

April 2012

Profiles of Employer-Sponsored Transportation Programs

Apple Inc.

Project name: Apple Commute Alternatives Program
Partners involved: Apple Inc.
Funding source: Apple Inc.
Location: Corporate headquarters, Cupertino, CA
Contact: 408-862-7433
commute@apple.com

Program Description

Apple Inc. has supported commuter choice for more than 10 years. At its campus headquarters in Cupertino, California, the company pays \$100 per month of personnel bus, train, light rail, vanpool, and other transit costs through its Commute Alternatives Program. Apple supports employees who bicycle, walk or run to work by providing lockers and showers. Apple maintains a web database of addresses and work schedules for those interested in ridesharing. Apple also connects to regional transit providers: Caltrain, ACE train and VTA light rail with 16 passenger shuttles, further extending the regions transit network.

In 2007, the company implemented a shuttle service for its employees to transport workers between strategic points in the Bay Area and the Cupertino, CA campus. The shuttle service includes 12 stops in the city of San Francisco and 14 additional stops at points around the Bay Area including: Santa Cruz, Berkeley, Oakland, Pleasanton, Fremont and Gilroy. Each of the buses provides a limited number of power connectors and wireless internet connectivity.

Results

In addition to supporting commuter choice through the Commute Alternatives Program, Apple implemented commuter shuttle service to transport personnel between strategic points in the Bay Area and its Cupertino campus.

Barnes Jewish and St. Louis Children's Hospital

Project name: Transit Tax Benefit Program
Partners involved: Barnes Jewish and St. Louis Children's Hospital, St. Louis Regional Transit (Metro)
Funding source: Barnes Jewish and St. Louis Children's Hospital
Location: St. Louis, MO
Contact: **Taryn Prince**
 Parking & Valet Supervisor
 (314)-454-5253
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Program description

Barnes Jewish and St. Louis Children's Hospital has provided transit pass subsidies for employees since 2006. The passes offer unlimited travel for employees commuting to the hospital via MetroBus or MetroLink during the month of purchase. The organization offers a \$20 subsidiary; employees who purchase a monthly metro pass by payroll deduction are eligible to receive a discount. Over 50 percent of hospital employees participate, including many who travel from rural communities outside of the St. Louis and Illinois area. In addition, the hospital operates a shuttle system that travels between local transit stations and the campus. One shuttle is dedicated to transporting patient families to and from the hospital.

Additional benefits for participating employees include a Guaranteed Ride Home if emergencies arise, a shuttle system that travels from local transit stations to the campus, ride-sharing matches, secure bicycle parking and showers, and access to a number of on-site amenities.

Hospital sponsored transit fairs, offered twice annually, provide Metro vendors an opportunity to share information about upcoming transit-sponsored events, schedule changes, etc. with commuters.

Results

Increased participation in the transit subsidy program has lessened the need to provide additional employee parking. The installation of a transit hub on the campus showcases the hospital as an attractive place to work, which has positively impacted recruitment and retention efforts.

Best Buy Co., Inc.

Project name:	Best Buy's Minnesota Commuter Program	
Partners involved:	Best Buy	
Funding source:	Best Buy	
Location:	Corporate headquarters, Richfield, MN	
Contact:	Liz Beckius	Lisa Rasmussen
	Creation of New Transportation Programs	Maintenance of Current Support Infrastructure
	liz.beckius@bestbuy.com	lisa.rasmussen@bestbuy.com

Program Description

Best Buy's corporate campus in Minnesota is designed to maximize the flow of traffic into and out of the facility and bordering freeways, and to discourage the use of neighborhood streets for commuter traffic. Company headquarters are located in the southwest quadrant of the Twin Cities of Minneapolis-St. Paul, at the intersection of two very busy highways. The company developed a Travel Demand Management (TDM) Plan designed to reduce the number of single-occupancy vehicles during peak travel periods.

Best Buy has 5,000 employees and another 1,300 contract workers based at corporate headquarters. To encourage employees to use shared rides to work, the Best Buy campus incorporates transit-friendly design features, including: covered bicycle spaces and employee showers, a bus shelter and transportation kiosk, building exits near bus stops, flex hours and schedules to alleviate peak-period travel, and preferential parking for carpools. On-site amenities include a pharmacy, fitness center and on-site childcare. The site also employs a campus transportation coordinator.

The company offers interested new employees bus passes for their first week of employment. For employees who continue to ride the bus to work for a minimum of three days a week, the bus passes are subsidized at 100 percent of transportation cost. Best Buy has offered vanpool subsidies since 2002. Metro passes, carpooling and preferred parking have been offered since 2003. Staff participation in the shared rides program continues to increase. Best Buy is currently reviewing the provision of a pre-tax commuter benefit as well as negotiating a bicycle purchase program for its employees. Best Buy is a 2008 recipient of the U.S. Department of Labor's New Freedom Initiative Award.

Results

Best Buy implemented a Travel Demand Management Plan to address congestion concerns, encouraging workers to use shared rides to work by offering a number of on-site amenities, including on-site childcare. Building exits are located close to bus stops. Carpooling and vanpooling are subsidized, and new employees receive bus passes for use during their first week of work. Best Buy also employs a campus transportation coordinator.

Bluegrass Industrial Park

Program name: Bluegrass Industrial Park Transportation Options
Partners involved: Bluegrass Industrial Park employers,
Kentuckiana Regional Planning & Development Agency (KIPDA),
the Transit Authority of River City (TARC, Louisville)
Funding source: TARC, Job Access and Reverse Commute (JARC)
Location: Louisville, KY
Contact: **Janene Grantz**
502-561-5112
jgrantz@ridetarc.org

Program Description

A number of employers in Louisville, Kentucky, partnered with the Transit Authority of River City (TARC) and the Kentuckiana Regional Planning and Development Agency (KIPDA) to develop an express bus route supported with JARC funding, that transports workers originating from west and south Louisville from downtown to the Bluegrass Industrial Park. Establishing the bus route eliminated the necessity for commuters to make three bus transfers in order to reach the area from the city. Brochures publicizing the routes were distributed to employers, and TARC held meetings with community agencies, workforce board members and employers in the industrial park to encourage referrals.

The express route now operates during peak hours, making 10 runs from the central business district to the park. Approximately 200 commuters daily use the service to access the park. In addition, one local circulator operates within the industrial park and workers can use a free transfer from the express route to ride it. The circulator operates about 6 hours a day, traveling from one central location to multiple stops within the park.

When commuting patterns began to change and workers traveling from the central business district and west Louisville needed better alternatives to reach the park, TARC worked with industrial park employers to expand a core route to service the south end of the park. The route currently operates about 18 hours a day, making 20 trips Monday through Friday.

Results

TARC used JARC funding to develop an express route that allowed workers traveling from the city to reach the industrial park without making multiple transfers. TARC also developed a circulator route that serves the south end of the park. Both changes provided new opportunities for commuters traveling mid-day, late night and during weekend hours to access the industrial park.

Brazos Transit District Commuter Programs

Program name: Commuter Programs for Tyson Foods and Beaumont Refineries
Partners involved: Brazos Transit District,
 Tyson Foods,
 Beaumont/Port Arthur area refineries,
 Coach America
Funding source: Private employers and Job Access and Reverse Commute (JARC)
Location: Central, Beaumont/Port Arthur, TX
Contact: **John McBeth**
 (979)-778-0607
john@btd.org

Program Description

Brazos Transit District, the largest rural transit agency in the state of Texas, has implemented a number of successful programs to transport workers to jobs. Currently, the transit district is partnering with Tyson Foods and refineries in the Beaumont/Port Arthur area to transport workers to jobs they might otherwise not be able to access.

