



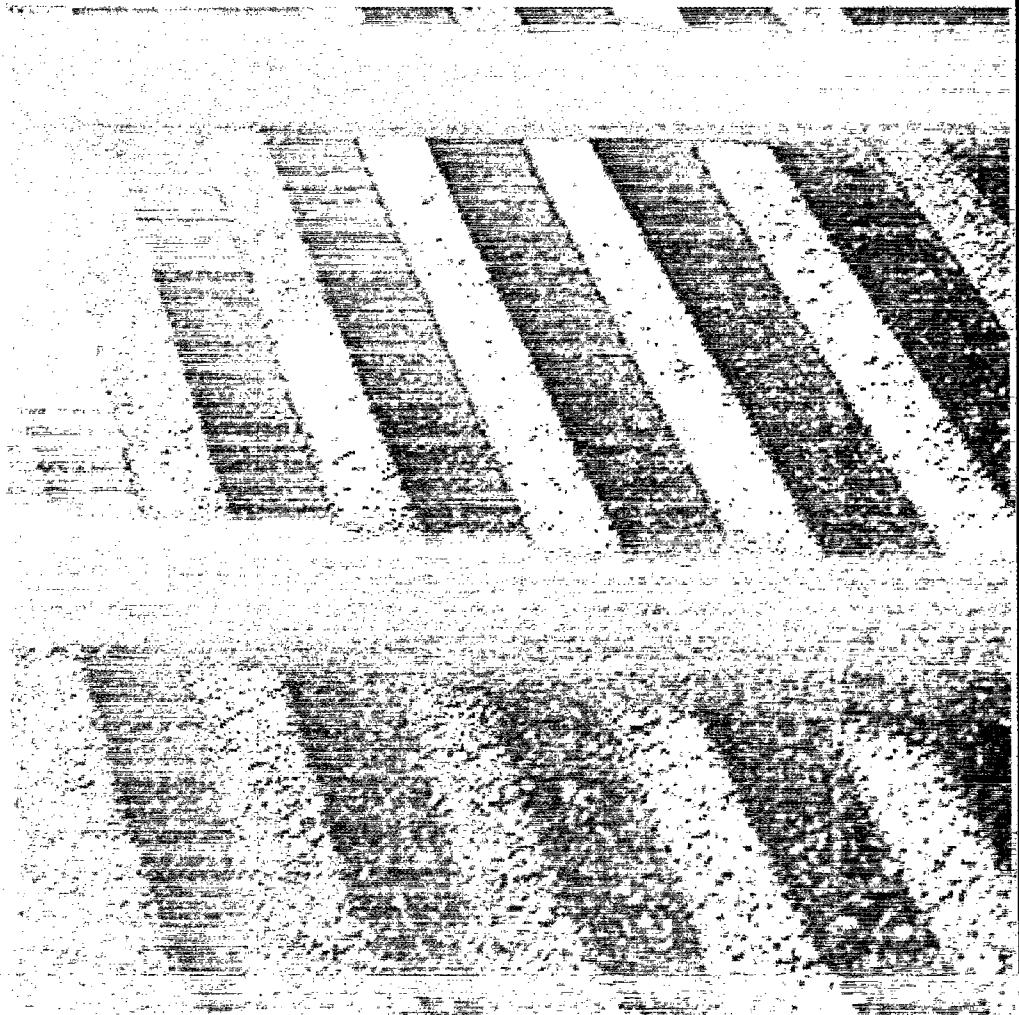
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Guaranteed Ride Home Programs:

Implementing Commuter Benefits Under the Commuter Choice Leadership Initiative



Guaranteed Ride Home Programs

Implementing Commuter Benefits under the Commuter Choice Leadership Initiative

- Guaranteed ride home programs provide employees who commute via transit, carpool, or vanpool with transportation home in the event of a personal emergency. This removes a major barrier to alternative commute modes: the fear of being "stranded" at work in the event of an emergency.
 - Guaranteed ride home programs are often administered by transportation management associations (TMAs), rideshare organizations, transit agencies, or metropolitan planning organizations (MPOs). Some employers also run programs for their own employees, especially as a component of a broad commute assistance program.
 - Guaranteed ride home programs are supporting measures that help increase the effectiveness of other commute programs. They tend to make the most sense for workplaces that are well-served by transit during commute hours, but poorly served during the day-time or evening hours; and for workplaces with organized carpool and vanpool programs.
 - Programs usually tend to be very low cost in terms of direct (taxi or rental car payments) and indirect (staff time) costs.
 - Although the employee receives a free benefit, there appear to be very few problems with abuse of guaranteed ride home programs. Programs generally carry restrictions on their use such as the number of rides employees can request per year, the type of situations in which rides may be requested, and the length or cost of trip.
 - Guaranteed ride home programs are a required component of participation in the Commuter Choice Leadership Initiative.
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COMMUTER CHOICE LEADERSHIP INITIATIVE

The National Standard of Excellence for Commuter Benefits

This document is one in a series of Commuter Choice Leadership Initiative briefing papers designed to help employers implement commuter benefits.

The U. S. Environmental Protection Agency (EPA) and the U. S. Department of Transportation (DOT) have 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. Participants in the Commuter Choice Leadership Initiative (CCLI) agree to meet the National Standard of Excellence, and qualify as Commuter ChoiceSM Employers. CCLI participants 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 a guaranteed ride home program;
- Provide one or more of the following primary commuter benefits:
 - ✓ Vanpool or transit benefits of at least \$32.50 per month
 - ✓ Parking cash out of at least \$32.50 per month
 - ✓ Telecommuting program that averages six percent of daily work force
 - ✓ Other option proposed by employer and agreed to by EPA
- Provide three or more of the following additional commuter benefits:

✓ Ridesharing/carpool matching	✓ Employee commuting awards programs
✓ Pre-tax transit/vanpool benefits	✓ Discounts/coupons for bicycles and walking shoes
✓ Shuttles from transit station	✓ Compressed work schedules
✓ Parking at park-and-ride lots	✓ Telecommuting
✓ Provision of real-time transit information	✓ Lunchtime shuttle
✓ Preferred parking for ridesharers	✓ Proximate commute (working closer to home)
✓ Reduced parking costs for ridesharers	✓ Incentives to encourage employees to live closer to work
✓ Employer-sponsored vanpool or subscription bus programs	✓ On-site amenities (dry cleaning, etc.)
✓ Employer assisted vanpools	✓ Concierge services
✓ Secured bicycle parking, showers, and lockers	✓ Active membership in a Transportation Management Association (TMA) or similar organization
✓ Electric bicycle recharging stations	✓ Other options proposed by employer
- Exceed a minimum benchmark of either 14 percent of employees who do not drive alone to work or an average vehicle ridership (the number of vehicles divided by the *total* number of employees) of 1.12.

Please see the CCLI Agreement and Agreement Particulars documents for specific information about employer participation requirements.

COMMUTER CHOICE LEADERSHIP INITIATIVE

The National Standard of Excellence for Commuter Benefits

Disclaimer

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

The information presented here does not constitute official tax guidance or a ruling by the U.S. Government. Taxpayers are urged to consult with the Internal Revenue Service of the U.S. Department of Treasury or a tax professional for specific guidance related to the Federal tax law.

