

Guaranteed Ride Home Programs: Giving Peace of Mind to Commuters



This publication is part of a series the Community Transportation Association of America has developed to disseminate transportation models that assist people with a disability or limited income in accessing job-related destinations.

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Community-based guaranteed ride home (GRH) programs provide a way for employees who commute to work by public transportation, carpool, vanpool, biking, or walking to travel home when an unexpected need to do so arises. For tens of thousands of U.S. workers registered in GRH programs, this ability to get home in the case of a personal or family illness or emergency or after unexpected changes to their work schedule on a given day, is often “safety net” that gives them the same peace of mind as if they had their personal vehicle with them at work at all times.

This “insurance policy” becomes more significant for employees who do not even have the option of driving to work in their own vehicle, such as people with certain disabilities, people with limited income who struggle to afford the cost of operating a private vehicle, older adults who no longer drive, or others who do not have a driver’s license. For the members of this group, knowing that they can rely on a GRH program to get them home when the need arises can be the final piece of the puzzle that allows them to decide to secure employment outside of the home.

This publication reviews the many considerations involved in setting up a GRH program and describes promising GRH practices from established programs. It is designed to not only assist those beginning a new program but also enable existing programs to take a critical look at their programs and determine if changes could make their programs more effective. The research used to prepare this document included phone interviews, literature and website reviews, and discussions with a panel of experts. The GRH programs reviewed for this document include a mix of large and smaller programs covering urban, suburban, and rural areas such as 511 Contra Costa (California), Trimet (Oregon), CommuterChoice Maryland, Upper Valley Rideshare (New Hampshire/Vermont), and Neponset Valley Transportation Management Association (Massachusetts).

During our literature search, we uncovered a valuable companion toolkit—the “Emergency Ride Home Toolkit”¹—that serves as an excellent introduction to GRH programs and provides additional examples of forms and other documents applicable to GRH programs. Many of these resources will be referenced throughout.

¹ Best Workplaces for Commuters: ERH Toolkit. 2004. Available at <http://www.bestworkplaces.org/erhkit/index.htm>. Accessed January 7, 2009.

The appendices to this publication include information on the interviewed programs (Appendix A), sample forms (Appendix B), and a bibliography of resources (Appendix C) found in the literature review.²

WHAT IS A GUARANTEED RIDE HOME PROGRAM?

GRH programs are programs that pre-arrange opportunities for employees who commute by a means other than driving alone to use a taxi, rental car, or other vehicle to travel home during a normal workday when an unexpected circumstance requires them to do so, such as a personal or family illness, an emergency, unexpected overtime, etc. The other common name for this type of service is an "emergency ride home" program. To avoid abuse of GRH services, most programs limit the number of times in a year that a participant can use them.

GRH programs were originally conceived as a component of transportation demand management strategies, which try to reduce the number of single-occupant vehicles on the road as a means of mitigating traffic congestion. As such, GRH programs almost always operate in conjunction with other programs that encourage individuals to travel by a means other than driving alone (e.g., "Try Transit" initiatives, vanpool marketing, "Commute Green" efforts). For example, the GRH program offered by ABQ Ride in the City of Albuquerque, New Mexico allows transit riders within the city limits to use a guaranteed ride home should an emergency arise after the buses have stopped running. This may eliminate the need for a second vehicle for families living on the outer edges of the city.

GRH programs have been effective as a congestion-reducing strategy. For example, a 2005 report by ERG found that "12 to 25 percent of alternative commuters would drive alone to work if they did not have access to an emergency ride home."³ Further, a 2007 Alameda County report revealed that 61 percent of commuters surveyed indicated that GRH encourages them to use alternative modes of transportation.⁴ In addition, as a *Commuter Connections 2007* GRH Survey report noted, "It is clear that most of the respondents who never used alternatives before GRH started using ^{alternatives} four or five days a week with GRH."⁵

Although primarily designed to support employees commuting to and from a regularly scheduled work shift, their use has also been expanded in some communities to support job seekers who are transitioning from public assistance to steady employment and for paratransit users who miss a scheduled ride home.

BENEFITS OF A GUARANTEED RIDE HOME PROGRAM

² Contact information for the programs interviewed for this publication is given in Appendix A.

³ Todreas, IL. "Emergency Ride Home: A Survey of Current Programs and Issues". 2002. p. 5. www.bestworkplaces.org/pdf/erh_researchsum_508.pdf. Accessed August 7, 2008.

⁴ Alameda County Congestion Management Agency. "Alameda County Guaranteed Ride Home Program Evaluation 2007 Final," Nelson Nygaard Consulting Associates, 2008. http://www.grh.accma.ca.gov/AlamedaGRH_2007Eval.pdf.

⁵ National Capitol Region Transportation Planning Board. "Guaranteed Ride Home Commuter Satisfaction Survey, Results for Fiscal Year 2007, Final Report," by Douglas Franklin and Nickolas Ramfos, Commuter Connections. 2008. http://www.mwcog.org/commuter2/pdf/FY07GRHCustomerSatisfactionReport_Final.pdf.

A GRH program may remove the final obstacle for commuters who are on the fence about leaving their car at home. Moreover, it serves as a lifeline for employees who use alternative transportation because they have no access to a car, such as those transitioning into the workforce from public assistance programs and Temporary Assistance for Needy Families recipients who are in programs designed to lead to employment. Here's a brief look at the benefits that accrue to many community members by offering or participating in a GRH program.

Commuters

A GRH program gives commuters an "insurance policy" against being stranded at work if they need make an unscheduled return trip to home. They now have access to a safe and secure alternative for independent transportation, answering the question "What if I need to get home when the bus isn't running or my carpool has already left?"

Participants in a GRH program also accrue financial benefits from their participation. For those without access to a vehicle or who have limited resources to run their vehicle, a GRH program is an invaluable resource as free, back-up transportation that they may otherwise not have. In addition, many employers, state rideshare agencies, and local transportation groups provide incentives to commuters to change from one commute mode to another, such as discounts on vanpooling or gas cards for carpoolers. Employees can also save money with pre-tax benefits when commuting by transit or vanpool, as the amount of an employee's salary set aside for transportation benefits is not subject to income tax, up to specified monthly limits.⁶ In some cases, having access to a GRH program can influence a family's decision not to purchase a second or third vehicle.

Employers

Employers benefit by encouraging their employees to share a ride to work or use a more reliable means of traveling than driving a vehicle alone, and a GRH option can be a key tool to doing so. Employees who sit in traffic and arrive late to work on a regular basis or products that cannot get to market because trucks are delayed cost businesses millions of dollars each year.