The Tyson Food's project transports workers to the company poultry processing plant. Transportation is provided via a contract with Coach America, and will use 55 passenger coaches to carry commuters traveling from Louisiana to Central Texas. Between 200 and 250 workers are expected to ride the coaches on a daily basis. Tyson Foods will cover all operating costs remaining after fares are deducted. Pending approval by the Texas Department of Transportation, JARC funds will cover a portion of the fares for the first two years of the program, setting the cost of a daily round trip at \$6 for the first year and \$8 for the second year. Otherwise, trips will cost \$10 a day. Coach America has obtained the appropriate permits to allow for the interstate service. Similar programs offered by other area poultry processing plants in the past found that providing transportation benefits to potential workers improved recruitment efforts.

The second project operates in conjunction with the Amalgamated Chemical Workers Union. Major refineries on the Gulf Coast that provide worker training for about 1,500 employees a day, traveling from a park and ride facility in Liberty, Texas, to the Beaumont/Port Arthur area are participating. Fares will be set at \$10 a day. This project is also supported with a combination of fare box revenues and subsidies from the major employers involved.

Results

The transit agency is partnering with private employers, union representatives and a bus company to provide affordable transit options for workers traveling interstate. The partnership will expand recruitment options and provide workers with access to training they may otherwise not have been able to reach.

CALIBRE

Project name: CALIBRE's Transportation Benefit Program
Partners involved: CALIBRE
Funding source: CALIBRE
Location: Alexandria, VA
Contact: **Eileen Messenger**
(703)-797-8500
eileen.messenger@calibresys.com

Program Description

CALIBRE is an employee-owned management services company headquartered in Alexandria, Virginia. All employees in the national capital area receive subsidized parking or participate in the SmartBenefits or Metrochek program, both of which are operated by the Washington Metropolitan Area Transit Authority (WMATA). CALIBRE provides these benefits as part of the Internal Revenue Service Qualified Transportation Fringe Benefit. CALIBRE pays the full benefit, and the SmartBenefits program gives the benefit amount to the employee through a SmarTrip card, which can be used on the Metro and all commuter buses. Metrochek provides vouchers for approved transit costs that can be applied to most forms of public transportation. Parking cash-out options are also available for employees who opt out of their parking space and use shared rides to commute to work. CALIBRE also supports flextime and telecommuting for employees.

Employees learn about the various transportation benefits available during the interview process. Once hired, they attend a new hire orientation where the transportation benefits program is reintroduced. In addition, program information is available on the company Intranet. The Benefits Specialist at CALIBRE works with the local rideshare agency to host transportation and telecommuting information sessions at the office and includes information on the various benefits and related events in the company newsletter.

Results

CALIBRE's Benefits Specialist, in partnership with the local rideshare agency, routinely promotes the company's various transportation benefits. Company participation in the Internal Revenue Service Qualified Transportation Fringe Benefit program ensures that all employees receive transportation benefits. Concerted efforts are made to encourage new employees to take full advantage of the benefits offered.

The Calvert Group

Project name: The Calvert Group's Transportation Benefit Program
Partners involved: The Calvert Group
Funding source: The Calvert Group
Location: Bethesda, Maryland
Contact: **Lauren Lefkowitz**
(301)-657-7010
Lauren.Lefkowitz@calvert.com

Program Description

The Calvert Group has been a leader in socially responsible investing for over 30 years. Calvert's commitment to social responsibility is reflected in the benefits offered to its employees. The firm, located in the Washington DC suburbs, reimburses commuters using any form of public transportation to work at 100 percent of cost, including parking fees. Those who walk to work are reimbursed up to \$120 for a new pair of walking shoes each year, and bicycle commuters receive \$500 toward the purchase of a bike. Those who drive alone receive a partial parking subsidy covering more than 50 percent of the cost of garage parking.

Begun as a recruitment and retention tool, the benefits program has definitely paid off. Today, all 200 company employees participate in either a telecommuting arrangement or the transportation program to some extent. In 2007, Calvert's employee retention rate was over 90 percent.

The company also participates in the Maryland Commuter Tax Credit program, which offers Maryland employers a credit for 50 percent of the eligible costs of providing commuter benefits, up to a maximum of \$50 per participating employee. The tax credit can be taken against the State income tax, personal income tax or insurance premium tax. The credit may apply to expenses related to the costs of employee passes, providing financial support or administering a company vanpool, administering a Guaranteed Ride Home program, or administering a parking cash-out program.

Calvert is currently piloting a hybrid car reimbursement program, which reimburses drivers who either lease or purchase a hybrid vehicle. Lauren Lefkowitz, HR Consultant for the company, stressed the growing importance of these benefits, stating that new recruits are looking beyond traditional salary and benefits for innovative "soft benefits" offered by companies today.

Results

Calvert achieved an employee retention rate of over 90 percent in 2007. All company employees participate to some degree in the company's transportation benefits program, and Calvert is piloting additional benefit options.

Charlotte Area Hotel Association

Project name: Discounted Bus Pass Program
Partners involved: Charlotte Area Hotel Association (CAHA) members and Charlotte Area Transit System (CATS)
Funding source: CAHA member hotels
Location: Charlotte, NC
Contact: **Sid Smith**
 CAHA Executive Director
 (704)-588-3255
charlottehotels@aol.com

Program Description

CAHA represents some of the largest hotels doing business in the city of Charlotte, North Carolina. CAHA was created in 2002, partly in response to an invitation to participate in a program sponsored by CATS. The Employment Transportation Coordinator (ETC) program allows eligible hotels to purchase and provide bus passes to their employees at a 20 percent discount. CAHA is the conduit for the program, purchasing bus passes from CATS as an entity itself and distributing them to the hotels, which in turn make them available to their employees. Purchases made by CAHA generate approximately \$6,000 a month in savings for between 530 and 550 hotel employees. CAHA coordinates monthly purchases for participating hotels, distributes the passes directly to HR staff at each hotel, and manages all the accounting and administration activities, saving the hotels valuable staff time and money. Each hotel then makes the passes available to workers, either through payroll deductions or by reselling them at the discounted rate. Offering the passes further connects the employees to the hotel where they are employed, enhancing employee retention. Because employees generally have to interact with their hotel's HR department to pick the passes up, the department has the opportunity to talk with workers about other issues. Access to the passes ensures that employees have a safe and reliable way to get to work. In return, employees receive a substantial discount on transportation costs; can purchase the same discounted passes for other family members; and save money on operating, maintaining and parking a vehicle.

A CATS representative routinely attends CAHA meetings to update members on changes in mass transit and other ETC-related issues. The briefings also provide an opportunity to make suggestions and address any questions hotel management may have about the ETC program. In addition, CATS staff often reference and/or bring literature that can be distributed to employees.

Upon a recommendation from CAHA, CATS developed a bilingual wall poster for the hotels to mount in employee lounges. The poster encourages employees to look into participating in the bus pass program by stating that discount bus passes are available via the hotel's HR Department, and includes information on the amount of the discount. CATS also supplies updated route maps and other promotional materials for the hotels to distribute along with the passes each month.

Results

CAHA became the entity that allowed smaller hotels in Charlotte to purchase discount bus passes from the local transit provider and in turn, pass the savings onto workers and their families. CAHA manages all administrative functions, saving individual hotel members staff time and expense. Access to the benefit enhances employee loyalty, and improves employee retention rates.

