

# **LANE TRANSIT DISTRICT “CURB YOUR CAR” PROJECT**

**Final Report**

**FHWA Special Project**

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by

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16. Abstract  Lane Transit District has been active in utilizing transportation demand management techniques to encourage use of alternatives to the single occupant vehicle. In 1993, a "Curb Your Car" project indicated that participating employees' use of alternative modes was increased using a program of education and incentives. However, the full impacts were difficult to measure due to low response to follow-up surveys.  This project was initiated to provide additional data for analysis of the impacts that education and incentives have on mode choice. Twenty-six Oregon state government offices in the Eugene-Springfield area offered the program to their employees. The program offered free bus passes and rewards for use of alternative modes. Baseline and follow-up surveys provide information on the immediate and longer term impacts of this type of education/incentive program.			
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## SI\* (MODERN METRIC) CONVERSION FACTORS

APPROXIMATE CONVERSIONS TO SI UNITS				APPROXIMATE CONVERSIONS FROM SI UNITS					
Symbol	When You Know	Multiply By	To Find	Symbol	When You Know	Multiply By	To Find	Symbol	
<b>LENGTH</b>				<b>LENGTH</b>					
In	Inches	25.4	Millimeters	mm	Millimeters	0.039	inches	in	
Ft	Feet	0.305	Meters	m	Meters	3.28	feet	ft	
Yd	Yards	0.914	Meters	m	Meters	1.09	yards	yd	
Mi	Miles	1.61	Kilometers	km	Kilometers	0.621	miles	mi	
<b>AREA</b>				<b>AREA</b>					
in <sup>2</sup>	Square inches	645.2	millimeters	mm <sup>2</sup>	millimeters squared	0.0016	square inches	in <sup>2</sup>	
ft <sup>2</sup>	Square feet	0.093	meters squared	m <sup>2</sup>	meters squared	10.764	square feet	ft <sup>2</sup>	
yd <sup>2</sup>	Square yards	0.836	meters squared	ha	Hectares	2.47	acres	ac	
Ac	Acres	0.405	Hectares	km <sup>2</sup>	kilometers squared	0.386	square miles	mi <sup>2</sup>	
mi <sup>2</sup>	Square miles	2.59	kilometers squared	km <sup>2</sup>	kilometers squared				
<b>VOLUME</b>				<b>VOLUME</b>					
fl oz	Fluid ounces	29.57	Milliliters	mL	Milliliters	0.034	fluid ounces	fl oz	
Gal	Gallons	3.785	Liters	L	Liters	0.264	gallons	gal	
ft <sup>3</sup>	Cubic feet	0.028	meters cubed	m <sup>3</sup>	meters cubed	35.315	cubic feet	ft <sup>3</sup>	
yd <sup>3</sup>	Cubic yards	0.765	meters cubed	m <sup>3</sup>	meters cubed	1.308	cubic yards	yd <sup>3</sup>	
<b>MASS</b>				<b>MASS</b>					
Oz	Ounces	28.35	Grams	g	Grams	0.035	ounces	oz	
Lb	Pounds	0.454	Kilograms	kg	Kilograms	2.205	pounds	lb	
T	Short tons (2000 lb)	0.907	Megagrams	Mg	Megagrams	1.102	short tons (2000 lb)	T	
<b>TEMPERATURE (exact)</b>				<b>TEMPERATURE (exact)</b>					
°F	Fahrenheit temperature	$(F-32)/9$	Celsius temperature	°C	Celsius temperature	$1.8 + \frac{32}{5}C$	Fahrenheit temperature	°F	

\* SI is the symbol for the International System of Measurement

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# LANE TRANSIT DISTRICT “CURB YOUR CAR” PROJECT

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## 1.0 INTRODUCTION

Lane Transit District (LTD) staff became interested in transportation demand management (TDM) after the successful implementation of the University of Oregon (UO) Group Pass Program in 1988. A group pass program makes a transit pass available to everyone in a defined group; in this case, the UO student body. When UO students voted to raise their incidental fees to provide the revenue necessary to replace bus rider fares and provide additional service through the group pass program, ridership increased over 250%. Similar programs with the City of Eugene, Lane Council of Governments and Sacred Heart Hospital have also yielded positive results.

In 1993, LTD staff participated in a TDM research project involving eight area businesses and government agencies. This first “Curb Your Car” study was part of a UO Master of Urban Planning thesis for Chuck Fisher. It was designed to measure the impact of education and incentives to encourage people to use other modes of transportation besides single occupancy vehicles. Employees at these organizations were given information on transportation costs and alternatives through transportation fairs and notices. Incentives to use alternative modes were also offered. These included a free bus pass and rewards for using alternative modes, such as multiple entries into a bicycle raffle and flowers for recognition.

In general, alternative mode use increased for those participating in the incentive program. However, it was difficult to measure the full impact due to the low response to follow-up surveys. There was also no review to measure levels of alternative mode use after the incentive program was over.

LTD staff worked with the Oregon Department of Transportation to obtain Federal Highway Administration funding for a follow-up “Curb Your Car” study with state employees at twenty-six offices in the Eugene/Springfield area. The objective was to recruit a sizeable number of commuters to objectively measure the impacts that education and incentives have on their use of the single occupant vehicle.

A written baseline survey was conducted before the start of the program and two follow-up telephone surveys were conducted during the six-month incentive period. Two more telephone surveys were conducted four months and one year after the incentive period. Survey results are discussed in this report.



## 2.0 STUDY METHODOLOGY

To measure the effectiveness of LTD’s “Curb Your Car” project, a series of five transportation surveys were conducted with state employees. A baseline survey was conducted in January 1994, in order to measure state employees’ transportation patterns and use of alternative modes prior to receiving their LTD “free bus pass” in February 1994. Mailed surveys were selected as the methodology for the baseline survey because of the large amount of data to be collected. The remaining four surveys were conducted by telephone using lists of state agency employees participating in the project.

Table 2.1 shows the schedule of interviews and sample sizes for each.

**Table 2.1: Survey Dates and Sample Sizes**

Survey	Survey Date	Sample Size
Baseline	January, 1994	596
Follow-Up #1	April, 1994	276
Follow-Up #2	June, 1994	260
Follow-Up #3	November, 1994	263
Follow-Up #4	May, 1995	554

The first follow-up measurement survey was conducted in April 1994 – two months after the “Curb Your Car” project started. The purpose of this survey was to determine if the use of the bus and/or other alternative modes, for both work and non-work trips, had increased. The survey also measured the percentage who attended the transportation fair, and collected demographic characteristics.

The second survey, conducted in June 1994, collected data to understand how the free bus pass and an incentive campaign conducted in April and May affected the transportation choices of state employees.

The third survey was completed in November 1994, to measure the use of the bus and/or other alternative modes, as well as the awareness of the “Guaranteed Ride Home” program that was started in August, 1994.

The fourth, and last, survey was performed in May 1995. Along with measuring state employees’ use of the bus and other alternative modes one year after the program started, parking costs and incidence of paying were also analyzed.

Survey data and detailed analysis reports are available from LTD Planning staff.



## 3.0 BASELINE SURVEY

The baseline survey queried employees about their travel-to-work patterns and interest in using alternative modes.

### 3.1 WORK SCHEDULE

Eight out of ten respondents (80%) worked a traditional 5-day work week.

- **Arrival Time:** There was one peak arrival time between 8:00 - 8:30 A.M., when one-half (49%) of the sample arrived at work. Smaller peak times were between 7:00 - 7:30 A.M. when 21% arrived at work, and 18% arrived between 7:30 - 8:00 A.M.
- **Departure Time:** Slightly more than one-half of the sample (55%) left work between 5:00 - 5:30 P.M.; 22% left before 5:00 P.M. and the remaining 23% left after 5:30 P.M.
- **Flexibility in Work Schedule:** Slightly less than one-half of the sample (47%) had flexibility in their work schedule for commuting purposes. Among those who could adjust their schedule, 30% mentioned they have up to 30 minutes flexibility. The average amount of time schedules could be adjusted was 15.6 minutes.

