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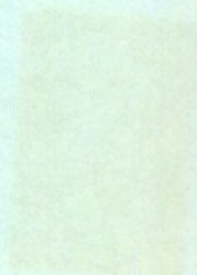
Federal Highway
Administration

Ridesharing Programs of Business and Industry

April 1982



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RIDESHARING PROGRAMS
OF
BUSINESS AND INDUSTRY

Prepared For

Transportation Management and
Ridesharing Programs Branch
Federal Highway Administration
U.S. Department of Transportation
Washington, D.C. 20590

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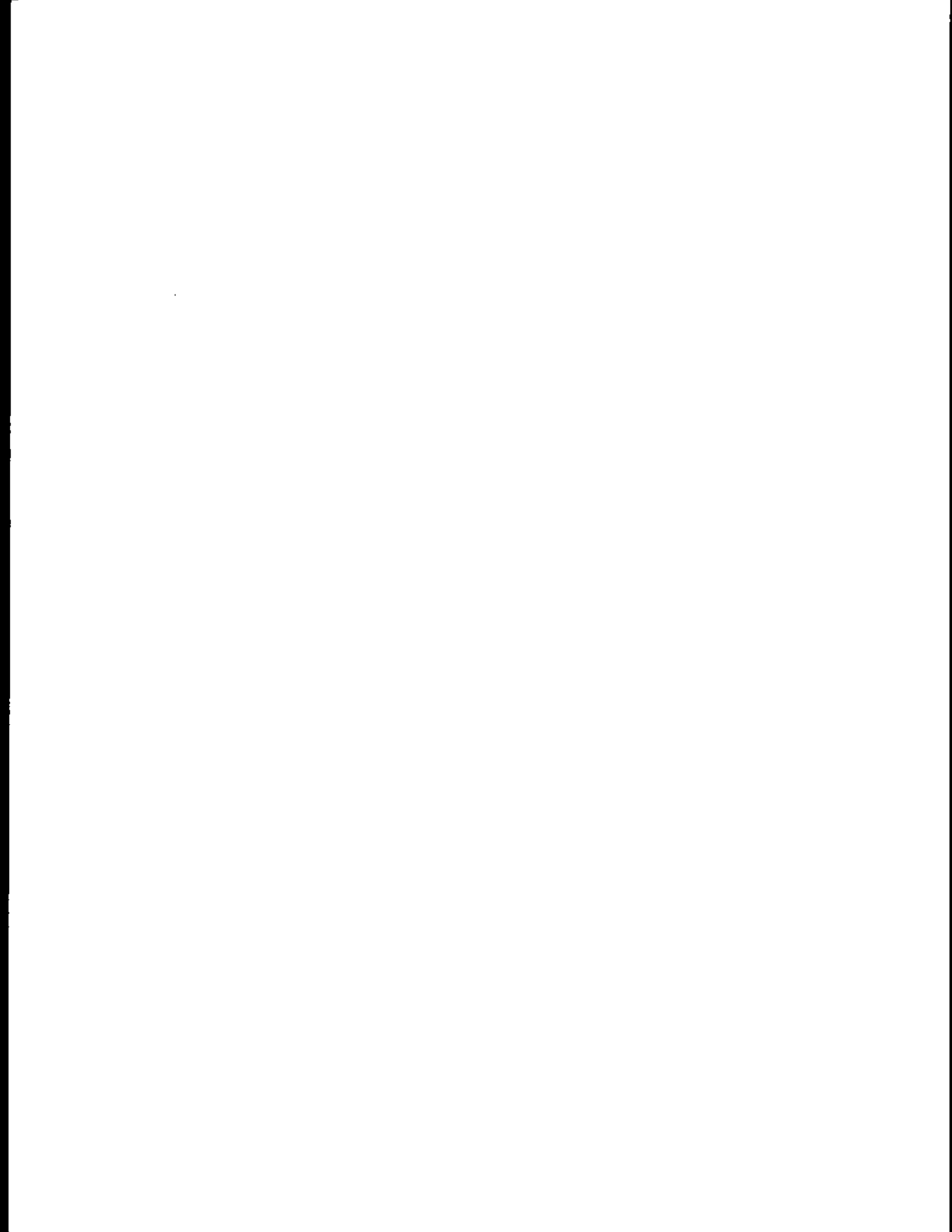


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INTRODUCTION

Because it saves energy and money, reduces pollution and congestion, and makes traveling more enjoyable, ridesharing is fast becoming the routine mode of transportation for millions of Americans. Thousands of companies--citing reduced parking requirements and traffic congestion, increased energy conservation, and increased employee job satisfaction--have established employee ridesharing programs.

"Ridesharing means two or more persons traveling by any mode of transportation, including but not limited to carpooling, vanpooling, buspooling, shared-ride taxis and jitneys, and public transit. In its most familiar form ridesharing refers to the commuter work trip, although ridesharing for nonwork trips (such as travel to recreational areas and shopping areas) is increasingly common."¹

Companies nationwide have set up successful ridesharing programs in these modes. The companies vary in size, location, and specialty. Some have established complex ridesharing programs, other have new, small and simple ones; some heavily subsidize their programs, while others have programs that pay for themselves; and some companies are assisted by local ridesharing agencies while others have established programs on their own or with other companies.

This publication describes 25 of these successful programs. It highlights innovative and unique program features that have contributed to the success of ridesharing, and covers carpooling, vanpooling, buspooling, and public transit modes. Most of the companies included are large, multilevelled organizations. Thus, descriptions of ridesharing programs have been confined to a company's department or division at specific worksites. No attempt has been made to describe a company's total ridesharing program. A list of the companies and particular worksites follow:

Aetna Life and Casualty	Hartford, Connecticut
Allied Corporation	Moncure, North Carolina
Atlantic Richfield Company	Los Angeles, California
Basin Electric Power Cooperative	Bismarck, North Dakota
The Boeing Company	Seattle, Washington
Control Data Corporation	Minneapolis, Minnesota
Crustbuster, Inc.	Spearville, Kansas
E. G. and G. Idaho	Idaho Falls, Idaho
Electric Boat Company	Groton, Connecticut

¹ Ridesharing: Meeting the Challenges of the 80's. The Report of the National Task Force on Ridesharing. U.S. Department of Transportation. Federal Highway Administration.

Fireman's Fund Insurance Company	San Francisco, California
Fluor Corporation	Irvine, California
Gulf Oil Company	Houston, Texas
Ken-Tech	Cambridge, Massachusetts
Louisiana Land and Exploration Company	New Orleans, Louisiana
McDonnell-Douglas Aircraft	St. Louis, Missouri
Perkin-Elmer Corporation	Norwalk, Connecticut
Prudential Insurance Company	Newark, New Jersey
R. J. Reynolds Tobacco Company	Winston-Salem, North Carolina
Rockwell International	Golden, Colorado
Slalom Ski Wear, Inc.	Newport, Vermont
Tektronix, Inc.	Beaverton, Oregon
Tennessee Valley Authority	Knoxville, Tennessee
3M Company	St. Paul, Minnesota
Union Carbide	South Charleston, West Virginia
Walt Disney World Company	Lake Buena Vista, Florida

Like other companies who have set up ridesharing programs, the companies described in this publication said that they became involved in ridesharing mainly to:

- reduce parking facilities costs;
- reduce traffic congestion;
- enhance employee recruitment;
- reduce pollution;
- increase energy conservation; and
- get employees to work after the company had relocated to an outlying area.

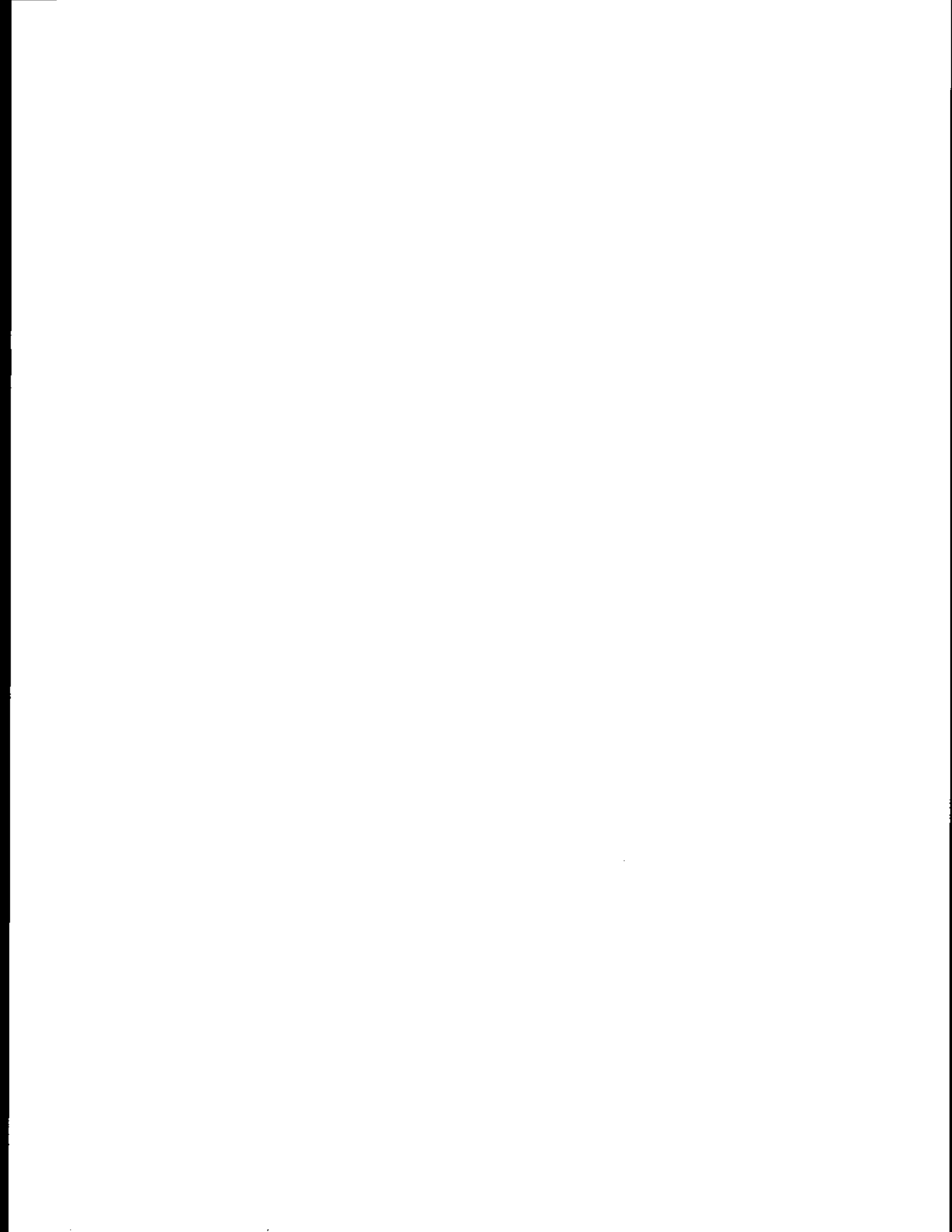
Employees in these programs are receiving substantial, direct and indirect benefits that in many cases have increased their job satisfaction and productivity. Some employee benefits include:

- lower commuting costs;
- reduced commuting time through using special carpool lanes;
- more relaxed commute;
- personalized service through preselected pickup points and preferential parking spaces;
- freeing the car for family use; and
- reduced wear on personal automobile.

