

STATE OF COLORADO



STATE PLAN FOR COMPLIANCE WITH AIR POLLUTION CONTROL COMMISSION REGULATION NO. 9

DEPARTMENT OF ADMINISTRATION
Management Services Division

July 1975



DEPARTMENT OF ADMINISTRATION

630 State Services Building
Denver, Colorado 80203

RICHARD D. LAMM
Governor

July 31, 1975

John I. Lay
Executive Director

John I. Lay, Executive Director
Department of Administration
717 State Services Building
1525 Sherman Street
Denver, Colorado 80203

Dear Mr. Lay:

The Governor's memorandum of January 22, 1975 to All Department Heads asked that each department place itself in compliance with Regulation No. 9 of the Air Pollution Control Division, which is concerned with the control of automotive air pollution through motor vehicle restraints and the encouragement of public transportation and carpooling.

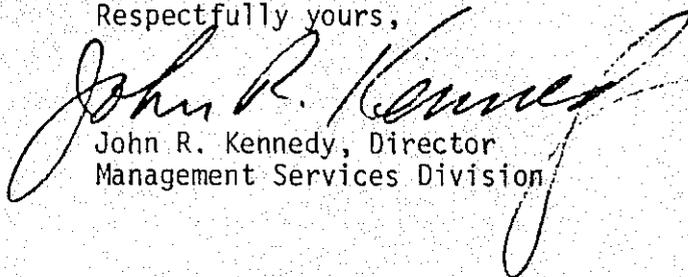
The project of establishing a program for those State offices affected by Regulation No. 9 was assigned to the Management Services Division in April, 1975. The responsibility for continuation of the program will remain in this office for approximately one year.

The program covers all departments of the Executive Branch with the exception of the Department of Highways, which has its own system. The program was also extended to the Governor's office and to the Judicial Branch.

A concept of commuting which is not covered by Regulation No. 9, "vanpooling," also is covered in the report. The vanpooling method of commuting appears to be particularly attractive for State facilities not located in the Capitol Hill Complex, since transportation concentrates its efforts to and from the downtown area.

We believe that the program outlined in this report places the State in full compliance with Regulation No. 9. If you have any questions or suggestions concerning this study, and its objectives, please contact the undersigned.

Respectfully yours,


John R. Kennedy, Director
Management Services Division

JRK:ad
enc.

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Introduction

In a memorandum addressed to All Department Heads dated January 22, 1975, Governor Lamm called attention to Air Pollution Control Commission Regulation No. 9, and directed the development of a plan for compliance by all departments (see Exhibit I, Page 49). The Governor stated that existing carpool programs may require considerable modification in view of the requirements of Regulation No. 9.

The regulation requires that all employers who have over 250 employees at one location at one time have an effective carpool locator service; and, that the employer provide positive incentives for employees to carpool, to use public transportation, or to use bicycles in commuting to and from work.

Effective October 1, 1975, all employers who have over 50 employees at one location at one time also will be required to meet the requirements of Regulation No. 9. The regulation applies only to the Denver Metropolitan area, comprised of eight contiguous counties: Boulder, Jefferson, Adams, Denver, Arapahoe, Douglas, Clear Creek and Gilpin.

Specific requirements of Regulation No. 9 state that an employer subject to provisions of the regulation must submit an affidavit, or plan, which provides the following:

- A. That a carpooling locator service must be fully implemented by April 1, 1975.

- B. That the carpooling locator service shall be for the purpose of matching people to facilitate the transporting of two or more persons per vehicle.
- C. A description of employee incentives to encourage the use of carpooling, such as free or reserved parking adjustments in favor of carpooled vehicles when employee parking is provided, imposition of parking charges on non-carpooled vehicles, or other incentives.
- D. A description of measures to encourage employees to use bicycles and public transportation, such as posting information for employees as to the availability of bicycle lanes and public transportation to and from the place of employment, and providing incentives for use of same.

The regulation further requires the submission of an annual progress report as to the effectiveness of the implementing measures.

In addition to the methods of transportation suggested by Regulation No. 9, buspooling and vanpooling are discussed in this report. Vanpooling, in particular, is a recent, innovative concept that shows great promise as an alternative or improvement to generally accepted methods of reducing automobile traffic.

Purpose

The purpose of this study is to provide the necessary background information for implementing an effective plan to comply with Air Pollution Control Commission Regulation No. 9.

Scope

The major portion of this study addresses itself to the Capitol Hill Complex area, as it contains the largest group of State employees affected by Regulation No. 9. Information obtained for this study is applicable, however, to other locations within the Denver Metropolitan area; although the problems, and hence the solutions, may vary somewhat. For example, parking space is quite limited in the Capitol Hill area, and consequently employees are charged for its use. Therefore, various options are available for the use of the space and its employment as a pooling incentive. Where parking space is plentiful and there is no charge, different options for incentives exist.

The study defines various methods used as alternatives to single person automobile transportation; describes various options available as incentives to promote the use of more efficient transportation; and, draws conclusions and makes recommendations leading to a plan for compliance with Regulation No. 9.

SECTION I.

ALTERNATIVES TO SINGLE PERSON
AUTOMOBILE TRANSPORTATION

Alternatives to Single Person
Automobile Transportation

Carpooling

A carpool is defined as a method of transporting two or more persons from more than one household in an automobile. The concept has been used for years, principally for economic reasons. Now, other factors must be considered, including reduction of traffic congestion, the limited quantity of parking space, conservation of energy, and the reduction of air pollution caused by vehicle exhaust.

In order to make carpooling effective, it is necessary to establish a plan that minimizes the effort required to locate potential drivers and passengers with respect to their home and work locations, as well as with respect to their hours of employment. Regulation No. 9 suggests the use of the carpooling locator service developed by the Denver Regional Council of Governments (DRCOG). An alternative carpooling locator service may be used, but it must be of equal or greater effectiveness than the DRCOG service, and it must be approved by the Air Pollution Control Division.

Regulation No. 9 requires positive incentives by the employer to encourage carpooling. Practically, unless there are some direct reasons to join a carpool beyond the long-term eco-social benefits, few people will change their habits and give up the freedom and convenience of driving by themselves.

Regulation No. 9 suggests the following incentives for carpooling:

- Free or reserved parking
- Carpool loading areas
- Large gift drawing such as a U.S. Savings Bond
- Periodic monthly gifts, such as
 - free car washes, and other discounts and certificates for carpoolers
 - free coffee or lunches in company snack bar, or in cafeteria for carpoolers
 - special arrangements for poolers to receive company benefits
 - partial reimbursement of parking cost
 - awarding carpoolers with special recognition

Public Transportation Via Bus

Public transportation in the Denver Metropolitan Area is provided solely by the Regional Transportation District (RTD) via buses.

Public transportation appears to have the greatest practical potential of all methods suggested to reduce automobile travel. To attract riders, however, the service must be dependable, comfortable, convenient and fast. Many people have a built-in bias against riding buses, so there must be adequate incentives available, or alternatives which are preferable and still meet the objectives of Regulation No. 9.

There are some very positive aspects to public transportation via buses. A bus moves people more efficiently than an automobile in terms of fuel usage, pollution, and traffic congestion. Its use for commuting can eliminate the need for a second car. These potential savings represent a considerable increase in personal income.

Regulation No. 9 requires that positive incentives for busing be furnished by the employer. Suggested incentives are:

- Posting RTD routes, Park and Ride Lots, and posters
- Arrangements with RTD for additional service
- Commuter tickets sold on site
- Company chartered bus
- Meetings to provide transit information
- Bus subsidy program
- Mini-bus service
- Periodic gifts for transit users
- Shuttle service for business purposes
- Company request for bus shelters

Bicycling

The use of bicycles is another suggestion for commuting offered by Regulation No. 9. The potential cyclist is confronted with significant advantages and deterrents to the use of a bicycle.

The general public does not fully appreciate the advantages the bicycle offers. The health and recreational benefits are substantial -- cycling

being often referred to as "perfect exercise." The bicycle offers mobility and, literally, door-to-door service at speeds comparable to auto travel in urban areas.

The major deterrents to cycling are high accident rates, bicycle thefts, exposure to automotive air pollutants, insufficient support facilities, and bad weather conditions.

The National Safety Council estimated that 1,100 cyclists were killed in 1973. One million bicycle injuries requiring professional and medical treatment occur each year. Most of the accidents involve collisions with automobiles.

Bicycle theft is a major problem. In 1973, an estimated half million bicycles were stolen. Thieves are encouraged by the fact that stolen bicycles are hard to identify and have resale values of \$40.00 to \$300.00.

Because cyclists usually must use road and highway rights-of-way, they are exposed to excessive levels of automobile generated pollutants, primarily carbon monoxide, hydrocarbons, lead, and asbestos particulates. In addition, the cyclist takes in larger quantities of these pollutants due to his elevated respiration rate. Medical evidence indicates that such exposure might increase the likelihood of respiratory diseases.

A bicycle, however, is extremely efficient. A bicyclist moving at 10 miles per hour uses only one-fifth the energy of a pedestrian walking 2.5 miles per hour.

Suggested incentives for promoting bicycle travel are:

- Bicycle racks
- Posting of bicycle routes
- Preferential parking
- Provision of secure parking within building
- Periodic minor gifts
- Bicycle pool for business shuttling
- Showers for bicyclers
- Bikeway plan with dismount zone for safety
- Bicycle committee to promote safety

Other Methods of Commuting

In addition to the methods of commuting described in Regulation No. 9, others are available. Also, there are combinations, such as bicycle/public transportation, carpooling/public transportation, etc. The two methods described below are variations that offer different forms of transportation.

A. Buspools

A buspool is created by a group of people who routinely charter a bus to take them to and from a common destination along a prescribed route agreeable to all. The bus may be chartered from either a public or common carrier.

Certain conveniences and amenities are available in buspools which are not normally found in public transportation. Routes

can be changed at will without going through the scrutiny of a regulatory agency; smoking can be permitted; and, routes varied to suit traffic conditions. In addition, some buspools have the same driver each day, provide for weekly or monthly payment without tickets, serve refreshments in the evening, and have stereo music.

B. Vanpools

A vanpool utilizes passenger vans which hold from eight to 15 passengers. The concept is in use by a few industrial concerns, e.g., 3M Company, Johns Manville, and the Chrysler Corporation, and was originally conceived to provide service where public transportation either did not exist or was inadequate.

Generally, the van is purchased by the employer and assigned permanently to an employee who acts as driver. The driver pays no fare in return for his services of driving and seeing to the maintenance of the vehicle. Fares are computed, based on absorption of all direct and indirect costs, on the assumption that the van is filled to two-thirds capacity. In one case, any fare collected by the driver beyond the breakeven point is kept by the driver. In some cases, the driver is allowed to use the van for personal use, and for this he pays about eight cents per mile.

Vanpools overcome some of the bias towards public transportation. Since the vehicles do not carry as many passengers, not as

many stops are made; and, consequently, travel time is reduced. The group traveling together is smaller and more intimate. By picking up at home and having preferred parking at work, time and effort spent in getting to and from work is reduced.

At stated passenger capacity, the conventional van is rather crowded. More deluxe vans are available, but their cost might be excessive. Drivers of vehicles having a capacity of more than 10 passengers must have a Class "S" license* in Colorado.

The Insurance Dilemma

The insurance laws of the State of Colorado impact on carpool drivers. With the repeal of the Guest Rider Statute, a driver no longer is protected from suit by his passengers to the degree formerly enjoyed. Passengers in the driver's vehicle now have equal protection to passengers in another vehicle in the event of injury resulting from a collision or accident. All that is now required to bring suit is simple negligence, and certain other circumstances described in the Motor Vehicle ("No Fault") Insurance Statute.

Briefly, "No Fault" describes minimum coverages required for compliance to protect against certain potential liabilities, such as bodily injury, death, medical care, rehabilitation procedures, loss of income, and compensation to the estate of a deceased without regard to fault. In certain circumstances, however, where probable negligence exists, suit can be brought against an alleged tortfeasor without any financial limit.

* Requires a special written test and a driving test in a van-type vehicle matching the type to be used.

These circumstances are death, dismemberment, permanent disability, permanent disfigurement, reasonable medical or rehabilitative services exceeding five hundred dollars, loss of income (earnings) beyond fifty-two weeks not compensated by a complying policy, and benefits provided on economic loss recoverable in excess of the minimum coverages required.

Since carpooling increases the exposure of a driver to potential liabilities, he should review his insurance policy, and seek advice if necessary, to be certain that his insurance coverage is adequate.

In the case of vanpools, insurance on the driver must be considered. If the driver is directed by the State to transport riders to and from work, he is covered under the State's liability policy. If he uses the vehicle for personal reasons, however, he is covered by his own insurance, and therefore he should make certain his coverage is adequate. The State also would want assurance as to his coverage unless it wants to insure the driver in those areas where the State is a self-insuror.

SECTION II.

STATE GOVERNMENT EMPLOYEES
PARKING AND CARPOOLING DATA

State Government Employees

Parking and Carpooling Data

Introduction

Colorado State Government employees were making a significant contribution to the conservation of energy by carpooling prior to the publication of Air Pollution Control Regulation No. 9. Although these efforts were effective, there was no one agency assigned the responsibility for coordinating a total State effort. In fact, at least four different State agencies were known to be involved in some effort connected with carpooling for State employees. Consequently, planning was rather diffuse and disorganized.

Upon becoming aware of the above, the Management Services Division (MSD) suggested to the Executive Director, Department of Administration, that MSD be assigned the responsibility for coordinating the overall State carpooling effort. (See Exhibit II, Page 61.) Subsequently, the Management Services Division was assigned the responsibility mentioned above.

The Executive Director, Department of Administration, issued an All Department Heads letter advising the departments that the Management Services Division would prepare a plan for State offices in the Denver Metropolitan area that would meet the requirements of Regulation No. 9. (See Exhibit III, Page 62.)

The MSD immediately conducted surveys of two State-owned parking lots to determine how many employees currently were carpooling.

