



COMMUTE OPTIONS PROGRAM TOOLKIT

FOR SMALL AND MEDIUM-SIZED EMPLOYERS

Contents

INTRODUCTION	3
HOW TO USE THIS TOOLKIT.....	4
BENEFITS TO SMALL AND MEDIUM-SIZED EMPLOYERS	5
CORPORATE AND EMPLOYEE TAX BENEFITS	6
CORPORATE CULTURE AND EMPLOYEE WELLNESS PROGRAMS	6
REDUCED INFRASTRUCTURE COSTS AND IMPROVED ACCESS	6
STAFF RECRUITMENT AND RETENTION	7
BUSINESS CONTINUITY	7
CREATING A CUSTOM COMMUTE OPTIONS PROGRAM	8
Step 1: Identify an Employee Transportation Coordinator	9
Step 2: Assess Your Needs and Commit to Setting Goals.....	10
Step 3: Develop your Commute Options Plan.....	11
Step 4: Marketing and Measuring Your Program	12
SELECTING COMMUTE OPTIONS STRATEGIES.....	14
APPENDIX A	17
Carpooling	18
Vanpooling	18
Transit	19
Biking	19
Walking.....	21
Teleworking	22
Variable Work Arrangements (compressed work weeks/ flex time)	23
Commute options Support Strategies	24
APPENDIX B: SAMPLE SITE ASSESSMENT	27
APPENDIX C: SAMPLE COMMUTE OPTIONS ACTION PLAN FORMAT ..	30
APPENDIX D: SAMPLE MARKETING MATERIALS.....	32

INTRODUCTION

Massachusetts' top-rated universities, historic and picturesque communities, and abundant labor resources have made it an in-demand location for business. According the US Bureau of Labor Statistics, Massachusetts experienced the highest growth of new enterprises in 2014 when compared to the rest of the country. As the Commonwealth's residential and business communities expand, providing travel options has become increasingly important.

By addressing their employees' daily commute, many Commonwealth employers are able to attract, recruit, and retain the best labor resources. These employer-provided programs are also effective at decreasing facility/parking costs, tax obligations, and environmental impacts. Commute option programs are not just for large employers; small and medium-sized businesses across Massachusetts are often in a better position to efficiently implement and benefit from a commute options program for their employees.

MassRIDES is a free program of the Massachusetts Department of Transportation (MassDOT) that works with employers, colleges and universities to design and implement commute option programs that help reduce the number of cars traveling to a worksite or campus, and improve air quality and traffic congestion, while saving everyone money. These programs are designed to help to create, expand and engage employees through onsite development of customized commute option solutions that address transportation needs for employers and commuters.

MassRIDES developed the following toolkit to serve the growing demand by small and medium-sized employers regarding commute option programming. It is designed to showcase the benefits of such programs,

provide a framework to easily develop and implement a program, and reveal how MassRIDES can be of assistance.

HOW TO USE THIS TOOLKIT

This toolkit is designed to assist small and medium-sized employers in urban, suburban and rural geographies develop commute options programs. The distinction between urban, suburban and rural is important as commute options programs and strategies are not "one size fits all." Strategies in more dense, urban areas may be unrealistic in less dense areas. Subsequently, strategies for less dense, rural areas may have a much higher return on investment than when applied in urban areas.

The toolkit will provide a clear understanding as to why these sorts of programs are valuable to small and medium-sized employers. Building on that knowledge base, it also provides a process, series of templates, and resources to analyze a small or medium-sized business's specific transportation-related situation, set program goals, identify relevant strategies, and finally implement for success. Showcased throughout the document are ways an employer partnership with MassRIDES will provide free services, tools, and resources to facilitate an ongoing commute options program.

ABOUT MASSRIDES

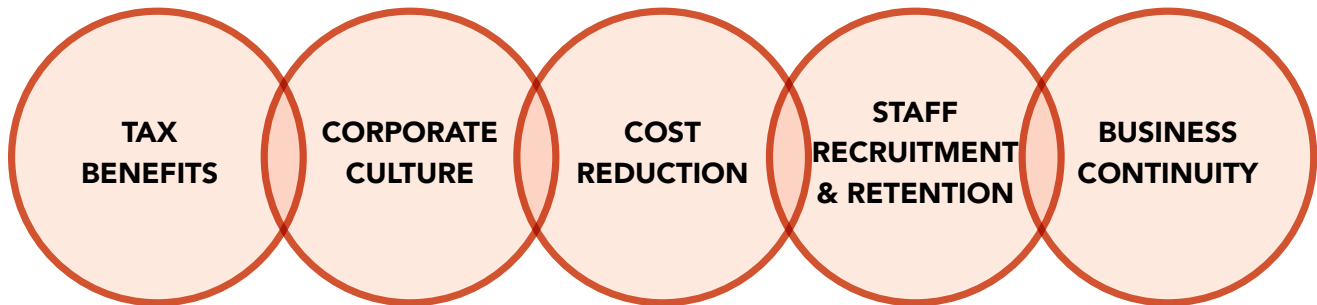
With over 300 corporate members currently served, MassRIDES offers thousands of commuters and employers time—and money—saving solutions for a better commute in Massachusetts. Each year this program lessens traffic congestion by reducing more than 23,000,000 miles driven and keeping more than 10,000 tons of pollution out of the air we breathe.

MassRIDES works in collaboration with Massachusetts' 15 Transportation Management Associations (TMAs). TMA's provide services within a specific service area and include key items such as: working closely with public agencies, employee transportation networks, shuttle operations, legislative advocacy, commuter services and other marketing programs. A TMA is a private, non-profit association of businesses that has a financial dues structure. To find out if your business is currently serviced by an area TMA, go to: www.MassCommute.com/tma_members/

BENEFITS TO SMALL & MEDIUM-SIZED EMPLOYERS

Commuter options programs are made up of a set of strategies aimed at increasing the efficiency of transportation systems by reducing the demand for roadway travel. This includes mode-based strategies such as: carpooling, riding transit or biking and walking. These programs can also address time of day travel and frequency of travel.

These programs contribute to an efficient transportation system, and also a business's bottom line. There are numerous benefits to implementing a worksite commute options program, but typically cited include:



These are further described in the following sections.

CORPORATE & EMPLOYEE TAX BENEFITS

There are a number of tax benefits that companies can receive through the implementation of commute options programs. The federal tax benefits program known as Commuter Choice is based on Section 132(f) of the federal tax code. It allows employers to offer employees financial incentives for using alternative commute modes. Specific tax benefits can be found in Appendix A ([PG.17](#)) of this toolkit.

CORPORATE CULTURE & EMPLOYEE WELLNESS PROGRAMS

Many organizations provide commute options programs to supplement new or existing corporate wellness programs. Some of the key benefits to offering this type of programming includes employees arriving at

work less stressed, which in turn can improve productivity. Furthermore, many employers see a reduction in their employee absenteeism and late arrivals to the worksite. Finally, the positive community impacts that result from commute option programs showcase an employer as a positive member of society and the local community, contributing to reductions in area congestion and prevention of pollution.