Encouraging fewer employees to drive to work can also have an impact on the amount of parking an employer needs to provide. As an incentive to employees to carpool, many businesses offer preferential parking for carpool and vanpool vehicles in addition to their GRH program. According to the U.S. Census Bureau,⁷ over 11 percent of the U.S. workforce currently carpools to work, reducing the need, along with the associated cost, of adding and maintaining more parking as the pool of workers grows.

Because of the federal Qualified Transportation Fringe Benefit program (also known as the commuter benefit program) employers can save money on payroll taxes by deducting the amounts employees use to pay for transit or vanpools from gross salary amounts on which taxes are deducted. Employers can also choose to pay for workers' commutes (by one of these two modes only) and then deduct their costs as a direct employee benefit. The commuter benefit program has been consistently expanded since its inception in 2002; in 2009 employees can set aside up to \$230/month of pre-tax income to pay for transit or vanpooling.

⁶ See additional information on commuter-tax benefit at <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=119&z=39>.

⁷ U.S. Census Bureau American Community Survey, 2005. <http://www.fhwa.dot.gov/planning/census/2005tp/index.htm>.

Community

Robust economic development is closely linked with a community's ability to freely move goods and workers. Traffic congestion costs not only businesses but also uses valuable taxpayer dollars to counter the harmful results of congestion (e.g., worsened road conditions). A 2005 study conducted by the Economic Development Research Group predicted that the "failure to relieve traffic congestion in the Portland, Oregon region's transportation system will cost the region 6,500 jobs and \$844 million by 2025."⁸ A GRH program provides the safety net necessary to convince commuters to try a commute mode other than a single-occupant vehicle. The move to an alternative mode reduces traffic congestion and improves air quality.

GRH Program Sponsor

Usually the sponsoring organization for a GRH program is a transit authority, a rideshare agency, a municipality, a transportation management association, or some other organization with a stake in traffic congestion, air quality issues, and/or human services concerns. Encouraging more commuters to try an alternative means of getting to work supports these organizations'—and the community's—goals.

Workforce Development and Human Service Agencies

Some workforce development agencies provide transit passes that can be used to assist customers with limited income to help them access job interviews and work sites. A GRH program provides these agency-sponsored customers with a flexible alternative for transportation if a personal emergency or unscheduled work means the individual cannot use the transit pass to travel home. This GRH safety net means that workers faced with unexpected circumstances will not have to choose between going to work and staying home to address a potential emergency situation just because they cannot rely on their usual means to travel home. This increases the job stability of agency customers and contributes to the agency's successful job placement rates.

The same can be said for human service agencies who offer transit passes to help connect clients with needed services (e.g., drug rehabilitation therapy, parenting and other classes, court-mandated appointments), a GRH program can provide assurance that clients can still attend these activities, knowing that if they are unable to return by public transit, they will still have a ride home.

Many workforce development and human service agencies already provide taxi vouchers to clients for scheduled rides, so they already have the administrative structure for issuing GRH vouchers established.

Taxi Service or Other Provider

Transportation providers participating in a GRH program, whether taxi operators or other private providers, benefit from increased ridership. It also helps them to build relationships with local transportation agencies and providers, which can lead to other collaborative efforts to coordinate local transportation options.

Transit System

⁸ Economic Development Research Group. "The Cost of Congestion to the Portland Region, 2005." http://www.edrgroup.com/images/stories/Transportation/trade_trans_studies_cocreport1128final.pdf .

Transit systems benefit because a GRH program is a tool for encouraging passengers to choose public transportation. Increased ridership increases a system's revenue and allows the agency to plan for more services that will benefit even more community members.

Santa Clara County's GRH Program for CalWORKS Recipients

Santa Clara County and OUTREACH, in partnership with Valley Transportation Authority, formed the Guaranteed Ride Program in 1999 to provide critical transportation services to work-related destinations, childcare, and school for CalWORKS participants and other low-income individuals seeking self-sufficiency. It provided rides in non-emergency and emergency situations (e.g., changes in work schedule, family illnesses). The program was supported with JARC funds and matched with county CalWORKS incentive dollars. The GRH services were open to Santa Clara County CalWORKS participants and a small number of other low-income individuals trying to re-enter the workforce.⁹ In the first eight months of operation, over 900 people were able to get to work despite the lack of a vehicle or alternative transportation, resulting in the increased job placement and retention of TANF participants. Furthermore, participants became educated about travel options and learned to develop effective transportation plans.¹⁰

SETTING UP A GUARANTEED RIDE HOME PROGRAM

GRH programs must be customized to fit local needs and resources to ensure that participants are able to easily get to their destination in a reasonable timeframe and at a reasonable cost to the sponsoring agency. The following steps will take a new program from planning to implementation:

- ◇ Identify a sponsoring agency
- ◇ Estimate potential usage
- ◇ Establish participant eligibility criteria
- ◇ Identify the service area and providers
- ◇ Determine administrative structure and staffing
- ◇ Develop a budget

⁹ Beall JT Jr. "Guaranteed Ride Home Program (GRP)." Memo to Santa Clara County Board of Supervisors. February 2004.
<http://www.sccgov.org/SCC/docs/SCC%20Public%20Portal/attachments/keyboard/571918KeyboardTransmittal-0042911.PDF>

¹⁰ Austin MJ. *Changing Welfare Services: Case Studies of Local Welfare Reform Programs*. Haworth Press. 2004. p. 29.

- ◇ Explore funding options
- ◇ Establish program procedures
- ◇ Create a record-keeping system
- ◇ Develop a timeline for program implementation
- ◇ Market the program
- ◇ Evaluate the program and integrate improvements

1. Identify a Sponsoring Agency

There are many types of organizations that could serve as the program sponsor for a GRH program. A 2005 study of GRH programs by the Federal Transit Administration found that 63 of the largest 150 transit agencies offered a GRH program.¹¹ In addition, our research found programs operated by councils of government, metropolitan planning organizations, and transportation management associations (TMAs).¹² Any organization with a stake in air quality or congestion issues or that wishes to boost area commuters' participation in carpooling, vanpooling, transit use, biking, or walking would benefit from providing a GRH program.

Neponset Valley TMA's Guaranteed Ride Home Program.

Located in a suburban area of Massachusetts, south of Boston, this nonprofit TMA is organized as a 501c(6) and has nine member employers with a total employee population of 8,200. The TMA is a public/private partnership consisting of employers, a chamber of commerce, and three municipal planners. The organization employs a part-time director who uses in-kind office space at one of the member companies.

The employers have been working together for more than 10 years to reduce traffic congestion and improve air quality in this region, which is still undergoing major development. The TMA's programs include a regional ridematching database, a GRH program, on-site promotional events, and shuttles to the local commuter rail and subway stations. The TMA has an administrative budget of \$66,000 (funded by member dues).