Chevron

Project name: Chevron's Commuter Benefits Program
Partners involved: Chevron
Funding source: Chevron
Location: San Ramon, CA
Contact: **Jackson Dinh**
Vanpool Coordinator
(925)-842-5243
vanpools@chevron.com

Program Description

Chevron has an outstanding vanpool program, with nearly 170 vans helping employees make the commute to workplaces in San Ramon, Concord and Richmond, California. The company offers shuttle bus service between its San Ramon facility and BART stations in Dublin and Walnut Creek, California. In addition, Chevron provides preferred parking for vanpoolers and onsite amenities such as bicycle lockers and showers. Chevron employees in Texas and Louisiana also have access to vanpool opportunities. The company is currently exploring offering tax benefits (such as the Qualified Transportation Fringe Benefit) for employees who routinely use ridesharing to commute to work.

Results

Success of the vanpool program in California resulted in its expansion to sites in Texas and Louisiana, and the company is now considering offering tax benefits to workers who use ridesharing to commute.

Cincinnati Children's Hospital Medical Center

Project name: Smart Commuter
Partners involved: Cincinnati Children's Hospital Medical Center (CCHMC),
 Cincinnati Metro,
 Transit Authority of North Kentucky (TANK),
 Rideshare Ohio and Chard Snyder
Funding source: Administrative fees funded by CCHMC
Location: Cincinnati, OH
Contact: **Robert Baer**
 Director of Parking and Transportation
 (513) 636-8734
Robert.Baer@cchmc.org

Program Description

Cincinnati Children's Hospital Medical Center (CCHMC) is a non-profit hospital, research and teaching center. The hospital's staff has increased by over 700 employees per year for the past eight years, and continues to grow at a consistent level. To address the impact of such large staff increases on the need for additional parking, the hospital partnered with the Southwest Ohio Regional Transit Authority (Metro), TANK, Rideshare Ohio and Chard Snyder and Associates, an employee benefits administrator, to provide Smart Commuter, a pre-tax transit benefit program. The program allows qualifying employees to set aside up to the maximum allowable amount in pre-tax pay deductions for transit passes, bus fares and rideshare expenses reducing their taxable income and the hospital's payroll taxes. The program is sponsored by CCHMC and administered by Chard Snyder. Smart Commuter was launched in April, 2009 and is building slowly through monthly Lunch and Learn sessions and other marketing methods.

In addition, the hospital operates a shuttle system that travels between campuses, to off site parking and into downtown Cincinnati, connecting with a major public transportation hub. Currently, daily ridership from the transit hub is averaging 90-100 riders daily. The hospital's goal is to enroll 1,000 daily commuters who previously drove their vehicle to work.

Although the shuttles are designated to serve employees, riders sometimes include families of patients and faculty candidates traveling to the hospital from the city center, negating their need for parking. Employees are encouraged to register for the program via the hospital's Intranet site, where they can obtain extensive information about the Smart Commuter program, carpooling and ridesharing. They are then encouraged to purchase their transit passes via the Internet at the respective sites of the partners.

All administrative work relating to the Smart Commuter program is managed by Chard Snyder and Associates in conjunction with the hospital's benefits department. To further publicize the program, the hospital sponsors monthly "Lunch and Learn" activities that bring together representatives from Metro, Chard Snyder, the Transit Authority of North Kentucky and Rideshare to educate new employees about the program and expedite

applications.

Results

Cost savings realized from the reduced need for parking can be substantial. The Smart Commuter program costs the hospital \$ 12,000 annually in administrative fees, approximately the cost to build one new parking space. In addition to the tax savings realized by reduced payroll taxes, the hospital gained recognition among its employees, as an employer concerned about meeting the transportation needs of its workers.

Cornell University

Project name(s): OmniRide, RideShare, and Ithaca CarShare
Partners involved: Cornell University,
 Ithaca College,
 City of Ithaca,
 Metropolitan Planning Organization,
 Local Public Transit,
 Ithaca CarShare
Funding source: Cornell University,
 New York State Department of Transportation
Location: Ithaca, NY
Contact: **David Lieb**
 (607)-255-4628
djl5@cornell.edu

Program Description

Cornell University, the largest employer in the Ithaca, New York area, has been providing commuter benefits for over 18 years through a variety of Transportation Demand Management (TDM) programs. Currently, over one-third of faculty and staff commute via means other than single-occupancy vehicle, a number that has remained fairly consistent for the past 17 years. Among the various benefits offered are: free public transportation on campus for those with appropriate ID, paid for by Cornell; unlimited transit seven days a week with OmniRide, which provides passes for any campus city or county bus in Tompkins County any time the buses run; discounted, free or rebated parking for RideShare carpool participants; and an Emergency Ride Home service. The success of RideShare's permit-based parking program has generated interest among other local entities, including the City of Ithaca.

Cornell estimates that through its commuter benefits program it has been able to reduce employee-parking requirements by approximately 2,200 parking spaces. In addition to saving on parking construction and maintenance, Cornell notes that employees drive about 10 million miles less each year, generating important air quality benefits and significantly reducing traffic congestion on and around campus. In addition, traffic congestion through adjacent neighborhoods and municipalities has been reduced, and the university has benefited from improved community relations. The university estimates that these programs have saved more than \$40 million in net costs.

The university has aided in the launch of a local, community-based, non-profit car-sharing program designed to serve the campus and surrounding communities. Ithaca CarShare, supported with seed money from Cornell, became operational in late June 2008. Additional support for the program is provided by a New York State Department of Transportation cost-shared agreement administered by the New York State Energy Research and Development Authority and Ithaca College. It is the first program of this type to be implemented in an area of this size. Ithaca's county (Tompkins County) has a population of 100,000, of which 35,000 are students, faculty and staff affiliated with

Cornell or Ithaca College. Cornell and Ithaca College each serve as bulk customers providing discounted memberships for their campus communities. Cars are available to drivers as young as 18 years old, if covered by their parents' insurance. Future plans for CarShare include its replication elsewhere in New York State, and the development of reciprocal agreements among those other communities, as well as with other independent car shares all around the country.

The university is dedicated to encouraging greater participation in TDM efforts throughout the community. Staff is currently working with local municipalities to develop park-and-ride lots on the periphery of the urban core that will make use of existing parking lots in 5-6 key locations. Cornell is partnering with Ithaca College, the City of Ithaca, the Metropolitan Planning Organization and local public transit to develop a vanpool program to serve the many staff and students who commute from as far out as 60-80 miles (or given the volatility of gas prices as close as 20-30 miles), as well as other commuters to the city. Implemented in fall 2008, the program is the first state effort outside of New York City.

Results

Campus parking needs reduced by over 2,000 spaces; employees drive an estimated 10 million miles a year less. Overall benefits include reduced congestion and \$40 million in net savings, increased municipal interest in permit-based parking, vanpool access to community for staff and students with very long commutes and a car-sharing program that serves the entire community.

CVS

Project name: CVS
Partners involved: CVS,
 Workforce Investment Boards,
 One-stop Centers
Funding source: CVS
Location: Nationwide
Contact: **Ernie Dupont**
 (518)-383-4517 x 8029
EEDupont@cvs.com

Program Description

CVS, which has hired over 60,000 former welfare recipients nationwide, provides transportation assistance to its employees on an ad hoc basis, working with human service agencies and non-profit service providers to recruit new employees, and assisting them in identifying transportation to work options. Among the employees taking advantage of the various transportation assistance options offered by the company are workers with disabilities.

While in training, workers are placed in a store closest to where they live. CVS tries to identify the appropriate agency at the state or local level to assist with commuting challenges and refers workers as needed. For example, employees who commute to company distribution centers are referred to local transportation providers for assistance in planning their travel.

