



BEST
Workplaces
for CommutersSM

Marketing Commuter Benefits to Employees

Implementing Commuter Benefits with
Best Workplaces for CommutersSM

United States Environmental Protection Agency
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Marketing Commuter Benefits to Employees

Implementing Commuter Benefits as One of the Nation's Best Workplaces for CommutersSM

- ▶ Although many employees are eager to sign up for commuter benefits, others will be unaware of their advantages. Employer marketing can spread information about commuter benefits and contribute to positive perceptions.
- ▶ Employers can choose from a variety of marketing strategies and messages, depending on the type of work site, communications technology, number of employees, and employee perceptions. Employers should choose those strategies and messages most appropriate for their situation.
- ▶ An effective marketing campaign includes a program launch, continuous message exposure after the launch, and periodic special promotions.
- ▶ Centralized commute information and promotion of commuter benefits are two of the required components of participation in Best Workplaces for CommutersSM.

As of October 1, 2007, Best Workplaces for CommutersSM is no longer administered by the U.S. Environmental Protection Agency and the U.S. Department of Transportation. From that date forward, the program is administered by organizations that have decided to sustain Best Workplaces for Commuters. Information on sustaining communities and organizations will be available on the www.epa.gov Web site.

This document is one in a series of briefing papers designed to help employers implement commuter benefits to achieve the Best Workplaces for CommutersSM designation.

The U.S. Environmental Protection Agency (EPA) and the U.S. Department of Transportation (DOT) established a voluntary *National Standard of Excellence* for employer-provided commuter benefits. Commuter benefits help American workers get to and from work in ways that cut air pollution and global warming pollution, improve public health, improve employee recruiting and retention, improve employee job satisfaction, and reduce expenses and taxes for employers and employees. Employers that meet the program-established *National Standard of Excellence* earn the Best Workplaces for CommutersSM designation and agree to:

- ▶ Centralize commute options information so that it is easy for employees to access and use.
- ▶ Promote the availability of commuter benefits to employees.
- ▶ Provide access to an emergency ride home (ERH) program.
- ▶ Provide one or more of the following primary commuter benefits:
 - ✓ Vanpool or transit subsidy of at least \$30 per month.
 - ✓ Cash in lieu of free parking worth at least \$30 per month.
 - ✓ Telework program that reduces commute trips by at least 6 percent on a monthly basis.
 - ✓ Other option proposed by employer and agreed to by the organization that offers the BWC designation. These services must reduce the rate at which employees drive to work alone and be perceived by employees as a significant workplace benefit.
- ▶ Provide three or more of the following additional commuter benefits:
 - ✓ Active membership in a Transportation Management Association (TMA) or participation in a voluntary regional air quality management program (e.g., Spare the Air, Air Awareness, SEQL, Clean Air Coalition) or another employer-based commuter program.
 - ✓ Active membership in a local ozone awareness program, in which you agree to notify employees of expected poor air quality and suggest ways that they might minimize polluting behaviors.

- ✓ Ridesharing or carpool matching, either in-house or through a local or regional agency.
 - ✓ Pre-tax transit benefits.
 - ✓ Pre-tax vanpool benefits.
 - ✓ Parking cash out less than \$30 per month or less than 75 percent of the actual parking benefit.
 - ✓ Shuttles from transit stations, either employer-provided or through a local TMA or similar service provider.
 - ✓ Provision of intelligent (i.e., real-time) commuting information.
 - ✓ Preferred parking for carpools and vanpools.
 - ✓ Reduced parking costs for carpools and vanpools.
 - ✓ Employer-run vanpools or subscription bus programs.
 - ✓ Employer-assisted vanpools.
 - ✓ Employer-provided membership in a carsharing program (visit <www.carsharing.net> to learn more).
 - ✓ Secure bicycle parking, showers, and lockers.
 - ✓ Electric bicycle recharging stations.
 - ✓ Employee commuting awards programs.
 - ✓ Compressed work schedules.
 - ✓ Telework (less than 6 percent of commute trips on a monthly basis).
 - ✓ Lunchtime shuttle.
 - ✓ Proximate commute (where employees work at locations closer to their homes).
 - ✓ Incentives to encourage employees to live closer to work.
 - ✓ Incentives to encourage employees to use alternative transportation (e.g., additional vacation time).
 - ✓ On-site amenities (e.g., convenience mart, dry cleaning, etc.).
 - ✓ Concierge services.
 - ✓ Other options proposed by employers.
- ▶ Employers commit to ensuring that within 18 months of applying, at least 14 percent of commute trips are taken using an alternative mode.