Local governments in areas that are having difficulty complying with mandated air quality standards may be interested in supporting a GRH program. As an incentive for commuters to try shared ride options or other alternatives to driving alone, GRH programs qualify as a trip reduction and air quality improvement measure that can be supported with federal Congestion Mitigation Air Quality (CMAQ) funds and state commute reduction funds.

¹¹ Federal Transit Administration. "Ridership Enhancement Quick Study," by Peter J. Haas, Mineta Transportation Institute. FTA-CA-26-7070-05, September 29, 2005. http://www.fta.dot.gov/documents/FTA_finalreportOct6.pdf.

¹² Transportation management associations are public-private partnerships that draw their membership from local public and private employers, public sector representatives, transportation providers, and others interested in working together to address employee transportation issues and improve air quality and traffic. TMAs are usually found in larger communities, and focus their efforts in a particular area, such as commercial districts, shopping centers, or industrial parks. TMA members typically pay a membership fee that covers the programs offered by the organizations, including the cost of a GRH program.

Human service and workforce development agencies may also consider sponsoring a GRH program. Such a program can be another factor contributing to successful job placement efforts by workforce development organizations and to successful service use by human service agencies, particularly for customers with limited income who must rely on public transportation or carpools to access these activities. The guarantee of an emergency ride home when needed will increase these customers' comfort level with using these shared ride options and support their efforts to continue working and accessing services.

2. Estimate Potential Usage

The first step in setting up a GRH program is to estimate the potential usage of the program, which will depend on the sponsoring agency's service area. The U.S. Census Bureau estimates that over 11 percent of commuters carpools, another 5 percent use transit, less than 1 percent bike, and about 2.5 percent walk to work.¹³ GRH program planners can extrapolate from those estimates to develop a preliminary estimate of the number of participants who could potentially use a GRH service in their area.

The programs participating in this study varied widely in the size of the potential user base; however, all programs interviewed mentioned that having a GRH as part of their program was a necessity. The Upper Valley Rideshare program has 200–300 registrants from about 180 towns in western New Hampshire/eastern Vermont. The 511 Contra Costa program serves between 3,400–3,700 registered users throughout the county, whereas the King County program in Washington State, which operates out of the transit authority, serves 600 employers and about 150,000 employees.

The sponsoring agency can then review the number of qualified commuters that it serves and, based on the experience of other programs, estimate the number of possible trips in a given service year.¹⁴ According to research and anecdotal information from organizations that sponsor GRH programs, 3–10 percent of GRH registrants will use the program's services in a given year. FTA's study indicated an average usage of 4.57 percent.¹⁵ ERG's study found an average of 3 riders per 100 registered users in programs serving urban areas and 6 riders per 100 eligible users in programs serving an urban plus suburban area and those serving a suburban plus rural area.¹⁶ The Commute Solutions Coalition indicated that national studies found "fewer than 10 percent of GRH members ever utilize the program even one time."¹⁷

¹³ U.S. Census Bureau American Community Survey, 2005.
<http://www.fhwa.dot.gov/planning/census/2005tp/index.htm>.

¹⁴ Todreas I: "Emergency Ride Home: A Survey of Current Programs and Issues." ERG. December 2002.
http://www.bestworkplaces.org/erhkit-emp/files/step-1/erh_researchsum_508.pdf. Provides results of a survey of 45 GRH programs done by ERG for statistics on usage.

¹⁵ Federal Transit Administration, Office of Policy and Performance Management. "Guaranteed Ride Home Programs: A study of program characteristics, utilization, and cost." by WB Menczer. TBP-10. May 2006.
http://www.fta.dot.gov/documents/Guaranteed_Ride_Home_Program_final_study_web.pdf.

¹⁶ Todreas I: "Emergency Ride Home: A Survey of Current Programs and Issues." 2002.

¹⁷ Commute Solutions Coalition: "Guaranteed Ride Home" in *Let's Ride*. 2002.
<http://www.commutesolutions.com/letsride/grh.html#resources>.

3. Establish Participant Eligibility Criteria

An overview of common eligibility criteria used by GRH programs is given below.

- ◇ **Using an alternative mode of transportation.** Most programs require participants to use an alternative to driving alone on the day they use a GRH service. In addition, many programs require participants to use an alternative to driving alone two to three days per week.
- ◇ **Pre-registration.** Nearly all programs require that participants register in advance of using the service. Some programs, like the Commuter Connections in Washington, allow a one-time exception for those who meet program eligibility criteria and are experiencing an emergency.
- ◇ **Funding source.** Programs should also look at restrictions placed on them by their funding source. For example, county programs may need to ensure that all participants live or work within the county. This will help in determining who is eligible to participate.
- ◇ **Employer participation.** Many programs require that an employer must register with the GRH program before any of its employees can take advantage of GRH services.
- ◇ **Budget.** Determining the scope of participants who may use the program depends largely on the size of the service area and budget for the program. Program sponsors must look at the average cost per trip in the region for taxi and rental cars that may be used as service providers for a GRH program and then the number of potential participants.

Appendix A provides an overview of the programs surveyed for this primer and includes data about the set-up of those programs.

4. Identify the service area and providers

Service area

The sponsoring organization can designate the service area in which the GRH program will operate, taking into account several factors: the available cost and budget for trips, any restrictions from the funding agencies, current hours and service areas of available services, the location of popular origins and destinations, and the population density.

Type of provider

GRH services are most commonly provided by taxi or rental car. Other options include a company vehicle or a vehicle belonging to a co-worker, family member, or friend. The sponsoring agency's decision as to the particular type of provider will be based on program funding levels, estimated costs per trip, potential number of participants, and the service area. One rural program interviewed stated that most rides were taken using rental cars because the wait time for taxis was longer and the prices were comparable given the distances people had to travel. The Neponset Valley TMA uses a combination of providers; trips that are less than 10 miles are done by taxi whereas those over 10 miles are done by rental car. Each program needs to look at the specific characteristics of its service area to determine what types of service have the most flexibility and are most efficient.

One organization works with employers to use their own company-owned vehicles for its GRH program and "loans" them to employees in an emergency. (One factor to consider in this

scenario is the company's liability insurance.) In some cases, the transit authority will use its own paratransit or transit vehicles to provide the trips when they are available.

Serving people with a disability. Only a few of the programs interviewed had much experience in providing GRH services to participants with a disability. Several programs noted that although they are capable of providing services (e.g., lift-equipped taxis) to individuals with disabilities, requests for the service were seldom. One program that serves a rider who is legally blind makes sure that providers are aware of this rider's disability and provide appropriate service.

