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| 16. Abstract The concept of distributing transit passes through employers has become increasingly popular in recent years. This report presents the findings of a detailed analysis of the types of employer distributed transit pass programs implemented by the transit agencies in five major Texas cities (Dallas, Houston, Fort Worth, San Antonio and Austin). The experiences of operating such programs in Seattle and Denver were also drawn upon. This information was supplemented with published material including the results of demonstration projects implemented in Sacramento, California, Jacksonville, Florida and Duluth, Minnesota. The intent of the investigation was to: 1) identify the types of programs currently in operation; 2) determine the impacts of the programs on the transit agencies, employers and employees; and 3) document the study findings in order to assist transit agencies and employers in implementing new or expanding existing employer distributed transit pass programs. | | | |
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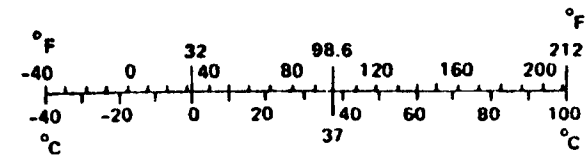
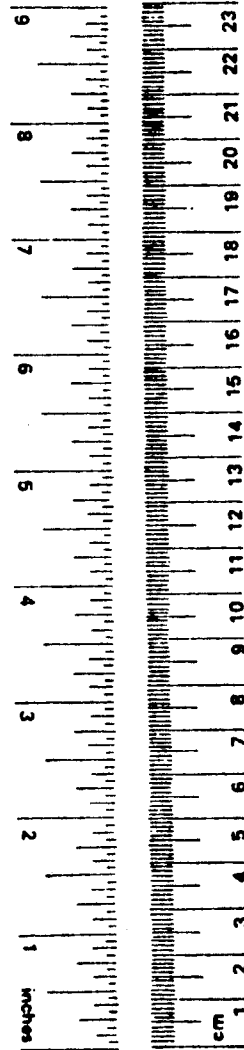
METRIC CONVERSION FACTORS

Approximate Conversions to Metric Measures

| Symbol | When You Know | Multiply by | To Find | Symbol |
|----------------------------|-------------------------|----------------------------|---------------------|-----------------|
| LENGTH | | | | |
| in | inches | *2.5 | centimeters | cm |
| ft | feet | 30 | centimeters | cm |
| yd | yards | 0.9 | meters | m |
| mi | miles | 1.6 | kilometers | km |
| AREA | | | | |
| in ² | square inches | 6.5 | square centimeters | cm ² |
| ft ² | square feet | 0.09 | square meters | m ² |
| yd ² | square yards | 0.8 | square meters | m ² |
| mi ² | square miles | 2.6 | square kilometers | km ² |
| | acres | 0.4 | hectares | ha |
| MASS (weight) | | | | |
| oz | ounces | 28 | grams | g |
| lb | pounds | 0.45 | kilograms | kg |
| | short tons (2000 lb) | 0.9 | tonnes | t |
| VOLUME | | | | |
| tsp | teaspoons | 5 | milliliters | ml |
| Tbsp | tablespoons | 15 | milliliters | ml |
| fl oz | fluid ounces | 30 | milliliters | ml |
| c | cups | 0.24 | liters | l |
| pt | pints | 0.47 | liters | l |
| qt | quarts | 0.95 | liters | l |
| gal | gallons | 3.8 | liters | l |
| ft ³ | cubic feet | 0.03 | cubic meters | m ³ |
| yd ³ | cubic yards | 0.76 | cubic meters | m ³ |
| TEMPERATURE (exact) | | | | |
| °F | Fahrenheit temperature | 5/9 (after subtracting 32) | Celsius temperature | °C |

Approximate Conversions from Metric Measures

| Symbol | When You Know | Multiply by | To Find | Symbol |
|----------------------------|-----------------------------------|-------------------|------------------------|-----------------|
| LENGTH | | | | |
| mm | millimeters | 0.04 | inches | in |
| cm | centimeters | 0.4 | inches | in |
| m | meters | 3.3 | feet | ft |
| m | meters | 1.1 | yards | yd |
| km | kilometers | 0.6 | miles | mi |
| AREA | | | | |
| cm ² | square centimeters | 0.16 | square inches | in ² |
| m ² | square meters | 1.2 | square yards | yd ² |
| km ² | square kilometers | 0.4 | square miles | mi ² |
| ha | hectares (10,000 m ²) | 2.5 | acres | |
| MASS (weight) | | | | |
| g | grams | 0.035 | ounces | oz |
| kg | kilograms | 2.2 | pounds | lb |
| t | tonnes (1000 kg) | 1.1 | short tons | |
| VOLUME | | | | |
| ml | milliliters | 0.03 | fluid ounces | fl oz |
| l | liters | 2.1 | pints | pt |
| l | liters | 1.06 | quarts | qt |
| l | liters | 0.26 | gallons | gal |
| m ³ | cubic meters | 35 | cubic feet | ft ³ |
| m ³ | cubic meters | 1.3 | cubic yards | yd ³ |
| TEMPERATURE (exact) | | | | |
| °C | Celsius temperature | 9/5 (then add 32) | Fahrenheit temperature | °F |



* 1 in = 2.54 (exactly). For other exact conversions and more detailed tables, see NBS Misc. Publ. 286, Units of Weights and Measures, Price \$2.25, SD Catalog No. C13.10:286.

**EVALUATION OF
EMPLOYER DISTRIBUTED TRANSIT PASS PROGRAMS
IN TEXAS**

by

Diane L. Bullard
Assistant Research Planner

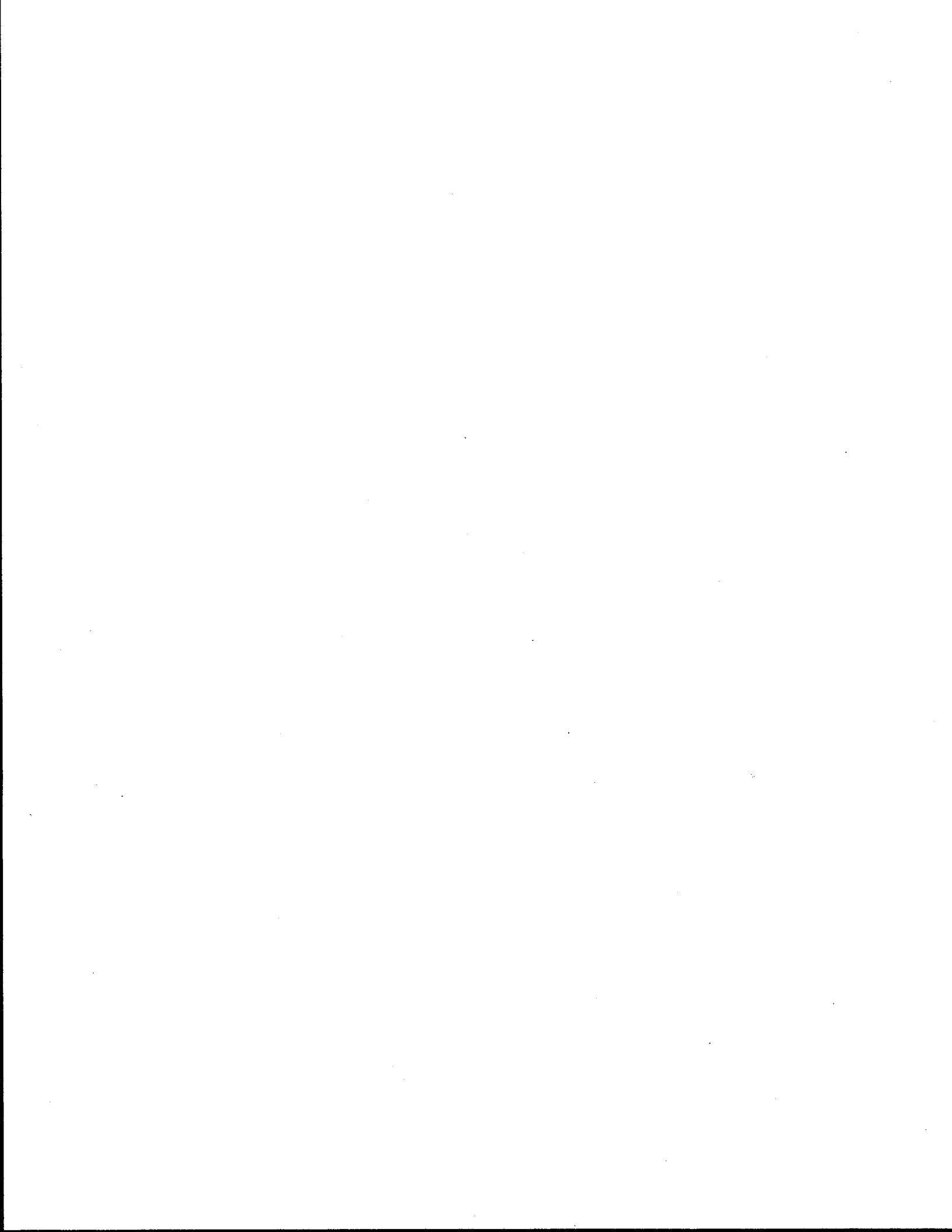
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College Station, Texas 77843

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ABSTRACT

The concept of distributing transit passes through employers has become increasingly popular in recent years. This report presents the findings of a detailed analysis of the types of employer distributed transit pass programs implemented by the transit agencies in five major Texas cities (Dallas, Houston, Fort Worth, San Antonio and Austin). The experiences of operating such programs in Seattle and Denver were also drawn upon. This information was supplemented with published material including the results of demonstration projects implemented in Sacramento, California, Jacksonville, Florida and Duluth, Minnesota.

The intent of the investigation was to: 1) identify the types of programs currently in operation; 2) determine the impacts of the programs on the transit agencies, employers and employees; and 3) document the study findings in order to assist transit agencies and employers in implementing new or expanding existing employer distributed transit pass programs.

Key Words: Transit pass, employer distributed transit pass, employer subsidized transit, employer subsidy, transit fare prepayment.

IMPLEMENTATION STATEMENT

Increasing traffic congestion and decreasing availability of affordable activity center parking have resulted in the need to encourage the acceptance and use of transit among employees. Employer distributed transit pass programs in which employees of participating firms purchase transit passes from their employers at reduced rates can provide an important incentive for employees to switch from autos to transit. Since many firms have traditionally subsidized employee parking, subsidizing transit fares provide an excellent method of equalizing benefits. These subsidies can also be used as a means of attracting new employees who otherwise would not work downtown. Finally, with reductions in public funding for transit service, increased involvement by employers will be important to the economic viability of transit service.

This study was undertaken to evaluate the types of employer distributed transit pass programs currently in operation in major Texas cities and in selected cities outside Texas. The information presented in this report will assist transit agencies and employers in implementing new (or improving existing) employer distributed transit pass programs.

DISCLAIMER

The contents of this report reflect the views of the author who is responsible for the opinions, findings and conclusions presented herein. The contents do not necessarily reflect the official views of the Texas State Department of Highways and Public Transportation or the Urban Mass Transportation Administration. This report does not constitute a standard, specification or regulation.

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SUMMARY

The concept of selling and distributing transit passes through employers has become increasingly popular in recent years. A natural outgrowth of this concept is an employer contribution to the price of the pass.

This report presents the results of a detailed analysis of the types of programs implemented by transit agencies in Dallas, Houston, Fort Worth, San Antonio and Austin. The experiences of operating such programs in Seattle and Denver were also drawn upon. The intent of the investigation was to: 1) identify the types of programs currently in operation; 2) determine the impacts of the programs on the transit agencies, employers and employees; and 3) document the study findings in order to assist transit agencies and employers in implementing new or expanding existing employer distributed transit pass programs.

Potential Benefits

Distributing transit passes to employees through their employers can potentially benefit all parties involved (employees, employers and transit agencies).

Transit Agency Benefits

Employer distributed transit pass programs can potentially help transit agencies to:

- Raise revenues by attracting new riders to the system;
- Increase transit ridership by making it more convenient for employees to purchase transit passes (and more economical when there are employer subsidies);

- Broaden private sector involvement and community support for public transit service;
- Focus transit system promotional efforts toward a specific market rather than to the general public.

Employer Benefits

Employers who agree to distribute and subsidize transit passes to their employees can potentially benefit from:

- Reduced on-site parking needs for employees and increased parking availability for clients and customers;
- Providing a popular employee benefit that is used every day and one which can be an important factor in recruiting and retaining employees;
- A tax deduction (the amount of the employer's subsidy is a tax deductible business expense); and
- Improvement in employee morale and productivity when employees avoid the stress of driving in heavy traffic congestion and arrive at work more relaxed and refreshed.

Employee Benefits

Employees who purchase transit passes through their employers enjoy:

- Increased convenience of purchasing their passes at the workplace (particularly when done through payroll deduction);
- Reduced commuting costs (parking, gasoline, vehicle maintenance and sometimes insurance);

- A monthly subsidy of \$15 or less which is tax free;
- Other benefits from utilizing transit, such as no parking problems, reduced stress from not having to drive in traffic congestion, time to relax during the daily commute, unlimited number of rides for the duration of the pass and no need for transfers or exact change.

Program Descriptions

The current program characteristics for the study cities are shown in Table S-1.

Table S-1. Selected Characteristics of Employer Distributed Transit Pass Programs

| City | Number of Employers Participating | Number of Passes Sold Per Month | Average Number of Passes Sold Per Employer |
|-------------|-----------------------------------|---------------------------------|--|
| Dallas | 323 | 22,523 | 70 |
| Houston | 57 | 13,105 | 300 |
| Fort Worth | 17 | 356 | 21 |
| San Antonio | 16 | 561 | 33 |
| Austin | 11 | 2,367 | 215 |
| Seattle | 240 | 18,000 | 75 |
| Denver | 160 | NA | NA |

Types of Passes Sold and Employer Discounts

Unlimited use monthly passes are the most common form of scrip used in connection with employer distributed pass programs. Commuter cards that allow employees to ride the bus during certain hours are also offered by the transit systems in Dallas and Austin as an economical alternative to the more

expensive monthly passes. Ten or 20 ride ticket books or punch cards are also popular in Austin and Seattle.

Employer Discounts

Transit properties typically utilize one of three types of pricing arrangements in connection with employer distribution of passes.

- Employers purchase the passes at the regular price and then make them available to employees at a discount, with the discount totally absorbed by the firm.
- Transit agencies sell the passes to employers at a discount if the employer agrees to a minimum subsidy to the employees.
- Both employers and employees purchase the passes at the regular price.

Many transit systems (such as those in Austin, San Antonio and Denver) choose not to discount transit passes sold to employers in order that the system not experience any loss of revenue from the program. Other systems (such as those in Dallas, Fort Worth and Seattle) feel it is important to offer participating employers a small "handling fee" or "administrative discount," usually in the range of \$1 to \$3 per pass as a goodwill gesture. Still other systems (such as Houston's) offer substantial discounts in order to encourage substantial participation in the program.

Operation of the Programs

Pass Sales and Distribution to Employers

Most transit agencies distribute passes to participating employers on consignment. Employers are given a specified amount of time to sell the passes to their employees. Revenue from the pass sales and all unsold passes

are then returned to the transit system at a later date. A few transit systems, including DART in Dallas, require employers to pay for the passes upon receipt. Any unsold passes may then be returned for credit toward the next month's order.

Marketing the Program

In building a market for the employer distributed pass program, transit properties have generally concentrated promotional efforts on the Central Business District (CBD) and other major centers of employment which currently have frequent, reliable and efficient transit service available and limited or expensive parking.

Transit System Impacts

Ridership Impacts

Increases in transit ridership that are directly related to the implementation of employer distributed pass programs are difficult for transit agencies to measure. In fact, none of the systems studied were able to quantify ridership impacts attributed to the sales of passes through employers.

Cost-Revenue Impacts

In estimating the net cost of operating an employer distributed transit pass program the following formula can be used.

$$NC = AC + (RG - RL)$$

Where: NC = net cost of program
AC = administrative costs of program

RL = revenue lost (if any) from discounts given to employers

RG = revenue gained from new riders attracted by the program

Unfortunately, calculating net program costs necessitates having more information available than transit agencies can typically afford to collect or keep track of. For example, calculating the revenue lost from discounts (if any) given to employers does not present a problem. In San Antonio, Austin and Denver, revenue lost is zero because no employer discounts are given. In Seattle, approximately \$15,000 is lost; in Dallas, roughly \$31,000 is lost; and in Houston, about \$66,000 is lost per month due to employer discounts.

Estimating the revenue gained from new riders attracted to the system is another matter. Since the transit systems studied do not have any information on the number of new riders, revenue generated from these individuals cannot be estimated.

In addition to the difficulties in estimating revenue impacts, many administrators of employer pass programs are not aware of all the administrative costs involved in operating the program. Separate departments (sometimes located in different buildings across town) frequently handle different aspects of the program. In addition, many costs are hidden as they are frequently "lumped in" with other operating costs.

Frequently, administrators of smaller programs such as those in Austin and Fort Worth consider the administrative costs associated with the program as small and worth the investment. The costs associated with larger programs are more substantial, however. For example, DART in Dallas estimates its employer pass subsidy program costs the system approximately \$8,300 per month (salaries, printing, delivery service, miscellaneous expenses) or \$.37 per pass/commuter card sold. (Note: These figures do not include salaries and materials required to promote or expand the program). DART also considers the program to be a worthwhile investment.

Surveys of Participating Employers

Within each city studied, only a limited amount of data existed concerning the employers who sell/distribute transit passes to their employees. In order to obtain more information about these employers, a survey of participating employers in Texas was performed.

In addition to collecting data concerning general employer characteristics, the surveys were intended to: 1) determine the level of employee participation in the program; 2) identify the promotional techniques utilized to encourage employee participation; 3) quantify the costs to the employer (in dollars and person-hours) to administer the program; and 4) identify the extent to which employers subsidize the cost of bus passes for employees.

Approximately 81% of the firms responding to the survey are located in CBDs and 19% are located in non CBD areas. The responses from the non CBD employers differ in some respects from the CBD employer responses and are, therefore, presented separately.

Size of Firms and Level of Employee Participation in Bus Pass Program

The majority of the firms enrolled in the employer distributed bus pass programs employ a large number of persons. The median number of persons employed ranges from 99 for the Dallas CBD employers to 699 for the Houston CBD employers (Table S-2). The median number of employees purchasing bus passes ranges from 3 for the San Antonio non CBD employer to 115 for the Houston CBD employers.

As expected, employee transit pass purchasers at non CBD firms comprise a smaller percentage of the total work force than do transit pass purchasers at CBD firms (Table S-2). In Dallas, for example, the median number of pass purchasers from the non CBD firms comprise 7% of the total employees, whereas pass purchasers from the CBD firms account for 23% of the total.

Table S-2. Level of Employee Participation and Promotional Efforts
Associated with Employer Bus Pass Sales Programs

| Characteristic | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|---|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Number of Persons Employed by Firm | (n=194) | (n=123) | (n=35) | (n=17) | (n=8) | (n=6) | (n=1) | (n=3) |
| Median | 129 | 99 | 130 | 699 | 335 | 220 | 167 | 280 |
| Number of Employees in Bus Pass Program | (n=190) | (n=122) | (n=34) | (n=17) | (n=7) | (n=5) | (n=1) | (n=3) |
| Median | 16 | 16 | 7 | 115 | 12 | 30 | 3 | 23 |
| % of Total Employees in Bus Pass Program | (n=188) | (n=121) | (n=34) | (n=16) | (n=7) | (n=5) | (n=1) | (n=3) |
| Median | 20% | 23% | 7% | 21% | 5% | 10% | 2% | 31% |
| Promotional Efforts Used to Encourage Employee Participation ¹ | (n=195) | (n=142) | (n=45) | (n=18) | (n=8) | (n=7) | (n=1) | (n=3) |
| None | 30% | 28% | 20% | 28% | 25% | 14% | --- | 33% |
| New Employee Orientation | 30% | 31% | 20% | 6% | 38% | 15% | 100% | --- |
| Bulletin Board Notices | 20% | 13% | 27% | 33% | --- | 28% | --- | 33% |
| Transit Brochures | 15% | 8% | 11% | 45% | 25% | 29% | --- | 33% |
| Company Memos | 12% | 12% | 7% | 6% | --- | 15% | --- | 66% |
| Other | 12% | 8% | 14% | 11% | 13% | --- | --- | 33% |

¹Respondents were able to give more than one answer. Thus, the percentages do not add up to 100%.

Promotional Efforts

Employers were asked to identify what types of promotional efforts are used by their firm to solicit employee participation in the bus pass sales program. Their responses are listed in Table S-2. The most frequently listed efforts include:

- Informing new employees of the program during company orientation sessions;
- Posting bulletin board notices advertising the program; and
- Distribution of program brochures and other literature provided by the transit system.

However, a sizable percentage of the firms responding stated that no effort was made to solicit employee participation.

Employers' Cost to Administer Bus Pass Sales

Person-Hours. In every city except Houston, the median number of person-hours required to administer the sales and distribution of bus passes is two or less. In Houston, the median number is 6. This difference in Houston can be attributed to the large number of passes sold by Houston employers (Table S-1).

Monetary Cost. Median figures for the monetary cost (excluding pass subsidies) involved in the sales and distribution of transit passes to employers are presented in Table S-3. As this table indicates:

- The median program cost varies from \$6.00 per month for the San Antonio non CBD firm to \$188.00 per month for the Fort Worth CBD employers;

Table S-3. Employer Costs Associated with the Distribution of Bus Passes to Employees

| Characteristic | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|---|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Number of Person-Hours Per Month Required to Administer Program | (n=182) | (n=115) | (n=34) | (n=18) | (n=5) | (n=6) | (n=1) | (n=3) |
| Median | 2 | 1 | 1 | 6 | 2 | 2 | 1 | 1 |
| Cost Per Month to Administer Program | (n=134) | (n=79) | (n=29) | (n=14) | (n=3) | (n=6) | (n=1) | (n=3) |
| Median | \$21.00 | \$20.00 | \$16.00 | \$40.00 | \$188.00 | \$22.50 | \$6.00 | \$22.50 |
| Cost Per Employee Hour | (n=150) | (n=61) | (n=19) | (n=14) | (n=3) | (n=6) | (n=1) | (n=1) |
| Median | \$12.50 | \$13.00 | \$13.00 | \$13.13 | \$ 12.65 | \$ 8.00 | \$6.00 | \$12.75 |
| Cost Per Pass Sold | (n=131) | (n=78) | (n=27) | (n=14) | (n=3) | (n=6) | (n=1) | (n=2) |
| Median | \$ 1.07 | \$ 1.19 | \$ 1.07 | \$ 0.72 | \$ 2.50 | \$ 0.41 | \$2.00 | \$ 0.05 |

Note: Cost figures do not include cost of pass subsidies (if any).

- The median cost per employee hour ranges from \$6.00 for the San Antonio non CBD firm to \$13.13 for the Houston CBD employers; and
- The median cost per pass sold varies from \$.05 for the Austin CBD employers to \$2.50 for the Fort Worth CBD employers.

Employer Subsidies

At least two-thirds of all the employers surveyed subsidize at least part of their employees' bus pass expense. Of these firms, about half pay a specific dollar amount toward the cost and the other half pay a percentage of the cost.

The median dollar amount subsidized by employers ranges from \$2.00 per pass for non CBD companies in Dallas to \$25.00 per pass for CBD employers in Houston. The majority of firms which subsidize a percentage of the pass cost contribute between 50% and 100% (Table S-4).

Employee Impacts

Increased Convenience

Purchasing transit passes at the workplace is more convenient for employees particularly when done through payroll deduction. As the survey of participating employers in Texas indicated, employees at approximately 33% of the firms surveyed are able to purchase passes through payroll deduction.

Reduced Commuting Costs

Traveling to and from work by transit is generally more economical than driving alone even when the employer does not contribute to the price of the employee's pass. Substantial savings are possible when employers subsidize

Table S-4. Employer Subsidies of Employees' Bus Pass Expense

| Characteristic | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Employer Subsidize Cost of Bus Pass | (n=194) | (n=123) | (n=35) | (n=18) | (n=7) | (n=4) | (n=1) | (n=3) |
| Yes | 89% | 94% | 89% | 67% | 86% | 67% | 100% | 100% |
| No | 11% | 6% | 11% | 33% | 14% | 33% | --- | --- |
| \$ Amount of Subsidy Median | (n=87) \$ 4.00 | (n=57) \$ 4.00 | (n=17) \$ 2.00 | (n=5) \$25.00 | (n=5) \$ 2.50 | --- | --- | (n=3) \$10.00 |
| % of Cost Subsidized Median | (n=82) 63% | (n=56) 63% | (n=12) 75% | (n=7) 78% | (n=1) 100% | (n=4) 50% | (n=1) 100% | --- |

all or part of the transit pass. Choosing transit saves on parking, gasoline, vehicle maintenance and sometimes insurance costs. In addition, a monthly employer subsidy of \$15 or less is tax free.

The results of the employer surveys showed that 89% of all companies surveyed subsidize at least part of their employees' bus pass expense; approximately 20% of these employers subsidize 100%. Results of the employer survey further show that employer contributions toward the price of the bus pass has an effect on the percentage of employees within the firm who purchase bus passes. Overall, firms which subsidize employees' bus pass expenses have twice as many participants in the bus pass program. In Houston, firms which subsidize employees' bus pass expenses (in addition to the 10% discount given by Metro) have three times as many participants.

Conclusion

In conclusion, it appears that the concept of selling and distributing transit passes through employers is an idea whose time has come. The transit agencies studied perceive these programs to be worthwhile investments for encouraging transit acceptance and use while lowering employee commuting costs and reducing the need for activity center parking.

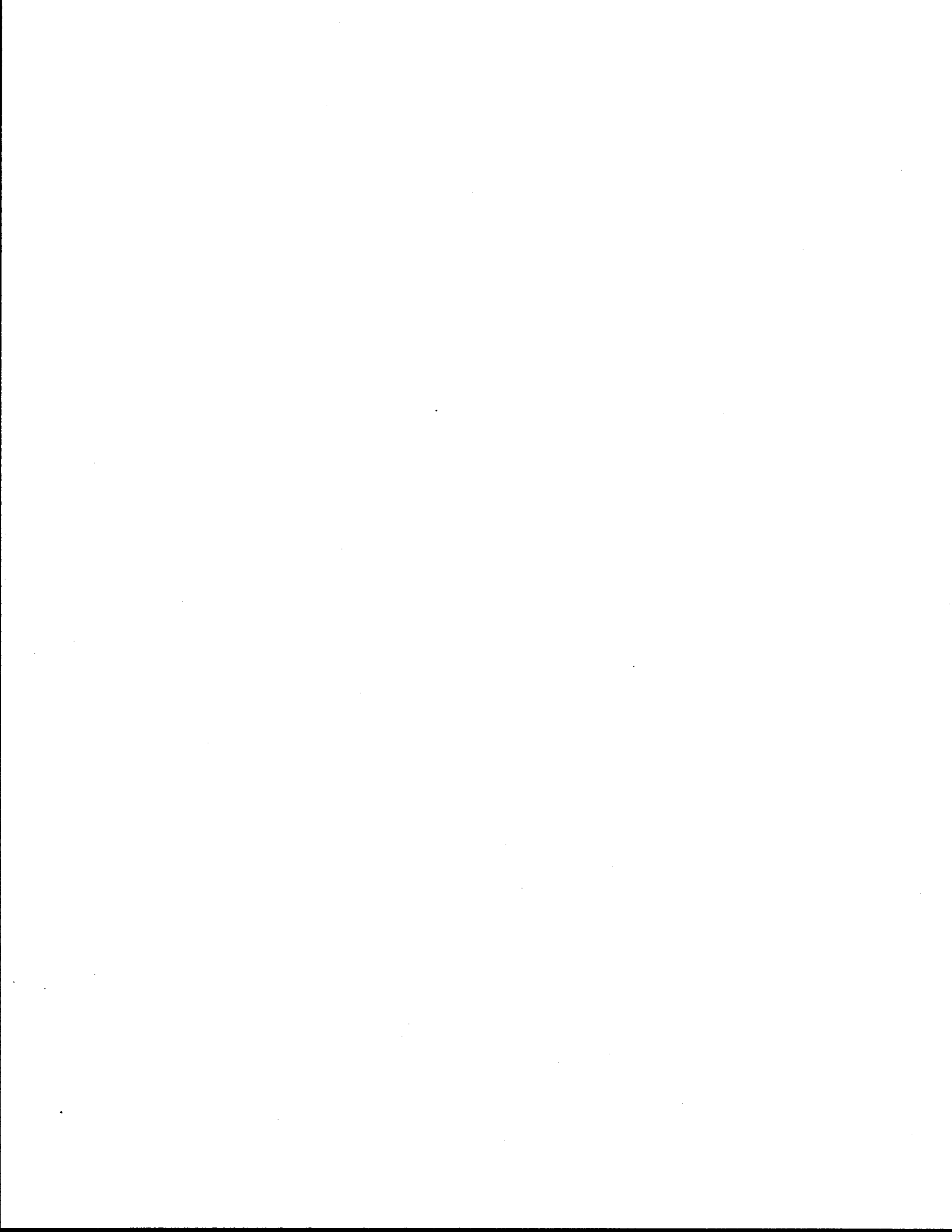


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INTRODUCTION

The concept of selling and distributing transit passes through employers has become increasingly popular across the country in recent years. A natural outgrowth of this concept is an employer contribution to the price of the pass. A survey conducted by the American Public Transit Association in 1980 identified at least 30 transit agencies (including 5 in Texas) which operated employer distributed transit pass programs. Most of these programs were implemented in the late 1970s (1)*.

Because these programs are relatively new, few details, are known concerning how they function, the extent of employer and employee participation and range of discounts available. Even less is known about the relative costs and benefits of implementing such programs (to both the employers and the transit agencies).

The limited amount of published data that is available suggests that, depending on how they are administered, employer distributed and subsidized transit pass programs can develop into a cost-effective means of encouraging transit acceptance and use while at the same time lowering employee commuting costs.

In response to this problem, a detailed analysis of the types of programs implemented by transit agencies in major Texas cities was performed. Comprehensive data and information was collected from the transit agencies in Dallas, Houston, Fort Worth, San Antonio and Austin. The experiences of operating such programs in Seattle and Denver were also drawn upon. This information was supplemented with published material including the results of the Urban Mass Transportation Administration (UMTA) Service and Methods Demonstration (SMD) projects implemented in Sacramento, California, Jacksonville, Florida and Duluth, Minnesota in June 1978, March 1979 and November 1980, respectively.

*Numbers in parentheses refer to references listed at the end of the report.

The intent of the investigation was to: 1) identify the types of programs currently in operation; 2) determine the impacts of the programs on the transit agencies, employers and employees; and 3) document the study findings in order to assist transit agencies and employers in implementing new or expanding existing employer distributed transit pass programs.

POTENTIAL BENEFITS OF EMPLOYER DISTRIBUTED TRANSIT PASS PROGRAMS

Most transit agencies now offer transit fare prepayment instruments, such as transit passes that are valid for trips taken over a specified period of time (such as a calendar month). Distributing these passes to employees through their employers can potentially benefit all parties involved (employees, employers, and transit agencies).

Transit Agency Benefits

Increase Revenues

Employer distributed transit pass programs can help to raise revenues by attracting new riders to the system. While transit systems that discount the cost of the pass to participating employers will experience some loss in revenue from regular riders that begin purchasing passes through their employers, the overall revenue outlook will improve if enough new riders are attracted to the system. For example, if an \$18 monthly pass is offered for sale through employers and regular transit riders were previously paying \$21 for the same pass purchased from the transit system, \$3 will be lost for each regular rider buying a pass through his/her employer. Since \$18 is gained from each new rider, however, the net change in revenue will be positive even if only 20% of the pass purchasers are new riders (2).

The greatest potential revenue gain can be realized when employers subsidize all or part of the cost of the pass. In this instance, the price of the pass can be set at full cost (about 22 round-trips per month) which results in the transit system experiencing little or no loss in revenue from current riders. Furthermore, the employer contribution should attract new riders so an overall revenue gain is achieved.

Increase Transit Ridership

Employer distributed transit pass programs have resulted in ridership increases in several cities, including Pittsburgh and Phoenix (2). Distribution of transit passes through the workplace makes it more convenient for employees to purchase passes. Employer contributions toward the price of the pass provide an incentive for employees to switch toward transit for commuting to and from work.

Broaden Private Sector Involvement and Community Support

The business community can be an important source of support for transit agencies. Employee use of transit can reduce the need for costly new parking facilities and reduce traffic congestion in and around major employment centers. In cities where reliable transit service is provided, employers have become strong supporters of the transit system.

Realize Operational Savings

With cash fares rising, the exact change requirement of transit systems is becoming less convenient for both passengers and the transit system. By encouraging the use of passes and, thereby, decreasing the use of cash, transit vehicle loading times can be reduced and savings can be realized in the handling of farebox revenues. Furthermore, as cash fares reach or exceed one dollar, the use of passes help to reduce the operator's problem of dealing with paper money and the passenger's problem of carrying many coins. These savings are typically realized in the long term, and are significant only when a high percentage of riders are using passes.

Employer distributed pass programs can be an important tool in encouraging workers to purchase passes, especially when employers discount the price of the pass. The more convenient and economical purchasing a pass becomes, the more likely employees will use a pass rather than pay the cash fare.

Pass sales can also help the transit system's cash flow by bringing in revenue at the beginning of the month. Columbus, Ohio's system invests funds from pass sales in short-term financial instruments and receives a sufficient interest return on their investments to cover pass program operating costs (2).

Focus Marketing Efforts

Implementing employer distributed transit pass programs provides the opportunity to target promotional efforts toward a specific market rather than to the general public. Sales of passes can be targeted toward specific companies, locations or routes.

Employer Benefits

Reduced On-Site Parking Needs

Increasing the use of transit helps to reduce the demand for expensive parking. Since it now costs between \$6,000 and \$10,000 per space to construct downtown parking garages (excluding land costs), there is a definite benefit in encouraging transit use among employees (2). In addition, it generally costs less to subsidize a transit pass than provide a parking space in a leased facility. Furthermore, when employees use transit, they free valuable parking spaces for clients and customers.

Employee Benefit That Is Used Every Day

Distributing and subsidizing transit passes represent a relatively inexpensive and popular employee benefit which can be an important factor in recruiting and retaining employees. Since many companies have traditionally subsidized employee parking, transit pass subsidies provide a good method of equalizing benefits.