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GUARANTEED RIDE HOME PROGRAMS: A SUMMARY

Guaranteed ride home programs (also called emergency ride home programs) are programs through which employees who use transit or ride with carpools or vanpools may receive free transportation home in the event of an emergency. (Guaranteed ride home programs can also cover employees who walk or bicycle, although these persons are less likely to need access to rides.) Many employees cite their concerns about being stranded at work as a reason for not using transit or car/vanpools. Guaranteed ride home programs can alleviate these concerns by providing the security of knowing that a ride will be available in the event of an emergency.

Guaranteed ride home programs are generally administered by one of five entities:

1. Transportation Management Associations (TMAs). TMAs are generally business membership organizations that provide assistance to employers regarding transportation and commuting. Employers who are members of TMAs receive assistance in implementing rideshare and other programs, and employees at those companies are generally eligible for TMA services such as guaranteed ride home programs.
2. Rideshare groups. Rideshare groups are usually non-profit groups that encourage carpooling and vanpooling by providing commuters with information on vanpool programs and potential carpool partners. They may also be run by public agencies, most typically Metropolitan Planning Organizations (MPOs).
3. Transit agencies. Transit agencies may offer guaranteed ride home programs to their riders. Generally these guaranteed ride home programs are restricted to monthly passholders, and are not available to occasional riders.
4. Metropolitan Planning Organizations (MPOs). MPOs are public agencies that are responsible for regional transportation planning. They are generally composed of member jurisdictions (cities and counties) but have their own professional staff. In some metropolitan areas, the MPO provides transit and rideshare services and guaranteed ride home programs on a regional basis.
5. Individual employers. Some individual employers - generally large employers - implement guaranteed ride home programs for their own employees. In areas with air quality problems, the state or region may require employers over a certain size to implement trip reduction programs. Guaranteed ride home programs are one of a number of measures to reduce the number of employees who commute via single-occupant vehicle.

Guaranteed ride home programs allow employees to request same-day transportation home from their workplace. Transportation is generally provided by taxi, although some programs allow employees who live over a certain distance away to rent cars. Transportation costs may be paid by the program directly, or reimbursed to employees at a later date. There are generally restrictions placed on the number of times employees may use the service and the trip purposes (for example, most programs do not allow employees to request rides in the case of appointments or over-time scheduled in advance).

Guaranteed ride home programs are a required component of the Commuter Choice Leadership Initiative (CCLI). Participating employers may either institute their own programs, sign up for TMA-sponsored programs, or provide information about regional programs.

EMPLOYER BENEFITS

The main benefit to businesses in offering guaranteed ride home programs is that they can strengthen other commuter benefits by eliminating a common objection to riding transit or car/vanpools. A business can benefit by offering guaranteed ride programs in several ways.

Increased Employee Satisfaction

Employee reaction to guaranteed ride home programs is generally positive. The ability to get a ride home in the event of an emergency lessens employee objections to being without a car during the day. The ability to commute via transit or car/vanpool worry-free can lead to:

- Lower employee commute stress
- Lower commuting costs for employees
- Additional choices for employees
- Heightened employee appreciation of employer

These positive attributes, in turn, can improve employee morale and make an organization a more desirable place to work, which can:

- Reduce employee absenteeism
- Reduce employee turnover
- Support recruiting and retention goals

Long-Term Cost Savings

Although implementing or joining guaranteed ride home programs does incur some costs to the employer, there may be long-term cost reductions associated with the reduced need for parking. If a significant number of employees begin using transit or car/vanpools, the number of parking spaces may be reduced. Parking is expensive to build or lease, particularly in urban areas. If guaranteed ride home programs help encourage a decrease in solo driving, the need to construct or lease parking may be reduced. In addition,

improved employee morale can lead to long-term savings in recruitment and retention costs.

TAX CONSIDERATIONS

There are no direct federal tax consequences to implementing guaranteed ride home programs.

Some states have tax incentives for implementing commuter benefit programs. For example, the Maryland Commuter Benefits Act of 2000 gives employers a tax credit for instituting guaranteed ride home programs. Employers may take a tax credit of 50% of the cost of providing a guaranteed ride home, up to \$30 per employee per month. The credit may be applied towards the state income tax, financial institution franchise tax, or insurance premiums tax. If the employer provides a number of different eligible benefits, the total maximum credit per month is \$30 per employee.

Most state programs that address commuter benefits consider transit/vanpool benefits, not guaranteed ride home programs. A fuller discussion of these programs is contained under Employer Questions and Answers.

EMPLOYEE BENEFITS

Employees benefit from guaranteed ride home programs in that they can use transit or car/vanpools without fear of being stranded at work in the event of an emergency. This peace of mind makes many employees more likely to utilize alternative commute modes.

WHEN GUARANTEED RIDE HOME PROGRAMS MAKE SENSE

Although guaranteed ride home programs can be offered in any area where employees use transit, carpools, or vanpools, there are several conditions that make such programs practical for an employer:

Locations with Employee Commute Programs

In general, guaranteed ride home programs are implemented as part of a package of employee commuter benefits, not as a stand-alone benefit. Guaranteed ride home programs could be used to augment car/vanpool programs, to ensure that passengers who have emergencies or whose drivers have emergencies would still have a way home.

Locations without Pre-Existing Programs

Because of the broad range of services offered by TMAs, rideshares, and transit agencies, employers are advised to investigate these options before setting up their own programs. If a TMA can administer a program and provide other commuter benefits to employees, it may make sense to join the TMA.

Locations with Limited Transit Access Outside of Normal Commute Hours

The main justification for guaranteed ride home programs is that there is little or no transit access available in the event of an employee emergency. Workplaces that are well-served by transit during commute hours, but poorly served during the daytime or evening hours (for example, express bus service that runs at 10-minute intervals during the morning and evening peak hours but only every 90 minutes during the day) would be excellent candidates for such programs. In dense urban areas with frequent services throughout the day and into the evening, such programs would be difficult to justify, since the employees would not be stranded in the event of an emergency.

Locations that Employ Lower-Income Workers

While higher-income workers may not be greatly inconvenienced by the need to take a taxi home from work occasionally, lower-income workers may find such an expense out of their financial reach. A guaranteed ride home program would

allow supervisors more flexibility in requesting such employees to work overtime, as well as provide reassurance to employees that their transportation needs are important. Even in offices that consist largely of well-paid workers, there may be sufficient support staff working at lower wages who would greatly benefit from such a program.

In addition, a recent study of welfare-to-work policies recommends the adoption of guaranteed ride home policies as one of several support strategies to assist low-income workers with what are often long commutes from urban residences to suburban job centers. (Ong, et al, 1998)

Locations that Employ Parents

Many employees are less concerned with transportation for their own needs that they are with transportation to reach children in schools or child care should a problem arise. This would be an excellent benefit to implement at a "family-friendly" workplace, because it gives employees with children a means to reach them during the day in the event of an emergency.

IMPLEMENTATION ISSUES AND COSTS

Implementation issues vary depending on whether there is a pre-existing guaranteed ride home program in the employer's area. Pre-existing programs fall into two categories: those in which the employee can register directly with the provider, and those for which the employer must be a member of the TMA for employees to be eligible. If the employee can register directly with the provider, the employer's involvement will be minimal, limited perhaps to publicizing the program within the company. If the employer must be a member of a TMA or other organization, the employer's involvement will be greater.