CVS also sponsors an internship program geared to inner-city youth which introduces them to various career options at various store locations within a given geographic area. The company partners with local Workforce Investment Boards to help participants obtain vouchers and bus passes to cut travel expenses for these young people.

Another program, geared toward recruiting disabled workers, partners with local agencies, non-profits and the American Association for the Advancement of Science to help meet the travel needs of college students who are accepted into the program. Company staff works local Workforce Investment Boards to assist disabled employees with any transportation considerations, usually partnering with local agencies that handle those situations. CVS has a history of effectively working with disabled employees. In 2006, the company received the Secretary of Labor's New Freedom Initiative Award for exemplary and innovative efforts in furthering the employment and workplace environment for people with disabilities. CVS was a 2006 recipient of the U.S. Department of Labor's New Freedom Initiative Award.

Results

CVS built strong partnerships with local Workforce Investment Boards and human service providers to ensure that low-income employees and individuals with disabilities can easily access training programs.

Duke Energy

Project name:	Duke Energy's Transit Subsidy Program	
Partners involved:	Duke Energy, Charlotte Area Transit System	
Funding source:	Duke Energy	
Location:	Charlotte, NC, Cincinnati, OH and Houston, TX	
Contact:	Lisa Rhyne (704)-382-8357 lisa.rhyne@duke-energy.com	Philip Beard (704)-382-5900 philip.beard@duke-energy.com

Program Description

Through participation in the Internal Revenue Service Qualified Transportation Fringe Benefit program, Duke offers transportation subsidies for qualifying employees. The subsidies are provided in addition to salary. Duke Energy's Transit Subsidy Program changed the way employees view alternative transportation. The program is representative of the company's overall commitment to environmental stewardship and its focus on reducing ozone-related emissions as well as its long-term commitment towards a national sustainable energy efficiency and conservation effort.

Many of Duke Energy's employees average a 40-60 mile daily commute to work. Prior to providing Charlotte area employees a transportation subsidy, about 100 of the nearly 2,500 employees at the Charlotte Uptown location used the Charlotte Areas Transit System (CATS) to commute to work. At that time, Duke Energy purchased 15 monthly bus passes and 300 10-Ride Bus Passes for employees each month. That changed in August 2006, when the company announced a \$50 monthly subsidy towards the purchase of CATS transit services (i.e., buses or vanpools). By the end of 2006, participation increased to 225 employees, using 167 monthly bus passes and 182 10-ride bus passes. The program continued to grow. As of February 2008, nearly 384 employees, or 16 percent of eligible Charlotte Uptown employees, participated.

Duke Energy began to fully subsidize CATS bus passes and vanpool costs for employees in June, 2007. By the end of the year, Charlotte area participation increased to 360 employees, using 283 monthly bus passes and 418 10-ride bus passes. In December 2007, the CATS light rail system opened and is now included in Duke Energy's transit subsidy program. Employee feedback was so positive that Duke Energy expanded the program to employees in Cincinnati, Ohio; and in Houston, Texas. For the Cincinnati area, of the 1,262 employees eligible to obtain free bus transit passes, 376 employees, approximately 30 percent, received monthly bus passes.

When employee feedback indicated that their need to drive their vehicles a few days a month to meet personal commitments was a deterrent to using CATS, the company decided to offer two free parking passes each month in addition to the 100 percent transit subsidy for monthly bus passes, light rail passes or vanpools. Duke Energy's commitment to alternative transportation extends beyond its participation in the Charlotte Area Transit System. The company provides complimentary parking for vanpools and to

carpools that meet certain criteria. New bike stanchions have been installed in uptown facility locations with accommodations for up to 20 bicycles, and employees who commute via bicycle have access to shower facilities and lockers. In addition, the company created an internal web resource in which employees can review Transit Subsidy Program guidelines or updates, ridesharing opportunities and links to other Clean Air initiatives.

Duke Energy has been named a “Best Workplace for Commuters” (BWC) by the Environmental Protection Agency and the Department of Transportation, and has been awarded the “Clean Air Champion Award” by the Regional Air Quality Board.

Results

As the company subsidy for transit use increased, so did employee usage. Employee feedback was so positive that Duke Energy expanded the program to employees in Cincinnati, Ohio; and in Houston, Texas. To encourage greater participation, Duke now offers a number of amenities.

Georgia Power

Project name: SmartRide
Partners involved: Georgia Power
Funding source: Georgia Power
Location: Atlanta, GA
Contact: **Jane Franklin**
(404)-506-1967
jffrankl@southernco.com

Program Description

The SmartRide program has been in operation since 1994, and currently 46 percent of company employees participate. Initially, SmartRide was only available at the downtown Georgia Power facility but the program expanded to include regional offices in 1999, with union approval. The vanpool program is one of the commuting benefits offered to the company's 5,500 Atlanta-based employees. Approximately 400 regional employees, many of whom commute up to 100 miles a day, now travel to and from the Atlanta location via vanpool. Provided as part of the Internal Revenue Service Qualified Transportation Fringe Benefit program, the company incurs all related expenses upfront; employees have no out-of-pocket expenses. Additional commute options include subsidies for transit tokens, flextime, telecommute and free parking for all ridesharing commuters. An onsite coordinator oversees all aspects of the program.

In 1998, the program was enhanced by a web-based program so that all employees could report their participation. Employees who use alternative transportation are also able to participate in a Guaranteed Ride Home program, providing access to a free ride home in case of emergency or unplanned overtime. Daily shuttle service between two downtown company locations and the closest transit stop is available free of charge. Shuttles run every 10 minutes between the hours of 6 a.m. and 8 p.m. Employees at the downtown facility also have access to fleet vehicles, operated on ethanol, to run errands or attend meetings during work hours. Support for SmartRide is so strong that regional facilities now prefer to bid on work opportunities that have vanpools or carpools in place.

New company hires are routinely directed to the SmartRide office to obtain information on the various commute options available to them. Ridesharing is also marketed through email. Prior to May 1 of each year, employees receive a notice regarding smog alerts in the region, again encouraging the use of alternative transportation to work.

Results

Approximately 400 regionally based employees, many of whom commute up to 100 miles a day, participate in the vanpool program. Currently, there are 61 vanpools operating, with another 5 pending. Support for SmartRide is so strong that regional facilities now prefer to bid on work opportunities that have vanpools or carpools in place. SmartRide eliminates 1.3 million single occupancy vehicles per month, 0.5 million of which are attributable to the vanpool program.

Google

Project name: Google Shuttle Bus Program
Partners involved: Google
Funding source: Google
Location: Mountain View and San Bruno, CA
Contact: **Kevin Mathy**
(650)-253-0000
mathy@google.com

Program Description

Google offers about 170 bus runs daily across the San Francisco Bay Area, to and from its Mountain View and San Bruno California campuses. The company ferries over 1,500 employees to and from Google daily—nearly one-fourth of its local work force—aboard 50 shuttle buses equipped with leather seats and wireless Internet access. Bicycles are allowed on exterior racks, or in the baggage bins of the larger buses. There are also dedicated shuttles for those who like to bring their dog to work. Riders can sign up to receive alerts on their computers and cell phones when buses run late. The shuttles run on biodiesel and are free. Most shuttles can carry up to 37 passengers each with others carrying up to 52 passengers, running trips every day to some 45 pickup and drop-off locations in more than a dozen cities, crisscrossing six counties in the San Francisco Bay Area and logging some 4,800 miles a day. The system's routes cover in excess of 230 miles of freeways. Morning service starts on some routes as early as 5:05 a.m. The last pickup is at 10:40 a.m. Evening service runs from 3:40 p.m. to 10:05 p.m. During peak times, pickups can be as frequent as every 5 minutes. A team of transportation specialists at company headquarters monitors regional traffic patterns, maps out the residences of new hires and plots new routes to keep up with ever-surging demand. Google also offers a parking subsidy for employees who choose to drive and park onsite.

