction for Employer***
Parking	YES
Transit (i.e., bus, ferry, vanpool)	YES
Carpool (3+ person)	YES
Carpool (2 person)	YES
Walking and Bicycling	YES
Teleworking	YES
Promotional Incentive "irregular" (prizes, time off)	YES
Fleet Vehicles for Ridesharing	YES

[1]Businesses can deduct the cost they incurred (rather than the value of the benefit) to provide employees with a fringe benefit.

How will a subsidy inpact our company's state tax bill?

Some employers pay business and occupation (B&O) tax or public utility tax to the Washington State Department of Revenue. B&O tax generally applies to private businesses, as well as public agencies, that partake in "enterprising activities." Public utility tax applies to public agencies in the utility business (water, power, sewer, etc.).

Employers that pay these types of taxes—and provide commute subsidies to employees—can apply for tax credits[1]. This is true regardless of the size or location of the employer. Credit on Washington State B&O or Utility tax is allowed for subsidies paid to employees for using:

- public transit;
- state ferries;
- carpooling in a vehicle with three or more persons, or;
- bicycling or walking to work.

The credit is equal to half the amount an employer subsidizes for each employee, but may not exceed $60 per employee per year or a total of $100,000 in B&O or Utility tax credit in any calendar year. Subsidies for two-person carpools are eligible for credit as well, but only at 30 percent, up to $60 per employee per year.

Employers need to be aware that there is an annual statewide cap of $1.5 million at this time. This means that tax credits will only be granted until the time when the statewide cap is reached each fiscal year[2].

In calculating their B&O or Public Utility tax, the cost of providing employee subsidies is not deducted from income. Instead, a portion of these costs can be deducted from the total tax due. In other words, this a direct offset of tax. Employers that provide financial incentives to their employees for ridesharing, for using public transportation, or for using non-motorized commuting are allowed credits against their tax burden with the limits described on the following page.

Commute Subsidy or Incentive	Employer Eligible for State Tax Credit or Grant Rebate[3]?
Transit (i.e., bus, ferry, vanpool)	YES, 50% of total expense up to $60 per employee per year
Carpool (3+ person)	YES, 50% of total expense up to $60 per employee per year
Carpool (2-person)	YES, 30% of total expense up to $60 per employee per year
Walking & Bicycling	YES, 50% of total expense up to $60 per employee per year
Teleworking	NO
Parking	NO
Promotional Incentive "irregular" (i.e., prizes, time off)	NO
Fleet Vehicles for Ridesharing	NO

[1] *Approved in RCW82.04.4453 - 82.04.4454 and amended by Second Substitute Bill 6260 passed in 1996.*

[2] *Employers are **strongly** encouraged to apply for the tax credit on a quarterly basis. The Rideshare Credit Reporting Schedule must be attached to your company's Washington State Combined Excise Tax Return. For more information contact the Washington State Department of Revenue at 1-800-647-7706 or via the internet at http://www.wa.gov/dor/wador.htm.*

[3] *Each employer is limited to a total tax credit or grant rebate of $100,000 per year; statewide the annual cap for tax credits is $1.5 million. The Rideshare Subsidy Grant fund is $1 million total.*

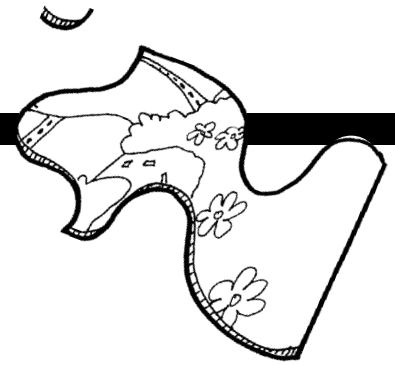
Estimating Washington State Tax Credit for Employer-Provided Rideshare Incentives

Work Sheet

	Monthly Subsidy per employee	Per year	Per year	Allowable tax credit per person; $60 max. per year	Number of employees receiving commute subsidy	Total allowable tax credit or grant rebate[1]
Transit (e.g., bus, ferry, vanpool)	$_____	X 12	X .50	=____ or $60	X _____	= $_____
Carpool (3+ person)	$_____	X 12	X .50	=____ or $60	X _____	= $_____
Carpool (2 person)	$_____	X 12	X .30	=____ or $60	X _____	= $_____
Walking & Bicycling	$_____	X 12	X .50	=____ or $60	X _____	= $_____

[1]*Each employer is limited to a total tax credit of $100,000 per year. Statewide, the annual cap for tax credits is $2.25 million.*

Flextime



Flex Time

Although it doesn't necessarily reduce commute trips, giving your employees a more flexible schedule may allow them to take advantage of alternative modes of transportation. On the downside, it can also make it harder to match employees with potential carpool and vanpool partners.

Under a flex-time arrangement, employees are given some degree of choice for their own starting and quitting times.

The total length of the company's workday is usually extended to include earlier morning and later evening hours. There is often a "core time" during which everyone is expected to be on the job (for example, from 9:30 a.m. to 3:30 p.m.). Individual employees could, for instance, choose to work from 7 a.m. to 4 p.m. with a one-hour lunch period, from 9:30 a.m. to 6 p.m. with a half hour lunch, or other such variations on an eight-hour workday.

Flextime can support the use of commute alternatives. For example, the bus that runs by Mary's house leaves once an hour. Her work day starts at 8 a.m. If she takes the 6:30 a.m. bus she arrives to work at 7:15 a.m.—45 minutes early. Mary feels that extra time is better used getting her kids ready for school. Although she prefers to take the bus, if she takes the 7:30 a.m. bus she arrives to work at 8:15 a.m.—15 minutes late! The solution? Allow Mary to start her work day at 8:30 a.m. Mary's thrilled that her company gives her the freedom to better juggle her personal life, and the ETC is pleased because one more SOV is removed from the morning commute. Plus, it didn't cost the company a dime!

"We offer our employees flexible work schedules in order to support two key Hewlett Packard business philosophies - *Management by Objectives* and *Work/Life Balance*. Flexible work schedules are accepted practice for us."

Mark Heintz
Hewlett Packard Co., Vancouver

By allowing some flexibility in employees' work schedules, flextime makes it easier for them to take the bus or rideshare with employees from other companies. Walkers and bicyclists may be able to commute more safely by taking the best possible advantage of daylight hours.

How it's Done

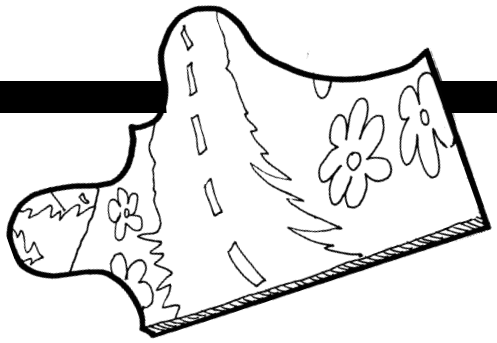
A formal flextime program includes policies and procedures that are adhered to by employees. In most cases, employees are allowed to set their own schedule and must stick to it (they aren't allowed to vary arrival and departure times on a daily basis). In formal flextime policies, the following elements are often included:

- ***Banking of hours.*** Banking of hours is when employees carry credit or debit hours from day to day. Will your program allow employees to vary the number of hours they work each day, as long as they work enough hours each week (or any other specified period)?

- ***Bandwidth.*** Decide what time the common workday will officially begin and end (i.e., the range of hours employees may be on the job). A longer bandwidth may allow employees to schedule their commute so that they miss the peak rush hour congestion. But flexible work schedules often reduce the overlap in employee schedules, which can reduce ridesharing opportunities.

- ***Core hours and days.*** You may need to specify times when all employees must be on the job (e.g., between 10 a.m. and 3 p.m.). Are there occasions, such as company meetings, for which you will need all employees in attendance?

Company Fleet Vehicles



Why provide company vehicles?

Many employees say they must drive alone because they need their car for work. To overcome this barrier, and as an element of their CTR program, some companies provide fleet vehicles for work-related trips or for vanpools, carpools or guaranteed rides home.

One company, for example, makes fleet vehicles available for work-related trips or meetings and for an occasional Guaranteed Ride Home. Another company allows carpoolers to take home a company car each night. During the day the same vehicle is available for business-related trips. In another example, a company that has dozens of buildings spread out across the city shuttles employees from building to building for meetings. During the holidays, it also provides employees with a lunchtime shuttle to the mall.

"We have many bus riders, bicyclists, carpoolers and vanpoolers who use our fleet of County vehicles to go to meetings or out in the field. Without the availability of fleet vehicles, some of these CTR participants would be forced to start driving to work alone. Instead they have a choice!"
Don McDowell, ETC, Spokane County

Your Role as an ETC

Here are some things to consider if you intend to set up a fleet vehicle program to support CTR:

- If your company already has fleet vehicles, get your fleet manager involved in considering options for incorporating fleet vehicles into your CTR program at the very beginning.

- If your program calls for acquiring new vehicles, be sure a representative of your purchasing department also is part of your planning team.

- Talk with your corporate insurance provider and legal counsel regarding possible liability issues and additional costs associated with making company-provided vehicles available to employees. You may easily be able to allow vehicles for work trips, but not commute trips.

- If fleet vehicles can be used for work trips, set up a reservation system that ensures ridesharers get first priority when planning for and checking out a car.

- The 1993 Washington state legislature passed Substitute Senate Bill 5876 amending several laws that have a positive effect on vehicles used for ridesharing. If a fleet vehicle will be used primarily for ridesharing (with five or more people) as part of your CTR program, be sure to check with the Department of Licensing regarding an excise tax exemption and rideshare license plates.

- If vehicles in your program will be required for other assignments during the day, put together a schedule that shows how this would work. Make contingency plans if a vehicle is not available due to an emergency or mechanical breakdown.

- In the case of a "fleet pool" program, determine if all or part of the costs will be covered through rider fares.

Washington's population is expected to increase 36.5% between 1997 and 2020—from 5.6 million to 7.6 million. People moving into our state will result in more than half of the population growth.

Looking Towards the Future: Trends Analysis, WSDOT, March 1998

When you have a handle on program costs and logistics, update management on your progress, provide your program recommendations and budget, and get approval to proceed.

