

# PART ONE PLAN BACKGROUND

## OVERVIEW

Pursuant to Rhode Island General Law 36-6-21.1, the Department of Administration (RIDOA), Division of Planning, in cooperation with Rhode Island Public Transit Authority (RIPTA), assembled the State Employee Task Force for the purpose of developing a State Employee Transportation Guide Plan intended to reduce single occupant vehicle (SOV) commuting and vehicle miles traveled (VMT) by Rhode Island State Employees.

The Task Force, consisting of RIPTA, RIDOA, and representatives from the Rhode Island Department of Transportation (RIDOT), Rhode Island Department of Environmental Management (RIDEM), Rhode Island Department of Health (RIDOH), Rhode Island Statewide Planning Program (RISPP), and representative from a state employee union, was formed to develop, publicize, and implement this plan that will offer incentives and alternatives for state employees to reduce vehicle miles traveled (VMT) in commuting to work.

The recommendations of the plan will promote alternate forms of travel and help achieve the desired VMT reduction goals help alleviate parking shortages on Capitol Hill, and reduce commuting costs for employees. Other benefits of achieving this include:

- reduced highway congestion,
- improved air quality,
- reduced fuel consumption, and
- minimize detrimental environmental impacts of SOV commuting

The plan also contains information on commuter incentive programs and strategies used in other areas. This information was used to assist Rhode Island in developing an approach to reducing SOV commuting that is informed by the strengths and weaknesses of methods tested around the country.

Per the legislation, this plan includes a means for determining base year values of vehicle miles traveled to work with goals for reduction moving forward. The goals targeted by the legislation are as follows:

- Reduce weekly VMT by 15% by January 2012



- Reduce weekly VMT by 25% by January 2014
- Reduce weekly VMT by 35% by January 2016

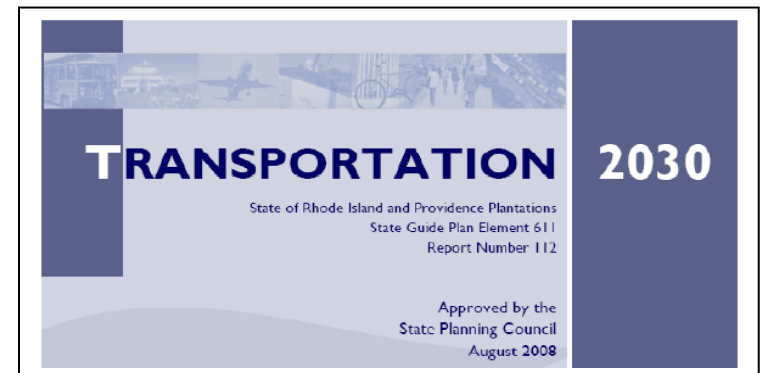
Additionally, the legislation includes an offer of a RIPTA transit pass to employees in lieu of parking privileges.

## BACKGROUND

The concept of reducing commuting VMT is not a new one, the movement towards decreasing SOV travel has been growing for many years, as it has been tied to peak hour commuting congestion and worsening air quality conditions in metropolitan areas around the country.

A successful state employee VMT reduction plan would help support several goals and recommendations already outlined in *Transportation 2030*, the Long Range transportation element of the Rhode Island State Guide Plan, created in 2008:

- The State of Rhode Island, as the largest employer, should be targeted for special promotions to enable employees to choose an alternative to the single-occupant auto for work trips. Policy changes in the provision of free and low-cost parking must be considered to provide success to this type of endeavor. Page 2-9*
- “Develop a program for state government, as a major employer leading by example, to encourage alternative modes. For example, the existing policy of providing free parking for state employees does not encourage transit use. Promote greater use of financial incentives, similar to those provided by the private sector. Develop a telecommuting policy as an option to reduce travel demand.” H.3.1 Page 5-24*
- “Encourage private sector and government participation in EPA's *Commuter Choice Leadership Initiative* and *Best Workplaces for Commuters*.” H.3.k Page 5-24*
- “Provide a safe, robust, and convenient network of transit and shared ride services with seamless intermodal connections in support of increased*



employment opportunities, improved environmental quality, and reduced congestion and auto dependency.”  
*Goal T page 5-44*

- ❑ “Increase transit ridership.” *Objective T.1.a Page 5-44*
- ❑ “Increase carpooling and vanpooling.” *Objective T.1.b Page 5-44*

Another State Guide Plan element that this plan is consistent with and helps carry forward its policies and objectives is *Land Use 2025* which was adopted in 2006. *Land Use 2025* stresses compact development principles and more dense and vibrant urban centers. *Land Use 2025* addresses transportation and contains two key objectives that are consistent with goals and objectives of this plan:

