

Transportation Demand Management at Small Employer Sites

TORBEN CHRISTIANSEN, LAURA GORDON, AND ROY YOUNG

Mandatory employer-based vehicle trip reduction regulation in Southern California covers only companies employing at least 100 workers at a single site. Attention among regulators and transportation managers is now turning toward smaller work sites (those with fewer than 100 employees), since these sites employ a majority of all commuters. Transportation demand management (TDM) methods appropriate for larger work sites, however, will not necessarily be effective at smaller sites. Commuter Transportation Services (CTS) is involved in a number of studies to learn more about small employer work sites and to design TDM programs appropriate for the small employer market. The annual CTS "State of the Commute" study is a survey of the commuting patterns and attitudes of Southern California commuters. Results from this study reveal some minor but important differences in commuting behavior among those who work at larger sites versus those who work at smaller sites. In a second study, CTS surveyed employers with 25 to 99 employees. By comparing the results of this survey with data from the South Coast Air Quality Management District's data base of large employers, important differences emerge between the status of TDM programs at smaller and larger sites. On the basis of insights generated by these and other studies, CTS has designed a pilot demonstration program to test TDM incentives at small employer work sites in downtown Los Angeles. Results from this pilot will provide further information about the differences in TDM programs at smaller and larger work sites and about the most effective ways of bringing TDM to the smaller sites in the absence of regulation.

In the greater Los Angeles area, under the South Coast Air Quality Management District's (SCAQMD's) Regulation XV, employers with 100 or more employees (larger employers) are required to submit trip reduction plans detailing how they intend to decrease the number of vehicles arriving at their work sites. The main purpose of this requirement is to reduce the air pollution in the region, and it is part of complying with the California Clean Air Act of 1988. Whereas the regulation of larger employers has shown some progress in decreasing vehicle trips, the overall impact of the program on air quality seems limited. Even if the regulation results in its intended goal of a 20 percent reduction of vehicle trips at the larger employer sites, the regulation's potential for drastically reducing air pollution might be limited, although more than 60 percent of the emissions in the area comes from mobile sources. The regulation's potential is limited because it only regulates commute trips and only for larger sites. Commute trips make up approximately one-third of all trips, but since only 40 percent of the area's commuters work for larger sites, only about 13 percent of all trips are subject to regulation.

There are four major reasons for focusing on commute trips in regulations intended to reduce the number of vehicle trips. First, commute trips are more likely to be taken alone than are leisure trips, giving them a greater potential for reduction in vehicle trips without reducing person trips. Second, commute trips are almost by definition repetitive and predictable; changing the behavior once is extremely likely to have an impact on a large number of future trips. Third, commute trips tend to be concentrated in the morning and the afternoon, creating periods of congestion, which leads to lower speeds and more pollution per vehicle mile traveled. Finally, because some of the primary components in vehicle emissions react with sunlight to create smog, trips taken in the morning have a more negative impact on pollution levels than do trips taken at other times during the day.

To focus on larger employers has an immediate appeal because more employees (and thereby more trips) are targeted simultaneously. The problem of targeting smaller employers becomes clear by examining the average number of employees at employers of different sizes. Employers with 100 or more employees (i.e., those who are currently regulated) have an average of 245 employees. For employers with between 25 and 99 employees, the average is 41 employees. Employers with less than 25 employees average only 4 employees. For the SCAQMD, this means that if employers with 25 to 99 employees were included in the regulation, the SCAQMD would have to monitor three times as many employers to reach only 50 percent more employees.

Commuter Transportation Services, Inc. (CTS) is a private, nonprofit organization providing free transportation demand management (TDM) services to most of the area subject to SCAQMD's commute trip regulation. Because of the larger number of employees who can be reached simultaneously, CTS has concentrated its efforts at the larger employer sites. CTS has serviced these sites with a number of account executives establishing a one-on-one working relationship with each site. Because of the large number of commute trips not reached by the current regulation of larger employers, a number of cities in the region began considering their own regulation targeted at smaller sites, and CTS decided that it needed to gain a better understanding of this market.

