

Approved:

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Thomas F. Barry, Jr., P.E.
Secretary

COMMUTER ASSISTANCE PROGRAM

PURPOSE:

To establish procedures and guidelines to the implementation of the Department's Commuter Assistance Program, identify effective employer-based transportation demand management (TDM) strategies, foster development of public/private partnerships, and fund appropriate eligible recipients to carry out commuter assistance program projects.

AUTHORITY:

Chapters 187 and 341, Florida Statutes (F.S.)

SCOPE:

The requirements or processes related to this procedure affect the State Public Transportation Office, District Offices and recipients of funds administered as part of the commuter assistance program.

DEFINITIONS:

Agency Annual Work Plan - An annual written plan submitted by agencies requesting state participation in local ridesharing projects or Transportation Management Associations (TMAs) and/or Transportation Management Organizations (TMOs). This plan identifies project goals, objectives and related project information, and serves in evaluating a project's progress and success.

Annual Summary Report and Survey - An annual summary report and survey administered by regional or local commuter assistance services. The summary report analyzes the success of the agency efforts for the year. The survey is used to verify monitoring and reporting data. The survey is to be done annually or biannually at the discretion of the District, and with the agreement of the Central Office.

Central Office - For the purposes of this procedure, it means the Department of Transportation, Public Transit Office.

District Office - For the purposes of this procedure, it means the Department of Transportation, District Public Transportation Office.

District Work Plan - An annual written plan identifying District program goals and direction. This serves as a guide for the Districts and grantees in developing individual project work plans. Service to Enterprise Zones should be considered.

Eligible Project Recipients - Local governments or their designees including: Metropolitan Planning Organizations, Regional Planning Councils, Transportation Authorities, or Community Transportation Coordinators designated pursuant to **Chapter 427, F.S.**, are eligible recipients of matching grants. Private for-profit and private-not-for-profit corporations that have been selected pursuant to Chapter 287, Florida Statutes, may receive funds to operate Regional Commuter Services projects. Transportation Management Associations and/or Transportation Management Organizations created pursuant to **Chapter 617, F.S.**, may also receive grants.

Enterprise Zone - Areas that chronically display extreme and unacceptable levels of unemployment, physical deterioration, and economic disinvestments, pursuant to **Chapter 290, F.S.**.

Local Commuter Services - Public or private agencies providing commuter assistance services to a defined local area, usually serving one municipality or county. The local commuter service organization will provide ridematching, marketing, survey, Transportation Management Association and/or Transportation Management Organization support and/or other needed coordination.

Memorandum of Understanding - This is a written agreement between the Regional Commuter Service or the Local Commuter Service office and each existing Transportation Management Association and/or Transportation Management Organization. The agreement outlines the responsibilities of each agency in achieving the goals of the Commuter Assistance Program. The District shall approve the Memorandum of Understanding. This document should be reviewed and updated on a three-year cycle.

Regional Commuter Services - Multi-county agencies, that can be private-not-for-profit corporations, funded by the state, and established to provide the basic support for a network of smaller, localized Transportation Management Association/Transportation Management Organization within a specified region of the state. To the extent feasible, these programs should be placed at an existing regional entity (i.e., regional planning council, metropolitan planning organization, transit agency, or other private agency). This does not preclude other arrangements better suiting community needs. These projects are developed cooperatively between the Central Office and the District and/or Districts involved. Regional Commuter Services will provide ridematching, marketing, survey and other support as determined by the Districts and this procedure.

Statewide Commuter Assistance Annual Report - A report compiled by the Central Office detailing Commuter Assistance activities statewide. This report will include all the data and monitoring compliance figures provided by the projects to the District offices. This report will cover the preceding calendar year.

Telecommuting - A work arrangement, by which selected employees are allowed to do the normal duties and responsibilities of their positions with computers or telecommunications, at home or an alternative worksite other than the employees' usual place of work.

Transportation Demand Management (TDM) Strategies - A set of measures designed to reduce the number of trips made by single occupant vehicles and enhance the regional mobility of all citizens. These strategies can include but are not limited to: traditional ridesharing (carpooling & vanpooling); public transportation, alternative work hours (flextime, compressed work week, etc.), non-motorized transportation (bicycle and pedestrian modes); development and implementation of shuttle services; priority/preferential parking for ridesharers; promotion and distribution of discounted transit passes; and fostering telecommuting programs.