REDUCED INFRASTRUCTURE COSTS & IMPROVED ACCESS

Real estate can be a big expense to both small and mid-size employers. Implementing a commute options program will assist with reducing an organization's need for parking and office space which can save money yearly. Simultaneously, reducing the number of staff driving to a worksite allows for easier access and traffic flow.

MassRIDES participation can also help organizations meet the Department of Environmental Protection Rideshare Regulation program implementation and reporting requirements where applicable.

STAFF RECRUITMENT & RETENTION

Commute options programs across North America and throughout Massachusetts result in higher morale among employees and provide value in recruiting top talent. The demographic landscape of the American workforce is changing with the exit of the largest demographic group, Baby Boomers, and the entrance of the quickly growing Millennial workforce. Commute options programs are in high demand by this new demographic and provide these employees with improved quality of life, financial savings, reduction in stress, and improved health. Subsequently, when recruiting new employees the value commute option programs such as teleworking, flexible work arrangements, and commuter tax programs will improve a business's overall benefit package.

For more information
on MassRIDES:

www.Commute.com

1.888.4COMMUTE

BUSINESS CONTINUITY

One of the biggest benefits to any employer who implements a commute options program is having support in place for when the unexpected occurs. Those employers who have a commute options strategy will find themselves prepared in cases where conducting business may be compromised, such as during natural disasters, weather-related emergencies, major special events, and other incidents that greatly impact transportation.

CREATING A CUSTOM COMMUTE OPTIONS PROGRAM

The creation of an effective commute options employer program requires selecting strategies that are applicable to your workplace, surrounding land uses/infrastructure and available transportation options. Sufficient resources must also be available to implement the desired program.

This toolkit will guide you through the steps to establishing a framework for a successful commute options employer program. The process is broken down into three easy sections: think, plan, and act. Included in these sections are five simple, yet important steps. The following sections describe each step, providing the framework and guidance necessary to create a successful commute options program at your small to medium-sized worksite. These steps include:

THINK



Step 1: Identify an Employee Transportation Coordinator

Step 2: Assess Your Needs and Commit to Setting Goals

PLAN



Step 3: Develop your Commute Options Plan

ACT



Step 4: Market and Measure Your Program

STEP 1: IDENTIFY AN EMPLOYEE TRANSPORTATION COORDINATOR

The most important element of the workplace commute options plan is identifying the right person to lead the process. Across North America and specifically in Massachusetts, we call these people Employee Transportation Coordinators (ETCs). Once identified, this employee will be responsible for leading the commute options program and subsequent steps in this toolkit.

The role of an ETC is crucial to the success of a workplace commute options program. The ETC acts as the backbone to the program, and is responsible for leading and coordinating with appropriate departments to implement programming for employees. Determining who should be the ETC includes deciding which department within your worksite is best to lead the commute options programming. This could include having an ETC within human resources, a sustainability/green team, the facilities/operations department or other relevant area. Within the desired department, designating

a senior employee will aid in getting your plan developed faster and be more effective. A senior employee will have the influence to coordinate various departments, harness resources, and get management approval.

Two main functions of an ETC include:

1. Being the point of contact between staff and the workplace to implement, promote and administer your worksite's commute options program
2. Being the point of contact between your employer and local jurisdiction (i.e. MassRIDES or local TMA) to track your program's progress

STEP 2: ASSESS YOUR NEEDS & COMMIT TO SETTING GOALS

Once an ETC is identified, the first step for the program is to identify the business's transportation-related needs. This requires analyzing employee commute needs, business-related transportation needs and conducting a site assessment.

EMPLOYEE COMMUTES

Understanding what makes commuting to your worksite(s) unique is an extremely valuable and primary step in the development of your commute options plan. In regards to planning for your employee commutes, some general questions to answer are:

- Where do your employees live and how do they travel now?
- Do groups of employees live in locations that would make carpooling/vanpooling convenient?
- What are their options for commuting by transit, cycling or walking?

- How much flexibility can you offer in terms of working hours? Can staff shift their schedule to commute to work either before or after rush hour? Do they have the ability to work from home occasionally?
- What incentives could you provide to staff to reconsider or optimize their travel choices?

Depending on the size of your business, you may want to do an employee survey or simply ask these questions during a staff meeting.

BUSINESS TRAVEL

Identifying regular business trips that your staff take and what opportunities exist to reduce or adjust travel is instrumental to reducing employees' need for personal cars during the workday. Some questions to consider are:

- Why, where and when do employees travel during a typical week? How much flexibility do they have to choose non-driving travel modes or less busy times?
- How often do employees travel to and from airports or train stations?
- Do you offer teleconferencing, videoconferencing or web conferencing? How many meetings in a typical week could be conducted via one of these methods?
- Is there access to car share vehicles?

Answering these types of questions will help create your workplace commute options plan and strategy, which will make implementation more targeted to employee/employer needs.

SITE ASSESSMENT

A site assessment is necessary to understand the specific infrastructure, service, and policy considerations that will impact and inform the commute program. For example, an ETC may

discover during the site assessment that their company already offers a commuter benefit that is not widely used. Thus a main strategy of the commute options plan would be to either analyze why that benefit is not being used or educate employees on its existence.

To help the ETC answer these questions, a sample site assessment questionnaire is included in Appendix B ([Pg. 27](#)).

As a worksite, you need to identify your workplace goals. Is your worksite committed to attracting and retaining the best employees? Do you have onsite parking issues? Are you looking to increase employee morale by providing more workplace benefits? Does your company have a sustainability initiative looking for measurable ways to positively impact the environment? Do you want to implement low-cost solutions? By identifying your workplace goals, it will help guide you through the matrices and assist with which strategies have proven to serve your workplace best.

WORKING WITH MASSRIDES

MassRIDES is here to work for you. We can be seen as an extension of your workplace's resources and can offer support and assistance in the execution and implementation of your commute options program. As a member, you will have access to many services including:

- Employee ridematching
- Vanpool formation
- Emergency Ride Home program
- Tax benefits assistance
- Marketing materials
- Carpool parking signs
- Incentive program implementation
- Telework and flextime policy guidance
- Employee origin maps
- Sustainability initiatives
- Relocation assistance
- Bay State Commute commuter incentives

- Networking and learning opportunities via workshops

STEP 3: DEVELOP YOUR COMMUTE OPTIONS PLAN

SELECT KEY STRATEGIES

In the next section of this toolkit, you will find information on suggested commute options strategies by employment type and their associated benefits. There is no “one size fits all” approach, as internal and external variables will dictate the strategies that make the most sense and yield the biggest impact for your worksite.

To help the ETC select strategies, he or she should consult with both management and employees. In many cases, they are the experts that can help inform your commute options program. This will help the ETC answer what commute options programs are possible, which programs are in demand, and who to work with to execute those programs.