Contractual relationship between sponsor and provider. In many programs, the relationship between the vendor and the program sponsor is informal. The program sponsor simply recommends or provides the name of one or more taxi services or rental agencies that can be called when using the program. In other cases, the sponsoring agency establishes a formal contractual relationship with the taxi and rental car companies that reflect pre-negotiated prices and address potential liability issues. The ERH Toolkit provides sample RFPs and vendor contracts.¹⁸

Liability. Transit authorities using federal funds for their GRH program mentioned potential liability as an issue. In those instances, sponsoring agencies asked service providers to carry a specific amount of liability insurance and/or list the program sponsor as "additionally insured" on the agency's insurance policy. In addition, drivers, including taxi drivers, may be required to undergo the same screening process as the agency's bus drivers, such as background checks and random drug testing. One organization indicated that only cab drivers who undergo screening can make pickups for its GRH program.

Dispatching. Once service providers have been determined, the next step to decide how program participants will access services. In many cases the participant is given information in the registration packet that includes service provider phone numbers. They can then call a provider directly when needing a ride and follow the established procedures. Other programs, especially those operated by transit authorities or government agencies, use a dispatcher. The participant calls the dispatch number and the dispatcher sends the appropriate service or assigns an authorization number that can be given to the service provider. Participating employers with on-site coordinators may call on behalf of program participants to make arrangements for rides.

Payment. Another important decision is how vendors will be paid for services. One method is to have the program participants pay for the ride and then submit paperwork to the sponsoring agency for reimbursement. Another is to provide participants with pre-authorized vouchers that will be accepted as payment by vendors who, in turn, bill the program sponsor. One program uses a system that requires the participants or the on-site coordinator to call at the time of the emergency or other need to get an authorization number. Service providers accept the authorization number as payment and bill the program sponsor. Services using a dispatcher are generally directly billed to the program sponsor.

¹⁸ ERH Toolkit, Step 3. http://www.bestworkplaces.org/erhkit/tmc/kit_step3.htm.

5. Determine Administrative Structure and Staffing

The sponsoring agency usually designates one person to oversee a GRH program and its associated administrative tasks. Where necessary, the program coordinator may need the resources of an accountant (to track and pay invoices from service providers), the legal department (to execute contracts with service providers), administrative assistants (to take phone calls with questions and enter data), and the marketing department (to help promote the service), among others depending on the resources available within the organization. Some program sponsors will also ask participating companies to designate on-site representatives to assist with the program administration.

Although administrative costs were higher in programs with a large number of enrolled participants, actual usage still remained relatively low and the value of the programs was rated very highly.

The 2002 ERG report¹⁹ found that staff of GRH programs spend an average of 15 minutes per week per 100 eligible commuters on program management. Administrative program costs can often be difficult to break out as most of the administrative tasks constitute only a portion of an employee's time. For example, the 511 Contra Costa program manager estimates that the agency's GRH program takes about 25 percent of one program manager's time, 75 percent of a program implementer's time, and 75 percent of a data entry person's time to operate.

It can be difficult to identify program marketing costs because marketing of a GRH program is often wrapped into an organization's overall marketing package. These programs are generally seen as a supportive initiative that encourages individuals to use an alternative to driving alone to work. For example, Upper Valley Rideshare's program is promoted together with its ridematching services and programs to encourage transit use. Similarly, the Neponset Valley TMA markets its GRH program with its web-based ridematching and shuttle services. Commuter Connections in Washington, DC was one of the few organizations that had a large marketing budget (nearly \$500,000) for its overall program.

¹⁹ Todreas I. "Emergency Ride Home: A Survey of Current Programs and Issues." 2002.

Trimet's GRH Program

Operating in three counties in the Portland, OR metropolitan region, Trimet requires employers to participate in one of its bulk transit pass programs before they can also participate in the agency's GRH program. They must also subsidize the passes by at least \$10 per month per employee and sign a contract with the county for the passes. Each participating company is given an annual allotment of GRH vouchers. The number of vouchers allotted is calculated using a formula that estimates potential usage based on the number of employees at the location. As part of the program, each participating company has an on-site emergency ride home coordinator who is in charge of the taxi vouchers at that location and determines the distribution method for getting vouchers to participants when they need them.

6. Develop a Budget

Developing a budget for the program will involve looking at the number of potential program users and the size of the service area. An average cost per trip can be estimated by looking at the most likely origins and destinations. Other programs' budgets could be a starting source for developing a new program's budget as well.

The costs for the existing programs studied for this publication varied depending on the numbers of commuters served and the numbers of rides taken. Data obtained from 47 programs on costs and usage for a 2006 FTA study²⁰ found overall GRH costs to be minimal, with an average cost per claim of \$36.95. Upper Valley Rideshare reimburses \$30 for GRH trips taken by transit riders, bikers and walkers, and \$50 for GRH trips taken by carpoolers. These reimbursement totals appear to be the average cost of a taxi ride for program participants. Washington, D.C.'s Commuter Connections program estimated the per-trip cost to be \$66.00. In other programs actual program usage was so low that the cost per trip was not a significant factor.

The following gives a snapshot of costs from the programs interviewed for this publication.

- ◇ **Upper Valley Rideshare**, which serves parts of New Hampshire and Vermont, has 200–300 registered participants and estimates usage at about 2–3 percent each year. Rideshare's program reimburses either \$30 or \$50 per trip and participants pay for anything over that amount. This represents an average cost per trip, but is designed to keep costs manageable in case the cost goes over the designated amount.
- ◇ The **Neponset Valley TMA** in Massachusetts had 102 participants registered in its database in 2007 and spent only \$180 for rides.

²⁰ Federal Transit Administration, Office of Policy and Performance Management. "Guaranteed Ride Home Programs: A study of program characteristics, utilization, and cost." by WB Menczer. TBP-10. May 2006. http://www.fta.dot.gov/documents/Guaranteed_Ride_Home_Program_final_study_web.pdf.

- ◇ Larger programs like **511 Contra Costa** have anywhere from 3,400 to 3,700 people in their database at any given time and operate with an annual budget of \$118,000–163,500.
- ◇ **Commuter Connections** in the Washington, DC area has an approximate \$1 million budget for its program, which includes marketing costs, and about 17,000 commuters enrolled. The program spent approximately \$170,000 on rides in 2007, with an average cost per ride of \$66.
- ◇ **Metro Transit** in King County, WA charges employers an annual base rate plus a per-employee fee for its GRH program. The agency estimates that it provides 500–600 trips per month for the 600 participating employers (150,000 employees) who are the exclusive funders of the program. Participating employers sign a contract with the county and designate an on-site contact for the program. They also set the limit on the number of times an employee can use the service. Employers pay a minimum base rate of \$75 per year (1-50 employees) or \$100 per year (51-100 employees). For the first six months employers pay \$2.60/employee. If the company's fare costs exceed the total original per employee investment at the end of six months, a sliding scale charge is applied. The program is entirely employer-sponsored.