Disclaimer

EPA developed this briefing as a service to employers participating in Best Workplaces for CommutersSM. Information about private service providers is intended for informational purposes and does not imply endorsement by EPA or the federal government.

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Marketing Commuter Benefits to Employees: A Summary

Although many employees are eager to sign up for commuter benefits, marketing commuter benefits to employees is a necessary element of a successful program. In some cases, employers will promote commuter benefits because the firm sees benefits to both itself and to employees when fewer drive alone to work. In other cases, employers in areas with mandatory trip reduction programs need to promote commuter benefits to help achieve trip reduction targets.

Before an employee can use a benefit, s/he must be aware of it, and awareness requires marketing. The importance of marketing is highlighted by survey results from Los Angeles showing that, "Awareness of most employer transportation programs continued to decline from 1998 to 1999 after a significant drop from 1996 to 1998. The decline in program awareness is likely to be the result of weakened regional marketing efforts..." (Southern California Association of Governments (SCAG), 2000).

Marketing commuter benefits "is not a matter of preaching to the converted." People will change behavior in response to information and marketing. "[T]he single strongest predictor of switching behavior [away from single-occupancy vehicle (SOV) commuting] is extent of exposure to" an employer-based commuter benefits program. (Weber, Nice, and Lovrich, 2000)

Marketing is a continuous part of a successful commuter benefits program. A marketing program should have regular visibility, because employees' commutes change during the course of their employment.

This briefing discusses both marketing strategies—the means used to communicate information with employees—and marketing messages—the substance and associations that form the content.

Marketing Strategies

Employers can select from a variety of strategies to publicize commuter benefits to employees. Marketing techniques should be tailored to the individual employer—what messages its employees are likely to respond to, what communications technology employees use, the size of the employer, and whether there are one or more work sites.

As with any new benefit, employers will want to raise awareness, and increase use, of commuter benefits among employees. Most employers will undertake two related marketing efforts: a kickoff campaign when an employer begins implementing a commuter benefits program and ongoing marketing efforts to ensure that both new and continuing employees are aware of the program.

Program Implementation and Launch

One guide (UK Department of the Environment, Transport, and the Regions, 2000) recommends a three-step marketing plan for implementing commuter benefits:

- ▶ **Introduce the plan with flyers and posters for visibility.** Even before the plan is implemented, employees should be aware that a new benefit will be introduced.
- ▶ **Disseminate results from employee travel survey.** Generally employers survey employees about their current travel patterns before implementing a commuter benefits program. These results should be publicized.
- ▶ **Launch the commuter benefits plan, preferably in conjunction with an event such as bike-to-work week, walk-to-work week, or wellness fairs.** A major event gives the new benefit a higher profile. Events could be entirely employer-sponsored, or linked with region-wide events.

Larger employers seeking ways to solicit input from employees might convene focus groups. These provide valuable information to human resources and management regarding employees' problems with commuting, perceptions about changing modes from solo driving, and potential messages about the program.

Ongoing Marketing

Keep the program prominent after the launch. In order for a program to be as effective as possible, employees need to be periodically reminded of it. Employees' commute situations may change during the course of their employment, so even if they were not interested in participating initially or when they began employment, they may later become interested.