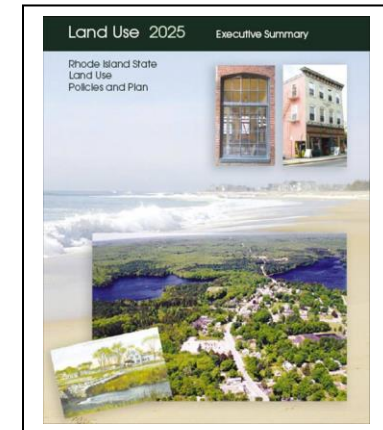
- ❑ *Promote intermodal centers and greater reliance on transit. LUO 4E Page 2-8*
- ❑ *Provide pedestrian connections through all centers and urban districts. LUO 4F Page 2-8*

Compact development and sound land use policies consistent with those in *Land Use 2025* promote overall VMT reduction, not just commuting VMT, by encouraging and making more efficient use of public transit and non-motorized modes, such as bicycling and walking.

As previously mentioned, one of the benefits or co-benefits of reducing SOV commuting includes improving air quality and minimizing the negative environmental impacts of the SOV mode of travel. Climate change and specifically the impact and role transportation has in contributing to global warming and Greenhouse Gas emissions (GHG) is in the forefront of federal and statewide transportation planning policy today.

It is estimated that 28 percent of greenhouse gases in the U.S. are derived from the transportation sector, and 82 percent of those GHG emissions are from carbon dioxide (CO<sub>2</sub>) the most prevalent greenhouse gas, an emission resulting from fossil fuel combustion of motor vehicles. The largest source of the transportation GHGs is the light duty motor vehicle.

A policy contained in *Transportation 2030* pertains specifically to greenhouse gases and the need to reduce our emissions as a state:



- ❑ *Reduce emissions of air pollutants and greenhouse gases from mobile sources, and conserve energy by reducing vehicles miles traveled; reducing the number of single occupant vehicle trips; promoting increased usage of high efficiency vehicle technologies; and retaining vegetated buffers. EN.2.a Page5-16*

Additionally, in May of 2007, a report was produced by the Special Legislative Commission to Study Transit Services in the State of Rhode Island, and its recommendations helped transform RIPTA into Rhode Islands Mobility Manager, another positive step towards implementing the goals, policies, objectives and strategies of the Long Range Transportation Plan mentioned above.

So the timing is right, and this plan provides a perfect opportunity to help achieve the existing goals, recommendations, and strategies already called for in our plans and policies, and also create new ones that will promote more cost savings, a cleaner environment, healthier lifestyles, and reducing single occupant vehicle commuting by state employees.



# PART TWO BASELINE TRAVEL BEHAVIOR

## Baseline Travel Behavior Model

In order to effectively propose solutions for reducing VMTs by state employees, it is important to first establish baseline data to examine current commuting characteristics. To determine baseline values, data was collected on state employee characteristics from two main data sources in late Spring of 2009. Baseline values were calculated from 2 primary data sets in order to determine the proportion of single occupant vehicle commute trips and VMTs by state employees

- 1) Administrative data from the state:
  - Home address
  - Work address
  - Department
- 2) Survey of state employees – surveymonkey.com
  - Commuting information

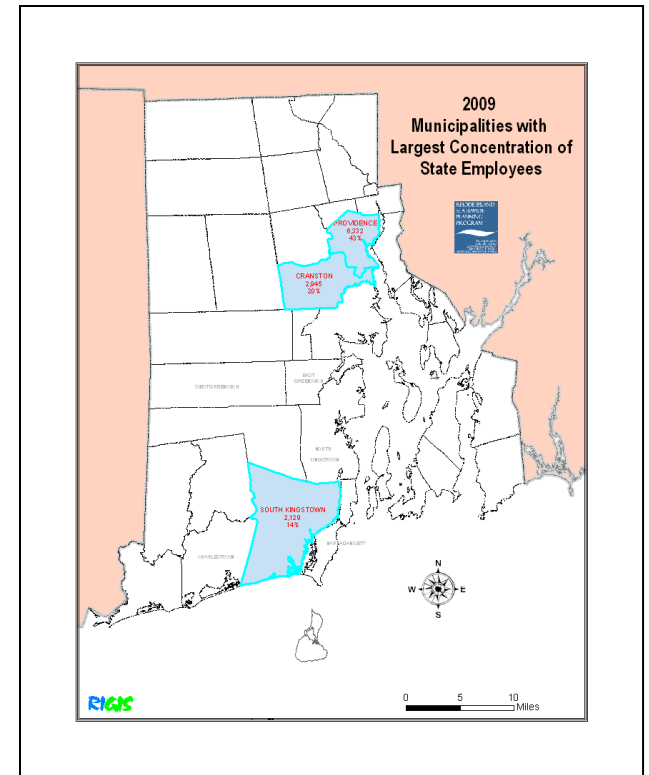
## Statewide Data

The results of the statewide data collection effort are as follows:

