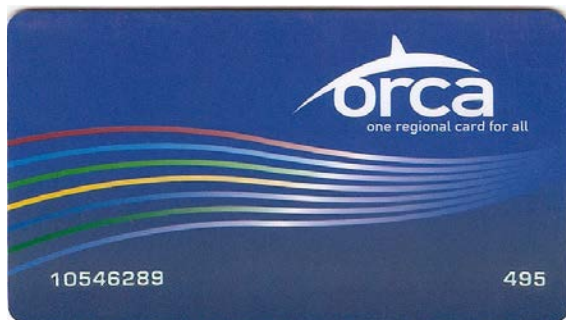


Employee Transportation Coordinator Handbook

Revised 4/2014



Section 1

Acronyms

Commute Trip Reduction 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
APTA	American Public Transit Association
AWS	Alternative Work Schedules
CBD	Central Business District
CTR	Commute Trip Reduction
CWW	Compressed Work Week
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
GTEC	Growth & Transportation Efficiency Center
HCT	High Capacity Transit
HOV	High Occupancy Vehicle
PSRC	Puget Sound Regional Council
SEPA	State Environmental Policy Act
SOV	Single Occupancy Vehicle

TAG	Technical Assistance Group
TDM	Transportation Demand Management
TMA	Transportation Management Association
TMP	Transportation Management Plan
TRPP	Trip Reduction Performance Program
VMT	Vehicle Miles Traveled
WSDOT	Washington State Department of Transportation
WSRO	Washington State Ridesharing Organization
WSTA	Washington State Transit Association

Section 2

Definitions

Affected Employee

Under the Commute Trip Reduction (CTR) law, an affected employee is a full-time employee who regularly begins work between 6 am & 9 am, at a single worksite, on two or more weekdays for at least 12 continuous months.

Alternative Work Schedules (AWS)

AWS programs offer alternatives to the typical eight-hour work day. Options include flex-time, a compressed work week (CWW) and staggered work hours.

Baseline

The CTR law requires major employers to complete a baseline measurement of their employees' commuting habits. Future survey results will be compared to this baseline to determine progress the site has made in achieving its CTR goals.

Carpool

Two to six people age 16 and older, sharing the ride in a vehicle to and from the work place.

Commute

The trip made by an employee between their home and work location, 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 drive alone commute methods and vehicle miles traveled (VMT) per employee.

Employee Transportation Coordinator

The CTR law requires affected employers to appoint an employee transportation coordinator (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)

Guaranteed Ride Home is a program that provides an emergency taxi ride home for employees who commute to work using an alternative to driving alone and have an illness or emergency.

High Occupancy Vehicle (HOV)

An HOV is any vehicle that carries two or more people commuting between home and work. HOV’s can include carpools, vanpools and transit. The definition is sometimes expanded to include walking and bicycling.

Major Employer

An employer is a major employer under the CTR law if there are at least 100 “affected” employees at a single worksite. Major 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 alone to work.

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.

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.

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 SOV's by increasing the number of HOV's 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 TMA's 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, TMA's deal with commute trip reduction, improving transit alternatives, securing access to transportation service, and responding to congestion and air quality problems. Some TMA's are involved in service development and delivery; others restrict their activities to service negotiation and advocacy.

Teleworking (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 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 public vanpool programs, 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 the affected employees over a set period, divided by the number of affected employees during that period.

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About Commute Trip Reduction

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Why Commute Trip Reduction?

Clean air, pure water, beautiful lakes and forests, and magnificent panoramic views - these are the things that define our Northwest lifestyle and make our region the place each of us wants to call home. We care about Washington and want to preserve our way of life and our environment. One way we can all contribute is by making smart choices about the way we commute.

Commute Trip Reduction (CTR) is a cost-effective way to reduce congestion and the effects of climate change. Using viable alternatives to driving alone such as walking, carpooling, bicycling, and riding the bus can help maintain and even improve the environment in which we live. Innovative programs such as telework and alternative work schedules are less invasive and cost less than building new roads.

CTR Alleviates Congestion

Every day approximately 570,000 employees travel to CTR worksites. The choices these individual commuters make about how they get to work can have a huge impact on Washington's transportation system. In 1993, 70.9% of commuters were driving to work alone; by 2007 that number had dropped to 65.5%!

The number of commuters who *always* drive alone to work has declined 23% from 1993 to 2007. More often, employees are choosing an alternative commute at least once a week. Downtown Seattle is already far below the state average, and has seen a decline of 38% over the same time period.

The miles of travel to CTR sites have decreased significantly as well. In 2007, employees' round trip commutes to CTR worksites accounted for just over 2.4 billion vehicle miles traveled (VMT). Without the changes in employee travel, that number would be 6.7% higher – an estimated difference of almost 170 *million* miles!

CTR equates to fewer vehicles on the road during peak commute hours, putting less demand on our transportation system. For those of us who commute, this means less time spent in traffic, more money in our pockets, and reduced stress.

Energy Consumption

The absence of about 25,000 vehicles statewide on our roads each weekday morning in 2009 reduced fuel consumption by about 7.9 million gallons. At an average price of \$2.92 per gallon in the Seattle/Bellevue/Everett area, CTR commuters saved \$23 million in 2007 by reducing consumption. With a current average of \$3.70 per gallon, that savings increases to \$29,230,000!

Climate Change

CTR has positive effects on our environment. Vehicle usage produces 47% of Washington's emissions, with on-road transportation producing more than 72% of this.

In 2007, Governor Gregoire set targets for Washington to reduce emissions of greenhouse gases to 1990 levels by 2020 and to 50% below 1990 levels by 2050. Even with recent federal legislation to improve vehicle fuel efficiency, and with aggressive development and use of biofuels, it will be difficult to reduce emissions of greenhouse gases from transportation enough to meet these targets unless we reduce the demand for transportation as well.

Transportation Demand Management

Think about all the other types of trips for which you use your personal vehicle – school, shopping, recreation, errands – in addition to commute trips. Transportation Demand Management (TDM) is a series of strategies used to manage the demand for roadway capacity for *all* types of vehicles trips. CTR is just one part of the TDM strategy. For more information on this and other programs please visit the WSDOT TDM web page at www.wsdot.wa.gov/tdm.

Commute Trip Reduction Law

Part of the state's Clean Air Act of 1991, the purpose of Washington's CTR law (RCW 70.94.521-551) is to improve air quality, reduce traffic congestion, and minimize energy consumption. The law does this by establishing employer-based programs that encourage employees to find alternatives to driving alone.