Sponsoring organizations will also have to consider administrative costs of a GRH program (see above). Programs serving larger areas can expect higher administrative costs associated with their programs. The number of eligible participants will also be a factor in determining staffing requirements for the program. In addition, more rural areas can expect higher per-trip expenses for longer cab rides and may want to use car rentals as the primary option.

7. Explore Funding Options

Various funding mechanisms can be used for GRH programs. Determining the appropriate funding source also depends on the sponsoring agency and its mission. Transit authorities have access to both federal and state operating funds. Rideshare agencies and TMAs may also be operated using a combination of state and federal funds. Many TMAs, however, are completely supported by the private sector. In addition, organizations in severe to extreme non-attainment areas for air quality may have access to specific federal air quality funds under CMAQ. Restrictions of various funding sources must be taken into account during the planning phase for an organization's GRH program.

Although the programs interviewed had been in operation for several years, all had concerns over future funding for the program. Identifying a stable ongoing funding source is a key to the success of a GRH program. If the program is to truly act as an insurance policy, it must be available when people need it.

Potential funding sources for GRH programs are given below.

- ◇ **Job Access and Reverse Commute program (FTA, Section 5316).** The Job Access Reverse Commute (JARC) Federal Transit Administration (FTA) grant program was created to address the unique transportation challenges faced by

welfare recipients and low-income persons seeking to get and keep jobs. The goal of the JARC program is two pronged: (1) to improve transportation options for people with limited income to employment and employment-related activities (“job access”), and (2) to transport residents from city centers to suburban employment opportunities (“reverse commute”). A GRH program could be part of either of these two efforts.

Although a JARC-funded GRH program would specifically serve persons with limited income or those transitioning off public assistance, another eligible activity for use of the JARC funds is marketing and promotion of employer-provided transportation services. This activity may be eligible for 80 percent of the cost of the marketing/outreach effort.

JARC grants require a 50 percent local match when used for operating costs and a 20 percent local match when used to plan services or purchase capital equipment. It is possible to use other federal, non-U.S. DOT funds as part of the local match.

- ◇ **Congestion Mitigation Air Quality Improvement Program (CMAQ).** The CMAQ program, jointly administered by the Federal Highway Administration and FTA, provides more than \$8.6 billion dollars in funds to state departments of transportation, metropolitan planning organizations, and transit agencies to invest in projects that reduce certain air pollutants. The program is one source of funds for transportation control measures that help reduce traffic congestion and improve air quality.²¹ CMAQ funds are distributed to individual states via a formula. Organizations seeking CMAQ funding for GRH programs need to work with the entity within their state that disburses those funds. CMAQ funding requires a local match that cannot come from other federal sources.
- ◇ **New Freedom (FTA, Section 5317).** The New Freedom formula grant program, administered by the FTA, aims to provide additional tools to overcome existing barriers of people with disabilities who are seeking integration into the workforce and full participation in society. Lack of adequate transportation is a primary barrier to work for individuals with disabilities. New Freedom funds can be used to provide new service, beyond the requirements of the Americans with Disabilities Act (ADA) of 1990 and beyond existing services, to expand the range of travel options for people with disabilities.²² New Freedom funds can be used to purchase accessible vehicles, provide vouchers to allow individuals with disabilities to purchase rides, or fund the incremental costs of same-day ADA-complementary paratransit service; the purpose of these and any other related activities should be to help individuals with disabilities participate in a GRH program.
- ◇ **State or local funding programs.** Many states have funding programs available for trip-reduction or transportation demand management (TDM) measures that could be applied to a GRH program. For example, California’s air quality management districts use various funding sources to support traffic mitigation measures and other programs that lead to reduced vehicle emissions. State agencies that distribute funding for TDM programs may include departments of transportation, air quality control, or environmental management.

²¹ <http://www.fhwa.dot.gov/environment/cmaqpgs/publictranspo/index.htm>. Accessed August 5, 2008.

²² http://www.fta.dot.gov/funding/grants/grants_financing_3549.html. Accessed August 5, 2008.

The Victoria Transport Policy Institute²³ identified several mechanisms through which state and local governments could collect funding to apply to TDM programs:

- ◇ Public parking revenues
- ◇ Taxes on commercial parking transactions or parking facilities
- ◇ Congestion pricing for using popular toll roads during peak travel times
- ◇ Fuel tax increases and surcharges
- ◇ Local or regional sales taxes, a portion of which is dedicated to special transportation initiatives (may require a public referendum)
- ◇ Transportation impact fees paid by developers to mitigate the potential transportation impact of their projects
- ◇ Special property taxes in areas served by transportation programs and services (also called a *local improvement district* or *land value capture*)
- ◇ Vehicle impact mitigation fees, or a fee on vehicles registered in the region to pay for programs and projects that serve motorists and mitigate the negative impacts caused by vehicle traffic
- ◇ Assessment on local businesses based on floor area, revenues, number of employees, or other factors

- ◇ **Grants from nonprofit organizations:** One organization funded its program through a grant from a local organization.
- ◇ **Participant co-payments:** Even with funding, some programs ask participants to share in a portion of the costs. For example, Upper Valley Rideshare's program reimburses either \$30 or \$50 per trip, depending on form of travel used, and asks participants to pay for anything over these amounts.
- ◇ **Membership fees:** In some communities, employers pay the transit provider an annual base rate to allow their employees to participate in a GRH program. That is the case with Metro Transit in King County, Washington. Participating employers also pay a per-employee fee.

Program funding sources are compared in Table 1 in Appendix A. There are pros and cons to each funding source. Sponsoring organizations should carefully review funding restrictions mandated by the funding source. For example, when using CMAQ funds, are marketing expenses allowed? Are programs able to use CMAQ funds for a period of

²³ Victoria Transport Policy Institute, TDM Encyclopedia. Updated August 2007. <http://www.vtpi.org/tdm/index.php>. Accessed August 12, 2008.

more than three years? These questions will need to be answered by each funding source since the answers will affect the specifics of each program.

8. Establish Program Procedures

Registration. Most programs require participants to pre-register. Some will allow a one-time exception to accommodate someone with an emergency. In addition, depending on the sponsoring agency, an employer may need to be registered in order for their employees to participate.

The registration process typically involves completing an on-line or hard copy form and submitting it to the sponsoring agency. Sample forms are included in Appendix B and in the ERH Toolkit.²⁴ Information gathered includes name, home address, employer, form of ridesharing, etc. Participants whose program requires a minimum number of days of commuting by a means other than driving alone must sign to confirm that they have met that requirement. In terms of liability, some programs will only accept a hard copy with the participant's signature holding all parties involved in a GRH program harmless in case of any problems with the service.