### 3.2 COMMUTE PATTERNS

#### 3.2.1 Commute Time to Work

The average commute time to work was 19.14 minutes. Roughly six out of ten respondents (58%) spent up to 20 minutes commuting to work, and 23% commuted 25 minutes or more. It is interesting to note that 60% of the baseline sample resided in Eugene, and 23% lived in Springfield.

Commute time was a top concern for baseline survey respondents who usually drove alone. Overwhelmingly, these respondents identified *commuting time* as their top concern about commuting to work (42%). When those who usually drive alone to work were asked why they travel alone, *saving time* was the response for 56%, the second most common explanation (needing a car for personal errands was the most frequently mentioned reason for driving alone, with 66% of respondents). The graphs in Figures 3.1 and 3.2 show the top concerns of the single occupant vehicle (SOV) driver regarding their commute to work and reasons for driving alone.

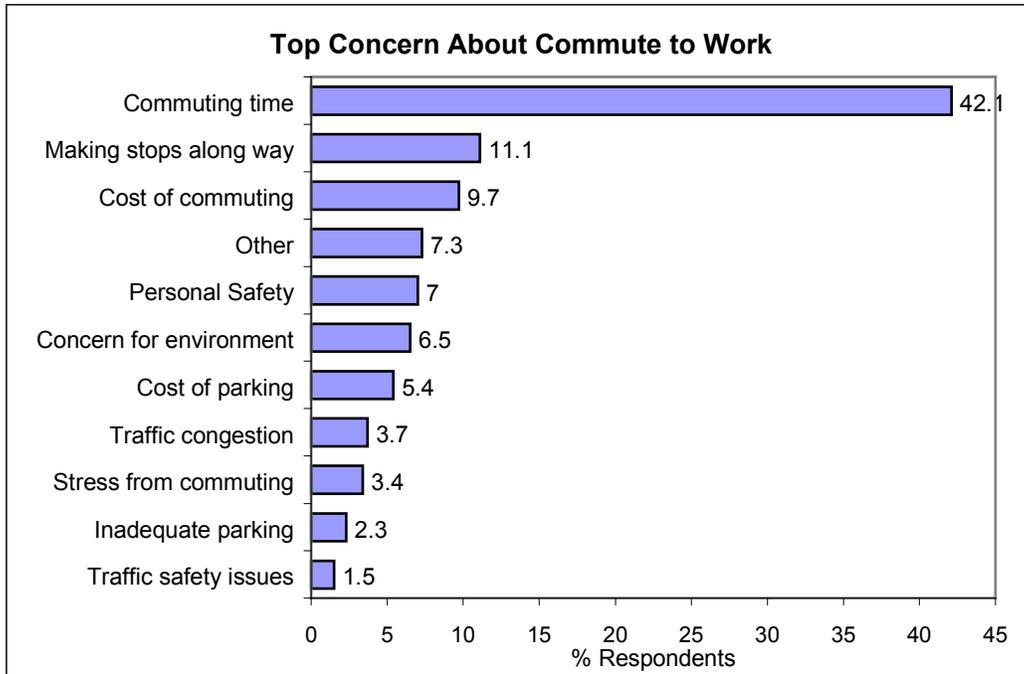


Figure 3.1: Concerns of Those Who Drive Alone about Commute to Work

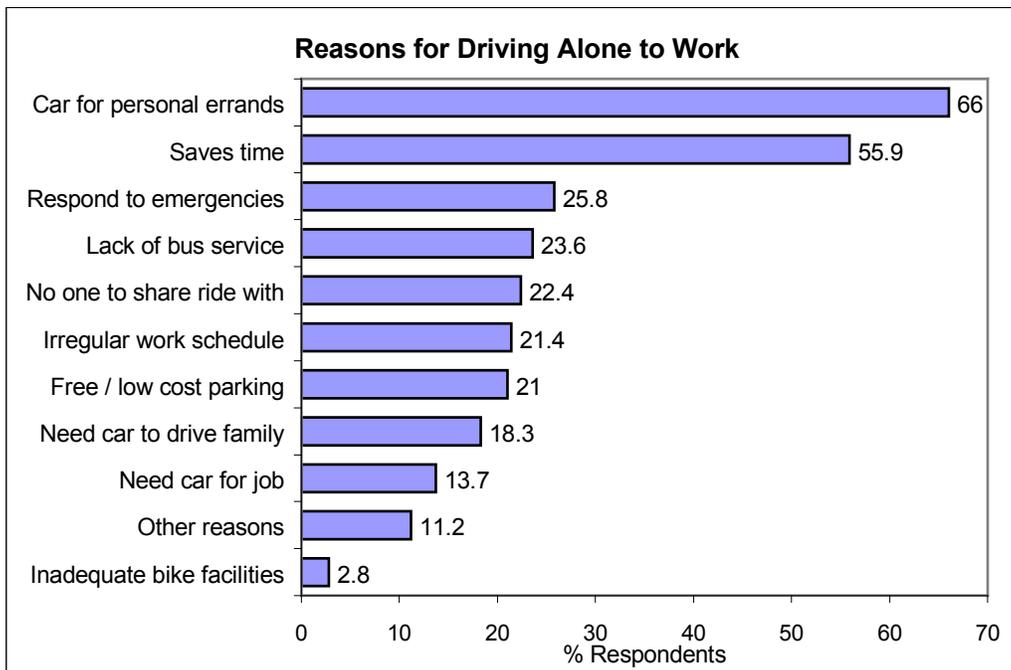


Figure 3.2: Reasons for Driving Alone to Work

### 3.2.2 Usual Commute Mode of Transportation for Work

Employees were asked about their transportation to get to work. Figure 3.3 shows the most commonly used mode of transportation to get to work in an average week. The data for the graph is from the baseline survey.

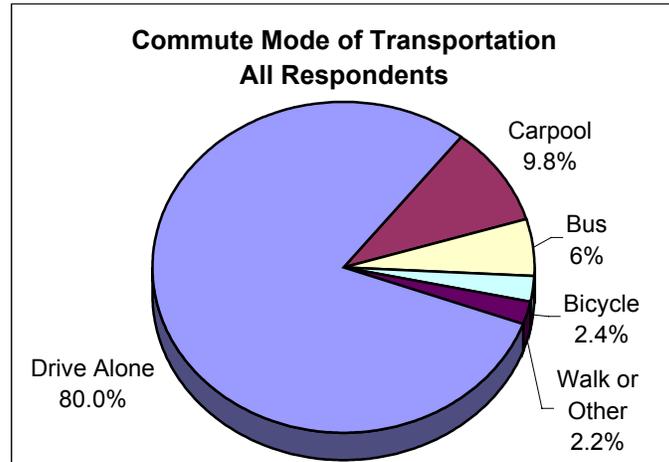


Figure 3.3: Commute Mode of Transportation – Baseline

The commute times are based on the average mode of transportation used to get to work each week, which for three-fourths of the sample (78%) is driving alone. Nine percent indicate their usual mode is carpooling, while 6% usually ride the bus and 5% usually bicycle. Table 3.1 shows, for each mode, the percentage that used that mode of transportation all five week days to get to work. It shows the highest consistency for driving alone; 78% of those that drive alone do so all five week days.

**Table 3.1: One Mode of Transportation Used All Week Days**

Mode of Transportation	% That Used Mode All 5 Week Days
Driving Alone	78%
Riding the Bus	45%
Carpooling	58%
Riding a bicycle	40%
Walking	37%
Other	50%

### 3.3 LIKELIHOOD TO USE ALTERNATIVE MODES

Baseline survey respondents were given a list of seven incentives and asked to rate the likelihood that each incentive would motivate them to use alternative modes of transportation. As seen in Figure 3.4, there were three incentives preferred by two-thirds of the sample (67%), who were

likely to use an alternative mode of transportation to work if they were (1) *guaranteed a ride home*, (2) *given an employer subsidized pass*, or if there was (3) *altered bus service*.