Why Do We Need the CTR Law?

Only when government, businesses and individuals work together with energy, creativity and commitment can we create the means to protect our environment and quality of life. The Legislature passed the CTR law to start this process. The law provides funding and other resources for CTR programs, and compels various groups to get involved and do their part.

The CTR Efficiency Act

In 2006, the Legislature passed the CTR Efficiency Act, which made several significant changes to the CTR law by addressing our most congested urban corridors, improved local, regional and state programming, and streamlining decision making.

How the CTR Program Has Changed		
	Original CTR Program	Revised CTR Program (effective 1/1/2008)
Where	County-wide in ten counties	Urban Growth Areas
Participation	Population over 150,000	Congested highway corridors
Who Participates	Major employers (100+ employees) in ten counties required to participate	Major employers (100+ employees) in urban growth areas required to participate, in voluntary centers, more employees and residents may participate
Who Oversees Program	28-member CTR Task Force establishes policy and provides guidance	16-member CTR Board establishes policy, provides guidance, and allocates funding
Performance Goals	All employers have same goal targets	Employer goals may vary based on local and regional goals beyond the state minimum target
Performance Review	Worksite programs reviewed each year	Worksite programs may be reviewed every two years
Planning Requirements	No planning required	Coordination with transportation and growth planning required

What Does this Mean for You?

Under the new CTR program each jurisdiction located within an affected urban growth area (see map next page) must develop and implement a local CTR plan and ordinance. This ordinance governs CTR in each affected urban growth area. Under local 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 doing *at least* the following:

- Designating an Employee Transportation Coordinator (ETC)
- Displaying the ETC’s contact information in a highly visible location
- Distributing information to employees about alternatives to driving alone at least 2x/year
- Implementing a set of measures in order to achieve CTR goals
- Surveying employees about their commuting habits every two years
- Reporting regularly about progress toward meeting CTR goals
- Making a “good faith effort” to meet the CTR goals
- Meeting any applicable additional local requirements

Establishing a Worksite Baseline

If you are a CTR-affected employer, you must conduct a “baseline” employee survey within 90 days of becoming affected, in order to establish the drive-alone and VMT values unique to your worksite. Future CTR surveys will be measured against this baseline to track your worksite’s progress in reducing SOV and VMT rates.

CTR Goals

The new CTR law sets state minimum target goals of a 10% reduction in SOV and a 13% reduction in VMT by 2011. While aggressive, these goals are necessary to achieve the purpose of the original CTR Law. New major employers must meet their goals 4 years following their baseline survey.

What if We Don't Meet Our Goals?

The CTR goals are just that – goals. As long as you make a good faith effort to implement your CTR program, your employer cannot be assessed civil penalties for failure to meet their 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 jurisdiction 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 your employer doesn't meet the minimum requirements of the ordinance, the jurisdiction will discuss specific things that you may do to come into compliance. Sometimes these actions are fairly simple, such as posting the ETC's contact information; other times they may be more substantial, like considering enhancements to the worksite's program to increase the likelihood of meeting the goals. **The jurisdiction's role is to work with you toward implementation of a successful program, not to penalize employers that do 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 your 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 jurisdictions. Civil penalties vary from \$50 per violation per day to \$250 per violation per day.

Exemptions

There are two types of exemptions that you may apply for in writing to your local jurisdiction:

Employer exemption - For an employer to 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 your business, work force or location. An employer exemption may only be granted if an employer demonstrates that it faces extraordinary circumstances – such as 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 major employer. If granted, an employer exemption remains in effect only as long as the extraordinary circumstances are occurring. Employer exemptions are very rare.

Employee exemptions – Exemptions may be granted for:

1. Specific employees or groups of employees who are required to drive alone to work as a condition of employment.
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.

Worksites in Multiple Jurisdictions

If you are a CTR-major employer with worksites in multiple jurisdictions you may request consistent program reporting requirements and survey dates for all of your worksites. You may also request that the appropriate jurisdictions work together during the program review process, and/or that jurisdictions accept a single CTR program for all of your employer's worksites, if it can be determined that your 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.

New Major Employers

An employer that becomes affected by the CTR law must make a good faith effort to comply with the law and the applicable local CTR ordinance. New major employers are required to perform the following actions:

- Self-identification to local jurisdiction – An employer that meets the definition of a major employer – in other words, has 100 or more full-time employees arriving at a single worksite between 6 am – 9 am on at least two weekdays each week for a period of 12 months – must identify itself to the local jurisdiction within 90 days. Employers that fail to do so within 90 days are in violation of the law and the local ordinance.
- Baseline survey and program development – The employer will be given 90 days to complete a baseline survey and an additional 90 days to submit a CTR program once the baseline survey results are given to the employer. The CTR program will be developed in consultation with the jurisdiction.
- Implement trip reduction program – Once the local jurisdiction has approved an employer's trip reduction program, the employer has 90 days to fully implement the program as approved. This includes the identification of an ETC.

Local CTR Ordinances

The CTR law requires jurisdictions to develop and adopt a CTR plan and ordinance. Both documents must be consistent with the CTR law, but each 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 and civil penalties.

Your Role as an ETC

One of the most important elements of your company's CTR program is the person selected to perform the role of ETC – you!

- 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.

Examples of specific tasks you will perform:

- Meet with employees to talk about the benefits of carpooling, vanpooling, bicycling or riding the bus.
- Assist employees with ride matching to form carpools/vanpools.
- Promote the worksite CTR program to employees by producing and distributing informational pieces.
- Coordinate the distribution and collection of biennial CTR surveys to all employees.
- Track employees' participation in specific program elements.
- Complete the CTR Report and Program Description (Annual Report).
- Evaluate your CTR program and make enhancements when needed.
- Brief management on the CTR program's progress.

Qualities of a Successful ETC

Employers are free to designate anyone as their ETC from any level within the organization. The successful candidate should have a high level of interest in CTR and the ability to work with other employees and manage the elements of a worksite CTR program. The most successful ETC's share many of the following abilities and characteristics:

- Access to management, as well as 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

Getting the Help You Need (CTR Committee)

Few ETC's have endless hours to devote to implementing and gaining employee and management support for their CTR program. It can be helpful to form a CTR committee to provide helping hands, creative minds, and the means to build broad-based support for your CTR activities.

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 committee members. Too large a committee can be difficult to manage; 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 administrative staff to production workers to management.
- **Recruit highly motivated and committed committee members!** Be sure potential members' supervisors are comfortable with their participation.