- Total workers - 14,472
- Largest Work Locations (accounts for more than 75% of all workers)
 

Providence	6,332 workers (42.9%)
Cranston	2,945 workers (19.9%)
South Kingstown	2,129 workers (14.4%)
- Largest State Departments
 

State Colleges	4,092 workers (28.3%)
Corrections	1,402 workers (9.7%)
MHRH	1,272 workers (8.8%)



## Survey Results

Nearly 18 percent of state employees responded to a commuting behavior survey which revealed the following:

- Modes of Transit
  - 87% of workers drive alone
  - 5% of workers carpool
  - 3% of workers ride the bus
  - 5% of workers bike, walk, or work at home

The percent of state workers who drive alone is significantly higher than both the national and state averages presented in the 2000 Census of 73.2% nationally, and 80.1% statewide respectively. The 7% difference in Drive Alone mode between state employees and the rest of the Rhode Island workforce might be explained by the availability of free parking at the major state agency locations.

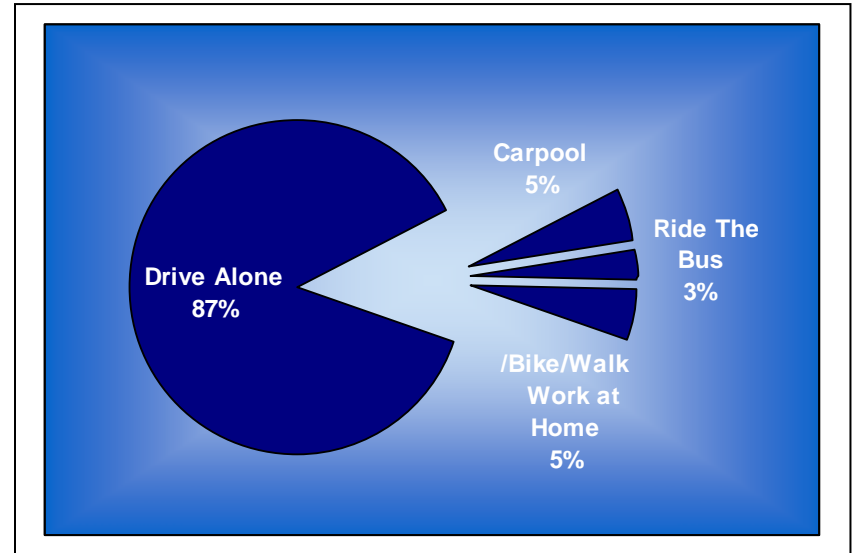
*Each week, RI state workers collectively drive around the earth at its widest point 62 times. This amounts to a total of 40,000 tons of carbon emissions annually.*

## Baseline Commuter Figures

- Weekly VMT (WVMT) - 1,531,527
- Average daily commute - 10.8 miles
- Annual VMT - 79,639,404

## VMT Goals

- Reduce weekly VMT by 15% by January 2012



**State Employee Goal WVMT: 1,301,789**

- Reduce weekly VMT by 25% by January 2014

**State Employee Goal WVMT: 1,148,645**

- Reduce weekly VMT by 35% by January 2016

**State Employee Goal WVMT: 995,493**

The VMT reduction goals called for in 2012 can be achieved if...

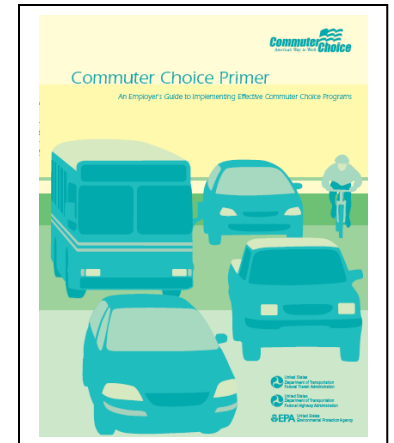
- 16% of workers currently driving alone take the bus, or
- 17% of workers currently driving alone vanpool, or
- 30% of workers currently driving alone carpool



# PART THREE Commuting Alternatives

It is important to first discuss some of the options or alternative modes of travel that are available and being used around the country and the globe today, and become familiar with the terminology associated with them.