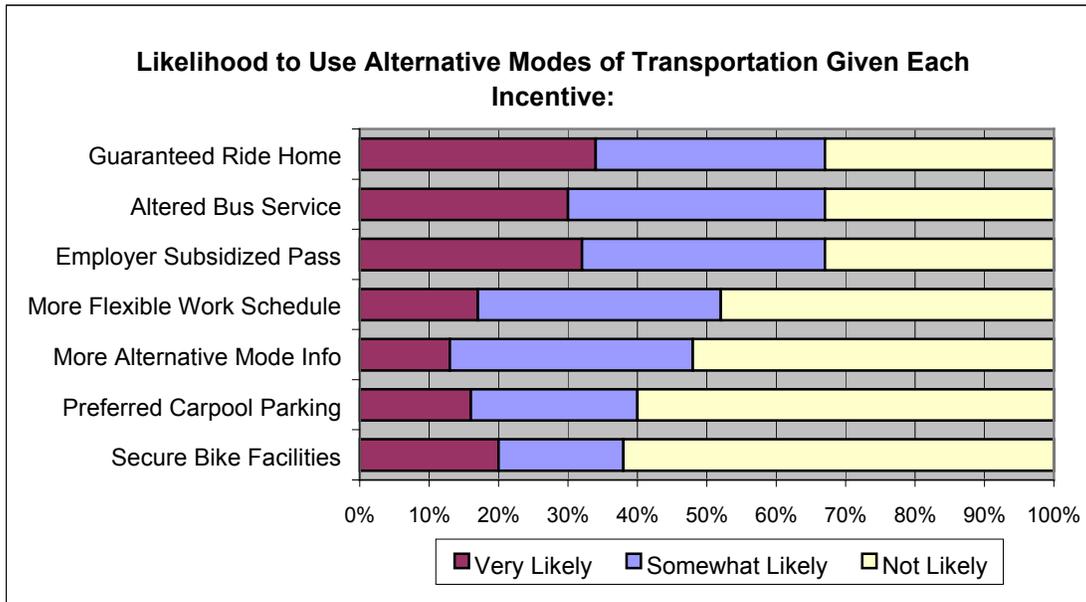


Figure 3.4: Modes of Transportation Given Each Incentive

Even though 47% of the baseline sample has flexibility in their work schedule for commuting purposes, only 17% are “very likely” to use alternative modes if given a *more flexible work schedule*.

Considering the small percentage of the sample that usually, or have ridden a bicycle to work (no more than 5%), it is not surprising that *secure bike facilities* is the least attractive incentive, followed by *preferred carpool parking* (62% and 60% “not likely” to use, respectively).

## 4.0 FOLLOW-UP SURVEY FINDINGS

### 4.1 USE OF ALTERNATIVE MODES

The first follow-up survey was conducted two months after the project started. State employees were asked about their average use of alternative modes of transportation (such as bicycling, carpooling or using the bus) to get to work. The employees were asked if, during an average work week in February and March, their use of alternative modes increased, decreased or remained the same. The same question was asked in the second follow-up survey for an average work week in April and May. As can be seen in the following stacked pie chart, four out of ten (41%) said their use of alternative modes increased in April and May, compared to only 8% stating an increase in February and March.

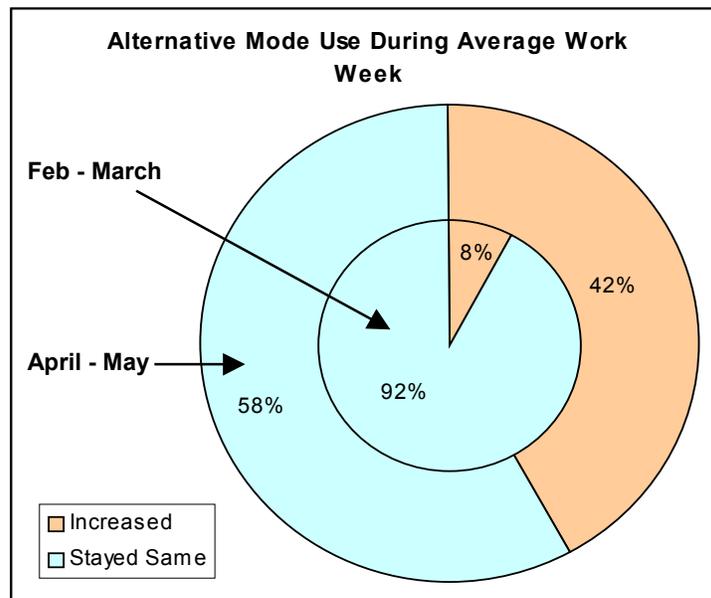


Figure 4.1: Use of Alternative Modes of Transportation During an Average Work Week

Table 4.1 shows the most commonly used modes of transportation for respondents in the baseline survey and the follow-up survey done in November 1994. The data compares the percentages for those residing in an area that has a "High Level" of bus service with those who live in an area with a "Low Level" of service for the mode most often used. Bus riding among those living in a "Low Level" service area increased significantly from the baseline survey (1%) to the November survey (12%), though the usage rates later reduced to 3% in the final survey.

**Table 4.1: Mode of Transportation Used – By Bus Service Level**

Mode of Transportation	Baseline Survey		Nov. 94 Survey	
	High	Low	High	Low
Driving Alone	81%	92%	74%	78%
Riding the Bus	7%	1%	9%	12%
Carpooling	7%	6%	13%	9%
Riding a Bicycle	4%	2%	3%	1%
Walking	2%	0%	1%	0%

As can be seen in Table 4.1 and in Figures 4.2 to 4.6, driving alone remained the most frequently used mode of transportation to get to work each day of the week. Still, the percentage of state employees driving alone to work appears to have dropped as a result of the program. The percentage driving alone to work was at a high of 81% in the baseline survey, and dropped to 71% in the first two follow-up surveys (April and June 1994). One year later, in May 1995, driving alone hit a low of 67%. The graphs also compare the percentage living in a “High Level” of service area and the mode of transportation they use, with those living in a “Low Level” service area and the sample average.

The percentage of state employees who are carpooling has increased gradually since the project started, from an average of 10% carpooling at the time the Baseline survey was conducted, to a high of 17% one year later in May 1995. The majority of carpoolers (74% - 88%) are carpooling with a household member, with 9% - 13% riding with a co-worker.

The percentage of the sample riding the bus jumped from 5% in the Baseline survey to 12% in April 1994, two months after the project started. The percentage of the sample riding the bus gradually decreased to levels of 6% - 7% in May 1995. Nine out of ten (89%) respondents who were already bus riders live in a “High Level” service area, while 11% of the bus riders live in a “Low Level” service area.

As was the case with bus riding, the percentage of the sample walking to work increased from 1% in the baseline survey to a high of 4% two months after the project started (April 1994), and then back down to 1% by May 1995. Bicycle commuting at the time of the baseline survey was 2% - 3%; and bicycle travel stayed at these levels through April 1994. Bicycle riding among the sample peaked in June 1994, with 5% riding, and again in May 1995, with 4% - 5% riding.

Figures 4.2 through 4.6 show the effect of weather on transportation choices. During the survey month of November, the use of alternative modes of transportation is at its lowest point.

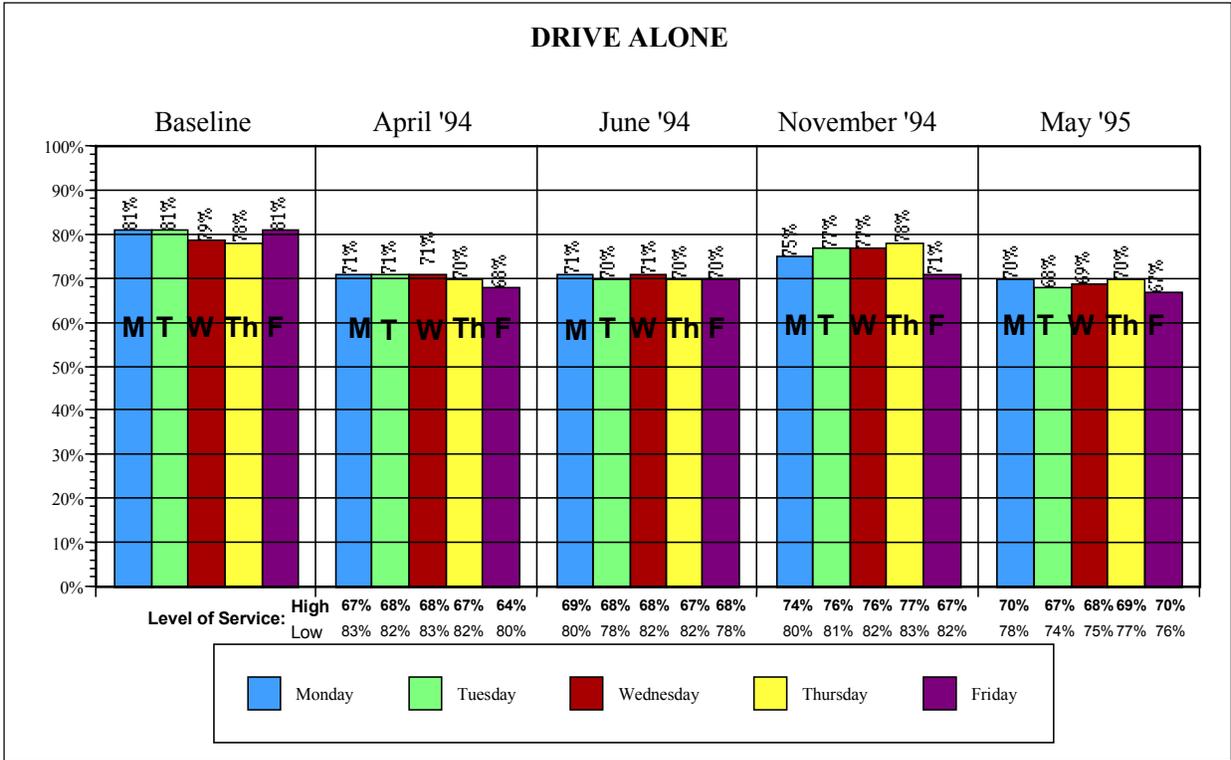


Figure 4.2: Mode of Transportation Used – Drive Alone

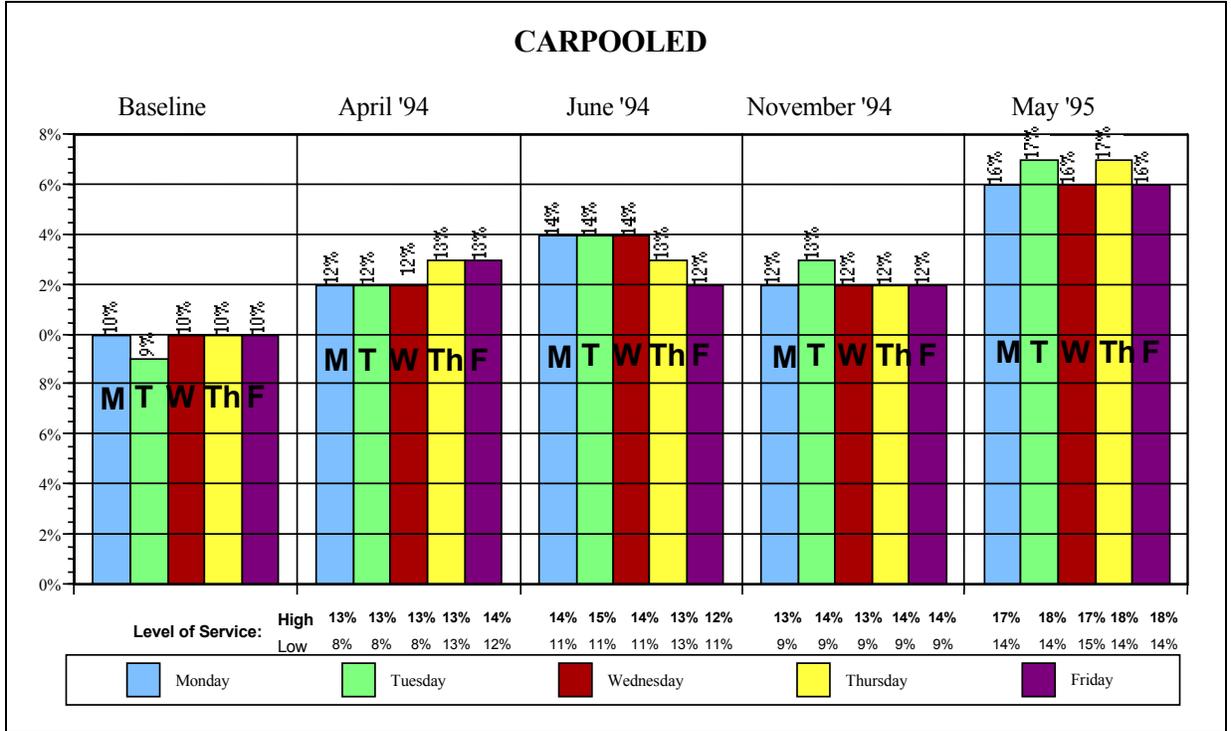


Figure 4.3: Mode of Transportation Used – Carpooled

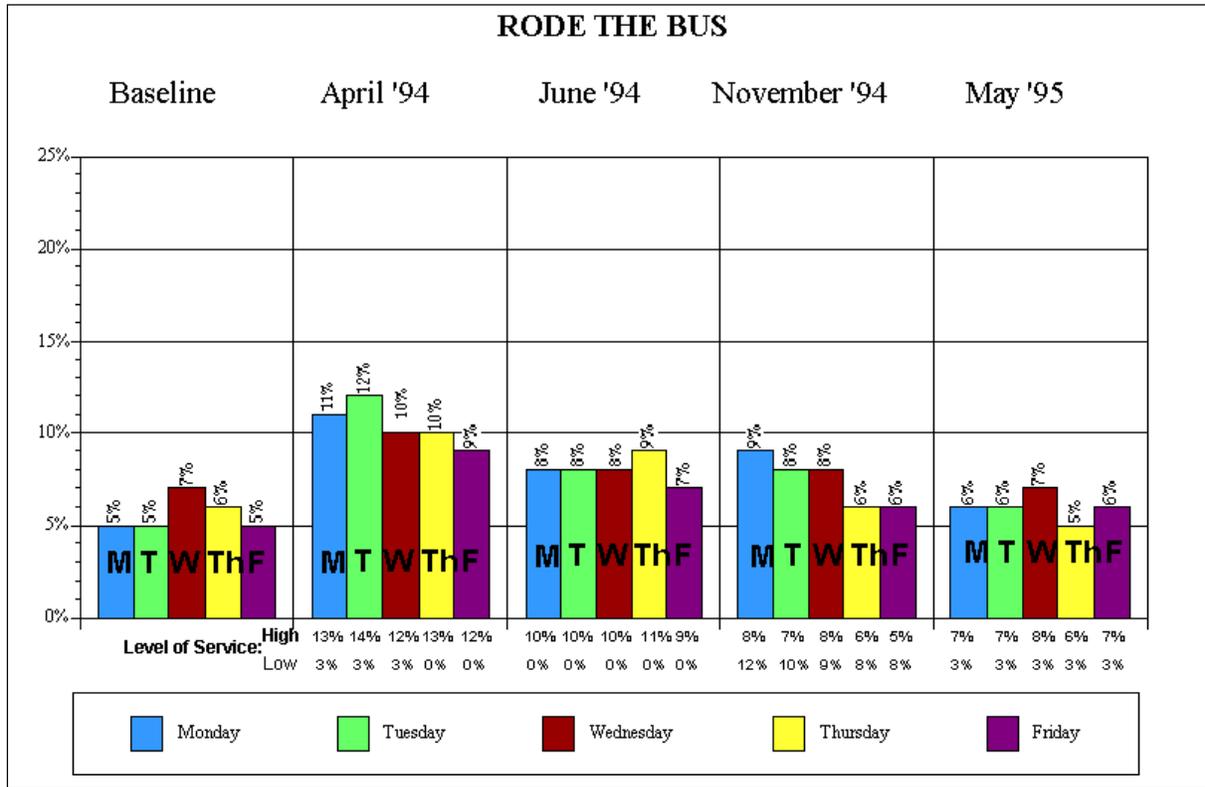


Figure 4.4: Mode of Transportation Used – Rode the Bus

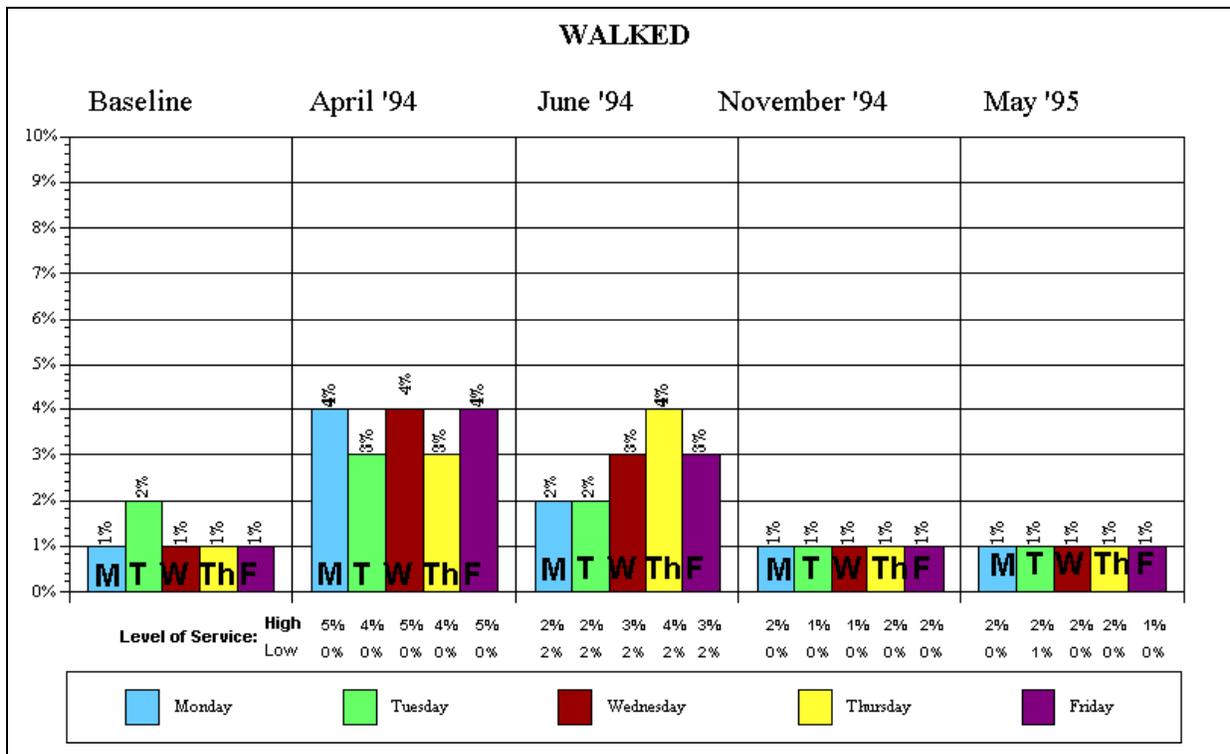


Figure 4.5: Mode of Transportation Used – Walked

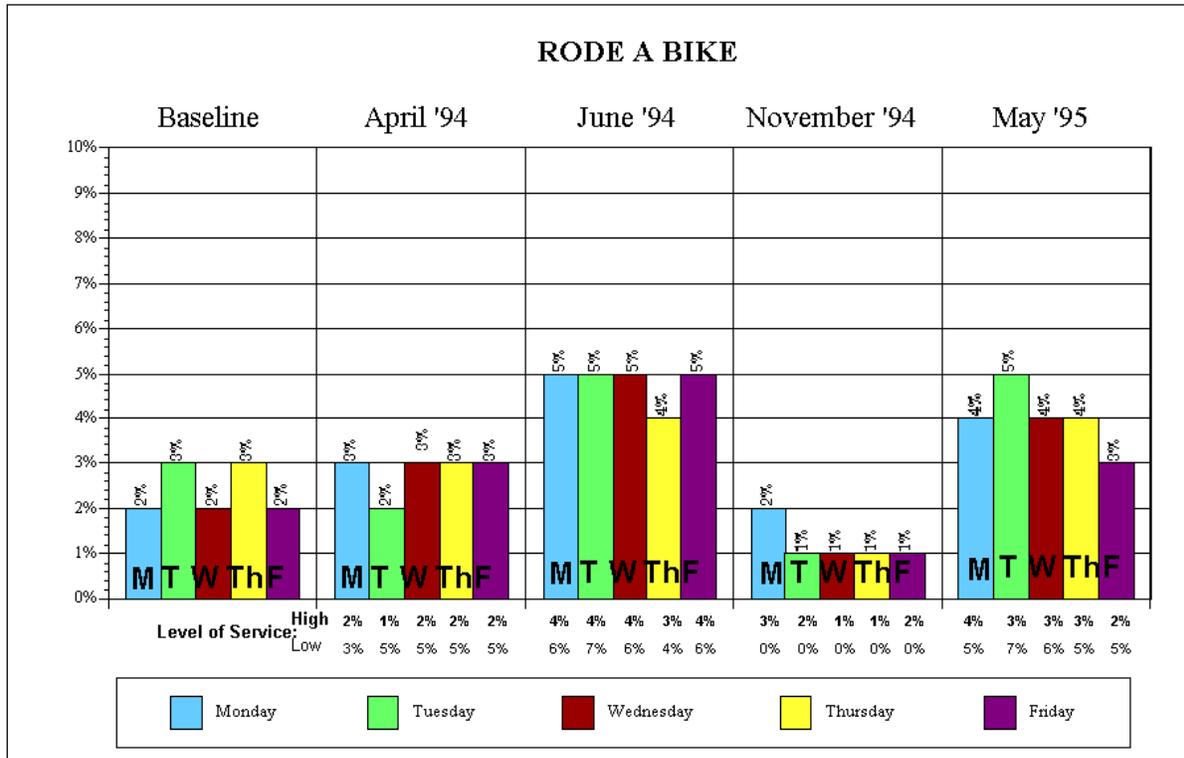


Figure 4.6: Mode of Transportation Used – Rode a Bike

## 4.2 TRANSPORTATION FAIR

Over two-thirds (69%) of the respondents in the first follow-up survey were able to attend the transportation fair and bus pass sign-up that Lane Transit staff conducted in January 1994. At least nine out of ten (91%) of those attending found the educational displays and information presented by the LTD staff at the fair to be helpful.

With the exception of three respondents, 99% of the sample received the free bus pass. Among those, three out of ten (30%) indicate they were already a bus rider, while 70% are new riders.

By the time the first follow-up survey was conducted, two months after the free bus passes were distributed, 12% of the new riders had the opportunity to use the bus pass, while 89% of the new riders had not. For those who were previous bus riders, receiving the free bus pass encouraged 40% of them to use the bus more, while 56% say their bus use did not change after receiving the pass. A small percentage (2%) were using the bus less, and 1% stopped using the bus altogether.

## 4.3 INCENTIVE CAMPAIGN

The large increase in the percentage using alternative modes in April and May can be attributed partly to the improved weather conditions, and partly to an incentive campaign launched by LTD during the months of April and May 1994. The incentive campaign was designed to encourage state employees to use alternative modes of transportation such as bicycling, carpooling or using

the bus to get to work. By using alternative modes one or two times per week, state employees received incentives such as letter openers and coffee mugs, and became eligible for prize drawings for gift certificates and bicycles.

Awareness of the April and May incentive campaign was high, with 90% of the respondents to the second follow-up survey indicating “yes,” they were aware of the campaign while it was being conducted. Word-of-mouth through other employees was the most frequently cited source of information distributed in the state employees’ office, mentioned by close to two-thirds (64%).

Recall of publicity about which employees won the prizes or where they work was also high; 82% of the sample indicate they remember hearing such publicity. At least three out of four (78%) knew the name of the designated state employee from their office or agency who was working with LTD on the year-long transportation research project. Figure 4.7 shows the percentage of the sample for the second follow-up survey who recall hearing of the incentive campaign from the various information sources.

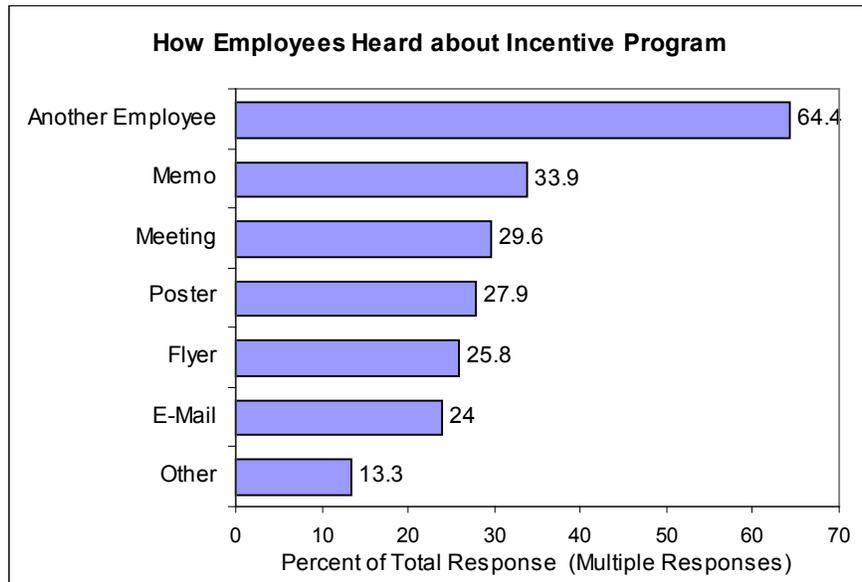


Figure 4.7: Sources of Information for Incentive Campaign

#### 4.4 PARTICIPATION IN INCENTIVE PROGRAM

Approximately four out of ten sample respondents (42%) indicate they participated in the incentive campaign during April or May (Figure 4.8).

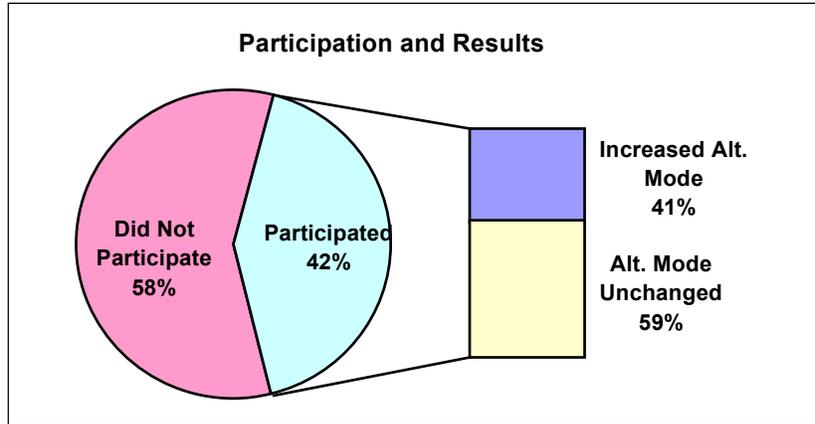


Figure 4.8: Participation in Incentive Program

As Figure 4.8 shows, among those who participated in the incentive campaign, 41% have increased their use of alternative modes. Of the 58% of the second follow-up survey respondents who *did not* participate in the incentive campaign, very few (7%) used alternative modes of transportation to get to work in April or May anyway.

Respondents in the second follow-up survey were asked if they feel the prizes and gift drawings offered during the incentive campaign provided enough encouragement to start using alternative modes. As can be seen in Figure 4.9, approximately eight out of ten (79%) respondents were *not* motivated by the gifts and incentives offered.

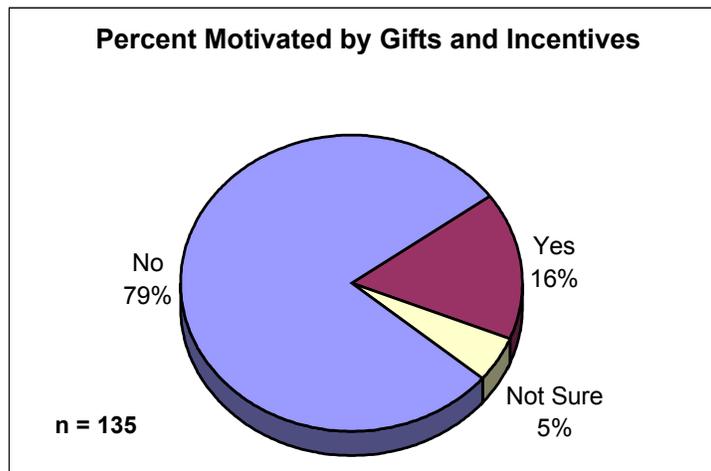


Figure 4.9: Percent Motivated by Gifts and Incentives Offered

Those respondents in the second follow-up survey who indicated they increased their use of alternative modes during the incentive campaign were asked, “*Did your use of alternative modes increase because of the incentives that were being offered?*” As can be seen in Figure 4.10, three out of four said “yes” they were motivated (55%), or partly motivated (20%) by the gifts and incentives offered.

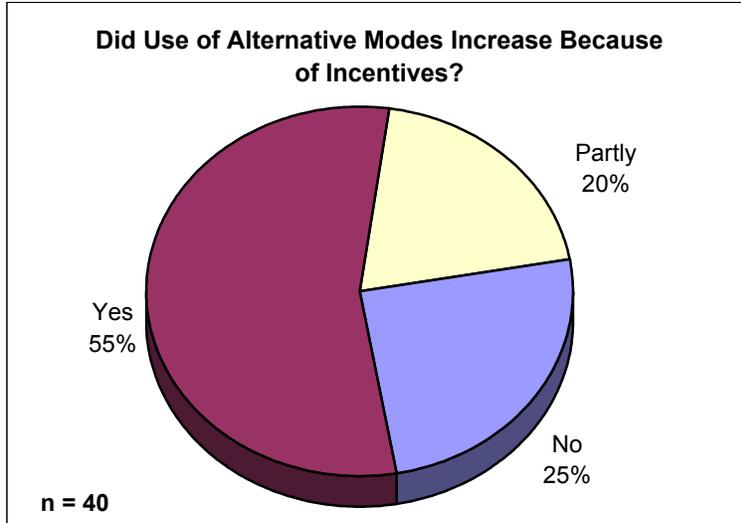


Figure 4.10: Percent Attributing Increased Use of Alternative Modes to Incentives

Before the incentive campaign, 56% of the sample used alternative modes only once a week. After the incentives, the percentage of single day users dropped to 5% (source: June 1994 survey). Three-fourths (77%) said “yes” when asked, “*Do you expect that your alternative mode use will stay at the increased level of use that you had during the incentive campaign of April and May even though this incentive campaign has ended?*” (Figure 4.11).

