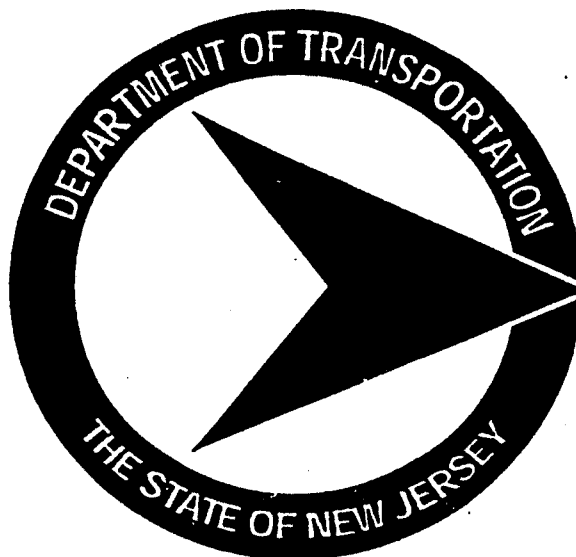


REPORT TO THE LEGISLATURE

**ON RECOMMENDED INCENTIVES TO ENCOURAGE A
REDUCTION IN SINGLE OCCUPANT VEHICLE TRIPS**



Prepared by:

**New Jersey Department of Transportation
Division of Policy, Legislation and Regulatory Actions**

MARCH 31, 2001

**James Weinstein
Commissioner**



DONALD T. DIFRANCESCO
ACTING GOVERNOR

JAMES WEINSTEIN
COMMISSIONER

STATE OF NEW JERSEY
DEPARTMENT OF TRANSPORTATION

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March 30, 2001

Dear New Jersey Resident:

Section 4 of the recently enacted "Congestion Relief and Transportation Trust Fund Renewal Act," (C.27:1B-21.17, P.L.2000, c.73) requires that:

"No later than March 31, 2001, the commissioner shall submit a report to the Legislature containing recommended incentives to businesses to encourage a reduction in single occupancy trips."

The reduction of trips by single occupant vehicles (SOV) and encouragement of mass transit use, vanpooling and carpooling are very important goals.

Earlier this year, the Department of Transportation conducted a public outreach and invited interested persons and organizations to submit recommendations on how trips by single occupant vehicles could be reduced. Pursuant to the section of law cited above, I am pleased to present this report, which outlines over 45 diverse recommendations for reducing single occupant vehicle trips. These recommendations were submitted to the Department by a broad cross section of constituents including Metropolitan Planning Organizations, environmental interest groups, local governments, Transportation Management Associations and private citizens.

I am very pleased that the Department was successful in attracting so many SOV reduction recommendations from interested persons and organizations. I wish to express my thanks and gratitude to the many persons and organizations which contributed their time and effort to this report.

Sincerely,

James Weinstein
Commissioner

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Statutory Mandate

Section 7 of the recently enacted "Congestion Relief and Transportation Trust Fund Renewal Act" (C.27:1B-21.17, P.L.2000, c.73) requires that:

"No later than March 31, 2001, the commissioner shall submit a report to the Legislature containing recommended incentives to businesses to encourage a reduction in single occupancy trips."

Pursuant to the section of law cited above, the Department reached out to interested organizations and constituents and asked for ideas and recommendations for reducing single occupant vehicle trips. This report compiles the recommendations received on what incentives might be offered to businesses, and what incentives might be offered by businesses, to help reduce single vehicle trips.

The following fourteen organizations responded: Greater Mercer Transportation Management Association (TMA), TMA Council, TransOptions, New Jersey Environmental Lobby, RideWise of Raritan Valley, Gloucester County Planning Division, Cross County Connection TMA, TransitCenter Inc., New Jersey Turnpike Authority, Tri-State Transportation Campaign, Meadowlink, Delaware Valley Regional Planning Commission, Middlesex County Department of Planning, and New Jersey Commerce and Economic Growth Commission. In addition, two private citizens responded. Their full recommendations are presented in "Appendix A."

Background

The Clean Air Act Amendment of 1990 (CAAA) required New Jersey, along with eleven other states, to implement mandatory employer-based commute option programs to assist in reducing travel and improving air quality. As a result of the federal requirement, the New Jersey Department of Transportation (NJDOT) implemented a mandatory Employer Trip Reduction Program (ETR) in 1993. The ETR Program required employers of 100 or more employees to implement an Employee Commute Option Program that would achieve a reduction in worksite vehicle trips.

In December 1995, the United States Congress amended sections of the CAAA allowing states to substitute or replace ETR with other programs designed to achieve the same air quality benefit. To take full advantage of these amendments, NJDOT has redefined and restricted the mandatory requirement to better fit the State's economic growth, environmental and transportation objectives.

NJDOT has an ongoing statewide program to aid businesses and TMAs in designing and implementing a variety of commute options that will reduce the number of single occupancy vehicles (SOV). The major program elements/strategies include the following:

- **Transportation Demand Management (TDM)** – The program’s primary purpose is to reduce the number of vehicles using the road system while providing a wide variety of mobility options to those who wish to travel.
- **Rideshare Matching Assistance** – NJDOT and TMAs provide ridesharing matching assistance. The program assists commuters in finding carpool and vanpool partners with a compatible schedule.
- **Park and Ride** – Commuter parking lots are established along transit corridors and commuter routes to encourage ridesharing and transit use.
- **Bicycle/Pedestrian Program** – NJDOT is committed to build 2,000 miles of bike paths and/or bike compatible roadways by the year 2008. This initiative will expand the use of alternative forms of transportation while reducing congestion.
- **Smart Moves For Business Program (SMFB)** – The program was developed to stimulate and support New Jersey’s employers to take actions that influence commuters to choose more efficient travel options. Employers that participate in the SMFB Program may apply for a state corporate tax credit for a portion of the expenses they incur to promote commute options to their employees. Expenses eligible for the tax credit include: administrative costs, facilities/vehicle costs, financial incentive costs, marketing costs and other program service costs such as costs of providing and obtaining ride matching services. The SMFB Program tax credit information is posted on the Department’s web site at <http://www.state.nj.us/njcommuter>.
- **Transit Village Program** – NJDOT and NJ Transit, in a close collaboration with other state agencies, launched the program in February 1999. The major goal of the program is to create compact, mixed-use development communities that have a significant residential component and are centered around transit stations. The program will result in increasing the use of transit services and reducing the number of vehicle miles of travel within the community.

The Benefits of Single Occupant Vehicle Reduction

Increasingly, traffic congestion is becoming a concern to the State’s residents, elected officials, the business community and government agencies. Although road improvements will continue to be an important strategy for providing mobility, many communities no longer have the financial resources to build new roads. Some roadway improvements also face serious environmental problems and/or strong public opposition. In addition, clean air standards place substantial constraints on the type and magnitude of road expansion that can be undertaken.

Programs that encourage SOV reduction provide the means to maximize the capacity of the transportation system by increasing the number of persons in a vehicle. Reduction in single occupant trips can be expected to assist in reduced traffic congestion, air pollution and energy consumption. Various case studies on employer-based commute option programs document

benefits derived by employers in addition to trip reduction. These benefits increase employee productivity, improve worksite morale, encourage team building, reduce employee travel expenses, lessen employee commute-related stress, serve as an incentive in employee recruitment, encourage productive use of commute time, reduce parking demand, increase employee retention, decrease employee absenteeism and improve internal corporate communication.

SOV reduction must rely on some form of motivation/incentives or disincentives to achieve the desired behavior change in trip making. Programs and strategies that reduce SOV trips, while providing a variety of mobility options to commuters, can be implemented by business and public agencies. Employer-based commute option programs should be designed to offer employees commute alternatives that are directly sponsored, supported and facilitated by employers. The success of employer-based programs depends on how the employer designs, packages and implements these actions.

In the current 209th legislative session, Assemblymen Reed Gusciora and Leonard Lance sponsored Assembly bill A-190. This bill would allow State and local governments to offer qualified transportation fringe benefits to their own employees, increase the maximum per-employee commuter transportation benefits from \$1,000 to \$1,200 annually effective in 2002, and clarifies that acceptance of a parking cashout does not cause the parking to become taxable for employees who do not accept the cashout. Senators Shirley K. Turner and Peter A. Inverso sponsored Senate bill S-1051, which is identical to A-190. The full text of the bills are posted on the New Jersey Legislature Home Page at <http://www.njleg.state.nj.us>. At the time of this printing, the full Assembly has approved A-190 (by a vote of 72-0-0 on March 26, 2001) and S-1051 has been referred to the Senate Budget and Appropriations Committee.

Commute Option Programs that Can be Offered by Employers / Businesses

Studies show that successful employer-based programs offer a combination of commute options supported by the employer, appropriately tailored to specific worksite characteristics and employee commute characteristics. An employer typically chooses from one or more of the following options:

Alternative Commute Options – This option includes any commute mode other than driving alone. The range of options includes ridesharing, such as carpools and vanpools, buses, rail transit, bicycling and walking.

Alternative Work Hours - This option allows employers/employees to shift the timing of commute trips or the place of work. *Compressed workweek* reduces work trips by enabling employees to work the same number of hours in fewer days. *Flextime* allows employees greater flexibility in their daily start and end times. *Telecommuting* reduces home-to-work trips by enabling employees to work from home or at a nearby satellite work center.

Commute Option Support Measures – This option includes a variety of possible incentives, policies, programs and services to encourage the use of alternative commute modes and work

arrangements. The support strategies include financial incentives, parking management, or other support strategies, such as a guaranteed ride home program.

Commute Option Promotional and Marketing – This activity increases employee awareness of options offered as complimentary incentives and services. Commute option marketing elements typically include: an Employee Transportation Coordinator designated by the employer, promotional materials and special promotional events.

Recommendations to Reduce Single Occupant Vehicles

The Department reached a broad cross section of constituents in an effort to compile a diverse list of recommendations on what incentives might be offered to business, and what incentives might be offered by business to help reduce single occupant vehicle trips. The SOV package (See Appendix pages B-1 to B-5) was sent to 53 organizations and constituents, including TMAs (Appendix C).

The Department hosted an open public information workshop on SOV reduction on February 27, 2001 in the Department's multi-purpose room. Sixteen persons attended the workshop. The persons who attended represented TMAs, local government agencies, environmental interest groups, State Departments and Metropolitan Planning Organizations. A copy of the workshop agenda is included as Appendix B-6.

Tables 1 through 5 group together similar types of recommendations for quick reference. Recommendations within each category are listed according to the similarity of the suggested incentives. The categories of recommendations include:

- Employer oriented recommendations;
- Employee oriented recommendations;
- Government agency oriented recommendations;
- Parking management recommendations; and
- Additional private non-profit recommendations.

Each actual recommendation submitted to the Department of Transportation, as summarized in Tables 1 through 5, is attached to this report in "Appendix A." Appendix A is organized alphabetically by the last name of the contributor and includes responses received from 16 organizations and constituents. Each recommendation is presented according to:

- 1) The specifics of the recommendation;
- 2) The benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel;
- 3) The costs and disadvantages of the recommendation; and
- 4) Any additional discussion.

