

How  
Ridesharing  
Can Help  
Your Company

A Manual  
for Employers

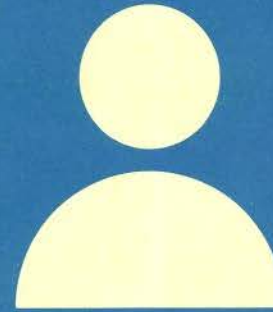
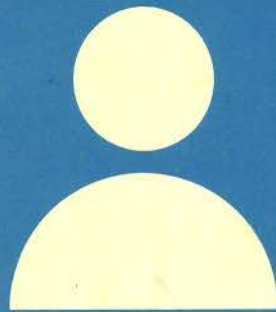
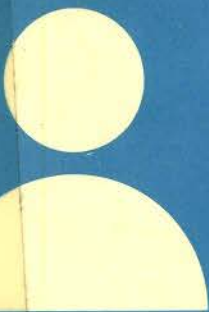
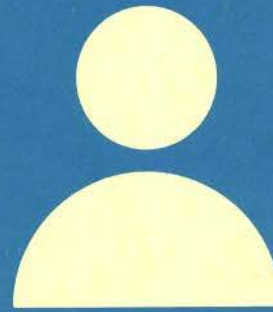
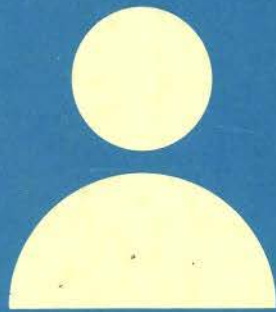
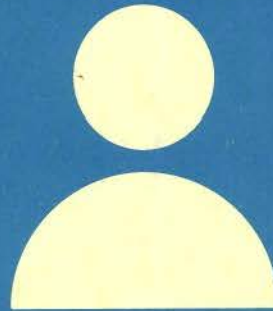
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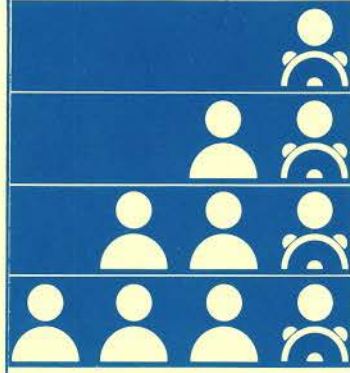
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**To work,  
to play,  
to school...**



**let's pool together,  
America!**

All across the country, folks are finding that carpooling pays.  
By making driving more fun. And putting fewer cars on the road.

And whether you're going to work, play or school,  
a pool is better for all of us. It saves effort. It saves fuel.  
And it sure saves money, too.

So carpool America! Share a ride with a friend.



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# LET'S CLEAR THE AIR!

**(Share a  
ride with  
a friend.)**

If you want to cut down on pollution,  
start carpooling. All across the country,  
folks are finding that carpooling pays.  
It puts fewer cars on the road.  
And makes driving more fun.

So carpool America!  
Share a ride with a friend.



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# What Ridesharing Can Do For Your Company

## Section 1

Ridesharing is not a new mode of transportation. But, it is a special mode which increases the productivity of existing transportation and worksite parking facilities to serve a growing population without extensive capital investment or business and residential relocations.

Over 15 million of the nation's commuters rideshare through carpools, vanpools, and buspools. Ridesharing benefits users by reducing the costs and daily hassle of driving to work. It benefits the public through reductions in energy use, traffic congestion and air pollution. It can benefit the employer by delivering employees refreshed and on time, by attracting employees from a broader labor market, and by helping to solve company problems such as overflow parking, retention of workers in relocations and long commutes to remote worksite locations.

Carpooling is the old faithful and most widely promoted form of ridesharing. Vanpooling is a relatively new and carfree commuting mode offering the door-to-door convenience of private autos plus the economy of a multi-passenger vehicle. Buspooling is a useful concept that has not been fully exploited. However, successful buspools operate in many suburban areas.

Many companies are realizing substantial benefits from their investment in ridesharing programs. These benefits include the following:

### Reduced Need for Parking Space

Pooling programs can reduce parking requirements and open areas for more productive use at some worksites and/or reduce the cost of leased space. These reductions can result in substantial savings to employers and are of particular benefit to companies which are expanding and either need to use present parking space for new structures or need additional space to handle more employees.

For each vanpool that is formed, a company can remove six or more vehicles from its lots. For each carpool formed, about two vehicles can be removed. The 3-M Company in St. Paul, Minn., saved \$2.5 million by eliminating the need for 1,500 additional parking spaces through vanpools. The Tennessee Valley Authority saved \$10 million by reducing the need for construction and maintenance of parking and highway facilities.

Elimination of one surface parking space can save an estimated \$135 a year. For a space in a parking garage, the saving would be \$395 a year. These savings are even greater in areas of increased land values and construction costs. Some estimated costs for construction and land run as high as \$1,000 per surface space and \$6,000 for a multi-story parking lot stall. When operating and maintenance expenses and taxes are added to the cost of parking areas, the annual savings increase by \$200 to \$1,000 per space.

### Relocation

When companies relocate, they often risk losing some of their labor force due to excessive travel distances to the new site. Erving Paper Mills in Brattleboro, Vt., initiated vanpooling to prevent the loss of highly skilled employees when it moved 25 miles from a previous worksite. Prudential Insurance in Newark and Nabisco in East Hanover, N.J., have also successfully used vanpools to retain employees after relocation.

### More Convenient Commuting

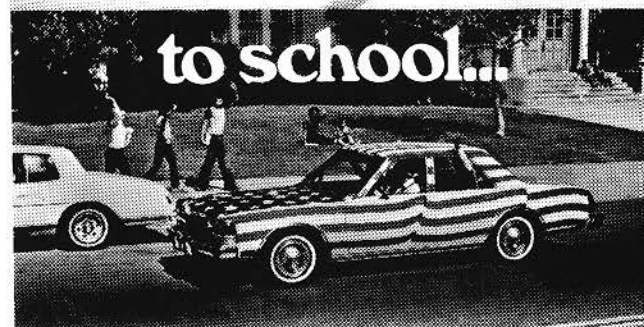
Pooling provides the means to bring employees to sites where transit service is poor, where there is a high crime rate, or where locations are remote. Some companies that have found pooling a successful way to make commuting easier include Montgomery Ward in Chicago; Sperry Flight Systems, Phoenix; General Mills in Minneapolis; Hoffman-LaRoche, Nutley, N.J.; Chrysler Corp., Detroit; AT&T in Somerset, N.J.; and Winnebago in Forest City, Iowa.

### Air Quality

Federal clean air requirements may cause state and local government officials to petition employers to reduce the number of vehicles bringing employees to and from work. Although Erving Paper Mills, Erving, Mass., instituted a pooling program due to plant relocation, it was most pleased to receive Industry Magazine's award for the most important contribution by a Massachusetts company to the improvement of the environment. Continental Oil Company in Houston and 3-M Company also received much favorable publicity as a result of their programs.

### Reduced Congestion

Often state and local governments are unable to relieve auto congestion near worksites. In addition to reducing traffic, company ridesharing programs in urban areas reduce the number of vehicles parked on neighborhood side streets. The Geico insurance company in Washington, D.C., instituted a ridesharing program after neighborhood residents complained that streets were clogged with employees' cars. Now the firm has better neighborhood relations and a better image as a result.



## let's pool together, America!

All across the country, folks are finding that carpooling pays. By making driving more fun. And putting fewer cars on the road.

And whether you're going to work, play or school, a pool is better for all of us. It saves effort. It saves fuel. And it sure saves money, too.

So carpool America! Share a ride with a friend.





# What Ridesharing Can Do For Your Employees

Section

## 2

Hundreds of companies have found that ridesharing is an inexpensive and direct means of providing lower cost, more efficient transportation for employees. Ridesharing is an opportunity offered by the company which is purely voluntary on the part of the employee, yet serves to bring the employee closer to the company.

### Employee Benefits

The following are some of the specific benefits for your employees:

**Lower Commuting Costs**—The cost of ridesharing is usually substantially lower than that of driving to work alone. Out-of-pocket commuting costs for driving alone are estimated at 8.4 cents per vehicle mile. In a carpool, these costs are divided among the members. For vanpooling, the operating cost per mile averages 9.1 cents, but this is divided among the riders. Although automobile insurance rates vary with the type of coverage, size of car, residential location, age, and sex of driver, etc., reducing the user's share of driving time could result in classifying the car as more pleasure than business driving, with rates 10 to 20 percent lower depending on work distances. Driving less also means reduced wear and tear on the cars.

**Personalized Service**—While participating in pools may not be quite as convenient as solo driving, many people find it does have advantages and conveniences. Driving times are preset and reliable. Many pools operate door-to-door. If they do not, pick-up points can be selected to suit the convenience of carpool members and to avoid inclement weather. Often employers offer preferential parking spaces to pool vehicles which are much closer to the work place entrance.

**Special Carpool Lanes**—The growing number of bus/carpool lanes on freeways is speeding up commuting trips for many ridesharing workers. The city may have or plan to build special high occupancy vehicle lanes near your work location. Some 50 preferential lane projects have been established in 33 cities and more are planned. See Exhibit A for a list of selected cities with high occupancy lanes for carpools, buses, and vanpools.

**The More Relaxed Mode**—Sharing the driving enables carpoolers to avoid the tension and hassle that go with driving alone every day. The certainty of a carpool or vanpool, the assurance of having a seat—these things make ridesharing very attractive to many people. Some people who dislike driving long distances say they like the security, safety, and companionship of riding with a group.

**Alternative Uses for Travel Time**—An employee who doesn't have to drive is free to doze, socialize, read, or just daydream. This is more important for the long haul commutes of 10 or more miles.

**Car Free for Family Use**—When the car is no longer needed for the trip to work every day, it is available to other family members, thus reducing the need for a second car. The employee can save money by deferring the purchase of a second car; or, if he/she owns a second car, he/she may be able to sell it.

**Leaving Work on Time**—Ridesharing offers strong incentives to leave work at the normal close of business. Since many employees dislike after-hours meetings, they appreciate the regularity of a ridesharing pool that enables them to leave on time.

### Barriers to Overcome

Appealing as the benefits may be, for many employees there are drawbacks. Every employer who is considering starting a ridesharing program should be aware of them. They are important in setting the goals for the program. Potential drawbacks can be minimized through good management. For some employees these barriers must be overcome before they are willing to pool:

**Extra Pick-up and Drop-off Time**—Depending upon how far apart the pooling employees live from each other, extra pick-up and drop-off time can become a disadvantage. If the travel times are too great, a pool may not be practical.

**Interpersonal Relations**—Some drivers treasure their time alone in the car each day as periods to listen to the radio or collect their thoughts. Further, some are reluctant to open the way for strangers to intrude on their personal lives, or discuss sensitive situations at the employment site. While congeniality and compatibility usually develop in successful pools, some people subconsciously fear the exposure to new interpersonal conflicts—from the simple issues of smokers vs. nonsmokers to more complex social or political differences.

**Dependence on Others**—Some people are unwilling to depend on others for a function where timeliness and reliability are of such paramount importance.

**Loss of Flexibility**—Many commuters hold in high regard the flexibility of having their own car at work. Many shop after work, or have other activities which prevent them from going straight home. Pools are unsuitable for those who choose to maintain irregular hours, for last minute meetings or for after-work activities.

**Employees with Problems at Home or Small Children**—For those who need to respond quickly to problems arising at home, such as with children or invalids, pooling may also prove difficult.

*continued*

## What Ridesharing Can Do for Your Employees

*Part-Time Employees* —Part-time employees may have difficulty finding members with comparable hours. However, some workers pool one way and use public transit the other.

### Solutions

For potential poolers some of these problems are real, some are imagined, some can be remedied, some cannot. Many of the potential problems inhibiting pool formations can be overcome if the company ridesharing coordinator establishes good lines of communication with all prospective poolers and takes a personal interest in the matching operation.

For those with special interests or preferences, one solution is to organize pools with rules: no-talk-in-the-morning pools, no-smoking pools, five-minute-maximum-wait pools, and so on. These rules would be established before the members join and be listed as preferred options on the application forms for ridesharers seeking to form pools.

# ONE FOR THE ROAD?

(Share a  
ride with  
a friend.)

Why drive alone, when you can take a friend or two along? All across the country, folks are finding that carpooling pays. It saves effort. It saves fuel. And it sure saves money.

So carpool America!  
Share a ride with a friend.



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## Issues for Management Consideration

## Section 3

Certain decisions must be made at the outset concerning your company's potential to support and operate a ridesharing program. The first decision is whether the firm will launch a self-generated pooling program or participate in an area-wide program. In some urban areas, area-wide pooling efforts are sponsored by local government agencies such as councils of governments or metropolitan planning organizations or even state departments of transportation.

Ridesharing programs can be mounted most successfully at worksites with large numbers of employees. Nationally there are some 12,000 establishments with 500 or more workers. However, the smaller firms which represent the majority of employers stand to benefit more from the broad coverage offered by an area-wide ridesharing program.

In the absence of an area-wide effort, several small employers can form a joint venture to cooperate in a ridesharing program. This can be most effective where the employers are located in the same area. This was the case with Aerospace and the Air Force Space and Missile Systems Organization (SAMSO) in El Segundo, Calif., when they introduced a carpool matching service and bus operation in 1972. In 1975 they started a vanpool program which is currently carrying 130 employees in 13 vans.

Some local governments offer turnkey marketing as part of their ridesharing programs. City ridesharing coordinators approach companies and offer assistance in promoting, surveying, matching, and organizing employee pools, thus relieving employers of practically all responsibility of program start-up. They also supply information on van purchases, insurance and accounting schemes. After a program has been established, it is turned over to the company.

Some organizations utilize private third-party operators who own and operate vans. They provide an attractive option to employers wishing to limit the time and other resources invested in their vanpool programs. While third party arrangements involve fewer headaches, they are also more costly. The third-party owner can be an employee-owner-operator, who buys the van and provides the service, or a financial institution, such as an employee credit union, or a private company providing the service.

A company's decision on whether to participate in an available program or to start its own will depend on the size of the company, the kind of problems it faces, and the state of development of the area-wide program.

A second planning decision involves what kinds of ridesharing the firm will want to support. The firm may select among carpooling, vanpooling, and subscription bus service. While all have common features regarding promotion, matching and incentives, a van or buspooling program will probably involve buying or leasing vehicles, with additional employee staff responsibilities, although van ownership can be left to individual employees.

In coming to such decisions it is important to conduct a feasibility study to identify the potential market for the various forms of ridesharing and an investigation of legal and financial constraints. The study should detail how such activities as employee surveys, promotion, organization, matching, van acquisition, insurance, maintenance, fare structure, fare disbursements, administering of program incentives, program monitoring, driver selection, and training will be handled. The company should consider conducting a pilot program with a few vans or buspools and establishing matches for new carpools before acquiring additional vehicles.

If van or buspool service is being considered, potential legal problems should be investigated in advance regarding public regulation of such services, competition with conventional transit, driver and vehicle licensing, the liability of organizers and operators, driver compensation, and taxation. These concerns are addressed in Section Six.

### Management Support

Top management support is essential for the success of a ridesharing program, both in the initial planning stage and in program development. Management must play a central role in determining the goals, objectives, and incentives of the program, enthusiastically encourage employee interest, maintain an open line of communication with the ridesharing coordinator, and exhibit continued support of program operations and expansion.