"Ridesharing [or any transportation decision] is not a 'one-time purchase'. The average rideshare arrangement lasts two and a half years." (SCAG, 2000) An employee may transfer from a location not well served by transit to a downtown office, or move closer to the workplace. "A significant number of commuters change their work location and/or residence in a two year period." (SCAG, 2000) Other circumstances may change; congestion along a corridor may worsen

dramatically, or the employer may expand so that adequate parking is at a premium. Not surprisingly, satisfaction with the commute declines as congestion worsens (SCAG, 2000), and congestion is worsening in most metropolitan areas. An employee dissatisfied with the current commute is more receptive to a message about how to change, and employees will reach the threshold of dissatisfaction at different times. Whatever the reason that an employee's commute and/or attitude changes, a marketing program with regular visibility ensures that when it does change, s/he has recently seen commuter benefits information. For all these reasons, employers should ensure that employees are aware of commuter benefits programs throughout their tenure with the employer.

Ongoing marketing includes three components:

- ▶ Company orientation for new employees.
- ▶ Ongoing awareness.
- ▶ Special promotional events.

1. Company orientation for new employees.

This is an excellent time to introduce commuter benefits to new hires. Employers may also wish to use commuter benefits as a selling point for potential new hires during the recruitment process. Numerous employers have reported that commuter benefits are extremely useful recruiting tools. (U.S. EPA, 2001)

2. Ongoing awareness marketing includes:

- ▶ **Advertisements in places seen frequently by employees** (cafeteria, garage, elevators, etc.). Most employers have formal or informal areas for disseminating information. Some employers with extensive commuter benefits programs have designated areas for program information and updates.
- ▶ **Flyers/brochures/posters.** These can be posted in visible locations, given out at orientation and special promotional events, and given to employees interested in the program. If there is a theme to the campaign, it should be featured prominently in these materials.
- ▶ **Face to face meetings.** This technique is more applicable for a small employer with one work site, but could also be used by a large employer in a group format. The commuter benefits staff can meet with interested employees one-on-one, give presentations to various departments, or speak at employer-wide events.
- ▶ **Company newsletters.** Monthly or quarterly newsletters are good opportunities to remind employees about commuter benefits. Refer to the employer case studies for more tips.

- ▶ **Voicemail or email broadcast.** If an employer regularly uses this channel to communicate, this is an excellent way to alert employees to changes in or deadlines connected with the commuter benefits ("This Friday begins open season for registering for transit vouchers...").

Employers should ensure that if such broadcasts are not accessible to all employees (for example, if some employees have no, or limited, computer access), then other strategies must be used to reach these workers. Also, employees already participating could have a separate list for special announcements.

- ▶ **Inserts to paychecks.** Because all employees receive paychecks or payroll advisories, this method ensures that employees will see the information.
- ▶ **Company Web site or intranet.** Usefulness depends on employees' access to computers and whether information on other employer programs is also available this way. If employees are accustomed to obtaining information at a company site, information about commuter benefits should be posted here and updated as necessary.

- ▶ **3. Special promotional events.** Special events call attention to a commuter benefits program in a very visible way. For example, an employers could sponsor a "Pool Day" to encourage car/vanpooling. Such days could be sponsored exclusively by the employer, coordinated with other area employers (for example, all the tenants of one building or office park could jointly sponsor such an event), or held in conjunction with area-wide promotions, such as a regional "Bike to Work Week." Refer to Appendix A for additional tips for success.

Marketing may also include incentives such as:

- ▶ **Awards or prize drawings to recognize employees using transit or carpools.** Awards can range from low value items such as t-shirts and commuter mugs to prizes such as generous gift certificates to area retailers and weekend trips. Employers can tie chances of winning directly to the frequency of non-solo driving. Alternatively, employers can set low requirements (for example, ridesharing once per week) for participation in awards programs to encourage wider use of ridesharing.
- ▶ **Commuter Club.** Commuter Clubs are composed of members who do not drive alone to work at least a minimum number of days per week. Members may receive incentives such as gift certificates, discounts at participating merchants, and/or coupons.