Policies and Procedures for a Fleetpool Program

Well-thought-out policy and procedures are critical for the success of your fleet pool program. You'll need to clarify the following information and distribute a copy of your policy and procedures document to all employees, so everyone knows the rules about using company vehicles for carpooling and vanpooling:

- How will vehicles be assigned—i.e., if only a certain number of vehicles are available, how will requests be prioritized?

- Who will be allowed to drive company vehicles? How will drivers be selected?

- Will drivers be required to complete a training program in order to be eligible to operate these vehicles? If so, how and when will training take place?

- For vanpools and carpools, will fares be charged? If so, how will these fares be determined and how will they be collected?

- If a primary driver is assigned, will this person ride free or earn other compensation or privileges?

- What are the responsibilities of drivers and passengers?

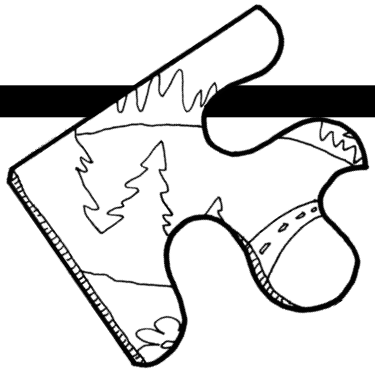
- Will carpool or vanpool drivers be able to use their assigned vehicles for personal trips or outside of commute hours?

- Will courtesy and punctuality rules for carpools or vanpools be the same for everyone and written down in your policy document? Or, will participants set their own rules?

- What is policy regarding transporting non-employees in company vehicles?

- If your fleet vehicles will be in use during the business day, how will you ensure vehicles will be available for ridesharing during employees' home-bound commutes?

On-Site Amenities



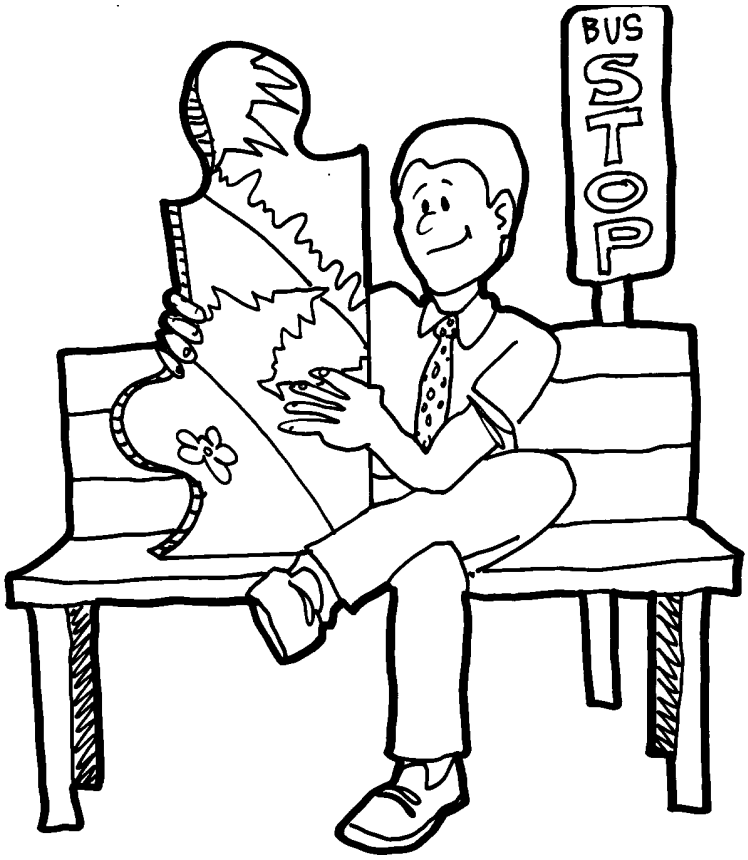
"Our corporate offices are in an isolated rural location, which presents a variety of challenges for Commute Trip Reduction.
In response to employee requests, we've implemented a number of on-site amenities to reduce employee need for their car to run personal errands during the day. In addition to a full-service cafeteria and lunch room area, we offer the on-site sale of bus passes, direct payroll deposit, dry cleaning pick up and delivery twice each week and postal services including the sale of postage stamps and shipping. And, at least once a month, employees can use the services of a visiting oil change service or car mechanic. By eliminating barriers to ridesharing, our CTR program has grown and employee morale is bolstered by more satisfied employees."
Bill Isgrigg, ETC,
Group Health Northwest,
Spokane County

Offering On-site Amenities

Employers that provide on-site amenities for employees can help reduce the need for a car to run personal errands. In addition to the physical features of your site related to various modes, other on-site amenities that might affect employees' commuting habits may include:

- Direct deposit of paychecks
- Cash machines
- Postage stamp sales
- Mail and package pickup
- Cafeteria
- Day care
- Dry cleaning pickup
- On-site car services (e.g., detailing)

Your CTR Program



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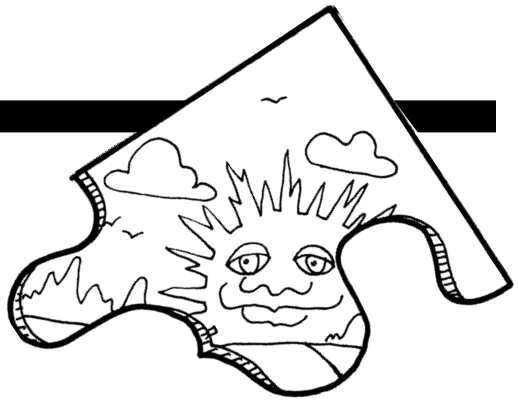
Creating/Enhancing Your CTR Program



Understanding Your Situation

The first step in creating or enhancing your CTR Program is to do your homework. This means gathering information and gaining a thorough understanding of your employees, your organization and its culture, and transportation options available at each worksite. You will also want to inform management of your activities and gain their support.

The best way to gather this information is simply to ask the right questions of the right people. As you acquire answers from your employees, company management and outside resources, your CTR program will start to take shape.

Companies differ greatly in their employee characteristics, physical worksites, corporate cultures and financial resources. Programs that work well for some organizations may be inappropriate for yours. On the other hand, the experiences of companies similar to yours can provide valuable insights.

Where do you begin? How do you decide which elements should be part of your program? The following pages will provide information and tools to help you choose the right elements to create or enhance your company's CTR program.

Learning About Your Employees

One of the best ways to evaluate the transportation needs, habits and attitudes of your employees is to conduct a survey. Newly affected employers are strongly encouraged to conduct a baseline survey. Employers that are measuring their organization's progress toward meeting SOV and/or VMT goals

are required to survey or submit equivalent data. Or, you may have recently surveyed and can use the information gathered to learn about your employees. Your local jurisdiction will provide official *CTR Employee Questionnaire* forms and guidance on how to conduct an employee survey.

After your survey results are processed, you will receive a report that outlines the commute patterns currently being used by your employees, the distance of their commutes, and where they live (by zip code). The report will also describe their preferences for alternatives to drive-alone commuting as well as the supporting strategies (program elements) they prefer. The survey also establishes your worksite's current single occupancy vehicle (SOV) rate and vehicle miles traveled (VMT) per employee. Employee attitudes about driving alone and commute alternatives are gathered, as well.

Other strategies to learn about your employees include recruiting CTR committee member and soliciting feedback from them, informal discussions with employees, worksite focus groups, Human Resources records, parking lot counts and records of subsidies paid for using commute alternatives.

Analyze the information you've gathered about your employees, identify employee characteristics and begin to develop ideas about how your CTR Program can meet their needs. Consider:

- ***Current commuting patterns.*** How do they typically get to work and how far do they travel?

- ***Employee needs.*** Do they need a car during the day and if so, why? Do they need a car to take care of lunch time errands? If so, can you provide these services on-site?

- ***Employee attitudes.*** What are their main reasons for their commute choice? How likely would they be to try an alternative to driving alone, and which commute mode would they be likely to try?

As families become more prosperous, one of the first things they want is a car. Worldwide, each 1 percent increase in average household income means a 2 percent increase in the number of cars.
The Economist, 1998

- ***Employee concerns***. Emergencies, cost, fear, inconvenience, stress.

- ***Demographics.*** Occupation, shift (work hours), home zip code (commute origin).

Analyzing Your Worksite

The physical and geographic characteristics of your worksite can affect the commute choices made by your employees. For example:

- ***Is there a bus stop nearby?*** Most employees won't walk more than a few blocks to catch the bus. On the other hand, a bus stop in front of your facility can make bus riding an attractive option. What is the level of bus service at your worksite?

- ***Is parking a problem?*** Paid or tight parking is an excellent opportunity to encourage ridesharing. Offering free or preferential parking spaces can be a good incentive to carpool or vanpool. If you have free and abundant employee parking, how will you overcome this strong incentive to drive alone?

- ***Are locker rooms with showers available?*** If not, employees may be unwilling to bicycle or walk to work.

In order to understand which commute alternatives are practical for your company's employees, you need to perform a worksite analysis. You need to gather information about:

- ***Parking***—supply, cost, limitations, preferential spaces, height restrictions, policies

- ***Neighbors***—identify nearby companies to share ridematching and promotional events

- ***Site Access***—from streets and freeways, HOV lanes, traffic congestion

- ***Bicycling & Walking Facilities***—bike lanes, trails and paths; traffic levels and signals; lighting and sidewalks; safety issues; locker rooms and showers; secure bicycle parking; safe pedestrian access

- ***Amenities***—both on-site and within walking distance (two to three blocks) such as restaurant or cafeteria, bank, post office, dry cleaners, ATM, direct payroll deposit, child care

- ***Information Centers***—bulletin boards, reception areas, time clocks, commuter information center (CIC), other internal communications systems

- ***Transit Service***—routes serving your worksite or within walking distance

- ***Other***—fleet cars? taxi cab contract? shuttle service?

All these pieces of information will help you determine the strengths, weaknesses and potential of your worksite for various transportation alternatives.

In 1990, researchers calculated that Bangkok loses as much as one-third of its potential output due to overcrowded roads.
In 1994, economists put the annual cost of driving delays in the United States at $48 billion, or about 0.7 percent of the Gross Domestic Product (GDP).
The Economist, 1998

Understanding Your Corporate Culture

In order to choose CTR program elements that will be successful, you need to understand your corporate culture. Since corporate culture is largely a system of unwritten rules and attitudes, getting a handle on it can be difficult.