In addition to benefits, this report describes program costs and savings and various other aspects of the programs. Specifically, the publication is divided into three major sections:

- Detailed descriptions of the four main ridesharing modes used by employers. Innovative, special, or unusual aspects of company programs are cited for each mode.
- Key program elements. This section includes employer provided services and incentives; program costs, company savings and program impact; and the growth and future of ridesharing.
- Company profiles. This includes for each of the 25 companies the name, address, contact person, phone number; year and type of program established; program costs/company savings; and innovations/services/incentives.

The publication also includes two appendices: a ridesharing matrix which depicts the major aspects of each company's program, and a list of resources available to aid companies in setting up and maintaining a ridesharing program.



RIDESHARING MODES

This section includes a discussion of the four basic modes of ridesharing--carpools, vanpools, buspools, and public transit. Employer ridesharing programs frequently involve more than one of these modes; thus, several programs appear in more than one mode's description.

As mentioned, a company's program is generally limited to one division or worksite. Characteristics unique to each mode are highlighted through examples from programs described in the "company profiles" section. Those characteristics common to most successful ridesharing programs are explored in greater detail in the "key program elements" section.

Of all the elements contributing to successful programs, the commitment and backing of top management is considered to be vital.

Carpools

Carpooling--the use of an automobile to transport two or more people to a worksite--is the most common form of ridesharing. Since many employees are already carpooling informally, and a structured carpool program requires little monitoring, companies of any size--with little capital investment--can initiate a formalized carpool program without much trouble or expense. Company carpool programs range in complexity and cost, from simple promotional campaigns to intricate matching systems,* such as the program at the Walt Disney World Company. Because its worksite is so large (43 square miles), the company has designed a decentralized computer matching system in which employees report to their division offices for matching. The division offices receive monthly computerized matching lists from the central office. Employees are matched not only by their home address, but also by worksite. Aetna Life and Casualty, in an attempt to alleviate the problem of strangers being matched in carpools, has set up a matching program which targets specific areas in the community. "Instant-match" days are held to allow employees within that area to become acquainted before being matched. Other types of matching systems are discussed in the "key program elements" section of this publication.

Companies can promote carpooling by making employees aware of the various options available to carpoolers. Educational awareness programs on the types of carpools--e.g., the use of only one pooler's car; rotating poolers' cars, allowing everyone a turn at driving; poolers purchasing a car specifically for commuting; etc.--encourage employees with different motives for carpooling to become interested in the program.

Companies also can provide a variety of services and/or incentives which help to promote a carpool program. Examples of these include preferential parking spaces, flexible work hours, awards and prizes, recognition in the company newspaper, and cash rebates. For 5 years, Union Carbide has chosen a "carpooler of the month," awarding the carpooler a prize and featuring the individual in the company newspaper. A preferential parking program, such as the one at the Electric Boat Company, provides not only an incentive to employees, but is also a low-cost, yet highly visible, means of showing company support for the program. At the Electric Boat Company, all three-person carpools and vanpools have assigned parking spaces in the parking lot closest to the building entrance. All other cars must be parked in the three open lots away from the building.

Company carpool programs, like other ridesharing programs, are constantly expanding and opening up new opportunities for employee ridesharing. For example, Control Data Corporation leases cars to its carpooling employees. An employee can lease any make or model car for 36 months, and then can either turn in or purchase the vehicle.

*Matching systems make available to employees information concerning employee commuting routes and work schedules so that those with similar routes and schedules may make pooling arrangements.

Companies are also turning to the multiemployer ridesharing group program. This involves several employers located in one central area sharing names of employees for use in matching. For example, Ken-Tech is composed of 16 companies located at either Kendall or Technical Squares in Cambridge, Mass. Each company operates its own ridesharing program but shares the computer matching list with the other companies. This allows even small firms to take advantage of carpooling. This type of arrangement seems to be a future trend in carpool programs and works best in industrial parks and other areas where many companies are concentrated in one location.

Vanpools

Vanpooling, the use of passenger vans for carrying seven to 15 commuters, has become an increasingly popular mode of ridesharing--especially in areas with limited public transportation and where long-distance commuting is required.

Companies with vanpool programs either purchase or lease their vans. The Energy Tax Act of 1978 allows a 10 percent tax credit on the purchase price of a new van to employers who provide vans for employee ridesharing. In some States, companies may purchase vans using "interest-free loans," which are available through Federal-aid highway funds. These loans cover 75 percent of the purchase price of a van.

Although many companies find that it may be less expensive to purchase vans than to lease them, leasing is often the method selected by companies wishing to experiment with vanpooling because an initial large capital outlay is not required. Vans may be leased through a local dealership or leasing company, which allows the company to set up and run its program as desired. Or, in many locations throughout the country, vans may be leased through a company or local ridesharing agency that sets up the program, arranges for fare collection, and other administrative details. This arrangement is usually referred to as third-party vanpooling, and tends to be somewhat more expensive per rider than employer-leased or employer-owned vanpool arrangements. However, many employers prefer third-party arrangements because it frees them from administrative responsibilities for the vanpool program.

In some instances, a company may form a separate nonprofit corporation to run the ridesharing program. This is what the Walt Disney World Company did when it formed Cast Vanpool, Inc. Fares for vanpool riders are payroll deducted, and cover all program expenses. Another unique approach is used by the Tennessee Valley Authority (TVA). Because of its government affiliation, TVA cannot purchase vans for its employees; so the employee credit union owns the vans.

Once the idea of the vanpool program has caught on, many companies discover that they are unable to obtain enough vans to accommodate those employees wishing to vanpool. Therefore, some employers, including the

Atlantic Richfield Company and Gulf Oil Company, refer employees to the local ridesharing agency for vanpools rather than increase the size of their fleet. Others refer employees to the ridesharing agency temporarily, until they obtain new vans. Fireman's Fund Insurance Company practices this procedure, which allows vanpool members to work out any initial problems. The R. J. Reynolds Tobacco Company requires each potential new driver to assemble a group of riders first and then request a van. The company has found that many of the vanpools have emerged from previously established carpools.

Some companies, such as the Boeing Company and E. G. and G. Idaho, encourage employees to buy or lease their own vans. In addition to a large number of company-owned vanpools at Boeing, there are 98 employee-owned and/or operated vanpools. At E. G. and G. Idaho, the credit union provides low-interest rates for vanpool loans and will deduct fares from the payroll if the driver wishes. It has also surveyed insurance companies to find the best vanpool rates for its vanpool owners.

A company must consider several factors in setting up and operating a successful vanpool program. Many of these factors, such as matching, preferential parking, promotion, and incentives are discussed in the "key program elements" section. However, a discussion of those factors which tend to be unique to a vanpool program follows.

Vanpool drivers. The vanpool driver's role is extremely important. Several companies (Atlantic Richfield Company, Allied Corporation, and Gulf Oil Company) provide driver training courses. The Allied Corporation also carefully selects its drivers after examining their driving records. Most vanpools are set up to allow drivers to ride free. In return, the driver assures prompt pickup and delivery of riders, is often responsible for van maintenance and cleanliness, and is permitted personal use of the van after work hours and on weekends. (In company-operated vanpools, the driver is generally charged for each personal mile driven or is allowed a number of free miles.)

Tektronix, Inc., permits the driver to ride free and to keep the fares collected from the 10th and 11th passengers; the company needs only to collect fares from nine of the passengers to reach a break-even point on van operations. The driver can either keep the fares or, as some do, redistribute the money among the riders. Many companies provide other special services for vanpool drivers, including newsletters (McDonnell-Douglas Aircraft), regularly scheduled meetings to discuss important problems and issues (Prudential Insurance Company, Basin Electric Power Cooperative), and annual recognition luncheons (3M Company). Other companies, such as Slalom Ski Wear, Inc., allow drivers to oversee the day-to-day responsibility for vanpool operation and only call a meeting if fare increases become necessary.

Vehicle maintenance. Decisions regarding vanpool maintenance are vital to the program's success. Regularly scheduled maintenance and repair work is essential to safe, optimum-level vanpool service. And because maintenance and repair work must usually be performed during the week, many companies provide onsite service; others contract it out, or grant this responsibility to the driver. Most companies include maintenance cost in vanpool fares; some charge maintenance costs to each vanpool as repairs occur; and others subsidize the costs.

Louisiana Land and Exploration Company has contracted with specific local garages and the auto dealer to provide maintenance, but the driver is responsible for ensuring that repairs are made. R. J. Reynolds and Gulf Oil have similar arrangements. Basin Electric provides regular onsite preventive maintenance, but contracts out major repair work. Other companies, such as the 3M Company and Tektronix, Inc., allow drivers the option of having vehicle maintenance provided or making their own arrangements.

In addition to maintenance, many companies (Perkin-Elmer Corporation, Crustbuster, Inc., and Fluor Corporation) have onsite gasoline pumps that may be used by vanpools. Generally, the amount of gasoline used is recorded by using a credit card type arrangement or a special key to the pumps to allow the proper amount to be billed to each vanpool. This arrangement allows employers to provide gasoline to ridesharing vehicles at cheaper rates and eliminates the waiting time often experienced at commercial gas stations. A carwash is another benefit that is sometimes provided for vanpools (Fluor Corporation).

Backup vehicles. Because vans might break down unexpectedly or require repair or maintenance work that cannot be completed in a day, arrangements for backup vehicles are usually built into company-sponsored vanpool programs. Some companies, such as Gulf Oil Company, 3M Company, and Prudential Insurance Company, own vans that are used only as backups to vanpools. (These vans are interchanged periodically with the regular vans to maintain a balance in the mileage.) Others, Fireman's Fund Insurance Company among them, designate one backup van for a given number of vehicles, but use the backup for company business when it is not needed for commuting purposes.

Rather than owning specific backup vehicles, other companies, including Rockwell International, allow vanpoolers to use a company fleet vehicle while vans are being repaired. Some companies, instead of investing in additional vehicles, rent a van for a day (Allied Corporation); arrange for a backup van through the dealer while the regular van is undergoing maintenance work (Tennessee Valley Authority); or arrange for another vanpool to run its own route first, then return for the riders of the van being serviced (Crustbuster). Sometimes, companies let the vanpool driver and passengers arrange for backup vehicles. This is mainly when the driver owns the van, and the vanpool passengers are usually divided into prearranged carpools.

Multipurpose uses for vans. To obtain additional benefits from vans and to reduce commuter user fees, many companies use vans for other activities when they are not involved in daily commuting. Mostly, vans are used as needed during the day for company business. The Basin Electric Power Cooperative uses vans for shuttle service to and from the airport, running errands, and transporting people between buildings. Some companies (Perkin-Elmer, Control Data Corporation, Fireman's Fund Insurance Company) use vans to shuttle employees between company facilities. Another use of vans as shuttle vehicles is illustrated by Rockwell International: The company shuttles employees from the nearest bus stop 1 1/2 miles away--which ultimately encourages use of local public transit.

The Prudential Insurance Company's Community Involvement Program illustrates perhaps one of the most benevolent uses of a company's vans. The program allows nonprofit community organizations that work with the elderly, handicapped, and other groups to use a van for specific purposes after the organization has been verified and cleared through the county department of human resources.

Also, a vanpool program may allow many companies to decrease the number of fleet vehicles they maintain, or perhaps do away with them altogether.

Innovations in using vanpools. There are a number of truly unique uses of vanpools among company programs. Several companies (R. J. Reynolds Tobacco Company, McDonnell-Douglas Aircraft, Perkin-Elmer Corporation) use vanpools at facilities that require 24-hour production, with vans operating on all three shifts. However, the Allied Corporation operates a far more complex program, covering each shift by using two vans for three round trips daily, with three different drivers.

The Tennessee Valley Authority includes one "nursery van" in its vanpool fleet. This particular van picks up parents and their children who attend the nearby day care center; it drops the children off and picks up additional parents at the center before completing the trip to work. Vanpoolers at the Gulf Oil Company have used company vans for everything from bridal and baby showers to vanpool "pool parties," replete with bathing suits.

A sign that a ridesharing program is successful is the company's ability to adapt and/or expand in response to employee commuting needs. A good example of this is the 3M Company's Share-A-Van Program. After surveying employees, the company found that some one-third live within 2 1/2 miles of the company complex, but were not involved in ridesharing, primarily because savings did not warrant it. The company responded by hiring part-time drivers (for 4 hours a day) to make two to three trips every morning and evening to provide vanpool service to 22-33 people per van each day. The 3M Company subsidizes about 10¢ per mile for the vans and charges fares in a manner similar to regular vanpools.

Buspools

Buspools involve using passenger buses to carry commuters to and from the worksite. They generally prove to be the most economical ridesharing mode when relatively large numbers of employees live close together and have a long commute. Because buspools are able to transport many more passengers than other ridesharing modes, they result in a substantial reduction in the cost per mile for each commuter; they also decrease the need for parking spaces at the worksite. However, the number of passengers generally prohibits individual pickup and dropoff because of the time it would entail. Therefore, buspools are frequently arranged from one particular location, such as a park-and-ride lot, or from a limited number of prearranged stops along a set route.

Like company-sponsored vanpool programs, there are several different methods for operating buspools. The first involves company ownership and operation of buses. The Control Data Corporation owns its commuter buses, using them during the day for charters and other business activities. Also, the Tennessee Valley Authority operates an extensive buspool program throughout the valley, though the buses are owned by its credit union. Another method, involving "subscription buses," entails a company working with the local transit authority or private bus companies to provide specific bus routes and stops for its employees. The Boeing Company has arranged for 20 subscription buses for its employees with the transit authority in Seattle, Washington

Unique arrangements have been made by companies, such as the Walt Disney World Company and McDonnell-Douglas Aircraft, with private bus companies. A team of Walt Disney World employees work with small private bus companies in the area. In return for a bus company providing service for employees in smaller, more rural areas, Disney World offers the company a complete marketing package to promote its services. Disney World also retains some voice regarding the fare charged its employees. Some companies, Fireman's Fund Insurance Company and McDonnell-Douglas Aircraft among them, have employees who run their own buspools. Other companies, including Control Data Corporation, provide services for buses used in ridesharing, such as onsite vehicle maintenance, preferential parking, and other services.

However, of all the ridesharing modes, the buspool, to date, has perhaps been the least utilized because it requires that the greatest number of people be brought together from one area. The future may see increased use of buspools by multiemployer groups in which several employers located close together create larger matching pools by combining employees in ridesharing programs.

Transit

A company transit program is one that promotes ridesharing and energy conservation by encouraging employees to use the local transit system. These programs are becoming increasingly popular in urban and suburban areas where the cost of subsidizing and/or promoting the local transit program tends to be far below the cost required to build and maintain parking garages and lots. There tends to be three levels of involvement by companies in operating transit programs: company promotion and/or expansion of the local transit program; company purchase of transit passes for resale to the employees; and/or company subsidy of a percentage of the sale of these passes.

Promoting the local transit program is the most basic level of involvement and can be accomplished through various means. Companies like Union Carbide promote a program by distributing bus schedules, handouts, and other materials; Tektronix, Inc., distributed free tickets for the first week the new bus line serviced the company; while Rockwell International promotes use

of the local bus system by providing a shuttle service between the worksite and the nearest bus stop 1 1/2 miles away. The 3M Company has a unique arrangement with the local transit authority which aids in the expansion of the existing transit program. The transit authority sets up a new bus route at 3M's suggestion, and 3M subsidizes the route until it reaches 75 percent capacity. At that point, it is fully operated by the transit authority.

Companies can also encourage use of local transit by promoting use of local park-and-ride lots. The lots are normally located near main highways and intersections, bus terminals, and train and subway stations. Commuters park their cars in the lots and use local transit to complete the trip to work. Most lots are set up by transit authorities or local government agencies, but some companies will make arrangements with local churches and shopping centers to allow company employees to park in their lots and use local transit or other ridesharing arrangements to complete the commute.

A higher level of involvement entails purchasing transit passes from the local transit authority for resale to employees at the worksite. The Fireman's Fund Insurance Company and Aetna Life and Casualty are involved at this level.

In addition to promoting and selling transit passes, some companies subsidize the sale of passes. The Tennessee Valley Authority and the Atlantic Richfield Company both sell transit passes to employees for about one-third the normal cost. In some cases, the transit authority sells passes to companies at a discount if the companies agree to further discount them for employees. Gulf Oil Company purchases transit passes from the local transit authority at a 10 percent discount. Gulf, in turn, reduces the price by another 15 percent, allowing the employees to purchase passes for only 75 percent of the original cost.

KEY PROGRAM ELEMENTS

This section provides brief descriptions of the key elements of company ridesharing programs which are common to the ridesharing modes previously discussed. The descriptions point out areas to be examined by employers interested in starting ridesharing programs, and highlight these areas by using examples from successful company programs. The descriptions are not "how-to" explanations.

Key program elements examined include matching, preferential parking, overtime and flextime policies, promotional activities, technical assistance, and program costs/company savings. Further information on these elements appears in the "company profiles" section and the "matrix of company ridesharing programs."

Matching

Generally, employer ridesharing programs have a matching component. Matching systems range in cost and complexity, from simple manual systems to more intricate computerized programs. Matching systems allow employees to become aware of others with similar commuting routes and work schedules who wish to make pooling arrangements. The systems are used predominantly for carpools, vanpools, and buspools, but potential transit users also may benefit from the program. For example, Control Data Corporation, in addition to sending a list of the 18 most preferred matches to employees using the company's computerized matching system, forwards information on the most applicable commuter bus route.

A company may provide all matching services in-house, or it may work with other local companies to share a list of employee names for a larger matching group (Ken-Tech), or the company may work with a local ridesharing agency who can assist with matching and promotional services. In-house matching is accomplished in various ways, and depending on the size of the company and ridesharing program, the matching system can range from use of self-service bulletin boards and grid maps to using more complex computerized systems.

In-house computer matching programs, such as those found at Fluor Corporation, McDonald-Douglas Aircraft, and R. J. Reynolds Company, work best when used in large companies with a minimum of 500 to 1,000 employees. Smaller companies can participate in a computer matching program by working with other companies in the same area. Ken-Tech, a group of 16 companies in Cambridge, Massachusetts, was formed to increase the base of names in each company's matching program. Each company runs its own ridesharing program, sharing only the computer printout of names and pertinent ridesharing information for matching.

At times, a computer matching program is combined with a manual or employee self-service program. E. G. and G. Idaho initially set up its matching program using a computer. Once the program was operating, however, the company realized that using the computer printout for manual matching took less time and was more cost-effective. Prudential Insurance uses its annual employee transportation survey printout for manual matching, thereby using the computer only once a year.

In addition to being done in conjunction with a computer printout, manual matching can be achieved through personnel records (with employee consent) or cards collected from a locator board. The board consists of a detailed grid map and information cards for recording the employee's location on the map and commuting schedule. The Tennessee Valley Authority has installed locator boards at each of its locations. Locator boards can also be set up for employees to match up riders with drivers (Walt Disney World Company). Employees can also do their own matching by using bulletin boards for ridesharing requests or by using space in the company newspaper for ridesharing advertisements (Union Carbide).

As an alternative to providing in-house matching services, many employers work with local ridesharing agencies which operate the matching program (3M Company and The Boeing Company). Some companies, like Atlantic Richfield Company, have employees sign up for the ridesharing program in-house but have the ridesharing agency process the names.

Companies have devised various ways to increase the number of employee names within the matching pool while providing additional incentives to rideshare. Aetna Life and Casualty has increased its data base of names by including personnel from its outer offices. A shuttle service runs between headquarters and the offices during commuting hours. Aetna also sets up "instant-match" days: Since many people are hesitant about being matched with strangers, Aetna--on these special days--brings together specific areas of the community to allow everyone to become acquainted, then matches them into carpools. Rockwell International supplements its matching program by providing employees with a telephone recording of names and locations of those interested in ridesharing.

Preferential Parking

Preferential parking is probably the least costly and most common incentive of employer ridesharing programs. Any company that provides parking arrangements for employees can institute in some form preferential parking for carpools, vanpools, and buspools. Such parking can be offered as reserved spaces, if parking areas are congested (Electric Boat Company); preferred parking areas nearest the building entrance (Perkin-Elmer Corporation); parking spaces allocated inside the building's garage instead of open lots (Gulf Oil Company and Aetna Life and Casualty); or onsite parking, even though only fleet vehicles are permitted at the worksite (Walt Disney World Company).

Preferential parking schemes vary from company to company. One popular method takes into account the number of passengers per vehicle. For example, Aetna Life and Casualty Company allows vans and carpools carrying three or more persons to park inside the building garage with the corporate officers. All two-person carpools and 25-year employees have preferred parking in lots nearest the building. All other vehicles must park in open lots, four blocks from the building. This plan not only provides an incentive to rideshare, but also allows some flexibility for senior staff members.

If there is a daily or monthly charge for parking, companies can provide an additional incentive by paying part or all of the parking fee for ridesharing vehicles. The Atlantic Richfield Company, as an employee benefit, pays 50 percent of the parking fee for single occupancy vehicles, 75 percent for two-person carpools, and the total cost for three-person carpools and vanpools. The 3M Company charges carpools for preferential garage parking, but pays parking expenses for vanpools.

Many preferential parking policies are administered simply by having ridesharing vehicles register and by providing each with a sticker specifying a particular parking arrangement. This type of program also allows the company to monitor the number of employees carpooling and vanpooling.

Overtime and Flextime Policies

Many employees may be unwilling to rideshare because they feel that the arrangement may be too inflexible, leaving them stranded if they must work overtime or if an emergency arises. A number of companies have solved this problem by building greater flexibility into ridesharing arrangements. For example, Louisiana Land and Exploration Company notifies ridesharing employees at least 24 hours before overtime is required, allowing employees time to make other commuting arrangements. Some companies, such as Prudential Life Insurance, pay for employees' parking expenses if they are forced to drive their cars because of overtime. The Allied Corporation allows a security guard to take ridesharing employees home in a company fleet vehicle if unanticipated overtime becomes necessary. Also, in case of an emergency, the 3M Company permits use of a company fleet vehicle to take an employee home, to the hospital, or even to school to pick up a child.

Another way of making ridesharing more flexible--which ultimately encourages greater participation--is for employers to allow ridesharing employees flexible work hours. The Union Carbide Corporation allows 15 minutes of flexibility in arrival and departure times for carpoolers, while Aetna Life and Casualty permits employees to leave early to ride the shuttle to other offices to meet ridesharing arrangements. Aetna says that this policy may cause some loss of productivity but that it is outweighed by the benefits realized through ridesharing.

Promotional Activities

Many employers have developed their own innovative ways to promote ridesharing programs. Other companies--to reduce costs and take advantage of available assistance--work with the local ridesharing agency for promotion. The local agencies usually have an assortment of promotional brochures and posters available, along with ideas for ridesharing fairs, matching days, and other activities. (See Appendix B.)

Promotional programs vary greatly in size, cost, and the length of effort. There are many low-cost, yet effective, means of publicizing a program, including the use of the company newspaper, bulletin boards, posters, and other tools. E. G. and G. Idaho, for example, prints a biweekly ridesharing column in the company newspaper. Companies like Rockwell International and Louisiana Land and Exploration Company have found it inexpensive and effective to promote their ridesharing programs by including ridesharing alternatives in orientation sessions for new employees.

Ridesharing fairs or matching days are highly visible promotion methods. They are used by some companies to kick off the program (Ken-Tech). Tektronix, Inc., utilized the local ridesharing agency to set up a matching service at its fair. Control Data Corporation and Aetna Life and Casualty have promotion programs in which specific groups in certain areas are brought together for a day of matching and to get acquainted.

Awarding prizes and citations are also successful promotion techniques. A number of companies, Perkin-Elmer Corporation among them, kick off programs with a prize and cash award campaign. Perkin-Elmer's campaign lasted for 1 year, and involved the company giving away a cash prize every 3 months and a new car at the end of the year. Only employees who participated in the ridesharing program were eligible for the drawings. Union Carbide is presently in its fifth year of awarding a monthly prize to a "carpooler of the month." The carpooler is also featured in the company newspaper.

Many companies say that after promoting the kickoff of the ridesharing program, it is unnecessary to continue promotion because, if successful, the program promotes itself. Slalom Ski Wear reports that its vanpool passengers do a good job of selling the program, so that company promotion would be superfluous.

A company may also produce ridesharing promotional materials for use by other companies. R. J. Reynolds, in conjunction with the North Carolina Department of Transportation, has recently produced a film, "Share the Ride," for distribution to companies interested in setting up a ridesharing program. (See Appendix B.) The Gulf Oil Company and the Tennessee Valley Authority also produce information packets and/or slides of their programs for other companies. This type of promotion is discussed in the following section on technical assistance.

Technical Assistance

A number of companies--recognizing the importance and seeing firsthand the effectiveness of ridesharing--provide technical assistance to other employers who wish to set up, improve, and/or expand a ridesharing program. As mentioned, companies such as R. J. Reynolds and Gulf Oil produce materials on ridesharing specifically for distribution to other employers.

Many companies have volunteered the services of their ridesharing management personnel to work with a national technical assistance program--the Loaned Executive Program--set up by the Federal Highway Administration, U.S. Department of Transportation. The program provides ridesharing experts for telephone assistance, onsite technical assistance, or speakers for meetings and workshops. For more information, see Appendix B.

The Tennessee Valley Authority (TVA) has a special technical assistance program for local employers involving the use of 16 vans. The TVA provides a local company with a van, assistance in operating and starting a program, instruction and assistance in developing a locator board, and help in operating the matching system. The company pays TVA \$100 per month (vanpoolers pay the cost of operating the van) for 6 months. If the pilot program proves successful, the employer can lease the van from TVA or obtain its own vans for a vanpool program.

Program Costs/Company Savings

Ridesharing program operation costs and savings vary greatly, and depend on the type of program, size of the company, and how the program is organized. Prior to implementing a program, a company should decide how much it is willing to spend on the total program, the types of employee benefits, and the amount of monetary and non-monetary savings that may be realized. A program can be set up to achieve a break-even point or have part or all costs paid by the company. Some companies, the Electric Boat Company for example, have set up vanpool programs by prorating all operational and administrative costs, and including them in the fares charged to the riders. The company deducts vanpool fares through the payroll.

The cost of any ridesharing program will depend on the goals and restrictions placed on the program by management. The Boeing Company, E. G. and G. Idaho, Gulf Oil Company, McDonnell-Douglas Aircraft, Rockwell International, Slalom Ski Wear, Tektronix, Inc., and other companies have set up programs in which vanpool fares cover all expenses except administrative costs. In addition to paying for administrative costs, companies may provide other benefits: parking, insurance, registration fees, maintenance, awards/prizes, and cash subsidies. Some companies, Crustbuster, Inc., included, provide the entire vanpool program free to its employees. However, other companies, such as Fireman's Fund Insurance Company, have as the fundamental thrust of the program the removal of barriers to employee ridesharing--not providing subsidized transportation for its employees.

Savings from a company ridesharing program can either be tangible, such as reduction in the outlay of funds for parking facilities, or "intangible," such as improved employee recruitment or reduction in employee tardiness, absenteeism, or turnover.

Because the cost of building and maintaining parking lots and garages continues to escalate, eliminating or easing parking problems is a major reason why ridesharing programs continue to grow in popularity. The 3M Company estimates that it has saved the cost of building at least 1,600 parking spaces, which would have cost the company millions of dollars. Fluor Corporation boasts that its ridesharing program has eliminated the need for over 1,000 parking stalls, and although the company has added two new wings to its office in Irvine, Calif., no new parking lots have been required.

Traffic congestion is another major problem. Although rarely eliminated, it can be significantly relieved by a ridesharing program. The Electric Boat Company, McDonnell-Douglas Aircraft, and the Tennessee Valley Authority (TVA) have cited the ridesharing program as having a positive impact on traffic congestion near and around the worksite. The University of Tennessee completed a study which concluded that as a result of the TVA ridesharing program, traffic in the area around the TVA offices moves 5 miles per hour faster.