Once your committee is formed, you can 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 (most) ETC's it's only one facet of their position. The amount of time spent on one's CTR program doesn't necessarily predict success. Success is more a function of enthusiasm, the ability to inspire change, and management's support!

Training and Networking: A great way to meet people and get new ideas

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

Various transit agencies offer ETC training from basic to advanced, to help keep you well-informed and offer suggestions that can help you to be successful. You can also get ideas 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 great opportunity to show people what you can do! Not only are you helping your organization do its part to reduce traffic congestion, conserve energy and improve air quality, you also get a chance to show your employer your skills as a project manager. The ETC position can be an excellent proving ground for future job growth within your organization. Imagine how great your ETC experience will look on a resume! You will:

- Manage a program
- Supervise a CTR committee (if applicable)
- Be creative designing promotions and publicity materials
- Have greater visibility within the organization
- Network with other ETC's
- Generate positive publicity for your company
- Develop/improve written and verbal communication skills

Becoming an ETC is a great opportunity! You have an amazing support system of fellow ETC's with whom to exchange ideas and suggestions. There are many training and marketing tools available to make your job easier and, of course, you have the support of your jurisdictional representative who is happy to help whenever and wherever needed!

Section 4

Commute Choices

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Introduction

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

Your company can benefit from:

- Reduced parking costs
- Employees who arrive to work on time, relaxed and ready to get started on their workday
- 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:

- Reduce or eliminate costs for fuel and parking
- Reduce insurance costs, as well as vehicle wear-and-tear/maintenance expenses
- Reduce stress
- Enjoy less commute time on freeway HOV lanes or eliminate trips entirely
- Leave their cars at home whenever possible

Our environment benefits from:

- Reduced traffic congestions
- Less pollution
- Decreased fuel consumption

Carpooling – Fun Facts

Carpooling is the most popular alternative to driving alone. It is also the most flexible and convenient way to commute; employees can carpool every day or just on certain days. One person can be the designated driver and be reimbursed for mileage by fellow riders, or driving can be shared between two or more drivers.

For employees it's a smart way to save on expenses, reduce stress, and they can use the HOV lane, cutting down on commute time. For employers, a carpool program is easy to implement and available to virtually all employees. The environment benefits by reduced traffic congestion and pollution.

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 or older) and, when over half the trip is shared, can still be counted as reducing drive alone trips to the worksite.

Some worksites more narrowly define carpooling in order to set eligibility requirements for carpool incentives and reserved parking (i.e., carpools of three or more, carpooling a minimum number of days per week).

How You, as an ETC, Can Support Carpooling

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

- **Offer assistance** in matching employees together within your organization or with a nearby business.
- **ID potential carpoolers** and contact them to determine interest. Determine compatibility and make personal introductions.
- **Provide “carpool wanted” opportunities** via bulletin boards, newsletter classifieds, flyers, and/or e-mail messages.
- **Rideshareonline.com** is a website where interested parties can register and be matched up with others interested in sharing a commute.
- **Arrange rideshare formation meetings** to discuss sharing a ride to work. This is a good time to review the benefits of ridesharing and to discuss your company’s program elements or incentives.
- **Urge employees to give it a try!** Perhaps a trial period to work out kinks and get to know each other?
- **Follow up** and offer to help your carpoolers work out any difficulties that may arise.
- **Recognize people’s efforts.** Very important!

CTR Program Elements to Encourage Carpooling

- Ridematching (internal and external)
- Preferential/reserved parking for carpools
- Discounted parking for carpools (if applicable)
- 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, ATM, postal service, dry cleaning

Carpool FAQ’s

“I live only two miles away. Can I still carpool?”

Yes! However, in order to qualify for employer-specific benefits, additional requirements may need to be satisfied.

“What kind of insurance coverage do carpoolers need?”

It is best for carpoolers to check with their insurance companies. Chances are that their current auto 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 live. Typical rules should include pickup points, wait times, smoking, eating, cologne/perfume habits, music (to play or not to play), and who will drive when.

“Should people carpool with people they don’t know?”

It depends on your individual comfort level. It is best for carpoolers to get somewhat acquainted prior to riding together.

“What if one person decides (s)he does not want to carpool with this person?”

It is a good idea to establish a trial period (suggested is four weeks). If one or both parties do not like the situation, it is easier to dissolve the carpool.

“How do carpoolers decide who drives?”

It is all a matter of personal preference. Some people just want to ride along; others prefer to always be the one behind the wheel, with all degrees of variation in between. Individual rules should be agreed upon by all participants.

“If one person does all the driving, what should they charge their carpool partners?”

In determining a reasonable amount, the AAA rate per mile can be found on their website, or the IRS reimbursable rate can be used. Just multiply the rate by miles traveled. The important point is that the amount is fair and agreeable to all parties involved.

“What if one carpool partner wants the other to go way out of his/her way to pick them up?”

Pick up points should be decided by the partners and should be convenient for all members.

“What if one carpooler makes the others late for work?”

Carpoolers should establish a leave time and stick to it. If problems continue, then partners should discuss ways to reach a resolution.

Vanpooling

What is a Vanpool?

A vanpool affords you the benefits of carpooling, and allows you to save wear and tear on your vehicle with even greater cost savings. Typically a vanpool vehicle is owned, maintained and insured by a local transit agency.

The CTR law defines a vanpool as a motor vehicle that is “occupied by 7 to 15 people traveling together for their commute trip that result in the reduction of a minimum of one motor vehicle trip”. However, Community Transit and other local vanpools only require five participants to get started. As with carpools, some worksites more narrowly define vanpools in order to set eligibility requirements for vanpool incentives (i.e., preferred parking or subsidy).

How You Can Support Vanpooling

As an ETC, you can play a critical role in the formation of new vanpool groups at your worksite. Many groups of employees get together and form their own vanpools, however, **sometimes employees need help getting organized, recruiting riders, and staying motivated.** ETC's are sometimes called upon to resolve disagreements among vanpool participants and groups.

CTR Program Elements to Encourage Vanpooling

- Ridematching (internal and external)
- Preferential parking for vanpools
- Discounted/free parking for vanpools (if applicable)
- Guaranteed Ride Home
- "Empty seat" or "get started" subsidy
- Vanpool subsidy
- Pre-tax commuter fringe benefit
- Flex-time to accommodate vanpool schedule
- Fleet vehicles for work-related trips
- On-site amenities such as food service, ATM, postal service, etc.

Forming a Vanpool

In the role of vanpool facilitator, it is important for ETC's to become familiar with their local public vanpool program and the process needed to form a new vanpool. *Here are the general steps to forming a new vanpool:*

1. **Identify prospective vanpool candidates** using home addresses, zip codes and/or maps.
2. **Familiarize yourself with the different vanpool programs** in surrounding or nearby counties.
3. **Utilize your local ridematch program** such as Rideshareonline.com or contact the applicable county's vanpool department for assistance.
4. **Promote vanpooling** by making sure your employees are aware of the option and any incentives available. Ask employees about preferred pickup points and departure times.
5. **Screen prospective candidates** by comparing work schedules/locations, home addresses, distance to work, willingness to drive, etc.
6. **Hold vanpool formation meetings**, inviting targeted groups of potential vanpoolers, grouped by home address/geographic area. Discuss vanpool benefits, available incentives, and how vanpooling fits into your CTR program. Invite current participants to attend and discuss their positive vanpool experience. Facilitate group discussion of potential routes and schedule; identify primary and back-up drivers.
7. **Stay in contact!** Keep the lines of communication open with interested parties and those close to forming a group.
8. **Facilitate vanpool formation with interested groups** by helping recruit additional riders and drivers, coordinating efforts with nearby employers/ETC's. Assist with final formation steps, set start date and schedule delivery.
9. **Offer subsidies** and *make sure* employees are aware of this benefit. If subsidies are currently not 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** to distribute/collect rider and driver agreements and other required paperwork. Contact the vanpool agency to arrange for driver approval and training. Submit Driver and Rider agreements to agency along with other paperwork; receive approval of vanpool drivers.
11. **Celebrate with the new vanpool group!** Create a buzz; make the maiden voyage an *event* with photos, food, prizes, etc. Be sure to publicize the new vanpool group at your worksite!
12. **Follow up** with the vanpool group to offer assistance and ensure smooth sailing!

Vanpool FAQ's

“What commitment must employees make to a vanpool?”

Generally, vanpoolers make only a month-to-month commitment to be part of a vanpool. Each rider is asked for a 15-day notice to the driver if they decide to leave the group, allowing the group to recruit a new rider and keep fares stable.

“Do vanpools pick up riders at their front doors?”

Routes and schedules are decided by the group. Some elect to go door-to-door, others have one or two pick-up points. Park & Ride lots are popular meeting places for vanpool participants.

“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 back-up drivers who can drive in these circumstances. If the van breaks down, there should be a back-up plan where 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 or not they ride. Refunds are not given for missed days. Vanpoolers do have the option to sublet their seat to a rider on their vanpool's waiting list while they are on vacation.

“How much does each rider pay?”

Fares are paid monthly, and are usually based on the number of riders and the round-trip mileage. Contact your local vanpool program for more information.

“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?”

Essentially, drivers are responsible for picking up and delivering passengers, driving in a safe manner, and arranging for maintenance, cleaning, fueling, and fare collection (if there is no designated bookkeeper). In exchange, primary drivers usually don't pay the monthly fare and may sometimes use the van for personal reasons for 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 WA driver’s license with a safe driving record. Additionally, drivers must attend a vanpool driver orientation course before they are allowed to drive the vanpool vehicle.

“Is smoking allowed in the vanpool?”

No, but the group may make decisions on other rules such as listening to the radio, how long to wait at pick-up points, etc.

Riding the bus

Getting to Work on the Bus

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

- Service is available within three blocks (a quarter mile) of the worksite and is near the employee’s home
- Employees have easy access to a park and ride lot
- Bus schedules match work schedules
- There is safe access between transit stops and your worksite

How You Can Support Transit Ridership

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

- **Provide bus information.** Learn which bus routes are close to your worksite and share the information with employees. Keep a supply of transit information and route timetables on site. Become proficient at reading bus schedules and using an online trip planner.
- **Promote bus riding.** Hold special CTR promotions that encourage employees to ride the bus. For example, you can give away prizes if employees ride the bus at least once a week during “Dump the Pump”, “Wheel Options” 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 bus ride.** Offer to teach interested employees how to use the bus, and ease their first time jitters by taking them on a bus ride. Ask your transit agency for 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
- Pre-tax commuter fringe benefit
- 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, ATM, postal service, etc.
- Parking cash-out (when parking charges exist)

Walking and Bicycling

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 conserving fuel.

Bicycling and walking are the most 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 or a bus stop. For these employees, it is important that safe and direct pedestrian access such as sidewalks, lighting and designated crosswalks be available. It can also be useful if showers and lockers are available at the worksite.

Bicycling is an option for many employees, particularly those 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/her bike from home to the transit stop, then takes the bus. Or someone could take the bus part way from home, then ride their bicycle for the remainder of the trip. All buses and many vanpool vans are equipped with bicycle racks. Bicyclists require secure bike parking or storage areas, and showers and lockers are very desirable.

Bicycle lockers are available at most major park and ride lots, allowing secure storage before hopping on the bus.

How You 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 be done to make improvements?
- **Know safe pedestrian and bicycle routes in the area.** Consult avid bicyclists, bike clubs, 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 bike to work 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.

CTR Program Elements to Encourage Walking and Bicycling

- Guaranteed Ride Home
- Walking/bicycling subsidy
- Flex-time to accommodate walking or bicycling schedules
- Showers and lockers
- Secure bicycle parking
- Fleet vehicles for work-related trips
- On-site amenities such as food service, ATM, postal service, etc.
- Parking pass for drive-alone days (if charge for parking exists)
- Parking cash-out (when parking charges exist)

Safety First!

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

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
- Walk **facing** traffic

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, usually 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 anytime 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.

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. A successful telework candidate 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.

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
- Expanded opportunities to hire people 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 congestions (such as Washington’s CTR law)
- Employees are ready to work in an emergency (e.g., earthquake)
- 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

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 to 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) and managers.
- **Set teleworking program goals.** Identify what your organization wants to gain from teleworking. Let the benefits listed on the previous page inspire your ideas.
- **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 for various reasons. 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.

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 clearly stated.

Which Jobs are Best Suited for Teleworking?

Jobs in which:

- Face-to-face interactions can be scheduled on specific days
- Internal and external client's 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)
- Work can be conducted electronically using a computer or telephone

Can the Employee Babysit 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%
- **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%
- **3/12 work week** – Thirty-six hours are worked in three days, which means the employee commutes two fewer days each week than the typical 8am – 5pm worker, reducing the employee's commute trips by 40%

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, as well as saving money on utilities on the days the equipment is not operating. 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.