Role of the Commuter Benefits Administrator

In addition to the strategies employed, the person administering commuter benefits—whether a human resources manager, benefits specialist, or employee transportation coordinator—plays a major role in the success of the program. If the administrator does not drive alone to work, s/he can be an excellent advocate for the program and explain benefits based on personal experience. It also greatly aids the program to have a “champion” at the employment site, whether or not that person is the same one who administers the program.

The office administering commuter benefits should be a repository of all necessary information for non-solo driving. This includes employer-produced information such as:

- ▶ Detailed explanations of how benefits work (either stand-alone documents or information incorporated into a package on other benefits).
- ▶ Average cost or time savings for various benefits (for example, an explanation of how much money the average employee could save with parking cash out, including the cost of the space, decreased fuel cost, and wear-and-tear on the vehicle).
- ▶ Answers to employee questions.

If the employer offers transit benefits, the person administering the program should also have transit information available, such as routes and schedules, so that an interested employee can obtain everything necessary to begin using transit. The same is true for vanpool schedules, park-and-rides, and bicycle parking information. Providing information through a centralized office is one of the requirements of earning the Best Workplaces for CommutersTM designation.

Measuring Employee Awareness

Many employers use surveys to help determine the effectiveness of commuter benefit. Questions about awareness of the program could be added to surveys to find out how many employees are aware of the program and to what extent (for example, they may have a vague idea that such a program exists but not understand the details). A survey could also be used to solicit ideas for how to better market the program.

Marketing Messages

The messages that the employer uses to promote the program are important. Some of the messages below, selected from various programs, may be useful in persuading employees to try switching from solo driving:

- ▶ **“We encourage you,” not “You have to.”** Employees can be skeptical of efforts to reduce solo driving if they see the program as mandatory. Marketing should emphasize that employees have the option of trying other commute modes. One guide (UK Department of the Environment, Transport, and the Regions, 2000) recommends paying particular attention to language, noting that employers should say, “We encourage people to try alternative modes” instead of “We would like people to use alternative modes.”
- ▶ **“Try another mode at least once.”** Employees may be more easily convinced to switch from solo driving once they have successfully tried other modes. The goal is a “conversion experience”—a personal experience more powerful than any factual information or testimonials from other people. For example, Penny Baxter, Vanpool Coordinator at University of California at San Diego, has a program in which potential riders can ride for three days free on a trial basis.

While Ms. Baxter did not have figures available on the number of people who had tried this option, she said that everyone who has tried it has become a regular rider. Employers may wish to give incentives for trying non-solo driving modes at least once, in order to promote such conversion experiences.

- ▶ **“Switching can be incremental or occasional.”** Because the prospect of stopping solo driving altogether may be daunting, employees may be more responsive to a message that encourages them to use other modes occasionally. The Regional Public Transportation Authority (Phoenix, Arizona) sponsored a “Don’t Drive One in Five” campaign aimed at encouraging people to change modes once per week.
- ▶ **“Reduce stress by not driving alone.”** According to research cited in the Washington State Employee Transportation Coordinator (ETC) Handbook, “reducing stress” is the primary motivating benefit in encouraging employees to switch modes from solo driving. Marketing materials on this topic can include images of frustrated commuters stuck in traffic, breathing smog, and risking accidents.

► **“Save money.”** This is the second motivating benefit cited in the Washington State ETC Handbook. Although messages will differ depending on whether the employer provides benefits or the employee pays for them with pre-tax dollars, either arrangement saves the employee money. If an employer offers parking cash out benefits, marketing messages can emphasize that the employee takes home more money by giving up a parking space.

► **“Improve Your Health.”** Encourage employees to resolve to get in better shape, save money, give back to the community, and help protect the environment. All of these resolutions can be fulfilled by one simple action—drive their car less! Try biking, walking, or riding the bus to work or when they do errands. They’ll get more exercise, save money they would otherwise be spending on gas and parking, improve air quality, and help promote a sustainable transportation system for the community.