Tax Deduction

The amount of the employer's transit subsidy is a tax deductible business expense.

Improvement in Employee Morale and Productivity

When employees use transit, they avoid the stress of driving in heavy traffic congestion and arrive at work more relaxed and refreshed. By subsidizing and distributing transit passes, employers encourage current transit riding employees to continue to use transit and provide an incentive for other employees to switch to transit.

Employee Benefits

Increased Convenience

Purchasing transit passes at the workplace is more convenient for employees, particularly when done through payroll deduction.

Reduced Commuting Costs

Commuting to and from work by transit is generally less costly than driving alone, even with no employer subsidy. Substantial savings are possible when employers subsidize all or part of the transit pass. Choosing transit saves on parking, gasoline, vehicle maintenance and sometimes insurance. In addition, a monthly subsidy of \$15 or less is tax free.

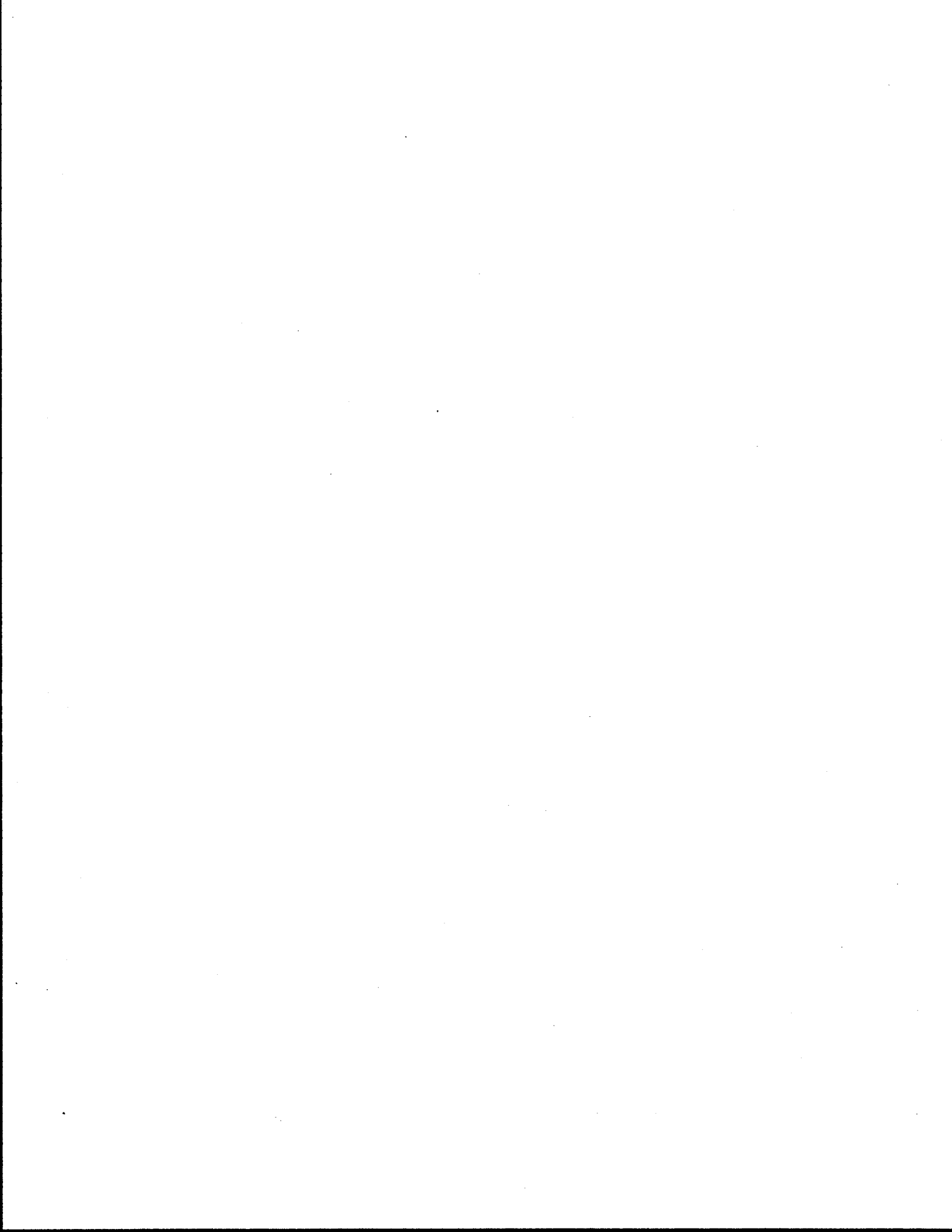
Other Benefits of Commuting by Transit

When employees purchase passes and utilize transit they also benefit from:

- No parking problems;
- Reduced stress from not having to drive in traffic congestion;
- Time to relax or catch up on work during the daily commute to and from work;
- Unlimited number rides for the duration of the pass; and
- No need for transfers or exact change.

Extent of Benefits

The degree to which transit agencies, employers and employees realize the benefits from implementing employer distributed transit pass programs depends on a number of factors, however, including how the program is operated, the level of employer and employee participation and the amount of employer subsidies.



PROGRAM DESCRIPTIONS

Generally speaking, the employer distributed transit pass programs evaluated as part of this study were implemented in the late 1970s. Employer/employee participation in these programs continued to grow well into the mid 1980s. Participation has dropped during the last couple of years, however, as a result of state and national economic downturns.

The current program characteristics for the study cities are shown in Table 1. As this table indicates:

- The number of employers participating varies from 11 in Austin to 323 in Dallas;
- The total number passes sold/distributed per month through participating employers ranges from 356 in Fort Worth to 22,523 in Dallas; and
- The average number of passes sold/distributed per employer varies from 21 in Fort Worth to 300 in Houston.

Within the 2 largest programs studied, pass sales through employers represent a significant percentage of total passes sold by the transit systems. For example:

- In Seattle, over 50% of the passes sold by Metro are sold through the Employer Pass Subsidy Program; and
- In Dallas, approximately 72% of the total passes and 28% of the total commuter cards sold are through DART's Employer Discounted Pass Program.

Table 1. Characteristics of Employer Distributed Transit Pass Programs in Dallas, Houston, Fort Worth, San Antonio, Austin, Seattle and Denver

| Transit Agency | Name of Program | Date Initiated | Approximate Number of Employers Participating | Approximate Number of Passes Sold Per Month ¹ | Average Number Passes Sold Per Employer |
|--|--|------------------------|---|--|---|
| Dallas Area Rapid Transit Authority (DART) | Employer Discounted Monthly Pass Program | Nov. 1977 | 323 | 22,523 | 70 |
| Metropolitan Transit Authority of Harris County (METRO), Houston | RideSponsor | June 1979 | 57 | 13,105 | 300 |
| Fort Worth Transportation Authority (The T) | Employer Discounted Monthly Pass Program | April 1979 | 17 | 356 | 21 |
| VIA Metropolitan Transit Authority (VIA), San Antonio | VIA Employer Pass Program | Oct. 1978 | 16 | 561 | 33 |
| Capital Metropolitan Transit Authority (Capital Metro), Austin | Employer Participation Program | Fall 1985 ² | 11 | 2,367 | 215 |
| Municipality of Metropolitan Seattle (Metro) | Employer Pass Subsidy Program | May 1977 | 240 | 18,000 | 75 |
| Denver Regional Transportation District (RTD) | Employer Pass Program | June 1977 | 160 | NA | --- |

¹Includes all types of passes, ticket books, commuter cards, etc. sold.

²A previous employer transit pass program was implemented in September 1978, but was discontinued a few years later. Capital Metro reinstated the program in the fall of 1985 in response to employer requests.

Note: The level of employer participation and the number of passes sold vary from one month to the next. Figures in this table reflect monthly totals typical for the 1986-87 winter season.

TYPES OF SCRIP TYPICALLY AVAILABLE FOR EMPLOYER DISTRIBUTION

Monthly passes are the most common form of scrip used in connection with employer distributed pass programs. Transit properties generally prefer these over weekly passes because printing, distributing and accounting costs are reduced. A few properties do offer weekly passes, however, and Seattle offers annual passes for sale to a select group of large employers. In addition, commuter cards that allow employees to ride the bus during certain hours are offered by the transit systems in Dallas and Austin as an economical alternative to the more expensive monthly passes. Ten or 20 ride ticket books and punch cards are also popular in Austin and Seattle.

Most properties use paper flash passes. These are the least expensive to print, usually in the range of 1 to 2 cents per pass (2). Counterfeiting is a potential problem, however. Several properties, including Seattle, now use special colors and designs which cannot be duplicated on a color copying machine. Photo identification cards are also occasionally used, but their application is limited due to cost (Seattle has recently eliminated the photographs on their annual passes for this reason). Also, most properties do not print special passes for employer distribution, but use the same passes that are available to the general public through transit system outlets.

Pricing the Scrip

Generally speaking, transit properties utilize one of three types of pricing arrangements in connection with employer distributed pass programs.

- Employers purchase the passes at the regular price and then make them available to employees at a discount, with the discount totally absorbed by the firm.
- Transit agencies sell the passes to employers at a discount if the employer agrees to a minimum subsidy to the employees.

- Both employers and employees purchase the passes at the regular price.

Many transit systems choose not to discount transit passes sold to employers in order that the system not experience any loss of revenue from the program. Other systems feel it is important to offer participating employers a small "handling fee" or "administrative discount," usually in the range of \$1 to \$3 per pass as a goodwill gesture. Still other systems offer substantial discounts, sometimes as much as 30%, in order to encourage substantial participation in the program (1).

The following listing describes the types of scrip and pricing arrangements used by the transit properties in Dallas, Houston, Fort Worth, San Antonio, Austin, Seattle and Denver.

Dallas

The Dallas Area Rapid Transit (DART) System offers six types of monthly passes and four types of commuter cards through its Employer Discounted Pass Program. Employers receive a \$2.00 discount on all Zone 1-4 monthly passes sold provided that they make the passes available to their employees for at least an additional \$2.00 discount. The types and prices of DART passes available are described below.

| <u>Scrip</u> | <u>Regular Price</u> | <u>Employer's Cost</u> |
|-----------------------------|----------------------|------------------------|
| 1 Zone Monthly Pass | \$27.00 | \$25.00 |
| 2 Zone Monthly Pass | \$54.00 | \$52.00 |
| 3 Zone Monthly Pass | \$63.00 | \$61.00 |
| 4 Zone Monthly Pass | \$81.00 | \$79.00 |
| 1 Zone Commuter Card | \$ 7.50 | \$ 7.50 |
| 2 Zone Commuter Card | \$15.00 | \$15.00 |
| 3 Zone Commuter Card | \$17.50 | \$17.50 |
| 4 Zone Commuter Card | \$22.50 | \$22.50 |
| Senior Citizen Monthly Pass | \$ 5.00 | \$ 5.00 |
| Handicapped Monthly Pass | \$12.00 | \$12.00 |

Note: Monthly passes are good for an unlimited number of rides during a calendar month. Commuter cards are good for 11 rides for the price of 10 with no time limitation.

Houston

As shown below, the Houston Metropolitan Transit Authority (METRO) RideSponsor program offers a 10% discount to employers who sell a minimum of 50 bus passes and/or ticket books per month. If one employer alone cannot sell 50 passes, METRO will match that firm with another employer so that together they can sell the required number to receive the 10% discount. All paperwork and responsibility for the passes must be assumed by one of the employers, however.

The RideSponsor program encourages employers to give further discounts to employees, but no minimum amount is specified.

| <u>Scrip</u> | <u>Regular Price</u> | <u>Employer's Cost</u> |
|------------------------|----------------------|------------------------|
| Park-and-Ride Commuter | | |
| Cards or Ticket Books | | |
| Purple Routes | \$46.00 | \$41.40 |
| Blue Routes | \$52.00 | \$46.80 |
| Green Routes | \$62.00 | \$55.80 |
| Red Routes | \$72.00 | \$64.80 |
| Orange Routes | \$84.00 | \$75.60 |
| Yellow Routes | \$94.00 | \$84.60 |
| Monthly Passes | | |
| Local Express | \$36.00 | \$32.40 |
| Local Service | \$25.00 | \$22.50 |

Note: Park-and-ride commuter cards and monthly passes are good for an unlimited number of rides during a

calendar month. Ticket books are good for 40 rides during a three month period.

Fort Worth

Under the program sponsored by the Fort Worth Transportation Authority (The T), monthly ride cards are sold to employers at a reduced rate (\$2.50 off the regular price). The employer, in turn, agrees to sell the cards at an even greater discount - at least \$2.50.

| <u>Scrip</u> | <u>Regular Price</u> | <u>Employer's Cost</u> |
|---------------------------|----------------------|------------------------|
| Regular Monthly Ride Card | \$27.00 | \$24.50 |

Note: The monthly ride card is valid for an unlimited number of rides on regular line service during a calendar month.

San Antonio

The VIA Metropolitan Transit Authority (VIA) in San Antonio sells VIA Big Passes to employers at regular rates through its Employer Pass Program. VIA strongly encourages (but does not require) that employers discount the passes to employees. VIA Big Pass rates are shown below.

| <u>Big Pass</u> | <u>Regular Price and Employer's Cost</u> |
|-----------------------------|--|
| Regular 1 Zone Monthly Pass | \$16.00 |
| Regular 2 Zone Monthly Pass | \$20.00 |
| Regular 3 Zone Monthly Pass | \$24.00 |
| Express 1 Zone Monthly Pass | \$30.00 |
| Express 2 Zone Monthly Pass | \$34.00 |
| Express 3 Zone Monthly Pass | \$40.00 |

Note: Monthly passes are good for an unlimited number of rides during a calendar month.

Austin

A variety of monthly passes, punch tickets and coupons are available for employer distribution through the Capital Metropolitan Transportation Authority (Capital Metro) in Austin. Capital Metro does not discount any of the scrip to employers, but encourages employers to subsidize all or part of the cost of the passes to their employees. Capital Metro tickets/passes/coupons are outlined below.

| <u>Scrip</u> | <u>Regular Price and Employer's Cost</u> |
|-----------------------------------|--|
| Metro Monthly Pass | \$20.00 |
| Commuter Monthly Pass | \$15.00 |
| Park-and-Ride Monthly Pass | \$34.00 |
| 'Dillo Ten Ride Punch Ticket | \$ 2.50 |
| Anytime Ten Ride Punch Ticket | \$ 5.00 |
| STS Monthly Pass | \$30.00 |
| STS 20 Ride Punch Ticket | \$12.00 |
| STS Ten Ride Punch Ticket | \$ 6.00 |
| RIDEFINDERS (Ridesharing) Coupons | \$5, \$10, \$20 |

Note: Metro Monthly Pass is good for an unlimited number of rides on all regular routes and the 'Dillo downtown shuttle during a calendar month. Commuter monthly pass is valid M-F, 6-9 a.m. and 3-6 p.m. only. Park-and-ride monthly pass is good for unlimited rides on every bus route in the system. STS (Special Transit Services) passes and punch tickets are available to disabled individuals only.

Seattle

Employers in Seattle may purchase a variety of monthly passes and ticket books for distribution to their employees (see below). Participants in Seattle Metro's Employer Pass Subsidy Program may retain \$1.00 per pass sold, 40 cents per ticket book sold and 10 cents per reduced fare sticker sold. Metro requires employers to offer an additional discount of \$2.00 off each pass sold to employees.

| <u>Scrip</u> | <u>Regular Price</u> | <u>Employer's Cost</u> |
|-----------------------------------|----------------------|------------------------|
| Monthly Passes | | |
| Peak One Zone Pass | \$24.00 | \$23.00 |
| Peak Two Zone Pass | \$36.00 | \$35.00 |
| Off-Peak One Zone Pass | \$20.00 | \$19.00 |
| Off-Peak Two Zone Pass | \$30.00 | \$29.00 |
| Ticket Books | | |
| \$20 Book (\$.65 & \$.35 tickets) | \$20.00 | \$19.60 |
| \$20 Book (\$.65 tickets) | \$20.00 | \$19.60 |
| \$17 Book (\$.55 & \$.30 tickets) | \$17.00 | \$16.60 |
| Reduced Fare Sticker | \$ 3.00 | \$ 2.90 |

Note: Monthly pass entitles purchaser to an unlimited number of rides during a calendar month.

Denver

The Denver Regional Transportation District (RTD) sells six different types of passes to employers at regular rates through its Employer Sales Program. Employers are encouraged to discount the passes to their employees.

| <u>Scrip</u> | <u>Regular Price and Employer's Cost</u> |
|----------------------------|--|
| Local/Ltd. Monthly Pass | \$25.50 |
| Express Monthly Pass | \$42.50 |
| Regional Monthly Pass | \$68.00 |
| Circulator Monthly Pass | \$17.00 |
| Boulder City Monthly Pass | \$17.00 |
| Longmont City Monthly Pass | \$ 8.50 |

Note: Monthly passes are valid for an unlimited number of rides during a calendar month.



OPERATION OF THE PROGRAMS

Pass Sales and Distribution to Employers

Most transit agencies sell passes to the general public through retail outlets and the same system used to distribute passes to these outlets is frequently used to distribute passes to employers as well. Generally, an agreement is signed by the transit agency and the participating employer which defines the conditions of the program and the responsibilities of each party.

Passes are then delivered on consignment to employers at a specified time during the month. Most properties either deliver the passes (using transit system personnel or a courier service) or send them to employers through certified mail. Large orders are typically delivered while small orders are mailed. In a few instances, employers are asked to pick up the passes at the transit property or an outlet. A consignment form is distributed with each pass order identifying the types and number of passes distributed. Serial numbers of the passes are also typically recorded.

Employers are given a specified amount of time to sell/distribute the passes to their employees. Revenue from the pass sales and all unsold passes are then returned to the transit system.

A few transit systems, including DART in Dallas, require employers to pay for the passes upon receipt. Any unsold passes may then be returned for credit toward the next month's order. This "cash in advance" method of operation has several advantages over the consignment method. First, collecting payment for the passes in advance can be of considerable help to the system's cash flow. Second, problems such as delinquent employer payments and lengthy delays in collecting revenue from firms going through Chapter 11 Business Reorganization are minimized.

In summary, pass distribution methods are kept as simple as possible. The amount of paperwork required of employers is kept to a minimum. In fact,

in Denver, the employer agreement form and consignment form are incorporated into one document.

Specific pass distribution methods used in Dallas, Houston, Fort Worth, San Antonio, Austin, Seattle and Denver are briefly described below. Examples of agreement forms, consignment forms and order forms used by these systems are included in Appendix A.

Dallas

Employers submit their order either in person or by mail. Orders must be received by DART no later than the 10th of the month preceding the ridership month. A check must be included with the order for the amount of the current order less credit for unused passes from the previous month (returned with the order). Pass orders which total 10 or more are hand delivered (free of charge) to employers by messenger. Orders which total 9 or less carry a \$2.00 handling fee and are sent to employers by mail.

Houston

Employers participating in the RideSponsor program place their orders with METRO between the 18th and 20th of month prior to the effective month of the passes and commuter cards. Employers pick up their order from METRO on the 20th of the month and have 10 days to return unsold passes and cards. METRO then bills them for all items sold.

Fort Worth

The T in Fort Worth delivers a consignment of monthly passes to employers 7-10 days prior to the beginning of effective month of the passes. The T collects the revenue from passes sold and along with all unsold passes on or about the 20th of the same month.

San Antonio

Toward the end of each month, a predetermined number of bus passes for the next month are delivered by VIA personnel on consignment to each participating employer. At the same time consignments are made, unsold passes for the previous month are picked up along with payment for passes sold.

Austin

Capital Metro in Austin hand delivers pass and ticket orders to employers by or shortly after the 15th of the month prior to the effective month on the passes. Pass orders are left on consignment but 'Dillo tickets must be paid for at the time of receipt. At the same time orders are delivered, unsold passes from the previous month are picked up along with remittances for passes sold.

Seattle

Seattle Metro delivers orders for monthly passes and reduced fare stickers to employers on or about the 10th day of the month prior to the effective month of these items. Unsold passes and stickers and payment for items sold must be returned to Metro by mail and postmarked on or before the 20th day of the effective month of the passes. Ticket books are delivered to employers as required. Remittances for ticket books sold along with an accounting of ticket books on hand must be sent with pass remittances.

Denver

Employers have a standard consignment order which does not vary each month unless they notify RTD of a change. Pass orders extend from the 15th of one month to the 15th of the next. Employers pay for the preceding month's passes sold and return all unsold items. Employer pass orders totaling 20 or

more are delivered by RTD free of charge. For orders of 19 passes or less, employers must pay for the passes in advance and receive them by mail.

Marketing the Program

Initial marketing efforts associated with employer distributed transit pass programs typically focus on identifying major centers of employment which currently have frequent, reliable and efficient transit service available and limited or expensive parking. In most cities, the Central Business District (CBD) has both the largest concentration of major employers and best transit service available. Furthermore, CBD parking is often scarce and parking rates are usually the highest in the city.

In building a market for the employer transit pass program, transit properties have generally followed the guidelines listed below.

- Concentrate promotional efforts on the CBD and other major activity centers which have a high potential for employee transit ridership.
- Contact major employers first as these organizations have the highest potential for yielding the largest number of transit riders. Large employers can also absorb administrative costs more easily. Also, signing large employers up first creates greater potential opportunity for obtaining publicity for the program.
- Pay particular attention to companies with large numbers of low wage, clerical employees (such as banks, insurance companies and utility company main offices).
- Work with and through the local Chamber of Commerce, economic development corporations and trade organizations. These agencies can help in reaching a large number of employers efficiently and can also provide valuable support in promoting the program to their member organizations.

Sales Materials

Attractive, informative promotional materials that describe the operation and benefits of the program are important in marketing the program to employers and employees. Types of materials that have been used successfully include:

- General information fliers that can be circulated to both current riders and prospective employers and employees;
- Incentive brochures and transit "quiz" sheets to illustrate the cost savings possible by using transit;
- Posters advertising the program;
- Inside bus cards that inform riders of the program and publicize those companies that participate in the program;
- Press releases; and
- Slide presentations, short films or video cassette recordings.

This information can be used for presentations, general mailings, and employer/employee inquiries. In addition to program specific brochures and fliers, current transit system maps, schedules and other pertinent literature should be available in bulk to employers.

Marketing Strategies

A strong marketing program is essential to both the initial and continued success of an employer distributed transit pass program. A number of strategies have been used successfully in Texas and throughout the country in soliciting employer participation. These strategies are highlighted on the following pages.

- Solicit large employers first. Once several major employers are signed up, the transit agency can use the competitive aspect to persuade others in the area to follow.
- Contact large employers personally. Personal contact has been identified by transit agencies as the most effective method of marketing a pass program to employers. Contact should be initiated with the highest official possible, preferably the Chief Executive Officer (CEO), as this is the individual who is likely to have the authority to make a decision to either participate or not participate in the program.
- Research the business climate. Transit representatives involved in signing up employers should be familiar with corporate concerns in general and the local business community in particular.
- Be persistent with employers who are initially reluctant to participate. Several visits are sometimes necessary before major employers agree to participate.
- Maintain regular contact with participating employers. Keep employers informed of new services available, changes in existing services and pass prices. Provide them with up-to-date transit literature to distribute to their employees.
- Market the program continuously to account for employer turn-over. Contact new employers to the area, preferably before they move to the area.
- Utilize low cost advertising through the transit system itself. Signs and fliers placed in buses are cost-effective means of informing regular cash-paying riders or occasional transit users of the employer distributed pass program. These riders can then create pressure from within their company to join the program; employers have frequently joined a pass program as a result of employee pressure.

- Take advantage of free media publicity. Public service announcements are one way of receiving free television and radio spots. Informing local newspapers of the program can result in free news coverage.
- When possible, coordinate promotional efforts for the employer distributed pass programs with marketing efforts for other program such as ridesharing and flextime, to reduce costs and increase effectiveness.
- During personal contacts with prospective employers, emphasize the economic advantages of the program and the program's value as an employee fringe benefit. Points to focus on include:
 - Low administrative cost;
 - Less expensive than building and maintaining parking;
 - An employee benefit which is used every day;
 - Subsidies are a tax deductible business expense for the employer and up to \$15/month is a tax free benefit to employees;
 - An economical alternative for the daily commute; and
 - An important tool in recruiting and retaining employees.
- Hold transit information sessions where transit system marketing representatives meet with employers to discuss employee transit needs and the benefits to be derived from participating in the pass program. This effort can be expanded to include a luncheon circuit to make presentations at group meetings with civic and community leaders to gain their support.
- Market the program to smaller businesses cost-effectively through local trade organizations, industry groups and professional associations. Schedule presentations to groups of small employers rather than making individual presentations.
- Periodically recontact employers who have declined to participate in the past. Remind them of the benefits of the program and inform them of the companies participating.

- Encourage current participants to promote the program to their constituents.
- Consider offering new employers who sign up a one-time only discount on the price of passes sold the first month or so. (This temporary discount would be in addition to any regular discount provided employers.)

Once an employer is signed up, other marketing strategies can be utilized which will help boost employee participation.

- Employers should be strongly encouraged to subsidize the cost of the passes to their employees to the maximum extent possible. Transit system personnel should indicate the number and types of firms which offer large (50%-100%) subsidies. Specific company names should be mentioned, if possible.
- Transit information sessions or brown bag lunches can be scheduled where transit system personnel meet with employees to acquaint them with advantages of traveling to and from work by transit and the benefits of purchasing passes through their employer. Transit representatives can also provide employees with specific route information to help them plan their daily commute.
- Incentive brochures that illustrate facts such as how motorists can save hundreds of dollars by switching to transit can be provided to employers for distribution to their employees. A transit "quiz" sheet which enables employees to calculate the approximate savings they would realize by utilizing transit rather than driving alone can also be developed and distributed as part of the incentive brochure.
- Posters, current transit system maps, schedule information and other literature should be made available to each employer on a continuing basis. Employers should be encouraged to display these materials in a prominent place.

- Employers should be encouraged to promote the program to new employees when transportation options are discussed at new employee orientation.

Specific Techniques Utilized by Selected Properties

In an effort to advance the concept of distributing passes through employers as well as to monitor and evaluate the resultant impacts on transit properties, employers and employees, UMTA provided Service and Methods Demonstration (SMD) grants to Sacramento, California, Jacksonville, Florida and Duluth, Minnesota to implement employer-promoted transit pass programs. In Duluth and Jacksonville, monthly passes were available for sale only through employers enrolled in the program (no monthly passes were available to the general public). In Sacramento, the monthly PASSpoRT was available for sale to the general public at 35 outlets prior to and during the demonstration.

Specific marketing efforts associated with these demonstration projects are highlighted on the following pages.

Sacramento PASSpoRT Program (3). Initially, a data processing firm prepared a list of 180 major employers in the Sacramento Regional Transit (RT) service area. The RT staff, assisted by a public relations and advertising firm, prepared an introductory letter to be sent to employers and a PASSpoRT information kit that explained everything an employer needed to know about participating in the program. RT mailed out 140 letters during a 2-month period.

Each letter was followed up by a telephone contact and, if the employer expressed interest, a meeting between RT and the employer was scheduled. At this meeting, RT staff presented and reviewed the employer information kit. Included in the kit were the following:

- A description of program procedures to be followed, including forms to be used;

- A sample employee survey to be administered three times a year;
- Copies of program endorsements from prominent citizens and groups, such as the Mayor of Sacramento and the Sacramento Chamber of Commerce; and
- A copy of the paperback "Bus Book," a compact compendium of schedules for all RT routes and other information for bus users (updated and published three times a year).

Often, an employer would ask the RT staff to explain what transit service was provided to that company's location and to leave multiple copies of bus schedules and the "Bus Book."

RT also organized PASSpoRT Booster Committee consisting of 11 local business leaders including the:

- President, California Almond Growers Exchange;
- President, Sacramento Metropolitan Chamber of Commerce;
- Chief Administrator, Mercy General Hospital;
- Base Commander, McClellan Air Force Base;
- Director, California State Department of Transportation;
- Regional Vice-President, Bank of America;
- Mayor of Sacramento;
- Former Mayor of Sacramento;
- County Executive, County of Sacramento;
- General Manager, Sacramento Municipal Utilities District; and
- Manager, Weinstock's Department Store.

The Booster Committee's function was to develop public awareness of the program and generate community support. The first Booster Committee meeting was covered by local television, radio and newspapers, providing the first media coverage and publicity the program received.

A final preliminary marketing effort involved obtaining program endorsements from influential persons and organizations. Several of the Booster

Committee members gave formal, written endorsements and others were also obtained for a total of 14 endorsements.

The initial employer response to the solicitation efforts described above was disappointing. After three months of intensive effort, only 10 firms had agreed to participate in the demonstration. Furthermore, it was obvious that there would not be the required 30 employers when the program was scheduled to begin operation.

Earlier, when employers had been contacted by telephone after they had received RT's introductory letter, the RT representative recorded the opinions expressed by the employers. Among these employers who declined to participate, 36% stated that too few of their employees rode the bus to make the program worthwhile. An additional 27% perceived that their working hours started and/or ended when RT offered little service. About 8% said that there was little employee interest in the program.

To boost interest in the program, RT changed its strategy of inducing employers to join the program. Three new techniques were applied (3):

- **Expanded Discount Period** - Initial contacts with prospective employers revealed that they saw little benefit of the program to their employees, especially since passes were already available at outlets throughout the community. The one-month \$3 discount planned was apparently an ineffective inducement. After considering various alternatives, RT implemented a 3-month 25% discount for employer-sold passes.
- **Employee Pressure** - First, a brief on-board survey of all a.m. peak period bus riders was performed. The purpose of this survey was to: 1) make riders aware of the program and its potential benefits to them so that they would encourage their employers to sign up; 2) obtain the names of employers to contact where substantial numbers of employees rode the bus; and 3) produce evidence that there were in fact bus riders from those firms where managers claimed no one rode the bus to work and, therefore, declined to participate. The survey,

which cost \$1,500 to administer, resulted in many employers contacting RT to find out about the program. In fact, sufficient interest was generated that RT never tabulated the results to find new employers to contact.

- **Advertising Directed Toward General Public** - A third marketing technique was to direct program advertisements to the general public. On two separate days within one week, RT ran a 2" x 4 1/2" advertisement in two major Sacramento newspapers that simply said, "How would you like a \$198 a month raise?" One week later, a new ad ran with the same question plus the response, "Ask your employer about the RT PASSpoRT Program or call 444-7591 for more information." The \$198 figure was the difference between the average cost of automobile travel, calculated by CALTRANS and the cost of an RT bus pass. This same ad ran once more the following week.

In addition to the newspaper ads, promotional posters were placed inside and outside buses, and on 33 bus benches throughout the city. A few weeks later, stickers advertising the 3-month 25% discount given to employers who sign up were added across the outside bus signs. The stickers generated so many inquiries from persons ineligible for the discount (and frequently angry as a result) that RT removed the stickers and decided to publicize the discount to employers only rather than to the general public.

The solicitation techniques described above greatly increased employer interest in the program; participation went from 10 employers before these later marketing efforts were implemented to 52 employers three months after. More employers, in fact, wanted to participate, but RT was forced to turn them down (at that time) in order to keep administrative costs at the budgeted level.

Jacksonville JaxPASS Program (4). After choosing the name "JaxPASS" for the new monthly transit pass to be sold through employers, the next step was the formulation of a coordinated promotional campaign. This campaign was designed to first solicit employers to participate in the demonstration and

then to acquaint employees of participating firms with the program and the benefits of purchasing a JaxPASS.

To inform potential employers of the requirements of the program, a 10-page "Procedural Guide" was developed. The main function of the guide was to provide prospective employers with information on:

- The overall purpose and objectives of the program;
- The various data collection activities (employer and employee surveys) that would be performed during the first year of the demonstration;
- The mechanics and timetable for ordering and returning unsold passes; and
- The obligations assumed by JTA and the employer with respect to the administration of the program and payment for passes sold.

To encourage employee participation, complementary material informing them of the new JaxPASS available through their employer was developed.

Eye-catching, four-color posters featuring the yellow and orange color scheme of JTA were reproduced on heavy stock in two sizes (8 1/2" x 11" and 16" x 24"). The posters promoted the benefits of purchasing a JaxPASS (save money, save time, save energy) and instructed employees to contact their employers for further information and an application form. The source of the benefits listed was information from the highly successful Massachusetts Bay Transportation Authority (MBTA) Employer Pass Program which began in the fall of 1974.

Marketing the JaxPASS program began with an article which appeared in the local newspaper to inform both the general public and potential participating employers (that were soon to be solicited) about the program. Throughout the first phase of the demonstration, no additional newspaper coverage occurred. The reason for this action was that the demonstration called for 30 employer participants and once 30 firms were selected, no other firms were allowed to

join. Further news coverage of the program after the original 30 employers signed up would have only frustrated other firms wanting to enroll.

The next task of the solicitation phase was to select the sample of 30 employers in the Jacksonville CBD, to contact them using a particular solicitation approach and to obtain the necessary commitments for their participation in the demonstration.

After reviewing several strategies, the preferred approach was to schedule a personal interview with the most senior decision-maker available at each firm. Because the decision of whether or not to participate in the program would most likely be made at a high level in the organization anyway, JTA felt that the most efficient method would be to involve top management directly and as soon as possible. This approach was highly successful; only 34 companies had to be contacted in order to sign up the panel of 30 firms that would participate (at that point in time) in the year-long program demonstration.

Generally speaking, an average of 2 personal visits to each firm was necessary in order to sign up each participating employer. The president or other senior officer initially contacted usually would designate another individual in the firm as the JaxPASS administrator who from that point on would be responsible for the daily operation of the program. To acquaint the JaxPASS administrator with the details of the program, at least one additional visit to each firm was necessary.

Duluth (5). The Duluth Variable Work Hours/Transit Fare Prepayment Demonstration Project was implemented to ease peak period congestion on the bus routes of the Duluth Transit Authority (DTA). First, employers in Duluth's CBD were encouraged to adopt flexible or staggered working hours to enable employees to vary their work starting and ending times. During this same time, a transit pass (named the "Port Pass," after the Port of Duluth) was introduced, along with a discounted pass option that was good for travel at times other than the morning peak half-hour (7:30 - 8:00 a.m.). The combination of increased work schedule flexibility and the financial incentive

for off-peak travel was intended to bring about a reduction in peaking transit usage.