Often, a packet describing how to use the program is sent to participants once they register that generally includes the following:

- ◇ An identification card
- ◇ The actual voucher to be used (if needed) and the process of how to get a replacement voucher if one is ever used
- ◇ The service provider's or dispatcher's phone number
- ◇ Instruction on how participants are to pay for the ride. If they are to be reimbursed, any forms or information that needs to be submitted with the reimbursement request are also included.
- ◇ The expected response time from the service provider
- ◇ Pertinent information on follow-up after the program is used. Some programs require participants to complete a form after they use the service. For example, the Commuter Connections program uses the follow-up as an opportunity to collect data. A survey card is sent to anyone who uses the service as well as a more detailed, annual satisfaction survey.

Payment for trip. The sponsoring agency will also determine how customers will pay for trips. Some agencies issue vouchers ahead of time to customers, which are given to transportation provider who submit them for payment. Customers are given another voucher for the next time an emergency arises. Other agencies may require customers to pay for a trip up front and then request reimbursement from the sponsoring agency. This second option could be more difficult for customers who have limited income. Others may simply require the transportation provider to keep a log of customers who used the GRH service and then submit that documentation to the agency for

²⁴ ERH Toolkit, Step 4. http://www.bestworkplaces.org/erhkit/tmc/kit_step4.htm.

reimbursement. This last option may be the most difficult to track for potential program abuse. The ERH Toolkit provides sample voucher and reimbursement forms.²⁵

Valid uses. The program packet should also include information about the types of valid reasons for using the service. In addition to pre-registration, these guidelines are one of the most important safeguards that can be built into a program to avoid potential abuse. Each program must decide how inclusive to be with regard to the guaranteed rides. The Commuter Connections 2007 program survey found that personal or family illness was the most common reason people used a GRH ride; unscheduled overtime was the second most common reason. The most typical valid uses include

- ◇ Employee or family illness or emergency
- ◇ Working late unexpectedly
- ◇ Rideshare vehicle breaks down
- ◇ Rideshare driver leaves early
- ◇ Flood, break-in, or fire at residence

Limitations on use. Program descriptions should also clearly define limitations on use. Some program guidelines go so far as to list invalid uses of the program, which may include things that the participant knew about in advance such as a scheduled doctor's appointment. Program descriptions should clearly indicate how many times in a given program year or month participants may use GRH services. Setting these limits will also help to reduce fraud as doing so encourages participants to truly save this option for when it is really needed. Limitations set by the interviewed programs ranged from 4 to 8 times per year.

9. Create a Record-Keeping System

The program sponsor must develop record-keeping procedures to track participants registered in the program as well as participant use. Record-keeping is the most labor-intensive part of a GRH program. Large programs in particular can require a substantial amount of administrative time spent on data entry.

GRH programs must maintain a tracking system that includes a reconciliation and accountability process, as noted in the "Safety Net" section of the *Transit Pass Toolkit*.²⁶ Most of the programs interviewed indicated that they used either a simple database or a spreadsheet for this purpose. Participants' names are entered at registration and their eligibility criteria are confirmed (e.g., if they live within the county, work for an eligible employer). When a participant uses the service, the program sponsor must track the use and ensure that participants do not exceed set limits for rides. The tracking system should also provide participants with a way to use the service again as long as they are eligible (e.g., sending a replacement voucher). Programs must then track the receipt of

²⁵ ERH Toolkit, Step 3. http://www.bestworkplaces.org/erhkit/tmc/kit_step3.htm.

²⁶ United We Ride and Community Transportation Association of America. *Transit Pass Toolkit*. 2007. <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=535&z=5>. Accessed August 12, 2008.

vouchers by service providers and match them with the trips taken. Vendors who require reimbursement must issue checks once they have a copy of the receipt to prove the trip was taken. Some programs require participants to submit receipts; others accept them directly from the vendor.

Many programs are now transitioning to on-line registration to reduce data entry and make the process easier for registrants. For example, the Neponset Valley TMA uses an on-line registration and tracking program. Participants may register on the same website they use for ride match registration. The program coordinator has access to the administrative component of the database and can track when participants register. Since participants must pre-register each year, participant profiles are purged on the anniversary date of registration; however, a reminder email is sent to all participants as a courtesy. Participants are sent a paper packet on registration and must submit a Follow-up Form before they are re-issued a new voucher.

10. Develop a Timeline for Program Implementation

Most of the programs noted that there was minimal time between program set-up and implementation. Three to six months seems to be a reasonable amount of time for an organization to spend on the set-up phase. Programs that will be issuing RFPs to solicit vendors and require vendors to meet formal requirements will take slightly longer to establish. Most of the set-up time will be devoted to identifying and working with vendors and establishing all of the program policies and procedures. These processes are made easier because of the wealth of experience and materials available from existing programs for new programs to use as a guide. All of the programs researched stated their willingness to share information with new programs and exhibited a general collaborative spirit among organizations working toward similar goals. The University of South Florida's National Center for Transit Research²⁷ has established the National TDM and Telework Clearinghouse, which includes information on GRH programs via listservs and "Find Answers" and "Ask a Question" sections.

11. Market the Program

A GRH program should move smoothly from set-up to implementation as long as all of the preparation has been done in advance. The next major task is recruiting participants and spreading the word about the service. On-going marketing of programs is critical because there tends to be a great deal of turnover in any region's workforce. The better educated consumers are about the GRH program, the more successful it will be.

Most programs measure their success not by the number of times the program is used, but by the number of people registered in the program. Because a GRH really functions as an insurance policy, the primary marketing task is to ensure that all of the resources are in place to support participants when they need it. The ongoing work of implementation is focused around administration, registration, record keeping, and follow-up/evaluation.

GRH user materials fall into two categories:

²⁷ <http://www.nctr.usf.edu/>

- ◇ **Marketing**, or materials used to recruit participants into the program. Because GRH is generally a supportive strategy of using alternative mode commute methods, it is likely to be folded into a program's general marketing of these other services.
- ◇ **Program packets**, or those packets sent to participants after they register for the program that describe the program in detail and explain how participants use the program

Getting the word out about a GRH program is the key to recruiting participants. Most organizations market GRH as part of their overall program. TMAs market GRH programs as one method for encouraging the use of alternatives to driving alone by employees of member companies. For transit authorities, GRH programs are one more carrot they use to attract riders to their service and metropolitan planning organizations, councils of government, and other organizations incorporate them into their strategies for reducing drive-alone trips or supporting riders who have no back-up transportation options.