Experiences from the larger sites had shown that having to comply with a regulation made employers more receptive to the services CTS offers. Even though regulation could be expected to make it easier to reach smaller employers, the uncertainty about when and how trip reduction programs would be mandatory for smaller employers made CTS broaden the scope to also consider how smaller employers can be reached in the absence of regulation.

not in combination with alternative modes) before CRSW. The survey sample contained 155 commuters whose only travel mode before CRSW was solo driving, representing 34 percent of total respondents. All others used some form of ridesharing before the promotion. An in-depth analysis of those who always drive alone was undertaken to trace their commuting behavior during and after rideshare week.

Mode Profile of Drive Alones During Rideshare Week

Of the 155 respondents who only drove alone before rideshare week, 74 percent (115) used alternative modes during rideshare week. The mode choice of these commuters is given in Table 3. More than fifty percent tried carpooling during CRSW, whereas one-fourth tried some other rideshare mode (bus, vanpool, walk, bicycle, or telecommute).

Mode Profile of Solely Drive Alones After Rideshare Week

Of those who always drove alone before CRSW, 47 percent continued their use of an alternative mode after CRSW ended.

Prior Year Comparison

In 1991, the total 461 survey respondents included 155 drive-alone commuters, representing 34 percent of the sample (compared with 1990 figures of 239 drive-alone commuters out of 602 total representing 40 percent of the total sample).

In both 1990 and 1991, nearly three out of four drive-alone commuters (72 percent in 1990, 74 percent in 1991) tried a rideshare mode during CRSW, as indicated in Table 4.

After CRSW, former drive-alones in 1991 were slightly more likely to continue some form of ridesharing than 1990 former drive-alones (47 versus 40 percent).

Conclusions and Recommendations

1. CRSW has a positive influence on travel behavior. Comparing the commuting behavior of the drive-alones before, during, and after CRSW, the survey found that these formerly drive-alone commuters tried some form of ridesharing during the promotion, and many continued ridesharing after the pro-

TABLE 3 Travel Mode of Drive-Along Commuters During and After CRSW

	DURING CRSW	AFTER CRSW
Drive Alone	26%	53%
Carpool	53%	35%
Bus	10%	4%
Vanpool	3%	2%
Walk	6%	4%
Bicycle	5%	4%
Telecommute	1%	0%
Other	2%	3%
Base:	(155)	(155)

Base: Refers to Drive-Alones prior to CRSW

Note: Total is more than 100 percent due to multiple responses.

TABLE 4 Drive-Alones Before, During, and After CRSW—1991 Versus 1990

	Drive-Alones		Drive-Alones Who Shifted to Rideshare	
	1990	1991	1990	1991
Before (Base)	(239)	(155)	(239)	(155)
During	28%	26%	72%	74%
After	60%	53%	40%	47%

motion. Hence, the week-long statewide promotion encouraged these commuters to try an alternative mode and had a positive influence that continued after the CRSW promotion ended.

2. Working in conjunction with Regulation XV employer-based trip reduction plans, CRSW can produce the additional marketing stimulus required to increase alternative mode trial and ultimately the number who try and remain in ridesharing arrangements.

3. The 1991 findings indicate that of the 155,000 CRSW pledge card participants, 52,700 (34 percent) were drive-alones before CRSW. Of the 52,700 drive-alones, 38,998 (representing 74 percent) tried alternative modes during CRSW. After CRSW, 24,769 former drive-alones (47 percent) continued in their use of alternative modes. In effect, CRSW converted 24,769 former drive-alone commuters to a rideshare mode.

4. Whereas converting the drive-alones during CRSW is of primary significance, secondary issues that were not included in the 1991 survey need to be incorporated in future survey design: Did ridesharers start ridesharing more often as a result of CRSW? Did two-person carpools become three-person carpools? Did ridesharers who were former drive-alones get their message from employer efforts, radio, ads, and so forth? What were the frequencies of ridesharing before and after CRSW? What CTS services were used during and after CRSW? Also, a larger sample of drive-alones should be used in future research to enhance analysis of drive-alones' commuting behavior.