A major resource available to all employers and employees is Commuter Choice, sponsored by the Federal Highway Administration (FHWA), US. Department of Transportation (USDOT), and US Environmental Protection Agency (EPA). “Commuter Choice is a nationwide initiative encouraging employers to offer a broad range of commuting options to their employees. This means expanding the choices available for employees to get to and accomplish their work, whether they are transportation options such as public transportation, bicycles, carpools, modified work schedules, or technology options such as telecommuting that change how work is done.”



The Commuter Choice Primer *An Employer's Guide to Implementing Effective Commuter Choice Programs* was used as a guide in the development of this State Employee Transportation Guide Plan and the following commuter choice definitions, options, and common strategies used as alternatives to single occupant commuting are taken directly from the primer:

## Mode Choice

**Transit**—In areas where bus, train, or ferry service is available and convenient for commuting, some employees choose to ride transit. Many regions of the United States have commuter express services that are designed to bring employees from centralized pick-up points in or near residential areas to major employment centers. Employer strategies to induce more transit use include:

- parking cash-out,
- employee transit benefits, and
- on-site transit pass sales or distribution.

**Carpooling**—Carpooling can be as simple as two

**Parking Cash-Out**—Parking cash-out refers to a commuter benefit that offers employees the option to accept taxable cash income, up to \$185 per month, instead of a free or subsidized parking space at work. This benefit gives the employee the choice of how to use the money, for parking or for a tax-free transit or vanpool voucher/ pass, or accept the balance of the cash-out in taxable cash.

*Free or subsidized parking makes it easier for employees to drive alone instead of considering the other options. If employees are given the cash instead of the parking, they may think twice about how to use that money.*





or more employees or neighbors who live near one another sharing the ride to work in a privately owned vehicle. Employers can assist in the formation of carpools by matching employees who live near each other into groups that may be able to share a ride. Employer strategies to encourage carpooling include:

- ride-matching,
- free and/or preferential parking,
- parking cash-out.
- reward programs (ie prize drawings)

**Rideshare Matching**— A way of locating and matching potential carpools. There are several ways of matching carpools or vanpools:

- Create a “ride-match” bulletin board at the worksite where employees can post riders- or rides-wanted cards.
- Match potential riders using their home ZIP codes. Some companies use their personnel file records to create ZIP code listings. Very large companies sometimes create or purchase special software that matches employees by home locations and work hours. Groups of employees can get together in “meet your match” events.
- Register with a regional rideshare agency that provides this service for employers. These services are usually free.

**Vanpooling**— a group of people coming to the same workplace, riding together in a van. Most vanpools in the United States have 7–15 riders, with 1 or 2 agreeing to drive the van every day. Employers or employees can own the van or lease the van from a “third party” vendor. Vanpooling tends to work best for commutes of at least 25 miles or more each way. Employer strategies to encourage vanpooling include:

- ride-matching,
- preferential parking, and
- parking cash-out.

**Preferential Parking**—Parking preferences include strategies such as free parking passes and access to preferred parking locations. Preferential parking location is a convenience incentive that reserves the most desirable parking spaces for carpools. The more convenient the location, the greater the incentive. Plus, it may save employees time walking across a large parking lot. Preferred location can be proximity to the entrance or exit or a safe covered area of the parking lot.

**Bicycling and Walking**—For some, walking or riding a bike to work is a viable commute alternative. Some employees choose these options for health reasons. Employer strategies to encourage bicycling and walking include:

- safe and secure storage for bicycles,
- shower and locker facilities, and
- parking cash-out.

## Time Choice



**Alternative Work Schedules**—Just as flextime is now very common with U.S. employers, more organizations are also implementing alternative work schedules. These schedules can include longer days with more time off or staggered shifts:

- Compressed Work Week**—Employees work a full week in 4 days instead of 5. The typical work day is 8.75 hours.
- Staggered Work Hours**—This strategy can help to reduce peak period traffic at the worksite by staggering the times when employees arrive and leave work so they do not all access the site at the same time.

## Location Choice

**Telework**—Working from home is a popular and often necessary arrangement for small businesses. Increasingly, larger organizations are allowing employees to work from home a few days per week or month. These arrangements have been made on an informal basis for a long time where an employee and supervisor agree to allow some work to be done from home. Employers are now adopting formal telework (also known as telecommuting) policies that spell out who can participate, the conditions for teleworking, and the nature of the relationship between the “teleworker” and “telemanager.” In some cases, the employer assists with equipping a home office (e.g., adding a high-speed Internet connection or enhancing home computer equipment). Teleworking benefits employees and the employer alike. Employees are often more productive on their telework days, and employers can save on office space and expenses.

A small portion of teleworkers work from a telecenter. This is an office shared by many employers that offers some services, such as copying, office space, etc.