How You 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 drive alone rates (DAR) and vehicle miles traveled (VMT) to meet CTR requirements, or to achieve other goals?
- **Get management support.** Solicit management support for the schedule 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, e-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 consideration.
- **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: Friday, Monday, Wednesday, Thursday, then Tuesday.
- **Monitor the program.** Monitor and make necessary adjustments. Measure your results!
- **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 contains statistics on productivity, absenteeism, overtime and include supervisor perceptions on employee satisfaction with the program.

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 interfere with 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 should 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, and to ensure that not 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. Saving 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 is that compressed work schedules sometimes allows departments to offer longer office hours, and consequently more convenience for customers! For example, one person may choose to work 6 am – 4 pm, while another works 9 am – 7 pm. This arrangement means that 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.

Section 5

Tools & Strategies

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Making Your CTR Program Work for Employees

Think of the elements of a CTR program as strategies you will use to promote alternatives to driving alone.

Some of the basic elements of a CTR program focus on expanding the transportation choices your employees can use to travel to work. Other elements may remove barriers and help increase the likelihood your employees will choose an alternative to driving alone. 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.

When planning the strategies that will support your company's CTR program, it is useful to consider the factors that affect a commuter's transportation choice.

These include:

- Vehicle availability
- Time
- Security
- Cost
- Convenience

The following tools and strategies will help you address these factors. The better your CTR program addresses these factors, the more likely employees will be to switch from drive alone commuting.

What is Ridematching?

Employees often say they would share a ride if they know 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.

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 Rideshareonline.com, a list of employees sorted by ZIP code or shift, identification of employees' home location on a ZIP code 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 HR 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 or e-mails 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.
3. **Assist employees personally with ridematching.** You can help interested employees by coordinating formation meetings for those identified as potential partners, coordinating with neighboring worksite ETC's to patch potential partners, and encouraging employees to list themselves in

Rideshareonline.com. If an employee decides to use Rideshareonline.com, offer to help with follow-up by calling the names listed on the employee's match list.

Rideshare Formation Meetings

Facilitate a ridesharing meeting for prospective carpoolers and vanpoolers to meet and discuss sharing the ride to work. Help the potential "poolers" find a common ground, so they feel comfortable.

*Break the rideshare formation meeting 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 Program Basics

- **Purpose of meeting.** State that 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 possibility 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 (general area) 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 potential objections. Be sure to invite a "carpool champion" (one of your employees who currently 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 provides an incentive to participate, as well as keeping the atmosphere informal.

Phase II: Logistical Details

Once ridesharing basics have been covered, guide the discussion to assess the potential of the group carpooling or vanpooling on a trial basis. This is where the prospective poolers discuss the details of ridesharing.

Some things that should be considered include:

- **Pick-up points.** Select the route the pool will take to and from the worksite and determine pick-up points. Pick-up points can be at a participant's home, a park & ride lot, or child's school/day care. The pick-up points should be easily accessible and convenient for all participants.
- **Morning commute times.** Determine how long the morning commute will take and departure time from the origination based on your work schedules. Allow extra time for traffic congestion or unforeseen events.

- **Departure from work.** Choose the departure location and time at work where the pool members will gather for the trip home.
- **Decide who is a driver and who are riders.** Determine who is going to drive. Will some or all of the members share driving responsibilities by alternating on a daily, weekly, or monthly basis? Or will they select a single designated driver?
- **Compensate commute expenses.** If all pool 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, vehicle maintenance, parking fees, depreciation and tires. At this point, it would be wise to set up a regular payment schedule.
- **Determine the carpool schedule.** Determine which days of the week each person will carpool. While many carpools operate five days a week, other carpools operate 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 all 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 pick-up sequence. The driver, if (s)he experiences a problem, notifies the next driver in line, while the rider, if (s)he changes plans, should notify the member who is picked up immediately before him/her. Make certain that all members of the pool have exchanged phone numbers. They can also appoint someone 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 ground rules ahead of time, poolers are much less likely to experience social friction.

Issues to be discussed and recommended rules to establish include the following:

- **Rules.** Agree to have operating rules which may only be changed by a majority vote. Write the rules down and provide copies to new riders.
- **Be on time.** Agree to a specific time. Depending on the length of the commute, most pools 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. *Smoking is not permitted in vanpools.*
- **Radio use.** Take a vote about the radio. On/off? Music vs news? Determine this now, before the carpool begins!
- **Personal habits.** Agree on "dos and don'ts" concerning personal habits, such as reading, talking, perfume or cologne, and eating in the car.
- **Driver responsibilities.** The driver is responsible 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 are responsible for arriving on time to meet their carpool, abiding by the agreed-upon rules, and paying the driver on time.
- **Your availability.** Let the group know you are available to answer questions and to resolve difficulties, should they arise.
- **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.

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 pool to give it time to work. A four week trial is normally necessary to get the carpool running smoothly. However, no one should feel forced to continue to carpool together.

Guaranteed Ride Home

One of the largest barriers to ridesharing is the fear of being stranded at work when an emergency arises. To counteract this fear, many local transit agencies offer a Guaranteed Ride Home program which allows employees who rideshare to take a taxi home, should an emergency strand them at work.

Guaranteed Ride Home (GRH) is a program provided free to worksites by signing a contract with their respective jurisdiction. Guaranteed Ride Home provides employees with up to 65 miles of free taxi service (one way) to take them home in case of an emergency or unexpected overtime. Your employees can carpool, vanpool, bike, walk or take the bus worry free!

Who is Eligible?

An employee who is registered in your worksite's CTR program and used a commute alternative on that day is eligible for a Guaranteed Ride Home.

What is an Emergency?

A Guaranteed Ride Home may be taken by an eligible employee for any of the following reasons:

- Employee's or family member's unexpected illness
- Unexpected shift changes (employee learns that day (s)he must work late), and the normal ride will not be available
- Situations outside the employee's control that cause a missed ride such as carpool driver emergency, missed the last bus, etc.
- Other emergency situations which occur during the work day

Guaranteed Ride Home cannot be used for pre-scheduled appointments, business-related travel, on-the-job injury travel to a doctor, or providing a ride home for solo commuters who have an emergency. It is strictly offered to employees registered in the worksite's CTR program who use a commute alternative on the day the emergency arises.

If an employer authorizes a GRH that is not deemed an appropriate use of the program, the employer will be billed by the taxi company for the full cost of the taxi ride. For assistance in judging a unique situation, please contact your local transit agency's Customer Service department.