TDM Clearinghouse - Is a service of the Department, currently operated by the Center for Urban Transportation Research, which provides technical support for the Department, local governments and emerging Transportation Management Association and/or Transportation Management Organizations. Services include but are not limited to: strategic planning assistance, evaluations and survey assistance, training, TDM Resource Center and periodic newsletters. The Central Office has monitoring and fiscal responsibilities for the clearinghouse. Major requests need to be coordinated between the District and Central offices before approval to proceed.

Transportation Management Associations / Transportation Management Organizations - The terms Transportation Management Associations or Transportation Management Organizations have been used interchangeably. For the purposes of this procedure the acronym TMA will be used. TMAs are public/private partnerships formed so that employers, developers, building owners, central business districts, downtown merchant associations, and government entities can work collectively to establish policies, programs and services to address local transportation problems. TMAs realize their potential in addressing traffic congestion, air quality, and occasionally, employment issues through TDM strategies. TMAs are established within a limited geographical area to address the transportation management needs of their members. TMAs are expected to obtain private sector financing in addition to public funding.

Transportation Management Initiatives (TMIs) - These are hybrid entities that are the first step in a process in which employers and other interested parties consider collective actions for improving the means to carry people and/or goods. TMIs are usually not legally constituted and may be projects or field offices of larger organizations with broader missions. TMIs are frequently led by an advisory committee of the private sector in partnership with the public sector to solve transportation problems.

GENERAL

Coordinated use of existing transportation resources can provide a responsive, low cost alternative for alleviating urban highway congestion, improving air quality and by that reducing the need for costly highway improvements. The commuter assistance program focuses on the single occupant commuter trip that is the greatest cause of peak hour highway congestion. A coordinated effort to provide alternatives to these commuters, using existing or low cost resources, can be beneficial to the development of public transit statewide and the Department's priority efforts to relieve traffic congestion, improve air quality and to assure energy conservation. The State's Commuter Assistance Program encourages a public/private partnership to provide brokerage services to employers and individuals for: carpools, vanpools, buspools, express bus service, subscription transit service, group taxi services, heavy and light rail and other systems designed to increase vehicle occupancy.

The program encourages the use of transportation demand management strategies including: employee trip reduction planning, Transportation Management Associations, alternative work hour programs, telecommuting, parking management, and bicycle and pedestrian programs.

PROGRAM MANAGEMENT AND IMPLEMENTATION

(1) CENTRAL OFFICE responsibilities shall include:

- (a) Maintain continuing communication with the District Offices on matters regarding the Commuter Assistance Program.
- (b) Develop and maintain program policies and procedures.
- (c) Monitor compliance with established procedures.
- (d) Provide training and technical support to Districts and local programs as required, through contracts like the TDM Clearinghouse.
- (e) Stay current on national and international methods for promotion of commuter alternatives and transportation demand management, and providing this information to the Districts.
- (f) Provide any necessary support for demonstration projects that are statewide or regional in scope or require staffing in excess of district capabilities.
- (g) Assure the coordination and implementation of support programs (Transit Corridor and Park and Ride).
- (h) Compile data provided by the District into Annual Report.
- (i) Provide the latest transit trends and performance measurements.

(2) DISTRICT OFFICE responsibilities shall include:

- (a) Maintain communication with the Central Office on program status and implementation.

- (b) Establish and maintain communications with local public and private organizations to advise them of the availability of Department financial and technical assistance programs for commuter assistance and transportation demand management.
- (c) Establish specific and achievable program objectives for the District, based upon information from local and regional programs. Develop the Annual District Work Plan including project-funding needs for the next two years and assuring that the commitment of Department funds is consistent with the established production schedule. The District Work Plan provides the framework and direction for the commuter assistance activities funded by the District.
- (d) Assure the provision of technical assistance in the development of commuter assistance services.
- (e) Provide and manage grants to local agencies and the private sector for the implementation of Commuter Assistance Projects. This includes ensuring that grantees or contractors comply with Joint Participation Agreement or contract requirements, and that requirements of this procedure are included in the Joint Participation Agreement or contract.
- (f) Ensure that appropriate application of commuter alternatives further the development of public transportation projects in the Districts and the inclusion of private transportation providers.
- (g) Perform annual reviews of each agency's progress to determine the effective implementation of the Agency Annual Work Plan. Modifications to the Agency Annual Work Plan will be documented.
- (h) Prepare a District Annual Local or Regional Commuter Assistance Service Report summarizing each agency's progress in the implementation of the Agency Annual Work Plans. The report will include the written reports submitted by the agencies detailing successes, mandatory reporting measures, problems and plans. These reports are due in the Central Office by March 1st of each year and will cover the preceding calendar year. This information is necessary for the maintenance of data for the Statewide Commuter Assistance Annual Report. Reports from established TMAs (more than three years old) may be submitted annually and will also be included in those District reports.
- (i) Participate, as appropriate, on the Boards of Directors of private-not-for-profit TMAs and Regional Commuter Services Corporations.