However, when corporate culture is taken into account, choosing successful CTR options becomes simpler. For example, a company that rewards "long hours and hard work" may have trouble recognizing the achievements of employees who are not highly visible, such as teleworkers. In contrast, an organization which measures employee performance primarily through the attainment of established goals may be a fertile environment for teleworking.

To evaluate your carpool culture, begin with the people involved in creating or enhancing your CTR program. If they've been with the company a long time, they may instinctively know your company's unwritten do's and don'ts. Studying your organization's corporate planning documents, policies and contracts can be helpful. Does the company have a mission statement? How do written corporate objectives mesh with the goals of the CTR law? In recent years, many companies have formally stated their commitment to help protect the environment and act as responsible corporate citizens.

It's a good idea for your company's CTR Program Manager or ETC to sit down with top management and ask questions to determine:

- Their expectations regarding your company's CTR program
- How much flexibility will be possible in structuring/enhancing it; and
- The financial commitment management anticipates making to the program

In the United States in 1980, 64 percent of workers commuted alone by car. Ten years later, the figure had risen to 73 percent.
The Economist, 1998

If your corporate culture seems to indicate a lack of receptiveness to a particular CTR Program option, you may not want to abandon it immediately. Instead, with the support of top management, proper incentives (or disincentives) and a well-thought-out campaign of information and promotion, attitudes can be altered and corporate cultures can change.

For example, most employees who are accustomed to free parking will resist a change of policy which requires paying for parking. Yet, research shows that eliminating free employee parking is one of the most effective ways to reduce solo commute trips. By packaging parking fees with positive incentives, such as transit subsidies or free carpool parking, many companies have significantly reduced solo driving and increased employee satisfaction.

Individuals can adapt. As they do, corporate cultures will change. Concerns about the environment, traffic congestion and fuel consumption will continue to grow and many organizations have already taken steps to lead the way to preserve Washington state's quality of life.

Determining Your Budget

All CTR programs must include the minimum requirements, including appointing an ETC, distributing CTR program information, developing and implementing a CTR program with at least one program element, measuring employee participation in the goal years and submitting an annual report. However, even though all CTR programs have these elements in common, annual costs for CTR programs can vary greatly. The following list itemizes just a few of the factors that will affect your overall budget:

- Will you charge for parking? If so, how much? Parking fees help offset other program costs.
- Can you reduce the need for parking? Restricting parking supply can be an extremely effective way to save money for your company and create an incentive to rideshare.
- Will your company provide transit subsidies or financial incentives?
- Do you need to improve or construct facilities such as locker rooms, preferential parking areas or secure bicycle parking?
- Will your company invest in programs such as Guaranteed Ride Home or teleworking?
- How will you promote your CTR Program to employees?
- How much staff time will administering your program require? In addition to the ETC, who else can help? A general rule-of-thumb is one full-time ETC for every 3,000 employees (with an established CTR program).

Prepare a budget for planning, developing, maintaining, operating, tracking and evaluating your CTR Program. Don't forget to include costs for subsidies, capital items, ongoing administration, facilities maintenance, surveys and any promotional materials you may produce or purchase.

Although the costs for CTR programs vary widely, a Washington State Department of Transportation (WSDOT) survey found that the average annual program cost per employee jumped from $15 in 1995 to $52 in 1997. The distribution of employer's 1997 CTR costs, by function, were reported as follows:

ETC time and program administration	29.4%
Facilities	7.6%
Information and promotion materials	2.8%
Services	10.6%
Incentives	44.6%
CTR survey administration	5.0%
TOTAL	**100.0%**

Choosing the Program Elements Which Work Best For You

Now that you have a firm understanding of the setting in which your employees make their commute choices, you are in a good position to create or enhance your CTR program. Using the information you have accumulated, you can begin making choices about the transportation alternatives that best meet the needs of your organization and should be included in your organization's CTR program.

Taking the bus, carpooling, vanpooling, bicycling, walking, teleworking and compressed work weeks all reduce or eliminate commute trips. As you review the potential for your organization's employees to use these alternatives to drive-alone commuting, the data you will want to think about includes:

- Commute distances
- Travel time

- How close employees live to each other
- Work schedules of employees (especially living in close proximity)
- Common commute routes

Most CTR ordinances require initial employer programs to include only one or two program elements, but a successful program is often more well-rounded to meet the needs of employees and your organization. This means you should first identify the commute alternatives you will encourage, then identify the supporting strategies and elements that are most likely to cause employees to begin or continue using commute alternatives.

Potential commute alternatives to encourage:

- ***Carpooling***—an option for virtually every worksite
- ***Vanpooling***—best for long-distance commutes
- ***Riding the Bus***—appropriate when a worksite has bus service
- ***Walking***—best for employees living within 2 miles
- ***Bicycling***—best for employees living within 5 miles
- ***Teleworking***—best for employees who "manage information"
- ***Compressed Work Weeks***—best when work functions allow you to extend the regular work day

Potential supporting strategies (and elements) to implement:

- ***Guaranteed Ride Home***—a must!
- ***Parking Management***—effective strategy of controlling supply, price and location

- ***Subsidies***—paying for a portion of an employee's commute choice is strong incentive

- ***Incentives***—prize drawings, promotional items, food, recognition

- ***Facilities***—showers, lockers, secure bicycle parking, sidewalks

- ***On site amenities***—cafeteria/food delivery, direct payroll deposit, ATM, dry cleaning

- ***Ridematching***—most successful when done by ETC and regional ridematch service (a must for a successful carpool/ vanpool program)

- ***Flex-time***—best when tied to use of commute alternatives

- ***Promotion***—use a variety of techniques to market CTR and commute alternatives

- ***Fleet vehicles***—eliminate the barrier of a personal car for business use

- ***Shuttles***—effectively link worksites with each other or Park & Ride lots

Modifying behavior isn't easy. We are—most of us—creatures of habit. We get set in our ways. Changing the way someone behaves requires successfully introducing new ideas, altering old attitudes and creating the desire to try something different.

Informing your employees about alternatives to solo driving is the first step in the process to reduce solo commuting. It's also important to tell employees why sharing the ride is important for our environment—and, what's in it for them.

But, if employees haven't already done so, most aren't going to suddenly hop on a bus, form a carpool or walk to work. They need to be motivated. Sometimes this means overcoming their

barriers. At other times, it means providing incentives or establishing penalties for old behavior. A successful CTR program is a blend of strategies designed to motivate employees who currently drive alone to try a new way to commute and to encourage current participants to keep finding another way.

Setting Goals

Now that you've selected the elements of your CTR program, it is a good idea to set some measurable goals. Yes, your overall worksite goal is a 15, 20, 25 or 35 percent reduction in drive-alone commuting (SOV or VMT) by the next goal year, but how do you break this broad goal down into more tangible objectives?

A worksheet called "Turning SOVs into People" is an excellent way to take information that has been gathered through employee surveys and your independent analyses and set measurable goals for your CTR program. A copy of that worksheet is available at the end of this section.

After determining the number of SOV trips to your worksite that need to be eliminated to meet the next CTR goal, you can turn SOV trips into employees by working through the work sheet by hand or electronically using a computer program that can be downloaded from the CTR web site at
www.wsdot.wa.gov/pubtran/tripreduction/tools.cfm

The final "Total Number of Employees Switching to Non-SOV Options" number provides a more measurable goal. This number can then be further divided into mode-specific objectives, based on your CTR Program elements and current employee commute habits. *Keep in mind that this exercise provides only ballpark estimates.*

For example, Company A is located along several bus routes, has reasonable bicycle and pedestrian access and has had success with carpooling. They need to have 75 employees switch to non-SOV options by the next survey. Here's how measurable objectives could be set:

Commute Option	# of employees to switch
2-person carpool	24
3-person carpool	15
Vanpool	6
Bus	15
Bicycle	10
Walk	5

Eastern Washington University, Cheney—Spokane County

Nestled in the rolling hills 16 miles west of Spokane in the small city of Cheney, Eastern Washington University (EWU) has created a successful and evolving CTR program for the 1,200 employees who travel here each day.

"We are always looking for ways to improve our program," explained Nadine Hopp, ETC. "Our energetic 11-member CTR Committee continually takes the pulse of employees and comes up with new and improved ways to do things."

EWU's CTR program is funded from parking revenues and is offered to all employees, including faculty and part-time staff. However, only those employees who have registered in the program are eligible for the financial incentives and discounts. The CTR program is comprised of a wide range of elements, including:

- ***Tracking.*** Employees turn in monthly calendars. Their use of commute alternatives is measured using the CTR Track software program. Those who participate at least 25 percent of the time are qualified for financial incentives and discounts, and are entered into a monthly drawing for 10 prizes.

- ***Financial Incentives.*** Qualified bus riders may purchase a subsidized bus pass each month. Discounted parking is offered to carpools of three or more riders, which allows them to purchase an annual parking permit for $50 vs. $90, and to park in preferential spaces throughout the 613 paid lots on campus.

- ***Incentive Points.*** All other persons using an alternate mode at least 25 percent of the time can earn up to 25 incentive points per month, which can be used toward gift certificates at the University Bookstore (up to $25 per fiscal year). Participation levels are calculated three times each year to determine those who have earned the first level (125 points = $15 gift certificate), the second level (200 points = $5 more), and the third level (275 points = $5 more).

- ***Guaranteed Ride Home.*** Employees may use up to two trips a year, free of charge. Emergency rides may be given by a supervisor or staff person from the CTR program, or by use of a motorpool vehicle or on the bus with a token, whichever is most feasible.

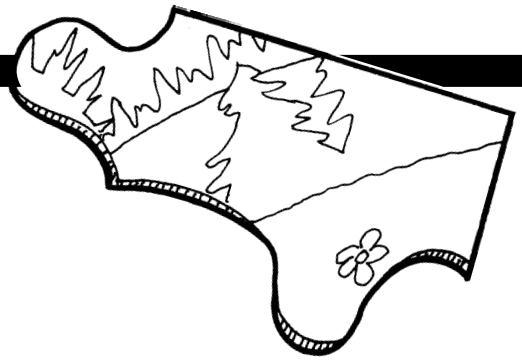
- ***Recognition.*** All promotions are built around the theme "Be a Star...Choose CTR." Each month a Star Commuter is selected from a list of nominees who must have been participating in the program for at least three months and for at least 75 percent of the time. Winners receive an engraved brass star paperweight, usually during a department meeting. Their name is also published in the campus newsletter.