Once the ETC identifies the options and strategies best suited for the business, try listing the pros and cons of each, their implications for different audiences and business activities, their estimated complexity/costs, and the time required to implement at your worksite. For small and medium-sized employers, the aforementioned analysis will vary greatly, but the process will help the ETC identify preferred strategies based on their likelihood to help meet the goals you identified in Step 2. These strategies will be the foundation of your employer commute options plan.

CREATE ACTION ITEMS

For each strategy in your employer commute options plan, identify the actions, departments/staff, approvals, and other steps needed to make it happen. These could include forming

a committee, developing communications, pilot program testing, obtaining HR approval, educating staff, and more.

It is also important to allocate responsibilities. While the ETC leads this process, they do not have to conduct each step alone. Where appropriate and needed, ETCs should identify representatives from key departments and/or volunteers to help develop and allocate responsibilities. It is important to identify the right person to be responsible for specific tasks. By assigning responsibility to a specific person, strategies are more likely to progress.

To help facilitate the development of your commute option plan, a sample layout and example is included in Appendix C ([Pg. 30](#)).

Travel habits do not change overnight, and changes can have impacts that require other adjustments (leaving earlier for work can impact childcare arrangements, for example). Therefore, continual education, promotion, and encouragement is vital to the success of your commute options plan. Also, program longevity requires the ability to measure for program refinements and program impacts. As such, your worksite should identify opportunities to measure its commute options program.

IMPLEMENTATION ADVICE

Internal communications with staff are key to ensuring the information is filtering down and staff are aware of their new travel options, and what kind of support is available to them. Build your new employer commute options plan into your corporate culture; make it a part of your company and make it something you are proud of.

One of the most effective moments to change a person's behavior from driving alone to work is the moment before they even start work. This means educating new employees on the available transportation options and benefits

identified from this commute options plan. Be sure to include the programs, incentives, and benefits to your employees in any and all orientation, new employee packets, handbooks, or other relevant opportunities.

STEP 4: MARKET AND MEASURE YOUR PROGRAM

This final step should be considered "saving the best for last." In the world of effective commute options programs, the successful ones all put forth effort to market and measure their programs. Marketing and education are the cornerstone of implementing your commute options plan. Measuring can take many forms, but successful commute option programs should be analyzing, even informally, their program's participation and impacts. The following outlines the basics to marketing and measuring your program for success.

MARKET

While marketing is often thought of as an expensive industry, marketing commute options at the worksite is not resource-intensive and should utilize existing channels of communication. Effective and focused marketing of your commute options program should take your employees through three basic stages:

- 1. AWARENESS:** Ensuring staff know, understand, and are reminded of the available commute options programs is the first stage. This could include promotion in employee orientation materials, quarterly lunch and learns, and/or an email-blast to all staff with encouragement to test-drive your ridematching tool.
- 2. ACTION:** Encouraging staff to try or pledge to use alternative transportation will provide the needed push to change behavior.

This could include a Commuter Challenge (described further in the next section).

- 3. MAINTENANCE:** Once people have attempted the option at least once, the message should focus on programs, tools, and incentives to maintain that behavior. These could include Emergency Ride Home, internal/external incentive programs, reviewing their ridematch list quarterly, and other strategies provided in this document.

While marketing will always require worksite resources, MassRIDES partners are provided with sample marketing materials, campaigns, programs, and tools to address all three stages. Employers can simply approve, coordinate, and distribute marketing materials provided by MassRIDES to make this step easier. To help facilitate marketing a commute options program at your worksite, sample posters and email content have been developed in Appendix D ([Pg. 32](#)). These documents purposefully were designed for your company to add your logo and other details to these marketing assets.

MEASURE

The method to measure a commute option program will depend on how a worksite defines success. This can take the form of before and after travel behavior surveys, focus groups, absenteeism measurement, existing job satisfaction measurement efforts, program participation rates, carpool parking demand/usage, and more. The amount of resources invested in measuring will vary based on the program's scope, size and requirement for verification of success by upper management.

No matter what level of measurement used, by comparing data against the original program goals an ETC will be able to see the effectiveness of the commute options program, determine what strategies to continue to support, while also identifying refinements/adjustments to achieve long-lasting benefits and results.

SELECTING COMMUTE OPTIONS STRATEGIES

This section of the toolkit will help the ETC identify and understand the strategies that are better suited to the worksite. Strategies are categorized into two matrices—one for urban/suburban worksite locations and one for rural/suburban worksite locations. As it applies to this toolkit, urban/suburban settings will have higher density and access to more transportation infrastructure. Rural/suburban settings often yield longer commute distances with less transportation infrastructure.

After identifying which matrix suits your worksite's location, choose the industry that best matches your business from the column headings. Finally, browse the strategies and their typical impact level (high, medium, and low) based on the rural/suburban/urban setting and industry. Each strategy is clickable, allowing an ETC to quickly learn more about a specific strategy, its associated benefits, and implementation advice. All strategies are also included in Appendix A ([PG. 17](#)).

It is important to note that while this toolkit is comprised of a comprehensive list of commute options strategies, not all will be appropriate or feasible at all worksites. It is designed to allow a worksite to review the breadth of possibilities while creating a simple process and criteria for a worksite to identify strategies to implement.

SMALL/MID-SIZE EMPLOYERS IN SUBURBAN/RURAL COMMUNITIES

● High
 ◐ Medium
 ○ Low

IMPACT

Business Transportation Implementation Strategies According to Industry	Office/ Professional	Manufacturing/ Warehousing	Distribution/ Logistics	Healthcare/ Essential Services	Retail Trade	Accommodation & Food Services University/ College	University/ College
Click On A Strategy For More Details.							
Provide commute options marketing/communications at worksite (pg. 24)	●	●	●	●	●	●	●
Offer emergency ride home program (pg. 24)	●	●	●	●	●	●	●
Implement marketing campaigns, such as workplace commuter challenges (pg. 25)	◐	◐	◐	◐	◐	◐	◐
Provide a car share membership (i.e. Zipcar) or having a workplace car share on site (pg. 26)	◐	○	○	○	○	○	◐
Implement or market a rideshare matching program (pg. 18)	●	●	●	●	◐	◐	●
Provide reserved carpool parking (pg. 18)	●	●	●	●	○	○	●
Provide transportation allowance for staff who uses alternative transportation (pg. 19, 21)	●	●	●	●	●	●	●
Promote a third party vanpool program (pg. 18)	◐	◐	◐	◐	○	○	◐
Provide a transit subsidy (pg. 19)	●	●	●	●	●	●	●
Invest in a bike-share program (pg. 20)	◐	○	○	○	○	○	◐
Start or support a bicycle user group (pg. 20)	○	○	○	○	○	○	○
Host a cycling workshop or lunch & learn (pg. 21)	◐	◐	◐	◐	◐	◐	◐
Provide showers, changing rooms and lockers for employees who use active transportation to get to work. (pg. 20)	◐	○	○	◐	○	○	◐
Provide an onsite bike repair kit (pg. 21)	◐	○	○	◐	○	○	◐
Provide public bike racks near the building entrance for all cyclists, including customers/visitors (pg. 20)	◐	◐	◐	◐	◐	◐	◐
Host a walking workshop (pg. 22)	○	○	○	○	○	○	○
Allow for a relaxed dress code at work to promote walking/biking as a means of commuting (pg. 20)	○	○	○	○	○	○	○
Create, implement or reinvigorate a telework policy (pg. 22)	●	○	○	◐	○	○	◐
Implement compressed work week policy (pg. 23)	●	○	○	◐	○	○	◐
Implement flexible working schedules, where appropriate (pg. 23)	●	○	○	◐	○	○	◐
Provide support for teleconferencing / web conferencing to conduct meetings (pg. 22)	◐	○	○	○	○	○	◐
Promote proximity commuting (pg. 23)	◐	○	○	○	○	○	◐