(3) Issues not specifically mentioned in this procedure, nor with statewide implications, are left to the discretion of the individual District.

(4) The Districts shall program Commuter Assistance Projects in coordination with the Central Office, the appropriate metropolitan planning organization, local agencies and the private sector to ensure statewide programming to optimize available funding sources.

1. ELIGIBLE PROJECT COSTS

- (a) Program administration and operational costs including: salaries, marketing materials, advertising, computerized matching, reporting, purchase of promotional

items as part of public information and education campaigns for the promotion of alternatives to single-occupant vehicle travel (promotional items must first be cleared through the FDOT Comptroller) and other project related costs.

- (b) Computer hardware and software necessary to establish trip-matching services, where not redundant or sharing could be a more efficient use of equipment.
- (c) Specialized demonstration projects of statewide or regional impact designed to show innovative approaches to commuter assistance.
- (d) Other capital purchases for the accomplishment of program objectives.
- (e) Other operating expenses for the accomplishment of program objectives, such as a Guaranteed Ride Home Project or vanpool administration.

2. ELIGIBLE GRANT RECIPIENTS

Local governments or their designees including Metropolitan Planning Organizations, Regional Planning Councils, Transportation Authorities, or Community Transportation Coordinators designated pursuant to **Chapter 427, F.S.**, are eligible recipients of matching grants.

Although funds may be used to administer these projects within local government, recipients should be encouraged to consider subcontracting services to the private sector. Grants may be made to private organizations pursuant to **Chapter 617, F.S.**

3. FUND PARTICIPATION

- (a) Funding for this program will be allocated to the Districts based on a statewide assessment of Commuter Assistance Program need. Allocation requests identified in the Annual District Work Plan will be given first priority.
- (b) The Department is authorized to fund up to 100 percent of the eligible costs of commuter assistance projects determined by the District to be regional in scope and application or statewide in nature.
- (c) The Department's participation in a local project cannot exceed the amount of local participation.
- (d) State funding participation in Federal Transit Administration funded projects shall be at the level defined in **Chapter 341, F.S.**
- (e) The Department's participation in Federal Highway Administration funded projects shall be at the levels required for the particular highway system fund involved according to **Section 339.08(2), F.S.**
- (f) Specific match rates are identified in the Work Program Instructions.

4. WORK PLANS

Each District shall develop an annual work plan for its District Commuter Assistance Program. This plan will detail program goals and objectives for the period October 1

through September 30. The district work plan shall identify annual program goals and emphasis areas, targets for regional and local commuter assistance services, and targets for TMAs. Plans shall be submitted to the Central Office by October 1 of each year and will be used in the development of the Department's Work Program.

5. PROJECT TYPES

5.1 Regional or Local Commuter Services operated by government agencies, transit operators or private contractors under contract to the Department shall be administered in the following manner:

5.1.1 Each agency shall submit an annual work plan consistent with Department and regional goals. The work plan will be incorporated as a "Special Consideration of the Department" in all Joint Participation Agreements, and shall include, at a minimum:

- (a) An organization chart identifying all personnel funded by this project
- (b) Measurable program goals and objectives with milestones to determine progress in stated emphasis areas consistent with District work plans
- (c) A marketing plan identifying market penetration and client service targets
- (d) An annual project budget identifying expenses and revenues by source

5.1.2 All commuter assistance service agencies receiving state funding will be required to monitor and report to the District office the following data on an annual basis or as the Joint Participation Agreement may stipulate:

- (a) Number of commuters requesting assistance
- (b) Number of commuters switching from single occupant vehicles
- (c) Number of agency vans in service, and other coordinating agency vans that are participating in the rideshare-matching program (where applicable)
- (d) Number of vehicle trips eliminated for all commuters participating in the commuter assistance program
- (e) Number of vehicle miles eliminated for all commuters participating in the commuter assistance program
- (f) Number of employer contacts and employers participating
- (g) Description of major accomplishments
- (h) Number of parking spots saved / parking needs reduced
- (i) Amount of commuter costs saved

Definitions for each reporting category are provided in [Attachment A](#).