OVERALL CONCLUSIONS AND RECOMMENDATIONS

1. This paper examined two types of consumer promotions. Each used a different technique to communicate the rideshare message. The corridor promotion raised awareness through traditional communication media (direct mail, telemarketing, newspapers, billboards), whereas CRSW used pledge cards to motivate commuters to change their travel mode.

2. Both techniques were successful in generating awareness and trial of alternative rideshare modes. It is important to continue to emphasize these modes to commuters.

3. Thorough analysis of these two techniques suggests an opportunity to achieve more marked results by developing plans to incorporate these types of promotions in conjunction with employer-based efforts. Traditional consumer-oriented advertising has shown the importance of repeated messages.

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the benefits to the region and, to a lesser extent, of the benefits to individual commuters is high among commuters. To maintain awareness at these levels requires continued and multiple efforts.

2. Multiple media and multiple messages produce reinforced impact. Greater frequency of exposures for any particular corridor promotion is required to make an impression on the targeted commuter.

3. If awareness of personal benefits, such as cash savings or reduced stress, is to be increased to the level of awareness of societal benefits (reduced pollution and congestion), more advertising weight is required. However, the extent to which personal benefits are believable, and, more important, more motivating, is not yet known.

4. In addition to increased and reinforced awareness, these promotions helped to motivate some drive-alone commuters to try a rideshare mode in their commute to the work site. In the short term alone, over the length of the campaign, a sizable number of commuters switched from drive-alone to rideshare commute modes. Still, it is likely that the decision to actually change commute mode is made over a longer period than 6 weeks and is likely to be the result of multiple exposures to advertising messages. Therefore, these campaign evaluations cannot accurately isolate and measure the behavior change generated by one campaign.

5. Apparently there are few actual homogeneous corridors with commuters who travel from specific home-end locations to specific work-end locations. Therefore, the concept of a true corridor promotion using a specific, targeted message that will appeal to a similar group of commuters is limited. Promotions that used a targeted message did not result in higher awareness or higher placement rates than those promotions that did not use a targeted message.

6. The importance of coordinating all marketing efforts with employers is evident. Employers have the advantage of more accurately segmenting the target population with programs that are responsive to specific needs.

7. Neither the awareness of rideshare benefits nor the level of switching to rideshare modes that results from an individual campaign can be accurately measured by a precampaign and postcampaign survey. Campaigns have long-term effects, and they have impact that works in combination with other efforts. These additional positive effects cannot be isolated by any survey evaluation.

Recommendations

1. Ongoing promotions of all types are required to boost awareness of the benefits of ridesharing and trial of ridesharing commute modes. However, broader efforts, in conjunction with employer sites and public relations appeals, will have substantially greater impact than that generated by isolated corridor promotions.

2. Developing a campaign to try ridesharing, even on a part-time basis, can be modeled as a movement (such as the current recycling movement) so it can become the "in" thing to do.

3. It is important to design ridesharing promotions in association with employer sites, since employers are better able to segment their employee base with programs that will appeal to the specific needs of segments of the commuting population.

4. Results from prior research (the CTS annual "State of the Commute" is a survey of commuting patterns and attitudes of commuters in the five-county region of Los Angeles, Orange, San Bernardino, Riverside, and Ventura) indicate an opportunity to tap small employer sites with the rideshare message, because employees at these sites are less likely to be aware of rideshare programs but are more willing to explore rideshare options than employees at larger (100 or more employees) regulated sites.

CRSW EVALUATION, 1991

Background and Objectives

CRSW is a statewide, employer-based promotion designed to educate the commuting public about alternatives to driving alone. The 1991 event was held the week of September 27.

As part of the week-long promotion, CTS distributed 1.4 million pledge cards through employee transportation coordinators at employer sites. (Commuters return cards so they can "pledge" to use an alternative rideshare mode during the week. The pledge cards are subsequently entered into a drawing so commuters can win donated prizes.) Company-sponsored transportation fairs were held throughout the week.