Membership in a Transportation Management Association

Although there are exceptions (see below), the most common sponsors of guaranteed ride home program are transportation management associations (TMAs). A TMA is generally a non-profit membership organization made up of local businesses; employees at those member employers are eligible for services provided by the TMA. In addition to guaranteed ride home programs, TMAs may also provide ridesharing matches, vehicles for vanpools, shuttles, and other alternative commute incentives. Employer services may include technical assistance in setting up workplace programs, training for employer transportation coordinators, and marketing materials.

TMAs generally charge annual dues to members, which vary with the size of the company. For example, the Folsom Rancho Cordova El Dorado TMA, in suburban Sacramento, CA, charges between \$50 and \$1,800 per member, depending on the number of employees. (A business of 100 employees would pay \$500, while one with 1,000 employees would pay the top rate of \$1,800.) The Perimeter Transportation Coalition, in Atlanta, GA, charges between \$1,000 and \$6,000, based on a square footage calculation. Guaranteed ride home services are generally covered by annual dues, with no additional fees to the employer when employees use the service.

With many TMA programs, the guaranteed ride home is arranged through the employer's Employee Transportation Coordinator (ETC). This is a designated position within a company whose responsibilities would also include administration of transit/vanpool benefits and carpool programs. So although the employer does not incur any additional cost when employees utilize the program, there may still be staff time involved in making the arrangements. The amount of time required will of course depend on how many employees utilize the service, but each use of the program would seem to require no

more than 15 to 20 minutes, including making phone calls to the taxi company or handing out the voucher.

In some programs, however, the employee requesting the ride home deals with the TMA directly. At the Artery Business Committee TMA, which serves downtown Boston, employees who are registered receive a voucher upon registration. When they have used the voucher for either a taxi ride or a rental car, they send a report to the TMA directly. The taxi company or rental car agency bills the TMA directly on a monthly basis.

There are over one hundred TMAs around the country, generally in urban and suburban areas. Some cover only very specific areas, such as an airport or a highway corridor; others cover entire counties. One starting place for locating TMAs or other guaranteed ride home providers is the Association for Commuter Transportation (202-393-3497). This paper also includes a list of selected TMAs in major metropolitan areas; please see the Associations and Contacts section.

Other Existing Guaranteed Ride Home Programs

Programs offered by non-TMA providers may allow employees to benefit from a guaranteed ride home with minimal involvement on the employer's part. Transit agency programs are generally available to monthly passholders only, so employees who carpool would not be eligible. On the other hand, programs offered by rideshare organizations are generally available only to car/vanpoolers registered with the organization, not to transit patrons. Rideshare organizations, like TMAs, are non-profit associations, but they are generally supported through regional funding, not memberships. Their primary purpose is to match up potential car/vanpoolers.

Finally, some MPOs offer guaranteed ride home programs. One example is the Commuter Connections program, a service of the Metropolitan Washington Council of Governments.

Eligibility is limited to persons working within the Washington, DC metropolitan area (defined as nine counties and the District of Columbia). Potential users must register in advance.

Issues in Establishing an Employer-Based Guaranteed Ride Home Program

Any guaranteed ride home program needs to address a variety of implementation concerns.

Eligibility. Many programs specify that only employees who use alternative commute modes (transit, carpools, vanpools, bicycling, and/or walking) over a certain number of days per week are eligible. Others simply state that any employee who has used an alternative commute mode on a particular day is eligible.

Taxis, Rental Cars, or Other Means of Transportation. Most guaranteed ride home programs operate via arrangements with taxi companies. Some programs allow for employees to rent cars if they live over a certain distance away from work, and some employers allow employees to use company cars or vans, either by themselves or with a driver.

Payment Arrangements. There are two main ways that guaranteed ride home programs pay for transportation: vouchers issued to employees, and reimbursement. Program administrators must arrange in advance for vouchers to be accepted by certain transportation providers, which means that employees can use only certain taxi companies. Some programs include driver tips; others specify that tips must be covered by the employee. In some programs, vouchers are distributed to employees in advance, to be used at any time; in others, the employee requests a voucher from the ETC. Under reimbursement programs, employees front the money to the driver or rental car company, then file for reimbursement with the program administrator. This type of arrangement may represent a hardship to low-income employees, who may not have enough cash to pay a taxi driver for a lengthy ride.

Allowable Destinations. Most programs allow employees to go to other locations besides their home; for example, a program may allow an employee to pick up a sick child at school and then continue home. Program guidelines should specify if taxis will wait for employees under such circumstances, and whether employees must pay for any additional expenses incurred if they do not travel directly home. A program might also provide a ride to a transit station in certain cases (for example, if a connector bus does not run during the day, but the employee can get home via rail, the program could bring the employee directly to the rail station).

Distance. Many programs specify limits on either the distance to be traveled or the amount of payment to be incurred. Some include not distance in miles, but specify that only locations within certain cities or counties will be served.

Program Restrictions. Because of the potential for abuse of guaranteed ride home, all programs surveyed place some restrictions on their use. Common restrictions include the following:

1. Employees may request no more than a fixed number of rides per period (a common policy is two per month or six per year).
2. Employees must be pre-registered. This is generally to ensure that only employees who regularly utilize alternative commute modes may apply for guaranteed ride home.
3. Only certain trip purposes may be used to request a guaranteed ride home. Generally, medical emergencies (employee or close family member), unscheduled overtime, and car/van-pool problems (i.e., the driver has to work late and the passenger is stranded) are the main reasons for allowing an employee to request a guaranteed ride home. Most programs do not allow trips for medical appointments and scheduled overtime. In cases of unscheduled overtime, a supervisor's approval is often required.

Marketing the Program

To ensure that the program achieves its goal - increasing the number of employees who do not commute by single occupant vehicle - employees must be aware of its existence and know how to use it. Getting the word out to employees is not always easy. According to a survey done by RIDES for Bay Area Commuters as part of their Commute Profile 2000: A Survey of Bay Area Commute Patterns, most commuters were not aware of county-wide guaranteed ride home programs. In three Bay Area counties (Alameda, Contra Costa, and Santa Clara), only 11 to 13.5% of employees surveyed were aware of such programs. (RIDES, 2000) One challenge is that by its nature, employees do not utilize the program often, so they may forget that it is available.

Costs

In general, guaranteed ride home programs are relatively low-cost, both in terms of direct (taxi or rental car payments) and indirect (staff time) costs.

Direct costs to the employers for providing guaranteed rides home depend on the number of trips taken and the costs per trip, in addition to administrative costs. In a one-year study done in Baltimore from 1992 to 1993 (Urban Transport News, 1996), the average cost per trip was \$31.91, which included both taxi and rental car trips. Participation rose from 241 participants to 732 over the course of the program, and participation rates were quoted as being roughly one-quarter of all eligible employees.¹ Over the year, employees requested 287 total trips (each employee had been allowed 10 trips each). The total cost for the program was \$9,158 for the year.

¹ The study did not indicate whether the one-quarter participation rate reflected conditions at the beginning or the end of the study, during which participation rose 200 percent.