The development of a large vanpool program can involve substantial amounts of money and time. Administrative duties could require the services of one full or part-time position. Purchases of equipment or leasing costs are obvious items of direct control, but it should also be recognized that the cost of initial program development and of operation usually must be absorbed by employers. Employee interest can be developed by determining what transportation problems employees have and through a wide range of promotional and incentive strategies. These include special parking privileges for ridesharing participants, flexitime, and elimination of free or subsidized parking. Management must recognize that the publicity, employee surveys, and the process of matching employees into pools will result in some diversion of time and effort from the primary duties of the employee who serves as ridesharing coordinator. These can be minimized, however, with good planning. More information on management cost consideration is provided in Section Five.

### Staff Support

In most successful programs, the program coordinator has access to top management, is highly interested in the establishment of a ridesharing operation and has a record of accomplish-

*continued*

## Issues for Management Consideration

ing assignments. A useful first step is for the coordinator to organize an advisory committee, including representatives from personnel, administration, legal, insurance, accounting, and public relations to investigate all aspects of program feasibility. These departments logically have an interest in the operation and success of the program. Further, their experience, support, and help will be needed in the promotion and implementation of the program. For example:

*Personnel:* Initial survey of employees for pooling information (residential location, route to work, work schedule, etc.) and coordination with labor union representatives.

*Administration:* In-house promotion, community relations, incentives, benefits, arranging for preferential parking for poolers.

*Legal Office:* Van acquisition, insurance, taxation, potential liability.

*Accounting:* Keeping track of cash flow from van riders to vendors (van dealer, service stations, etc.) and the driver.

*Payroll:* Collecting van or bus fares through payroll deduction if that option is chosen.

### Identification of the Potential Market

*Carpooling:* Practically any size company can institute a carpooling program. As the number of employees increases, the average occupancy of vehicles used in the work trip tends to rise markedly. High density destinations, along with transportation and work conditions at the job site (e.g., lack of parking or public transit, job turnover, irregular hours) are more likely to influence pooling formations than the number of employees in a company. Three of the most commonly stated reasons for not carpooling are: (1) lack of a match, (2) need for transportation at lunch, and (3) incompatible hours. These can largely be resolved through good program management.

*Vanpooling and Buspooling:* Companies with 500 or more employees offer the best potential for successful vanpool and buspool programs because they are more likely to have enough employees living in close enough proximity to form a pool, and they are in a better position to absorb the administrative expenses involved. However, small companies can also form such pools. Erving Paper Mills, Erving, Mass., Zenith Corp. in Chicago, Aramco Services in Houston, and other firms with work sites of 100 to 500 employees have launched successful vanpool programs.

For the company that is large enough, the probability for a successful vanpool program is high if the firm has regular (non-shift) work hours, gives advance notice of overtime schedules or minimizes overtime requirements, offers use of vehicles during the day for errands, lunch, etc., and offers back-up transportation in personal emergencies or to employees required to work late.

No matter which variety of pooling is considered, the geographic location of your plant may offer better potential to some commuter neighborhoods than others. Commuter characteristics to look for in identifying potential markets include:

- Residential locations generally 10 miles or more away from the employment site. Trip distances in urban areas average slightly less than a 20-mile round trip for carpools and a 20 to 50-mile round trip for van or buspools. Longer routes produce the most successful van/buspools because the cost savings over other modes increase with trip length. The importance of time spent doing something else (reading, dozing) increases with travel time, and passenger collection and distribution times comprise a smaller fraction of total travel time.
- A sufficient concentration of employees residing in the same area or along a commuting route. For vanpools, at least 12 interested employees should be identified plus a reserve to help maintain high occupancy. For buspools, at least 50 employees with proximate origins and destinations and common work hours are needed, plus a reserve base.
- Employees in areas lacking public transit or served by inadequate transit are prime pooling candidates.
- Traffic congestion along major commuter routes to the plant influences pooling potential. Vanpools have been popular in the Palos Verdes area of Los Angeles, for example, where commuter routes are heavily congested.
- The availability of high occupancy vehicle lanes on nearby freeway and arterial streets or of special bypass lanes on access ramps to freeways.
- Finally, the desire of some employees to form a commuter group to sponsor a van or buspool. They may all be personally acquainted or share other common factors which influence the potential for pool success. Such a group may be an informal "booster" club or a more structured one that actually participates in the program through driver or rider recruitment.

A visual survey and sample counts in parking lots or garages may be a useful first step to determine how most employees arrive at work. An informal survey can then be conducted by the personnel department using employee records and zip codes or city maps to pinpoint areas with large residential populations. Similarity of work hours will also need checking if your company operates on shifts or staggered work hours. Once areas of residential concentration have been identified, trip distances to the work location must be estimated for van or buspool potential. It would also be a good idea to determine the availability of existing transit service using route maps and timetables.

Depending on company size, it may be more time and cost efficient to obtain this information as well as an indication of employee interest by conducting a simple survey. A sample survey is included in Exhibit L.

## Soliciting Interest

There are many ways to publicize the benefits of ridesharing programs and the incentives offered by the employer. Area-wide programs with broad based advertising may have already created a climate of opinion which makes pooling "the way to go." In some companies ridesharing promotions have taken on the flavor of major campaigns. All the channels that your firm typically uses for employe communications, e.g., memos, fliers, newsletters, public address announcements, bulletin boards, or lunch gatherings, can be used to introduce and promote ridesharing. Employe booklets, posters, and ads can be obtained from the U.S. Department of Transportation.

The promotional materials should stress the personal convenience and savings from pooling and might list potential pilot areas for vanpool participation, estimated fares and the responsibilities and benefits for pool drivers. If possible, all promotional materials should lead the employe into taking the action which will get him or her involved. That action could be filling out response cards (conveniently placed near the ad), signing a register of interested parties, or calling the organization's pooling coordinator. Some programs have been started solely on the basis of such promotion, bypassing a formal survey.

## Potential Rider Survey and Matching

There is a variety of ways of getting information on employes' interests, residential areas, and work schedules. The most prevalent way is a survey based on a form given each employe. Often, however, the completion of forms is left entirely voluntary. One possible remedy is to have forms turned in at the end of a special "coffee klatch" or lunchtime presentation on the company's ridesharing program. Another way is to have office supervisors or shop stewards distribute and collect the completed forms.

Matching programs may be run at the company level or local government level. Heavily traveled commuting routes, corridors leading to high employment concentrations and longer than average trips should be identified as indicators of high potential. This matching process identifies commuters with common home-to-work trip lengths and routes, residential locations and compatible work hours.

A locator board is another matching technique. This involves putting up a map with a rack of response cards and matching the respondents. Too often, however, they are placed in only one area and are self-servicing. One drawback of this system is that all persons must visit that one location, assuming they have been informed of its existence.

When there is a large number of responses, 300 or more, matching can be done by computers, which can handle large volumes of forms quickly, require little employe effort, minimize errors,

and provide a low cost individual printout for each applicant of fellow employes with whom they might form a pool. Computer printouts should be prepared in the form of a personal letter to prospective poolers, providing the names and complete information about other employes near them who want to rideshare.

If a company feels that a major problem of matching is the development of its own soft-ware, there are many existing computer programs. A company can acquire matching assistance through regional government agencies or from the U.S. Department of Transportation. Several versions of computer soft-ware are available and a company can choose the one that can be most readily adapted to its situation and available equipment.

## Pilot Pooling Program

A demonstration or pilot program, concentrating on carpooling and a few vans or buses limited to employe residential areas of greatest potential, is a good way to test the feasibility of such service and to identify any problem areas. It is also a good promotional technique since employes can see how it works and whether participating employes like it. Survey forms can be distributed to employes from areas targeted by the feasibility study for initial service, or they can be distributed to employes of all areas to which the program may be expanded. If all employes are surveyed, it should be pointed out that the program will begin as a pilot and may not offer service in their area at the outset.

The vans or buses needed for the pilot stage should be ordered as early as possible. Delivery time on purchases may be six to eight weeks. Leased vehicles can generally be obtained in a shorter time. Potential riders may lose interest or make other travel arrangements if they have to wait too long before service starts.

## Pooling Incentives

Most successful programs offer some or all of the following incentives to ridesharing employes:

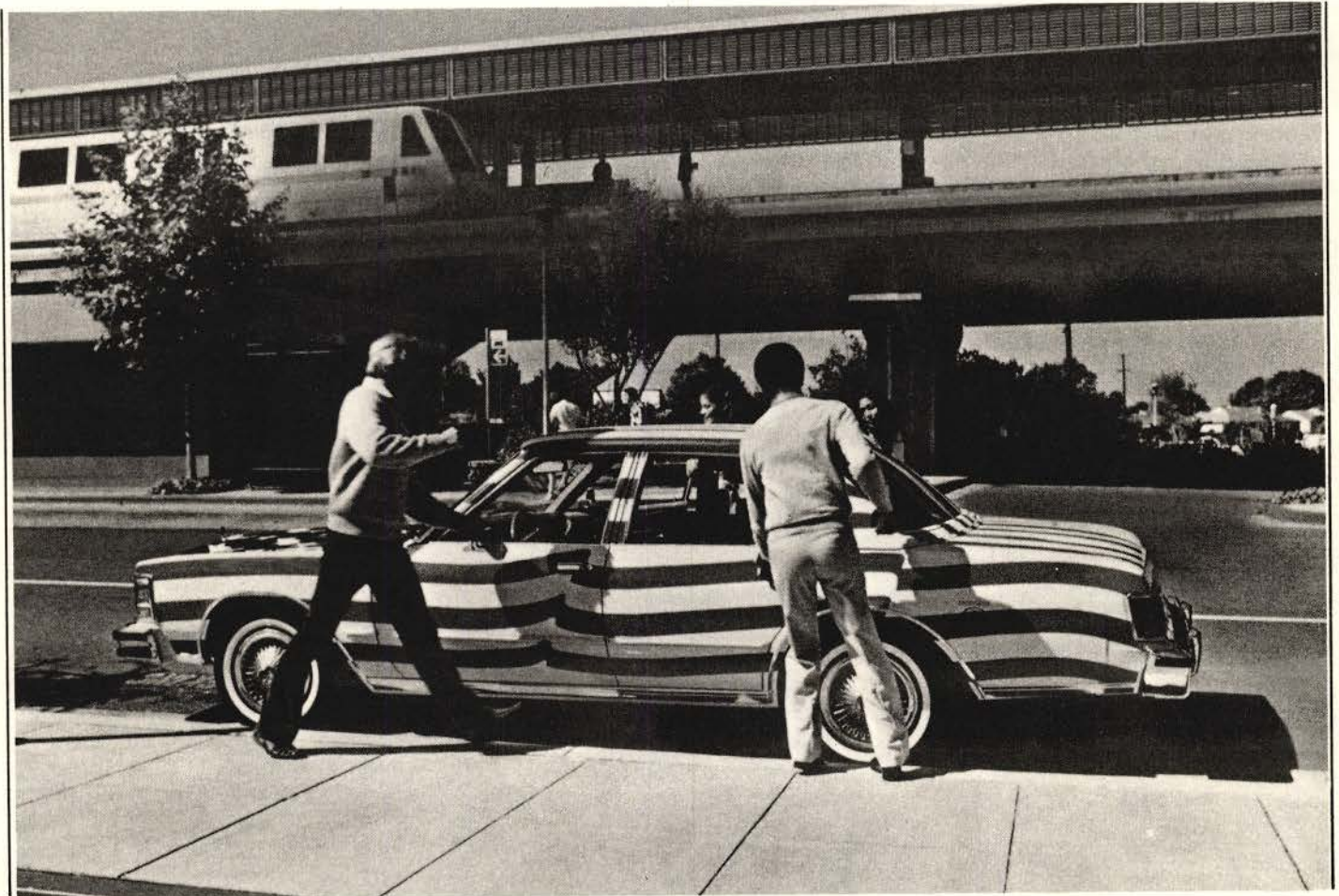
- Preferential parking in the form of reserved spaces when lots are crowded, or assigned spaces closest to the building entrances when lots are large. Even if the entire parking lot is close to the plant entrance, an area set aside for the vans or carpools is a highly visible expression of management commitment and an effective promotional tool.
- Flexible hours.
- Quitting times five minutes before other employes.
- Advance overtime notice or relief from overtime demands.

*continued*

## Program Promotion and Organization

- Use of company vehicles during workday for errands, lunch, etc.
- Back-up vans or alternative travel arrangements for employees in personal emergencies or for those working late.

Generally, the larger the firm, the greater its capacity to provide incentives.



## Costs of Start-Up and Administration

### Section

# 5

In planning ridesharing programs, most employers will want to have an estimate of the costs involved. The company may conclude that it will receive benefits from the program which more than offset the costs; or it may choose to absorb certain program costs and recognize them as employee benefits or worthwhile community relations efforts. However, it is important to recognize all of the possible costs before starting a ridesharing program.

Administrative time and effort will usually be the major resource not recovered. The dollar value of administrative costs is difficult to determine in general because they vary with the size and stage of the program. Start-up costs will be greater than ongoing administrative costs since more staff time will be required. Generally, it requires only a fraction of a staff person's time to administer a small program once it is organized, especially if ridesharing workers take an active part in its operation.

### What Do Carpooling Programs Cost?

Carpooling programs usually involve less direct support by the employer than vanpool programs. They require no capital investment, but do require administrative support. In assessing potential costs, most employers examine what it has cost other companies to initiate pools under similar circumstances. Recent comprehensive estimates of costs for company-sponsored carpooling indicate that both the initial organizing costs and the ongoing costs vary widely; not as much with company size as with the quality of the program and/or the kind of incentives used. Well planned and promoted programs often take a few months of top management preparation time and continue to require some part-time effort from the ridesharing coordinator and a full-time secretary.

The primary expenditure of staff time is not on carpool promotion directly, but rather on matching assistance and administering an incentive program such as preferential parking. Most costs are program expenses, i.e., they are associated with setting up and operating a carpool program, which do not vary greatly regardless of company size or number of poolers.

A moderately well-organized carpool promotion/matching program can be started for about \$12,000 in staff time and materials. This estimate is probably most applicable to large firms (1,000 or more employees) where some carpooling incentives are offered.

Ongoing costs can range from nothing (if after the program is promoted there is no further corporate involvement) to the cost of one full-time staff member. Experience indicates the work can be handled by a quarter-time secretary with estimated annual maintenance cost (including overhead) of \$4,000. The estimates for nine companies maintaining carpooling programs appear in Exhibit F of the Appendix.