SMALL/MID-SIZE EMPLOYERS IN URBAN/SUBURBAN COMMUNITIES

High
 Medium
 Low

IMPACT

Business Transportation Implementation Strategies According to Industry	Office/ Professional	Manufacturing/ Warehousing	Distribution/Lo- gistics	Healthcare/ Essential Services	Retail Trade	Accommodation & Food Services University/College	University/ College
Click On A Strategy For More Details.							
Provide commute options marketing/communications at worksite (pg. 24)	●	●	●	●	●	●	●
Offer emergency ride home program (pg. 24)	●	●	●	●	●	●	●
Implement marketing campaigns, such as workplace commuter challenges (pg. 25)	◐	◐	◐	◐	◐	◐	◐
Provide a car share membership (i.e. Zipcar) or having a workplace car share on site (pg. 26)	●	◐	◐	●	◐	◐	●
Implement or market a rideshare matching program (pg. 18)	●	●	●	●	●	●	●
Provide reserved carpool parking (pg. 18)	●	●	●	●	○	○	●
Provide transportation allowance for staff who uses alternative transportation (pg. 19, 21)	●	●	●	●	●	●	●
Promote a third party vanpool program (pg. 18)	●	●	●	●	◐	◐	◐
Provide a transit subsidy (pg. 19)	●	●	●	●	●	●	●
Invest in a bike-share program (pg. 20)	●	◐	◐	●	○	○	●
Start or support a bicycle user group (pg. 20)	●	◐	◐	●	○	○	●
Host a cycling workshop or lunch & learn (pg. 21)	◐	◐	◐	◐	◐	◐	◐
Provide showers, changing rooms and lockers for employees who use active transportation to get to work. (pg. 20)	●	●	●	●	●	●	●
Provide an onsite bike repair kit (pg. 21)	◐	◐	◐	◐	◐	◐	◐
Provide public bike racks near the building entrance for all cyclists, including customers/visitors (pg. 20)	●	●	●	●	●	●	●
Host a walking workshop (pg. 22)	◐	◐	◐	◐	◐	◐	◐
Allow for a relaxed dress code at work to promote walking/biking as a means of commuting (pg. 20)	●	◐	◐	●	◐	◐	●
Create, implement or reinvigorate a telework policy (pg. 22)	●	○	○	◐	○	○	◐
Implement compressed work week policy (pg. 23)	◐	○	○	◐	○	○	◐
Implement flexible working schedules (pg. 23)	●	○	○	●	○	○	●
Provide support for teleconferencing/ web conferencing to conduct meetings (pg. 22)	●	○	○	◐	○	○	●
Promote proximity commuting (pg. 23)	◐	◐	◐	◐	○	○	◐

APPENDIX A

STRATEGIES:

Carpooling ([PG. 18](#))

Vanpooling ([PG. 18](#))

Transit ([PG. 19](#))

Biking ([PG. 19](#))

Walking ([PG. 21](#))

Teleworking ([PG. 22](#))

Variable Work Arrangements
([PG. 23](#))

Commute Options Support
Strategies ([PG. 24](#))

The following strategies and benefits have been outlined to assist in the development of a custom commute options program.

CARPOOLING

The most common type of carpool is two or more people commuting in an employee-owned vehicle. This could be two employees sharing the ride to work or even spouses/partners friends or neighbors who live/work nearby. Sometimes carpoolers share driving responsibilities. In other cases, one person does all the driving and is reimbursed for mileage by his or her riders. Some employers make their corporate fleet vehicles available for employee carpools.

BENEFITS

Carpooling is a quick win for saving on expenses, accessing HOV (high-occupancy vehicle) lanes, eliminating traffic congestion and pollution. Carpooling can be regimented (i.e. travelling 5 days a week at the same times) or flexible (i.e. travelling 1-2 times a week at variable times); it's all up to the preference of the carpool group.

PROGRAM DEVELOPMENT

Rideshare Matching:

[Bay State Commute](#), an online ridesharing tool provided by MassRIDES, provides free carpool matching so you can find other commuters who live in your neighborhood or town and commute in the same direction. Employees can register at [BayStateCommute.com](#) to discover carpool matches.

Carpool Parking:

Carpool parking is preferential parking spots dedicated to carpoolers. Designate these spots with a specific parking sign (this can be provided to you by MassRIDES at: [Commute](#).

[com/employer-options/partnership-program](#)).

As demand grows, so can the number of carpool spots. Take it one step further and prioritize these spots over corporate spots, so carpoolers really do get the best onsite parking.

Carpool Payouts/Discounted Parking:

Parking payouts encourage commuters to switch their travel behavior. There are a few different approaches businesses can take. One example is to consider giving carpoolers a discount on parking prices. An alternative is to incentivize them by implementing an allowance for each day they carpool.

VANPOOLING

Vanpooling is comprised of a group of people who have a similar origin, destination, and schedule, who share the costs of commuting and ride in a vehicle with seven or more seats. The group divides the cost of the monthly van rental, gas, insurance, and other costs among themselves.

BENEFITS

Vanpools are a cost-effective, efficient and environmentally friendly alternative to single-occupant vehicle (SOV) trips and can be an important service for employers whose employees are located in low-density areas not supported by transit.

PROGRAM DEVELOPMENT

Vanpools can form on their own or with help from vanpool vendors, employers, or MassRIDES. The required characteristics to form a vanpool group include:

- A common origin (within proximity) such as park and rides/parking lots
- A common destination (workplace, office park, campus)
- A common schedule

Third-party vanpool providers are private organizations (either for-profit or non-profit) that operate vanpool services for commuters, companies, and government agencies. A vanpool vendor leases the vanpool vehicle for a monthly fee that includes the vehicle operating cost, insurance, and maintenance. The vendor can contract directly with one or more employees. The group of users typically pays the monthly lease fee.

There are already a number of vanpools operating throughout Massachusetts area. Some of the providers include Enterprise Rideshare, vRide and Yes! We Van. MassRIDES can act as a liaison between your employees and vanpool providers and assist in getting a vanpool set up.