Commuter Connections, a regional program in the Washington, DC metropolitan area, provides another example. For FY 2000 there were 1,740 trips requested and a total cost of \$78,107, for an average cost per trip of \$45. The program has over 16,000 persons registered, meaning that approximately one in seven registrants requested one ride during the course of the year.²

GUIDE TO IMPLEMENTATION

An employer would go through several steps to implement a guaranteed ride home program. Although these would vary from employer to employer, the main ones are outlined below.

1) Determine whether there is an existing guaranteed ride home program in the area.

As noted earlier, there are a large number of guaranteed ride home programs that are administered by TMAs, rideshare groups, transit agencies, or MPOs. An employer should identify and investigate these programs to determine the program terms, potential costs, and employee eligibility. A partial list is included in Appendix A.

2) If there is an existing program, determine whether it fits employer needs and budget.

Although there may be an existing guaranteed ride home program, it may not fill the employer's needs, for several reasons:

- A program may not cover all employees (for example, a transit agency program that would not include car/vanpoolers).
- A program may be too expensive for the employer (for example, TMA dues may be too high for the employer's budget).

² Figures provided by Nicholas Ramfos, Chief of Alternative Commute Programs for the Metropolitan Washington Council of Governments.

- A program may have too many restrictions (for example, there may be a limit of 20 miles, while many employees live farther away).

The employer should decide based on a review of requirements and costs whether to enroll (in the case of a TMA-run program), to publicize the program to employees (in the case of a transit agency, rideshare, or MPO program, which generally do not require employer involvement), or whether to set up an employer program.

3) *Participate in existing program.*

If the employer decides to enroll in or publicize an existing program, the employer should take appropriate steps - join the TMA or obtain publicity material from the sponsor. An employer may also wish to designate an ETC to facilitate employee participation.

4) *If there is no existing program, or the existing program does not meet employer's needs, determine how best to establish internal program.*

Employers should consider how to establish a guaranteed ride home program that meets their particular needs. Some employers who already maintain vehicle fleets choose to allow employees to drive these cars as their guaranteed ride home. If the company's insurance already covers regular employees who drive the vehicles (as opposed to fleet drivers only), a guaranteed ride home would be considered business and be insured like any other trip. If the company does not generally allow employees to drive the vehicles for liability reasons, the company could choose to have a fleet driver take an employee home.

Others choose to utilize taxi and rental car companies, depending on how far away employees live. Employees are subject to the same rental car eligibility guidelines as any person renting a car; for example, if an employee does not have a valid license, s/he could not rent a car. The employer

should also decide if rental car vouchers or reimbursements will cover one-time insurance. If for whatever reason the employee cannot rent a car, a taxi service should serve as a back-up.

5) *Write guidelines and set up procedures for program.*

Once the employer has settled on the type of program to be established, the program must be set up. This would likely include writing guidelines for the following topics:

- Who is eligible;
- Whether it is necessary to register in advance and who will be responsible for maintaining the list of enrollees;
- Who employees will contact to request a ride home;
- How emergencies will be verified;
- Whether there will be limits on the distance or cost and number of times an employee can request a ride home; and
- How payment will be handled.

At this point a billing system must be set up. If an existing vehicle fleet is used, guaranteed ride home charges should be added to other fleet billing codes. If a taxi or rental car company is used, the program administrator should meet with the company to discuss billing - whether employees will give the driver or company a voucher, whether driver tips will be included, whether billing will be per ride or monthly, and where invoices should be sent (this is especially important if the employer has multiple worksites but a central accounting office).

Employers should decide whether to have a formal contract with the taxi and/or rental car company, or whether the program can be handled on an informal basis.

Finally, the employer should determine what internal controls are needed. These could include supervisory approval of emergencies (including unscheduled overtime), allowing only the ETC or other program administrator to handle vouchers or call taxi/rental car companies, and tracking the number of rides requested per employee.

6) Publicize and implement the program.

Employers should use whatever channels they normally use to inform employees about a new benefit to publicize the guaranteed ride home program. Publicity about the program should include information on how to register, eligibility, and availability. The CCLI contact can assist employers in publicizing the guaranteed ride home program.

7) Maintain the program.

Although the low usage of guaranteed ride home programs means that it should be relatively easy to maintain the program, the following tasks may still need attention on a periodic basis:

- Meet with taxi and rental car companies to discuss any billing or usage issues;
- Publicize program to employees (because employees use the service infrequently, they may forget about its availability);
- Update registration lists;
- If employee transportation surveys are done regularly, add questions about guaranteed ride home programs.

EMPLOYER QUESTIONS AND ANSWERS

The following questions might commonly be asked by an employer (e.g., a human resources benefits specialist or ETC) interested in implementing or signing up for a guaranteed ride home program.

Question: How difficult - and costly - is it to administer the program?

This depends of course on who administers the program: the employer, or an outside agency such as a TMA. The easiest programs for employers are those in which employees enroll with the provider directly, thus incurring no cost or administration to the employer. For TMA-run programs, the employer usually has to designate an Employee Transportation Coordinator to be a liaison with the TMA. In some cases, the ETC's responsibilities would involve issuing vouchers, contacting transportation providers, and tracking employee usage of the program. In other cases, however, the guaranteed ride home program is run directly by the TMA and the ETC is very minimally involved.

For an employer-based program, administration would generally involve writing guidelines, tracking employee registration for the program, distributing vouchers, arranging rides, and paying invoices. At all companies surveyed, these duties were generally combined with other employee transportation responsibilities (such as carpool registration and transit/vanpool benefits).

Question: What are the cost implications of implementing a guaranteed ride home program for my company?

Programs run by outside organizations for employees, such as rideshare organizations and transit agencies, would incur no cost to the employer. Membership in a TMA would usually incur a flat annual fee that could vary between \$50 and \$5,000 and up, depending on the size of the business. However, this fee would cover other commute-related services, not only guaranteed ride home programs. There would generally be no additional fees charged for use by employees of the guaranteed ride home program.

For employer-sponsored programs, costs could vary. Based on employer interviews, the cost of the rides themselves may average anywhere from \$20 to \$70, with individual rides even higher. Factors influencing cost of rides include taxi fares and rental car rates in the area, as well as the average distance that employees live from the workplace. The total cost of the program depends as well on the number of rides taken (see question below: How many employees can I expect to use this service?) and the employer's internal administration costs.

Question: What types of restrictions should be placed on a guaranteed ride home program to ensure that employees do not abuse the privilege?

Use should be restricted to genuinely unforeseen circumstances - illness (personal or family), unscheduled overtime, and the unavailability of a carpool or vanpool driver to take his/her passengers home. Employees should make transportation arrangements in advance for medical appointments, school conferences, and overtime requested in advance. When feasible, employees should be dropped off at transit stations (for example, if they have missed a connecting bus but could still take rail.) Also, use should be restricted to a certain number of times per year, probably six or eight, to ensure that employees do not stretch their definition of emergency.

The coordinator should track usage to determine if particular employees have used the program too often, and either revoke their privilege if it has been abused, or work with them on transportation solutions if the problem is based on genuine need (for example, a child's continuing illness).