- ***Promotions.*** On-going promotions throughout the year help keep the CTR program in front of employees. Beginning in September at the Back-to-School Employee Breakfast, CTR Committee members hand out information, pencils and personally talk with employees about their commute options. Flyers and brochures are mailed to employees regularly, and seven Commuting Options Boards are kept updated with current information. New hires receive information, an annual transportation fair is held, and EWU participates in most of the county-wide promotional campaigns sponsored by Spokane County.

- ***Site Amenities.*** In addition to bicycle racks, showers and clothes lockers, the campus offers employees easy pedestrian access, a cafeteria, shopping, a cash machine, exercise facilities and nearby child care.

EWU's CTR program focuses on the traditional commute alternatives and the personal touch. Most employees have become involved in the program due to word of mouth by CTR Committee members and other participating employees. Individual employees and the CTR Committee have been repeatedly recognized as Most Valuable Commuters and All Star Team in Spokane County's annual CTR Recognition Program.

Program Administration



Setting up CTR Program Policies & Procedures

Employees need to understand the rules that govern the various elements of your new or enhanced CTR program. Program elements such as guaranteed rides home, transportation subsidies, discounted or preferential parking, compressed work week schedules, teleworking and employee use of company-owned vehicles can have specific rules of usage and eligibility. In order for employees to feel they are well-informed and being treated fairly, policies must be written down.

Written policies and procedures ensure that:

- Both management and employees understand what is expected of them
- Program elements (such as subsidies, reserved carpool/ vanpool parking) are distributed equitably
- Employees understand what they must do to become eligible for specific program benefits
- Employees understand what will happen if they do not comply with the established policies and procedures
- Employees will want to participate!

Effective policies and procedures must clarify the following issues:

- ***Who is eligible to participate?*** Are only full-time, permanent employees eligible for the benefits of the CTR Program, or will part-time employees be included? Are contract or temporary workers eligible? Must all participants in a carpool or vanpool be employees of your company? Or, do carpools/vanpools with non-employees count? How many days each week must an employee carpool, or take the bus to qualify for the subsidy or financial incentive? What types of emergencies qualify for a Guaranteed Ride Home? Which types of jobs are eligible to telework? Which are eligible to work a compressed work week?

- ***Is a registration system required to participate?*** If so, how do employees sign up and with whom? Who will administer the system? How often must participants verify participation? For teleworking, compressed work weeks and flex-time, who selects and approves participants?

- ***How (and when) will benefits be distributed?*** How and when will bus or ferry passes be distributed to employees? On a monthly, semimonthly, quarterly or annual basis? How and when are financial incentives distributed to carpoolers, vanpoolers, bicyclists and walkers? Is their incentive included in their paycheck? Or, will they receive an additional monthly or quarterly payment? Is the incentive cash? Or, does your company plan to provide some other incentive, such as: gift certificates, vouchers or discount coupons.

- ***What are the penalties for program abuse?*** What happens for the first abuse vs. the third abuse? Are employees warned or notified of the abuse? Is there a way for employees to appeal these penalties?

In 1997, some 198 million cars, motorcycles and light trucks were registered in the United States—well over one vehicle for every licensed driver.
The Economist, 1998

- ***What happens when an employee changes jobs or leaves the company?*** Is an employee required to turn in their parking or transit pass when they leave the company? Will an employee be paid a partial financial incentive if they leave in the middle of the month or pay period?

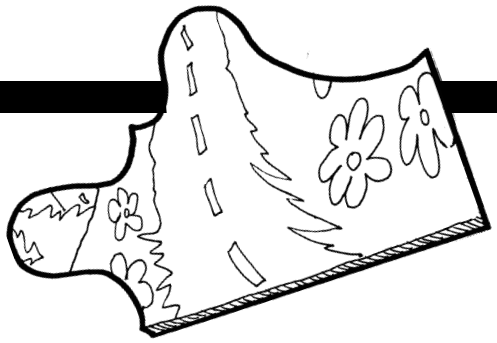
The issues that need to be addressed with policies and procedures vary depending upon the type of the program element. When designing policies and procedures for public transit subsidies (including buses, trains, ferries and vanpools) talk to a representative at the agency to get a clear picture of the types of pass (and incentive) programs they have already designed for employers.

Policies and procedures also need to reflect organizational culture. A smaller company may be well-served by a brief policy statement whereas a larger organization with a variety of employee positions (some hourly and some salaried; union and non-union; full-time and part-time) may require a much more detailed policy statement.

Some sample CTR policies are included in the appendix to help you think through relevant issues and write your own policy. These samples include:

- Guaranteed ride home
- Preferential parking
- Financial incentive/subsidy
- Teleworking
- Compressed work week

Tracking Your Success



The Importance of Recordkeeping

There are two key components to administering your CTR program. The first is developing written policies and procedures that outline employee incentives and requirements. The second is collecting and maintaining the information you need to monitor participation in your CTR program and to meet jurisdiction record-keeping requirements.

In order to keep your program running efficiently and to monitor your progress, you will need to collect information regarding CTR program participation and incentive program usage. A tracking system can take many forms, but in general it should:

- ***Identify the pieces of information you need to monitor your CTR program participation, progress and incentive usage.*** For example, participants' names, addresses, phone numbers, commute modes and any benefits/incentives they are receiving.

- ***Identify how you will collect information.*** For example, you can use registration forms, participant surveys (e.g., weekly, monthly or quarterly), regular parking lot inspections, or vouchers.

- ***Establish how you will organize the information you collect and keep it updated.*** For example, a ledger of participants' names and pertinent information, method for filing completed registration forms, or computer databases.

What to Track

In addition to the information you gather with the tracking system for your own use, you must maintain certain records to meet jurisdiction record-keeping requirements. These records will help you complete and submit your CTR Employer Annual Report and verify the information you report, should a question arise.

Be sure to check with your jurisdiction for record-keeping specifics and how long you must keep each record. The list below suggests information to keep.

- ***ETC training attendance***—Keep certificates and other records of CTR-related training.

- ***Employee survey results***—Keep copies of internal surveys as well as the results of the state CTR employee survey report.

- ***Parking management***—Track the number and use of such things as preferential rideshare parking and SOV parking at your worksite.

- ***Subsidies***—Do you provide subsidies for transit, vanpool, carpool, and bicycling/walking? How many employees take advantage of the program and how much do you spend? If you plan to apply for a state tax credit, you must submit a list of each employee who receives a subsidy, the commute mode they use, and the dollar amount of the subsidy received.

- ***Participant list of program elements***—Track participation for things like ridematching, guaranteed rides home, compressed work weeks, flex time and teleworking.

- ***Information distribution and program promotion***—Date and log promotional activities and information distribution such as newsletters, flyers, posters, brochures and e-mail messages. A three-ring binder separated by month is a handy tracking tool.

- ***Program costs and ETC time***—Keep a log of the time you spend on CTR activities, as well as receipts for expenses and capital costs.

CTR Track

Tracking employee participation and measuring the results of your CTR program is difficult. Yet management often asks for data to demonstrate program effectiveness.

CTR Track, a software database program developed by Spokane County, is designed to monitor employee participation in trip reduction efforts and ensure the overall effectiveness of your commute trip reduction program. This program maximizes resources, measures effectiveness and demonstrates commitment to commute trip reduction.

CTR Track can:

- Increase ETC productivity by using bar code technology to quickly enter trip data from monthly calendars submitted by employees. And, *CTR Track* can be linked to other data entry locations through internal networks.

- Calculate the costs and benefits of your CTR program from 21 reports generated by the software.

- Provide strategic information to management using *CTR Track's* comprehensive database, which can track activity at all affected worksites.

- Evaluate the effectiveness of financial subsidies and generate a summary of B&O tax credits.

- Monitor overall worksite performance toward meeting CTR goals.

- Generate state-approved supporting or equivalent data for annual reporting to local jurisdictions.

- Monitor CTR program effectiveness so the right employee trip reduction strategies are implemented, based on department and individual employee usage.

- Assess results of promotional efforts, marketing and special events

- Demonstrate environmental impact by calculating the reduction of air pollutants expelled by employees as a result of fewer solo commute trips

For more information about *CTR Track 2.0*, contact your local jurisdiction or the Spokane County CTR Office at (509) 324-7650.

CommuteMATE

CommuteMATE is a comprehensive rideshare tracking tool for Washington State employers. *CommuteMATE* is software originally developed by Microsoft as RideFind, and then donated to the Washington State Department of Transportation (WSDOT) to further develop for employer use. Its basic features are easy to use, and its more advanced features may be customized by each user. *CommuteMATE* is available at no charge to any organization in Washington state with acceptance of the software user agreement. A PC version of Access 2.0 or 7.0 is required for installation.

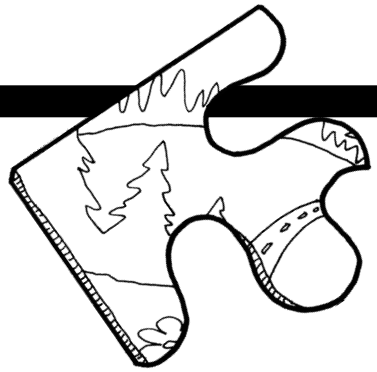
CommuteMATE is designed to help employers with:

- **Rideshare Program Tracking**: Maintains and calculates information about carpool and vanpool groups, as well as tracking details about individuals who carpool, vanpool, walk, bicycle, or telework, including subsidy and tax info.

- **Ridematching**: Assists employees in finding commute partners on site as well as via a regional ridematch system in their area.

For additional information on *CommuteMATE* please contact WSDOT's TDM Resource Center at (206) 464-6145.

Measuring Your Success



Employee Surveys

The basic function of the employee survey is to measure the commute choices made by employees.

Affected employers, the Legislature, state agencies, and local governments all benefit from consistent, accurate, timely, and valid data about the CTR program. Accurate information is needed for use in decision making, resource allocation, program development, evaluation and other purposes.

The state-provided CTR employee questionnaire is the primary tool to measure the program's success. There are two basic indicators of success: vehicle miles traveled (VMT) per employee and single-occupant vehicle (SOV) rate for the employee population surveyed. Surveys are the most appropriate tool for this type of measurement because:

- Surveys can measure the impact of CTR programs by measuring commute behavior at an employer's worksite(s) before it starts its CTR program. The data from the goal years can be compared to the baseline measurements to assess progress.