During the first phase of the demonstration, passes were available only through participating employers. In order to qualify for program participation, at least 30% of the firm's full-time employees had to start work at times other than the period between 7:45 and 8:00 a.m. The availability of both the regular and discounted Port Passes for company employees was intended to provide an incentive for employers to participate in flexible work hours programs during the project's first phase. During the second phase, both types of passes were offered to the general public.

Full-scale marketing of the pass program began with introductory letters and follow-up telephone calls to 787 of the 1300 employers in Duluth. Seventy-six of these employers requested additional information and 46 of these enrolled in the program. DTA staff continued to market the program throughout Phase 1 of the demonstration. Extensive discussions were held with several major employers concerning the implementation of variable working hours. Generally, those firms that already qualified to sell passes could be persuaded to enroll in the Port Pass Program, while those that did not pre-qualify did not consider the pass program as sufficient incentive to adjust work schedules.

Other components in the pass program marketing effort included:

- A monthly "Port Pass Press" newsletter for passholders;
- A series of press releases; and
- An advertising campaign featuring a series of bus cards saluting those employers who had joined the program.

In the final analysis, word-of-mouth publicity turned out to be a factor of major importance. DTA received numerous inquiries concerning the program from transit riders who had seen the passes in use or who had friends or relatives who had passes. Many of these riders were successful in persuading

their employers to join the program. By the end of Phase I, 114 firms were participating.

During the second phase of the demonstration, both the regular and discount Port Passes were made available for sale to the general public. Simultaneously, a fare increase took effect, but the price of both passes remained unchanged.

Although promotional activities for the pass program continued during Phase II, marketing efforts associated with the flexible work hours ceased. Twenty-one more employers were added to the program during Phase II.

Current Marketing Efforts Utilized by Study Cities

Employer distributed transit pass programs have been in operation in each of the study cities for a number of years. The transit personnel who originally initiated the programs are no longer there and as a result, knowledge of initial marketing efforts associated with program implementation has frequently been lost.

The marketing efforts and materials currently utilized by the transit properties in Texas and those in Seattle and Denver are outlined below.

Dallas. The Employer Discounted Monthly Pass Program was originally implemented by the Dallas Transit System (DTS) in the fall of 1977. DTS continued to operate all facets of the program until 1983 when the Dallas Area Rapid Transit Authority (DART) was created. Following the creation of the transit authority, DART contracted with DTS to continue to provide transit service to the Dallas metropolitan area. DART also contracted with DTS to administer to the Employer Discounted Monthly Pass Program. Marketing efforts associated with this program (as well as other programs) became the responsibility of DART, however. Since 1983, marketing efforts have concentrated on promoting the DART service and the purchase of passes to general public as a whole. Approximately 27% of the current DART passengers utilize passes.

Passes are sold through employers and at several outlets located throughout the area.

With regard to the Employer Pass Program, marketing efforts during the last few years designed to attract new employers to the program have included:

- Business to business advertising;
- Telemarketing (contacts made by telephone);
- Direct mail campaigns; and
- Personal visits.

An example of the literature distributed to employers interested in the program is presented in Appendix B.

Once employers have enrolled in the program, DART personnel provide employee trip planning assistance and provide employers with "paycheck stuffers" which describe program operation and benefits. In addition, DART posters, riding guides, schedule information and other literature are provided as needed. DART also offers trip planning assistance to employees of companies which have recently relocated.

Houston. In 1984, there was a direct mail marketing effort to publicize METRO's RideSponsor Program. Heads of Personnel at large CBD, Texas Medical Center and University of Houston offices were sent a RideSponsor information packet. Included in the packet were letters of testimony from current RideSponsor employer participants. The direct mail campaign was followed up with personal contacts. Before the direct mail approach, there were 42 participants. Following this campaign, RideSponsor added 10 employers.

Current METRO marketing efforts are general in nature - not specific to the RideSponsor program. Current efforts include radio and television spots as well as newspaper and magazine advertisements.

The RideSponsor program is not actively pursuing new participants, but is concentrating on servicing the current program participants and responding to employer requests for information. When a prospective employer contacts

METRO, the marketing department sends the company an information packet and schedules a personal visit with the employer and employees. The personal contacts are vital in attracting new companies to the program.

RideSponsor personnel have also been providing bus trip planning assistance to employees of companies which have recently relocated. For example, when a major oil company moved its office from the north side of town to the CBD, METRO RideSponsor representatives worked with the employees in their trip planning efforts to their new office location. As a result of their efforts, this company currently purchases about 800 passes per month from METRO.

Fort Worth. Past marketing efforts to promote the T's Employer Discounted Monthly Pass program have included direct mail campaigns to employers; newspaper advertisements, employee newsletters, presentations to employees and a "commuter computer" taken to local shopping centers to help commuters calculate the relative cost of traveling by transit versus the cost of driving to and from work.

Current marketing efforts are low-key and primarily consist of a brief mention of the program in the T's Ride Cards brochure (see Appendix B). At the present time, the T is concentrating on servicing rather than expanding the existing program.

San Antonio. Promotional efforts associated with the VIA Employee Pass Program is currently aimed at employers (rather than employees). VIA periodically contacts employers and provides them with informational material (illustrated in Appendix B). No newspaper, television or radio advertisements have been commissioned recently. VIA is not attempting to expand the program at the present time, but rather maintain a constant level of participation. The VIA marketing department is currently reevaluating the direction that future marketing efforts will take with regard to this and other programs.

Austin. Capital Metro is in the process of informing major CBD employers of its recently created Employer Participation Program. Marketing efforts have included a newspaper article (reprinted in Appendix B) and personal visits with prospective employers. During the visits with interested

employers, Capital Metro staff encourages the employers to appoint a program coordinator who would distribute information packets and surveys to company employees to determine the level of interest in the program.

When it is established that there is sufficient interest to warrant participation, Capital Metro staff will schedule a series of employee presentations and trip planning sessions. Capital Metro also assists employers in the promotion of the program by providing:

- Sample memos for distribution to employees;
- Sample bulletin board notices;
- Capital Metro posters;
- Press releases to assist company editors in writing transit-related articles for in-house newsletters;
- Audiovisual presentations tailored to meet the individual employer's needs; and
- Schedule and transit literature displays.

Seattle. Currently, the marketing of Seattle Metro's Employer Pass Subsidy Program is closely tied to the marketing of several other programs (flextime and ridesharing) to form a total "commuting options" package.

During the next 5 years, 24 major construction projects in downtown Seattle - including a metro transit tunnel, the state convention center and a major mall renovation - are expected to impact the downtown street system. In response to this problem, Metro developed the "Commuting Options Program," which is designed to establish a working relationship between Metro and CBD employers for the purpose of easing traffic congestion during the construction activities.

Implemented in the spring of 1987, this program is designed to encourage employers to commit to 3 activities:

- Appoint an employee transportation coordinator who will be Metro's primary contact for construction updates and who can also coordinate

the sale of Metro passes to employees through Metro's Employer Pass Subsidy Program.

- Allow a "fixed-flex" employee work schedule where each employee works a full work day, with the same schedule each day, but some employees commit to start and stop times which might differ slightly from the company's regular business hours.
- Install a commuter news information board provided by Metro in a high-visibility area where current street and bus zone closure updates and other construction news (provided by Metro) can be displayed.

The objective of the Commuting Options Program is to assure a safe and convenient commute for CBD employees, whether they choose to travel by bus, vanpool or drive alone.

Aggressive marketing techniques are being utilized in connection with this program, including a campaign in which the top management of Metro is personally contacting the top management of major CBD employers.

Follow-up visits to interested employers are scheduled in which a Metro staff person distributes and explains the "Commuting Options - A Portfolio of Transportation Choices." Contained in the portfolio are the following.

- Brochures describing the operations and benefits of enrolling in the Employer Pass Subsidy Program.
- An Employee Transportation Coordinator guide to Metro services.
- A brochure promoting the implementation of flexible working hours to make it easier for employees to take the bus, carpool or vanpool.
- Metro's general information guide to riding the bus, carpooling and vanpooling.

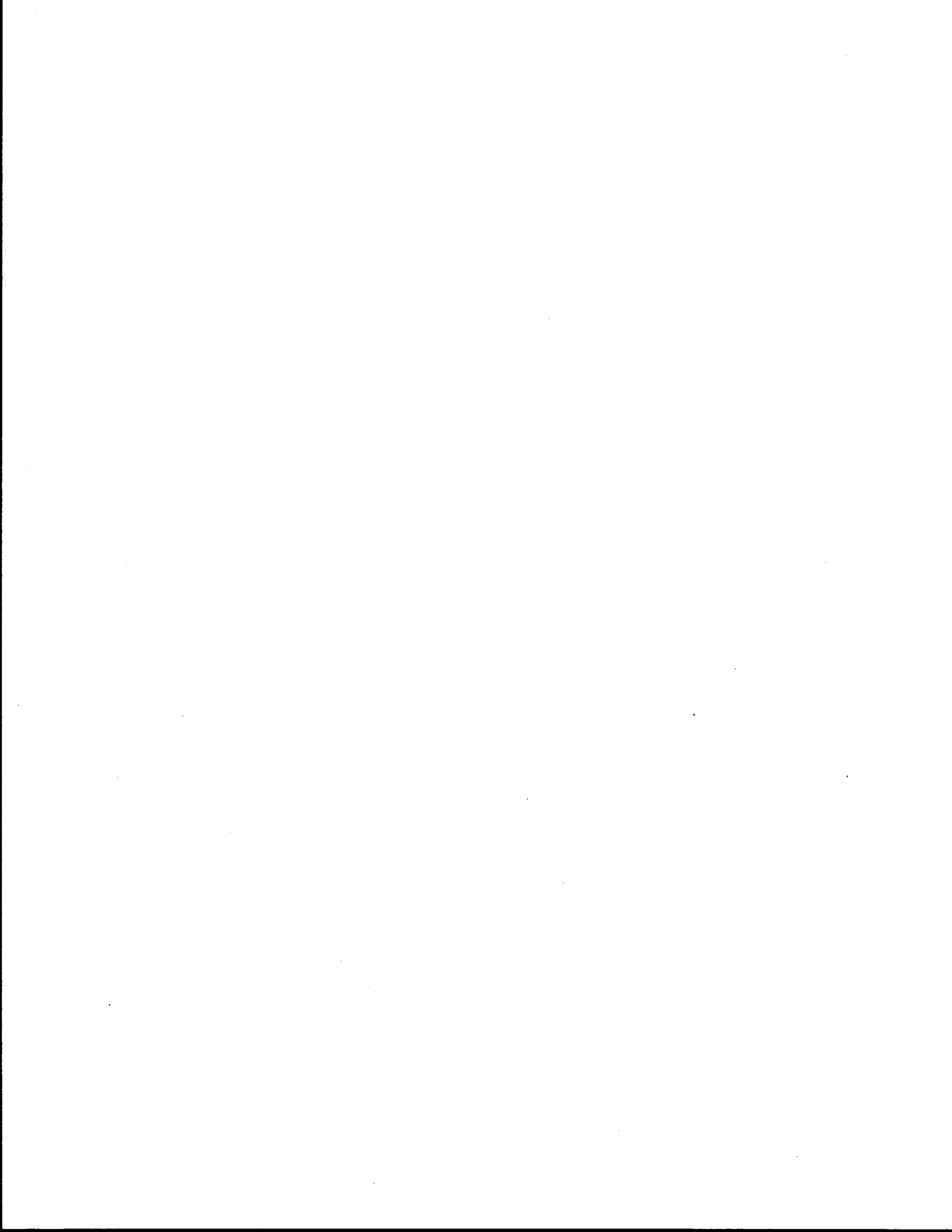
- Brochures describing the new downtown transit tunnel and transit stations currently under construction.
- "Commuter Alerts" describing current traffic rerouting.
- Other transit system literature.

Examples of the brochures described above are illustrated in Appendix B.

Employers who enroll in the program receive ride guides, paycheck stuffers, posters, and other promotional materials in bulk as needed to distribute to employees. Metro also provides trip planning assistance to employees.

Also, for a limited time, Metro is offering first-time employee pass purchasers a free copy of *Seattle Best Places* - a guide to local restaurants, shops, art and entertainment that sells for \$8.95. In addition, all pass holders are eligible for Pass Savers Discounts at local businesses.

Earlier, bus cards were placed in the interior of buses which advertised the Employer Pass Subsidy Program and featured smaller cards for employees tear off and give to their employer. These cards were placed in buses about two years ago; many remain today.



TRANSIT SYSTEM IMPACTS

Ridership Impacts

As noted previously, one of the important reasons for implementing employer distributed transit pass programs is to encourage transit acceptance and use among employees. Distribution of transit passes by employers makes it more convenient for employees to purchase passes. Employer contributions to the price of the pass provide an incentive for employees to switch to transit.

Increases in transit ridership that are directly related to the implementation of employer distributed pass programs are difficult for transit agencies to measure, however. In fact, none of the systems studied were able to quantify ridership impacts attributed to the sales of passes through employers.

The best method for estimating the number of new riders attracted to the system by the program is through employee pass purchaser surveys. Unfortunately, the costs involved to perform such surveys are frequently more than transit system budgets will allow. Only one of the systems studied, VIA in San Antonio, has performed employee pass purchaser surveys in recent years, but this survey did not attempt to identify new riders attracted to the system.

Ridership impacts were measured as part of the Sacramento, Jacksonville and Duluth demonstration projects, however.

Sacramento (3)

In Sacramento, surveys revealed that 15% of the employees buying passes during the discount period were new riders. However, RT estimated that about one-third of these new riders could have been expected to buy passes even if there had been no discount due to the normal processes of change (turnover) in the work force and in the commuting modes chosen by individuals. Consequently, about 10% of the employees may be considered new riders attracted by

program. The increase in ridership by these employees resulted in a system-wide ridership increase of about 1.6%.

Eight months after the discount period ended, approximately 60% of the new riders attracted by the discount were still commuting by transit. This represented a systemwide increase of about 0.7%.

Jacksonville (4, 6)

In Jacksonville, the JaxPASS program itself generated a relatively small number of new transit riders. This was due, in part, to the constrained size of the program (passes were only available through a panel of 30 employers). Surveys indicated that about 20% of the employee pass purchasers were new bus riders. It appears, however, that some of these individuals would have become transit riders without the implementation of the program, reflecting the normal turnover in the bus ridership population. Factors such as the \$2.00 pass discount, employer subsidies and the increasing cost of gasoline during this time had a much more significant impact on the individual's decision to purchase a JaxPASS.

Duluth (5)

As was the situation in Sacramento and Jacksonville, few new riders appear to have been attracted by the employer pass program. DTA estimated that systemwide, transit ridership increased by at most about 1.2% during the peak travel periods and by a smaller amount during the off-peak periods as a result of the demonstration.

Cost-Revenue Impacts

The operation and administration of an employer distributed transit pass program involves many separate costs, such as those listed on the following pages.

- Order preparation costs - labor, equipment and materials involved in assembling and packaging the appropriate type and number of passes for each employer and preparing invoices for the employers.
- Order delivery costs - the delivery of passes (and pickup of previous month's passes) to employers by transit personnel, courier or certified mail.
- Recording and accounting costs - labor and materials involved in recording the number of passes sold, the number returned, checking payments received, preparing monthly sales reports and accounting for all revenue income.
- Printing costs - costs associated with printing the transit passes, pass order forms, consignment forms, etc.
- Advertising costs - labor and materials required in the promotion of the program.
- General overhead costs - costs including general supplies, telephone, utilities, maintenance and rent. General overhead costs are often estimated as a percentage of direct labor costs.

In estimating the net cost of operating an employer distributed transit pass program the following formula can be used.

$$NC = AC + (RG - RL)$$

Where: NC = net cost of program
 AC = administrative costs of program
 RL = revenue lost (if any) from discounts given to employers
 RG = revenue gained from new riders attracted by the program

Unfortunately, calculating net program costs necessitates having more information available than transit agencies can typically afford to collect or keep track of. For example, calculating the revenue lost from discounts (if

any) given to employers does not present a problem. In San Antonio, Austin and Denver, revenue lost is zero because no employer discounts are given. In Seattle, approximately \$15,000 is lost; in Dallas, roughly \$31,000 is lost; and in Houston, about \$66,000 is lost per month due to employer discounts.

Estimating the revenue gained from new riders attracted to the system is another matter. Since the transit systems studied do not have any information on the number of new riders, revenue generated from these individuals cannot be estimated.

In addition to the difficulties in estimating revenue impacts, many administrators of employer pass programs are not aware of all the administrative costs involved in operating the program. Separate departments (sometimes located in different buildings across town) frequently handle different aspects of the program. In addition, many costs are hidden as they are frequently "lumped in" with other operating costs.

Frequently, administrators of smaller programs such as those in Austin and Fort Worth consider the administrative costs associated with the program as small and worth the investment. The costs associated with larger programs are more substantial, however. For example, DART in Dallas estimates its employer pass subsidy program costs the system approximately \$8,300 per month (salaries, printing, delivery service, miscellaneous expenses) or \$.37 per pass/commuter card sold. (Note: These figures do not include salaries and materials required to promote or expand the program). DART also considers the program to be a worthwhile investment.

Net revenue increases/decreases were estimated in Jacksonville. JTA calculated that the transit system experienced a net revenue increase of about \$500 per month if the \$2.00 per pass UMTA subsidy is counted as revenue to JTA. If this amount is not counted, net revenue decreased by about \$1,500 per month. This amount represents only about 0.3% of the approximately \$435,000 collected per month by JTA as farebox revenue (4).

SURVEYS OF PARTICIPATING EMPLOYERS

Within each city studied, only a limited amount of data existed concerning the employers who sell/distribute transit passes to their employees. In order to obtain more information about these employers, a survey was performed.

A list of companies currently participating in the employer distributed pass program was obtained from the transit agency in each of the five Texas cities studied. Each employer on the list was mailed a survey questionnaire. A postage-paid return envelope was included with each survey. Employers were asked to complete the survey and return it to TTI. An example of the survey instrument used is included in Appendix C.

In addition to collecting data concerning general employer characteristics, the surveys were intended to: 1) determine the level of employee participation in the program; 2) identify the promotional techniques utilized to encourage employee participation; 3) quantify the costs to the employer (in dollars and person-hours) to administer the program; and 4) identify the extent to which employers subsidize the cost of bus passes and parking for employees. The responses to the employer surveys by study area are summarized in Table 2.

Table 2. Employer Survey Distribution

| City | Number of Surveys Mailed | Number of Surveys Completed | Response Rate |
|-------------|--------------------------|-----------------------------|---------------|
| Dallas | 292 | 159 | 54% |
| Houston | 52 | 18 | 35% |
| Fort Worth | 17 | 8 | 47% |
| San Antonio | 15 | 7 | 47% |
| Austin | <u>5</u> | <u>3</u> | 60% |
| Total | 381 | 195 | 51% |

Characteristics of Participating Employers

Firm Locations

As to be expected, the majority of firms participating in the employer distributed pass programs are located in the CBD (Table 3).

Table 3. Location of Participating Employers

| Company Location | Total Sample (n=193) | Dallas (n=158) | Houston (n=17) | Fort Worth (n=8) | San Antonio (n=7) | Austin (n=3) |
|------------------|----------------------|----------------|----------------|------------------|-------------------|--------------|
| CBD | 81% | 78% | 100% | 100% | 86% | 100% |
| Non CBD | 19% | 22% | -- | -- | 14% | -- |

The responses from the non CBD employers in Dallas and San Antonio differ in some respects from the CBD employer responses and are, therefore, presented separately in subsequent tables.

Type of Business

Table 4 classifies the participating employers by industry type. As this table indicates, service industries dominate the list; at least half of the companies responding from each city are classified as service industries. In addition, 28% of the employers responding from Houston and 26% of those from Dallas are in the oil and gas business.

Size of Firms

As indicated by the figures in Table 5, the vast majority of participating firms in Houston, Fort Worth, San Antonio and Austin employ more than 100 persons. In fact, 41% of those in Houston and 33% of those in

Table 4. Classification of Participating Employers by Industry Type

| Classification | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|--|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Type of Business | (n=195) | (n=123) | (n=35) | (n=18) | (n=8) | (n=6) | (n=1) | (n=3) |
| Service (Finance, Insurance, Real Estate) | 37% | 41% | 26% | 22% | 38% | 66% | 100% | 67% |
| Service (Education, Business, Law, etc.) | 16% | 17% | 9% | 28% | 13% | --- | --- | --- |
| Oil & Gas | 12% | 13% | 6% | 28% | --- | --- | --- | --- |
| Service (Health) | 8% | 4% | 26% | --- | --- | 17% | --- | --- |
| Hotel | 4% | 4% | 3% | --- | 25% | --- | --- | --- |
| Manufacturing | 4% | 2% | 11% | 6% | --- | --- | --- | --- |
| Construction, Transportation, & Related Industries | 3% | 2% | 3% | 5% | 12% | --- | --- | --- |
| Retail Trade | 3% | 2% | 9% | --- | --- | 17% | --- | --- |
| Public Utilities, Communications | 2% | 2% | --- | 6% | 12% | --- | --- | 33% |
| Local Govt. Agency | 1% | 1% | 3% | --- | --- | --- | --- | --- |
| State Govt. Agency | 1% | --- | 2% | --- | --- | --- | --- | --- |
| Other | 9% | 12% | 2% | 5% | --- | --- | --- | --- |

Table 5. Size of Firms and Level of Employee Participation

| Characteristic | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|--|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Number of Persons Employed by Firm | (n=194) | (n=123) | (n=35) | (n=17) | (n=8) | (n=6) | (n=1) | (n=3) |
| 1-50 | 27% | 34% | 23% | --- | --- | --- | --- | 33% |
| 51-100 | 17% | 20% | 20% | 6% | --- | 33% | --- | --- |
| 101-250 | 20% | 19% | 23% | 12% | 38% | 17% | 100% | --- |
| 251-500 | 21% | 19% | 17% | 29% | 50% | 17% | --- | 33% |
| 501-750 | 4% | 2% | 3% | 6% | 12% | --- | --- | 33% |
| 750-1000 | 2% | 2% | 3% | 6% | --- | --- | --- | --- |
| More than 1000 | 9% | 4% | 11% | 41% | --- | 33% | --- | --- |
| Median | 129 | 99 | 130 | 699 | 335 | 220 | 167 | 280 |
| Number of Employees in Bus Pass Program ¹ | (n=190) | (n=122) | (n=34) | (n=17) | (n=7) | (n=5) | (n=1) | (n=3) |
| 1-10 | 39% | 39% | 62% | --- | 43% | 20% | 100% | --- |
| 11-25 | 21% | 23% | 15% | 12% | 29% | 20% | --- | 67% |
| 26-50 | 13% | 13% | 15% | 12% | 28% | 20% | --- | --- |
| 51-100 | 11% | 12% | 5% | 12% | --- | 20% | --- | --- |
| 101-250 | 11% | 8% | 3% | 41% | --- | 20% | --- | 33% |
| More than 250 | 5% | 5% | --- | 23% | --- | --- | --- | --- |
| Median | 16 | 16 | 7 | 115 | 12 | 30 | 3 | 23 |
| % of Total Employees in Bus Pass Program | (n=188) | (n=121) | (n=34) | (n=16) | (n=7) | (n=5) | (n=1) | (n=3) |
| Median | 20% | 23% | 7% | 21% | 5% | 10% | 2% | 31% |

¹Each employee typically purchases 1 pass per month.

San Antonio employ more than 1000 persons. In Dallas on the other hand, 54% of the CBD employers and 43% of the non CBD employers responding to the survey have total work forces numbering 100 or less. The median number of persons employed ranges from 99 for the Dallas CBD employers to 699 for the Houston CBD employers.

Number of Employees Participating

In each city except Houston, the majority of the firms reported that 25 or fewer employees purchase bus passes. In Houston, however, approximately 64% of the firms stated that more than 100 of their employees purchase bus passes (Table 5). The median number of employees participating in bus pass sales programs ranges from 3 for the one San Antonio non CBD employer to 115 for Houston CBD employers.

Percent of Total Employees Who Purchase Bus Passes

CBD Firms. The median percent of the total employees who purchase bus passes through their employers ranges from a low of 5% for the Fort Worth CBD employers to a high of 31% for the Austin CBD employers responding to the survey (Table 5).

Non CBD Firms. As to be expected, transit pass purchasers at non CBD firms comprise a smaller percentage of the total work force than do transit pass purchasers at CBD firms (Table 5). In Dallas for example, the median number of pass purchasers from the non CBD firms comprise 7% of the total employees, whereas pass purchasers from the CBD firms account for 23% of the total.

Year Company Enrolled in Program

As indicated by Table 6, most employers responding to the survey have been distributing transit passes to their employees for some time. In Dallas

Table 6. Year Company Enrolled in Program

| Year Company Began Selling/Distributing Bus Passes to Employees | Total Sample (n=170) | Dallas | | Houston CBD Employers (n=16) | Ft. Worth CBD Employers (n=7) | San Antonio | | Austin CBD Employers (n=3) |
|---|----------------------------|-----------------------------|--------------------------------|---------------------------------------|--|---------------------------|-------------------------------|-------------------------------------|
| | | CBD Employers (n=105) | Non CBD Employers (n=32) | | | CBD Employers (n=5) | Non CBD Employers (n=1) | |
| 1970 | 1% | --- | --- | 6% | --- | --- | --- | --- |
| 1975 | 1% | --- | --- | 6% | --- | --- | --- | --- |
| 1977 | 7% | 9% | 3% | 6% | 14% | --- | --- | --- |
| 1978 | 4% | 6% | --- | --- | --- | 20% | --- | --- |
| 1979 | 12% | 10% | 10% | 25% | 14% | 20% | --- | --- |
| 1980 | 9% | 10% | --- | 13% | 29% | --- | --- | --- |
| 1981 | 14% | 12% | 25% | 19% | --- | --- | --- | --- |
| 1982 | 15% | 15% | 19% | --- | 29% | --- | 100% | --- |
| 1983 | 13% | 14% | 6% | 13% | 14% | 40% | --- | --- |
| 1984 | 8% | 10% | 6% | --- | --- | --- | --- | 33% |
| 1985 | 10% | 10% | 19% | 12% | --- | --- | --- | --- |
| 1986 | 5% | 4% | 6% | --- | --- | 20% | --- | 33% |
| 1987 | 1% | --- | 6% | --- | --- | --- | --- | 33% |
| Median | 1982 | 1982 | 1982 | 1980 | 1980 | 1983 | 1982 | 1986 |

and San Antonio, most companies have been distributing passes since 1982 or before; in Houston and Fort Worth, the majority of companies began distribution of passes in 1980 or before.

Administration of Bus Pass Sales

Persons Eligible to Purchase Passes

The majority of firms responding from all 5 cities surveyed reported that pass sales through their company was limited to company employees only (Table 7). However, 33% of the CBD companies in Houston and San Antonio and 12% of those in Fort Worth also sell passes to employees of other firms as well. In addition, several Fort Worth and San Antonio firms make passes available to the general public.

Method of Payment

While most firms sell passes to employees over-the-counter, a significant percentage of firms from each city (except Austin) have implemented payroll deduction plans (Table 7).

Flexitime

When asked if their company allows flexible working hours (flexitime) to encourage employees to ride transit to and from work, the general response was "no" (Table 7). However, approximately 59% of the CBD employers in Houston, 38% of those in Fort Worth and the one non CBD firm in San Antonio do permit employees to work flexible hours.

Table 7. Eligibility Requirements, Method of Payment for Passes and Flexitime

| Program Characteristic | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|--|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Who Is Eligible to Buy Passes¹ | (n=193) | (n=125) | (n=35) | (n=18) | (n=8) | (n=6) | (n=1) | (n=3) |
| Employees of Firm | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Employees of Other Firms | 4% | 1% | --- | 33% | 12% | 33% | ---- | ---- |
| General Public | 3% | --- | --- | --- | 25% | --- | ---- | ---- |
| Other | 2% | 2% | 1% | --- | --- | --- | ---- | ---- |
| How Do Employees Pay for Passes | (n=195) | (n=121) | (n=37) | (n=19) | (n=8) | (n=3) | (n=1) | (n=3) |
| Over-the-Counter | 50% | 46% | 54% | 63% | 50% | 60% | ---- | 100% |
| Payroll Deduction | 33% | 36% | 30% | 26% | 38% | 20% | ---- | ---- |
| Not Applicable ² | 17% | 18% | 16% | 11% | 12% | 20% | 100% | ---- |
| Company Offer Flexitime to Encourage Bus Riding | (n=191) | (n=122) | (n=34) | (n=17) | (n=8) | (n=5) | (n=1) | (n=3) |
| Yes | 14% | 9% | 6% | 59% | 38% | ---- | 100% | ---- |
| No | 86% | 91% | 94% | 41% | 62% | 100% | ---- | 100% |

¹Respondents were able to give more than one answer. Thus, the percentages do not add up to 100%.

²Passes are subsidized 100%.

Employer Subsidies

A review of Table 8 reveals that at least two-thirds of all the employers surveyed subsidize all or part of their employees' bus pass. Of those firms which do contribute to the cost of employee bus passes, about half pay a specific dollar amount toward the cost and the other half pay a percentage of the cost.

The median dollar amount subsidized by employers ranges from \$2.00 per pass for non CBD companies in Dallas to \$25.00 per pass for CBD employers in Houston. The majority of firms which subsidize a percentage of the pass cost contribute between 50% and 100%.

Employers' Cost to Administer Bus Pass Sales

Person-Hours. In every city surveyed except Houston, at least 65% of the companies reported that the total person-hours required to administer the sales and distribution of bus passes numbered 2 or less (Table 9). In Houston, 55% reported that the program cost them 5 or more hours per month to administer. This difference in the Houston responses can be attributed to the number of passes employers typically sell. As Table 5 showed, the median number of bus passes sold by Houston employers is 115, whereas the median number sold by employers from the other study cities ranged from 3 to 30.

Monetary Cost. Sizable percentages of firms in Dallas, San Antonio and Austin reported that the monetary cost involved in the sales and distribution of transit passes to employees is negligible (Table 9). On the other hand, significant percentages of firms in Houston (43%) and Fort Worth (64%) reported average costs in excess of \$100.00 per month. Further review of Table 9 indicates that:

- The median program cost varies from \$6.00 per month for the San Antonio non CBD firm to \$188.00 per month for the Fort Worth CBD employers;

Table 8. Employer Subsidization of Employee Bus Passes

| Program Characteristic | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|---------------------------------|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Employer Subsidize Cost of Pass | (n=194) | (n=123) | (n=35) | (n=18) | (n=7) | (n=4) | (n=1) | (n=3) |
| Yes | 89% | 94% | 89% | 67% | 86% | 67% | 100% | 100% |
| No | 11% | 6% | 11% | 33% | 14% | 33% | --- | --- |
| \$ Amount of Subsidy | (n=87) | (n=57) | (n=17) | (n=5) | (n=5) | --- | --- | (n=3) |
| \$2.00 | 33% | 35% | 53% | --- | --- | --- | --- | --- |
| \$2.50 | 12% | 12% | --- | --- | 60% | --- | --- | --- |
| \$4.00 | 7% | 9% | 5% | --- | --- | --- | --- | --- |
| \$5.00 | 9% | 11% | 6% | --- | 20% | --- | --- | --- |
| \$6.00-\$10.00 | 16% | 14% | 18% | --- | --- | --- | --- | 100% |
| \$11.00-\$15.00 | 9% | 11% | 6% | --- | 20% | --- | --- | --- |
| \$16.00-\$20.00 | 3% | 2% | 6% | 20% | --- | --- | --- | --- |
| \$21.00-\$25.00 | 5% | 3% | --- | 40% | --- | --- | --- | --- |
| More than \$25.00 | 6% | 3% | 6% | 40% | --- | --- | --- | --- |
| Median | \$4.00 | \$4.00 | \$2.00 | \$25.00 | \$2.50 | --- | --- | \$10.00 |
| % of Cost Subsidized | (n=82) | (n=56) | (n=12) | (n=7) | (n=1) | (n=4) | (n=1) | --- |
| 10% | 6% | 2% | 8% | 43% | --- | --- | --- | --- |
| 15%-45% | 15% | 16% | 17% | --- | --- | --- | --- | --- |
| 50% | 28% | 29% | 25% | --- | --- | 75% | --- | --- |
| 55%-95% | 8% | 12% | --- | 14% | --- | --- | --- | --- |
| 100% | 43% | 41% | 50% | 43% | 100% | 25% | 100% | --- |
| Median | 63% | 63% | 75% | 78% | 100% | 50% | 100% | --- |

Table 9. Employer's Cost to Administer Program

| Program Characteristic | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|---|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Number of Person-Hours Per Month Required to Administer Program | (n=182) | (n=115) | (n=34) | (n=18) | (n=5) | (n=6) | (n=1) | (n=3) |
| Less than 1 | 19% | 20% | 30% | --- | --- | --- | --- | 33% |
| 1 | 30% | 34% | 26% | 11% | 20% | 33% | 100% | 33% |
| 2 | 17% | 15% | 15% | 17% | 60% | 50% | --- | --- |
| 3 | 8% | 8% | 9% | 17% | --- | --- | --- | --- |
| 4 | 7% | 8% | 9% | --- | --- | --- | --- | 33% |
| 5 or more | 19% | 15% | 11% | 55% | 20% | 17% | --- | --- |
| Median | 2 | 1 | 1 | 6 | 2 | 2 | 1 | 1 |
| Cost Per Month to Administer Program | (n=134) | (n=79) | (n=29) | (n=14) | (n=3) | (n=6) | (n=1) | (n=2) |
| Neglible | 23% | 25% | 24% | 7% | --- | 33% | --- | 50% |
| \$1 - \$25 | 37% | 37% | 48% | 22% | 33% | 33% | 100% | --- |
| \$26 - \$50 | 16% | 20% | 10% | 7% | --- | 17% | --- | --- |
| \$51 - \$75 | 5% | 3% | 3% | 7% | --- | 17% | --- | 50% |
| \$76 - \$100 | 4% | 4% | --- | 14% | --- | --- | --- | --- |
| Over \$100 | 15% | 11% | 15% | 43% | 67% | --- | --- | --- |
| Median | \$21.00 | \$20.00 | \$16.00 | \$90.00 | \$188.00 | \$22.50 | \$6.00 | \$22.50 |
| Cost Per Employee Hour | (n=105) | (n=61) | (n=19) | (n=14) | (n=3) | (n=6) | (n=1) | (n=1) |
| Median | \$12.50 | \$13.00 | \$13.00 | \$13.13 | \$12.65 | \$ 8.00 | \$6.00 | \$12.75 |
| Cost Per Pass Sold | (n=131) | (n=78) | (n=27) | (n=14) | (n=3) | (n=6) | (n=1) | (n=2) |
| Median | \$ 1.07 | \$ 1.19 | \$ 1.07 | \$ 0.72 | \$ 2.50 | \$ 0.41 | \$2.00 | \$ 0.05 |

Note: Cost figures do not include cost of pass subsidies (if any).