While many programs restrict usage to employees who use alternative transportation several times per week, it may be difficult to ascertain a particular employee's commute pattern over time. The more lenient policy may be to allow any employee who has used an alternative commute mode on a particular day to request a guaranteed ride home in an emergency.

Question: Even with program restrictions in place, there still seems to be potential for fraud. What experiences have other workplaces had with abuse of guaranteed ride home programs?

Of six employers interviewed, none experienced recurring problems with cheating or unusually high numbers of requests. All had procedures in place to ensure that employees were following program rules, and in all employer-sponsored programs the employee had to go through a supervisor or coordinator to arrange a ride, thus providing an additional level of oversight.

According to the Perimeter Transportation Coalition (PTC) in Atlanta, GA,

Actually, abuse of the program is almost non-existent. Most people see the program for what it is - a safety net to be used only in a true emergency. One large company in the Central Perimeter has over 100 employees registered in the program, but has used the GRH just twice in all of 1999. However, the PTC would obviously be suspicious if the same employee were using the service once a week, or if one company was using it everyday. But in our experience, and in similar programs across the country, almost no one cheats.³

The only problems were minor billing problems (taxi invoices sent to the wrong address or department) and in one case, theft of vouchers by an employee working in the program.

³ Perimeter Transportation Coalition web site.

Question: Do guaranteed ride home programs really work in convincing employees to stop driving alone?

Guaranteed ride home programs should be considered one of several support programs to encourage commuters to switch from driving alone. However, it is also important that employers offer a range of benefits to employees to encourage the use of transit and car/vanpools; these could include transit/vanpool benefits, preferential parking for car and vanpools, and parking cash out. Employers should also consider the availability of transit and park-and-ride facilities when making locational decisions.

Question: How many people can I expect to use the service?

Although there is variation between employers, in general usage is quite low, with a small percentage of eligible employees requesting one ride per year. Among five employers surveyed, the percentage of employees enrolled ranged from 5.5 percent to 100 percent, with an average of 36 percent. Five of these companies reported that fewer than 10 percent of all eligible employees requested one ride in any given year. One company reported that almost 30 percent of employees enrolled requested rides, but only 5.5 percent of that company's total workforce was enrolled in the program. This company's experience appears to be atypical, because only vanpool riders may request emergency rides home, not carpools or transit riders.

Question: What if the guaranteed ride home does not arrive in a timely fashion? Can I be held liable?

None of the employers surveyed reported failure of rides to show to be a particular problem. In the case of a taxi company, if a taxi did not come after repeated phone calls the company could use another taxi company and simply reimburse the employee. If the event is a medical emergency, of course an ambulance should be called.

Question: What are the best ways to promote a guaranteed ride home program?

An employer has numerous ways to inform employees about the availability of a guaranteed ride home program. Some of the more frequent methods include but are not limited to the following:

- Company orientation for new employees;
- Advertisements in places seen frequently by employees (cafeteria, garage, elevators, etc);
- Distribution of program brochures;
- Company newsletters;
- Voicemail or e-mail broadcast;
- Special promotional days (example: a "Pool Day" to encourage car/vanpooling)
- Awards or prize drawings to recognize employees using transit or carpools;
- Inserts to paychecks;
- Company web site or intranet.

Question: Do any state or local governments offer any incentives for doing this?

Yes, a few. Maryland is the only state that gives tax credits specifically for guaranteed ride home programs. The Maryland Commuter Benefits Act of 2000 expanded existing legislation to allow employers to take a tax credit against specified state taxes for guaranteed ride home programs and parking cash out programs. (Previously, the tax credit program had covered only provision of transit passes and vanpool benefits.) Employers can receive a tax credit of 50 percent of the total benefit cost, up to \$30 per employee per month.

Several states offer tax incentives for providing transit/vanpool benefits. Minnesota provides a tax credit equal to 30 percent of the difference between what the employer pays for transit/ vanpool passes and what employees are charged for the passes.

Georgia offers a \$25 tax credit for each employee receiving a transportation fringe benefit, as long as the tax credit does not exceed the amount of money spent on the program. Other states, including Delaware, Connecticut, New Jersey, and Oregon, offer tax credits to eligible companies that implement commuter transportation benefit plans, which could include guaranteed ride home programs. So, although these states do not give credits for guaranteed ride home programs specifically, if they are instituted as part of a broader commuter benefits package some of the overall costs can be offset through credits.

EMPLOYER CASE STUDIES

A number of employers around the country have implemented guaranteed ride home programs. Successful programs have been implemented by employers in both urban and suburban locations, and by mid-size and large employers. The cases below describe a range of employer programs.

Los Angeles, California and vicinity - Kaiser Permanente

Kaiser Permanente, a major California health care provider, has a guaranteed ride program active at 17 sites in the Los Angeles area. (The South Coast Air Quality Management District requires all employers in its jurisdiction with more than 250 employees to implement trip reduction programs.) Only persons who use rideshare programs or transit riders are eligible to register for the service, and employees must be pre-registered to participate. Employees who have a personal emergency receive a voucher from their supervisor, who must verify the emergency, then contact the security personnel at their site to arrange transportation. Generally, trips of under 20 miles are made by taxi, and longer trips by rental car. Kaiser no longer allows rental car trips on Fridays, because it was too difficult for many employees to return the cars on Saturday. Also, the security personnel can determine whether a long trip should be made by taxi instead of rental car - for example, if the employee feels too ill to

drive, or if the employee needs to arrive at the destination as soon as possible.

The taxi or rental car company forwards the voucher to Kaiser for payment. Virginia Gonzalez, Transportation Analyst for Kaiser, said that the only major hassle with the program is that the companies often mistakenly send the bill to the facility from where the employee was picked up, instead of the central billing office. Kaiser staff meet with the companies annually to review the program and iron out such problems. The program has been in existence 12 years, with the same taxi and rental car companies (Enterprise Rent-a-Car) as providers. Kaiser does not have contracts with either firm; the program was set up based on a mutual understanding of reimbursement and continues to operate that way. Taxi rides cost an average of \$35, and rental cars average \$45.

Ms. Gonzalez said that the program does not get much use. Of a total of 35,000 employees at the 17 sites, fewer than 4,000 are registered. She estimated that employees use only 10 rides home per month; 15 rides would be an unusually high month. However, she felt that it serves as an incentive to encourage employees to sign up for rideshare programs. She also said that they have no problem with employees trying to exceed their limit of eight trips per year, and only very occasionally a problem with a non-registered employee receiving a free ride. She noted that many employees with personal emergencies tend to make their own transportation arrangements, and do not rely exclusively on the program.

Issaquah, Washington - Costco Corporate Office

Costco, a discount grocery chain headquartered outside of Seattle, has a guaranteed ride home program for employees at its corporate office who commute by rideshare, bus, bicycle, or on foot. Of the 2,500 employees at the site, 600 are registered for the program. The program generally provides two to three rides per month, although in January the number reached 18, thanks to flu season.

Karen Mickley, Costco's Commute Trip and Front Desk Manager, said that the average cost per ride is between \$45 and \$65, and pointed out that the average commute distance for carpool and van-pool riders is 25 miles one-way. Use of the program is limited to personal emergencies, and there is an unpublicized limit of eight trips per employee per year - unpublicized for fear that employees may request more trips to reach that limit.