- Surveys can assist in determining cause-and-effect relationships in employers' CTR programs and can increase understanding about which program elements are most effective.

- Surveys are valid, reliable and provide ETCs and management with site-specific data and preferences on which to make program choices and investments.

Calculating SOV Rate

The single-occupant vehicle (SOV) rate is the percent of affected employees who are driving alone to work. In technical terms, it is the percentage of potential commute-to-work trips made by employees in single-occupant vehicles (minus extra credit).

The *CTR Task Force Guidelines* specify that teleworking, compressed work weeks (i.e., four 10-hour days), bicycling, and walking count as zero vehicle trips plus a 20 percent extra credit. So, each commute trip eliminated or using non-motorized modes is counted as -0.2 trips.

For each employer, the SOV rate is calculated as follows:

$$\frac{\text{\# drive-alone responses} - [0.2 \text{ X } (\text{\# extra credit responses})]}{\text{potential trips}} = \text{SOV}$$

In the above calculation, the "# of drive-alone" responses refers to the total number of weekdays during the survey week that employees reported driving to work alone. The "# of extra credit response" refers to the total number of days that employees said they teleworked, walked or bicycled to work, or that they did not work due to a compressed work week schedule.

Calculating VMT Rate

The vehicle miles traveled (VMT) rate per employee calculation is more complicated than the SOV calculation. There are two components to the calculation: (1) trips per person, and (2) miles per trip. Essentially,

$$\text{VMT} = \frac{\text{trips}}{\text{person}} \text{ X } \frac{\text{miles}}{\text{trips}}$$

"Trips" cancel each other out, leaving: VMT = miles/person.

"Trips per person" refers to the average number of commute trips made, divided by the total potential trips. The number of

commute trips depends on how many occupants rode in the vehicle used. For example:

- ***SOVs***—Single-occupant vehicle trips count as one trip.

- ***Carpools***—Carpools count as the inverse of the number of occupants in the vehicle (e.g., a two-person carpool counts as half of a trip per employee, a three-person counts as one-third of a trip per employee, etc.).

- ***Vanpools***—Vanpools of seven or more occupants and transit count as zero vehicle trips.

- ***Non-motorized and eliminated trips***—Each commute trip eliminated using non-motorized modes or compressed work weeks count as zero vehicle trips plus result in a 20 percent credit.

Equivalent Data

The *CTR Task Force Guidelines* specifically allow employers to substitute "equivalent" data for information collected through the CTR Employee Questionnaire. To be considered equivalent and useful for measurement of SOV and VMT reductions, data must provide information on the actual commute mode usage for employees during the "measurement" week. This information in turn must be linked to employee status and work schedules. These data characteristics are critical and necessary for calculating the worksite SOV and VMT; for identifying what program elements are successful at the worksite; and for supporting the statewide CTR evaluation.

The local jurisdiction will evaluate and pre-approve the parity of any data submitted by an employer in lieu of the state survey.

Deciding Whom to Survey

When it comes to employee surveys, the worksite has two choices: (1) Survey only CTR-affected employees, or (2) Survey the entire worksite population including CTR-affected employees (less employees who have been officially exempted from the CTR program by the local jurisdiction).

If an employer chooses to survey all employees, it will have the option of choosing the resulting VMT rate or SOV rate calculated for all employees or for affected employees only as a measure of goal attainment..

Regardless of whether the worksite surveys affected employees or all employees, the response rate will be calculated as the number of questionnaires returned divided by the number of employees eligible to be surveyed.

Getting the Best Response

The CTR Task Force has determined that high response rates promote confidence that the survey results are valid and meaningful. Therefore, the minimum target response rate for the survey is 70 percent from the employee population affected by the CTR law.

If the response rate falls below 70 percent, "fill-in" data will be used. This means the employees who failed to respond—between your actual response rate and 70 percent—will be assumed to be SOV commuters. The use of fill-in data will increase the number of SOVs reported at your worksite, and could potentially make it more difficult to meet your worksite goal. Therefore, it's in your best interest to meet the 70 percent target.

The single most important factor in achieving a high response rate is management commitment to the survey project. You should also inform employees that a survey will be done, when it will be done, why it will be done, and the importance of responding. This can be accomplished through company newsletters, electronic mail, special mailings, or any other method of reaching out to employees.

In addition:

- Send a short cover letter with the questionnaire repeating the purpose and importance of the survey (don't attach to the survey).

- Set up a tracking system to determine which questionnaires have been returned and which have not.

- Questionnaires can be returned directly to central company return address, departmental return address, or supervisors.

- One week after questionnaires have been sent out, determine how many have been returned. Normally, response drops off dramatically after one week.

- If your response rate is below 70 percent after one week, send out a reminder note or a second questionnaire to those employees who haven't turned in their survey.

Incentives for returning the survey also can boost the response. These incentives need not be expensive. Incentives make participation more fun and underscore the importance management places on the survey. Local merchants may be willing to provide these incentives, either donating them outright or providing a discount. Some ideas for incentives include:

- Beverage or food treats

- Transit or lottery tickets

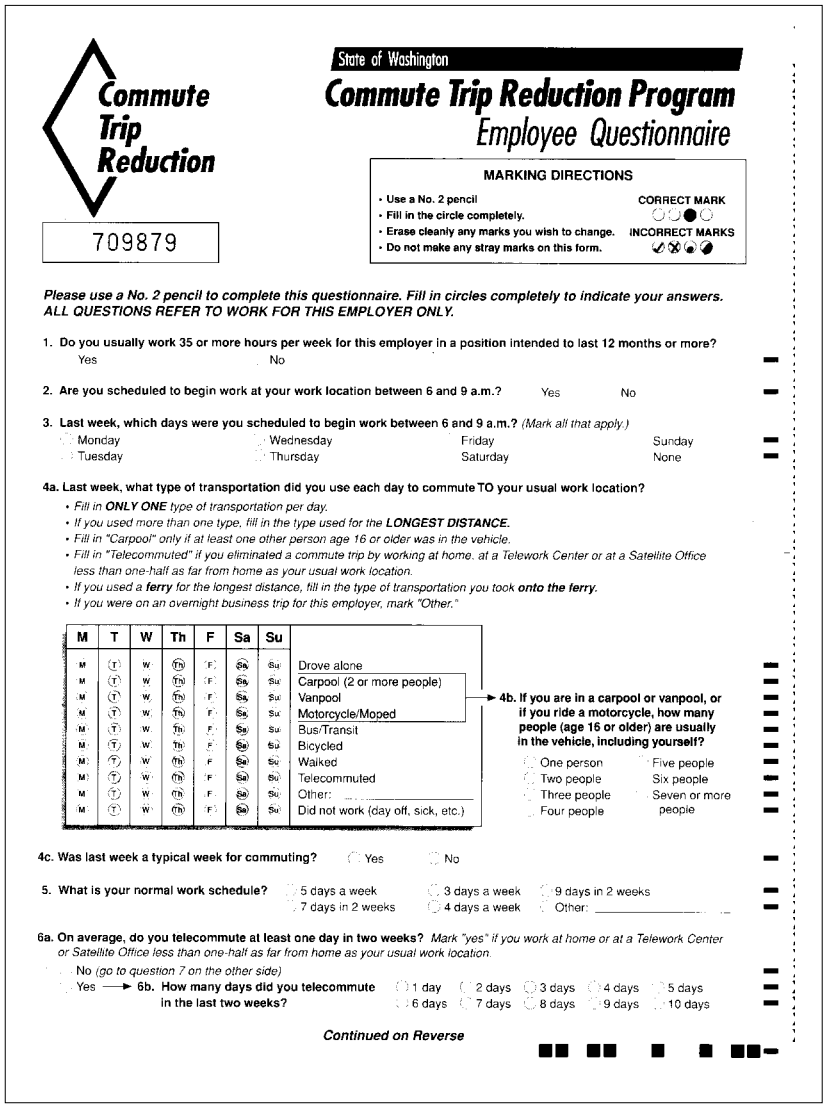
- Coupons for discounts on local goods or services

- Small gift items, such as mugs, magnets, T-shirts or hats

- Gift certificates or entry blanks for drawings. Prizes may include transit passes, tickets for entertainment or sporting events, restaurant meals, savings bonds, bicycles or running shoes.

Successful measurement of your CTR program is critical. Be sure to allow ample time to plan your survey process, gain management support and promote employee participation. Talk to your local jurisdiction about the survey process and handling procedures before you begin. Many jurisdictions offer a survey workshop prior to measurement surveys to educate employers about this critical process.

Commute Trip Reduction Program
Employee Questionnaire



Commute Trip Reduction

709879

State of Washington

Commute Trip Reduction Program

Employee Questionnaire

MARKING DIRECTIONS

- Use a No. 2 pencil
- Fill in the circle completely.
- Erase cleanly any marks you wish to change.
- Do not make any stray marks on this form.

CORRECT MARK

INCORRECT MARKS

Please use a No. 2 pencil to complete this questionnaire. Fill in circles completely to indicate your answers. ALL QUESTIONS REFER TO WORK FOR THIS EMPLOYER ONLY.

1. Do you usually work 35 or more hours per week for this employer in a position intended to last 12 months or more?
Yes No

2. Are you scheduled to begin work at your work location between 6 and 9 a.m.? Yes No

3. Last week, which days were you scheduled to begin work between 6 and 9 a.m.? *(Mark all that apply.)*
Monday Wednesday Friday Sunday
Tuesday Thursday Saturday None

4a. Last week, what type of transportation did you use each day to commute TO your usual work location?

- *Fill in **ONLY ONE** type of transportation per day.*
- *If you used more than one type, fill in the type used for the **LONGEST DISTANCE.***
- *Fill in "Carpool" only if at least one other person age 16 or older was in the vehicle.*
- *Fill in "Telecommuted" if you eliminated a commute trip by working at home, at a Telework Center or at a Satellite Office less than one-half as far from home as your usual work location.*
- *If you used a **ferry** for the longest distance, fill in the type of transportation you took **onto the ferry**.*
- *If you were on an overnight business trip for this employer, mark "Other."*

M	T	W	Th	F	Sa	Su	
M	T	W	Th	F	Sa	Su	Drove alone
M	T	W	Th	F	Sa	Su	Carpool (2 or more people)
M	T	W	Th	F	Sa	Su	Vanpool
M	T	W	Th	F	Sa	Su	Motorcycle/Moped
M	T	W	Th	F	Sa	Su	Bus/Transit
M	T	W	Th	F	Sa	Su	Bicycled
M	T	W	Th	F	Sa	Su	Walked
M	T	W	Th	F	Sa	Su	Telecommuted
M	T	W	Th	F	Sa	Su	Other: _____
M	T	W	Th	F	Sa	Su	Did not work (day off, sick, etc.)