- The median cost per employee hour ranges from \$6.00 for the San Antonio non CBD firm to \$13.13 for the Houston CBD employers; and
- The median cost per pass sold varies from \$.05 for the Austin CBD employers to \$2.50 for the Fort Worth CBD employers.

(Note: These cost figures do not include the cost of transit pass subsidies).

Promotional Efforts

Employers were asked to identify what types of promotional efforts are used by their firm to solicit employee participation in the bus pass sales program. Their responses are listed in Table 10. The most frequently listed efforts include:

- Informing new employees of the program during company orientation sessions;
- Posting bulletin board notices advertising the program; and
- Distribution of program brochures and other literature provided by the transit system.

Unfortunately, a sizable percentage of the firms responding stated that no effort was made to solicit employee participation.

Employee Parking

Employers were also asked a series of questions concerning the availability and cost of employee parking. Their responses follow.

Table 10. Promotional Efforts by Employer

| Promotional Effort ¹ | Total Sample (n=195) | Dallas | | Houston CBD Employers (n=18) | Ft. Worth CBD Employers (n=8) | San Antonio | | Austin CBD Employers (n=3) |
|---------------------------------|-------------------------|-----------------------------|--------------------------------|---------------------------------------|--|---------------------------|-------------------------------|-------------------------------------|
| | | CBD Employers (n=142) | Non CBD Employers (n=45) | | | CBD Employers (n=7) | Non CBD Employers (n=1) | |
| None | 30% | 28% | 20% | 28% | 25% | 14% | --- | 33% |
| New Employee Orientation | 30% | 31% | 20% | 6% | 38% | 15% | 100% | --- |
| Bulletin Board Notices | 20% | 13% | 27% | 33% | --- | 28% | --- | 33% |
| Transit Brochures | 15% | 8% | 11% | 45% | 25% | 29% | --- | 33% |
| Company Memos | 12% | 12% | 7% | 6% | --- | 15% | --- | 66% |
| Staff Meeting | | | | | | | | |
| Announcements | 4% | 4% | 7% | --- | --- | --- | --- | --- |
| Company Newsletters | 4% | 1% | 4% | 11% | --- | --- | --- | 33% |
| Word of Mouth | 4% | 3% | 4% | --- | 13% | --- | --- | --- |

¹ Respondents were able to give more than answer. Thus, the percentages do not add up to 100%.

Company Provided Parking

Number of Spaces. At least half of all employers surveyed provide some parking for company employees (Table 11). As expected, non CBD firms generally provide more spaces than CBD firms and firms in smaller CBDs generally provide more spaces than firms in large, densely developed CBDs. The median number of spaces provided by non CBD firms is 1.00 space per employee. The median number of spaces provided by CBD firms in Fort Worth, San Antonio and Austin is 0.83, 0.87, and 0.89 per employee, respectively, and the median number of spaces provided by CBD firms in Dallas and Houston is 0.46 and 0.32 per employee, respectively.

Cost. As shown in Table 11, the cost per month for employee parking (per space) varies considerably according to the city and the location of the firm within the city (CBD vs. non CBD). For example, employees at 88% of the non CBD firms in Dallas enjoy free parking, whereas only 7% of the Houston CBD firms provide free parking. The median monthly cost of employee parking ranges from \$0 per space for the non CBD employers in Dallas to \$84 per space for CBD companies in Dallas.

Employer Subsidies. The majority of firms surveyed in all 5 cities subsidize at least part of their employees' monthly parking cost (Table 11). Furthermore, sizable percentages subsidize at least half of the cost.

Also of interest is the fact that 90% of all CBD firms and 89% of all non CBD firms surveyed subsidize at least part of their employees' transit pass cost, whereas 64% of all CBD firms and 93% of all non CBD firms subsidize at least part of their employees' parking cost.

Company Carpooling/Vanpooling Programs

A final set of questions asked of employers concerned ridesharing activities. With the exception of Houston, employers in the other 4 cities surveyed generally do not provide a special treatment to encourage carpooling or vanpooling among employees (Table 12). In Houston, however, 53% do

Table 11. Availability and Cost of Employee Parking

| | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|--|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Company Provide Parking for Employees | (n=189) | (n=119) | (n=34) | (n=18) | (n=7) | (n=6) | (n=1) | (n=3) |
| Yes | 67% | 61% | 91% | 61% | 57% | 67% | 100% | 33% |
| No | 33% | 39% | 9% | 39% | 43% | 33% | --- | 67% |
| Number of Spaces Provided Per Employee | (n=96) | (n=59) | (n=23) | (n=6) | (n=4) | (n=2) | (n=1) | (n=1) |
| 0.01-0.25 | 21% | 29% | 4% | 33% | --- | --- | --- | --- |
| 0.26-0.50 | 24% | 24% | 22% | 33% | 25% | --- | --- | --- |
| 0.51-0.75 | 18% | 19% | 17% | 17% | --- | 50% | --- | --- |
| 0.76-1.00 | 30% | 27% | 35% | 17% | 75% | --- | 100% | 100% |
| More than 1.00 | 7% | 1% | 22% | --- | --- | 50% | --- | 100% |
| Median Number | 0.59 | 0.46 | 1.00 | 0.32 | 0.83 | 0.87 | 1.00 | 0.89 |
| Cost Per Month for Employee Parking (per space) | (n=152) | (n=94) | (n=28) | (n=15) | (n=4) | (n=6) | (n=1) | (n=3) |
| Parking is free | 26% | 11% | 88% | 7% | 25% | 33% | --- | 33% |
| \$1 - \$25 | 4% | 4% | --- | --- | 50% | --- | --- | --- |
| \$26 - \$50 | 16% | 14% | 22% | 33% | 25% | 33% | 100% | 33% |
| \$51 - \$75 | 15% | 16% | --- | 20% | --- | 33% | --- | --- |
| \$76 - \$100 | 26% | 35% | --- | 33% | --- | --- | --- | 33% |
| More than \$100 | 13% | 20% | --- | 7% | --- | --- | --- | --- |
| Median Cost | \$55 | \$84 | \$0 | \$60 | \$19 | \$48 | \$30 | \$50 |
| Percent of Employee Parking Subsidized by Employer | (n=149) | (n=92) | (n=29) | (n=14) | (n=3) | (n=6) | (n=1) | (n=3) |
| None | 30% | 39% | 7% | 21% | 33% | 17% | --- | 33% |
| 1% - 50% | 10% | 11% | 3% | 14% | 33% | 17% | --- | --- |
| 51% - 99% | 8% | 5% | 4% | 36% | --- | 16% | --- | 33% |
| 100% | 52% | 45% | 86% | 29% | 33% | 50% | 100% | 33% |
| Median | 100% | 52% | 100% | 72% | 46% | 80% | 100% | 65% |

Table 12. Company Carpool/Vanpool Incentives

| | Total Sample | Dallas | | Houston CBD Employers | Ft. Worth CBD Employers | San Antonio | | Austin CBD Employers |
|--|--------------|---------------|-------------------|-----------------------|-------------------------|---------------|-------------------|----------------------|
| | | CBD Employers | Non CBD Employers | | | CBD Employers | Non CBD Employers | |
| Company Provide Special Treatment to Encourage Carpooling/Vanpooling | (n=184) | (n=118) | (n=31) | (n=17) | (n=7) | (n=6) | (n=1) | (n=3) |
| Yes | 17% | 14% | 10% | 53% | 14% | 33% | --- | --- |
| No | 83% | 86% | 90% | 47% | 86% | 67% | 100% | 100% |
| Carpool/Vanpool Incentives | (n=36) | (n=17) | (n=4) | (n=11) | (n=2) | (n=2) | --- | --- |
| Reduced Parking Rates | 36% | 47% | --- | 27% | --- | 100% | --- | --- |
| Company Sponsored Vanpool Program | 25% | 18% | 75% | 27% | --- | --- | --- | --- |
| Subsidize Carpool/Vanpool costs | 19% | 29% | --- | 18% | --- | --- | --- | --- |
| Carpool/Vanpool Matching | 16% | 6% | 25% | 18% | 100% | --- | --- | --- |
| Flextime | 4% | --- | --- | 10% | --- | --- | --- | --- |

promote ridesharing. The types of incentives offered by these employers include reduced parking rates for poolers, company sponsored vanpool programs, subsidizing carpool/vanpool costs, and carpool/vanpool matching.



EMPLOYEE IMPACTS AND CHARACTERISTICS

Employee Impacts

Increased Convenience

Purchasing transit passes at the workplace is more convenient for employees particularly when done through payroll deduction. As the survey of participating employers in Texas indicated, employees at approximately 33% of the firms surveyed are able to purchase passes through payroll deduction.

Reduced Commuting Costs

Traveling to and from work by transit is generally more economical than driving alone even when the employer does not contribute to the price of the employee's pass. Substantial savings are possible when employers subsidize all or part of the transit pass. Choosing transit saves on parking, gasoline, vehicle maintenance and sometimes insurance costs. In addition, a monthly employer subsidy of \$15 or less is tax free.

The results of the employer surveys showed that 89% of all companies surveyed subsidize at least part of their employees' bus pass expense; approximately 20% of these employers subsidize 100%. Results of the employer survey further show that employer contributions toward the price of the bus pass has an effect on the percentage of employees within the firm who purchase bus passes. Overall, firms which subsidize employees' bus pass expenses have twice as many participants in the bus pass program (Table 13). In Houston, firms which subsidize employees' bus pass expense (in addition to the 10% discount given by Metro) have three times as many participants.

Table 13. Effect of Employer Subsidies on Level of Employee Participation

| Percent of Total Work Force that Purchases Bus Passes from Employer | Employer Subsidize Part of Employee Bus Pass Expense | |
|---|---|--------|
| | Yes | No |
| Dallas | (n=147) | (n=12) |
| Average | 16% | 10% |
| Houston | (n=11) | (n=5) |
| Average | 39% | 13% |
| Fort Worth | (n=6) | (n=1) |
| Average | 5% | 22% |
| San Antonio | (n=4) | (n=2) |
| Average | 12% | 2% |
| Austin | (n=3) | (n=0) |
| Average | 24% | --- |
| Total Sample | (n=171) | (n=20) |
| Average | 20% | 10% |

Employee Pass Purchaser Characteristics

A survey of employee pass purchasers was performed by VIA in San Antonio during the spring of 1986. Responses to selected questions are summarized on the following pages. Some of the questions asked in the San Antonio survey are similar to those asked in employee surveys performed in Sacramento and Jacksonville. When possible, for comparative purposes, the Sacramento and Jacksonville data are also presented.

Personal Characteristics

Age. The average age of employee pass purchasers in San Antonio, at 38 years, is 5 years older than the average for Jacksonville and 3 years younger than average age for Sacramento employees (Table 14).

Table 14. Personal Characteristics of Employee Bus Pass Purchasers

| Personal Characteristics | San Antonio | Sacramento | Jacksonville |
|--------------------------|-------------|------------|--------------|
| Age | | | |
| Average (years) | 38 | 41 | 33 |
| Sex | | | |
| Male | 35% | 44% | 25% |
| Female | 65% | 56% | 75% |
| Education | | | |
| Some High School | 10% | --- | --- |
| High School Graduate | 39% | --- | --- |
| Some College | 32% | --- | --- |
| College Graduate | 13% | --- | --- |
| Graduate School | 5% | --- | --- |
| Annual Household Income | | | |
| Under \$10,000 | } 26% | 13% | 50% |
| \$10,000 - \$14,999 | | 21% | 13% |
| \$15,000 - \$24,999 | 31% | 35% | 21% |
| \$25,000 and Over | 43% | 31% | 16% |
| Household Size (persons) | | | |
| 1 | 11% | 16% | --- |
| 2 | 30% | 34% | --- |
| 3 | 28% | 19% | --- |
| 4 | 20% | 19% | --- |
| 5 or more | 11% | 12% | --- |
| Average | 2.9 | 2.8 | --- |

Source: References 3, 4 and 7.

Sex. The majority of employees participating in the employer distributed transit pass programs in all three cities are female (Table 14).

Education. At least half of the employees purchasing passes through

their employers in San Antonio have completed some college, and 18% are college graduates (Table 14).

Household Income. Table 14 also shows that almost half of the employees in San Antonio have annual household incomes of \$25,000 or more. In Jacksonville, on the other hand, half of the employees have annual household incomes under \$10,000.

Household Size. Average household size for employees surveyed in San Antonio and Sacramento is just under 3 persons.

Travel Characteristics

Bus Pass Usage. As to be expected, the majority of employees use their bus passes at least 5 days per week (Table 15). In addition, approximately 13% of those surveyed in San Antonio use their passes 7 days a week.

Table 15. Selected Travel Characteristics of Employee Bus Pass Purchasers

| Travel Characteristics | San Antonio | Sacramento |
|----------------------------------|-------------|------------|
| Bus Pass Use (days per week) | | |
| 7 | 13% | --- |
| 6 | 10% | 0% |
| 5 | 71% | 79% |
| 4 | 5% | 12% |
| 3 or less | 1% | 9% |
| Alternate Transportation to Work | | |
| Own Car | 44% | --- |
| Get Ride | 39% | --- |
| Walk | 4% | --- |
| Taxi | 1% | --- |
| Could Not Get to Work | 11% | --- |
| Other | 2% | --- |

Source: References 3 and 7.

Alternate Means of Transportation To Work. While the majority (83%) of the employee bus pass purchasers in San Antonio can drive their own car or ride with someone to work, 11% of those surveyed indicated that they had no other means of transportation to and from work besides the bus (Table 15).

Factors Influencing Bus Pass Purchase

Employees in San Antonio were also asked to identify those factors which were important in their decision to purchase a bus pass from their employer. Their responses are summarized in Table 16. As this table indicates, economic considerations (saving money, unlimited rides for the money, and employer subsidies) were three of the four most important reasons for purchasing a pass. In addition, 80% of those surveyed stated that the convenience of being able to purchase the pass at the workplace was very important.

Table 16. Importance of Pass Features, San Antonio Survey

| Feature | Very Important (1) | Somewhat Important (2) | Not at all Important (3) | Average Rating |
|----------------------------|--------------------|------------------------|--------------------------|----------------|
| Saves Money | 93% | 6% | 1% | 1.1 |
| Can Use Bus Anytime | 89% | 10% | 1% | 1.1 |
| Do Not Need Correct Change | 88% | 8% | 3% | 1.1 |
| Employer Subsidized | 87% | 12% | 1% | 1.1 |
| Can Buy Pass at Workplace | 80% | 14% | 6% | 1.3 |
| Do Not Need Transfers | 79% | 14% | 7% | 1.3 |
| Can Loan Out | 20% | 35% | 45% | 2.3 |

Source: Reference 7.

To further understand the importance of employer subsidies, another question asked if the employee would purchase a pass if part of the cost was not subsidized by the employer. Approximately 12% indicated that they would not, 14% stated maybe and 6% did not know (Table 17).

Table 17. Importance of Employer Subsidies on Decision to Purchase a Bus Pass

| Would Buy a Pass if not Subsidized by Employer | San Antonio |
|---|----------------|
| Yes | 69% |
| No | 12% |
| Maybe | 14% |
| Don't Know | 6% |

Source: Reference 7.

CONCLUSIONS AND RECOMMENDATIONS

The employer distributed transit pass programs investigated as part of this study have provided some very useful insights to a number of issues concerning the operation of such programs. The main conclusions and recommendations of the study are summarized below.

Employer Discounts

Several transit agencies have chosen not to discount the passes sold to employers in order that the system not experience any loss of revenue from the program. Other systems, such as those in Dallas and Seattle offer participating employers a small handling fee as a goodwill gesture. Still other systems such as Houston's METRO offer substantial discounts to encourage substantial employee participation in the program. As would be expected, those systems which offer some sort of discount generally experience a higher level of employer participation.

Program Operation

Most of the transit agencies studied distribute transit passes to participating employers on consignment. Employers are given a specified amount of time to sell the passes to their employees. Revenue from the pass sales and all unsold passes are then returned to the transit system at a later date.

DART in Dallas, however, requires employers to pay for the passes upon receipt. Any unsold passes may then be returned for credit toward the next month's order. This "cash in advance" method of operation is recommended over the consignment method for two important reasons. First, collecting payment for the passes in advance can be of considerable help to the system's cash flow (particularly when these funds are invested in short-term financial instruments). Second, problems such as delinquent employer payments and

lengthy delays in collecting revenue from companies going through Chapter 11 Business Reorganization are minimized.

Marketing Efforts

With the exception of Seattle, current marketing efforts associated with the employer distributed pass programs can be described as low-key. Most systems respond to employer requests for information but do not actively solicit new firms (i.e. make the first contact). As a result, current program participation could probably be increased significantly through constant aggressive marketing techniques, such as those currently practiced by Seattle Metro.

In addition, the results of the employer survey revealed that promotion of the programs by employers could also be increased. Approximately 30% of those surveyed make no effort whatsoever to promote the program to their employees. In response to this problem, transit operators should encourage employers to market the program more aggressively to their employees. Paycheck stuffers, incentive brochures and transit "quiz" sheets to illustrate the cost savings possible could be periodically provided to employers for distribution to those employees not currently participating in the program. Employers should also encourage employee participants to promote the program to coworkers.

Employer Subsidies

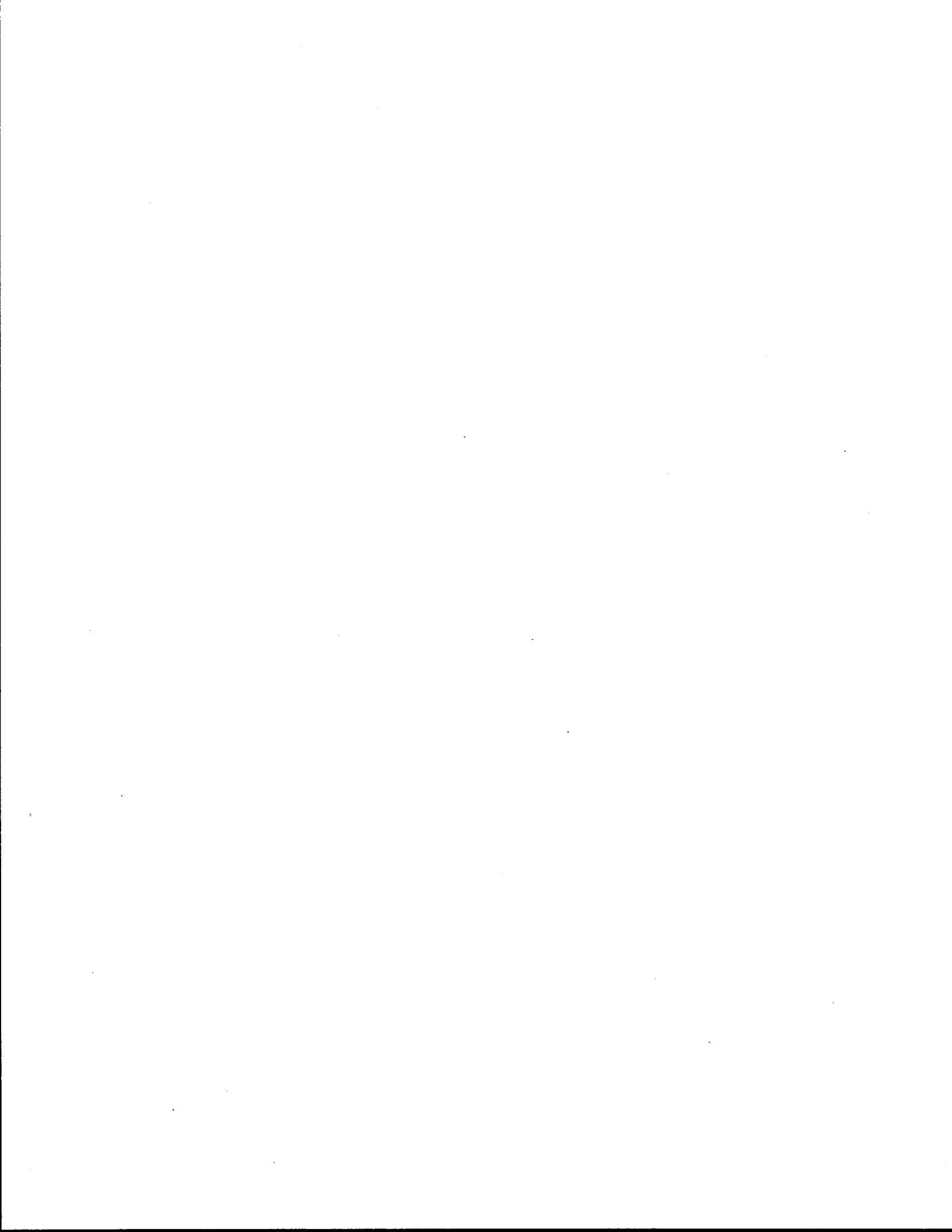
Employer subsidies appear to have a definite effect of the level of employee participation within a firm. Results of the employer survey revealed that overall, firms which subsidized bus pass expenses have twice as many employees participating in the program. Employers should, therefore, be encouraged to offer substantial discounts on the price of passes sold to their employees. Employers should be reminded that their subsidies are tax deductible and provide a low-cost benefit that employees can use and appreciate every day. In addition, employer subsidies are a fixed-cost

benefit that will not fluctuate like health insurance and other benefits. Finally, for those firms which subsidize employee parking expenses, employer contributions toward the price of employee bus passes are a good means of equalizing benefits.

Ridership Impacts and Net Program Costs

In general, the transit agencies are not able to quantify ridership increases associated with the distribution of passes through employers. In addition, most agencies have only a rough idea of the total costs involved in administering and marketing the program. In order that these agencies have the data necessary to evaluate the overall effectiveness of employer distributed pass programs, it is suggested that data collection efforts be stepped up. First, all the costs associated with the programs should be calculated on a routine basis. Second, efforts should be made to periodically survey a sample of participating employee pass purchasers to estimate the number of new riders attracted to the system as a result of the program and the amount of revenue generated by these riders.

In conclusion, it appears that the concept of selling and distributing transit passes through employers is an idea whose time has come. The transit agencies studied generally perceive these programs to be worthwhile investments for encouraging transit acceptance and use while lowering employee commuting costs and reducing the demand for activity center parking.



PLANNING GUIDELINES FOR IMPLEMENTING NEW EMPLOYER DISTRIBUTED TRANSIT PASS PROGRAMS

For transit systems considering the implementation of employer distributed transit pass programs, the following guidelines are suggested based on the experiences of the programs evaluated as part of this study.

- **Types of Scrip to Offer** - To reduce accounting costs, the types of scrip to be sold through employers should generally be limited to monthly passes, commuter cards and ticket books (as opposed to weekly passes, single ride tickets and tokens).
- **Pricing the Passes** - Consider offering participating employers a small "handling fee" or administrative discount," in the range of \$1 to \$3 per pass as a goodwill gesture. Require employers to further discount the passes to their employees by the same amount.
- **Distribution of Passes to Employers** - Require employers to pay for the passes upon receipt. Any unsold passes can be returned for credit toward the next month's order. Deliver pass orders to employers (using transit system personnel or a courier service) or send through certified mail. Keep the amount of paperwork required of employers to a minimum. Before the first pass order is delivered to a new employer, be sure an agreement is signed by the transit agency and the participating employer which defines the conditions of the program and responsibilities of each party.
- **Marketing the Program** - To build a market for the employer distributed transit pass program:
 - Develop attractive, informative promotional materials that describe the operation and benefits of the program.
 - Concentrate promotional efforts on the Central Business District (CBD) and other major activity centers.

- Contact major employers first.
- Personally contact the highest official possible within each firm.
- Pay particular attention to companies with large numbers of low wage clerical employees.
- Work with and through the local Chamber of Commerce, economic development corporations and trade organizations.
- Research the business climate.
- Be persistent with employers who are initially reluctant to participate.
- Utilize low cost advertising through the transit system itself and take advantage of free media publicity.
- Coordinate marketing efforts for the employer pass program with marketing efforts for other programs to reduce costs and increase effectiveness.
- During personal contacts with prospective employers, emphasize the economic advantages of the program and the program's value as an employee fringe benefit.
- Market the program to smaller businesses cost-effectively through local trade organizations.
- Encourage current program participants to promote the program to their constituents.
- Encouraging Employee Participation - Once an employer has enrolled in the program, other marketing strategies such as those listed on the following page can be utilized to boost employee participation.

- Employers should be encouraged to subsidize the cost of the passes to their employees to the maximum extent possible.
- Transit information sessions can be held to acquaint employees with the advantages of commuting by transit and the benefit of purchasing passes through their employers.
- Incentive brochures that illustrate cost savings associated with the program can be provided to employers for distribution to employees.
- Posters, system maps, schedule information and other literature should be made available in bulk to each employer on a continuing basis.
- Employers should be encouraged to promote the program to new employees when transportation options are discussed at new employee orientation.
- Measuring the Impacts Associated with the Program. Calculate the costs associated with the program on a routine basis. Make every effort to periodically survey a sample of participating employee pass purchasers to estimate the number of new riders attracted to the system as a result of the program and the amount of revenue generated by these new riders.



REFERENCES

1. American Public Transit Association. Information Clearinghouse: Employer Transit Pass Programs. Washington, D.C.: April 1980.
2. U.S. Department of Transportation. Establishing an Employer Pass Program. Washington, D.C.: 1982.
3. Daetz, D. and Holoszyk, M. Sacramento Transit Fare Prepayment Demonstration. Los Altos, CA: July 1981.
4. Charles River Associates, Inc. Jacksonville Transit Fare Prepayment Demonstration Boston: September 1982.
5. Charles River Associates, Inc. Duluth Variable Work Hours/Transit Fare Prepayment Demonstration. Boston: April 1984.
6. Parody, Thomas E. "Operational and Revenue Implications of Implementing Employer-Based Transit Pass Program." Transportation Research Record 857, 1982, pp. 64-69.
7. VIA Metropolitan Transit. The Big Pass. San Antonio: August 1986.

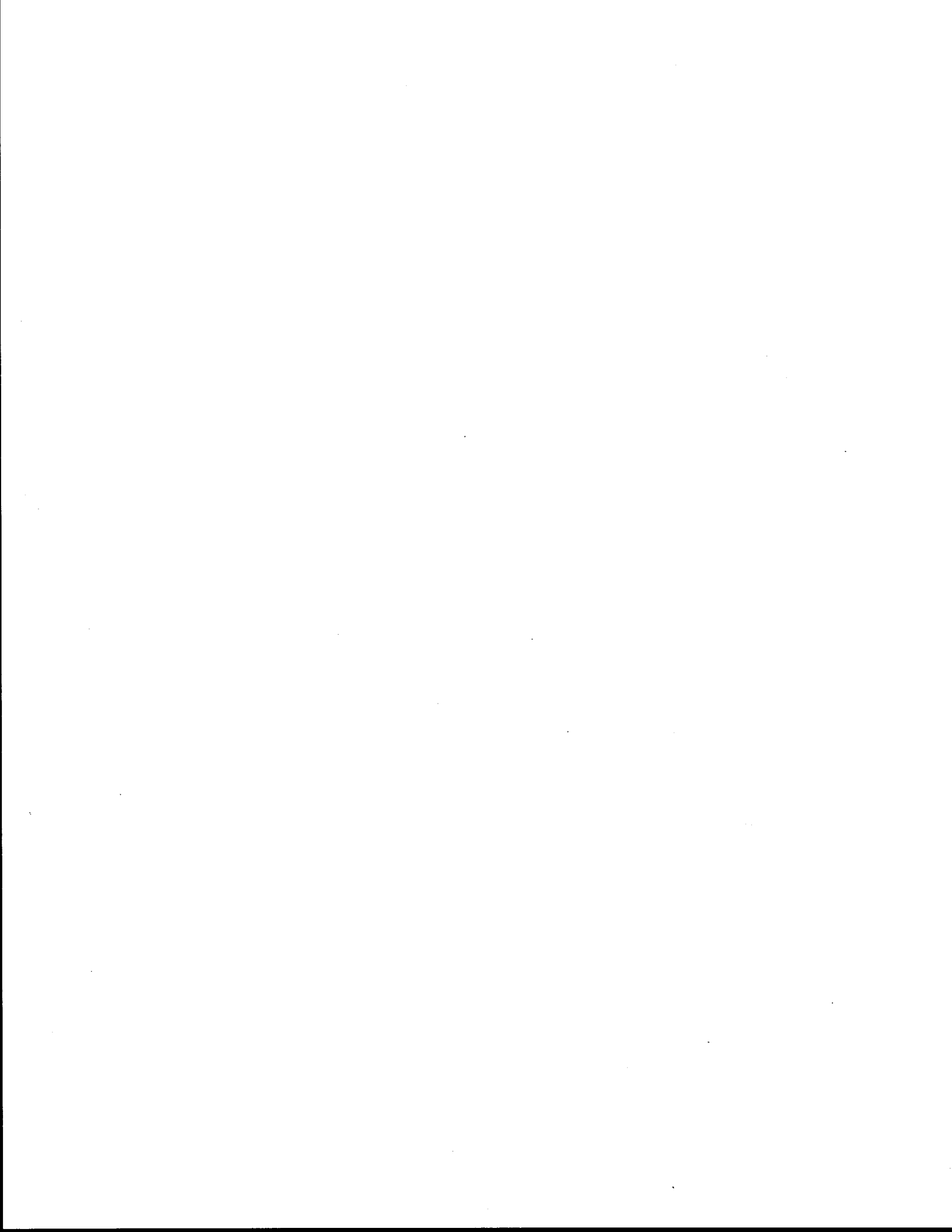


APPENDIX A

EXAMPLES OF
AGREEMENT FORMS, CONSIGNMENT FORMS AND
PASS ORDER FORMS



**Dallas Area Rapid Transit Authority,
Dallas**



**DALLAS AREA RAPID TRANSIT
EMPLOYER DISCOUNT PASS PROGRAM
EMPLOYER AGREEMENT**

Yes, we'd like to participate in the DART Employer Discounted Pass Program and intend to make available to our employees your Regional Monthly Passes at special reduced rates. We agree to purchase the passes directly from DART at a \$2.00 discount each and further agree to discount each pass at least \$2.00 more, thus making them available to our employees at a savings on each pass of \$4.00 or more. Specifically:

| Regular monthly pass price | We will pay for each pass | We will sell them to our employees for |
|----------------------------|---------------------------|--|
| \$27 (1 Zone) | \$25 | \$23 or less |
| \$54 (2 Zone) | \$52 | \$50 or less |
| \$63 (3 Zone) | \$61 | \$59 or less |
| \$81 (4 Zone) | \$79 | \$77 or less |

We agree to mail in our order, accompanied by company check or money order in time to reach Dallas Transit Systems no later than the 10th of the month preceding the month for which the passes are valid.

We understand that our order will be hand delivered to our offices if it is for 10 or more passes and will be mailed to our offices if it is 9 or less passes.

We further understand that any passes we do not sell can be returned to DTS (if done so by the 10th of the month in which the passes are effective) for refund or credit toward the next month's order.

(Signature of company official)

(Printed name of company official)

(Name of company)

(Company address)

(Zip code)

(Name of company person who will be our contact)

(Telephone)

(Total number of employees in company)

(Treasury Department Employer I.D. No.)

(Date)

After you complete and sign this agreement, send with "Discounted Pass Order Form" to Dallas Transit System, 101 N. Peak St., Dallas, Tx. 75226.

Dallas Area Rapid Transit
Employer Discounted Pass Order Form

Special instructions: Please submit this order by U.S. Mail to be received by Dallas Transit Systems not later than the 10th of the month preceding the ridership month. (For example: for February passes, order must be received by January 10.)

Passes for the month of: _____

| | Quantity | | Price | | Value |
|-----------------------------|----------|---|--|---|-----------|
| 1 Zone Monthly Pass | _____ | @ | \$25 | = | \$ _____ |
| 2 Zone Monthly Pass | _____ | @ | \$52 | = | \$ _____ |
| 3 Zone Monthly Pass | _____ | @ | \$61 | = | \$ _____ |
| 4 Zone Monthly Pass | _____ | @ | \$79 | = | \$ _____ |
| 1 Zone Commuter Card | _____ | @ | \$ 7.50 | = | \$ _____ |
| 2 Zone Commuter Card | _____ | @ | \$15.00 | = | \$ _____ |
| 3 Zone Commuter Card | _____ | @ | \$17.50 | = | \$ _____ |
| 4 Zone Commuter Card | _____ | @ | \$22.50 | = | \$ _____ |
| Senior Citizen Monthly Pass | _____ | @ | \$ 5.00 | = | \$ _____ |
| Handicapped Monthly Pass | _____ | @ | \$12.00 | = | \$ _____ |
| | | | Sub-Totals | = | \$ _____ |
| | | | Add \$2 if order is for nine (9) passes or less: | | \$ _____ |
| | | | Less credit for enclosed unused passes from prior month: | | (_____) |
| | | | Total order (enclose check) | | \$ _____ |

Delivery of Pass Orders:

Orders for nine (9) passes or less will be processed and hand delivered to customer by U.S. Mail. Please indicate mailing address in appropriate space below.

Orders for ten (10) passes or more will be processed and hand delivered to customer by messenger. Please indicate address to which delivery is to be made and the name(s) of the individual(s) designated to accept order.

Please send the above passes/cards to:

DTS OFFICE USE ONLY

Person to receive order

Name of Company

Mailing/delivery address

City Zip Code

Telephone Number

Date: _____

Cust. #: _____

Bill #: _____

Ck. Amt.: \$ _____

- Check box if your address has changed.
- Check box if you have just re-joined the program.

Mail this completed form, along with check, to Pass Auditor, Dallas Transit System, 101 N. Peak Street, Dallas, Tx. 75226 Phone Number: 828-6709

NOTE:

- Zone 2: North & South Irving Expresses, Las Colinas Express
- Zone 3: Carrollton, Farmers Branch Expresses, Addison Express, Richardson Express, Rowlett, Coppell, Glenn Heights Express, Garland Express
- Zone 4: Plano Express, Flower Mound Express.