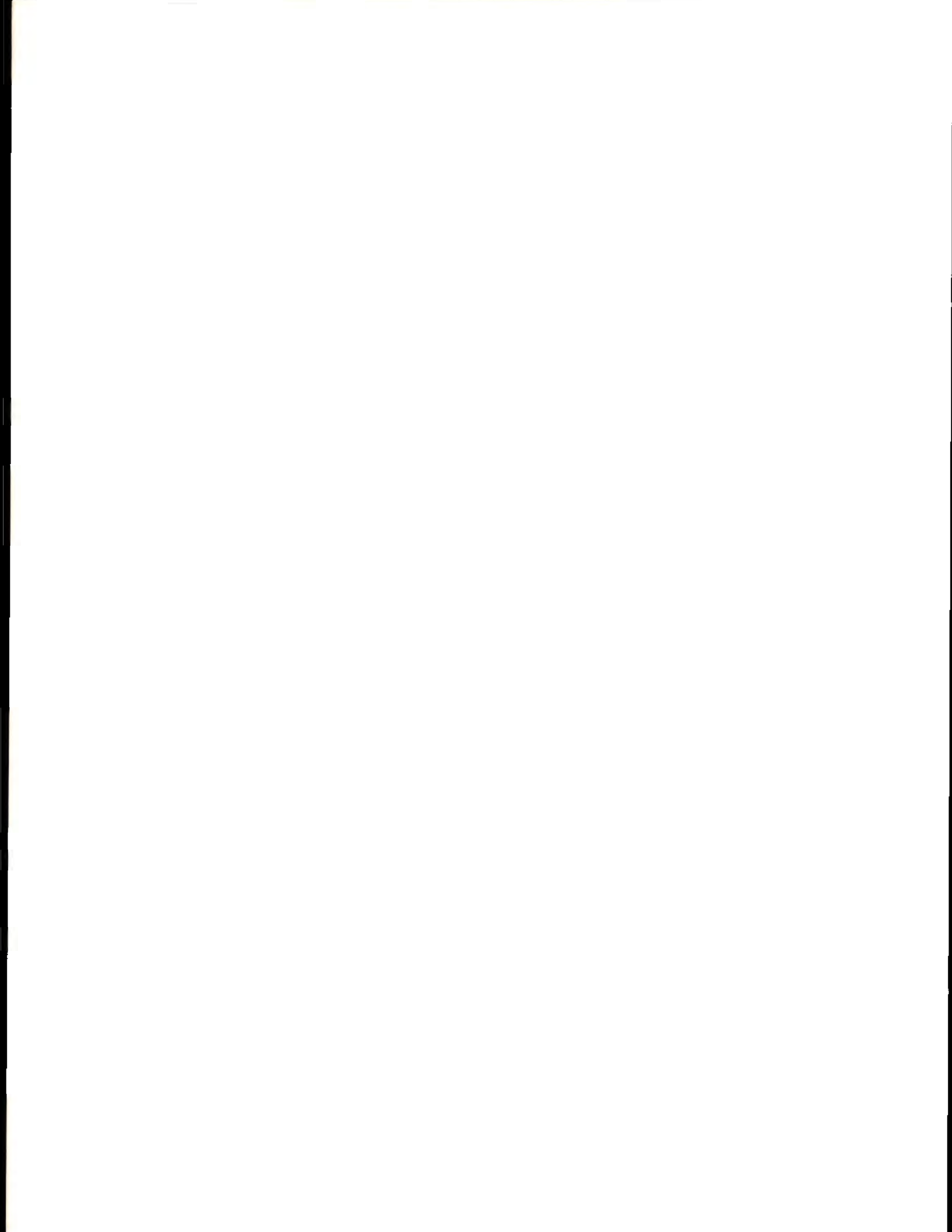
As mentioned, ridesharing programs have brought about hard-to-measure savings manifested through better employee recruitment, and reduced turnover, tardiness, and absenteeism. The 3M Company and Slalom Ski Wear report that

tardiness has been virtually eliminated among vanpool participants. Allied Corporation recently conducted a study which concludes that the ridesharing program is directly related to increased productivity because of a reduction in employee turnover, tardiness, and absenteeism. Allied states "...that the yearly cost of administering ridesharing programs is more than recovered if one or more of these factors plays a part in the decision of one employee to stay with the company."

Crustbuster, Inc., and Basin Electric Power Cooperative said that vanpooling has significantly reduced tardiness and absenteeism, especially during the winter months. Allied Corporation can attest to that fact. A severe winter storm hit the company's Moncure, N.C., plant only a couple of weeks after the vanpool program was implemented. The plant was on the verge of shutting down--because employees were unable to get to work--until two ridesharing vans arrived with employees. The vans made additional trips, bringing more workers, and the plant was in full operation the entire day. The company saved an estimated \$100,000 by remaining open.

Other companies, Perkin-Elmer Corporation, Gulf Oil Company, Fireman's Fund Insurance Company, and Louisiana Land and Exploration Company among them, report that their ridesharing programs have had a great impact on employee turnover and recruitment rates. Perkin-Elmer said that because of its vanpool program, the company has been able to recruit employees who otherwise might not have been able to work for the company. Also, the company recently moved its headquarters, and the vanpool program helped to keep the turnover rate low. Fireman's Fund Insurance, in moving offices farther out in suburban areas, is finding that employees are much more willing to stay with the company and commute to the new offices because of the ridesharing program.

Aside from monetary savings through the reduction in parking facilities and increased employee production, ridesharing can also be a great factor in conserving energy and reducing pollution by removing thousands of cars from rush-hour traffic. The Tennessee Valley Authority estimates that 4,200 cars are removed from the roads each month as a result of its ridesharing program.



SUMMARY

Ridesharing has come a long way in the past decade--from neighbors and co-workers sharing a leisurely car ride to work, to large, structured, corporate ridesharing programs with special benefits for employees and hefty savings for employers. Thousands of companies, located in urban and rural areas and varying in size and specialty, have established thriving carpool, buspool, and vanpool programs, and systematically encourage employees to use the local public transit system.

In many cases, once a successful ridesharing program is established, the program grows quickly:

- McDonnell-Douglas Aircraft began its program in 1979 with eight vans; 2 years later, the fleet had grown to 165.
- Prudential Insurance Company reports that its program is still growing although the company already operates 435 vans nationwide.
- R. J. Reynolds Company started its vanpool program in 1980 with 10 vans; 1 year later, the program had expanded to 41 vans.

Why the unprecedented success and growth in corporate ridesharing programs? A major reason is that management and employees strongly support the programs--not only because successful ridesharing programs ultimately help the nation's conservation efforts and fight against air pollution, but also because both groups experience concrete benefits. Ridesharing programs reduce the need for employers to build costly parking facilities, enhance employee recruitment and retention, and help to reduce tardiness and absenteeism while spurring increased productivity.

In addition to preferential parking, matching services, and other incentives provided by management, ridesharing employees accrue additional benefits: reduced cost, reduced traffic congestion, and reduced wear on the personal automobile. To be sure--as more and more companies are moving into outlying areas--employees are finding that ridesharing is the only practical way to get to work.

Companies are expanding their ridesharing operations to solve commuting problems which may occur as the distance between home and job widens. Aetna Life and Casualty, for example, plans to move 6,000 employees 16 miles to a new worksite in 1984. The company is working to develop a ridesharing program that will add about 150 vans to accommodate employees affected by the move.

As ridesharing program operations become more complex and costly, companies are expected to become increasingly cooperative in solving ridesharing problems. Already, a number of companies have banded together to

form multiemployer ridesharing groups to share computer data bases and costs. In addition, management and employees will continue to work together to develop innovations that will make existing programs even more effective.

It seems fair to conclude that as long as the factors exist--high fuel and parking facilities costs, traffic congestion, company relocations--that initially spurred establishment of ridesharing programs, ridesharing will continue its upward spiral. And, it may be that in the near future, most of the commuting public will accept ridesharing as the most practical and economic way to travel.

COMPANY PROFILES

COMPANY PROFILES

COMPANY: Aetna Life and Casualty

ADDRESS: 151 Farmington Avenue
Hartford, CT 06156

CONTACT PERSON: Mr. Frank Stolzenburg, Manager, Corporate
Services

PHONE NUMBER: (203) 273-6627

YEAR PROGRAM ESTABLISHED: 1973 - Carpool and Buspool;
1977 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Since its inception, the program has cost Aetna approximately \$100,000 dollars, plus administrative costs. Because of the program, the company has not needed to provide a 1,000-car employee garage, which would have cost millions of dollars.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools and three-person carpools receive permits to park inside the building garage. Two-person carpools may park in lots nearest the building.
- Aetna arranges "instant-match days" which target specific areas in the community, allowing employees within that area to become acquainted before being matched.
- Computerized matching, along with the instant-match days, are provided for carpoolers.
- Aetna has arranged with the transit authority to set up bus routes which serve company employees.
- Transit passes are sold on the premises.
- Van drivers commute to work free and can use the van for personal business at 15¢ per mile.
- A shuttle service operates between outer offices and the main office to allow for a larger ridesharing matching base.

COMPANY: Allied Corporation

ADDRESS: P.O. Box 166
Moncure, NC 27559

CONTACT PERSON: Mr. Hosie Darnell, Safety Engineer

PHONE NUMBER: (919) 542-2200/ext. 283

YEAR PROGRAM ESTABLISHED: 1974 - Carpool; 1980 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Allied pays for vanpool administrative and insurance expenses; the remaining costs are covered under the monthly vanpool fare.

INNOVATIONS/SERVICES/INCENTIVES:

- Two vans are used for three shifts per day, and three drivers are assigned to each van.
- Vanpool parking is near the entrance gate.
- Computer matching services are available to carpoolers.
- Drivers commute to work for half price.
- Most van maintenance is performed onsite. However, major work is sent to the dealer.

COMPANY: Atlantic Richfield Company

ADDRESS: 513 South Flower Street
Los Angeles, CA 90071

CONTACT PERSON: Ms. Andree MacColl, Rideshare Coordinator

PHONE NUMBER: (213) 486-2090

YEAR PROGRAM ESTABLISHED: 1973 - Buspool; 1976 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Approximately \$500,000 have been spent on the ridesharing program. The savings are mainly intangible, but reduced employee turnover and increased recruitment have been attributed in part to the program.

INNOVATIONS/SERVICES/INCENTIVES:

- All vanpool riders receive \$25/month.
- Transit passes are sold to employees at one-third the cost.
- Two-person carpools pay lower parking fees while three-person carpools park free.
- The cost of transit passes and vanpool fares are payroll deducted.
- All vanpool drivers receive a driver training course.
- The company allows employees from other companies to participate in the vanpool program; this helps keep the vans filled to capacity.

COMPANY: Basin Electric Power Cooperative

ADDRESS: 1717 E. Interstate Avenue
Bismarck, ND 58501

CONTACT PERSON: Mr. Dave Roehrick, Fleet Management
Specialist

PHONE NUMBER: (701) 223-0441

YEAR PROGRAM ESTABLISHED: 1977 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Basin Electric subsidizes about 50 percent of the vanpool program cost. Their program has saved the cost of building and maintaining about 70 parking spaces. Also, savings on reduced absenteeism and tardiness (especially during the winter months) have been attributed to the program.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools have parking spaces in front of the building.
- Vanpool drivers use the van free for personal business for the first 200 miles per month and commute to work at no charge.
- Auto insurance is provided through the company's policy, which requires that the vanpool driver pay a \$100 deductible if the driver is involved in an accident on his/her own time.
- Vans are used for general business during the day for airport shuttles, errands, and other activities.
- A preventive maintenance program for vans is provided onsite, while major repair problems are contracted out.
- Manual matching is available to carpoolers.

COMPANY: The Boeing Company

ADDRESS: P.O. Box 3707, MS17-45
Seattle, WA 98124

CONTACT PERSON: Mr. Don Ward, Employee Transportation
Administrator

PHONE NUMBER: (206) 655-7504

YEAR PROGRAM ESTABLISHED: 1973 - Carpool; 1979 - Buspool;
1980 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Boeing pays only the cost
to administer the program. Operational costs are covered
by monthly fares.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpool parking is inside the entrance gate.
- Boeing has set up with the local transit authority a program of 20 subscription buses, traveling routes for Boeing employees only.
- Passes for subscription buses are sold by Boeing.
- An estimated 17,500 cars have been removed from rush-hour traffic because of the ridesharing program.

COMPANY: Control Data Corporation

ADDRESS: 8100 34th Avenue, South
Minneapolis, MN 55420

CONTACT PERSON: Mr. Paul Allmacher, Manager, Fleet
Administration

PHONE NUMBER: (612) 853-2797

YEAR PROGRAM ESTABLISHED: 1981 - Carpool, Vanpool, and
Buspool

PROGRAM COSTS/COMPANY SAVINGS: The company spent about
\$400,000 to set up the program. It is estimated that
second-year costs will run about \$150,000. Savings will
be realized in reduced spending on parking spaces which
cost about \$145/space each year to maintain.

INNOVATIONS/SERVICES/INCENTIVES:

- Control Data, through its Lease-A-Vehicle Program, will lease to an employee any model car or van for ridesharing purposes.
- Employees are offered auto insurance and a discount on maintenance services.
- Preferential parking and computerized matching are provided to carpoolers and vanpoolers.
- Control Data is presently running its commuter buses on propane gasoline, which saves an estimated 50¢ per gallon on fuel costs.
- Buspools are provided onsite maintenance.

COMPANY: Crustbuster, Inc.

ADDRESS: P.O. Box 337
Spearville, KS 67876

CONTACT PERSON: Mr. Milt Snyder, Director of Personnel

PHONE NUMBER: (316) 385-2656

YEAR PROGRAM ESTABLISHED: 1975 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: The vanpool program costs the company about \$2,500/month. The savings are realized in the reduced amount of money spent on leasing and maintaining parking spaces.

INNOVATIONS/SERVICES/INCENTIVES:

- The vanpool program is free to all employees.
- Crustbuster initially purchased school buses to use in the program before buying its vans in 1978.
- Vans are checked daily in-house for any maintenance problems.
- Gasoline pumps are provided onsite for vanpool use.

COMPANY: E. G. and G. Idaho

ADDRESS: P.O. Box 1625
Idaho Falls, ID 83401

CONTACT PERSON: Mr. Carl Sorman, Rideshare Coordinator

PHONE NUMBER: (208) 526-0015

YEAR PROGRAM ESTABLISHED: 1978 - Vanpool and Carpool

PROGRAM COSTS/COMPANY SAVINGS: The company pays about \$40,000 to \$50,000/year on the program for administrative, promotional, and computer costs.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools and carpools have preferential parking privileges.
- The credit union will provide low-interest loans for employees interested in purchasing a van for vanpooling.
- Computer and manual matching services are available for carpools.
- If the vanpool driver so wishes, the credit union will payroll deduct vanpool fares.
- The company has conducted a survey on insurance companies offering vanpool insurance to give its employees the opportunity to receive the best rates and benefits.

COMPANY: Electric Boat Company (Division of General Dynamics Corp.)

ADDRESS: Eastern Point Road
Groton, CT 06340

CONTACT PERSON: Ms. Judy Currier

PHONE NUMBER: (203) 446-7603

YEAR PROGRAM ESTABLISHED: 1977 - Carpool and Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Designed to reach a break-even point, the program includes all administrative and operational costs in the monthly fare charged to employees (except the cost of fuel which is collected by the vanpool driver).

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools are assigned parking spaces, and carpools have preferential parking spaces near the building.
- Vanpool fares are collected through payroll deduction.
- A preventive maintenance program is provided for vans, and a local garage picks up and delivers them upon request.
- The ridesharing program has reduced company parking requirements and traffic congestion substantially.

COMPANY: Fireman's Fund Insurance Company

ADDRESS: 3333 California Street
San Francisco, CA 94118

CONTACT PERSON: Mr. Dan Townsend, Director of
Transportation Services

PHONE NUMBER: (415) 929-2974

YEAR PROGRAM ESTABLISHED: 1978 - Carpool, Buspool,
Transit, and Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Information not available

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools have reserved parking and carpools preferential parking spaces near the building.
- Transit passes are sold by the company.
- Gasoline pumps are located onsite in San Francisco for vans.
- The ridesharing program was set up with the goal of implementing any part(s) of the entire program in branch locations nationwide.

COMPANY: Fluor Corporation

ADDRESS: 3333 Michelson Drive
Irvine, CA 92730

CONTACT PERSON: Mr. Dan Archibald, Director, Employee
Services

PHONE NUMBER: (714) 975-2227

YEAR PROGRAM ESTABLISHED: 1976 - Carpool and Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Approximately \$240,000 is spent on the program per year. The program has eliminated the cost of building and maintaining over 1,000 additional parking stalls. Savings stemming from better employee recruitment and reduced turnover have been attributed to the program.

INNOVATIONS/SERVICES/INCENTIVES:

- Fluor Corporation subsidizes 25 percent of the vanpool operation.
- Gasoline pumps and a car wash are onsite for vans.
- There is computer matching for carpoolers.
- Fluor and its employees save an estimated 1 million gallons of gasoline annually as a result of the ridesharing program.

COMPANY: Gulf Oil Company

ADDRESS: P.O. Box 2001
Room 2144 Houston Center
Houston, TX 77001

CONTACT PERSON: Mr. Fred Shetz, Administrator, Vanpool
Program

PHONE NUMBER: (713) 754-3498

YEAR PROGRAM ESTABLISHED: 1975 - Carpool; 1977 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Gulf pays only
administrative costs. Monthly vanpool fares cover the
remainder of the costs.

INNOVATIONS/SERVICES/INCENTIVES:

- Preferential parking spaces for vanpools are located in the building's garage.
- Transit passes are sold to employees at a 25 percent discount.
- Manual matching services are provided for carpoolers.
- The ridesharing program has had a positive effect upon employee turnover, recruitment, tardiness and absenteeism.

Ken-Tech, a multiemployer ridesharing group, is composed of 16 companies located at either Kendall or Technical Squares in Cambridge, Mass. Each company operates its own individual ridesharing program while sharing a computer matching list of employees. This allows for a larger base of names for matching. The local ridesharing agency coordinated the program in February 1981, and the group works closely with the ridesharing agency for promotion and matching services.

MEMBER COMPANIES:

American Biltrite	Howard Trust
Badger America, Inc.	Honeywell, Inc.
Cabot, Cabot & Forbes	Index Systems, Inc.
Cambridge Redevelopment	International Business
Computer Corporation	Machines
U.S. Department of	Massachusetts Institute
Transportation	of Technology
Draper Laboratory	New England Telephone
Haley Aldrich Company	Polaroid Corporation
	Stride-Rite Shoes

CONTACTS:

Mr. Sam Manion, Management Analyst
U.S. Department of Transportation
Kendall Square, Mail Code 831
Cambridge, Massachusetts 02142
(617) 494-2425

Mr. Reynolds Thompson, Transportation
Coordinator
Massachusetts Institute of Technology
Planning Office, 12-156
Cambridge, Massachusetts 02139
(617) 253-5831

COMPANY: Louisiana Land and Exploration Company

ADDRESS: 225 Barrone Street
P.O. Box 60350
New Orleans, LA 70112

CONTACT PERSON: Ms. Nancy McCann, Vanpool Administrator

PHONE NUMBER: (504) 566-6456

YEAR PROGRAM ESTABLISHED: 1979 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Information not available

INNOVATIONS/SERVICES/INCENTIVES:

- The only cost to employees in the vanpool program is 12¢ per mile.
- The company pays all insurance costs out of its fleet vehicle policy.
- Gasoline pumps are located onsite for vanpool use.
- The ridesharing program has helped with recruiting new employees and reducing absenteeism and tardiness of employees in the program.

COMPANY: McDonnell-Douglas Aircraft

ADDRESS: P.O. Box 516
Dept. 069, Building 270E
St. Louis, MO 63166

CONTACT PERSON: Mr. Terry Hough, Administrator, MDC
Ridesharing Programs

PHONE NUMBER: (314) 233-1302

YEAR PROGRAM ESTABLISHED: 1979 - Carpool, Buspool,
Transit, and Vanpool

PROGRAM COSTS/COMPANY SAVINGS: The company pays only
administrative program costs; remaining costs are included
in the monthly vanpool fare.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools have assigned parking, and carpools have preferential parking spaces; both are located close to the building.
- Computerized matching is available to carpoolers.
- The company has the largest ridesharing program in Missouri.

COMPANY: Perkin-Elmer Corporation

ADDRESS: Main Avenue
Norwalk, CT 06856

CONTACT PERSON: Mr. Mike Demott, Manager, Corporate
Traffic and Transportation

PHONE NUMBER: (203) 762-4857

YEAR PROGRAM ESTABLISHED: 1979 - Vanpool; 1980 - Carpool

PROGRAM COSTS/COMPANY SAVINGS: Perkin-Elmer spends about \$30,000 to \$50,000 annually on the ridesharing program. The savings can be seen in a significant reduction in the need for parking spaces, which average \$160/space.

INNOVATIONS/SERVICES/INCENTIVES:

- To get employees to participate in the carpool program, the company in the beginning offered cash prizes every 3 months and a grand prize of a new car at the end of the year, to those who participated in the program.
- Preferential parking spaces near the building are available for all carpools and vanpools.
- Gasoline pumps are onsite for vanpools.
- The company provides employees with computerized and manual matching systems.

COMPANY: Prudential Insurance Company

ADDRESS: 763 Broad Street
Newark, NJ 07102

CONTACT PERSON: Ms. Joanne Pastewski, Corporate Rideshare
Coordinator

PHONE NUMBER: (201) 877-4848

YEAR PROGRAM ESTABLISHED: 1975 - Carpool, Transit, and
Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Prudential pays the cost
of administration, insurance, and van registration.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools have assigned parking spaces.
- Vanpools and carpools park free.
- Carpoolers can use the manual matching services available.
- Vans are used in the Community Involvement Program and lent to community groups when needed during working hours.
- Prudential has 438 vanpools nationwide.

COMPANY: R. J. Reynolds Tobacco Company

ADDRESS: Personnel Department, Reynolds Building
Winston-Salem, NC 27101

CONTACT PERSON: Ms. Bonnie Edwards, Vanpool Administrator

PHONE NUMBER: (919) 777-6849

YEAR PROGRAM ESTABLISHED: 1980 - Carpool and Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Information not available.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools have preferential parking spaces.
- A computer matching service is available to carpoolers.
- R. J. Reynolds, in conjunction with the North Carolina Department of Transportation, has produced a new film on company ridesharing programs.
- The company has the largest ridesharing program in North Carolina.

COMPANY: Rockwell International

ADDRESS: Rocky Flats Plant
P.O. Box 464
Golden, CO 80401

CONTACT PERSON: Mr. Eulus Dennis, Employee Transportation
Specialist

PHONE NUMBER: (303) 497-2199

YEAR PROGRAM ESTABLISHED: 1978 - Carpool, Transit, and
Vanpool

PROGRAM COSTS/COMPANY SAVINGS: Rockwell International
pays only the administrative costs of the program. The
remaining costs are covered in monthly employee fares.

INNOVATIONS/SERVICES/INCENTIVES:

- The company provides a recorded telephone message of possible carpool matches.
- A shuttle service is available from the nearest bus stop to the worksite (approximately 1 1/2 miles).
- An onsite preventive maintenance program is available for vans.
- While no backup vans are available, employees may use a fleet vehicle for 1 day when necessary.
- The ridesharing program is included in the employee orientation program, which ensures that all employees are fully aware of the ridesharing opportunities.

COMPANY: Slalom Ski Wear, Inc.

ADDRESS: 105 Highland Avenue
Newport, VT 05855

CONTACT PERSON: Mr. Terry Moore, Production Manager

PHONE NUMBER: (802) 334-7958

YEAR PROGRAM ESTABLISHED: 1979 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: The ridesharing program is designed to reach a break-even point; the company absorbs administrative costs. The vanpool program has saved the company the cost of building a new parking lot.

INNOVATIONS/SERVICES/INCENTIVES:

- Vanpools have preferential parking spaces.
- Vanpool fares are payroll deducted.
- Vanpool riders are picked up and dropped off at home.
- The company will allow employees from other companies to participate in the vanpool program if space is available.

COMPANY: Tektronix, Inc.

ADDRESS: P.O. Box 500
Beaverton, OR 97005

CONTACT PERSON: Mr. Larry Gardner, Employee
Transportation Manager

PHONE NUMBER: (503) 627-8173

YEAR PROGRAM ESTABLISHED: 1974 - Carpool; 1976 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: The ridesharing program is set up to attain a break-even point, with Tektronix absorbing the administrative costs.

INNOVATIONS/SERVICES/INCENTIVES:

- The vanpool driver commutes free and is allowed to retain the fares of the 10th and 11th riders, as the fares of only nine riders are needed to reach the break-even point. Many drivers redistribute the last two fares among the entire vanpool to reduce commuting costs.
- Manual and computer matching services are available to carpoolers.
- Vanpools have preferential parking spaces.
- Vanpools have the option of being put on a scheduled maintenance program with a local garage.
- The first week of a vanpool commute is free; it is treated as a trial period to get the route settled.

COMPANY: Tennessee Valley Authority

ADDRESS: Employer Transportation Branch
105 West Cumberland Building
Knoxville, TN 37902

CONTACT PERSON: Ms. Judy Sanders, Supervisor of
Operations, Employee Transportation

PHONE NUMBER: (615) 632-4325

YEAR PROGRAM ESTABLISHED: 1973 - Buspool; 1974 - Vanpool,
Carpool, and Transit

PROGRAM COSTS/COMPANY SAVINGS: TVA has spent \$1.3 million
on the total national program since its inception, and has
saved approximately \$20 million in parking and
construction costs.

INNOVATIONS/SERVICES/INCENTIVES:

- TVA subsidizes 35 percent of the transit pass sales and vanpool fares.
- Preferential parking spaces are available for vanpools.
- TVA operates a technical assistance program for other private companies in the Tennessee Valley area. The program includes providing a van, assistance in building a ride-board, and assistance in the overall operation of a ridesharing program.
- Ride-Board manual matching systems are at each worksite.
- TVA provides a telephone answering service for employees who wish to call and obtain information on bus schedules.
- TVA has 656 vanpools in eight States.
- It is estimated that TVA's ridesharing program annually saves more than 2.5 million gallons of gasoline, and is responsible for reducing atmospheric pollution by about 1,000 tons per year.

COMPANY: 3M Company

ADDRESS: Central Engineering Department
Building 42-8A, P.O. Box 33331
St. Paul, MN 55133

CONTACT PERSON: Mr. Robert Owens, Senior Transportation
Engineer

PHONE NUMBER: (612) 778-5190

YEAR PROGRAM ESTABLISHED: 1971 - Buspool and Carpool;
1972 - Transit; 1973 - Vanpool

PROGRAM COSTS/COMPANY SAVINGS: 3M spends \$720 per van per year. The company has saved the cost of having to provide approximately 1,600 parking spaces, about 900 of which would have been garage spaces.

INNOVATIONS/SERVICES/INCENTIVES:

- Free parking is provided for vanpools, while carpools have preferential parking spaces inside the building's garage.
- Transit passes are sold at the worksite for a reduced price.
- 3M has set up a new vanpool program for urban areas. The Share-A-Van program uses one van two to three times per commuting trip. The van makes several trips each morning and evening, carrying 22 to 33 people to and from work each day. The employees divide the cost of the van between themselves. 3M has found that even for commutes of less than 5 miles, this vanpool program is cost-effective.

COMPANY: Union Carbide

ADDRESS: P.O. Box 8361
South Charleston, WV 25303

CONTACT PERSON: Mr. Dick Henderson, Ridesharing
Coordinator

PHONE NUMBER: (304) 747-4450

YEAR PROGRAM ESTABLISHED: 1975 - Carpool

PROGRAM COSTS/COMPANY SAVINGS: Company costs are kept at a minimum--the cost of monthly prizes and small portions of an employee's time to take care of administrative details.

INNOVATIONS/SERVICES/INCENTIVES:

- For several years, Union Carbide has awarded monthly prizes to carpoolers.
- Carpoolers have reserved parking spaces near the building.
- Fifteen minutes of flextime is allowed for carpoolers.
- Carpool matching is available through the in-house newspaper.

COMPANY: Walt Disney World Company

ADDRESS: P.O. Box 40
Lake Buena Vista, FL 32820

CONTACT PERSON: Ms. Debbie Yarborough, Cost Activities
Representative

PHONE NUMBER: (305) 824-4254

YEAR PROGRAM ESTABLISHED: 1976 - Carpool, Transit,
Buspool, and Vanpool

PROGRAM COSTS/COMPANY SAVINGS: The program is designed to
attain a break-even point.

INNOVATIONS/SERVICES/INCENTIVES:

- The company works closely with small private bus companies, marketing bus company services in exchange for specified bus routes for Walt Disney World employees.
- The company publishes a brochure describing its vanpool program. These are distributed to employees along with specially printed city bus schedules.
- Weekly bus passes are sold onsite.
- Vanpool fares can be payroll deducted.
- A decentralized computer matching service with each separate division of the company matching its own staff members is provided for carpoolers and vanpoolers. The computer listing is updated each month.
- It is estimated that in 1979 the Walt Disney World Company's ridesharing program saved an estimated 72,000 gallons of gasoline.

APPENDIX A:

MATRIX OF
COMPANY RIDESHARING PROGRAMS

MATRIX OF
COMPANY RIDESHARING PROGRAMS

COMPANY	TYPE OF BUSINESS	URBAN/SUBURBAN/RURAL	APPROXIMATE NUMBER OF EMPLOYEES	% OF EMPLOYEES RIDESHARING	CARPOOL	R/S INVOLVEMENT/ # OF R/S VEHICLES				VEHICLE OWNERSHIP												
						TRANSIT PASS SALES/SUBSIDIES	BUSPOOL	VANPOOL	BACK-UP VANS	EMPLOYER OWNED	EMPLOYER LEASED	EMPLOYEE OWNED/LEASED	MULTI-PURPOSE VEHICLES	SHUTTLE SERVICE	VEHICLE MAINTENANCE	EMPLOYER GAS PUMPS	PREFERENTIAL PARKING	COMPUTER MATCHING	MANUAL MATCHING	RIDESHARING ADMINISTERING DEPARTMENT	RIDESHARING SUBSIDIES	AWARDS/PRIZES
Aetna Life & Casualty	Insurance Company	U	11,500	62%	✓	✓	✓	150	3	✓				✓	✓		✓	✓	✓	Employee Services		
Allied Corp.	Fibers & Plastics Mfg.	R	550	75%	✓			6			✓			✓		VP	✓			Employee Relations		
Atlantic Richfield Company	Energy Company	U	2,000	66%	✓	✓	12	37	7	✓				✓			✓			Employee Trans. Dept.	✓	
Basin Electric Power Cooperative	Utility	U	438	19.2%				7		✓			✓			VP		✓		Admin. Services		
The Boeing Company	Aerospace Mfg.	S	75,000	33.2%	✓			100	1	✓		(a)		✓		VP				Commuter Office		
Control Data Corp.	Computer Mfg/Commercial Credit	S	16,000	10%	(b)		15	(b)		✓			✓	BP	BP		✓	✓		Employee Trans. Services		
Crustbuster Inc.	Farm Machine Mfg.	R	135	59%				5		✓				✓	✓					Personnel Dept.	✓	

KEY:

VP - Vanpools
CP - Carpools
BP - Buspools

(Pertains only to the specified ridesharing involvement.)

R/S - Ridesharing

(a) In addition to the vans owned by the Boeing Company, its employees have 98 privately owned/leased vans and 18 vans leased through a third party.

(b) Control Data Corporation has 224 ridesharing vehicles leased to its employees. These include both cars and vans.

MATRIX OF
COMPANY RIDESHARING PROGRAMS
(cont.)