How to Request a Ride for an Eligible Employee

Follow these instructions to request a Guaranteed Ride Home for an eligible employee:

1. Verify the employee's emergency meets one of the situations described on previous page.
2. Complete the Guaranteed Ride Home Form. To authorize an employee to use GRH, a form must be completed and signed by the employee and a supervisor. Either the ETC or an approved designee is to complete the form.
3. Contact the GRH service provider to schedule the ride. Everett Transit contracts with a taxi cab vendor and you must call that vendor to request a GRH.
4. Tell the operator who answers that this is an Everett Transit Guaranteed Ride Home service request. It is very important to say "Everett Transit", since taxi companies have many GRH contracts.
5. Identify yourself and your employer. Give the operator the employee's name, pick-up address and location (i.e., entrance to parking garage on Pacific Ave), and the desired pick-up time. If an intermediate stop has been authorized, inform the operator of this also. If you are a current program participant, the taxi company has your worksite name and address. Service is available to you 24/7. For reserved taxi trips, a taxi will arrive at the agreed upon location within 10 minutes of the scheduled time. For immediate trip requests, a taxi will arrive at your worksite within 30 minutes after the taxi company takes the request.
6. Fax the completed form to Everett Transit at (425) 257-8945 "Attn: CTR Administrator". Retain a copy of the form for your program records.
7. Remind the employee that the driver will require photo ID, and that tips are at the discretion of the employee, and are **not** reimbursable.

Note: Ferry commuters will not be taken any farther than the ferry dock.

There are limitations on the number of times GRH can be used per employee per year. Please contact Everett Transit for specific information.

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 transit often depends on the cost, availability, and location of parking. Look at downtown Seattle, for an example.

For some organizations, an effective parking management program can help create funding for other CTR program elements, such as transportation subsidies and allowances. It can cost upwards of \$20,000 per space to construct surface parking. The price jumps to \$40,000 per space for structure parking. This does not include ongoing costs for maintaining or operating parking lots 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.

These strategies impact parking in the following ways:

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

Impact: Parking Location and Convenience

Preferential parking is a low cost, convenient incentive that reserves the most desirable parking spaces for carpools and vanpools, encouraging your employees to share a ride instead of driving alone to work.

Preferential parking spaces are reserved spaces for carpools and vanpools that may be covered and/or are convenient parking close to elevators or entrances.

Preferential parking spaces are usually marked and employees register to use the spaces. Registered employees are issued a form of identification for their vehicle, such as a sticker or hangtag. Frequently, spaces are used by poolers on a first-come, first-served basis. Sometimes companies “reserve” preferential spaces by assigning specific spaces to specific van/carpools.

The effectiveness of preferential or reserved parking for pools 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
- Incorporating preferential parking with additional CTR program elements such as ridematching assistance, GRH and transportation subsidies and incentives.

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.

Some jurisdictions have passed ordinances requiring that parking be priced separately in a building 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.
- Reducing the parking supply 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/reduced-fee parking for pools
 - Preferential parking for pools
 - Transportation allowances or subsidies
 - Incentives for walkers and bicyclists
 - Work schedules that support use of commute alternatives (telework, compressed work week)

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 needed.

Impact: Parking Pricing

When a company pays for employee parking, it sends a powerful message that reinforces drive alone commuting and discourages commuting by environmentally friendly alternatives. Most employees view parking as a sacred right. Research on this issue has shown that when employees are charged for parking, they alter their behavior.

Considerations when looking at your pricing options include:

- Charging drive-alone drivers more to park than those who rideshare.
- Taking advantage of the “Parking Cash-Out” program, which allows businesses to offer their employees a choice between a subsidy and a cash amount similar to what the employee would have paid for parking.
- If you currently offer free or subsidized parking, start 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 drive-alone commuting, 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 will be less effective.
- Using fees collected from parking to fund or enhance current transit subsidies. By using fees collected from parking, your company may be able to offer a more desirable alternative that would offset some of the resistance that may occur from charging for parking.

Additional Considerations

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.

Flextime

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. However, in some cases, it can also make it harder to match employees with potential carpool and vanpool partners.

Under a flextime 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 am to 3:30 pm). Individual employees could, for instance, choose to work from 7 am to 4 pm, with a one-hour lunch period, from 9:30 am to 6:00 pm 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 workday starts at 8:00 am. If she takes the 6:30 am bus she arrives to work at 7:15 am – 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 am bus she arrives to work at 8:15 am – 15 minutes late. The solution? Allow Mary to start her workday at 8:30 am! Mary's thrilled that her company gives her the freedom to better juggle her personal life, and the ETC is pleased because one more drive alone trip is removed from the morning commute. And it didn't cost the company a dime!

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.

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 hours.** Banking 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 specific 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 10:00 am and 3:00 pm). 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.

Policies and Procedures for a Fleet Pool Program

Well-thought-out policies 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? 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 the policy regarding transporting non-employees in company vehicles?
- If your fleet pool vehicles will be in use during the business day, how will you ensure vehicles will be available for ridesharing during employees' commute home?

On-site Amenities

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
- ATM's
- Postage stamp sales
- Mail and package pickup
- Cafeteria
- Day care
- Dry cleaning pick-up/delivery
- Showers and locker-room facilities

Subsidies and Incentives

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 lower the cost of the 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 common subsidy program include the fact that they are:

- Considered a benefit by employees
- Effective in reducing drive alone 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. Rewards include things like prizes, gift certificates, and merchandise such as t-shirts or coffee mugs.

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 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. Your CTR survey is a good place to start.
- **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.

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.

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 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 various types of 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 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:

- Commuter transportation in a commuter highway vehicle
- A transit pass
- Qualified parking

Benefits in Lieu of Compensation

Employee-paid benefits are paid for by reducing the employee’s wages or salary before taxes are applied. The law also permits employees and employers to split the costs of the benefits.

Employees do not pay federal income taxes on transit commuter benefits, except on any amount in excess of \$130 per calendar month (2014 IRS allowance). Transit commuter benefits are treated much like other commonly available fringe benefits (such as employer-provided health insurance). Employers can deduct their costs for providing such benefits and they avoid payroll taxes on such benefits, regardless of who pays.

Combination (Employer and Employee Share Costs)

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.

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

Parking Cash Out

Employers may establish a parking “cash out” program, where 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.

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.

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, the tax due is lower as well.

Businesses that pay this tax should note two things:

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

For more information visit the IRS website at www.irs.gov or, for more information about Qualified Transportation Fringe Benefits see the IRS "Taxable Fringe Benefit Guide" at http://www.irs.gov/pub/irs-tege/fringe_benefit_fslg.pdf (Section 132 (f)).

Section 6

Your CTR Program

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Creating and 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. New major employers are required to conduct a baseline survey within 90 days of becoming affected. Current major employers are already set up on a survey schedule so that they are measuring their organization's progress toward meeting SOV and/or VMT goals. Past and recent survey information can be used to learn more about your employees and their commuting preferences. Your jurisdiction will provide official CTR survey questionnaire forms and assistance with conducting employee surveys.

After your CTR survey, you will receive a report that outlines the commute patterns currently used by your employees and the distance of their commutes. The report outlines their preferences for alternatives to drive-alone commuting and the supporting strategies they prefer.

Other strategies to learn about your employees include recruiting CTR committee members and soliciting feedback from them, informal discussions with employees, worksite focus groups, HR 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 care of lunchtime errands? If so, can you provide these services on-site?
- Employee attitudes. How likely would they be to try an alternative to driving alone and which commute mode would they be likely to try?

- Employee concerns. Emergencies, cost, fear, inconvenience, stress.
- Demographics. Occupation, shift (work hours), home zip code.

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 carpools and vanpools. If you have free and abundant employee parking, how will you overcome this strong incentive to drive alone?
- Are locker rooms and 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, elevators
- Bicycling/walking facilities – bike lanes, trails and paths, traffic levels and signals, lighting and sidewalks, safety issues, locker room and showers, secure bicycle parking, safe pedestrian access
- Amenities – both on site and within walking distance (two to three blocks) such as restaurants or cafeterias, bank, post office, dry cleaners, ATM, direct payroll deposit, child care
- Information centers – bulletin boards, reception areas, time clocks, commuter information center, other internal communications centers
- Transit service – routes serving your worksite or within walking distance
- Other – fleet car, car-sharing service, taxi cab service, employee shuttle

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

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 great environment for teleworking.

To evaluate your corporate culture, start with the people you want to involve 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 "dos 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 Efficiency Act? 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 and/or enhancing it; and
- The financial commitment management anticipates making to the program

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 shift 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 drive alone commuting trips. By packaging parking fees with positive incentives, such as transit subsidies or free carpool parking, many companies have significantly reduced drive alone commutes and increased overall 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 as a result, many organizations have already taken steps to lead the way to preserve Washington's unique quality of life.

Determining Your Budget

All CTR programs must include the minimum requirements, including:

- Designating 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
- 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 suggests 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 teleworking?
- How will you promote your CTR program to employees?
- How much staff time will be needed to administer your program? 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.

Choosing the Program Elements Which Work Best for You

Now that you understand your employees and your corporate culture, you're in a good position to create or enhance your CTR program. Using the information you've gathered, you can begin to make choices about transportation alternatives that best meet the needs of your organization and should be included in your 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 key items you will want to think about include:

- 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 CTR 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 alternative(s) 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:

- 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 a strong incentive
- Rewards – prize drawings, giveaways, food, recognition
- Facilities – showers, lockers, secure bicycle parking, sidewalks
- On-site amenities – cafeteria, restaurant, direct payroll deposit, ATM, dry cleaning, day care
- Ridematching – most successful when done by ETC and Rideshareonline.com. (a MUST for successful carpool/vanpool program!)
- Flextime – best when tied to use of commute alternatives
- Promotion – use of a variety of techniques to market CTR and commute alternatives
- Fleet vehicles – eliminate the barrier of a personal car needed for business use

Modifying behavior is NOT 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, alternating old attitudes and creating the desire to try something different.

Informing your employees about alternatives to driving alone is the first step in the process to reduce drive alone commuting. It’s also important to tell employees choosing commute alternatives 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 hop on the 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 disincentives 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 on participating.

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 Ride 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 *in writing*.

Written policies and procedures help to ensure that:

- Both management and employees understand what is expected of them
- Program elements (such as subsidies or reserved parking) are distributed equitably

- Employees understand what they must do to become (and continue to be) eligible for specific program benefits
- Employees will feel more comfortable and 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 carpool/vanpools with non-employees count? How many days each week must an employee use an alternate mode of commuting to qualify for the subsidy or financial incentive? 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 flextime, who selects and approves participants?
- How and when will benefits be distributed? How and when will bus or ferry passes be distributed? On a monthly, semi-monthly quarterly or annual basis? How and when are financial incentives distributed to poolers, bicyclists, and walkers? Is the 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 cards, vouchers or discount coupons?
- What are the penalties for program abuse? What happens for the first abuse vs. the third? Do employees receive a warning in the case of abuse? Is there a way for employees to appeal these penalties?
- 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 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 on the type of program element. When designing policies and procedures for public transit subsidies (including buses, trains, ferries and vanpools) talk to a representative at your local transit agency to get an idea of the types of programs already designed and available to 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/non-union, full/part time) may require a much more detailed policy statement.

Policies and procedures to be addressed include:

- Preferential parking
- Financial incentive/subsidy
- Teleworking
- Compressed work week

Tracking Your Success

The Importance of Recordkeeping

There are two key components in 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.

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 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, contact information, commute modes and any benefits/incentives they are receiving.
- Identify how you will collect information. For example, you can use registration forms, participant surveys, parking lot inspections, vouchers, or any combination thereof.
- Establish how you will organize the information you collect and keep it updated. For example, a ledger of participant names and pertinent information, method for filing completed registrations forms or computer databases.

What to Track

Keeping track of records will help you complete and submit your annual report, helping you manage your CTR program.

This list suggests information to keep:

- ETC training attendance. Keep certificates and other records of CTR-related training.
- Employee survey results. This information is available online but can be good to have available if management comes to you with a question.
- Parking management. Track the use of reserved parking for carpool and vanpool vehicles.
- Subsidies. Track employees receiving a subsidy for their commute. If they receive the subsidy via payroll, your payroll department should also have payroll records.
- Rewards. Track employees receiving gift cards or vouchers as incentives for participation in your CTR program.
- Participant List by program elements. Track participation like ridematching, Guaranteed Ride Home, compressed work week, flextime 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 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.

Measuring Your Success

Employee Surveys

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

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

The stated-provided Commute Trip Reduction Employee Questionnaire (survey) is the primary tool used 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 before it starts its CTR program. The data from the goal years can be compared to the baseline measurements to assess progress (or lack thereof).
- Surveys can assist in determining cause-and-effect relationships in employers' CTR programs and increase understanding about which program elements are most effective
- Surveys are valid, reliable, and provide ETC's and management with site-specific data and preferences on which to make program choices and investments.