Parking Surveys

Two State-owned Capitol Complex parking lots were surveyed during May of 1975; the Lincoln and Colfax lot directly West of the State Services Building, and the Social Services Garage lot. Results of the surveys are shown graphically on Pages 15, 17 and 19. A copy of the survey form is included in the Appendix as Exhibit IV, Page 63. (NOTE: Certain respondent errors in data collection occurred due to failure to respond to applicable questions, or answering with conflicting information. Over one-third of the survey forms contained at least one error.)

A summary of the two surveys is shown graphically on Page 15. A total of 188 replies was received, 111 from the Lincoln and Colfax lot (63% response), and 77 from the Social Services Garage lot (total distributed unknown, due to "in-out" privileges).

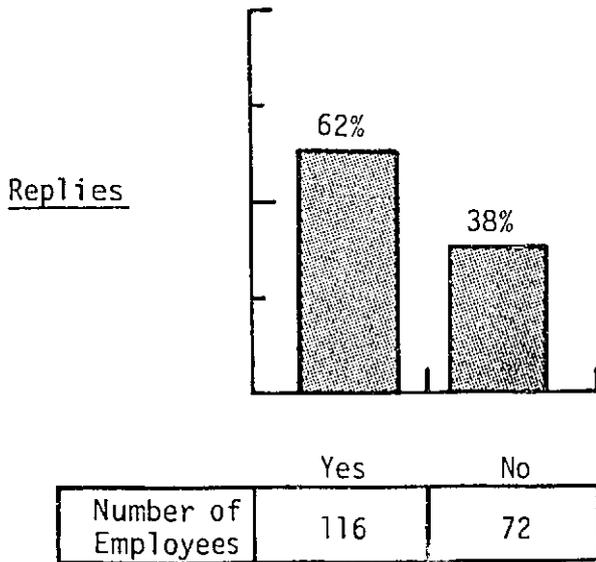
Question 1: Do you normally drive to work by yourself? This question received 116 yes answers, indicating that 62% of the employees normally do drive to work by themselves. This would indicate that 72 employees, or 38% of the respondents, had riders, but did not necessarily participate in a carpool.

Question 2: Do you regularly carpool? Only 169 of the 188 respondents answered this question. Seventy (70) employees, or 41% of the respondents,

Results of Parking Survey
Summary

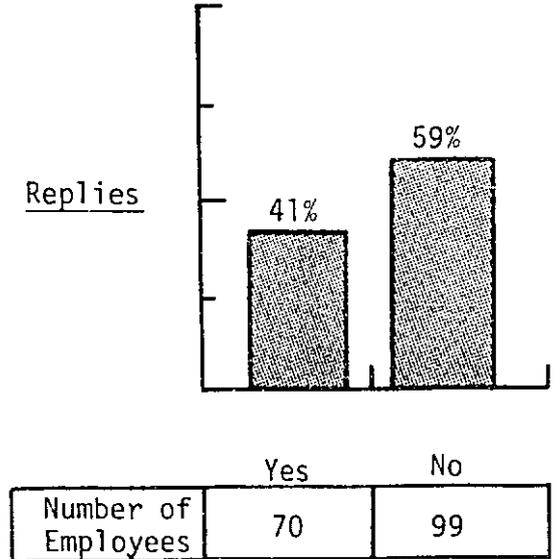
QUESTION 1

Do you normally drive to work by yourself?



QUESTION 2

Do you regularly carpool?

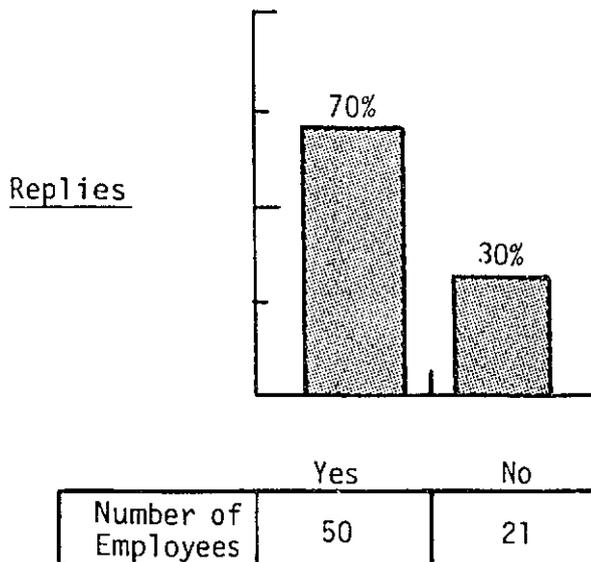


QUESTION 3 How many regular riders?

Replies 2.6 (average)

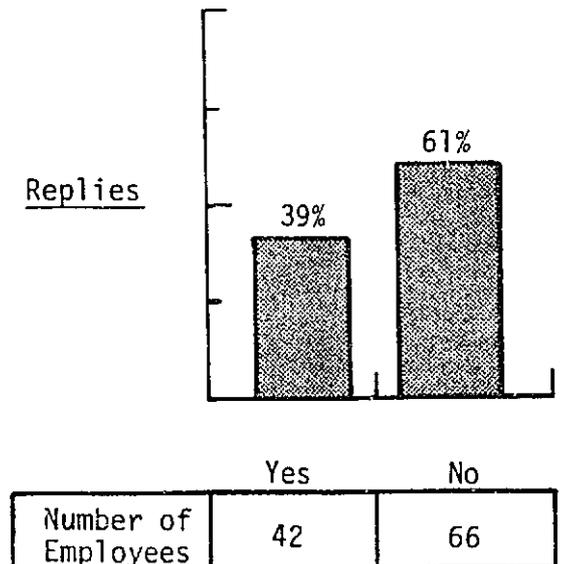
QUESTION 4

Are carpoolers all State employees?



QUESTION 5

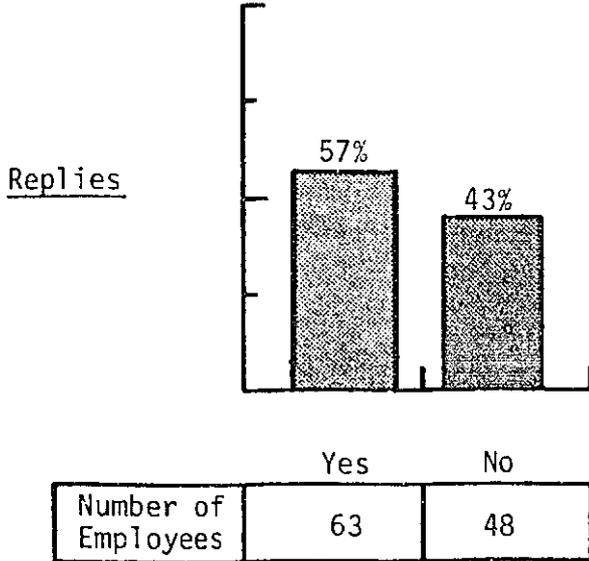
If you do not carpool, would you be willing to do so?



Results of Parking Survey
Lincoln & Colfax Lot

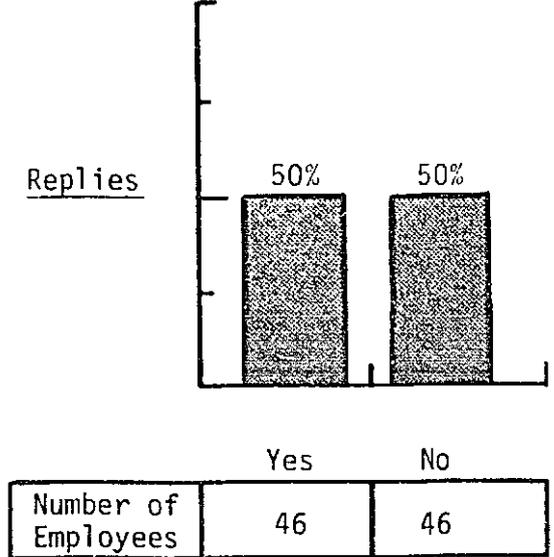
QUESTION 1

Do you normally drive to work by yourself?



QUESTION 2

Do you regularly carpool?

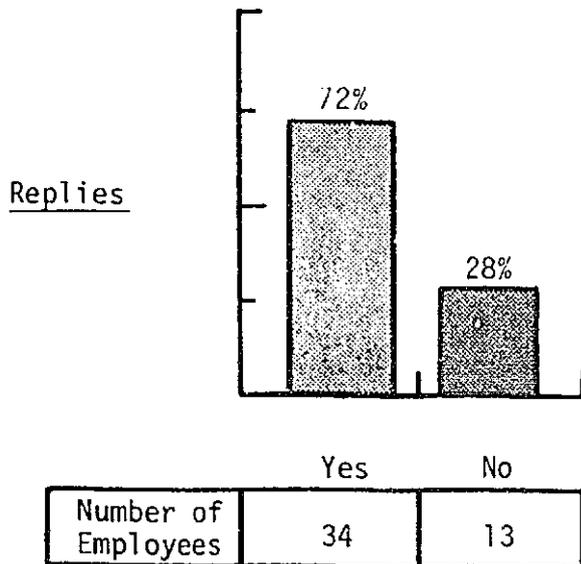


QUESTION 3 How many regular riders?

Replies 2.68 (average)

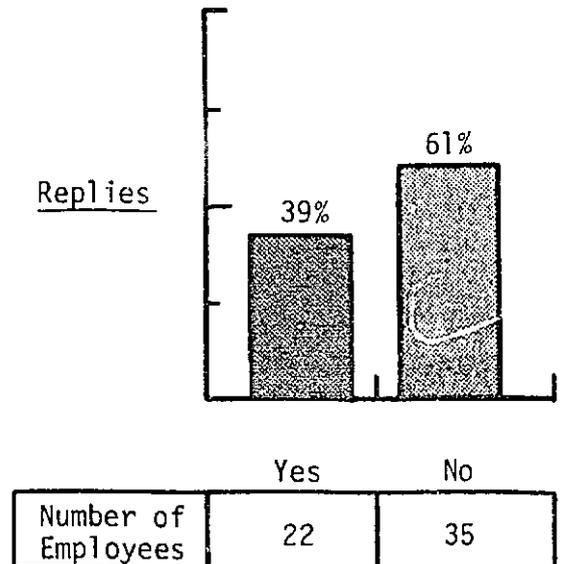
QUESTION 4

Are carpoolers all State employees?



QUESTION 5

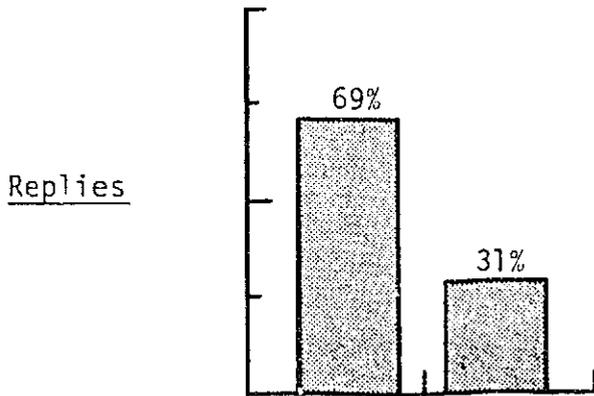
If you do not carpool, would you be willing to do so?



Results of Parking Survey
Social Services Garage

QUESTION 1

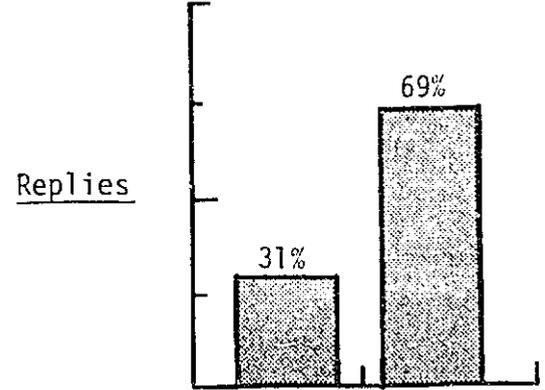
Do you normally drive to work by yourself?



	Yes	No
Number of Employees	53	24

QUESTION 2

Do you regularly carpool?



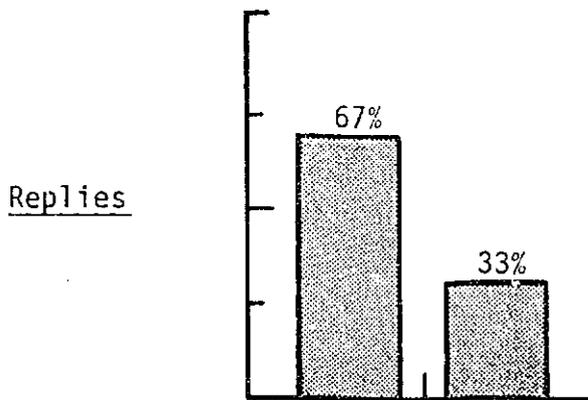
	Yes	No
Number of Employees	24	53

QUESTION 3 How many regular riders?

Replies 2.6 (average)

QUESTION 4

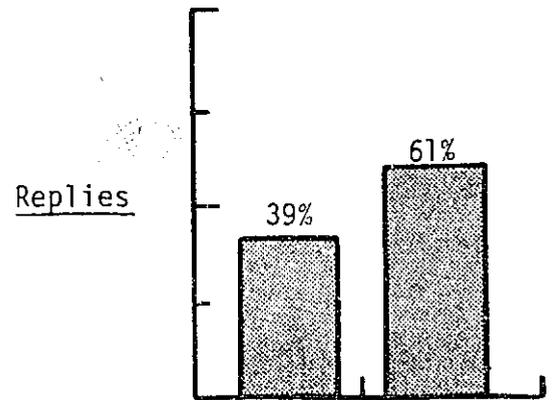
Are carpoolers all State employees?



	Yes	No
Number of Employees	16	8

QUESTION 5

If you do not carpool, would you be willing to do so?