When an employee needs a ride home, she (Ms. Mickley noted that virtually all employees requesting trips are women) contacts the coordinator, who then gives the employee a taxi voucher. The employee has the taxi driver sign the voucher, and she returns it to the coordinator the next day. The taxi company bills the company monthly for rides. There is no formal contract with the taxi company; they simply settled on calling the taxi company that they found most reliable.

Ms. Mickley said that there is very little employee abuse of the program. She did mention an incident where an employee was found to be stealing vouchers from the coordinator and treating herself to cab rides home, so vouchers are now under lock and key. In general, she said, employee response is very positive, and the program has been in place for eight years.

Spokane, Washington - Avista Corporation

Avista, a utility company in Spokane, WA, offers a guaranteed ride home program through its Fleet Services department. Because the company already owns 8 to 10 cars and a smaller number of trucks for employee use (for example, to attend meetings), they chose to use the same resources for a guaranteed ride home program. Avista set up its program in 1993 in response to the commute trip reduction requirements imposed by the state of Washington. Employees registered in the Commute Trip Reduction (CTR) program may request a guaranteed ride home in case of

personal emergency or unscheduled overtime. Employees contact either the CTR coordinator, the security guard, or the Fleet Services department to request a ride. If a fleet car is available, the employee will drive the car home and return it the next day. A taxi ride is requested only if no cars are available, or if the employee will not be able to return the car.

Alison Kenyon, CTR Coordinator, did not have separate costs available for the program, since costs are covered through the Fleet Services department. She noted that usage is quite low: of 1,000 employees, 350 are registered for the CTR program, and in a typical year they provide 12 to 14 rides in fleet vehicles and another 2 via taxi. She said that there have been no problems with employee abuse of the program. The only minor glitch she noted was that sometimes the same taxi company provides rides to company employees for other purposes, and the CTR program is incorrectly billed.

Santa Monica, California - City of Santa Monica

The City of Santa Monica, in Southern California, has an emergency ride home program for its approximately 1,500 employees. The program uses its four pool vehicles for employee transportation in case of personal emergencies; employees drive the cars home and return them the next day. In the event that the carpool driver is unavailable, the employee transportation coordinator uses the rideshare list to find other employees in the same residential area to give the "stranded" employee a ride. In a few cases, if pool vehicles are unavailable the coordinator will pay for a taxi (if the trip is under ten miles) or rental car. Luis Morris, Transportation Management Specialist, said that they use Enterprise Rent-a-Car, because the company will pick the employee up at the workplace. Approximately 600 employees are enrolled as rideshare or transit users, and the program provides between 10 and 12 rides per year.

Mr. Morris indicated that there are no problems with fraud, although there is no fixed maximum number of rides allotted per year. He said that the program is publicized through a quarterly rideshare newsletter, e-mail announcements, new employee orientation, and word of mouth. Because more rides are provided through city-owned vehicles, there are no separate cost figures for the program; taxi costs are generally \$25 to \$30 per ride.

San Antonio, Texas - United States Automobile Association

The United States Automobile Association (USAA), an insurance and financial services company, has an emergency ride home program at its San Antonio headquarters. (For legal reasons, USAA prefers this name over "guaranteed" ride home.) The program is open only to participants in USAA's extensive vanpool program, not employees who ride transit or bicycle. Chris Treutler, Director of Vehicle Operations and Maintenance, explained that all costs are charged to the vanpool program, and that vanpool riders pay into the program to ensure that it remains financially self-sufficient.

The program currently has 825 employees registered, of a total on-site workforce of 15,000. Employees must have certification from either the USAA clinic, in the case of personal illness or family emergency, or their supervisor, in the rare case of unscheduled overtime. (Mr. Treutler said that they try to discourage use for overtime work, but will allow it with a supervisor's request.) The vanpool coordinator then arranges for a USAA fleet driver to bring the employee home. If no driver is available, the coordinator will call a taxi. The taxi dispatcher is given the employee's number, and sends a bill to USAA. The employee does not use a voucher.

Mr. Treutler said that the emergency ride home program costs are part of the annual \$500,000 vanpool costs. The average ride costs about \$25

to provide with USAA drivers, more with taxi rides. In an average month, between 20 and 25 employees request rides home. Mr. Treutler said that they do not have any problems with employee abuse of the program, largely because of their tight internal controls. He also noted that they do not have an official limit on the number of times an employee may use the program in a year, although a pattern of frequent use would be investigated.

Palo Alto, California - Sun Microsystems

Sun Microsystems, a manufacturer of computer equipment, has a guaranteed ride program for its 14,000 employees. The program affects employees at 30 to 40 sites in the San Francisco Bay Area, mostly on the San Mateo Peninsula. According to Dan McCoy, SMART Program Manager, the program provides approximately 5 to 7 rides per month. Employees are limited to 4 rides per year, with a limit of 100 miles. The program has a budget of \$1,000 per year.

If an employee needs a ride home, s/he contacts the front desk attendant in that building for a taxi voucher. Sun has an arrangement with one taxi company to provide rides. If the lobby is not staffed and the employee cannot obtain a voucher, s/he can file for reimbursement. The taxi company bills Sun on a monthly basis.

The main problem with the program has been that employees are not always able to obtain vouchers; Mr. McCoy estimated that this happens about 20 percent of the time. He attributed this to the fact that the program was understaffed for some time, and therefore some of the front desk personnel were unfamiliar with it. However, he plans to begin a marketing campaign to both inform employees and train staff.

Mr. McCoy is a contractor who spends 15 hours per week on the SMART program; there is also a permanent staff of 1.5 full-time equivalent (FTE) employees.

SERVICES THAT SUPPORT IMPLEMENTATION

Regional Organizations, Local Governments, and Transit Agencies

Many regional organizations, such as metropolitan planning organizations (MPOs) and rideshare groups, administer their own guaranteed ride home programs. If they do not sponsor programs directly, they may also be good sources of information to employers about other programs, or offer assistance to employers in setting up their own. For example, the Chicago Area Transportation Study (CATS), the MPO for the Chicago area, reimburses company guaranteed ride home program start-up costs for employers who participate in their rideshare program. (Vick, 2001)

Local governments (cities or counties) may administer guaranteed ride home programs for persons who either live or work in their jurisdictions. Transit agencies may also sponsor guaranteed ride home programs for their riders (often limited to monthly passholders).

Publicity

Guaranteed ride home programs are generally considered a support program for broader transit and car/vanpool programs. Because such programs are not used on a daily basis, it is important that employers ensure that their employees are well-informed of this program. Options for marketing the program include new employee orientation, promotional posters and flyers, e-mail or voicemail broadcast, and promotional days for commute programs. Information on guaranteed ride programs should be included in all company literature on commuter benefits.

ASSOCIATIONS AND CONTACTS

This section provides information on contacts that EPA and regional, state, and local govern-

ments might wish to utilize for expertise in understanding, promoting, or providing technical information on guaranteed ride home programs. Individual employers are advised to contact their local MPOs, transit agencies, TMAs, or rideshare groups to learn about existing programs.

Information Clearinghouses

Association for Commuter Transportation
P.O. Box 15542
Washington, DC 20003
Tel: 202-393-3497
Fax: 202-546-2196

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 telecommuting. TDM refers to 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.