► **“Help the environment.”** Although this tends to influence commuting decisions far less than personal considerations, for some employees reducing pollution may be a motivating factor. It may also be a factor in areas where poor air quality is widely perceived as a problem. For example, a survey for the Regional Public Transportation Authority (Phoenix, Arizona) found that more than half of respondents had a household member who experienced health problems when pollution levels were high. Employers can emphasize these messages in conjunction with regional clean air campaigns, such as “Ozone Action Days.”

Some employers write tag lines for their marketing campaigns that emphasize their message, and use the slogan throughout their marketing materials.

Employee Perceptions and Demographics

The Washington State ETC Handbook emphasizes the importance of identifying employee attitudes and targeting marketing messages accordingly. They divide employees into five groups:

1. Dedicated non-single occupant vehicle (SOV) commuters. This group can provide excellent examples and testimonials, as well as direct implementation assistance. The program should be sure to reward people in this category.
2. Borderline non-SOV commuters. They have a strong interest in ridesharing, but need encouragement to make the change from solo driving. Personal attention to this group is recommended.
3. Passive solo drivers. This group is unaware of or has only a mild interest in ridesharing. It is important to convince

this group that potential benefits outweigh perceived drawbacks.

4. Borderline anti-high occupant vehicle (HOV) commuters. This group will require strong incentives to switch from solo driving. They may try ridesharing only after it becomes the workplace norm.
5. Dedicated solo drivers. This group enjoys driving alone and is very unlikely to change. A program should not waste time on this group.

The same handbook also cites research from the Washington State Department of Transportation that found the most receptive employees for non-SOV commuting are 25–44 years old; work at professional, skilled labor, or administrative jobs; have at least some college education; and are middle class or upper middle class.

A more in-depth analysis of Washington State’s data developed a useful portrait of the switcher: the employee who switched from driving alone to some other mode. (Weber, Nice, and Lovrich, 2000) They found that switchers:

- Are more aware of a Commute Trip Reduction (CTR) program.
- Come from organizations where the CTR program is strongly supported.
- Engage in other activities promoting environmental stewardship.
- Are less concerned with the “convenience and flexibility” costs and benefits of SOV commuting than non-switchers.
- Perceive the presence of reasonably convenient alternatives to SOV travel.

Marketing can help on four of the five points listed above.

1. Increase program awareness.
2. Demonstrate organizational support for the program.
3. Highlight the environmental benefits of switching.
4. Provide information on reasonably convenient alternatives to an SOV commute.

The fact that those most likely to switch are less concerned about convenience and flexibility does not mean that marketing should ignore this point. Those most ready to switch might need less persuasion on this point, but others do need information of convenience, and many will respond to it.

Employer Case Studies

These case studies describe approaches taken by four employers to market commuter benefits to their employees.

Although these do not span the entire range of possibilities, they show how different strategies can fit different situations.

City of Richardson, Texas

With 950 employees located in 30 different buildings, as well as people in certain departments on duty at all hours, the City of Richardson, Texas, has shown that implementing a successful commuter benefits program in a municipal government setting is possible.

Using a varied menu of programs, every employee can find some way to reduce trips or make the trips they do take more environmentally friendly. Year-round programs include discounted monthly transit passes; free daily transit passes for meetings or training; subsidized vanpool services and preferred parking; support for carpool, telework, biking and walking (with bicycle storage and shower facilities); staggered scheduling to avoid rush hour; and an ERH program.

Employees join the program by filling out a survey that asks basic geographical and travel information. All information is entered into the Employee Transportation Demand Management (TDM) database. Using monthly participation information sent in by the employees, trip, mileage, and pollution savings are calculated. Monthly prize drawings are then held. All participants, regardless of the amount of trips saved, are eligible to win in the monthly drawings.

Each November, an awards luncheon is held to recognize top participants of the program. Special recognition is given to the TDM Employee of the Year, TDM Trivia Champion, and vanpool captains.

Other programs and events include Alternative Vehicle test drives; vehicle maintenance recognition; alternate fuel fleet vehicles; special scheduling for equipment on Ozone days; monthly TDM trivia question; Web site for program information; monthly email updates and email alerts of upcoming ozone days from the city's Health Department.