### What Do Vanpooling Programs Cost?

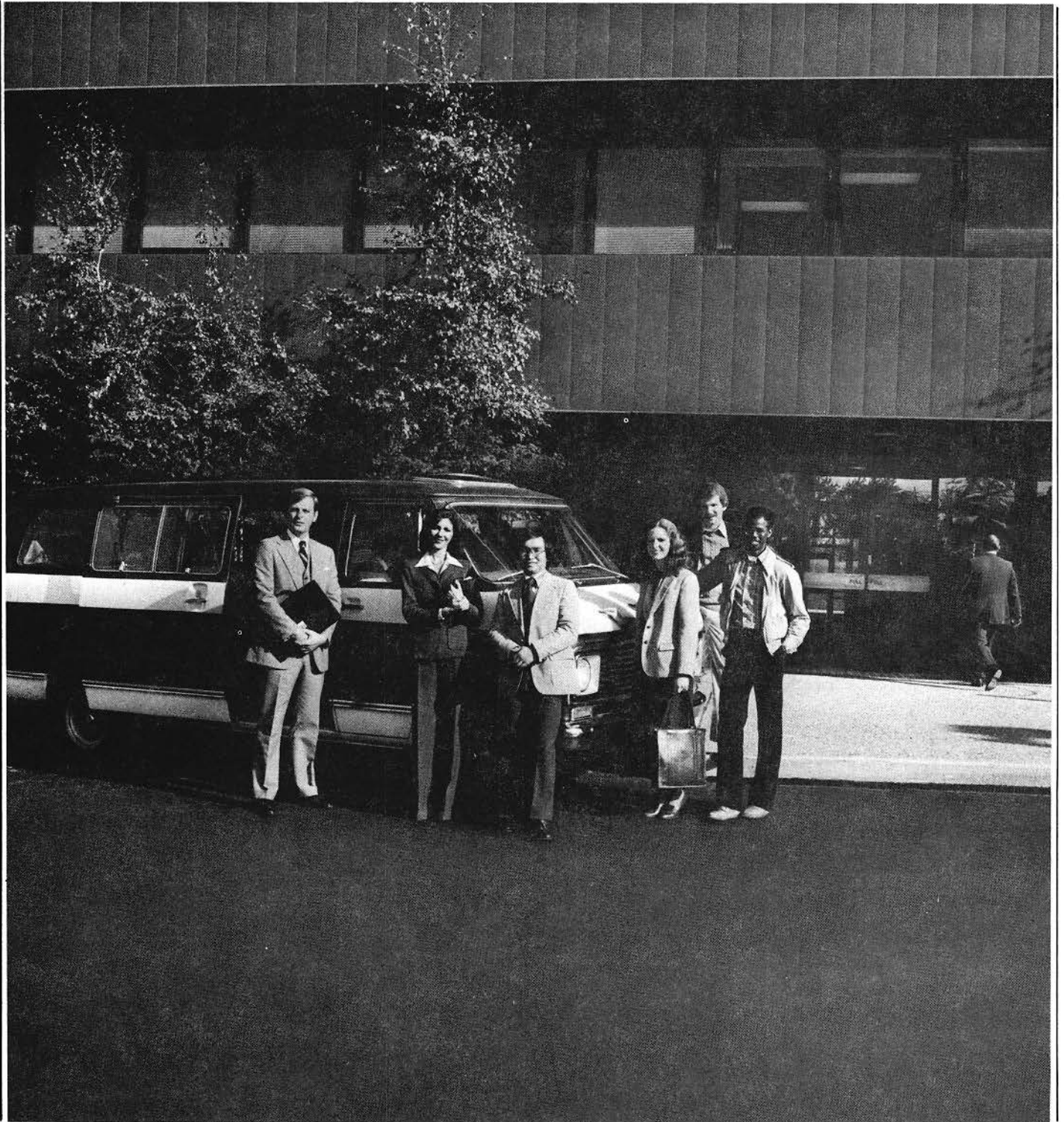
A company-sponsored vanpooling program requires all the start-up activities of a carpooling program plus certain additional costs; and, of course, there are economies of scale if both car and vanpooling are undertaken. These added costs may include van acquisition and insurance and setting up accounting and fleet management systems. A decision to purchase vans can involve substantial capital expenditure and expose the company to liability risk, so more planning and decision-making time should be allocated, generally three to six months, before launching a program.

Exhibit G presents several companies' estimates of the costs required to start up a vanpooling program, excluding van purchases. The estimates vary considerably due in part to differences in reporting and in the decisionmaking structures of the individual companies. The total start-up cost for 3-M company of \$26,000 seems to be a reasonable mid-point.

In preparing these and other estimates, two facts emerged. First, some companies (i.e., Zenith and Conoco in Houston) spent a great deal of time researching the concept before implementation. As vanpooling is now more familiar, less initial research will be necessary and therefore planning costs may be lower. Second, if the vanpool idea germinated at the top management level, less time was spent in research than if the idea was presented to top management. Like the carpool programs, the time spent on establishing a vanpool program is primarily related to planning, decisionmaking, and system set-up activities which are not repeated regardless of vanpool turnover.

Estimates of the administrative costs involved in maintaining a vanpool program are provided in Exhibit H. Annual program maintenance appears to cost about \$290 per van. For 1978, the purchase price of new vans ranged from \$8,800 to 9,500 and vans cost about 7¢ to 10¢ per mile to operate. Specific details on the cost of acquisition of vans, insurance, etc., and how to set van fares will be found in the section "Considerations Unique to Vanpools."

In existing vanpool programs, certain costs are absorbed by companies and are not covered by revenues from fares. These usually include the cost of administrative staff time and the initial capital or interest cost of financing the purchase of vans. If companies are not willing to support programs in this manner, they can charge for capital expense, parking, vehicle registration, and even administrative costs. In Knoxville, Tenn., for example, the TVA Employees Credit Union, which performs many of the administrative functions for the TVA vanpool program, charges \$15 per month per van for its service. The impact of these added costs on program participation must also be given consideration. Keep in mind that employee participation may be diminished if the resulting fares are so high that they are not competitive with the cost of their present means of transportation.





# Considerations Unique to Vanpools

## Section 6

Vanpools have grown substantially in the last five years. Much has been learned about vanpool formation and operation. This section addresses the concerns most often expressed.

### Driver Selection

The selection of good, responsible, and enthusiastic vanpool drivers is extremely important to the success of the program. The driver becomes the pivotal force in maintaining the enthusiasm of the van riders and the efficiency of the operation. In most cases drivers not only operate the vans, but provide most of the management of the service as well.

*Duties*—The driver's responsibilities include:

Organizing the vanpool from the list of prospective participants or from other employees the driver recruits.

Keeping the level of van occupancy at or above the breakeven load (9 or 10 riders).

Driving the van to and from the place of work, maintaining reliable, on-time service.

Arranging for proper maintenance and cleaning of the van.

Providing adequate overnight parking of the van to ensure its safety and reliability in the event of severe weather.

Collecting and dispensing fares to the appropriate department of the company (unless the riders pay their fares directly to the company, possibly through payroll deductions).

Keeping a record of the vanpool's operations, such as mileage for commuting, business and personal use, and number of passengers each week.

Helping select and train a back-up driver.

It is very important that these and any other responsibilities the company wants the driver to assume be clearly spelled out. Most firms have their driver sign an agreement that outlines both the duties of the driver and the commitments of the company. A sample agreement developed by the Masspool program is presented in Exhibit I. Masspool is a statewide project which implements carpool and vanpool programs in Massachusetts.

*Driver Incentives*—In return for the services performed, most programs provide some or all of the following benefits to the driver.

- A free ride to and from work.
- Monetary incentive of allowing the driver to keep the fares of the extra passengers (over the number needed to break even), which can potentially total about \$100 per month if the van is running at full capacity.

- Personal use of the van after working hours, on a reasonable mileage basis.
- Option for buying the van, when it is retired from commuter passenger service.

*Driver Selection Criteria*—The potential drivers are generally asked to submit an application providing information on their driving record, attendance record and mechanical aptitude. Recommendations may be obtained from supervisors concerning the employe's dependability, ability to get along with others and assume responsibility.

Two or three qualities should be sought in selecting a driver. First, the person must be a safe driver (with a record to back it up); dependable (come to work on time and keep a schedule, etc.); and, very important, a "hustler" who is able to find and keep passengers. In assessing these qualities, especially the latter, it is important for the interviewer to understand personal motivations. As one writer put it, a person who wants to drive a van only for the personal use or extra income without showing a genuine interest in the success of the operation may not be the best choice for a driver.

### Van Acquisition

*Selecting the Vehicle*—The major criterion in selecting the vehicle is seating capacity. It is important to select a large enough van to allow a feasible cost per passenger but not so large that the time needed to pick up riders becomes too great. The most popular size is a 12-seat van.

The following options (except for the last three which should be purchased for emergencies) are all available on the 12-seat vans made by the major auto manufacturers:

- V-8 engine
- automatic transmission
- power steering
- power front disc brakes
- heavy duty or radial tires
- shocks and suspension matched to load
- exterior rear view mirrors on both sides
- custom or deluxe interior with carpeting
- oversize fuel tank
- air conditioner and heater with front and rear outlets
- AM or AM/FM stereo radio with rear speaker
- push-out side windows for ventilation

*continued*

## Considerations Unique to Vanpools

- fire extinguisher
- first aid kit
- flares

Standard vans are not built to consistently carry full passenger loads over long time periods. Therefore, safety and reliability should not be sacrificed by avoiding some extras to keep the costs down. All vans should be equipped with heavy duty suspension and other heavy duty options (radial tires).

Mini buses accommodating 16 to 19 passengers are also available, but additional costs and regulatory issues must be considered. If considering such a purchase, check with the manufacturer to see how they can be outfitted.

### Financial Considerations

The purchase price of vans will range from \$8,800 to \$9,500 depending on how they are equipped, how many are bought, the buyer's bargaining relationship with the dealer, and the cost of financing. Many companies have purchased the vans and established fares that assure reasonable pay-back. Such purchases are eligible for tax benefits and investment credits, but should not be made without recognizing the inherent added costs described in Section Five.

The principal decision in vanpool program financing is whether to purchase or lease the vans. Vans can be purchased outright, on credit, or leased. Leasing is generally considered the costlier of these options because of finance charges and charges for the lessor's business expenses including overhead. Vehicles purchased outright involve some cost savings and tax benefits, but many companies cannot afford to tie up their capital in this way.

Company benefits gained from the program, (e.g., savings from reduced need for parking facilities), must be traded off against the vanpool investment. Most van purchases are financed over time, generally through lending institutions other than the company's prime lender. Some company credit unions provide the most attractive terms, offering 100 percent financing at lower than usual interest rates. Under the Federal-aid highway legislation, states can elect to use Federal-aid funds to make interest-free loans up to 75 percent of the value of the van, provided the loans are paid back.

If the number of vans is substantial or the company regularly purchases vehicles, fleet financing should be obtainable. Some companies report fleet price purchases ranging 10–15 percent below the van sticker price.

Companies already utilizing vans in their daily business operations should explore the possibility of using these vans to transport employees to and from work. State regulations governing

vanpool operations should be examined since some states prohibit dual use. Impacts on insurance costs must also be assessed.

### Leasing

The decision to lease vans will depend on (1) the availability of an interested lessor in your community, (2) your company's cash position, (3) tax options, (4) ability to dispose of the vans at the end of their useful lives, and (5) the level of commitment the employer initially wants to make in vanpool sponsorships.

Leasing enables your firm to sponsor a van for a fixed monthly charge that includes most of the costs of vehicle acquisition, financing, insurance, and maintenance, if desired. Some companies prefer the predictability of cost and convenience of leasing and the accurate budgeting which this arrangement allows. Companies that are uncertain about the feasibility of a van program may prefer to lease vans at the outset until it is determined that the program is successful. Alternatively, if a company program is extremely successful and there is demand for expansion, leased vehicles can be obtained on short notice to fill that demand.

Your accounting staff will have to determine the fiscal advantages of leasing versus buying. Leasing generally will add \$4 to \$5 to the fare charge, but leasing costs will vary depending on the services provided. For example, some leasing firms obtain insurance at 20–40 percent below the standard rate. Their volume of maintenance work may also result in low costs; alternatively, if your firm services its own fleet of vehicles, you may save money by servicing your vans.

In 1978, the typical cost for leasing a van driven 50 miles daily round trip was about \$140 per month. This covers the cost of the van, freight, dealer preparation, excise tax, registration fees, sales tax, financing charges, and the lessor's overhead. The monthly cost may also include insurance costs of approximately \$40 and maintenance costs of \$35 for a total cost of \$215 per van. You should also check for the availability of closed and open end leases and make the selection according to how they best fit your needs.

### Maintenance

One of the benefits mentioned frequently by vanpool riders is the satisfaction in knowing their van will be at the door without fail every morning. Most of the credit for this goes to the careful attention that drivers pay towards maintaining their vans. Seeing that each van is maintained as scheduled by your program is the driver's responsibility.

If your firm has a large vehicle fleet with its own shop, why not use it for van service? At the garage of Texas Instruments, time

## Considerations Unique to Vanpools

and parts used for vanpools are charged directly to the vanpool account. Most repairs are handled the same day. The Aerospace Corporation services its leased vans in-house.

Whether your vans are leased or purchased you may be able to arrange for maintenance on a contract basis from a dealer, auto service center, or a reliable, nearby service station. These contracts offer comprehensive service for a fixed price averaging \$35 per month. In addition to regularly scheduled tune-ups and alignments, the contract may also include pick-up and delivery of the vans for your lot, replacement of specified, worn out or defective parts, tires for the life of the van, and use of a replacement van during longer repairs.

Estimated maintenance costs should be included in operating cost to determine the fare, so it is important to accurately assess these costs.

### Fares for Vanpools

The setting and collection of fares should be clearly understood and not subject to controversy. In most vanpool programs, it is made clear to the riders that they are paying in advance for a reserved seat. A sample agreement appears in Exhibit K. Refunds usually are not made for occasional inability to ride the van because all of the riders are sharing a fixed cost. Van fares are usually low enough, however, that poolers can occasionally miss a ride and still save a considerable amount of money compared to driving alone.

Nevertheless, you may wish to adjust the rules for the particular conditions at your worksite. At the Aerospace Corporation those who frequently miss one or more days each week are accommodated by a system that charges one-third of the monthly fare by subscription and the remainder as a daily fare. Part-time or substitute riders are seated for the daily fare plus a small surcharge. Chrysler in Detroit offers to support its vanpools for a 60-day grace period if ridership drops below the breakeven level. This gives the driver a chance to recruit new riders without operating in the red.

A few firms lower fares by using vans for business purposes during the work day. In turn, the department using the van pays the van account 15 cents per mile. This more than offsets the van's operating costs of 7–10 cents per mile and helps defray fixed costs. In St. Paul, Minn., Cenex vans display the company logo and receive a fee from their advertising department. Find out whether business use is affected by state regulations and how it affects the insurance classification and rates of the vans, so that you don't wind up with an increase rather than a decrease in fares.

Some companies allow vanpool riders, if properly licensed, to sign up for the use of their van for lunchtime errands, at the discretion of the driver. Thus, poolers needn't feel stranded during

the day. In this case, it may be necessary to charge a reasonable usage rate.

A form for calculating vanpool fares is included in this booklet as Exhibit J. After your vans have been running for six months or a year you will have a better basis for adjusting fares to more accurately reflect your costs.

In some cases, the driver is responsible for managing the financial affairs of the vanpool. In company sponsored programs, the firm must establish a system to see that each rider is billed for the upcoming month's fare and that the driver receives whatever incentive reward is due. This may be handled through either an invoice or payroll deduction. In the first case the driver issues each rider a monthly invoice. The rider either mails a check directly to the company cashier or pays the driver, who deposits the checks in the proper account.

Cenex and Erving Paper Mills use payroll deduction. Along with other deductions, each rider's monthly fare is taken out of the paycheck and placed in the vanpool's account. The driver can receive incentive payments through the same mechanism according to the amounts shown on the van's monthly expense record. To minimize month-to-month changes in the payroll deductions, have poolers work out payments for substitute riders and backup drivers among themselves.

### Federal Aid for Vanpool Projects

Federal-aid Primary, Secondary, and Urban System highway funds can be used for vanpool projects. The funds can be used with a federal share of 75 percent and a local match of 25 percent which can be paid by the company. These highway funds can be used to:

- Establish vanpool projects, including personnel, public information, matching, and other project expenses.
- Acquire vehicles, through interest-free loans or leasing, as long as the loan is paid back and the users pay fees covering reasonable vehicle depreciation, operating and maintenance costs.
- Protect against financial loss if the vanpool must be terminated before the end of a previously agreed upon period of time, usually 12 months.