A number marketing principles listed in the *Transit Pass Toolkit*²⁸ are worth noting here:²⁹

- ◇ Effective marketing means that customers know how to use the service and believe in its benefits.
- ◇ Ensure that marketing goals are measurable (i.e., increase numbers of registrants) and periodically reevaluated.
- ◇ Marketing strategies can promote support from funding sources.
- ◇ Focus on implementing marketing techniques that are within your budget.

as are these marketing strategies:

- ◇ Conducting on-site promotional events at partner/member companies/ organization
- ◇ Advertising on billboards, at bus stops, and on buses
- ◇ Placing advertisements in local newspapers
- ◇ Marketing through public service announcements on radio and television
- ◇ Including advertisements in brochures and on other related materials that can be displayed within the service area
- ◇ Writing articles for publication in local newspapers and community newsletters
- ◇ Posting promotional materials on related websites

The ERH Toolkit provides additional marketing ideas as well as sample GRH program brochures and marketing materials.

²⁸ United We Ride and Community Transportation Association of America. "Transit Pass Toolkit." 2007. <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=535&z=5>. Accessed August 12, 2008.

²⁹ ERH Toolkit, Steps 4 and 6. http://www.bestworkplaces.org/erhkit/tmc/kit_step4.htm and http://www.bestworkplaces.org/erhkit/tmc/kit_step6.htm.

Another important step in the marketing of a GRH program is to disseminate information about the program to area employers. Some employers contract directly with sponsoring agencies to provide GRH services to their employers; sample agreements are included in the ERH Toolkit.³⁰ provides some sample agreements that other programs have used to

12. Evaluate the Program and Integrate Improvements

Evaluating and making changes and improvements are the keys to the success of any program. As part of a program's follow-up, many organizations include a brief survey about the program. This can assess how smoothly the program is working and highlight any current or potential problems. A sample follow-up survey is attached in Appendix C and in the ERH Toolkit.³¹

Most programs want to know if participants have been able to use the service without incident at the time when they needed it. For the programs interviewed, the most common problems uncovered during evaluations were customer service issues with service providers (e.g., providers not adhering to time restrictions, drivers who were difficult or rude, vehicles in unkempt condition).

The Commuter Connections program in the Washington, DC area sends a survey card to all program participants who use the service. In addition, it conducts an annual survey of participants and a more elaborate survey of all registrants along with a program evaluation every three years. The goal of the Commuter Connections evaluation is to answer three critical questions:

- ◇ Did a GRH encourage drive-alone commuters to use alternatives?
- ◇ Did a GRH encourage commuters who use alternative modes to use these modes more days per week?
- ◇ Did a GRH encourage commuters who use alternative modes to use them for a longer period of time?

Because a GRH program functions as an insurance policy, most programs described "success" as a smooth-running program with a good number of participants.

ADDRESSING PROGRAM ABUSE

Although there is some variation in how the above items are handled, all programs need to establish procedures to control program abuse. The 2002 ERG study of 45 GRH programs found that "outright abuse of ERH [GRH] is minimal to non-existent . . . The built-in safeguards of ERH programs . . . effectively minimize misuse of the program."³² All of the programs interviewed for this publication indicated that they had not experienced any significant program abuse and that the benefits of the program far outweigh any potential limited misuse.

³⁰ ERH Toolkit, Step 3. http://www.bestworkplaces.org/erhkit/tmc/kit_step3.htm

³¹ ERH Toolkit, Step 3. http://www.bestworkplaces.org/erhkit/tmc/kit_step3.htm

³² Todreas I. "Emergency Ride Home: A Survey of Current Programs and Issues." 2002.

There are a number of safeguards that programs can put in place to avoid any potential misuse.

- ◇ **Registration.** Requiring participants to register in advance of using the service prevents participation by unqualified users. Once a participant registers, they receive all the information they need to use the service. When the program sponsor enters the participant into the tracking system, they review the application for accuracy and confirm that the participant is qualified.
- ◇ **Sign-off.** Some programs, like the Neponset Valley TMA program, require a supervisor to sign-off on an emergency ride home voucher when used by a participant. This ensures that the supervisor is aware that the service was used as intended and acts as a safeguard to unwarranted use.
- ◇ **Annual renewal.** By requiring participants to re-register annually, programs can ensure that they are still qualified. Program staff can also check to see if the participant has used an excessive amount of rides and, if so, evaluate whether the usage constitutes program abuse.
- ◇ **On-site monitoring.** Where possible, programs that are working with employers can ask for an on-site coordinator to be designated. These coordinators are closer to the participants and can more effectively monitor for abuse.
- ◇ **Program administration.** Accurate record-keeping ensures that the program is tracking how many rides participants take. Programs can then set internal guidelines and contact participants if they see a less than optimal pattern of program use emerging.

Appendix A: Information on Select GRH Programs

<u>Program/Contact</u>	<u>Service</u>	<u>Valid Uses</u>	<u>Procedure</u>	<u>Limitations</u>	<u>Follow-up/Tracking</u>	<u>Payment</u>	<u>Funding</u>
511 Contra Costa Contra Costa, CA 925-969-0841 X204 Linda Young linday@ci.san-pablo.ca.us	Taxi Rental Car	<ul style="list-style-type: none"> - You/immediate family member illness, injury, severe crisis - Unscheduled overtime - Rideshare vehicle breaks down - Rideshare driver leaves early - Flood, break-in, fire at residence 	<p>Employer must be registered</p> <p>Employee must pre-register</p> <p>Choose taxi or rental car voucher</p> <p>Complete release form</p>	<p>Must have used a commuter alternative on day voucher needed.</p> <p>Max. twice in one month, up to 6 times per year</p>	Complete evaluation form	Voucher	<p>Funded by local Air Quality money</p> <p>No cost to employers/employees</p> <p>Annual program cost = \$\$118,000 - \$163,500</p>
ABQ Ride Albuquerque, NM 505-243-RIDE <i>Contact:</i> Maria Griego 505-724-3139 mlgriego@cabq.gov	Transit Paratransit Taxi	<ul style="list-style-type: none"> -Illness -Personal medical emergency -Family member is ill -Family member emergency -Left stranded by carpool/vanpool -Missed last scheduled bus pick-up -Unscheduled overtime -Problems with bicycle -Any VALID emergency 	<p>Must pre-register</p> <p>Call quick dispatch #</p>	<p>Must be using an alternative at least 3x/wk</p> <p>Can use 5 times per year</p>	<p>An optional survey is sent to participants.</p> <p>Trip is direct billed to ABQ Ride</p>	Direct bill	ND
Commuter Connections Washington, DC metro www.commuterconnections.org	Taxi	<ul style="list-style-type: none"> -Illness -Unscheduled overtime -Personal or family emergency 	Participant must be preregistered and trips must be preauthorized	<p>Must carpool, vanpool, bike, walk or take transit at least 2x/wk (nonregistered users are allowed a 1 time exception)</p> <p>Can use 4 times per</p>	ND	Provides an authorization number and arranges the trip	ND