4b. If you are in a carpool or vanpool, or if you ride a motorcycle, how many people (age 16 or older) are usually in the vehicle, including yourself?
One person Five people
Two people Six people
Three people Seven or more people
Four people

4c. Was last week a typical week for commuting? Yes No

5. What is your normal work schedule? 5 days a week 3 days a week 9 days in 2 weeks
7 days in 2 weeks 4 days a week Other: _____

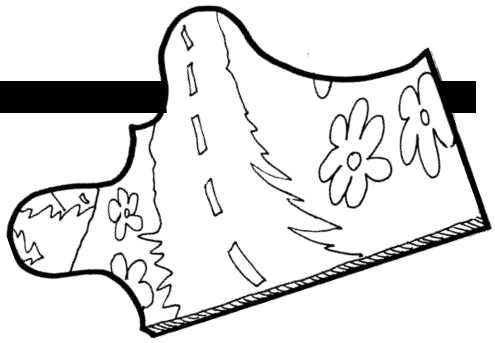
6a. On average, do you telecommute at least one day in two weeks? *Mark "yes" if you work at home or at a Telework Center or Satellite Office less than one-half as far from home as your usual work location.*
No *(go to question 7 on the other side)*
Yes → **6b. How many days did you telecommute in the last two weeks?** 1 day 2 days 3 days 4 days 5 days
6 days 7 days 8 days 9 days 10 days

Continued on Reverse

Surveys are scanned by computers at the University of Washington, therefore you must keep them in good condition:

- Use a No. 2 pencil
- Do not staple, clip, tape, bend or damage forms
- Use state-provided forms only; no photocopies

Putting it All Together in the Annual Report



The Employer Annual Report

Each year the CTR law requires you to fill out an *Employer Annual Report and Program Description* form. This is your opportunity to report the program elements you used to promote alternatives to driving alone, the progress you've made toward meeting CTR goals, and your plan for the upcoming year.

This annual report must be submitted to your local jurisdiction for review and approval. The local jurisdiction establishes and informs employers of their annual report due date and provides a form (*Employer Annual Report and Program Description)* for employers to use.

The annual report prompts employers to provide the following information:

- ***A general description of the employment site.*** For example, the location, transportation characteristics, and surrounding services, including unique conditions experienced by the employer or its employees.

- ***Employee information.*** The number of employees affected by the CTR program, and the number of employees participating in the CTR program.

- ***Parking information.*** How much parking is available on and off site and the cost (paid by employee and employer).

- ***Program information and promotion.*** A description of each of the CTR measures (i.e., program elements) that were in effect for the previous year, as well as a description of those CTR measures proposed for the upcoming year.

- ***Information about you.*** How long have you been an ETC? What kind of training have you completed? Do you have a committee?

- ***The all important signature.*** Your annual report must be signed by the *highest ranking official at your worksite* (e.g., the CEO). The state requires this signature in order to demonstrate to management the importance of CTR and to get their support on the worksite's CTR program. The program is a legal contract with your jurisdiction stating what you've completed and what you plan to do with your CTR program.

Tips for Effective Annual Reporting

Once the jurisdiction has received your complete annual report, staff will review it to make sure your worksite has made a good faith effort to implement your CTR program. In addition, the program review will make sure that:

- The minimum requirements of the law were met

- The prior year's program was implemented

- The proposed program is strong enough to likely achieve next year's SOV and/or VMT goals

Here are some tips to help you meet the requirements above:

- Allow plenty of time to complete the report.

- Modify your program as needed throughout the year via written notice to your county or jurisdiction.

- Save samples of information and promotional items distributed throughout the year.

- Realize that your program is a written commitment with your county or jurisdiction stating CTR actions you will implement at your site.

- Get management and/or your CTR committees involved in the annual report process to identify program enhancements (i.e., improvements).

- Review the effectiveness of program elements and make changes or try something new.

Downloading the Annual Report Form

You can download a copy of the *Employee Annual Report and Description* form from the CTR web site, at www.wsdot.wa.gov/pubtran/tripreduction/annreport.cfm
For your convenience, the following pages contain the annual report in its entirety.

Keys to Success

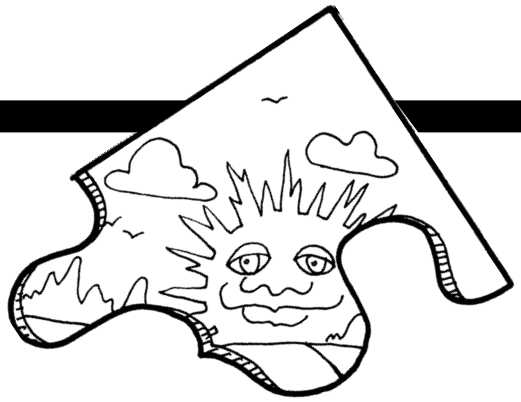
How to Have a Successful CTR Program 2

Management Support 3

Marketing Your Program 7

Your Action Plan 15

How to be a CTR Success



In order for a CTR program to be successful, the right pieces must be in place. These pieces include:

- ***The right ETC***. Someone who is motivated and interested, has access to employees and management, and has the time to spend on CTR.

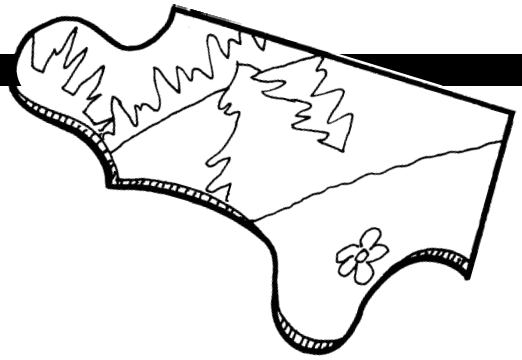
- ***The right CTR program***. Implementing elements that meet your organizational and employee needs.

- ***Management support***. Management can be your link to the resources you need to be successful—time, money and other company resources. They can also serve as valuable role models.

- ***Marketing***. Tell people about your great program!

- ***You!*** The success of your program will depend on your dedication and enthusiasm.

Management Support



What is Management Support?

Management support is getting the support of your managers for CTR—this could mean your immediate supervisor all the way up to the CEO or director. In order to make your program a success, it will be helpful to ask management for resources and support, including time, money and their enthusiasm.

Why is it important?

Management support is crucial to the success of any CTR program, so don't be afraid to ask management for help.

Management participation in your CTR program is critical for some very good reasons. For one thing, people respond to role models. The most visible and influential role models in your organization are, most likely, your executives and managers. If these individuals actively demonstrate their commitment to protecting the environment, conserving energy, and contributing to the well-being of the community, employees will be much more likely to participate.

Organizations that have executives and managers who carpool, ride the bus, walk or bicycle to work—even on an occasional basis—send a strong, positive message about corporate culture and environmental priorities. Even if they won't participate, having management presence in your program means it is officially sanctioned by your organization.

And, senior management makes decisions about the resources to devote to your program. In the beginning, they'll need to know how these resources are being distributed. As your program gets into full swing, they will require information about

the effectiveness of program components before they make subsequent allocations of resources.

How to Sell Your Program to Management

Corporate executives and managers are busy doing what they were hired to do—managing systems and people to keep your organization running efficiently and productively. They can't be expected to seek out information about the day-to-day workings of your CTR program or to volunteer their time to help. So, it's up to you to supply them with key information and to ask for their support and assistance.

Here are some benefits you can use to help sell your program to management:

- Using commute alternatives means employees arrive at work on time, relaxed and ready to get started.
- Employers with progressive CTR programs report that their program benefits help them recruit and retain good employees, and sometimes even reduce overhead costs!
- By reducing the number of vehicles on our highways, as well as urban and suburban sprawl, the enormous costs to build more roads, bridges and other transportation infrastructure can be contained.
- Less traffic congestion means faster movement of goods along our streets and highways, and it will help hold the line on shipping costs. This may directly impact your organization's bottom line.
- A cleaner environment presents fewer health risks. There is strong evidence that employee absenteeism and health coverage costs can be reduced through CTR programs.
- We all help to preserve our environment and quality of life, for ourselves and for future generations.

Getting and Keeping Management Support

Here are some tips to help keep management involved, supportive, and visible to your employees as you implement and manage your CTR program:

- ***Show your own commitment and enthusiasm.*** Be ready to communicate your convictions to management. If you don't believe in what you are doing, no one else will.

- ***Ask the head of your company if you may draft important communications about your CTR program in the form of a memo from him or her.*** A letter from the president lends importance to the program—and it gets read!

- ***Furnish company executives and managers with concise, well-organized information that covers key aspects of your program.*** Don't forget to document successes (e.g., 20 new carpoolers!) or potential problems (e.g., the cost of installing showers will be 20 percent higher than originally budgeted). Ask for help when you need it.

- ***Be well-prepared to handle management questions and to answer them succinctly.*** Use documentation from other sources (e.g., case studies from other companies, related research, charts and graphs, etc.). Your county or jurisdiction CTR representative will be happy to provide information or assistance to meet the needs of your management. If you don't have an immediate answer to a question, say so. But also make—and keep—a commitment to respond with appropriate information.

- ***Test the waters.*** Seek ideas from key executives about important issues such as who should be recruited for a steering committee or what should be included in a written policy statement. They may offer a perspective you hadn't thought of—and this will not only save time but also make the information you present more comprehensive and on target.

- ***Show managers how the idea will pay off for them.*** For example, quote studies that show carpooling reduces tardiness or teleworking increases productivity. They'll be quicker to support a program if they can see its advantages.

- ***Ask managers to participate in the training and information process to increase the credibility and importance of the messages.*** Invite executives to offer introductory remarks at orientation sessions, or possibly even teach a portion of the program. This demonstrates to employees that management supports the program.