Under the Energy Tax Act of 1978, employers that provide a commuting vehicle which seats at least eight passengers to carry employees to and from work and which has a three-year useful life may be entitled to an investment credit. The value of this commuter transportation is not considered employee income so long as it meets the qualifications for the investment credit, is provided under a written plan assuring the transportation's value is in addition to (not in place of) the employee's compensation, and that the service does not discriminate in favor of officers,

*continued*

## Considerations Unique to Vanpools

shareholders or highly-paid employees.

### Regulatory Status of Ridesharing Operations

Vehicles engaged in pooling operations may be subject to regulation at the federal, state, and local levels.

Because vanpools are a comparatively new phenomenon, regulations are undergoing change constantly. The following summary is based on information obtained in early 1979. It is not to be construed as a strict interpretation of the law, but for guidance only. All employers are urged to get their own legal interpretations of the laws prevailing in their states and jurisdictions. Other companies sponsoring ridesharing programs in your state can be very helpful.

*Federal*—Federal law now exempts from regulation by the ICC vehicles seating up to 15 passengers that are used for a single daily commuting round trip. This eliminates a problem previously faced by ridesharing pools that cross state lines.

*State*—In some states, regulation can be a major problem. Motor carrier statutes applicable to pooling operations vary from state to state and are generally administered by public utility commissions.

Carpools have generally been exempt from regulations based on seating capacities of seven or less riders, or have been ignored or overlooked by regulatory bodies because there were too many to regulate.

Common carrier status is inapplicable to vanpooling since the service is not available to the public-at-large. Nor does the general public have a right to demand service by the vanpool. If vanpools are regulated as contract carriers which contract only with persons they choose to deal with, they will be free of motor carrier regulation (although they do remain subject to vehicle and driver licensing registration, insurance, and safety requirements).

State motor carrier regulations are especially important for van or buspool operations because they influence such factors as route planning, driver requirements and licensing, registration, inspection, safety requirements, insurance requirements, and ultimately, the fare structure.

In recent years, many states have totally or partially exempted vanpools from regulation. The most prevalent exemption has been for employer-sponsored and other non-profit vanpool operations. Some states, however, still consider vanpools subject to substantial regulation and do not exempt them.

The states use various definitions and limitations in exempting vanpools from regulation. These limitations focus on such things

as seating capacity of vans, the purpose of the travel, requiring that fares be limited to covering certain expenses, and the ownership of the vans.

New Hampshire, for example, exempts vanpools with 8 to 15 passengers while Illinois sets the level at 12 to 15 passengers, and Tennessee and California at 15 passengers or less.

Illinois permits arrangements where operating, administrative, maintenance and reasonable depreciation costs are paid principally by the persons using the vans. Pennsylvania provides that vanpool riders may contribute such amounts so as not to exceed the cost of operation to the employer.

Buspools are regulated in most states because they are generally for-profit operations contracted out to third parties by employers or city governments.

### Insurance

In the case of vanpools, liability is assumed by the owner or driver of the vehicles. While vanpools have not been involved in any serious accidents, a company contemplating vanpool sponsorship should be concerned about protecting its liability while assuring that employees would be adequately compensated in the event of an accident. As in the discussion on regulation, the following information is offered for general guidance only. Your insurance underwriter and your state insurance commissioner can advise you on how regulations affect your situation.

Statistics on vanpool accidents to date indicate vans are an above average safety risk. However, since no serious vanpool accident has yet occurred, there is no firm basis for predicting the degree of liability which would rest on the employer or driver, or whether workers' compensation would be judged the primary source of compensation.

The insurance industry's Insurance Services Office (ISO), a statistical and actuarial body, has established classifications for vanpools which have been adopted by most states that require approval of such classifications.

For employer sponsored pools, ratings applicable to vanpools of 9–20 persons are set at 1.05 times the lowest commercial rate and 1.25 for all other pools. The latter rating covers third party operations, multiple employment site pools, and employer pools where workmen's compensation probably will not apply.

The relatively low classification assigned to employer van insurance is based on the assumption that workers' compensation would apply to most vanpool accidents. ISO based its decision on a state analysis of workers' compensation laws. ISO says the applicability of workers' compensation to van accidents will be decided on a case-by-case basis.

## Considerations Unique to Vanpools

Adoption of the ISO ratings by the states should help to reduce the wide variation in vanpool premium rates, although independent underwriters in each state are free to use or reject the classifications, and coverage may not be available everywhere at the lower rates.

*Options for Employer Coverage*—As an employer contemplating vanpool sponsorship, you will want to consult insurance and legal staffs to determine the most comprehensive type of insurance and the best source and rates. No specific amount of insurance coverage or rate recommendations can be made for all programs, but your staff may be able to reduce its research time by obtaining recommendations from other companies. Alternatively, your local planning organization, if engaged in a ridesharing program, may be able to advise or assist in obtaining coverage.

*Existing Company Coverage*—Many large companies have experienced little difficulty in obtaining insurance for their vans. They simply extend their existing fleet insurance or umbrella policy to cover vanpools. Increases in premium rates should be minimal, but will vary depending on the amount of coverage desired, the number of passengers to be insured, etc. The savings from fleet insurance can be substantial—over \$250 per van per year compared to special policy coverage. Insurance costs are generally completely recouped from van fares.

*Self-Insured*—Some companies elect to insure for all or a portion of the vanpool risk. Comprehensive and collision insurance can be added to existing fleet or umbrella coverage through a self insurance fund. Aerospace Corporation, for example, set up such a fund by initially assessing each van \$20 per month to build a reserve and then lowered the monthly charge to \$10. Montgomery Ward in Chicago, Winnebago in Forest City, Iowa, Texas Instruments in Dallas, and AT&T Long Lines in Somerset, N.J., also self insure for part or all of their vanpool risks.

*Special Policies*—It is important to have an insurance program to limit liability so that the total assets of your company are not at risk. If you have no other option but to purchase a special vanpool policy, two important criteria that insurance underwriters will use for rate classification are (1) the financial capability of your company and the degree of control you have over the program and (2) the requirements you have established for driver training. Special policy rates range from \$400 to \$750 for extensive coverage of \$1 million or more. You should contact other company vanpool coordinators to identify their best sources of coverage and rates. (See Exhibit B for the list of vanpool programs.)

Companies which lease vans may find it advantageous to insure through the lessor, many of whom have a good insurance rating due to their large volume and good safety records. Some leasing company insurance rates are 20 to 40 percent below the standard rates. But check closely on the amount of coverage provided.

*Driver Liability*—Some companies are now required to purchase a special rider covering the liability of vanpool drivers. Interpretations on the need for such coverage vary among insurance underwriters from state to state, as there is no precedent for judging the degree of liability which would rest on the employer or the driver if judged at fault in a major vanpool accident.

There is no reliable method of limiting driver liability contractually. Such limits may be spelled out in ridership contracts, but courts have generally not accepted such agreements purporting to relieve a party from liability.

Some cases imply the courts might support such a liability limitation in rider contracts if passengers have been given a clear option of paying higher fares for increased protection or lower fares with a reduction in liability.

*Workers' Compensation*—Generally, state workers' compensation statutes make employers strictly liable for employee injuries that occur within the course of employment. The maximum amount of recovery for death or disability is limited, but the employer is usually required to pay for all medical bills incurred. The major issue in vanpool accidents would be whether the injured party was an employee acting within the scope of his/her job at the time the injury was sustained.

The Insurance Services Office, in adopting a specific classification for employer vanpools, assumed workers' compensation would cover the injuries of any employee rider. The decision was based on a state by state analysis of Workers' Compensation Acts.

The issue of Workers' Compensation is far from resolved and will ultimately hinge upon each state's interpretation of its act.

Your insurance broker or agent will make an assessment of coverage by Workers' Compensation and then set your van insurance premium accordingly. When the agent assumes coverage by Workers' Compensation, your van insurance premium will be lower.

## Other Regulations

*Safety*—States may have vehicle safety regulations which your vans will have to meet. Generally, the agency responsible for motor vehicle licensing and registration or the public service/utilities commission can provide information on safety requirements. Your insurance agent should also be able to advise you in this regard.

You may also wish to require an express warranty in your van purchase agreement or leasing contract, which holds the seller/lessor responsible for providing a van in full compliance with the states' safety standards as they apply to a van to be used for commuter vanpooling.

*continued*

## Considerations Unique to Vanpools

**Vehicle Registration**—You should contact the agency in your state responsible for motor vehicle licensing and registration to determine the classification most appropriate to vanpool vehicles. In some states you may have an option. If so, select the classification which costs the least, provided there are no special limitations which could prove to be a problem for your vanpool. For example, certain "truck" or "commercial vehicle" classifications may cost less than a "passenger vehicle" license. But such vehicles may be excluded from parkways or certain local streets, and may be required to pay higher bridge or turnpike tolls.

Finally, consult your insurance agent regarding the proposed classification to see if there are insurance implications.

**Driver Licensing**—As is the case with the vanpool vehicle, a state may have special licensing requirements for vanpool drivers, usually due to the carriage of passengers, even though the vans are physically no larger than full size cars. Check with the state's agency for motor vehicle operator licensing. All drivers, backup drivers and occasional drivers must secure the appropriate licenses.

Even where not mandatory, some companies have required van drivers to obtain a "chauffeur" or similar license, and to complete a "safe drivers" training course such as the "Defensive Drivers Course" offered by local offices of the National Safety Council. The course consists of eight hours of classroom work to teach driving skills to licensed drivers through lectures and visual aids. These added precautions will give the driver more confidence in his or her van driving ability and provide further assurance that the van will be operated safely at all times. Further information about defensive driving courses can be obtained from the National Safety Council, Ray Martinez, Director of Training, Driver Improvement Program, 444 Michigan Avenue, Chicago, Illinois 60611, telephone (312) 527-4800, ext. 328. In some states employers may be able to obtain copies of drivers' records of violations to insure the selection of safe drivers. In other states with applicable privacy statutes you may ask your employees to provide you with copies of their records.

**Income Tax and Wages**—The employer, as operator of the vanpool, should follow appropriate IRS regulations to properly account for operating expenses, van depreciation, and revenues.

If you choose a fare structure that provides a financial incentive to the driver to keep the van full, the driver is required to report this incidental income on his or her personal tax return.

Van riders may not itemize their fares or any other commuting costs as deductions.

The Wage and Hour Division of the U.S. Department of Labor has stated that there is no requirement that vanpool drivers be

paid by their employers for their driving time, since participation in a vanpool program is entirely voluntary.

**State Requirements**—In the states where statutory exemptions for vanpools have recently been passed, the amendments were not controversial. Should you determine that the expense and inconvenience of meeting your state's current licensing and certification requirements renders vanpooling infeasible or less attractive for your company, and you may want to contact your legislative representatives and request an amendment to the law.

There is a wealth of printed material available containing more detailed information on how to organize carpools, vanpools, and buspools. In addition there are individuals who can provide technical assistance.

Many local governments have developed or are in the process of training specialists to provide technical assistance in starting up or running a ridesharing program. In many cities, area-wide programs are underway which the employer can join, thereby reducing some of the costs.

The Federal-aid highway legislation allows states to use Primary, Secondary, and Urban System funds for ridesharing activities at 75 percent federal share. Local officials are encouraged to exercise considerable initiative and creativity in developing projects with the funds which are tailored specifically to local needs. Activities eligible for funding include vehicle acquisition costs. Some local governments have purchased vehicles and leased them to private employers. Funds may also be used to protect vanpool sponsors from the risk of vanpool failures.

Help is available from local officials and state transportation and energy offices. Federal Highway Administration division offices are located in the state capital in most states and are listed in Exhibit C.

Printed material is also available directly from:

U.S. Department of Transportation  
Office of Public and Consumer Affairs, I-38  
400 7th Street, S.W.  
Washington, D.C. 20590

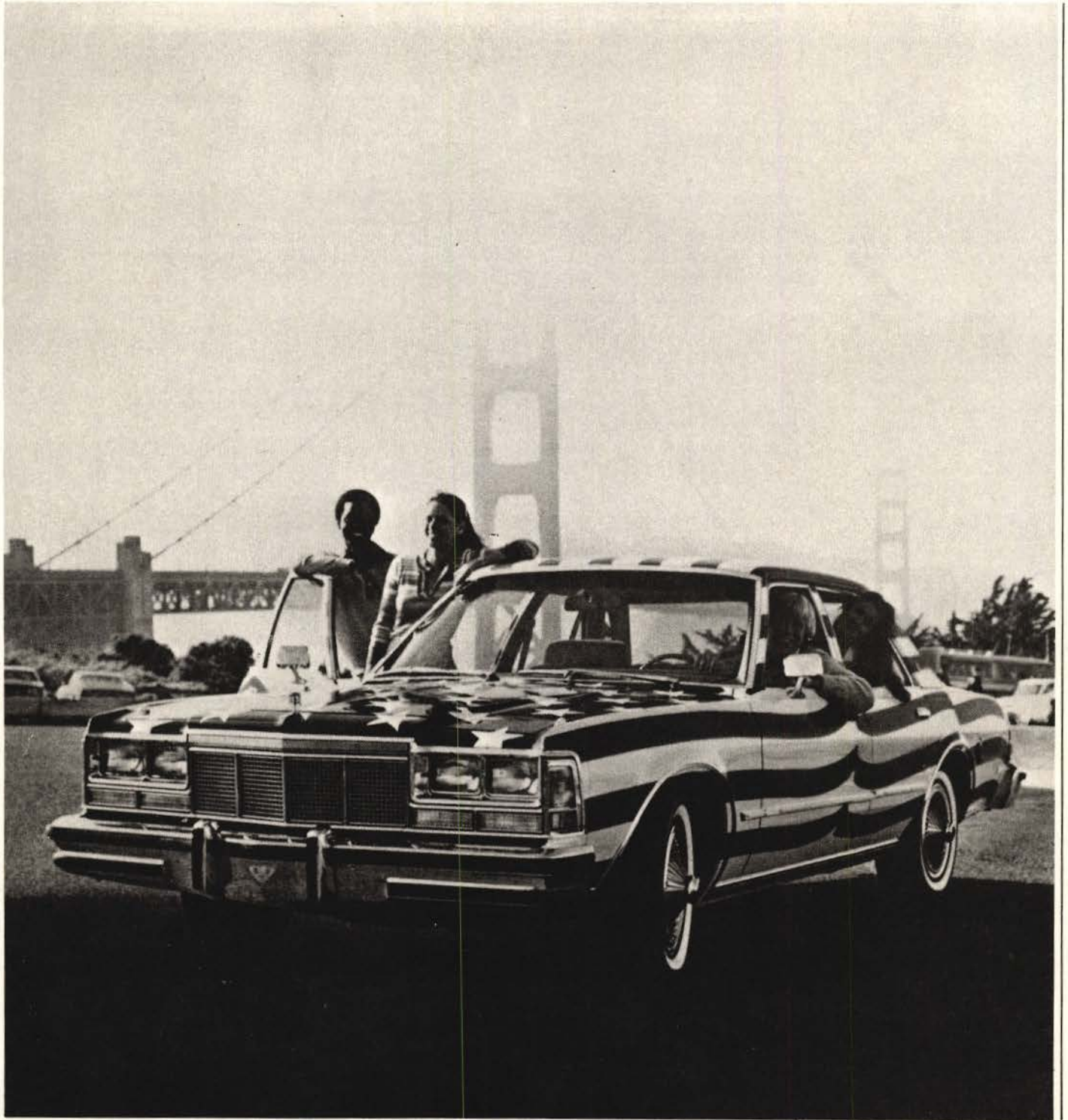
You may wish to consult with other employers on current vanpooling practices. A listing of U.S. employers sponsoring vanpool programs appears in Exhibit B.