A baseline survey is conducted 90 days after a major worksite is identified. Surveys are then conducted at least every two years afterward, to measure progress toward the worksite goals. Your jurisdiction representative can provide you with detailed information on how to conduct the surveys at your worksite.

Putting it All Together in the Annual Report

The Employer Report and Program Description Form

The CTR law requires that employers complete an Employer Report and Program Description Form (annual report) and submit it to the local jurisdiction at least once every two years, or more often if requested by the jurisdiction.

The annual report outlines the strategies to be undertaken by the employer to achieve the CTR goals for the reporting period. Employers are encouraged to consider innovative strategies and combine program elements in a manner that will best suit their location, site characteristics, business type and employees' commuting needs.

The annual report prompts employers to include the following:

- A general description of the employment site. For example, location, transportation characteristics, and the on-site amenities.
- Employee information. The total number of employees and the number of employees who are affected by the CTR program.

- Parking information. How many parking and HOV parking sites are available?
- Program information and promotion. A description of each program element that was in effect for the previous year, as well as a description of the CTR measures proposed for the coming year.
- Information about you. How long have you been the ETC? What kind of training have you completed? Do you have a committee to help you?
- The signature. Your annual report must be signed by the highest-ranking official at your worksite (such as 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 completed 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
- Save samples of information and promotional items distributed throughout the year
- Realize that your program is a written commitment with your jurisdiction stating CTR actions you will implement at your site
- Get management and/or your CTR committee involved in the annual report process to identify program enhancements
- Review the effectiveness of program elements and make changes or try something new

Completing the Annual Report

The annual report is completed online at <https://www.ctrsurvey.org/annualreport>. All employers are now required to complete their annual report online. ETC's need to have their worksite ID and a password in order to log in to the site. This information is available from your jurisdiction representative. Your jurisdiction holds training classes to assist ETC's with completion of the annual reports.

Section 7

Keys to Success

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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!

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 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 occasion – 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.

Most importantly, senior management makes the 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 the 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. In most cases, 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 roadways, 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 efforts.
- We all have a responsibility to help to preserve our environment and quality of life, for ourselves and 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 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 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 (20 new carpoolers!) or potential problems (the cost of installing showers will be 20% more than originally budgeted). Ask for help when you need it.
- Be well-prepared to handle management questions and answer them succinctly. Use documentation from other sources (e.g., case studies from other companies, related research, charts and graphs, etc.). Your jurisdiction representative is 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, 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 (limited time)
- 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

You, as the ETC, have the power to make a great success of your CTR program. Your personal assistance working with employees and your ability to creatively market your CTR program can make your program highly successful – even with the most limited budget.

Why Market Your Program?

You might ask why you would want to spend time and money on such “fluff”. Yet, getting the word out about your CTR program and generating enthusiasm is not a waste of time. No one will participate in your CTR program unless they know about it! It is your job to build awareness, educate your employees about the benefits of ridesharing and convince them to become a part of your program – and marketing is your most effective tool.

The importance of marketing your program is well illustrated by the case of Coca Cola and Pepsi. Their products were selling so well, they decided to save money by discontinuing their advertising. Sales immediately dropped off – out of sight, out of mind! The same lesson can be applied to your CTR program.

Making Marketing Work

Once you have made the commitment to market your program, be sure to make your efforts fun, exciting and interesting. As the old saying goes, “You can catch more flies with honey than with vinegar!” The same goes for “catching” employees to join your program. Think of the commercials you see on television every day. Sponsors try to capture your attention by making them fun, interesting, humorous, serious, informative, unique or daring, depending on the product. You can use all of these techniques to entice employees to give ridesharing a try.

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. Show employees how much money they can save or how much pollution they can 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, lifestyle constraints, need for 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 are dedicated.

Communication Strategies

Many of the low-cost promotional ideas listed below have been used successfully by major employers throughout the state. These are just some basic ideas. Be creative – you’re limited only 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, and those who regularly find another way.
- *Challenges.* The competitive spirit exists in most work places and can be used to create successful, low-cost promotions. Challenges within a department, between departments or company-wide can create interest. Have your CEO challenge other managers to outdo him or her during a CTR promotion. Treat the winning department to a pizza party or ice cream social.
- *CTR committee.* Recruit a CTR committee that represents different departments to assist you with promotions, education and program planning. Committee members can act as salespeople and help to spread the word about commute alternatives in their respective departments.
- *Personal involvement.* Perhaps one of the most successful strategies for promoting commute alternatives is personal involvement by you and your committee members.
- *Statewide campaigns.* Statewide campaigns like Wheel Options can serve as a foundation for your worksite to hold a special event.
- *Transportation fairs.* Most jurisdictions require major employers to host or participate in at least one transportation fair each year to educate employees about commute alternatives. Local transit agencies and other local vendors are invited to exhibit information and answer questions.
- *Communication.* E-mail messages, newsletter articles and flyers are great ways to get information out to your employees about your CTR program.
- *New hire orientation.* Give new employees a friendly introduction to the company and give them a chance to consider an alternative to driving alone before they get set in their ways.

Keeping your marketing efforts fun and interesting takes a lot of time and energy. Look for volunteers in your organization to help you and, of course, get your CTR committee involved. If employees don’t know what is available, they won’t participate.

Finally, be creative, show your enthusiasm and, most of all, have fun! You just might find that marketing your CTR program and working with employees is the most fun and rewarding part of being an ETC.

Some jurisdictions offer an advanced training class on marketing your CTR program. For more information, contact your jurisdiction representative.

Your Action Plan

Where Do I Begin?

This may seem overwhelming, but remember, your jurisdiction's 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 opportunities.

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 jurisdiction representative.
- Familiarize yourself with your CTR program. What is it? What are its elements? What has your organization committed to do? What are the various deadlines?
- Post your name. This is one of the requirements of the CTR law. Post the ETC's name and phone number in a highly visible area at your worksite. Explore ridematching opportunities. Explore all the various options for employee ridesharing.
- 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 requirements.
- Network. Find out about ETC networking meetings and attend the next one!
- 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. Be sure to involve employees who already use alternative commute modes!
- Develop policies. Which of your program elements need a policy to outline eligibility requirement? Talk to other ETC's who have implemented these program elements about their policies.
- Develop a CTR program summary. This is a requirement of the CTR law. Develop and produce a program summary and distribute it annually to all of your CTR-affected employees.
- 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 jurisdiction representative for help!