- ***Ask managers to take part in promotions.*** For example, hosting a lunch for employees who win commuter contests or participating in a car wash for vehicles of employees who share the ride to work, or even drawing the winning names in a company-wide CTR promotion prize drawing.

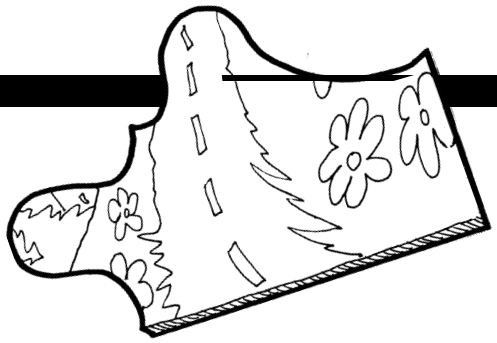
- ***Keep working on management support.*** Don't assume you're always going to have it—managers change. Keep working on management support, all the time.

Give Management a Choice

If management isn't ready to commit fully to a new element, propose a pilot program instead. Here are some tips for selling a pilot program, such as teleworking or compressed work schedules:

- Gather facts and statistics
- Sell benefits to management to gain support
- Implement a pilot program (time limited)
- Tailor program to meet the organization's needs
- Monitor results
- Evaluate pilot program and give management a choice on whether or not to continue

Marketing Your Program



Selling your Program to Employees

Okay, you know what a CTR program is, and you've gotten your management on board. But how do you sell it to your coworkers? Your success will rely on your approach. Before you begin, ask yourself this question: "What am I trying to accomplish?"

If you come away from this section with just one idea, be sure it's this: The primary goal of all your CTR marketing efforts is to *get employees to try new non-SOV ways to commute*! Another important goal is to reinforce the behavior of employees using commute alternatives.

A valuable first step in promoting your CTR program is to introduce yourself as your organization's ETC. This gives your CTR program a human face, letting employees know who can answer their questions and provide assistance. How you introduce yourself depends on what works best in your workplace. Some ideas from other ETCs include:

- Posting the ETC's name and number in a prominent place (a CTR program requirement)
- Circulating a memo or e-mail to the entire staff
- Posting flyers throughout the building(s)
- Asking managers to introduce you, or introducing yourself, at staff meetings
- Using your company's newsletter to get the word out

"You miss 100% of the shots you never take."
Wayne Gretzky

What is Marketing?

Once employees know who you are, it's time to get the word out about your program. It's also important to note that the CTR law requires you to distribute program information to all employees at least once a year, and to new employees at the time of hire.

"Even the woodpecker owes his success to the fact that he uses his head and keeps pecking away until he finishes the job he starts."
Coleman Cox

This can be done by promoting or "marketing" your program. Marketing is the process of "planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives." Basically, this means selling your ideas and your product (i.e., your CTR program elements) to employees.

When you think about marketing your "product," you should be thinking about your "marketing mix." The marketing mix is a strategy that integrates product, price, promotion and distribution. The customer is at the center of the marketing mix, which includes:

- ***Product—the item that satisfies a need.*** In CTR, the product could be a subsidized transit pass or bicycle lockers, as well as services such as ridematching. Elements to consider when creating your product include quality, features, packaging and support services.

- ***Price—the amount of money charged for the product.*** A CTR program may provide some services for free, at a subsidized rate, or a combination of the two. Pricing may include a carpool subsidy and/or a discount on an HOV parking space. Pricing strategies also include subsidies, discounts and allowances.

- ***Promotion—communicating the right message through the right channel to influence employee commute attitudes and behavior.*** Channels include personal selling, promotions, special events, newsletters, e-mail messages, posters, flyers and bulletin boards.

- ***Distribution—making the product available in the right place at the right time and in the right quantities.*** Strategies include on-site sale of bus passes, personally distributing prizes and rewards to participants.

Reaching Your Audience (Employees)

In marketing your CTR program, you will "target" your message to a fairly homogeneous (similar) group of customers to whom you wish to appeal. In the case of your worksite: employees.

"The unfortunate thing about this world is that good habits are so much easier to give up than bad ones."
Somerset Maugham

Not all employees are created equal when it comes to their attitudes about commuting—or their predispositions to try new ways of getting to work. Some employees will move relatively easily along the path to using commute alternatives. Others will be virtually impossible to sway.

According to marketing research recently completed by the Washington State Department of Transportation, the target audience for encouraging commute alternatives to is as follows:

- 25-44 years old
- In jobs that are professional, skilled labor and administrative in nature
- Have at least some college education
- Have an average household income of $57,000

The research also found that the top three motivating benefits for employees are reducing stress, saving money, and saving the environment. People promoting CTR should avoid an "all or nothing" approach, and should instead focus on stress-related approaches which encourage use on a once-a-week basis. Environmental approaches that people can relate back to their quality of life also work well.

The employees who will be most receptive to your communications and campaigns will be those who: (1) are predisposed to respond to environmental messages, and (2) recognize personal advantages in changing the way they commute.

It is important for the ETC to identify employee attitudes, in order to target marketing efforts toward those employees who are most likely to use HOV options. Most employees fall into one of five categories:

"Habit is habit, and not to be thrown out of the window by any man, but coaxed downstairs a step at a time."
Mark Twain

- ***Dedicated HOV Commuters.*** This group is already doing something other than driving alone and offers tangible evidence of the value of ridesharing, providing an excellent example for other employees to follow. Dedicated HOV commuters often give great testimonials!

- ***Borderline HOV Commuters.*** These employees have a strong interest in ridesharing, but need ETC encouragement to actually change their commute behavior. This group can also include employees who are currently ridesharing, but who may return to driving alone if they encounter temporary difficulties and do not receive the personalized attention of an ETC. This group is an excellent target for focused ETC assistance.

- ***Passive Solo Commuters.*** This group of employees, often the largest, is either unaware or has only a mild interest in ridesharing. Although they may not be so happy with their daily commute, they continue to drive alone because they do not see how the alternatives fit into their life-style. From their point of view, the perceived difficulties to ridesharing outweigh the potential benefits. The perceived constraints of this group must be identified, in order to begin changing attitudes and habits toward participation in HOV options.

- ***Borderline Anti-HOV Commuters.*** These employees will require some incentives or the removal of certain disincentives, in order to become ridesharers. They are likely to try ridesharing after it becomes an accepted norm for their co-workers.

- ***Dedicated Solo Commuters.*** This group loves to drive alone and will never consider ridesharing. An ETC should not waste time on this group. They will never change.

Targeting Your Marketing Efforts

Personally selling to employees is a relatively low-cost marketing strategy, and your ability to sell ridesharing to employees will make or break your program. Therefore, it is essential you know what makes employees tick—in other words, why they might "buy" an alternative commute mode.

"It isn't that they can't see the solution. It is that they can't see the problem."
G.K. Chesterton

Essentially, target marketing means directing marketing activities at segments within the total population that most closely relate to fulfillment of objectives - avoiding the "shotgun" approach of directing a single message at the entire population. You will have far greater success by picking a specific segment of your employees to promote to.

There are different methods of segmenting target markets (employees) for CTR program messages, such as:

- by demographics (i.e., age, sex, income, profession);
- by psychographics (i.e., benefits they seek or avoid);
- by product usage (e.g., past or present subsidy recipients); or
- by geography (e.g., home zip codes).

Picking a specific segment of your employees to market to through geographics will most effectively support a site's efforts at improving ridesharing programs. Identifying employees by home location, targeting clusters of employee home locations, and then targeting messages to them about forming or recruiting for established carpools and vanpools is key.

Here are some tips for targeting your marketing efforts:

- ***Work with employees one-on-one or in small groups.*** Your personal assistance is a highly effective, low-cost marketing strategy.

- ***Highlight and demonstrate the benefits of ridesharing.*** Know the benefits of ridesharing. For example, show employees how much money they can save, or how much pollution they can help prevent.

- ***Educate employees continuously.*** There are times when employees will be more receptive to your message than at other times. Be prepared to continuously reinforce your message.

- ***Remind employees that ridesharing is not an "all or nothing" proposition.*** Even ridesharing just once a week can make a difference.

- ***Anticipate barriers to ridesharing and be ready with solutions.*** Employees will have barriers to ridesharing—both real and perceived. These might include desire to be independent, life-style constraints (e.g., day care), need vehicle to perform job duties, time constraints, and safety concerns.

- ***Take your own advice.*** Make an extra effort to rideshare yourself. Your enthusiasm and personal experience will really show people you're dedicated.

Communications Strategies

Many of the low-cost promotional ideas have been used successfully by CTR-affected employers throughout the state. These are just some basic ideas. Be creative—you're only limited by your imagination.

- ***Recognition***—Everyone likes to know their efforts are noticed and appreciated. Be sure to recognize employees who have just begun to use commute alternatives, along with those who regularly find another way. Some ideas:

  - Send a personal note of thanks to each employee who signs up for your CTR program.
  - Set aside a casual dress day for employees who participate in a special CTR promotion
  - Reward employees who participate for three months with a T-shirt or other giveaway (e.g., coffee coupon)

- ***Challenges***—The competitive spirit exists in most work places and can be used to create successful, low-cost promo-

tions. Challenges within departments, between departments or companywide can stimulate interest. Some ideas:

- Have your CEO or general manager challenge other managers to outdo him/her during a CTR promotion.
- Treat the winning department to a pizza party or ice cream social.

- ***CTR Committees***—Recruiting a CTR committee of fellow employees to assist you with promotions, education and program planning can add a real boost to a worksite's efforts. Often, CTR committee members act as salespeople as they spread the word about commute alternatives in their respective departments. Some ideas:

  - Share tasks with members who may have unique strengths and talents (e.g., a committee member may have artistic abilities).
  - Solicit participation of one or more employees who have the "ear" of top management.

- ***Personal Involvement***—Perhaps one of the most successful strategies for promoting commute alternatives is personal involvement by you and your committee members.

- ***Joint Promotions***—Statewide campaigns like Rideshare Week can serve as a foundation for your worksite to hold a special event. One idea:

  - Compete with a neighboring business during a special event (e.g., who can get the most carpoolers during the statewide Oil Smart campaign).

- ***Transportation Fairs***—Many employers hold a transportation fair to educate employees about commute alternatives. Often, local transportation-related vendors are invited to exhibit information and answer questions. Some ideas:

  - Make your transportation fair a fun event by selecting a theme such as Commuter Carnival

or Rideshare Rodeo.
- Combine your event with another worksite activity such as a benefits fair.