Figure 1

CATEGORIES OF RECOMMENDATIONS FOR REDUCING SINGLE OCCUPANCY VEHICLES

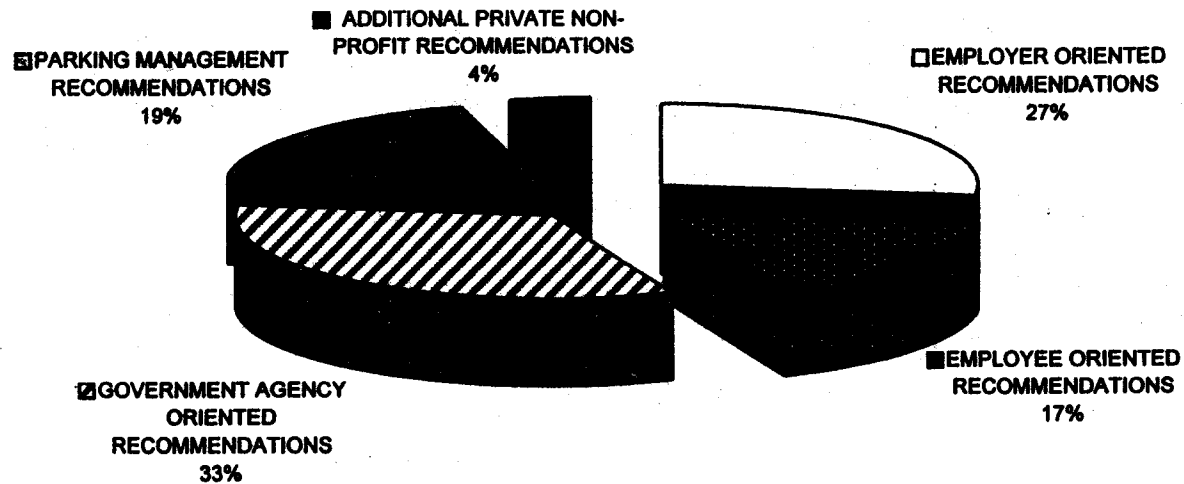


TABLE 1

EMPLOYER ORIENTED RECOMMENDATIONS

AGENCY	RECOMMENDATION	APPENDIX A PAGE NO.
Middlesex County Department of Planning	Offer significant tax credits to businesses with active programs to reduce single occupant vehicles. These programs may include but are not limited to: rideshare programs; guaranteed or emergency ride home; parking benefits, such as preferred parking; financial incentives to employees in the form of transportation subsidies; bicycle lockers and other bike/pedestrian amenities; on-site bus shelters and membership in a transportation management association.	A-43, 44
TransitCenter, Inc.	Provide businesses with a simple and direct tax credit of up to 50% of their actual costs to promote, subsidize or provide services which reduce single occupant vehicle travel for their employees. The tax credit should not exceed \$50 a month per employee.	A-23, 24
Cross County Connection TMA	Businesses should be encouraged to provide TransitChek to all employees using a commute alternative.	A-22
Delaware Valley Regional Planning Commission	Businesses can encourage use of transit by allowing employees to utilize a pre-tax payroll deduction to pay for (part of) their transit costs via a voucher, up to \$65 a month. (Note: this benefit can also be provided tax-free, in addition to salary.)	A-37
Meadowlink (TMA)	Some large businesses with multiple locations in the same area require their employees to visit the different offices. For example, only one of the offices may have a cafeteria which is a major destination during lunch hour. Employees spend more time looking for parking spaces at these different locations. Additionally, employees may have to attend meetings at other office sites almost on a regular basis. Offering financial incentives to establish a shuttle service that connects the different buildings would help reduce congestion and save time for employees.	A-34

TABLE 1 (Continued)

<p>Tri-State Transportation Campaign</p>	<p>The State should adopt transit-friendly location incentives. The State should give public and private employers a fiscal incentive to locate, re-locate, consolidate or expand, in places well served by transit (bus, rail, etc.) Most major New Jersey cities are well served by bus and rail transit, and some suburban areas as well. Recently, there have been examples of major corporations expanding at sites in municipalities where it can be expected that nearly 100% of employees will drive alone to work. This should be discouraged. For private employers, the transit-friendly location incentive could be a reduction in the corporate business tax. For State departments, the Governor should issue an executive order to this effect. For other public or non-profit employers, this could include a small percentage of the sales tax collected in the transit-friendly municipality, or any other tax.</p>	<p>A-31, 32, 33</p>
<p>TransOptions (TMA)</p>	<p>Employers should be offered some kind of incentive for giving priority to new hires who live along transit lines and who agree to use mass transit in their commute to work. Perhaps a bounty of \$1,000 for each new hire who meets the criteria and uses mass transit for one year.</p>	<p>A-8</p>
<p>TransitCenter, Inc.</p>	<p>Set up a funding program for capital and operating assistance to provide support services to employers who meet a certain financial threshold in supporting transportation management activities for their employees and/or travelers within their locality. This funding program would be used to set up shuttle services for linking transit or remote parking facilities to the worksite and/or provide midday travel from worksites to activity centers, purchase electric station cars, purchase commuter vans, establish remote parking facilities, etc. The financial threshold would be determined as a percentage of the vehicle miles traveled in a given area multiplied by a dollar amount to determine whether an employer has or will expend that amount to help reduce traffic congestion. Once met, the employer would be eligible to participate in a program to obtain designated services to help its employees or other travelers in a given area to use local transit, vanpools, carpools, bikes, etc. The list of support services could be coordinated through the TMA in that area to ensure that all activities in an area complement each other and help reduce congestion.</p>	<p>A-25, 26</p>

TABLE 1 (Continued)

<p>N.J. Commerce and Economic Growth Commission</p>	<p>The State should establish a fund for two programs, both of which will reduce the number of single occupancy vehicles on New Jersey's roads. One program will feature below market interest rate loans that will have easy credit eligibility criteria for companies engaged in businesses that will reduce single occupancy commutes. These types of businesses may include private bus companies, van pool operations, car sharing operations and businesses with technologies that will facilitate telecommuting. Under the other program, the State's fund (for grants and/or low interest loans) can be accessed by businesses to purchase/rent a company bus for the sole purpose of providing transportation to its employees for their daily commute. The company would establish designated pick-up and drop-off locations along a designated route to and from the work-site.</p>	<p>A-45</p>
<p>Cross County Connection TMA</p>	<p>Businesses should be encouraged to promote flex scheduling.</p>	<p>A-28</p>
<p>Delaware Valley Regional Planning Commission</p>	<p>Employers who are not near transit, or who would like to complement any transit options for employees who cannot or choose not to utilize transit can offer rideshare matching and incentives to employees.</p>	<p>A-38, 39</p>
<p>Delaware Valley Regional Planning Commission</p>	<p>Telecommuting, or teleworking, allows an employee to completely eliminate the commute to work in an SOV by working from home. This can be done on a regular basis, or on an as-needed basis.</p>	<p>A-40</p>
<p>Delaware Valley Regional Planning Commission</p>	<p>Businesses who encourage employees to walk and/or ride bikes to work can help reduce SOV use (in good weather) and promote fitness among participating employees.</p>	<p>A-41</p>

TABLE 2

EMPLOYEE ORIENTED RECOMMENDATIONS

AGENCY	RECOMMENDATION	APPENDIX A PAGE NO.
TransOptions (TMA)	Currently, under <i>Commuter Choice</i> , if employees participate, they save tax dollars and employers pay reduced FICA, Federal Unemployment and Federal Income Tax. This benefit could be expanded so that it also applies to State taxes.	A-9
Greater Mercer TMA	Expand <i>Commuter Choice</i> in New Jersey. New Jersey's commuter tax incentive laws should be made consistent with federal commuter tax incentive laws. At a minimum, New Jersey's State employees should be permitted to participate in federal commuter pre-tax incentive programs.	A-2
RideWise of Raritan Valley (TMA)	Persons committing to using other transportation besides SOV could be given a commuter coupon book. The coupon book would offer discounts at local stores, movies, car washes, etc.	A-15
RideWise of Raritan Valley (TMA)	Persons using other ways of commuting besides driving in their car alone could receive ECO-DOLLARS each time they make the alternative commute. The ECO-DOLLARS could be used to purchase lunch at the cafeteria or to buy things at the company store. It could also be built up for an extra day off, a raise, etc.	A-16
Greater Mercer TMA	Work with airports/airlines to provide incentives for business travel for companies with aggressive TDM Programs and sky mile credits for employees who use alternate modes (perhaps tie-ins to vanpool sponsorship program, business pass purchases). A survey in Seattle recently showed that sky miles are the most effective incentive to induce a mode switch.	A-3

TABLE 2 (Continued)

Private Citizen	Provide a tax rebate to individual taxpayers, based on their annual gasoline consumption. The rebate could be provided as a line item deduction on the State income tax return. A method for determining gasoline consumption could be developed based on industry standards for vehicle gas mileage and certified odometer readings, or reports from Motor Vehicle Services car registration database.	A-17
New Jersey Turnpike Authority	Employers can offer a flextime plan to employees who choose to carpool or agree to use a vanpool so that they could travel during off-peak periods. The New Jersey Turnpike recently implemented value pricing that provides for reduced toll rates for patrons who travel during off-peak hours.	A-27
Tri-State Transportation Campaign	The State should give free or reduced train and bus passes to all of its employees, especially in crowded corridors, such as Rt. 1 (Northeast Rail Corridor). This has been done in the past and was discontinued. Many employees then started driving to work.	A-31, 32, 33

TABLE 3

GOVERNMENT AGENCY ORIENTED RECOMMENDATIONS

AGENCY	RECOMMENDATION	APPENDIX A PAGE NO.
Greater Mercer TMA	Make better use of Capital Improvement Program to leverage corridor-wide TDM Strategies. NJDOT could consider level of private sector corridor-wide TDM programs when committing to public sector roadway improvements. Corridors with higher levels of demand management programs would receive some type of priority.	A-4
N.J. Commerce and Economic Growth Commission	New Jersey Transit should establish a program in which it will ask businesses to place ticket vending machines at the businesses' work-sites for the purpose of providing their employees easy access purchases of transit passes/tickets for rail and/or bus service. By providing these employees easy access to transit passes and tickets (as opposed to waiting in long lines at the transit station), the employees would be more likely to purchase said tickets and thus ride public transportation.	A-46
Middlesex County Department of Planning	Establish a program to encourage the use of employer-sponsored shuttle services that link job sites to nearby train or bus stations or to park and ride facilities. Since the success of a third-party jitney or vanpool service is largely dependent on the ability to find and maintain an employee/driver, NJDOT may wish to consider a methodology for training and compensating these employee/drivers or may wish to consider developing a sanctioned pool of drivers (through part-time positions) that could be assigned to operate the shuttle vehicles.	A-43, 44
Gloucester County Planning Division	Construct a transit center in the City of Woodbury, Gloucester County, and coordinate the schedules of the six NJ Transit routes that operate through Woodbury.	A-18
Gloucester County Planning Division	Reroute NJ Transit Route #402 to operate along Center Square Road between Route #130 and Beckett Road in Logan Township in order to serve employees of Pureland (the largest industrial park on the East Coast) and Northeast Business Center companies located on or adjacent to Center Square Road.	A-19
Gloucester County Planning Division	Coordinate NJ Transit bus schedules of routes operating into and out of Avandale park and ride lot (Camden County) with Atlantic City/Philadelphia and summertime South Jersey Shore Points/Philadelphia express service.	A-20

TABLE 3 (Continued)

Tri-State Transportation Campaign	NJDOT should conduct a pro-active public education campaign as part of the Smart Moves Program. Implement "Cash Out" Parking or Pay-Me-Not-To-Drive incentives at worksites. The incentives give employees cash incentives to leave their cars at home. Employees eligible for "free" (employer subsidized) parking would then be able to "cash out" the value of their parking spaces and take a cash payment, up to \$175 a month, instead of parking.	A-31, 32, 33
Delaware Valley Regional Planning Commission	The State could develop and implement an education and promotion program to inform the public of efforts to reduce SOV use and give recognition to employers who offer various TDM options to employees, using them as examples of how these programs can work – for businesses and the community (and the State).	A-42
New Jersey Environmental Lobby	The State should embark on a public education campaign, enlisting the aid of health professionals and clean air advocates, to make the public aware of the connection between 'over-driving' (SOVs) and the rising rate of respiratory disease and asthma in the State.	A-12
Private Citizen	All developers of business and residential housing occupied by more than 100 people should be required to run a shuttle service to the nearest mass transit system on a continuing basis, i.e., 18 hours a day. Scheduled or on demand. This would be a part of the conditional approval of the development and would be implemented by the Homeowners Association or the tenant/owner business.	A-1
Greater Mercer TMA	Encourage the creation of Transportation Development/Improvement Districts. Provide technical assistance and funding to counties and municipalities to establish districts in high growth areas in which developers pay a fair-share proportionate cost for pre-defined transportation improvements, including transit enhancements, that are needed to accommodate their development.	A-5
TMA Council	Adopt State policies and procedures to more effectively utilize TMAs. New Jersey's TMAs can assist a variety of State agencies in their business outreach efforts. Those dealing with such issues as economic development, labor, land use transportation and the environment should be instructed and encouraged to utilize TMAs through State policies and procedures. Statewide efforts should also be undertaken to direct New Jersey businesses interested in implementing trip reduction strategies, as well as those locating or re-locating in New Jersey, to the Transportation Management Association covering the county in which they are located. TMAs offer businesses a wide variety of services and programs to reduce SOV trips, in addition to professional TDM experience.	A-6

TABLE 3 (Continued)