	Yes	No
Number of Employees	20	31

indicated that they carpool regularly. This percent is significant in that a survey conducted in March 1974, showed that approximately 34% of the employees who were surveyed at that time carpooled regularly. (See Exhibit V, Page 64, for copy of March 1974 survey.)

Question 3: How many regular riders? (In carpool, including driver)

Although the answers varied from two to six, the average was 2.6 riders per car, including the driver.

Question 4: Are carpools all State employees? The answers show that 50, or 20%, of the employees belong to carpools made up of fellow State employees.

Question 5: If you do not carpool, would you be willing to do so?

Answers to this question were encouraging in that although not now carpools, 42 employees, or 39% of those responding, indicated a willingness to carpool. It could be construed from this that more people have carpooled since the March 1974 survey mentioned previously, since at that time 677 employees, or 53% of those responding indicated a willingness to join a carpool (see Exhibit V, Page 64).

Extrapolations Resulting from Parking Surveys

The parking survey showed that 169 employees replied to Question 2, Do you regularly carpool? Seventy respondents indicated that they regularly carpooled, and 99 indicated that they did not.

Therefore:

$$\frac{99}{169} (100) = 59\% \text{ automobiles non-carpoled}$$

$$\frac{70}{169} (100) = 41\% \text{ automobiles carpoled}$$

The survey showed that the average carpool contained 2.6 passengers, including the driver.

Using the above survey results, and extending the data to the currently leased 508 spaces on State-owned parking lots, the following information is derived:

$$(508) (.59) (1) = 300 \text{ employees non-carpoled} \\ (300 \text{ parking spaces})$$

$$(508) (.41) (2.6) = 542 \text{ employees carpoled} \\ \underline{\hspace{1cm}} (208 \text{ parking spaces})$$

$$\text{Total} = 842 \text{ employees served by State} \\ \text{parking lots (508 parking} \\ \text{spaces)}$$

A Regional Transportation District study of the downtown area in 1974 revealed that:

70% of the people drive or ride an automobile to work

24% of the people ride the bus

6% of the people walk, bicycle or are irregular in their commuting habits

Therefore, with approximately 3,600 employees in the Capitol Hill Complex area, the following figures can be derived:

(.70) (3,600) = 2,520 State employees drive or ride
automobiles

(.24) (3,600) = 864 State employees ride the bus

(.06) (3,600) = 216 State employees commute by
other means

A total of 1,922 State employees (842 + 864 + 216) either park on State parking lots, use other forms of commuting, or ride the bus. There remain 1,678 employees who either drive by themselves or ride in carpools, but do not park on State-owned lots. Let us assume that 15% of the 1,678, or 252, are dropped off at work locations by others; then, 85% of the 1,678, or 1,426, ride in cars parked on commercially-owned lots.

Using data from the Parking Lot Survey, 41% of the employees using automobiles to get to work are carpooled, and 59% drive individually. Therefore, using the same averages for the 1,426 employees referred to above, they are divided as follows:

(.41) (1,426) = 585 employees carpool

(.59) (1,426) = 841 employees do not carpool

Parking Rates

To transport the 585 employees who carpool, and park on commercially-owned lots would require 225 automobiles using the average of 2.6 employees per carpool.

On the large commercial lot, east of the Capitol Building on Grant Street, space leases for \$14.50 per month, and is equivalent to a \$10.00 space on a State-owned lot. An equalization subsidy for carpools would

cost \$4.50 per month each, or a total of \$1,013 per month for 225 spaces. Funding for this amount could come from excess revenues created by a dual-rate parking fee structure for State-owned lots.

At present rates for 508 State-owned parking lot spaces, a total of \$5,522 (see Exhibit VI, Page 77) is collected from employees each month, or an average of \$10.87 per space.

In addition to the 508 paid parking spaces, there are 136 additional spaces on State-owned lots that are provided free of charge (see Exhibit VII, Page 78).

Suggested dual-rate structure charges per month are as follows:

<u>Carpoolers</u>	<u>Non-Carpoolers</u>
\$ 8.00	\$12.00
10.00	15.00
12.50	18.75
15.00	22.50

(NOTE: Rate for carpoolers remains the same as current charges; rate for non-carpoolers reflects a 50% increase per space over the current rates.)

As stated above, a total of \$5,522 currently is charged employees each month for leasing the 508 State-owned parking spaces. Under the suggested dual-rate structure, charges would be approximately as follows:

Carpoolers	(208 Spaces)	(\$10.87 average)	= \$2,261
Non-Carpoolers	(300 Spaces)	(\$16.31 average)	= <u>\$4,893</u>
	Total		\$7,154
(\$7,154 - \$5,522 = \$1,632 additional revenue)			

If the number of leased spaces were increased from 508 to 641 by charging for 133 of the 136 additional spaces (all State-owned spaces except three for the State Highway Patrol), then the revenue would be calculated as follows:

Example I

(Assumption: All additional spaces would be leased by non-carpoolers.)

Carpoolers	(208 Spaces)	(\$10.87 average)	= \$2,261
Non-Carpoolers	(300 Spaces)	(\$16.31 average)	= \$4,893
Non-Carpoolers	(133 Spaces)	(\$15.00)	= <u>\$1,995</u>
	Total		\$9,149

Example II

(Assumption: Additional spaces divided in the same ratio between carpoolers and non-carpoolers as the other 508 are at present, 41% and 59% respectively.)

Carpoolers	(208 Spaces)	(\$10.87 average)	= \$2,261
Carpoolers	(55 Spaces)	(\$10.00)	= \$ 550
Non-Carpoolers	(300 Spaces)	(\$16.31 average)	= \$4,893
Non-Carpoolers	(78 Spaces)	(\$15.00)	= <u>\$1,170</u>
	Total		\$8,874

Additional monthly revenue is:

Example I (\$9,149 - \$5,522 = \$3,627)

Example II (\$8,874 - \$5,522 = \$3,352)

SECTION III

ALTERNATIVES AND INCENTIVES

Alternatives and Incentives

Regulation No. 9 requires employers to submit, among other requirements, the following:

"A description of employee incentives to encourage the use of carpooling; such as, free or reserved parking adjustments in favor of carpooled vehicles where employer parking is provided, imposition of parking charges on non-carpooled vehicles or other incentives."

Governor Lamm's memorandum, dated January 22, 1975, states in part:

"The most successful application of incentives within employer groups to date has been the issuance of preferential parking for carpoolers and bicyclists."

The State Capitol Complex, at this time, contains 644 parking spaces. Of those, 508 are used for employee parking and paid for by employees. The remaining 136 on the Capitol Circle are furnished to various personnel at no charge. Of these spaces, 108 are for State Legislators, 17 for Judges, six for the Press, and the remaining for the Governor, Lieutenant Governor and the Highway Patrol.

State-owned parking lot surveys indicate that 41% of the employee cars are used in carpools which transport both State and non-State employees. These cars account for 225 parking spaces presently occupied by carpoolers on State-owned lots.

Various options are available for compliance with the incentive portions of Regulation No. 9, and are discussed in the following page. (Impact statements are in script.)

A. Carpools

Option 1. Give first priority for State-owned parking spaces to carpoolers, with the exception that present arrangements for handicapped employees would not be altered.

- *Space would be taken from individual employees who do not carpool, which could create morale problems.*
- *More convenient space would be provided to employees who presently carpool, but park on public lots.*
- *State-owned parking spaces are at a premium, and conceivably might not be enough to accommodate all employee carpools.*

Option 2. Do not alter present employee paid parking arrangements.

- *Space would not be taken from present users who do not carpool.*
- *Additional space would be required for new carpoolers, which would not be available on State-owned lots.*

Option 3. Do not alter present parking arrangements, and lease space from commercial lot nearest to Capitol Complex.

- *Space on the commercial lot on Grant Street east of the Capitol leases for \$14.50 per month. These spaces are the*

equivalent of State-owned space at \$10.00 per month. The survey indicates that 225 of these spaces may be required. Equalization with State lots at \$4.50 per month per space could cost \$12,150 annually.

- If the State does not choose to subsidize leased space, it would not provide a positive incentive to carpoolers not parked on State-owned lots.

Option 4. Give first priority for parking to carpoolers on State-owned facilities, and lease space at the nearest commercial lot for non-carpoolers at \$14.50 per month.

- It is estimated from the parking lot survey that there are 300 employee cars on State-owned lots which are not used in carpools. At \$14.50 per month for each space, the annual cost for parking these cars would be \$52,200.
- Costs for employees who formerly parked on an \$8.00 lot would be increased 81%.
- No revenue would be generated to provide incentives for those participating in the program.

Option 5. Buy additional land for parking space to provide employees and visitors with adequate State-owned parking facilities.

- Land costs in the Capitol Complex area are approximately \$18.00 per square foot. Land costs alone per vehicle space on a 50-foot lot would be in excess of \$4,000.

Option 6. Provide a dual-rate parking structure favoring car-poolers.

- *A dual rate structure could be established which would make the lots self-supporting and provide added income that could be used for subsidizing bus riders or provide funds for lottery prizes for carpoolers, bus riders, and bicyclists.*

Option 7. Subsidize carpooling/busing/bicycling with State funds.

- *Appropriation of State funds would provide the broadest flexibility possible.*
- *Considerable expense could be involved. Bus riders alone could cost \$430 per day, or about \$100,000 annually.*

B. Busing - Public Transportation

Option 1. Encourage the use of public transportation by posting schedules and route maps in prominent locations throughout the Capitol Complex area.

- *This option provides a convenience incentive in keeping with suggestions offered by Regulation No. 9, but does not provide a positive (monetary) inducement.*

Option 2. Request RTD to build lighted, heated bus shelters at Lincoln and 14th, and Lincoln and Colfax.

- *Shelters make waiting for the bus less objectionable and safer.*

Option 3. Sell bus tickets and passes at convenient locations in the Capitol Complex area (these will be available in September of 1975).

- *Monthly tickets should provide more constant ridership because of the financial commitment for the period.*
- *Facilities for selling bus tickets would be required, including part-time personnel, and the accounting for each transaction.*

Option 4. Subsidize riders on public transportation from revenues provided by non-carpoolers using State-owned parking facilities.

- *From previous statements, it can be seen that the potential of this plan is limited.*

Option 5. Use extra revenue from non-carpoolers to provide prizes in the form of cash savings bonds, or durable goods. Winners would be selected by lottery.

- *This option would require less revenue to support, and still provide positive incentives for participants in the program. There may be legal or policy questions concerning a lottery.*

C. Bicycling

Option 1. Encourage bicycling by providing route maps of bicycle paths along with safety information.

- *Bicycling is more efficient than walking. It requires one-fifth the energy to go a given distance while traveling four times as fast as walking.*

- *Accidents increase in direct proportion to traffic density.*
- *Exposure to air pollution is considerably increased due to physical exertion in high density traffic.*

Option 2. Provide bike racks in a secure protected area for parking.

- *Twelve bikes can be parked in the area required for one automobile.*
- *Security is important to prevent theft and vandalism.*

Option 3. Provide shower facilities for bicycle riders.

- *The exertion of bicycle riding on warm days might make such facilities desirable. Such facilities, however, require soap, towels, etc., which could be expensive. In addition, such facilities do not presently exist.*

Option 4. If lottery is held, allow participation by bicycle riders.

D. Vanpooling

Option 1. Purchase commercial vans of 8-12 person capacity for assignment to specific employees as drivers. Passengers would pay monthly fee based on costs, except for drivers, who ride free for their services.

- *Vans can serve employees where public transportation is lacking or inadequate.*

- Drivers are protected by State insurance coverage since they are assigned task by their employer.
- Fewer parking spaces are required for employees using this mode of commuting in preference to carpooling or driving individually.
- Vans could be used during the business hours for transporting people between various State offices or to act as a courier service.
- Parking may require priority spaces which are currently occupied.

SECTION IV

IMPLEMENTATION OF STATE PLAN

Implementation of State Plan

In early April 1975, members of the Division of ADP and the Management Services Division met with Mr. George Kelly of the Denver Regional Council of Governments (DRCOG) to discuss the latter's carpooling system. Mr. Kelly presented the DRCOG carpooling plan, explaining its operation and leaving descriptive literature with each of the participants.

DRCOG Carpooling Plan

Briefly, the plan is computerized to put riders and drivers in touch with each other when their arrival and departure points are in the same area, and their arrival and departure times are within thirty minutes of one another. The plan can be general to include all people who fit the profile, or it can be restricted to State employees only. The DRCOG system has been implemented by most businesses in the Denver Metropolitan area.

After DRCOG receives all the input data, individual computer printouts are furnished each employee. These printouts allow the employee to determine who potential carpoolers are with whom he can share a ride.

The cost of all data furnished, including key punching if necessary, is free up to the point of distributing the printouts to the employer for further distribution to employees.

After review of the benefits and costs, it was determined that the State of Colorado should adopt the DRCOG system. The DRCOG system was to be introduced by July 1, 1975.

Procedure for Implementing the DRCOG System

A. Program Development

With the decision to utilize the DRCOG system, a Carpool Coordinator was appointed from the Management Services Division.

Each department was asked to appoint a permanent Deputy Coordinator to oversee the program for his department (see Exhibit VIII, Page 79).

A meeting was held on May 27, 1975 with the deputy coordinators and representatives from DRCOG. The topics discussed were carpooling, bicycling, use of the RTD bus system, and vanpooling.

The major emphasis of the May meeting was on carpooling. Each deputy coordinator was given the responsibility of having each person in his department properly fill out the Carpool Survey Form (see Exhibit IX, Page 80). Within each department, the deputy coordinator was to select assistants, as necessary, to get the forms distributed, completed, and returned to the Management Services Division by June 16, 1975.

B. Survey Forms

DRCOG supplied the Carpool Survey Forms and these were distributed, with the necessary instructions, on May 29, 1975. In addition to the basic data requested, it was necessary to add a department identification number to facilitate the return of the computer printout matchups.

Because some employees indicated a negative attitude toward using Social Security numbers for identification purposes, a separate system of number identification had to be developed. Approximately 98% of the State employees did use their Social Security numbers, however.

The completed survey forms were divided into two categories: those wishing information on carpooling and those not interested at this time. The former category was forwarded to DRCOG, after being carefully checked and corrected where necessary. DRCOG arranged for key punching of the necessary data and had the computer matchups printed.

The forms for those not interested in carpooling were analyzed for type of transportation presently being used.

C. Distribution of Computer Matchups

By July 22, most of the computer matchups (see Exhibit X, Page 85), had been returned to the Management Services Division. The matchups were forwarded immediately to the deputy coordinators for further distribution to State employees. (See Exhibit XI, Page 86.)

In addition to the above, "14 Tips on Carpooling" (see Exhibit XII, Page 87), published by DRCOG, was sent along with the computer matchups for distribution to all carpooling employees.

D. Continuation of the Program

Each new employee, as part of his indoctrination, will be asked to fill out a DRCOG Carpool Survey Form. If the employee is interested

in carpooling, the form will be sent to the coordinator, who will forward it to DRCOG for processing. If the person is not interested, the survey form will be filed in his personnel folder.

Present employees who become interested in carpooling at a later date will fill out a form as if they were new employees.

Changes of address, either work or home, should be noted on a new form, with the correct data, and submitted to the coordinator.

Each employee leaving the employment by the State should fill out a survey form deleting his data from the carpool data base.

Items to Be Implemented

The State of Colorado has in operation an effective plan for matching employees who want to carpool. Now, action must be taken to provide positive incentives for employees wanting to carpool. Further, positive incentives must be developed to encourage other means of commuting to and from work.

The following is required:

A. Carpooling

1. Dual-Rate Parking Fee Structure

To encourage carpooling, a dual-rate parking structure should be implemented. Under the proposed system, rates for carpoolers would remain at the present level. Rates for non-carpoolers should be raised by 50%. Increased rates are required by Senate Bill 163 which requires the State to raise its rates equal to equivalent commercial parking rates.

2. Lottery

A positive incentive, in addition to reserved, premium parking at a lower rate, could be the creation of a lottery system. The lottery would be supported from excess revenue funds resulting from the dual-rate structure. The dual-rate structure would provide excess revenue (profit) of about \$3,500 per month (see Page 25).

Additional revenue of about \$1,500 per month would be generated if the State began charging for spaces presently reserved "free" for legislators, press, judges, the Governor and the Lieutenant Governor. This action would add 133 revenue spaces, and is suggested as an appropriate course to follow. This would indicate total government commitment to an important and timely effort.

Cash prizes of about \$20, the approximate amount of a one-month bus pass, is considered to be significant enough in size to be meaningful. Employees carpooling, riding the bus, bicycling, or vanpooling would be eligible to receive cash prizes from the lottery.

B. Public Transportation Via Bus

1. Monthly Bus Passes

As a convenience to State employees, facilities for buying monthly bus passes should be established at convenient locations in the Capitol Complex area. It is suggested that two booths be provided, one at the South end of the complex, and the other at

the North end. It is recommended that the booths be open during selected hours on the last Friday and Monday of each month, beginning September 1, 1975.

2. Display Stands

Display stands should be obtained from RTD for dispersing route maps and other appropriate literature on busing. Display stands could be placed in lobbies of the Capitol Annex Building and the State Services Building. In addition, large RTD route maps should be posted in conspicuous places throughout the Capitol Complex area.

3. Bus Shelters

For safety and comfort, two lighted, heated bus shelters should be acquired from RTD. Suggested locations for the shelters are 14th and Lincoln and Colfax and Lincoln.

C. Bicycling

1. Bicycle Racks

Bicycle racks should be placed in convenient locations where potential for vandalism and theft can be minimized. Such a facility currently is being installed in the Social Services Garage. (At this writing, there is a total of 38 bicycle rack spaces available.)

2. Bicycle Route Maps

Bicycle route maps are available from DRCOG. Maps should be acquired and posted in convenient locations throughout the Capitol Complex area.

3. Safety Literature

Literature on bicycling safety is available from manufacturers and DRCOG. Appropriate literature should be obtained and provided free to bicyclists.

D. Vanpooling

Funds should be requested from the Legislature to purchase vans for a pilot program. After evaluation of the pilot program, if it proves efficient and economical, additional vans could be purchased, as required.

SECTION V

CONCLUSIONS AND RECOMMENDATIONS

Conclusions and Recommendations

Conclusions

The results of this study indicate that the objectives of Regulation No. 9 are being achieved quite well, even though to date no positive incentives to promote carpooling, busing, and bicycling are offered in the Capitol Complex area. There is a high level of consciousness among employees of the problems associated with commuting.

For example, of the estimated 3,600 employees in the Capitol Complex area, it is calculated that approximately 1,500 are in carpools, which represents 41% of the employees. This information is derived from surveys conducted on State parking lots. From an RTD survey conducted during 1974 in the downtown area, it is estimated that 860 (24%) employees take the bus to work, and the remaining either drive by themselves, ride with someone employed elsewhere, use other forms of transportation, or are irregular in their commuting habits. At any rate, this is a high level of performance compared with other downtown area employers, and therefore further improvement possibilities are more limited than might be normally expected.

Some of the incentives which are suggested in Regulation No. 9 to promote the objectives of the program require monetary funding. The problems in either the private or the public sector are quite similar; (i.e., earmarking general funds for a select group), and, therefore, it seems logical to generate funds within the program. A dual-rate parking structure

can be established to provide a negative incentive to non-carpoolers and at the same time provide funds for use as a positive incentive to people complying with the objectives of Regulation No. 9.

The regulation requires the use of a locator service for carpooling and also requires that it be equivalent to or better than the service provided by the Denver Regional Council of Governments (DRCOG). Investigation of alternatives provides no reason not to use the DRCOG service. It has proven both effective and economical to users.

Busing provides another alternative to individual driving as a method of commuting. To be effective, the bus must be fast, economical, dependable, safe and convenient. The only bus system serving the Denver Metropolitan area from within is the RTD.

Bicycling also is promoted by Regulation No. 9. Even though there are mixed blessings concerning bicycling, the concept should be promoted provided that its drawbacks are made known and a safety promotion and education program are established and maintained.

Vanpooling is the fourth alternative. It is concluded that a pilot program should begin as soon as practical. The locator service for van passengers can be the same as used for carpooling. In addition to providing an attractive solution to commuting problems where quality bus service is lacking, vanpooling can alleviate the parking shortage in the Capitol Hill Complex area. A typical load of nine passengers, including the driver, means one parking space instead of nine for individually driven automobiles. The same van load

is the equivalent of 3.5 typical carpools, which translates to two parking spaces instead of seven.

Recommendations

In light of the data collected and the foregoing conclusions, the following recommendations are made.

1. Increase non-carpooling parking rates by 50% as shown:

\$ 8.00 to \$12.00

10.00 to 15.00

12.50 to 18.75

15.00 to 22.50

For carpoolers, leave rates at their present level.

2. Do not disturb present parking space allocation or the present waiting list.
3. Begin charging for spaces presently reserved "free" for legislators, press, judges, Lieutenant Governor and Governor. This will add 133 revenue spaces for a maximum of \$1,995 per month, or a minimum of \$1,330 per month, depending on the number of carpoolers presently occupying those spaces and show a total commitment to the program.
4. Provide two booths, or other convenient locations (North and South Complex), to sell monthly bus passes beginning September 1, 1975. It is suggested the booths be open during selected hours on the last Friday and Monday of each month to accommodate as many employees as possible.

5. Obtain display stands from RTD for dispensing route maps and other literature. It is suggested that one be placed in the Capitol Annex Building lobby and one in the State Services Building lobby. Also, post large RTD route maps in conspicuous places throughout the Capitol Complex area.
6. Arrange with RTD for two lighted, heated bus shelters for the Capitol Hill Complex. Suggested locations are 14th and Lincoln and Colfax and Lincoln.
7. Provide bicycle racks in convenient locations where the potential for vandalism and theft can be minimized. Such a facility is being installed in the Social Services Garage.
8. Post bicycle route maps which are available through DRCOG in convenient locations throughout the Complex.
9. Provide free safety literature, available from a variety of sources, for all bicyclists.
10. Create a dual-rate parking fee structure which will provide excess revenue (profit) of about \$3,500 per month. This money should be used for the benefit of those people involved in the program, i.e., carpoolers, bus riders, bicyclists and vanpoolers. A lottery is suggested, awarding \$20 cash prizes which will be the approximate amount of a one-month bus pass; and, is significant enough in size to be meaningful.

11. Purchase commercial vans of 8-12 person capacity for assignment to specific employees as drivers on a pilot program basis. Passengers should pay monthly fee based on costs, except for drivers, who should ride free for their services. A survey should be conducted prior to the pilot program to determine how many employees would be interested in vanpooling.

SECTION VI

APPENDIX

January 22, 1975

To: ALL STATE DEPARTMENT HEADS
From: Governor Richard D. Lamm
Subject: Air Pollution Control Commission Regulation No. 9

Regulation No. 9, adopted on July 25, 1974 by the Colorado Air Pollution Control Commission, was approved by the State Attorney General on January 6, 1975.

Section Three (III) of the regulation requires all employer groups, public and private, which employ two hundred and fifty (250) or more persons in the Denver Metropolitan area, to submit plans to the Division of Air Pollution Control, describing specific measures of encouraging carpooling, bicycle, and public transportation use. The regulation requires that plans be submitted to the Division by February 1, 1975, and fully implemented by April 1, 1975. The same requirements will apply to all employers of 50 or more persons, exactly six months later.

Included in the employer requirement is that plans demonstrate the intent to provide a uniform carpool locator service for the use of all interested personnel who wish to form ride pools. This service also must be fully implemented by April 1, 1975.

All departments of the State of Colorado which employ 250 or more persons in any one place, at any one time, will be required to develop such a service. This control strategy to reduce excessive automobile pollution will work only if a broad commitment is received from every sector of the Denver-Metro area. For this reason, I am asking for your support of the Colorado Air Pollution Commission's Regulation No. 9, as the heads of State departments which must respond to the Commission's mandate, and as concerned Colorado citizens. I have attached a copy of the regulation along with a letter from Lane W. Kirkpatrick, Division Director, Air Pollution Control Division, Colorado Department of Health, and the official State form which you should return to the Air Pollution Control Division.

I am aware that there are several Departments which have already implemented carpool programs. What I am asking is that each of you take a close look at your situation, and at the requirements of the attached Regulation No. 9, so that a proper course can be chosen which will be in keeping with the intent of the regulation. Some of the existing carpool programs may require considerable modifications in view of this new arrangement.

ALL STATE DEPARTMENT HEADS
January 22, 1975
Page 2

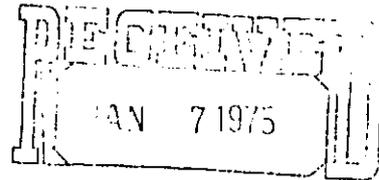
It is my recommendation that each of you contact the Denver Regional Council of Governments, to gain knowledge of how this system could be adopted, for the use of all interested personnel. Their organization employs a technique which minimized the efforts in data coordination, and they have the technical expertise to advise you in areas of promotions and incentives.

I would also like to remind you that the regulation requires the implementation of incentives, to encourage participation in the locator service, and in mass transportation and bicycle usage. The most successful application of incentives within employer groups to date has been the issuance of preferential parking for carpoolers and bicyclers. Mass transportation can be encouraged through the posting of bus schedules and park and ride locations, or by the sale of tickets at your location. For those of you who are in situations where these methods cannot be applied, a list of incentives has been provided, suggesting other viable means.

Questions concerning Regulation No. 9 and the February 1, 1975 response date should be directed to the Air Pollution Control Division, phone 388-6111, extension 371. I sincerely hope that the State can set an example for all employers in the area who must comply with these requirements. I believe it is important to express our commitment to strategies such as Regulation No. 9, which are helping us in our efforts to abate automotive pollution and make clean air a reality for the citizens of Denver.

EK:sks

Encl. Regulation No. 9
Official State form
Letter from Lane W. Kirkpatrick
List of Incentives



COLORADO DEPARTMENT OF HEALTH

4210 EAST 11TH AVENUE • DENVER, COLORADO 80220

MANAGEMENT SERVICES SECTION
OFFICE OF STATE PLANNING & BUSINESS
Edward G. Dreyfus, M.D., M.P.H., Executive Director

December 24, 1974

TO : SELECTED METROPOLITAN DENVER INDUSTRIES

FROM: Lane Kirkpatrick, Director of Air Pollution Control Division
Colorado Department of Health

RE : AIR POLLUTION CONTROL COMMISSION'S REGULATION NO. 9

The purpose of the Carpool and Public Transportation Survey Form is to secure information on the effectiveness of employer plans to encourage carpooling, public transportation, and bicycle use. By February 1, 1975, all public and private employers which employ more than two hundred and fifty (250) employees at any one plant or other business location, must complete this form and return it to the Division of Air Pollution Control. Satisfactory completion of this form will fulfill the requirements of the Air Pollution Control Commission's Regulation No. 9 and will help us to assess the relative worth of transportation control strategies being used throughout the Denver business community. We are requesting that in filling out this form, the following requirements be remembered:

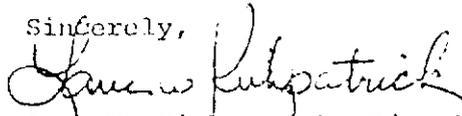
- 1) that the locator service developed as per Section III.A of Regulation No. 9 will be provided by the employer for use by all interested employees; or that,
- 2) another carpool locator service of equal or greater effectiveness will be used,
- 3) that a carpooling locator service will be fully implemented by April 1, 1975,
- 4) that the carpooling locator service shall be for the purpose of matching people to facilitate the transporting of two (2) or more persons per vehicle,
- 5) a description of employee incentives to encourage the use of carpooling, such as free or reserved parking adjustments in favor of carpooled vehicles where employee parking is provided.

- 6) a description of measures to encourage employees to use bicycles and public transportation; such as posting information for employees as to the availability of bicycle lanes and public transportation to and from the place of employment, and providing incentives for the use of same (reimbursement of fares for use of public transportation, provisions of secure and convenient parking for bicycles and/or similar fringe benefits).

Any firm desiring assistance in developing plans should contact Ellen Koester of our Air Pollution Control office at 388-6111, Extension 371, concerning the scheduling of workshops. Materials will be made available at the workshops on the DRCOG carpool program, and on alternative locator services which have been successfully implemented within Denver firms. Firms requiring information concerning the effectiveness of the DRCOG program can also obtain information by contacting their carpool coordinator at 758-5166.

Thank you for your cooperation in this matter.

Sincerely,



Lane W. Kirkpatrick, Director
Air Pollution Control Division

LWK/EK/gb

Encls.

cc: A. C. Bishard

Regulation No. 9

"The Control of Automotive
Air Pollution Through the
Encouragement of public
Transportation and
Motor Vehicle Restraints"

Colorado Air Pollution Control Commission

REGULATION NO. 9

The Control of Automotive Air Pollution
through Motor Vehicle Restraints and the Encouragement
of Public Transportation and Carpooling

I. AREA OF APPLICATION:

This Regulation No. 9 shall apply to the Metropolitan Denver Air Quality Control Region, which includes the counties of Adams, Arapahoe, Boulder, Denver, Douglas, Jefferson, Clear Creek, and Gilpin.

II. PREFERENTIAL TREATMENT OF BUSES:

- A. By September 1, 1974 (in cooperation with the Denver Regional Council of Governments, the State Department of Highways and each city and county government within the Metro Denver Air Quality Control Region) the Regional Transportation District (R.T.D.) shall develop and submit to the Commission a feasibility study for demonstrating preferential treatment for buses and carpools within the Metro Denver Air Quality Control Region. By July 1, 1975, R.T.D. shall in the same manner develop and submit to the Commission a regional plan for establishing preferential treatment for buses and carpools within this region. This plan shall include implementation steps, time schedules, and costs for implementing this plan by January 1, 1976.

After the Commission holds a public hearing on and adopts the plan, each party so identified in the plan as responsible for a portion of it shall implement that portion.

In connection with the plan, R.T.D. shall demonstrate to the Division that implementation of the preferential treatment of buses will not increase the potential for additional motor vehicle traffic within the affected area.

- B. By October 1, 1974, in cooperation with the Denver Regional Council of Governments, the State Department of Highways, and major local business and employment center Associations, the Regional Transportation District (R.T.D.) shall develop and submit to the Commission a plan for automobile intercept parking facilities and express bus service to employment and business centers. Said plan shall include an implementation time schedule and an evaluation of the effect of plan implementation upon reducing vehicle miles traveled (V.M.T.). After the Commission holds a public hearing and adopts the plan, each party so identified in the plan as responsible for a portion of it shall implement that portion.

- C. With respect to the requirements of Sections II.A. and II.B. of this regulation, R.T.D. shall by October 1 of each year submit plan revisions and additions for improving the effectiveness of adopted plans.

III. EMPLOYER PLAN REQUIREMENTS FOR CARPOOLING AND MASS TRANSIT INCENTIVES:

- A. By November 1, 1974, the Denver Regional Council of Governments shall submit to the Commission a proposal to establish a uniform carpooling locator service for the Denver metropolitan area.
- B. By February 1, 1975, all public and private employers which employ more than two hundred fifty (250) employees at one time in any one plant or other business location shall submit an affidavit, or plan, to the Division on forms provided by the Division. This affidavit shall be signed by an authorized company employee. The affidavit shall state that: 1) The locator service developed as per Section III.A of this regulation will be provided by the employer for use by all interested employees; or that: 2) another carpooling locator service of equal or greater effectiveness will be used. In the case of an alternative locator service, the employer must submit for approval by the Division a plan describing the system and effectiveness of it. The affidavit, or plan, shall provide the following:
1. That the carpooling locator service must be fully implemented by April 1, 1975.
 2. That the carpooling locator service shall be for the purpose of matching people to facilitate the transporting of two (2) or more persons per vehicle.
 3. A description of employee incentives to encourage the use of carpooling; such as, free or reserved parking adjustments in favor of carpooled vehicles where employee parking is provided, imposition of parking charges on non-carpooled vehicles, or other incentives.
 4. A description of measures to encourage employees to use bicycles and public transportation; such as, posting information for employees as to the availability of bicycle lanes and public transportation to and from the place of employment; and providing incentives for use of same (reimbursement of fares for use of public transportation, provision of secure and convenient parking for bicycles, and/or other similar fringe benefits).
- C. The Requirements of Section III.B shall apply to all public and private employers which employ more than fifty (50) employees at one time in any one plant or other business location exactly six months later than the time requirements of Section III.B (plan submittal by August 1, 1975 and carpooling locator service implemented by October 1, 1975).

- D. All employers regulated by this Section III shall, on an annual basis coinciding with the plan submittal date, submit on a form provided by the Division a brief progress report as to the effectiveness of implementing measures as required in this Section III.

IV. MOTOR VEHICLE MILES:

By March 1, 1975, the Denver Regional Council of Governments (in cooperation with the State Department of Highways and Regional Transportation District (R.T.D.)) shall provide written advice to the Commission as to the relationship, if any, between restricting the construction of new parking spaces in the Denver area and reducing vehicle miles traveled. It shall also recommend to the Commission parking requirements that may stimulate the use of public transportation and decrease single passenger vehicle miles traveled.

#####

CARPOOL AND PUBLIC TRANSPORTATION SURVEY FORM

I. GENERAL INFORMATION

- A. Company Name: _____
- B. Company Location: _____
- C. Total persons employed at any one time in any one plant: (please fill out a separate form on each location employing 250 or more)

- D. Number of employees per shift and time periods:
- | No. | Time | No. | Time | No. | Time |
|-----|-------|-----|-------|-----|-------|
| 1st | _____ | 2nd | _____ | 3rd | _____ |

Please indicate time and number of employees for additional shifts in space below.

II. PLANS FOR THE ENCOURAGEMENT OF CARPOOLING, PUBLIC TRANSPORTATION AND BICYCLE USE

A. Locator Service

1. A carpooling locator service for the purpose of matching two or more persons will be implemented by April 1, 1975, for use by all interested employees. Yes _____ No _____
2. The type of locator service is:
 - a. _____ Denver Regional Council of Governments
 - b. _____ George Washington High School
 - c. _____ In-house program or other
3. If answered "c" to question 2, please attach a brief explanation or copies of existing internal policy statements, memoranda, and promotional material which explain your car-pool program. (i.e., computer operated, manual, use of zip code areas, coordinate system ... any additional features which demonstrate program's capacity.) Plans must demonstrate uniformity of service and effectiveness equal to or greater than DRCOG locator.

4. Check incentives provided:

- a. _____ free or reserved parking in company lot
- b. _____ free or reserved parking in non-company lot
- c. _____ other (please attach a brief description or any appropriate forms)

5. Please attach a brief description of how your program will be promoted, or attach appropriate correspondence. (i.e., personal briefings, carpool fact sheets, articles in company newsletters)

B. BICYCLE USE

1. Employees are encouraged to use bicycles: Yes ___ No ___

2. Please check measures you plan to use to encourage bicycle use or attach existing internal policy statements, etc.:

- a. _____ bicycle racks
- b. _____ posting of bicycle routes
- c. _____ preferential parking for bicycles in company lot
- d. _____ other (please explain briefly below)

C. ENCOURAGEMENT OF MASS TRANSPORTATION

1. Employees are encouraged to use mass transportation:

Yes _____ No _____

2. Please check measures you plan to use to encourage mass transportation:

- a. _____ bus schedules posted
- b. _____ bus fare subsidized
- c. _____ company chartered bus
- d. _____ other (please explain briefly below)

3. If a bus subsidy or other incentive program is being used, please attach a brief description of how the system is administered, or attach appropriate forms.

III. CURRENT STATUS OF CARPOOLING AND BUS/BICYCLE USE

We are asking for your help in providing us the following information so that we can measure the effectiveness of implementing measures, when on an annual basis, progress reports are submitted.

1. How many carpools have been formed at your company? _____
2. How many employees do you estimate are currently using the following:
 - a. _____ motor vehicles
 - (i) _____ carpooling
 - (ii) _____ single passenger
 - b. _____ bus
 - c. _____ company vehicle
 - d. _____ bicycle
 - e. _____ walk
 - f. _____ other (designate type)
3. If you are currently offering preferential parking for car-poolers, how many spaces do you estimate are in use? _____
4. How many additional spaces do you plan to provide and over what period of time? _____
5. Out of the employees who are estimated pooling, how many are engaged in the following:
 - a. _____ informal pooling
 - b. _____ using company carpool program
6. If you are operating a bus subsidy program, how many employees do you estimate are using this service? _____
7. Please estimate total passenger miles travelled by employees (i.e., total for all employees of one way distance from home to work): _____

This information must be submitted by February 1, 1975.

This information is submitted to describe the use of a carpooling locator service and incentives for the encouragement of mass transportation and bicycle use to satisfy Air Pollution Control Commission's Regulation No. 9, which becomes effective on January 6, 1975.

Company Name

Signature of responsible representative:
(President, Vice-President if a corporation,
general partner if a partnership, or name
of person doing business under stated com-
pany name)

Type or print name and official title
of person signing this data form.

(corporate seal)

Name of person who can be contacted to
follow up on this survey form.

Incentives Are a Requirement of Regulation Number 9

Often it is the INCENTIVE, more than any single ingredient, which gives a carpool program the extra push it needs to be successful. Incentives do not have to be complicated; they just have to work for your company. Here are some suggestions which may be right for your situation.

Incentives From the Economic and Environmental Effects of Carpooling

The routine costs of owning and operating an automobile and the automobiles's effect on the environment, can be incentives to carpool. Points to stress are:

- reductions in travel expense
- reductions in insurance rates
- gas tax rebates
- reductions in travel time (carpool parking lots near freeways, exclusive carpool/Lus lanes)
- less congestion on streets and highways
- cleaner air

In order for these incentives to work, it is necessary for management to stress these factors to all employees. Experience has shown these methods to be effective:

- personalized briefings conducted on behalf of all employees by Departmental Heads or Staff
- dissemination of fact sheets to individual employees
- prominent feature in company newsletter

Incentives Offered by the Employer

These incentives have been used successfully by Denver area employers:

I. Incentives for Carpooling:

- Free or reserved parking or carpool loading areas
- Adjustment of start-stop work schedules
- Large gift drawing such as a U. S. Savings Bond
- Periodic monthly gifts
 - free car washes and other discounts and certificates for poolers
 - free coffee or lunches in company snack bar or cafeteria for poolers
 - special arrangements for poolers to receive company benefit
 - partial reimbursement of parking cost
 - awarding carpoolers with special recognition

II. Incentives for Bicycle Use

- Bicycle racks
- Posting of bicycle routes
- Preferential parking
- Provision of secure parking within building
- Periodic minor gifts
- Bicycle pool for business shuttling
- Showers for bicyclers
- Bikeway plan with dismount zones for safety
- Bicycle Committee to promote safety

III. Incentives for Public Transportation

- Posting RTD routes, Park & Ride lots, & posters
- Arrangements with RTD for additional service
- Commuter tickets sold on site
- Company-chartered bus
- Meetings re. transit information
- Bus subsidy program
- Mini bus service
- Periodic gifts for transit users
- Shuttle service for business purposes
- Company request for bus shelter

TO: John I. Lay
FROM: John R. Kennedy
SUBJECT: Car Pooling/Denver Regional Council of Governments (DRCOG)
DATE: April 15, 1975

On Friday, April 11, 1975, personnel from the Divisions of Management Services and Automated Data Processing met with George W. Kelly of DRCOG to review the State of Colorado's compliance with Colorado Air Pollution Control Circular No. 9. Mr. Kelly's earlier unhappiness with the State has been placated; and, he is in agreement that the State plan is in compliance with the directive.

Mr. Kelly explained the DRCOG car pool program and left descriptive literature concerning the plan. The plan, as described, could be put into operation by the State at basically no cost and with a minimum of delay. This office is investigating the plan further before making any recommendations.

The car pooling plan is integral with expressed concern over parking lot charges for state-owned space. It is our plan to provide car pooling incentives through the rate structure for State-owned parking lots. We strongly urge that the two problems be assigned to the Management Services Division for the creation of an overall plan with the operation to be carried out by the proposed Division of Central Services.

At the present time, at least four different State agencies are known to be involved in some effort connected with car pooling for State employees; i.e., The Department of Highways, Division of ADP, Management Services Division, and the Executive Budget Office. Planning is rather diffuse and disorganized as the attached memo illustrates.

Mr. William Graham, on contract with this office for the next couple of months, had input into the parking rate structure survey, and attended the meeting with Mr. Kelly.

This, plus the fact that the period involved in Mr. Graham's contract coincides perfectly with the time required to develop an effective plan for operation to be effective July 1, 1975, make this an appropriate assignment for the Management Services Division.

I propose that we draft an ALL DEPARTMENT HEADS letter for your signature advising that the Management Services Division will coordinate the overall State Carpooling/Parking Charges effort and publish an official plan to be effective July 1, 1975. Your early response will be appreciated so that a timely plan can be put into effect at the earliest possible date.

Enc.



Exhibit III

DEPARTMENT OF ADMINISTRATION

630 State Services Building
Denver, Colorado 80203

April 24, 1975

RICHARD D. LAMM
Governor

John I. Lay
Executive Director

To: All Department Heads
From: John I. Lay
Subject: Air Pollution Control Commission Regulation No. 9
Car Pooling and Public Transportation

Regulation Number 9 requires all employees in the Denver metropolitan area with over 250 employees at one location to have a car pool/public transportation plan in effect. It also requires all employers with over 50 employees at one location to have a plan in effect not later than October 1, 1975.

Management Services Division of the Department of Administration is preparing such a plan for State offices in the Denver metropolitan area. It is the intent to implement the plan not later than July 1, 1975, including incentives for using car pooling and public transportation which are required by Regulation Number 9.

Plans already in effect at various locations may not be altered. It is hoped, however, that the advantages of the proposed plan and its convenience of implementation will be attractive to all concerned.

JIL/WWG:ad

PARKING SURVEY
 PREPARED BY
 MANAGEMENT SERVICES DIVISION

Please answer the following questions and return to the attendant before leaving this evening. It is not necessary to identify yourself.

- | | <u>Yes</u> | <u>No</u> |
|--|--------------------------|--------------------------|
| 1. Do you normally drive to work by yourself? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Do you regularly carpool? (Do <u>not</u> count family members.) | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. If so, how many regular riders? (Include yourself.) | _____ | |
| 4. Are carpoolers all State employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. If you do not carpool, would you be willing to do so? | <input type="checkbox"/> | <input type="checkbox"/> |

CAPITOL COMPLEX AREA EMPLOYEES
"TO AND FROM WORK TRANSPORTATION SURVEY"

SUMMARY
OF
REPLIES

(1,279 Employees Replied)

Survey Conducted by
Management Services Office
Department of Administration

February 1974

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"Would You Use the 'Park & Ride' System, e.g., Drive to Central Point, Park and Ride the Bus?"	6
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INTRODUCTION

At the request of the Executive Director, Department of Administration, the Management Services Office conducted an "opinion survey" of Capitol Complex area employees during February 1974. The purpose of the survey was to determine the following:

- How employees get to and from work.
- Would the employee join a car pool.
- Would the employee provide a car for a pool.
- How often would the car be available for pool use.
- Was a bus available to the employee.
- Would the employee regularly take the bus to work.
- Does the employee have a State parking space.
- What would the employee do if State parking were not available.
- Would the employee use the "park & ride" system, e.g., drive to central point, park and ride the bus.
- Where the employee resides.
- What suggestions and comments the employee had relative to alternate ways to consolidate modes of transportation for Capitol Complex area employees.

The survey was conducted via a questionnaire distributed through strategic locations in Capitol Complex area buildings. (See Page 10 for questionnaire; and, Page 8 for distribution points.) Completed questionnaires were received from 1,279 employees.

A summary of replies to the survey questionnaire is presented in the following pages.

SUMMARY OF REPLIES TO
CAPITOL COMPLEX AREA EMPLOYEES
"TO AND FROM WORK TRANSPORTATION SURVEY"

(1,279 State Employees Replied)

QUESTION

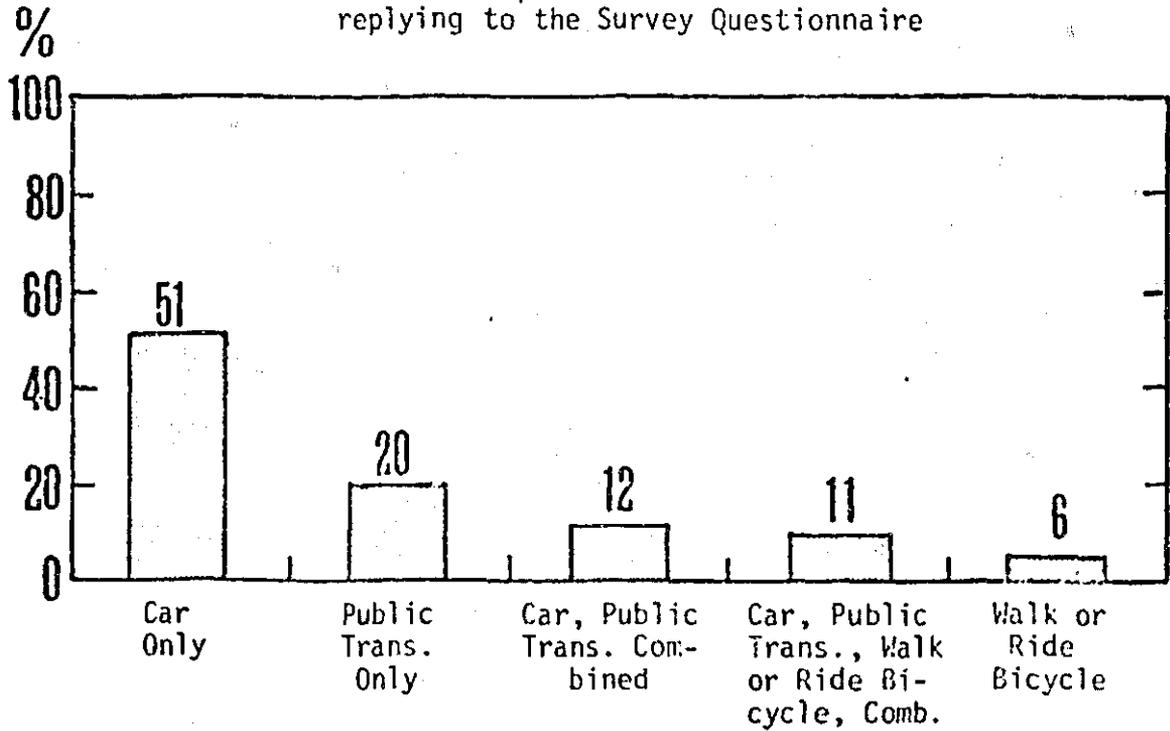
HOW DO YOU GET TO WORK?

- (a) Drive Own Car
- (b) Use Public Transportation, e.g., Bus
- (c) Driven to Work
- (d) Member of Car Pool
- (e) Other Mode of Transportation (Specify)

REPLIES

HOW CAPITOL COMPLEX AREA EMPLOYEES GET TO AND FROM WORK

Stated as a percent and number of those
replying to the Survey Questionnaire

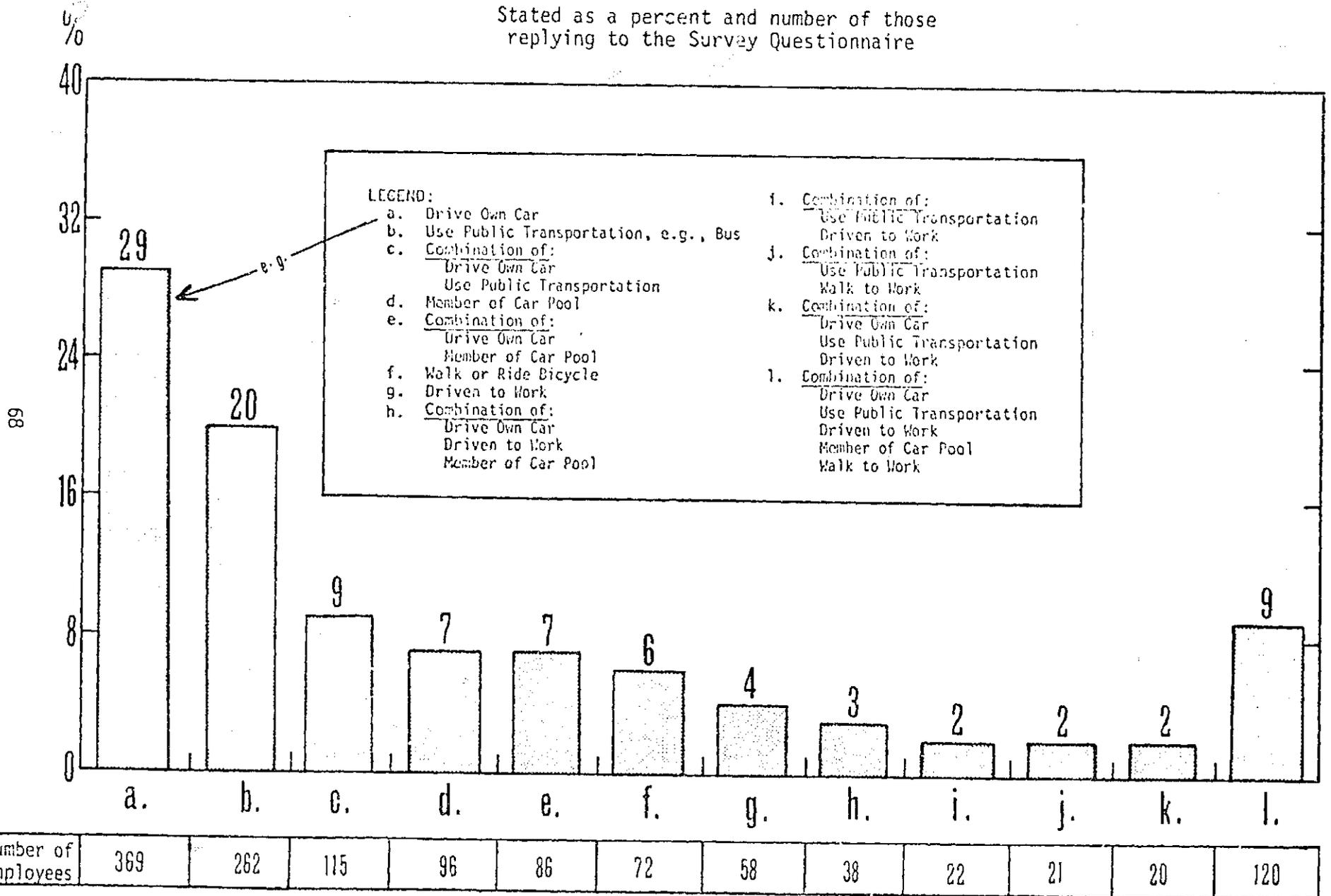


Number of Employees	647	262	157	141	72
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(See next page for more detailed breakdown of how employees get to and from work.)

HOW CAPITOL COMPLEX AREA EMPLOYEES GET TO AND FROM WORK

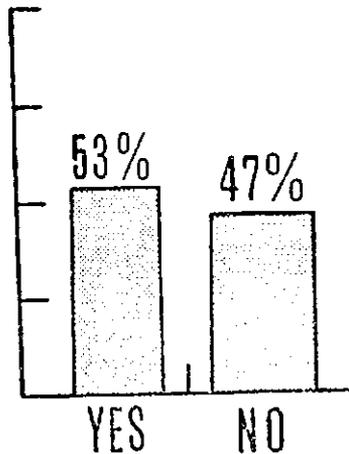
Stated as a percent and number of those replying to the Survey Questionnaire



QUESTION

WOULD YOU JOIN A CAR POOL?

REPLIES

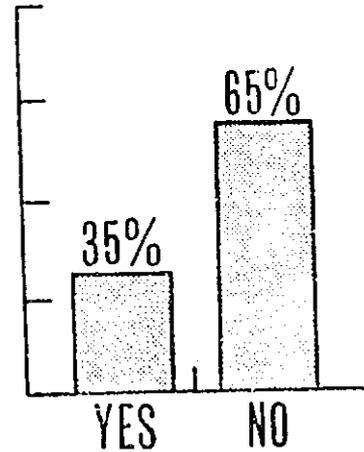


Number of Employees	YES	NO
	677	602

QUESTION

WOULD YOU PROVIDE A CAR FOR A POOL?

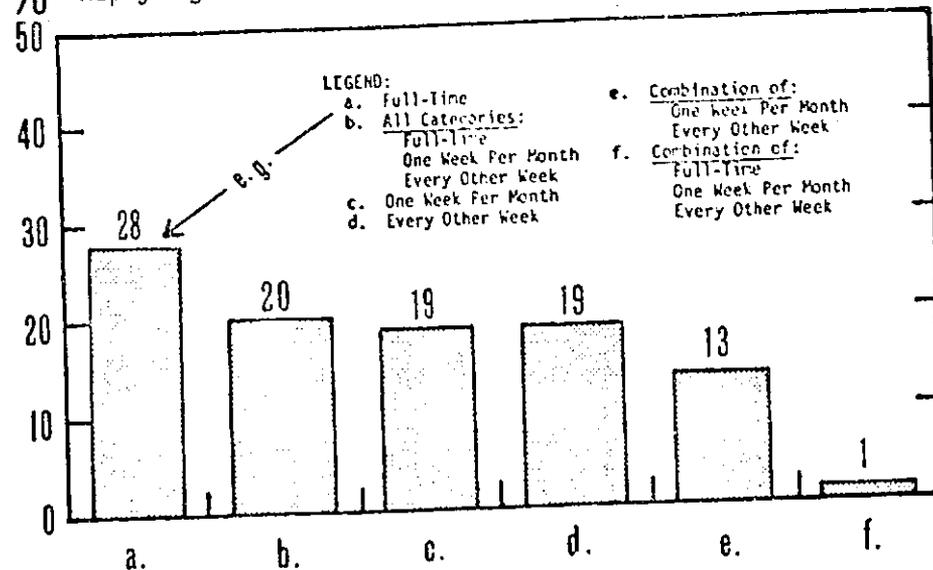
REPLIES



Number of Employees	YES	NO
	453	826

AVAILABILITY OF CARS FOR POOL USE

Stated as a Percent and Number of Those Replying That Their Car Was Available for Pool Use

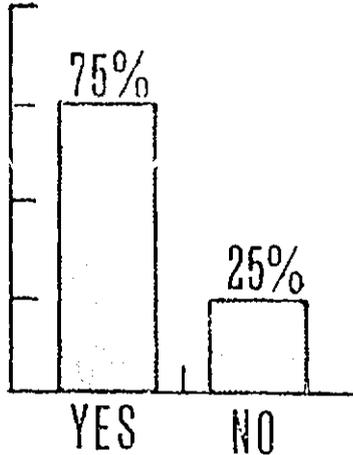


Number of Employees	a.	b.	c.	d.	e.	f.
	128	91	84	83	59	8

QUESTION

IS THERE A BUS AVAILABLE TO YOU?

REPLIES

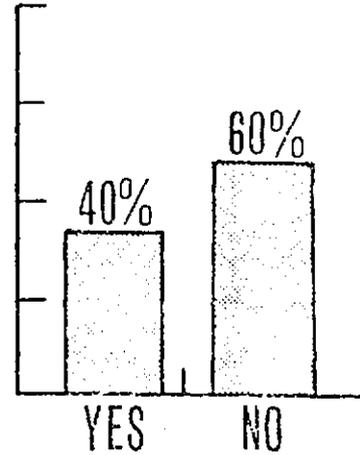


Number of Employees	956	323
---------------------	-----	-----

QUESTION

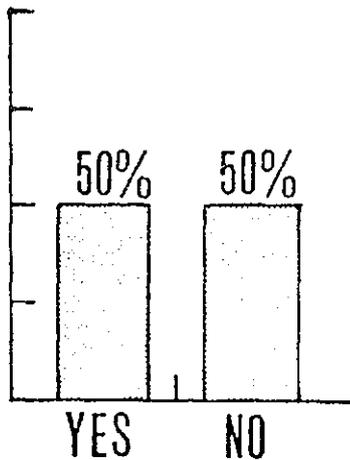
WILL YOU REGULARLY TAKE THE BUS TO WORK?

REPLIES



Number of Employees	515	764
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PERCENT AND NUMBER OF PEOPLE REPLYING THAT THEY HAD A BUS AVAILABLE AND WOULD REGULARLY TAKE A BUS TO WORK



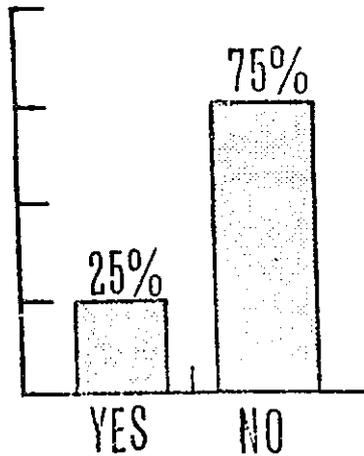
Number of Employees	477	479
---------------------	-----	-----

NOTE: Thirty-eight people replied that, although no bus was available to them, they would regularly take the bus, if and when one were available.

QUESTION

DO YOU HAVE OR USE A STATE
PARKING SPACE?

REPLIES

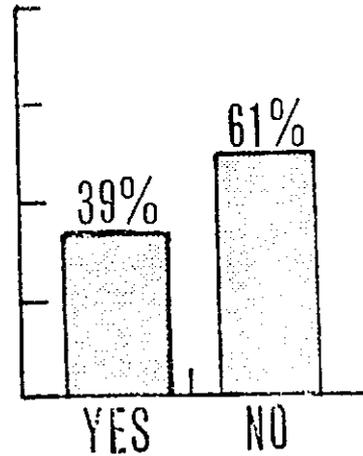


Number of Employees	322	957
---------------------	-----	-----

QUESTION

WOULD YOU USE THE "PARK & RIDE"
SYSTEM, e.g., DRIVE TO CENTRAL
POINT, PARK AND RIDE THE BUS?

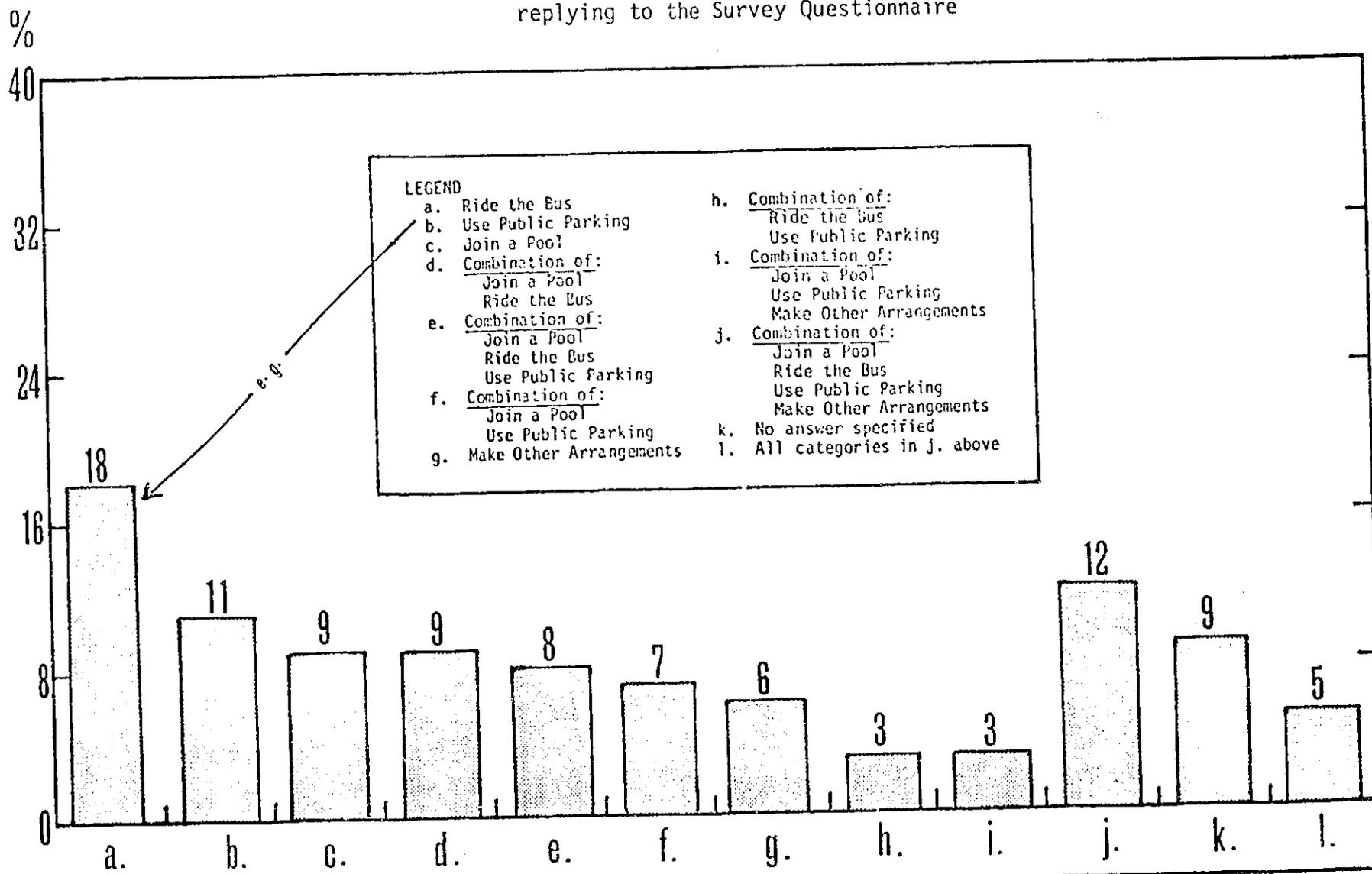
REPLIES



Number of Employees	499	780
---------------------	-----	-----

WHAT CAPITOL COMPLEX AREA EMPLOYEES WOULD DO
IF STATE PARKING WERE NOT AVAILABLE

Stated as a percent and number of those
replying to the Survey Questionnaire



Number of Employees	237	136	110	108	101	91	72	47	41	154	115	67
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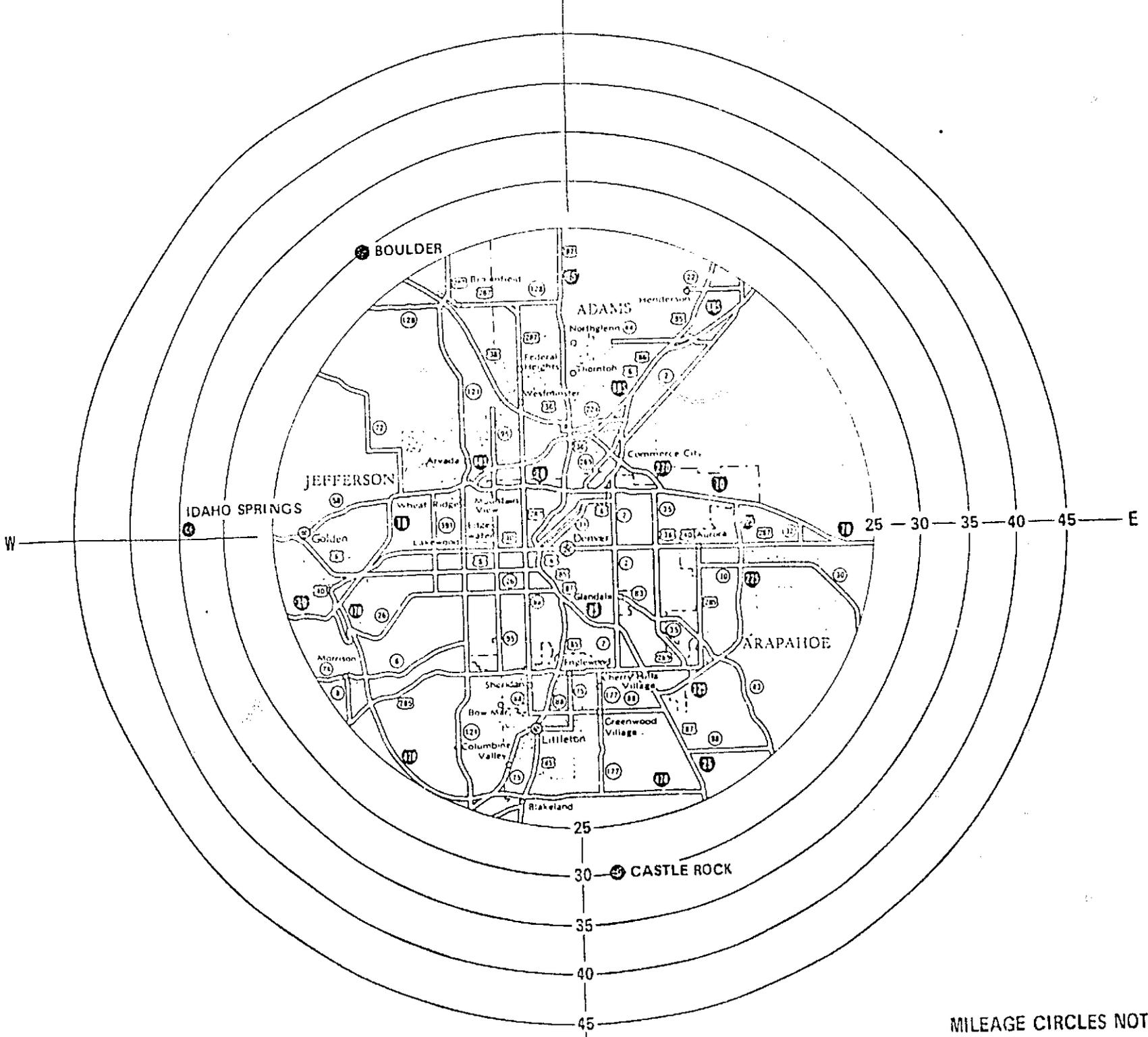
RECEIPT OF SURVEY REPLIES
Location, Number, and Percent

Location	Number	Percent
State Services Building	251	20
Social Services Building	210	16
Labor - 9th and Sherman	186	15
State Capitol Annex	138	11
State Capitol	128	10
Columbine Building	108	8
Employment - 12th and Sherman	71	6
State Office Building	62	5
Lincoln Building	34	3
State Museum	28	2
Legion Building	26	2
Archives Building	18	1
State Library	10	.5
Daly Building	9	.5
Total	1,279	100.0

EMPLOYEE PARTICIPATION IN THE SURVEY

Location, Number, and Percent of Employees Participating

Location	Approximate Number of Employees	Number of Completed Questionnaires	Percent of Employees Participating
State Services Building	600	251	42
Social Services Building	600	210	35
Labor - 9th and Sherman	263	186	71
State Capitol Annex	600	138	23
State Capitol	280	128	46
Columbine Building	350	108	31
Employment - 12th and Sherman	310	71	23
State Office Building	350	62	18
Lincoln Building	60	34	57
State Museum	30	28	93
Legion Building	62	26	42
Archives Building	22	18	82
State Library	35	10	29
Daly Building	44	9	20
Total	3,606	1,279	35



MILEAGE CIRCLES NOT TO SCALE

STATE-OWNED PARKING SPACES
CAPITOL COMPLEX AREA

January 1975

Parking Lot Location	Number of Spaces	Rental Charge Per Space	Total Mo. Charge
Lincoln & Colfax	175	\$ 8.00	\$1,400
1530 Sherman Street	45	10.00	450
Social Services Garage	44	10.00	440
14th & Lincoln	43	10.00	430
Capitol Circle	26	10.00	260
East of State Museum	5	10.00	50
Social Services Garage	24	12.50	300
Social Services Garage	118	15.00	1,770
1540 Lincoln Street	26	15.00	390
Social Services Garage	2	16.00	32
Total	508	\$10.87 Avg.	\$5,522

Summary by Rate		
Number of Spaces	Rental Charge Per Space	Total Mo. Charge
175	\$ 8.00	\$1,400
163	10.00	1,630
24	12.50	300
144	15.00	2,160
2	16.00	32

STATE-OWNED PARKING SPACES
 CAPITOL COMPLEX AREA
 PROVIDED FREE OF CHARGE

January 1975

Parking Lot Location	Number of Spaces	Reserved for
Capitol Circle	68	State Representatives
Capitol Circle	40	State Senators
Capitol Circle	7	Judges
Capitol Circle	6	Press
Capitol Circle	3	State Highway Patrol
Capitol Circle	1	Governor
Capitol Circle	1	Lieutenant Governor
Social Services Garage	10	Judges
Total	136	



DEPARTMENT OF ADMINISTRATION

630 State Services Building
Denver, Colorado 80203

May 16, 1975

CHARL D. LAMM
GovernorJohn I. Lay
Executive Director

To: (Addressed individually to ALL DEPARTMENT HEADS)

From: John I. Lay, Executive Director, Department of Administration

Subject: Carpooling/Busing/Bicycling - Regulation No. 9

Regulation No. 9 of the Air Pollution Control Commission requires all employers of over 250 people to have carpool plans and incentives to promote the use of carpooling, busing and bicycling by their employees. Governor Lamm, in his memorandum of January 22, 1975, expressed his full support and requested your assistance in implementing compliance with Regulation No. 9.

You are requested to appoint a permanent Deputy Coordinator to oversee the installation and continuation of a program to promote the use of alternatives to passenger cars carrying only a driver as a means of commuting to and from work. In cases where departments located in the Capitol Hill Complex have other facilities within the Denver Metropolitan area with over 50 employees, then an Assistant Deputy Coordinator should be appointed for each location.

Although the above positions should be considered permanent, they will not be demanding of time after the program is launched. Because of the leadership requirements, it is suggested that persons appointed to these positions be at least Administrative Assistant I level or equivalent.

An orientation meeting for the above personnel will be held in Room 807 of the Social Services Building (16th and Sherman) at 9:00 A.M. on Tuesday, May 27, 1975. The meeting will last until noon.

Please telephone the names of your people who will attend to Anne Dooley, (892-3476) not later than Friday, May 23, 1975.

JIL



Exhibit IX

DEPARTMENT OF ADMINISTRATION

630 State Services Building
Denver, Colorado 80203

RICHARD D. LAMM
Governor

May 29, 1975

John I. Lay
Executive Director

To: All Carpool Deputy Coordinators
From: Management Services Division - W. W. Graham
Subject: Carpool Survey Forms

Carpool Survey Forms are being sent to you in the amounts you requested. More are available should you require them.

It is requested that all employees fill out the form, whether or not they are interested in carpooling or vanpooling. When an employee indicates he is not interested in carpooling by checking the appropriate box on the form, that form should be kept by the Deputy Coordinator. All other completed forms should be sent to John Rickert, Management Services Division, Room 606, State Services Building.

In filling out the forms, the following points should be noted.

1. All employees are new poolers and should enter the Number 1. in the first space on the form. Furthermore, if an employee later fills out a new form, and has never had his form entered into the computer program, he remains a Number 1.
2. The employee's social security number is entered for an identity check only, and should be used. However, if employees object to its use, a code is attached for employee identity numbers. Be certain identity numbers are not duplicated.
3. The employee's last name should appear first, followed by his given name and middle initial. Leave an empty space between each name and initial. No punctuation is to be used. In the event of a long last name, it is not necessary to provide first name or middle initials. Only the spaces shown on the form can be used. Do not add spaces.
4. Note in the example that the home address is a four-digit number, and that the last four spaces of the five-space block are used. Do not use zeroes to fill in empty spaces.

Carpool Deputy Coordinators
May 29, 1975
Page 2

5. Be certain that address direction, N, S, E or W, is shown where it applies. If it is not a part of the proper address, it may be omitted.
6. Use an "x" to show appropriate work days.
7. Either the home or office telephone number can be shown. It is not necessary to indicate which number it is. Do not show both numbers.
8. In every case, the employer should be shown as COLORADO. The employer address should be that of the local address of employment for each employee, not the address of the department home office, if they are different. Refer to Item 4 for digit location.

Please have these forms completed by Friday, June 13, 1975, and forward to Management Services Division for receipt not later than June 16, 1975.

If there are any questions, please contact the writer at 892-3476.

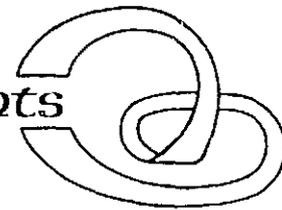
WVG:ad
cc: John Rickert



Employee Identity Code

Governor's Office	<u>/0/0/0/</u>	<u>/0/1/</u>	<u> / / / / /</u>	0001-999
Judicial	<u>/0/0/0/</u>	<u>/0/2/</u>	<u> / / / / /</u>	0001-999
Legislature	<u>/0/0/0/</u>	<u>/0/3/</u>	<u> / / / / /</u>	0001-999
Administration	<u>/0/0/0/</u>	<u>/0/4</u>	<u> / / / / /</u>	0001-999
Agriculture	<u>/0/0/0/</u>	<u>/0/5/</u>	<u> / / / / /</u>	0001-9999
Education	<u>/0/0/0/</u>	<u>/0/6/</u>	<u> / / / / /</u>	0001-9999
Health	<u>/0/0/0/</u>	<u>/0/7/</u>	<u> / / / / /</u>	0001-9999
Higher Education	<u>/0/0/0/</u>	<u>/0/8/</u>	<u> / / / / /</u>	0001-9999
Highways	<u>/0/0/0/</u>	<u>/0/9/</u>	<u> / / / / /</u>	0001-9999
Institutions	<u>/0/0/0/</u>	<u>/1/0/</u>	<u> / / / / /</u>	0001-9999
Labor & Employment	<u>/0/0/0/</u>	<u>/1/1/</u>	<u> / / / / /</u>	0001-9999
Law	<u>/0/0/0/</u>	<u>/1/2/</u>	<u> / / / / /</u>	0001-9999
Local Affairs	<u>/0/0/0/</u>	<u>/1/3/</u>	<u> / / / / /</u>	0001-9999
Military Affairs	<u>/0/0/0/</u>	<u>/1/4/</u>	<u> / / / / /</u>	0001-9999
Natural Resources	<u>/0/0/0/</u>	<u>/1/5/</u>	<u> / / / / /</u>	0001-9999
Personnel	<u>/0/0/0/</u>	<u>/1/6/</u>	<u> / / / / /</u>	0001-9999
Planning & Budgeting	<u>/0/0/0/</u>	<u>/1/7/</u>	<u> / / / / /</u>	0001-9999
Regulatory			Department System in Use	
Revenue	<u>/0/0/0/</u>	<u>/1/8/</u>	<u> / / / / /</u>	0001-9999
Social Services	<u>/0/0/0/</u>	<u>/1/9/</u>	<u> / / / / /</u>	0001-9999
State	<u>/0/0/0/</u>	<u>/2/0/</u>	<u> / / / / /</u>	0001-9999
Treasury	<u>/0/0/0/</u>	<u>/2/1/</u>	<u> / / / / /</u>	0001-9999
CCD	<u>/0/0/0/</u>	<u>/2/2/</u>	<u> / / / / /</u>	0001-9999

denver regional council of governments



DOUBLE UP! CARPOOL SURVEY

PRINT ONE LETTER OR NUMERAL IN EACH BLOCK - PLEASE LEAVE SPACE AFTER EACH WORD

①

FILL IN NUMBER:

- 1. NEW POOLER
- 2. CHANGE
- 3. DELETION

____-____-____
SOCIAL SECURITY NUMBER

EMPLOYEE NAME _____
LAST AND FIRST

HOME ADDRESS _____
NUMBER DIR. STREET NAME ONLY - NO CITY, STATE, P.O. BOX OR RTE # TYPE

STREET TYPE

AVENUE	-	AV
BOULEVARD	-	BL
BYPASS	-	BY
CIRCLE	-	CI
COURT	-	CT
DRIVE	-	DR
HIGHWAY	-	HW
PARKWAY	-	PK
PLACE	-	PL
STREET	-	ST
TRAIL	-	TR
VIADUCT	-	VI
WAY	-	WY
LANE	-	LA
ROAD	-	RD

EXAMPLE
HOME ADDRESS _____
NUMBER DIR. STREET NAME ONLY - NO CITY, STATE, P.O. BOX OR RTE # TYPE

ZIP CODE _____ WORK DAYS _____
SUN MON TUE WED THUR FRI SAT

CURRENT MODE OF TRANSPORTATION: 1. CARPOOL
2. BUS, 3. DRIVE, 4. WALK, 5. OTHER

IN A CARPOOL DO YOU PREFER: 1. DRIVE
2. RIDE, 3. EITHER

DO YOU PREFER: 1. NON-SMOKING
2. SMOKING, 3. DON'T CARE

②

TELEPHONE (WORK OR HOME) _____ EXT. _____

WORK HOURS _____ : _____ : _____
STARTING TIME QUITTING TIME

EMPLOYER NAME _____

EXAMPLE SHOW 8:00 A.M. AS: 08 : 00
AND 4:30 P.M. AS: 16 : 30

EMPLOYER ADDRESS _____
NUMBER DIR. STREET NAME TYPE

ZIP CODE _____

ALL INFORMATION ON THIS SURVEY WILL BE USED ONLY FOR CARPOOL MATCHING AND FOR STUDIES RELATED TO TRANSPORTATION PLANNING REQUIRING GROUPING OF PERSONS BY ORIGIN AND DESTINATION. THE DENVER REGIONAL COUNCIL OF GOVERNMENTS ASSUMES NO LIABILITY FOR ITS USE BY THIRD PARTIES.

I DO NOT WISH CARPOOL INFORMATION, AT THIS TIME.

LIST OF COORDINATORS
AND DEPUTY COORDINATORS

<u>Name</u>	<u>Dept. I.D. No.</u> <u>(for Reg. No. 9 Program)</u>	<u>Department or</u> <u>Sub-Division</u>
John Rickert	--	Management Services Div.
Hugh Humphries	01	Governor's Office
Bernard Steinberg	02	Judicial
Susie Richardson	03	Legislature
Robert O'Lear	04	Administration
Neil Peters	05	Agriculture
Mary Smith	22	Community Coll.-Denver
Douglas Bassett	06	Education
Ellen Koester	07	Health
Jack Armstrong	08	Higher Education
	09	Highways (1)
Rick Stone	10	Institutions
Ron Lerner	11	Labor and Employment
Lou Kelley	12	Law
Wes Letz	13	Local Affairs
Joe Levesque	14	Military Affairs
Donald Moore	15	Natural Resources
Richard Worley	16	Personnel
Ray Pitsker	17	Planning and Budgeting
John Hucal	23	Regulatory Agencies
Stan Bogren	18	Revenue
Don Braden	19	Social Services
Margaret Sumner	20	State
Marie Harker	21	Treasury

(1) Not included in initial survey because of existing carpooling programs.

DENVER REGIONAL COUNCIL OF GOVERNMENTS CARPOOL PROGRAM

CARPOOLING CANDIDATE LIST

CANDIDATES FOR	DAYS	HOURS	TELEPHONE	EXT	DRVR/RIDR
LOVE BOB	MTWTF	800-1700	2224444	0	RIDR
CRANE BOB	MTWTF	800-1700	7585166	0	BOTH
1930 COMMERCE	ST		80301		
DOE JOE	MTWTF	800-1700	7585167	0	BOTH
350 PONCA	PL		80303		
MAY JACK	MTWTF	800-1700	4441111	0	BOTH
1521 BALSAM	AV BOULDER CO		80302		
EAST DON	MTWTF	800-1700	7585167	0	BOTH
4156 TABLE MESA	DR		80303		
POSS STAN	MTWTF	800-1700	9224489	0	BOTH
1174 28TH	ST BOULDER CO		80302		
KELLY JOHN	MTWTF	800-1700	7512222	0	BOTH
3564 ARAPAHOE	AV		80301		
SMITH GEORGE	MTWTF	800-1700	9223333	0	DRVR
1313 BROADWAY	BOULDER CO		80302		
JOHN DICK	MTWTF	800-1700	7561212	101000	RIDR
4418 CHIPPEWA	DR		80303		
BROWN JOHN	MTWTF	800-1700	7585166	0	DRVR
2790 HARTFORD	DR		80303		

DENVER REGIONAL
 COUNCIL OF GOVERNMENTS
 SUITE 200
 1776 S. JACKSON ST.
 DENVER, CO. 80210

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Here are some sensible tips for Double Up! carpoolers

1 Make it an *ironclad rule* that your pool serves but one purpose: commuting to and from work. You're in big trouble if it becomes a shopping or an errand service.

2 See if you can arrange to have only one driver - permanently. He or she will not only feel a definite responsibility to be the driver, but chances for misunderstandings will be greatly reduced.

3 On the other hand, if driving chores simply must be shared, reduce confusion and detailed scheduling by rotating drivers monthly or weekly - rather than daily.

4 Have a definite agreement in advance on reimbursement for driving expenses. (Example: Multiply roundtrip mileage by 12¢ per mile, add daily parking costs, divide by total number of carpoolers to determine share of each.)

5 Agree on regular payment basis. This is most important.

6 It is extremely important that a chain of communications be established among carpool members so that rapid adjustments can be made with minimum delay and inconvenience. The chain of communication should parallel the morning pick-up sequence: driver, passenger #1, passenger #2, passenger #3. Thus, if, for example, the driver is ill or the car won't start, the driver calls passenger #1 and asks him or her to drive. Also, if a passenger must change plans, he or she should notify the person who is picked up immediately before him.

7 Maintain a regular route and a regular schedule. Try to stick to it.

8 Resolve to be extra careful about maintaining harmony among passengers. For example:

- a) Don't honk for your passengers. It frays neighbors' nerves, often starts dogs barking for blocks around.
- b) Since most passengers will be watching for your car from inside their homes, it is most important that the driver is prompt.
- c) Have a prior understanding among all passengers on just how long the driver should wait for a passenger (should be no more than two minutes at the most).

9 Discuss carpool plans with your insurance agent (in most cases present liability coverage is adequate - but you *must* be sure!). See to it that all your riders are informed about insurance coverage.

10 It's important that the car be maintained in good driving condition - well serviced, safe, and comfortable.

11 Discuss any problems that might arise when your carpool arrangements are first made. Try to anticipate problems so they can be resolved beforehand. Reach *firm agreements* on all points, and renew them *regularly* to avoid misunderstandings. It's the little things that mean a lot. So don't overlook such small points as smoking, radio station choice and volume, earlier starting time on inclement days, etc. It wouldn't hurt to provide each passenger with a concise list of carpool rules.

12 Establish a pickup and delivery route that is convenient to the driver's home.

13 Try to establish a common meeting place and time for the trip home.

14 Carpooling isn't difficult. It can be most pleasant and enjoyable - as long as members set out seriously to make it work.