Vanpool Parking

Once an employer has one or more vanpools arriving at their worksite, providing reserved, preferential parking rewards staff using that mode of transportation while also promoting the commute options program. Similar to carpool parking reviewed previously in this document, MassRIDES can provide these signs for you as a perk of being an employer partner.

TRANSIT

When it comes to transit options, there are plenty in Massachusetts including bus, subway, commuter rail, commuter boats and private coach services. The Massachusetts Bay Transportation Authority (MBTA) and 15 Regional Transit Authorities provide convenient public transportation services in the areas where many employees work, live and travel within the Commonwealth.

BENEFITS

Transit provides a cost savings from driving every day and allows commuters to avoid the stress of traffic.

PROGRAM DEVELOPMENT

Transit Subsidies and Allowances:

Subsidies and allowances are one of the most effective and sought-after incentives for staff who are considering taking transit to work. Find out if your local transit agency offers a discount program for employers. Consider subsidizing the cost of a monthly pass for staff who take transit to work.

Here are some sample steps to follow to establish a discount transit pass program:

Step 1: Check with your local transit agency to see if a discount program currently exists for employers

Step 2: Determine the amount of subsidy your workplace will provide and the budget available

Step 3: Conduct a brief survey to determine staff interest

Step 4: Seek senior management approval to provide financial subsidy based on results of previous steps

Step 5: Speak to your human resources department about implementation resources

Step 6: Launch and promote the new program via emails, intranet, staff meetings and include information in new-hire packages

Transit Trip Planning:

Through a coordinated effort, all of the Massachusetts public transportation options are available online through Google Transit, making it easy for you to plan your trip on transit anywhere in the Commonwealth. Encourage staff to plan their trip by visiting the MassRIDES website:

Commute.com/Commuter-Options/Ride-Transit

BIKING

Cycling remains a popular mode of travel year-round in Massachusetts. Much like walking

(discussed in the next sub-section), biking can serve as a compliment to transit service, extending the reach and convenience of transit routes. Many bus systems offer bike racks on the front of the bus, which are used on a first-come, first-served basis.

Not all employees can or should bike to work. By understanding the proximity of your employees' home locations, a worksite can quickly gauge the potential demand for cycling programs and infrastructure at the worksite. Typically residents living within 5 miles of an urban area are best suited for biking programs. However, you will find cyclists in both rural and urban settings who are traveling much farther.

BENEFITS

Bicycles aren't just for recreation—they have recently become one of America's most popular forms of transportation and a great way to commute to work! Encouraging employees to bike to work helps reduce worksite parking demand while supporting a healthy lifestyle. Employees will also benefit from costs savings ranging from parking, tolls, gasoline and wear and tear on their vehicles.

PROGRAM DEVELOPMENT

Bike-share Program:

Allow users to rent or use at no cost bicycles for limited periods of time. Programs typically exist in two versions. In the first version, kiosks are stocked with rental bicycles and located throughout town. For a small fee users can check a bike out from one kiosk and return it to any other kiosk, including the kiosk from which the bike was checked out. This version requires multiple kiosks and significant infrastructure and technology investments. Some examples of local bike-shares include Hubway (TheHubway.com) and Zagster (Zagster.com).

The second version is simpler and more easily

implemented at development sites and in other geographically limited areas. In this scenario, a handful of bikes are purchased and made available for checkout to occupants of a single building or small cluster of buildings. Users typically check the bikes out from building security staff or an assigned administrator. Generally no fees are charged to users and bicycle maintenance can often be arranged through a contract with a nearby bicycle shop. By limiting participation to building occupants, chances of theft or other vandalism are greatly reduced and the need for automated kiosks for checking out and checking in bicycles is avoided.

Bike-share programs help people avoid the use of automobiles for short-distance trips and are most effective with mixed-use development and urban village settings.

Bicycle User Groups (BUGs):

A BUG is an internal network of cyclists who share routes, cycling tips and champion cycling issues at the workplace. Here's one way to get started:

Step 1: Put out a call to gauge interest from staff

Step 2: Host a group meeting (e.g. to discuss proposed infrastructure improvement)

Step 3: Host an event (e.g. group ride, cycling seminars, and repair workshops)

Step 4: Continue the momentum and share information with staff

Infrastructure and Information:

These are key components to building a cycling culture at work. Providing staff with a safe place to lock up or store their bike makes it more likely they will ride to work.

Cycling infrastructure could include:

- Outdoor bike racks
- Covered bike parking
- Secure bike parking (bike cages): The cost to provide secure bike parking (ranging from basic racks, covered racks, indoor parking, etc.) is a small fraction of the cost for a worksite to provide a dedicated parking space.
- Sheltered bike parking (indoor storage)
- Shower and locker facilities: Many potential cyclists worry about arriving at work sweaty from a long-distance bike ride. For many medium-sized and some small sized businesses, the provision of showers and/or locker rooms is a clear attribute for this mode of transportation. However, if your worksite does not have showers you can still promote biking by partnering with a nearby health club or gym as well as revisions to the company's dress code.
- Cycling route maps available in lunchroom
- Cycling guides (including safety manuals) posted on intranet

Cycling Workshops:

Host a bike safety or bike maintenance workshop for staff. Hosting a workshop can help create on-site Bike Ambassadors who can teach the skills and tools required to foster a cycling culture among coworkers and employers.

Bike Repair Kits:

These are a practical resource to offer on site. Items to include:

- Pump
- Multi-purpose bike tool
- Tire patch kit
- Tire levers
- Tire tubes in common sizes

Take it one step further and purchase a permanent bike repair station and install it next to your bike racks. You can find some examples at www.BikeFixtation.com/Products.

Cycling Subsidies and Allowances:

These are another great incentive for staff who choose to cycle to work. Seek senior management approval and speak to your human resources department about offering this type of incentive.

For example, offer cyclists \$25/month if they cycle to work 3 days/week and track their trips on the Bay State Commute (BayStateCommute.com). Offer discount coupons for a bike purchase at a local bike shop.

WALKING

A very large percentage of American adults walked to school as children, yet the thought of walking to work seems quite foreign. Walking to work may only be an option for employees living within 1.5 miles to work. While this may not be a large percentage of your employees (both in rural and urban contexts) the most important element of a successful walking program at work is understanding how the behavior can be promoted beyond just the daily commute.

BENEFITS

Walking in rural environments is often considered impossible due to length of commutes and available of pedestrian infrastructure. However, in urban settings walking to work is more often a realistic and convenient option. A safe and convenient work environment for pedestrians can dramatically increase the number of employees walking to conduct errands, eat lunch, and other utility trips during the work day. Subsequently, this safe walking environment at and around work encourages employees to use more than one mode to get to work. For example, a carpooler may be more likely to continue sharing the ride if they can easily walk to amenities during their lunch break without relying on a car.

