



Commuting Incentive Report

September 2007

ACKNOWLEDGEMENT OF TEAM MEMBERS

Special thanks to the people who worked on this project.

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EXECUTIVE SUMMARY:

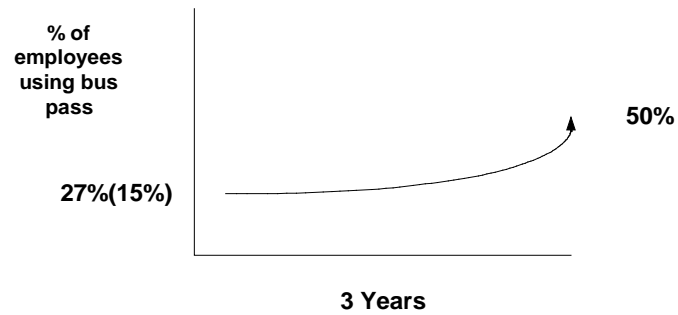
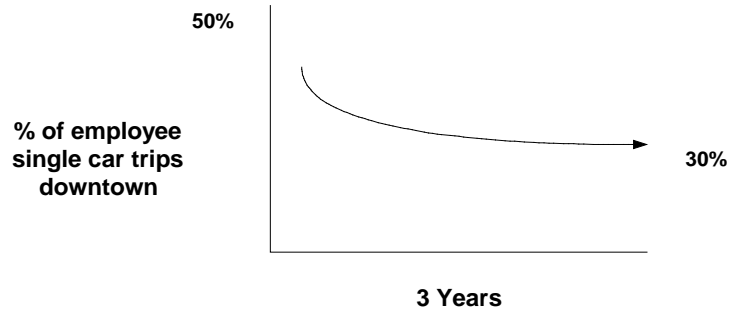
As part of The Natural Step training initiative, a team was organized to look into incentives for employees to use alternative methods to single occupancy vehicles when coming to work. A survey was created to assess the current utilization of various transportation options and to determine the appeal of various incentives or options to the single car.

Based on the survey results, comments from individuals, comparisons to year 2000 benchmarks and information collected in looking at other cities initiatives, the team recommends the following initiatives be examined and implemented.

1. Create a marketing campaign directed at City Employees to increase the use of alternative transportation options.
2. Increase Madison Employee Pass usage to 50% at least once a week.
3. Reinforce the use of alternative and flexible work scheduling per APM 2.35 guidelines.
4. Create a monthly incentive program for bikers and walkers within a larger overall Employee Wellness Program.
5. Create a committee to study the possibilities of creating a City-sponsored childcare or after-school care center for children of city employees.

Initial Baseline Data and Predictions

Commuting Incentive Changes



Frequency of Bus use	2000 Survey-Good Weather	2000 Survey-Bad Weather	2007 Survey-(No specific weather conditions)
Never	69%	65%	35%
Once a week (Occasionally)	3.3%	3.8%	5.6%
More than once/wk (Regularly)	7.4%	8.5%	12.58%
Every Day	7.4%	10.1%	15.72%

OVERVIEW:

As part of the City of Madison's efforts to become a "greener" city, our team took on the challenge of getting more City employees to utilize alternative transportation methods besides the single occupancy automobile. Our overall objective was to reduce the number of single-occupancy car trips to the downtown area and to prevent Dane County from becoming a non-compliance zone under the EPA's air quality standard, which could lead to costly regulatory requirements.

CURRENT SITUATION:

The team initially analyzed data from several sources. The 2000 Employee Transportation Survey, data from Metro Transit on employee use of transit passes and comparative data from other municipalities. The team determined that an Employee Transportation Survey (see Appendix) needed to be conducted again to determine the utilization of various options, barriers to utilizing various options and opportunities for offering other options that would appeal to employees.

The 2000 Employee Transportation Survey highlighted that 50% of City staff drive alone to work during good weather. Depending on the weather, between 65%-69% of employees stated they 'never' took the bus.

The 2007 survey results showed an improvement over the past several years and some areas that may need attention. Approximately 38% of the respondents said they had driven alone during an average week and only 35% said they had never used a bus. It is not altogether clear as to why these improvements have occurred, but the team speculated that the Madison Employee Pass has been an incentive to ride Metro. During the last six months of 2006, city employees used their Madison Employee Pass to make an average of 7,486 trips per month.

Even with the increase in people taking the bus in the past few years, only 27% of City employees collected their bus passes and only 15% of employees have utilized their bus pass. Bike trail creation, along with more awareness and actual usage of transportation alternatives may also have been factors.

POTENTIAL INCENTIVES:

The 2007 survey asked respondents to rate the appeal or lack of appeal of various options and incentives. The chart below lists the percentage of respondents in three major categories.

Incentive/Option	Appealing	Neutral	Not Appealing
Free Employee Bus Pass	68	14	14
Car/Van Pool Program	18	38	34
Flex- time Schedule	65	21	7
Compressed Work Schedule (i.e. 4-Day week, etc.)	69	16	9
Use Bike at Work Program	25	35	30
Free parking for employees who ride share	46	34	13
Parking at remote Park and Ride Lots	27	30	35
Use of Fleet vehicles for employee carpools	32	37	23
Monetary reward for biking or using alternatives to single car.	62	20	9
Community Car options	22	43	26
Shower facilities and lockers	47	30	15

Recommendations:

Three options seemed to have strong appeal to the survey respondents: free employee bus passes; flex-time and compressed work schedules; and monetary incentives for using alternatives to single cars. Some recommendations on addressing these interests are listed below.

Develop a marketing campaign to preach the philosophy of using alternatives to single occupancy vehicle trips everyday of the week. The campaign should focus on building the belief that all City employees can utilize alternative means (walk, bike, bus, carpool, etc.) to get to work at least once a week. This should significantly reduce carbon emissions within the City and foster a healthier more sustainable lifestyle.