# VANPOOLING WORKS. FOR YOU, YOUR EMPLOYEES AND YOUR BOTTOM LINE.

Find out how you can put a vanpool to work for you. Write for our vanpooling kit to: Office of the Secretary,  
U.S. Department of Transportation, 400 7th  
Street, S.W., Washington, D.C. 20590.



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# Selected HOV Projects and Preferential Treatments for Ridesharing Pools

Exhibit

## A

### Los Angeles—El Monte Busway Express Lanes

*Description:*

The 11-mile express lane facility for buses and carpools is a two-lane exclusive roadway in the center and along the side of the San Bernardino Freeway (one lane in each direction) between El Monte and Los Angeles. The section from El Monte to the Long Beach Freeway is open to carpools with three or more persons.

*Commuter Usage:*

Buses carry 5,300 daily round trip passengers. Some 1,600 carpools use the lanes during peak periods.

### Los Angeles—Freeway Ramp Bypasses

*Description:*

Buses and two-or-more-person carpools are given preferential bypass treatment at metered freeway entry ramps. Eligible vehicles may bypass single occupant vehicles at ramps. Some 24 such ramps are operating in either the a.m. or p.m. peak period, and there are plans to open more.

*Commuter Usage:*

In the initial stage, there was an average 50 percent increase in the number of carpools using the ramps. There were, on the average, 1,850 carpools and 105 buses using the bypasses in the a.m. peak period, carrying 4,270 and 4,200 persons respectively.

### Marin County, Calif.— U.S. 101 Bus-carpool Lanes

*Description:*

Contra-flow bus lane in one direction, and with-flow bus and carpool lanes in both directions, in two separate segments on an eight-lane divided facility. The contra-flow bus lane operates during afternoon peak periods and use is limited to buses and three-or-more-person carpools southbound between 6 and 9 a.m., and northbound between 4 and 7 p.m.

*Commuter Usage:*

Some 1,500 to 1,800 three-or-more-person carpools and 120 transit buses use the facility during each peak period.

*Location:*

The four-mile contra-flow lane runs from just north of the Golden Gate Bridge to just south of the Richardson Bay Bridge. The with-flow lane continues from the Richardson Bay Bridge to Sir Francis Drake Boulevard, a distance of 3.8 miles.

### Connecticut Turnpike— Reduced Tolls

*Description:*

Commutation tickets on the 129-mile Connecticut Turnpike were reduced from \$3.50 to \$1 for a book of 42 tickets for three person carpools. Use is limited to a series of three consecutive toll (barrier) stations during a 60-day period.

*Commuter Usage:*

Approximately 5,000 per day or 110,000 per month.

### Honolulu—Kalaniana'ole Highway HOV Lane

*Description:*

The project operates as a reversible exclusive lane for buses and three-person carpools on a four-lane undivided street for 2.0 miles and on a six-lane divided arterial for an additional one-half mile. The facility operates only from 6 to 8 a.m. with two or three regular inbound lanes, the reversible inbound reserved lane, and one or two regular lanes outbound.

*Commuter Usage:*

1,200 autos and 16 buses carrying 3,600 and 660 passengers respectively during the morning peak period.

*Location:*

The highway serves the University of Hawaii and the Honolulu CBD.

**Miami—I-95/7th Avenue  
HOV Lanes**

*Description:*

The median shoulder of I-95 in the Miami area has been reserved and converted for the exclusive use of carpools of two or more persons and buses. The project operates from 7 to 9 a.m. southbound and 4 to 6 p.m. northbound on weekdays. Lanes are open to general use at other times.

*Commuter Usage:*

1,650 daily passengers on 52 buses, and approximately 2,600 persons in 1,250 carpools in the p.m. peak hour, including 22 percent violators. Prior to lowering the permissible carpool size to two persons, ridership peaked at approximately 1,700 persons in 700 automobiles. However, almost half of the automobiles were violators.

*Location:*

The 7.5-mile project runs on I-95 from the Golden Glades interchange south along N.W. 7th Avenue to downtown Miami, the Airport, and Civic Center.

**Miami—South Dixie  
Highway HOV Lane**

*Description:*

The project consists of a median with-flow bus and carpool lane, and traffic signal improvements in a 5.5-mile segment of South Dixie Highway, a six-lane arterial. Initially, buses were carried on a contra-flow lane, but this was dropped in favor of joint use of the median lane with carpools of two or more persons. The project operates from 7 to 9 a.m. and 4 to 6 p.m. on weekdays.

*Commuter Usage:*

Average daily bus ridership is about 2,100 on 61 buses, representing a 100 percent increase in ridership. The facility carries 1,200 carpools serving 2,600 passengers during peak hours. The bus/carpool lane carries about 40 percent of all riders on the highway during peak hours.

*Location:*

South Dixie Highway between S.W. 72nd Avenue in South Miami to the entrance to I-95 south of the Miami central business district.

**Boston—I-93  
HOV Lane**

*Description:*

A preferential lane is located in the far left lane of a four-lane roadway. The lanes are reserved for buses and carpools of three or more persons. The intent of the preferential lane is to give head-of-the-line privileges to carpools for downtown Boston during the morning rush hours.

*Commuter Usage:*

An average of 32 buses and more than 500 carpools per day, carrying a total of 2,620 passengers.

*Location:*

A 3/4 mile section of I-93 southbound in Charlestown, Mass.

**Minneapolis—Grant Street  
Carpool Ramp**

*Description:*

The I-35 Urban Corridor Demonstration project established nine bypass ramps for buses. The Grant Street project permits carpools of three or more people to share the use of the bypass ramp in downtown Minneapolis. The Grant Street ramp is limited to vehicles outbound from the CBD in the evening peak period.

*Commuter Usage:*

Average occupancy of carpools is 3.6 persons. The project serves approximately 240 persons per peak period.

**Washington, D.C./Northern  
Virginia—Shirley Highway (I-95)**

*Description:*

Buses and four-or-more-person carpools are allowed the exclusive use of a physically separated two-lane reversible section in the median of I-95. The Shirley Highway is a major commuter route which links suburban Northern Virginia and Washington, D.C. The buses and carpools enter and exit on exclusive ramps.

*Commuter Usage:*

During the a.m. peak period (6 to 9:30 a.m.) 4,042 carpools and 540 buses carry 16,000 and 21,600 persons respectively. Approximately 56 percent of the use (or 21,000 persons) occurs in a single hour.

*Location:*

The 12-mile facility extends from Springfield, Va., to Washington, D.C. via the 14th Street Bridge. Vehicles can save 15 or 20 minutes by using the express lane. The highly successful project has attracted a substantial number of carpools.

## Employer Sponsored Vanpool Programs

Exhibit

# B

AT&T Long Lines  
110 Belmont Drive B-26  
Somerset, N.J. 08873  
(201) 885-2480

Action NOW, Inc.  
1015 West Chestnut  
Louisville, Ky. 40203  
(502) 584-2403

Action Resources, Inc.  
VAN-GO Hawaii  
1077 Bishop Street #440  
Honolulu, Hawaii 96813  
(808) 524-7333

Adolph Coors Co.  
Dept. 402  
Boulder, Colo. 80401  
(303) 279-6565

The Aerospace Corp.  
Energy & Resources Division  
C101—Room 642  
P.O. Box 92957  
Los Angeles, Calif. 90009  
(213) 648-6154

Allendale Mutual Insurance Co.  
Allendale Park Box 7500  
Johnston, R.I. 02919  
(401) 275-4211

Allied Chemical  
Columbia Rd. & Park Ave.  
P.O. Box 2245R  
Morristown, N.J. 07960  
(201) 455-3575

Allstate Insurance Co.  
Allstate Plaza North—F4  
Northbrook, Ill. 60062  
(312) 291-5484

American Can  
American Lane  
Greenwich, Conn. 06830  
(203) 552-2184

Ampex  
401 Broadway—MS 2-01  
Redwood City, Calif. 94063  
(415) 367-2115

Aramco Services  
1100 Milam  
Houston, Texas 77002  
(713) 641-5870

Atlantic Richfield Co.  
515 S. Flower Street  
Los Angeles, Calif.  
(213) 486-3458

Bell Laboratories  
600 Mountain Avenue  
Murray Hill, N.J. 07974  
(201) 582-4396

195 Broadway Corp.  
295 N. Maple Avenue  
Room 411 G1  
Basking Ridge, N.J. 07920

Brown & Root  
P.O. Box 3  
Houston, Texas 77001  
(713) 676-5395

Butler Manufacturing Co.  
P.O. Box 917  
Kansas City, Mo. 64141  
(816) 968-3000

CCEC/McCullagh-Leasing, Inc.  
300 St. Paul Place—12th Fl.  
Baltimore, Md. 21202  
(301) 332-2814

California Dept. of Transportation  
(Caltrans)  
1120 N Street, Room 5332  
Sacramento, Calif. 95814  
(916) 445-6143

Cargill  
Box 9300  
Minneapolis, Minn. 55440  
(612) 475-7575

Genex  
P.O. Box G  
South St. Paul, Minn. 55165  
(612) 451-5468

Chrysler Corp.  
Office of Public Responsibility  
P.O. Box 1919  
Detroit, Mich. 48231  
(313) 956-5353

City of Los Angeles  
City Hall  
200 North Spring  
Los Angeles, Calif. 90012  
(213) 485-2751

Commercial Credit  
300 St. Paul Place  
12th Floor  
Baltimore, Md. 21202  
(301) 332-2814

Commuter Computer Van Pool  
3440 Wilshire Blvd.  
Suite 610  
Los Angeles, Calif. 90010  
(213) 380-7433  
(Third Party Operator)

Commuter Transportation Systems  
3440 Wilshire Blvd.  
Suite 610  
Los Angeles, Calif. 90010  
(213) 380-7433

Connecticut Department of Transportation  
Mass Transit Planning  
24 Wolcott Hill Road  
Wethersfield, Conn. 06109  
(203) 566-2414

Conservation Industries  
525 C Street  
Suite 402  
San Diego, Calif. 92101  
(714) 234-4787

Continental Oil (Conoco)  
P.O. Box 2197  
Houston, Texas 77001  
(713) 965-1484

Control Data  
P.O. Box 42-C  
Bloomington, Minn. 55440  
(612) 853-3241

Cooper & Woodruff  
P.O. Box 2947  
Amarillo, Texas 79105  
(806) 335-1742

Corning Glass Works  
Houghton Park A-3  
P.O. Box 158  
Corning, N.Y. 14830  
(607) 974-8064

Detroit Edison Co.  
200 Second Avenue  
Detroit, Mich. 48226  
(313) 237-7763

Digital Equipment Corporation  
129 Parker Street  
PK 32/A28  
Maynard, Mass. 01754  
(617) 493-6555

Economics Laboratories Inc.  
370 Wabasha  
St. Paul, Minn. 55102  
(612) 224-4678

Employer-Sponsored  
Vanpool Programs

Exhibit B

Educational Testing Service  
Rosedale Road  
Princeton, N.J. 08540  
(609) 921-9000

Erving Paper Mills  
Vernon Road  
Brattleboro, Vt. 05301  
(802) 257-0511

Farmers Union Grain Terminal Assn.  
1667 North Snelling Avenue  
St. Paul, Minn. 55167  
(612) 646-9433 x435

Fiesta Paratransit  
7500 E. Butherus Drive  
Scottsdale, Ariz. 85260  
(602) 948-8383

General Dynamics  
Electric Boat Division  
Eastern Point Road  
Groton, Conn. 06340  
(203) 446-6842

General Mills  
P.O. Box 1113  
Minneapolis, Minn. 55440  
(612) 540-3552

Golden Gate Bridge  
Highway and Transportation District  
Office of Special Projects  
Box 9000 Presidio Station  
San Francisco, Calif. 94129  
(415) 456-0977

Gulf Oil Company  
#2 Houston Center  
P.O. Box 2001 Room 2144  
Houston, Texas 77001  
(713) 750-3498

Gulf Research and Development  
P.O. Box 2038  
Pittsburgh, Pa. 15230  
(412) 362-1600

Hewlett Packard  
1501 Page Mill Road  
Palo Alto, Calif. 94304  
(415) 493-1501

Hoffman-LaRoche Pharmaceuticals  
340 Kingsland Street  
Nutley, N.J. 07110  
(201) 235-3898

Honeywell  
Honeywell Plaza  
Minneapolis, Minn. 55408  
(612) 870-2165

Household Finance Corp.  
2700 Sanders Road  
Prospect Heights, Ill. 60601  
(312) 564-5000

Hughes Tool  
P.O. Box 2539  
Houston, Texas 77001  
(713) 676-3011

Johns-Manville  
P.O. Box 5108  
Denver, Colo. 80217  
(303) 979-1000

Knoxville Commuter Pool  
Transportation Center  
University of Tennessee  
Knoxville, Tenn. 37916  
(615) 974-6666  
(Third Party Operator)

Laminating Corp. of America  
611 Industrial Way West  
Eatontown, N.J. 07724  
(201) 544-9494

Massachusetts General Life Insurance  
One Newton Executive Park  
Newton Lower Falls, Mass. 02162  
(617) 964-5000

Michigan Bell  
1365 Cass Avenue  
Room 1603  
Detroit, Mich. 48226  
(313) 223-8150

Minnesota Highway Department  
Public Transportation Section  
Highway Building, Room 807  
St. Paul, Minn. 55155  
(612) 296-5975

Minnesota Mutual Life Insurance  
345 Cedar Street  
St. Paul, Minn. 55101  
(612) 298-3445

Modnar  
School of Mechanical Engineering  
Georgia Institute of Technology  
Atlanta, Ga. 30332  
(404) 894-3255  
(Third Party Operator)

Montgomery Ward  
One Montgomery Ward Plaza  
General Distribution 5-South  
Chicago, Ill. 60671  
(312) 467-3606

Nabisco  
River Road  
Hanover, N.J. 07936  
(201) 884-0500

National Car Rental  
5501 Green Valley Drive  
Bloomington, Minn. 55437  
(612) 830-2152

National Liberty Corp.  
Liberty Park  
20 Moores Road  
Frazer, Pa. 19335  
(215) 648-5202

New England Mutual Life Insurance  
501 Boylston Street  
Boston, Mass. 02117  
(617) 266-3700 x2431

Northeast Utilities Service Co.  
Box 270  
Hartford, Conn. 06101  
(203) 666-6911

Offutt Vanpool  
Building 105  
Offutt AFB, Neb. 68113  
(402) 294-3571

PHd Corp.  
P.O. Box 20008  
San Diego, Calif. 92120  
(714) 283-7161

Peterson, Howell, & Heather  
P.O. Box 2174  
Baltimore, Md. 21203  
(301) 667-2116

Polaroid  
151 Third Avenue  
Needham Heights, Mass. 02194  
(617) 444-1306

Prudential Insurance  
3701 Wayzata Blvd.  
Minneapolis, Minn. 55416  
(612) 374-8901

Prudential Insurance  
Eastern Operations Home Office  
Box 750  
South Plainfield, N.J. 07080  
(201) 321-2122

Prudential Insurance  
P.O. Box 388  
Fort Washington, Pa. 19034  
(215) 784-2345

Prudential Insurance  
P.O. Box 2075  
Houston, Texas 77001  
(713) 790-1400 x688

Employer-Sponsored  
Vanpool Programs

Exhibit B

Ralph M. Parsons Co.  
100 West Walnut  
Pasadena, Calif. 91124  
(213) 440-2477

Reston Commuter Bus  
11404 Washington Plaza West  
Reston, Va. 22090  
(703) 437-7800  
(Third Party Operator)

Richfield Bank and Trust  
6625 Lyndale Avenue South  
Minneapolis, Minn. 55423  
(612) 861-7355 x279

Rides for Bay Area  
Commuter, Inc.  
100 Van Ness Avenue  
San Francisco, Calif. 94102  
(415) 863-9588

Rockwell International  
Rocky Flats Plant  
Box 464  
Golden, Colo. 80401  
(303) 497-4124

Rubbair Door Division  
Eckel Industries  
100 Groton-Shirley Road  
Ayer, Mass. 01432  
(617) 772-0480

Sandoz  
Route 10  
East Hanover, N.J. 07936  
(201) 386-7536

Schering-Plough  
2000 Galloping Hill Road  
Kenilworth, N.J. 07033  
(201) 931-2503

Scott Paper  
Industrial Highway  
Plaza One  
Philadelphia, Pa. 19113  
(215) 521-5000 x300

G. D. Searle & Co.  
P.O. Box 5110  
Chicago, Ill. 60680  
(312) 679-7700

SmithKline Corp.  
1500 Spring Garden Street  
Philadelphia, Pa. 19101  
(215) 854-4118

Social Security Administration  
G-122 W. West Building  
Baltimore, Md. 21235  
(301) 594-4747

Southern California Commuter  
Bus Service  
16782 Bolero Lane  
Huntington Beach, Calif. 92647  
(714) 896-4153  
(Third Party Operator)

Southern New England Telephone  
Office of Environmental Affairs  
146 Temple Street, 2nd Floor  
New Haven, Conn. 06506  
(203) 771-7225

Specialty Transit Company, Inc.  
P.O. Box 253  
Wentzville, Mo. 63385  
(314) 327-6000

Sperry Flight Systems  
Mail Station 101E  
P.O. Box 21111  
Phoenix, Ariz. 85036  
(602) 942-2311 x221

State Employees Commuter Assn.  
4706 El Bardo Court  
Rio Rancho, N.M. 87124  
(505) 827-3111

State-Times & Morning Advocate  
525 Lafayette Street  
Baton Rouge, La. 70821  
(504) 388-0235

Statitrol  
140 South Union  
Lakewood, Colo. 80228  
(303) 986-1581

Taylor, Wiseman, Taylor  
306 Fellowship Road  
Mt. Laurel, N.J. 08054  
(609) 235-7200

Tektronix  
P.O. Box 500  
Beaverton, Ore. 97077  
(503) 644-0161

Tennessee Valley Authority  
121 Evans Building  
Knoxville, Tenn. 37902  
(615) 632-2494

Texas Instruments  
P.O. Box 225474  
Mail Station 361  
Dallas, Texas 75265  
(214) 238-4879

Texas Medical Center  
1133 MD Anderson Blvd.  
Houston, Texas 77030  
(713) 797-0100

Toledo Hospital  
2142 N. Cove Blvd.  
Toledo, Ohio 43606  
(419) 473-4518

3M Company  
3M Center  
St. Paul, Minn. 55101  
(612) 733-9648

United Services  
Automobile Assn.  
USAA Building  
San Antonio, Texas 78288  
(512) 690-2694

University of California  
Berkeley, Calif.  
(415) 642-6000

University of California at San Francisco  
Medical Center  
1379 Third Avenue  
San Francisco, Calif. 94143  
(415) 666-1511

University of Washington  
Physical Plant, FJ-10  
Seattle, Wash. 98195  
(206) 545-1429

Vanpool Services  
4510 West 77th Street  
Suite 127  
Minneapolis, Minn. 55435

Alan M. Voorhees & Associates  
Westgate Research Park  
7798 Old Springhouse Road  
McLean, Va. 22101  
(703) 893-4310

Washington University School  
of Medicine  
660 South Euclid, Box 8106  
St. Louis, Mo. 63110  
(314) 454-2441

Weyerhaeuser Co.  
WL  
Tacoma, Wash. 98401  
(206) 924-2561

Winnebago  
P.O. Box 152  
Forest City, Iowa 50436  
(515) 582-3535 x158

Zenith Radio  
1900 N. Austin Avenue  
Chicago, Ill. 60639  
(312) 391-7165

# Federal Highway Administration Division Offices

Exhibit



FHWA Alabama Division  
441 High Street  
Montgomery, Ala. 36104  
(205) 832-7370

FHWA Alaska Division  
709 West 9th Street, P.O. Box 1648  
Juneau, Alaska 99801  
(907) 586-7418

FHWA Arizona Division  
Suite 201  
3500 North Central Avenue  
Phoenix, Ariz. 85012  
(602) 261-6675

FHWA Arkansas Division  
Federal Office Building, Room 3128  
700 West Capitol Avenue  
Little Rock, Ark. 72201  
(501) 378-5625

FHWA California Division  
Federal Building, 2nd Floor  
801 Eye Street, P.O. Box 1915  
Sacramento, Calif. 95809  
(916) 440-2428

FHWA Colorado Division  
10488 West 6th Place  
Denver, Colo. 80215  
(303) 234-4425

FHWA Connecticut Division  
990 Wethersfield Avenue  
Hartford, Conn. 06114  
(203) 244-2410

FHWA Delaware Division  
Federal Office Building, 2nd Floor  
300 South New Street, P.O. Box 517  
Dover, Del. 19901  
(302) 678-4860

FHWA District of Columbia Division  
McLachlen Bldg.  
666 11th St., N.W., Rm. 1000  
Washington, D.C. 20001  
(202) 724-3379

FHWA Florida Division  
Ackerman Building  
223 W. College Avenue, P.O. Box 1079  
Tallahassee, Fla. 32302  
(904) 224-8111

FHWA Georgia Division  
1422 Peachtree Street, N.W.  
Atlanta, Ga. 30309  
(404) 881-4751

FHWA Hawaii Division  
300 Ala Moana Boulevard, Suite 4119  
Honolulu, Hawaii 96850  
(808) 546-5150

FHWA Idaho Division  
3010 W. State Street  
P.O. Box 7527  
Boise, Idaho 83707  
(208) 384-1843

FHWA Illinois Division  
3085 East Stevenson Drive  
P.O. Box 3307  
Springfield, Ill. 62708  
(217) 529-6781

FHWA Indiana Division  
575 N. Pennsylvania Street  
Indianapolis, Ind. 46204  
(317) 269-7474

FHWA Iowa Division  
105 6th Street, P.O. Box 627  
Ames, Iowa 50010  
(515) 233-1664

FHWA Kansas Division  
444 S.E. Quincy Street  
Topeka, Kan. 66683  
(913) 295-2550

FHWA Kentucky Division  
John C. Watts Federal Building  
330 West Broadway Street  
P.O. Box 536  
Frankfort, Ky. 40601  
(502) 227-7321

FHWA Louisiana Division  
Federal Office Bldg., Room 237  
750 Florida Boulevard  
Baton Rouge, La. 70801  
(504) 389-0244

FHWA Maine Division  
Federal Building/U.S. Post Office,  
Room 614  
40 Western Avenue  
Augusta, Maine 04330  
(207) 622-6171

FHWA Maryland Division  
711 West 40th Street  
Baltimore, Md. 21211  
(301) 962-4440

FHWA Massachusetts Division  
100 Summer Street  
Suite 1517  
Boston, Mass. 02110  
(617) 223-2879

FHWA Michigan Division  
Federal Building  
315 West Allegan Street  
P.O. Box 10147  
Lansing, Mich. 48901  
(517) 372-1910, Ext. 234

FHWA Minnesota Division  
Metro Square Building, Suite 490  
7th and Robert Streets  
St. Paul, Minn. 55101  
(612) 725-7001

FHWA Mississippi Division  
Suite 105, 666 North Street  
Jackson, Miss. 39201  
(601) 969-4215

FHWA Missouri Division  
209 Adams Street, P.O. Box 148  
Jefferson City, Mo. 65101  
(314) 636-7104

FHWA Montana Division  
301 South Park  
Drawer 10056  
Helena, Mont. 59601  
(406) 449-5306

FHWA Nebraska Division  
100 Centennial Mall North  
Lincoln, Neb. 68502  
(402) 471-5521

FHWA Nevada Division  
1050 E. Williams Street  
Suite 300  
Carson City, Nev. 89701  
(702) 470-5318

FHWA New Hampshire Division  
Federal Building  
55 Pleasant Street  
Concord, N.H. 03301  
(603) 224-3385

FHWA New Jersey Division  
Suburban Square Building  
25 Scotch Road  
Trenton, N.J. 08628  
(609) 989-2288

FHWA New Mexico Division  
U.S. Court House, Room 117  
Santa Fe, N.M. 87501  
(505) 988-1255

FHWA New York Division  
Leo W. O'Brien Federal Building  
9th Floor  
Albany, N.Y. 12207  
(518) 472-3616

Federal Highway Administration  
Division Offices

Exhibit C

FHWA North Carolina Division  
Federal Building  
310 New Bern Avenue, P.O. Box 26806  
Raleigh, N.C. 27611  
(919) 755-4346

FHWA North Dakota Division  
New Federal Building, P.O. Box 1755  
Bismarck, N.D. 58501  
(701) 255-4011

FHWA Ohio Division  
200 North High Street  
P.O. Box 15008  
Columbus, Ohio 43215  
(614) 469-6896

FHWA Oklahoma Division  
200 N.W. Fifth Street  
Oklahoma City, Okla. 73102  
(405) 231-4624

FHWA Oregon Division  
Equitable Center, Suite 100  
530 Center Street, N.W.  
Salem, Ore. 97301  
(503) 378-3835

FHWA Pennsylvania Division  
228 Walnut Street, P.O. Box 1086  
Harrisburg, Pa. 17108  
(717) 782-2222

FHWA Puerto Rico Division  
U.S. Courthouse and Federal Building  
Carlos Chardon Street  
Hato Rey, Puerto Rico 00918  
(809) 753-4600

FHWA Rhode Island Division  
Suite 250, Federal Building and U.S.  
Post Office  
Exchange Terrace  
Providence, R.I. 02903  
(401) 528-4541

FHWA South Carolina Division  
Suite 203  
2001 Assembly Street  
Columbia, S.C. 29201  
(803) 765-5411

FHWA South Dakota Division  
Federal Office Building, P.O. Box 700  
Pierre, S.D. 57501  
(605) 224-7351

FHWA Tennessee Division  
Federal Building, Room A926  
U.S. Courthouse, 801 Broadway  
Nashville, Tenn. 37203  
(615) 251-5394

FHWA Texas Division  
Federal Office Building, Room 826  
300 East Eighth Street  
Austin, Texas 78701  
(512) 397-5511

FHWA Utah Division  
Federal Building  
125 South State Street, P.O. Box 11563  
Salt Lake City, Utah 84147  
(801) 524-5141

FHWA Vermont Division  
Federal Building, P.O. Box 568  
Montpelier, Vt. 05602  
(802) 223-5294

FHWA Virginia Division  
Federal Building, 10th Floor  
400 N. Eighth Street, P.O. Box 10045  
Richmond, Va. 23240  
(804) 782-2371

FHWA Washington Division  
711 South Capitol Way, P.O. Box 29  
Olympia, Wash. 98501  
(206) 753-9480

FHWA West Virginia Division  
2000 Federal Office Building  
500 Quarrier Street  
Charleston, W.Va. 25301  
(304) 343-6181, Ext. 203

FHWA Wisconsin Division  
4502 North Vernon Blvd., P.O. Box 5428  
Madison, Wis. 53705  
(608) 252-5395

FHWA Wyoming Division  
O'Mahoney Federal Center  
2120 Capital, P.O. Box 1127  
Cheyenne, Wyo. 82001  
(307) 778-2220, Ext. 2101



## State and Local Ridesharing Agencies

Exhibit

# D

Birmingham Regional Planning  
Commission  
21 Office Plaza South, #220  
2112—11th Ave. South  
Birmingham, Ala. 35205  
(205) 251-8139

Carpool Program  
Municipality of Anchorage  
Pouch 6-650  
3500 Tudor  
Anchorage, Alaska 99502  
(907) 274-2525

Project Pool It  
70 E. Mitchell Dr. #2A  
Phoenix, Ariz. 85012  
(602) 248-7283

Rideshare, PIMA Association of  
Governments  
405 Transamerica Building  
Tucson, Ariz. 85701  
(602) 792-1093

Commuter Computer  
3440 Wilshire Blvd.  
Suite 610  
Los Angeles, Calif. 90010  
(213) 380-7433

Office of Ridesharing  
California DOT  
1120 N Street  
Sacramento, Calif. 95814  
(916) 445-3087

Commuter Computer of San Diego  
P.O. Box 82358  
San Diego, Calif. 92138  
(714) 234-7665

Rides for Bay Area Commuters, Inc.  
100 Van Ness Ave., 19th Floor  
San Francisco, Calif. 94102  
(415) 863-9588

Vanpool Project Administrator  
Golden Gate Bridge, Highway &  
Transportation District  
P.O. Box 9000 - Presidio Station  
San Francisco, Calif. 94129  
(415) 457-3110

Carpool Locator Service  
Pikes Peak Regional Library District  
P.O. Box 1579  
Colorado Springs, Colo. 80901  
(303) 473-2080

Rideshare Coordinator  
Denver Regional Council of  
Governments  
2480 W. 26th Ave., Suite 200 B  
Denver, Colo. 80211  
(303) 758-5166

Connecticut Carpooling  
Statewide Information Number  
1-800-842-1910

Taltran Carpool Information Center  
City of Tallahassee  
2620 S. Monroe St.  
Tallahassee, Fla. 32301  
(904) 877-2800

Van Go Hawaii  
1077 Bishop St., Suite 442  
Honolulu, Hawaii 96813  
(808) 524-0946

Ridesharing Coordinator  
Ada County Highway District  
318 E. 37th St.  
Boise, Idaho 83704  
(208) 384-8936

Coordinator of Carpooling  
Madison County Council of Govt.  
Madison County Govt. Center  
Anderson, Ind. 46016  
(317) 646-9338

Carpooling Committee  
Ashland Area Chamber of Commerce  
1740 Winchester Ave.  
Ashland, Ky. 41101  
(606) 324-5111

Carpool Coordinator  
Barren River Development District  
1415 Woodhurst Drive  
Bowling Green, Ky. 42101  
(502) 745-4555

Metro Carpool Project  
Louisville Area Chamber of Commerce  
301 W. Liberty St.  
Louisville, Ky. 40202  
(502) 582-2421

Capital Regional Planning Commission  
333 N. 19th St.  
P.O. Box 3355  
Baton Rouge, La. 70821  
(504) 342-5203

Lafayette Regional Planning  
Commission  
P.O. Box 2154  
Lafayette, La. 70501  
(318) 234-4245

Imperial Calcasieu Regional Planning  
and Development Commission  
P.O. Box 3164  
Lake Charles, La. 70601  
(318) 433-1771

Ouachita Council of Governments  
2115 Justice St.  
Monroe, La. 71201  
(318) 387-3521

Regional Planning Commission  
333 St. Charles Ave.  
Suite 900, Masonic Temple Building  
New Orleans, La. 70130  
(504) 523-1432

Rapides Area Planning Commission  
P.O. Drawer 1410  
Pineville, La. 71360  
(318) 445-8293

Shreve Area Council of Governments  
1237 Murphy St., Room 307  
Shreveport, La. 71101  
(318) 226-6488