5.1.3 Regional and local commuter assistance service programs shall administer an annual survey to collect and verify data for reporting requirements. This requirement may be waived by the District if the agency can show statistically accurate follow-up compiled in a monthly or quarterly manner. Requests to waive this requirement will be reviewed by the Central Office. Surveys may be accomplished in-house or contracted

out and must not have a sample error greater than 5% and a confidence interval no less than 95%. Refer to survey guidelines in [Attachment A](#).

5.1.4 All projects shall be programmed according to the latest Work Program Instructions and according to the provisions of **Chapter 341, F.S.**, as follows:

- (a) If the local eligible recipient has taken action to secure or designate federal funds as a funding source for a project, in which case the appropriate federal match ratio applies.
- (b) If the Central Office has indicated on a project-by-project basis that other funds (e.g., Transit Corridor) can be reasonably anticipated for the project, the appropriate match ratio associated with such funds shall apply.
- (c) If the project is regional in scope and no regional financing mechanism exists, the project is eligible to be programmed up to 100% state participation.

5.2 Transportation Management Associations operated as public/private partnerships:

5.2.1 Funding may be provided to TMAs organized as private-not-for-profit corporations, in cooperation with local government, that are established according to local comprehensive plans, other locally adopted plans or regional commuter assistance program goals.

5.2.2 State funds may be granted in the following ratio:

TMAs will be eligible for continued funding at the lesser of \$75,000 or 50% of their total budget, provided they are meeting the performance criteria outlined in their existing Joint Participation Agreement. Board member in-kind contributions may count toward local match requirements. However, in-kind contributions must have the prior approval of the District Office. Districts may use **49 CFR 18.24 (Title 49, Code of Federal Regulation, Part 18.24, "Uniform Administration Requirements for Grants and Cooperative Agreements to State and Local Governments"** deals with matching and cost sharing. This Federal regulation can be accessed at www.access.gpo.gov/nara/cfr as guidance in determining allowable in-kind contributions. Funding may exceed the \$75,000 limit, if the District can justify the need and verify that any commuter assistance program within the District will not be adversely affected. Variation from these levels is permitted with prior consultation with the Central Office.

5.2.3 Grants supporting TMAs may be made directly to the incorporated organization or to the appropriate local governmental agency for pass-through to the TMA following the current Joint Participation Agreement procedure. TMAs receiving these grants shall include the Department as an ex officio member of its Board of Directors during the grant period.

5.2.4 To be eligible for state funding a TMA must send the Department a detailed Agency Annual Work Plan, articles of incorporation as a private not for profit body,

bylaws, geographical boundaries, trip management goals, a financing plan, an institutional structure, and potential membership estimates. Future year work plans will be required. A TMA shall use the Department's TMA Self Evaluation program annually. The District will coordinate with the TMA in the selection of criteria to be used in the Self Evaluation. Results of the evaluation will be reported to the District office annually. Records of services received from regional commuter assistance programs should be maintained. A summary of these activities shall be included with the invoice progress reports provided to the District office pursuant to the requirements outlined in the Joint Participation Agreement.

5.2.5 No TMA will be funded unless the District office has determined that its Agency Annual Work Plan is consistent with regional commuter assistance program plans, metropolitan planning organization transportation plans, local comprehensive plans and regional strategic policy plans.

5.2.6 Funds granted to TMAs under this program are for administrative, planning, marketing and operational purposes only. The Department will not participate in the acquisition of computerized ride matching capabilities unless this service is not available through a regional or local commuter assistance program.

5.2.7 Special projects and operations (shuttles, vanpools, guaranteed ride home programs, transit discounts, etc.) may be funded on a 50% state ratio to established TMAs (more than three years old).