<p>Greater Mercer TMA</p>	<p>Require businesses to submit a simple annual report listing TDM strategies they offer. Enact legislation requiring businesses to submit a basic form in which they can indicate the strategies offered at their worksite and where appropriate, the approximate number of participants in each. The law would not require businesses to implement any TDM programs, but rather only to submit the report. The report would be required even if there were no strategies offered. This could serve as a reverse incentive, as employers would be reluctant to show they are not offering any strategies. TMAs could be used as a resource to assist employers in completing the form.</p>	<p>A-7</p>
<p>Middlesex County Department of Planning</p>	<p>Encourage better land use planning on the part of New Jersey's municipalities to prevent sprawl and follow the goals set up in the newly adopted State Development and Redevelopment Guide Plan.</p>	<p>A-43, 44</p>
<p>Meadowlink (TMA)</p>	<p>Municipalities are more likely to implement traffic mitigation ordinances that are generally accepted by businesses, residents and developers. It is recommended that a library of sample traffic mitigation ordinances be made available to municipalities who choose to consider such ordinances.</p>	<p>A-35</p>
<p>Tri-State Transportation Campaign</p>	<p>The Legislature should pass A-190 and S-1051 which will allow the State to offer transit benefits to its employees. TransitChek and similar programs allow employees to set aside up to \$65 per month in pre-federal tax income for the purchase of transit passes. This will rise to \$100/month beginning in 2002. Upon passage of the bill, the State should implement this program. This means that the federal government, in effect, pays for a portion of the employee's rail or bus pass, lowering the cost to the employee, and saving the State its portion of federal payroll taxes.</p>	<p>A-31, 32, 33</p>

TABLE 4

PARKING MANAGEMENT RECOMMENDATIONS

AGENCY	RECOMMENDATION	APPENDIX A PAGE NO.
Middlesex County Department of Planning	Re-examine parking management strategies. Since the availability of free parking is a strong incentive that induces single occupant auto trips, limiting the amount of free parking spaces offered by employers could encourage employees to seek other competing travel modes that may also be available to certain individuals. Having convenient, reliable and economical transit options is key to diverting people from single occupant auto trips to some form of public transportation.	A-43, 44
New Jersey Environmental Lobby	Employers should "cash out" free parking. By charging for parking space, employers would recoup some of the costs they currently bear for this convenience (maintenance, plowing and real estate taxes). Employees would find it advantageous to carpool and split the parking costs, or to find other means of transportation. If public transportation is near the workplace, then a form of transit check could be funded by the parking fees for those employees willing to travel that way. Some form of "guaranteed ride home" would also be required, of course, for those emergency situations that cannot be foreseen. Another approach to this idea is to provide employees with the cash that parking actually costs the employer. It is an incentive NOT to drive a single occupancy vehicle and is not any more costly for the employer. Eventually the majority of the parking lot can be returned to other, more profitable uses for the business.	A-14 *
Cross County Connection TMA	Businesses that currently provide free parking for their employees should be encouraged to begin charging for that parking; if significant employee outcry is anticipated, businesses could begin granting an offsetting employee transportation allowance at the same time, reducing -- but not eliminating -- the desired effect of the parking fee.	A-29*

*Note: Pages A-14 and A-29 pertain to a type of TDM strategy called "Parking Cash Out." Parking Cash Out refers to employees taking their parking benefits in cash.

TABLE 4 (Continued)

Tri-State Transportation Campaign	Employers should be given a fiscal incentive to “cash out” free parking and offer pre-tax transit benefits, such as TransitChek. Private employers that implement “cash out” parking and offer transit benefits should be rewarded with savings on the corporate business tax. They will automatically save on payroll taxes.	A-31, 32, 33*
TransOptions (TMA)	Create disincentives for creating parking spaces, which are ultimately used for free parking for employees. This would be especially useful in situations where the employment exists in areas of sprawl. The current tendency is to pave additional land to create as much parking as is needed. By restricting the access to parking, employees would be more likely to think about viable alternatives. Carpooling should be one of the alternatives that they consider.	A-10*
TransOptions (TMA)	Municipalities have the power to create zoning ordinances. Rather than using this capacity to encourage employers to create parking spaces in the current ratio of spaces to employees, the ratio should be decreased. By restricting the access to parking, employees should be more likely to think about viable alternatives. Car and vanpooling should be one of the alternatives that they consider.	A-11
Gloucester County Planning Division	Construct Park and Ride lots adjacent to major limited access highways (Routes 42, 55 & 295) to enable co-workers to meet at a convenient point enroute to their place of employment to car or vanpool. Express bus service would be a plus.	A-21
New Jersey Environmental Lobby	<p>The State should pass legislation requiring local school boards to prohibit parking for students who reside on a school bus route. The taxpayers pay doubly when high school students decide to drive to school as a sign of "coming of age." By the end of the school year, many high school buses are half-full or even less. We are paying full costs for busing, and we are paying for parking lots (maintenance, snow removal and associated costs). Most students drive to school in a single occupant car. Roads leading into the school lots are often clogged with traffic and add to the morning rush hour commute for those who must drive.</p> <p>Since we provide about 75% of the pupil transportation costs from the State to the local boards, the State is well within its authority to demand that those vehicles be used. Allowing only students NOT on an established bus route to drive is a start. Parking permits with ticketing enforcement could ensure compliance locally or the State could withhold transportation funding -- either in whole or in part.</p>	A-13

*Note: Pages A-10, A-31, A-32 and A-33 pertain to a type of TDM strategy called “Parking Cash Out.” Parking Cash Out refers to employees taking their parking benefits in cash.

TABLE 4 (Continued)

<p>Tri-State Transportation Campaign</p>	<p>Municipal land development ordinance and site plan ordinance changes are recommended. Most municipalities require developers and employers to provide a minimum number of parking spaces per square foot of built space, number of employees or customers, or other criteria according to the type of use (e.g., 4 spaces per 1000 gross square feet of office space, the equivalent of one space per employee.) Having a “free” (employer-subsidized) parking space is the biggest determinant of whether an employee drives alone to work; curtailing free parking has been shown to give employees incentives to get to work by other means, especially when combined with “pay me not to drive” incentives and transit benefits. Therefore, the State should create an incentive for both municipalities to revise land development and site plan ordinances to limit parking, rather than require a minimum amount of parking at each site. The incentive for local governments could include priority for permit approvals, State Plan designations, funding under various DOT programs (Local Aid, etc.). Municipalities should be required to revise their Master Plans to include a section on reducing single-occupant vehicle trips, along with the site plan or zoning revision.</p>	<p>A-31, 32, 33</p>
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TABLE 5

ADDITIONAL PRIVATE NON-PROFIT RECOMMENDATIONS

AGENCY	RECOMMENDATION	APPENDIX A PAGE NO.
Cross County Connection TMA	After years of a primarily regional focus, New Jersey TMAs should come together to design and initiate a statewide program to help businesses reduce the numbers of their employees commuting to work in single occupant vehicles.	A-30
Meadowlink (TMA)	Pre-K and elementary schools attract a number of trips as parents rush to drop their children in school before rushing off to work. Establish a customized vanpool program for these school children with assistance from a TMA and the support of the local school.	A-36

APPENDIX A

The following are the actual recommendations submitted to the Department of Transportation. They are listed in alphabetical order by the name of the person submitting the recommendation.

The only editing that has been done by the Department was to delete the mailing address and phone number of the contributor.

APPENDIX A
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RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address & daytime phone number:

Candace M Ashmun

Specifics of the recommendations:

All developers of business and residential housing occupied by more than 100 people should be required to run a shuttle service to the nearest mass transit system on a continuing basis i.e. 18 hrs. a day. Scheduled or on demand. This would be a part of the conditional approval of the development and would be implemented by the Home Owners Association or the tenant/ owner business.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel:

The proliferation of residential and business campus developments just far enough from rail and bus access to make people get in their cars has created at best parking problems at mass transit facilities and at worst single drivers to keep on to work regardless of the availability of mass transit. The tax payers are presently proving out this concept with similar services for seniors and in Somerset a home to job bus service.

Summary of costs and disadvantages of the recommendations:

It would be cost neutral if run as non-profit business' by companies and home owners associations. Riders would pay minimal fees that would not exceed parking or highway tolls and the operation of automobiles.

Additional discussion on the recommendations:

Implementing the State Plan would make this recommendation even more valid. Clustered and center based development close to but not within walking distance of mass transit would make it even easier to follow the Maplewood model of busing riders to the train or bus.

Name, affiliation, address and phone of person making recommendation

**Sandra Brillhart, Executive Director
Greater Mercer TMA**

Specifics of the recommendation

Expand Commuter Choice in New Jersey

- New Jersey's Commuter Tax Incentive Laws should be made consistent with Federal Commuter Tax incentive Laws.
- At a minimum, New Jersey's State employees should be permitted to participate in federal commuter pre-tax incentive programs

Summary of benefits/advantages

- Consistency between state and federal tax programs would make the program easier for businesses to implement
- Businesses could save more on payroll taxes
- Allowing State employees to participate in pre-tax commuter incentive programs would set an example for the private sector
- Allowing State employees to participate in pre-tax commuter incentive programs would optimize the State's investment in NJ TRANSIT.
- State government would pay less in federal payroll taxes
- Elected officials could claim credit for cutting taxes

Summary of costs/disadvantages

- Requires re-vamping of NJ State Income Tax Code
- Potential loss in tax revenue from commuters participating in the program

Additional discussion

BILLS INTRODUCED IN THE LEGISLATURE TO ALLOW STATE EMPLOYEES TO TAKE ADVANTAGE OF FEDERAL PRE-TAX COMMUTER INCENTIVES (A-190 AND S-1051) HAVE LANGUISHED DESPITE WIDESPREAD BI-PARTISAN SUPPORT.

Name, affiliation, address and phone of person making recommendation

**Sandra Brillhart, Executive Director
Greater Mercer TMA**

Specifics of the recommendation:

Work with airports/airlines to provide incentives for business travel for companies with aggressive TDM Programs and sky mile credits for employees who use alternate modes (perhaps tie-ins to Vanpool Sponsorship program, Business pass purchases,). A survey in Seattle recently showed that Sky Miles are the most effective incentive to induce mode switch.

Summary of benefits/advantages

- Tangible reward
- Could be tied into smart card technology

Summary of costs/disadvantages

Program development costs

Additional discussion

Name, affiliation, address and phone of person making recommendation

**Sandra Brillhart, Executive Director
Greater Mercer TMA**

Specifics of the recommendation:

Make better use of Capital Improvement Program to leverage corridor-wide TDM strategies

NJDOT could consider level of private sector corridor wide TDM programs when committing to public sector roadway improvements. Corridors with higher levels of demand management programs would receive some type of priority.

Summary of benefits/advantages

- **Would encourage sound management of roadway system, thereby maximizing investments in costly capital projects**
- **Would encourage cooperative corridor wide strategies among businesses**
- **Would reward responsible developers and employers**
- **Existing TMA structure could be used to coordinate, monitor efforts**

Summary of costs/disadvantages

- **Costs – education and outreach can be done through TMA program**

Additional discussion

Name, affiliation, address and phone of person making recommendation

**Sandra Brillhart, Executive Director
Greater Mercer TMA**

Specifics of the recommendation

Encourage the creation of Transportation Development/Improvement Districts
Provide technical assistance and funding to counties and municipalities to establish districts in high growth areas in which developers pay a fair-share proportionate cost for pre-defined transportation improvements, including transit enhancements, that are needed to accommodate their development.

Summary of benefits/advantages

- This benefits businesses in that they are only responsible for improvements that are directly attributable to their trip generation. Employers who implement TDM strategies at the worksite pay less because they generate fewer trips.
- More equitably distributes private sector contributions, so that the last developer in a corridor is not forced to pay for improvements necessitated by previous development, as is often the case now.
- Reduces public sector spending

Summary of costs/disadvantages

- Technical assistance
- Labor intensive to administer

Additional discussion

Name, affiliation, address and phone of person making recommendation

Sandra Brillhart, President TMA Council

With and on behalf of:

Tara Braddish, Executive Director HART

Peter Cantu, Executive Director, Keep Middlesex Moving

John F. Ciaffone, President TransOptions

Suzanne Mack, Executive Director, Hudson TMA

Krishna Murthy, Executive Director, Meadowlink

Anita Perez, Executive Director, Ridewise of Raritan Valley

William Ragozine, Executive Director, Cross County Connection

Specifics of the recommendation

Adopt State Policies and Procedures to More Effectively Utilize TMAs. New Jersey's TMAs can assist a variety of state agencies in their business outreach efforts. Those dealing with such issues as economic development, labor, land use transportation and the environment, should be instructed and encouraged to utilize TMAs through state policies and procedures. Statewide efforts should also be undertaken to direct New Jersey businesses interested in implementing trip reduction strategies, as well as those locating or re-locating in New Jersey, to the Transportation Management Association covering the county in which they are located. TMAs offer businesses a wide variety of services and programs to reduce SOV trips, in addition to professional TDM experience.

Summary of benefits/advantages

New Jersey's TMAs have extensive experience in TDM and proven accomplishments in services and programs that are designed to reduce SOV travel, including: promoting and implementing rideshare programs, transit advocacy and liaison, shuttle service development and administration, incentive programs, parking management, emergency ride home programs, telecommuting, flex-time and compressed work week programs. As local grass root organizations, TMAs have in-depth knowledge of the corporate culture and local issues in their respective service areas. As a result, they have a unique credibility and rapport with local businesses. In addition, the TMAs have a long-standing productive relationship with NJDOT. Statewide promotion of TMAs would optimize the State's investment in the TMA program.

Summary of costs/disadvantages

Costs would include a statewide marketing campaign, which is already being planned by NJDOT. Additionally, not all counties are served by TMAs. However, this could be resolved with modifications to the current program structure.

Additional discussion

Name, affiliation, address and phone of person making recommendation

**Sandra Brillhart, Executive Director
Greater Mercer TMA**

Specifics of the recommendation:

Require businesses to submit a simple annual report listing TDM strategies they offer

Enact legislation requiring businesses to submit a basic form in which they can indicate the strategies offered at their worksite and where appropriate, the approximate number of participants in each. The law would not require businesses to implement any TDM programs, but rather only to submit the report. The report would be required even if there are no strategies offered. This could serve as a reverse incentive, as employers would be reluctant to show they are not offering any strategies. TMAs could be used as a resource to assist employers in completing the form.

Summary of benefits/advantages

- Would serve as data collection mechanism on extent of employer based trip reduction programs in NJ. No such means of collecting this information currently exists.
- Would encourage employers to think about what services they are actually providing and to show some initiative in providing options.
- Penalties for failing to submit could generate revenue

Summary of Costs/Disadvantages

- Could be labor intensive for State to Administer
- Businesses could perceive as intrusive

SAMPLE RECOMMENDATIONS FOR REDUCING THE NUMBER OF SINGLE OCCUPANCY VEHICLES

Name, affiliation, address, & Daytime phone number of person making this recommendation

John F. Ciaffone, President of TransOptions (TMA).

Specifics of the recommendation

Employers should be offered some kind of incentive for giving priority to new hires who live along transit lines and who agree to use mass transit in their commute to work. Perhaps a bounty of \$1,000. For each new hire who meets the criteria and uses mass transit for one year.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

The benefits of this proposal are numerous. Employers would be able to use the "bounty" money to subsidize their payroll costs. Some studies of persons who travel to work on mass transit indicate that they are less likely to change employers, thereby helping employers to retain employees and reduce the cost of hiring and training replacements. Since many of the people who live along transit routes are urban dwellers, they might get access to employment opportunities, which might not normally be available. Society would benefit due to cleaner air and less traffic.

Summary of the costs and disadvantages of the recommendation

The cost would be \$1,000 per employee, which would be somewhat offset by firebox recovery. If the stayed at the same place of employment for an extended period of time, then the entire cost could be recovered. People who do not live along transit corridors would consider this unfair. The Human Resource personnel of the employers would have to weigh the value of the bounty against the freedom to choose people who don't live along mass transit routes. Another disadvantage would be the need to verify that people were indeed using mass transit. The answer to this need to verify would essentially force employers into the *Commuter Choice* program where verification in the form of receipts for the purchase of vouchers, monthly passes, etc. is readily available.

Additional discussion on the recommendation

This proposal could have another significant long-term benefit. It might encourage employers to choose rehabilitating properties along mass transit, rather than building new facilities in outlying areas.

SAMPLE RECOMMENDATIONS FOR REDUCING THE NUMBER OF SINGLE OCCUPANCY VEHICLES

Name, affiliation, address, & Daytime phone number of person making this recommendation

John F. Ciaffone, President of TransOptions(TMA)

Specifics of the recommendation

Currently, under *Commuter Choice*, if employees participate they save tax dollars and employers pay reduced FICA, Federal Unemployment and Federal Income Tax. This benefit could be expanded so that it also applies to State taxes.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

The advantage for the employer is an additional tax saving which will translate into increased monies available for capital expenditure or other corporate priorities. If the incentive becomes greater, then it should follow that more employers will more aggressively pursue the goal of promoting *Commuter Choice*. Also as the personal savings to individual employees increase then more of them will be willing to leave their single occupancy vehicle for some kind of ridesharing or mass transit.

Summary of the costs and disadvantages of the recommendation

The major disadvantage of this recommendation is the loss of tax revenue to the state. One could argue that part of the direct cost could be offset by the proportionately smaller amount of money that would be needed for highway work. If businesses used their savings to create more capital for expansion, then the lost revenue would be made up, over time, by the increased tax revenues that these bigger, more profitable businesses would generate.

Additional discussion on the recommendation

None

SAMPLE RECOMMENDATIONS FOR REDUCING THE NUMBER OF SINGLE OCCUPANCY VEHICLES

Name, affiliation, address, & Daytime phone number of person making this recommendation

John F. Ciaffone, President of TransOptions (TMA)

Specifics of the recommendation

Create disincentives for creating parking spaces, which are ultimately used for free parking for employees. This would be especially useful in situations where the employment exists in areas of sprawl. The current tendency is pave additional land to create as much parking as is needed. By restricting the access to parking, employees should be more likely to think about viable alternatives. Carpooling should be one of the alternatives that they consider.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

If parking in reasonable proximity to the place of employment is not readily available, then people begin to look for palatable alternatives. In most suburban employment settings, where the automobile is the primary mode of travel, then car and vanpooling will become the mode of choice. This would be especially true if employers also took a proactive stance toward promoting car and vanpools.

Summary of the costs and disadvantages of the recommendation

If the disincentive used were a monetary one there would be a cost. The cost would vary based on the value of the disincentive. There are other forms of disincentives such as fines or negative publicity. In general disincentives are perceived as being punitive and a course of action, which should be a last resort.

Additional discussion on the recommendation

None

SAMPLE RECOMMENDATIONS FOR REDUCING THE NUMBER OF SINGLE OCCUPANCY VEHICLES

Name, affiliation, address, & Daytime phone number of person making this recommendation

John F. Ciaffone, President of TransOptions (TMA)

Specifics of the recommendation

Municipalities have the power to create zoning ordinances. Rather than using this capacity to encourage employers to create parking spaces in the current ratio of spaces to employees, the ratio should be decreased. By restricting the access to parking, employees should be more likely to think about viable alternatives. Car and vanpooling should be one of the alternatives that they consider.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

The employers would see a benefit because they would not have to pay for the construction and maintenance of parking spaces. Employees would probably not feel that something was taken away from them if it did not exist in the first place, in fact they might feel good about making an intelligent choice in light of the circumstances. Finally the municipalities would benefit through traffic mitigation on their roads and improved air quality.

Summary of the costs and disadvantages of the recommendation

This approach would incur little or no direct cost. It would, however, force municipalities to have some confrontational meetings with local employers. This proposal represents a shift in paradigm, which can be expected to create some angst. Municipalities would also probably fear some loss of ratable if employers chose another community due to this kind of restrictive zoning. If the location for business had enough other positives, then this issue would have little negative impact.

Additional discussion on the recommendation

This kind of thinking would obviously have less negative impact if it were more universally applied. Perhaps the counties or state could adopt an official stance that would encourage all municipalities to have similar policies.

Recommendations to DOT for reducing number of Single Occupancy Vehicles

From:

Marie A. Curtis, Executive Director
New Jersey Environmental Lobby

Specifics of recommendation:

The State should embark on a public education campaign, enlisting the aid of health professionals and clean air advocates, to make the public aware of the connection between 'over - driving' (SOVs) and the rising rate of respiratory disease and asthma in the state. Unfortunately, driving has become a symbol of freedom and independence in this country. Changing that mindset is necessary if we are to succeed in reducing the number of single occupancy vehicles clogging our roads at all hours of the day and night.

In the Journal of American Medicine (February, 2001) a study of Atlanta, GA before, during and after the summer Olympics clearly illustrated the connection between excessive auto use and lung disease. During the two-week Olympic Games period, individual vehicles were banned from the inner urban area. Only multi-passenger vehicles, such as vans and buses, were allowed into the area. The hospital admissions and emergency room treatments for asthmatic attacks and other forms of respiratory disease dropped by 40 % during the period of the games. It then returned to normal when the traffic returned to normal. This study illustrates the direct link between excess driving and disease.

We were able to educate the public about the dangers of smoking and the public responded by smoking less. We educated the public about the dangers of drunk driving and now even beer companies urge designated drivers. We CAN do it with the single occupant vehicle, but it is a major undertaking. New Jersey has a rising asthma rate for children. Simple posters equating lanes of single occupant vehicles with children wheezing and using inhalers could get the message across.

Benefits: We appeal to the driver's conscience and the fact that, in general, people want to "do the right thing." Eventually, drivers would be aware of the consequences when they set off on a solo drive. They might even feel a bit guilty. Changing the way we think about driving is imperative. Posters supplied in the workplace, or radio ads during commuter hours, might set workers talking about the issue and then employer assistance with van pools or other options might work.

Costs and disadvantages: It would be a long term effort. To reach market saturation would be very costly. We could not assure that our message would reach everyone. Even a one-percent awareness and reduction would be a major improvement, though.

Recommendations to DOT for reducing number of Single Occupancy Vehicles

From:

Marie A. Curtis, Executive Director
New Jersey Environmental Lobby

Specifics of recommendation:

The State should pass legislation requiring local school boards to prohibit parking for students who reside on a school bus route. The taxpayers pay doubly when high school students decide to drive to school as sign of "coming of age." By the end of the school year, many high school buses are half-full or even less. We are paying full costs for busing and we are paying for parking lots (maintenance, snow removal and associated costs.) Most students drive to school in a single occupant car. Roads leading into the school lots are often clogged with traffic and add to the morning rush hour commute for those who must drive.

Since we provide about 75% of the pupil transportation costs from the state to the local boards, the state is well within its authority to demand that those vehicles be used. Allowing only students NOT on an established bus route to drive is a start. Parking permits with ticketing enforcement could ensure compliance locally or the state could withhold transportation funding – either in whole or in part.

Benefits: We would have an immediate effect. It would cost very little and, in the long run, would save money. Those huge student parking lots might then be better used as additional playing fields for sports or recreational purposes. It would also indirectly make parents aware of costs of so much solo driving. We would get large numbers of vehicles off at least the local roads during morning rush hours. It is a step in the right direction.

Costs and disadvantages: It would not be popular with the students, though I suspect that local police and school personnel would welcome it. Boards of Education are sensitive to criticism, as is any elected official. They would be most reluctant to pass such a resolution locally, hence the need for state legislation.

Additional discussion: The case can definitely be made for this at the state level, especially when you begin to count the duplicate costs of transportation, the excess wear and tear on local roads, and the safety factor, realizing that under 25-year-olds are most prone to accidents. The numbers locally may not be large, but on a state level they would be huge. Insurance costs might even be lessened for local districts if they did not have to insure against parking lot accidents.

Recommendations to DOT for reducing number of Single Occupancy Vehicles

From:

Marie A. Curtis, Executive Director
New Jersey Environmental Lobby

Specifics of recommendation:

Employers should "cash out" free parking. By charging for parking space, employers would recoup some of the costs they currently bear for this convenience (maintenance, plowing, real estate taxes.) Employees would find it advantageous to carpool and split the parking costs, or to find other means of transportation. If public transportation is near the workplace, then a form of transit check could be funded by the parking fees for those employees willing to travel that way. Some form of "guaranteed ride home" would also be required, of course, for those emergency situations that cannot be foreseen.

Another approach to this idea is to provide employees with the cash that parking actually costs the employer. It is an incentive NOT to drive a single occupancy vehicle and is not any more costly for the employer. Eventually the majority of the parking lot can be returned to other, more profitable uses for the business.

Benefits: We would reduce single occupancy vehicles. We would increase carpooling and perhaps accustom some members of the population to that idea. Real estate could eventually be free for more productive uses. Those who choose to commute via mass transit might well decide that it is a good idea for more than just the work commute, thus expanding the influence of this approach and getting even more vehicles off the road. In addition to lessening congestion, we would eliminate the need for many additional lanes that cost us all in taxes. Finally, we would greatly reduce the non-point source pollution that has become the single greatest threat to New Jersey's water quality.

Costs and disadvantages: Although it would be cost neutral in the long term, many employers might see it as costly and, possibly, unpopular with employees at first. Certainly the assurance of a guaranteed ride home would be an additional employer expense. I cannot see major employers undertaking this without some incentive for them to do so. Certainly recognition from the state for being responsible citizens would be a must. Whether that takes the form of an award or some positive PR, the state should be prepared to provide something.

Additional discussion: Alternatives to cashing out parking might be discussed with employees to determine how effective another approach might be. Perhaps starting slowly with favored parking locations for multi-passenger vehicles would ease some into the concept. Providing jitney service from mass transit stops to places of employment in a specific area could also be tried.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, & daytime phone number of person making this recommendation

Lisa DePiano, RideWise of Raritan Valley

Specifics of the recommendation

Persons committing to using other transportation besides SOV could be given a **Commuter Coupon Book**. The coupon book would offer discounts at local stores, movies, car washes etc.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

A **Commuter Coupon Book** would be an excellent way to drive people to leave their cars at home. The company would benefit by shrinking their expenditure on upkeep and expanding their parking. Their employees would enjoy saving money and local businesses would love to have the boost in sales. It could also serve as an incentive for recruiting new employees and retaining the workers the company has now. It would be relatively easy to implement and would encourage interaction between larger and smaller businesses.

Summary of costs and disadvantages of the recommendation

This recommendation will require some cooperation between local businesses and the larger company. Someone would have to make sure that the persons receiving the coupon book were actually using alternative transportation.

Additional discussion on the recommendation

This could prove to be a valuable and inexpensive way to get people out of their cars and into a rideshare, vanpool etc. Everyone loves to save money and if you had the right coupons this would be a great opportunity. Another alternative to the coupon book would be a standard membership card. Instead of ripping out the coupons the member could flash their card at participating retailers.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT
VEHICLES

Name, affiliation, address, & daytime phone number of person making this recommendation

Lisa DePiano, RideWise of Raritan Valley

Specifics of the recommendation

Persons using other ways of commuting besides driving in their car alone, could receive ECO-DOLLARS each time they made the alternative commute. The ECO-DOLLARS could be used to purchase lunch at the cafeteria or to buy things at the company store. It could also be built up for an extra day off, a raise etc.

Summary of the benefits and advantages of the recommendation and how it's an incentive for the reduction of single occupant vehicle travel.

With this option there could be such a thing as a free lunch. The program would be very visible. Other employees seeing their co-workers receiving an extra day off / free lunch / raise will want to find out how they can enjoy the same benefits. It would be very easy to implement being a totally internal incentive. It would also be quick program to get started with little operating cost.

Summary of costs and disadvantages of the recommendation

The recommendation would only be effective at companies that could afford to offer these kinds of incentives: Facilities that had a company store/ cafeteria. The administration and top executives must be willing to cooperate.

Additional discussion on the recommendation

This is a quick and easy way to motivate people to leave their cars at home.

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address, & daytime phone number of person making this recommendation

Kathy Diringer

Specifics of the recommendation

Provide a tax rebate to individual taxpayers based on their annual gasoline consumption. The rebate could be provided as a line-item deduction on the State income tax return. A method for determining gasoline consumption could be developed based on industry standards for vehicle gas mileage and certified odometer readings or reports from Motor Vehicle Services car registration database.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

The fewer miles (less gas consumption) and low gas mileage vehicle usage, the greater the rebate. This would encourage shared use of vehicles, reducing SOV and shorter commuter trips, reducing VMT. A standard of say, 50 miles/day and 25 mpg could be used as the breakpoint. Over 730 gallons/year, there would be no rebate. Under 730 gallons/year, there would be a scaled rebate.

Summary of costs and disadvantages of the recommendation

Revision of tax code and loss of tax revenue. If successful, a reduction in traffic volume would result in lower operational and maintenance costs of highway system.

Additional discussion on the recommendation

This would encourage energy conservation and would reduce congestion. It would provide the impetus for taxpayers to explore other options, besides long, SOV commutes.

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address, & daytime phone number of person making this recommendation

Therese M. Donlan, Gloucester County Planning Division

Specifics of the recommendation

Construct a transit center in the City of Woodbury, Gloucester County and coordinate the schedules of the six NJ Transit routes that operate through Woodbury.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

A transit center with well coordinated bus schedules, would provide passengers amenities and convenient transfers between the six bus routes. This would greatly encourage use of public transit because it would eliminate long transfer waits between bus routes and provide shelter and passenger amenities. Furthermore, by coordinating the routes which now continue to Philadelphia, some of that present service could be revised to provide more frequent service to areas south of Woodbury, especially the areas which presently have no mid-day service or two hour headway.

Summary of costs and disadvantages of the recommendation

There are no disadvantages.

Additional discussion on the recommendation

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address, & daytime phone number of person making this recommendation

Therese M. Donlan, Gloucester County Planning Division

Specifics of the recommendation

Reroute NJ Transit route #402 to operate along Center Square Road between Route #130 and Beckett Road in Logan Township in order to serve employees of Pureland (the largest industrial park on the East Coast) and Northeast Business Center companies located on or adjacent to Center Square Road.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

Employees of these companies who reside along NJ Transit Route #402 with working hours covered by the #402 schedule would be able to take the bus. Furthermore, it would provide transit dependents with the means to get jobs at these companies.

Summary of costs and disadvantages of the recommendation

No additional cost. No disadvantages.

Additional discussion on the recommendation

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address, & daytime phone number of person making this recommendation

Therese M. Donlan, Gloucester County Planning Division

Specifics of the recommendation

Coordinate NJ Transit bus schedules of routes operating into and out of Avandale Park and Ride (Camden County) with Atlantic City/Philadelphia and Summertime South Jersey Shore Points/Philadelphia express service.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

This would encourage employees working at shore points and center city Philadelphia to ride transit instead of drive because it would get them to and from their work place in reasonable time, save on tolls, parking, gas expenses and driving on congested roads.

Summary of costs and disadvantages of the recommendation

No additional cost, no disadvantages.

Additional discussion on the recommendation

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address, & daytime phone number of person making this recommendation

Therese M. Donlan, Gloucester County Planning Division

Specifics of the recommendation

Construct Park and Ride lots adjacent to major limited access highways (Routes 42,55,295) to enable co-workers to meet at a convenient point enroute to their place of employment to car or van pool – Express bus service would be a plus.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

These three highways have high traffic volume and congestion. Construction of park and ride lots convenient to commuters would encourage car/van pooling because the convenience of exiting and entering a limited access highway would add little time to their daily commute. In addition, the savings realized from car/van pooling is a great incentive. NJ Transit does not intend to initiate any new service. The advantage is that groups of employees from many various areas can utilize the park and ride.

Summary of costs and disadvantages of the recommendation

Additional discussion on the recommendation

RECOMONDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, daytime phone number of person making this recommendation:

Rena D. Ferris, Cross County Connection TMA

Specifics of the recommendation:

Businesses should be encouraged to provide TransitChek to all employees using a commute alternative.

Summary of benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel:

The TransitChek program benefits the employcc and the employer. It benefits the employee who receives tax-free dollars toward the cost of buying tickets, tokens, passes, gas cards, tolls, or parking fees. And when employers pay for vouchers, the cost is tax-deductible to employers. When employees pay for the vouchers, employers save FICA-related taxes on the amount deducted.

TransitChek can also help boost employee benefits and morale, and encourages stress-free, timely commuting. Offering a TransitChek program to anyone using a commute alternative is equitable and promotes other modes of transportation therefore reducing the number of single occupant vehicles on the roads.

Summary of costs and disadvantages of the recommendation:

Presently TransitChek vouchers are available in denominations of \$15, \$30, \$35, and \$65. They can be given as a monthly or quarterly benefit at up to ___ per year.

Unfortunately the current TransitChek program is not created to include alternative modes of transportation other then transit, subway, bus, and vanpools. The federal law would need to be amended to include these other transportation methods.

Additional discussion on the recommendation:

The federal law does not allow variations of TransitChek. Presently, TransitChek is only good for transit and vanpooling

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address & daytime phone number of person making this recommendation

Mr. Larry Filler,
TransitCenter, Inc.

Specifics of the recommendation

Provide businesses with a simple and direct tax credit of up to 50% of their actual costs to promote, subsidize or provide services which reduce single occupant vehicle travel for their employees. The tax credit should not exceed \$50 a month per employee.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

Under current NJ law, businesses can obtain a tax credit for expenditures related to encouraging use of ridesharing, transit, etc. but the credit is only available after the employer takes all other credits available and demonstrates that the credit does not exceed certain tax liabilities. Thus, the employer does not know beforehand whether an expenditure promoting transit, for example, will result in a tax credit. This proposal would provide a definite credit that the employer could count on to offset its direct costs. This certainty makes it easier to promote incentives and transportation demand management (TDM) programs to the employer and will result in greater participation in such TDM programs.

Summary of costs and disadvantages of the recommendations

In the first year, it is estimated that not more than 2,000 employees could be subsidized at \$100 a month by their employers. At a 50% tax credit of up to \$50 a month (\$600) this could result in a \$1.2 million tax credit cost. The cost to the State.

Additional discussion of the recommendation

This could be an effective strategy in conjunction with other efforts by the State, transportation management associations and other organizations engaged in travel demand management. If there is little administrative effort in obtaining the credit and certainty that the credit amount would be provided to employers as a result of their expenditures, significant progress could be achieved in involving employers in congestion relief work. The 50% credit also establishes a partnership with the private sector to share the cost of congestion relief.

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address & daytime phone number of person making this recommendation

Mr. Larry Filler,
TransitCenter, Inc.

Specifics of the recommendation

Set up a funding program for capital and operating assistance to provide support services to employers who meet a certain financial threshold in supporting transportation management activities for their employees and/or travelers within their locality. This funding program would be used to set up shuttle services for linking transit or remote parking facilities to the worksite and/or provide midday travel from worksites to activity centers, purchase electric station cars, purchase commuter vans, establish remote parking facilities, etc. The financial threshold would be determined as a % of the vehicle miles traveled in a given area multiplied by a dollar amount to determine whether an employer has or will expend that amount to help reduce traffic congestion. Once met, the employer would be eligible to participate in a program to obtain designated services to help its employees or other travelers in a given area to use local transit, vanpools, carpools, bikes, etc. The list of support services could be coordinated through the TMA in that area to ensure that all activities in an area complement each other and help reduce congestion.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

This would encourage employers to take an active role in reducing congestion in their locality. It would require a financial commitment but one tied to the level of congestion in that area measured by VMT and would assure the employer that its efforts would be supported by programs to make getting to work feasible, economical and more

convenient for the employees. The program would give TMA's the ability to have greater impact on their management area and allow them and the State to structure services that maximize the opportunity to reduce congestion.

Summary of costs and disadvantages of the recommendations

The cost could be determined by the State to make it manageable. Thus, a fund of \$2 million could be established and divided among the TMA areas. The disadvantage of the proposal is that it may be difficult to explain to the employer, the measurement of VMT in an area may be difficult and if the funds are not sufficient the kinds of support services would not be adequate to help the employees in the area get to work conveniently.

There may also be a problem with employers who come into the program later may not have the same level of financial support as employers who participate in the beginning.

Additional discussion of the recommendation

This may be a difficult program to put in place but it addresses an important need of employers who believe that their efforts to promote alternatives to driving to work would be ineffectual because the employees lack good alternatives. If an employer is motivated to help reduce traffic congestion there needs to be some way to target assistance to that company to make its efforts successful. I would encourage you to use this proposal to develop a program that addresses this issue.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address & daytime phone number of person making this recommendation

Edward Gross, Executive Director
New Jersey Turnpike Authority

Specifics of the recommendation

The New Jersey Turnpike Authority recently implemented value pricing on the New Jersey Turnpike that provides for reduces toll rates for patrons who travel during off-peak hours. Employers can offer a flextime plan to employees who choose to carpool or agree to use a vanpool so that they could travel during off-peak periods.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

Employees may be more inclined to use a carpool/vanpool if it doesn't impact their current behavior. For example, if using such a service requires the individual to rise earlier to meet the carpool/vanpool in order to get to work on time, the individual may be less inclined to change that behavior. Employees would realize cost savings as a result of travelling during off-peak periods.

Summary of costs and disadvantages of the recommendation

An employer would need to assess the impact of such a program on the operation of the business such that they would be able to adequately staff their offices without the need to change its operating hours.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, daytime phone number of person making this recommendation:

Paul Heller

Cross County Connection TMA.

Specifics of the recommendation: Businesses should be encouraged to promote flex scheduling.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel: Adopting flex scheduling is a relatively low cost, easy way to help those employees who are trying to make their commutes easier and less stressful. Flex scheduling does not lead to an overall reduction of single occupant vehicle travel, and, realistically, the impact of flex scheduling on congestion levels will generally be imperceptible. But, since rush hours tend to be fairly well defined and the differences in traffic volume between rush hours and other times of the day can be quite significant, shifting time of travel out of the rush hour, even by as little as half an hour, can make a real difference in the amount of congestion an individual commuter must face. Therefore, though flex scheduling will not solve the congestion problem, it can improve and simplify individual commutes, resulting in a workforce that is less stressed. Also, the availability of options such as flex scheduling tends to create a greater sense of job ownership among employees, and can lead to a more committed and satisfied workforce. In addition, though the impact of flex scheduling on congestion levels will be hard to detect, to the extent it does shift commute times, it will contribute to a more efficient use of the infrastructure. And finally, a business that has been convinced to adopt flex scheduling for commuting related reasons, will be a business that has been made more aware of the problems of traffic and congestion, and should, therefore, be more willing than most to adopt other transportation demand management strategies in the future.

Summary of costs and disadvantages of the recommendation: Rush hours exist for established reasons. It is easier and less expensive to monitor the workforce when all employees start and finish work at the same time, and there is less chance the employer can be taken advantage of by unscrupulous employees. There are strong incentives to make sure employees are on the job during accepted business hours. Employees often prefer to start work at the same time as their coworkers, and the few minutes spent interacting at the beginning and end of the work day can be an important factor contributing to the esprit de corps of the workforce.

Additional discussion on the recommendation: In reality, only very rarely would moving to a flex schedule actually shift someone's commute outside of the rush hour time frames, which are generally defined as 6 to 9 AM and 4 to 7 PM. Nonetheless, giving commuters the freedom and opportunity to adjust their commuting schedules based on the level of congestion they encounter is a positive step, and a sensible approach to dealing with traffic issues. However, if a business is committed to flex scheduling as a strategy to reduce rush hour commuting and is determined to encourage the employees to take advantage of it, one option would be to charge the employees for parking if they arrived at work during the rush hour. Depending on the rates charged, this could prove to be a very strong incentive to shift one's schedule.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, daytime phone number of person making this recommendation:

Paul Heller, Transportation Specialist
Cross County Connection TMA

Specifics of the recommendation: Businesses that currently provide free parking for their employees should be encouraged to begin charging for that parking; if significant employee outcry is anticipated, businesses could begin granting an offsetting employee transportation allowance at the same time, reducing – but not eliminating – the desired affect of the parking fee.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel:

Since there are real costs associated with providing parking, providing it at no charge subsidizes those who drive to work but not those who walk, hike, or take public transit. This hidden subsidy artificially enhances the already numerous advantages of commuting by car and makes it even less likely that a commuter would choose an alternative commuting method. Charging for parking removes this subsidy, thus enabling the employer to recover some or all of the costs of providing parking, and forcing the employees to make their decisions about commuting mode based on factors that more accurately reflect the true costs of their commute. Increasing the costs of commuting by car in this manner may be enough to convince some of the single occupant vehicle commuters who are already on the margin to shift to another mode.

Summary of costs and disadvantages of the recommendation: Free parking is such a commonly offered perk everywhere outside of the densest urban centers that a decision to begin charging for parking would undoubtedly generate ill-will among the employees. Also, the price elasticity of issues related to people's cars tends to be quite high, so it would take a fairly significant price increase to have a noticeable impact on commuter behavior. A business would have to be truly committed to reducing single occupant vehicle commuting to be willing to deal with the inevitable negative employee reactions and to bear the added administrative duties and costs that any pricing scheme would entail. Also, in many locations, business parks for example, it would be very difficult for just one business to successfully institute a fee for parking scheme since common parking areas are often shared by several businesses.

Additional discussion on the recommendation: The scheme a business selects to institute parking fees would depend in part on the employer's commitment to reducing single occupant vehicle commuting, and would have to take into account factors such as the amount of anticipated employee outcry, and the amount of additional administrative duties and costs the employer would be prepared to assume. Some possible approaches:

- Simply begin charging a parking fee by the day, week, or month.
- If a very strong negative employee reaction is anticipated, the employer could charge a parking fee and, at the same time, give the employees a transportation allowance equal to the full cost of that fee. With this scheme, employees who continue to drive would be held harmless, while employees who elect to shift to an alternative commuting mode would see a net financial gain. This financial gain would serve as an incentive to shift to an alternative commuting mode. Employees who elect to carpool should, of course, be given preferential parking, and perhaps even be allowed to park for free.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, daytime phone number of person making this recommendation:

Paul Heller, Transportation Specialist
Cross County Connection TMA

Specifics of the recommendation: After years of a primarily regional focus, New Jersey TMAs should come together to design and initiate a statewide program to help businesses reduce the numbers of their employees commuting to work in single occupant vehicles.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel: New Jersey TMAs have always focused on discreet regions of the state, based on the sensible premise that they need to be as familiar as possible with their specific area and its unique regional challenges and issues in order to do their job effectively. However, moving from a regional to a state focus, and coming together to create a statewide program to reduce the number of single occupant vehicles has a number of potential advantages. Such a move:

- Allows for a freer, more effective exchange of ideas and information between TMAs.
- Increases the visibility of transportation demand management efforts. Working at the state level makes it much easier to enlist the aid and support of state level politicians such as the governor.
- Helps convince the general public that these are serious issues worthy of their attention and concern. Statements and actions by the governor carry more weight than statements and actions by a borough mayor.
- Gives credence to the oft-repeated declaration that traffic and congestion can not be dealt with only on a local basis.

The specifics of such a program would be developed and defined by all of the state's TMAs working together, but, in general, the program should:

- Be inclusive and truly statewide.
- Strive to be highly visible, with as much media coverage as possible.
- Seek the support and involvement of state government at the highest level, along with county and local governments, area Chambers of Commerce, and other civic groups.
- Provide meaningful incentives.

Such a program could take a variety of approaches, perhaps:

- Some form of statewide contest among businesses with highly visible recognition of the winners (citation presented by the governor?).
- An annual list of the best and the worst businesses in New Jersey announced (by the governor?) at a press conference.
 - The best businesses:
 - highest percentage of employees commuting by means other than SOVs
 - most significant decrease in number of SOV commuters
 - those that enact enlightened commuting related policies
 - The worst businesses:
 - those with unenlightened commuting related policies
 - those that refuse to make changes that would encourage SOV commuting

RECOMMENDATIONS TO NJDOT FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES (2/27/01)

Name, affiliation, address & daytime phone number:

Jennifer Jaroski
Tri-State Transportation Campaign

Specifics of the recommendations:

1. The State Should Adopt Transit-Friendly Location Incentives: The State should give public and private employers a fiscal incentive to locate, re-locate, consolidate or expand, in places well-served by transit (bus, rail, etc.). Most major New Jersey cities are well-served by bus and rail transit, and many inner-ring suburbs are as well. Recently, there have been examples of major corporations expanding at sites in municipalities where it can be expected that nearly 100% of employees will drive alone to work. This should be discouraged. For private employers, the transit-friendly location incentive, could be a reduction in the corporate business tax. For state departments, the Governor should issue an executive order to this effect. For other public or non-profit employers, this could include a small percentage of the sales tax collected in the transit-friendly municipality, or any other tax.

2. Municipal Land Development Ordinance and Site Plan Ordinances Changes: Most municipalities require developers and employers to provide a minimum number of parking spaces per square foot of built space, # of employees or customers or other criteria according to type of use (e.g., 4 spaces per 1000 gross square feet of office space, the equivalent of one space per employee.) Having a "free" (employer-subsidized) parking space is the biggest determinant of whether an employee drives alone to work; curtailing free parking has been shown to give employees incentives to get to work by other means, especially when combined with "pay me not to drive" incentives and transit benefits. Therefore, the State should create an incentive for both municipalities to revise land development and site plan ordinances to limit parking, rather than require a minimum amount of parking at each site. The incentive for local governments could include priority for permit approvals, State Plan designations, funding under various DOT programs (Local Aid, etc.) Municipalities should be required to revise their Master Plans to include a section on reducing single-occupant vehicle trips, along with the site plan or zoning revision.

3. Employers Should Be Given A Fiscal Incentive to "Cash Out" Free Parking: Employers, in turn, should be given a fiscal incentive to "cash out" free parking and offer pre-tax transit benefits, such as Transitchek. Private employers that implement "cash out" parking and offer transit benefits should be rewarded with savings on the corporate business tax. They will axiomatically save on federal payroll taxes.

4. NJDOT should conduct a pro-active public education campaign as part of the Smart Moves program implement cash out parking or pay-me-not-to-drive incentives at work sites. The incentives give employees cash incentives to leave their

cars at home. Employees eligible for "free" (employer subsidized) parking would then be able to "cash out" the value of their parking spaces and take a cash payment, up to \$175 a month, instead of parking.

5. The Legislature should pass A. 190 and S. 1051, which will allow the State to offer transit benefits to its employees. Transitchek and similar programs allow employees to set aside up to \$65 per month in pre-federal tax income for the purchase of transit passes. This will rise to \$100/month beginning in 2002. Upon passage of the bill, the State should implement this program. This means that the federal government, in effect, pays for a portion of the employee's rail or bus pass, lowering the cost to the employee, and saving the state its portion of federal payroll taxes.

6. The State should give free or reduced train and bus passes to all of its employees, especially in crowded corridors, such as Rt. 1 (Northeast Rail Corridor). This has been done in the past and was discontinued. Many employees then started driving to work.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel:

- 1. If businesses are located in a transit friendly areas, it will be cheaper and more convenient for employees to take transit instead of driving to work.** Reducing the number of SOVs during peak hours also alleviates some of the need for costly roadway expansion. Fewer trips also decrease the wear and tear on roads, thus maintenance costs may be reduced.
- 2. Municipal zoning codes can play a key role in reducing SOVs but currently do not.** If municipalities limit the number of parking spaces built by developers and employers, they limit the number of car trips generated by sites and encourage alternatives to driving and parking alone. Parking maximums (rather than minimums) decrease the peak-period traffic impacts resulting from development.
- 3. Cashing out "free" parking is a win-win situation.** Impervious surface cover is reduced, thereby reducing runoff and other pollution. Traffic and trips are reduced. Employees are given incentives to stay out of traffic, and employers save on construction, operation and security costs for new or added parking. Municipalities benefit from fewer peak period trips accessing a site where local roads cannot handle the influx or demand, and they also enjoy fewer other environmental impacts, such as loss of farmland or open space.
- 4. TransitChek saves employees money on the purchase of transit passes, making transit more attractive.** It also saves businesses money on federal payroll taxes. When employees switch to transit, traffic congestion and air pollution from auto trips decrease.

Summary of costs and disadvantages of the recommendations:

- 1. We perceive no disbenefit to the above-cited recommendations.** If businesses are given a corporate tax break to build or locate in transit-rich areas, residents of that municipality will still receive property tax ratables equal to the development's value, since the State will provide the corporate tax relief. The State currently has a surplus

an is in a strong job and location atmosphere. The State will be amply rewarded for shaving a bit off the corporate business tax, since the cost of providing infrastructure (water, sewer, roads, etc.), resources, permitting, etc. is much greater for sprawl-type remote developments than cities and suburban downtowns, where there is often plenty of infrastructure capacity.

2. If parking at worksites is limited, local residents may be concerned about parking spillover to local streets, but that can be resolved by ensuring that on-street parking is not part of the businesses parking management plan, and municipalities may enact local resident parking permit schemes to prevent spillover.
3. Increased transit ridership may require increased service and increased appropriation from the general fund to NJTransit. However, some services may be met by private carriers, and investing more in transit service for customers is not a disbenefit.

Additional discussion on the recommendations:

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, & daytime phone number of person making this recommendation

Krishna Murthy, Meadowlink.

Specifics of the recommendation

Some large businesses with multiple locations in the same area require their employees to visit the different offices. For example only one of the offices may have a cafeteria which is a major destination during lunch hour. Employees spend more time looking for parking spaces at these different locations. Additionally, employees may have to attend meetings at other office sites almost on a regular basis.

Offering financial incentives to establish a shuttle service that connects the different buildings would help reduce congestion and save time for employees.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

Congestion is a local issue and is proportional to the number of vehicles on the road at any one time. The distances these vehicles travel are of limited significance. By focusing on the elimination of these short trips local congestion could be significantly reduced. We can obtain immediate results.

A secondary benefit of the program is that it would also encourage employees to consider ridesharing as they do not need their cars during the day to visit other offices or go to lunch.

Summary of costs and disadvantages of the recommendation

A professional driver who follows a fixed route on a fixed schedule could operate the shuttle. It could cost about \$70,000 for operational costs which includes a driver and gas for the van. Capital costs would be about \$30,000 for a van.

The program is expensive and would cost about \$333 per day. However, businesses would be more than willing to contribute to a program of this nature as it would directly benefit them and their employees.

Additional discussion on the recommendation

The effectiveness of this program will vary from business to business and the location of these businesses. However, if local ordinances encourage businesses to adopt such programs they are more likely to be successful.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, & daytime phone number of person making this recommendation

Krishna Murthy, Meadowlink,

Specifics of the recommendation

Local municipalities are more likely to implement traffic mitigation ordinances, which will be acceptable to all – businesses, residents and developers.

We recommend that a library of sample ordinances be made available which municipalities who choose to do so could use.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

Congestion is a local issue. By focusing on those who are affected the most we can get optimal results. It is a very low cost initiative and can help to set the agenda for other traffic reduction programs.