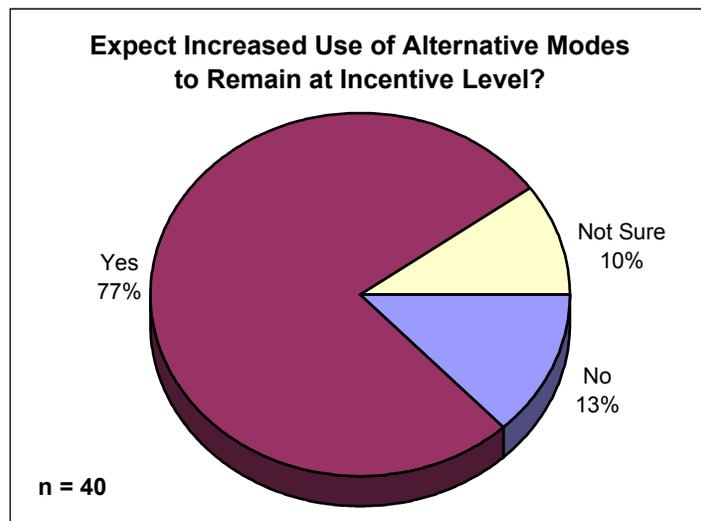


Figure 4.11: Percent Expecting Increased Use of Alternative Modes to Remain at Incentive Levels

## 5.0 SURVEY DEMOGRAPHICS

Gender, age and income data were collected with each survey. Figure 5.1 through Figure 5.3 show the demographics for each survey. Complete survey data and analysis are available from LTD planning staff.

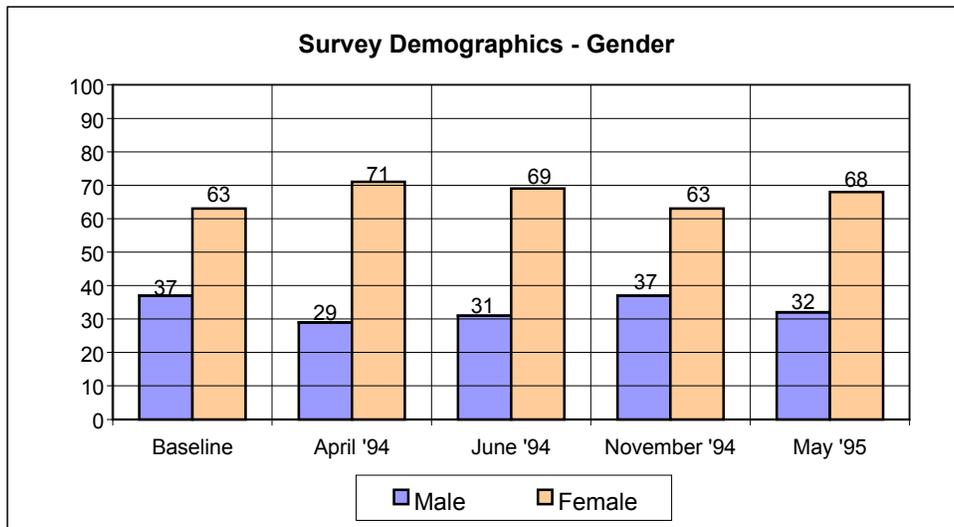


Figure 5.1: Survey Demographics – Gender

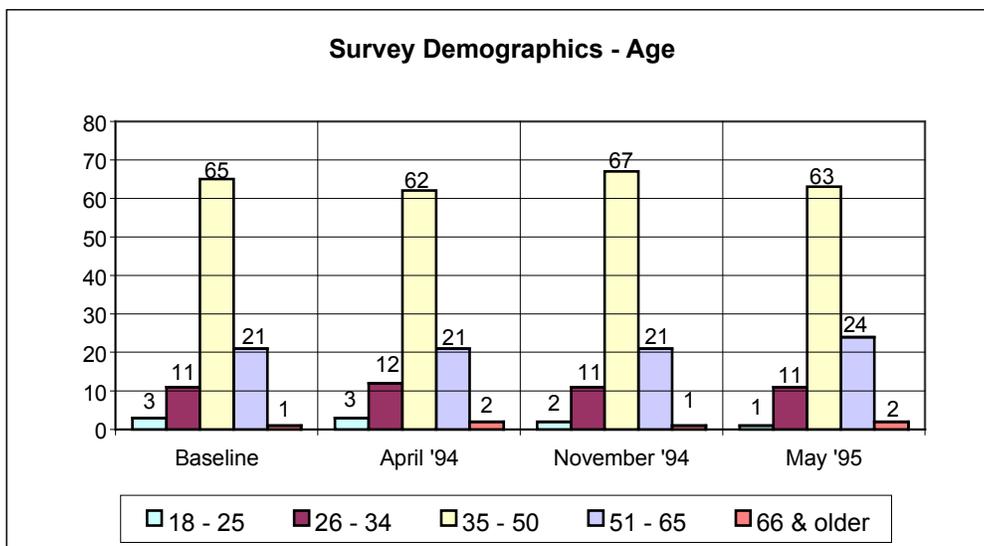


Figure 5.2: Survey Demographics – Age

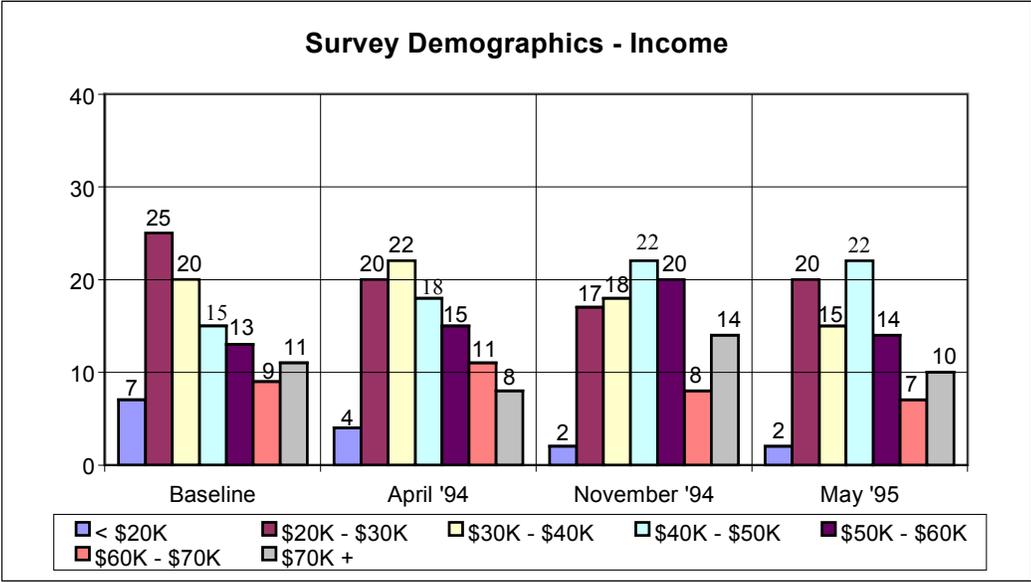


Figure 5.3: Survey Demographics – Income

**APPENDIX A**

**STATE EMPLOYEE TRANSPORTATION SURVEY**



# State Employee Transportation Survey

## Conducted by the LTD "Curb Your Car" Project

All responses on this survey will be strictly confidential and will be used for research purposes only.

1. What are your normal working hours?

Arrive \_\_\_\_\_ Leave \_\_\_\_\_ Which days  
At Work \_\_\_\_\_ Work \_\_\_\_\_ of the week  
do you work? \_\_\_\_\_

Other work hours or times? \_\_\_\_\_

Can you adjust your work schedule for commuting purposes? YES  NO   
If yes, by how many minutes? \_\_\_\_\_

2. Please let us know how you commuted to work for your **MOST RECENT REGULAR WORK WEEK** by marking one "mode of transportation" response for each day that you worked.

MODE OF TRANSPORTATION	MON	TUES	WED	THUR	FRI	SAT	SUN
Drive Alone	<input type="checkbox"/>						
Rode the Bus	<input type="checkbox"/>						
Carpool	<input type="checkbox"/>						
Bicycle	<input type="checkbox"/>						
Walk	<input type="checkbox"/>						
Other _____	<input type="checkbox"/>						

3. For your **AVERAGE work week**, what is your most commonly used mode of transportation to get to work? \_\_\_\_\_

How many minutes does this mode of transportation take you to get from your home to work? \_\_\_\_\_

4. If you usually drive alone to work, please check up to three (3) of the following reasons that are most important to you in deciding how you travel to work. (Please read all choices before selecting.)

