



HARVARD UNIVERSITY CAMBRIDGE CAMPUS
PARKING AND TRANSPORTATION
DEMAND MANAGEMENT PLAN
2005 ANNUAL PROGRESS REPORT

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INTRODUCTION

Harvard's Parking and Transportation Demand Management (PTDM) Plan provides the City of Cambridge with a baseline assessment of Harvard's current parking supply and how it manages its vehicle trips through the TDM measures and strategies offered by the CommuterChoice Program. The PTDM Plan describes a menu of transportation services and cost-effective financial incentives that Harvard has in place and additional incentives and measures that would reduce its single occupancy vehicle "SOV" rate from 27.4 percent to 24.7 percent or 10 percent.

Since the 2003 PTDM Plan Harvard has met and exceeded its base year SOV goal of 24.7 percent. The results of the 2005 PTDM survey indicate Harvard's SOV rate for all Cambridge based employees and graduate students remains consistent with its 2004 SOV rate of 17.0 percent. The SOV rate reflects Harvard's ongoing commitment to the extensive programs and measures put forward in Harvard's PTDM Plan. When included with the University's commitment to increase the percentage of graduate students housed in on-campus facilities and its promotion of a greener campus through the Harvard Green Campus Initiative, Harvard clearly demonstrate that the University is acting responsibly to maintain and improve the quality of life within the City of Cambridge.

As of September 2004, monthly MBTA Pass sales have been conducted online to add the convenience of receiving a monthly pass at home and the additional cost savings provided by pre-tax payroll deduction. This allows employees to avoid the lines at pick-up sites on campus. Further, employees must only sign up once to receive a pass in the mail every month. As an added bonus, the price for the pass is now deducted from an employee's paycheck before taxes, which, for most people will mean a final savings of over 50 percent. Employees may change the pass type they wish to order or cancel their online at any time.

In the Monitoring Section of the PTDM Plan, Harvard commits to providing updates to the City of Cambridge PTDM Officer. The monitoring updates include:

- ◆ Yearly surveys starting a year from the approved plan
- ◆ Driveway counts on parking lots/garages
- ◆ Parking utilization counts
- ◆ Annual parking inventory update
- ◆ Annual parking inventory summary sheet
- ◆ A total parking space inventory of 4,536 spaces.

The following is a progress report of Harvard's monitoring efforts and TDM activities from November 30, 2004 through November 30, 2005. Since the 2004 PTDM Progress Harvard has:

- ◆ Increased the amount of sheltered bike parking it provides
- ◆ Increased the number of Harvard Departments with departmental Zipcar accounts
- ◆ Increased the subsidy for monthly MBTA commuter rail passes from 40% to 50%
- ◆ Increased the number of preferential carpool parking spaces on campus
- ◆ Increased the allocation of parking spaces for use by Zipcar vehicles from 8 to 9 spaces
- ◆ Increased Zipcar Affiliates registered to 2,548
- ◆ Continuously been recognized as a member of the EPA's National Best Workplaces for Commuters Initiative, which led—in part—to the University being recognized for "leadership to improve air quality in Greater Boston through innovative projects and strategies to reduce air pollution from transportation and construction sources" by the EOEA and EPA on Nov. 16, 2005.

SECTION I

Parking Inventory Summary

The University's parking inventory was updated in November 2005 after facility and lot spaces were counted, and design layouts were verified.

Representatives from Harvard's Parking Services and Planning departments each performed separate field checks. Each group visited every lot and compared observations to determine changes to the inventory. During this process accessible space locations were identified and signs were verified. Work was done during the month of October 2005. Summary inventory and parking design layouts were updated and new parking layouts were created.

The summary inventory and parking layouts were submitted separately to the City of Cambridge Parking Office, and included as complimentary documentation to the second annual PTDM Progress Report.

SECTION II

Driveway Count Summary

The University's final PTDM Plan (dated July 11, 2003 and including all subsequent amendments) committed to conducting driveway counts at all Harvard parking lots/garages with 20 or more spaces. In addition, Harvard committed to supplying parking utilization counts for all Harvard parking lots/garages with 100 or more spaces for reporting in 2004, for all lots/garages with 40 or more spaces in 2006, and every two years thereafter. The City of Cambridge PTDM Planning Officer excused Harvard from performing the driveway and utilization counts in 2004 due to timing reasons (it was requested that the data be collected during the same week that the survey was distributed) but requested the University perform driveway and utilization counts in 2005, using the 2004 criteria.