Summary of costs and disadvantages of the recommendation

This is a passive measure. However, providing this information could help guide local towns who have neither the resources nor the information they need to encourage traffic reduction measures.

Additional discussion on the recommendation

The effectiveness of this measure could be difficult to gauge. However, the number of municipalities who seek such information could serve to measure its importance.

RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCURANT VEHICLES

Name, affiliation, address, & daytime phone number of person making this recommendation

Krishna Murthy, Meadowlink,

Specifics of the recommendation

Pre-K and elementary schools attract a number of trips as parent's rush to drop their children in school before rushing off to work.

Establish a customized Vanpool program for these school children with assistance from a TMA and the support of the local school.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

A customized Vanpool program with a professional driver for small children would have to be developed which would be different from regular Vanpool programs. Issues such as insurance, liability and costs have to be considered which would be higher. Congestion is a local issue. This would reduce congestion near schools.

Parents would support such a program and would be willing to consider paying for it.

Summary of costs and disadvantages of the recommendation

This is an expensive program as it would require professional drivers. It could cost about \$70,000 for a driver and gas for the van. The cost of leasing a suitable van could be about \$12,000 per year.

The program is expensive and would cost about \$325 per day per van. However, parents and schools would be willing to contribute to the program as it directly benefits them.

Additional discussion on the recommendation

The effectiveness of this program will vary from school to school and the location of these schools.

The program could be modeled on Kidskabs in Denver, Colorado.

Recommendations for Reducing SOVs: Incentives for NJ Businesses

Agency:

Delaware Valley Regional Planning Commission

Contact: Don Shanis or Stacy Bartels

Specifics of the Recommendation:

Businesses can encourage use of transit by allowing employees to utilize a pre-tax payroll deduction to pay for (part of) their transit costs via a voucher, up to \$65 a month. (NOTE: this benefit can also be provided tax-free, in addition to salary.)

Summary of the benefits and advantages of the recommendation:

If done as a pre-tax payroll deduction, the business saves federal* payroll taxes on the amount each employee deducts; which could be up to about \$50 per employee per year. If done as a straight benefit, the cost of the program is tax-deductible as a business expense. Either way, the employee receives the funds tax-free, making their transit fare purchases more cost-effective.

Participating in this type of program can also help a company attract and retain quality employees, makes a company seem forward-thinking and progressive, and can help a company appear environmentally and socially conscious.

Summary of costs and disadvantages of the recommendation:

There are minor administrative fees (a service fee and shipping costs), but they are tax-deductible, and if a company offers the program as a pre-tax deduction, the company saves more on payroll taxes than they pay in fees. For larger companies, distribution of the vouchers is sometimes a challenge, but most companies have found a secure way to accomplish this (and there are case studies to address this).

Additional discussion on the recommendation:

A well-established voucher program exists for both the northern and southern portions of New Jersey, so participating is an easy process. There is very little record-keeping required of companies, so once the payroll process is in place, the program requires little maintenance.

A process called Parking Cash Out also plays a role in Commuter Choice programs. It is a process by which an employer assigns a cost to each parking space (based on a calculation of a reasonable market value of parking in the area), and employees can choose to give up their space and receive the value of it in either cash or a transit voucher.

* pre-tax only applies to federal taxes; it is still NJ state-taxable (as a benefit, it is fully tax-free). The Legislature could further pursue making this program non-taxable for state taxes as well.

Recommendations for Reducing SOVs: Incentives for NJ Businesses

Agency:

Delaware Valley Regional Planning Commission

Contact: Don Shanis or Stacy Bartels

Specifics of the Recommendation:

Employers who are not near transit, or who would like to complement any transit options for employees who cannot or choose not to utilize transit, can offer rideshare matching and incentives to employees.

Summary of the benefits and advantages of the recommendation:

A ride-match program is currently operated through NJDOT. Employees who share the ride to work can save on gas and maintenance costs on their own vehicles, and usually arrive to work on time more often than SOV-users, and are less stressed and more productive, as studies have shown.

Employers benefit from this increased productivity, and can save on parking lot construction, maintenance and insurance costs when they cut the number of cars coming to their site. One way to encourage car/van pools is to offer "preferential parking" for legitimate car/van pools at spaces closest to entrances. Some companies, either on their own, or through their local Transportation Management Association (TMA) offer discounts at local retailers or special drawings for prizes or days off for employees who rideshare (or take transit) regularly.

Summary of costs and disadvantages of the recommendation:

The ride match program is free to employers and their employees. Each employer can decide whether they will provide or finance vans or allow a third-party provider work directly with interested employees. Car pooling does not cost the company, although the company must decide if it will be responsible for establishing commute groups, or leave that up to employees. There are legal responsibilities and liabilities if the company provides the vehicles, but this is well documented and there are many companies nationwide which have done this and can be used as case studies and reference.

Participating in this type of program can also help a company attract and retain quality employees, promotes a company as forward-thinking and progressive, and can help a company appear environmentally and socially conscious.

Additional discussion on the recommendation:

Other tips that may make such a program even more successful are establishing an Emergency Ride Home program (which can be done through a local TMA) to assure participating employees their needs will be met in the case of an emergency.

Also, employers who are not located directly on a transit route can work with local TMAs and

the transit authority to establish shuttle services to and from bus stops and train stations to accommodate employees who would prefer to use transit. Several employers operate their own van or shuttle service to accomplish this already. A group of employers from one area, say, an office park, may join together to operate such a service, thereby reducing costs.

The state Legislature could further reward participating companies who prove success with tax credits (e.g. Delaware).

Recommendations for Reducing SOVs: Incentives for NJ Businesses

Agency:

Delaware Valley Regional Planning Commission

Contact: Don Shanis or Stacy Bartels

Specifics of the Recommendation:

Telecommuting, or teleworking, allows an employee to completely eliminate the commute to work in an SOV by working from home. This can be done on a regular basis, or on an as-needed basis.

Summary of the benefits and advantages of the recommendation:

The employer benefits by not having the vehicle of each telecommuting employee coming to its worksite on that given day(s). Many companies will offer this option to a limited number of employees at limited times. But some companies have regular telework programs, with some employees working several days, or even all days, from home, saving not just SOV travel, but allowing the company to save on parking and office space costs, as well.

Participating in this type of program can also help a company attract and retain quality employees, makes a company seem forward-thinking and progressive, and can help a company appear environmentally and socially conscious.

Summary of costs and disadvantages of the recommendation:

The employer can make a telework program as simple or as involved as desired, and costs can vary accordingly. Some employers may want to provide all official teleworkers with proper equipment at their homesite. Others may just require a bare minimum of equipment, usually already owned by the employee.

The corporate environment of a company has much to do with the success of these programs. If there is a "time clock" mentality, where employees are expected to show up for a specific number of hours each day to be monitored in their work, telecommuting is not as successful. But companies which measure an employee's work ability in projects completed completed and on-time no matter where (or when) the work is done, have found great value in these programs.

Additional discussion on the recommendation:

NOTE: the DVRPC is participating in a pilot program to test the effectiveness of offering emissions credits to companies who reduce SOV travel via telecommuting. There are five regions nationwide participating in this effort through the National Environmental Policy Institute (NEPI). If the pilot programs are a success, this may provide further incentive for some agencies to implement telework programs.

Recommendations for Reducing SOVs: Incentives for NJ Businesses

Agency:

Delaware Valley Regional Planning Commission

Contact: Don Shanis or Stacy Bartels

Specifics of the Recommendation:

Business who encourage employees to walk and/or ride their bikes to work can help reduce SOV use (in good weather) and promote fitness among participating employees.

Summary of the benefits and advantages of the recommendation:

For sites that have access to safe and convenient bicycle and pedestrian infrastructures, participating in this type of program can also help a company attract and retain quality employees, makes a company seem forward-thinking and progressive, and can help a company appear environmentally and socially conscious. It can also help improve an employee's productivity level, since regular exercise has been proven to aid in stamina and positive attitude.

Summary of costs and disadvantages of the recommendation:

Although this option requires no real financial support, some companies have taken the extra step to provide on-site amenities to further encourage participation, such as installing bike racks and providing changing and/or shower facilities.

If safe bicycling and walking conditions do not occur currently at a company's worksite, concerned companies may wish to work with state and county officials in improving sidewalks and adding bike lanes to the roads around their location.

Additional discussion on the recommendation:

This option may have the lowest impact on employee behavior, but is one of the easiest to implement and encourage (i.e. a good way to start).

Recommendations for Reducing SOVs: Incentives for NJ Businesses

Agency:

Delaware Valley Regional Planning Commission

Contact: Don Shanis or Stacy Bartels

Specifics of the Recommendation:

The State could develop and implement an education and promotion program to inform the public of efforts to reduce SOV use and give recognition to employers who offer various TDM options to employees, using them as examples of how these programs can work -- for businesses and the community (and the State).

Summary of the benefits and advantages of the recommendation:

A state-commissioned campaign offers an authority to the message. Alerting the public to the options may encourage pressure from the ground up as employees approach employers about offering these programs. Last, employers who participate and are successful will gain state-wide (and potentially national) recognition as progressive leaders and "green" thinkers.

Summary of costs and disadvantages of the recommendation:

A state-wide campaign could prove expensive, but some of the work (design, production, media) may be able to be obtained "pro-bono" by firms interested in the effort and/or increasing their exposure in the not-for-profit arena. There are many ways to reach citizens other than standard media, and enlisting the assistance of related agencies and community and business organizations to help spread this word will complement the greater effort cost-effectively.

Additional discussion on the recommendation:



David B. Crabiel
Freeholder Director

Stephen J. Dalina
Deputy Director

Jane Z. Brady
Camille Fernicola
H. James Polos
John Pulomena
Christopher D. Rafano
Freeholders

Camille Fernicola
*Chairperson, Committee of
Engineering and Planning*

Henry Miller
Chairman, Planning Board

George M. Ververides, A.I.C.P., P.P.
Director of County Planning

**COUNTY OF MIDDLESEX
DEPARTMENT OF PLANNING**

February 27, 2001

Ms. Pippa Woods, Assistant Commissioner
Planning, Research and Local Government Services
New Jersey Department of Transportation
P.O. Box 600
Trenton, NJ 08625-0600

Re: Congestion Relief and Transportation
Trust Fund Renewal Act

Dear Pippa:

This is in response to your letter dated January 31, 2001 in which you solicit comments, ideas and recommendations on what incentives might be offered to help reduce single occupancy vehicle trips.

The following recommendations also include the views of Keep Middlesex Moving, the County's transportation management association.

- Significant tax credits to businesses with active programs to reduce single occupant vehicles. These programs may include but are not limited to:
 - Rideshare programs
 - Guaranteed or Emergency Ride Home
 - Parking benefits such as preferred parking
 - Financial incentives to employees in the form of transportation subsidies
 - Bicycle lockers and other bike/pedestrian amenities
 - On site bus shelters
 - Membership in a transportation management association

Ms. Pippa Woods
February 27, 2001
Page 2

- A program to encourage the use of employer sponsored shuttle services that link job sites to nearby train or bus stations or to park and ride facilities. Since the success of a third party jitney or vanpool services are largely dependent on the ability to find and maintain an employee/driver, NJDOT may wish to consider a methodology for training and compensating these employee/drivers or may wish to consider developing a sanctioned pool of drivers (through part time positions) that could be assigned to operate the shuttle vehicles.

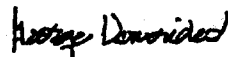
This could encourage the provision of shuttle vans by employers to serve employees' transportation needs between transit centers and employment sites by eliminating certain perceived obstacles on the part of the employer.

- Re-examine parking management strategies. Since the availability of free parking is a strong incentive that induces single occupant auto trips, limiting the amount of free parking spaces offered by employers could encourage employees to seek other competing travel modes that may also be available to certain individuals. *Having convenient, reliable and economical transit options is key to diverting people from single occupant auto trips to some form of public transportation.*
- Encourage better land use planning on the part of New Jersey's municipalities to prevent sprawl and follow the goals set up in the newly adopted State Development and Redevelopment Guide Plan.

I hope and trust that these recommendations prove useful. Thank you very much for offering us the opportunity to comment.