**Live Near Work**—Employers can encourage employees to live near the worksite by providing information to new employees on areas that have reduced commute times or are near transit lines. Some employers even provide rent subsidies for employees who re-locate closer to the work site. Under very competitive recruiting environments, some employers (such as universities) participate in the development of affordable housing close to the worksite.

Another option is called “proximate commuting.” This option allows employees to work at branch locations nearer their homes.



## OTHER EMPLOYER STRATEGIES AND SUPPORTING SERVICES

**Commuter Choice Tax Benefits**—The Internal Revenue Code allows employers to offer their employees tax free commute benefits under the Commuter Choice tax benefits provisions. These programs are financial incentives to employees, usually encouraging them to switch from driving alone to transit or vanpool.

There are several ways that employers can provide this employee benefit, including an employer-paid program, pre-tax benefit, or a combination of the two. In an employer-paid program, the employer purchases a transit pass or voucher using company funds and provides it to the employee. The employer deducts the cost of the benefit from its corporate income taxes, and the benefit is free of all income and payroll taxes to the employee

**On-Site Information Center**—Although many employees will get information via newsletters, websites, and word-of-mouth, having an on-site information center can give visibility to the Commuter Choice program. This can be as simple as a bulletin board and information rack in or near the coordinator's office. Here, transit schedules and routes, vanpool routes, upcoming events, and incentive programs can be publicized.

**Guaranteed Ride Home**—Provide emergency transportation for Commuter Choice program participants in case they have an emergency and cannot wait for their bus, train, vanpool, or carpool to take them. This service will help to overcome one of the greatest concerns employees have about leaving their car at home. Experience has shown that these emergencies do not occur very often. Emergency transportation can be provided through the use of employer vehicles, rental cars, or taxis.

**On-Site Facilities**—On-site facilities include physical improvements made to accommodate alternative mode users. These facilities include showers and lockers for those who walk or ride their bicycles to work, secure and safe bicycle storage on-site, transit stop improvements adjacent to the worksite, sidewalks from transit stops to entrances, and parking structures or covered parking that can accommodate vanpools.

## OTHER STATE STRATEGIES AND SUPPORTING SERVICES EXAMPLES

Another program used as a resource for this plan development was the *Best Workplaces for Commuters*, a membership program that recognizes employers offering outstanding commuter benefits and choices to its employees. The national Standards of Excellence of this program were developed by the National Center for Transit Research (NCTR) and the U.S. Environmental Protection Agency (EPA), and membership as a *Best Workplaces for Commuters* comes with benefits such as technical assistance, web based tools, training, and



information exchange amongst members.

A goal of this plan is for the State of Rhode Island to gain membership in this program, be designated a *Best Workplace for Commuters* (BWC) and take advantage of the benefits this program has to offer.

Below is a look at what other states and government entities that have the BWC designation are doing to reduce VMTs by their employees. These examples are intended to assist the RI State Employee Task Force in developing recommendations and strategies to reduce SOV commuting and VMTs in this plan.

**North Carolina:** The N.C. Department of Transportation has been designated as a Best Workplace for Commuters.



- Telecommute** options to field workers
- The department offers both flexible work hour schedules and **compressed work week** schedules.
- Employees who work in the Raleigh area can ride the City of Raleigh transit system, Capital Area Transit (CAT); and the Regional transit system, Triangle Transit, free of

charge.

- Employees who vanpool to the downtown Raleigh area are entitled to a \$15 per month fare subsidy and NCDOT provides **priority parking for vanpools** close to the building entrances.
- Employees also have access to an on-line **rideshare matching** service that provides an instantaneous match list of individuals who may be potential rideshare partners.

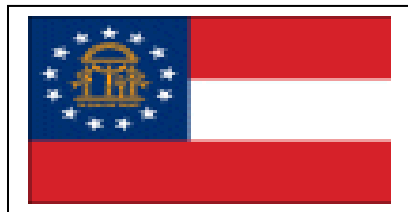
**North Carolina:** City of Asheville

- Designated a Best Workplaces for Commuters.



- ❑ The City of Asheville provides a transit pass benefit and a significant **compressed work week program** for employees.
- ❑ They provide rideshare matching, preferred parking for carpools, emergency ride home, **secure bicycle parking** and amenities, and a bikesharing program.

**Georgia:**



- ❑ The State Personnel Administration in Atlanta is designated a Best Workplace for Commuters.
- ❑ A **telework** program eliminates an estimated 8 percent of employee commute trips and a
- ❑ A **compressed work week** program eliminates approximately 10 percent of employee commute trips.
- ❑ Supporting benefits include an active membership in a Transportation Management Association (TMA), rideshare matching, pretax transit and vanpool subsidies, secure bicycle parking, employee commuting awards programs, and healthy initiatives.
- ❑ An **emergency ride home** program is also offered

**Aspen, Colorado:** The City of Aspen is designated a Best Workplace for Commuters in recognition of the comprehensive Transportation Demand Management programs offered to employees and the community.