PROGRAM DEVELOPMENT

Trip Preparation:

Trips under 1.5 miles are an ideal commute walking distance. Encourage employees to check out what's around them (e.g. trails, amenities), plan a route and challenge themselves to walk instead of drive. Have them test it out on a weekend so they're ready to go when Monday rolls around. Plus, they can log their walking trips at BayStateCommute.com.

Relaxed Dress Code:

Consider allowing for some flexibility where possible within the workplace. Where possible and appropriate, promote the importance of comfortable attire. Comfortable footwear, light layers of clothing, hydration and sun protection in the warmer months are key factors for an enjoyable walk to work.

If it is not possible to change dress codes, be sure to promote that walkers should change into comfortable and appropriate attire to walk to and from work.

Walking Workshop:

Host a walking workshop over lunch to get other employees excited about walking options. Topics could include health benefits, nearby places to walk, walking gear, technology, and how staff can start a walking group. Check out Walk Boston (www.WalkBoston.org) or The US DOT's Pedestrian and Bicycle Information Center for more information (www.WalkingInfo.org).

There's An App for That:

Showcase some of the fitness apps that are available for smartphones to help staff track their distance, calories, etc. Some examples include the FitBit app and Strava. Take it a step further and implement a walking challenge. Provide staff with a fitness gadget, such as a FitBit or pedometer.

Walking Meetings:

A popular new workplace strategy is to encourage meetings while walking. Recent scientific evidence has revealed that a brisk walk will increase blood flow to the brain, improve alertness, and improves brainstorming. By informing staff about when these meetings are most appropriate and promoting places to walk safely around your worksite, your company can create an effective walking culture.

TELEWORKING

Telework refers to using technology to allow staff to work outside of the office. Telework can involve working from home, a satellite office or a telework center closer to home. As a commuting option, telework can have the most significant impact on trip reduction, in many cases removing the need to travel for work completely. The partial or full removal of a daily commute provides employees with valuable extra time in their day to spend on their personal lives, with their families, or as they see fit.

BENEFITS

Teleworking is not applicable to all jobs and industries. However the number of jobs that can benefit from telework has grown exponentially since the 1950s. Jobs best suited for telework are information and service-based positions such as sales, public relations, personnel, banking, health care, customer service, publishing, and others.

Changing workplace demographics have created newfound demand and expectations for teleworking options (both on a regular and as-needed basis). Millennials are one of the fastest growing workforce demographics and are juxtaposed against the decline of Baby-boomers from the workforce. Millennials are the first generation to be born in the internet-connected

era and place great value on formal and informal telework options with their employer.

The benefits to this strategy are significant. By providing telework options, your company can expect to:

- increase employee productivity,
- reduce employee commute time and costs,
- create business continuity in the event of an emergency of disaster,
- reduce stress and absenteeism of employees,
- improve employee job satisfaction,
- expand work beyond core business hours, and
- keep pollution out of the air we breathe.

PROGRAM DEVELOPMENT

Allow employees to work from home. Successful programs assist workplaces with the design of telework programs, answering management's questions regarding liability, rules of participation, and technology issues.

Implement, Create or Reinvigorate a Telework Policy

Depending on how familiar your worksite is with telework, the following steps aid in successful program development.

Step 1: Determine whether a current policy exists (if informal, work towards formalizing it)

Step 2: Determine which employee positions, if any, are best suited to take place in a pilot project

Step 3: Seek senior management support and approval for a pilot telework program (showcase benefits and case studies)

Step 4: Work with your Human Resources department for implementation

Step 5: Promote the policy & procedures to employees via emails, intranet, staff meetings and in new-hire packages

Step 6: Determine how to measure success and report back to senior management and stakeholders

VARIABLE WORK ARRANGEMENTS

(Compressed Work Weeks / Flex Time)

Variable work arrangements can include a variety of work options such as compressed work weeks and flex time. Implementing programming to support these strategies is great for contributing to the reduction of congestion during peak times on the roadways and also creates a space for a healthier work environment through offering staff flexibility in their scheduling.

BENEFITS

Employers that allow variable work hour arrangements will greatly improve congestion by spreading out demand on the roads beyond the rush hour. These strategies also allow employees to adjust their schedule to better match an available bus route or join a carpool.

PROGRAM DEVELOPMENT

Compressed Work Weeks

Try implementing a policy that allows staff to work extended hours to reduce their work week from 5 to 4 days. For example, an employer could change the work schedule from 5 days per week and 8 hours a day to 4 days per week and 10 hours per day. Compressed work weeks can cut commuting by 20 percent.

Flexible Work Schedules

Allow employees to flex their shift start and end times. The amount of time by which employees may adjust their shift start and end times generally varies from 15 minutes to 2 hours. Flexible work schedules allow employees to

adjust their work schedules to better match transit schedules and the schedules of carpool partners. Implementation assistance may be available through MassRIDES (www.Commute.com/Commuter-Options/Ride-Transit).

Rethink Meetings

Promote the use of teleconferencing/ videoconferencing to host meetings that would otherwise add trips during the workday. Having the software in place to support remote meetings can help reduce business travel. Ensure staff are aware of any software in place and have the proper training on how to use it. Some examples of teleconferencing software include Skype, GoToMeeting, Citrix, and UberConference.

Proximity Commuting

If you are a workplace with multiple locations, encourage and allow staff to work from the office location closest to their home. An analysis of employee home zip codes versus that of workplace locations can reveal opportunities for further exploration with management.

COMMUTE OPTIONS SUPPORT STRATEGIES

Commute options program support strategies should be tailored to a worksite's unique characteristics and may focus more on one mode rather than another based on available transportation services and infrastructure. Effective commute options programs will implement a combination of applicable support strategies utilizing in-person and electronic outreach and tailored marketing efforts. MassRIDES' worksite coordinators can provide you with expertise in providing travel assistance and support. See below for examples on how to promote and support alternative commuting options with staff at your worksite.

EMERGENCY RIDE HOME (ERH) PROGRAM

One of the biggest barriers to a commuter changing from drive-alone travel to any other mode is the "what if." Such as:

- What if my child gets sick and I need to pick them up from school?
- What if I get sick and need to leave work?
- What if my carpool partner needs to leave early?
- What if my boss asks me to work late?

The answer to these "what ifs" is the Emergency Ride Home program. Simply put, any commuter who does not drive alone to work would receive a free taxi ride home in the event of an emergency like the ones listed above. It is one of the easiest and most cost-effective ways to encourage people to use transportation options.

INTERNAL ERH PROGRAM

The program can be provided by the employer, and in some cases employers already provided a similar service for all employees. If your worksite would like to set up an emergency ride home program it should consider rules for usage, maximum number of rides per year, reimbursement policies, and upset limits. If you are looking for an existing program, you will be happy to note that by becoming a partner of MassRIDES employers will receive access to its existing Emergency Ride Home program for free.

MASSRIDES ERH PROGRAM

MassRIDES Emergency Ride Home (ERH) program supports commuters who commute green with a free ride if an unexpected emergency arises. It is "commuter insurance" for those who carpool, take transit, bicycle,

walk or vanpool to work. Participants simply take a taxi, transit, rental car or get a ride from a co-worker in the event of an emergency, submit a reimbursement request afterwards, and MassRIDES will reimburse the individual up to \$100 for the cost of getting home.