The objective of this research was to evaluate the impact of CRSW. The findings of this survey reveal commuting behavior before, during, and after the 1991 CRSW to highlight the short-run effects of the statewide promotion.

This research focuses on travel mode changes of former drive-alone commuters to determine whether the promotion was effective in influencing trial and adoption of rideshare modes. Tracking the travel behavior of former drive-alone commuters will give the best indication of the success of the promotion. The results for 1991 will be compared with those of 1990 to determine the relative success of the campaign.

One million pledge cards were distributed by CTS in 1990, compared with 1.4 million pledge cards distributed in 1991. A return rate of 5 percent was experienced in 1990 (52,000 pledge cards), which increased to an 11 percent return rate in 1991 (155,000 pledge cards).

The number of pledge cards distributed by CTS in 1991 was 40 percent higher than in 1990. Total pledge cards returned tripled in 1991 from the year before, and the response rate more than doubled.

Methodology

In both 1990 and 1991, a one-page survey was sent 6 weeks after CRSW to 1,200 randomly selected CRSW pledge card respondents. The survey sample consisted largely of employees who sent pledge cards to CTS through their employers. However, it was not determined whether they were full-time or part-time employees.

The survey response rate decreased in 1991 from the 1990 level (50 response versus 38 percent response), but it is still considered a reliable and projectible sample.

Findings

To thoroughly analyze the effects of the promotion, this study examined commuters who exclusively drove alone (that is,

are more likely to recall general messages (e.g., one should rideshare).

In terms of media, the level of aided recall was roughly the same for all the promotions, regardless of the media mix used.

For the last few corridor promotion evaluations, commuters were asked, on an aided basis, whether they recall receiving a phone call or brochure about ridesharing. Results were disappointing, with fewer than 1 in 10 respondents recalling both of these communication media.

Placement Evaluation

The second objective of corridor promotions was to encourage trial of rideshare commute modes. Commuters who change travel modes were called "placements," defined as commuters who switched from a drive-alone mode to an alternative rideshare mode within the 6 weeks before the survey. This rate was applied to the target base to calculate the actual number of placements. Placements were then further segmented into direct and indirect placements. Direct placements were defined as respondents who recalled any advertising or promotion (except employer based) for ridesharing within the past 6 weeks. Indirect placements were defined as respondents who only recalled promotions from their employer/work site.

The placements resulting from these corridor promotions represented drive-alone commuters who actually tried an alternative rideshare mode within the past 6 weeks, during each specific promotion. The total placement rate varied by promotion from 9.3 to 12.8 percent of the target base, representing a total of more than 22,000 placements. This is encouraging, since it means that these commuters demonstrated a willingness to alter their commute travel mode to the work site.

In addition, results of these corridor promotion evaluations indicated that a level of switching to rideshare modes from driving alone occurs on an ongoing basis. Some switching may be the result of other past promotions; indeed, in quantifying placements for each promotion, it must be remembered that not all results of the advertising happen within the 6-week campaign period. Of course, some switching may not be the result of any particular promotion effort at all.

For nearly all the corridor promotion evaluations, the resulting direct placement rates were lower than the resulting indirect placement rates, though the differences varied by promotion. This supports the fact that not all rideshare trials can be immediately traced to one campaign over the short life of the campaign. Rather, decisions to change behavior may happen over longer periods of time.

In addition, this confirms the overriding power of employer promotions in influencing commuter travel mode choices and behavior change. Unfortunately, it is not known whether commuters who were surveyed worked for companies that need to comply with Regulation XV, so further analysis is not possible. (The "1992 State of the Commute" survey conducted by CTS found that 90 percent of employees working for large employers were aware of one or more incentives offered to rideshare, whereas only 65 percent of employees working for small employers were aware of incentives offered to them to rideshare.)

In an attempt to explain mode changes, an analysis of the evaluation survey results did not identify any key variables that correlate with rideshare trial rates (unaided or aided advertising recall, commute mode or distance, or money spent on campaign).