- ❑ The City provides **free transit passes** and supports **flexible work schedules** and **telecommuting** for employees.
- ❑ City employees are encouraged to use commute alternatives and are **not provided with free parking**.



- Fleet bicycles and shower facilities are available at City Hall.
- Free eight-route transit system** which carries over 1-million passengers annually.
- Paid parking has been implemented both as a commute disincentive and as a TDM funding mechanism.
- Carpooling** is encouraged through the provision of free parking permits for carpools of two or more.
- The results of a comprehensive program show traffic remaining at 1993 levels – a major goal of the City's comprehensive plan.

**California:** Orange County

- is designated a Best Workplace for Commuters
- The County offers a variety of innovative programs including a “Try the Train on Us” or “Try the Bus on Us” program.
- Any employee who has not ridden transit to work during the past 90 days receives a complimentary 4-trip Metrolink ticket or 1-day OCTA pass.
- Any employee who **rideshares** at least 5 work days per month for 3 months or longer is eligible for **Commuter Club gift cards and discounts**.



**Washington D.C.:** The United States Department of State

- designated a Best Workplace for Commuters
- employees can take advantage of transit and vanpool benefits and **telework** and **compressed work week** options



- carpool** matching, **preferred parking and reduced costs** for carpools and vanpools,
- shuttles available from transit stations, as well as a lunch time **shuttle service**
- secure bicycle parking, bikesharing, showers, and lockers,

**Arizona:** The City of Mesa

- Designated a Best Workplaces for Commuters



- provides transit subsidy
- offers **ridesharing and carpool matching**
- has secure bicycle parking, plus showers and lockers
- offers employee **commuting awards program**
- has **compressed work schedules**

**Rhode Island:**

Some of the following services and more are currently managed by RIPTA as Rhode Islands Mobility Manager through *Commuter Resource RI* (CRRRI) a free program co-sponsored by RIDOT and funded by FHWA. The information is available via the RIPTA website at <http://www.ripta.com>



This valuable resource is available to all employers in the state, and is another example



of the commitment Rhode Island has begun to make in providing all commuters choices and alternatives to single occupant vehicle commuting and traveling in general.

**Eco Pass:**

- Employer based discounted transit program
- Employer subsidizes 100% of cost; \$1.39 per ride
- Employees receive yearly Eco Pass at no cost
- Employer only charged for rides taken
- Rides are calculated on GFI fair box and produces detailed ridership reports

Commuter Resource RI is currently working on an EcoPass that would offer unlimited rides at a cost that both employer and employee can share.

**U-Pass:**

- University students, faculty and staff use “smart card” IDs to ride RIPTA buses
- Universities are billed according to contract based on number of rides
- URI, Rhode Island College and CCRI purchase passes at full price and subsidize 50%

**Voucher Pass Program:**

- Employees receive monthly vouchers
- Vouchers can be redeemed at Kennedy Plaza for 50% off monthly pass and 15 ride passes
- Employer is billed for the number of vouchers redeemed at the end of each month

**Employer Sales Location Partial Subsidy:**

- Employer can buy passes and sell them on site
- Employer buys passes at full price and can sell them for the discount they choose
- Employer is responsible for reconciling with RIPTA each month
- Current participants include Textron, RI Hospital, and Women and Infants Hospital.

In addition, CRRRI offers ridesharing and carpool matching via its Alternetrides program on the RITPA website, a Commuter Challenge program to incentivize commuters to try an alternate travel mode such as biking or walking, and





has expanded its Guaranteed Ride Home program (GRH) to include EcoPass transit users in the event of emergency or unexpected overtime. Free taxi rides home of up to 100 dollars gratuity not included, twice per year.