Sincerely,

MIDDLESEX COUNTY DEPARTMENT
OF PLANNING



George M. Ververides
Director of County Planning

GMV: alh

cc: Mr. Peter Cantu, Executive Director, Keep Middlesex Moving, Inc.
Mr. Tony Gambilonghi, Supervising Planner, Transportation

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, & daytime phone number of person making this recommendation:

New Jersey Commerce and Economic Growth Commission. John Zimnis, Legislative Liaison

Specifics of the recommendation:

The Commerce and Economic Growth Commission recommends that the State establish a fund for two programs, both of which will reduce the number of single occupancy vehicles on New Jersey's roads. One program will feature below market interest rate loans that will have easy credit eligibility criteria for companies engaged in businesses that will reduce single occupancy commutes. These types of businesses may include private bus companies, van pool operations, car sharing operations, and businesses with technologies that will facilitate telecommuting. Under the other program, the State's fund (for grants and/or low interest loans) can be accessed by businesses to purchase/rent a company bus for the sole purpose of providing transportation to its employees for their daily commute. The company would establish designated pick-up and drop-off locations along a designated route to and from the work-site.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel:

Under the fund program, traffic congestion would be diminished with certain employees ending single occupancy vehicle commutes. The company benefits would be that they could borrow money for this State initiative, thus lowering their cost of initial capital. In addition, companies would provide an additional benefit to their employees by decreasing their personal commute costs.

Summary of costs and disadvantages of the recommendation:

The costs associated with this recommendation include the necessary appropriation to fund the program, and the costs associated with administering the program.

Additional discussion on the recommendation:

None.

RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, & daytime phone number of person making this recommendation:

New Jersey Commerce and Economic Growth Commission. John Zimnis, Legislative Liaison.

Specifics of the recommendation:

The Commerce and Economic Growth Commission recommends that New Jersey Transit establish a program in which it will ask businesses to place ticket vending machines at the businesses' work-sites for the purpose of providing their employees easy access purchases of transit passes/tickets for rail and/or bus service. By providing these employees easy access to transit passes and tickets (as opposed to waiting in long lines at the transit station), the employees would be more likely to purchase said tickets and thus ride public transportation.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel:

The societal benefits would be that more commuters would ride mass transit, which would decrease the amount of single occupancy vehicles. The benefit to the company would be that it would provide a convenient service to its employees. Specifically, the employees who currently use mass transit will avoid waiting in long lines for tickets at the transit station; and for employees that currently do not use mass transit, this convenience may provide the necessary incentive for them to begin using mass transit.

Summary of costs and disadvantages of the recommendation:

The cost of this recommendation is the dollar cost to New Jersey Transit to purchase these ticket vending machines and to place these machines at the businesses' establishment. There would be no cost to the companies.

Additional discussion on the recommendation:

None.

APPENDIX B

This appendix includes the items which were mailed to 53 organizations and constituents: the form letter, guidelines for submitting recommendations, a blank form on which to make recommendations, and a “sample” of a recommendation. This appendix also includes a copy of the agenda for the February 27, 2001, SOV reduction meeting hosted by the Department.

January 31, 2001

Dear:

Section 4 of the recently enacted "Congestion Relief and Transportation Trust Fund Renewal Act," (C.27:1B-21.17,P.L.2000, c. 73) requires that:

"No later than March 31, 2001, the commissioner shall submit a report to the Legislature containing recommended incentives to businesses to encourage a reduction in single occupancy trips."

Reducing trips by single occupant vehicles (SOV) and encouraging the use of mass transit, vanpooling and carpooling are important goals. Pursuant to the section of law cited above, the Department is reaching out to all interested organizations and constituents to ask for ideas and recommendations for reducing single occupant vehicle trips. The Department intends to compile these recommendations into a single report and submit them to the Legislature on March 31, 2001.

We are inviting you to provide the Department with ideas and recommendations on what incentives might be offered to businesses, and what incentives might be offered by businesses, to help reduce single occupant vehicle trips.

If you wish to provide ideas or recommendations to the Department on this matter, we ask that you submit your ideas and recommendations using a suggested one-page format. Detailed submission guidelines and a formatted sample recommendation write-up are attached for your use and reference. There is no limit on the number of separate recommendations you can submit, but each individual recommendation should be in the recommended format and not exceed one page. We encourage all persons to reach out and consult with other New Jersey employers for their ideas and recommendations on how to reduce single occupant vehicle trips.

A public information workshop on this project will be held at Department of Transportation headquarters, on Tuesday, February 27, 2001, in the Multi Purpose Room, from 2:00 PM to 3:30 PM. All interested parties are invited to attend. The purpose of the meeting will be to discuss the project and to respond to any questions the public and interested parties have on this effort. Persons wishing to attend this meeting should make a reservation by calling 609-530-2038 on or before Friday, February 23, 2001.

Persons wishing to submit recommendations to the Department should plan on doing so no later than March 1, 2001. Detailed instructions for making a submission to the Department are outlined in the attached "Guidelines For Submitting Recommendations." If you have any questions on this project, please contact Thomas Thatcher at (609) 530-2038.

I look forward to receiving your suggestions and recommendations on how we might reduce trips by single occupant vehicles and encourage the use of mass transit, vanpooling and carpooling.

Sincerely,

Pippa Woods
Assistant Commissioner
Planning, Research and Local Government services

Attachments

GUIDELINES FOR SUBMITTING RECOMMENDATIONS

Thank you for taking an interest in submitting to the New Jersey Department of Transportation a recommended incentive for reducing Single Occupant Vehicles (SOV's). In submitting a recommendation, please use the following guidelines and submission instructions.

Who can submit a recommendation(s)?

Any interested person or organization can submit a recommendation to the Department. If you submit more than one recommendation, please write up each recommendation separately.

Where should recommendations be sent?

Recommendations can be mailed or faxed to Thomas Thatcher, Administrative Practice Officer, New Jersey Department of Transportation, CN 600, Trenton, NJ, 08625. FAX 609-530-3841.

What is the submission deadline?

The submission deadline is March 1, 2001.

What topics should my recommendation(s) write-up include?

Your write-up should address the following specific content headings and in the following order:

- * Name, affiliation, address, & daytime phone number of person making the recommendation
- * Specifics of the recommendation
- * Summary of benefits and advantages of the recommendation
- * Summary of costs and disadvantages of the recommendation
- * Additional discussion on the recommendation

Are there formatting instructions?

Please limit the write-up for each recommendation to no more than one page. Attached is a blank submission form and a completed "sample" recommendation. Please follow this format. It is asked that you prepare your recommendations using the Times New Roman font, in 12 pitch, with one inch page margins. Wherever possible, please write-up your recommendations using plain and non-technical language.

How will the Department use my submission?

The Department will take submitted SOV incentive recommendations and compile them into a comprehensive report on SOV incentives which will be provided to the New Jersey Legislature. All persons submitting a recommendation to the Department will be noted in the report. The Department reserves the right to edit all submissions and to merge together similar recommendations.

Who should I contact if I have any questions?

If you have any questions about this project, please call Thomas Thatcher at the Department's Bureau of Administrative Practice and Public Law Implementation at 609-530-2038.

Will there be any meetings?

A public information workshop on this project will be held at the Department of Transportation headquarters, on Tuesday, February 27, 2001, in the Multi-Purpose Room, from 2:00 PM to 3:30 PM. All interested parties are invited to attend. The purpose of the meeting will be to discuss the project and to respond to any questions the public and interested parties have on this effort. Persons wishing to attend this meeting should make a reservation by calling 609-530-2038 on or before Friday, February 23, 2001.

**RECOMMENDATION FOR REDUCING
THE NUMBER OF SINGLE OCCUPANT VEHICLES**

Name, affiliation, address, & daytime phone number of person making this recommendation

Specifics of the recommendation

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

Summary of costs and disadvantages of the recommendation

Additional discussion on the recommendation

SAMPLE RECOMMENDATION FOR REDUCING THE NUMBER OF SINGLE OCCUPANT VEHICLES

Name, affiliation, address, & daytime phone number of person making this recommendation

Dale Jones, Hometown Transportation Co., 55 Main Street, Hometown, NJ, 609-555-5555

Specifics of the recommendation

Persons using a multi occupant (HOV) vehicle for their commute to work could be given preferential parking at their place of employment. Preferential parking could mean either parking at a preferred or reserved spot and/or reduced parking fees for HOV's.

Summary of the benefits and advantages of the recommendation and how it is an incentive for the reduction of single occupant vehicle travel

Preferred or reserved parking can be a very desirable incentive, especially in congested urbanized areas or where existing parking is limited. A critical advantage of this recommendation is that it can often be implemented fairly quickly and at a relatively low cost. Existing parking spaces could be converted to preferred/reserved HOV parking at very little capital, maintenance, or administrative cost. This incentive is highly visible to all employees. As the program grows or changes, preferred/reserved parking spaces could be added or changed. Employers using this recommendation can probably implement it without needing any outside consultants or specialists. Preferred/reserved parking programs for HOV vehicles are now widely accepted by most persons as being both sensible and equitable. In most situations offering preferred/reserved parking for HOV's would not be seen as a controversial action.

Summary of costs and disadvantages of the recommendation

This recommendation loses most of its incentive value if the preexisting parking at the place of employment is both convenient and free. Another issue is that, in the short-term, preferred/reserved parking for HOV's can tend to benefit preexisting HOV users without necessarily resulting in an immediate reduction of SOV vehicles. This incentive tends to need some time to change commuter habits and requires a long-term commitment to be fully effective.

Additional discussion on the recommendation

The effectiveness of this option will vary considerably from situation to situation. It will be especially effective in those situations where good parking is hard to find and where commuters find it logistically easy to ride-share with each other. In those situations where existing parking is convenient and plentiful, and where commuters would find it logistically inconvenient to ride-share, this recommendation will probably not be effective at changing commuter habits.

Agenda for Public Information Workshop Reduction in Single Occupancy Trips

Date: February 27, 2001

Place: New Jersey Department of Transportation
1035 Parkway Avenue, Trenton, New Jersey
Multi Purpose Room

Time: 2:00 PM – 3:30PM

DOT host staff:

Tom Thatcher, Manager	Bureau of Administrative Practice & Public Law Implementation	609-530-2764
Noreen Cardinali, Section Chief	Bureau of Statewide Planning	609-530-5950
Adnew Tessema, Administrative Analyst 1	Bureau of Administrative Practice & Public Law Implementation	609-530-8060
Debra Firman, Principal Research Analyst	Bureau of Administrative Practice & Public Law Implementation	609-530-2777

1. Welcome
2. Introduction of participants
3. Review of handouts
4. Meeting purpose
5. What DOT is asking for
6. Key dates and schedule
7. Discussion
8. Recess

APPENDIX C

This appendix includes a list of Transportation Management Associations (TMAs), which are non-profit organizations of employers and government working together to solve local transportation issues.

Transportation Management Associations

1. **Cross County Connection TMA**
Executive Campus
2002 D Lincoln Drive West
Marlton, NJ 08053
William Ragozine
Executive Director
Phone: 856- 596-8228
2. **Greater Mercer TMA**
15 Roszel Road
Princeton, NJ 08540
Sandra Brillhart, Executive Director
Phone: 609- 452-1491
3. **Hudson TMA**
150 Warren Street, Suites 118-120
Jersey City, NJ 07305
Suzanne Mack, Executive Director
Phone: 201-432-2200
4. **Hunterdon Area Rural Transit**
84 Park Avenue
Flemington, NJ 08822
Tara Braddish, Executive Director
Phone: 908- 788-5553
5. **Keep Middlesex Moving**
100 Bayard Street – Suite 202
New Brunswick, NJ 08901
Peter Cantu, Executive Director
Phone: 732-745-4465
6. **TransOptions**
2 Ridgedale Avenue – Suite 200
Cedar Knolls, NJ 07927
John F. Ciaffone, President
Phone: 973-267-7600
7. **Meadowlink**
201 Route 17 North
Rutherford, NJ 07070
Krishna Murthy, Executive Director
Phone: 201-939-4242
8. **RideWise of Raritan Valley**
166 West Main Street
Somerville, NJ 08876
Anita Perez, Executive Director
Phone: 908- 704-1011
9. **Transit Plus of Essex & Union**
One Penn Plaza East
Newark, NJ 07015
Lou Capadona, Director
Phone: 973-491-7008

APPENDIX D

Works Cited/References

Works Cited

COMSIS Corporation, *Smart Commuting Corporate Participation in Employee Commute Options*, January 1997.

New Jersey Department of Transportation, *Moving Your Program In The Right Direction: A Guide to Smart Moves For Business*.

<http://www.state.nj.us/njcommuter>

<http://www.njleg.state.nj.us>

References

COMSIS Corporation, *Findings from the New Jersey Employer Questionnaire*, January 1997.

New Jersey Department of Transportation, *Telecommuting: Moving the Work to the Workers*.

Urban Mobility Corporation, *New Jersey Ridesharing Study Summary Final Report*, February 1988.

Institute of Transportation Engineers, *Corporation of Employee Commute Options Regulations for U.S. Nonattainment Areas*.

Comsis Corporation, *A Guidance Manual for Implementing Effective Employee-Based Travel Demand Management Programs, Final Report*, November 1993.

New Jersey Department of Transportation, *New Jersey Employer Transportation Coordinator Handbook*, 1994.

N.J.A.C. 16:50, 1997 Smart Moves Program Rules.