For additional information about the MassRIDES Emergency Ride Home program, please review the program guidelines.

INCENTIVES

Offering incentives is a proven method to encourage commuter behavior change. Incentives can be customized by the employer or provided on a regional scale by a third party.

INTERNAL INCENTIVES

Employers that develop incentives for their employees to participate in their commute options programs will see increased participation. Incentives can range from simple to complex. The key is to provide incentives that match your business's corporate culture. Sample incentives that are effective at worksites include:

- An additional day of vacation for employees who reach a certain number of days not driving alone to work
- Provide employees with a casual dress day for comfort
- Monetary rewards for each day an employee does not drive alone to work
- Free lunch for an employee that does not drive alone to work a certain number of days
- A monthly drawing for gift cards for employees who do not drive alone to work
- Public recognition for employees who do not drive alone to work
- A drawing for a new bike for employees who pledge to not drive alone to work during Bike Month
- A drawing for a high-tech gadget for employees who did not drive alone to work

BAY STATE COMMUTE COMMUTER INCENTIVES

Bay State Commute (BayStateCommute.com) is a platform that allows people to find a carpool match and track their sustainable trips. By doing so users accrue points towards great rewards.

Once an employee begins to accrue points, they can use Bay State Commute rewards toward restaurant coupons and discounts from local and national retailers. Bay State Commute is the nation's largest rewards program for individuals who take green trips such as walking, bicycling, carpooling, vanpooling, public transportation and even telecommuting.

WORKPLACE COMMUTER CHALLENGE

Workplace challenges are a great way to engage staff and encourage behavior change. This could be a challenge held at the workplace level, department level or even a friendly challenge between a group of employees. One way to do this would be to encourage staff to log their sustainable trips using Bay State Commute (BayStateCommute.com). Bay State Commute can be used to track participation or randomly select winners based on trips logged. MassRIDES can help workplaces get set up and familiar with the Bay State Commute system, and set up the challenge over a specific time period. This is also a great way to boost company morale. Try providing incentives/prizes to encourage participation or host an end of challenge breakfast or lunch for participants.

COMMUTER TAX BENEFITS

Tax benefits are available to employers who encourage their employees to commute green. The federal commuter tax benefits based on Section 132(f) of the federal tax code enables commuters to pay for "qualifying transportation

expenses” which include transit passes, vanpool fares, and parking fees as pre-tax costs. Employers have the ability to offer this benefit for transit, vanpooling, or parking.

Employees can use annual allowed pre-tax income per month to pay for transit, vanpool, and parking expenses through a payroll deduction, much like a flexible savings plan. When employees purchase a transit pass, vanpool seat, or a monthly parking spot they pay no income tax (up to the allowable amount) on the benefit and the employer saves through reduced payroll taxes.

Visit ow.ly/5sy730hYVlw for the current Massachusetts and Federal allowances.

MASSACHUSETTS COMMUTER DEDUCTION

The Commonwealth of Massachusetts allows a commuter deduction on individual tax returns. The deduction includes certain amounts paid by an individual for tolls paid for through an E-ZPass account or for weekly or monthly transit commuter passes for MBTA transit, bus, commuter rail or commuter boat, not including amounts reimbursed or otherwise deductible.

CAR SHARE

Car share is a great service to rely on if you want to give your staff an extra incentive to leave the car at home. The Massachusetts area has a number of options including Zipcar, Enterprise CarShare, and Hertz. Whether your staff want to run errands at lunch or need to get to a business meeting, access to a car share service is a great alternative. Some things to consider if this is a strategy you want to implement:

1. Check out what car shares are currently provided near your worksite. Consider offering staff a free membership to that nearby service and promote car locations

2. Speak to a local car share provider and inquire about getting their cars available on your worksite

APPENDIX B:

SAMPLE SITE ASSESSMENT



SITE ASSESSMENT

1. What type of industry is your business considered to be? _____
2. What are the work shifts applicable to your worksite:
Day (9am-5pm) Afternoon Evening Night Other (please specify) _____
3. What is the breakdown of your worksite's employee population?
 - a. Total number of employees? _____
 - b. Number of full time employees? _____
 - c. Number of part time employees? _____
 - d. Number of seasonal employees? _____
 - e. Number of temporary/contract employees? _____
 - f. Percent of employees in the office/ Percent out of the office? _____
4. How many parking space are available to employees? _____
 - a. How many are designated green spaces (electric chargers, carpools, etc)? _____
 - b. How many are accessible spaces? _____
5. How much is parking for employees at the worksite per month? _____
 - a. Are any parking subsidies currently provided to employees? Yes No _____
2. How many bicycle spaces are provided at the worksite? _____
 - a. Are the spaces covered/uncovered? _____
8. What percentage of employees require internet access at work? _____
9. What is the average rate of employee absenteeism per month? _____
10. How is employee productivity measured?

11. Are there any formal policies surrounding employees working from home? Yes No

12. Are there any formal policies around employees working compressed weeks? Yes No

13. Are there any informal work policies surrounding employees working from home? Yes No



SITE ASSESSMENT

14. Are employees required to use their personal vehicles during the day? Yes No

15. Do corporate policies and practices decide what mode the employee uses to travel for business during the workday? Yes No

16. How are employees reimbursed for expenses incurred on local business trips taken by each mode?

	Claim Form	Monthly Allotment	Petty Cash	Corporate Credit Card	'Chit' or Pre-paid Fare	N/A
Driving						
Public Transit						
Cycling						
Taxi						

17. Does infrastructure exist for teleconferencing and/or videoconferencing? Yes No

18. Does public transit service the worksite? If so, which transit systems?

a. How frequent is the transit service? -----

19. Is there a subsidized transit program for employees? Yes No

a. If so, what is the percentage that is subsidized? -----

20. Are there any financial incentives for employees to bike/walk to work? Yes No

a. If so, what are they? -----

21. Are you aware of any concerns about personal safety, traffic safety, lighting, winter maintenance, or weather issues related to walking in the neighborhood ?

22. If employees have to cross a road to access the worksite from the transit stop, is there a signalized intersection, crosswalk or other mechanism to facilitate a safe crossing?

23. Is there a dedicated bikeway (on- or off-road) en route to the site? Yes No

24. Are there showers and/or lockers available for staff use at your work? Yes No

25. What type of amenities are nearby? (Ex. Banks, gym, childcare)

APPENDIX C:

SAMPLE COMMUTE OPTIONS ACTION PLAN FORMAT



EXAMPLE ACTION PLAN

Below we've provided a single example action item which can help you identify the types of simple yet effective responses that easily make up a successful action plan.