For instance, the target of the Simi Valley corridor promotion was to urge commuters to try vanpooling, but results were not consistent. Compared with other promotions, this promotion resulted in the highest level of aided awareness of ridesharing in general, but the lowest level of advertising awareness due solely to the campaign.

Prior research has shown that the longer the commute distance, the more likely a commuter is to rideshare. (The "1992 State of the Commute" survey conducted by CTS found commuters who travel longer distances were more likely to carpool or vanpool.) Therefore, it is not surprising to find higher rideshare rates in corridors with longer-than-average commute distances. It does not follow, however, that placement rates resulting from these special promotions are highest in the corridors with the longest average commute distance. It may be that with already-above-average rideshare rates, additional switching into rideshare commute modes is more difficult to generate. For example, in the 110 corridor campaign, results showed placements in the midrange (11.1 percent), even though these commuters traveled the shortest distances (13.1 mi, one way) of all the promotions; commuters in the Corridor 15 promotion traveled a fairly long distance (23.4 mi, one way), but resulting total placements (10.3 percent) were low.

Overall cost per placement during the 6-week campaign period varied by promotion, ranging from \$17.15 for Corridor 10/60 to \$28.74 for Corridor 14. Of course, from the survey evaluations, it is impossible to know the final cost per placement after the long-term impact of the campaign has run its course.

The return on the investment in telemarketing in terms of cost per registration also differed by promotion. Table 2 gives the number of commuters who registered for ridesharing and the cost per registrant as a result of the call (information available for spring 1992 campaigns only).

Given the target number of commuters for each promotion, these results seem mixed. As seen, the 605 corridor promotion was the most cost-effective, whereas the 101 corridor promotion was the least cost-effective.

Conclusions

1. Corridor promotion campaigns were successful in supplementing rideshare messages being communicated in the marketplace through a range of media. Awareness levels of

TABLE 2 Commuters Registered and Cost per Registrant

Corridor Campaign	# Registered	Cost per registrant
605 Corridor	1,788	\$22.37
110 Corridor	1,159	\$49.18
15 Corridor	480	\$50.00
101 Corridor	512	\$78.13

are more likely to offer compressed workweeks. Twenty-one percent of large sites offer 4/40 or 9/80 schedules, as opposed to 12 percent of small sites. Interestingly, among large sites that offer compressed workweeks, only 17 percent of employees participate, compared with 29 percent for small sites.

Ridesharing Incentives

Few small employers currently have any kind of well-rounded program for encouraging their employees to rideshare. Table 6 indicates that 63 percent of the employers offer no ridesharing services or incentives whatsoever and that a total of 86 percent offer no more than two services/incentives. The largest of the small employers, those with 75 to 99 employees, are somewhat more likely to offer ridesharing incentives. However, their trip reduction programs are still modest compared with those of larger, regulated employers, which offer an average (median) of six different ridesharing incentives to their employees. Small employer sites whose parent company is subject to Regulation XV or Rule 210 are more likely to offer incentives than sites that do not have regulated parents (64 percent versus 56 percent).

Table 7 gives specific incentives and the percentage of sites offering them, and Table 8 gives the same breakdown for sites with and without regulated parent companies.

TABLE 6 Number of Incentives Offered, by Employer Size

No. of incentives offered	% of Sites (by number of employees)		
	25 to 99	75 to 99	Over 100 *
0	63%	53%	0%
1	14%	15%	1%
2	9%	10%	4%
3	6%	6%	4%
4	3%	6%	9%
5 to 12	5%	10%	82%

* Source: SCAQMD Reg. XV Trip Reduction Plan Database

TABLE 7 Incentives Offered, by Employer Size

	% of Sites Offering	
	25 to 99	Over 100 *
Assist in forming car/vanpools	17%	69%
Provide rideshare information	17%	63%
Provide preferred parking spaces to ridesharers	12%	73%
Provide bus route and schedule information	11%	42%
Offer use of company car during the day to ridesharers	11%	not avail.
Provide free/low cost parking only to ridesharers	8%	6%
Give each employee a monthly allotment to reduce commuting costs	6%	1%
Subsidize ridesharers	5%	75%
Sell bus passes	5%	not avail.
Register employees with CTS or similar organization	4%	44%
Have contests/prizes for ridesharers	3%	58%
Other	1%	83%

* Source: SCAQMD Reg. XV Trip Reduction Plan Database

Company Car

Most employers (69 percent) say that they do not have any company vehicle that could be used for a guaranteed ride home (GRH) program. Small employer GRH programs, therefore, will probably have to rely more on taxis, rental cars, or joint GRH programs with other employers.