Computeride  
City of Baltimore  
414 N. Calvert St.  
Baltimore, Md. 21202  
(301) 396-3010

VANGO, Inc.  
Airport Investment Building  
Suite E-100  
Linthicum, Md. 21090  
(301) 796-7665

Montgomery County DOT  
6110 Executive Blvd.  
Rockville, Md. 20852  
(301) 468-4065

The Maryland-National Capital Park and  
Planning Commission  
8787 Georgia Ave.  
Silver Spring, Md. 20907  
(301) 565-7388

Masspool  
150 Causeway Street  
Room 301  
Boston, Mass. 02114  
(617) 227-7665

Share A Ride  
MTC/Commuter Services  
4530 W. 77th St.  
Edina, Minn. 55435  
(612) 835-7755

Central Mississippi Planning and  
Development District, Inc.  
2675 Riverridge Rd.  
Jackson, Miss. 39216  
(601) 981-1511

Mid-America Regional Council  
20 W. Ninth St.  
Kansas City, Mo. 64105  
(816) 474-4240

East-West Gateway Coordinating  
Council  
112 N. Fourth St.  
St. Louis, Mo. 63102  
(314) 421-4220

Lincoln Carpool/Vanpool Program  
Room A405  
County-City Building  
555 S. 10th Street  
Lincoln, Neb. 68508  
(402) 473-6399

Metro Area Carpool  
2615 Cuming Street  
Omaha, Neb. 68131  
(402) 341-7665

Nassau County Office of Public  
Transportation  
Davis Bldg., Plainview Complex  
1425 Old Country Road  
Plainview, N.Y. 11803  
(516) 420-5080

Mecklenberg County Engineering  
Department, Transportation  
720 E. Fourth St.  
Charlotte, N.C. 28202  
(704) 374-2768

Carpool Coordinator  
Traffic Engineering Division  
City of Durham  
P.O. Box 2251  
Durham, N.C. 27702  
(919) 683-4366

Capital Area Carpool  
City of Raleigh  
P.O. Box 590  
Raleigh, N.C. 27602  
(919) 755-6363

Personal Mobility Committee, Inc.  
Suite 702, Transportation Building  
Fourth and Sycamore Sts.  
Cincinnati, Ohio 45202  
(513) 381-7665

Northeast Ohio Areawide Coordinating  
Agency  
439 The Arcade  
Cleveland, Ohio 44114  
(216) 241-2414

Montgomery-Greene County  
Transportation & Development  
Planning Program  
333 W. First St., Suite 500  
Dayton, Ohio 45402  
(513) 223-6323

Toledo Metropolitan Area Council  
of Governments  
420 Madison Ave.  
Toledo, Ohio 43604  
(419) 241-9155

Salem Carpool Project  
Mid Willamette Valley COG  
Civic Center, Room 305  
Salem, Ore. 97301  
(503) 588-6177

Tri-County Metropolitan Transportation  
District  
4012 S.E. 17th Ave.  
Portland, Ore. 97202  
(503) 238-4892

Harrisburg-Area Energy Action Program  
P.O. Box 711  
Harrisburg, Pa. 17108  
(717) 234-3573

Delaware Valley Regional Planning  
Commission  
3rd Floor, Penn Towers Building  
1819 John F. Kennedy Blvd.  
Philadelphia, Pa. 19103  
(215) 567-3000

Southwestern Pennsylvania Regional  
Planning Commission  
564 Forbes Ave.  
Pittsburgh, Pa. 15219  
(412) 263-3500

Ridesharing Coordinator  
Central Midlands Regional Planning  
Council  
800 Dutch Blvd., Suite 155  
Columbia, S.C. 29210  
(803) 798-1243

Knoxville Commuter Pool  
City Hall Park  
Knoxville, Tenn. 37902  
(615) 637-7433

Office of Transportation Pgms.  
City of Dallas  
New City Hall, Room 58 South  
1500 Marilla  
Dallas, Texas 75201  
(214) 670-4033

Carpool Coordinator  
Traffic Engineering Department  
City of Fort Worth  
1000 Throckmorton St.  
Fort Worth, Texas 76102  
(817) 335-7211

Houston Carshare Program  
Public Transportation  
P.O. Box 1562  
Houston, Texas 77001  
(713) 222-5541

Energy Conservation Program  
City of San Antonio  
P.O. Box 9066  
San Antonio, Texas 78285  
(512) 223-6381

Central Vermont Regional Planning  
Commission  
144 Main St.  
Montpelier, Vt. 05602  
(802) 229-0389

Easyride, Peninsula Transportation  
District Commission  
3400 Victoria Blvd.  
Hampton, Va. 23661  
(804) 722-2837

Tidewater Transportation Commission  
P.O. Box 660  
Norfolk, Va. 23501  
(804) 627-9291

Seattle/King County Commuter Pool  
Room 600 Old Arctic Building  
704 Third Ave.  
Seattle, Wash. 98104  
(206) 625-4651

Commuter Club  
Metropolitan Washington Council of  
Governments  
1225 Connecticut Ave., N.W.  
Washington, D.C. 20036  
(202) 659-6420

Milwaukee Area Carpooling Program  
901 N. 9th St.  
Milwaukee, Wis. 53233  
(414) 271-7111

Southeastern Wisconsin Regional  
Planning Commission  
916 N. East Ave.  
Waukesha, Wis. 53186  
(414) 547-6721

# State Departments of Transportation

Exhibit

# E

State of Alabama Highway Department  
State Highway Building  
11 S. Union St.  
Montgomery, Ala. 36030  
(205) 832-5440

Department of Transportation and  
Public Facilities  
Pouch 2  
Juneau, Alaska 99802  
(907) 364-2121

Arizona Department of Transportation  
206 S. 17th Ave.  
Phoenix, Ariz. 84007  
(602) 261-7011

Arkansas State Highway Department  
State Highway Department Building  
9500 New Benton Hwy, P.O. Box 2261  
Little Rock, Ark. 72203  
(501) 569-2000

Department of Transportation  
P.O. Box 1139  
Sacramento, Calif. 95805  
(916) 445-2201

Colorado State Department of  
Highways  
4201 E. Arkansas Ave.  
Denver, Colo. 80222  
(303) 757-9201

Department of Transportation  
P.O. Drawer "A"  
Wethersfield, Conn. 06109  
(203) 566-3477

Department of Transportation  
P.O. Box 778  
Dover, Del. 19901  
(302) 678-4301

Department of Transportation  
Presidential Building, Room 508  
415 12th St., N.W.  
Washington, D.C. 20004  
(202) 628-6000

Florida Department of Transportation  
Haydon Burns Building  
605 Suwannee St.  
Tallahassee, Fla. 32304  
(904) 488-8541

Department of Transportation  
No. 2 Capitol Square  
Atlanta, Ga. 30224  
(404) 656-5200

Department of Transportation  
869 Punchbowl St.  
Honolulu, Hawaii 96813  
(808) 548-3205

State of Idaho Transportation  
Department  
P.O. Box 7129  
Boise, Idaho 83707  
(208) 384-3699

Illinois Department of Transportation  
2300 S. Dirksen Parkway  
Springfield, Ill. 62764  
(217) 782-5597

Indiana State Highway Commission  
State Office Building, Room 1101  
100 N. Senate Ave.  
Indianapolis, Ind. 46204  
(317) 633-5816

Iowa Department of Transportation  
State Capitol  
Des Moines, Iowa 50319  
(515) 296-1101

Kansas Department of Transportation  
State Office Building  
Topeka, Kan. 66612  
(913) 296-3461

Department of Transportation  
State Office Building  
High and Clinton Sts.  
Frankfort, Ky. 40601  
(502) 564-4890

Department of Transportation and  
Development  
P.O. Box 44245  
Capitol Station  
Baton Rouge, La. 70804  
(504) 389-5112

Department of Transportation  
State Office Building  
Augusta, Maine 04333  
(207) 289-2551

Maryland Department of Transportation  
P.O. Box 8755—Elm Road  
Baltimore-Washington International  
Airport, Md. 21240  
(301) 787-7397

Executive Office of Transportation and  
Construction  
One Ashburton Place, 16th Floor  
Boston, Mass. 02108  
(617) 727-7680

Michigan Department of State  
Highways and Transportation  
P.O. Box 30050  
Lansing, Mich. 48904  
(517) 373-2090

Department of Transportation  
State Transportation Building  
St. Paul, Minn. 55155  
(612) 296-3000

State Highway Department  
P.O. Box 1850  
Jackson, Miss. 39205  
(601) 354-6594

Missouri State Highway Department  
State Highway Building  
Jefferson City, Mo. 65101  
(314) 751-2551

Montana Department of Highways  
E. Sixth Ave. and Roberts St.  
Helena, Mont. 59601  
(406) 449-2482

Department of Roads  
P.O. Box 94759  
Statehouse Station  
Lincoln, Neb. 68509  
(402) 477-6012

Nevada Department of Highways  
Administration Building, Room 201  
1263 S. Stewart St.  
Carson City, Nev. 89712  
(702) 885-5440

Department of Public Works and Hwys.  
85 Loudon Rd.  
Concord, N.H. 03301  
(603) 271-3734

Department of Transportation  
1035 Parkway Ave.  
Trenton, N.J. 08625  
(609) 292-3346

New Mexico State Highway Dept.  
P.O. Box 1149  
Santa Fe, N.M. 87501  
(505) 983-0100

New York State Department of  
Transportation  
1220 Washington Ave.  
State Campus, Building 5  
Albany, N.Y. 12232  
(518) 457-4422

Department of Transportation  
P.O. Box 25201  
Raleigh, N.C. 27611  
(919) 733-7384

North Dakota Highway Department  
State Highway Building  
Capitol Grounds  
Bismarck, N.D. 58501  
(701) 224-2581

Ohio Department of Transportation  
25 S. Front St.  
Columbus, Ohio 43215  
(614) 466-2335

Oklahoma Department of  
Transportation  
200 NE 21st St.  
Oklahoma City, Okla. 73105  
(405) 521-2631

Department of Transportation  
State Transportation Building  
Room 140  
Salem, Ore. 97310  
(503) 378-6388

Department of Transportation  
1220 Transportation & Safety Building  
Commonwealth & Forester Sts.  
Harrisburg, Pa. 17120  
(717) 787-5574

Department of Transportation  
State Office Building  
Providence, R.I. 02903  
(401) 227-2481

State Highway Department  
State Highway Building  
Drawer 191  
Columbia, S.C. 29202  
(803) 758-2716

South Dakota Department of  
Transportation  
Transportation Building  
East Broadway  
Pierre, S.D. 57501  
(605) 773-3265

Tennessee Department of  
Transportation  
Highway Building, Corner 6th Ave.,  
North and Deaderick Sts.  
Nashville, Tenn. 37219  
(615) 741-2848

State Department of Highways and  
Public Transportation  
Texas Highway Building  
11th and Brazos Sts.  
Austin, Texas 78701  
(512) 475-3525

Utah Department of Transportation  
603 State Office Building  
Salt Lake City, Utah 84114  
(801) 533-5695

Department of Highways  
133 State Street  
Montpelier, Vt. 05602  
(802) 828-2657

Department of Highways and  
Transportation  
1221 E. Broad Street  
Richmond, Va. 23219  
(804) 786-2801

Washington State Highway  
Commission  
Department of Highways  
Highway Administration Building  
Franklin at Maple Park  
Olympia, Wash. 98504  
(206) 753-6005

West Virginia Department of Hwys.  
1900 Washington St., East  
Charleston, W.Va. 25305  
(304) 348-3456

Department of Transportation  
4802 Sheboygan Ave.  
Madison, Wis. 53702  
(608) 266-1113

Wyoming Highway Department  
P.O. Box 1708  
Cheyenne, Wyo. 82001  
(307) 777-7471

Department of Transportation and  
Public Works  
Box 3909 G.P.O.  
San Juan, Puerto Rico 00926  
(809) 725-5840

Exhibit  
**F**

**Estimated Annual Cost  
of Maintaining Various Company  
Carpool Programs**

**Estimated Annual Cost of Maintaining Various Company Carpool Programs**

Company	Management Salary	Secretarial Salary	Overhead (33%)	Total Cost	Company Employees
Prudential Insurance Co. Newark, N.J.		Time: 18 Months Cost: \$15,000	\$ 5,000	\$20,000	4,000
John Hancock Mutual Life Boston	Time: 12 Months Cost: \$25,000	Time: 12 Months Cost: \$10,000	\$11,700	\$46,700	
AT&T Long Lines Somerville, N.J.		Time: 4.5 Months Cost: \$ 3,800	\$ 1,300	\$ 5,100	1,000
Mountain Bell Denver		Time: 0.6 Months Cost: \$ 500	\$ 200	\$ 700	11,000
Hallmark Cards, Inc. Kansas City, Mo.				\$25,000	5,000
Motorola, Inc. Chicago				No Cost*	7,000
Kraft, Inc. Chicago	Time: 0.25 Months Cost: \$ 500		\$ 200	\$ 700	700
Sandia Laboratories Albuquerque, N.M.		Time: 3 Months Cost: \$ 2,500	\$ 800	\$ 3,300	7,000
Airesearch Manufacturing Company of Arizona Phoenix	Time: 3 Months Cost: \$ 6,300	Time: 3 Months Cost: \$ 2,500	\$ 2,900	\$11,700	5,000

Note: Time is measured in person months  
Assumed Annual Salaries:  
Management: \$25,000; Secretary: \$10,000

\*Company Estimate

Source: "Carpool and Vanpool Subsidies: The Hidden Cost of Ridesharing," Chris Johnson, Ashish K. Sen, and Claire McKnight, Proceedings of 19th Transportation Research Forum, V. XIX, No. 1, 1978. Data taken from phone conversations with company personnel.

"How Ridesharing Can Help Your Company"

U.S. Department of Transportation May 1979



## Start-Up Costs for Company Sponsored Vanpool Programs

		Secretarial	Para-Professional	Middle Management (co-ordinators)	Special Services (Lawyers, Insurance, Finance)	Top Management	Sub Total (\$)	Overhead (\$) (33%)	Total (\$)
Company									
3-M Company	Time Cost		5 months \$ 6,250	3.6 months \$ 9,000	0.95 month \$ 2,800	0.4 month \$ 1,500	\$19,600	\$6,500	\$26,100
T.V.A.	Time Cost	0.5 months \$420		2 months \$ 5,000	0.25 month \$730	0.5 month \$ 1,880	8,000	2,600	10,600
Chrysler	Time Cost	0.75 months \$620	\$500 (Travel)	1 month \$ 2,500	0.34 month \$992	2 months \$ 7,500	12,100	4,000	16,100
CONOCO	Time Cost			0.23 month \$580	10.23 months \$30,000		30,600	10,000	40,700
Zenith	Time Cost			3 months \$ 7,500	0.97 month \$ 2,800	0.57 month \$ 2,100	12,400	4,100	16,500
Montgomery Ward								(Estimate)	\$30,000
Commuter Computer								(Estimate)	\$40,000

Note: Time is measured in person months.

Assumed Annual Salaries:

Secretary	\$10,000
Para Professional	15,000
Middle Management	30,000
Special Services	35,000
Top Management	45,000

Source: "Carpool and Vanpool Subsidies: The Hidden Cost of Ridesharing," by Chris Johnson, Ashish K. Sen, and Claire McKnight, Proceedings of 19th Transportation Research Forum, V. XIX, No. 1, 1978.