6. PROJECT FILES

The District shall maintain the official project files, which at a minimum, shall include or have readily accessible:

- (a) All Joint Participation Agreements and/or Contracts and a copy of any amendments or supplements thereto.
- (b) A copy of each invoice and accompanying progress report presented for payment by the grant/contract recipient
- (c) Documentation of any official on-site visits and annual evaluations scheduled by the District.
- (d) An inventory of all capital acquisitions including description, state participation, current location, and cost when acquired.
- (e) All pertinent correspondence regarding the project.
- (f) A copy of the agency annual audit (report) performed according to the **Public Transportation Joint Participation Agreement Procedure, [No. 725-000-005](#), and Recipient/Subrecipient Single Audit Procedure, [No. 450-021-001](#).**

7. TRAINING

The basic TDM training is mandatory for all Department Commuter Assistance Program managers and Commuter Assistance Program agency directors. Additionally, the State

Commuter Assistance Office periodically offers training classes that provide the most recent technical assistance and program information available.

8. FORM ACCESS

There are no required forms associated with this procedure.

ATTACHMENT A

1. EVALUATION MEASURE DEFINITIONS

Number of Commuters Requesting Assistance: This is the number of people that request assistance of some sort including:

Carpool match list, Vanpool match list or formation assistance, Transit route and/or schedule information, Telecommuting information, Bicycle route and/or locker/rack information

Number of Commuters Switching Modes: This is the number of people that actually use the information you provide to change their current Single Occupant Vehicle mode to carpooling, vanpooling, transit use, telecommuting, walking and/or bicycling.

This information can be gathered by doing sample survey of commuters assisted on a monthly basis by either phone or mail. Every month contact a random sample of the commuters assisted the previous month to see how many actually used the information you provided. Extrapolate survey results to estimate total. It is recommended that actual data be used where available.

Number of Vans In Service: Report the number of commuter vans on the road and/or the number of vanpoolers. These are vans that are operated either by the CAP agency or any other coordinating agency that participates in the commuter rideshare-matching program operated by the CAP.

Number of Vehicle Trips Eliminated: Using the follow-up survey data or actual data multiply the frequency of alternative mode use by the estimated number of commuters using a shared mode or telecommuting.

Number of Vehicle Miles Eliminated: Using the follow-up survey data take the average trip length times the frequency of use times the number of formations.

Employer Contacts: When reporting include the number of employees at each site. Report number of employer contacts and provide a brief summary of methods of contact used.

Major Accomplishments: When reporting consider the following categories: new transit services initiated and/or improved; education programs initiated; transportation planning initiatives; guaranteed ride home projects initiated; or other implementation activities.

Parking Spots Saved / Parking Needs Reduced: Determined by the number of people using alternative modes at each employment site.

Commuter Costs Saved: Multiply vehicle mile eliminated by the average cost per mile. The American Automobile Association is a good source for the average cost per mile.

2. DISTRICT OPTIONAL EVALUATION MEASURE DEFINITIONS

Gasoline Saved: Multiply the vehicle miles eliminated by the average miles per gallon figure from the American Automobile Association.

Emissions Reduction: Multiply the vehicle miles eliminated by the emission factors for your area. Emission factors are available from the Department of Environmental Protection.

Information Materials Distributed: Categories may include but are not limited to:

Brochures, Information packets, Posters, Surveys

Special Events: Categories may include but are not limited to:

Transportation Fairs. Commuter Fairs, Special Promotions

Media / Community Relations: Categories may include but are not limited to:

Number of Public Service Announcements shown, Number of newspaper articles, Number of news stories, Number of magazine articles

3. SURVEY GUIDELINES

This is meant to be a guide for agencies choosing to administer an internal annual survey.

Probability Samples: Probability samples are those in which everyone has an equal chance or probability of being chosen. The assumption is that the people who are selected are believed to be just like those who are not selected. Types of techniques associated with probability sampling include: simple random sampling, stratified random sampling, and simple random cluster sampling.

Sample Size: Once the sampling methodology has been decided upon, a sample size may be determined. Three issues must be addressed when determining sample size:

sampling error (the degree of precision desired), stratification (the examination of sub segments of the population), and confidence levels (the degree of certainty with which the sample is representative of the population).

Sampling Error: The degree of precision in a survey sample can be determined by calculating the standard error. Specifically, as the sample size increases, the standard error associated with that sample decreases. The issue of precision with a survey sample is an important one.

Stratification: In a stratified sampling, the surveyor draws a sample with a pattern of important characteristics that is the same as the population's. If 80 percent of employees in the target area drive alone to work while 10 percent carpool, then the sample should have the same distribution of modes.