In September 2005, the Harvard PTDM team met with the City of Cambridge to discuss the driveway and parking utilization count process. After reviewing the parking lots and garages with the City of Cambridge PTDM Planning Officer, driveway and parking utilization counts were not required in several locations for a myriad of reasons.

Pleasant Street, Holden Green and 8 Mt. Auburn were removed from the list because the permit holders are strictly residential parkers.

The count for the Botanic Garden Garage (Robinson St), used for both residential and employee parking, was also waived as there are currently less than 20 spaces in operation.

Mill Street and the Peabody Terrace Visitors lot presented physical challenges due to public access that also exempted them from the counting requirement.

The management companies responsible for the parking facilities where Harvard leases spaces were contacted to see if current technology installed in the garages could supply us with useful data. Unfortunately, University Place and 1 Kendall Square Garages cannot differentiate between Harvard and non-Harvard parkers and 1 Brattle Garage does not have an exit reader. Driveway and utilization counts were therefore not supplied for these garages.

Driveway and utilization count data was collected on Wednesday, October 19 and Thursday, October 20, 2005—the same week that the transportation survey was distributed. Accurate Counts conducted the driveway counts, Harvard University's Parking Services staff provided utilization counts, and Vanasse Hangen Brustlin (VHB) summarized the data. The Broadway and 52 Oxford Street Garages,

as well as the North Hall and 5 Sacramento Street lots were recounted on November 1 and 2 due equipment malfunctions. The summary and counts were submitted separately to the City of Cambridge Parking Office.

SECTION III

Trip Reduction Incentives Update

Harvard University's Rideshare Program and Trip Reduction Incentives are incorporated into its *CommuterChoice* Program (CCP). Harvard University's Transportation Services Department introduced the *CommuterChoice* Program to faculty and staff in October 2000. The components of the program take into consideration all elements of "choice." The objective of the program is to apply cost-effective measures that will address supply and demand problems and generally improve access to and mobility around Harvard University's Campus.

Public Transit

Harvard has been offering its employees a convenient online MBTA pass ordering system since September 2004. Employees now receive their discounted monthly passes in the mail at their home address. Because the cost of the pass is now deducted directly from an employee's paycheck, they now benefit from pre-tax savings in addition to the discount of 40% for bus, subway, and combo passes, and 50% discount for commuter rail passes. The 50% subsidy of commuter rail passes was instituted in July of 2005. Currently 902 people take advantage of this benefit.

Semester Pass: In addition, Harvard College, Harvard Graduate School of Arts and Sciences, Harvard Law School, Harvard Medical School, Harvard School of Public Health, Harvard School of Education, Harvard School of Design, and Harvard Divinity School all administer the MBTA's Semester Pass program to their students.

The *CommuterChoice* office makes transportation information kiosks available to all of Harvard's Schools and Departments.

Bicycle Program

The *CommuterChoice* program works with staff at Harvard Planning + Allston Initiative (HP+AI) to continually improve the cycling environment on the Cambridge and Allston campuses. The following is a list of some recent accomplishments:

- Increased the amount of sheltered bike parking on campus.
- Assisting in a study undertaken by HP+AI to document the location, type, capacity, occupancy and condition of bike racks on campus. There are currently 564 bike racks on the campus.
- Assisted in establishing guidelines for proper rack type and installation, as well as appropriate pathways and shower and locker facilities for cyclists, for inclusion in HP+AI's "Harvard University Cambridge Transportation Guidelines" document.
- Increased the number of "Bicycle Users Group" members and maintain an email list of these interested bicyclists at Harvard who come together periodically for trainings and information sessions, as well as to provide a sounding board for potential new policies and programs.