Each year since 1993, the City of Richardson has received the Dallas Regional Mobility Coalition's award for exceptional efforts to implement commuter strategies. In 2001, the North Texas Clean Air Coalition named Richardson its Employer of the Year, and awarded the GOLD LEVEL recognition to the city in 2002 and 2003 for its commuter benefits programs. In November 2003, the City of Richardson enhanced its commuter benefits to meet the criteria of the Best Workplaces for CommutersSM program, thus

becoming one of the first Best Workplaces for CommutersSM in the Dallas-Ft. Worth area.

Every year more Richardson employees see how simple it is to make a difference in air quality, congestion, and overall quality of life in their community.

Juniper Networks, Inc., Sunnyvale, California

At its headquarters in Sunnyvale, Juniper Networks employees enjoy many commuter benefits. Eco Passes, which provide free use of participating bus and light rail programs seven days a week, are available to all employees. Juniper has set a very aggressive trip reduction goal of more than 20 percent over a 2-year period.

Additionally, all employees can take advantage of pre-tax benefits for the use of transit and vanpools; bicycling, walking, carpooling and vanpool support; preferential parking for carpoolers; transit shuttles; and an ERH program. Juniper Networks also offers employees a host of on-site amenities, including dental services, volleyball and basketball courts, a fitness center, and a full-service cafeteria.

Juniper Networks also offers employees a vast array of commuting information on a company Intranet site. The site not only contains information on Juniper Networks' commuter benefits program, but also links to general transit information and services. The Intranet site even includes transit commute options for getting to and from the Juniper Networks' offices.

In May of each year, the company holds a Bike-to-Work Day to encourage employees to try commuting to work via bicycle. Employees get free bike tune-ups and participants are eligible for other prizes. The day coincides with Bike-to-Work Week and draws bike vendors from around the area.

In 2001, EPA recognized Juniper Networks for participating in the Best Workplaces for CommutersSM program. The Bay Area Air Quality Management District named Juniper Networks as one of its "impact" award recipients for the 2001 Spare the Air Employer Program, and the City of Sunnyvale awarded the company a 2002 Environmental Achievement Award for Transportation Programs.

Juniper Networks employees overwhelmingly support the program, which continues to see increasing levels of participation.

Western Washington University, Bellingham, Washington

Carol Berry is the employee transportation coordinator for Western Washington University. She began promoting the university's commuter benefits program several years ago with

a very small budget and few materials. School administration granted Ms. Berry use of a number of information kiosks around campus, so she refurbished the kiosks to advertise their program and designed a newsletter to distribute.

When school administration saw the effects of Ms. Berry's promotions, they provided funding for more, higher-quality materials. Now she emails all employees a full 2-page newsletter in PDF format every year. A shorter, more frequently updated version is distributed at the kiosks, and a supplementary brochure is sent to new employees.

It asks: "You Got the Job—How are You Going to Get to Work Every Day?" Ms. Berry also sends press releases about commuter benefits to the university's general faculty and staff newsletter and maintains a listserv of groups who are invested in the commuter benefits program: the staff/employee council, administrators group, and the faculty senate.

Ms. Berry emphasizes the following about promoting a commuter benefits program: "It's important that you emphasize that walking, riding a bike, or taking a bus to work is easy, fun, rewarding, and mainstream." She explained that commuter benefits are not only for employees who are devoted to saving the environment—they are for everyone, and everyone can take advantage of them.

Pfizer New Jersey

Paul Metzger is the commute options coordinator for Pfizer in Morris Plains, New Jersey. His primary goal is to encourage Pfizer employees to use alternative methods of commuting. He writes a monthly newsletter about commuting options, made accessible to employees through a link on Pfizer's intranet home-page. Three to four times a year, he holds a Commute Options Day in the Pfizer cafeteria, distributing informational materials and answering questions about alternative methods of commuting.

Mr. Metzger shared some tips about the content of an effective newsletter:

- ▶ Keep it short.
- ▶ Include graphics to make it appealing.
- ▶ Make sure that your text is catchy and upbeat.
- ▶ Focus on a few topics each newsletter—do not overload your reader with information.
- ▶ Make it easy and fast to read.

Mr. Metzger's newsletter is always accessible to employees, either electronically or in hard-copy form, at information

kiosks. "Our program targets employees who have frustrating commutes," he said, "and there is always information available when they're thinking about rideshare."

Associations and Contacts

Employers who would like assistance in promoting commuter benefits or would like access to marketing materials are encouraged to contact the Transportation Management Association (TMA), rideshare organization, or transit agency in their area. These organizations often sponsor regional events such as a Bike to Work week or Ozone Action Days, and may be able to provide promotional materials to employers. Some of these agencies even have branches that focus on working with employers on promotion and implementation of commuter benefits. Detailed lists of TMAs, rideshare organizations, and transit agencies are found in the briefing papers on Emergency Ride Home and Carpooling Incentive Programs.

Information Clearinghouses

The following organizations may also offer assistance for employers in promoting commuter benefits:

Association for Commuter Transportation

1401 Peachtree Street, Suite 440
Atlanta, GA 30309
Tel: 678-916-4940
Fax: 678-244-4151
Act@act-hq.com
www.ACTweb.org

The Association for Commuter Transportation (ACT) is a membership organization that promotes commuter choice and transportation demand management. They sponsor annual conferences on commuting, and publish educational materials for employers.

National Transportation Demand Management (TDM) and Telework Clearinghouse

National Center for Transit Research
University of South Florida
4202 E. Fowler Avenue
CUT100
Tampa, FL 33620-5375
Tel: 813-974-3120
www.nctr.usf.edu/clearinghouse

The National TDM and Telework Clearinghouse is a compendium of research and information on TDM and tele-

working. TDM refers to Transportation Demand Management—a set of programs and policies that are designed to make the best use of existing transportation resources without additional infrastructure investment. Much of the Clearinghouse information is available electronically. The web site contains information for employers interested in establishing trip reduction programs and commuter benefits.

Appendix A

Ten Tips for a Successful Commute Options Event

- 1. Promote, promote, promote!** Before your alternative commuting event begins, make sure employees know about it. Place advertisements for it in common spaces, in the company newsletter, and on the intranet Web site.
- 2. Set up an alternative commuting booth or table in the main entry hall of your worksite.** Have a colorful, eye-catching display. Stand by the space during peak hours (8:30-9:30 AM and 4:30-5:30 PM) to hand out brochures and answer questions.
- 3. Give every employee a reason to stop at your table.** Offer coffee and donuts (if early in the day), candy, or items like travel mugs or clip-on reflectors for walkers and cyclists.
- 4. Use the “everybody does it” method of persuasion.** It's important to let employees know that using an alternative mode of transportation is fun, cost-effective, and, importantly, mainstream.
- 5. Establish a list of employees who already use an alternative mode.** Encourage drive-alone commuters to talk to these employees.
- 6. Make sure employees leave your table with something in their hands—a brochure, a flyer, a postcard, or a business card.** You might not be able to convince them to change their commuting habits after talking to them for only a few minutes, but when they do think about it (after a particularly bad day's commute), they should know where to get more information about their commuting benefits.
- 7. Show employees that their coworkers have already had success using alternative modes of transportation.** Incorporate your commuting awards program into the alternative commute event and include employee testimonials in your materials.

8. Ask that your president or CEO walk or ride a bicycle to work and say a few words about alternative transportation. It will show employees that the whole company is devoted to changing the way it commutes.

9. To promote bicycle commuting, ask your local bicycle shop to perform free tune-ups on employees' bicycles. It's good advertising for the shop, and you can promote your commuter benefits program to your employees while they wait for their bicycles to be fixed.

10. Work closely with your local Transportation Management Association. They will have the information and materials you need to make a powerful impression on your employees. They might also send a representative to help you answer your employees' questions.

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