Dallas Area Rapid Transit
Monthly Pass Returns

Passes for the month of: _____

| | Quantity | | Price | | Value |
|-----------------------|----------|---|-------|---|----------|
| Zone 1 Monthly Passes | _____ | @ | \$25 | = | \$ _____ |
| Zone 2 Monthly Passes | _____ | @ | \$52 | = | \$ _____ |
| Zone 3 Monthly Passes | _____ | @ | \$61 | = | \$ _____ |
| Zone 4 Monthly Passes | _____ | @ | \$79 | = | \$ _____ |
| Other: | _____ | @ | | = | \$ _____ |
| Total Returns: | | | | | \$ _____ |

CREDIT

NOTE: Credits will be made for all unsold passes returned to Dallas Transit Systems by the tenth or the first working day thereafter.

MAILING ADDRESS

Company Name

Address
Zip Code

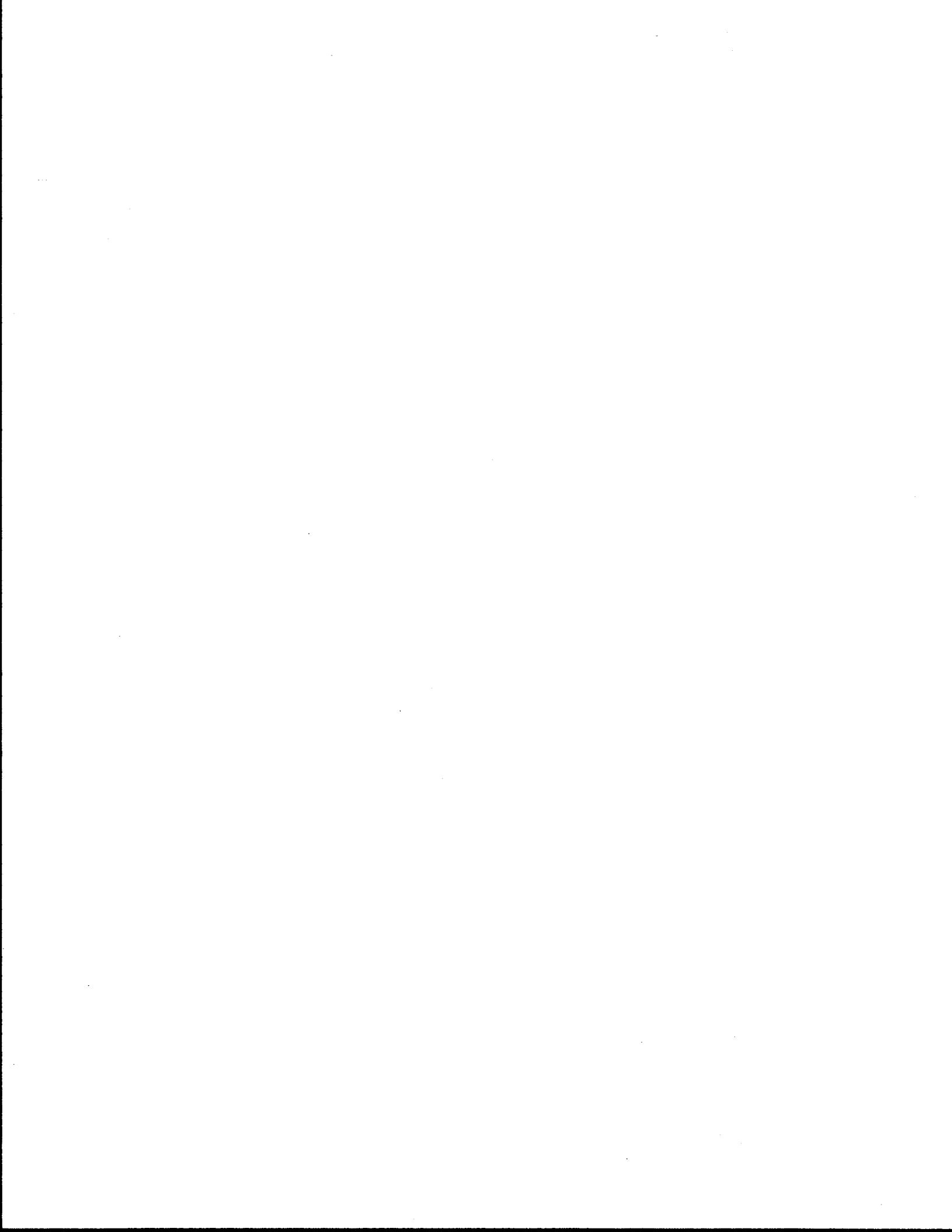
Attention

Telephone Number

Customer Number



**Capital Metropolitan Transportation Authority,
Austin**



CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY
MONTHLY PASS AND TICKET SELLER AGREEMENT

Location: _____

Date: _____

CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY ("Capital Metro")
and

("Seller") agree and act as follows:

1. Seller agrees to
 - a. sell Capital Metro passes and tickets at the location(s) stated above and such other location(s) as may be agreed upon in writing at the rates fixed by Capital Metro;
 - b. sell passes and tickets on a cash basis only for currency of the United States, money order or checks;
 - c. hold in trust for the benefit of Capital Metro the passes and tickets supplied by Capital Metro and the proceeds of the sale thereof from the moment such proceeds are tendered by the purchasers of passes or tickets. Such proceeds of sale shall be held separately and segregated from all other funds in the possession or control of Seller. In no event shall such proceeds of sale be combined or commingled with other funds received or held by Seller. Each week, Seller shall deliver to Capital Metro such proceeds of sale received prior to such delivery with a statement of all such proceeds received by Seller since the prior delivery;

- d. be responsible for Capital Metro passes and tickets furnished and money collected from the sale thereof and indemnify Capital Metro for any loss of such passes, tickets or monies by fire, theft, misappropriation, unauthorized disposition or for damages or injuries arising out of negligence or misconduct of Seller or its agents or employees. Capital Metro will assume responsibility for the loss of funds resulting from the acceptance of uncollectable checks received by the Seller for the purchase of Capital Metro passes and tickets if the following criteria have been satisfied by the Seller: (i) the check is personalized and drawn on an Austin area bank, (ii) a valid Texas driver's license and a major credit card have been inspected and (iii) the check reflects a residential and office telephone number, and (iv) identification of the item sold has been recorded on the check;
 - e. maintain such records as Capital Metro may require and permit Capital Metro to examine, during reasonable hours, the records and accounts of Seller pertaining to Capital Metro business;
 - f. display at the sales location(s) without cost to Capital Metro a reasonable amount of Capital Metro-supplied advertising material associated with Capital Metro services;
 - g. maintain Capital Metro-furnished schedules, circulars, bulletins and other printed material in a manner accessible to the public.
2. Capital Metro agrees to:
- a. timely furnish to Seller passes, tickets, schedules, brochures and other material associated with the sale of Capital Metro passes, tickets, and such instructions as may be appropriate for the sale of Capital Metro passes and tickets;
 - b. allow Seller to assess a handling charge as part of sale in amount no greater than 10 percent per ticket or pass.

3. It is further agreed between the parties that:
- a. this agreement may not be assigned or transferred by Seller without Capital Metro's written consent;
 - b. no modification of the Agreement shall be effective unless made in writing and signed by both parties;
 - c. the term of the Agreement shall be for a period of one (1) year from the date of the agreement and from year to year thereafter;
 - d. either party may terminate this agreement without cause upon thirty (30) days written notice to the other party;
 - e. upon default by either party in the performance of the terms of the Agreement the other party may terminate the Agreement if such default is not cured within fifteen (15) days after the receipt of written notice to cure the default.
4. Seller represents and warrants that this Agreement has been executed and delivered on behalf of Seller by a person or persons authorized to enter into this Agreement for Seller and to bind Seller to the provisions of this Agreement.

Dated _____, 198__.

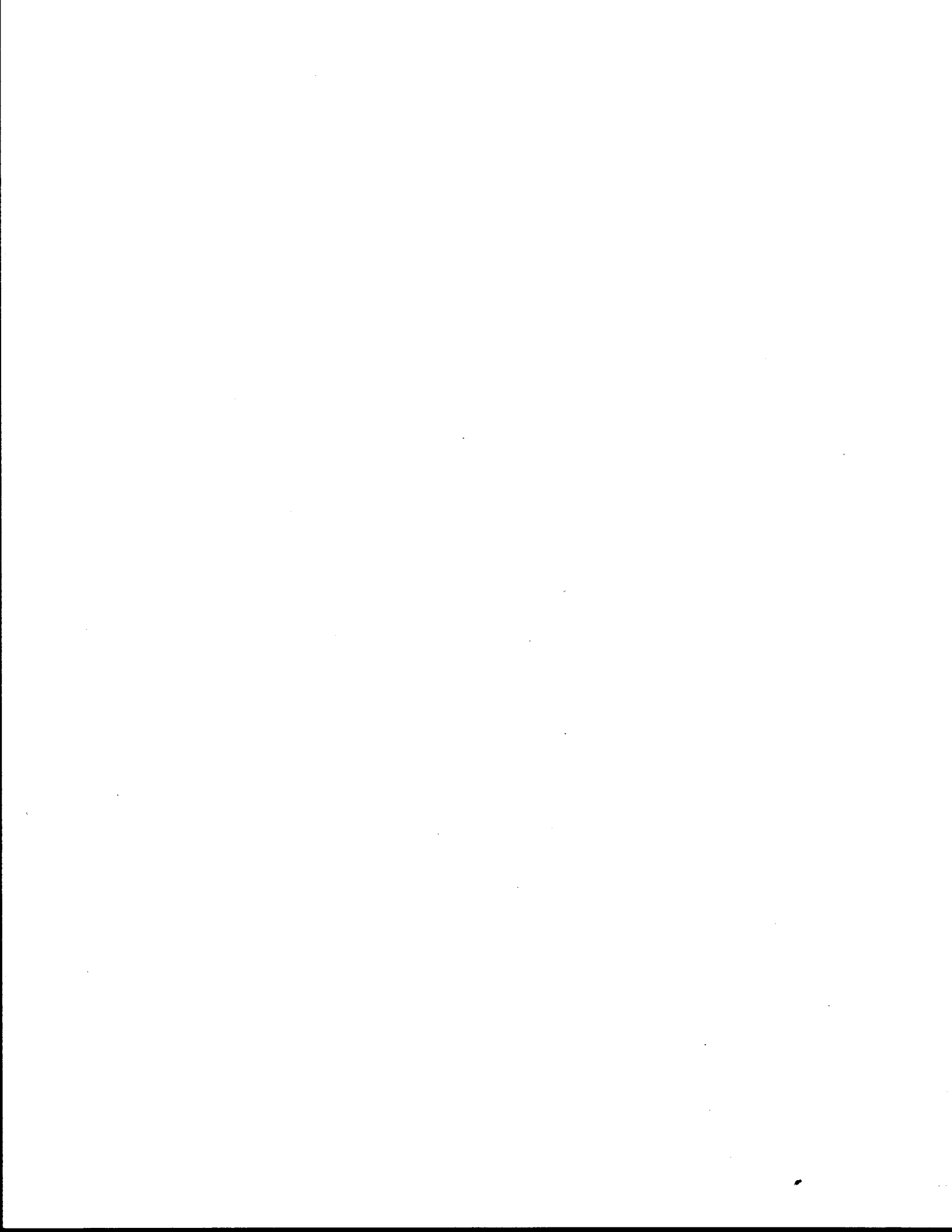
CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY

By _____
CAPITAL METRO

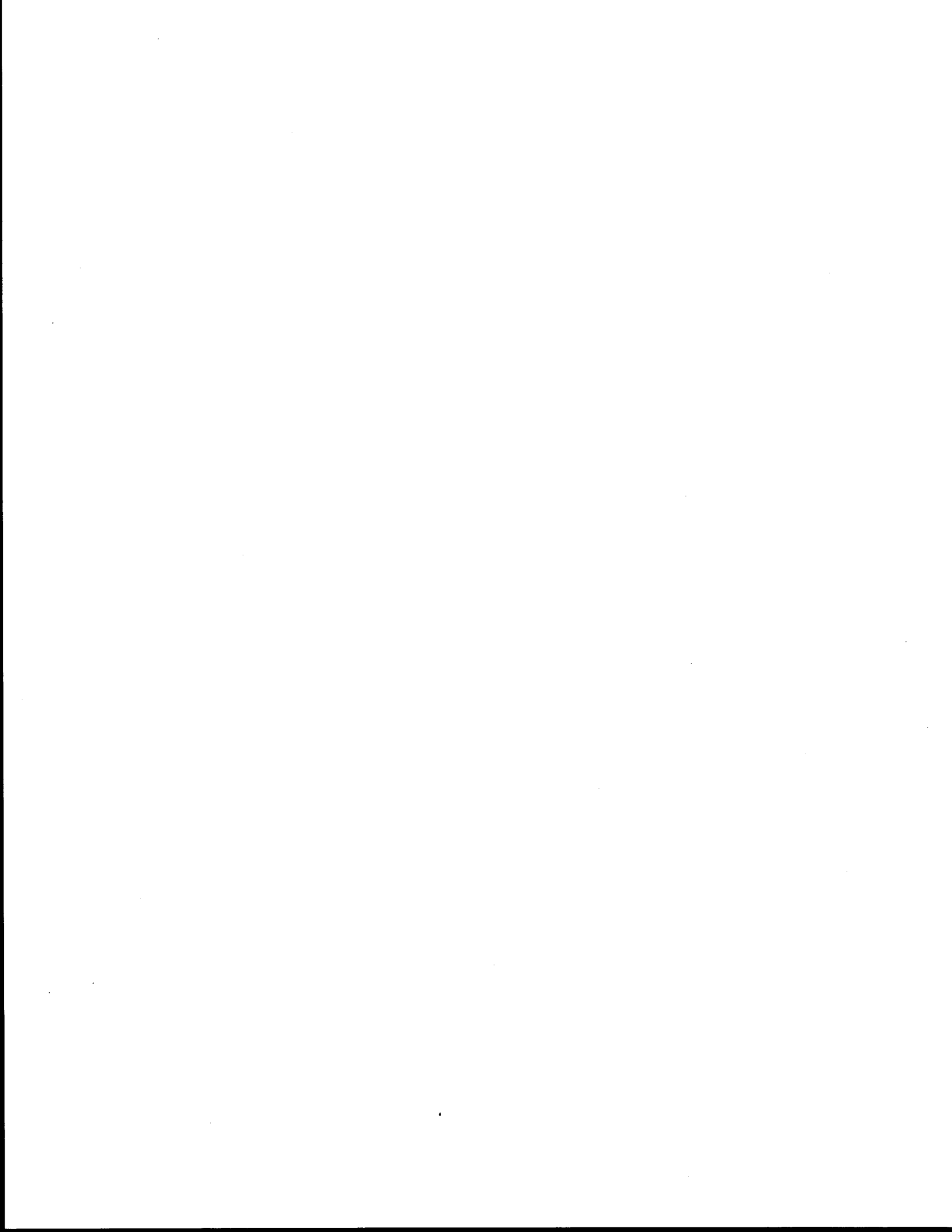
By _____

Name _____

Title _____
SELLER



**Municipality of Metropolitan Seattle,
Seattle**





Municipality of Metropolitan Seattle

Exchange Building • 821 Second Ave. • Seattle, WA 98104-1598

February 13, 1987

Mr. Landy Manuel
Director of Finance
The Good Health Plan of Washington
P.O. Box 21329
Seattle, Washington 98111

Letter Agreement for Distribution and Sale of Metro
Monthly Passes/Ticket Books/Custom Bus Service/RFS

Dear Mr. Manuel:

This letter is an agreement for an indefinite period between the Municipality of Metropolitan Seattle ("Metro") and The Good Health Plan of Washington hereinafter referred to as "the Company," to which the Company will accept and offer for sale to its employees and/or the public Metro monthly passes for use on the Metro transit system. The obligations of each party in regard to the distribution and sale of the items shall be as follows:

1. Metro agrees to produce and consign the following items to the Company:

Monthly Passes. There are four separate monthly passes, a monthly pass for one zone Pass Plus and off-peak Pass Plus (marked with a blue color band) and a monthly pass for one or both zones Pass Plus and off-peak Pass Plus (marked with an orange color band). Monthly passes will be marked for the effective month and serially numbered by Metro. They will be sold in accordance with the sales instructions, a copy of which is attached hereto and incorporated herein as if fully set forth at this point. It is agreed by and between both parties that Metro may from time to time issue new sales instructions which shall govern all sales subsequent to the date of such issuance. At such frequency as may be determined necessary by Metro, the Company agrees to request that purchasers of a monthly pass complete a brief questionnaire which Metro shall prepare and distribute to the Company.

Ticket Books. There are several ticket books available with various denominations of tickets to substitute for cash fares. These are printed as a convenience to one- and two-zone, peak and off-peak riders.

2. Metro agrees to distribute the following items in such quantities as may be mutually agreed upon by the parties, and the Company agrees to sell such items according to the following schedule:

Monthly Passes and Reduced Fare Stickers. Metro will deliver these items to the Company on or about the 10th day of the month prior to the effective month of these items. The Company agrees to offer these items for sale at locations selected by the Company beginning on or about the 15th day of the month preceding the effective month of the items and terminating no earlier than the first day of the effective month and no later than the 10th day of the effective month.

Ticket Books. The ticket books will be delivered to the Company as required pursuant to orders placed with Metro. Ticket books should be sold all month.

3. The Company agrees to return unsold items and remittances to Metro according to the following schedules:

Monthly Passes and Reduced Fare Stickers. Unsold passes, survey forms when required, and net remittances shall be postmarked on or before the 20th day of the effective month of the passes.

Ticket Books. Ticket books need not be returned to Metro each month. Remittances for those ticket books sold along with an accounting of ticket books on hand shall be sent with pass remittances.

4. Recognizing that there will be administrative costs to the Company for handling the items, Metro agrees that the Company may receive the following reimbursements to cover such reasonable administrative costs if payment and unsold passes are returned to Metro by the 20th of each month.

| | |
|-------------------------|--|
| The Company may retain: | One dollar (\$1) per Pass sold forty cents (40¢) per Ticket Book sold ten cents (10¢) per Reduced Fare Sticker. |
|-------------------------|--|

If payment and unsold passes are returned to Metro after the 20th of the month:

| | |
|-------------------------|--|
| The Company may retain: | Fifty cents (50¢) per Pass sold twenty cents (20¢) per Ticket Book sold five cents (5¢) per Reduced Fare Sticker. |
|-------------------------|--|

5. The Company agrees that all items delivered by Metro to the Company including Custom Bus Passes, if applicable, shall become the complete responsibility of the Company upon delivery and signature therefore by the appropriate official of the Company. The Company agrees it is its sole responsibility to provide proper security and safekeeping measures for any and all monthly passes, ticketbooks, reduced fare passes, and the proceeds from the sale of such items while in the custody of the Company. The Company shall remit to Metro the full net remittance of any items sold, lost, misplaced or stolen while in custody

Mr. Landy Manuel
February 13, 1987
Page Three

of the Company. Distribution to any branches of the Company will be the responsibility of the Company. If any such items are sold at branches of the Company, the Company agrees to submit to Metro a listing of the quantities sold at each location.

6. If the Company offers Custom Bus Passes, it is understood and agreed that Passes for the same will be at rates and terms fixed by Metro independent of the terms of this agreement except as specifically made applicable herein.
7. When appropriate for mutual convenience and benefit, Metro agrees to publicize outlets as official points of purchase for passes, reduced fare stickers and ticket books; and the outlets may also publicize this service. Metro will provide to the outlets supportive promotional materials in reasonable quantities as determined by Metro.
8. This agreement may be amended by further written letters of agreement between the parties. This agreement is for an indefinite term but may be terminated by either party upon written notice to the other party, and such termination will be effective thirty (30) days from the date of such notice.

If you concur with the above outlined terms, please signify your agreement by executing the original and copy of this letter and returning the copy to Metro at your earliest convenience. We very much appreciate your support and efforts to assist Metro in serving the public's transportation service needs.

Sincerely,

MUNICIPALITY OF METROPOLITAN SEATTLE



Linda Smith
Manager, Sales and Customer
Services

LS:dmt
T/SCS1/4
Attachment

ACCEPTED:

BY: _____

TITLE: _____

DATE: _____



Payments postmarked by the 20th of month receive higher discount.

Payment Transmittal Form

Pass Month _____ Agency/Company Name _____

| Monthly Passes | Number Received | Number Returned | Number Sold | | | |
|----------------------|-----------------|-----------------|-------------|------------|------|--------------------------------|
| 1. Peak One Zone | _____ | _____ | _____ | @ \$24.00 | = \$ | _____ |
| 2. Peak Two Zone | _____ | _____ | _____ | @ 36.00 | = | _____ |
| 3. Off-Peak One Zone | _____ | _____ | _____ | @ 20.00 | = | _____ |
| 4. Off-Peak Two Zone | _____ | _____ | _____ | @ 30.00 | = | _____ |
| | | | | | | Items 1-4 Total a) \$ _____ |
| 5. _____ | _____ | _____ | _____ | @ \$ _____ | = | _____ |
| 6. _____ | _____ | _____ | _____ | @ \$ _____ | = | _____ |
| 7. _____ | _____ | _____ | _____ | @ \$ _____ | = | _____ |
| | | | | | | Items 5-7 Total b) \$ _____ |

| Ticketbooks | Previous Balance | New Balance | Number Sold | | | |
|---------------------------|------------------|-------------|-------------|-----------|---|---------------------------------|
| 8. \$20 books (65¢ & 35¢) | _____ | _____ | _____ | @ \$20.00 | = | _____ |
| 9. \$20 books (65¢) | _____ | _____ | _____ | @ 20.00 | = | _____ |
| 10. \$17 books | _____ | _____ | _____ | @ 17.00 | = | _____ |
| | | | | | | Items 8-10 Total c) \$ _____ |

| Reduced Fare Stickers | | | | | | |
|-----------------------|-------|-------|-------|--------|---|------------------------------|
| 11. RFS | _____ | _____ | _____ | @ 3.00 | = | _____ |
| | | | | | | Item 11 Total d) \$ _____ |

Discounts* 1/2 Discount Applies To Payments Postmarked After 20th of Month

| | | | | | | |
|--|-------------|-------|------------|---|-------|----------------------------------|
| 12. \$1.00 per pass administrative discount applies to Items 1-4 only: | Number Sold | _____ | @ \$1/50¢* | = | _____ | |
| 13. 40¢ per pass administrative discount applies to Items 8-10 only: | Number Sold | _____ | @ 40¢/20¢* | = | _____ | |
| 14. 10¢ per pass administrative discount applies to Item 11 only: | Number Sold | _____ | @ 10¢/5¢* | = | _____ | Items 12-14 Total e) \$ _____ |

| For Metro use only | |
|--------------------|-------|
| 02 11108 | _____ |
| 6510 40111 | _____ |
| 6510 40121 | _____ |
| _____ | _____ |
| _____ | _____ |
| 5832-50911 | _____ |
| Total Remitted \$ | _____ |

Remitted by: Name (Person) _____ Total Remitted \$ _____

Tel. No. _____

Please send remittance along with white and yellow copies of this form to:

Metro
Accounting Division
821 Second Ave., M.S. 74
Seattle, WA 98104

**Regional Transportation District,
Denver**





PASS OUTLET MONTHLY REPORT — MONTH _____

OT

New Reorder

Outlet _____ Address _____

Attention: _____ City _____ State _____ Zip Code _____

I/We hereby acknowledge receipt of the above-described RTD transit passes and understand that all unsold passes must be returned to the Regional Transportation District monthly upon their expiration or upon receipt by undersigned of the next month's passes. I/We understand that all passes not returned will be considered sold and monies for such must be remitted to the Accounting Department, Regional Transportation District, P.O. Box 9769, Denver, Colorado 80209.

I/We hereby undertake to keep them with the same degree of care as I/We keep my/our own monies and valuable effects and hereby assume all risks of loss and damage to the property arising out of my/our carelessness or negligence.

Authorized Agent Date

| Acct. No. | Pass Type | Passes Issued | Serial Numbers | Passes Ret'd | Serial Numbers | Pass Cost |
|-----------|-----------|---------------|----------------|--------------|----------------|-----------|
| | CS | | | | | \$08.00 |
| | CH | | | | | \$08.00 |
| | CA | | | | | \$08.00 |
| | CR | | | | | \$12.00 |
| | BS | | | | | \$11.00 |
| | BH | | | | | \$11.00 |
| | BA | | | | | \$11.00 |
| | BR | | | | | \$17.00 |
| | LS | | | | | \$16.00 |
| | LH | | | | | \$16.00 |
| | LA | | | | | \$16.00 |
| | LR | | | | | \$24.00 |
| | ES | | | | | \$24.00 |
| | EH | | | | | \$24.00 |
| | EA | | | | | \$24.00 |
| | ER | | | | | \$36.00 |
| | RS | | | | | \$40.00 |
| | RH | | | | | \$40.00 |
| | RA | | | | | \$40.00 |
| | RR | | | | | \$60.00 |

I acknowledge receipt of the unused passes and the following monies:

Checks _____

Total _____

| | |
|---|-------|
| REVENUE REC'D For RTD Use Only | |
| Cash | _____ |
| Checks | _____ |
| Total | _____ |

Authorized RTD Agent/Date



| Account Number | Pass Type | Individual Passes |
|----------------|-----------|-------------------|
| | CS | |
| | CH | |
| | CY | |
| | CR | |
| | | |
| | BS | |
| | BH | |
| | BY | |
| | BR | |
| | | |
| | LS | |
| | LH | |
| | LY | |
| | LR | |
| | | |
| | ES | |
| | EH | |
| | EY | |
| | ER | |
| | | |
| | RS | |
| | RH | |
| | RY | |
| | RR | |

To order your monthly passes, complete this form and return it with your check payable to RTD in the Appropriate Amount to:

Regional Transportation District
P.O. Box 9769
Denver, CO 80209

Send me passes for the month of _____ (month)

 CO

 NEW

 REORDER

Company/Agency _____

To the attention of _____

Address _____

City _____ State _____

Zip _____ Phone _____

*** if any of the above information is incorrect, please make appropriate corrections below:*

(Please Print)

Company/Agency _____

To the attention of _____

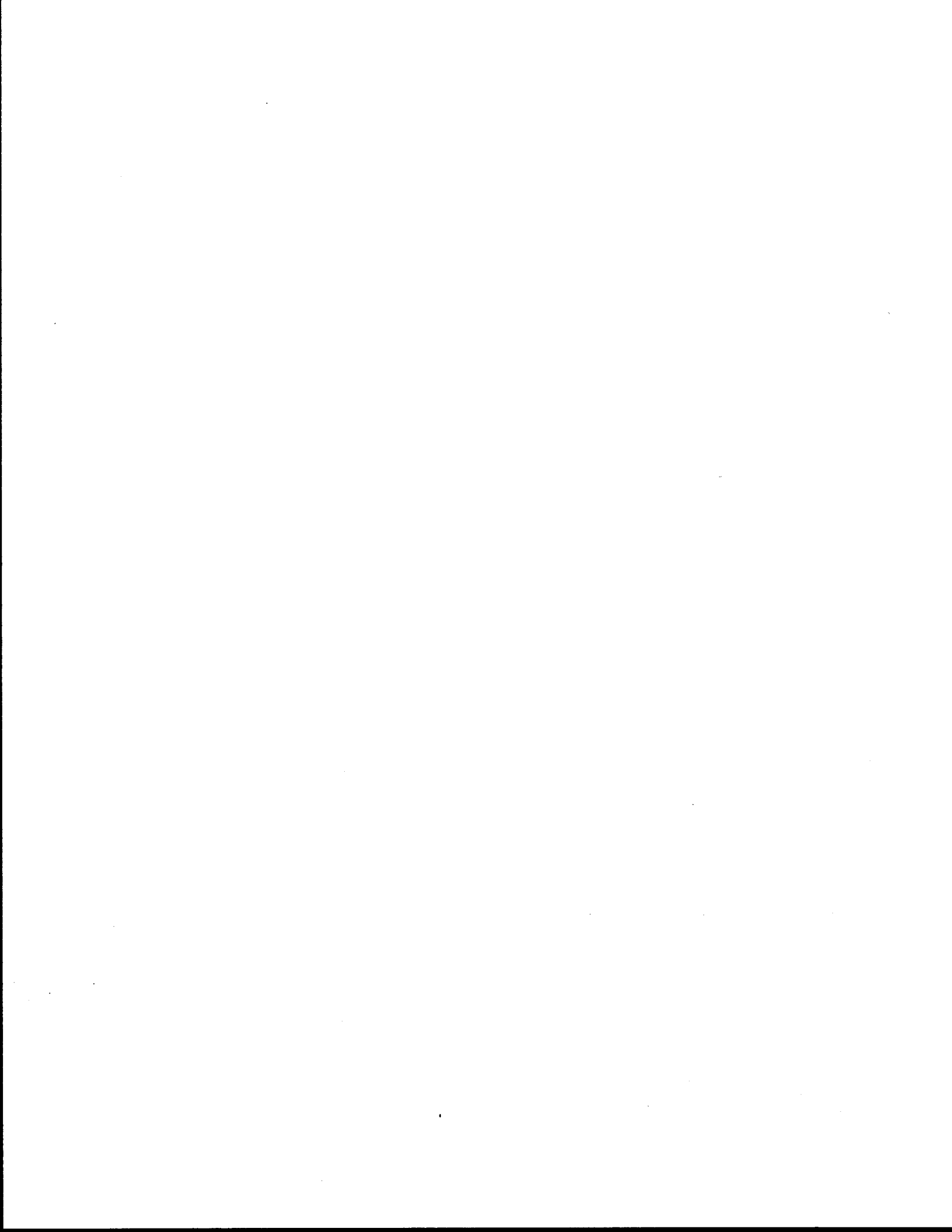
Address _____

City _____ State _____

Zip _____ Phone _____

APPENDIX B

EXAMPLES OF MARKETING MATERIALS



**Dallas Area Rapid Transit Authority,
Dallas**



**THE DALLAS AREA RAPID TRANSIT (DART)
EMPLOYER DISCOUNTED MONTHLY PASS PROGRAM**

If as an employer, you're interested in providing your employees with an easier way to get to work, adding to your company's benefits package and reducing employee parking congestion at your own place of business, we have the Fare Solution! It's the DART Employer Discounted Monthly Pass Program. By participating, you can pass on to your employees a substantial savings over the regular cost of riding the bus to and from work. Your employees who drive cars to work can realize even greater savings by choosing to ride DART instead.

ABOUT OUR REGULAR MONTHLY PASSES

DART sells the passes, each good for one month's unlimited riding in one or more fare zones.

| <u>DART</u> | <u>EMPLOYER</u> | <u>EMPLOYEE</u> |
|-------------------------------|------------------------------|---|
| Regular monthly Pass price | We will pay for each pass | We will sell them to our employees for |
| \$27 (1 Zone) | \$25 | \$23 or less |
| \$54 (2 Zone) | \$52 | \$50 or less |
| \$63 (3 Zone) | \$61 | \$59 or less |
| \$81 (4 Zone) | \$79 | \$77 or less |

| <u>ZONE 2</u> | <u>ZONE 3</u> | <u>ZONE 4</u> |
|---------------------------|------------------------|-----------------------|
| N. & S. Irvings Expresses | Carrollton Express | Plano Express |
| Garland Express | Farmers Branch Express | Rowlett Express |
| Las Colinas Express | Addison Express | Coppell Express |
| | Richardson Express | Glenn Heights Express |
| | | Flower Mound Express |

Use of the passes eliminates the need of our riders having the exact change. And, they're priced so that regular passengers can realized a substantial savings over daily cash fares.

HOW OUR FARE SOLUTION BENEFITS YOUR EMPLOYEES

We will offer our monthly passes to you at a discount of \$2.00. All we ask is that you then make them available to your employees for at least an additional \$2.00 discount. Many pass program participants choose to discount the passes even more. Some employers offer a 50% discount, other discount the passes one month, then give them to employees free the next, and still others make them available to employees every month free of charge.

HOW OUR FARE SOLUTION BENEFITS YOU

Corporate participants may benefit on there Federal Corporate Taxes by subsidizing employees use of mass transit. Corporations that subsidize up to \$15.00 off the price of the bus passes or cards can deduct that amount from their federal corporate taxes. Also as a participant, you can eliminate the expense of developing or maintaining parking facilities for your employees. The Monthly Discounted Passes can be used in conjunction with your fringe benefits package. It is an extra bonus for your present employees. In addition, you can use the Discounted Pass Plan as a recruiting tool! It gives your business added appeal when seeking new employees.

HOW TO QUALIFY

To be eligible to purchase our monthly passes at the discounted rate, you must be an "employer", which is defined as any company, organization or entity that withholds Federal taxes and makes matching FICA contributions. There is no minimum purchase.

If you need further information or have questions regarding the program, please call (214) 658-6442.



**Metropolitan Transit Authority of Harris County,
Houston**



RideSponsor

Dear Employer:

METRO can help ease the traffic problems your employees encounter in commuting to and from work by introducing you to METRO's group discount program, RideSponsor.

This program entitles your employees to a 10% discount on monthly bus passes and ticket books. In addition to the 10% savings each month, we calculate that an employee commuting 40 miles round trip saves an average of \$42 a month riding the bus instead of driving a car.

The program is easy to join. If you have any questions please call me at 739-4016. I'll also be happy to meet with you at your convenience to discuss how the program can work for you.

Sincerely,

JoAnn LeFrancois-Carter
RideSponsor Representative

Metropolitan Transit Authority
500 Jefferson Street
P.O. Box 61429
Houston, Texas 77208-1429



RideSponsor

An Employee Benefit That Can Help Increase Productivity

The difficulties of daily commuting—time and energy spent fighting traffic and parking problems—can get the best of your employees before they even get to work.

METRO can turn the daily commute into a relaxing trip. Employees arrive at the office on time, refreshed and ready to tackle the challenges of the job that really count. And, with METRO's greatly improved and expanded service, riding the bus is a safe and economical alternative to driving a car.

Introducing RideSponsor—A 10% Monthly Savings

To encourage commuting by bus, METRO offers a group discount program, RideSponsor. Under this plan, employers purchase monthly bus passes and ticket books at a 10% discount and pass on the savings to employees as part of their benefits package.

Tailor the Program to Suit Your Company

The amount and the method of employee payment are at your discretion. A METRO RideSponsor representative will help you arrange the best program for your company.