Transportation Management Associations, Rideshare Programs, and Regional Programs

As discussed above, there are a large number of existing guaranteed ride home programs, run by a variety of entities. A selection of programs from throughout the country is provided in the Appendix. For more information on program specifics, contact the agency directly. If an area is not listed, the MPO for the region may offer more assistance on locating appropriate programs. The appropriate MPO can be located through the Association for Metropolitan Planning Organizations (202-457-0710 x19); a list of MPOs with web pages is available at www.ampo.org/mposnet_old.html

Commuter Choice Leadership Initiative

For more information on the Commuter Choice Leadership Initiative, contact the Commuter Choice Hotline at 888-856-3131, or see www.commuterchoice.gov

EMISSIONS AND TRANSPORTATION BENEFITS

Employer-provided commuter benefits can be an effective means of reducing vehicle travel and associated problems: emissions of air pollutants and greenhouse gases, traffic congestion, and high parking demand. Guaranteed ride programs do not by themselves produce substantial reductions in solo driving or vehicle miles traveled (VMT). Rather, such programs support more comprehensive transit and carpool programs by providing a safety net in case employees are unable to use transit or car/vanpools on a particular day. Guaranteed ride home programs thus provide an answer to employees' questions about what might happen if they are "stranded" at work one day.

While the actual usage of such programs is small, they play a role in reassuring potential transit, carpool, and vanpool riders that they will be able

to get home in the event of an emergency. As a result, guaranteed ride home program can play a role in encouraging solo drivers to change modes. According to a study conducted in Baltimore (Urban Transport News, 1996) of a one-year pilot program in guaranteed ride home programs, "27 percent of those who changed their commute mode indicated that the availability of the guaranteed ride home program was important or very important in their decision to shift to an HOV (high occupancy vehicle) commute mode." The same study also reported that 96 percent of users were satisfied with the guaranteed ride home program.

It is important to recognize, however, that guaranteed ride home programs work only where other commuter programs are in place and where employees have options to carpool, vanpool, and take transit. According to a study of the region's guaranteed ride home program conducted for the Metropolitan Washington Council of Governments (Metropolitan Washington Council of Governments, 1999), "These results and other survey results suggest that GRH is a useful service and may have an influence on commute mode decisions, but by itself it is not a deciding factor."

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APPENDIX: THIRD-PARTY GUARANTEED RIDE HOME PROGRAMS

The table below lists some of the third-party

guaranteed ride programs in the country. Employers that are located in areas not listed below should contact the MPO for their region to determine if others exist.

Location	Area Cover	Supporting Agency	Type of Agency	Phone	Web Site	Program Restrictions
Albany, NY		Capital District Transportation Authority	Transit Agency	845-453-2583	www.cdta.org/swiper.html	
Albuquerque, NM		City of Albuquerque Transit Department	Transit Agency	505-843-9200	www.cabq.gov/transit/grhl.html	
Atlanta, GA		Perimeter Transportation Coalition and Commuter Connections (joint sponsorship)	TMA and rideshare	770-394-4540	www.perimeter-go.org/ridehome.htm#cheat	
Austin, TX		Capital Metropolitan Transportation Authority	Transit Agency	512-389-7400	www.capmetro.austin.tx.us/serv_ride.html	
Boston, MA	Longwood Medical Area	Commute Works/MASCO	TMA	617-632-2796	www.masscommute.com/tmas/works/index.htm	
Boston, MA	Framingham, Hopkinton, Natick, Westborough	MetroWest TMA	TMA	508-879-5600	www.masscommute.com/tmas/metro/index.htm	
Boston, MA	Canton, Norwood, Westwood	Neponset Valley TMA	TMA	781-895-1100	www.masscommute.com/tmas/neponset/index.htm	
Boston, MA	Bedford, Billerica, Burlington, Woburn	North Suburban TMA	TMA	781-895-1100	www.masscommute.com/tmas/northsub/index.htm	
Boston, MA	downtown	Artery Business Committee	TMA	617-557-7322	www.masscommute.com/tmas/abc/index.htm	
Boston, MA	Lexington, Needham, Newton, Waltham, Wellesley	128 Business Council	TMA	781-890-0093	www.masscommute.com/128bc/	
Bucks County, PA		Bucks County TMA	TMA	215-781-9281	www.buckscountytma.org/	
Cambridge, MA		Charles River TMA	TMA	617-914-8081	www.masscommute.com/tmas/index.htm	
Chester County, PA		TMA of Chester County	TMA	610-993-0911	www.tnacc.org/	
Chicago, IL		Chicago Area Transportation Study	MPO	312-793-3456	www.catsmpo.com/share/index.htm	Only for van-pool users
Cincinnati, OH		Southwest Ohio Regional Transit Authority	Transit Agency	513-621-4455	www.sorta.com/ff-empass.ssi#Alternatives	Only for members of Preferred Customer Club
Contra Costa County, CA		Contra Costa County Commute Alternative Network	Public consortium	510-215-3035	www.traks.org/incentive/guarantee/incentive.html	