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Need car for my job                       | <input type="checkbox"/> Irregular work schedule                | <input type="checkbox"/> Free/low-cost parking                                       |
| <input type="checkbox"/> No one available to share ride            | <input type="checkbox"/> Need car to drive other family members | <input type="checkbox"/> Inadequate bike lanes/sidewalks                             |
| <input type="checkbox"/> Need to be able to respond to emergencies | <input type="checkbox"/> Saves time                             | <input type="checkbox"/> Lack of adequate bus service                                |
|  |   | <input type="checkbox"/> Need car for personal errands during, before, or after work |

Other \_\_\_\_\_

5. How much per month do you pay to park at work? \_\_\_\_\_

Please see reverse side



**APPENDIX B**

**LANE TRANSIT DISTRICT'S "CURB YOUR CAR"  
EDUCATION AND INCENTIVE PROGRAM**



# **LTD'S "CURB YOUR CAR"**

## **DESCRIPTION OF EDUCATION AND INCENTIVE PROGRAM**

### **EMPLOYEE TRANSPORTATION COORDINATORS**

#### **Selection**

Employee Transportation Coordinators (ETCs) are designated individuals who administer the transportation program within an agency. The ETCs for the State of Oregon employee research project were selected through a voluntary self-selection process and through appointment by agency staff. Twenty-four (24) ETCs were designated for this project.

ETCs who volunteered for this assignment tended to be the most active and interested. Their ability to facilitate the various programs was beneficial to the program, and the results, in terms of participation by employees, generally were more positive. In situations where ETCs had to be appointed, it was critical that they were given time to attend to these newly assigned duties. For those without the time commitment to the agency transportation program and the ETC duties, the alternative modes program suffered from lack of attention and enthusiasm.

#### **Training**

Following selection, ETCs participated in a number of training meetings to educate them about the project and their role. These meetings reviewed time lines, offered alternative mode information, and provided the ETCs an opportunity to meet their peers. At this time, the ETCs were provided free Lane Transit District (LTD) monthly bus passes, enabling them to begin using the bus system prior to their co-workers being exposed to the program.

Additional meetings took place prior to the implementation of new incentives. These meetings were attended by 50% to 60% of the ETCs, which resulted in the need for follow-up calls or visits to ETCs who were not present. To increase participation at training meetings, incentives (such as prize drawings) should be considered. Incentives specifically for ETCs will not only increase participation, but also will build enthusiasm for the program. This program incorporated one such drawing, and the feedback was very positive.

LTD communication with ETCs took place through written correspondence and a great deal of time spent on telephone conversations. This time requirement is not likely to be reduced unless ETCs are assigned specific work hours to dedicate to the transportation program. If time were made available, most ETCs would become self-sufficient in a short period of time. In a number of instances the ETC assignment was changed, so new people had to be trained about the project. These changes required a considerable amount of extra work for LTD staff.

For future projects, an ETC manual as a supplementary training tool should be evaluated. An ETC manual would benefit ETC education and performance and would provide a reference for activities surrounding the ETC's duties. It could provide information about the specific alternate modes available, give resource information about the incentives available to employees, and give the program a more visible status within the agency.

## **Education**

During January 1994, 24 agency sites hosted transportation fairs. The purpose of the fairs was to educate employees about the research program, distribute transit passes, and educate employees about other alternative mode choices. At each agency, employees could obtain carpool matching information, transit trip planning, and bicycle route planning. Information about the fairs was given to the agency ETC in the form of memos and posters. ETCs had the option of customizing the materials, and some used other information methods such as electronic mail.

The participation rate in the fairs was very good, which is due to a number of factors. First, the fair information was posted early and was very visible. Second, the incentive of receiving a free yearlong bus pass was of value to both current and potential transit users. Third, employees had the opportunity to win gift certificates and receive small promotional giveaways, including LTD promotional items (pencils, post-it notes, etc.) and a coupon for a free cup of coffee. And fourth, refreshments were served. Besides being well received, the coffee coupon allowed LTD to partner with local businesses. The value of this type of joint promotional effort cannot be measured directly, but it certainly benefits the transit district in its work with area employers.

Some agencies utilized regularly scheduled staff meetings as the transportation fair time. Others created mandatory meetings or used drop-in sessions over the lunch hour. By far, staff meeting or special meeting format gave LTD staff the best opportunity to explain the program and distribute the materials. While there was some resentment from employees about a required meeting, the benefits of having all participants attend far outweighed the negative aspects. Overall, transportation fair participation ranged from a low of 48% to a high of 100%.

## **PASS INSTRUMENT**

### **Design**

Traditional LTD group pass programs utilize employee photo-identification cards. Due to the length of the research period and the cost of producing over 900 photo-identification cards, it was decided that a new fare instrument would be used for the state employee project. A special printed pass was designed and implemented, which required the employee to show his or her own photo identification as well as the bus pass. This procedure did not work well for the bus operators, who had to check the validity of the pass, as some employees did not consistently show photo identification with the pass, and a number of cases were documented of passes being used by non-employees.

### **Distribution**

Passes were distributed at the agency transportation fairs. LTD staff recorded the assigned pass numbers given to employees. The initial written survey was coded with the pass number, which allowed the individual to anonymously complete the survey. Employees who did not attend the transportation fair were given the pass by the agency ETC. LTD staff felt that some of the pass abuse problems resulted from employees not attending a transportation fair. The fair allowed LTD staff to explain the program, including the appropriate use of the pass, to each person as they received their pass. It was evident that some ETCs did not spend this time when they distributed the pass to individuals.

## **INCENTIVES**

### **Marketing and Promotion**

Prior to each promotional period, ETCs were invited to a meeting that focused on the incentives and how they would be administered. At the meeting, materials to promote the new incentives were discussed. Suggestions for posters, flyers, and memos were gathered and evaluated. Then materials were developed and sent to the ETCs for modification and distribution. Some ETCs used the developed pieces, while others created additional pieces to spread the word.

All of the materials were developed to allow the ETC to reproduce it internally. The exception to this procedure was a four-color poster to promote the Guaranteed Ride Home Program. For future projects, transit staff who work with ETCs should develop a package of promotional materials for use at any business. Specific aspects of the materials could still be modified, but the templates save a great deal of time. Having these materials also allows prospective participants an opportunity to see what has worked in other businesses or agencies. It is also a good idea to have samples of the incentive prizes available for display. This gives employees an opportunity to know what is coming and get excited about participating, and creates greater understanding and excitement about the role of the ETCs.

### **Tracking Participation**

Tracking participation during the eight-week prize period required a heightened level of effort by the ETCs. LTD staff produced posters, participation slips, and special receptacles for collecting the slips. The ETCs were asked to distribute and collect the participation slips, mail the slips each week to LTD, and post information about the bi-weekly incentive prizewinners. Due to ETC changes and their busy schedules, some participation slips either were late or not turned in at all. This made the task of establishing participation levels difficult. The process was also labor intensive for LTD staff. Future project should consider having the ETCs responsible for tracking participation and drawing winners directly for their agency. This may cost more in terms of the number of incentive prizes necessary for agency-level drawings; however, participation may increase because employees would feel their opportunity to win was enhanced.

### **Distribution of Incentive Prizes**

Participatory prizes were awarded for those with a minimum number of alternative modes commutes during the previous week. Distribution of the weekly awards required a high level of staff time; however, the prizes increased awareness about the incentive contest and the overall project. Posters displaying names of winners were placed in high-visibility areas to draw additional attention to the contest. A smaller number of winners were chosen bi-weekly for more significant incentive prizes, such as gift certificates to local restaurants, shopping areas, and bicycle shops. This type of incentive award was easier to inventory and to distribute; however, the impact of prizes that were used once was less than the office product or other incentive prize that was used around the office or in the home.