Let METRO Do the Work

To help you inform employees about the program, we will conduct information sessions at your company and provide individuals with specific route and schedule information. Our employee survey will determine the types of passes your company needs.

Your tasks are few: order passes by phone; pick them up; pay monthly invoice by company check.

(More benefits on the back)

RideSponsor

METRO Covers the City with over 90 Bus Routes

METRO now has 19 Park & Ride lots located throughout the Houston suburbs. From these lots we operate 27 Park & Ride routes with express service to downtown, the Texas Medical Center, Greenway Plaza and other major employment centers.

Employees can park their cars and board a comfortable, air-conditioned bus. Security at Park & Ride lots means riders need not worry about their parked cars.

We also offer an extensive network of local and crosstown routes for riders who do not use Park & Ride services.

Take Advantage of Added Value

Monthly passes issued under this plan offer unlimited rides within their designated areas and on local, limited and express routes. As an added bonus, pass holders ride free on The Texas Special Red and Blue downtown circulators.

In addition to the 10% savings on discounted bus passes and ticket books, employees save on car maintenance, gas and insurance. A personal car driven to and from work carries a higher, more expensive rating.

Find Out What Other Houston Public Leaders Know

Participating companies find that offering RideSponsor builds employee morale, increases productivity and demonstrates concern for Houston's urban problems. As a public leader, your company is taking positive steps to encourage energy conservation and reduce air pollution, traffic congestion and parking problems. Over 50 companies in Houston now offer this transportation benefit. Participants include:

Houston Chronicle
Shell Oil Company
St. Joseph Hospital
Tenneco Inc.
Texas Commerce Bank
University of Houston

To take advantage of this employee benefit, call a RideSponsor representative at 739-4016. We'll arrange an information session and employee survey for your company.

SAMPLE LETTER FROM RIDESPONSOR COORDINATOR TO EMPLOYEES

We are pleased to announce that, beginning September 1, we will offer employees a transportation subsidy. By joining METRO's RideSponsor program, we can purchase monthly bus passes and tickets at a 10% discount. (IF COMPANY IS OFFERING GREATER DISCOUNT, ADD THE AMOUNT).

With service greatly improved and expanded, riding the bus is a safe, relaxing and economical alternative to driving your cars to work. In fact, an employee commuting 40 miles round trip saves an average of \$42.00 a month riding the bus instead of driving to work. Here are some facts about METRO's improved service you may not know:

METRO now has 94% on-time performance compared to 47% in 1981.

The rate of mechanical breakdowns has been greatly reduced from one every 513 miles in 1981 to one every 4,319 miles in 1984.

METRO averages less than 3 accidents every 100,000 miles. The national average is 5.3 accidents.

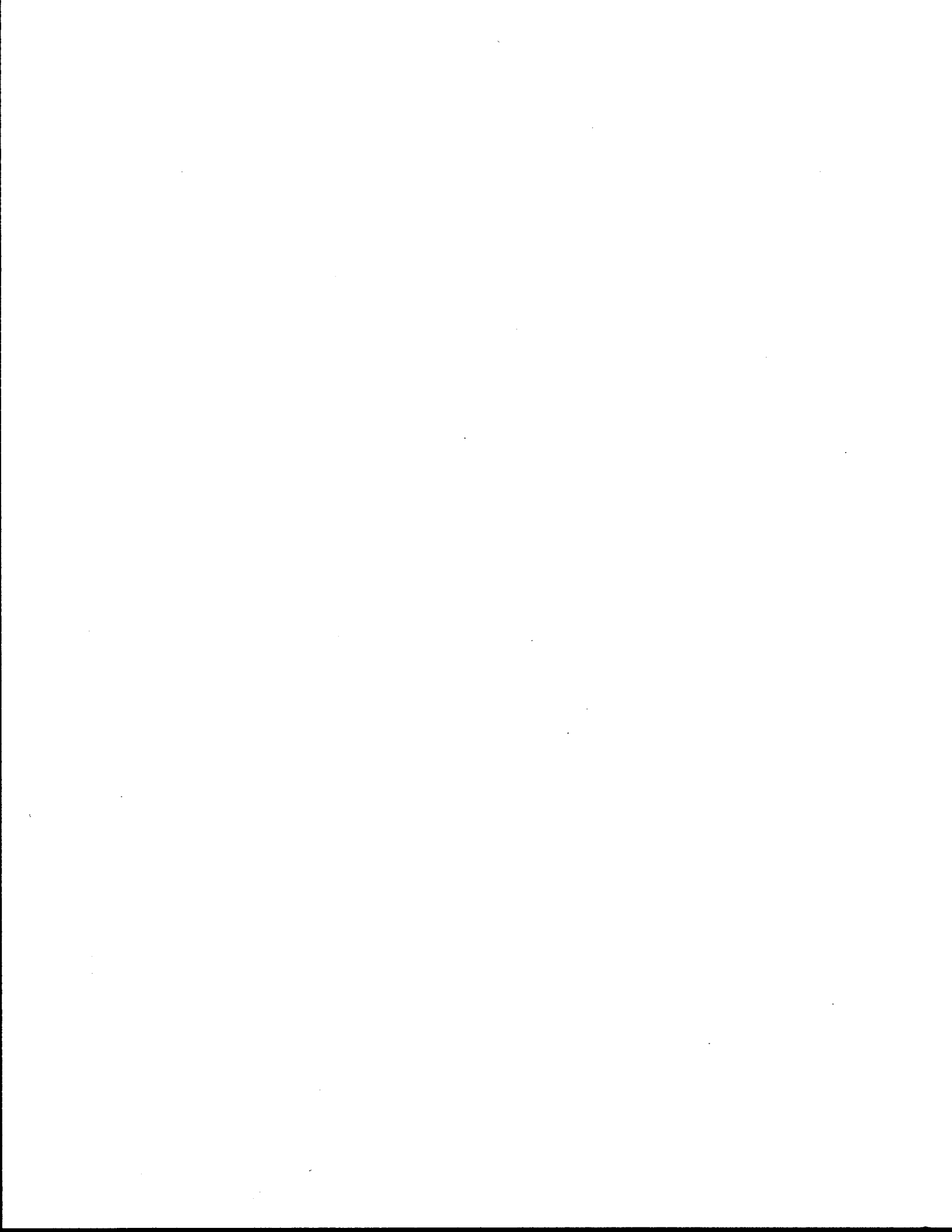
554 buses are scheduled at peak hours compared to 335 in 1981.

86 routes are now serviced compared to 62 in 1981.

In addition to the personal benefits you will derive from this discount program, you will also be doing your part to reduce air pollution, traffic congestion and parking problems. Encourage your coworkers to participate because, to qualify for the group discount fare, we must order a minimum of 50 passes each month.

Once we know the number of employees interested in joining, METRO will help us determine our individual bus routes and pass needs with a personalized seminar.

If you are interested in taking advantage of this benefit, please contact _____.



**Fort Worth Transportation Authority,
Fort Worth**



Regular Monthly Ride Card

This card is for the passenger who rides the bus to and from work five days a week during the month. This means riding free an average of three days, adding up to \$4.50. With the monthly ride card, you have unlimited ridership on regular line service during the month.

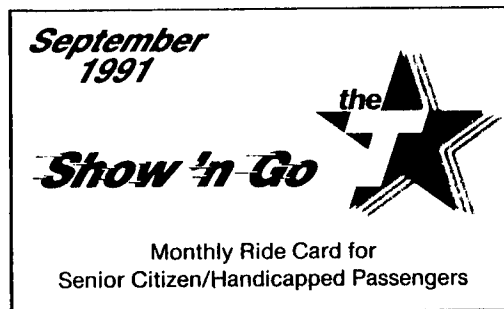
\$27



Senior Citizen/ Handicapped Monthly Ride Card

The T offers senior citizens and handicapped persons the monthly ride card. It is available at a reduced rate for those having The T.I.D. card, which can be obtained at the General Office for \$2. Senior citizens must provide proof of age (65 or older) and handicapped passengers must provide certification by a special service agency. The card is good for unlimited ridership on regular bus line service during the month for which it was purchased.

\$12



Employee Monthly Ride Card

Under this program, monthly ride cards are sold to employers at a reduced rate. The employer, in turn, agrees to sell the cards at an even greater discount to their employees. It is good for unlimited ridership on regular line service during the month.

Check with your employer to see if your company participates in this program.

Maximum cost **\$22**



Regular monthly ride cards may be purchased at these locations:

Central Bank & Trust
City of Fort Worth-Tax Department
Courthouse Grocery & Market
Fort Worth Public Library
Hills Grocery
InterFirst Bank-University Drive
Lone Star Gas
Sears-Seminary South
TCJC-South Campus
TCU-Student Center
TESCO
Texas American Bank-Main Branch
The T General Office-2304 Pine

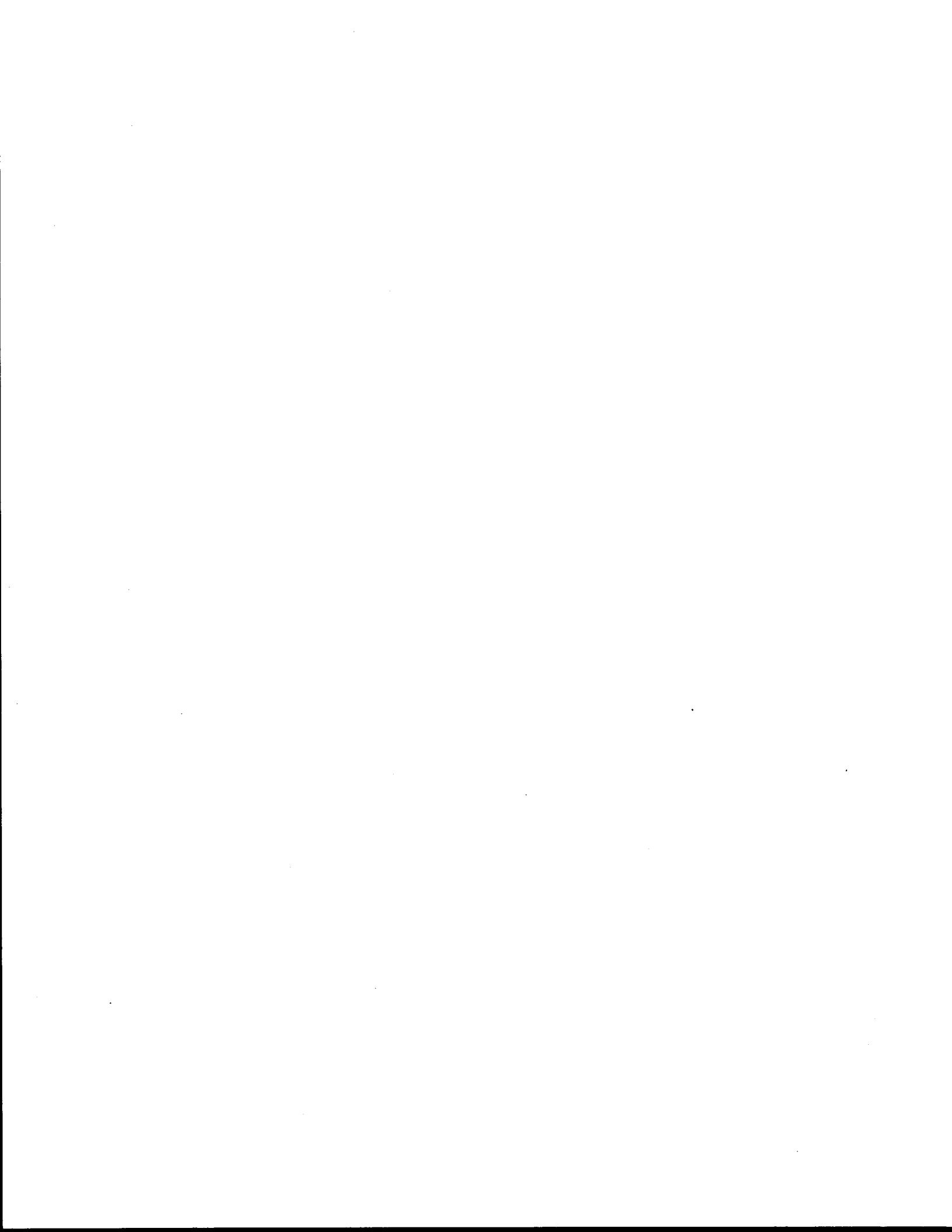
Senior Citizen/Handicapped monthly ride cards may be purchased at these locations:

Central Bank & Trust
City of Fort Worth-Tax Department
Courthouse Grocery & Market
Fort Worth Public Library
Sears-Seminary South
Texas American Bank-Main Branch
The T General Office-2304 Pine

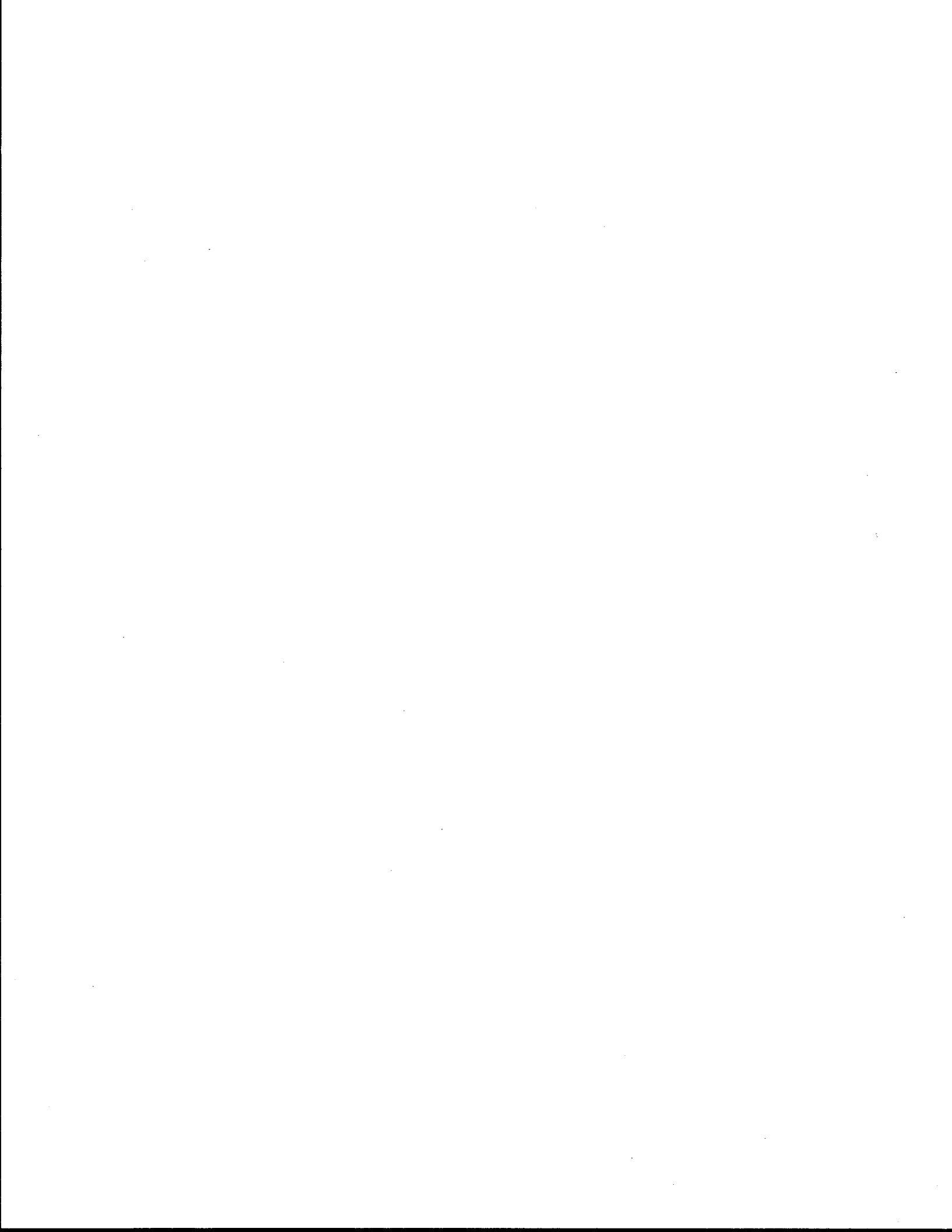
When to purchase:

Monthly ride cards may be purchased the 20th of the month preceding the month during which the card is valid.

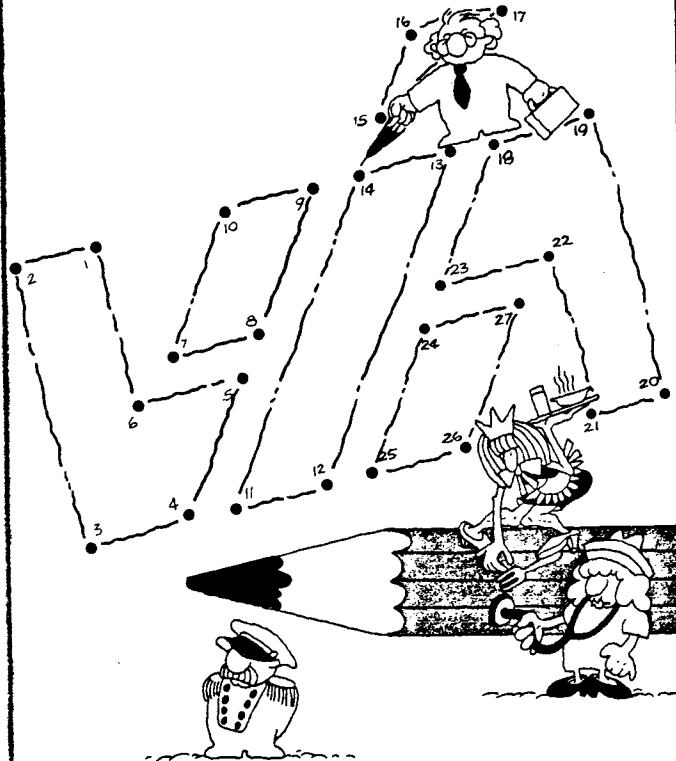
870-6200



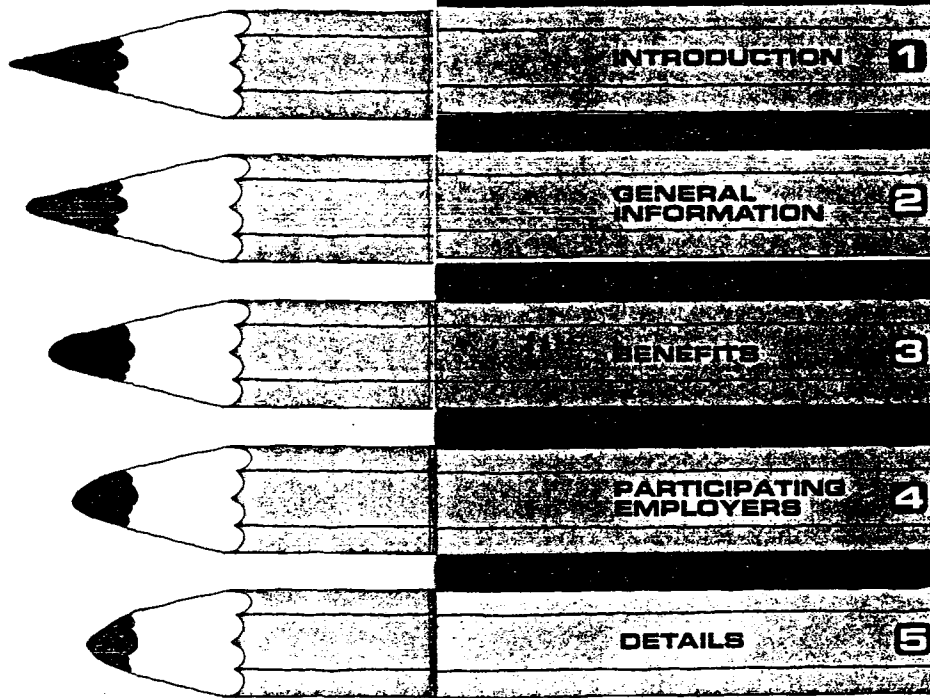
**VIA Metropolitan Transit Authority,
San Antonio**



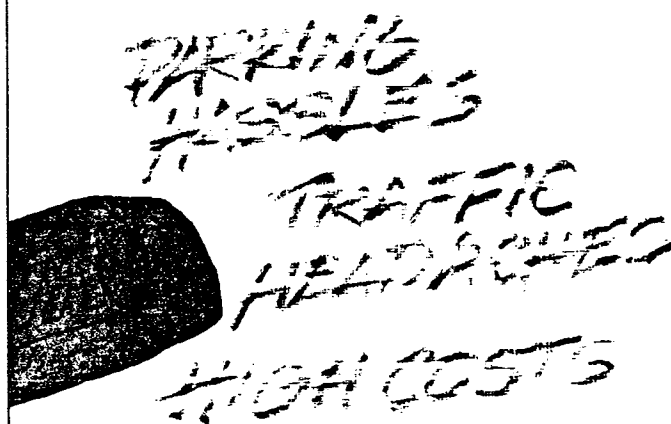
DRAW THE BEST FROM YOUR EMPLOYEES.



**VIA EMPLOYER
PASS PROGRAM**



VIA ERASES ALL DOUBTS.



INTRODUCTION 1



VIA will help you draw the best from your employees by erasing their transportation problems. With the **VIA Employer Pass Program**. Here's the point. This program offers your employees a substantial savings on a **VIA Big Pass**, while at the same time giving them an incentive to ride the bus. And while your employees are saving money, you get the benefits of reduced absenteeism and tardiness. Plus you'll see your on-site parking congestion clear up. Just read through this brochure and discover how **VIA** can help you draw the best from your employees and spell out the benefits for your company.

GENERAL INFORMATION 2



The **VIA Employer Pass Program** is a joint effort between local employers and **VIA Metropolitan Transit** to provide incentives to employees in order to encourage their use of public transportation.

We work closely with you, the employer, to custom-design an effective transportation program that will require a minimal amount of your staff time and funds.

VIA will execute employee surveys to determine the transportation needs of your employees. Information sessions will be conducted and route and schedule information will be made available. We'll work with your designated contact to coordinate pass sales and distribution.

Some employers have decided to subsidize a certain percentage of the pass price to those employees wishing to purchase a pass. For example, your company could subsidize 50% of the cost of each pass sold. An employee purchasing a \$16 monthly pass would be able to buy it for \$8 and your company would pay the remaining \$8. The price of the passes will vary depending on riding patterns.

Your administrative cost can be minimized with an automated payroll deduction plan.

Another alternative is offering a predetermined discount for a fixed number of employees. This alternative will eliminate varying amounts for subsidies based on types of passes sold. For example, you may offer \$5.00 off any pass to the first 200 employees to purchase the pass every month. This would cost you \$1,000.00 per month. Many other San Antonio companies are participating in the **Employer Transit Pass Program** and can be found in the section entitled, "Participating Employers".

These easy steps can launch a transit program for your company.

- Offer a discount on the pass price to your employees as a fringe benefit.
- Let **VIA** work with you to get your program started.
- Spread the word! Use company newsletters and bulletin boards to publicize the program.
- Reap the benefits! Participants in the transit pass program report fewer parking problems, reduced absenteeism, and positive publicity for the company.

BENEFITS



TO YOU:

- Reduced on-site parking needs.
- Reduced absenteeism and tardiness.
- Improvement in morale and productivity.
- Enhancement of employer's image and community relations.

TO YOUR EMPLOYEES:

- Reduced commuting costs.
- No parking problems.
- No traffic hassles.
- Unlimited number of rides.
- No need for transfers or exact change.

TO THE COMMUNITY:

- Less traffic congestion.
- Fewer parking problems.
- Less air pollution.
- Increased energy conservation.

PARTICIPATING EMPLOYERS

4



| Employer | Subsidy/Discount |
|---|------------------|
| Alamo National Bank | 50% |
| Alamo Title Agency | \$ 15 off |
| American Security Life Insurance | 100% |
| Broadway National Bank | 50% |
| City of San Antonio | \$ 5 off |
| City of San Antonio (Homemaker Program) | 100% |
| Frost National Bank | 50% |
| Groos National Bank | 50% |
| Humana Hospital Metropolitan | 10% |
| RepublicBank San Antonio | 50% |

DETAILS

5



For details and further information on the **VIA Employer Pass Program**, just call 227-5371, ext. ~~48~~ 3700. A **VIA** representative will be glad to answer any questions you may have, and if you wish, we'll set up an appointment at your place of business.

We're ready to put the **VIA Employer Pass Program** to work for you.

**LOOK AT ALL THE PLACES
WHERE YOU CAN BUY
YOUR BIG PASS.**

All Greater San Antonio Handy Andy stores

All Joske's of Texas stores

Alamo National Bank

154 E. Commerce

Bank of San Antonio

One Roman Plaza

Bexar County National Bank

325 N. St. Mary's and Travis

Frost National Bank

100 W. Houston

The Kelly Field Facility

Frost National Bank

Kelly AFB

Groos National Bank

246 E. Commerce St. & Navarro

National Bank of Commerce

430 Soledad

The VIA downtown Information Center

311 N. St. Mary's

The VIA Administrative Offices

800 W. Myrtle

For more information about the monthly
BIG PASS or other VIA services,
call the VIA Information Center
at 227-2020.



Metropolitan Transit

800 W. MYRTLE, SAN ANTONIO, TEXAS 78212

**THE
BIG
PASS**


**VIA's Monthly Bus Pass.
The convenient way to go,
and save money.**

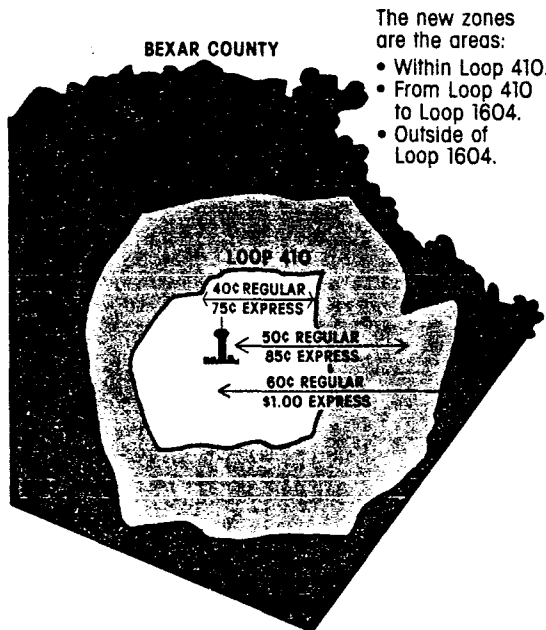
THE BIG PASS

**A convenient Big Pass
that can save you
from fumbling for change!**

HERE'S MORE:

- You get unlimited number of rides during the calendar month.
- The more you ride, the more you save.
- No need for transfers.

**THERE ARE 6 TYPES OF PASSES YOU CAN BUY! CHECK
THE ZONE MAP BELOW:**



SELECT THE PASS THAT'S RIGHT FOR YOU.

REGULAR ONE ZONE PASS

40¢

If you ride within one zone on regular routes, buy the Big Pass clearly marked 40 on the front. If you cross into additional zones, it's an added dime per zone.

Cost: \$16 each

REGULAR TWO ZONE PASS

50¢

If 50¢ is what you spend buy the Big Pass clearly marked 50 on the front. It's good in any 2 zones. If you cross into additional zones it's an added dime per zone.

Cost: \$20 each

REGULAR THREE ZONE PASS

60¢

If 60¢ is what you normally spend each day, buy the Big Pass clearly marked 60 on the front. It's good in 3 zones.

Cost: \$24 each

EXPRESS ONE ZONE PASS

75¢

If you are an Express route rider and travel within one zone for 75¢ buy the Big Pass clearly marked 75 on the front.

Cost: \$30 each

EXPRESS TWO ZONE PASS

85¢

If you ride on an Express route and travel within 2 zones, buy the Big Pass clearly marked 85 on the front.

Cost: \$34 each

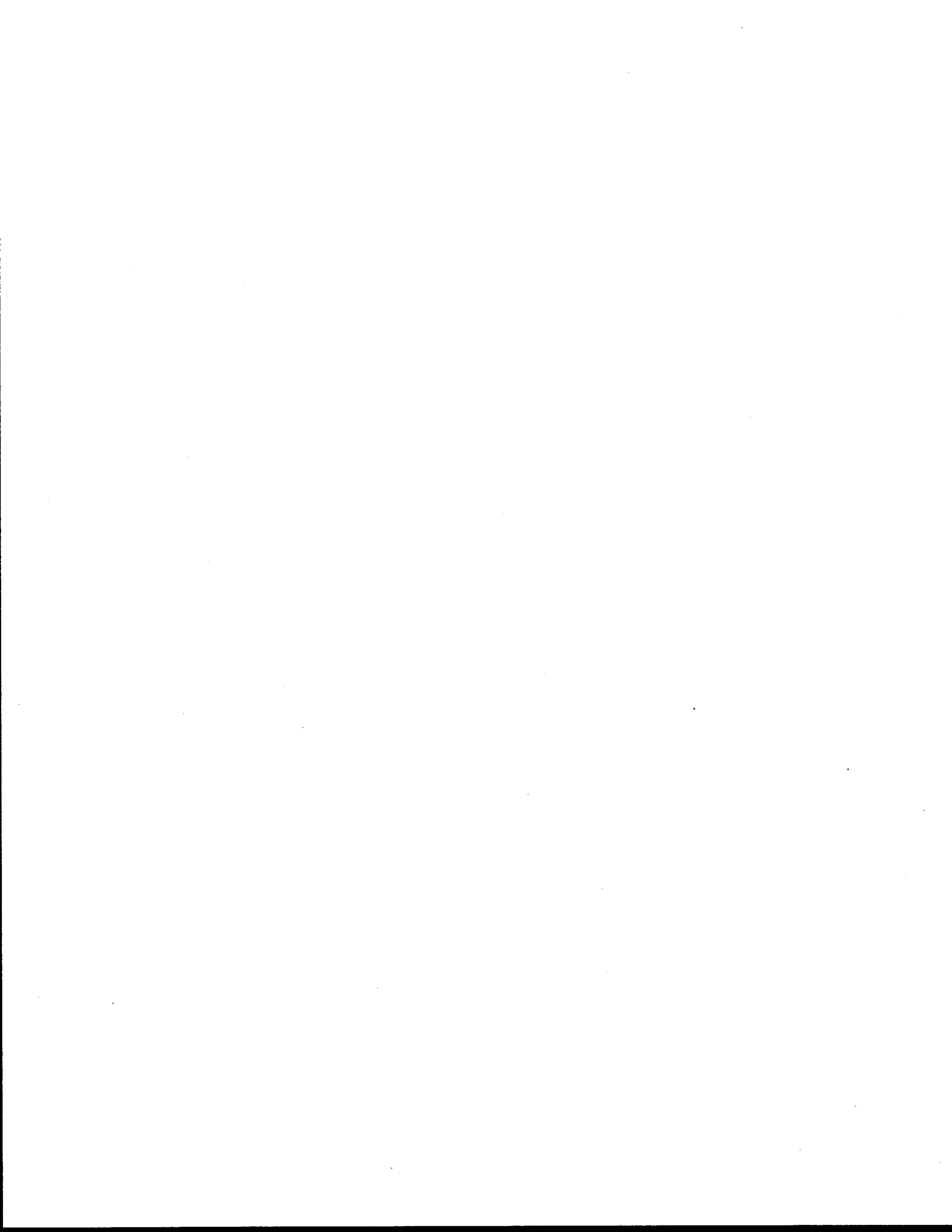
EXPRESS THREE ZONE PASS

\$1.00

If you ride an Express route and travel through 3 zones, the Big Pass marked with a 1.00 on the front is the pass for you!

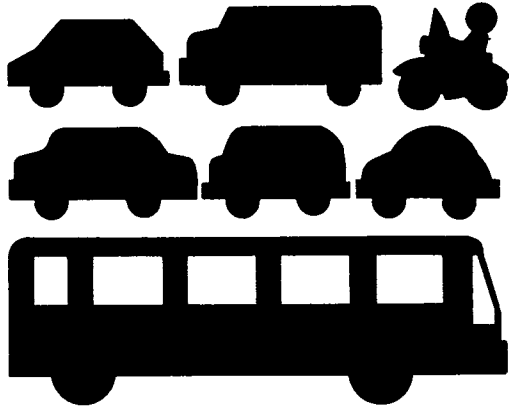
Cost: \$40 each

Use of the VIA Big Pass does not include special services such as the Spurs Express Service, Viatrans, or any Special VIA service.



**Capital Metropolitan Transportation Authority,
Austin**





Pass the benefits on to your employees by participating in Capital Metro's Employer Participation Program. What is it? A program designed to help employers alleviate transportation expenses for their employees. With the aid of this program, employers can begin to eliminate problems within their company such as:

- Parking Problems
- Wear & tear on employees' personal vehicle
- Expense of operating & running employees' personal vehicle
- Anxiety of driving in rush hour traffic
- Tardiness

**The Employer
Participation
Program
PASS IT ON!**



Listed below is a cost comparison between commuting by car vs. commuting by bus.

23.8 cents per mile*—auto operating cost

10 Mile Commute:

10 miles × 2 trips per day = 20 miles
20 miles × 21.5 days per month = 430 miles
430 miles × 23.8 cents = \$102.34 per month < auto operating cost
15.00 per month < Commuter Pass
20.00 per month < Monthly Pass
34.00 per month < Park & Ride Pass

15 Mile Commute:

15 miles × 2 trips per day = 30 miles
30 miles × 21.5 days per month = 645 miles
645 miles × 23.8 cents = \$153.51 per month < auto operating cost
15.00 per month < Commuter Pass
20.00 per month < Monthly Pass
34.00 per month < Park & Ride Pass

* Figures provided by Triple A

Assumptions:

6 cylinder car driven 15,000 miles per year.
Includes depreciation, tires, finance charges, insurance, gas and oil.

How does the Employer Participation Program work? By participating in this program, the employer will have the opportunity to subsidize Capital Metro bus tickets and passes for the company's employees. The employer may choose to subsidize any monthly amount: \$5.00, \$10.00, \$20.00, etc. Once the amount of the subsidy has been decided, Capital Metro staff will hold presentations at the company by which employees learn about the various types of services offered by the transit authority as well as what prepaid fares the employer is subsidizing. The employee can then decide whether or not he/she would like to participate in the program. Capital Metro tickets/passes may be purchased from the employer on designated days and the discount from the subsidy passed on to the employees.