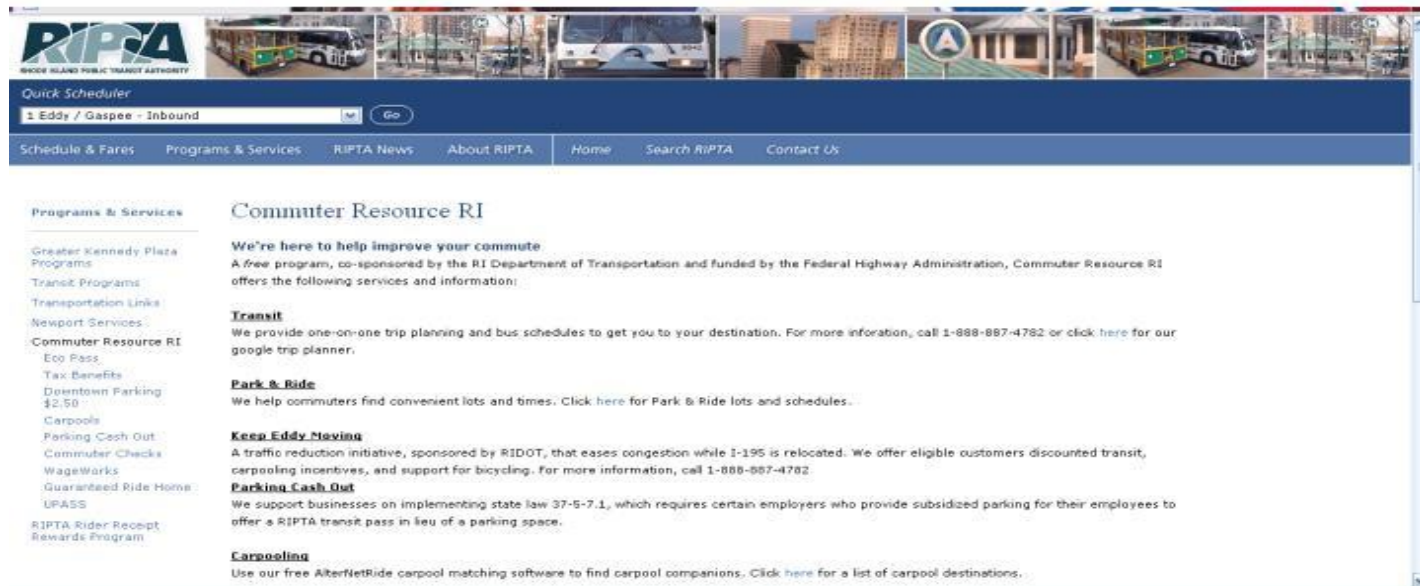


# PART FOUR Incentive Recommendations

This plan presents recommendations around the Commuter Choice topic areas from the previous section. Within each category, there is an overall goal, followed by objectives, policies, strategies and performance measures. Collectively, these are referred to as “recommendations.”

The Task Force selected the following recommendations, which are comprised of goals, strategies and performance measures that will best meet the desired VMT reduction goals of the legislation, while also complimenting or advancing the goals, and strategies of State Guide Plan Element 611, *Transportation 2030*, and *Land Use 2025*.

Included in the recommendations are the applicable incentives, services and benefits already being offered and provided by RIPTA under the *Commuter Resource RI* program for all employers and employees in the state.



**Mode Choice Options**

**BIKE/WALK TO WORK**

<b>GOAL</b>	B	Maintain and expand an integrated statewide network of on-road and off-road bicycle routes and sidewalks to provide a safe and viable means of travel for commuting, enhance transit usage, reduce auto dependency, and reduce vehicle mile travelled (VMT) by state employees.
<b>Objectives</b>	B.1.a	Increase bicycle/walk ridership mode share by state employee commuters
<b>Strategies</b>	B.2.a	Maintain existing bicycle paths, on-street lanes and sidewalks in and around state office locations in a clean, safe, and attractive condition.
	B.2.b	Install bike-parking facilities and cyclist amenities such as showers and lockers at state office locations and parking garages.
	B.2.c	Promote bicycling and walking as a viable and healthy transportation choice for commuters through email newsletter
	B.2.d	Provide a qualified bicycle commuting reimbursement of up to \$20 per month for reasonable expenses incurred by the employee in conjunction with their commute to work by bike. (Bicycle Commuter Act 2009 – IRS Code 132f)
	B.2.e	State participation in all RIPTA Commuter Resource RI Program services and incentives
	B.2.f	Develop bike path access brochure
<b>Performance Measures</b>		Increase mode share of walk/bike commuting from ___% to ___% by 2012, ___% to ___% by 2014, ___% to ___% by 2016



# CARPOOLING/VANPOOLING

<b>GOAL</b>	C	Expand the use of carpooling and vanpooling as a safe and viable means of travel for commuting, reduce single occupant vehicle commuting, and reduce vehicle mile travelled (VMT) by state employees
<b>Objectives</b>	C.1.a	Increase Carpooling/Vanpooling mode share by state employee commuters
<b>Strategies</b>	C.2.a	Preferred Carpool/Vanpool parking at state office Locations
	C.2.b	Offer free or reduced price carpool/vanpool parking costs in state office garages
	C.2.c	Connect worksites with Alternet Rides service
	C.2.d	Distribute Carpool/Vanpool Lot Location Info.
	C.2.e	Provide guaranteed ride home service
	C.2.f	State participation in all RIPTA Commuter Resource RI Program services and incentives
<b>Performance Measures</b>		Increase mode share of carpool/vanpool commuting from ___% to ___% by 2012, ___% to ___% by 2014, ___% to ___% by 2016