Results

Approximately one quarter of the company's more than 6,000 employees ride company-sponsored shuttles to work. Shuttle service incorporates stops in over a dozen cities and six counties. Shuttle hours of operation allow employees more flexible work hours.

Half Off Transit (HOT) Pass

Project name:	HOT Pass	
Partners involved:	City of Savannah, Chatham Area Transit	
Funding source:	City of Savannah	
Location:	Savannah, GA	
Contact:	Rachel Smithson Management Analyst (912)-651-6420 x 1781 Rachel_Smithson@savannahga.gov	Sean Brandon Director of Parking & Mobility Services (912)-651-6470 sbrandon@savannahga.gov

Program Description

The Half Off Transit (HOT) Pass program was recently implemented by city of Savannah Georgia in partnership with Chatham Area Transit (CAT). The employee discount program strives to encourage the use of public transit while reducing fuel and travel expenses for city employees. The HOT Pass offer is part of the City's larger Thrive initiative, a plan that aims to reduce City Government's carbon footprint 15 percent by the year 2020. While the concept of subsidizing bus passes for City employees has been around for several years, the spike in gas prices this past summer, formally committing to reducing the government's carbon footprint, and the recent economic downturn provided the momentum necessary to get the project finalized.

A major goal of the Thrive initiative is to identify issues that promote environmental sustainability and improve the quality of life for City employees and the community as a whole. In an effort to create measurable carbon reduction targets, City staff used special software to measure its carbon footprint. Data obtained helped the City target which sectors, such as vehicle fleet, employee commute or waste, need the most attention.

Two subgroups within the Thrive Committee are working to specifically address transportation: the Employee Committee subgroup and the Vehicle Fleet subgroup. The Employee Commute subgroup assisted with the HOT Pass program and is also looking at ways the City can provide incentives for employees who bike and carpool to work. They also worked to include the City in the Coastal Commuters rideshare program; a program that facilitates carpooling around the region. The Thrive Committee continues to work on other initiatives designed to encourage environmental sustainability efforts that both citizens and the business community can implement.

Through the HOT Pass program, the City of Savannah pays for half the cost (\$22.50) of a monthly CAT bus pass for City employees. The \$22.50 employee share is automatically deducted pre-tax from the employee's paycheck. Employees can use the passes after hours and on weekends to any destination that CAT serves.

Employees were first notified about the program in a flyer attached to their paychecks. Email blasts, and Intranet notices followed. The HOT Pass program was also highlighted

in an article published in the *Savannah Morning News*. The program, which began on January 1, 2009, currently has 19 participants. The city hopes to expand that number to over 100 in the coming months.

In addition, the Vehicle Fleet subgroup drafted an anti-idling policy for City vehicles and is working on the possible establishment of a comprehensive green fleet policy that will require trip consolidation, fleet downsizing, and the use of alternative modes of transportation (including public transit and bicycles). The Vehicle Fleet subgroup has piloted a City Hall bicycle program, through which City purchased two bicycles. The bikes are stored in City Hall and are available for employee use for business as an alternative to using city motor pool vehicles.

Results

Chatham Area Transit officials hope to use the HOT Pass program as a model for other large employers in the Savannah area.

Humana, Inc.

Project name: Humana Inc.
Partners involved: Humana, Transit Authority of River City (TARC, Louisville)
Funding source: Humana, Inc.
Location: Louisville, KY
Contact: **Brian Moore**
bmoore2@humana.com

Program Description

In 2007, Humana's Human Resources department developed a way to ease a parking shortage, reduce air pollution, and provide staff (known as associates) with an excellent benefit. Humana partnered with Louisville Kentucky's Transit Authority of River City (TARC) to allow associates to ride city buses and trolleys at any time and place at no cost to them. The program was launched in June 2007. Since then, an increasing number of associates have made TARC their regular method of transportation to and from work. The partnership has helped reduce the parking crunch that comes with 9,000 associates working within five blocks in downtown Louisville. View a testimonial by Humana's Director of Workforce Solutions www.ridetarc.org/employerprograms.asp?mid=2

About 600 associates now ride TARC regularly, an increase from the approximately 125 associates who rode TARC prior to the program's inception. More impressive than the number of riders, is the number of rides taken by associates. During the first seven months of the program, Humana associates used the bus for a total of more than 150,000 rides, meaning that for 150,000 trips from June to December 2007, an associate was on a bus instead of driving his or her personal vehicle.

Humana pays TARC an upfront premium, and in return all Humana associates ride for free by simply showing the driver their company ID. To break even, the company needed to get 60 associates to give up their parking card in favor of riding TARC full-time; that number has been far surpassed.

Throughout the year Humana conducts various promotional activities designed to increase ridership. The program is promoted via Humana's internal communications tools (daily Intranet newsletter, and plasma screen message boards). Associates are also provided the opportunity to use cost-savings calculators, have access to a trip-planning tool, instructions on how to utilize mass transit, how to park-and-ride from suburban locations, how to ride bikes to a bus stop and mount them on the bus, etc.

Humana also holds periodic transit fairs in high-traffic areas of the downtown facilities, allowing associates to meet TARC representatives, pick up information and ask questions about riding TARC. In March 2008, the company promoted the first "Humana TARC Challenge" on St. Patrick's Day, which encouraged associates to Go Green and ride the bus that day, resulting in a 32 percent increase in ridership on that day. First-time riders indicated that they enjoyed the experience and would do it again.

TARC provides Humana with monthly program usage information, allowing Humana to track trends in usage and make improvements where needed. Additionally, the program

has stimulated a dialogue between Humana and TARC to explore enhancing routes, schedules and amenities for the rides. One improvement made several months into the partnership was the addition of a trolley shuttle specifically for the 4,000-plus associates at the Waterside Building. Many of the Waterside associates who drive into downtown park three to four blocks from the building. As winter approached, Humana worked with TARC to add a trolley line that picks up associates at larger lots within a few blocks of Waterside. This service has proven very popular, as associates enjoy the luxury of a ride to the building and the security of not having to walk in the darkness to and from their cars

Associates also travel to lunch and between buildings on TARC's downtown trolleys. Real-time arrival screens are located near the entrances to four of Humana's buildings.

The benefits to Humana associates are many, including a substantial savings on gasoline and auto maintenance, and stress-free commuting. Benefits to Humana include having to fund and maintain fewer parking spaces. Associate communications professionals report that articles and announcements about the TARC program tend to attract a much higher number of responses from associates than other topics. Humana promotes its transportation benefits—along with its comprehensive benefits package—in recruiting talent to the organization.

In addition to the TARC benefit, Humana developed the Freewheelin' bike sharing program as a component to its transportation benefits program. Associates are issued a card that can be used to check out a bike from any of three downtown stations. Bikes are primarily used to ride over lunch hour and to and from home.

Results

Humana designed its program in partnership with Transit Authority of River City whereby Associates can ride for free by simply showing the driver their company ID. Between June and December of 2007, that amounted to 150,000 trips on public transit as opposed to driving. Employee participation in the program has steadily increased, encouraging Humana and TARC to explore route and scheduling enhancements. Anecdotal information indicates that articles and announcements about the program tend to attract a much higher number of responses from employees than other topics.