How can your organization get involved in the Employer Participation Program? It's easy. First, call Capital Metro at 476-7400, as soon as possible to get the program started. You may want to distribute a survey to your employees first in order to determine employee

interest in the program. Then, we'll arrange a meeting with you to discuss your employees' transportation needs.

When the need has been established for your company to implement our employer program, a coordinator from your firm should be appointed to handle the program and sell tickets and passes. With the coordinator's help, a series of presentations can be arranged to inform your employees about your decision to subsidize Capital Metro tickets and passes, as well as let them know what services we can offer them. All presentations should take no longer than 30 minutes.

Finally, we'll help you select 2-3 days when Capital Metro bus tickets and passes will be made available to your employees within your company.

So, c'mon . . . pass on the benefits to your employees today.



Board of Directors

Miguel "Mike" Guerrero, Chairperson
Jane Hickie, Vice Chairperson
Jacqueline Bloch, Secretary
Leroy Beck, Jr.
Tom Granger
Mike Lowe
Judy Walker

Alan C. Wulkan,
Executive Director

**EMPLOYER PARTICIPATION PROGRAM****GENERAL INFORMATION**

The Employer Participation Program began in the fall of 1985 when a downtown Austin employer asked Capital Metro for help in alleviating transportation expenses for their employees. After realizing the extent of the problem, Capital Metro developed a program to help employers alleviate employees' parking problems, tardiness, and the expense associated with having a car. The program also helps the employer demonstrate concern for employees by offering another employee "benefit" -- the Employer Participation Program.

The Employer Participation Program allows any employer the opportunity to subsidize Capital Metro bus tickets/passes for his/her employees. Capital Metro does not itself subsidize tickets; it is the conduit through which the program is implemented. If an employer decides to use the Employer Participation Program for employees, Capital Metro arranges for a consignment contract to be signed with said employer. The employer, after determining the amount to be subsidized, then holds presentations given by Capital Metro staff in which employees learn about the various types of services offered by the transit authority as well as what the employer is subsidizing. The employee can then decide whether or not he/she would like to participate in the program -- if so, Capital Metro tickets/passes may be purchased from the employer on designated days. The discount is passed onto the employee and many benefits are gained: parking problems may be eliminated, wear and tear on employees' personal vehicle is eliminated, expense of operating and running employees' personal vehicle is eliminated, the anxiety of driving in rush hour traffic is eliminated, and employees get to work early or on time. Obviously, there are benefits for both the employee as well as the employer.

If an employer is interested in participating in the program, the employer should call Capital Metro as soon as possible to get the program started. First, a survey asking employees about possible interest in the Employer Participation Program can be distributed. Then a packet of information can be distributed to

Capital Metropolitan Transportation Authority
One Thousand Five Congress Ave., P.O. Box 1943, Austin, Texas 78767 (512) 476-7400

each employee which will contain information including statistics on money saved monthly/annually by using some form of public transportation. In conjunction with the packets being distributed to all employees, the employer should appoint a coordinator, preferably an employee, to help operate the project. This coordinator can collect the surveys handed out regarding interest in the Employer Participation Program and along with Capital Metro staff assess the need for such a program in the company.

When it has been established that there is a need for a company to implement the program, then the coordinator and Capital Metro staff should set up a series of presentations informing the company's employees of the various services they may be interested in using. The presentations may vary in length and number -- that may be determined by the coordinator according to the number of employees' interested in the program.

If possible, the presentations should be kept to a thirty minute time limit. Generally, a fifteen minute overall slide presentation with a discussion of the employer's subsidy regarding tickets would conclude the presentation. Employees may have questions to ask during or after the presentations and time should be allotted to cover the topic sufficiently. Afterwards, employees would have the opportunity to purchase their discounted tickets/passes during a limited number of days.

For more information regarding Capital Metro's Employer Participation Program, call Marian Holloway at 476-7400, extension 303.

Bank shares Metro's tab with workers

Monthly subsidy helps boost use, official says

By Paul Schnitt
American-Statesman Staff

Thanks to a \$10 subsidy a month, about 250 of InterFirst Bank Austin's 850 employees are taking the bus to work.

A spokesman for Capital Metro said the downtown bank is the first major employer to subsidize its employees' use of all phases of Austin's public transportation system, which now includes the downtown shuttle called Catch a 'Dillo, Park & Ride for people who live in the outlying areas, and the Metro and Commuter city-wide bus services.

InterFirst started the program about a month ago and the response has been very good, according to Dennis Dobson, vice president for marketing.

"It's certainly an alternative to parking downtown," Dobson said.

Before the bank began offering the subsidy, Dobson said, only about 75 employees were taking the 'Dillo, which runs between the Coliseum and Palmer Auditorium parking lots — where people leave their cars — and downtown. More than 200 employees are now participating, he said.

There were only two or three InterFirst employees using the Park & Ride and citywide systems, but with the subsidy the number has grown to more than 30, Dobson said.

The \$10-a-month subsidy covers the 'Dillo fares, which is 50 cents for a round trip each day or \$2.50 a week.

The monthly subsidy covers nearly a third of the Park & Ride cost of \$34 for a monthly pass. Capital Metro now offers the service for people liv-



Staff Photo by Ralph Barrera

Many InterFirst workers catch 'Dillo at 5th Street and Congress Avenue.

ing in Pflugerville, Leander, Cedar Park, and other suburban areas in the northwest and south.

Some InterFirst employees are getting a monthly pass for the citywide Commuter service which costs \$15 and for use 6-9 a.m. and 3-6 p.m., Monday through Friday. With the bank's \$10 subsidy, it's costing participating employees only \$5 a month.

Other businesses are responding

to some extent.

About 40 downtown employers are buying 'Dillo passes in large quantities and selling them to their employees or giving them away, according to Cynthia Darwin, director of public affairs for Capital Metro.

Among those participating are eight other banks and savings and loans, several law offices, and many merchants.

BUSINESS

ALTERNATIVES FOR TRANSIT PROMOTIONAL ACTIVITIES

Capital Metro assists local employers to promote transit alternatives in a variety of ways. The primary methods are:

1. All-Employee Memos--A memo from a company/agency's chief executive officer, commissioner, executive director, etc., is valuable in conveying management support of transit. Such a memo can also describe what services Capital Metro offers, how employees can benefit from these services, and on what day(s) and at what time(s) employees can attend presentations made by Capital Metro staff. A sample memo is available from Capital Metro.
2. Posted Notices--Notices posted on bulletin boards help to increase awareness of Capital Metro's services as well as announce time(s) and date(s) of employee meetings. Sample notices are available from Capital Metro upon request.
3. Posters--Capital Metro offers employers the use of promotional posters which can be placed on easels near areas frequented by employees (cafeterias, supply rooms, etc.).
4. Press Releases--Employers can obtain detailed information about various Capital Metro programs and services through news releases. Such news items assist company editors to write transit-related articles for in-house newsletters.
5. Employee Presentations--Capital Metro representatives are available to visit work sites and provide audiovisual presentations to employees concerning Authority services. Such presentations normally last 30 minutes, but the length and composition is easily tailored to meet individual employers' needs.
6. Schedule Displays--Racks displaying schedules for park-and-ride and mainline bus routes are available from the Public Affairs Department of Capital Metro. Placing these racks in well-traveled areas will make employees aware of services available.

**Municipality of Metropolitan Seattle,
Seattle**



HERE'S HOW TO TAKE METRO TO WORK

You fill out this part

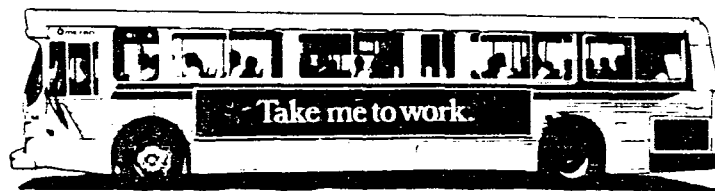
| | | | | |
|--|------|--|------|-------|
| Name | | | | |
| Home address | | City | Zip | |
| Work address | | City | Zip | |
| Work hours | a.m. | To: | a.m. | Days: |
| From: | p.m. | | p.m. | |
| Park & Ride? | | If yes, give location of Park & Ride lot | | |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | | | | |

Metro fills out this part

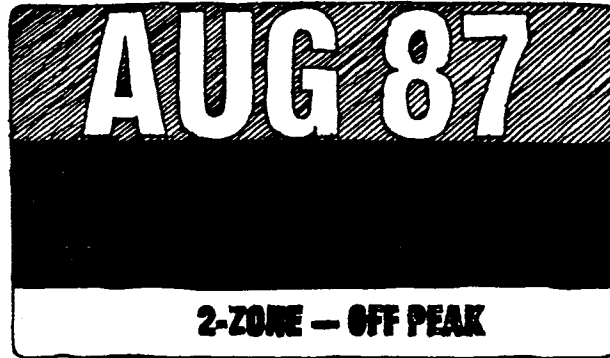
| To work | Metro route | Bus stop location | Direction | Time |
|-------------|-------------|-------------------|-----------|------|
| Board | | ----- | | |
| Transfer to | | ----- | | |
| Transfer to | | ----- | | |
| Arrive | | ----- | | |

| To home | Metro route | Bus stop location | Direction | Time |
|-------------|-------------|-------------------|-----------|------|
| Board | | ----- | | |
| Transfer to | | ----- | | |
| Transfer to | | ----- | | |
| Arrive | | ----- | | |

Your fare To work: _____ To home: _____



*Give your Employees
a good buy on
their Bus Passes*

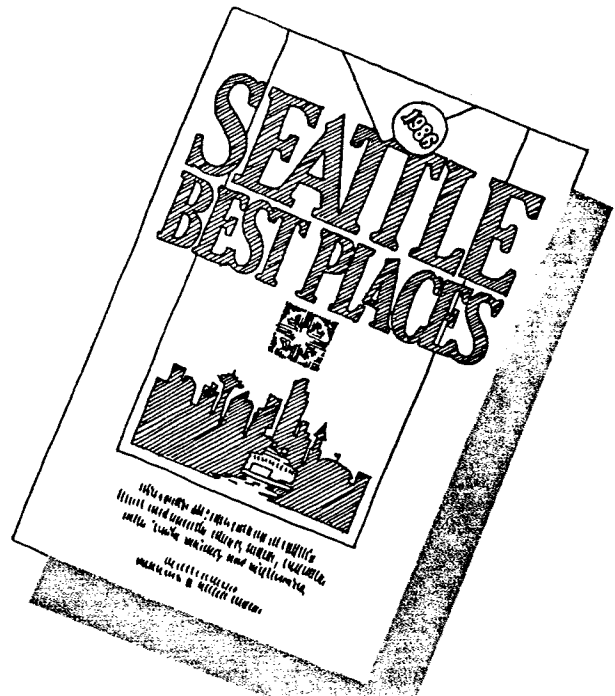


... and Metro
will give them a free bonus too
good to pass by.

Sign up now to subsidize bus passes for your employees, and Metro will give each pass purchaser a free copy of *Seattle Best Places*—the best selling guide to local restaurants, shops, arts, and entertainment. That's an \$8.95 value absolutely free!

WHY IS METRO EXTENDING THIS OFFER TO YOU?

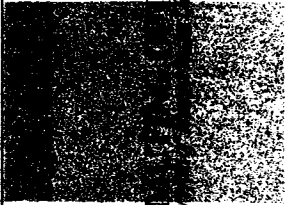
These days, traffic hassles and life in the bumper-to-bumper slow lane take a heavy toll in employee productivity. So it's no wonder that well over 200 leading Seattle-area employers already encourage the less-stress alternative—Metro. We are extending this offer to you because subsidizing bus passes benefits you and your employees, and we think this special *Seattle Best Places* incentive is the extra nudge your company may need to try this program.



HERE'S ALL YOU NEED TO DO

Read the special enclosed brochure to discover the many benefits of Metro's Employer Pass Subsidy Program. Just clip and return the coupon found in this brochure. Or, call 684-1557 and a Metro Commuter Services Representative will send you, under no obligation, all the information you need to take advantage of this *Seattle Best Places* giveaway.

But don't delay...this limited-time offer is sure to be a sell out!



COM
A 170

IONS
10025

*Metro's Employer
Pass Subsidy Program*



Place
Stamp
Here

METRO
COMMUTING OPTIONS PROGRAM
821 Second Ave., M.S. 125
Seattle, WA 98104-1598

Metro's Employer Pass Subsidy Program

Metro's Employer Pass Subsidy Program can increase your employees' transportation choices. Subsidizing your employees' bus pass or vanpool fare makes it less costly and more convenient for them to choose bus and vanpool commutes. It's a benefit you provide that they enjoy daily.

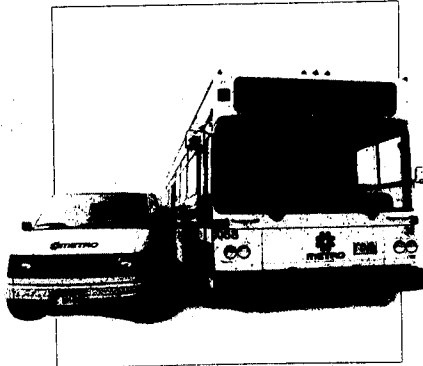
More than 225 employers representing over 100,000 workers in King County participate in Metro's pass subsidy program. As a subsidizer, you pay all or part of the cost of your employees' monthly or annual Metro pass. Employers usually choose to pay about half the cost of the pass. A peak-hour, one-zone pass currently costs \$24 and a two-zone is \$36. Your subsidy may also be applied to the monthly Metro vanpool fare.

HOW DOES THE EMPLOYER PASS SUBSIDY PROGRAM BENEFIT EMPLOYERS AND EMPLOYEES?

As a subsidizer you receive:

- Benefit-cost flexibility. You choose the amount of subsidy, which is a fixed-cost that won't fluctuate like health insurance and other benefits.
- Guaranteed transportation to work for most of your employees.
- A tax deduction. The amount of your subsidy is a tax deductible business expense.
- A low-cost benefit that your employees use and appreciate daily.

- A \$1 handling discount on each monthly pass sold.
- More parking for customers. When employees use the bus or vanpool, they free valuable parking spots for clients and customers.
- Community recognition. With your approval, Metro promotes your company's participation on program materials posted on more than 1,000 buses. We highlight subsidizers as civic-minded corporations that support public transportation and reduce traffic congestion, parking problems and air pollution.



Employees can profit from your subsidy, too! Here's what your employees receive:

- A non-taxable fringe benefit. A monthly subsidy of \$15 or less is tax free.
- Reduced vanpool fares. Employees may apply the value of your subsidy toward Metro vanpool fares.

- Pass Plus discounts at more than 200 locations. Pass holders enjoy Pass Plus savings at restaurants, theaters, tours, health clubs and many other King County businesses and attractions.
- A commuting "pay raise." Choosing to bus or vanpool saves on parking, gas, car maintenance, and perhaps even insurance — it's almost like getting a raise every month!

HOW DOES THE PROGRAM WORK?

It's simple. You decide on the amount of subsidy and appoint a program coordinator to sell or distribute passes. Payment is sent to Metro by the 20th day of the month covered by the pass — for example, Jan. 20 for January passes. You also have the option of selling ticketbooks and regional monthly passes. The accounting is on one, simple remittance form.

Metro assists in promoting monthly pass sales, establishes security procedures and trains your program coordinator. We'll help recruit new bus and vanpool riders by providing individual route planning for each employee. In addition, we'll keep you informed on transportation issues affecting this region, such as construction progress of the downtown transit tunnel and I-90.

NEED MORE INFORMATION?

Just fill out the attached card. Or give us a call at 684-1546 and ask for a commuter services representative.

METRO'S EMPLOYER PASS SUBSIDY PROGRAM

Please send me more information on the Employee Pass Subsidy program.

NAME _____

FIRM _____

POSITION _____

ADDRESS: STREET _____

CITY _____

ZIP _____

BUSINESS PHONE _____

Number of employees _____

Type of business _____

Questions? Call a Metro Commuter Services Representative at 684-1546.

COMMUTING OPTIONS
A Portfolio of Transportation Choices

Flexible Working Hours

**HOW CAN
FLEXIBLE WORKING HOURS
HELP YOUR ORGANIZATION?**

Several Northwest companies use a work hours policy that increases productivity, improves employee morale, and cuts costs due to absenteeism. The policy, called flex-time, gives employees some choice and responsibility for when they start and end their work days. The benefits are many, both for the companies that offer flex-time and for their employees.

Two different flex-time policies can benefit your business and help your employees' commute: "fixed-flex" or standard flex-time. You'll help meet your employees' commuting needs by allowing "fixed-flex" wherever possible, and we hope you'll also investigate the even greater organizational benefits of standard flex-time policies.

WHAT IS "FIXED-FLEX?"

A "fixed-flex" policy is easy to implement. In fact, you may already use it. With "fixed-flex," each employee works a full work day, with the same schedule each

Flexible Working Hours



Place
Stamp
Here

METRO
COMMUTING OPTIONS PROGRAM
821 Second Ave., M.S. 125
Seattle, WA 98104-1598

day. With your approval, each employee commits to a start and stop time that might differ slightly from your regular business hours — say 8:30 a.m. to 5:30 p.m. rather than 8 a.m. to 5 p.m. That modest flexibility may make it easier for your employees to take the bus, carpool or vanpool. Or they might catch less-crowded buses or match vanpool or carpool schedules. Metro staff can help you establish flex-time policies.

WHAT IS STANDARD FLEX-TIME?

A standard flex-time policy requires your company to consider more significant organizational changes, but the effort can be worth it. A standard flex-time policy allows your employees to vary their start and stop times on a daily basis — within guidelines you set — as long as they're all on the job during an established core time, such as 9 a.m. to 3 p.m. and each employee works the required number of hours. For example, if your employees daily work an eight hour day, one might work from 7 a.m. to 3:30 p.m., with a half-hour lunch. Another might work from 8 a.m. to 5 p.m., with a

one-hour lunch. The degree of flexibility is determined by the job function performed and coverage requirements.

BENEFITS OF FLEX-TIME

Flex-time can benefit your company by increasing your employees' productivity and morale, reducing turnover, improving company teamwork and expanding the hours of customer service. Flex-time helps to alleviate peak-hour traffic congestion because your employees can more easily choose an alternative to driving alone to work — taking the bus, joining a carpool or vanpool — or travel at less congested times. And, with flex-time, employees who get stuck in traffic won't be late to work — they just work later to put in the required time.

METRO WILL HELP YOU IMPLEMENT STANDARD FLEX-TIME POLICIES

The key to successful standard flex-time programs is careful implementation. Metro stands ready with a number of tools to help you design a flex-time program tailor-made for your company's needs.

Metro can provide you with:

- Experienced staff to advise you on the potential for flex-time in your organization.
- A flex-time implementation manual to guide you through the process.
- Company profiles of local organizations with flex-time policies.
- Resource materials, such as reprints from professional journals and flex-time study results.
- A flex-time implementation slide show for staff briefings.
- Assistance to design and analyze program assessment and evaluation questionnaires.

DON'T WASTE TIME — CALL TODAY FOR INFORMATION

Don't let time run out on you and your employees. Find out more about flex-time today. Call 684-1546 and ask for a Metro commuter services representative, or return the attached card for more information.

FLEXIBLE WORKING HOURS

WANT MORE INFORMATION?

Please send me more information about flex-time.

NAME _____

FIRM _____

POSITION _____

ADDRESS: STREET _____

CITY _____

ZIP _____

BUSINESS PHONE _____

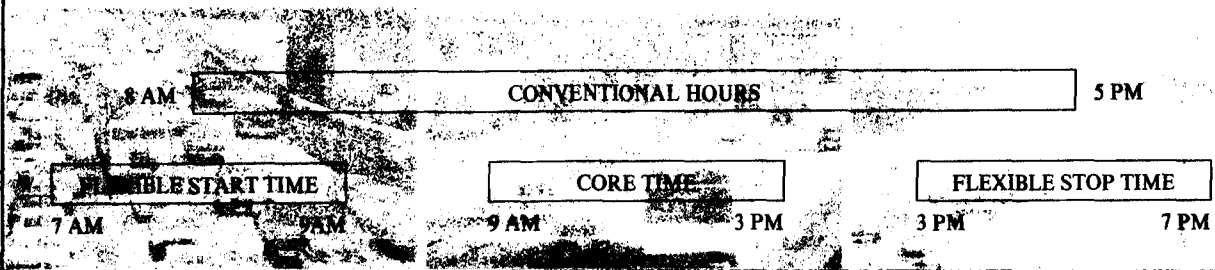
Questions? Call a Metro Commuter Services Representative at 684-1546.

Number of employees _____

Type of business _____

Questions? Call a Metro Commuter Services Representative at 684-1546.

FLEX-TIME HELPS EMPLOYEES AVOID MORNING AND EVENING RUSH HOURS



WHAT METRO CAN DO FOR YOU

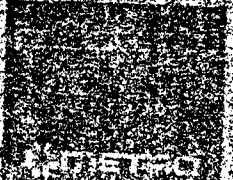
The Commuting Options program can help your employees, no matter how they get to work.

| METRO COMMUTER SERVICES | SERVICES COMMITTEES WHO | | | |
|--|-------------------------|---------|---------|-------|
| | Bus | Carpool | Vanpool | Alone |
| Metro-Sponsored Programs | | | | |
| Fast Lane commutation | • | • | • | • |
| Personalized bus route planning | • | • | • | • |
| Carpool and vanpool ride-matching | • | • | • | • |
| Discount carpool parking | • | • | • | • |
| Carpool loading zones | • | • | • | • |
| Vanpool group formation | • | • | • | • |
| Downtown Ride Free Zone | • | • | • | • |
| Metro Customer Assistance Officers | • | • | • | • |
| Employee Pass Subsidy Program | • | • | • | • |
| Pass Plus discounts | • | • | • | • |
| Ferry Fast Lane guaranteed loading | • | • | • | • |
| Cross-county commuting (e.g. Regional Monthly pass and Vanpools) | • | • | • | • |
| Metro-Provided Information | | | | |
| Bus schedules | • | • | • | • |
| Tunnel progress reports | • | • | • | • |
| Downtown construction reports | • | • | • | • |
| Bus services changes and zone closures | • | • | • | • |
| Vanpool vacancies bulletin | • | • | • | • |
| Vanpool drivers bulletin | • | • | • | • |
| Transportation bulletin (for Employer Transportation Coordinators) | • | • | • | • |
| Service brochures (e.g. "Metro In the Snow," Pass Plus discounts directory, ride-sharing services, Park & Ride lots and much more) | • | • | • | • |

COMMUTING OPTIONS

METRO
COMMUTING OPTIONS PROGRAM
821 Second Ave., M.S. 125
Seattle, WA 98104-1598

Place Stamp Here



COMMUTING OPTIONS

A Portfolio of Transportation Choices

An unprecedented period of growth is underway in downtown Seattle. During the next five years, 24 major construction projects — including Metro's transit tunnel, the state convention center and the Westlake Mall renovation — will transform the shape and spirit of Seattle.

Metro shares your concern for the difficulty and stress that your employees may encounter in their daily commutes. That's why we have developed the "Commuting Options" program, which forges a partnership between Metro and major downtown employers. The Commuting Options program is designed to ease congestion and help maintain downtown Seattle's economic vitality during the construction period.

With your participation, Metro will provide your employees with personalized transportation services and timely information on construction and street closures. Our objective is to assure an efficient commute for your employees, whether they choose to take buses, carpools or vanpools or drive alone. And, by reducing traffic congestion you'll make it easier for your clients and shoppers to travel downtown.

By joining forces, we can present the best solutions to satisfy your employees' commuting needs.

HOW CAN YOU PARTICIPATE IN COMMUTING OPTIONS?

Initially, we're asking employers to commit to three activities:

1. APPOINT AN EMPLOYEE TRANSPORTATION COORDINATOR (ETC)

Your ETC will be Metro's primary contact at your work site. Having a single contact allows us to get transportation information to your employees and quickly address their service requests. An ETC can also coordinate on-site sale of Metro passes. We'll help your ETC to use Metro's services to your employees' best advantage.

2. ALLOW A "FIXED-FLEX" EMPLOYEE WORK SCHEDULE

A "fixed-flex" policy is easy to implement. In fact, you may already use it. With "fixed-flex," each employee works a full work day, with the same schedule each day. With your approval, each employee commits to a start and stop time that might differ slightly from your regular business hours — say 8:30 a.m. to 5:30 p.m. rather than 8 a.m. to 5 p.m. That modest flexibility may make it easier for your employees to take the bus, or to carpool or vanpool. Or they might catch less-crowded buses or match vanpool or carpool schedules. Metro staff can help you develop flex-time policies.

3. INSTALL COMMUTER NEWS INFORMATION BOARD

Metro will provide this pleated glass bulletin board. When installed in a high-visibility area, employees will see the

most current information they need for their daily commute to downtown Seattle. Metro will regularly send you street and bus zone closure updates, tunnel construction progress reports, transit and ridesharing service information, and updates on other downtown building projects to post on your "Commuter News" board.

YOU CAN JOIN TODAY —

Please join the Commuting Options program. We need your support to make it work. Your participation ensures that your employees will know where to turn for commuting information and, we hope, start commuting with Metro!

Call one of our commuter services representatives at 684-1546. Or fill out the attached response card. A Metro staff person will call you to explain "Commuting Options — A Portfolio of Transportation Choices."

RESPONSE CARD

COMMUTING OPTIONS

Please send me more information on the Commuting Options program.

NAME _____

FIRM _____

POSITION _____

BUSINESS ADDRESS, STREET _____

CITY _____

ZIP _____

BUSINESS PHONE _____

MESSAGES _____

Does your company have an employee transportation coordinator? Yes No

Does your company use flexible working hours (flex-time)? Yes No

Does your company have a transportation information center? Yes No

Questions? Call a Metro Commuter Services Representative at 684-1546.

 METRO

COMMUTING OPTIONS
A Portfolio of Transportation Choices

The ETC's Guide to Metro

- **METRO PUBLICATIONS**

Besides the personal contact provided by Metro's CSRs, we produce several publications to keep you and your employees informed about transportation issues. The Transportation Bulletin keeps you, the ETC, updated on valuable transit, ridesharing and pass information that can help your employees. Metro provides several other newsletters, including one that tells the progress of the Downtown Seattle Transit Project tunnel and one with updates about construction projects that could affect your employees' commuting. Whenever Metro produces a new brochure about services, you can receive large quantities to distribute to employees. And you can always call Metro for copies of current timetables and brochures.

- **CUSTOMER ASSISTANCE OFFICES**

For information: 447-4824.

You can refer employees to Metro's customer assistance offices where they can receive one-on-one help from trained personnel.

- Metro Customer Assistance Office — Exchange Building, 821 Second Ave. (Second Avenue and Marion Street). Hours: Monday, 8:30 a.m. to 5:30 p.m.; Tuesday - Friday, 8 a.m. to 5 p.m.
- Metro Customer Stop — 1201 Fourth Ave. (Fourth Avenue and Seneca Street). Hours: Monday - Friday, 9 a.m. - 5:30 p.m.

At either of these locations, personnel can answer questions, sell passes and even take complaints and

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suggestions. Employees can also call 447-4824 for the nearest pass sales outlet.

- 2. **CONSULTING SERVICES**

Metro personnel are available to discuss how you can implement and benefit from flex-time and parking management at your work site.

- **FLEX-TIME CONSULTATION**

For information: 684-1546.

Metro can show you how you can use the clock to make commuting easier for your employees. We call it flex-time. Flex-time can increase productivity and morale, reduce turnover, improve company teamwork and expand the hours of customer service.

Flex-time allows your employees to start work earlier or leave later. That leeway helps them plan a commute that accommodates different bus schedules and carpool and vanpool connections. Flex-time also cuts rush-hour traffic by staggering start and stop times. Of course, your company determines how much schedule flexibility to allow.

Metro's commuter services representatives can advise you on how flex-time might work at your company. They'll help you design a survey and flex-time program evaluation. For information, call your CSR at 684-1546.

- **PASS SALES PROGRAM**

For information: 624-PASS

Metro passes let riders take the bus for less, zip past the fare box and enjoy discounts from more than 200 businesses and attractions. Metro will help your company establish a pass sales program

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if it joins the Employer Pass Subsidy Program. Your employees will find the monthly, annual and regional monthly passes a commuting investment that reaps big dividends. Refer to page 18 for information on these passes.

- **THE EMPLOYER PASS SUBSIDY PROGRAM**

For information: 684-1546.

Participants in the Employer Pass Subsidy Program make employee commuting economical. More than 230 employers representing some 100,000 workers in King County now participate in the program. If your company joins the program, it pays all or part of the cost of employees' Metro passes. On average, subsidizers pay about half the cost. A one-zone peak-hour pass currently costs \$24 and a two-zone peak-hour pass is \$36. Your company's subsidy of the Metro pass may also be applied to the monthly vanpool fare and the Regional Monthly Pass. Monthly employer subsidies of \$15 or less are a tax-free employee benefit. A Metro CSR can fill you in on all the details — call 684-1546.

- **PARKING MANAGEMENT CONSULTATION**

For information: 684-1607.

Your employer can encourage employees to choose a ridesharing option by identifying and recommending parking incentives for carpoolers and vanpoolers. Parking incentives could include reserved spaces for vanpools or reduced parking rates for carpoolers. These incentives are intended to free more parking space for your customers.

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Metro also offers a carpool certification computer program that eases the administration and certification for carpool parking programs sponsored by large employers. The program can run on a personal computer and is designed for employers to use at their facilities. Metro also helps establish rules and regulations, program monitoring and evaluation procedures, and eligibility requirements. For information on parking management and carpool certification, call Metro's parking consultant at 684-1607.

- **DISCOUNT CARPOOL PARKING IN DOWNTOWN SEATTLE**

For information: 625-2340.

Seattle Commuter Services, a unit of the City of Seattle Engineering Department Transportation Services Division, offers parking at more than two dozen downtown Seattle locations for carpools (of three or more) and vanpools. Parking permits cost less than \$1 a day. For information, call Seattle Commuter Services at 625-2340.

OTHER TRANSPORTATION AGENCIES



**Washington State
Department of Transportation**

The Washington State Department of Transportation literally moves commuters around traffic roadblocks. Here's how:

- **FLOW BYPASS LANES**

Buses, carpools and vanpools move right onto the freeway at any on-ramps

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A Guide to

Riding the Bus,

Carpooling

and Vanpooling.



Employer subsidized Metro passes: Over 200 employers subsidize Metro bus passes. Check with your employer to find out whether your pass is subsidized. The amount an employer subsidizes for a bus pass can be applied toward a monthly vanpool fare. *Call 684-1716 if you or your employer would like more information about the subsidy program.*

Ticketbooks: You can also purchase ticketbooks to make paying your Metro fare easy. *Ticketbooks are available at Metro's Customer Assistance offices, all Albertson's Food Centers, Bartell and GO Guy drug stores.*

| | |
|---------|----------------------------------|
| \$20.00 | Combination of \$.35 and \$.65 |
| \$17.00 | Combination of \$.30 and \$.55 |
| \$20.00 | Booklet of \$.65 |
| \$ 4.00 | Booklet of \$.20 |

Reaching Your Destination

If you're not familiar with your destination, just ask the operator as you board to call out the name of your stop or transfer point. As the bus approaches your stop, pull the signal cord right above the window — this alerts the operator to stop at the next zone.



Vanpooling and Carpooling

Let Metro help you form or join a vanpool or carpool. A vanpool is a group of eight to 15 commuters who share their ride to work in a passenger van owned and maintained by Metro. Carpooling simply means sharing your commute with one or more individuals. Sharing the ride has many benefits, including saving money, reducing commuting stress and bypassing traffic by using High Occupancy Vehicle (HOV) lanes.

Interested in vanpooling or carpooling? *Just fill out the attached application and return it to Metro. We'll place your information in our Ridematch computer and send you a list of others who live in your area, work near you and have similar work schedules.* If you want to form a vanpool, and would like Metro to help you, just check the application box referring to the "Go First Class" brochure and we'll send it along to you.

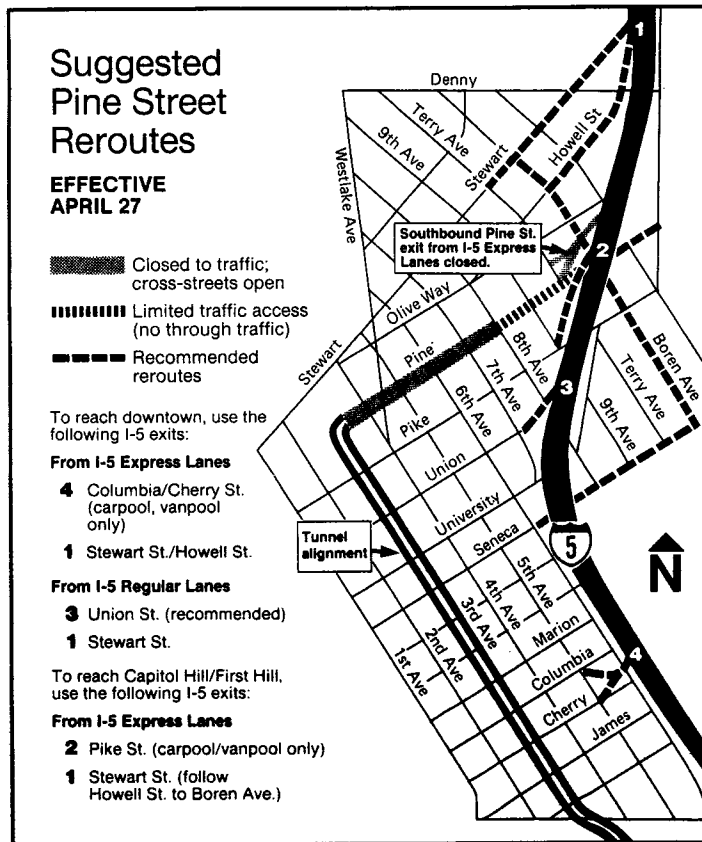


*Join a vanpool and go first class.
Call 625-4500.*

Commuter Alert

**Pine St. traffic rerouted beginning Monday, April 27.
Sidewalks to businesses remain open.**

Pine St. traffic from Third Ave. to the freeway will be rerouted for 18 months while Metro constructs a bus tunnel. If you usually drive on Pine St., or use the Pine St. exit from the express lanes, please select an alternate route from the map. **Businesses will remain open.**



If you have questions about construction, call **464-6897**. If you have questions about how to get around on Metro, call **447-4800**.