The *CommuterChoice* Program distributes free of charge the following publications to Harvard employees, faculty and students requesting bicycle information:

- Boston's Bike Map
- Bicycling Street Smarts
- Bikes on the T
- "Go By Bike: A Guide to Commuting on a Bicycle"
- "How to Lock (and Keep!) Your Bike"

Outreach: Registering through the *CommuterChoice* Program allows commuting cyclists' access to information about cycling around Boston and Cambridge. Regional bike route maps and safety information are available free to everyone who registers. A map showing "safer" bike routes on campus, locations of bike racks, and locker and shower locations can be viewed at www.commuterchoice.harvard.edu/bicycling.shtml.

Bicycle Registration and Safety: The Harvard University Police Department administers a free bicycle sticker/registration program for all employees and students to help deter theft and to aid in the recovery of stolen bicycles. Bicycle registration can be done online at <http://www.hupd.harvard.edu/>.

Showers and Lockers: The University has designated areas for showers and lockers. See the map referenced above for locations. All general athletic facilities are open for use by any employee or student.

Preferential Carpool Parking

Harvard has added 12 preferential carpool parking signs since the last PTDM Update Report submission, and continues to evaluate and respond to the need for additional signage.

Employees who are registered as carpools or vanpools and rideshare five days a week receive preferential parking in designated spaces and lots as they become available. Harvard's policy is to set aside up to 10% of parking for carpools depending on permitted spaces used by employees and students. Harvard believes this policy is flexible and can accommodate eventual increases in ridesharing.

In addition, Harvard currently provides spaces, free of charge, for vanpools as they are organized.

Carpool matching

Ridematching: Harvard University has been offering a ridesharing program to employees and students who are interested in carpooling since 1975 through the Parking Office. Since 2000, Harvard employees can create their own rideshare profile and receive matches electronically, using the web-based rideshare matching service on the *CommuterChoice* Web site at www.commuterchoice.harvard.edu or by telephone at 617-384-RIDE. The paper form is part of the *CommuterChoice* Program brochure. The web registration form is at www.commuterchoice.harvard.edu/cgi-bin/register.pl. As of November 2005, there are 169 Harvard affiliates registered in the system.

Carpool Incentives: Harvard University, through the *CommuterChoice* Program offers carpools of two or more people riding together five days a week, parking at a reduced rate of 50 percent in designated spaces and lots. Three or more people riding together five days a week are eligible for parking at a reduced rate of 75 percent in designated spaces and lots.

Vanpool Program

Harvard University has a vanpool program where vanpools containing at least five Harvard-affiliated riders receive free, preferential parking on-campus in designated lots. The *CommuterChoice* office also offers assistance in recruiting possible vanpoolers, ridematching services utilizing VivaCommute, and marketing. The University also utilizes MassRides to assist them in forming vanpools.

Forming vanpools continues to be difficult. According to the 2005 PTDM survey, a majority of Harvard's employees live within 1 to 5 miles of the campus (note the high percentage of walkers and bicyclists), and taken together, 82 percent live within the metro Boston area and travel less than 20 miles each way. Due to these relatively short commutes, coupled with the transit rich area surrounding Harvard, vanpooling is not a cost-effective option for the majority of the commuting population.

Emergency Ride Home Program

Harvard University employees participating in some form of ridesharing program (carpool or vanpool) five days a week are eligible for the Emergency Ride Home Program. All employees must register for the program with the *CommuterChoice* office. An Emergency Ride Home is supplied during the following situations, and when regular transportation is not available:

- Illness or crisis of the participant or of a family member (note: this does not include injuries sustained at work that would fall under a Workers' Compensation Claim).
- Unexpected request of a supervisor to work past regular schedule without advance notice. Unexpected is defined as not knowing before the morning of the request.
- Stranded at work because the driver of your carpool or vanpool had to leave because of an emergency. If the driver of a vanpool is unable to drive home the driver will receive an emergency ride home and a designated alternate driver will drive remaining van riders home.