IBM

Project name: IBM NuRide Program
Partners involved: IBM; MetroPool, Inc.
Funding source: IBM
Location: Westchester County, NY
Contact: **Ralph Harkins**
(914)-499-2540
ralph@us.ibm.com
Mid-Atlantic, HQ and US Environmental Management Services,
IBM Somers

Program Description

IBM has a robust commuter choice program that balances the needs of the company with the work-life needs of its employees, while limiting impacts on the environment. The company makes various commute options available to employees in Westchester County, New York (including Corporate Headquarters, Somers and North Castle locations, comprised of an employee population of approximately 5,100). The three work locations were designed with the environment in mind and provide a number of services to employees that allow them to remain on site, thus eliminating unnecessary single-occupant vehicle trips during the business day. Services include a cafeteria, ATMs and sundry shops. Car-pooling, and telecommuting are key components of IBM's comprehensive commuter choice program.

In partnership with MetroPool, Inc., a transportation management company, IBM developed NuRide, an internet-based ridesharing system, at the Westchester locations. IBM has about 100 employees signed up as carpoolers and they receive preferred parking. IBM also operates a shuttle service at the Armonk Learning Center, providing overnight guests with transportation between (3) Armonk buildings free of charge, eliminating the need for single-occupant vehicle trips. In addition, nearly 30 percent of employees at these locations take advantage of telecommuting opportunities. IBM senior management routinely reviews the performance and value-add of its commuter choice program, and changes are made as necessary. Employee feedback is a valued part of the review process and is both encouraged and pro-actively solicited. IBM was a 2003 recipient of the U.S. Department of Labor's New Freedom Initiative Award.

Results

Currently 188 employees have enrolled in the NuRide program. An additional 95 employees from Somers and North Castle location participate through a carpool program that predates NuRide. Each location now offers a number of amenities, reducing the need for single occupancy vehicle trips during the workday. In addition to participation in NuRide and Carpooling programs, approximately thirty percent of employees take advantage of telecommuting opportunities.

Integrated Science Solutions, Inc. (ISSi)

Project name: ISSi Commuter Benefits Program
Partners involved: Integrated Science Solutions, Inc.
Funding source: Integrated Science Solutions, Inc.
Location: Walnut Creek, CA
Contact: **Kristina Johnson**
(925)-979-1535 x160
kjohnson@issi-net.com

Program Description

Issi is a small, woman-owned science and engineering company providing cost-effective professional services to a variety of federal, state and private customers. To help improve environmental quality and public health near its offices, located in California, ISSi provides employees with a variety of commuter benefits, including up to \$60 per month in transit subsidies, flexible work schedules and telecommuting opportunities. An emergency ride home benefit is also provided for employees who use public transportation and/or carpooling. The company is currently exploring offering carpool benefits as well.

Results

Issi implemented a program that includes telecommuting options, an emergency ride home program for employees who commute by ridesharing and a small transit subsidy.

Lockheed Martin Corporation (LMC)

Project name: Lockheed Martin Corporation
Partners involved: Lockheed Martin Corporation, North Bethesda Traffic Management District (NBTMD)
Funding source: Lockheed Martin Corporation
Location: Bethesda, MD
Contact: **Randy Huff**
(301)-897-6204
randy.c.huff@lmco.com

Program Description

The Bethesda, Maryland, campus of Lockheed Martin Corporation (LMC) encompasses approximately 850 employees spread over four different locations. The company provides a number of transportation benefits for its workers through a partnership with the North Bethesda Traffic Management District (NBTMD). Among the benefits offered are Metrochek (reimbursement of the costs of public transportation to employees), Commuter Connection, Guaranteed Ride Home, ridesharing, use of shuttles for on-site training, reserved vanpool parking and transportation tax benefits. Metrochek is offered in conjunction with the Internal Revenue Service Qualified Tax Fringe Benefit program. LMC pays the full amount of the benefit for qualifying employees. Sheltered parking is available for all employees, and approximately 30 employees have taken advantage of flextime and telecommuting opportunities. Currently, many employees who commute from the further out suburbs take advantage of shuttle services provided by public transportation.

In addition, NBTMD sponsors an annual seminar, offered on site, to discuss transportation options with interested employees. LMC maintains a display rack, including local transportation brochures, information on mass transit routes, maps and other information of interest to employees. Lockheed Martin Corporation is a 2008 recipient of the U.S. Department of Labor's New Freedom Initiative Award.

Results

LMC partnered with the local Transportation Management District to develop a comprehensive program designed to benefit all employees. Benefits include subsidies offered through the Qualified Tax Fringe Benefit program for those who use public transportation to commute, sheltered parking, flextime, telecommuting and company shuttles to transport workers to on-site training. Anecdotal information suggests that the provision of these programs has positively impacted employee retention for the company.

Merck and Company, Inc.

Project name: Merck's Commuter Choice Program
Partners involved: Merck & Co., Inc.,
 Meadowlink Commuter Services (New Jersey site),
 Medical Area Services Company Commuter Works (Boston site)
Funding source: Merck & Co., Inc.
Location: Boston, MA; Rahway, NJ
Contact: **Mary Ann Puskarik** **Christine Kostecki**
 (New Jersey site) (Boston site)
 (732)-594-4942 (617)-992-2083
mary_puskarik@merck.com Christine_Kostecki@merck.com

Program Description

In addition to contributing to employee satisfaction and reducing the stress level associated with commuting for company employees, Merck's Commuter Choice program has been found to contribute to worker retention within the company. The program varies slightly at various company locations.

Merck's New Jersey site (Rahway) offers those who vanpool or use New Jersey Transit a subsidy. Vanpoolers receive a subsidy of up to \$50 per person a month from the company; transit users receive up to \$40 per person, if their monthly ticket is \$80 or more. If the ticket is \$79 or less, commuters are reimbursed for half the cost. The Rahway location does not sell transit tickets on site; riders must purchase them on their own. Employees are also encouraged to organize carpooling opportunities and do so on their own.

In addition, the Employee Transportation Coordinator works in partnership with Meadowlink Commuter Services, which offers Emergency Ride Home options for transit and pool users. Merck pays an annual membership of \$3,000, which entitles commuters to register with Meadowlink. Meadowlink maintains a contract with a taxi service in the Rahway area so that the need for a ride is met in a matter of minutes should it arise. Meadowlink representatives are invited to the Rahway site twice a year to meet with and respond to employee questions related to carpool, vanpool and transit options. Although the Rahway site does not offer preferential parking, vanpool vehicles are parked on site, and company security services offer commuters access to free shuttle services to and from the Rahway train station during peak commuting hours. Handicapped parking is available on site and in the parking garages and spaces, which are located in front of the elevators on each level.

Sixty percent of employees at Merck's Boston site use mass transit to commute to work. Employees who commute via subway or city bus are subsidized with funds raised from on-site garage parking fees. Subsidies cover the entire cost of commuting. These efforts are supported by MASCO's (Medical Area Services Company) Commuter Works program. The program offers participants access to Emergency Ride Home, Zipcars at

reduced rates and other benefits. Merck and Company is a 2005 recipient of the U.S. Department of Labor's New Freedom Initiative Award.

Results

Merck designed a program in conjunction with local transit agencies that can be adapted to the specific needs of commuters at various company locations. The program has been found to contribute to worker retention.