- ***Communication***—If you've got a computer, you can do a lot. Things like writing newsletter articles for your in-house publications, creating paycheck stuffers, and designing posters, brochures and flyers can be great ways to communicate with employees. You can also send voice and e-mail messages.
- ***New Hire Orientation***—Give new employees a friendly introduction to the company, and give them a chance to consider commute options before they get set in their ways. Remember, personal contact is one of the best ways to "convert" SOV drivers.

Marketing your program is important! If employees don't know what is available, they won't participate. Be sure to make it fun, interesting and show employees "what's in it for them!"

The Statewide Marketing Campaign

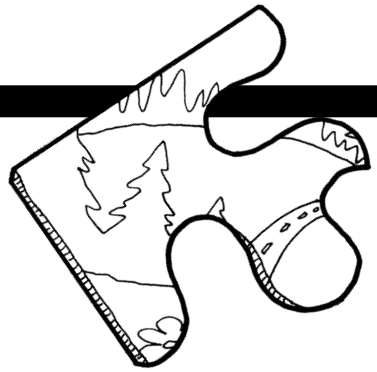
Relax.
There's more than one way to get there.

Are you short on ideas and resources? The *"Relax. There's more than one way to get there."* campaign has free artwork, logos and ideas you can incorporate into your own materials.

The state of Washington embarked on this public information and education campaign in January 1999 to educate people about their transportation choices and the alternatives to driving alone. The campaign aims to change behaviors by telling people about their options—such as working from home, riding the bus, sharing the ride, compressing their work weeks, walking and bicycling—and asking them to try a different way just once a week.

Although this is a paid advertising campaign, having the message appear within worksites is critical since this represents access to more than 500,000 Washington employees. To learn more about the campaign, and to access free artwork and tools, visit the Relax campaign web site at www.wsdot.wa.gov/relax.

Your Action Plan



Where do I begin?

This may seem overwhelming, but remember, your county or jurisdiction representative is always available to answer questions and help you with your CTR program. Another good way to share ideas is to attend ETC trainings and networking groups.

To get started, try creating an action plan to get yourself and your CTR program up to speed. Here's a checklist:

- ***Review your CTR survey.*** Find out if your organization has conducted a CTR survey; if they did, find out the results! If you can't find it, call your local jurisdiction.

- ***Familiarize yourself with your CTR program.*** What is it, what are its elements, what has your company committed to do, and what are the various deadlines?

- ***Post your name.*** Post the ETC's name and phone number in a highly visible area at your worksite. This is one of the requirements of the CTR law.

- ***Explore ridematching opportunities.*** Explore the potential of employee ridesharing via zip code analysis; explore the use of your local ridematching service to "match" your employees.

- ***Learn about services.*** Determine current transit service and bus stop locations serving your worksite. Also, familiarize yourself with worksite commute amenities such as bike racks, lockers, showers, food services and parking.

- ***Talk to management.*** Brief your supervisor or management team on the CTR law and the requirements.

- ***Network.*** Find out about the ETC networking group in your area—go to the next meeting!

- ***Learn about your company's policies.*** Familiarize yourself with your organization's policies regarding parking, work hours, flex-time and other applicable areas.

- ***Recruit volunteers.*** Ask co-workers from other departments to help you implement and promote the CTR program (involve employees who already use alternative commute modes).

- ***Develop policies.*** Which of your program elements need a policy to outline eligibility requirements? Talk to other ETCs who have implemented these program elements about their policies. (See examples in Appendix)

- ***Develop a CTR program summary.*** Develop and produce a CTR program summary and distribute it annually to all of your CTR-affected employees. Be creative and have fun!

- ***Develop a new-hire packet.*** Develop and produce a CTR program summary for the new employee orientation packet. Think about including transit trip planning information or ask about getting five minutes on the orientation agenda.

- ***Plan a promotion.*** Plan a general promotion to familiarize your employees with your organization's CTR program and their commute options—who will you recruit for help?

- ***Get help.*** Call your local jurisidiction or transit agency representative and ask for help!

Definitions

Affected Employee

Under the Commute Trip Reduction (CTR) law, an affected employee is a full-time employee who regularly begins work between 6 a.m. and 9 a.m., at a single worksite, on two or more weekdays for at least 12 continuous months.

Affected Employer

An employer is "affected" under the CTR law if there are at least 100 "affected" employees at a single worksite. Affected employers must develop, submit and implement a trip reduction program to reduce the vehicle miles traveled (VMT) to work by employees and/or the number of employees driving to work in single occupant vehicles (SOV).

Alternative Work Schedules (AWS)

AWS programs offer alternatives to the typical eight-hour work day. Options include flex-time, a compressed work week, and staggered work hours.

Base Year

The CTR law requires affected employers to measure the results of their employee trip reduction program against base-year values for VMT and SOV. The base year is 1992. The goal years are 1995, 1997, 1999 and 2005, for employers originally affected by the CTR law.

Carpool

Two to six people age 16 and older, sharing the ride in an automobile to and from the work place.

Commute

The trip made by an employee between their home and work locations, regardless of the distance or mode used.

Commute Trip Reduction (CTR) Program

A CTR program is comprised of strategies used by an employer to reduce employee use of single-occupant vehicles (SOVs) and the vehicle miles traveled (VMT) per employee. The CTR program specifies the measures to be used that will achieve the target goals of a 15 percent reduction in SOV and VMT by 1995 (or two years after becoming affected), a 20 percent reduction by 1997 (or four years), a 25 percent reduction by 1999 (or six years), and a 35 percent reduction by 2005 (or 12 years). If an affected employer makes a good faith effort but fails to achieve these goals, the employer will not be penalized.

Employee Transportation Coordinator (ETC)

The CTR law requires employers to appoint an employee transportation coordinator, or ETC. This person is a personal change agent who provides the "human touch" needed to remedy traffic congestion and air pollution problems. An ETC is the organization's key contact person providing commuting information to employees and liaison activities with transit agencies and local jurisdictions. The ETC creates marketing strategies, administers employee ridesharing programs, and measures results.

Good Faith Effort

The employer has undertaken a good faith effort if it has met the minimum requirements of the CTR law, and is working collaboratively with the city or county to continue its existing CTR program or is developing and implementing program modifications likely to result in program improvements over an agreed upon length of time.

Guaranteed Ride Home (GRH)

GRH programs provide an emergency ride home for employees who commute to work in a ridesharing mode and have an illness or emergency. Typically, an employee can take a cab ride home and charge the ride to their employer's account or be reimbursed for the expense.

High Occupany Vehicle (HOV)

An HOV is any vehicle that carries two or more people commuting between home and work. HOVs can include carpools, vanpools and transit. The definition is sometimes expanded to include walking and bicycling.

Ridesharing

Ridesharing is any cooperative effort of two or more people sharing a motor vehicle traveling to a common destination, such as a worksite. Carpools and vanpools are common forms of ridesharing.

Parking Management

Parking management is a set of strategies to make ridesharing relatively more attractive than driving alone by managing available parking facilities. Parking management can range from setting aside preferential parking for carpools and vanpools, to imposing parking fees on drive-alone commuters.

Single Occupant Vehicle (SOV)

An SOV is any motor vehicle that carries only one person traveling between home and work. Commute Trip Reduction (CTR) programs seek to reduce the number of SOVs by increasing the number of HOVs to a worksite.

Transportation Demand Management (TDM)

TDM seeks to alter the demand for roadway capacity and increase transportation system efficiency by moving more people in fewer vehicles. It is a series of strategies used to decrease the use of the SOV and encourage the use of alternatives such as transit, carpooling, vanpooling, bicycling, walking, teleworking and alternative work schedules. TDM applies to a variety of vehicle trips including work, shopping, school and recreation.

Transportation Management Association (TMA)

A TMA is a partnership or organization that brings interested parties together to work on transportation issues. Most TMAs are developed and led by the private sector in response to a perceived transportation problem. These partnerships rely on

private sector inventiveness, leadership and resources to seek solutions to public transportation problems. Typically, TMAs deal with commute trip reduction, improving transit alternatives, securing access to transportation service, and responding to congestion and air quality problems. Some TMAs are involved in service development and delivery, others restrict their activities to service negotiation and advocacy.

Teleworking (a.k.a. telecommuting)

Teleworking involves the use of telephones, computers and other technology to work from a location other than the conventional office. This off-site location may be the home or an office close to home. Most teleworking is done one to three times a week. This is also known as telecommuting, although teleworking is broader in scope, in that the employee is said to be able to work from any place at any time.

Vanpool

A vanpool consists of seven to 15 people sharing their commute in a passenger van, generally riding to the same place of employment. One-way commuting distances typically begin at 10 miles, but frequently operate at much greater distances. Driving is done by one or more approved volunteer drivers who typically commute for free. Operating costs are covered by monthly passenger fares. In Washington State, many transit agencies also operate a public vanpool program, or an individual commuter may establish a private vanpool in their own vehicle.

Vehicle Miles Traveled (VMT)

The VMT per employee is the sum of the individual motor vehicle commute trip lengths in miles made by affected employees over a set period, divided by the number of affected employees during that period.

Acronyms

CTR Acronyms

Below is a list of commonly used acronyms, many of which you will come across as you administer your CTR programs.

ACT	Association for Commuter Transportation
AWS	Alternative Work Schedules
APTA	American Public Transit Association
CBD	Central Business District
CTR	Commute Trip Reduction
EDC	Economic Development Council
EPA	Environmental Protection Agency
ETC	Employee Transportation Coordinator
FHWA	Federal Highway Administration
GIS	Geographic Information Systems
GMA	Growth Management Act
GRH	Guaranteed Ride Home
HCT	High Capacity Transit
HOV	High Occupancy Vehicle
PSRC	Puget Sound Regional Council
RTA	Regional Transit Authority (a.k.a. Sound Transit)
SEPA	State Environmental Policy Act
SOV	Single Occupancy Vehicle
TAT	Technical Assistance Team
TDM	Transportation Demand Management
TMA	Transportation Management Association
TMP	Transportation Management Plan
VMT	Vehicle Miles Traveled
WSDOT	Washington State Department of Transportation
WSRO	Washington State Ridesharing Organization
WSTA	Washington State Transit Association