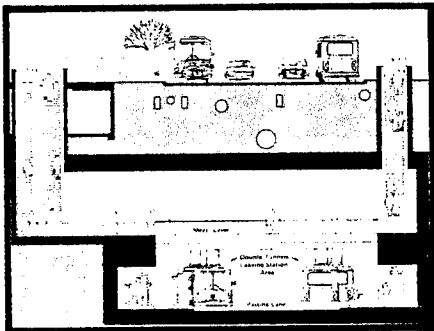


4/87

hour carrying as many as 18,000 riders. The tunnel will include three underground stations — Pioneer Square, University Street and Westlake. Surface stations will be located at each end of the tunnel — International District and Convention Center.

The project includes improvements to street surfaces and sidewalks above the tunnel. The improvements will include widened sidewalks, new paving materials and trees. The project also includes an improved downtown Seattle circulation system. Three new routes being added will make it easier to get around within downtown Seattle.

Project cost is \$422.4 million. Up to 50 percent of the tunnel portion of the project is being funded with federal grants.



FOR MORE INFORMATION

As many as 23 major construction projects will be taking place in downtown Seattle during the next three years. You can call a 24-hour construction information line at 464-6897 to find out the latest news about downtown construction traffic impacts.

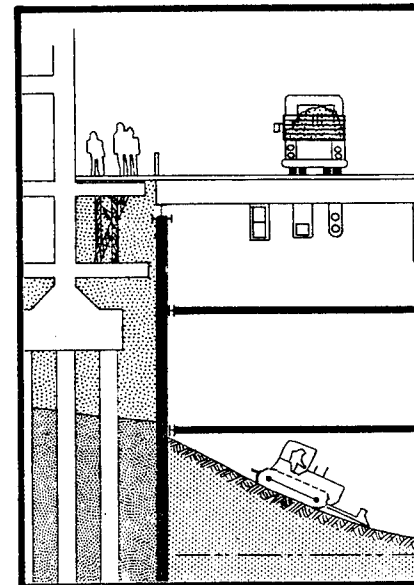
If you have general questions about the Pine Street tunnel and station construction process or the downtown project, call Metro community relations planner Kazzie Katayama at 684-1965. If you would like your name added to the project mailing list, send your name, address and ZIP code to:

Metro
Downtown Seattle Transit Project
821 Second Ave., M.S. 131
Seattle, WA 98104-1598.

METRO
Downtown Seattle Transit Project
821 Second Ave., M.S. 131
Seattle, WA 98104



GETTING THERE — SEATTLE'S NEW UNDERGROUND



Pine Street Tunnel, Westlake Station Construction and Convention Center Station Excavation



BULK RATE
U.S. POSTAGE
PAID
SEATTLE, WA
PERMIT NO. 836

This spring, Pine Street will be the focal point of several major construction projects in downtown Seattle. In late April, construction will begin on a cut-and-cover bus tunnel, the Westlake Station and the Convention Center Station excavation.

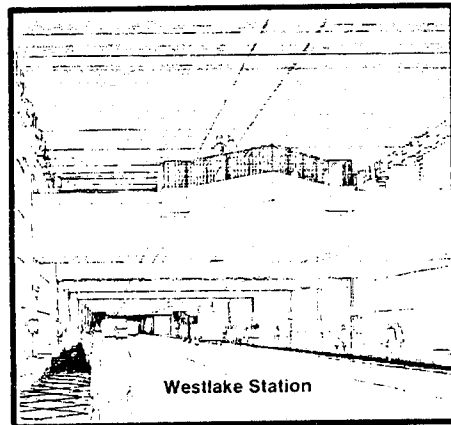
The work is part of the Downtown Seattle Transit Project — an extensive effort by Metro and the City of Seattle to relieve traffic congestion in downtown Seattle that is affecting the regional transit system.

A growing downtown employment population has pushed downtown street capacity to its limit. Buses are spending more and more time stuck in downtown traffic — time that could be spent serving the region.

The downtown Seattle bus tunnel will provide the extra capacity needed to meet current and future transit demand. It will provide an exclusive roadway for buses free of surface traffic conflicts and cross-traffic. The tunnel will tie in with a regional system of high-occupancy vehicle lanes and continue meeting the needs of the region well into the next century. It is designed to be convertible to light-rail transit if capacity demands.

THE CONSTRUCTION PROCESS

The first phase of Westlake Station and the Pine Street tunnel construction, advance utility relocation.



began in January 1987. It is scheduled for completion by the end of May. All bus service was removed from Pine Street west of Seventh Avenue in February, and all traffic is scheduled to be removed from the street as early as April 23.

Pedestrian access will be maintained to all businesses and buildings along Pine Street during regular business hours. Pine Street will be restored and reopened to traffic for the holiday shopping season between Nov. 1 and Jan. 1.

Westlake Station

In June, SCI Contractors Inc. of Seattle will begin constructing walls for the Westlake Station located between Fourth and Sixth avenues on Pine Street.

Several other activities have been taking place this spring in preparation for construction. The canopies on the Pine Street side of Nordstrom, the Bon, Frederick & Nelson and Jay Jacobs are being removed to allow placement of tangent and soldier piles. Tangent piles are steel beams encased in concrete and placed close together in the ground to form a support wall for an excavation. Soldier piles are similar to tangent piles but spaced farther apart in the earth.

Large steel drills or augers will be used to dig holes for the tangent and soldier piles. The piles will be placed three to five feet from building faces at depths of up to 70 feet.

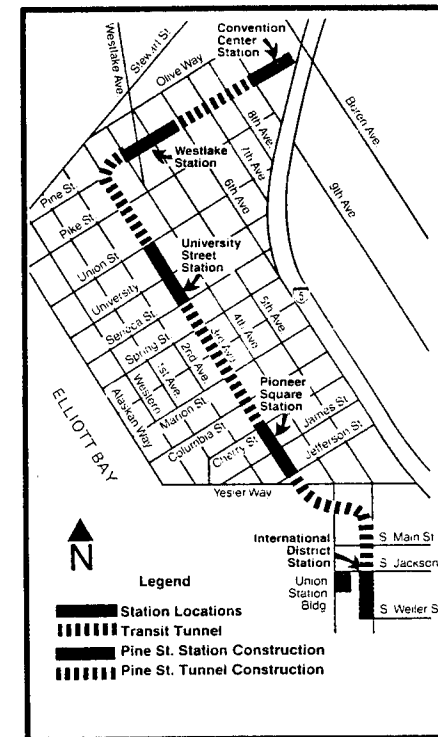
When tangent pile placement is complete, the contractor will begin excavating the two-block station area followed by actual construction of the station structure.

When complete, the Westlake Station will include a mezzanine running almost the entire length of the station with underground entrances to the Bon, Frederick & Nelson, Nordstrom and the Rouse Westlake Project.

The Pine Street Tunnel and Convention Center Station Excavation

SCI Contractors will begin constructing the 1,100-foot-long Pine Street tunnel in June. The tunnel runs from the east end of the Westlake Station to the Convention Center Station at Ninth Avenue and Pine Street.

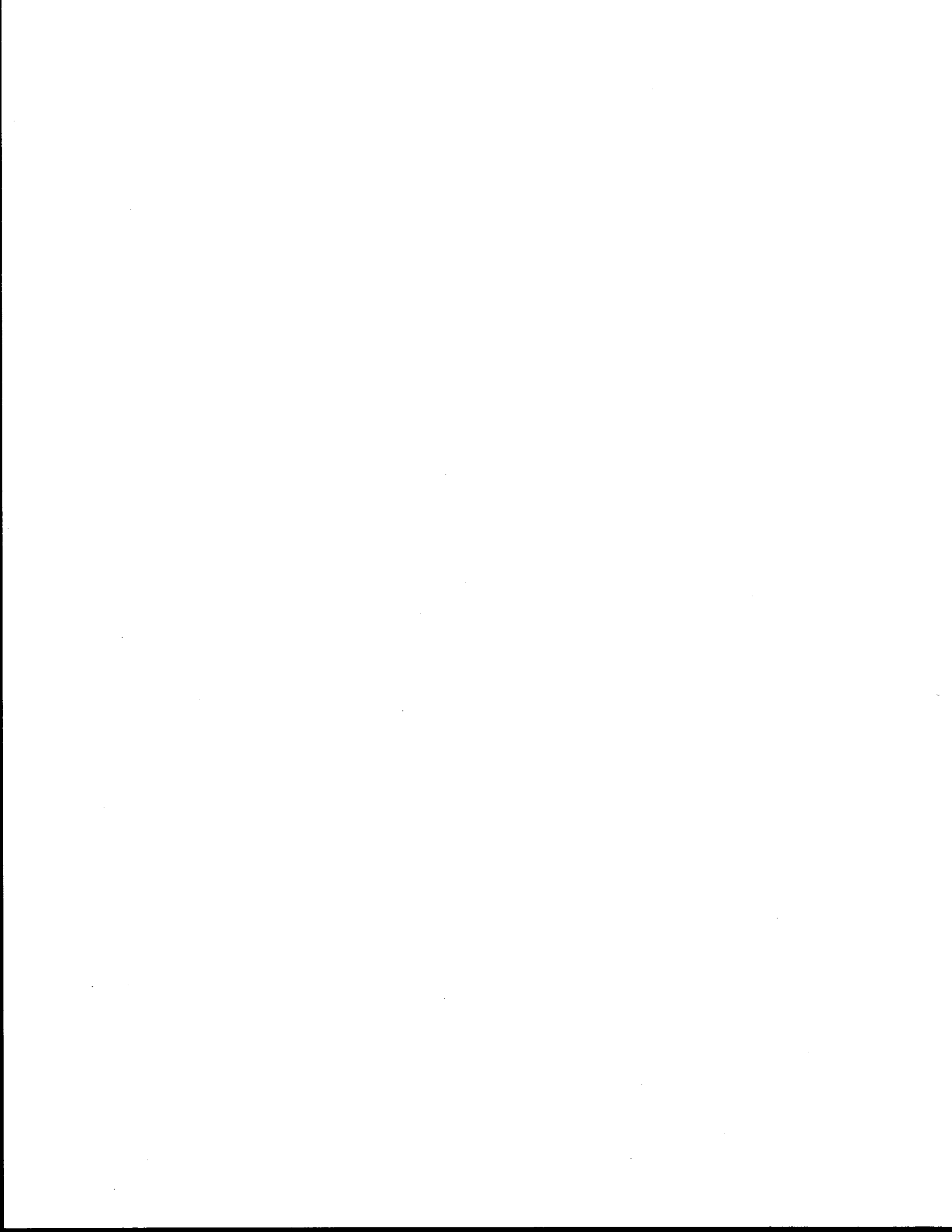
The contractor will use a cut-and-cover method to construct the tunnel. Cut-and-cover construction involves "cutting" a trench into the street and "covering" it to form a lid for the tunnel. The tunnel



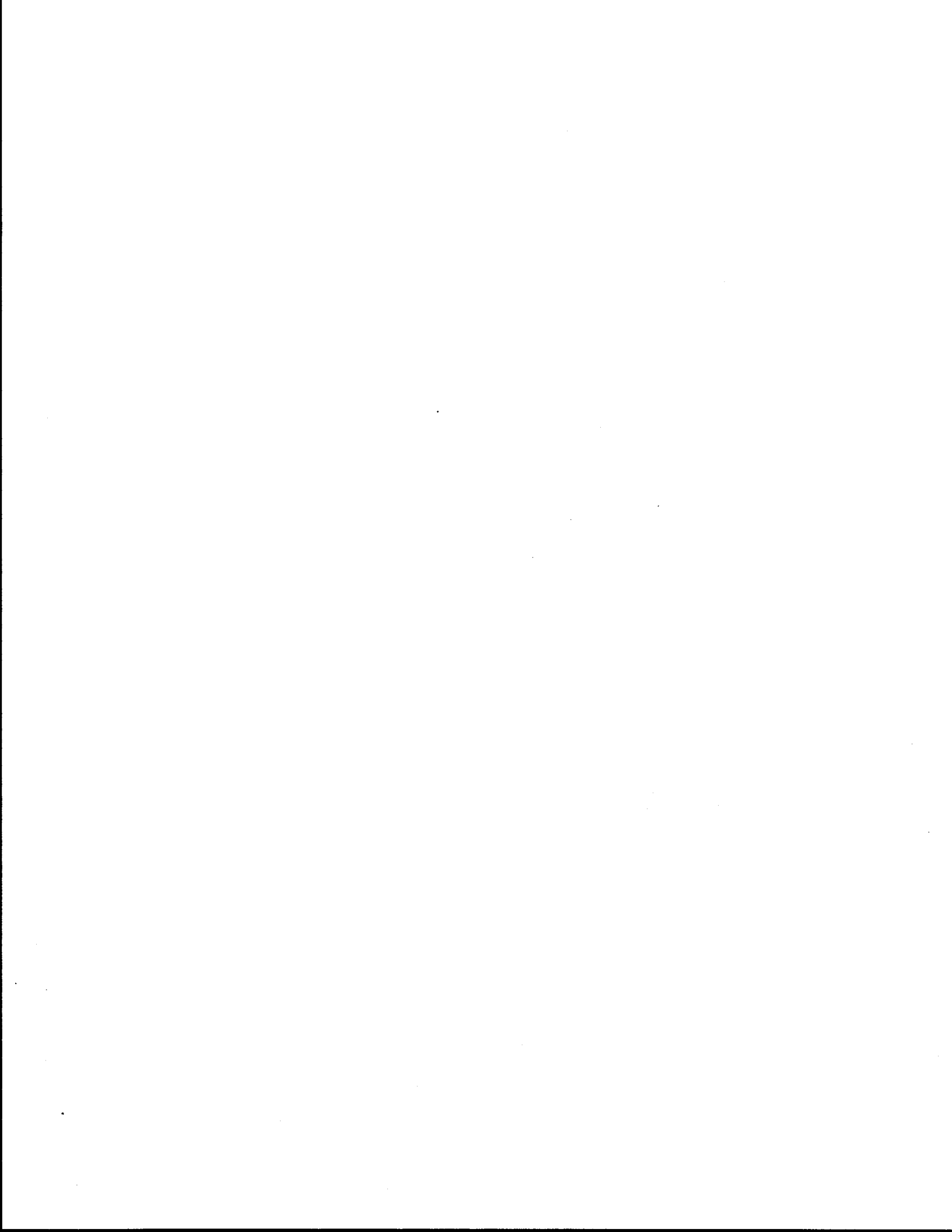
structure is constructed within the covered trench. SCI Contractors will also excavate the site for the Convention Center Station within a two-block area near Ninth Avenue and Pine Street. Buildings within the Convention Center Station site are scheduled for demolition in April.

ON THE HORIZON

The downtown project is scheduled for completion in early 1990. By the year 2000, up to 290 buses will pass through the tunnel each peak commuting

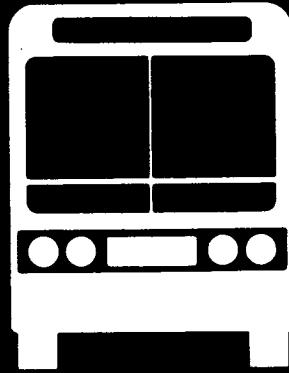


**Regional Transportation District,
Denver**



Rider's Digest

The Ride



How to Get
Information

Knowing Bus
Routes & Stops

Fares

How to Ride

Youth/Senior/Student Discounted Passes

Youths 6 to 19 and persons 65 or older save about one-third on monthly bus passes. Proof of age is all that's required when first purchase is made at an RTD sales outlet. This discount has now been extended to all accredited colleges and universities in the metro area. For information on eligibility, call 628-9000. Listed below are the discounted fares.

| Type of Service | Regular Pass Fare | Discounted Pass Fare |
|------------------------|-------------------|----------------------|
| Circulator | \$12.00 | \$ 8.00 |
| Boulder City | \$17.00 | \$11.00 |
| Local/Ltd | \$24.00 | \$16.00 |
| Express | \$36.00 | \$24.00 |
| Regional long-distance | \$60.00 | \$40.00 |

Pass-by-Mail

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There's no need to stand in line when RTD will mail a monthly pass right to your home! To order your pass by mail, all you do is send a check or money order with your pass order by the 15th of each month. Or you can charge your pass to MasterCard, VISA, CHOICE or Plus system. You'll get your pass by the 26th. To place your order, send in your request specifying Circulator, Local, Express or Regional service, along with your check, money order or charge card number and expiration date to RTD at Post Office Box 9769, Denver, Colorado 80209.

Pass-by-Phone

What could be more convenient than ordering your bus pass by phone? And you can do so 24 hours a day, seven days a week. Just have your MasterCard, VISA, CHOICE or Plus systems card handy and call 777-8893. Do allow a few days for processing and mailing.

Employer Programs

Nearly 200 companies—some large, some small—collaborate with RTD to make tokens and monthly passes available to employees. It's easy to become an RTD/ employer outlet. And it's a great convenience to employees. To find out how your company can enroll, call 628-9000 and ask for Employer Sales.

Frequently Used Information

Lost and Found

If you've lost it, we may have found it! Items may be claimed at our two lost-and-found offices:

The Downtown Information and Service Center
See location below under RTD Outlets 8 a.m. to 5 p.m. weekdays 628-9000, extension 5600

The Boulder Transit Center
14th & Walnut streets
7 a.m. to 7 p.m. Monday-Saturday
11 a.m. to 7 p.m. Sundays and holidays
442-7332

Customer Service

Got a commendation or complaint to make about RTD? Was your bus driver especially helpful? Was the bus on time? Share your thoughts. Call 628-9000 and ask for Customer Service. Hours are 8 a.m. to 5 p.m. weekdays. Or talk to us in person at our Downtown Information and Service Center, weekdays 8 a.m. to 6 p.m. at Civic Center Station.

RTD Outlets

Following are RTD's own outlets, where trip planning assistance, route schedules, system maps, handicapped ID application, and discounted pass applications for youths, seniors and students are available—along with tokens and passes:

Downtown Information & Service Center
Civic Center Station
Broadway and Colfax, Denver
8 a.m.-6 p.m.

Market Street Station
16th & Market streets, Denver
9:30 a.m.-2 p.m. and 3-5:45 p.m. weekdays

Alameda Division
Accounting Office, 2nd Floor
350 S. Santa Fe, Denver
7:30 a.m.-4:30 p.m. weekdays

Boulder Transit Center
14th & Walnut streets
7 a.m.-7 p.m. Monday through Saturday
11 a.m.-7 p.m. Sunday

Longmont Terminal
815 S. Main
8 a.m.-5 p.m. weekdays

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Route Schedule Order Form

To order route schedules, please fill out, clip, affix stamp and mail.

RTD: Please send me timetables for these routes

Route _____ Route _____

Route _____ Route _____

RTD: I'm not certain of the route, so please send me the correct route schedule so I can get

from

(nearest street intersection)

to

(nearest street intersection)

on

days of week

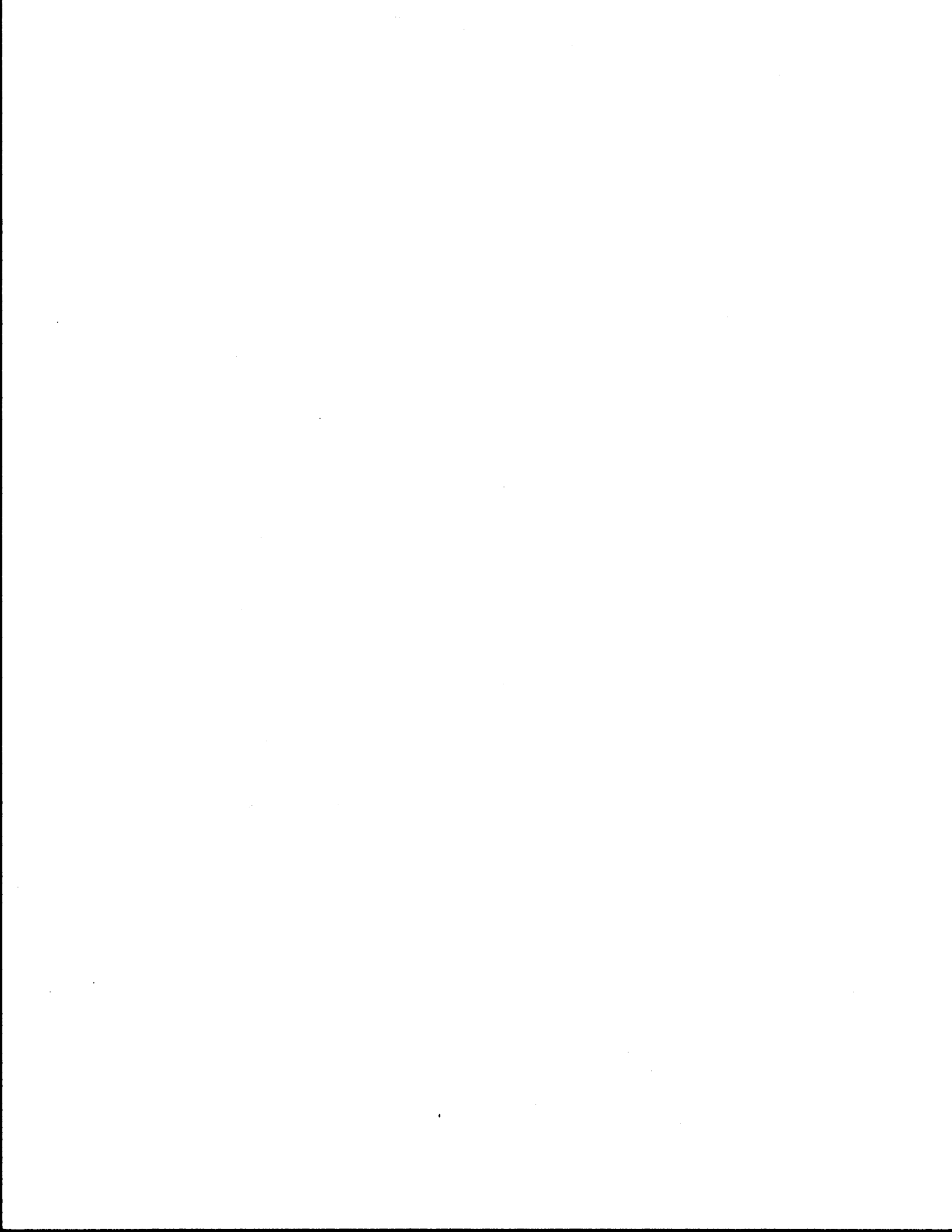
A.M. or P.M.

Name _____

Address _____

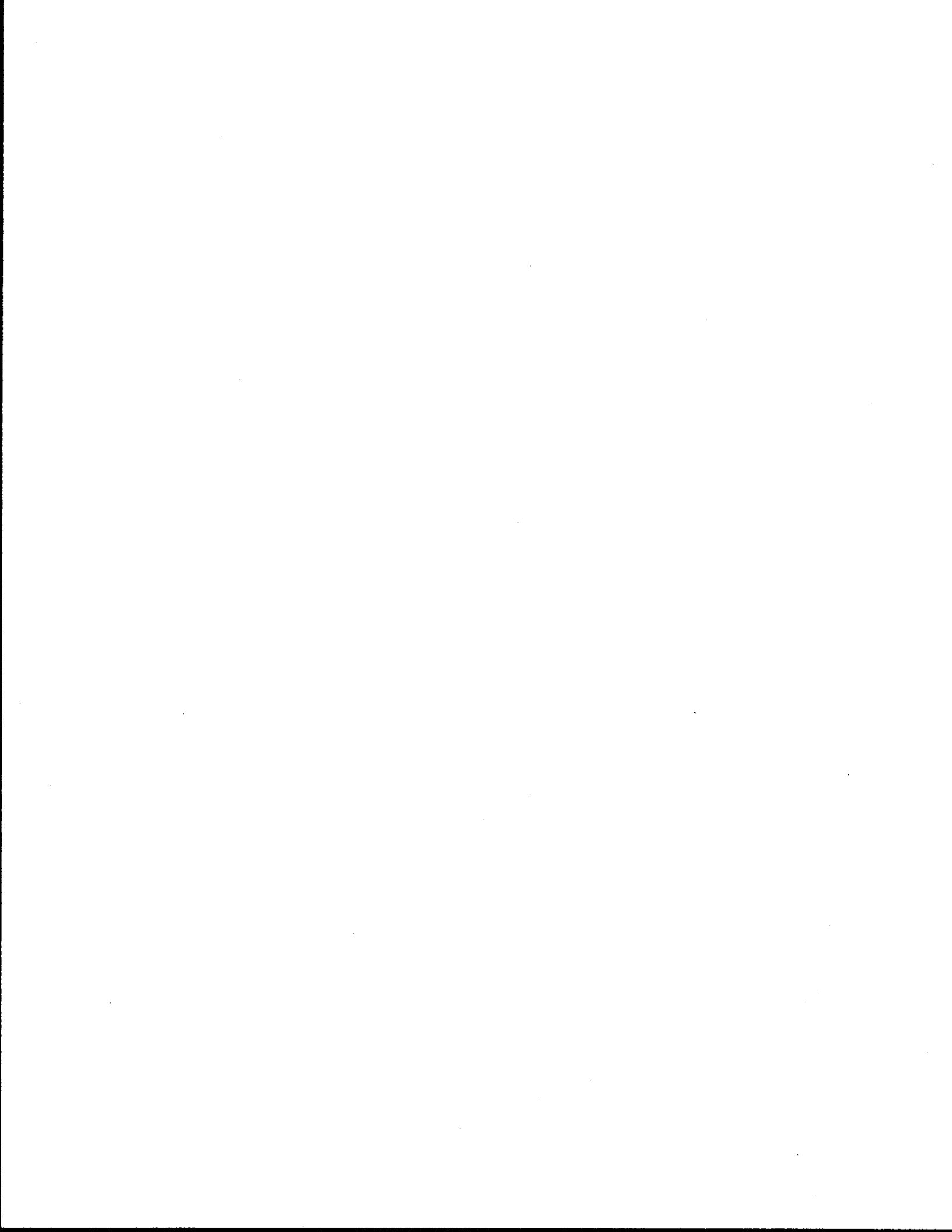
City _____ State _____ Zip _____

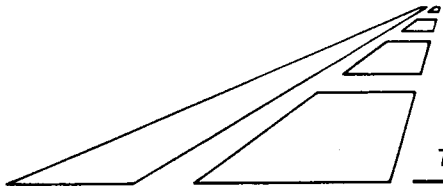
For information phone RTD at 778-6000



APPENDIX C

**SAMPLE EMPLOYER SURVEY FORM
AND COVER LETTER**





TEXAS TRANSPORTATION INSTITUTE

TRANSPORT OPERATIONS PROGRAM

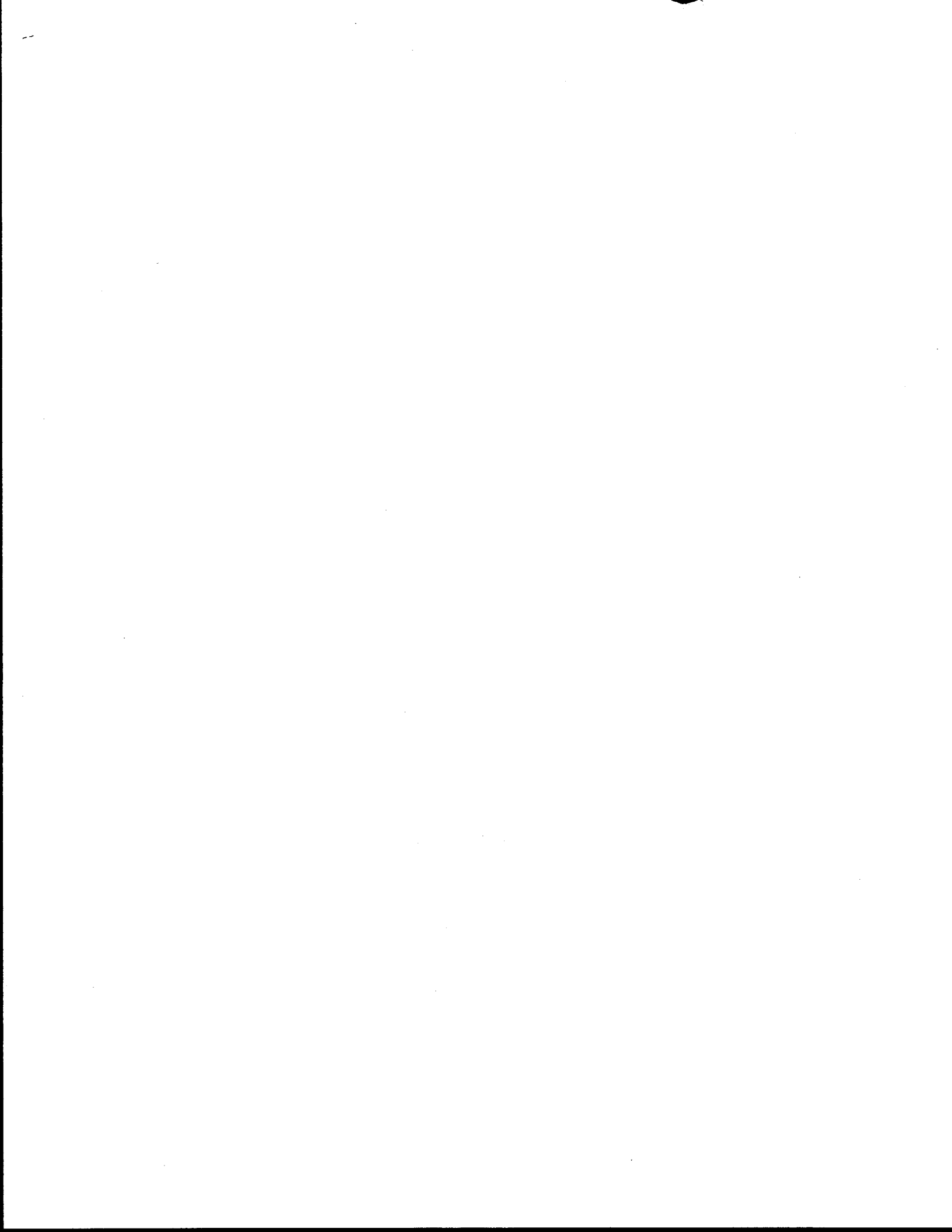
Area Code 409
Telephone 845 • 1535
TexAn 857-1535

Dear Employer:

We need your help in a special study being conducted by the Texas Transportation Institute, a research organization of The Texas A&M University System. As you are aware, the rising cost of providing parking combined with a growing interest in reducing the cost and stress associated with daily commuting, have led many employers in Houston to participate in METRO's RideSponsor program. As programs such as RideSponsor grow in popularity, it is extremely important that we gain a better understanding of the implications of implementing such programs from the employer's point of view.

Please take a few minutes to answer the enclosed survey questionnaire. Your answers will provide valuable information concerning the costs and benefits associated with your company's participation in the METRO RideSponsor program. Because of the small number of participants in this survey, your specific reply is essential to insure the success of the project. All information you provide will remain strictly confidential.

Your cooperation and timely return of the completed questionnaire in the enclosed postage-paid envelope will be greatly appreciated. Thank you for your help in this important undertaking.



METRO RideSponsor Employer Survey

*Undertaken by the Texas Transportation Institute, Texas A&M University System
in cooperation with the Texas State Department of Highways and Public Transportation,
METRO, and the U.S. Department of Transportation*

This questionnaire is designed to be easy to complete and should take no more than a few minutes of your time. All answers to the questions will remain confidential. Please return the completed form in the stamped envelope at your earliest convenience.

Company Name _____

Street Address _____

City _____ State _____ Zip Code _____ Telephone _____

Name and title of person providing information _____

1. How would you classify the business activities of your company?

- | | |
|--|--|
| <input type="checkbox"/> Government Agency (State) | <input type="checkbox"/> Other Services (Education, Business, Law) |
| <input type="checkbox"/> Government Agency (Federal) | <input type="checkbox"/> Manufacturing |
| <input type="checkbox"/> Government Agency (Local) | <input type="checkbox"/> Retail Trade |
| <input type="checkbox"/> Public Utilities, Communications | <input type="checkbox"/> Wholesale Trade |
| <input type="checkbox"/> Service (Finance, Insurance, Real Estate) | <input type="checkbox"/> Construction, Transportation & Related Industries |
| <input type="checkbox"/> Service (Health) | <input type="checkbox"/> Other (specify) _____ |

2. Is your company located in the downtown area? Yes No

3. Approximately how many people, including yourself and part-time workers, are employed by your company at the address listed above? _____

4. When did your firm begin participating in METRO's RideSponsor program? Month: _____ Year: _____

5. How many employees of your firm are currently participating in the RideSponsor program? _____

6. Who is eligible to purchase monthly bus passes, ticket books and commuter cards through your firm? (check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Employees of the firm | <input type="checkbox"/> General public |
| <input type="checkbox"/> Employees of selected other firms | <input type="checkbox"/> Other (specify) _____ |

7. Does your company subsidize any part of the cost of the monthly bus passes to its employees?

Yes, our company offers a subsidy of _____ per pass/ticket book/card No

8. Does your company offer any other special incentives (such as flexible working hours) to encourage employees to ride a bus to and from work? Yes No

If "yes", please describe _____

(over)

9. How do employees purchase monthly bus passes, ticket books and commuter cards?
 Over-the-counter (cash, check) Payroll deduction Not applicable (they are subsidized 100%)
10. Approximately how many bus passes, ticket books and commuter cards does your company sell/distribute each month? Local & express passes Ticket books Commuter cards
11. Within your firm, approximately how many total person-hours are required to handle the sales, distribution and administration of the RideSponsor bus pass program? _____ person-hours per month
12. What is the estimated cost to your company (salaries, fringe benefits, overhead) of administering the sales and distribution of bus passes? \$ _____ per month
13. What promotional efforts (distribution of METRO brochures, company memorandums, bulletin board notices, staff meeting announcements, etc.) are used by your firm to solicit employee participation in the bus pass sales program? _____

14. Does your company provide parking for its employees? Yes No
 If "yes," approximately how many spaces are available for employees? _____
15. What is the average cost per month for employee parking? \$ _____ per parking space
 What part of this cost does your company subsidize? _____
16. Does your company give any special treatment to encourage carpooling or vanpooling? Yes No
 If "yes," please describe. _____

We would appreciate your additional comments: _____

THANK YOU FOR YOUR COOPERATION.

Please return this form at your earliest convenience in the postage-paid envelope.