Confidence Levels: The confidence level indicates the degree to which the researcher is confident that the sample is representative. Frequently, the 95 percent confidence level is chosen, meaning that there is a 95 percent chance that the sample and the population will look alike, and a 5 percent chance that it will not.

Example: The following example illustrates the process of determining sample size. Suppose a new Transportation Management Area (TMA) wants to determine mode split for employees in its area. Census data for the region suggests that the carpool rate is 15 percent. The confidence level was chosen to be 95 percent and the standard error 2.5 percent. The following equation is used:

$$N = (p) (1-p) / (te/z)^2$$

N = unadjusted sample size
p = estimated proportion or incidence of cases
te = tolerable error
z = the standard score of a given confidence level

A new statistic used in this calculation is a tolerable error (te), which is defined as the standard error times the t- statistic (1.96 for a 95 percent confidence interval). Given that p = 0.15, z = 1.96, and the standard error = 0.025, te = 0.05. Thus:

$$N = (0.15) (1 - .15) / (0.05 / 1.96)^2$$

N = 196

To adjust for the population, the following equation is used:

$$N' = N / (1 + (N / P))$$

N' = adjusted sample size
N = initial sample size (calculated above)
P = target population

For this scenario, if the target population in the study area is 5,000, then:

$$N' = 196 / (1 - (196 / 5,000))$$
$$N' = 188$$

Finally, the sample size is determined by accounting for anticipated sample size. Many researchers report results with a 30 percent response rate. Therefore, this example will also anticipate the same.

$$N = N' / X$$

n = final sample size
N' = adjusted sample size
X = anticipated response rate

Given this equation, the final sample size for this example is:

$$n = 188 / 0.30$$
$$n = 629$$

Therefore, in order to determine mode split for its area, the new TMA must distribute 629 surveys to employees of its members. If the TMA is using the simple random sampling technique it would randomly choose 629 names from its database. However, if the TMA wants to use the stratified random sampling technique, the above process should be repeated for each organization. This will allow the TMA to construct a profile of each employer in its area that is statistically significant, and will ensure a statistically significant sample for the entire region as well.

4. EVALUATION MEASURE REPORTING GUIDANCE

This is an example of how an agency could go about compiling the data needed for the reports they are required to submit to the Department. **This is meant to be an example, not a prescribed format.** However, calculations must be based on known real data and mathematically correct. In our example the agency will be called ICAP (Imaginary Commuter Assistance Program).

Number of Commuters Requesting Assistance

ICAP reports the following for Month X:
100 carpool match lists processed
5 new vanpool clients

Number of Commuters Switching Modes

ICAP sends mail back cards to all 100 clients requesting carpool match lists. All the information needed from the vanpoolers is available in their fare payment and registration records.

25 mail back cards are returned by carpoolers with 5 clients reporting that they are carpooling.

5: 100 = 5%

Phone calls are made to the remaining 75 carpool clients. Of those ICAP reaches 30 and finds out 5 more clients are carpooling.

5 + 5: 100 = 10%

Number of Vans in Service

ICAP has 20 vans currently in service. There are additional 45 vans that in service and available for rideshare-matching recommendations. These vans are located in the local transit agency, which has 10 vans in service, and two private van-leasing companies, which have 35 vans in service.

Number of Vehicle Trips Eliminated

The average frequency of carpooling reported on the mail back cards was 3 days a week. The frequency of the vanpoolers is 5 days a week.

$10 \times 3 \times 2 = 60$ trips eliminated by carpoolers / week

$5 \times 5 \times 2 = 50$ trips eliminated by vanpoolers / week

Vehicle Miles Eliminated

The average carpool trip distance is 10 miles one way. The average vanpool distance is 35 miles one way.

$10 \times 60 = 600$ miles eliminated / week

$35 \times 50 = 1,750$ miles eliminated / week

To get the total number eliminated for the report, multiply by the number of weeks in the report.

Employer Contacts

ICAP reports the following contacts:

13 employers contacted by letter

10 employers contacted by phone

5 employers visited in person

Major Accomplishments

ICAP expanded the guaranteed ride home program to include 3 new employers.

Parking Spaces Saved / Parking Needs Reduced

15 parking spaces saved this period.

Commuter Costs Saved

The American Automobile Association estimates that the average cost per mile for ICAP=s service region is \$.40.

$$.40 \times 600 = \240 saved / week by carpoolers

$$.40 \times 1,750 = \700 saved / week by vanpoolers.