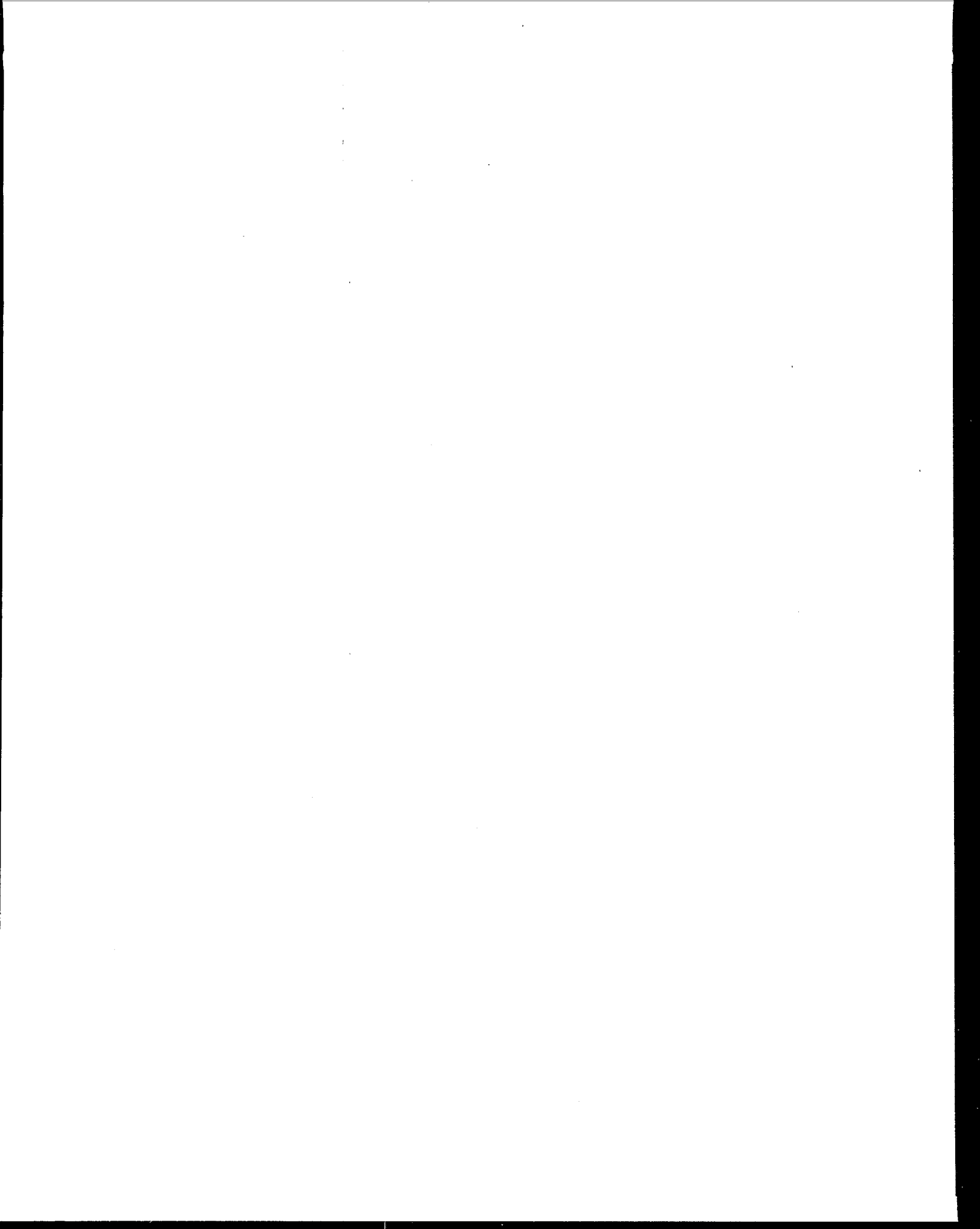
CCLI: Guaranteed Ride Home Programs

Location	Area Cover	Supporting Agency	Type of Agency	Phone	Web Site	Program Restrictions
Delaware		TMA Delaware (RideShare Delaware)	TMA	302-658-9001	www.tmancc.org/index.htm	
Delaware County, PA		Delaware County TMA	TMA	610-892-9440	www.libertynet.org/dctma/	
Denver, CO		Ride Arrangers/RTD	Transit Agency	303-299-2132	www.rtd-denver.com/	
Grand Rapids, MI		Interurban Transit Partnership	Transit Agency	616-774-1188	www.grata.org/bts/grh.htm	
Hudson County, NJ		Hudson TMA	TMA	201-432-2200	www.hudsontma.org/index.php3	
Kansas City, MO		Kansas City Area Transportation Authority	Transit Agency	816-346-0274	216.212.17.155/trip_program.htm	
Mercer County, NJ		Greater Mercer TMA	TMA	609-452-8988	www.gmtma.org/	
Miami, FL	Miami Beach	Miami Beach TMA	TMA	305-535-9160		
Miami, FL	airport area	Airport West Transportation Management Initiative	TMA	954-714-4044 x234		
Miami, FL		Civic Center Transportation Management Organization	TMA	305-243-2321		
Miami, FL		Downtown Transportation Management Initiative	TMA	800-234-RIDE		
Middlesex County, NJ		Keep Middlesex Moving	TMA	732-745-4490	www.intac.com/~kmm/	
Minneapolis/St. Paul, MN	metro region (7 counties)	Metro Council	MPO/ Transit Agency	651-602-1602	www.metrocommuterservices.org/index.asp	
Missoula / Ravalli Counties, MT		Missoula Ravalli TMA	TMA	406-523-4944	www.mrtma.org/	
Nashville, TN		Regional Transportation Authority	MPO/ Transit Agency	615-862-8833	www.rta-ride.org/ridehome/ridepolicy.htm	
New York City, NY		CommuterLink	TMA	718-886-1343	www.commuter-link.com/guaranteed_ride_home.html	
New York City, NY		Metropolitan Transportation Authority	Transit Agency	800-METROIN-FO	www.mta.nyc.ny.us/mnr/html/guaranteed/guaranteed.htm	
Phoenix, AZ		Valley Metro RPTA	Transit Agency	602-262-7433	www.val-leymetro.maricopa.gov/vanpool-faq.html	
Pittsburgh, PA	downtown	Pittsburgh Downtown Partnership TMA	TMA	412-566-4190	www.realpittsburgh.com/community/yourtown/downtownpgh/transportation.html	
Pittsburgh, PA	Airport area	Airport Corridor Transportation Association	TMA		trfn.clpgh.org/acta/membinfo.html	

CCLI: Guaranteed Ride Home Programs

Location	Area Cover	Supporting Agency	Type of Agency	Phone	Web Site	Program Restrictions
Pittsburgh, PA		Oakland TMA	TMA	412-687-4505	www.pitt.edu/%7Eotma/	
Portland, OR	Airport area	Columbia Corridor Association TMA	TMA	503-281-6850		
Portland, OR	Lloyd District	Lloyd District TMA	TMA	503-236-6441	www.ldtma.com/	
Portland, OR	Tualatin	Tualatin TMA	TMA	503-692-0780	www.tualatinchamber.com/tma.htm	
Portland, OR	Swan Island	Swan Island TMA	TMA	503-745-6563		
Portland, OR		Westside Transportation Alliance	TMA	503-617-4844	www.wta-tma.org/	
Sacramento, CA		South Natomas TMA	TMA	916-646-0928	www.south-natomastma.org/about.htm	
Sacramento, CA		Sacramento TMA	TMA	916-441-7074	www.sacramento-tma.org/app-grh.html	
Sacramento, CA		Folsom Rancho Cordova El Dorado TMA	TMA	916-351-3975	www.fredtma.org/emberbenefits.html	
San Francisco, CA	downtown	TMA of San Francisco	TMA	415-392-0210	www.tmasf.org	
San Mateo County, CA		Peninsula Traffic Congestion Relief Alliance	Public/non-profit Joint Powers Association	650-994-7924	www.commute.org/	
Santa Clara County, CA		Valley Transportation Authority	Transit Agency	408-321-7544	www.vta.org/ecopass/ecopass_corp/epridehome.html	Only for EcoPass holders
Santa Rosa, CA		City of Santa Rosa	Municipality	707-543-3325	www.mtc.ca.gov/publications/sonoma/teed.html	
Seattle, WA	suburban area	Kitsap Transit	Transit Agency	800-501-RIDE	www.kitsaptransit.org/grh.html	
Somerset, NJ		RideWise of Raritan Valley	TMA	908-704-1011	www.ridewise.org/rideshare/grh.htm	
St. Louis, MO		Citizens for Modern Transit	Advocacy Organization	314-231-7272	www.cmt-stl.org/clean/grh.html	
Tampa Bay, FL		Bay Area Commuter Services	TMA	800-998-RIDE	www.cutr.eng.usf.edu/research/grh.htm	
Vermont and New Hampshire		Upper Valley Rideshare	Rideshare	802-295-1824	www.uppervalleyrideshare.com/uhrs.grh.html	
Washington, DC	Metro area	Metropolitan Washington Council of Governments	MPO	800-745-RIDE	www.mwcog.org/commuter/Bdy-Grh.html	

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FOR MORE INFORMATION

This guidance document and other information about the Commuter Choice Leadership Initiative are available at www.commuterchoice.gov or by calling the Commuter Choice voicemail request line at (888) 856-3131.

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