COMPANY	TYPE OF BUSINESS	URBAN/SUBURBAN/RURAL	APPROXIMATE NUMBER OF EMPLOYEES	# OF EMPLOYEES RIDESHARING	CARPOOL	R/S INVOLVEMENT/ # OF R/S VEHICLES					VEHICLE OWNERSHIP			SHUTTLE SERVICE	VEHICLE MAINTENANCE	EMPLOYER GAS PUMPS	COMPUTER PARKING	MANUAL MATCHING	RIDESHARING ADMINISTERING DEPARTMENT	RIDESHARING SUBSIDIES	AWARDS/PRIZES
						TRANSIT PASS SALES/SUBSIDIES	BUSPOOL	VANPOOL	BACK-UP VANS	EMPLOYER OWNED	EMPLOYER LEASED	EMPLOYEE OWNED/LEASED	MULTI-PURPOSE VEHICLES								
E.G. & G. Idaho	Nuclear Eng'ng Lab	R	4,000	35%	175		4					✓		✓		✓	✓	✓	Energy Mgmt. Branch		
Electric Boat Company	Submarine Mfg.	S	20,000	5.5%	✓		85	8		✓			✓		✓				Security Dept.		
Fireman's Fund Insurance Company	Insurance Company	S	1,250	67%	✓	✓	1	8	1	✓			✓	✓	✓	✓			Trans. Services		
Fluor Corp.	Eng'ng Constr.	U	6,000	25% VP	✓		106	6	✓	✓			✓	✓		✓			Employee Service Dept.	✓	
Gulf Oil Company	Refining & Marketing Company	U	4,000	80%	✓	✓	172	4	✓	✓			✓		✓	VP	✓		General Services Dept.	✓	
Ken-Tech	Multi-Employer R/S Organ.	U	16 co. 12,000	(c)	✓							✓				✓	✓				
Louisiana Land & Exploration Company	Oil Explor. Company	U	550	69.4%			40	1	✓				✓	✓			✓		Human Resources Dept.	✓	

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(c) Figures are unavailable.

MATRIX OF
COMPANY RIDESHARING PROGRAMS
(cont.)

COMPANY	TYPE OF BUSINESS	URBAN/SUBURBAN/RURAL	APPROXIMATE NUMBER OF EMPLOYEES	% OF EMPLOYEES RIDESHARING	CARPOOL	R/S INVOLVEMENT/ # OF R/S VEHICLES				VEHICLE OWNERSHIP				SHUTTLE SERVICE	VEHICLE MAINTENANCE	EMPLOYER GAS PUMPS	COMPUTER PARKING	MANUAL MATCHING	RIDESHARING ADMINISTERING DEPARTMENT	RIDESHARING SUBSIDIES	AWARDS/PRIZES
						TRANSIT PASS SALES/SUBSIDIES	BUSPOOL	VANPOOL	BACK-UP VANS	EMPLOYER OWNED	EMPLOYEE LEASED	EMPLOYEE OWNED/VEHICLES	EMPLOYEE LEASED								
McDonnell-Douglas Aircraft	Aerospace Mfg.	S	33,500	38%	✓	✓	✓	165	2	✓				✓	✓	✓		Security Dept.			
Perkin-Elmer Corp.	Manufacturer	U	5,500	42%	✓			69	2	✓			✓	✓	✓	✓	✓	Corp. Traffic & Trans.	✓	✓	
Prudential Insurance	Insurance Company	U	4,200	90%	✓	✓		54	5	✓			✓		✓		✓	Trans. Division			
R.J. Reynolds Company	Tobacco Manufacturer	U	15,000	50%	✓			41	1	✓			✓	VP	✓			Personnel Dept.			
Rockwell International	Nuclear Weapons Plant	R	3,400	70%	✓	✓		33			✓		✓	VP		✓		Personnel, Employment Dept.			
Slalom Ski Wear	Manufacturer	R	170	15%				4		✓			✓	VP		✓		Personnel & Production			
Tektronix, Inc.	Tech. Electr. Equip. Mfg.	R	11,000	36%	✓		✓	24	3	✓			✓	VP	✓	✓		Human Resources Dept.	✓		

KEY:

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(Pertains only to the specified ridesharing involvement.)

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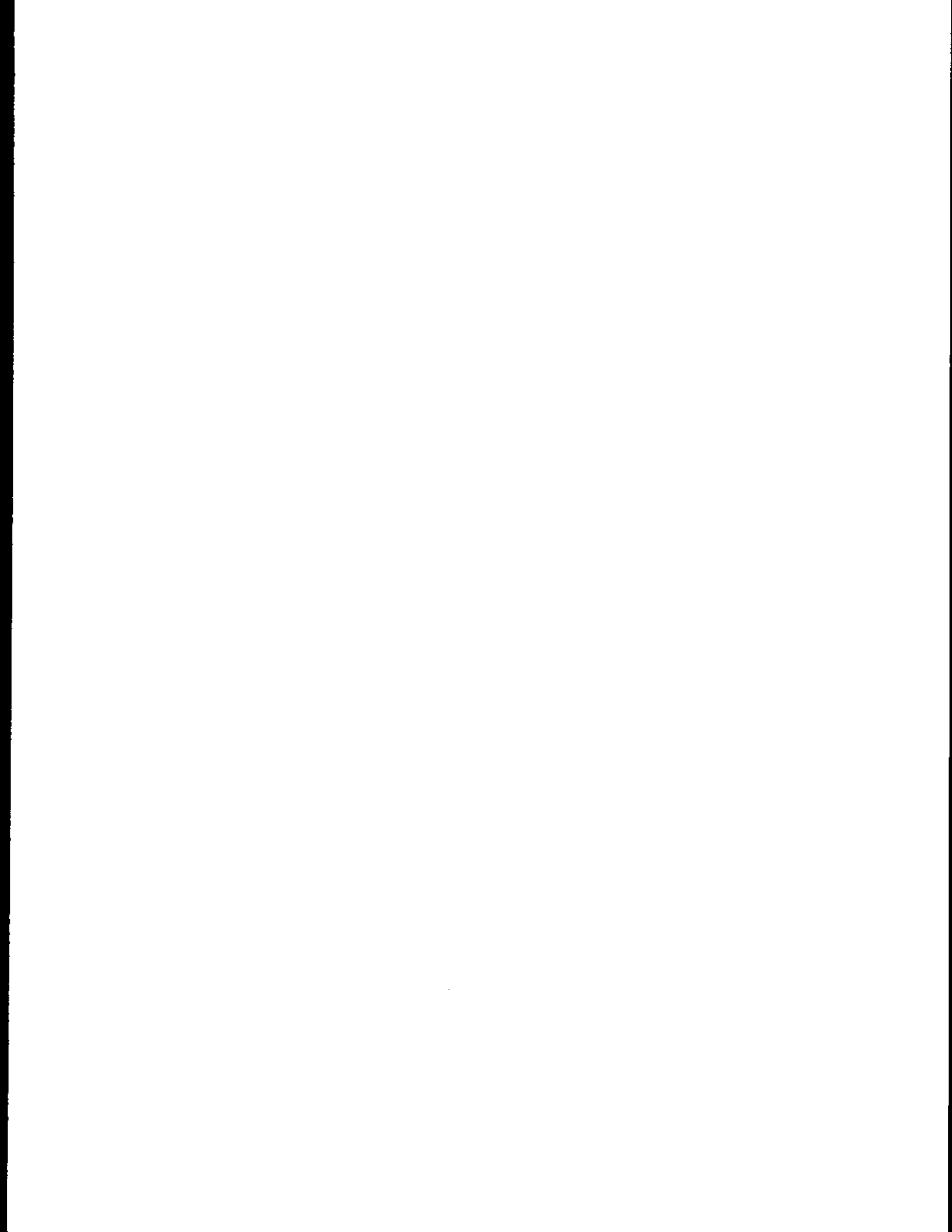
MATRIX OF
COMPANY RIDESHARING PROGRAMS
(cont.)

Company	Type of Business	Urban/Suburban/Rural	Approximate Number of Employees	% of Employees Ridesharing	Carpool	R/S Involvement/ # of R/S Vehicles						Vehicle Ownership			Shuttle Service	Vehicle Maintenance	Employer Gas Funds	Computer Parking	Manual Matching	Ridesharing Administering Department	Ridesharing Subsidies	Awards/Prizes
						Transit Pass Sales/Subsidies	Buspool	Vanpool	Back-up Vans	Employer Owned	Employee Leased	Employee Owned/Leased	Multi-Purpose Vehicles									
Tennessee Valley Authority	Public Electric Utility	U	4,200	85%	✓	✓	28	92	13	✓	✓			✓	✓	VP		✓	Employee Trans. Branch	✓		
3M Company	Manufacturer	U	11,700	40%	✓	✓	9	150	6	✓				✓		✓	✓	Employee Ground Trans.	✓			
Union Carbide Corp.	Petrochemical Dev. & Mfg.	U	8,000	35%	✓											✓		Employee Services Dept.		✓		
Walt Disney World Company	Resort	R	17,000	(d)	✓	✓	✓	9	✓	✓	✓		✓	✓			✓	✓	Disney Univ.			

KEY:
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(d) The percentage of Walt Disney World employees ridesharing is broken out into the three major areas of employment:
Magic Kingdom - 60.86%; Resorts/Hotels - 42.8%; Lake Buena Vista - 33.1%.



APPENDIX B:

RIDESHARING RESOURCES

The following information and materials are available from the National Ridesharing Information Center (NRIC). The NRIC is a telephone information/referral service and clearinghouse located at the U.S. Department of Transportation. To contact the center, write to:

National Ridesharing Information Center
Federal Highway Administration
400 7th Street, SW
HHP-25
Washington, DC 20590

Or call (800) 424-9184; in the Washington, D.C., metropolitan area, call 426-0210.

- Directory of Ridesharing Agencies and State Contacts

This publication lists some 200 ridesharing agencies and appointed State ridesharing contacts. The list is updated about every 2 to 3 months.

- Audiovisual Materials

A listing of films, slides, and other audiovisual materials are available for loan from NRIC for up to 2 weeks (plus 4 days for mailing). There is no cost, but each request is limited to two items.

- How Ridesharing Can Help Your Company: A Manual for Employers

Published by the U.S. Department of Transportation, May 1980, this publication is a "how to" manual for employers wishing to organize a company ridesharing program. It contains many sample forms and letters, and facts and statistics which may be valuable aids in establishing a program.

- Executive Loan Program

The Executive Loan Program is a national technical assistance program in which companies offer experts in the field of ridesharing to organizations to assist them in developing, organizing, and/or expanding a ridesharing program. The executives also speak at meetings or workshops. Some 50 private companies, as well as 50 other organizations, have offered ridesharing personnel to work in conjunction with the Federal Highway Administration in providing both telephone and onsite assistance.