Shuttles

Harvard Shuttle Services transported 654,372 people in academic year '05; 67,373 additional riders since academic year '04. The shuttles' services are open to anyone with a University I.D., and provide a useful link in getting employees and students from public transit stops and carpool/vanpool spaces to their final destination. This coordinated service facilitates the option to leave the car at home. Complete information on the Harvard University Shuttle System is available from the *CommuterChoice* office. Persons interested in getting on-line information can access Shuttle Services' website through Harvard's main web page, www.harvard.edu (following the CAMPUS LIFE link) and the University Operations Services (UOS) website at www.uos.harvard.edu. Shuttle riders can visit www.shuttletime.harvard.edu to find out when the next three shuttles serving their stop will be arriving. This feature can also be downloaded to a palm-pilot or web-enabled cell phone. Shuttle services include:

Harvard Shuttle Bus: this is a year-round comprehensive shuttle bus system operating throughout the Cambridge and Allston campuses. It is a fixed-route service with over 15 stops in Cambridge and 3 stops in Allston (at Soldiers Field Park, the Business School Rotary, and North Harvard Street between Morgan Way and Gate 3). Service operates seven days a week. On weekdays service begins as early as 5:45 am and continues until 4 am. On weekends, service starts as early as 7:30 am and continues until 5 am. This service is free to all members of the Harvard community.

Harvard Daytime Van Service: the Harvard Daytime Van Service is designed for persons who, because of mobility impairment or medical condition, find it difficult to use the regular shuttle bus system. Transportation is provided door-to-door within the Cambridge and Allston campuses.

Evening Van Services: the Evening Van Service is a free, on-call, taxi-style service that operates between 7:00 pm and 3:00 am nightly. It is designed for transporting Harvard community members throughout the Cambridge and Allston campuses within a specified service boundary, as portrayed on the shuttle map.

Law School North Shuttle: Supplementing the evening shuttle service is a scheduled service that provides safe, one-directional evening transportation to home addresses in Somerville for Harvard community members. This service is available from October through May and operates during the hours of 6:30 pm and 12:30 am.

Longwood Medical Area Shuttle - the M2: Harvard operates a year-round, Monday through Saturday shuttle service to facilitate transportation between the Cambridge/Allston campuses and the Longwood Medical Area campus. The first bus leaves Cambridge each morning at 6:40 a.m. with the last bus leaving the Longwood Medical Area at 11:30 p.m. For a complete schedule, please visit www.masco.org. Students affiliated with the Harvard Medical School, Harvard School of Dental Medicine, School of Public Health, and the GSAS/HMS Medical Sciences programs are eligible for free fares. All other students can purchase tickets at a discounted fare.

Bus Shelters

Bus shelter placement continues to be a cooperative venture between Harvard University and the City of Cambridge.

Harvard developed and finalized transportation guidelines for its campus in Cambridge. The guidelines recognize the importance of bus stop amenities and suggest the following considerations where practical:

- ◆ Provide signage at all shuttle stops
- ◆ Incorporate seating at major shuttle stops
- ◆ Design building lobbies so they can be used as bus shelters
- ◆ Incorporate bus shelters at future new transfer points

Zipcar

Zipcars are located throughout Harvard's campus and the City of Cambridge such that they are easily accessible by employees and students over the age of 21. Zipcars are particularly beneficial to employees who leave their car at home, providing extra mobility during the day. Zipcars are available for use by members for as little as one hour—or as long as they need it. Harvard employees can access a car whenever they want without the hassles of owning one. Harvard's participation in the corporate program entitles Affiliates to reduced initiation fees. Additional benefits to Harvard employees and students include:

- ◆ On-site 24-hour access to cars
- ◆ Use of car for as little as one hour

- ◆ Access to other Zipcars in Boston, Brookline, Charlestown, Cambridge, Dorchester, Jamaica Plain, and Somerville, as well as in the New York metro area, Denver, Washington D.C., and San Francisco
- ◆ Efficient use of on-site parking
- ◆ Compelling environmental benefit
- ◆ On-line reservation and smart card access eliminate annoying and time consuming paperwork of traditional car-rental agencies (or leasing)
- ◆ Car use can be billed to specific accounts or cost-centers
- ◆ Hassle Free Program: Zipcar handles all customer service issues. Cars are fully insured

Harvard University has increased (from 8-9) its allocation of parking spaces for use by Zipcar vehicles. Zipcars can be found in the following locations:

- ◆ Peabody Terrace Visitors' lot,
- ◆ North Hall lot,
- ◆ Grant Street lot,
- ◆ Holyoke Center Garage,
- ◆ 219 Western Avenue lot,
- ◆ Garden Street/Fernald Drive
- ◆ Business School lot, Allston (2), and
- ◆ East Drive, Allston.