Microsoft Corporation

Project name: Microsoft Corporation Transportation Benefits and Connector Program
Partners involved: Microsoft Corporation
Funding source: Microsoft Corporation
Location: Corporate headquarters, Redmond, WA
Contact: **Megan G. Manazir**
(425)-638-7000
meganm@wagged.com

Program Description:

Microsoft has provided employee transportation benefits for over 10 years. The company began providing free transit passes in 1994. Participating employees qualify for up to the maximum allowable monthly benefit amount per employee for the Qualified Tax benefit.

Microsoft implemented the Connector program in September 2007. Currently, 48 Connector buses provide transportation to and from work for over 3,000 riders each day. The coaches are equipped with Wi-Fi and power outlets and have become very popular among the employee base. So much so, that the program has grown in size multiple times and routes are often completely booked.

Another transportation option available to employees is a free ORCA (One Regional Card for All) card. The cards, purchased from King County Metro, provide unlimited rides on 7 regional transit agencies at no cost to the cardholder. Upon signing a terms and conditions form, employees obtain the card from the company receptionist.

Results

Based on figures from fiscal year 2008, 38 percent of employees use alternative transportation to commute to work. Two percent bike to work as their primary form of transportation. Furthermore, service provided by the Connector alone has reduced single occupancy commuter traffic by over 500,000 trips and more than 8 million miles.

Anecdotal information indicates that Microsoft's transportation benefits play a pivotal role in the company's ability to attract and retain the best talent in the industry.

Nike

Project name: Travel Responsibly, Accept the Challenge (TRAC)
Partners involved: Nike
Funding source: Nike
Location: Corporate headquarters, Beaverton, OR
Contact: **Charles George**
Facilities Operations and Property Manager
(503)-671-2060

Program Description

Nike offers monthly prizes and incentives to employees at its World Headquarters and surrounding areas in Portland, Oregon, who commute to work by eliminating the use of a gasoline or diesel-powered vehicle. The company's commuter benefits program, Travel Responsibly, Accept the Challenge (TRAC), has been recognized by the Environmental Protection Agency as a model program. TRAC is staffed by a full-time transportation coordinator who manages information about the program on the company Intranet. The TRAC website offers tips and resources on alternative commuting—everything from public transportation access to bike routes, or how to organize a carpool with Nike employees or others in the area.

Employees register on the website each week for the number of alternative commutes they take the week before. Incentives include annual public transportation passes from TriMet for \$25, reserved carpool parking, and a shuttle system that connects the World Headquarters with nearby leased buildings and the nearest light rail station. On-site amenities include two fitness centers, a daycare center and a learning center for children of employees, a hair salon, two sundry stores, ATM machines and two cafeterias.

Results

Since its inception in 1992, the program has reduced the company's average drive-alone rate from 98 percent to 84 percent. In fiscal year 2007 (ending May 31, 2007), based on an average round trip commute of 17.8 miles, Nike employees saved approximately 594,591 vehicle miles traveled by using alternative commute modes.

REI

Project name: Transit Subsidy Program; VanPool Program
Partners involved: REI, local transit agencies
Funding source: REI
Location: Corporate headquarters, Kent, WA and other store locations
Contact: Megan Behrbaum
Public Affairs Manager
(253)-437-7736
mbehrba@rei.com

Program Description

REI is the nation's largest consumer cooperative. The company sells a wide variety of gear and apparel for human-powered outdoor recreation, including activities such as camping, hiking, cycling and snow sports. REI provides a number of transportation benefits for its more than 10,000 employees. The company's full-and part-time employees helped to shape the comprehensive benefits provided. At its headquarters in Kent, Washington, the company is piloting a customized work environment program that offers flexible work hours and telecommuting.

REI's Transit Subsidy program reimburses employees who commute to work via public transit. The benefit amount does not have a set limit, and covers commuting via bus, train, ferry and vanpool. The company vanpool program is the most popular shared ride option among employees working at company headquarters. Currently, 23 vanpools, operated by four transit agencies in the Puget Sound (Seattle) area carry employees to and from work. A VanShare program complements the VanPool program. Participants connect to one of three vans from the regional train station. The vans pick up and drop off commuters at staggered hours, providing flexible work hours for employees. Vanpool parking areas are located closest to the building, and disabled parking is located in front of all buildings. Employees who cycle to work have access to lockers and showers at all locations (stores, distribution centers and headquarters), with some locations also offering towel service. REI's new distribution center in Pennsylvania provides priority parking for employees who commute via alternative fuel vehicles or carpool.

Results

REI believes that the comprehensive nature of benefits offered its employees helps with staff retention, as evidenced by a 10-year low for REI in turnover. Participation in the company's vanpool program expanded to the point where a full-time position was created to coordinate its operation and to encourage the use of other alternatives to single-occupancy vehicle use.

Rejuvenation

Project name: Re-Cycle
Partners involved: Rejuvenation, the Bike Gallery, Gregg's Cycles
Funding source: Rejuvenation, the Bike Gallery, Gregg's Cycles
Location: Portland, OR, Seattle, WA
Contact: **Nicole Curcio**
 Retail Marketing Specialist
 (503)-230-2644
ncurcio@rejuvenation.com

Program Description

Rejuvenation has been in business for over 30 years and has taken a proactive stance on environmental issues since its beginning. The company has retail stores in Portland, Oregon; and Seattle, Washington, as well as an 87,000 square-foot factory located in Portland. All locations are easily accessed by public transportation.

In January 2008, as part of an effort to reduce its carbon footprint, Rejuvenation decided to supplement its alternative commuting programs by further encouraging employees to bike to work. During the year-long program, the company partnered with local bicycle retailers in Portland and Seattle to implement the Re-Cycle program. Interested employees were encouraged to enter a monthly raffle. The winner received a gift certificate valued at \$440 for the purchase of a bike and other equipment from either the Bike Gallery in Portland or Gregg's Cycles in Seattle (for employees working in that city).

Bike owners who would commute to work via bike more frequently if they had additional equipment were also eligible to participate. Winners were required commit to biking to and from work for an average of once a week throughout the year. Winners who already biked to work are asked to increase their biking commute by one additional day per week. Some chose to ride more frequently during good weather and less frequently during bad, but all averaged at least 52 per trips per year.

Those who could not meet the commitment gave their bikes to another employee. Only one winner declined the prize because he would have to bike to work from too far a distance. Participants were supported by a group of mentors who mapped out travel routes for the riders. They also accompanied new cyclists until they became comfortable with their ride.

Re-Cycle was offered in addition to a variety of other alternative commute benefits provided by the company. Rejuvenation provides an annual bus pass, free of charge, for all employees working in Oregon. Employees working elsewhere receive a 50 percent subsidy to cover the cost of an annual pass. Employees who bike to work for a minimum of 14 days a month receive a \$20 bonus each month.

Rejuvenation also supports carpooling and walking. Carpools of two or more employees who park on the street for a minimum of 14 days a month also receive the bonus. Carpools of three or more may also have access to free parking in the company parking

lot. Company bikes are also made available for use to travel to meetings or run errands during working hours.

Results

Re-cycle was specifically designed to be a year-long incentive. The program had 12 winners committed to decreasing the number of trips made to work by car. The successful bike to work program was implemented in partnership with two local bike retailers.

Rejuvenation continues to explore innovative solutions to reducing its environmental impact. Currently, 25 percent of employees use alternative commuting methods to travel to work. Anecdotal evidence indicates that the alternative commuting programs offered by the company are a source of pride for employees, and Rejuvenation has seen an improvement in recruitment efforts because of the various programs offered.