<i>Contact:</i> Nicholas Ramfos 202-962-3313				year			
King County MetroTransit (WA) 206-263-4533 <i>Contact:</i> Michelle Fujiwara michelle.fujiwara@kingcounty.gov	Taxi	Employee/family illness Working late unexpectedly Missing normal ride due to unexpected change by CP partner Other emergency situations	Employer must sign contract w/ County Employee/on site contact contacts County to receive an authorization number.	Must have used a commute alternative on day voucher needed. Limits on # times used may be set by each employer.	No specific follow-up required by employee. Program tracks usage.	Authorization # Direct bill to County	Employers pay minimum \$75 per year (1-50 employees) or \$100 per year (51-100 employees). First six months employer pays \$2.60/employee. Second six months, employer pays. If company's fare costs exceed original investment, sliding scale applied.
Trimet (OR) 503-962-6455 <i>Contact:</i> Kelly Betteridge 503-962-6474 betterik@trimet.org	Taxi	Employee is ill and cannot wait for normal ride Close family member is seriously ill, was in a serious accident or died Serious problem or crisis arises Driver has to leave early Unexpected overtime	Employers signs-up Company designates ERH program admin who has all vouchers Employee gives voucher to cab saves copy	Any employee who is using an alt. to driving alone is eligible.	Save voucher copies	Voucher	Funded with Employee Commute Options funding. Federal CMAQ.
Upper Valley Rideshare Wilder, VT www.uppervalleyrideshare.com <i>Contact:</i>	Taxi Rental Car Transit	Personal or Family Illness or emergency Personal disaster, such as flood or fire Unscheduled or unexpected emergency overtime	Must pre-register	Two programs (GRH and ERH) Must use an alternative to driving alone at least 3 days/wk Transit riders/bikers/walkers (ERH) must	Submit receipt for reimbursement	Reimburse	Funded through a grant from a local organization and by VT.

<p>Susan Berry 802-295-1824 x208 sberry@uppervalley rideshare.com</p>		<p>Inclement weather for walkers or bicyclists (ERH)</p>		<p>have destination within BWC District Must pay for costs over \$30 Carpoolers must pre- register and pay costs over \$50 Must submit receipt w/in 7 days</p>			
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Appendix B: Sample Forms

Guaranteed Ride Home Registration Form

Please complete the following form to create your Guaranteed Ride Home profile. Once you have registered you will be contacted by the program administrator to verify your profile and issue the necessary vouchers. If you need to modify or delete your Guaranteed Ride Home profile, please login using your email and password and then go to the links on the orange navigation bar.

If you are currently a member of our ridematching service, you must create your profile using your email and password. If you are not a member, please create your profile using your email and a password of your choosing.

If you currently travel in a carpool or vanpool, it is necessary for you to add names to the form below. If you commute using the bus, train, ferry or subway, you must indicate the transit routine/line that you use.

YOUR NAME	<input type="text"/>
YOUR E-MAIL	<input type="text"/>
PASSWORD	<input type="text"/> CONFIRM <input type="text"/>
YOUR WORK PHONE	<input type="text"/>
SUPERVISOR NAME	<input type="text"/>
SUPERVISOR PHONE	<input type="text"/>
YOUR WORK PLACE	<input type="text"/>
	<input type="text"/>
	<input type="text"/>
DEPARTMENT OR MAILDROP	<input type="text"/>
DAYS COMMUTING	<input type="checkbox"/> M <input type="checkbox"/> T <input type="checkbox"/> W <input type="checkbox"/> T <input type="checkbox"/> F <input type="checkbox"/> S <input type="checkbox"/> S
ROUND TRIP MILEAGE	<input type="text"/>
CURRENT TRANSIT MODE	<input type="text"/>
TRANSIT ROUTE	<input type="text"/>

Please list the names of your carpool partners and any additional information

	Email	Name	Company
PERSON #1	<input type="text"/>	<input type="text"/>	<input type="text"/>
PERSON #2	<input type="text"/>	<input type="text"/>	<input type="text"/>
PERSON #3	<input type="text"/>	<input type="text"/>	<input type="text"/>

COMMUTERCHOICE MARYLAND

First Name: MI:

Last Name:

Street Address:

Apt. #:

City:

State:

Zip: -

Jurisdiction:

Home Phone: Area Code: () - -

Work Phone: Area Code: () - - EXT:

*(Both home and work phone numbers are required for **Guaranteed Ride Home** registration.)*

Fax: Area Code: () - -

E-Mail:

I prefer to be contacted via E-Mail FAX US Mail

What mode of transportation do you currently use to get to work? (choose all that apply)

- Drive alone
- Vanpool
- Walk
- Carpool
- Bicycle
- Metrorail line:
- Metrobus route:
- VRE line:

- MARC line:
- Local transit:
(specify line)
- Other: (please specify)

If your building is on the list below, select it and the address information will be filled in for you. If it is not on the list you will have to fill in the information yourself.

Building:

Employer/Agency:

Building Name:

Street Address:

Suite / Room #

Jurisdiction:

City:

State:

Zip: -

I start work at: : AM I stop work at: : PM

I can *arrive* minutes before and minutes after my normal time.

I can *leave* minutes before and minutes after my normal time.

I am interested in Ridesharing and would like to be matched with other commuters who would like to share a ride.

Check your ridesharing preference(s):

Carpool: Driver Only Ride Only Both

Vanpool: Driver Only Ride Only Both

(If you are a vanpool or carpool driver looking to add riders, check Driver Only.)

Please register me for Commuter Connections Guaranteed Ride Home Program.

Supervisor's Last Name:

Supervisor's First Name:

Supervisor's Phone: Area Code: () Ext: .

How many miles do you travel from home to work?

How many days per week do you use the above mode to travel to work?

Enter your physical home address here if different than the address in Step 1.

Example: Your mailing address is different than your home street address.

Enter your mailing address (PO Box, etc.) in Step 1 and your physical home street address in Step 4.

Street Address:

Apt. #:

City:

State:

Zip: -

Misc. (Help)

I want additional information on:

Metrorail/bus MD Transit Commuter Rail (VRE, MARC)

Local Transit Bicycling Teleworking / Telecommuting

How did you hear about us?

APPLICATION SUBMISSION

Thank you for taking the time to answer the questions in this form.

Questions? Call 1-800-745-RIDE (1-800-745-7433)

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The Joblinks Employment Transportation Initiative is a partnership of the Community Transportation Association, the U.S. Department of Labor Employment and Training Administration and the U.S. Department of Transportation Federal Transit Administration. Joblinks assists communities in addressing challenges associated with accessing affordable and reliable transportation to work and related destinations. For more information, visit <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=52&z=39>.

This publication was prepared pursuant to a cooperative agreement with the Federal Transit Administration. The opinions and conclusions expressed herein are solely those of the authors and should not be construed as representing the opinions or policy of any agency of the federal government.