The allocation of on-campus spaces to Zipcar is an efficient use of limited parking facilities. There are currently 2,520 Harvard Affiliates registered with Zipcar. In a recent Zipcar member survey, 40% of members report that they would have to get a car if they did not have access to Zipcar. Relative to the number of Zipcar members at Harvard, this would be equal to 1,008 extra vehicles on campus.

The CommuterChoice Program works to encourage individual departments to create their own departmental memberships with Zipcar. There are currently eighteen individual departments located on Harvard's Cambridge or Allston campuses that have departmental memberships with Zipcar, an increase from 12 departmental memberships in 2004.

SECTION IV

Supporting Documentation

2005 Annual PTDM Survey

Each year, Harvard University follows the Department of Environmental Protection's (DEP) recommended Random Sample Survey Method for its PTDM survey. The following information was prepared using the instructions and guidance offered in 2005 DEP Massachusetts Rideshare Program packet for Educational Facilities with more than 1000 commuting employees and students.

As of November 2005, Harvard University (campus wide) had approximately 20,433 full-time "applicable" or commuting employees and graduate students who either work or attend class between 6 a.m. and 8 p.m. Currently, 10,101 or 49 percent are commuting graduate students and 10,332 or 51 percent are commuting employees. Although the graduate student population has increased slightly in numbers since the 2004 survey, they have actually decreased as a percent of the total population because during the same time period the number of applicable employees increased from 49 to 51 percent.

Overall the increase in the “applicable population” was not significant (1 percent) however the actual numbers were enough to place Harvard in the next highest random sample category for a population of 20,000 to 29,999 with a corresponding sample size of 1,014. What is significant is the fact that Harvard maintained its 17 percent SOV rate again this year even though its applicable employees and students increased. According to the 2005 survey results, the additional trips created by the increased population were subsumed into alternative modes. In 2004, the SOV rate for all Cambridge based employees and graduate students, was 17 percent. This year the SOV rate for Cambridge based employees and graduate students, is also 17 percent.

Harvard University has consistently worked to reduce drive-alone commuting, implement and maintain a rideshare program. These programs have been continuously documented and monitored by the *CommuterChoice* Program. *CommuterChoice* programs are successfully reaching the new employee and student population. Supporting documentation for the overall accomplishments of Harvard University’s transportation demand management program is in Section V of this PTDM Progress Report.

Survey Sample

Harvard University conducted a transportation survey during the week of October 17 through October 21, 2005 to collect the necessary data for the PTDM Progress Report. Harvard used an on-line stratified random sample survey of the combined “applicable commuters” (employees and graduate students). The Cambridge Only PTDM survey sample size was 882, or 87 percent of the total population of employees and graduate students who work or attend class in Cambridge. This statistical percent was determined by the Information Technology/Infrastructure Services Department within the ID Management (ITIS IDM) Office.

Data Collection and Analysis

Harvard conducted the survey during the week of October 17 to October 21, 2005. The survey was available electronically and in paper form. It was distributed primarily by email, except for the small number of people who did not have access to email, who received the survey at their place of work. The paper surveys were distributed and collected through department supervisors. In addition to the DEP required questions, Harvard University’s survey instrument included 16 questions that would provide the University with more comprehensive comparative data. The survey provided both quantitative data for the PTDM Progress Report and qualitative data for Harvard to use as supportive information for implementing additional campus-wide transportation demand measures.

Harvard University has consistently achieved a 5 percent margin of error and a 95 percent reliability rate in its random sample surveys. All Cambridge based “applicable” employees and graduate students were stratified into four basic categories based on payroll codes determined by the ITIS IDM Department. This year the goal was to receive 882 completed surveys for the 2005 PTDM Progress Report. Harvard’s return rate in 2005 was 100 percent.

PTDM Survey Categories

According to the ITIS IDM Department, 87 percent of Harvard University’s employees and graduate students work or attend class in Cambridge. To determine the Cambridge only sample, the survey results were filtered by employees and students who had selected Allston as their primary location. The Cambridge only responses were sorted into the categories indicated in the table below utilizing only the first in responses from the random sample.