Ridesharing Services Desired

To assist CTS in designing a package of services that small employers will be most likely to use, respondents were asked the following question: If you were required to assist your employees in making their commute easier, how likely would you be to use the following free, or low cost, services?

Whereas 18 percent of the respondents did not think that they would be likely to use any services, 54 percent said that they would use at least five of the nine services listed. The most popular among the proposed services was brochures for employees (Table 9). Half of the respondents said they would be very likely to use brochures, and more than three-fourths said that they would be very or somewhat likely to use them.

Again, it must be remembered that these responses, for the most part, represent attitudes before the actual institution of trip reduction requirements.

Languages Required

Fifty-five percent of the respondents said that they would need materials in Spanish as well as English. This percentage was even higher for sites with 50 to 99 employees and for restaurants and manufacturing sites. No other foreign language generated a response rate of more than 3 percent. Clearly, then, all materials designed for general employee use should be made available in English and Spanish.

However, all of the interviews for this survey were conducted in English, and there were only three or four cases in

TABLE 8 Incentives Offered, by Parent Company's Regulation Status

	% of Sites Offering	
	Parent Regulated	Parent not Regulated
Assist in forming car/vanpools	22%	16%
Provide rideshare information	26%	16%
Provide preferred parking spaces to ridesharers	14%	11%
Provide bus route and schedule information	18%	10%
Offer use of company car during the day to ridesharers	11%	11%
Provide free/low cost parking only to ridesharers	9%	8%
Give each employee a monthly allotment to reduce commuting costs	8%	6%
Subsidize ridesharers	6%	4%
Sell bus passes	7%	4%
Register employees with CTS or similar organization	6%	4%
Have contests/prizes for ridesharers	6%	3%
Other	2%	1%

TABLE 9 Likelihood of Using Rideshare Services

Proposed Service	% of Sites Likely to Use	
	Very Likely	Somewhat Likely
Brochures for employees	50%	26%
"How To" reference manual	44%	25%
Information hot-line phone number	40%	25%
Matching service to help employees find carpool partners	35%	28%
Self-implementation kit	31%	25%
Training program on setting up commuter transportation programs	23%	25%
Videos	23%	23%
Easy to use computer programs	20%	18%
Work with a consultant	18%	18%

which interviews could not be conducted because of a language problem. It is entirely likely, therefore, that English alone may be sufficient for materials to be used only by transportation coordinators or managers.

FINDINGS AND CONCLUSIONS FROM THE SMALL EMPLOYER STUDY

The small employer survey provided information and insights that will be useful in targeting the small employer market.

Strategies To Reach Small Employers

- The majority of small employers are located in multitenant sites with a single property owner, so it may be worthwhile developing programs geared toward tenant groups.
- It may be useful to work with local chambers of commerce as a way of reaching small employers, since well over half of the small businesses surveyed belong to a chamber of commerce.
- Small employers whose parent companies fall under Regulation XV or Rule 210 trip reduction requirements may be a productive market to target, since they are more inclined

than other small employers to offer ridesharing incentives, but they still appear to offer far fewer incentives than their regulated parent companies offer.

Strategies To Market to Employers

- Communications to small employers on the benefits of commute management programs should stress how such programs can boost productivity and morale and reduce absenteeism, since these are the three employee issues that small employers consider most critical to their success.
- Brochures or other communications geared toward employees should be provided in Spanish as well as English; communications designed specifically for employers can be provided in English only.
- Potential services receiving the most interest include brochures for employees, "how-to" reference manuals, an information hot line phone number, and ridematching services. Self-implementation kits, training programs, videos, and easy-to-use computer programs also generated favorable responses.