# TRANSIT

<b>GOAL</b>	TR	Provide a safe, robust, and convenient network of buses, trains and ferries, with seamless intermodal connections, and increase access to state office locations, as a safe and viable means of travel for commuting, reducing auto dependency, and reducing vehicle mile travelled (VMT) by state employees.
<b>Objectives</b>	TR.1.a	Increase transit mode share by state employee commuters
<b>Strategies</b>	TR.2.a	Offer RIPTA Eco Pass for all state employees
	TR.2.b	Provide on-site sales of transit passes at major state office locations
	TR.2.c	Publish an electronic commuter guide (similar to CommuterRegister.com in Connecticut).
	TR.2.d	State participation in all RIPTA Commuter Resource RI Program services and incentives
<b>Performance Measures</b>	TR.3.a	Increase mode share of transit commuting from ___% to ___% by 2012, ___% to ___% by 2014, ___% to ___% by 2016



## Location Choice Options

<b>TELECOMMUTE</b>		
<b>GOAL</b>	T	Develop a telecommuting program as a TDM strategy and make it a viable commuting alternative for the purpose of, reducing auto dependency, and reducing vehicle mile travelled (VMT) by state employees
<b>Objectives</b>	T.1.a	Increase telecommuting by state employee commuters
<b>Objectives</b>	T.1.b	Reduce number of single occupant vehicle commute trips by state employees be recognized as a Best Workplace for Commuters
<b>Strategies</b>	T.2.a	Select one state agency for a one-year pilot project, testing a model telecommuting program. (what agency?)
<b>Performance Measures</b>		Reduce by at least __ percent the number of single occupant commuting trips the department of ____ employees make



**Time Choice Options**

**COMPRESSED WORK WEEK**

<b>GOAL</b>	CW	Develop a compressed work week option for state employees as a TDM strategy and make it a viable commuting alternative for the purpose of, reducing auto dependency, and reducing vehicle mile travelled (VMT) by state employees
<b>Objectives</b>	CW.1.a	Reduce number of single occupant vehicle commute trips by state employees
<b>Strategies</b>	CW.2.a	Institute a compressed work week pilot program during the summer months by agencies not requiring full five day a week coverage
<b>Performance Measures</b>	CW.3.a	Reduce by at least ___ percent the number of single occupant vehicle commuting trips employees make



## Other Employer Strategies and Supporting Services

# PARKING MANAGEMENT

<b>GOAL</b>	P	Phase out the provision of free parking privileges for single occupant vehicle commuting state employees as a TDM strategy to reduce auto dependency, enhance transit usage, and reduce vehicle mile travelled (VMT) by state employees
<b>Objectives</b>	P.1.a	Reduce number of single occupant vehicle commute trips by state employees
<b>Strategies</b>	P.2.a	Offer RIPTA transit pass in lieu of free parking privileges - Parking Cash Out Program
	P.2.b	Offer Free or reduced price parking costs in garages for carpool/vanpools
	P.2.c	Eliminate free parking for state employees working in Providence (state legislature, DOA, DOH, DOT, etc)
	P.2.d	Implement paid parking both as a commute disincentive and as a TDM funding mechanism
<b>Performance Measures</b>		





# ENCOURAGE/EDUCATE

<b>GOAL</b>	E	Develop greater awareness of the benefits and cost savings associated with various TDM strategies, and commuting alternatives available to state employees in an effort to reduce auto dependency, and reduce vehicle mile travelled (VMT).
<b>Objectives</b>	E.1.a	Reduce number of single occupant vehicle commute trips by state employees
<b>Strategies</b>	E.2.a	Include State Employee Transportation Plan in new employee orientations, or in brochure.
	E.2.b	Introduce the plan with flyers and posters for visibility
	E.2.c	Publicize on website, newsletters, paycheck inserts, etc
	E.2.d	Recognize employees using transit or carpools
	E.2.e	Promote commuter alternatives and incentives for commuters through email newsletter
	E.2.f	Reward employees for socially and environmentally responsible commuting (Prize drawings or bonus vacation time for commuters who do not drive alone to work)
	E.2.g	Create a Commuter Club for state employees
	E.2.h	Challenge employees to not drive alone to work and use other commute options - (Offer rewards)
<b>Performance Measures</b>	E.3.a	