		WHEN Date when action needs to be delivered/ complete	WHO Person responsible for delivery	STATUS Updated with latest efforts, results, and next steps
<ul style="list-style-type: none"> Step 1: Conduct survey with all staff to identify existing transportation patterns and opportunities 	<ul style="list-style-type: none"> Develop an online survey template regarding current commute behaviors and demand for potential incentives Approve and finalize survey questions and distribution plan with senior management. Identify small incentive for random prize draw for survey participation. Distribute survey and monitor response rate to ensure high data integrity. Create survey results presentation and 	<ul style="list-style-type: none"> Survey completed by Feb 27th, 2016. 	<ul style="list-style-type: none"> Alex Smith, Hr Specialist. Alex@HR.com With key support from Jill Jane, IT specialist Jill@IT.com 	<ul style="list-style-type: none"> As of January 26th survey template and distribution plan being reviewed by Sr. management for comments by February 3rd.

APPENDIX D:

SAMPLE MARKETING MATERIALS



TIME TO REBOOT YOUR COMMUTE

Three simple steps to reboot:

1

ENTER...

It takes only a few moments on BayStateCommute.com to enter your details and discover a better way to get to work. Did we mention it's free?

2

CONNECT...

Discover transit, biking, and walking directions for any trip you take. Connect with nearby Bay State Commuters to share the ride to work.

3

SHIFT...

Pick a convenient day of the week to shift into a new commute. Clean commuting even a few days a week makes a big difference in your health, budget, well-being, and the environment.



Reboot your commute with
BayStateCommute.com
today.

For questions and more information please contact:



REFRESH YOUR RIDE

Driving alone to work is often exhausting and expensive.

Now is a great time to join the thousands of Massachusetts commuters who already refreshed their daily commute.

Refreshing your ride is as easy as:



CHOOSE...

the new ride you've been thinking about and figure out the best way to work. BayStateCommute.com can help you find nearby carpool partners, and transit or biking routes.



TRY IT...

on a day that is convenient for you. That way you'll be able to test out your new commute's timing and route with confidence.



REWARD...

yourself and track your sustainable trips on BayStateCommute.com to earn points towards restaurant coupons and discounts from local and national retailers.



Reboot your commute with
BayStateCommute.com
today.

For questions and more information please contact:

LEAVE YOUR CAR KEYS AT HOME WITH YOUR WORRIES

Do you know that employees who bike, walk, take transit, or carpool/vanpool to work are eligible for free rides home when an unexpected emergency arises?

This includes:

- Unexpected personal illness/emergency
- Unexpected family illness/emergency
- Carpool partner leaves due to an illness/emergency
- Unexpected mandatory overtime



For eligibility and reimbursement information please contact:



WELCOME TO THE TEAM!

Let's Get You to Work. Literally.

We've partnered with MassRIDES to help our newest employees find the best way to work.



CARPOOL OR VANPOOL

Share the ride to work with a friend or a co-worker and suddenly you'll be saving money and reducing your carbon emissions. With MassRIDES' Bay State Commute online tool, you can find carpool matches and get rewards for greener trips.



BICYCLE OR WALK

Finding time to stay healthy can be tough. Why not get into shape while you save by walking or riding your bicycle to work?



TRANSIT OPTIONS

Let someone else take the wheel. Your commute can be a great time to catch up on reading, enjoy some music, or just relax. We'll help you determine if the perfect route exists for your commute.



EMERGENCY RIDE HOME

Working late or leaving early? Need to get home for an emergency? When you take one of the commute alternatives mentioned above, the Emergency Ride Home program has you covered. It's like 'commuter insurance.'

Discover your new commute today:
BayStateCommute.com

For questions and more information please contact:



TIME TO REBOOT YOUR COMMUTE

[Company Name] Employees,

Ever daydreamed in traffic about an improved commute? Now is your chance to explore your options! Our company is partnering with MassRIDES to offer an exciting new service called Bay State Commute for our employees. Bay State Commute helps commuters find more sustainable ways of getting to work, and rewards them for their travel behavior.

We're asking you [*to test drive this new service*](#) to see what your travel options are for getting to work. Making an account is free, and takes about 15 seconds. On Bay State Commute you can...

- **ENTER:** Simply enter your Home & Work addresses to find others who share your commute. View your ride matches for carpools/vanpools, along with transit, biking, and walking directions if they are available.
- **CONNECT:** Bay State Commute makes it easy to carpool and vanpool. Tailor your travel preferences in the right sidebar, and then contact individuals directly through the system by selecting their pin icon. Coordinate and pick a day to try carpooling together.
- **SHIFT:** Pick a convenient day to shift into a new commute. Make sure to log your clean commuting trips so you accrue more points. Use those points to claim rewards like discounts and coupons from restaurants, services, and local and national retailers.

So, are you ready to join [Company Name] to reboot your commute?

Questions?

Contact [Contact Name] at [Contact Email]



REFRESH YOUR RIDE

[Company Name] Employees,

Driving alone to work is often exhausting and expensive. Now is your chance to explore some healthier options for yourself, your wallet, and the environment! Our company is partnering with MassRIDES to offer an exciting new service called Bay State Commute for our employees. Bay State Commute helps commuters find more sustainable ways of getting to work, and rewards them for their travel behavior.

We're asking you to [test drive this new service](#) to see what your travel options are for getting to work. Making an account is free, and takes about 15 seconds. On Bay State Commute you can...

- Choose a Bay State Commute: Simply enter your Home & Work addresses to find others who share your commute. View your ride matches for carpools/vanpools, along with transit, biking, and walking directions if they are available.
- Try a Bay State Commute: Try your Bay State Commute on a day that's convenient for you. That way, you'll be able to test out your new commute's timing and route with confidence.
- Get Rewards: For every clean commuting trip you log, you accrue more points. Use those points to claim rewards like discounts and coupons from restaurants, services, and local and national retailers. You can log any trip too, not just your regular commute. Plus, active Bay State Commuters typically redeem about \$300 a year in rewards!

So, are you ready to join [Company Name] to refresh your ride?

Questions?

Contact [Contact Name] at [Contact Email]



LEAVE YOUR CAR KEYS AT HOME WITH YOUR WORRIES

[Company Name] Employees,

Ever daydreamed in traffic about an improved commute? Now is your chance to explore your options! Our company is partnering with MassRIDES to offer an exciting new service for our employees.

MassRIDES is offering an [Emergency Ride Home](#) program to individuals who clean commute (walk, bike, take transit, carpool or vanpool) at least twice a week. If an unexpected emergency arises, MassRIDES will reimburse the cost of your trip home up to \$100. Examples warranting an emergency ride home:

- Unexpected personal illness/ emergency
- Unexpected family illness/ emergency
- Carpool partner leave due to an illness/ emergency
- Unscheduled mandatory overtime

**Think of it as an insurance policy for your sustainable commute.
Get to work sustainably, and leave your
keys at home along with your worries.**

Questions?

Contact [Contact Name] at [Contact Email]

massDOT
Massachusetts Department of Transportation

you...moving smarter
massRIDES
commute.com

www.commute.com



1.888.4COMMUTE