Strategies To Market to Employees

- Most employees who work for small employers park free, so there may be great potential for reducing solo driving through parking management and parking pricing strategies.
- Transit may be an option for many employees at small employer sites, since most small employer sites are extremely accessible to transit.
- There may be potential to reduce commute trips through compressed workweeks and telecommuting, since only a small percentage of small employers currently offer these alternative work arrangements.
- Small employer sites tend to have mostly full-time employees who report to work between 6:00 and 10:00 a.m. These factors should support the formation of permanent carpool and vanpool arrangements among employees at small employer sites.

DESCRIPTION OF PILOT PROJECT

On the basis of the employer-level data provided by the small employer survey and the employee data from the State of the Commute survey, CTS designed a pilot demonstration project to test a trip reduction program for small employers. The pilot will provide data on the effectiveness of trip reduction incentives at smaller employer sites and will help in designing programs geared toward small employers. Funding for the demonstration project has been provided by a government grant paid for by a surcharge on California vehicle registration fees. The pilot is expected to begin in fall 1992.

In designing the pilot, CTS considered what would be the most effective way of reaching commuters who work for small employers. In the future, developing trip reduction programs separately for each small employer will probably not be cost-effective either for the companies themselves or for the regulators; grouping small employers together should lead to substantial economies of scale. The small employer survey revealed that 61 percent of small employers are located in multitenant sites (either multitenant buildings, industrial parks, or malls), where all small employers at a single site could be included in a single trip reduction program. For these reasons, CTS decided to test a building-based approach to reaching small employers.

The pilot project will establish year-long trip reduction programs in two downtown Los Angeles multitenant buildings with large numbers of small employer tenants. An ETC has been hired to develop and implement trip reduction plans for both buildings.

The trip reduction plans will include distribution of subsidized transit passes, a GRH program, rideshare matching services, assistance in carpool and vanpool formation, and various marketing and communications elements, including promotional events, newsletters, and brochures. A parking pricing element may also be included. If implemented, the parking pricing strategy will include variable parking charges, depending on the number of occupants in each vehicle, to further discourage solo driving.

In addition to administering the building-wide trip reduction plans, the ETC will work with individual employers in the buildings to help them in developing their own trip reduction incentives for their employees.

Results of the program will be monitored through surveys of average vehicle ridership, mode split, individual employer incentive programs, and employee attitudes before, during, and at the conclusion of the pilot program. From the surveys, data will be compiled on the effectiveness of each of the trip

reduction incentives in reducing vehicle trips. An assessment will also be made of the effectiveness of the marketing methods used for reaching small employers and their employees. This information will then be incorporated into "how-to" manuals and generic marketing materials that can be used by building owners and small employers.

The pilot demonstration project approach was chosen because it can lead to fast replication of facility-based small employer TDM programs on the basis of the success of fine-tuning a tangible program. Small employers are likely to become subject to trip reduction regulation over the next few years, and they will be especially challenged to find ways to comply with these ordinances in a cost-effective manner. Insights and data obtained from this demonstration project should prove valuable in guiding future facility-based or other group-based trip reduction programs for small employers. This project will also help SCAQMD assess the most appropriate and effective role for building owners and managers in the trip reduction process.

METHODOLOGY

Data for the small employer study were obtained through 1,145 completed telephone surveys. From June 4, 1991, to June 14, 1991, interviewers from Lexi International (a Los Angeles-based telemarketing company specializing in the employer market) contacted personnel managers at companies with less than 100 employees located within Los Angeles, Orange, Riverside, San Bernardino, and Ventura counties.

The questionnaire was pretested and programmed into a computer-assisted telephone interviewing system, which ensures adherence to skip patterns and allows for extensive quality control.

A sample of 10,000 companies was randomly selected from Dun & Bradstreet's business list. The Dun & Bradstreet file contained information on company age and industry, which was used together with the survey data.

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