Increase the percentage of employees using a bus pass once a week to 50%, in particular would have significant impact on reducing carbon emissions. Special events and marketing efforts should be developed to reinforce and foster the use of bus passes by city employees over the next few years. Special routes or individual travel planning may also help support an increase in bus pass use.

Continue to explore ways to increase both managerial and employee awareness of flexible scheduling and alternative scheduling of work hours. In 2005, APM 2.35, *Alternative and Flexible Work Schedules* was introduced for non-represented, permanent employees. More educational effort may be needed to make supervisors and employees

aware of the options this offers and how it might impact transportation and carbon emissions. Human Resources could also explore with union leadership if this APM could be expanded to include represented employees and become part of bargaining agreements.

Create a program of offering monthly incentives for employees who utilize alternative transportation. Cities such as Portland, Oregon offer employees \$30 a month when they walk or bike to work. This program is packaged within an overall wellness program that rewards employees for exercising, living a healthier lifestyle and utilizing a variety of transit resources within their community.

Eighty percent of respondents to the survey listed convenience as a key factor in their selection of a transit mode. Most issues seemed to revolve around childcare and school age drop-off, pick-up and medical visits. Looking into the options for a City sponsored on-site or nearby childcare facility may also lead to a significant reduction in carbon emissions and potentially happier employees and families. Creation of a committee to study this issue is recommended.

APPENDICES:

Timeline

Charter Development	1/3/07
Initial Team Meeting	1/19/07
Initial Report Development	2/8/07
Survey Development Meetings	2/1, 2/12, 3/5, 4/30-also significant email exchanges
Survey out to employees	6/12/07
Survey Results Compiled	9/07
Final Report	10/5/07

Lessons Learned, Challenges and Breakthroughs

Identifying up front predictions of results proved to be a good method for getting the team to define our project objectives. Using the project charter format also helped the team to identify all the elements of the project and helped us bond together as a group. The diversity of our group with regard to departments and responsibilities also proved to be an advantage.

It was difficult to come up with a survey format that all could agree on. Along with the final version we placed on-line, we also need to do some Outlook type surveys to collect “past week” transportation data that would show us what people are actually doing. In addition, getting the material formatted so it could be completed on-line and compiled quickly took more time than expected. Compiling of the surveys took longer than expected due to challenges with the format.

That aside, once the survey was on-line, responses were received quickly and over 60% of the surveys were entered on the first day—on-line surveys appear to be a good way to get quick feedback on a variety of subjects. Compiling the data may be the only bottleneck, as it may not be fully automated.

It was difficult for us to follow the proposed Fast Cycle Time process exactly, but I felt we did move the project forward more rapidly than is normal for other projects.

2007 City of Madison Employee Transportation Survey

1. At what location do you (most frequently) report to work?

- ☐ (1) Downtown
- ☐ (2) Other: _____

2. How many miles is it one way from your home to your place of work?

- ☐ (1) Less than 1 mile
- ☐ (2) 1 to 4.9 miles
- ☐ (3) 5 to 9.9 miles
- ☐ (4) 10 to 24.9 miles
- ☐ (5) 25 or more miles

3. Please rate each of the following factors in terms of its importance to you in choosing your means of transportation?

Factors	Very important	Neutral	Not important	Comments
Monetary cost				
Travel time				
Convenience & flexibility				
Comfort				
Safety				
Environment & energy impact				
Exercise				
Other (please comment)				

4. During an average week, which of the following ways have you used to travel to/from work. (Please check all that apply.)

Travel Method		Frequency				
		Never	Less than once a week	About once a week	More than once a week	Every day
1	Walk					
2	Bicycle					
3	Moped/Motorcycle					
4	Drive alone in car/van/truck					
5	Passenger in car/van/truck (not pool)					
6	Driver or passenger in carpool or vanpool					
7	Madison Transit bus					
8	Other, please specify					
9	Combination, please specify					

5. Please rate the appeal of each the following existing or potential commuting alternatives or incentives.

Alternative /Incentive	Appealing	Neutral	Not Appealing
Free Employee Bus Pass			
Car/van pool program			
Flex time schedule			
Compressed work schedule (i.e. 4 day week, etc.)			
Use Bike at Work Program			
Free parking for employees who ride share			
Parking at remote park 'n ride lots			
Use of fleet vehicles for employee carpools			
Monetary reward for biking or using alternative to single car			
Community Car options			
Shower facilities and lockers			

6. Which of the following are true? (Please check all that apply.)

- ☐ (1) I drive a City-owned vehicle as a major part of my job function
- ☐ (2) I drive my own vehicle to work, and use it for City business
- ☐ (3) I am required to use my own vehicle
- ☐ (4) I would use a City vehicle if one were available
- ☐ (5) I use my own vehicle because I also need it for personal business during the day
- ☐ (6) I rarely or never use a vehicle for work purposes

**7. If you drive a personal motor vehicle to work, how much do you pay for parking?
(Please check one. Estimate costs, if necessary):**

- ☐ (1) I don't pay for parking. It is provided for free at my worksite.
- ☐ (2) I park free nearby and complete my trip to work by walking, biking or bus
- ☐ (3) I pay \$_____ per day
- ☐ (4) I pay \$_____ per month

8. What is your current employment status with the City? (Please check one.)

- ☐ (1) Full-Time
- ☐ (2) Part-Time
- ☐ (3) Seasonal

**9. Please provide any comments you would like to make about your commuting experiences
(i.e., traveling to and from work) in the City of Madison.**

Are you interested in learning about alternative means of transportation?

Name:

Email:

Phone: