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Golden Gate Brokered Carpool: Report on Three Projects

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16. Abstract

In 1981, the Golden Gate Bridge, Highway, and Transportation District (GGBHTD). received a National Ridesharing Demonstration Project grant from the Federal Highway Administration (FHWA) and the Urban Mass Transportation Administration to support the District's brokered carpool project. The three activities were a leased car project, which included group leases and direct leases for carpools; a back-up transportation service, which was designed to provide ridesharers and transit users with late evening transportation service home for those situations where the person could not use his regular commute mode; and an information dissemination element, which was designed to facilitate the collection and distribution of information about the other project activities as well as other District ridesharing options.

This final report covers the evaluation of the three demonstration elements. Evaluation issues for the back-up transportation element included project development and administration, patronage and user satisfaction, and costs and revenues. The evaluations of the group and direct lease projects are restricted to legal and technical issues and project feasibility, since the projects were never fully implemented. The information dissemination element was evaluated on the number of information requests received and the level of satisfaction expressed by those who had requested the information.

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PREFACE

This report has been prepared for the Transportation Systems Center (TSC) by John Sindzinski of Crain & Associates, Inc. David Koffman provided final editing and technical quality control. William Lyons has acted as TSC evaluation manager for the project.

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The author wishes to thank Guillaume Shearin for his work on the evaluation of the project.

METRIC CONVERSION FACTORS

Approximate Conversions to Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
		LENGTH		
in	inches	2.5	centimeters	cm
ft	feet	30	centimeters	cm
yd	yards	0.9	meters	m
mi	miles	1.6	kilometers	km
		AREA		
in^2	square inches	6.5	square centimeters	cm^2
ft^2	square feet	0.09	square meters	m^2
yd^2	square yards	0.8	square meters	m^2
mi^2	square miles	2.6	square kilometers	km^2
	acres	0.4	hectares	ha
		MASS (weight)		
oz	ounces	28	grams	g
lb	pounds	0.45	kilograms	kg
	short tons (2000 lb)	0.9	tonnes	t
		VOLUME		
tsp	teaspoons	5	milliliters	ml
Tbsp	tablespoons	15	milliliters	ml
fl oz	fluid ounces	30	milliliters	ml
c	cups	0.24	liters	l
pt	pints	0.47	liters	l
qt	quarts	0.95	liters	l
gal	gallons	3.8	liters	l
ft^3	cubic feet	0.03	cubic meters	m^3
yd^3	cubic yards	0.76	cubic meters	m^3
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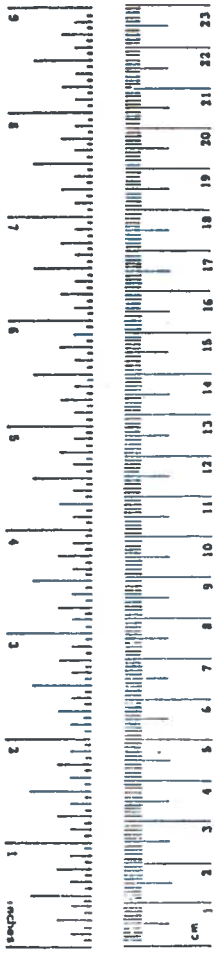

Approximate Conversions from Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
		LENGTH		
mm	millimeters	0.04	inches	in
cm	centimeters	0.4	inches	in
m	meters	3.3	feet	ft
m	meters	1.1	yards	yd
km	kilometers	0.6	miles	mi
		AREA		
cm^2	square centimeters	0.16	square inches	in^2
m^2	square meters	1.2	square yards	yd^2
km^2	square kilometers	0.4	square miles	mi^2
ha	hectares (10,000 m^2)	2.5	acres	
		MASS (weight)		
g	grams	0.035	ounces	oz
kg	kilograms	2.2	pounds	lb
t	tonnes (1000 kg)	1.1	short tons	
		VOLUME		
ml	milliliters	0.03	fluid ounces	fl oz
l	liters	2.1	pints	pt
l	liters	1.06	quarts	qt
l	liters	0.26	gallons	gal
m^3	cubic meters	35	cubic feet	ft^3
m^3	cubic meters	1.3	cubic yards	yd^3
		TEMPERATURE (exact)		
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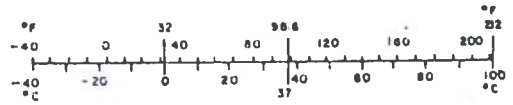

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EXECUTIVE SUMMARY

In 1981, the Golden Gate Bridge, Highway and Transportation District (GGBHTD) received a National Ridesharing Demonstration Project grant from the Federal Highway Administration (FHWA) and the Urban Mass Transportation Administration (UMTA) to support the District's brokered carpool project. The project included three major activities that were conducted by the Ridesharing Division. The three activities were the brokered carpool lease project, a back-up transportation service and an information dissemination project.

All three projects used unique and innovative methods meant to increase ridesharing or to facilitate the sharing of knowledge regarding the project.

The leased car project, called Commuter Car, was designed to provide commuters with cars for carpooling. The leased cars were used to give drivers a car to use for carpooling without having to incur large initial costs or take a great risks upon themselves. The project included two types of leases. In the group lease version, the District was to lease cars from leasing agencies and turn these cars over to drivers to carpool on a trial basis. During the trial period drivers were to form a carpool. After the trial period, drivers who wished to continue with the project were to assume all the lease responsibilities from the District. Drivers who chose not to assume the lease would return the car to the District for use by another driver.

The direct lease version differed from the group lease concept in that drivers were to lease cars directly from a lessor. The District was only to promote the idea of leasing cars for ridesharing and assist drivers when they were applying for a lease. The drivers were to be lessees and would not enjoy the flexibility and limited risks of the trial period.

The second element of the demonstration, a back-up transportation service, was designed to provide ridesharers and public transit users with late evening transportation service home for those situations where the person could not use his regular commute mode. Called Flex-Pool, this service was intended to resolve potential ridesharers' concerns about using a car or vanpool or bus and being stranded if he might miss his regular ride home. Flex-Pool vans were operated during this project between San Franciso and Marin and Sonoma Counties along fixed routes by drivers who were given free personal use of the vehicles. Each van carried a few regular riders to defray some of the operating costs. Casual riders used the service on an as needed basis. This service was available only to ridesharers.

The information dissemination element was designed to facilitate the collection and distribution of information about the other project activities (the leasing and Flex-Pool projects) as well as other District ridesharing operations such as the vanpool program. An information coordinator was hired as part of the demonstration to run this project. The coordinator provided technical information to other professionals in the transportation community who were interested in Golden Gate's work.

SETTING

The GGBHTD is a multi-modal transportation agency operating ridesharing services, public transit and club bus as well as trans-bay ferry service between the City of San Francisco and the Counties of Marin and Sonoma. The GGBHTD also owns and operates the Golden Gate Bridge which spans the entrance to San Francisco Bay between Marin County and San Francisco. In 1981/82 the District's three ferries carried 1.27 million passengers while the bus system carried another 10.7 million patrons. Most transit service is focused on inter-county travel to San Francisco during the peak hours. In addition, the District

provides local transit within Marin County under contract with the County Transit District.

The major problem confronting the District and causng it to try the innovative techniques evaluated in this report is the problem of peak-hour congestion on the major corridor, US 101, through the District and over the bridge itself. During peak commute hours traffic backs up at several locations on U.S. 101 and at the bridge. Currently there are no plans to expand capacity along the freeway or over the bridge. Consequently, the District needs to increase vehicle occupancies in order to manage the congestion problem given the current highway capacities. This demonstration project was designed as one series of efforts to help remedy the congestion problem at a fairly low cost.

PROJECT HISTORY

Flex-Pool

Work on the demonstration project began in October 1981. The first Flex-Pool van was put into operation during the Christmas holiday season of that year as a trial run. In June 1982, formal operations began with one van running between Sonoma County and San Francisco and another between Marin County and San Francisco. Throughout the life of the project, Flex-Pool continued operating with various numbers of vans (up to 4 at one time) until project funds were exhausted in the spring of 1984.

Group Lease

Work on the brokered carpool lease program, called Commuter Car, also began in November 1981. Project staff began the project by preparing the operating details of the group lease version and started work on the necessary legal agreement with lessors. However, staff soon encountered significant problems developing this concept into a form acceptable to lessors. These problems significantly delayed the project. A Request for

Proposal was issued in March 1983. Only two bids were received, one of which was found to be workable by District staff. Staff were prepared to recommend to the board that this agency be hired. But, in June 1983, the General Manager decided not to award any contract because of concerns about financial risk to the District, the availability of sufficient staff resources, and the disappointing lack of placements with the direct lease system.

FHWA therefore cut off all further funding for this project.[1] This action in part reflected communication problems between FHWA and Golden Gate, where the District was not able to make FHWA fully aware of the problems it encountered with this project.

Direct Lease

The direct lease project began in the late spring of 1981 when staff developed the necessary information and management procedures. Between January 1982 and June of that year staff obtained commitments from several lessors to participate in this venture. Lessors and staff worked together during this period to work out operational details of the project. Advertising of the service took place in the spring of 1982, and immediately thereafter project staff began processing applications and assisting candidates to find suitable leases. However, work on this project ended in June 1982 when FHWA cancelled of the demonstration before any direct leases were made.

Information Dissemination

The information coordinator was hired at the start of the demonstration, in November 1981. Immediately after beginning at the district, she became involved with both Commuter Car and Flex-Pool and she assisted the staff of these projects. Because

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[1]FHWA felt that because of inadequate progress in the project, Golden Gate was not satisfying the terms of the grant.

of this involvement with the other projects, the coordinator was only able to turn her attention to the dissemination project in the summer of 1982. At that time, she began developing information packets for distribution to the transportation community. She was able to develop several packets for both Commuter Car and Flex-Pool as well as to respond to specific information requests throughout 1982 while still helping project staff with Commuter Car.

When FHWA cancelled its sponsorship of the demonstration the information coordinator assumed responsibility for administering Flex-Pool. Between June 1982 and the end of the demonstration she was responsible for both Flex-Pool and the dissemination project. Throughout this period, the coordinator continued to document the history of all three projects, respond to information requests and take reservations for Flex-Pool.

FLEX-POOL

Patronage

Between June 1982 and September 1983 an estimated 4,103 passenger trips were made on the vans in operation, for an overall load factor of approximately 0.28. The patronage includes a large, but unknown number (due to lack of accurate records) of free rides given to promote the service.

Regular Commute Mode

Of 68 Flex-Pool casual (i.e., intermittent versus daily riders) user respondents only 5 (6%) regularly drove alone to work. Another 26, or 38%, of the sample rode transit, carpooled, or vanpooled. The balance, 56% used a combination of modes to get to work.

Reasons for Use

The most frequently cited reason why those sampled used the service was that respondents worked late. Eighty-five percent of all respondents (i.e., casual users) stated this as their reason for using the service.

Role in Mode Choice

One of the primary objectives of Flex-Pool was to provide back-up transportation to encourage people to rideshare. Presumably, it should have helped to change people's regular mode of commuting, whether they used the service or not.

The evaluation found that 20% of the casual users changed their mode of commuting after hearing about the service. However, none of these respondents previously drove alone to work. Besides this group, another 15 users said they planned to soon change their regular commute mode. However, most of these 15, like the others who had already changed, were simply switching from one ridesharing mode to another.

The evaluation also found that nine of those users who said they were planning to change their mode stated that Flex-Pool's availability was somewhat or very important to them in this decision.

In comparison 14 potential users (non-users) out of 187 surveyed said they had changed modes after learning about the service. But only one of these said that Flex-Pool was an important part of his decision. Another 51 non-users said they were planning to change modes in the near future. Of these, 37% said that the Flex-Pool service played a somewhat important or very important role in their decision to make the change. Most of those who said they were going to make the change were currently driving alone to work.

User Characteristics

Over half (58%) of casual users were male and approximately 72% were married. Average vehicle ownership was 1.98 vehicles

per household. One-way commute trip distances for the casual users ranged from 13 to 65 miles, with 47 miles as the median. Forty-three percent of users stated they could vary their work hours.

User Satisfaction

Casual users were very satisfied with the service. Ninety percent of those who rated the service gave it an overall rating of good to excellent. One of the biggest sources of displeasure concerned the location of stops at the home-end. Twenty-eight percent rated the stop locations as only fair or poor to very poor. This is not surprising since the stops were along U.S. 101 and the service was not door-to-door.

Costs and Revenues

Total expenses for the service, excluding administrative costs, were $26,475 for the period June 1982-September 1983. This translates to an average cost of $1,765 per month. Vehicle costs (gasoline, oil, tolls and minor repair costs and parking) accounted for $11,316 of the total. The balance was made up of lease costs for the vans, insurance costs and other miscellaneous fixed costs.

A total of $7,999 was collected in passenger fares during this period from both casual and regular riders. The ratio of fares to total expenses (except administration) was 30%.

The average fare paid, for all Flex-Pool riders, was $1.95 per passenger. It should be noted that a sizable but unknown number of the 4,103 rides were free promotional rides.

COMMUTER CAR

The Commuter Car project cannot be evaluated using standard methods because the group lease project never went into service. Given the limited experience with the direct lease version, it

also cannot be evaluated, since it was cancelled before any results occurred.

Instead, this evaulation focuses on the various problems Golden Gate staff encountered and the solutions they reached in developing the project. The intent of the analysis is to provide information useful to others contemplating similar endeavors.

Legal and Technical Issues

Project staff encountered numerous unanticipated legal and technical problems with the group lease project. These problems appeared in the contract between the District and potential lessors (which would provide the cars for drivers through GGBHTD). Lessors objected to the terms and conditions of the District's initial contract as an unworkable document.

One problem with the contract was that lessors demanded that they be given authority to screen any potential driver before the District turned over a car to that person. This posed a problem for the District in that it might have delayed the leasing of cars to commuters and increased the project cost substantially. The District ultimately agreed to grant the lessors this power within certain prescribed time limits.

The second major problem concerned the District's intention to assign leases to drivers. Initially, lessors only wanted to lease cars directly to drivers, and therefore, totally circumvent the GGBHTD. In contrast, Golden Gate wanted to be able to sub-lease cars to anyone who was a solo driver and who would carpool, thus reducing peak hour traffic. Lessors wanted it this way so that they could better control the leases. The District eventually was able to retain this feature by giving lessors authority to pre-approve drivers and to insure that the drivers assumed all the responsibilities of the lease once they were assigned the car.

The lessors also wanted Golden Gate to lease cars on a fleet purchase basis in order to attract lessor interest and take advantage of lower unit costs. The District refused to do so because it would not risk leasing any cars before it had drivers

to use them. This was a problem because the District had not budgeted funds for the project to pay monthly lease payments on cars not placed.

Lessors also wanted 36-month lease terms, rather than the 18-month periods the District proposed to use. Lessors preferred 36 months as the industry convention whereas the District did not want to have leased cars in its possession after the demonstration was completed. Ultimately, the District revised the project to accept the three-year term. Had the project continued, this concession could have extended the District's liability for leased cars until after the project was officially over.

The revised lease agreement resolved all these issues to both the District's and lessors' satisfaction. However, the GGBHTD General Manager decided against continuing with the project since he was still concerned about the financial risk it would entail. Evidently, the General Manager did not want to begin a project that would require the District to take over lease payments on any cars it was unable to place with commuters or to assume financial responsibility for any commuter who failed to fulfill his or her commitments during the trial period.

Project Feasibility

Several questions still exist as to whether the idea of having a public agency lease cars for use by carpoolers is feasible. While leased car costs can be competitive with purchased car prices there are several issues which were left unresolved in the demonstration that might affect the project's success. The most important question is whether the market is large enough to support such a project. Both the group and direct lease projects were originally intended to provide cars to people who did not have a vehicle available or were unwilling to use their cars for commuting. It was found, in the direct lease project, that few such people were financially able to lease a car. Consequently, the market was redefined to include those commuters who already owned a car but needed another vehicle for another household member. Because the project was never imple-

mented, it is not known if this was a viable market and whether new carpools would emerge from it.

INFORMATION DISSEMINATION

The information dissemination project was quite successful. The survey of those who had requested information was analyzed and it was found that most respondents were well satisfied with the service provided by the coordinator.

Most requests for information were for technical and management details to assist in designing or evaluating similar projects. In this respect, the project served its intended objective to provide technical and other information to transportation professionals.

It is not known whether those who received the information used it to improve their programs or to implement programs that would not otherwise have been implemented.

1. INTRODUCTION

1.1 OVERVIEW

In 1981 the Golden Gate Bridge, Highway and Transportation District (GGBHTD) received a National Ridesharing Demonstration Project grant from the Federal Highways Administration (FHWA) and the Urban Mass Transportation Administration (UMTA) to support the district's Brokered Carpool Demonstration Project. The project included three major activities that were to be conducted under the direction of GGBHTD Ridesharing Division. The three activities were a brokered carpool lease program, a back-up transportation system and project information dissemination.

The carpool lease program was designed to provide leased automobiles to commuters in the Golden Gate corridor who wanted to try carpooling on a limited basis with minimal risk. Golden Gate was to lease a number of cars from agencies and then assign these leases to interested commuters for a trial period of approximately six months. During this period, drivers would attempt to form carpools and ascertain whether they and their riders wished to continue the carpool. After the trial period drivers were to either fully assume the lease or make other arrangements on their own. Vehicles returned to Golden Gate would then be used in another trial carpool.

In the back-up transportation system, vanpools were used to provide rides to commuters who missed their regular ridesharing (transit, club bus, carpool or vanpool) arrangements. The vanpools were operated by private individuals and carried a few regular riders to help defray the vehicle costs. For these regular riders, the service operated much like a typical vanpool in that they had a reserved seat and they paid for the ride on a monthly basis. While casual riders could use the service either

to or from their work, the emphasis was on the evening trip home. Vans operated on regular, published fixed schedules at the end of the regular commute period to and from Marin and Sonoma Counties.

The third element involved an information coordinator. This person disseminated information to the transportation community about the demonstration and other Golden Gate ridesharing activities. The information coordinator position was designed to provide these services efficiently and accurately by channeling all requests and coordinating all responses through a single individual.

The demonstration project began in November 1981. On June 30, 1983 FHWA cancelled its funding of the project which resulted in the immediate termination of the brokered carpool element. The back-up transportation system and information coordinator continued operating with UMTA funding until the spring of 1984 when funds were exhausted.

1.2 GGBHTD RIDESHARING PROGRAM

The demonstration project which is the subject of this evaluation was administered by the District's Ridesharing Division. Since 1977, Golden Gate has been operating a vanpool project (which was also initially a federally-funded demonstration to promote ridesharing and to assist commuters in forming vanpools). Golden Gate has been involved in this project as well as transit and passenger ferry operations in order to provide alternatives to single-occupancy vehicle travel. This is especially important to the District and commuters through the corridor because the Golden Gate Bridge is often at or over capacity during peak hours. Significant rush hour delays occur frequently along the corridor. Currently, there are no plans to increase highway or bridge capacity. Between October 1977 and June 1981, 148 vanpools were formed, carrying 1,232 persons, including drivers each weekday.

1.3 EVALUATION ISSUES AND RESEARCH DESIGN

One of the main issues to be evaluated was whether or not the brokered carpool lease program and the back-up transportation system either increased the level of ridesharing or helped to maintain its 1981 level when the project started. Analysis of this issue with respect to the lease program is impossible because Golden Gate was unable to actually provide cars to commuters. Therefore the evaluation of the leased carpool project examines why Golden Gate encountered problems in developing the project and how it dealt with them so that others contemplating similar programs will have the benefit of Golden Gate's experience.

In order to evaluate Flex-pool, surveys of regular riders, casual riders and non-users were conducted. The purpose of these surveys was to determine why some people used the service and others did not. The surveys also were used to develop profiles of users and non-users and to determine if either group considered the back-up service in their mode choice for the journey to work. Project records were reviewed to determine costs of the project and the costs of operating each van. This information was used to analyze the economic feasibility of the project for both the user and the provider.

The primary question about the information dissemination element was whether it provided reliable and useful information quickly and efficiently to interested persons in the ridesharing profession. Those who used the services of the coordinator were asked about their experience with requesting information and whether the coordinator provided useful information.

1.4 REPORT ORGANIZATION

Chapter 2 briefly describes the transportation characteristics of the project site. It also includes a discussion of the Golden Gate Bridge Highway and Transportation District and its Ridesharing Service. Particular attention is given to past

activities and accomplishments made in ridesharing and transit as they related to the demonstration project. In addition, the organizational setting of the project is described in this chapter.

Chapter 3 includes a brief summary of the demonstration and each of its projects. The history emphasizes project development and implementation events. Chapter 3 closes with a brief introduction to the institutional issues related to the demonstration project. It also includes information on the project organization, staffing and budget.

Chapters 4, 5 and 6 evaluate the brokered carpool, Flex-Pool and information dissemination projects, respectively. The report concludes with Chapter 7 which summarizes the findings of the evaluation and addresses transferrable findings.

2. DEMONSTRATION SETTING

2.1 GOLDEN GATE CORRIDOR GEOGRAPHY AND TRANSPORTATION CHARACTERISTICS

The Golden Gate corridor, which is the service area for the GGBHTD, extends northward from San Francisco across the Golden Gate bridge to include the counties of Marin and Sonoma, (Figure 2-1). The area is mainly suburban/rural in composition and is the home of many people who work in San Francisco.

U.S. Highway 101 is the major north-south transportation corridor serving the area and providing access to San Francisco. During peak commute times Highway 101 is often at capacity at several places in Marin County and at the Golden Gate Bridge. This congestion often results in lengthy delays to commuters traveling both to and from work. At this time, there are no plans to expand either Highway 101 or the Golden Gate Bridge in the near future to alleviate this major congestion problem.

To help cope with the problem, a high occupancy vehicle (HOV) lane runs along U.S. 101 between San Rafael and the approaches to the north end of the Golden Gate Bridge. Also the GGBHTD has been actively involved in promoting and operating bus and passenger ferry service as well as vanpools to maintain traffic at current levels to manage the congestion problem. Table 2-1 presents information regarding the magnitude and nature of travel across the Golden Gate.

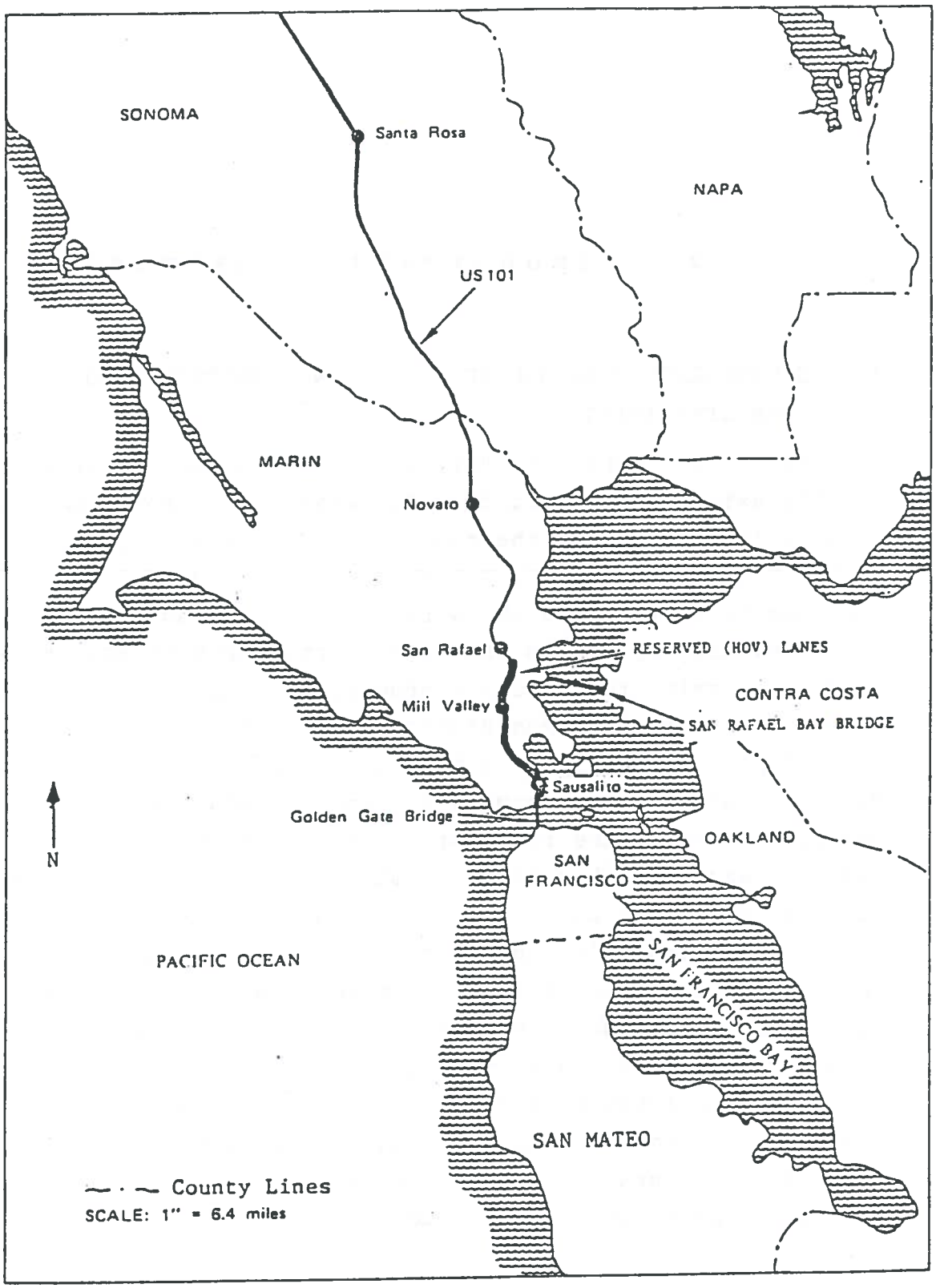

FIGURE 2-1. THE GOLDEN GATE CORRIDOR AND SAN FRANCISCO BAY AREA.

TABLE 2-1. GOLDEN GATE BRIDGE AM PEAK PERIOD MODE SPLIT, JUNE 1980

Mode	Number of Vehicles	Number of Commuters	Percentage of Commuters by Mode
Solo auto	14,903	14,903	36%
2 person carpools	4,009	8,018	19
3+ carpools & vanpools	1,019	4,489	14
Transit	502	11,296	27
Ferry	3	1,700	4
TOTALS	20,436	41,506	100%

Source: GGBHTD VanPool Demonstration Evaluation Report.

2.2 THE GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT

GGBHTD, the project grantee, operates the toll bridge, a subsidized bus service (including subsidized commuter club buses), ferry service, and an HOV lane. Golden Gate Transit operates in Marin and Sonoma County. Service is provided for both local as well as inter-county (to San Francisco) travel. Transit service is provided as far north as Santa Rosa, some 50 miles from San Francisco. The Golden Gate Ferry Division operates 3 ferries daily between Marin County and San Francisco. These ferries provide commute hour service and are linked, at their Marin County ports, to local buses, which provide feeder service.

The GGBHTD is governed by a 19-member board composed of elected officials representing the various jurisdictions within the District's transportation corridor. Organizationally, GGBHTD is composed of 4 Divisions including the Ridesharing Division. This Division conceived and administered the brokered carpool demonstration. At the time of project start-up, the Ridesharing Division was composed of 10 persons. In the fall of 1982, the Division was reorganized and overall staff was reduced to 8, including 6 professionals. (Figure 3-1 in the next chapter shows the Division's organizational structure as of the fall of 1982.)

GGBHTD's vanpool operations are conducted by the Ridesharing Division. The District began its vanpool program in October 1977, when it received an UMTA Service and Methods Demonstration grant. This demonstration grant ended in June 1980; however, Golden Gate continues to provide the service. Golden Gate vans are used by commuters to organize and begin to operate vanpools, on a trial basis, for a limited time and with minimal risk. Once the pools are operating, users switch to privately owned vehicles at which point the Golden Gate van is returned and made available for another new vanpool group.

2.3 ORGANIZATION ROLES AND RESPONSIBILITIES

As project grantee, the GGBHTD Ridesharing Division was given assistance by a Technical Advisory Committee (TAC). This Committee was composed of personnel from the Federal Highway Administration (FHWA), Caltrans, the Metropolitan Transportation Commission (MTC), the Urban Mass Transportation Administration (UMTA), Rides for Bay Area Commuters, the Marin County Transit District and Sonoma County's Ridesharing Office. In addition, GGBHTD's Auditing Section was represented on the TAC as was Crain and Associates in its role as project evaluator.

The TAC was formed to assist the demonstration project staff by providing technical assistance and help in solving problems that arose with project implementation.

As sponsoring agencies, FHWA and UMTA were involved in monitoring the demonstration and ensuring that it maintained its objectives and schedule. The Transportation Systems Center was responsible for the evaluation of the demonstration. Crain and Associates was retained by TSC to conduct the actual evaluation under TSC's guidance. Golden Gate staff collected the data for the evaluation.

3. PROJECT DESCRIPTION AND HISTORY

3.1 PROJECT OBJECTIVES

The following objectives were identified for each of the project's elements.

3.1.1 Brokered Carpool

a. Encourage ridesharing by giving commuters the opportunity to try carpooling in a controlled situation with limited commitment.

b. Provide an incentive for carpooling by reducing a major cost of ridesharing--i.e., the purchase of another vehicle.

c. Test the concept of having vehicles specifically reserved for commuting which would be acquired and operated, by commuters, on a self-sustaining basis.

d. Encourage carpooling by producing information regarding the leasing alternative and providing lease arrangements that are less costly than normally available to the individual.

3.1.2 Back-up Transportation System

a. Help maintain commuters' involvement in ridesharing by making available a back-up transportation system in the event that other arrangements (transit use, car/van pooling) are infeasible because of occasional scheduling difficulties.

b. Provide an incentive to single-occupancy commuters to use an alternative mode by assuring them that they would not be stranded on days when their ridesharing arrangement did not work out.

3.1.3 Information Dissemination

a. Act as a source of information to other ridesharing agencies to "transfer the technology" about Golden Gate Bridge, Highway and Transit District's Commuter Car program, as well as other ridesharing activities.

b. Record survey results and statistical findings and serve as the liaison between project staff and evaluator.

3.2 PROJECT ORGANIZATION AND STAFFING

The demonstration project operated out of GGBHTD's Ridesharing Division which was originally responsible for the demonstration grant proposal and subsequently, project administration. Organizationally, the project coordinator reported to the Ridesharing Division Manager who was responsible for the project as well as the other activities of the Division (see Figure 3-1).

The demonstration staff included three full-time professionals as well as one full-time clerk-typist. The titles and responsibilities of these professionals were as follows.

Project Coordinator: Responsible for overall implementation and daily management of operational aspects of the project. Conducted market research and promotional activities.

Pool Coordinator/Fleet Administrator: Responsible for administering the leased car fleet and for carpool formation. Also responsible for managing the Flex-Pool vanpools.

Project Information Coordinator: Responsible for data and information collection and dissemination of project information to the ridesharing community.

In addition to the core staff, the project was supposed to be able to use the staff of the Ridesharing Division, as noted below.

Ridesharing Division Manager: 15% of this person's time was dedicated to the demonstration for general project direction and supervision.

Ridesharing Management Assistant: 10% of this person's time was to be provided to the project for general management support.

Outreach Services Coordinator: 10% of this person's time was to be provided to the project for financial and technical work.

Information Clerk: 15% of this person's time was assigned to the project for matching carpool applicants, qualifying drivers and assisting with pool organization.

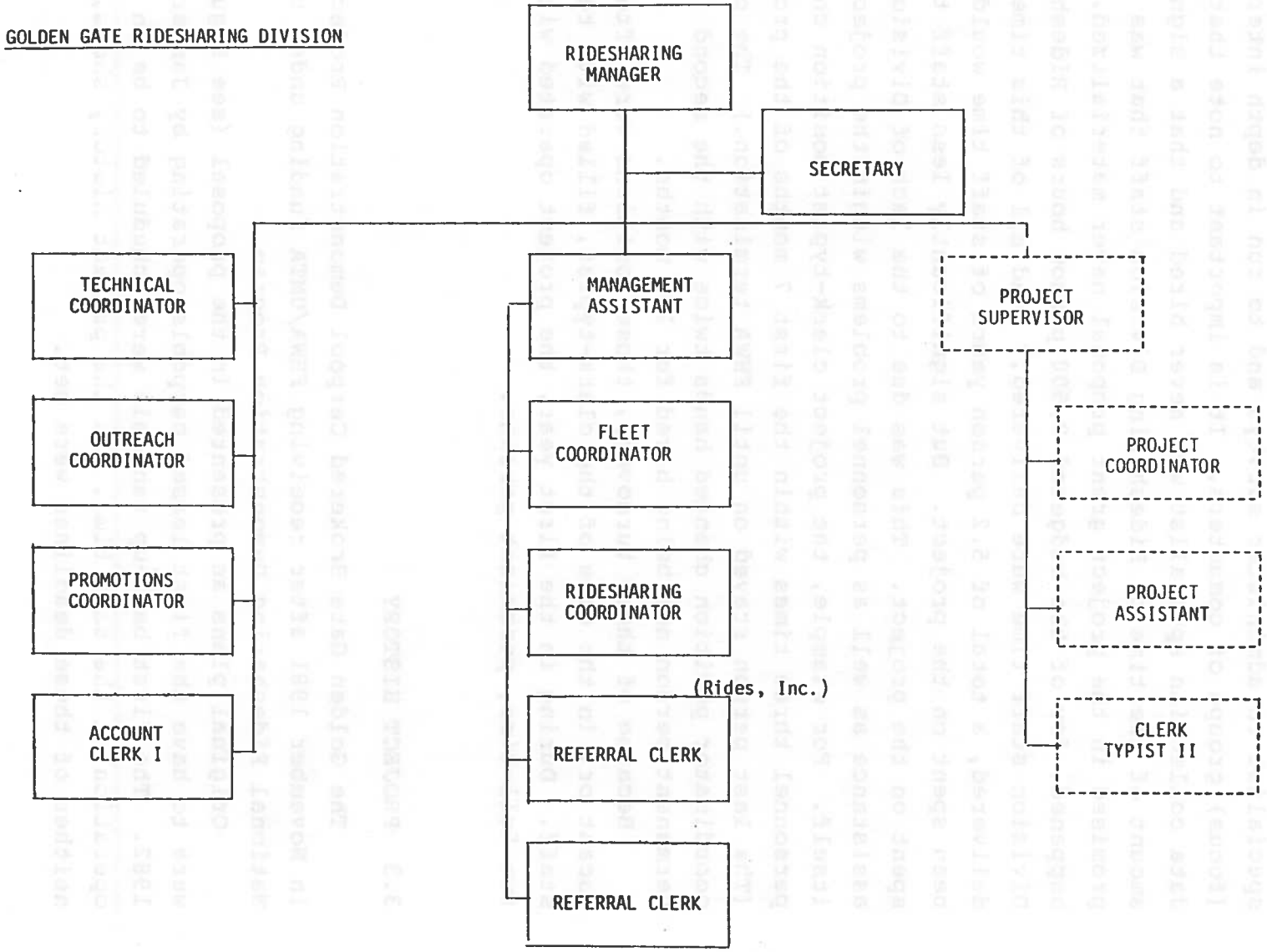

FIGURE 3-1. DEMONSTRATION STAFF, 10/81 TO 10/83.

Additionally, the project was to hire a data collection specialist to administer surveys and to run in depth interview (focus) groups of commuters. It is important to note that this data collection specialist was never hired and that a significant amount of the time of Ridesharing Division staff that was promised in the project grant proposal never materialized. As it happened, few of the budgeted 2,500 person hours of Ridesharing Division staff time were delivered.[1] Had all of this time been delivered, a total of 5.2 person years of staff time would have been spent on the project. But significantly less staff time was spent on the project. This was due to the lack of Division assistance as well as personnel problems within the project itself. For example, the project clerk-typist position changed personnel three times within the first 7 months of the project. (The last person stayed on until FHWA termination.) The pool coordinator position changed hands twice with the second permanent person not being hired for 2.5 months.

Because of these turnovers, those positions were often vacant or, in the case of the clerk-typist, filled with temporary staff. During in the first year, the project operated with only two full-time, permanent persons.

3.3 PROJECT HISTORY

The Golden Gate Brokered Carpool Demonstration Project began in November 1981 after receiving FHWA/UMTA funding under the National Ridesharing Demonstration Program.

Original plans as presented in the proposal (see Figure 3-2) were to have the first leased carpools operating by January, 1982. The first back-up vanpools were scheduled to be in operation at the same time. As the project history shows, neither of these deadlines were met.

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[1]It is important to note that records are not sufficient to quantify the amount of staff resources given to this project.

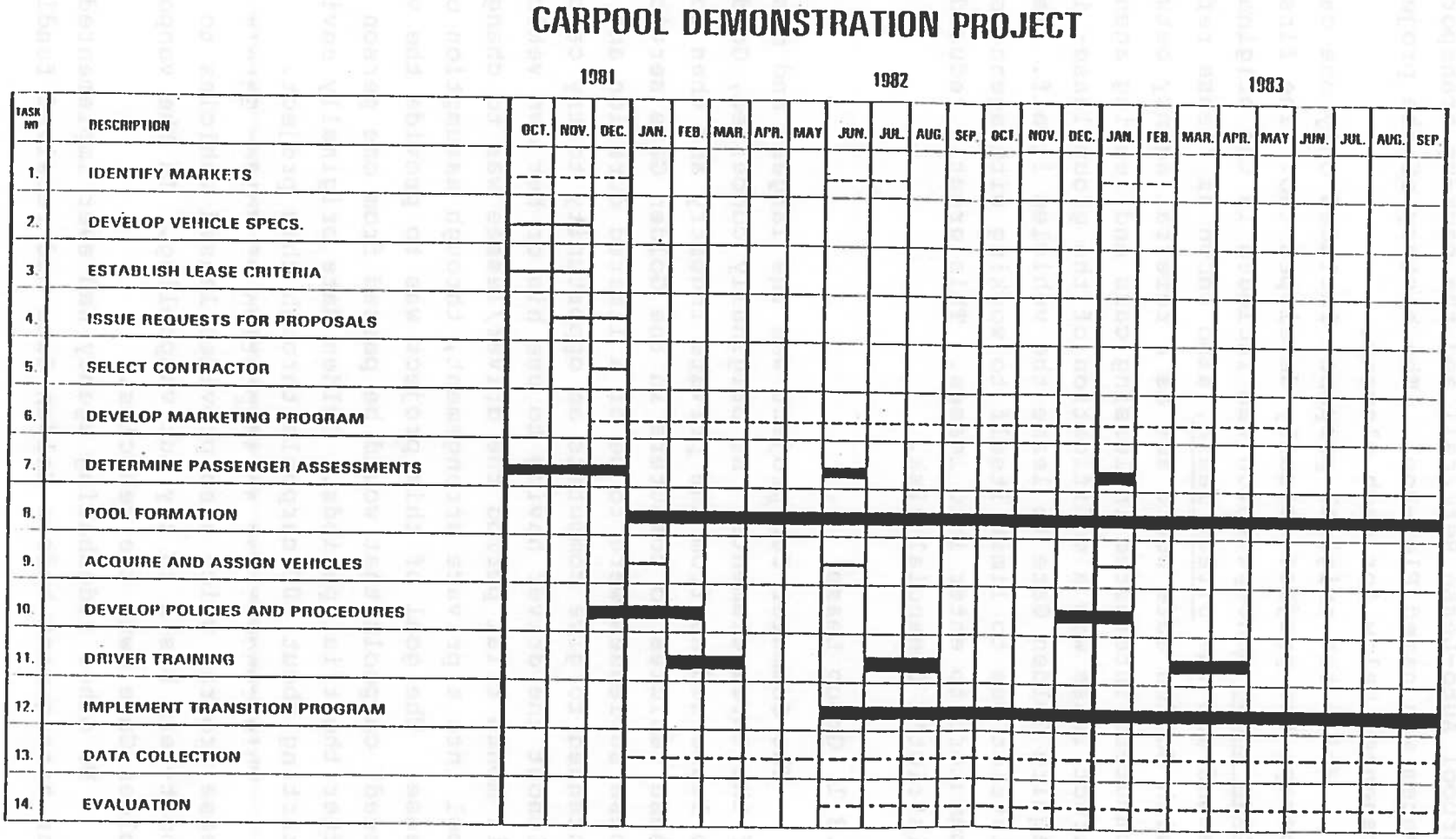

FIGURE 3-2. PROPOSED SCHEDULE OF OPERATIONS.

The brokered carpool project was named Commuter Car (for Carpool Auto-Lease Referral) and the back-up transportation system was named Flex-Pool. The history of the project is presented below for each element.

While the original proposal included only one carpool lease concept the project actually developed two. The first was the group lease concept which was included in the original plan. The second was the direct lease, also known as "lease referral," in which Golden Gate would act as a referral agency between commuters interested in leasing cars and leasing agencies. The direct lease was a modification of the group lease; it did not require Golden Gate to lease the vehicles itself. Rather, the District was to limit itself to working with agencies and commuters to enter into leases. This greatly reduced the District's financial risk.

3.3.1 Group Lease

The Commuter Car project was the largest and most ambitious of the three elements. As originally conceived, Golden Gate was to lease sedans from the private industry and then to sublease these vehicles to commuters in the Golden Gate service area. These subleases were to be of a limited duration and were intended to give commuters an opportunity to try carpooling without the driver having to use his or her own vehicle. After a six month trial period the driver/lessee was to change the carpool into a private arrangement, through assumption of the lease. The goal of this project was to provide the vehicles for "seed" carpools that would be passed from one person to another after the trial periods. Golden Gate originally envisioned starting about 100 carpools through this project.

This concept was an adaptation of Golden Gate's Vanpool lease program which also provides leased vehicles to drivers on a short-term basis to try out vanpooling. In the vanpool program Golden Gate owns the vehicles.

No other ridesharing agency had ever implemented this leased car arrangement before Golden Gate had received funding for the

project. The only similar project was one conducted by the California Department of Transportation. The Department tried, unsuccessfully, to set up a program to lease autos for carpooling. However, the state was unable to secure a lease arrangement for vehicles.

In late 1981, Golden Gate demonstration project staff were hired to begin work on the Commuter Car project as well as the other two elements. Work on the project began in earnest in late November 1981. Staff soon learned that there was little information -- e.g., on assigning of leases to others, developing third party lease contracts -- available which was applicable to the project. In response, project staff prepared a plan to develop the materials they would need to offer the service to the public. Specifically, project staff found that existing lease agreements would not work in this project. As a consequence the staff began to develop, with the assistance of District counsel, a unique lease agreement for this project. In addition, staff began to prepare a request for bids (RFB) for the vehicles the District would be leasing on behalf of the carpool drivers. The RFB was to include a copy of the lease agreement.

Project staff were also responsible for program development of the Flex-Pool and the information dissemination projects. Because of the small staff (3 professionals and one clerical position) and the great deal of work to be done, progress on the three projects was slower than originally anticipated. The understaffing of the project was exacerbated by staff turnover and a lack of technical expertise in the area of lease contracts and bid proposals. No one on the project had ever been involved in the leasing business prior to joining Golden Gate.

Nevertheless, between November 1981 and April 1982 staff prepared a draft leasing agreement and RFB. One of the first project design issues that had to be confronted in the design process was to determine the appropriate length of time for the lease. In the informal discussions between lessors and staff, it was found that lessors preferred 3-year lease terms; but the District wanted only 2-year terms, consistent with the project

schedule. During these discussions, it soon became apparent that there were many more problems with the project's RFB than just the lease period. Leasing agency representatives stated that the draft RFB would not work and that no agency would be willing to bid on the proposal. This was because the draft lease documents were prepared so that the District shifted all risk onto the leasing agencies. Also, lease provisions regarding payment schedule, delivery schedule, monthly lease rates, open-ended versus closed agreements, and other legal and technical issues as written by project staff were not the norm and would be rejected by leasing agencies.

Because of these problems the staff decided to hire a consultant to advise them on how to prepare a lease contract that would work with the industry. In October 1982 the District contracted with a consultant to provide leasing financial and legal assistance, to analyze the problems with the project contract, and to provide assistance in the preparation of a revised contract.

By October 1982, the demonstration was a year old and halfway through the two-year project period. However, the Commuter Car project was at least three to four months away from offering services to the public. Project staff therefore requested that FHWA grant a nine-month, no-cost extension to the project so that it could run until June 1984. The project was able to request a no-cost extension because actual costs were less than budgeted.

In November 1982 the consultant provided staff with its report to help the project prepare a more suitable lease. One of the provisions of the contract (as drafted by staff based on the consultant's advice) was that the District would guarantee the placement of a minimum of ten cars. Hearing of this provision, Golden Gate's District Manager became concerned about the project, and began to express some reservations about the District's involvement. At the same time FHWA granted the nine-month, no-cost extension as requested to enable staff to begin operation.

In December the crisis caused by the General Manager's concern over the guarantees regarding minimum lease terms was resolved when he was convinced that this did not pose a serious risk to the District. The General Manager's delay in approving the project delayed implementation by at least an additional month.

By January 1983, the project came under fire from FHWA because of the significant delays encountered in implementation. At a Technical Advisory Group meeting FHWA representatives insisted that the lease project be implemented by June 1, 1983. At that time, FHWA defined implementation as delivery of automobiles from the leasing agency hired by the District to Golden Gate. Project staff assured everyone that they would be able to meet this deadline, which had been placed on the project as a condition to the already granted, nine-month extension.

After this January meeting staff continued to work with District lawyers and the lease consultants to develop the RFB for the project. Final versions of the bid documents were completed in late February. On March 4, 1983 the RFB packages were issued to interested parties. Formal bids were due back to Golden Gate by May 17. This date was soon changed to May 31 to allow some potential bidders sufficient time to decide whether to propose and to complete the required documents.

Based on the interest generated by the appearance of the RFBs, project staff anticipated several bids. In fact, they received only two. Because of the late date by which the RFB was issued and the date proposals were due, staff estimated that vehicle delivery would not take place until July 1, a full month past the FHWA deadline.

In early June staff conducted an evaluation of the two bids and found that one of them would be workable. Project staff were prepared to recommend to the Board that the District hire this agency. However, on June 22, 1983, the District's General Manager recommended to the Board <u>not</u> to award any contract whatsoever. There were three causes of this last minute reversal. First, the General Manager was very concerned about

the financial risk due to any early terminations by drivers-lessees. Second, he believed that with their workload, staff resources were insufficient to implement this project. Finally, he was disappointed with the lack of placements with the direct lease system which had recently began operating.

Because the District failed to let a contract, FHWA immediately ordered the District to stop work on the project. FHWA cut off all further funding it was responsible for except to allow project staff to close out the project. By July 29 the project was terminated; and the only work that continued was for the other elements of the demonstration (Flex-pool and information dissemination), which were funded by UMTA.

As a consequence the project never leased any sedans from the private sector or offered leased vehicles to the public for use as "seed" carpools.

3.3.2 Direct-Lease Element

The demonstration project included a direct lease element as part of the brokered carpool project. In the direct lease element drivers were to lease sedans directly from leasing agencies to use for their commuting. Thus commuters who were interested in carpooling but did not have a vehicle available to use (or who did not want to use one they already had for commuting) could lease a car and therefore avoid having to make a large down payment on a purchase. By leasing a car, participants would only have to pay a monthly lease charge, along with normal operating expenses such as gasoline, oil and maintenance.

Golden Gate's role in this project was much more defined and circumscribed than in the group lease. In the direct lease element, as it was designed, Golden Gate was only to advertise the project and the availability of leased cars to commuters. The staff were then to refer interested commuters to leasing agencies. As a referral agency, Golden Gate was to seek the most competitive arrangements available and to help people to apply for, and eventually secure, lease agreements. In contrast to the group lease element, the direct lease element did not require

Golden Gate to lease any vehicles or to enter into any agreements with leasing agencies. However, the direct lease concept had its own complications and delays in project development and implementation.

While the Golden Gate brokered carpool demonstration project began in October 1981, work on the direct lease element did not start until November 1982, some 13 months after project start-up. There were two reasons for this delay. First, this element was not formally included in the proposal. Second, it did not receive any attention by the demonstration staff until late in 1982 when they were informed by the Project Manager that the direct lease element was part of the demonstration. This confusion about the direct lease project was due to poor communication between FHWA and Golden Gate, between Golden Gate and the Ridesharing Division and among the Division itself and the project staff.

In the last two months of 1982 project staff assessed the feasibility of the direct lease concept by contacting several leasing agencies to obtain their reactions to such an idea. Project staff concluded that the concept was a viable one since several agencies contacted reacted favorably to the concept. Between late December 1982 and mid February 1983 project staff contacted over forty lease agencies to secure their participation. The project was able to secure commitments from two leasing agencies. During this period staff also began preparing promotional and operational material about the direct lease element. An example of the promotional material used is shown in Figure 3-3. This flyer was passed out at the toll bridge and mailed to ridesharing registrants.

During the period from November 1982 to March 1983 project staff focused their efforts on developing the policies, procedures and paperwork necessary to identify lessors and to assist commuters in obtaining leased vehicles. The staff did not conduct an analysis to assess the potential demand among the commuter population in the Golden Gate corridor. The direct lease element was to be marketed to those commuters who might

Golden Gate Ridesharing has been helping thousands of North Bay commuters save time and money while at the same time cutting down on highway congestion and air pollution.

Here is what some people are saying about our service.

"If I'd known it was this easy to carpool I would have started long ago."

"I didn't think anyone could match my commute, but with the list you sent me I found three people right away."

"With the money I saved carpooling we went on our first real vacation in years."

"Just want to say thanks for all your help. Sure is nice to find people who really care."

commuter car

The Commuter CAR program is funded by the Federal Highway Administration

GOLDEN GATE RIDESHARING
Box 9000, Presidio Station
San Francisco, CA 94129

THE ONE THING EVERY CARPOOL NEEDS...

FIGURE 3-3. COMMUTER CAR PROMOTIONAL BROCHURE.

IS A CAR!

Now you can get that car. It's easy. Golden Gate Ridesharing has a program that will show you how.

The program is called Commuter CAR—Carpool Auto-lease Referral—and whether you're a driver or a rider, Commuter CAR can save you time and money by making ridesharing easy.

WHAT IS COMMUTER CAR?

Commuter CAR creates and maintains private carpools using leased autos. The idea of using a special vehicle for ridesharing isn't new. Golden Gate Ridesharing has been successfully implementing the concept with its Vanpool program for over five years.

WHAT DOES COMMUTER CAR OFFER ME AS A DRIVER?

If you're a driver, using a leased auto for commuting has a lot of advantages.

You'll be able to get the car you really want. There's no down payment and the monthly charges are lower than new car financing. You'll ride in comfort and style!

With a leased carpool auto you can commute without putting all that wear and extra mileage on your own car. Plus your Commuter CAR is available for your personal use when you want it.

And you'll be able to bring your commute costs way down. Depending on the miles you drive and the lease you choose, you can even ride for free!

WHAT IF I WANT TO RIDE?

How does convenient commuting in a new, comfortable car sound? If you're not already in a car- or vanpool, Commuter CAR will save you a lot of money and it'll get you to and from work much faster.

OK, WHAT DO I DO?

Let us know if you're interested. We'll take it from there.

As a carpool driver, Golden Gate Ridesharing will show you how to apply and qualify for the best lease on the automobile of your choice. We'll explain the benefits and responsibilities of leasing. We'll point out ways to help you take advantage of tax and financial opportunities that can save you lots of money. At the same time, we'll show you how to save even more money by identifying and reducing hidden commute costs you probably never thought of.

More than that, you'll have the resources and experience of Golden Gate Ridesharing behind you, helping you see that your carpool runs without a hitch. We'll give you a list of commuters who live near by and want to ride with you, and we'll show you how to maintain a successful carpool. Whenever you have a question or need assistance, the Golden Gate Ridesharing staff will be there to help.

And for those people who just want to sit back and relax – Go right ahead! We'll place you as a rider in a convenient, money-saving Commuter CAR in no time at all.

Now that we've made it so simple, we're waiting to hear from you. We'd like to answer any questions and tell you how to participate. We think you'll agree that Commuter CAR is the best thing to come down the road in a long time.

GOLDEN GATE RIDESHARING
415/921-5858 x 320

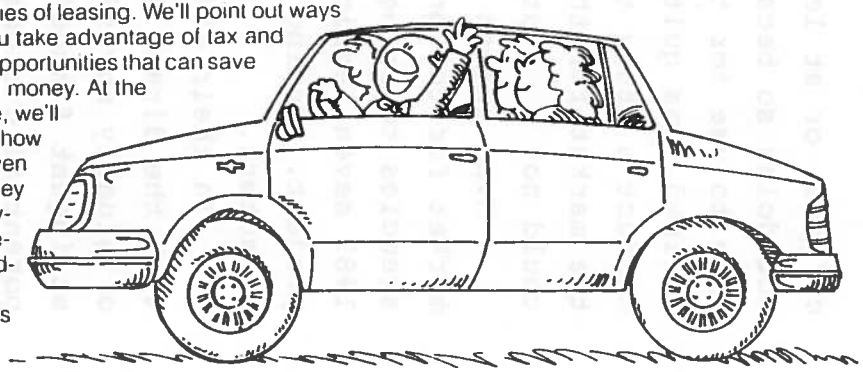

FIGURE 3-3. (Continued)

carpool, or at least try carpooling for a limited time, but were not doing so because they did not have a vehicle available to them to use for their commute trip. This market, as it was defined, was quite limited. Because Golden Gate staff did not conduct a study they did not have a good estimate of the size of the market for this program. Without such knowledge the project could not estimate demand for the service.

Even though Golden Gate staff did not attempt to predict the market for the project they continued to work with leasing agencies to bring the project to fruition. By the end of June, 1983 seven leasing agencies had agreed to participate in the project. During this period, project staff registered interested commuters.

In their discussions, with leasing agencies, staff found that the direct lease project could not work as simply as originally envisioned. This was due in large part to the stringent financial qualifications set by leasing agencies on potential customers. The financial requirements were much more restrictive than anyone at Golden Gate had anticipated. Because staff did not fully appreciate these requirements and did not analyze the market, they underestimated the number of unqualified applications it would receive. Further, to place applicants in carpools as quickly as possible, the project did not develop any financial screening procedures before the project was announced and applications were sought. Considerable delays were encountered as staff worked out these procedures.

In May 1983 after the first set of applications were received and the problems with the screening process unfolded staff developed a fact sheet (Figure 3-5) about leasing. The purpose of this fact sheet was to alert interested persons to the financial qualifications so as to reduce the number of unqualified applications that would be received by the project.

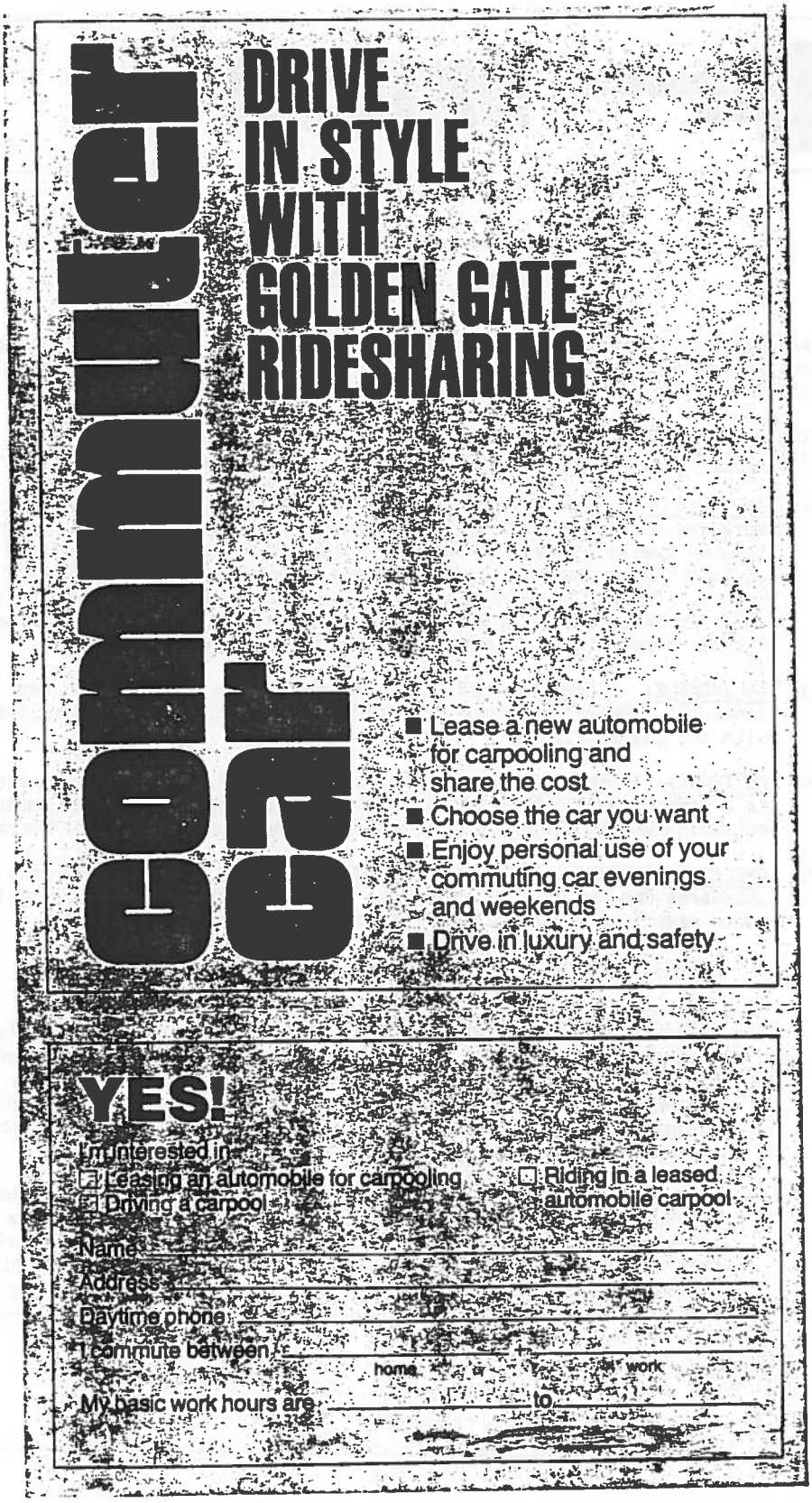

FIGURE 3-4. COMMUTER CAR REGISTRATION FORM.

commuter car **DRIVER**

Who can be a Commuter CAR driver?

Anyone who is financially able to undertake a vehicle lease and willing to organize and operate a carpool can be a Commuter CAR driver. The driver is the legal lessee of the vehicle and should be prepared to make a serious commitment.

The qualifications which must be met by a carpool driver are:

1. MINIMUM AGE: A Commuter CAR driver must be at least twenty-five years old.

2. A SAFE DRIVER: The Commuter CAR program requires a driving record with (1) no more than one moving violation during the past three years, and no violations in the past twelve months, and (2) no more than one accident in which the Driver was at fault during the past three years and no such accidents in the past twelve months. In addition, any driver who has been cited for or convicted of driving while intoxicated, reckless driving, or negligent driving, or who has had a license suspension within the last three years would not qualify.

3. DEPENDABLE: A Commuter CAR driver must come to work on time and keep a schedule. The work schedule and amount of business travel should not interfere with the daily driving.

4. ATTITUDE: A responsible and motivated driver with a commitment to carpooling is extremely important to the success of the carpool, since this person must maintain the enthusiasm of the carpool riders and the efficiency of the carpool.

5. CREDIT STANDARDS AND FINANCIAL REQUIREMENTS: Each leasing agency sets its own standards for its leasing customers. However, the requirements used by most lease agencies for individuals generally include the following:

   A. Income: A minimum gross monthly income of $1600.00.

   B. Debt to Income Ratio: Total monthly debt (fixed payments) should generally not exceed 40 to 45% of gross income. An individual's total monthly debt includes monthly loan installment payments; rental or mortgage payments, including any secondary mortgage payments; other personal obligations, such as alimony; and the monthly lease payment under the proposed lease. The estimated vehicle insurance and maintenance costs are also considered in determining the total monthly debt.

      Some leasing agencies replace the minimum monthly income requirement with a sliding scale which relates the capitalized cost of the vehicle to the individual's minimum gross income. This produces a somewhat less restrictive debt to income ratio than the flat income standard. This scale is used only in cases of marginal income but good credit rating.

GOLDEN GATE RIDESHARING
415/921-5858

The Commuter CAR program is funded by the Federal Highway Administration

5/83

FIGURE 3-5. COMMUTER CAR FACT SHEET.

commuter car **DRIVER**

Who can be a Commuter CAR driver? Page 2

C. Credit: Each applicant must have an established credit history of at least three years with an "A" or excellent credit rating as verifiable through credit bureaus, trade references, and banking references. It is helpful if the applicant has no derogatory credit during the last five years and has previously established automobile credit.

D. Stability:
Minimum of three years residence in the State of California.
Minimum of two years at current residence. If this requirement is not met, consideration in some cases is given to applicants who are home buyers, those with long residence in the same area, particularly as homeowners, or those who have lived at no more than two addresses in the past three years.
Minimum of one/two years with the current employer or two years in the same business if self-employed. Consideration may be given to applicants with continuity in the same line of work without interruption for two years, or those with no more than two jobs in the last three years.

E. Co-signers: Co-signers are not acceptable. A Lessee must stand alone.

F. Income Verification: Several methods are used for documenting current earnings. They include the most recent 1040 filing with proof of continued employment; the most recent W-2 withholdings statement; letter from a corporate officer certifying current earnings; and recent payroll deductions. Income of self-employed people must be verifiable. A personal financial statement may be required by a leasing agency, particularly on self-employed individuals, or on substantial lease transactions.

Any individual meeting Golden Gate Ridesharing Commuter CAR requirements should qualify with a lease agency. If you meet these requirements and wish to become a driver, contact us about your interest and you will be given serious consideration. Potential drivers will be asked to provide information on their commute trip, work schedule, driving record, automobile preferences, and eligibility (credit and financial capability).

FIGURE 3-5. (Continued)

While this stop-gap measure did help to remedy the problem, the project never placed an applicant into a leased car before FHWA terminated the project in July, 1983. At the very end of the demonstration there were about 15 active applications being processed with two nearing placement.

3.3.3 Flex-Pool

The Flex-Pool project was a back-up transportation service offered by Golden Gate as part of the ridesharing demonstration grant. The object of Flex-pool was to provide back-up vanpool transportation to transit users and ridesharers who might have missed their regular connections. Flex-Pool vans were to be operated by driver/operators who would carry casual riders either to or from work in San Francisco. Vans would leave slightly later than regular commute hours to carry the casual riders. Service was to operate on a set schedule and would serve a fixed route in San Francisco and along the principal transportation route, Highway 101 in Marin and Sonoma Counties. Casual riders were to be charged a fee each time they rode. The fare was to be based on trip distance and whether or not the rider was a ridesharer.[2] Golden Gate acted as the operations coordinator for the vans by guaranteeing seats for casual riders through a telephone reservation system. Golden Gate would then alert the van driver to the reservation and where the person was to be picked up. It was up to the casual riders to arrange for transportation to/from flex-pool stops.

The Flex-Pool service was created to address the concern that potential ridesharers and transit users might have had about being stranded if they missed their regular ridesharing arrangement. In this respect, the service was especially aimed at the evening commute from San Francisco to home. The service was also aimed at maintaining existing commuter use of transit,

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[2]A ridesharer was defined as any commuter registered for pooling.

carpools, and vanpools by offering the back-up transportation to any using these modes. Initially, Flex-Pool use was restricted to transit users and ridesharers. As the project progressed, anyone who contacted Golden Gate to request ridesharing assistance was automatically registered for Flex-Pool.

Development of the Flex-Pool service began as soon as demonstration project staff were hired by Golden Gate. Initial staff efforts were focused on finding a driver willing to operate a van for a trial service to run in December 1981. This trial was intended as a short-term effort to test the market for the service and to work out operational details. The trial run was the subject of a brief marketing effort in November.

The 1981 holiday vanpool operated for two-and-a-half weeks from December 7-23 and had an average load factor of 0.20. The highest ridership occurred towards the end of the trial period as more and more people became aware of the service. During this trial period one van operated between Santa Rosa and San Francisco.

While the trial van ceased operating December 23, the project continued to receive a number of calls from interested persons inquiring about the service. Project staff also found that some of the casual riders were interested in vanpooling on a regular basis as either a driver or rider.[3] These results suggested that the project was a good idea.

After the December trial run project staff concentrated their efforts on finding drivers to operate regular back-up vanpools. In addition, project staff had to devote considerable attention to the brokered carpool element which was experiencing significant difficulties of its own.

Because of problems in finding drivers, start-up of regularly scheduled Flex-Pool service was delayed several months. One problem was that the union for Golden Gate's bus drivers complained about the advertisements to recruit Flex-Pool

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[3]The exact number is unknown due to poor project records.

drivers; the union felt that these were soliciting drivers who would compete with regular bus drivers. The initial ads used the phrase "fixed-route service," which seemed to be the cause of the union's complaint. In response, project staff revised the advertisement by deleting any reference to "fixed-route service"; consequently, the union ceased its complaint.

In the spring of 1982, Golden Gate was finally able to recruit drivers by emphasizing the "free" commute available to the driver and the "free" use of the van for personal travel. The driver was allowed personal use of the van without mileage charges in return for operating the vehicle, collecting the fares, and record-keeping.

The first regularly scheduled Flex-Pools began service on June 7, 1982. One van operated from Santa Rosa, the northernmost point of Golden Gate transit service, and another from Novato in Marin County (see map, page 6) Each van operated with three permanent, or assigned, persons--the driver, his back-up and a regular rider. By having three permanent riders the vans were eligible to use the HOV lanes along U.S. 101 and to cross the Golden Gate bridge for free. In addition, having three riders helped to defray the costs of the vans and their operation. Casual rider fares were set at $1.00 and $2.00 per trip for Marin County and Sonoma County riders, respectively. Fares for those who casually used the vans but who were not ridesharers were set between $1.25 and $3.00 per trip depending on distance.

In the first month of service the two vans each carried an average of one casual rider home each evening. Despite the lack of public mention of the inbound commute some commuters figured out that the vans were going into San Francisco in the morning and arranged for rides through Golden Gate. But, Golden Gate initially allowed morning riders only by special arrangement until the system had worked out all its start-up details.

Flex-Pool casual ridership remained low through the summer. In August the project staff conducted an extensive promotional campaign coincident with the Ridesharing Division's promotion of ridesharing in general (see Figures 3-6 and 3-7).

FIRST CLASS
U.S. POSTAGE
PAID
Permit No. 17266
San Francisco, CA

Business Reply Mail

NO POSTAGE STAMP NECESSARY IF MAILED IN THE UNITED STATES

Postage will be paid by

Golden Gate Ridesharing
Box 9000, Presidio Station
San Francisco, California 94129

Now, commuters who rideshare don't have to give up FLEXIBILITY!

GOLDEN GATE RIDESHARING

INTRODUCING FLEX-POOL

New! "late day" service.

Stuck in town? Don't "get stuck!"

It used to be that vanpoolers and carpoolers who got stuck in The City and missed their regular rides home were just plain "stuck." Their only alternatives were costly, inconvenient and upsetting: bringing the car to town and paying a small fortune for gas and parking; staying in town overnight; or riding the late bus and taking a long time to get home.

Now, folks who rideshare will get "stuck" no more. Nor will they have to worry about extra hassles in an already busy work day. Flex-Pool is here!

Golden Gate Ridesharing introduces a new "late day" service from the Financial District and Civic Center in San Francisco to Marin and Sonoma County communities. Now, when you can't meet your regular vanpool, carpool, or club bus, you can ride home with other ridesharers in the comfort and quiet of a Golden Gate Flex-Pool van.

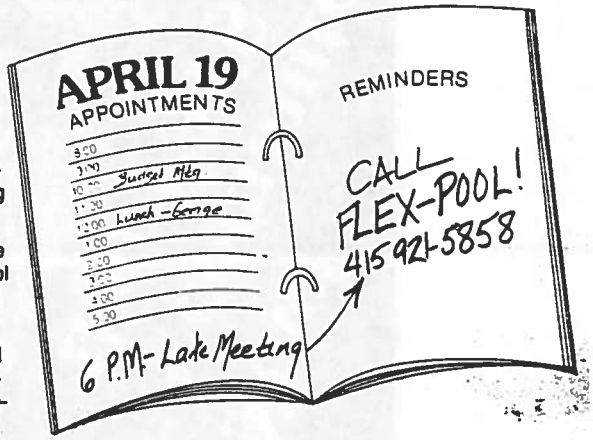
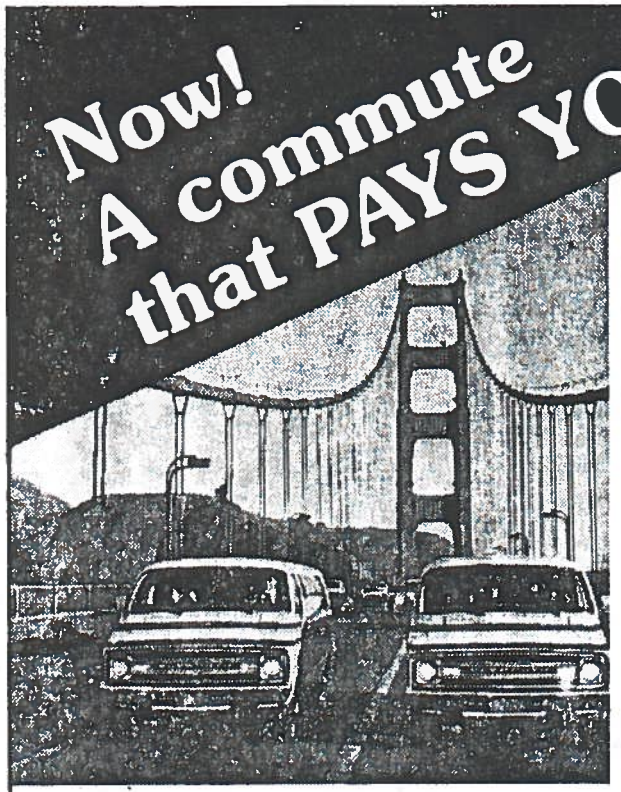


FIGURE 3-6. FLEX-POOL MAILER.



FOR COMMUTERS WHO WORK LATER THAN USUAL!

FREE...your trip to work!

For a commute that can save you $$$ each month in parking, gas, bridge tolls or bus fares, become a driver/coordinator for Golden Gate Ridesharing's new Flex-Pool van. If you commute from Sonoma County to San Francisco and leave work between 5:30 and 6:30 pm or 7:00-8:00 pm, call us--*you* can enjoy a cost-free commute!

FREE..a family van!

Plus, you'll have unlimited personal use of the van. So Flex-Pool driver/coordinators get a free second family car!

Contact us for details--and discover a commute that really pays off.

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Money in the Bank...
call 921-5858 Ext. 322

Golden Gate
RIDESHARING

Flex-Pool is a Demonstration Project funded by the Urban Mass Transportation Administration.

FIGURE 3-7. FLEX-POOL AD.

In August, the staff person who was the principal manager of Flex-Pool left GGBHTD. Management of Flex-Pool was then taken over by the project secretary and the information dissemination coordinator.

In September the project began to automatically register general ridesharing applicants for Flex-Pool. Up until then registrations were limited to those commuters who explicitly requested it. This new "blind" application process was followed up by a phone call from project staff to personalize the services of the ridesharing office and to inform applicants of the availability of Flex-Pool. Further, a message about the Flex-Pool service was put on all computer matchlists for ridesharing sent out to residents in the Golden Gate service area.

By October project staff began to develop plans to form two new Flex-Pool vans to allow those using the first two to switch to regular vanpools. While casual ridership was low on both vans, there was sufficient interest among the assigned riders to seriously contemplate the transition. Both ridership on and registrations for the two Flex-Pools rose in October due to the massive marketing campaign held in September as part of commuter awareness week. On average, casual ridership on each van increased from zero to one rider or one to three riders per evening. Assigned ridership also increased, giving further impetus to the staff's intent to start another two vans which would replace the original two as they were transitioned into regular vanpools. The start-up date for these two new vans was scheduled for December 1982.

Unfortunately, the original plan to add two new vans and shift the first two groups into regular vanpools in December never materialized. Instead Golden Gate added a third van in December to serve Sonoma County with a different route within San Francisco. By January 1983, total seat use on all three vans was between 80 and 90 percent. About half of the twenty seats on each of the three vans that were available to casual riders were occupied in the evening commute.

Ridership on the three Flex-Pool vans continued to grow throughout the winter months and project staff began to plan for the addition of a fourth van for April 1983. However, the start-up of this fourth Flex-Pool van had to be delayed until late May 1983 because of problems in finding a driver. This fourth van left San Francisco at 7:30 p.m., one-and-a-half hours after the others. After it began operating to Sonoma County, the project considered eliminating the one Marin van altogether and offering its users seats on the three remaining vans which would pass through Marin County on their way to Sonoma. The reason for dropping the Marin van was low ridership coupled with the fact that its users could be served by the other Sonoma bound vans.

At the end of June when FHWA terminated its participation in the demonstration project, Golden Gate had two of the remaining three Flex-Pool van groups change to regular vanpools. The 7:30 p.m. Sonoma van continued operating as a Flex-Pool van with UMTA funding assistance. This Flex-Pool van continued operating through 1983 with one assigned rider and five to six casual riders each day. The District decided to continue this van until the UMTA funds that subsidized the operating cost were exhausted. In the spring of 1984, with UMTA funding exhausted, Golden Gate stopped the last Flex-Pool van altogether.

3.3.4 Information Dissemination

The information dissemination project was intended to provide centralized and efficient information services to other ridesharing agencies which were interested in Golden Gate's demonstration project and other ridesharing activities. An information coordinator was hired to document the development and implementation of the leased carpool and back-up vanpool services and to prepare materials for dissemination. Additionally, this person was to provide some assistance in marketing these two services to commuters in the Golden Gate area.

In November 1981 the information coordinator position was filled and work began on documenting project development. Throughout the demonstration this person often assisted other

staff in performing work that was not always directly related to information gathering and dissemination. This especially occurred during the first year of the demonstration when there was frequent turnover and vacancies in two of the project staff positions.

Throughout the first year, the coordinator focused her information dissemination related activities on preparing progress reports and documenting the development of the Commuter Car and Flex-Pool projects. The coordinator also assisted other project staff in developing marketing materials for the back-up vanpool and the group lease projects. In February 1982, a major marketing study was conducted for the Golden Gate Ridesharing Division. A consultant was hired to conduct a survey, but the information coordinator spent considerable time on analyzing the survey and preparing a report.

Because of these distractions, the first formal information dissemination activity did not take place until August of 1982. At that time a booklet about the Flex-Pool project was sent out to numerous ridesharing agencies and individuals interested in the project; no mention was made of Commuter Car in this mailing. In fact, the Commuter Car project was not the subject of any information dissemination activities until much later in the project. This was due to the delays encountered in implementation of that project because of the problems encountered in developing a suitable lease contract. Dissemination of information regarding Commuter Car occurred only when most of the operational issues were resolved.

In February 1983 a major mailing of materials about the direct lease project was conducted. This mailing occurred at the same time the project was implemented and when press releases were circulated as a marketing tool.

Other significant activities conducted by the coordinator included presentations on the Flex-Pool and Commuter Car projects at the 1983 Transportation Research Board Conference and an April 1983 mailing (to the ridesharing community) about Commuter Car just prior to the National Association of Vanpool Organizations

meeting. Throughout the project the coordinator received and responded to numerous requests for information. The information coordinator also served as the manager of Golden Gate's participation in the SMD Host Program. In this capacity she hosted several visits of ridesharing professionals who toured Golden Gate's operation and were introduced to the Vanpool Program as well as the demonstration project.

After FHWA withdrew from the project in July 1983, the information coordinator was the only project staff person who remained at Golden Gate because her position was funded by UMTA. She therefore became responsible for managing the Flex-Pool vans and for closing down the Commuter Car element. She also assisted those who requested assistance in leasing a car directly from an agency. She also prepared and sent out several mailings to inform potential clients that both the group and direct lease projects were cancelled and that Golden Gate would not be providing any further services to commuters to help them lease cars. In the final months of UMTA participation in the project, the coordinator developed summary fact sheets about the group and direct leasing projects, what problems had been encountered and how they were resolved by project staff. She also kept track of Flex-Pool ridership and provided recommendations on its final disposition after demonstration funds which were subsidizing it would be exhausted.

3.3.5 Institutional History

The preceding sections provide brief histories for each element of the demonstration. Several other important events which affected the project are discussed in this section.

One of the most important issues was the matter of staffing. The original proposal and FHWA/UMTA funding included provisions for four full-time staff. Three were professional staff: the project coordinator, the pool coordinator/fleet administrator and the information coordinator. The fourth position was a clerk-typist.

When the demonstration began, both the project coordinator and the fleet administrator were hired from within the existing Ridesharing Division. However, for the first two months these people continued to have responsibilities to their prior jobs and were unable to devote all of their time to the demonstration. Furthermore, the clerk-typist position was not satisfactorily filled for six months until March 1982. In addition, the project assistant position[4] was also not satisfactorily filled until September 1982. Because of these staffing problems, the three demonstration projects could not be developed as quickly as envisioned in the proposal.

An issue closely related to the staffing problems was the level of support the project received from the Ridesharing Division. As stated in the proposal, various Ridesharing Division staff from the manager through to clerical staff were to provide assistance to the project. But because of frequent turnover in that division, as well as a division reorganization and staff reduction in July 1982, little of this assistance actually materialized. A total of about 2,500 person hours of division staff time (in addition to the project staff's time) was allotted to the demonstration. While there is no record of the actual time that these individuals spent working on the project it is generally regarded as being significantly less than this allocation. This further reduced the amount of work that was done to develop and implement the project. This contributed to delays in project implementation and, ultimately, FHWA and GGBHTD frustration. Moreover, the actual amount of work that had to be done was never fully anticipated and planned for in the proposal.

Poor communication also adversely affected the demonstration project. As mentioned earlier, the direct lease concept was not addressed by project staff until November 1982, a full year after the project started. One reason for the delay was that this concept was never included in the formal proposal to FHWA or

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[4]See Figure 3-1.

UMTA. The direct lease concept appears to have been an "add-on" that was never included in any formal project records. Evidently, in conversations with FHWA, Golden Gate agreed to develop this concept; but those at Golden Gate responsible for this agreement failed to apprise the project staff of the extra work until late in 1982.

As another example of poor communication, Golden Gate was never able to make FHWA fully aware of the problems it was encountering with development of the project. This is partly because Golden Gate staff did not fully appreciate, until very late in the project, the complexity of the lease agreement, and hence were unable to inform FHWA accordingly. FHWA also objected when Golden Gate announced that the first phase would include only 5 seed vehicles instead of the 25 Golden Gate had originally proposed. While FHWA regarded this as a reduction in project size, Golden Gate argued that the project was never intended to create a fleet of Golden Gate carpools. Instead, the project was continuously turning over seed vehicles from one pool to another.

Because of this poor communication between FHWA and Golden Gate, the project never fully realized the support it needed from its sponsor. This problem became acute when FHWA finally decided to terminate the demonstration.

3.4 PROJECT BUDGET

Table 3-1 below shows the project budget as it was presented in the project application.

TABLE 3-1
GOLDEN GATE BROKERED CARPOOL DEMONSTRATION PROJECT
PROPOSED BUDGET

Element Summary	Amount	% of Total
Brokered carpool	$300,000	75
Back-up element	32,500	8
Information dissemination	67,500	17
Total	$400,000	100

Cost Summary		
Staff salaries and benefits	$227,600	57
Travel	13,600	3
Marketing	69,700	17
Data collection and evaluation	35,000	9.6
Vehicle acquisition	24,000	6.6
Contract services*	5,500	1.0
Other costs/administrative expenses	9,600	2.0
Contingencies	15,000	3.8
Total	$400,000	100

* Includes graphic design, photographic services and typesetting/productions work.

Of the $400,000 identified as the project budget, $75,000 was to be provided as local match by GGBHTD. FHWA was to pay $225,000 and UMTA $100,000.

4.0 COMMUTER CAR EVALUATION

4.1 EVALUATION ISSUES

As stated earlier, the Commuter Car project cannot be evaluated in the traditional sense because it was never fully implemented. Prior to project cancellation, Golden Gate was unable to place any leased automobiles into operation as carpools either through the group or direct lease elements. Hence, the Commuter Car project cannot be evaluated as to its performance and effect.

Instead, this evaluation examines why GGBHTD was unable to implement the service and why it was cancelled. First, the evaluation reviews the legal and technical issues associated with the concept and how they were resolved by GGBHTD. Second, the evaluation also looks at the feasibility of the leased carpool idea from the standpoint of the sponsoring agency and the commuter (including both drivers and riders).

Third, the evaluation provides other agencies contemplating similar programs with basic information on how lease contracts should be structured and what they should contain, how leased carpool costs compare to purchased cars and what are the benefits as well as the liabilities inherent in the project.

This chapter is structured to address these three issues in turn, starting with the legal and technical issues involved in developing a lease agreement between the District and the leasing industry. The evaluation focuses on the group lease project because most of the problems the District confronted were with this project.

4.2 LEGAL AND TECHNICAL ISSUES

The Commuter Car demonstration project encountered many legal and technical issues in the development of the group lease element. The direct lease program, in contrast, had few of these problems. This is because Golden Gate, the lessor, and the commuter all were to be under contract with each other in the group lease program. In contrast, the direct lease program only required contracts between the lessor and lessees. The legal and technical issues surfaced when Golden Gate was preparing the draft version of the lease agreement. This lease agreement was to be between the District and a leasing agency (the lessor) chosen through a competitive bidding process. The agreement would specify the number and type of cars the District wanted to lease for assignment to commuters who would use them to form carpools.

The legal and technical issues that project staff encountered in developing this lease agreement were of such complexity and magnitude that their resolution took nearly all the time staff devoted to Commuter Car during the 18 months it was funded.

These legal and technical problems came to the attention of project staff when leasing agency representatives reviewed the first version of the master lease agreement. The staff had prepared this agreement without the benefit of input from leasing experts. The major problems that surfaced are described in the following sections.

4.2.1 Assignment of Automobiles

The original agreement called for the District assigning automobiles it had leased from the lessor to commuters (lessees) who would form and drive the carpools. Lessors objected to this provision because they normally did not allow a lessee (such as Golden Gate, in this case) to subcontract with another party. Lessors wanted to enter into lease agreements directly with drivers rather than to work through Golden

Gate. Since the project staff were unacquainted with regular leasing industry practice they had never considered the matter of assigning leases a problem. The main reason lessors wanted to lease cars directly to drivers was so that they could better control the transaction, who was being leased a car, and under what terms and otherwise be able to protect themselves.

4.2.2 Pre-approval of Drivers

Originally, the District did not intend to give the lessor authority to approve to whom the District would turn over the cars (i.e., the driver/lessee). The District wanted to be able to lease cars from any agency and then give these cars out to whomever it chose without allowing the lessor any say. The District maintained that if lessors were given such authority they could delay assignment of cars since the lessor was already being paid the monthly rent by the District. District staff were also concerned that lessors' qualifications requirements were too stringent and inflexible, such that it might have been very difficult and time-consuming to find qualified candidates.

Lessors argued that it made no sense to give cars to drivers for up to six months (as specified in the original project plan) on a trial basis without pre-approving their worthiness. They wanted to avoid having to take back a car after the trial period if the driver was found to be unqualified. Lessors also argued that they and not the District had the necessary experience and expertise to make decisions regarding the qualifications of drivers.

4.2.3 Minimum Order Guarantees

The lessors wanted the District to commit to leasing a number of vehicles (they suggested between 10 and 15) at one time, as a fleet purchase arrangement. In contrast, the District wanted to lease cars only as they found drivers. In

this way the District would not incur any monthly lease payments for autos not placed with drivers. The District was especially concerned about this since the demonstration project budget did not include any funds to pay for lease costs. Therefore, the original agreement, as drafted by project staff, stated that the District would lease up to 15 cars over a 24-month period, as the District found drivers for the cars.

4.2.4 Length of Lease Terms

The District originally envisioned leasing cars for 18-month periods (with the District as the lessee for the first six months and the carpool driver for the remaining twelve). The District wanted to use 18-month lease terms to fit within the time remaining in the demonstration. Staff did not want leased cars in operation after the project ended. In contrast, lessors wanted the District to change the term to 36 months in conformance with industry convention. Lessors preferred three year lease terms in part because of tradition and, in part, because that is the usual length of time an individual holds a new car. Lessors also wanted the agreement to require that drivers lease the cars for a minimum of twelve months. That is, drivers would not be able to terminate a lease until at least 12 months, including the trial period, had passed. This would give the lessor a guaranteed minimum earnings base. In contrast, the District's initial version of the contract did not contain any minimum lease period and hence, no guaranteed earnings base since it would not guarantee to cover short term leases.

4.2.5 Monthly Payment Structure

The District's original lease agreement set forth a method for determining monthly fees that lessors found unacceptable. The District, for instance, wanted to use the straight line income accrual method to allocate the amount of depreciation costs charged against each monthly payment. The District

proposed this method because it was unaware of how the industry usually handled this issue. This method averages depreciation equally across the term of the lease and does not consider the fact that automobiles actually depreciate faster in the first 12 months than the remaining period. This is an especially critical matter with respect to early termination charges. The District's use of the straight line method would have required that the lessor charge a penalty to those who terminate their leases before the end of the term to recover the costs of the actual, or economic depreciation. Lessors preferred a payment structure that would have charged the lessee proportionally more depreciation in the first months of the term than the later. This method is usually used by the industry. The payment schedule proposed by the lessors would also charge proportionally more for interest in the first payments. This would allow the lessor to rapidly recover the costs it incurred when it borrowed money to buy cars.

4.2.6 Other Issues

Besides these major problems the original lease version was faulted for other technical problems. The District's late payment charges were regarded as too low and in need of being raised to industry standards. The lessors also wanted the agreement changed so that all provisions concerning vehicle servicing and maintenance which would be imposed on the District be carried forward to the driver. The District's original contract had overlooked this matter.

Lessors also wanted the District to pay sales tax and license fees on the automobiles as part of the lease agreement for each car. The District had ignored these costs because it thought that it would be exempt, as a public agency, from paying these costs. Lessors argued that it would be better to avoid the issue of exemption because the cars were to be turned over to private individuals who would be subject to these charges.

Some of these issues, such as the late payment fees, the imposition of servicing and maintenance requirements on drivers and the determination of how monthly fees were to be set, came about because project staff did not have any experience and expertise in designing lease agreements. As such they could be and were easily remedied once the District was made aware of the problems. If the staff had experience in leasing or the assistance of a leasing consultant when they started the project, many of these problems could have been avoided.

The other problems were far more complex and directly affected the original concept of the project. The project staff had written an agreement to protect the District, insofar as practical, from certain risks that it might incur once it began operating that project. In particular, the District was concerned about incurring costs for the monthly rents of any automobiles not placed into service with drivers. This was especially important to Golden Gate because it did not have any demonstration funds earmarked for this purpose. It was for this reason that the District wrote its first lease agreement to expedite the placement of cars and to limit the number of vehicles it might have on hand and be financially responsible for at any time. The District also did not want to be responsible for any leases after the demonstration was completed. Therefore, it intended to lease cars for 18 month periods rather than the conventional three-year period. With 18-month leases, the District had sufficient time left in the project schedule to finalize the District-lessor agreement, select a leasing contractor and place cars with drivers. Longer lease terms would have meant that drivers would be using leased cars after the demonstration officially ended. The District wanted to avoid having this occur since it might not have staff available to administer the leases once the project was completed. Also, the District wanted to avoid extending its liability past the time the project was officially over.

4.3 RESOLUTION OF THE ISSUES

To address each of these problems, demonstration project staff substantially revised the lease agreement. Staff were assisted by a leasing consultant that was retained by the project. The leasing consultant provided invaluable help to the project staff in preparing a program that would meet the District's needs and still be workable to the lessors. The lease contractor provided Commuter Car staff with the expertise it did not have to develop a program and agreement that would resolve each of these problems. Each of the major problems was resolved as noted in the following sections.

4.3.1 Assignment of Automobiles

The District continued with its original plan to assign automobiles and their leases to carpool drivers as they were found. The District formalized this assignment by developing a model contract between itself and the driver. Execution of the agreement would have been required prior to placement of a car with a driver. This agreement would have set forth the driver's rights, duties and obligations with respect to operation of the vehicle and assignment of the lease. The agreement would have notified the driver that he or she was responsible for complying with all provisions and conditions of the master lease between the lessor and the District. It also would have specified the District's intent to assign the lease to the driver after 30 days or longer after execution of the agreement. In essence, the agreement would have cut down the trial period to 30 days from the original six months. The agreement would have given the driver the right to refuse assignment of the lease and to return the vehicle to the District at any time during the trial period.

4.3.2 Approval of Drivers

The District agreed to allow the lessor authority to approve who could drive the automobiles prior to placement with

drivers. The revised agreement stated that the lessor would have had to approve any driver before the District could execute an agreement with the driver to use the car. The revised agreement between the lessor and the District would have required the lessor to render a decision regarding driver worthiness within three working days of receipt of all required information about the driver from the District. This would have protected the District from having to pay monthly rents for cars not placed into use because the lessor had not expeditiously conducted its review of the driver. The District also would have taken upon itself the responsibility of getting the needed information to evaluate the drivers from the driver candidates. By doing this, the District would have removed one of the probable major delays in the driver approval process.

Another important issue resolved in the project concerned the criteria used by lessors to qualify lessees. While the criteria used in the demonstration project were no more stringent than any individual would face if he attempted to lease a car on his or her own, it needs to be recognized that these criteria make-up a very restrictive screening process. To deal with this problem, Golden Gate negotiated a somewhat less restrictive set of requirements for the Commuter Car program. For example, lessors normally require that the candidate not have had more than two different jobs in the three-year period prior to the application. Golden Gate staff were able to change this to requiring that the candidate have been employed for at least the past six months by the same employer. The District also got lessors to modify the criteria for credit worthiness. Generally, lessors use a standard formula for deciding whether an individual can afford the rent charges. This is usually expressed in terms of a ratio of the person's total monthly debt obligations to monthly income. A person is automatically disqualified if his debt to income ratio exceeds the standard. Golden Gate changed the criteria to a somewhat less mechanistic calculation that looked at the candidate's financial status and whether it was reasonable

enough to assume he or she could handle the monthly payments. However the agreement did not specify how a person's financial status was to be used in the decision process.

4.3.3 Minimum Order Guarantees

The revised agreement did not make any provision for fleet purchases as had been suggested by lessors. In fact, the District reduced the project at this time from 25 to 5 car leases in the first year of operation.

4.3.4 Length of Lease Term

The District agreed to a three-year lease term by revising the agreement as suggested by lessors. This meant that the District would remain involved with continuing contractual relationships in leased cars after the demonstration was completed. Key aspects of the project were redesigned along with this change to protect the District. The trial period was reduced from six months to one. This meant that the District would more quickly pass responsibility for the lease onto the driver. The driver would also be given the right to give up the use of the vehicle and lease responsibility at any time under the revised agreement. In the event of early termination, the lessor was to sell the automobile for whatever price could be obtained and bill the District any difference between the sale price and the termination value used to determine the monthly lease cost.

4.3.5 Monthly Payment Structure

The District changed the agreement to conform with leasing industry standards and conventions regarding calculation of monthly rents. This resolved, in the lessor's favor, the issue of determining depreciation by using the industry standard method of prorating more depreciation costs earlier in the lease term than later. The District had intended to use simple straight line depreciation calculations.

4.3.6 Other Changes

The agreement was revised to correct the more minor technical problems of the first draft. For instance, it required that the driver be responsible for seeing that all required service and maintenance work was done. However the driver's agreement with the District limited the total amount the driver could spend without District approval for any such work to a maximum of $50 per month.

The revised agreement also resolved the matter of charging sales tax and license fees by including these costs in the lease payment schedule. Late payment fees were also adjusted to agree with the industry's practice. The initial District lease used lower late payment fees compared to the industry convention.

4.4 LEGAL AND TECHNICAL CONCLUSIONS

Several conclusions can be drawn from the legal and technical problems Golden Gate encountered when it was developing the lease agreement. These conclusions have important implications for other organizations attempting to implement similar projects.

4.4.1 Probable Impact of Lease Changes

The first conclusion is that leasing industry practices and procedures must be considered in the design of any carpool lease project. This rather obvious conclusion has several important and somewhat less obvious aspects that are critical to project feasibility. One of the principal reasons why Golden Gate took so long developing the Commuter Car project was that project staff were unacquainted with how lease contracts were written, monthly rents were determined and drivers screened and approved.

Further, any other agency attempting to develop a leased carpool program needs to give some thought to how long the

lease terms are to be, what role the leasing agency will have in screening drivers, whether the agency wishes to take advantage of fleet purchases, and how leases will be turned over to drivers.

In the Commuter Car project, staff found that they had to make many revisions to the original project design to accommodate leasing practices and policies. Any other agency developing a similar project will need to understand these issues before it can implement the service. The Commuter Car experience suggests that lessors must be allowed the opportunity to screen drivers, that lease terms will probably have to be for three years, (which is the industry norm) and that assignment of the lease must be well thought out and clearly designed.

With respect to the lessor's role in approving drivers, the Commuter Car experience suggests that both the agency's as well as the lessor's needs can be satisfied without compromising the original intent of the project. The revised contract between the District and the lessor gave the lessor full authority and responsiblity for screening drivers. This is certainly the best alternative available given that lessors have the experience and expertise necessary to conduct this work efficiently and accurately.

While it is preferrable to give the lessor the authority to approve a driver, consideration needs to be given to how lessors make their decisions. In particular, an agency developing a leased carpool project might want to review the credit and character criteria used by the lessor to rate candidates. This is because lessors' criteria were seen as somewhat conservative in the Golden Gate demonstration such that finding qualified drivers was difficult. The Commuter Car staff found this to be the case when they started the lease referral program. In the direct referral version, few interested candidates passed the lessors' test and were considered eligible for leasing cars.

The essence of this conflict was that lessors wanted to minimize their risk. The District wanted to get as many leased carpools as possible in order to reduce peak hour traffic congestion.

Another important lesson that can be learned from the Commuter Car project was that it is possible to write a lease agreement that gives the lessor this screening authority in such a way as to also protect the sponsoring agency. As stated earlier, Golden Gate resisted giving the lessor such authority because it feared the lessor would delay the placement of cars. In the revised agreement the District assumed responsibility for collecting the necessary information from driver candidates and passing it onto the lessor. Once the lessor received the information from the District, he or she was contractually obligated to issue a decision within three working days. These provisions gave the lessors the authority they wanted in approving drivers while minimizing the time they could take to make a decision. One missing feature from this provision was that the agreement did not specify what would happen if a lessor did not meet the 3-day deadline for rendering a decision. Without actual experience we cannot determine how well this provision would have worked.

The matter of assigning leases to drivers after trial periods was not so easily solved by Golden Gate staff. The revised agreement handled this by effectively reducing the trial period from six months to one month and by immediately imposing all the provisions of the lease (such as monthly payments, service and mechanical repair work, etc.) onto the driver as soon as he or she executed the agreement with the District. While this arrangement was acceptable to the leasing industry we do not know how the public would have received it since the project never got to the point of placing cars with drivers. On the one hand it can be argued that the driver would, in any event, have to assume this responsiblity at some point provided he wished to continue using the leased car. However, it also can be argued that the shorter trial period

(one month) used in the revised agreement might not have given the driver sufficient time to set up a carpool and work out any operational problems. The advantage of the longer trial period was that it gave both the driver and the District more time and flexibility to form new carpools.

The District's agreements with its drivers were specially written to provide some flexibility in this area. The agreement stated that it was the District's intent to assign the lease approximately 30 days after execution of the agreement. However, it also allowed both parties to delay this assignment, depending on how well the carpool was operating. In such cases the District continued to be the lessee and remained responsible for complying with the provisions of the lease with the lessor. This gave the District some flexibility in that it could continue to be the lessee for longer than 30 days. It also gave the driver more time to try carpooling and to work out any details before having to commit to a long term lease. Again, we do not know how this would have actually worked since the project never became operational. Drivers might still have been afraid to lease a car for ridesharing purposes if the District really meant to transfer the lease after one month.

With respect to the length of the lease term, Golden Gate revised its agreement to a three-year lease. This was an important issue for Golden Gate only in that there was not sufficient time available for developing the project and running it for a full three years. The demonstration grant was for three years only, including time for project development. Agencies contemplating future projects of this sort need to take into account the long lead time required to develop the project before it can go into service. In Golden Gate's case it took nearly eighteen months to work out all the details necessary to get the project to the point of getting a contractor to provide cars. Other projects would probably not require as much time given that Golden Gate was the first agency to attempt to do something like this and others can learn from this experience. Also, demonstration staff did not

spend all their time and effort just on Commuter Car but also worked on Flex-Pool and, to a lesser extent, the information dissemination element.

While it will not take quite so long for other projects to do what was done at Golden Gate, this does not mean that they will be ready to go into operation any earlier. This is because considerable work has to be done in marketing and promoting the service before cars can be leased. In the case of Commuter Car little attention was given to marketing since all available resources were devoted to working out the various operational problems. Consequently, while Commuter Car was ready to begin operating, once a lessor was selected, staff still needed to conduct an advertising campaign to promote the project and create interest in and among communities. As it was, Commuter Car marketing was mostly limited to the direct lease project. It seems apparent from Golden Gate's experience that it would take other agencies six to twelve months to start a similar program. With regard to staff resources, future projects of this sort can anticipate needing 1.5 to 2.5 person years for setup.

4.4.2 Lessons for Other Projects

In summary, the lessons we can learn from Golden Gate regarding the development of a workable project, from the standpoint of the leasing industry include the following:

1. Allow lessors the right to approve drivers before they are given a car. In fact it is far more desirable to give this responsiblity to the lessor than to attempt to take it on when the operating agency has no experience or expertise in this process.

2. Negotiate with the lessor the criteria used to evaluate drivers. It is critical that the lessor not be allowed to use requirements that are so restrictive that it is unlikely the project will be able to find qualified drivers. Lessors are accustomed to operating in a narrowly defined market that has traditionally been aimed at the business community. This is because most auto

leasing has been for businesses and companies and not with individuals. Lessors need to understand that the market for their service is much different in projects such as Commuter Car. The goal of Commuter Car was to make it possible for a large number of people to carpool by giving them a car to do so with little risk involved. If lessors are unwilling to consider leasing to a wider market, projects such as Commuter Car will be infeasible. (This issue is discussed further in Section 4.2.) Lessors need, however, to be assured that such a venture does not entail high risks to them. They should be made aware of the benefits from such programs, such as new markets, already identified, assistance in marketing the leased-car concept, new business, and of course, profits.

4.5 FEASIBILITY ANALYSIS

Automobile leasing would have to be an attractive alternative to drivers for Commuter Car to have been successful. Commuter Car would have had to offer the driver certain advantages over other alternatives for it to attract commuter participation. This is also true for the direct lease program. This section addresses the issue of whether automobile leasing is an attractive alternative to purchasing cars for carpool use. In most instances purchasing cars is the most likely alternative available to the driver. The analysis examines auto leasing in comparison to purchasing to determine if the leasing option is cost-effective and if it is otherwise economically advantageous.

4.5.1 General Comparison of Automobile Leasing and Purchasing

It should be understood that there are too many variations to purchasing or leasing a car to allow for meaningful comparisons of "typical" purchases or leases. The terms of either are virtually endless in their variation and depend to a great extent on the consumer's own situation and needs. Therefore, it is quite difficult to actually compare the two alternatives to one another.

An examination of the costs, to the lessee, of leasing a car indicates that this option may be in some cases cost-effective compared to the purchase option. Both the monthly and long-term costs of leasing a car can be equal to or less than the cost of purchasing a car. Lessors have great flexibility in setting costs and can, if they so desire, make the costs competitive with the purchase option.

The monthly lease charge is based on three factors. These are the prevailing interest rate, the projected resale, or residual value of the leased car, and the profit lessors wish to make on the transaction. (The interest rate is important because the lessor must borrow money to buy the cars he is to lease. The lessor passes these costs onto the lease.) The assumed residual value is the major determinant in the monthly payment, along with the profit margin. Monthly lease costs are based in large part on the difference between the original purchase price and the assumed resale value. Generally speaking, the higher the resale price, the lower the monthly payment.

The important feature about these factors, and their relationship to the cost of the lease is that none of them is fixed. With the exception of the imputed interest rate charged to the lessee, the lessor can vary the other factors as conditions dictate or as he desires. The interest rate is largely determined by the rate the lessor is charged by his or her lending institution. The rate changes from time to time with the change in the prime lending rate. Both the residual value and the profit margin can be adjusted by the lessor to tailor a transaction for the lessee. This is because no one can predict, with any degree of certainty, the resale price of a car. The length of the lease term can also be varied. Changes in any of these will affect both the monthly payment and the cost, to the lessee, to buy the car at the end of the lease. Because of this variability, one cannot talk about a typical lease which is representative of leases in general. Rather there are many different possible leases for a

particular car. Each will cost the consumer a different amount depending on the factors outlined above.

Another factor which varies from lease to lease and, especially between leases and purchases is the original purchase price of the car. This is an important factor because the lessor must buy the car from an auto dealer, even if the lessor is a part of a dealership. Obviously a lower purchase price can allow for a lower monthly payment. The variation in purchase price further complicates any comparative analysis. One reason for this is that the purchase price can be purposely varied to increase or decrease the seller's or lessor's profit. Lessors can increase the original price of the car to make their profit there or they can keep it lower and make up the profit in the monthly payments by reducing the assumed resale value of the car.

Because all these factors can be adjusted, leases can be structured to meet the needs of a specific client. In the case of Commuter Car monthly costs could be set at a rate lower than the monthly costs associated with a purchased vehicle. Creative lessors can design several different payment structures for any lease. They can adjust the residual value, or purchase price to get their profit there or they can tinker with the monthly payment for this same purpose. In any case, the lessor can fine-tune the lease to generally meet his or her client's needs and still be certain of making a profit.

Given this flexibility, leases can be designed such that the monthly costs are at most, no more than the cost of buying the car. The lease can also be written so that the monthly costs are less than those for the purchased automobile. Therefore from the standpoint of cost to the user, the leased carpool is a viable one. Further, any cost savings which the lessee/driver enjoys can be passed along to the carpool riders in the form of lower fees.

Besides the fact that monthly rental charges for leasing can be competitive with payments for purchased cars, the lease option has other factors which make it an attractive feature.

The first of these is that the entry costs for leasing a car are far less than for buying one. When an individual buys a car he normally needs to make a downpayment of between 5% and 20% of the car's sales price. This can amount to several thousands of dollars in entry costs. In contrast, the lessee is usually only obligated to put down a security deposit. The security deposit is usually only a month's rent, a far more modest amount (several hundred dollars, at the most) than the downpayment paid in the purchase alternative. The advantage of far lower entry costs is that it makes it possible for some people to get a new car who may otherwise not have the capital to meet the downpayment requirements of a new car purchase.

The second advantage to leasing follows from the lower entry cost for leasing. A lessee who exercises the purchase option defers making a large cash outlay until the end of the lease term. Individuals who do not have the cash to make the downpayment on a purchase can use the intervening time (the lease period) to save enough to buy the car at the end of the lease. In all leases, the lessee has the opportunity to purchase the car at a "fair market price" at the end of the lease term. Others who do have enough cash to buy the car can invest the capital for the term of the lease and earn income from the investment. The price paid for the car at the end of the lease is based on its residual value which is, of course, far less than the original purchase price. Finally, deferring a large capital outlay on the purchase of the leased car for a few years can mean that the vehicle was purchased, in inflationary times, for less valuable dollars. This is because the effect of inflation is to reduce the value of money over time. Hence, a payment that is delayed for several years, in times of inflation, is made with less valuable dollars than if it had been made earlier.

The third advantage to leasing cars is the flexibility in the lease contract. Lessees can usually terminate their obligation before the end of the term. In such cases, the lessee will pay a penalty on top of a monthly payment he has

already made. However such costs will usually be less than the costs associated with the selling of a new car which has depreciated. It is also usually easier to break a lease than it is to sell a car.

In the Commuter Car demonstration, Golden Gate made several of these features somewhat more attractive. The District designed the lease agreements with drivers so that they could use the car for a trial period before assuming all lease obligations. This allowed drivers to use a leased car for at least a month while still being able to return it to the District without incurring any penalty charges. The District was also going to allow extensions in the trial periods, on a case by case basis. In such instances the lessee could return the vehicle and still avoid any penalty. This additional flexibility and freedom from penalties was designed to give fledgling carpools a fair opportunity to make the carpool work. For the driver it meant that he could have the use of a leased car for a brief period of time without being committed to a contract with a lessor.

All these advantages to leasing can make it an attractive alternative to commuters who need a car to use in carpooling. Lower monthly costs, the smaller cash outlays, and the flexibility of leases suggest that it is an attractive alternative to purchasing a car. However, there are a number of drawbacks to leasing which need to be considered before one can judge whether the concept was a workable one from the standpoint of potential drivers and their carpool riders.

The first and biggest drawback to leasing is that not everyone can qualify for a lease. Since lessors are ultimately responsible for the automobiles, they must avoid leasing cars to individuals who will default on their commitment. Consequently lessors set fairly stringent requirements as to whom they will lease a car. While it is difficult to specify exactly what these requirements are because they vary among lessors, it can be stated that an individual who cannot afford to buy a new car will also not be given a leased one. This is

because the monthly costs for either option are roughly equal and if an individual cannot make the monthly purchase payments he or she also cannot pay the lease costs. One exception to this rule of thumb is those individuals who can make the monthly payments but do not have the capital necessary to make the downpayment.

Another major drawback to leasing are the restrictions placed on use of the car. To limit the wear and tear the car is subjected to, lessors impose a per mile penalty on any mileage in excess of a certain limit, generally about 15-20,000 miles per year. Some drivers may be unwilling to lease a car because they will exceed the annual maximum. Another drawback is that the lessee must pay any costs to repair or replace any damage or missing parts to the car to return the car to a resaleable condition. Some people may be unwilling to lease a car given this provision and that they will not know their liability, if any, until the lease term is expired.

The third disadvantage concerns resale of the car. In open-ended leases (which are the typical lease contracts currently used), the lessee is responsible for any shortfall in the difference between the estimated and actual resale prices of the car. While federal law limits this liability to three times the monthly rent for leases to individuals, there remains a chance that the lessee will have to pay a sizeable fee to end his lease.

This liability can be resolved through the closed-end lease. In closed-end leases, the lessor assumes all liability for resale of the vehicle. To protect themselves against shortfalls in actual and estimated resale prices, lessors conservatively estimate the resale value of the car at a lower value. The net result is that the lessee pays a higher monthly rent reflecting the lower residual value.

It can be seen that the leased carpool concept is an economically attractive way in which commuters can get new automobiles to use for their journey to work. The principal drawbacks for the driver are that the driver/lessee does not

have unlimited use of the automobile and that he is responsible for the cost of any repairs done to the car to return it to an acceptable condition for resale.

From the standpoint of the operating agency the restrictions on who can be leased a car may also diminish the feasibility of leasing. Because lessors will only allow financially secure and credit worthy people to lease cars the likely market for such projects may be smaller than initially envisioned. Unfortunately, Golden Gate did not conduct any studies to estimate the size of the market for Commuter Car and therefore we do not have any data which can provide guidance to others in estimating the potential for similar programs. Further, without a good estimate of the market, the District was unable to give good reasons why lessors should participate in the project and revise their standard practices to accommodate the project's objectives.

4.5.2 Program Feasibility

This section briefly examines the issue of whether leasing cars is a viable way transit and ridesharing agencies can promote carpooling. The principal focus is on the group lease element since it was this element that was the most complex and difficult to develop into an operational project.

The project staff had significant problems in developing the project into a workable form that would be acceptable to lessors. As was stated earlier, staff spent approximately 18 months working out an acceptable lease agreement. There is some question whether Golden Gate could have achieved the same objectives more quickly had it purchased the cars itself and then leased them to drivers. This alternative would have operated much like the Golden Gate vanpool program. In that successful program, the District leased vans to drivers to operate vanpool on a trial basis. After six months of operation the leased vanpools were to be returned to the District for another new vanpool. The drivers and riders in

the existing vehicle were then to purchase their own vehicle to replace the leased District van.

From the District's perspective, purchased cars have several advantages compared to the leased car concept. The major advantage is that the District could buy several cars, quickly and with little effort. This would totally circumvent the problems associated with designing and negotiating a project design and lease arrangement suitable to the leasing industry. The District would have been able to purchase the cars it wanted at the time it needed them and without restrictions placed on their use by lessors. The cars could then be leased to drivers for a trial period for any length set by the District.

The problem with this option is that it would have entailed large capital costs. This might have presented a problem if the District did not have the resources needed to purchase the cars or could not get the necessary demonstration funding. There would also be some technical problems with purchased cars that would have to be resolved. Specifically, the District would have had to carefully structure the lease payments so that the monthly rents were competitive with purchased cars. This would have meant that the lessees be charged only for the difference between the purchase and resale values of the cars. There are two problems with this. The first is that the District did not have the expertise or experience to predict resale values on the cars. The second problem is that the District would then be responsible for disposing of the cars at the end of the leases by selling them either to the lessees or on the open market as used cars. In essence, the District would have had to become a lessor itself and be willing to take on the long term responsibility associated with each lease. As a lessor, the District would continually be at risk if cars were not leased and when it sold the vehicle at the end of the term and needed to make up the difference between its total costs and its earnings from lease payments.

While these are major problems they are not necessarily insurmountable. However, they are significant enough to indicate that this option would not have been a panacea for all the other problems Commuter Car encountered with developing the project.

One other solution to the problems Golden Gate staff encountered with the group lease project was the direct lease alternative. In the direct lease element Golden Gate was simply assisting commuters to qualify for and ultimately lease cars directly from leasing agencies. While Golden Gate promoted the project as another way of getting a car for pooling, it would not own or lease any vehicles. The advantage to this is that the District did not have to enter into any agreement with a lessor to provide cars. Therefore the District avoided the legal and technical issues discussed earlier as well as any of the costs and risks associated with the purchase or lease of any cars. Instead project staff simply developed a list of interested lessors, advertised the concept of leasing a car and then helped interested people apply for a lease.

Because Golden Gate did begin to offer the direct referral service to the public prior to project cancellation there is some real-life experience with the concept. Overall, the concept was attractive to perspective lessees. However, both project staff and lessors found that most interested commuters were unqualified to lease a car. It seems that the project appealed to those individuals who did not have any car in their household. The District found that the overwhelming reason why they did not have cars was because they could not afford them. Lessors generally rejected leasing cars to anyone who was in such a situation.

Unfortunately, project records are not detailed enough to indicate how many people applied for leases through the referral program. Therefore we cannot precisely estimate how marketable this project really was. At the very end of the demonstration four persons were known to have qualified and

were nearly ready to lease a car. However, staff lost contact with these individuals and never knew whether they, in fact, did lease cars.

In any case, the limited (two months) experience with the direct lease program strongly indicates that the problem of driver qualifications may be large enough to threaten the feasibility of programs such as Commuter Car. This suggests that a thorough market study needs to be done before any other attempts are made to develop similar programs. One goal of such a study would be to determine the economic status of potential clients in the area to assess whether the issue of qualifying for leases would be a significant problem. In the absence of such information Commuter Car was unable to estimate how large its market would have been had the project gone into operation. Other organizations contemplating the leased carpool alternative would find that a survey focusing on the economic status of potential clients a worthy exercise to estimate how large a market exists for leased cars. Such information would provide the knowledge needed to develop a sound business plan and would be useful in negotiations with lessors to convince them of the profitability of such programs.

5.0 FLEX-POOL EVALUATION

5.1 EVALUATION ISSUES

The purpose of the Flex-Pool project was to provide back-up transportation services to ridesharers in order to encourage use of carpools, vanpools and transit. Flex-Pool was intended to support other ridesharing modes by making available back-up transportation to commuters who might have missed their regular ride home. It was hypothesized that being stranded was an impediment to getting commuters to switch from driving alone to ridesharing. Flex-Pool was designed to overcome this problem. Flex-Pool was <u>not</u> created as another commute mode but rather it was intended to support other ridesharing modes.

Based on this objective, the principal evaluation issue is whether Flex-Pool helped to maintain or increase commuter use of ridesharing modes in the Golden Gate travel corridor. Because of data limitations this issue must be approached somewhat indirectly by examining the behavior of Flex-Pool users. Specifically, the evaluation reviews users' regular commute modes, whether users had recently changed modes (or were about to do so) and whether Flex-Pool had any role in their decision to change modes. The evaluation then analyzes whether Flex-Pool assisted users in making a mode change and if the change was to a ridesharing arrangement.

Non-users (defined as those commuters who were enrolled and eligible to use Flex-Pool but who had not done so) are also examined to determine if the availability of Flex-Pool might have played a factor in their current mode choice. These non-user characteristics were examined because it was not essential that Flex-Pool be used for it to meet its primary objective. Instead its availability alone was meant to be a support to ridesharing. That is, the mere presence of the service was thought to be a

solution to commuters' resistance to change from driving alone to ridesharing for fear of missing their ride and being stranded.

A closely related issue to this evaluation is whether Flex-Pool was perceived as a back-up transportation service by commuters. In order for Flex-Pool to meet its primary objective, it was crucial that commuters, especially those contemplating a mode switch into ridesharing, be aware of Flex-Pool. In this regard, the issue is whether Golden Gate did an effective job in promoting the service.

While use of Flex-Pool was not essential to its success in meeting the primary objective it was an important matter of economics. Flex-Pool was intended to be self-supporting in that user charges were to pay all operating and fixed costs. Golden Gate wanted Flex-Pool to be self-supporting from its start so that it would not require operating subsidies, although such funds were provided for in the project grant. Therefore, an important question to this analysis is how well was Flex-Pool used and if use was sufficient enough to pay the full costs. The evaluation also examines whether users were satisfied with the service and how the service might have been changed to better meet the needs of both users and non-users alike.

The evaluation concludes with an analysis of the costs to operate the service, whether Flex-Pool can be self-supporting and whether Flex-Pool is cost-effective relative to other alternatives.

5.2 RESEARCH DESIGN

Surveys of Flex-Pool users, non-users and former users were conducted to gather the information needed to answer these questions. Copies of each of the survey instruments are included in Appendix A. The user survey was broken down to distinguish casual from regular riders. Each Flex-Pool had regular (or "assigned") riders as well as casual riders. The regular riders used the service daily and treated Flex-Pool as if it were a regular vanpool in that they paid the operator monthly for their fares, and had reserved seats.

The five surveys (casual user, assigned user, former casual and assigned use, and non-user) were administered by Golden Gate in 1983. The non-user sample was randomly selected from those registered to use the service. The list included all commuters in the corridor who contacted the Ridesharing Division about car or vanpooling. The user sample was drawn from those whom Golden Gate had recorded as having used the Flex-Pools. All surveys except the non-user were mail-back questionnaires. The non-user survey was conducted over the telephone.

Overall, 68 casual user surveys and 198 non-user surveys were returned and processed. In addition, six former casual user surveys were processed as were 16 former assigned rider surveys.

For purposes of the evaluation, former users were defined as commuters who had not used Flex-Pool for six months.

5.3 FLEX-POOL CASUAL USERS

This section examines who used the Flex-Pool service on a casual basis (meaning those who used Flex-Pool occasionally as opposed to those who were its regular riders), why they did so and how they felt about the service. The questions addressed here are whether they used Flex-Pool as an adjunct to other multi-occupancy vehicles (car and vanpools, club buses, etc.), whether they regarded Flex-Pool as a back-up service and if Flex-Pool was a factor in their regular commuter mode choice.

This section also explores the reasons why people used Flex-Pool, how they heard about the service and what mode they would use if Flex-Pool were not available. It also describes their rating of the service, what changes they would like to see in the schedule and concludes with a socio-economic profile.

HERE'S HOW IT WORKS:

Flex-Pool vans provide service to Marin and Sonoma commuters. It's comfortable, reliable, economical...and *flexible*. A seat can be reserved by calling for a ride that same day until 3:30 p.m. (on a first-call, first-served basis).

Or, you can catch the van by waiting at any of its pre-arranged stops. However, because seating is limited, a seat may not be available. Therefore, reservations are advised.

Costs less than your car or other commute alternatives.

Flex-Pool riders pay a per trip fee to the driver/coordinator of the van. For ridesharers who are registered with Flex-Pool, this is a nominal amount--far less than the cost of bringing your car to town.

If you're not in a carpool, vanpool, or club bus, now's the time to start!

Now that Flex-Pool has added new convenience and flexibility to ridesharing, there's no excuse not to try it! Get into a carpool, vanpool, or bus pool arrangement and discover remarkable savings in commute costs and a good deal less frustration.

If you're working late tonight, try Flex-Pool. Call Golden Gate Ridesharing and let us help you get started on the happier road to work.

Carpools, Vanpools, Club Buses, and now--FLEX-POOL! Better ways to commute from

GOLDEN GATE RIDESHARING (415) 921-5858

FLEX-POOL REGISTRATION

This information is confidential and will be treated accordingly.

Name _____ Phone (Home) _____ (Work) _____

Home Address _____ City _____ State _____ Zip _____

1. I normally get to work by: Drive alone ☐ Ferry ☐ G.G. Transit ☐ Other ☐ (Non-Ridesharers)
   Vanpool ☐ Carpool ☐ Club Bus ☐ (Ridesharers)

   If you are defined as a "ridesharer," please complete questions 2-4. If you are defined as a "non-ridesharer," please complete questions 5 and 6.

2. If you currently are in a vanpool, carpool, or club bus, what role do you play?
   Driver/coordinator ☐ Back-up driver ☐ Passenger ☐

3. If you are a passenger in a carpool or vanpool, what is your driver's name?
   Name: _____ Work # _____

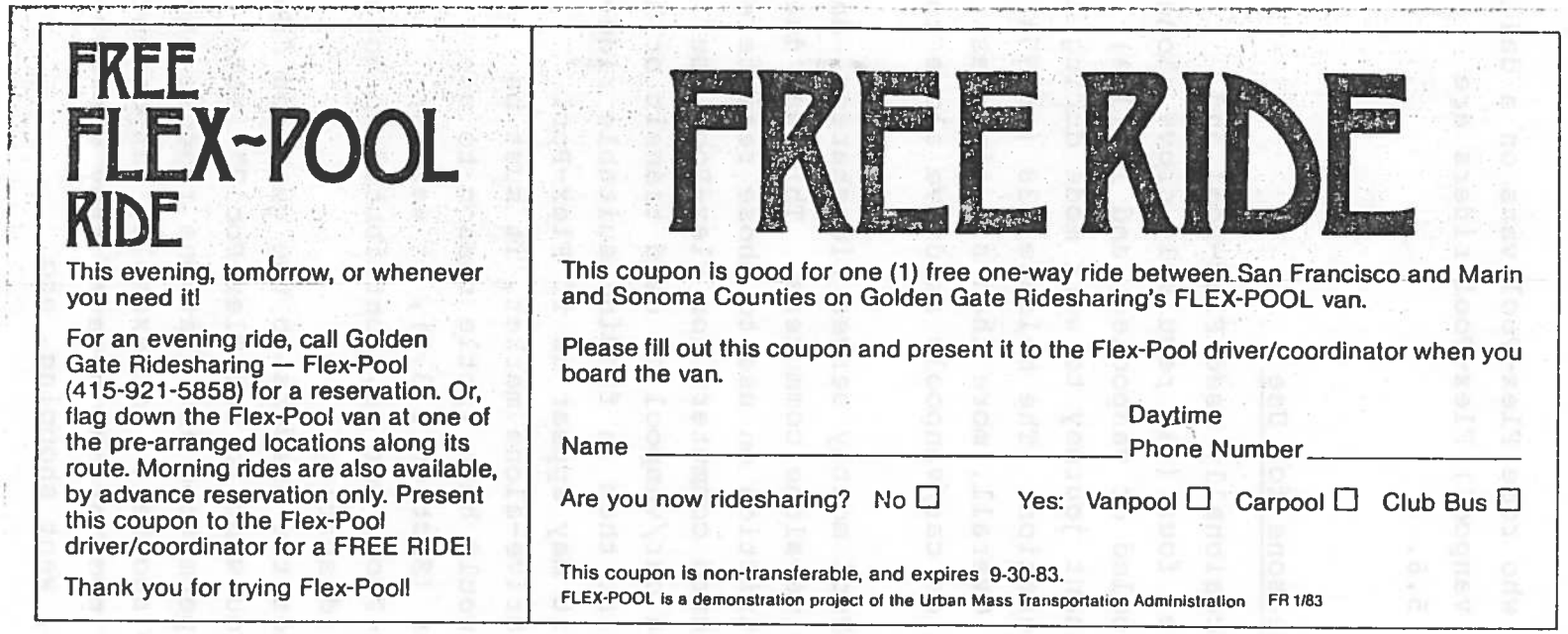
4. If you are a passenger in a club bus, what club are you in:
   Able ☐ Baker ☐ Charlie ☐ Delta ☐ Easy ☐ Happy ☐ Fox ☐ Golf ☐

5. Are you interested in commuting by: Vanpool ☐ Carpool ☐ Club Bus ☐

6. Do you currently have a ridesharing application on file with the Golden Gate Ridesharing Division? Yes ☐ No ☐

Simply detach the registration card and return to the Ridesharing Division. You are now registered and can use the Flex-Pool.

FIGURE 5-1. FLEX-POOL REGISTRATION FORM.



FREE FLEX-POOL RIDE

This evening, tomorrow, or whenever you need it!

For an evening ride, call Golden Gate Ridesharing — Flex-Pool (415-921-5858) for a reservation. Or, flag down the Flex-Pool van at one of the pre-arranged locations along its route. Morning rides are also available, by advance reservation only. Present this coupon to the Flex-Pool driver/coordinator for a FREE RIDE!

Thank you for trying Flex-Pool!

FREE RIDE

This coupon is good for one (1) free one-way ride between San Francisco and Marin and Sonoma Counties on Golden Gate Ridesharing's FLEX-POOL van.

Please fill out this coupon and present it to the Flex-Pool driver/coordinator when you board the van.

Name _____ Daytime Phone Number _____

Are you now ridesharing? No ☐ Yes: Vanpool ☐ Carpool ☐ Club Bus ☐

This coupon is non-transferable, and expires 9-30-83.

FLEX-POOL is a demonstration project of the Urban Mass Transportation Administration FR 1/83

* FEES

San Francisco to:	Potential Ridesharer	Ridesharer
Marin City, Sausalito, Mill Valley, Tiburon, Corte Madera, Larkspur, San Anselmo, Fairfax	$1.50	$1.00
San Rafael, Santa Venetia, Terra Linda, Marinwood	$1.75	$1.00
Novato, Ignacio, San Marin	$2.00	$1.00
Petaluma, Penngrove, Cotati, Rohnert Park	$2.50	$2.00
Sebastopol, Santa Rosa	$3.00	$2.00

Reservations take until 3:30 PM daily, Monday thru Friday.

Rides limited, available on a reservation-priority basis.

* Fees and schedules are subject to change.
FLEX POOL is a demonstration project of the Urban Mass Transportation Administration.

FLEX-POOL SCHEDULE/FEE CARD

DEPART - LOCATION	TIME MARIN	TIME/SONOMA
Battery & Washington	6:15 pm	6:00 pm
Battery & Pine	6:17 pm	6:02 pm
First Street Terminal (between Mission Howard)	6:19 pm	6:04 pm
Howard & New Montgomery	6:20 pm	6:05 pm
Howard & Third	6:21 pm	6:06 pm
Howard & Fifth	6:22 pm	6:07 pm
7th & Market	6:25 pm	6:10 pm
McAllister & Polk	6:27 pm	6:12 pm
Van Ness & Geary	6:31 pm	6:16 pm
Van Ness & California	6:32 pm	6:17 pm
Van Ness & Jackson	6:33 pm	6:18 pm
Van Ness & Union	6:34 pm	6:19 pm
Lombard & Fillmore	6:36 pm	6:21 pm
Toll Plaza	6:42 pm	6:27 pm
ARRIVE - MARIN		**ARRIVE - SONOMA**
Spencer Avenue		Rt. 101/116 (Lakeville)
Manzanita Park N Ride Lot		Petaluma Park N Ride Lot
Seminary Drive		Petaluma Bus Depot 4th C Sts
Tiburon Wye		Petaluma Blvd./Stony Point Rd
Paradise Drive		Park N Ride Lot - Cotati
Lucky Drive		Commerce Blvd./Rohnert Park
Larkspur Ferry Terminal		Expressway
San Rafael 4th & Hetherton		Santa Rosa 4th Street
Alameda De Prados		Courthouse Square
Ignacio		Steele Lane/Guerneville Rd
Novato		Coddingtown Shopping Center
Redwood Blvd./Delong		

* Sonoma FLEX POOL does not serve Marin

FLEX POOL is a demonstration project of the Urban Mass Transportation Administration

FIGURE 5-2. FLEX-POOL FARE SCHEDULE AND FREE RIDE COUPON.

Regular (those commuters who rode Flex-Pool vans on a daily basis as if it were a regular vanpool) Flex-Pool riders are treated separately in Section 5.6.

5.3.1 Casual User Mode and Reasons for Use

Of the 68 persons who occasionally used Flex-Pool and responded to the questionnaire, four (6%) regularly drove alone to work, 15 (22%) either carpooled or vanpooled, and 11 (16%) used transit as their predominant journey to work mode during the time that Flex-Pool was in operation. The balance, 38 (or 56%), used a combination of modes. Overall, more than six times as many respondents used transit or car/vanpools as drove alone to commute to work.

This suggests that Flex-Pool mostly served ridesharers, and that it was rarely used by drive-alone commuters. This was due, in part, to Golden Gate's restriction on use to those registered. Generally, Golden Gate registered commuters for Flex-Pool use only if they were already in a car/vanpool or used transit or had contacted the division to assist them in finding suitable ride-sharing arrangements. While it may appear as if Flex-Pool policies did not address the drive-alone market, it must be remembered that solo drivers would have little reason to use Flex-Pool. As discussed later (Section 5.3.2), it was not possible to determine if Flex-Pool, per se, contributed to mode shifts from solo driving to ridesharing.

Table 5-1 below summarizes the answers to the question "For what reason do you or might you want to use Flex-Pool?" Note that multiple responses were permitted and that one reponse may be the contributing factor to another. For example, respondents may have missed their regular pool or bus because they worked late, attended a social event, went shopping, etc.

TABLE 5-1. REASONS FOR FLEX-POOL USE

	Frequency	% of Respondents
Missed pool or bus	37	54
No pool that day	9	13
Worked late	58	85
Recreation or social event, shopping	22	32
Work hour change	15	22
Other	3	4

While there is certainly some interaction between the responses, the answers clearly suggest that Flex-Pool casual users regarded the service as the means by which they could get home after attending a recreation or social event or working late. Only one person stated he used Flex-Pool because his car was unavailable.

Probably the most important feature of Flex-Pool was its back-up role to other ridesharing services. Golden Gate promoted Flex-Pool as a back-up service with the intent that it would help to increase commuters' acceptance and use of ridesharing by allaying their fears that they might be stranded if they missed their regular arrangement. To evaluate this feature, users were asked if Flex-Pool was important to them as a back-up to their regular way of commuting. Of those responding to the question, 82% stated that Flex-Pool was either somewhat or very important in this respect. This strongly suggests that Flex-Pool was, in fact, providing an important service to commuters in the Golden Gate corridor. This conclusion is further supported by the many comments made by users that the service was "wonderful," "the best thing to happen," etc.

5.3.2 Role in Mode Choice

In this section we explore the issue of whether Flex-Pool had any role in commuters' regular mode choice. Presumably,

Flex-Pool should have provided an additional incentive to commuters to use ridesharing modes instead of driving alone. To address this issue, users were asked if they recently changed or were planning on changing their regular mode of commuting in the near future. If so, they were asked if Flex-Pool played a role in this decision.

Of the 68 user respondents, 14 (20%) stated they changed their regular mode since learning about Flex-Pool and another 15 (22%) said they were going to do so. An analysis of the 14 who changed their mode found that none previously drove their cars alone to work on a regular basis. However, 10 of these 14 (71%) previously did regularly drive to work a few times a week (1-7 one-way trips). Presumably on other days, they used other travel modes to commute. Four of the 14 (29%) used to commute regularly to work by ridesharing or transit for between 8-10 one-way trips a work week.

Nine of the fourteen stated that Flex-Pool's availability was either somewhat or very important in their decision to change their regular mode of commuting. This finding suggests that Flex-Pool was able to assist people to make mode changes. However, closer examination of survey results shows that few of those changes were made from driving alone to ridesharing or transit. Rather, most of the changes were in the way people would get home after staying late in San Francisco. Most users said that Flex-Pool was an attractive alternative to the late bus that took a long time to get home on.

Of the fifteen users who stated they would soon be changing their regular commute mode, 9 (60%) stated that Flex-Pool's availability was somewhat important or very important factor in their decision. As in the case of the 14 who had changed their regular mode, most of the 15 who were going to change were simply shifting from one multi-occupancy vehicle mode to another. For example, two persons said they were changing from club buses to vanpools. Only one person said he was going from a drive-alone mode to a ridesharing arrangement.

Based on the evidence, it cannot be concluded that Flex-Pool, by itself, caused or contributed to a change among users, from driving alone to ridesharing or transit. This can be attributed in large part, to the fact that Flex-Pool usage was generally restricted to those already using transit or ride-sharing as well as those who were actively trying to make such a change. Of the 68 users surveyed, only four regularly drove alone to work.

The only way of conclusively evaluating whether Flex-Pool contributed to such a shift would be to survey commuters who made such a change during the period Flex-Pool was in operation. Such a survey was not conducted as part of this evaluation, and in all likelihood, could not be done because of the great difficulty in finding people who actually made the change.

It also cannot be determined whether Flex-Pool attracted new ridesharers. Golden Gate did not survey new applicants for ride-sharing services to determine whether Flex-Pool was cited as a factor people considered in their decision to change their travel habits.

5.3.3 Flex-Pool Promotional Campaign Impacts and User Satisfaction

This section addresses two issues. The first is how casual users found out about the service, and the second is a summary of users' comments regarding the quality of the service.

Table 5-2 breaks down the sources of users' awareness about Flex-Pool. It indicates that letters from the District and word of mouth were the most common sources of awareness about Flex-Pool. Newspaper ads and bulletin board notices did little to contribute to users' knowledge of the service.

TABLE 5-2. SOURCE OF CASUAL USER AWARENESS ABOUT FLEX-POOL

	Frequency	% of Respondents
Handout at Golden Gate Bridge	10	15
Bulletin board notice	2	3
Letter from GGBHTD	32	47
Brochure	7	12
Newspaper advertisement, articles	1	1
Word of mouth	29	50
Other	4	7

The survey also questioned users' opinions about various features of Flex-Pool service. Ninety percent of those responding to the question rated Flex-Pool good to excellent. Table 5-3 shows the ratings for other Flex-Pool features.

TABLE 5-3. FLEX-POOL RATINGS

	Percent of Respondents Rating		
Feature	Good - Excellent	Fair	Poor - Very Poor
Flex-Pool fares	82%	17	1%
Total commute costs	67	30	3
Total travel time	71	23	6
Comfort	80	11	9
Smoking rules	71	11	18
Driving quality	81	16	3
Directness of route	66	31	3
Home-end stop location	72	16	12
Work-end stop location	82	15	3
Punctuality/reliability	85	9	6

The two features which received a noticeable amount of criticism were smoking rules and the location of stops at the home end. The latter criticism is not surprising given that Flex-Pool operated on a fixed-route basis and did not necessarily provide good access to users' homes.

Another feature that received some criticism was the scheduled departure time (from San Francisco). Nine (14%) of

those rating Flex-Pool rated it poor or very poor marks in this regard. Many of the complaints arose because the 7:00 PM pool had been dropped just before the survey took place.

Users were also asked how many times a month they would use the service if it left at various times betwen 5:30 and 8:30 PM. An analysis of the responses to this question indicates that the most popular time cited was at 5:30 PM. There was also considerable interest in departure times of 6:00 and 7:00 pm. Twenty-three respondents stated they would use a van that left at 5:30 PM. Of these 23, 15 stated they would use the Flex-Pool service between 1 and 5 times a month. This finding suggests that a large, relatively untapped ridership market existed among commuters who were slightly delayed in leaving work, but evidently prefer Flex-Pool over transit.

5.3.4 User Characteristics

Thirty-eight (58%) of the casual user respondents were male, 27 (41%) were female. Approximately 72% were married, only 11 (17%) came from one person households. Over half (57%) of the respondents completed college or graduate work. Of those responding to the question, 67% came from households with incomes in excess of $30,000. Exactly one-half of the respondents came from households with two workers. Average motor vehicle ownership was 1.98 vehicles per household. The average household size among respondents was 3.1 persons per household, with 2.1 licensed drivers per household. Fifty-seven percent of the respondents were classified as professional/technical workers, 12% as managers, 21% as clerical and the balance, 10.3%, were workers in sales, crafts and services.

TABLE 5-4. CASUAL USER DEMOGRAPHIC PROFILE

Males	58%
Females	42%
Single	28%
Married	72%
Average household size	3.1 persons/unit
Vehicle ownership (household)	
None	2%
1 vehicle	31%
2 vehicles	48%
3 or more	19%
Median commute trip:	47 miles

One-way trip mileage among users ranged from 13 to 65 miles. Median trip mileage was 47 miles. One-way commute time ranged from 30 to 115 minutes.

Forty-three percent (29) of the users stated they could vary their work hours. Over half (53%) stated they neither worked overtime or did so less than once a week, while 38% said they worked overtime 1-2 times a week. The most frequently cited starting times at work were 7:00 (13), 7:30 (10), 8:00 (16) and 8:30 (12). Together, these accounted for 75% of all the users. The latest starting times reported were 9:30 and 10:00 AM.

TABLE 5-5
CASUAL USER EMPLOYMENT CHARACTERISTICS

Professional/technical		57%
Managerial		12%
Clerical		21%
Sales, crafts, services		10%
Flexible work hours:	Yes	53%
	No	47%
Overtime:		
Never--less than once/week		53%
1-2 times/week		38%
3 or more times/week		9%
Work start times:		
7:00 AM		19%
7:30		15%
8:00		23%
8:30		18%
Other		25%

5.4 POTENTIAL USER CHARACTERISTICS

This section summarizes the findings from the survey of non, or potential users. Commuters registered with Golden Gate as eligible to use Flex-Pool were classified as "non-users" if they never had used a Flex-Pool van up to the time the survey was conducted. In reality, these non-users should be regarded as potential users, part of Flex-Pool's untapped market.

5.4.1 Potential Mode of Commute

Table 5-6 shows the mode split reported for potential users of Flex-Pool. It indicates that driving alone was the most popular mode of commuting for potential users. In comparison, only 6% of the Flex-Pool users surveyed regularly commuted by driving alone to work. There was also a considerable amount of commuting by mixed modes such as transit and carpool, drive alone and carpool as well as driving to/from a bus or vanpool stop at the home-end. Twenty-four percent regularly used more than one mode a week. One hundred eighty-seven people answered this question.

TABLE 5-6. POTENTIAL USERS' COMMUTER MODE SPLIT

	Frequency	%
Drive Alone	58	31%
Carpool	22	12
Vanpool	24	13
Club bus	8	4
Transit	30	16
Other and combinations of above	45	24
TOTAL	187	100%

Potential users were also asked how long they had been using a particular mode to commute to work. All eight club bus riders reported that they had been using this mode for at least one year. Those driving alone to work also showed a high degree of stability. Over half (53%) said they had been driving alone to

work for at least one year. In contrast, ridesharers were much less likely to have been pooling for a similar length of time. Fully 52% and 67% of carpoolers and vanpoolers, respectively, stated they had been using these modes for less than one year. Similarily 34% of transit users had been doing so for only 12 months or less.

Overall, 45% of the potential users regularly commuted via transit or carpool/vanpool. In comparison 38% of the Flex-Pool users were ridesharers or bus patrons.

The two most frequently cited reasons for not using Flex-Pool were that some users never worked late (25%) and that Flex-Pool was inconvenient (23%). Eleven respondents stated they preferred to drive while another five felt that the service was not dependable. However, 51% of the potential users said they would use Flex-Pool at some time. The most commonly cited reason why they would was to be able to work late or to attend recreation/social events after work. Forty-five percent of those who regularly drove alone to work said they would use Flex-Pool while 56% of those who used transit or were ridesharers said they would.

For the most part, potential users were aware of the service. Eighty-six percent of the potential user sample knew of the service although 68% (127) did not know its name.

5.4.2 Flex-Pool's Role in Potential User Mode Choice

As noted earlier, Flex-Pool was designed and operated as an adjunct to ridesharing and transit. Consequently, the intent was not to build-up ridership on Flex-Pool vans. Rather the service was to stimulate and maintain interest in and use of other ridesharing modes. Flex-Pool cannot be evaluated solely on the basis of usage or economic returns. The evaluation issue for potential users is not necessarily whether they would use the service, but if they considered it an important asset they could rely on in their mode choice decision-making processes.

To address this issue, potential users were asked (like users) whether they had recently changed their regular mode of commuting or were planning to do so in the near future. Those who answered affirmatively were then asked if Flex-Pool's availability was important in their decision to change modes.

Fourteen respondents (8%) said they had recently changed modes since hearing about Flex-Pool. Another 51 stated they would soon be changing their regular commute mode. Of the former group, (who had already changed modes) only one person stated that Flex-Pool was an important part of his decision. However, because few people answered this question in the first place, it is difficult to draw any conclusions from the data available.

Nineteen of the 51 (37%) persons who said they were going to change modes said that the availability of Flex-Pool was somewhat or very important to them in their decision. The most commonly cited reason was as a back-up service so that commuters could work overtime.

Table 5-7 presents the various modes those about to change said they would consider (note that multiple responses were possible):

TABLE 5-7
MODES CONSIDERED BY POTENTIAL USERS

	Frequency	% of Respondents
Drive alone	1	2%
Carpool	20	39
Vanpool	25	49
Club bus	2	4
Transit	13	37
Other	7	14
TOTAL	68	

Obviously one cannot conclude that Flex-Pool was directly responsible for creating such interest in ridesharing or transit. For that matter, we do not know how many of these mode changes actually took place. We do know, however, that those driving alone to work made up the largest group contemplating a

mode change. This represents approximately 70% of those who regularly drove alone to work. Those driving alone accounted for 41% (21) of all those who said they would be making a change. Thirteen transit users also said they were going to change modes in the near future. These 13 were only about 43% of all those who regularly used transit.

Only one person said he was changing from a ridesharing/ transit mode (vanpool) to driving alone.

Of those 14 who had already changed their regular mode of commuting, only 7 answered questions about their mode prior to the change. Four of the seven previously were vanpoolers while the remaining three used to drive alone to work.

5.4.3 Flex-Pool as Back-Up Service for Potential Users

Potential users were also asked whether Flex-Pool was important to them as a back-up service irrespective of the fact that they may have been changing their regular commute mode. Of the 112 respondents who answered this question, only 29% stated that it was either somewhat or very important to them in this capacity. As in earlier cases of this sort, the most often cited reason why Flex-Pool was regarded as a back-up was so commuters could work later.

Commuters' ratings of the importance of Flex-Pool as a back-up service were compared to whether they had to work overtime. Nineteen percent of those who never or only occasionally (less than once a week) worked overtime rated this feature as somewhat or very important. In comparison, 47.5% (19) of those who regularly worked overtime rated this feature as somewhat or very important. It should also be noted that 70% of all those who answered this question did not attach any importance whatsoever to Flex-Pool.

The evaluation also compared how potential users who used different modes rated the importance of Flex-Pool as a back-up. This comparison found that respondents who drove alone gave ratings nearly identical to those of respondents who used other modes. Twenty-six percent of those who regularly drove alone rated Flex-Pool as somewhat or very important, while 27% of those

who regularly used either carpools, vanpools, transit or club buses gave Flex-Pool such ratings.

Finally, the evaluation compared whether potential users would use Flex-Pool in terms of how they rated its importance as a back-up transportation service. The results of this analysis clearly show a relationship between potential users' rating of Flex-Pool's availability as back-up transportation and their probable use of the service. Ninety one percent of those who said they would not use Flex-Pool rated its availability as back-up commute service as not important. In comparison, only 46% of those who said they would use it said its availability was not important to them. These findings indicate that potential usage was closely tied to peoples' realization of Flex-Pools' primary feature.

5.4.4 Potential Users' Source of Information About Flex-Pool

Potential users were asked how they heard about Flex-Pool. Of the 197 who responded to the question 89% said they remembered receiving information in the mail about the service. Table 5-8 shows in what other ways respondents heard about Flex-Pool.

TABLE 5-8. SOURCES OF POTENTIAL USER KNOWLEDGE ABOUT FLEX-POOL

	Frequency	% of Respondents
Handout at the Golden Gate Bridge toll plaza	13	26%
Bulletin board notice	0	0
Newspaper ad, article	11	22
By word of mouth	18	37
Brochure	2	4
Other	8	16
TOTAL	52	

Note that multiple responses were possible in Table 5-8. Proportionally twice as many potential users recalled the handouts as did users. Also newspaper ads and articles accounted for far more potential user knowledge about Flex-Pool than among users. Only one user cited these sources as compared to eleven potential

users. In both groups bulletin board notices played a minimal role.

The marketing of Flex-Pool was an important element of the project and it received considerable attention by Golden Gate staff. While it is not the objective of this evaluation to critique this effort, some findings are worth noting. First, it is remarkable that nearly 90% of those people who never used the service recalled receiving mail about it. On the other hand, one of the most frequently cited sources of knowledge about Flex-Pool, among its users, was by word of mouth. Overall, it is not clear whether the marketing efforts were effective in getting the word out about Flex-Pool.

5.4.5 Potential User Characteristics

Table 5-9 summarizes socio-economic and employment characteristics of the potential user sample.

TABLE 5-9
POTENTIAL USER CHARACTERISTICS

Males		46%
Females		54%
Single		45%
Married		55%
Vehicle Ownership (household):		
	None	2%
	One	28%
	Two	50%
	Three, more	20%
Employment		
Professional/technical		42%
Managerial		10%
Clerical		23%
Sales, crafts, services		25%
Flexible work hours:	Yes	55%
	No	45%
Overtime Work:	Never, less than one/week	28%
	1-2 times/week	36%
	3 or more times/week	35%

In general, the potential users were very similar to Flex-Pool users with respect to their socio-economic characteristics. Proportionally more users were married (72%) than potential users (55%) and more users tended to be in professional and managerial occupations (69%) than potential users (52%). Median trip distance for users was 46 miles, but for potential users (excluding those with trip lengths of 10 or less miles) was only 32. Those with commutes of 10 miles or less were excluded because they were realistically not in the service area. This is because Flex-Pool, as operated, served San Francisco's downtown and no one who lived in Marin or Sonoma Counties could work in the downtown area with such short commutes.

Seventy-five percent of the users reported their starting times at work were before 8:30 AM. In comparison over 80% of potential users were before 8:30 AM. More potential users tended not to work overtime at all compared to Flex-Pool users. Eighteen percent of the user sample stated they never worked overtime in comparison to 28% of the potential users. Further, only 43% of the users had flexible work hours in comparison to 55% of the non-users.

5.5 COMPARISON OF USERS AND POTENTIAL USERS

A comparison of users and potential users does not reveal any particularly compelling reason why some commuters used the service and others did not. That proportionally more users than potential users worked overtime might be an important factor. However, this distinction does not explain why 131 commuters in the potential user sample (71.7% of the sample) who did say they worked overtime did not use the services of Flex-Pool.

It should be noted that 50% of the potential users said they would use Flex-Pool some time in the future. At this time, we do not know how many of these actually did so. Nevertheless, it is important to know that there was a great deal of interest in the service among the potential users in spite of the fact that they

had not taken advantage of the service up until the time the survey was conducted.

To a large extent the potential users should be regarded not as non-users, but rather as an untapped market. The issue then becomes why potential users did not use the service.

One impediment to use may have been that most potential users were not familiar with the Flex-Pool operational details. For example, only 38% of the potential users knew they could make reservations by calling Golden Gate. Even fewer (12%) knew when the vans left San Francisco. The fact that only 30% even knew the name of the service certainly did not help. From the information available we cannot tell if this unawareness was a factor in non-use or whether it was due to lack of interest. Whatever the case, it is certain that such unawareness could not facilitate Flex-Pool usage. Some anecdotal support to this conclusion was provided by users who wrote on their surveys that Flex-Pool was a "wonderful" service, but needed to be better promoted.

This suggests that Golden Gate might have increased patronage had more people been aware of Flex-Pool and how it operates. This is not an especially surprising finding given that the project was not well marketed on a consistent basis.

5.6 SURVEY RESULTS FOR ASSIGNED RIDERS

As part of the evaluation, regular (or "assigned," as they were labeled) riders were also surveyed. An analysis of why these commuters stopped using Flex-Pool indicates the causes: that Flex-Pool vans were dropped, and that commuters' work hours changed. Of the 16 respondents, 8 switched to regular vanpools, 4 to transit, one drove alone, one was given a company van to use and the last two used a combination of modes to get to/from work after leaving Flex-Pool vans.

The principal reasons cited why commtuers rode Flex-Pool regularly were that the vans were convenient, they saved time, the respondent did not have to drive and most importantly, they

saved respondents money. These features were also cited as the most important by assigned riders who were still regularly using Flex-Pool when they were surveyed.

Generally, assigned riders were very satisfied with the service and wanted it to continue.

5.7 FLEX-POOL COST AND FEASIBILITY ANALYSIS

Golden Gate intended Flex-Pool to be self supporting from the standpoint that fares were to cover all operating and fixed costs. Federal funds were only to subsidize the vans during their initial months of operation until such time that ridership would be sufficient to generate enough fares to cover all costs. No District (i.e., bridge toll) revenues were to be used to defray Flex-Pool costs.

Fixed costs included lease costs, insurance, and maintenance. Lease costs were incurred because the demonstration leased the vans from the District. Lease costs were principally composed of the depreciation expenses the District estimated it was incurring with the vans. Maintenance and insurance costs were estimates based on past experience and the mileage each Flex-Pool van was incurring each month.

Vehicle costs included gasoline, oil, bridge tolls, parking charges and minor repair costs. All these were paid by the Flex-Pool operator from fare revenues collected and from the van subsidy account. This subsidy account was made up of funds provided by UMTA as part of the demonstration to help defray the deficit incurred in project start-up.

Table 5-10 shows the costs and revenues of Flex-Pool between June 1982 and September 1983. It does <u>not</u> include the administrative expenses incurred by Golden Gate as they related to the operation of Flex-Pool. The amounts shown are for the period June 1, 1982 through August 31, 1983.

TABLE 5-10. FLEX-POOL COSTS AND REVENUES
JUNE 1982 - SEPTEMBER 1983

Fare revenues	$ 7,999.07
Vehicle expenses	11,316.85
Fixed expenses	15,158.31
TOTAL expenses	$26,475.16

Ratio of fares to vehicle expenses	71%
Ratio of fares to total expenses	30%

Project records are not detailed enough to accurately calculate the amount of staff time spent on developing and administering the Flex-Pool project. Consequently, operating expenses as reported in Table 5-10 are considerably understated.

The figures in Table 5-10 clearly show that fare revenues were not sufficient to pay all operating and vehicle expenses. Fare revenues would have had to have been 41% greater to achieve this objective.

Flex-Pool might have been economically self-supporting if either fares or ridership had been greater. Total ridership on all vans during the period June 1982-September 1983 is estimated to have been 4,103 rides (excluding the van drivers). The total number of seats available during this period was 14,700. Therefore the overall average load factor (riders - available seats) for all Flex-Pool vans, counting all riders, was .28. The main reasons for this low load factor is that there were few Flex-Pool riders using the vans during the morning commute into San Francisco. Golden Gate discouraged morning casual riders during the first months of operation until all problems had been resolved.

The average fare paid by the 4,103 riders was $1.95. It should be noted that an unknown number of rides were free promotional rides and that this contributed to the low fare revenue.

Flex-Pool would have been self-supporting with respect to vehicle costs if the average fare paid had been $2.76, without any reduction in ridership. Conversely, an additional 1,700 rides at the actual average fare of $1.95 would have been sufficient enough to pay operating expenses. Flex-Pool could have achieved this patronage goal if an additional 48 rides were made a month on each van that operated. The overall average load factor would then have been .39.

Because of limited experience, the fare elasticity for Flex-Pool is not known. However, in late 1983, riders to Sonoma County on the 7:30 PM van (the only one operating at the time) said they would be willing to pay up to 50 cents more than the bus fare to ride Flex-Pool. Marin riders said they would pay no more than the bus fare. This difference is probably due to the fact that bus service to Marin County at 7:30 PM was perceived as being a reasonable alternative to Flex Pool. In contrast, Sonoma riders were willing to pay a premium because bus service at that time took longer to reach Sonoma than did Flex-Pool. This is because Flex-Pool was nearly an express van stopping only at those places at which passengers wanted to be discharged. The late Sonoma County bus is local service.

Project staff developed a new fare structure in September 1983 that was based on riders' sentiments. Table 5-11 presents the actual and proposed fares as well as the cost of riding the bus.

Had Flex-Pool fares been changed as shown above, the cost to the rider would still have been less than what he or she would pay as a regular bus rider. However, the revised schedule was never implemented once project staff discovered that to do so would require public hearings and formal Board approval.

The total costs for operating Flex-Pool (excluding administrative expenses) could only have been fully paid by revenues if the 4,103 riders had paid an average fare of $6.45 each. Conversely patronage would have to increase over three fold to 13,577 total rides if the average fare remained at $1.95. The average load factor would then have been 1.2 which is, of course, impossible.

TABLE 5-11. FLEX-POOL AND GOLDEN GATE TRANSIT FARES--SEPTEMBER 1983

	Regular Transit Fare*	Potential[1] Ridesharer		Flex-Pool[2] Ridesharer	
	Actual	Actual	Proposed	Actual	Proposed
Southern Marin Co.	$2.83-3.44	$1.50	$2.25	$1.00	$2.00
Central Marin Co.	3.44	1.75	2.50	1.00	2.00
Northern Marin Co.	4.03	2.00	2.75	1.00	2.00
Southern Sonoma Co.	4.64	2.50	3.50	2.00	3.00
Northern Sonoma co.	5.15	3.00	3.75	2.00	3.00

*Discounted fare card prices available with commute ticket book.

As it was, the total deficit for Flex-Pool was $18,476.09 for the period June 1982 to September 1983. The deficit was paid by the demonstration with UMTA funds which were earmarked for this purpose. This amounted to an average subsidy of $4.50 per ride to pay for Flex-Pools's operating and vehicle costs.

Figure 5-3 traces the fare revenue to operating cost ratio for each of the four vans operating between June 1982 and June 1983. It clearly shows that the Santa Rosa and Novato vans consistently operated at a "profit." However, neither the Rohnert Park nor the 7:30 PM Sonoma County van was ever able to make more in revenues than they cost to operate. The large fluctuations in fare revenue to operating cost ratios shown in Figure 5-3 are due to large changes in ridership. Unlike regular transit, few Flex-Pool riders were regular users. As a back-up service, Flex-Pool patronage was greatly affected by external events. For instance the high ratio experienced in late 1982 was undoubtedly due to users staying after work to shop or attend social events centered around the holiday season. It is quite difficult therefore to predict likely patronage on a system like Flex-Pool given this erratic patronage.

[1] Potential ridesharer refers to those commuters registered with the District for matching services, but not yet (at the time of the survey) ridesharing.

[2] Those commuters in some ridesharing arrangement, including transit.

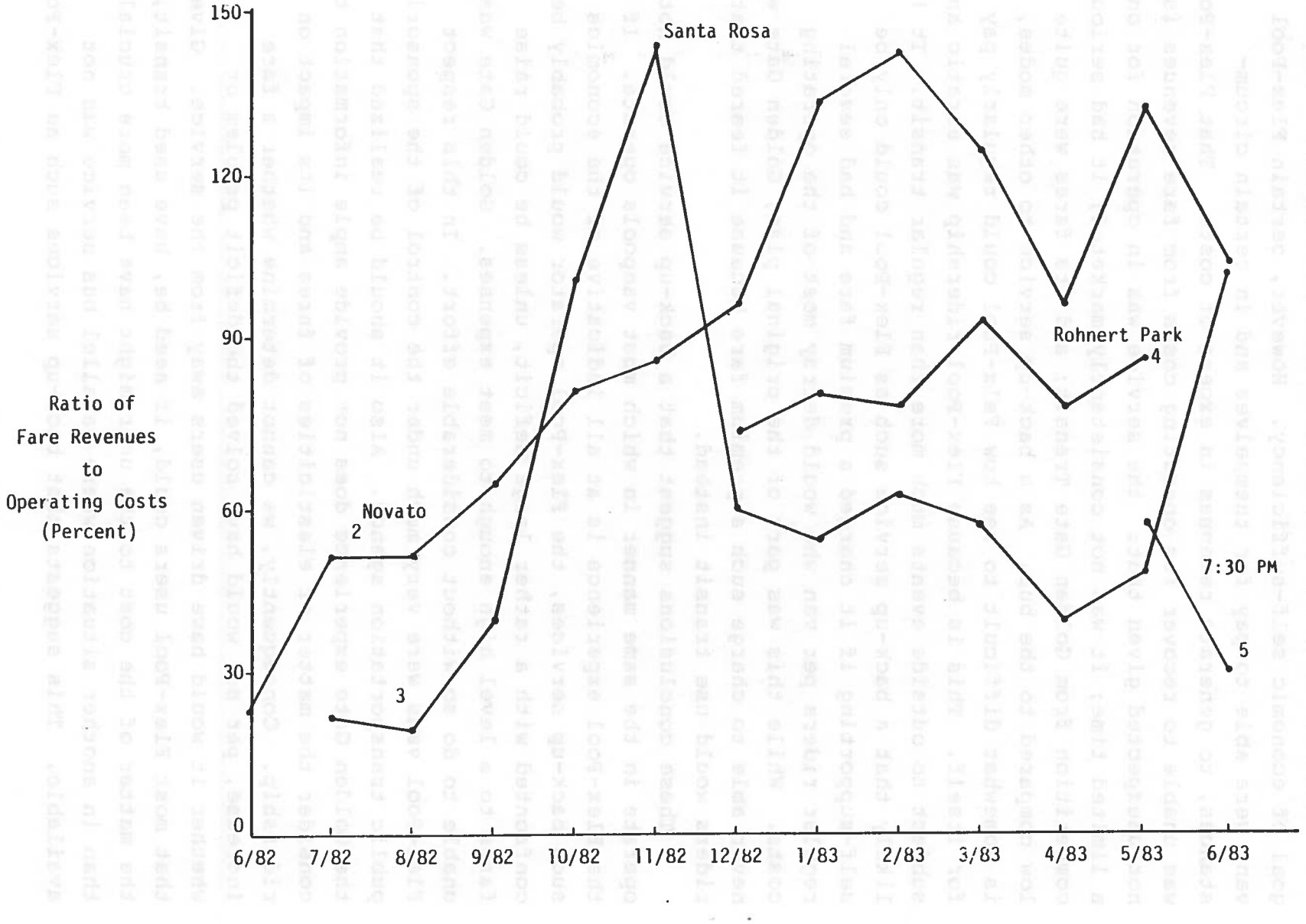


FIGURE 5-3. FLEX-POOL FARE RECOVERY RATIOS.

In conclusion, the Flex-Pool service was unable to meet its goal of economic self-sufficiency. However, certain Flex-Pool vans were able to pay for themselves and in certain circumstances, to generate revenues in excess of costs. That Flex-Pool was unable to recover its operating costs from fare revenues is not unexpected given that: the service was in operation for only a limited time; it was not consistently marketed; it had serious competition from Golden Gate Transit; and its fares were quite low compared to the bus. As a back-up service to other modes, it is somewhat difficult to see how Felx-Pool could regularly pay for itself. This is because Flex-Pool ridership was erratic and subject to outside events much more than regular transit. It is likely that a back-up service such as Flex-Pool could only be self-supporting if it charged a premium fare and had several regular riders per van who would defray most of the operating costs. While this was part of the original plan, Golden Gate was never able to charge such a premium fare because it feared that riders would use transit instead.

These conclusions suggest that a back-up service could not operate in the same manner in which most vanpools operate. If the Flex-Pool experience is at all indicative of the economics of such back-up services, the Flex-Pool operator would probably be confronted with a rather large deficit, unless he could raise fares to a level high enough to meet expenses. Golden Gate was unable to do so without considerable effort. In this respect Flex-Pool vans were very much under the control of the sponsoring public transportation agency. Also it should be realized that the Golden Gate experience does not provide ample information to consider the matter of elasticities of fares and its impact on ridership. Consequently, we cannot determine whether a fare increase, per se, would have solved the deficit problem or whether it would have driven users away from the service. Given that most Flex-Pool users could, if need be, have used transit, the matter of the cost to the user might have been more crucial than in another situation where parallel bus service was not available. This suggests that back-up services such as Flex-Pool

should promote their quality and comfort and downplay their cost if they are to be at all self-sufficient. It also suggests that back-up transportation systems which operate along routes parallel to bus lines need to promote their comfort and speed as a benefit the user pays for with his or her premium fare.

While overall the service was unable to pay for itself it was able to generate, in certain circumstances, revenues at or in excess of monthly operating costs. In particular, the Santa Rosa and Novato vans were able to run profitably at various times. This suggests that Flex-Pool routes with fairly long (40 to 60 one-way miles) trips and quick operating speeds might be self-sufficient. Another critical factor to the success of these two routes was that each had a few regular riders. In this respect, these Flex-Pools must closely approximate a regular vanpool that was also availale for casual use.

This suggests that Flex-Pool, like services in other places, may be successful in an <u>economic sense</u> if they are able to operate with a few regular riders, along routes where competing bus service is much slower and at the "shoulder" of the evening peak (i.e., departure times of 5:30 - 6:00) when many people are just leaving work. It is very critical that such long trips have enough riders using the service to the end of the route to defray the cost. Otherwise the driver and the services' sponsoring agency might be stuck with many miles to travel and hence costs to pay without anyone riding and paying. This must be avoided if the service is to be at all self supporting.

6.0 INFORMATION DISSEMINATION

6.1 EVALUATION ISSUES AND RESEARCH DESIGN

The Information Dissemination element was designed to facilitate the dissemination of information regarding Commuter Car, Flex-Pool and other innovative practices being conducted by GGBHTD, to other ridesharing programs, agencies and providers. The key component to this element was the infomation coordinator who was an individual hired to make available and to disseminate information in response to requests from others outside the organization. It was thought that the consolidating of this responsiblity into one position would be more efficient and reliable than having several people involved with varying degrees of responsibility.

The information coordinator's responsibilities included tracking the development and implementation of the demonstration projects, preparing histories of each element, developing fact sheets and information releases and coordinating the response to any requests for information. Appendix B includes a package for Flex-Pool as well as press releases and advertising. In order to stimulate interest in the project, the information coordinator was also to make people aware of the demonstration by means of such things as flyers and presentations at conferences.

The principal evaluation issue addressed in this report was whether the coordinator was able to rapidly and efficiently make available information to those who had formally requested it. A survey was administered to all those who had requested information from GGBHTD. This survey was to find out what their interests were, how they learned about the demonstration, what sort of information they were seeking and how well the coordinator had responded to their request.

Since this survey was limited to those who had requested information we cannot evaluate how well the coordinator was able

to create awareness in and interest about the project. The evaluation is also limited in that it does not examine whether the information was put to use by those who had requested it. For that matter, it is unclear how this (i.e., putting the information provided by Golden Gate to use) would be defined especially given the problems encountered with the development of Commuter Car.

The questionnaire used in this evaluation was mailed to those individuals who contacted the information coordinator. Those receiving the questionnaire were asked to mail it back to the evaluator for analysis. The evaluator received a total of 23 completed questionnaires.

6.2 EVALUATION FINDINGS

Respondents were asked to identify their organization's role in ridesharing. Table 6-1 summarizes the response to this question:

TABLE 6-1
ROLE OF ORGANIZATION IN RIDESHARING

Ridesharing agency	11
Sponsor/evaluate ridesharing	2
Furnish technical assistance/information	3
Other	5
Not identified	2
TOTAL	23

Note: Responses of those who requested information.

This clearly shows that most respondents were employed by ridesharing agencies. Of those who were in the "other" category, two were employed by transit agencies, one was with an air quality district, one with a state transportation program and one with a consultant. Respondents were also asked to identify what projects or activities they had requested information about. Table 6-2 summarizes the responses to this question. Note that multiple responses were possible.

TABLE 6-2. SUBJECT OF INFORMATION REQUESTS

	Frequency	% of Respondents
Commuter Car (brokered carpool)	15	65%
Flex-Pool (back-up transportation)	13	56
Vanpool	14	61
Carpool matching	10	43
Club bus	10	43
Information dissemination	13	56
TOTAL	75	

The large number of respondents who requested information about vanpooling, carpool matching and the club buses indicates that the information dissemination element was not limited to the demonstration project.

Respondents were asked, in an open-ended question, to list what information they were interested in obtaining. A review of the responses shows a wide range of requests from detailed technical information concerning project design and administration, vanpool formation techniques through to project results and evaluations. Overall, most requestors were of the "nuts and bolts" variety and tended to focus on information needed to set up various ridesharing activities. There was also considerable interest in receiving samples of promotional materials used, such as press releases and newsletters.

In this respect the information dissemination element was being used for its intended purpose - namely to provide technical assistance to other organizations involved in ridesharing activities. Given the type of information that was requested it is clear that the information coordinator was regarded as a technical resource. This conclusion is reinforced by an analysis of responses to the survey question regarding the intended use of the information. Over half of the respondents (61%) said they intended to use the information to either design or improve programs similar to those they had requested information on. Another 45% of the respondents said they wanted the information for research purposes including such things as feasibility analysis of various ridesharing programs offered by Golden Gate.

Ten of the fourteen (71%) who were interested in designing or improving services similar to those they wanted information about said they were interested in the brokered carpool and/or the Flex-Pool projects. This suggests that interest in these innovative projects was quite high and that other agencies were considering similar programs, depending on how Golden Gate's projects were unfolding. Because of the premature cancellation of Commuter Car, it cannot be determined whether interest in these innovative projects would have continued at such a high level once the project went into service.

Respondents also were asked how they became aware of those projects about which they wanted Golden Gate to send them information. Table 6-3 summarizes the responses to this question.

TABLE 6-3. SOURCE OF AWARENESS REGARDING PROJECTS

	Frequency	% of Respondents
Service and Methods Demonstration (SMD) Briefs	8	35
GGBHTD Newsletter	4	17
Professional conference	5	22
Another ridesharing agency	3	13
Through GGBHTD	6	26
Other	6	26

The SMD Briefs were the most frequently cited source, followed closely by the "through Golden Gate" and "other" categories. The "other" category included the American Public Transit Asoociation (APTA), from UMTA's Services and Methods Demonstration staff, the Urban Consortium and the National Ridesharing Information Center.

From the data presented in Table 6-3 it is difficult to assess how effective the coordinator was in making others aware of and interested in the various Golden Gate ridesharing activities. This is because there is not enough information available to determine whether the coordinator was directly responsible for this or whether it was the coordinator who caused

another organization or newsletter to make mention of Golden Gate's various ridesharing project. Therefore, one cannot reach any conclusions as to whether the coordinator was more or less effective in stimulating interest than might have occurred without such an organized effort. Also, there is no way in which we can determine how many of those who knew about Golden Gate's ridesharing activities actually contacted the agency for specific information. There are two reasons for this. First, we have no way of knowing how many people knew about the activities and obviously, there is no way of ever knowing this. Second, we do not know how many people attempted to get information but, for one reason or another, were never put into contact with the coordinator. Furthermore, project records are such that it is difficult to determine how many people did get in touch with the coordinator.

Nevertheless, we do have some information upon which we can rate the coordinator's response to the 23 requests included in the sample. Those in the sample were asked to rate Golden Gate's response to their request in terms of clarity, completeness, and quickness of response. The respondents were also asked to give an overall rating. Table 6-4 summarizes the ratings.

TABLE 6-4. RATINGS OF GOLDEN GATE RESPONSES

	Frequency of Ratings	Percentage of Rating		
		Good	Fair	Poor
Clarity	20	95	5	0
Completeness	20	90	10	0
Quickness of response	19	74	21	5
Overall rating	20	95	5	0

Table 6-4 shows that Golden Gate was given very high marks for clarity and completeness by the vast majortiy of respondents. The ratings for expediency were somewhat less favorable undoubtedly because the coordinator was unable to quickly respond to all requests since she was pulled into working on the other elements of the demonstration, although this was not the original plan. Even given these conflicting responsibilities, the coordinator was well regarded by her clients.

7.0 CONCLUSIONS

The Commuter Car, Flex-Pool and information dissemination projects conducted by Golden Gate were unique and innovative transportation services and technology sharing activities that had never been tried before with such effort. Even though the Commuter Car project never became operational, much can be learned from the demonstration that will be useful to other organizations which may be contemplating development of similar programs.

7.1 FLEX-POOL

From the standpoint of Flex-Pool users, the service was a success. Users gave very high ratings to the service. Flex-Pool was particularly helpful to those people who had to work late or were otherwise detained and unable to get home via their regular mode. In this respect, the service fullfilled its objectives.

We cannot conclude whether the service, by itself, caused or contributed to a change among users, from driving alone to ridesharing or transit. The reason for this is that most Flex-Pool users were already ridesharing and that use of the service was somewhat restricted to such commuters. In any event Flex-Pool seems to have helped ridesharers continue to use their carpools, vanpools, or transit.

This evaluation attempted to find out why potential users did not ride Flex-Pool. It was found that potential users were far less likely to work late or be otherwise detained, and that there are few major differences between users and non, or potential users. Whether commuters worked later or not was closely associated to respondents' ratings of the importance of

Flex-Pool. Generally speaking, both users and potential users who often worked late gave a higher rating to Flex-Pools' availability as a back-up transportation service. However, 70% of all potential users did not attach any importance whatsoever to Flex-Pool.

One impediment to use of the service among some potential riders was that they did not know how it operated and how to ride it. Only 38% of the potential users knew, for instance, that they could reserve a seat by calling GGBHTD staff. Further, only 30% of the potential users knew the name of the service. Whether this ignorance was due to lack of interest or because the service was poorly promoted is not certain. Nevertheless, this finding suggests that the service did need to be promoted more widely and frequently.

Overall, the service was unable to cover all of its costs from the fares collected from both occasional and regular riders. The ratio of fares to vehicle expenses (including lease costs, oil and gas, insurance, etc.) for the period July 1982 - September 1983 was 71%. It should be noted, however, that several of the vans were able to collect enough fares to pay these costs for brief periods of time. In some cases, vans operated at a "profit," meaning that they paid all their costs except for project management.

Ridership in Flex-Pool was found to be subject to great change depending on external events. Unlike regular transit, Flex-Pool's occasional riders were, for the most part, very infrequent riders. For example, ridership increased during the phone company strike when managers and other non-union personnel had to work long hours. Ridership was also quite high during the winter holidays as commuters stayed late in the City to do their Christmas shopping. The Flex-Pool experience with widely fluctuating ridership indicates that the market for this service may have been somewhat restricted compared to conventional transit.

The Flex-Pool experience indicates that there is a definite need for such service and that it can be a useful marketing tool. Transit agencies and ridesharing programs will gain a certain amount of goodwill from their commuters from such back-up services. While such services can rarely be self-supporting it seems that they increase commuters positive regard for the agency which operates them.

Finally, the Golden Gate experience with Flex-Pool helps identify the situations in which these services can be the most productive. Generally, back-up services such as Flex-Pool will be more productive when they can operate along routes that can assume a few regular riders. Further, the most effective vans were those that operated right after the evening peak by leaving the CBD between 5:30 and 6:00 pm. This suggests that vans which cater to the slightly delayed worker may be the most useful.

In situations where back-up services are competitive with late evening regular bus service the convenience factors must be emphasized. This is especially important because the fares for back-up services usually have to be higher than the bus fares. The reason for this is that ridership is much less and consequently, the individual rider needs to be charged a higher fare to achieve a farebox to operating cost ratio comparable to the bus system. To make up for the higher cost, the comfort and speed of the back-up service need to be emphasized. Since the vans only stop to let people off at a few locations, they are far faster than a regular fixed-route bus.

Finally, the Flex-Pool experience suggests that ridership is highly dependent on external events and that occasional ridership will vary greatly depending on the needs of commuters.

7.2 COMMUTER CAR

GGBHTD was unable to operate leased cars for ridesharing during the time that the demonstration was funded. While the District never leased cars to commuters, many valuable lessons were learned about developing the concept into a workable service.

From a cost standpoint, the evaluation found that leasing cars can be an attractive way for drivers to get a new car to use for carpooling. Leasing agencies have a great deal of flexibility with respect to structuring lease costs for the driver. The monthly costs of leasing a car <u>can</u> be competitive with the monthly costs for a purchased car. Further, the leased car option has far lower entry costs than the purchased automobile. Consumers who buy a car are usually required to make a sizeable downpayment which can be several thousands of dollars. In contrast, lessees need only pay a modest security deposit. This means that many consumers who would otherwise be able to buy a car but do not have the downpayment can probably lease one.

Several conclusions can also be reached based on the experience at Golden Gate regarding the development of such services. As was noted earlier, it took staff nearly one and a half years to work out the details of the group lease project so that lessors would be willing to become involved. The problems encountered by Commuter Car staff were generally due to their lack of expertise and experience in the leasing business. Commuter Car found that the assistance provided by a leasing consultant was invaluable in that the consultant was able to design a program which was workable to lessors. This suggests that future endeavors of this sort would be well served by hiring staff knowledgable about leasing.

Another major reason Commuter Car's development was delayed concerned the District's desire to protect itself from any financial losses. Commuter Car's group lease project had to be designed to limit the District's exposure to being

financially liable for paying the monthly rents on any cars not placed with drivers. This was a critical issue for the District because it did not have demonstration funds available to pay any such costs. Therefore, the project staff had to carefully construct a lease agreement that protected the District as much as possible from incurring this risk. The final version of the lease agreement between the District and the lessor contained several creative provisions to achieve this including:

1. Limiting the time lessors were given to review and qualify drivers prior to assignment of cars, to 3 working days from receipt of all needed data. To further expedite the process, the District assumed responsibility for collecting the necessary information from drivers.

2. Reducing the trial period from 6 months to 30 days. The trial period was created to give drivers a car leased by the District for a length of time to start-up a carpool and make it work without having the driver be responsible for the lease. While the driver would pay the monthly lease payments the District would retain all other responsibilities during the trial period. The project had to reduce the trial period in order to limit the length of time the District would be responsible for the lease. The District did design the project to extend this trial period if it wanted to. However, it is not known if the District's need to limit its risk would have outweighed the drivers' need for longer "no-risk" trial periods. If that were the case, the lease alternative might not be as attractive to drivers. Therefore driver participation in the project might not have been as large as was desired.

3. Only ordering cars from lessors when needed. The District decided against fleet purchases and the cost savings it would have received because it did not want to lease cars until there were drivers available to use them. Without any estimate of the market size for Commuter Car's group lease project, the District could not estimte how quickly it could place leased cars with drivers. The unit cost of cars leased on an as needed basis would be higher for both the District and the drivers than it would have been with fleet purchases. This would have driven up the cost of the project as a whole.

These issues raise serious questions regarding the benefits of the group lease project. Alternatively, Golden Gate could have purchased cars and leased them to drivers. This is the way the vanpool program is run. However, this alternative also has several limitations including the large capital costs the District would incur at the outset. The demonstration did not include any funds to buy cars since the project was designed to use leased automobiles. If the District had used cars it purchased it would have had to develop considerable expertise in structuring leases to be competitive with purchases, for the service to be attractive to commuters. Also the District would have been responsible for disposal of the cars at the end of the lease. Resolution of both problems would have required the District to become a leasing and used car dealer or to contract for these services. In either case, there would be large costs and significant long-term responsibilities.

The other option available to provide leased cars to commuters was the direct lease project. In this project, lessors and drivers dealt directly with one another. The District acted only as a promoter of the concept and as an information resource to commuters. The District did not have to enter into any agreements with either drivers or lessors in this alternative. Consequently, the District was not put at any risk.

This alternative solves many of the problems associated with the leased car service and seems to have few disadvantages. Its two greatest assets are that it requires little effort on the part of the sponsoring agency and absolutely no financial risk.

Finally, the evaluation found that while a leased car may be an economically attractive alternative (for the driver) to purchasing a car, its usefulness as a ridesharing tool is somewhat questionable. The main reason for this is that the market for leased cars to be used as carpools is somewhat ill-defined and uncertain. In the Commuter Car project leased cars

were thought to be a way in which commuters who did not have a vehicle could get one to use for carpooling. There are two problems with this market. The first is that lessors will rarely lease a car based on income to an individual who is not financially able to own one. To put it another way, the odds are that if an individual is financially qualified to lease a car, he or she can afford to own one. Further, he or she most likely would already own a car. In the lease referral project (where commuters were to lease cars directly from leasing agencies), Golden Gate found that interest was greatest among commuters who did not own a car. Unfortunately most of these commuters were financially unqualified to lease a car.

The second major problem with this market concerns the impact on public transit and other ridesharing modes. While there are no data to support this conclusion, it seems fairly certain that any commuter who does not own a car must be using either public transit or a car or vanpool to get to work. If that is the case, giving this individual a leased car to use as another carpool would only increase congestion on the highways during peak hours. This is because the driver would be shifting from a high occupancy mode. This, of course, does not take into account the carpools' riders and their prior mode of transit.

Because of the above noted problem with finding eligible candidates, Golden Gate had to redefine the market for the direct lease project. This would have also applied to the group lease project since the only difference in the two was the way in which commuters would get a new leased car. The market was redefined to those commuters who lived in a household where there was one car and two commuters. The project staff envisioned the second commuter forming a new carpool. The obvious problems with this market is that it may not result in new carpools. That is to say, it leaves unresolved the question of whether the commuter was already carpooling with the original car. If he or she was, the leased car would not increase the carpool mode split. Rather, it would provide the

commuter's household the convenience of another vehicle. If the commuter was not carpooling, there remains some doubt as to whether the leased car would, by itself, encourage ridesharing. There is no readily apparent reason why a commuter in this situation would carpool with a leased car but would not do so with a car he or she already owned.

These issues raise fundamental questions regarding the overall purpose of using leased cars to encourage ride-sharing. Golden Gate staff did not confront these issues because they perceived a need for providing vehicles to some commuters to use as carpools. This perception occurred because of the experience staff had with the vanpooling program. In that program, some commuters could not form vanpools because there were not enough riders to pay the costs. The leased carpool was designed to fill this gap where interest was sufficient to support a carpool but not a vanpool. Golden Gate staff thought that leased carpools would not increase the traffic volume by shifting people from public transit or other car and vanpools to new carpools. However, whether this would have been the case is unknown since the staff had little information regarding the current mode of potential car or vanpoolers.

These unresolved issues need to be fully explored by any other organization contemplating a similar project <u>before</u> embarking on project development. This is especially critical with respect to the issues of what the market is for such a service, how large that market is and how many candidates are likely to qualify for leases. In the absence of such knowledge, planners and managers cannot accurately estimate whether the service is needed or wanted, or if so, whether that market is sufficient to support the effort and to make an appreciable impact on commute hour traffic congestion.

7.3 INFORMATION DISSEMINATION

The evaluation found that the information coordinator was able to respond to requests for information in a timely and accurate fashion. Requestors were generally satisfied with the services provided in comparison with their experiences with other agencies. Analysis of the type of information requested indicates that the major interest was for detailed management and technical information that requestors could use to either design or evaluate ridersharing projects similar to those operated by GGBHTD. This indicates that the primary objective of this project, namely providing detailed technical information, was achieved. Requestors seemed to be fairly well satisfied with the information provided them through the coordinator. Given the complexities of the Commuter Car project in particular, this suggests that there was some benefit to having one person designated as the disseminator of information. The advantage to this was that this person was closely involved with both Commuter Car and Flex-Pool from their inception, and was therefore in a position to rapidly condense and distribute meaningful information.

APPENDIX A
EVALUATION SURVEYS

Flex-Pool Former Assigned Rider Survey
Flex-Pool Non-User Survey Telephone Questionnaire
Flex-Pool User Survey
Flex-Pool Former User Survey
Flex-Pool Assigned Rider Survey

Name:_____

C 1 F Reg #:___ ___ ___ ___
1 2 3 4 7

FLEX-POOL FORMER ASSIGNED RIDER SURVEY

Golden Gate needs your assistance to see how well the FLEX-POOL service met your needs. Please take a few minutes and answer the following questions. When you finish, fold the questionnaire, insert and seal it in the provided envelope, and mail it back to Golden Gate. All replies are strictly confidential.

Thank you for your assistance. If you have questions about this survey, please call us about it at 921-5858, Ext. 322.

1. How long did you commute to work by FLEX-POOL? (CHECK ONE) 8

___Less than 3 months[1] ___6 months to 1 year[3] ___Over 2 years[5]

___3 to 6 months[2] ___1 to 2 years[4]

2. Please indicate how you got to and from work before using FLEX-POOL by circling the letter corresponding to the approximate number of one-way trips that you made by each means in a typical week. Please note combinations of trips, such as driving to the bus or a vanpool, in the combination space:

TRIP MEANS	ONE-WAY TRIPS: None	1 or less a week	2 to 4 a week	5 to 7 a week	8 to 10 a week	11 or more a week	
Drive alone	A	B	C	D	E	F	9
Carpool	A	B	C	D	E	F	10
Vanpool	A	B	C	D	E	F	11
Subscription club bus	A	B	C	D	E	F	12
Golden Gate bus transit	A	B	C	D	E	F	13
Ferry	A	B	C	D	E	F	14
Combination of above (SPECIFY)_____							___ 15_16
_____	A	B	C	D	E	F	
Other (SPECIFY)_____	A	B	C	D	E	F	___ 17_18

THE NEXT THREE QUESTIONS ASK ABOUT YOUR COMMUTE WHEN YOU WERE RIDING FLEX-POOL.

3. About how many miles was it one-way from your home to work?
___ miles one way (19-20)

4. About how long did it usually take you to get to work? ___ minutes (21-23)

5. What hours did you usually work? __ __:__ __AM to __ __:__ __PM
24 26 28 30

5a. Could you vary these hours from day to day? ___Yes[1] ___No[2] __ 32

5b. How often did you work overtime? __ 33

___Never[1] ___1 - 2 days a week[3]
___Less than 1 day a week[2] ___3 or more days a week[4]

6. Please indicate which of the following factors were important to you in your decision to become a FLEX-POOL rider. (CHECK ALL THAT APPLY)

___No other pool available	___Can sell or defer buying a car	___Late commute hours	34 35 36
___Flexibility	___Convenience	___Saves time	37 38 39
___Saves money	___Don't have to drive	___Contact with Golden Gate staff	40 41 42
___Frees car for household member	___Other (SPECIFY)_____		43 44 45

_____

7. How did you hear about FLEX-POOL? (CHECK ALL THAT APPLY)

___Handout at GG Bridge[1]	___Bulletin board notice[5]	__ __ 46-47
___Letter from Golden Gate[2]	___Brochure[6]	__ __ 48-49
___Newspaper advertisement[3]	___Word of mouth[7]	__ __ 50-51
___Newspaper article[4]	___Other (SPECIFY)_____	__ __ 52-53

8. The following questions ask about your rides on FLEX-POOL:

8a. How convenient was your usual FLEX-POOL stop in downtown San Francisco?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] __ 54

8b. If "somewhat convenient" or "not convenient", at which intersection would you rather have been picked up?

_____ and _____ __ __ 55-56

8c. How did you usually get to your regular downtown San Francisco FLEX-POOL stop?

___Walked[1] ___Dropped off[3]
___Bus[2] ___Other or comment (LIST)_____ __ __ 57-58

8d. How convenient was your usual FLEX-POOL stop in Marin or Sonoma counties?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] __ 59

8e. If "somewhat convenient" or "not convenient", at which intersection would you rather have been dropped off?

_____ and _____ __ __ 60-61

8f. How did you usually get home from the Marin or Sonoma stop where you were dropped off?

___Walked[1] ___Picked up[4]

___Bus[2] ___Other or comment (LIST)_____ __ __ 62-63

___Drove[3] _____

9. How long ago did you stop riding FLEX-POOL as a regular passenger?

___Less than 3 months[1] ___6 months to 1 year[3] ___Over 2 years[5] __ 64

___3 to 6 months[2] ___1 to 2 years[4]

10. Why did you stop riding FLEX-POOL regularly?

___Work hours changed[1] ___Changed job or home location[4]

___Found other ride-sharing arrangement[2] ___FLEX-POOL van stopped running[5]

___Too expensive[3] ___Took too much time[6]

___Other (SPECIFY)_____ __ __ 65-66

11. How do yodu get to work now? (CHECK ALL THAT APPLY)

___Drive alone ___Subscription club bus __ __ 67-68

___Carpool ___Golden Gate bus transit __ __ 69-70

___Vanpool ___Ferry __ __ 71-72

___Combination of above (SPECIFY)_____ __ __ 73-74

___Other (SPECIFY)_____ __ __ 75-76

12. YOUR RATING OF VARIOUS FEATURES OF FLEX-POOL

Please look over the following list of features about FLEX-POOL and give two answers to each: your OPINION about the feature, then how IMPORTANT this feature is to you. CIRCLE the number or letter corresponding to your answer for each feature.

PLEASE RATE EACH ASPECT OF COMMUTING BY FLEX-POOL	OPINION: Excellent	Good	Fair	Poor	Very Poor		IMPORTANCE: Very Important	Somewhat Important	Not Important	
• FLEX-POOL fare	1	2	3	4	5	(8)	A	B	C	(24)
• Total commute costs when using FLEX-POOL	1	2	3	4	5	(9)	A	B	C	(25)
• Total travel time	1	2	3	4	5	(10)	A	B	C	(26)
• Comfort	1	2	3	4	5	(11)	A	B	C	(27)
• Van atmosphere	1	2	3	4	5	(12)	A	B	C	(28)
• Smoking rules	1	2	3	4	5	(13)	A	B	C	(29)
• Quality of driving	1	2	3	4	5	(14)	A	B	C	(30)
• Cleanliness of the van	1	2	3	4	5	(15)	A	B	C	(31)
• General attractiveness of the van	1	2	3	4	5	(16)	A	B	C	(32)
• Directness of route	1	2	3	4	5	(17)	A	B	C	(33)
• Number of pick-up or drop-off stops	1	2	3	4	5	(18)	A	B	C	(34)
• Home-end stop location	1	2	3	4	5	(19)	A	B	C	(35)
• Work-end stop location	1	2	3	4	5	(20)	A	B	C	(36)
• Scheduled departure times	1	2	3	4	5	(21)	A	B	C	(37)
• Punctuality or reliability	1	2	3	4	5	(22)	A	B	C	(38)
• OVERALL RATING OF FLEX-POOL	1	2	3	4	5	(23)	A	B	C	(39)

Header: Card 2

C 2 R ____ (reg #) ____
1 2 3 7

13. What is your occupation?_____ __ __ [40_41]

14. What is your age?

___16-24[1] ___30-34[3] ___40-44[5] ___50 & over[7] __ [42]

___25-29[2] ___35-39[4] ___45-49[6]

15. What is your sex? ____Male[1] ____Female[2] __ [43]

15. What is your marital status? ___Single[1] ___Married[2] __ [44]

16. What is your highest level of education?

___Up through 8th grade[1] ___3-4 years college[4]

___9-12th grade[2] ___Graduate work[5] __ [45]

___1-2 years college[3] ___Vocational training[6]

18. How many licensed drivers <u>including yourself</u> are there in your household? (FILL IN # DRIVERS) _____ [46]

19. How many motor vehicles, not including motorcycles, are owned or operated by members of your household? (FILL IN # OF VEHICLES) _____ [47]

20. How many persons <u>including yourself</u> are there in your household? (FILL IN # PERSONS) _____ [48_49]

21. How many of these persons, <u>including yourself</u>, work outside the home? (# PERSONS WORKING) _____ [50]

22. <u>OPTIONAL</u>. In what range is your annual household income? Your response will be strictly confidential!

___$0 - $9,999[1] ___$20,000 - $24,999[4]

___$10,000 - $14,999[2] ___$25,000 - $29,999[5]

___$15,000 - $19,999[3] ___$30,000 and over[6] __ [51]

23. COMMENTS: PLEASE OFFER ANY GENERAL COMMENTS YOU WOULD LIKE TO MAKE ABOUT YOUR FLEX-POOL EXPERIENCE, HOW THE SERVICE COULD BE IMPROVED OR ENCOURAGED IN THIS AREA, OR OTHER ISSUES YOU FEEL ARE IMPORTANT. THANKS FOR YOUR HELP!

_____

_____

_____ __ __ [52_53]

FLEX-POOL NON-USER SURVEY
TELEPHONE QUESTIONNAIRE

F 1 Survey # ___ (3-5)
1 2

Interviewer's Initials ___ (6-8) Date: 7/___/83 (9-11)

Call record sheet #:_____ Time:____:____ AM/PM

FILL IN AT END OF INTERVIEW FROM CALL RECORD SHEET (CRS):

Respondent's Name:_____

FILL IN LATER FROM REGISTRANT FILE:

Registration #: ___ (12-14)

Home address:_____ __ 15

Work location:_____ __ 16

Mode to work: 1.DA 2.CP 3.VP 4.BP 5.Bus 6.F 7.Other 8.N/A (17-19)

Date of registration: __/__/__ (20-24)

Interest in FLEX-POOL: 1. Yes 2. No 3. Not available 26

Hello, I am _____ from Golden Gate Ridesharing. Is this (name from CRS)? IF NOT, ASK FOR THE PERSON WANTED. IF NOT AVAILABLE, FIND OUT WHEN TO CALL BACK OR HOW TO CONTACT, IF POSSIBLE. NOTE RESULT ON CRS. WHEN THE RIGHT PERSON IS ON THE LINE, CONTINUE.

I want to ask you a few questions about your contact with Golden Gate in the last year. This will take only a few minutes. First:

1. Do you know Golden Gate provides evening van service as a back-up way home for ridesharers and other commuters?

___Yes[1] (CONTINUE) ___No[2] (SKIP TO FLEX-POOL DESCRIPTION AFTER Q. 3) 27

2. Do you know the name of that service?

___No[1] (GIVE FLEX-POOL NAME BEFORE GOING ON TO Q.3)

___Yes[2] → What is that name? (OPEN ENDED, DON'T PROMPT) 28

___ FLEX-POOL[1]

___ Other (LIST)_____ 29
(THEN GIVE FLEX-POOL AS THE CORRECT NAME IN A TACTFUL WAY!)

3. Do you know how FLEX-POOL works?

___No[1] (BRIEFLY, EXPLAIN FLEX-POOL SERVICE AS MUCH AS NECESSARY FROM DESCRIPTION BELOW.)

___Yes[2] -> Please tell me what you know about how FLEX-POOL works. (OPEN ENDED--CHECK OFF FEATURES MENTIONED BELOW, THEN EXPLAIN AS NECESSARY FROM THE FOLLOWING FLEX-POOL DESCRIPTION) 30

___Make reservation by calling Golden Gate	___Dropped off close to 101 in Marin or Sonoma	31,32
___Flag down at stop	___Optional stop on route to Sebastopol	33,34
___Vans leave SF about 6 PM or 8 PM	___Other (DESCRIBE) _____ _____	35,36 37,38
___For occasional use only	_____	

FLEX-POOL DESCRIPTION: READ DETAILS AS NECESSARY TO INFORM PERSONS WHO ARE NOT FAMILIAR WITH IT.

GOLDEN GATE OPERATES A BACK-UP COMMUTE SERVICE CALLED FLEX-POOL THAT IS FOR RIDESHARERS AND OTHER COMMUTERS. THE FLEX-POOL VAN LEAVES DOWNTOWN SAN FRANCISCO AT 7:30 PM EACH DAY AND PICKS UP PERSONS WHO HAVE MADE RESERVATIONS OR WHO FLAG DOWN THE VAN. RIDERS PAY A FARE OF $1.00 TO $3.00, DEPENDING HOW FAR THEY ARE GOING. RIDERS ARE DROPPED OFF CLOSE TO U.S. 101 IN MARIN OR SONOMA COUNTIES.

4. Do you remember getting information in the mail on how to use FLEX-POOL within the last year?

___Yes[1] ___No[2] 39

5. Did you hear about FLEX-POOL by any other ways?

___No[1] -> GO TO Q.6 40

___Yes[2] -> ASK Q.5a

5a. How else did you hear about FLEX-POOL? (OPEN-ENDED)

___Handout at GG Bridge	___Bulletin board notice	41,42
___Newspaper advertisement	___Brochure	43,44
___Newspaper article	___By word of mouth	45,46
___Other (FILL IN)_____		47,48

6. Have you ever used the FLEX-POOL service?

___No[1] ___Yes[2] -> About how many times? _____ times 49,50

(INFORM THE PERSON THAT YOU WILL BE SENDING THEM A QUESTIONNAIRE IN THE MAIL ASKING THEM ABOUT THEIR TRIPS ON FLEX-POOL. ASK THEM TO FILL IT OUT AND RETURN IT PROMPTLY. THANK THEM FOR THEIR ASSISTANCE AND TERMINATE THE INTERVIEW.)

IF THE PERSON IS CURRENTLY UNEMPLOYED, SKIP TO Q.17 ON P.8

7. How did you get to work last week? (PROBE TO SEE IF MORE THAN ONE MEANS OR A COMBINATION OF MEANS, THEN CHECK TO SEE HOW MANY ONE-WAY TRIPS BY EACH MEANS, REPEATING THE FOLLOWING CATEGORIES AS NECESSARY. FOR EXAMPLE:) How many one-way trips did you make last week by _____? CIRCLE RESPONSE.

None	5 to 7 a week
One or less a week	8 to 10 a week
2 to 4 a week	11 or more a week

TRIP MEANS	ONE-WAY TRIPS: None	1 or less a week	2 to 4 a week	5 to 7 a week	8 to 10 a week	11 or more a week	
Driving alone.....	A	B	C	D	E	F	51
Carpool.....	A	B	C	D	E	F	52
Vanpool.....	A	B	C	D	E	F	53
Subscription club bus.....	A	B	C	D	E	F	54
Golden Gate bus transit.....	A	B	C	D	E	F	55
Ferry.....	A	B	C	D	E	F	56
A combination of above (SPECIFY)_____							
_____	A	B	C	D	E	F	57
Other means (SPECIFY)_____	A	B	C	D	E	F	58

7a. How long have you been commuting to work by ___________? (SELECT RIGHT MEANS FROM Q.7. IF THE RESPONDENT USES MORE THAN ONE MEANS, ASK ABOUT THEM ONE AT A TIME. CLARIFY TIME CATEGORIES AND CIRCLE RESPONSE.)

	6 months or less	7-12 Months	1-3 Years	3-5 Years	Over 5 years	
Driving alone...............	1	2	3	4	5	59
Carpool.....................	1	2	3	4	5	60
Vanpool.....................	1	2	3	4	5	61
Subscription club bus........	1	2	3	4	5	62
Golden Gate bus transit......	1	2	3	4	5	63
Ferry.......................	1	2	3	4	5	64
Combination.................	1	2	3	4	5	65
Other.......................	1	2	3	4	5	66

8. (FOR CARPOOL AND VANPOOL ONLY. OTHERWISE SKIP TO Q.9. How many persons, including yourself, are usually in the vehicle?

________ persons TOTAL 67-68

9. About how many miles is it one-way from your home to work?

________ miles one way 69-70

10. How long does it take you to get to work?______ minutes 71-73

Card 2 Header

(Coder: add questionnaire #) F 2 __ __ __
1 2 3 5

11. What hours do you work? __ __ : __ __ AM to __ __ : __ __ PM
6 8 10 12

11a. Can you vary these hours from day to day? ___Yes[1] ___No[2] 14

11b. How often do you work late or overtime?

___Never[1] ___1-2 days a week[3]

___Less than 1 day a week[2] ___3 or more days a week[4] 15

12. (SKIP TO Q.15 IF THE PERSON HAS NOT HEARD ABOUT FLEX-POOL; BUILD ON Q.7a AS APPROPRIATE.) Have you made a change in the way you get to or from work since you heard about FLEX-POOL?

___No[1] (SKIP TO Q.13) ___Yes[2] (ASK 12a-12c) 16

IF THE PERSON HAS CHANGED THEIR COMMUTE SO THAT THEY ARE OUT OF THE RANGE OF FLEX-POOL, FOR EXAMPLE, SAN RAFAEL TO BERKELEY, SKIP TO Q.17 ON P.8

12a. How did you get to work before this change? (PROBE TO SEE IF MORE THAN ONE MEANS WAS USED. THEN ASK:) How many one-way trips did you used to make by _____ (ASK ABOUT APPROPRIATE MEANS) in a typical week? (CLARIFY TRIP CATEGORY AS NECESSARY.)

None
One or less a week
2 to 4 a week
5 to 7 a week
8 to 10 a week
11 or more a week

READ EACH MEANS AND PROMPT IN SIMILAR FASHION. CIRCLE RESPONSE

TRIP MEANS	ONE-WAY TRIPS: None	1 or less a week	2 to 4 a week	5 to 7 a week	8 to 10 a week	11 or more a week	
Driving alone.....	A	B	C	D	E	F	17
Carpool.....	A	B	C	D	E	F	18
Vanpool.....	A	B	C	D	E	F	19
Subscription club bus.....	A	B	C	D	E	F	20
Golden Gate bus transit.....	A	B	C	D	E	F	21
Ferry.....	A	B	C	D	E	F	22
A combination of above (SPECIFY)_____	A	B	C	D	E	F	23
Other means (SPECIFY)_____	A	B	C	D	E	F	24

12b. How important was FLEX-POOL in your decision to change the way you get to work? Was it (READ ALL THREE RESPONSES BEFORE PAUSING FOR ANSWER):

___Not important[1] ___Somewhat important[2] ___Very important[3] 25

12c. (ASK IF RESPONSE IS "SOMEWHAT" OR "VERY IMPORTANT".) Why was FLEX-POOL important to you? (OPEN ENDED. WRITE IN RESPONSES)

_____ 26

_____

_____ 27

_____

_____ 28

SKIP TO QUESTION 15

---

13. Do you think you will change how you get to work in the near future?
___No[1] (SKIP TO Q.14) ___Yes[2] (ASK 13a-13c) 29

13a. What new ways are you considering? (OPEN-ENDED)

___Drive alone	___Subscription club bus	___Other_____	30 31 32
___Carpool	___GG bus transit	_____	33 34 __
___Vanpool	___Ferry	_____	35 36 37

13b. How important is FLEX-POOL in your considering to change the way you get to work? Is it (READ ALL THREE RESPONSES BEFORE PAUSING FOR ANSWER):

___Not important[1] ___Somewhat important[2] ___Very important[3] 38

13c. (ASK IF RESPONSE IS "SOMEWHAT IMPORTANT" OR "VERY IMPORTANT")
Why is FLEX-POOL important to you? (OPEN-ENDED, WRITE IN RESPONSES)

_____ __39
_____ __40
_____ __41
_____

SKIP TO QUESTION 15

---

14. How important is FLEX-POOL to you as a back-up service right now? Is it (READ ALL THREE RESPONSES BEFORE PAUSING FOR AN ANSWER):

___Not important[1] ___Somewhat important[2] ___Very important[3] 42

14a. (ASK IF RESPONSE IS "SOMEWHAT IMPORTANT" OR "VERY IMPORTANT")
Why is FLEX-POOL important to you? (OPEN-ENDED. WRITE IN RESPONSES)

_____ __43
_____ __44
_____ __45

15. Do you think you will use FLEX-POOL in the future?

___Yes[1] (ASK 15a-15b) ___No[2] (SKIP TO Q.16) 46

15a. For what reasons might you use FLEX-POOL? (OPEN-ENDED)

___I missed my regular pool or bus
___There was no pool that day
___To work late
___To shop after work
___Other (WRITE IN) _____ 55 __56

___For personal business after work 47 48
___For a recreation or social event after work 49 50
___For a temporary work hour change 51 52
___For a permanent work hour change 53 54

15b. If you use FLEX-POOL, at what time between 6 and 9 PM would you like to leave downtown San Francisco? (OPEN-ENDED)

___6 PM ___6:30 PM ___7 PM ___7:30 PM ___8 PM ___8:30 PM ___9 PM ___Other (SPECIFY) _____ 57 58 59 60 61 62 63 64 __65

SKIP TO Q.18

---

16. What are your reasons for not using FLEX-POOL? (OPEN-ENDED. WRITE IN RESPONSE)_____ __66

_____ __67

_____ __68

_____

16a. Would changing the departure time from 7:30 PM make you more likely to use FLEX-POOL?

___No[1] ___Yes[2] -> What time would you like?__ __:__ __PM 69
70 73

SKIP TO Q. 18

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17. (SKIP TO Q.18 UNLESS THE RESPONDENT IS UNEMPLOYED OR HAS MADE SOME RADICAL CHANGE IN THEIR COMMUTE THAT TAKES THEM BEYOND THE RANGE OF FLEX-POOL, SUCH AS A SAN RAFAEL TO BERKELEY COMMUTE.)

17a. How did you used to get to work (CHOOSE RIGHT ENDING) when you were still working? (OR) before this change? (CHECK WAYS, PROBE FOR MORE THAN ONE WAY)

___Drive alone[1] ___Subscription club bus[4] ___Other _____
___Carpool[2] ___GG bus transit[5] _____
___Vanpool[3] ___Ferry[6] _____

17b. (ASK UNLESS PERSON ONLY DROVE ALONE.) How important was FLEX-POOL to you as a back-up service then? Was it (READ ALL THREE RESPONSES BEFORE PAUSING FOR AN ANSWER):

___Not important[1] ___Somewhat important[2] ___Very important[3]

17c. (ASK IF RESPONSE IS "SOMEWHAT IMPORTANT" OR "VERY IMPORTANT") Why was FLEX-POOL important to you? (OPEN-ENDED. WRITE IN RESPONSES)

_____
_____
_____

---

18. What is your occupation?_____ __75

19. What is your age?

___16-24[1] ___30-34[3] ___40-44[5] ___50 & over[7] 76
___25-29[2] ___35-39[4] ___45-49[6]

20. (SEX BY OBSERVATION) ___Male[1] ___Female[2] 77

21. Are you single or married? ___Single[1] ___Married[2] 78

22. What is your highest level of education? (READ)

___Up through 8th grade[1] ___3-4 years college[4]
___9-12th grade[2] ___Graduate work[5] 79
___1-2 years college[3] ___Vocational training[6]

Card 3 Header

(Fill in Survey # F 3 _ _ _ _ _
1 2 3 5

23. How many licensed drivers including yourself are there in your household? (FILL IN # DRIVERS) _____ 6-7

24. How many motor vehicles, not including motorcycles, are owned or operated by members of your household? (FILL IN # OF VEHICLES) _____ 8-9

25. How many persons <u>including yourself</u> are there in your household? (FILL IN # PERSONS) _____ 10-11

26. How many of these persons, <u>including yourself</u>, work outside the home? (# PERSONS WORKING) _____ 12-13

27. Is the total household income for all individuals in your household under or over $15,000?

(IF "UNDER" $15,000, ASK:) Under or over $10,000? (RECORD)
(IF "OVER" $15,000, ASK:) Under or over $20,000? (RECORD IF UNDER)
(IF "OVER" $20,000, ASK:) Under or over $25,000? (RECORD IF UNDER)
(IF "OVER" $25,000, ASK:) Under or over $30,000? (RECORD)

(CIRCLE CORRECT RESPONSE)

- Under $10,000 1
- $10,000 - $14,999 2
- $15,000 - $19,999 3
- $20,000 - $24,999 4
- $25,000 - $29,999 5
- $30,000 or over 6

14

28. Do you have any comments about FLEX-POOL, how the service could be improved or encouraged in this area, or other issues you feel are important? (WRITE IN RESPONSES)

_____

_____ ___ 15

_____

THANK YOU FOR YOUR HELP!

<u>Coding for Q.17 (from p.8)</u>

17a. 1..2..3..4..5..6..7..8..9 16,17,18

17b. 1..2..3..... 19

17c. 1..2..3..4..5..6..7..8..9 20,21,22

Name:_____

C 1 U Reg #:___ ___ ___ ___
1 2 3 4 7

FLEX-POOL USER SURVEY

Golden Gate needs your assistance to make sure that the FLEX-POOL service meets your needs. Please take a few minutes and answer the following questions. When you finish, fold the questionnaire, insert in the addressed post-paid envelope, and mail at your convenience. All replies are strictly confidential.

Thank you for your assistance. If you have questions about this survey, please call us about it at 921-5858, Ext. 322.

1. Please indicate how you got to work last week by circling the letter corresponding to the approximate number of one-way trips that you made by each means. Please note combinations of trips, such as driving to the bus or a vanpool, in the combination space:

TRIP MEANS	ONE-WAY TRIPS: None	1 or less a week	2 to 4 a week	5 to 7 a week	8 to 10 a week	11 or more a week	
Drive alone	A	B	C	D	E	F	8
Carpool	A	B	C	D	E	F	9
Vanpool	A	B	C	D	E	F	10
Subscription club bus	A	B	C	D	E	F	11
Golden Gate bus transit	A	B	C	D	E	F	12
Ferry	A	B	C	D	E	F	13
Flex-Pool	A	B	C	D	E	F	14
Combination of above (SPECIFY)_____							
_____	A	B	C	D	E	F	15_16
Other (SPECIFY)_____	A	B	C	D	E	F	17_18

2. About how many miles is it one-way from your home to work?

___ miles one way 19_20

3. About how long does it usually take you to get to work? ___ minutes 21_23

4. What hours do you usually work? ___:___ AM to ___:___ PM
24 26 28 30

4a. Can you vary these hours from day to day? ___Yes[1] ___No[2] 32

4b. How often do you work overtime? 33
___Never[1] ___1 - 2 days a week[3]
___Less than 1 day a week[2] ___3 or more days a week[4]

5. If you carpool or vanpool, how many persons, including yourself, are usually in the vehicle? ____ persons total (34-35)

6. How did you hear about FLEX-POOL? (CHECK ALL THAT APPLY)

___Handout at GG Bridge[1] ___Bulletin board notice[5] (36-37)
___Letter from Golden Gate[2] ___Brochure[6] (38-39)
___Newspaper advertisement[3] ___Word of mouth[7] (40-41)
___Newspaper article[4] ___Other (SPECIFY)_____ (42-43)

7. The following questions ask about your rides on FLEX-POOL:

7a. How convenient has your usual FLEX-POOL stop been for you in downtown San Francisco?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] (45)

7b. If "somewhat convenient" or "not convenient", at which intersection would you rather be picked up?

_____ and _____ (45-46)

7c. How did you get to your San Francisco FLEX-POOL stop?

___Walked[1] ___Dropped off[3]
___Bus[2] ___Other or comment (LIST)_____ (47-48)

7d. How convenient has your usual FLEX-POOL stop been for you in Marin or Sonoma counties?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] (49)

7e. If "somewhat convenient" or "not convenient", at which intersection would you rather be dropped off?

_____ and _____ (50-51)

7f. How did you get home from the Marin or Sonoma stop where you were dropped off?

___Walked[1] ___Picked up[4]
___Bus[2] ___Other or comment (LIST)_____ (52-53)
___Drove[3] _____

7g. For what reasons do you or might you want to use FLEX-POOL? (CHECK OR FILL IN ALL THAT APPLY)

___Missed regular pool or bus[1] ___Temporary work hour change[5] (54-55)
___No pool that day[2] ___Permanent work hour change[6] (56-57)
___Worked late[3] ___Personal business[7] (58-59)
___Shopping[4] ___Recreation or social event[8] (60-61)
___Other_____

8. How many days a month (out of 21 working days) would you use FLEX-POOL if it left San Francisco at: (FILL IN # OF DAYS)

Days	Time	Days	Time	Days	Time	
____	5:30pm	____	7:00pm	____	8:30pm	74_75
____	6:00pm	____	7:30pm	____	Other time____	76_77
____	6:30pm	____	8:00pm		_____	78_80

(62_63) (68_69)

(64_65) (70_71)

(66_67) (72_73)

Card 2 header:

C 2 U ____ ____ ____ ____ 7
1 2 3 (reg #)

9. If FLEX-POOL were discontinued, how would you replace it?

___Drive alone more often[1] ___Not make trip[3]

___Use bus more often[2] ___Other means (SPECIFY)_____ ___ 8

10. Have you changed the way you get to work since you heard about or used FLEX-POOL?

___No[1](SKIP TO Q. 11) ___Yes[2](ANSWER 10a-10c) ___ 9

10a. Please indicate how you got to and from work before this change by circling the letter corresponding to the approximate number of one-way trips that you made by each means in a typical week. Please note combinations of trips, such as driving to the bus or a vanpool, in the combination space:

TRIP MEANS	ONE-WAY TRIPS: None	1 or less a week	2 to 4 a week	5 to 7 a week	8 to 10 a week	11 or more a week	
Drive alone	A	B	C	D	E	F	10
Carpool	A	B	C	D	E	F	11
Vanpool	A	B	C	D	E	F	12
Subscription club bus	A	B	C	D	E	F	13
Golden Gate bus transit	A	B	C	D	E	F	14
Ferry	A	B	C	D	E	F	15
Combination of above (SPECIFY)_____							
_____	A	B	C	D	E	F	___ 16_17
Other (SPECIFY)_____	A	B	C	D	E	F	___ 18_19

10b. How important was the availability of FLEX-POOL in your decision to change the way you get to work?

___Not important[1] ___Somewhat important[2] ___Very important[3] __[20]

10c. If you answered "somewhat important" or "very important" to Q.10b, please indicate which FLEX-POOL features were important to you in your decision. (CHECK OR FILL IN ALL THAT APPLY.)

___Can schedule late afternoon events[1]	___Can sell or defer buying a car[4]	__ __[21_22]
___Can ride on days that pool doesn't run[2]	___CONVENIENT alternative way home[5]	__ __[23_24]
___CHEAP alternative way home[3]	___Can get by without a car occasionally[6]	__ __[25_26]
___Other_____		__ __[27_28]

SKIP TO Q. 13 ON PAGE 6 IF YOU ANSWERED Q. 10a THROUGH 10c

---

11. Do you anticipate changing how you get to work in the near future?

___No[1](SKIP TO Q.12) ___Yes[2](ANSWER Q.11a-11c) __[29]

11a. What way(s) are you considering? (CHECK AS MANY AS APPLY)

___Drive alone[1]	___Subscription club bus[4]	___Other (SPECIFY)	__ __[30_31]
___Carpool[2]	___Ferry[5]	_____	__ __[32_33]
___Vanpool[3]	___GG bus transit[6]		__ __[34_35]

11b. How important is the availability of FLEX-POOL in your consideration of changing the way you get to work?

___Not important[1] ___Somewhat important[2] ___Very important[3] __[36]

11c. If you answered "somewhat important" or "very important" to Q.11b, please indicate which FLEX-POOL features are important to you in this consideration. (CHECK OR FILL IN ALL THAT APPLY.)

___Can schedule late afternoon events[1]	___Can sell or defer buying a car[4]	__ __[37_38]
___Can ride on days that pool doesn't run[2]	___CONVENIENT alternative way home[5]	__ __[39_40]
___CHEAP alternative way home[3]	___Can get by without a car occasionally[6]	__ __[41_42]
___Other_____		__ __[43_44]

SKIP TO Q. 13 ON PAGE 6 IF YOU ANSWERED Q. 11a THROUGH 11c

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12. How important is FLEX-POOL to you as a back-up service to your current regular way to work?

___Not important[1] ___Somewhat important[2] ___Very important[3] __ 33

12a. If you answered "somewhat important" or "very important" to Q.12, please indicate which FLEX-POOL features are important to you as a back-up service. (CHECK OR FILL IN ALL THAT APPLY.)

___Can schedule late afternoon events[1]	___Can sell or defer buying a car[4]	__ __ 34_35
___Can ride on days that pool doesn't run[2]	___CONVENIENT alternative way home[5]	__ __ 36_37
___CHEAP alternative way home[3]	___Can get by without a car occasionally[6]	__ __ 38_39
___Other_____		__ __ 40_41

13. YOUR RATING OF VARIOUS FEATURES OF FLEX-POOL

Please look over the following list of features about FLEX-POOL and give two answers to each: your OPINION about the feature, then how IMPORTANT this feature is to you. CIRCLE the number or letter corresponding to your answer for each feature.

PLEASE RATE EACH ASPECT OF COMMUTING BY FLEX-POOL	OPINION: Excellent	Good	Fair	Poor	Very Poor		IMPORTANCE: Very Important	Somewhat Important	Not Important	
• FLEX-POOL fare	1	2	3	4	5	(54)	A	B	C	(8)
• Total commute costs when using FLEX-POOL	1	2	3	4	5	(55)	A	B	C	(9)
• Total travel time	1	2	3	4	5	(56)	A	B	C	(10)
• Comfort	1	2	3	4	5	(57)	A	B	C	(11)
• Van atmosphere	1	2	3	4	5	(58)	A	B	C	(12)
• Smoking rules	1	2	3	4	5	(59)	A	B	C	(13)
• Quality of driving	1	2	3	4	5	(60)	A	B	C	(14)
• Cleanliness of the van	1	2	3	4	5	(61)	A	B	C	(15)
• General attractiveness of the van	1	2	3	4	5	(62)	A	B	C	(16)
• Directness of route	1	2	3	4	5	(63)	A	B	C	(17)
• Number of pick-up or drop-off stops	1	2	3	4	5	(64)	A	B	C	(18)
• Home-end stop location	1	2	3	4	5	(65)	A	B	C	(19)
• Work-end stop location	1	2	3	4	5	(66)	A	B	C	(20)
• Scheduled departure times	1	2	3	4	5	(67)	A	B	C	(21)
• Punctuality or reliability	1	2	3	4	5	(68)	A	B	C	(22)
• OVERALL RATING OF FLEX-POOL	1	2	3	4	5	(69)	A	B	C	(23)

Card 3 Header

C 3 U ___ ___ ___ ___
1 2 3 (reg #) 7

14. What is your occupation?_____ __ __ 24_25

15. What is your age?

___16-24[1] ___30-34[3] ___40-44[5] ___50 & over[7] __ 26

___25-29[2] ___35-39[4] ___45-49[6]

16. What is your sex? ___Male[1] ___Female[2] __ 29

17. What is your marital status? ___Single[1] ___Married[2] __ 28

18. What is your highest level of education?

___Up through 8th grade[1] ___3-4 years college[4]

___9-12th grade[2] ___Graduate work[5] __ 29

___1-2 years college[3] ___Vocational training[6]

19. How many licensed drivers <u>including yourself</u> are there in your household? (FILL IN # DRIVERS) _____ 30

20. How many motor vehicles, not including motorcycles, are owned or operated by members of your household? (FILL IN # OF VEHICLES) _____ 31

21. How many persons <u>including yourself</u> are there in your household? (FILL IN # PERSONS) _____ 32_33

22. How many of these persons, <u>including yourself</u>, work outside the home? (# PERSONS WORKING) _____ 34

23. <u>OPTIONAL</u>. In what range is your annual household income? Your response will be strictly confidential!

___$0 - $9,999[1] ___$20,000 - $24,999[4]

___$10,000 - $14,999[2] ___$25,000 - $29,999[5]

___$15,000 - $19,999[3] ___$30,000 and over[6] __ 35

24. COMMENTS: PLEASE OFFER ANY GENERAL COMMENTS YOU WOULD LIKE TO MAKE ABOUT YOUR FLEX-POOL EXPERIENCE, HOW THE SERVICE COULD BE IMPROVED OR ENCOURAGED IN THIS AREA, OR OTHER ISSUES YOU FEEL ARE IMPORTANT. THANKS FOR YOUR HELP!

_____

_____

_____ __ __ 36_37

Name:_____

C 1 S Reg #:_4_ ___ ___ _7_
1 2 3

FLEX-POOL FORMER USER SURVEY

Golden Gate needs your assistance to make sure that the FLEX-POOL service met your needs. Please take a few minutes and answer the following questions. When you finish, fold the questionnaire, insert in the addressed post-paid envelope, and mail at your convenience. All replies are strictly confidential.

Thank you for your assistance. If you have questions about this survey, please call us about it at 921-5858, Ext. 322.

THESE QUESTIONS REFER TO YOUR COMMUTE AT THE TIME THAT YOU USED FLEX-POOL.

1. How did you used to get to work at the time that you used FLEX-POOL? (CHECK ALL THAT APPLY)

___Drive alone[1] ___Subscription club bus[4] ___Other (DESCRIBE) _____ 8 9

___Carpool[2] ___GG bus transit[5] _____ 10 11

___Vanpool[3] ___Ferry[6] _____ 12

2. How important was FLEX-POOL to you as a back-up service then?

___Not important[1] ___Somewhat important[2] ___Very important[3] 13

2a. If you answered "somewhat important" or "very important" to Q.2, please indicate which FLEX-POOL features were important to you as a back-up service. (CHECK OR FILL IN ALL THAT APPLY.)

___Can schedule late afternoon events[1] ___Can sell or defer buying a car[4] 14 15

___Can ride on days that pool doesn't run[2] ___CONVENIENT alternative way home[5] 16 17

___CHEAP alternative way home[3] ___Can get by without a car occasionally[6]

___Other_____ 18

2. About how many miles was it one-way from your home to work?

___ miles one way 19 20

3. About how long did it usually take you to get to work? ___ minutes 21 23

4. What hours did you usually work? _24_ _25_ : _26_ _27_ AM to _28_ _29_ : _30_ _31_ PM

4a. Could you vary these hours from day to day? ___Yes[1] ___No[2] 32

4b. How often did you work overtime?

___Never[1] ___1 - 2 days a week[3] 33

___Less than 1 day a week[2] ___3 or more days a week[4]

5. If you carpooled or vanpooled, how many persons, including yourself, were usually in the vehicle? ____ persons total (34-35)

6. How did you hear about FLEX-POOL? (CHECK ALL THAT APPLY)

___Handout at GG Bridge[1] ___Bulletin board notice[5] 36-37

___Letter from Golden Gate[2] ___Brochure[6] 38-39

___Newspaper advertisement[3] ___Word of mouth[7] 40-41

___Newspaper article[4] ___Other (SPECIFY)_____ 42-43

7. The following questions ask about your rides on FLEX-POOL:

7a. How convenient was your usual FLEX-POOL stop for you in downtown San Francisco?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] 45

7b. If "somewhat convenient" or "not convenient", at which intersection would you rather have been picked up?

_____ and _____ 45-46

7c. How did you get to your San Francisco FLEX-POOL stop?

___Walked[1] ___Dropped off[3]

___Bus[2] ___Other or comment (LIST)_____ 47-48

7d. How convenient was your usual FLEX-POOL stop for you in Marin or Sonoma counties?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] 49

7e. If "somewhat convenient" or "not convenient", at which intersection would you rather have been dropped off?

_____ and _____ 50-51

7f. How did you get home from the Marin or Sonoma stop where you were dropped off?

___Walked[1] ___Picked up[4]

___Bus[2] ___Other or comment (LIST)_____ 52-53

___Drove[3] _____

7g. For what reasons did you want to use FLEX-POOL? (CHECK OR FILL IN ALL THAT APPLY)

___Missed regular pool or bus[1] ___Temporary work hour change[5] 54-55

___No pool that day[2] ___Permanent work hour change[6] 56-57

___Worked late[3] ___Personal business[7] 58-59

___Shopping[4] ___Recreation or social event[8] 60-61

___Other_____

8. YOUR RATING OF VARIOUS FEATURES OF FLEX-POOL

Please look over the following list of features about FLEX-POOL and give two answers to each: your OPINION about the feature, then how IMPORTANT this feature was to you. CIRCLE the number or letter corresponding to your answer for each feature.

PLEASE RATE EACH ASPECT OF COMMUTING BY FLEX-POOL	OPINION: Excellent	Good	Fair	Poor	Very Poor		IMPORTANCE: Very Important	Somewhat important	Not Important	
• FLEX-POOL fare	1	2	3	4	5	(8)	A	B	C	(24)
• Total commute costs when using FLEX-POOL	1	2	3	4	5	(9)	A	B	C	(25)
• Total travel time	1	2	3	4	5	(10)	A	B	C	(26)
• Comfort	1	2	3	4	5	(11)	A	B	C	(27)
• Van atmosphere	1	2	3	4	5	(12)	A	B	C	(28)
• Smoking rules	1	2	3	4	5	(13)	A	B	C	(29)
• Quality of driving	1	2	3	4	5	(14)	A	B	C	(30)
• Cleanliness of the van	1	2	3	4	5	(15)	A	B	C	(31)
• General attractiveness of the van	1	2	3	4	5	(16)	A	B	C	(32)
• Directness of route	1	2	3	4	5	(17)	A	B	C	(33)
• Number of pick-up or drop-off stops	1	2	3	4	5	(18)	A	B	C	(34)
• Home-end stop location	1	2	3	4	5	(19)	A	B	C	(35)
• Work-end stop location	1	2	3	4	5	(20)	A	B	C	(36)
• Scheduled departure times	1	2	3	4	5	(21)	A	B	C	(37)
• Punctuality or reliability	1	2	3	4	5	(22)	A	B	C	(38)
• OVERALL RATING OF FLEX-POOL	1	2	3	4	5	(23)	A	B	C	(39)

Card 2 Header

C 2 S ____ ____ ____ —7
1 2 3 (reg #)

9. What is your occupation?_____ __ __ 40_41

10. What is your age?

___16-24[1] ___30-34[3] ___40-44[5] ___50 & over[7] __ 42

___25-29[2] ___35-39[4] ___45-49[6]

11. What is your sex? ____Male[1] ____Female[2] __ 29

12. What is your marital status? ___Single[1] ___Married[2] __ 28

13. What is your highest level of education?

___Up through 8th grade[1] ___3-4 years college[4]

___9-12th grade[2] ___Graduate work[5] __ 29

___1-2 years college[3] ___Vocational training[6]

14. How many licensed drivers including yourself are there in your household? (FILL IN # DRIVERS) _____ 30

15. How many motor vehicles, not including motorcycles, are owned or operated by members of your household? (FILL IN # OF VEHICLES) _____ 31

16. How many persons including yourself are there in your household? (FILL IN # PERSONS) _____ 32_33

17. How many of these persons, including yourself, work outside the home? (# PERSONS WORKING) _____ 34

18. OPTIONAL. In what range is your annual household income? Your response will be strictly confidential!

___$0 - $9,999[1] ___$20,000 - $24,999[4]

___$10,000 - $14,999[2] ___$25,000 - $29,999[5]

___$15,000 - $19,999[3] ___$30,000 and over[6] __ 35

19. COMMENTS: PLEASE OFFER ANY GENERAL COMMENTS YOU WOULD LIKE TO MAKE ABOUT YOUR FLEX-POOL EXPERIENCE, HOW THE SERVICE COULD BE IMPROVED OR ENCOURAGED IN THIS AREA, OR OTHER ISSUES YOU FEEL ARE IMPORTANT. THANKS FOR YOUR HELP!

_____

_____

_____ __ __ 36_37

Name:_____

C 1 R Reg #:___ ___ ___ ___
1 2 3 4 7

FLEX-POOL ASSIGNED RIDER SURVEY

Golden Gate needs your assistance to make sure that the FLEX-POOL service meets your needs. Please take a few minutes and answer the following questions. When you finish, fold the questionnaire, insert and seal it in the provided envelope, and return it to your driver. If you prefer, you may mail it back to Golden Gate in the post-paid envelope. All replies are strictly confidential.

Thank you for your assistance. If you have questions about this survey, please call us about it at 921-5858, Ext. 322.

1. How long have you been getting to work by FLEX-POOL? (CHECK ONE) ___8

___Less than 3 months[1] ___6 months to 1 year[3] ___Over 2 years[5]

___3 to 6 months[2] ___1 to 2 years[4]

2. Please indicate how you got to and from work before using FLEX-POOL by circling the letter corresponding to the approximate number of one-way trips that you made by each means in a typical week. Please note combinations of trips, such as driving to the bus or a vanpool, in the combination space:

TRIP MEANS	ONE-WAY TRIPS: None	1 or less a week	2 to 4 a week	5 to 7 a week	8 to 10 a week	11 or more a week	
Drive alone	A	B	C	D	E	F	9
Carpool	A	B	C	D	E	F	10
Vanpool	A	B	C	D	E	F	11
Subscription club bus	A	B	C	D	E	F	12
Golden Gate bus transit	A	B	C	D	E	F	13
Ferry	A	B	C	D	E	F	14
Combination of above (SPECIFY)_____							___ 15_16
_____	A	B	C	D	E	F	
Other (SPECIFY)_____	A	B	C	D	E	F	___ 17_18

3. About how many miles is it one-way from your home to work?

___ miles one way (19_20)

4. About how long does it usually take you to get to work? ___ minutes (21-23)

5. What hours do you usually work? ___:___AM to ___:___PM (24-30)

5a. Can you vary these hours from day to day? ___Yes[1] ___No[2] ___ 32

5b. How often do you work overtime? ___ 33

___Never[1] ___1 - 2 days a week[3]

___Less than 1 day a week[2] ___3 or more days a week[4]

6. Please indicate which of the following factors were important to you in your decision to become a FLEX-POOL rider. (CHECK ALL THAT APPLY)

___No other pool available	___Can sell or defer buying a car	___Late commute hours	34 35 36
___Flexibility	___Convenience	___Saves time	37 38 39
___Saves money	___Don't have to drive	___Contact with Golden Gate staff	40 41 42
___Frees car for household member	___Other (SPECIFY)_____		43 44 45

_____

7. How did you hear about FLEX-POOL? (CHECK ALL THAT APPLY)

___Handout at GG Bridge[1]	___Bulletin board notice[5]	___ ___ 46-47
___Letter from Golden Gate[2]	___Brochure[6]	___ ___ 48-49
___Newspaper advertisement[3]	___Word of mouth[7]	___ ___ 50-51
___Newspaper article[4]	___Other (SPECIFY)_____	___ ___ 52-53

8. The following questions ask about your rides on FLEX-POOL:

8a. How convenient has your usual FLEX-POOL stop been for you in downtown San Francisco?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] ___ 54

8b. If "somewhat convenient" or "not convenient", at which intersection would you rather be picked up?

_____ and _____ ___ ___ 55-56

8c. How do you usually get to your regular downtown San Francisco FLEX-POOL stop?

___Walked[1] ___Dropped off[3]

___Bus[2] ___Other or comment (LIST)_____ ___ ___ 57-58

8d. How convenient is your usual FLEX-POOL stop for you in Marin or Sonoma counties?

___Very convenient[1] ___Somewhat convenient[2] ___Not convenient[3] ___ 59

8e. If "somewhat convenient" or "not convenient", at which intersection would you rather be dropped off?

_____ and _____ __ __ 60-61

8f. How do you usually get home from the Marin or Sonoma stop where you are dropped off?

___Walked1 ___Picked up4

___Bus2 ___Other or comment (LIST)_____

___Drove3 _____ __ __ 62-63

9. YOUR RATING OF VARIOUS FEATURES OF FLEX-POOL

Please look over the following list of features about FLEX-POOL and give two answers to each: your OPINION about the feature, then how IMPORTANT this feature is to you. CIRCLE the number or letter corresponding to your answer for each feature.

PLEASE RATE EACH ASPECT OF COMMUTING BY FLEX-POOL	OPINION: Excellent	Good	Fair	Poor	Very Poor		IMPORTANCE: Very Important	Somewhat Important	Not Important	
• FLEX-POOL fare	1	2	3	4	5	(64)	A	B	C	(8)
• Total commute costs when using FLEX-POOL	1	2	3	4	5	(65)	A	B	C	(9)
• Total travel time	1	2	3	4	5	(66)	A	B	C	(10)
• Comfort	1	2	3	4	5	(67)	A	B	C	(11)
• Van atmosphere	1	2	3	4	5	(68)	A	B	C	(12)
• Smoking rules	1	2	3	4	5	(69)	A	B	C	(13)
• Quality of driving	1	2	3	4	5	(70)	A	B	C	(14)
• Cleanliness of the van	1	2	3	4	5	(71)	A	B	C	(15)
• General attractiveness of the van	1	2	3	4	5	(72)	A	B	C	(16)
• Directness of route	1	2	3	4	5	(73)	A	B	C	(17)
• Number of pick-up or drop-off stops	1	2	3	4	5	(74)	A	B	C	(18)
• Home-end stop location	1	2	3	4	5	(75)	A	B	C	(19)
• Work-end stop location	1	2	3	4	5	(76)	A	B	C	(20)
• Scheduled departure times	1	2	3	4	5	(77)	A	B	C	(21)
• Punctuality or reliability	1	2	3	4	5	(78)	A	B	C	(22)
• OVERALL RATING OF FLEX-POOL	1	2	3	4	5	(79)	A	B	C	(23)

Header: Card 2

C 2 R ___ ___ ___
1 2 3 (reg #) 7

10. What is your occupation?_____ __ __ [24-25]

11. What is your age?

___16-24[1] ___30-34[3] ___40-44[5] ___50 & over[7] __ [26]

___25-29[2] ___35-39[4] ___45-49[6]

12. What is your sex? ___Male[1] ___Female[2] __ [27]

13. What is your marital status? ___Single[1] ___Married[2] __ [28]

14. What is your highest level of education?

___Up through 8th grade[1] ___3-4 years college[4]

___9-12th grade[2] ___Graduate work[5] __ [29]

___1-2 years college[3] ___Vocational training[6]

15. How many licensed drivers including yourself are there in your household? (FILL IN # DRIVERS) _____ [30]

16. How many motor vehicles, not including motorcycles, are owned or operated by members of your household? (FILL IN # OF VEHICLES) _____ [31]

17. How many persons including yourself are there in your household? (FILL IN # PERSONS) _____ [32-33]

18. How many of these persons, including yourself, work outside the home? (# PERSONS WORKING) _____ [34]

19. OPTIONAL. In what range is your annual household income? Your response will be strictly confidential!

___$0 - $9,999[1] ___$20,000 - $24,999[4]

___$10,000 - $14,999[2] ___$25,000 - $29,999[5]

___$15,000 - $19,999[3] ___$30,000 and over[6] __ [35]

20. COMMENTS: PLEASE OFFER ANY GENERAL COMMENTS YOU WOULD LIKE TO MAKE ABOUT YOUR FLEX-POOL EXPERIENCE, HOW THE SERVICE COULD BE IMPROVED OR ENCOURAGED IN THIS AREA, OR OTHER ISSUES YOU FEEL ARE IMPORTANT. THANKS FOR YOUR HELP!

_____

_____

_____ __ __ [36-37]

APPENDIX B
INFORMATION DISSEMINATION PACKAGE AND PRESS RELEASES FOR FLEX-POOL

..FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...

Press Coverage and Advertising

..FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...

1. "Flex-Pool is the latest alternative for late commuters," San Francisco Examiner, July 26, 1982.
2. "Another way to commute," Santa Rosa Press Democrat, May 30, 1982.
3. "A flexible carpool," Terra Linda News Pointer, June 16 - June 22, 1982.
4. "Introducing Flex-Pool," advertisement, Marin County Independent Journal, June 5, 8 and 10, 1982, and Santa Rosa Press Democrat, June 9, 11 and 14, 1982.

Driver Recruitment

5. "Now! A commute that PAYS YOU!" recruiting flyer, distributed in May, 1982 to ridesharing applicants, current ridesharers, and commuters crossing the Golden Gate Bridge.
6. "For commuters who work later than most people: Enjoy a FREE commute, save time and have personal use of a van," advertisement, Marin County Independent Journal and Santa Rosa Press Democrat, March 8-12, 1982 (advertisement contained wording to which bus transit union objected).
7. "Sonoma commuter sought to drive van," Marin County Independent Journal, May 22, 1982.

Flex-Pool is the latest alternative for late commuters

Missed that bus again? Stranded by BART? Going down with a sinking ferry? Your commute troubles may seem never-ending, but who knows if your particular route to work is the worst — or the best — in the Bay Area? The Examiner's Phantom Commuter, that's who. The Phantom has been riding the rails, buses and ferries — taking notes on seating comfort, standing-room difficulties, punctuality and driver care and courtesy. His reports appear every Monday.

The Phantom Commuter

Marin County commuters who have rejected the idea of van pools or car pools because of their sporadic work hours now have reason to reconsider.

Golden Gate Ride Sharing — the unheralded stepchild of the bridge district — has begun offering the latest alternative in the wonderful world of commuting. It's called Flex-Pool, designed for Marinites who shy away from organized ride sharing because they occasionally have to work overtime or stay late in The City. Golden Gate calls Flex-Pool the "fast, economical and flexible solution to the problem of missing your ride home."

While the program is designed primarily for the 7,500 registered ride sharers in Marin County, other commuters can use the service, which consists of two 10-passenger vans that leave The City every weekday between 6 p.m. and 7 p.m.

For card-carrying ride sharers, the program is a bargain. They can ride to Santa Rosa for $2 while other commuters pay $3, the same as bus fare. The fare to San Rafael is $2 on the bus, $1 for Flex-Pool ride sharers and $1.50 for other users.

Regular ride sharers are given a discount because they pay a monthly fee to cover the costs of their van pool, whether or not they use it every day. That's about $60 a month for San Rafael commuters and about $70 for those living in Novato.

Here's the typical Flex-Pool scenario:

Your boss makes you stay an hour late to finish that report on the status of your company's Saudia Arabian projects, and you miss the regular 5:15 p.m. departure time of your Mill Valley van pool.

You're an executive who shies away from the plebian transportation of the diesel bus, which is a real slow boat to Marin anyway. On the other hand, you're not high-powered enough to take a cab all the way home and put the fare on your expense account.

Flex-Pool rides to the rescue. You call Golden Gate's ride-sharing switchboard and tell them where you are and where you're going. Flex-Pool picks you up near your office and deposits you at a predetermined spot in Mill Valley. Your spouse is waiting there to take you home.

It sounded so good that the Phantom Commuter, trading in his cap and cape for a three-piece suit and Birkenstock sandals, decided to pose as a Marin County commuter and check it out.

The Flex-Pool experience begins with a phone call to ride-share central, where the voice on the other end of the phone tells the Phantom to be at the corner of Fifth and Howard streets at 6:22 p.m.

So far, so good. That's only a short block from The Examiner building at Fifth and Mission streets, and a couple of steps from the M&M Tavern, a popular watering hole for the Phantom and his ink-stained colleagues.

Our van, half-filled with a friendly flock of Financial District types, pulls up about five minutes late and collects the Phantom from his seedy street corner.

Piloting the comfortable minibus is Warren Sawyer, a Novato resident and manager of a downtown savings and loan. Sawyer, like the driver of the second Flex-Pool van to Santa Rosa and other Sonoma County locations, gets free use of the vehicle in exchange for his regular duty behind the wheel.

Before he started driving the Flex-Pool van, Sawyer commuted in his gas-guzzling 1967 Oldsmobile. While that direct shot to Novato got him home about 45 minutes earlier than the Flex-Pool, he figures it was costing him about $200 a month even though he has free parking.

"It's worth the inconvenience," said Sawyer as we pull up Van Ness Avenue. "There are pleasant people riding, good company."

Sitting behind Sawyer is Virginia Scott, a downtown credit analyst who occasionally misses her regular van pool to Novato for an after-work exercise class.

"If I missed it before, I had to wait for a bus or find another way home," said Scott.

Mike Maguire, a Bechtel engineer who was using Flex-Pool for the first time, normally takes a vanpool to Mill Valley. In the mornings, Maguire said, the van is 15 to 20 minutes faster than the Golden Gate Transit bus. And unlike the bus, he's guaranteed a seat.

Our last rider climbs aboard on lower Van Ness Avenue, giving us a total of six passengers when we cross the Golden Gate Bridge toll plaza at about 6:50 p.m.

Sawyer says six passengers are more riders than his van carries most days.

"It's been improving," he says. "At first, there were lots of nights when I went home alone. We're averaging about two or three riders now."

Whenever the van contains three or more persons, it can use the car pool lanes on Highway 101, which helps speeds things up. And unlike Golden Gate Transit buses, Flex-Pool stops only at its passengers' destinations.

While there are 11 possible stops between the bridge and Novato, this run had to stop only in Mill Valley and San Rafael.

While arrival times vary with the number of passengers, Sawyer's van usually gets to San Rafael around 7 p.m. and completes its trip to Novato by 7:15 p.m.

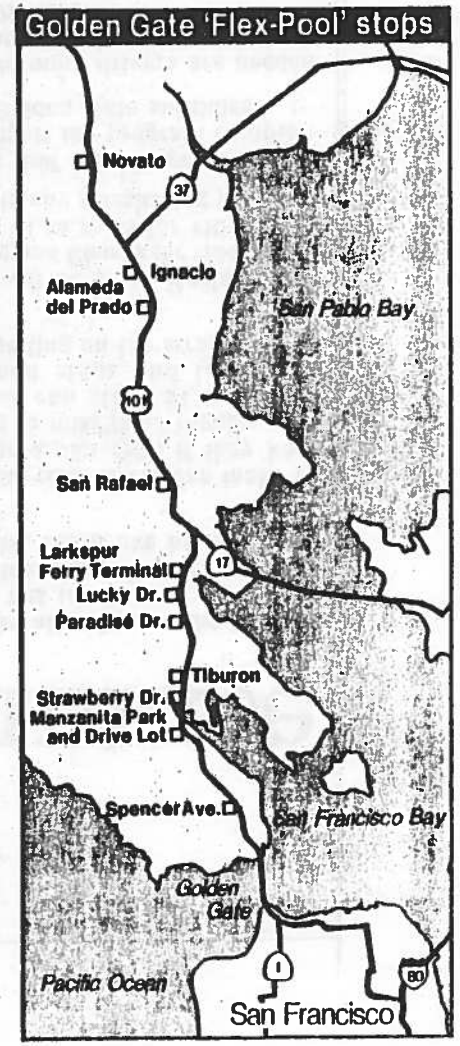
Got a problem getting around on mass transit? If so, the caped commuter wants to know about it. Send your complaints, compliments and tips to The Phantom Commuter, c/o The Examiner, 110 Fifth St., San Francisco, 94103.

REVIEW highlights

Golden Gate Ride Sharing's two Flex-Pool vans, which leave The City between 6 p.m. and 7 p.m. for Santa Rosa and points south, give solo car commuters one less reason not to join a van pool or car pool. While they don't solve the ride-sharing problem of people with highly unusual or wildly fluctuating hours, they do provide relief for commuters who can't always get off work at exactly 5 p.m. For more information call 921-6858 (extension 322). People in other parts of the Bay Area who are interested in ride sharing can call 621-POOL.

Our rating system:

1 commuter.....You're better off walking
2.....Not pleasant, but you'll get there
3.....An efficient, comfortable commute
4.....Sell your car



Examiner graphics

Why gasoline use has dropped

LOS ANGELES (UPI) — Oil expert Dan Lundberg says gasoline consumption nationwide has dropped 11 percent in the last four years, but the decline probably is due more to smaller cars than fewer miles being driven.

The lower demand was attributed to several factors, including smaller autos, particularly on the West Coast, Lundberg said yesterday. Changing demographics due in part to the recession and incentives to move due to rising unemployment also figured in the changes.

"One of the most interesting results of the data compilation is that per-capita consumption is higher in more rural states with greater distances between commercial centers," the weekly Lundberg Letter said.

"Most of the states whose consumption fell more than 15 percent since 1978 are in the Midwest," Lundberg said, adding that on a per-capita basis consumption dropped 13.87 percent.

In 1978, each person burned 519 gallons on average and in 1981 it was 447 gallons.

California, with increasing population, still fell in consumption by more than 6 percent.

North Dakota's consumption is about 34 percent above the U.S. average, and Wyoming was 66 percent above average.

'STRAGGLER' VANS

Another way to commute

By BOB NORBERG

Golden Gate Transit will be running "straggler" vans from San Francisco to Santa Rosa beginning June 7, offering flexibility to the 20,000 commuters who take carpools, van pools and club buses.

"Straggler" vans are 12-passenger Flex-Pool vans that will leave San Francisco about 6 p.m. weekdays, picking up commuters at 14 San Francisco stops and depositing them in Marin and Sonoma counties.

It should entice the commuters who occasionally have to work late, and who consequently shun ridesharing because of fears of being stranded in San Francisco.

If it works as it did in Reston, Va., where a pilot project was conducted, it could add another 10,000 commuters to Golden Gate ridesharing programs, according to ridesharing manager Richard Ribner.

"It was tested on the East Coast with subscription bus service, and the results were positive," Ribner said. "People who perceived that flexibility was a problem didn't join ridesharing until there was a straggler bus, even though the straggler bus wasn't used much."

Two straggler buses will begin running June 7 from the financial district in San Francisco to Novato and Santa Rosa. More will be added if needed, Ribner said.

Golden Gate is working with a $100,000 federal Urban Mass Transit Administration grant for the two-year pilot project.

The van drivers get a free ride, saving commute costs that could be $300 a month. Golden Gate gives them the van, provides gas and maintains it as long as they drive it to their own San Francisco job and return after 6 p.m., the time the last express bus leaves.

The volunteer driver even gets private use of the van, much like having a free second car.

Ridesharing commuters can make reservations for a van seat, if they know they're going to miss their regular commute ride, or can stand at one of the predetermined stops and take their chances on getting on the straggler bus, Ribner said.

The fare will be $1 to Marin County and $2 for Sonoma County for ridesharing commuters, $1.25 to $3 for riders who don't belong to any ridesharing program.

The fares and federal grant are designed to support the program completely, without Golden Gate subsidies.

Ribner said more drivers are needed. They can contact project manager David Bodis, (415) 921-5858.

Marin Today

A flexible carpool

SAN RAFAEL—Are you interested in carpooling but haven't been able to arrange it because your hours don't correspond to set schedules each day? Try "Flex-pool." Flex-Pool is the newest shared ride program of the Golden Gate Bridge, Highway and Transportation District. Begun last week, the service is provided by two vans, one serving Marin and one Sonoma Counties. The vans depart from the San Francisco Financial District, and make regular stops for pick-ups in the city, and for drop-offs along Highway 101. The vans leave from 6 to 7 p.m. daily, and carry passengers who can make reservations up to as late as 3:30 p.m. that afternoon. For information or reservations call 921-5858, ext. 322.

Introducing...

Now, commuters who rideshare don't have to give up flexibility!

New! Special "late day" service.

Ridesharing and working late... they just never went together. Carpooling or vanpooling meant leaving work on time — or else!

Until now.

Flex-Pool is here! And now, ridesharing means economy, comfort, convenience — and *flexibility*, too.

Golden Gate Ridesharing has created a new "late day" service from downtown San Francisco to the North Bay. So, when you miss your regular ride, you can be driven home in the comfort and quiet of a Golden Gate "Flex-Pool" van.

Flex-Pool picks up riders at pre-arranged stops throughout the Financial District and Civic Center in San Francisco. You can call for a Flex-Pool reservation the same day and be guaranteed a seat. It's fast, comfortable, and costs far less than driving your car.

If you're not in a carpool, vanpool, or club bus, now's the time to start.

Now that Flex-Pool has added new convenience and flexibility to ridesharing, there's no excuse not to try it! Get into a carpool, vanpool, or club bus, and discover remarkable savings in commute costs and a good deal less frustration.

Contact Golden Gate Ridesharing today for details on how you can register with Flex-Pool. Then get started on the happier road to work.

Golden Gate
Ridesharing
(415) 921-5858

Now! A commute that PAYS YOU!

FREE...your trip to work!

For a commute that can save you up to $300 each month in parking, gas, bridge tolls or bus fares, become a driver/coordinator for Golden Gate Ridesharing's new Flex-Pool van. If you commute to S.F. from Sonoma Co. and leave work between 5:30 and 6:30 pm, call us--*you* can enjoy a cost-free commute!

FREE...a family van!

Plus, you'll have unlimited personal use of the van. So Flex-Pool drivers get a free second family car!

Contact us for details--and discover a commute that really pays off.

For a commute that's
Money in the Bank...
call 921-5858 Ext. 322

Golden Gate
RIDESHARING

Flex-Pool is a Demonstration Project funded by the Urban Mass Transportation Administration.

Now! A commute that PAYS YOU!

FREE...your trip to work!

For a commute that can save you up to $300 each month in parking, gas, bridge tolls or bus fares, become a driver/coordinator for Golden Gate Ridesharing's new Flex-Pool van. If you commute to S.F. from Sonoma Co. and leave work between 5:30 and 6:30 pm, call us--*you* can enjoy a cost-free commute!

FREE...a family van!

Plus, you'll have unlimited personal use of the van. So Flex-Pool drivers get a free second family car!

Contact us for details--and discover a commute that really pays off.

For a commute that's
Money in the Bank...
call 921-5858 Ext. 322

Golden Gate
RIDESHARING

Flex-Pool is a Demonstration Project funded by the Urban Mass Transportation Administration.

IJ. May 22. 1982

Sonoma commuter sought to drive van

A central Sonoma County commuter "who would like to save up to $300 a month" by driving a commuter van is being sought by the Golden Gate Bridge District's ridesharing division for its new "flex-pool" test.

In addition to cost-free commuting, the two to three people selected by the division also will have unlimited personal use of the van during the federally-funded test, which runs through September 1983.

The test is aimed at serving commuters who occasionally leave San Francisco somewhat later in the evening than their usual van pool, car pool or club bus, thus missing their regular ride.

Applicants must have a valid California driver's license, steady employment in San Francisco, and the flexibility to leave the city at about 6 p.m.

The ridesharing division may be contacted at 921-5858, extension 322.

..FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL.

Operations

..FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL.

Flex-Pool is a new, custom service for ridesharers and potential ridesharers who occasionally miss their regular ride to or from work. It is a fast, convenient, comfortable, and economical answer to the commuter's need for schedule flexibility.

Flex-Pool is a demonstration project sponsored by the Urban Mass Transportation Administration at the Golden Gate Bridge, Highway and Transportation District's Ridesharing Division to test the idea of creating special vanpools to provide back-up transportation for ridesharers and to determine whether the availability of such a system can increase the number of ridesharers in the Golden Gate corridor.

The first Flex-Pools started on June 7, 1982 with evening service from San Francisco to the North Bay Counties served by Golden Gate. Service is provided by two vanpools, one which serves Sonoma County through to Santa Rosa, and one which serves Marin County through to Novato. The vans leave San Francisco between 6:00 P.M. and 7:00 P.M. each week day evening. Morning and early afternoon Flex-Pool service may be added if there is sufficient demand.

Vans for Flex-Pool service are leased from the fleet of District-owned vans used in Golden Gate Ridesharing's vanpool program. The costs of the vans and all vehicle services related to their use are funded from the demonstration project budget, and cover such items as the van replacement charge, insurance and maintenance. At present, two vans are expected to be operating at any given time, with a third available for use in the event of additional demand for service and for fleet rotation for maintenance and repairs.

Golden Gate Ridesharing's insurance carrier agreed to extend current vanpool coverage to the Flex-Pool program, and determined that Flex-Pool driver clearance procedures should duplicate those of the vanpool program. A potential driver must be 25 years or older and possess a clear driving record, as certified by the Department of Motor Vehicles. Insurance premium payments are made along with the monthly vanpool insurance reporting and payment.

The Flex-Pool routes were based on a survey of potential users and on knowledge of existing, convenient commuter routes. The routes start in the San Francisco Financial District, stop at points in the Civic Center area, then follow Highway 101 across the Golden Gate Bridge and north through Marin and Sonoma Counties. The routes were test run by Flex-Pool staff prior to

the start of service.

Flex-Pool riders pay a per-trip fee to use the back-up service, based on distance travelled. The fee structure is two-tiered, with one fee for current ridesharers and another for potential ridesharers (single-occupant vehicle drivers, bus riders, other non-ridesharers). This structure permits a low fee for current ridesharers, who have already paid for their trip that day as part of their monthly vanpool, carpool or subscription club bus rate, and provides an incentive for non-ridesharers to become ridesharers. The base fare was calculated by dividing the operating costs for each Flex-Pool van (based on mileage per day) by the number of riders needed to fill the van, then adjusting the result according to such considerations as the relative ease of collecting different amounts of money, and the cost of a comparable trip by other methods of commuting. The fee for potential ridesharers is intended to be low enough to make the service attractive yet not so low as to encourage the non-ridesharer to use Flex-Pool as a primary, rather than an alternative, method of commuting.

For more information about Flex-Pool, contact Golden Gate Ridesharing.

Flex-Pool is a demonstration project funded by the Urban Mass Transportation Administration.

8/82

.FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL..

Driver Recruitment

.FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL..

Driver recruitment became a special concern of the Flex-Pool project early on. What was originally expected to be an easy, one-time-only promotional effort turned into a major, ongoing activity for project staff.

When a review of the Ridesharing Division's computer file of ridesharing applicants and calls to potential drivers did not turn up any drivers for the back-up service, new driver recruitment methods were identified, including marketing directly to potential drivers and using the ridesharing computer data base more effectively.

In mid-March, a delay in starting up Flex-Pool service occurred when the Golden Gate Bridge, Highway and Transportation District's bus driver's union objected to the wording of the initial promotional materials used to recruit Flex-Pool driver/coordinators. The union claimed that Flex-Pool driver recruitment in effect offered driver jobs to non-union drivers, and that the operational characteristics of Flex-Pool service were essentially the same as those of bus transit. Flex-Pool promotional materials were revised to address the concerns raised by the union, and the Ridesharing Division, with the support of District management, proceeded with implementation of Flex-Pool service. Service was scheduled to begin as soon as drivers from northern Marin County (Novato area) and central Sonoma County (Santa Rosa area) could be found.

The first driver recruitment effort involved a set of ads and flyers which addressed the person who had the work hours and home/work locations appropriate for the driver of a Flex-Pool van: "Attention Commuters! For commuters who work later than most people: Enjoy a free commute, save time and have personal use of a van." These materials were distributed to the general public via local newspapers and handouts to commuters crossing the Golden Gate Bridge. There was very little response to these materials: Over a two-month period, only one qualified driver was identified. The point that the driver recruitment effort needed to be intensified and that ongoing activities throughout the length of the project would be needed was emphasized when this driver quit for personal reasons prior to the start of Flex-Pool service. It was clear not only that more effective promotions were needed to find drivers to begin with, but also that it would be necessary to have back-up drivers available to maintain the continuity of service in the event of a driver's inability to provide the service.

The approach to driver recruitment was changed in two ways. First the benefits of being a Flex-Pool driver were improved. Personal use of the van by the driver was changed from limited mileage, with a charge for any miles over 100 per month, to unlimited, free personal use. Second, the benefits of being a Flex-Pool driver were promoted more heavily than before. Promotional materials were redesigned to emphasize the benefits: "Now! A commute that PAYS YOU! FREE....your trip to work! FREE....a family van!" The redesigned flyer was handed out at the Toll Plaza of the Golden Gate Bridge, and a press release which focused on the new driver recruitment theme was mailed to local newspapers and radio stations. A letter to local community organizations was mailed, announcing the benefits to their groups if an active member needing a second vehicle for personal use or for transporting people to meetings became a Flex-Pool driver.

The intensified driver recruitment effort was successful in generating numerous calls from commuters interested in becoming Flex-Pool drivers. Two qualified drivers were selected from among the eligible candidates to coordinate the first two Flex-Pools.

For more information about Flex-Pool, contact Golden Gate Ridesharing.

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.FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL..

Registration

.FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL..

A registration system was established in order to accomplish a number of goals for the Flex-Pool system:

1. Registration procedures make the commuter feel that Flex-Pool is a tangible, structured and consistent service. Registered commuters are aware that Flex-Pool is available to them (even if they never actually use it) and that a system exists to provide them with dependable, convenient service.

2. The current registration system allows Flex-Pool staff to categorize commuters according to whether they are ridesharers or potential ridesharers and to determine the fee to be charged for service. A two-tiered pricing system was established in which potential ridesharers pay one rate and current ridesharers pay a special, lower rate. This pricing system was designed to promote Flex-Pool as a service primarily for ridesharers and to provide an incentive for non-ridesharers to become ridesharers.

3. A registration system enables Flex-Pool staff to monitor interest in Flex-Pool in order to assess the needs of users and potential users, to plan changes in service, and to evaluate the system's success. For example, registration information allows staff to estimate the number of potential Flex-Pool riders and to determine their destinations and commute hours. Also, it allows estimates of the number of ridesharers and types of ridesharing arrangements in the Golden Gate service area.

4. Flex-Pool registration requires the commuter to interact with Golden Gate Ridesharing and to feel like an "official" participant in Golden Gate's ridesharing activities. This formal involvement with the Ridesharing office creates a feeling of membership and participation. In addition, having a registration system means that a mechanism is in place for creating a "pool" of registered commuters. Eventually, payment of a registration fee may be required to belong to this pool, in an effort to help pay the operating costs of the Flex-Pool system and to promote the creation of a user-supported system.

Flex-Pool registration forms are distributed through a variety of methods, including handouts at the Golden Gate Bridge Toll Plaza and special direct mailings to ridesharers and ridesharing applicants. In order to register for Flex-Pool, a person fills out a registration form and returns it to Golden Gate. Or, an individual who calls Golden Gate Ridesharing may provide

registration information over the phone. The information requested includes the registrant's address, phone number and current method of commuting. Each registrant is then categorized according to whether he or she is currently a ridesharer or a potential ridesharer.

Registration of Ridesharers

A ridesharer is defined as a person who pays a fixed monthly fare to commute in a vapool (Golden Gate, owner-operated or leased), carpool (Golden Gate or private), or subscription club bus. When registering for Flex-Pool, ridesharers identify the type of commute arrangement they're in, their role in that arrangement (driver, back-up driver, rider), and the specific group they're in. A space on the registration form is reserved for additional remarks on such things as unusual work hours or interest in becoming a driver. This information is recorded on a Ridesharer Registration Card developed for internal office use. The ridesharer is given a registration number, to indicate registration with the Flex-Pool system, and an I.D. Number, to indicate that he or she is registered as a ridesharer.

The registered ridesharer is sent two Flex-Pool cards, a personalized I.D. Card and a Schedule/Fee Card, along with a form letter explaining the use of the service. The I.D. Card shows the user's Flex-Pool I.D. number and the issue date of the card; there is a space for the ridesharer's signature on the back of the card. The I.D. Card, which is issued to ridesharers only, is displayed to the Flex-Pool driver/coordinator when boarding the van to entitle the user to the lower fee paid by ridesharers. The Schedule/Fee Card shows the Flex-Pool routes and time schedules, and the fee for each trip.

Registration of Potential Ridesharers

A potential ridesharer is defined as a person who is not currently commuting in a vanpool, carpool or subscription club bus. When registering for Flex-Pool, potential ridesharers indicate what their ridesharing interest is (vanpool, carpool or subscription club bus) and whether they currently have an application on file with the Golden Gate Ridesharing Office. A space on the registration form is reserved for additional remarks. Registration information for potential ridesharers is recorded on a form developed for internal office use, the Potential Ridesharer Registration Card. The potential ridesharer is given a registration number to indicate registration with the Flex-Pool system.

Each potential ridesharer is sent a form letter explaining the use of the system and a Schedule/Fee Card, showing the Flex-Pool routes and time schedules, and the fees for each trip. In addition, each potential ridesharer is sent, in a separate envelope, a brochure describing Golden Gate Ridesharing's services and containing a ridesharing application.

For more information about Flex-Pool, contact Golden Gate Ridesharing.

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Reservation System

..FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL.

An individual may use Flex-Pool either as an occasional rider or as a permanent rider or back-up driver. Occasional riders are the users for whom Flex-Pool is primarily intended, while permanent riders help serve several specific needs of the project. Occasional riders may use the service by making a reservation with the Golden Gate Ridesharing Office or by flagging down the Flex-Pool as it travels its pre-arranged route. Occasional riders are encouraged to make reservations so that users can be "screened" to determine if they are ridesharers or not and if they need Flex-Pool registration forms or ridesharing application forms. In addition, a reservation system permits usage projections for each day, so that each prospective rider is guaranteed a seat. A reservation system also permits monitoring of Flex-Pool ridership patterns. However, flag-downs are permitted so that Flex-Pool is able to serve the last-minute need and be as responsive as possible to the commuter's desire for flexibility.

Permanent Riders

Each Flex-Pool consists of permanent riders, including a driver/coordinator. Except for the driver/coordinator, who rides for free, permanent riders pay a fixed monthly fare based on mileage and on their responsibilities in the Flex-Pool. Permanent riders not only help offset the cost of operating each Flex-Pool van but also free the driver from paperwork responsibilities during the trip. In addition, the permanent riders form a group of individuals experienced with Flex-Pool who can take over as drivers as needed or can "spin off" into regular vanpool or carpool groups. Having at least three individuals in each Flex-Pool van also allows Flex-Pool to take advantage of the free toll on the Golden Gate Bridge (available to vehicles with three or more passengers) and of the high-occupancy vehicle lane north of the Bridge.

Permanent riders are recruited on a limited, as-needed basis from among the driver applicants and frequent riders with whom Flex-Pool staff are in contact. Permanent riders are assigned to ride in a Flex-Pool van on a month-to-month basis.

Reservations

To make a reservation to use Flex-Pool, a person calls the Golden Gate Ridesharing office before 3:30 P.M. (This cutoff time was selected because Flex-Pool staff works from 8:00 A.M. to 4:00 P.M.) If the caller is not registered with Flex-Pool, registration information is obtained at the time of

the reservation call. The caller provides his or her name, work phone number,and origin and destination. This information is recorded on a Daily Passenger Count form which is maintained in the Ridesharing Office. The reservation is confirmed, and the caller told where to meet the Flex-Pool van and how much the one-way fee will be (the amount of the fee depends on whether the caller is a ridesharer or a potential ridesharer). At 3:30, the Flex-Pool drivers are called and told how many confirmed riders they will have, what the pickup and dropoff points are, and how much they should collect in fees. Each driver maintains his or her own copy of the Daily Passenger Count form, on which the riders with confirmed reservations are noted. The reserved rider meets the Flex-Pool van at the appropriate time and pays the fee upon boarding. Riders who are current ridesharers display their Flex-Pool I.D. Cards to the driver in order to be eligible for the lower ridesharer fee.

Flag-downs

A person who is unable to call the Ridesharing Office or who becomes aware of a delay after 3:30 P.M. may ride Flex-Pool without a reservation by waiting at an appropriate time and location,and flagging down the passing Flex-Pool van. The van is easily recognized by the large sign on its side with the Flex-Pool logo and the name "Flex-Pool" in bold letters. Information regarding the time schedule and route for each Flex-Pool van is available only to individuals (ridesharers and potential ridesharers) who are registered with Flex-Pool. As with reserved riders, flag-down riders who are registered ridesharers display their Flex-Pool I.D. Cards to the driver in order to be eligible for the lower ridesharer fee. The driver records the flag-down rider's name, work phone number, origin and destination, and amount of fee paid on his or her copy of the Daily Passenger Count form. Flag-down riders who are not registered with Flex-Pool are told before boarding the van that they must fill out a Flex-Pool registration form and return it to the driver before they are dropped at their destination.

At the end of each month, each Flex-Pool driver/coordinator submits the Daily Passenger Count forms for the month, along with monthly expense reports and other forms, to the Ridesharing Office. A Flex-Pool staff member reviews these forms to assure that the information on them corresponds to that on the passenger count forms maintained by Golden Gate. Each time an individual (other than a permanent rider) uses the Flex-Pool service, it is noted on his or her registration card. The flag-down riders who have not yet submitted registration forms are contacted for registration information and a registration card prepared for them.

For more information about Flex-Pool, contact Golden Gate Ridesharing.

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Marketing

.FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...FLEX-POOL...

Marketing Flex-Pool to potential riders is a very important part of operating the service. Flex-Pool marketing is designed to inform Golden Gate's ridesharers that Flex-Pool is available to them as an added convenience in response to their need for flexibility in their commuting hours. Flex-Pool marketing is also meant to inform non-ridesharers that a major barrier to their becoming ridesharers, the lack of flexibility in time schedules, has now been minimized, and that Flex-Pool service is available to them if they become ridesharers. Finally, Flex-Pool marketing is intended to promote to a general audience of commuters the variety of services provided by Golden Gate's Ridesharing Division and provide information about how to use these services.

Flex-Pool marketing is based on the following themes:

Flexibility — Flex-Pool provides back-up transportation for ridesharers who are occasionally unable to meet their regular carpool, vanpool or subscription bus. Temporary changes in work hours, overtime work, after-work errands or personal business, all are situations which can be handled by Flex-Pool without a commuter losing the advantages of ridesharing. Flex-Pool is a response to the need of ridesharers for more flexibility in their time schedules within their existing ridesharing arrangement.

Convenience — Flex-Pool service is convenient and easy to use. In the evening, for example, Flex-Pool vans cover the central business district and the civic center/governmental agency area of San Francisco after the last vanpools, subscription club buses, and Golden Gate Transit commute (express) buses have begun their trip out of the city. The pre-arranged Flex-Pool route is convenient to most offices in San Francisco,and the time schedule is convenient for those commuters who must stay in the city a little later than usual but who still must head for home early enough to make a long trip (up to 60 miles one-way) at a reasonable hour. Flex-Pool stops in Marin and Sonoma Counties are convenient to the cities along Highway 101 and to Park-N-Ride lots and local bus stops near the Highway. The service is easy to use, requiring nothing more than a call to Golden Gate for registration information.

Comfort — Flex-Pool provides the commuter with a very comfortable ride. The commuter has a guaranteed seat in a comfortable luxury van, with room enough to relax for the trip, which, for many commuters in Golden Gate's service area, is a very long one. Flag-down riders are allowed to board only if there are seats remaining; no individuals without seats are allowed to ride the van.

Personalized Service — Flex-Pool meets the individual needs of the commuters using the service at any given time. The van makes stops only to pick up and drop off the particular riders using the service for that trip. By making a reservation, the commuter has his or her commuting needs taken into consideration and has a Flex-Pool staff member attend to these needs.

Cost — While cost is not intended to be the major selling point of Flex-Pool, the fact that the cost compares favorably with other methods for commuting is a marketing theme for Golden Gate. For a ridesharer who is already paying a monthly rate for a seat in a carpool, vanpool or subscription club bus, the cost of one ride in Flex-Pool is a small additional cost. The cost of a Flex-Pool trip is roughly the same as a comparable bus trip, and much less than the cost of driving alone, making Flex-Pool a low-cost back-up for occasional use.

Flex-Pool marketing materials are distributed through a variety of methods, including direct mailings to current ridesharers and current ridesharing applicants, letters to community organizations, and handouts at the Toll Plaza of the Golden Gate Bridge. In addition, press releases have been mailed to local newspapers and radio stations, resulting in several news stories. All marketing materials contain information on how to register with Flex-Pool and a registration form on a postage-paid mailer.

For more information about Flex-Pool, contact Golden Gate Ridesharing.

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