"How Ridesharing Can Help Your Company"





# Costs of Maintaining Company Sponsored Vanpool Programs

"How Ridesharing Can Help Your Company"

Company		Secretarial	Para-Professional	Middle* Management	Sub Total (\$/Year)	Overhead @ 33% (\$/Year)	Total (\$/Year)	Fleet Size (Vans/ Program)	Annual Cost per Van (\$/Van/Year)
3-m	Time Cost	1.5 months \$1,250		6 months \$12,500	\$13,800	\$4,500	\$18,300	80	229
TVA	Time Cost	24 months \$20,000	18 months \$22,500	36 months \$75,000	117,500	38,800	156,300	480	326
Chrysler	Time Cost			7.2 months \$15,000	15,000	5,000	20,000	78	256
CONOCO	Time Cost	0.12 month \$100		4 months \$ 8,300	8,400	2,800	11,200	37	303
Zenith	Time Cost		2.4 months \$ 3,000		3,000	1,000	4,000	9	444
Montgomery Ward	Time Cost			1.2 months \$ 2,500 2,500	2,500	600	3,300	16	206
Hughes Tool	Time Cost	0.12 month \$100		1.5 months \$ 3,100	3,200	1,100	4,300	20	215
Hoffman LaRoche	Time Cost	0.6 month \$500 600		0.6 months \$ 1,200	1,700	600	2,300	20	115

Note: Time is measured in person months.

Assumed Annual Salaries:  
 Secretary \$10,000  
 Para Professional 15,000  
 Middle Management 25,000

\*Middle Management salary ranges vary from Exhibit G because often a different person (at a lower salary) is assigned to maintain the program once it is initiated.

Source: "Carpool and Vanpool Subsidies: The Hidden Cost of Ridesharing," by Chris Johnson, Ashish K. Sen, and Claire McKnight, Proceedings of 19th Transportation Research Forum, V. XIX, No. 1, 1978.

U.S. Department of Transportation May 1979

Exhibit  
**H**

**Costs of Maintaining  
Company Sponsored  
Vanpool Programs**



- 5 The vehicle is not to be used to carry passengers or freight for hire, for ride sharing or any other purpose involving pay for transportation, other than the specific purpose of the Company vanpool program.
- 6 Repair work will be done only by those persons approved by the Company. All repair work, except in emergency situations, must have prior approval of the Company.
- 7 Accessories, including appearance items, or additional equipment will not be added or removed without prior approval of the Company.
- 8 Use of the vehicle to pull trailers is not allowed. No trailer hitches, temporary or permanent, are to be attached to the unit.
- 9 The vehicle is not to be used for any purpose requiring the removal of any seats.
- 10 The vehicle is to be driven only on hard surfaced public streets and highways and other normal access roads and driveways, and is not to be driven off normal roads, on beaches or in fields, on frozen lakes and rivers, or in any other manner that would expose the vehicle to unsafe conditions.
- 11 The vehicle is not to be driven over bridges posted to allow vehicles weighing only 4 tons or less.
- 12 The Driver/Coordinator is responsible for promptly reporting any accident involving bodily injury or property damage. Such reporting is to be in accordance with the procedures specified by the Company.
  - a Such reporting is also to include injury to a passenger in the van even though no other party is involved. (This would include such cases as a person falling inside the vehicle or injuring himself or herself while entering or alighting from the vehicle.)
  - b The Driver/Coordinator will be responsible for completing and filing all appropriate motor vehicle accident reports as well as the Company automobile accident reports.
  - c In the case of any and each accident during personal use of the van in which damage to the van is sustained, the Driver/Coordinator or Backup driver must pay the Company up to a maximum of (the Company collision deductible, if any) for repairs to cover the deductible amount under the van insurance.
- 13 Safe courteous driving habits, consistent with complete observance of all traffic regulations are of the utmost importance. Any citation resulting from a moving traffic violation while driving the van is the responsibility of the Driver/Coordinator and/or Backup driver. The Driver/Coordinator and/or Backup driver agrees to report to the Company any citation resulting from a moving traffic violation, whether committed while driving the van or any other vehicle.
- 14 The Company, at its sole option, may dissolve any vanpool which is unable to maintain the minimum number of nine paying passengers and/or which is operating uneconomically.
- 15 The fares charged passengers will be periodically reviewed by the Company and increased or decreased consistent with the cost of operation.
- 16 The Driver/Coordinator is responsible for reporting the extra income received from any passengers over the minimum of nine on his or her State and Federal Income Tax returns.

This Agreement may be terminated by either party on thirty (30) days written notice delivered to the other party in person, by telegram or by mail. In addition, it will terminate automatically on (a) termination of the Driver/Coordinator's employment with the Company, (b) loss by the Driver/Coordinator of the required State driver's license or (c) breach by the Driver/Coordinator of the terms of this Agreement.

Driver/Coordinator \_\_\_\_\_ Accepted: (Company Name)  
 \_\_\_\_\_ By \_\_\_\_\_  
 Date \_\_\_\_\_ Date \_\_\_\_\_

Agreement to Serve as Backup Driver

I have received a copy of the above Vanpool Driver/Coordinator Cooperative Agreement, have read it and agree to be bound by its terms in serving as Backup driver to the above Driver/Coordinator. I understand that breach of such terms will result in automatic termination of my right to serve as Backup driver.

Signature	Commencement Date	Termination Date
1 _____	_____	_____
2 _____	_____	_____
3 _____	_____	_____
4 _____	_____	_____

**Vanpool  
Driver / Coordinator  
Cooperative Agreement**

Exhibit

**I**

This Agreement between the Driver/Coordinator whose signature appears below and (*Company Name*), hereinafter called the "Company," shall become effective on the date it is accepted by the Company, as evidenced by the signature of its authorized representative in the space provided below for this purpose.

For the purpose of forming and operating a vanpool with a minimum of nine (9) passengers, the Company agrees to furnish the use of a 12-passenger van, to assist in forming and maintaining the vanpool and to render such other reasonable assistance as may be required for the functioning of the vanpool. The Driver/Coordinator will be the primary driver of the van during the term of this Agreement.

The Driver/Coordinator agrees to be responsible for the following in connection with the operation of the van assigned to him or her:

- 1 Obtain and maintain a valid State driver's or chauffeur's license as required for operating the van.
- 2 Drive the van to and from his/her Company location and pick up and deliver the other Company employees who pay to ride with him/her.
- 3 Keep the passenger pool for the van at or above the minimum of nine (9) paying passengers, but not to exceed a maximum of eleven such passengers.
- 4 Operate the van on a punctual schedule and according to a route approved by the Company.
- 5 Arrange for service and maintenance in accordance with the schedule prescribed in the vehicle's maintenance or instruction manual. Obtain fuel for the van and clean the vehicle inside and out as needed.
- 6 Train sufficient Backup drivers to insure daily operation of the van.
- 7 Supply a secure place for "at home" parking of the van, preferably in a locked garage.
- 8 Arrange alternative transportation for passengers to and from the Company in the event the van is not operable due to mechanical failures or other similar emergencies.
- 9 Keep a record, satisfactory to the Company, of the operation, expense and income of the van.
- 10 Maintain a list of all passengers and either bill and collect from passengers by the first day of each month the approved fares and deposit the monies as specified by the Company, or submit a signed list for monthly payroll deductions as specified by the Company.

The Company agrees to reimburse the Driver/Coordinator for his or her out-of-pocket expenses in the operation of the van to and from work along the prescribed route. The Company also agrees that the Driver/Coordinator may ride free to and from work daily and retain any funds received from passengers in excess of the required minimum of nine (9) passengers and that he or she may use the vehicle during off hours at a rental rate of \_\_\_\_\_ cents per mile to be based on the actual costs incurred by the Company including, but not necessarily limited to gas, oil, and maintenance. The Company also agrees that the Driver/Coordinator may make the vehicle available for use by the Backup driver, as an incentive to the Backup driver, at the above rate and under the same terms as applicable to the Driver/Coordinator as set forth herein. The Backup driver must maintain required State driver's license for driving the van. The Company reserves the sole right to decide if the off-hour use of the vehicle is proper and does not become excessive as to mileage or type of use.

It is agreed that the following regulations apply to the operation of the van:

- 1 Operation of the unit is permitted only by the Driver/Coordinator and Backup drivers and by the spouse of either of them, if properly licensed. Only under emergency conditions will any other person be permitted to operate the vehicle. In this connection, in the absence of both the Driver/Coordinator and the Backup driver, any Company employee that is a member of the vanpool may operate the van for pickup and delivery of passengers to and from work if he or she is authorized to do so by the Driver/Coordinator and is properly licensed.
- 2 The vehicle is to carry no passengers to and from the Company facilities, other than Company employees.
- 3 In the case of personal use, the carrying of passengers other than Company employees and members of the immediate household of either the Driver/Coordinator or the Backup driver is not allowed without prior written permission of the Company.
- 4 The vehicle is not to be used for a trip beyond a one-hundred (100) mile radius of the Driver/Coordinator's home without specific advance written approval from the Company.

# Vanpool Cost and Fare Calculation

Exhibit



Sample

Your  
Van

## A Calculate the monthly fixed cost of a *purchased* vehicle

1	Determine the cost per month for depreciation purposes		
	Start with the cost of the vehicle	\$7,400	
	Subtract immediate depreciation (tires)	<u>- 200</u>	
		\$7,200	
	Less salvage value (after 4 years)	<u>-2,800</u>	
	Equals depreciable value	\$4,400	or \$ 92/month
2	Add other annual expenses		
	License, registration, taxes	\$ 120	
	Insurance	<u>+ 460</u>	
	Equals other fixed expenses	\$ 580	or + \$ 48/month
3	Monthly fixed cost (items 1 plus 2 above)		\$140/month
4	Add optional maintenance contract		+\$ 35/month
	<b>Total monthly fixed cost</b>		<b>\$175/month</b>

## B Or calculate the monthly fixed cost of a *leased* vehicle

1	Start with your monthly leasing cost	\$140/month
2	Add maintenance contract (if not in lease)	35/month
3	Add insurance (if not in lease)	40/month
	<b>Total monthly fixed costs</b>	<b>\$215/month</b>

## C Calculate per mile operating costs for *purchased* and *leased* vehicles

1	Start with the cost of gasoline (60¢/gal ÷ 9 Mi/gal)	\$0.067/mile
	If you included a maintenance contract on A or B, gas is your only per mile cost. Otherwise:	
2	Add the cost of oil change, filter and lubrication	\$0.005/mile
3	Add other maintenance cost	\$0.012/mile
4	Tire costs over the life of the van	\$0.006/mile
	<b>Total operating cost/mile</b>	<b>\$0.09 /mile</b>

## D Calculate passenger fares

1	Start with each van's daily round trip distance	50 miles
2	Multiply this by your average number of workdays in a month	×20 = 1000 miles
3	Multiply this by your per mile operating cost from C	×\$0.09 = \$ 90/month
4	Add the van's monthly fixed cost from A or B	+\$ 140 = \$230/month
5	Divide this cost by your breakeven number of passengers	÷ 9 = <b>\$ 26/month</b>



# Vanpool Subscription Agreement

Exhibit

# K

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(*Company Name*) is pleased to announce that it is organizing a van pool program, on a pilot basis, to enable you and your fellow employees to get to work and back in a way that will be more efficient and economical than driving your own cars. If you and a sufficient number of fellow employees living near enough to you to form a convenient and efficient vanpool elect to participate in this program, the Company will attempt to provide a commuter van which will:

- 1 Pick you up for transportation to work and deliver you to your home or other mutually agreeable location after work on a regular schedule to be determined by the Driver/Coordinator.
- 2 Continue to operate in the event the Driver/Coordinator is unable to drive; a Backup driver will be provided for this purpose.
- 3 Continue to operate during a 60-day grace period if and when the number of passengers has fallen below the minimum load; in this event it is expected that the Driver/Coordinator and the passengers will be able to recruit the additional passenger(s) necessary to meet minimum load before the 60 days has expired.

If you elect to participate you will be expected to:

- 1 Pay each month's commuter fare to the driver in advance or authorize payroll deduction where available; for this you receive a guaranteed reserved seat on the commuter van. (Note: Prior to the first payment you will receive an invoice showing the amount you are to pay each month; estimated fares are available from the Vanpool Administrator.)
- 2 Notify the Driver/Coordinator in advance whenever you cannot meet the van's scheduled pick-up time; it is your responsibility to be on time for pick-up.
- 3 Arrange other means to get to and from work if you cannot meet the van schedule on a particular day.
- 4 Understand that the van must maintain a schedule and that it cannot wait more than three (3) minutes for a passenger pick-up.
- 5 Notify the Driver/Coordinator in advance when you are on sick leave or vacation. (Note: You may arrange for a substitute passenger to take your reserved seat, if he or she lives near or can meet the regular van route.)
- 6 Notify the Company and the Driver/Coordinator at least 15 days in advance if you elect to withdraw from the commuter vanpool.

If you wish to subscribe to this program under the terms set forth above, please so indicate by signing and dating this agreement and returning it to the Vanpool Administrator. A minimum of nine (9) passengers plus a Driver/Coordinator must be subscribed to a specified route before a van can be ordered. Service would begin upon receipt of the vehicle, which is estimated to require approximately 60 days once the order is placed.

Accepted:

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Vanpool Administrator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date





# Sample Employee Interest Survey

Exhibit

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## Commute-A-Van Pilot Program

Return To:

\_\_\_\_\_

1. Name \_\_\_\_\_  
(last) (first) (middle initial)
2. My home address is:  
\_\_\_\_\_  
Street or R.F.D. No.  
\_\_\_\_\_  
City State Zip
3. I work in Building: \_\_\_\_\_
4. Normal Work hours: \_\_\_\_\_
5. Phone Number: home \_\_\_\_\_ work \_\_\_\_\_
6. I'm interested in becoming a : (Circle one only)
  - 1 — Pool Coordinator/Driver
  - 2 — Back-up Driver
  - 3 — Passenger
7. I normally get to work by: (Circle one only)
  - 1 — Driving car alone
  - 2 — Driving car with passengers
  - 3 — Taking turn in driving for carpool
  - 4 — Riding in carpool
  - 5 — Being dropped off at work
  - 6 — Riding bus
8. I need a car during working hours: (Circle one only)
  - 1 — Seldom
  - 2 — Frequently
9. I generally travel on company business: (Circle one only)
  - 1 — 1-2 Days a month
  - 2 — 3-5 Days a month
  - 3 — Over 5 days a month
10. My job would be classified as: (Circle one only)
  - 1 — Office
  - 2 — Supervisor
  - 3 — Management
  - 4 — Laboratory
  - 5 — Production

### Van Pool Interest Slip

**Commuter Van Pool Interest Survey**

I am interested in becoming a member of a Commuter Van Pool.  
I would like to be a

Driver       Passenger       Either

Name \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_

Nearest major cross streets \_\_\_\_\_

CIMS \_\_\_\_\_ Office Phone No. \_\_\_\_\_ Start Work \_\_\_\_\_ Leave Work \_\_\_\_\_

**MAIL TO: Tom McDonald**

### Van Pool Lists

<b>WARREN</b>			#8
<u>Name</u>	<u>Office Phone</u>	<u>Major Cross Streets</u>	4:15
S. J. JONES	6-5142	Garfield & 13 Mile Rd.	
T. M. THOMAS	6-3728	Moran & 13 Mile Rd.	
B. L. ALLEY	6-2061	Kelly & 12 Mile Rd.	
V. O. AKERS	6-2742	Sims & Kerby	

Vanpool list above includes name of geographic area, list of prospective vanpool members, the map segment number and starting or departing time. This illustrates the type of information a vanpool driver/coordinator would need to form a pool.

### Flow Chart, Manual Matching Method