Sears

Project name: Prairie Stone Business Park Commuter Program
Partners involved: Prairie Stone Business Park employers,
 Pace Bus,
 Prairie Stone Transportation Management Association,
 WageWorks
Funding source: Prairie Stone Business Park employers, Pace Bus,
Location: Corporate headquarters, Hoffman Estates, IL
Contact: **Barbara Hayskar**
 Prairie Stone TMA
 (847)-838-3291
barbarahayskar@PrairieStone.com

Program Description

Sears Headquarters, located in suburban Chicago, has nine fixed-route buses and 30 vanpools traveling to the property daily. Pace, the suburban bus division of the Regional Transportation Authority in Chicago, in partnership with the Prairie Stone Transportation Management Association (TMA), provides the bus and vanpool services from various locations throughout the Chicago Metropolitan Area to the business park where headquarters is located. Sears also offers employees access to a Guaranteed Ride Home program. In addition, Sears partners with WageWorks and Pace to manage and monitor the company's participation in the federal Qualified Transportation Fringe Benefit program. Costs are deducted from payroll on a pre-tax basis. Employees enroll through WageWorks.

Among other benefits offered in partnership with the Prairie Stone TMA are "Demand Management" techniques such as variable work hours, telecommuting, ridesharing and parking management, implemented in the business park. Augmenting the employer-controlled programs are various public transit services, including subscription buses, vanpools and fixed-route service, to and from bus and train stations, and park-and-ride operations.

Results

Sears partnered with a local Transportation Management Association and a local transit provider to offer comprehensive transportation benefits to employees traveling to its headquarters building in suburban Chicago. The program's success is attributed to a cohesive and focused effort, achieved through the TMA. All subsequent owners and developers within the business park become paid members.

Texas Instruments

Project name: Commute Solutions
Partners involved: Texas Instruments,
 Dallas Area Rapid Transit System
Funding source: Texas Instruments
Location: Dallas/Ft. Worth, TX, Manchester, NH
Contact: **Lara Wallentine Hussain**
 Director Sustainability Stakeholder Relations
 (214)-480-6720
lara@ti.com

Program Description

Texas Instruments (TI) has promoted alternative commute programs among its employees since the 1970's, initially by providing on-site shuttles and employee vanpools. When the Dallas/Ft. Worth area was designated a non-attainment region in the early 1990's, the company expanded its transportation benefits program into what has become the Commute Solutions program.

A major component of the program is a partnership with the Dallas Area Rapid Transit System (DART) to provide Gold passes for employees based in the Dallas metropolitan area. The passes provide unlimited local and express service on buses, trains and the Trinity Railway Express. More than 900 employees in the Dallas area participate in the program, which has been subsidized by TI since 2005. TI also provides free shuttles between nearby mass transit stations and TI campuses.

TI's transportation benefits are managed by the company's Commute Solutions team. The team works to improve the employee trip reduction program through various incentives and educational activities. The team also hosts special events, such as "bike to work day" and maintains an employee trip reduction website. The Commute Solutions Team is based in Dallas. Commute coordinators work at various other sites throughout the U.S., including Manchester, New Hampshire. Their role is to build awareness of and coordinate Commute Solutions programs. Increasingly, global sites are also participating in commute solutions programs.

Additional incentives to encourage employee participation in commute alternatives include a TI-subsidized vanpool program in partnership with DART. Currently, more than 500 employees are able to participate. In addition, more than 400 employees participate in personal carpools, enabled by a TI rideshare database. Participants are eligible for preferred parking at most TI sites.

Other incentives that support use of public transit and ridesharing include on-site concierge service that handles errands like picking up tickets to sporting events, and flextime work schedules that allow for telecommuting. An internal Commute Solutions web site allows employees to exchange information about ridesharing and other commuting alternatives.

Results

Hundreds of TI employees use public transit on a daily basis to commute to work. Others participate in vanpools or carpools. In 2008, these activities combined resulted in nearly 58,000 total travel miles averted every day in the Dallas area alone.

Walgreens

Program name: Walgreens Distribution Center
Partners involved: Walgreens, Anderson County Disabilities & Special Needs Board, South Carolina Department of Vocational Rehabilitation,
Funding: South Carolina General Assembly
Location: Anderson, SC, Windsor, CT
Contact: **Deb Russell**
 Manager Outreach and Employee Services
 (847)-914-5385
deb.russell@walgreens.com

Program Description

Over 37 percent of Walgreens employees working in the Anderson, South Carolina distribution center are workers who have identified that they have a disability. The center, designed with a goal of recruiting these employees, is the brainchild of Randy Lewis, a senior vice president of distribution and logistics with the company. The concept grew out of a need to address a personal concern. As the father of a teenage son with autism, he was aware of the challenges faced by adults with disabilities who wanted to work. Mr. Lewis recognized that emerging technologies made it possible to employ people with disabilities without negatively impacting costs or efficiency. Accommodations such as touch screens; flexible workstations and wheel chair ramps were installed at the facility. In addition, all managers and workers at the site receive disability awareness training. After the Anderson facility opened, Walgreens management discovered that although the technology helped with the employment goals, it was not a necessary element of being able to have an inclusive workplace.

Walgreens worked in conjunction with the Anderson County Disabilities Board and the state department of Vocational Rehabilitation to train its workers. A training center, outfitted with the same equipment used in the distribution center was built by the agencies. It has since been moved to the distribution center to streamline the training process. Once hired, workers are paid on a scale equal to their co-workers who do not have disabilities. They receive the same pay and benefits, and are held to the same performance expectations as employees who do not have disabilities.

By emphasizing the important role that access to transportation plays in providing employment access for distribution center employees, Walgreens encouraged Anderson County to arrange transportation to work for those employees in need of assistance.

Walgreens opened a similar facility in Connecticut in late 2008. Walgreens partnered with area transportation planners in Connecticut to ensure that local mass transit providers are aware of shift times and related travel information that impact employee commuting needs.

Results

In South Carolina, the Anderson County Disabilities and Special Needs Board purchased four passenger buses, used to transport workers with disabilities to the Walgreens facility, with funds provided by the South Carolina General Assembly. Additional funds were also granted to pay for two of the four drivers. The Board provided the funds needed to pay the remaining two drivers.

Yahoo!

Project name: Yahoo's Commute Alternative Program
Partners involved: Yahoo
Funding source: Yahoo
Location: Corporate headquarters, Sunnyvale, CA
Contact: **Danielle Bricker**
(408)-349-4729
dbricker@yahoo-inc.com

Program Description

Yahoo's Commute Alternative Program offers employees a number of on-site amenities (bicycle repair, dry cleaning, oil changes, carwash, haircuts, dental services, a cafeteria, mailing and shipping services, convenience store and gift shop and ATM access) in addition to a shuttle service to nearby transit hubs and subsidized vanpools. Among the benefits offered are free rides on Santa Clara County California, local transit agency vehicles and commuter tax benefits through the Federal Qualified Transportation Benefit program. Employees also receive a 25 percent discount on other transit and vanpool costs. Employees who use an alternative to riding alone also receive "commuter bucks" rewards, earning them free lunches, movie tickets and massages. Yahoo! also provides a \$115 monthly vanpool subsidy. The transit subsidy goes towards the pre-tax monthly cap, and employees can use pre-tax deductions to cover any remainder, up to \$115 per month. Free shuttles, equipped with Wi-Fi from the San Francisco, Oakland and TriValley areas as well as interoffice shuttle service throughout the workday, are also provided. Carpooling is encouraged through an internal matching program as well as a regional matching program. Carpools and vanpools have access to preferred parking. The company also sponsors periodic events designed to connect employees with local transit agencies.

Results

Currently, about 20-25 percent of Yahoo! employees routinely use alternative transportation to travel to work.

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