Survey Category	Applicable Number	Applicable Percent	DEP Sample	Sample Percent*	PTDM Number	PTDM Percent*
Services	1,005	.049	50	5%	43	5%
Non-exempt	3,332	.163	165	16%	144	16%
Exempt	5,995	.294	298	29%	259	29%
Students	10,101	.494	501	49%	436	49%
Total	20,433	100	1,014	99%	882	99%

*Percents are rounded

PTDM Commute Mode

The table below shows the results of the PTDM 2004 survey and the PTDM 2005 survey. The results include employees and graduate students from Cambridge only. The PTDM 2005 results indicate that Harvard has exceeded its 10 percent PTDM SOV reduction goal for two consecutive years.

Commute Mode	PTDM Goal 2003	PTDM 2004*	PTDM 2005
Drive Alone	24.7%	17.0%	17.2%
Carpool	5.0%	4.5%	4.3%
Vanpool	0	.07%	0
Public Transit*	29.3%	29.6%	29.2%
Bicycle	8.3%	10.5%	9.9%
Walk	32.7%	34.4%	36.9%
Telecommute/cww	NA	1.7	2.3%
Other**	NA	2.4	NA

*Public Transit includes Private Bus and Amtrak; **the "other" choice for a main mode was removed in 2005.

For the 2004 survey, there was an option for "other" with an explanation box in the main mode choice question. Most of the respondents choosing this as a main mode really wanted to describe their "unusual" or "variable" commute. Analysis of their comments indicated that these commuters would have selected an actual main mode listed out in the choices. In the 2005 survey, there was no "other" option, forcing people to make a choice.

PTDM Commute Chart

The table below uses the official 2005 DEP Rideshare Update Report chart as an illustration of trips made to the University's Cambridge Campus by those responding to the 2005 random sample survey.

Commute Mode	Column I		÷	Column II		=	Column III		x	Column IV		=	Column V	
	# of trips in mode taken by applicable commuters in sample			Total # trips by applicable commuters in sample (See "TOTAL # Trips", Column I)			Proportion of trips taken in mode by applicable commuters			Estimated total # of trips taken by all applicable commuters at facility (See Step 2)			Estimated total # of trips in mode taken by all applicable commuters	
Adjusted total # of drive-alone trips	See Step 1, #7 for this number	735	÷	4,267	=	.172	x	4,410	=	759	Put this # in your Base Report, Section E & G or Update Report, Section G	A		
Carpool*		183	÷	4,267	=	.043	x	4,410	=	B.	190			
Vanpool**		0	÷	4,267	=	0	x	4,410	=	C.	0			
Boat/ferry		NA	÷		=	NA	x	NA	=	D.	NA			
Public transit		1,230	÷	4,267	=	.288	x	4,410	=	E.	1,270			
Bicycle		424	÷	4,267	=	.099	x	4,410	=	F.	437			
Walk		1,577	÷	4,267	=	.369	x	4,410	=	G.	1,627			
Other mode		18		4,267		.004	x	4,410	=	H.	18			
Other CWW telecommute		100	÷	4,267	=	.023	x	4,410	=	I.	101			
TOTAL# Trips	Put this # in each box of Column II	4,267								4,402	Put this # in your Base Report Section E or Update Report, Section G	J		
TOTAL # Out-of-Office Off Campus Days ***		143												
Add above "TOTAL #s"		4,410		This number represents the Total # of Possible Trips* by applicable commuters in the sample size and should equal the "Total Number of Possible Trips" in your Base or Update Report Sections C, #2.										

* A carpool carries 2 to 7 passengers, including the driver. ** A vanpool carries 8 or more passengers. *** Out-of-office days include days out of the office due to vacation, sick, business meeting, etc.

According to the 2005 survey results approximately 81 percent of Harvard's "applicable commuting" population use alternative transportation modes when traveling to work or class when Cambridge is their destination. Approximately 2 percent telecommute or have a Compressed Work Week (CWW).

Town and Zip Code Summary

Harvard's faculty, staff and graduate students live predominantly in greater Boston's Inner Ring suburbs.

According to the 2005 PTDM results, 82 percent of faculty, staff and graduate students live in communities that are located within 10 miles of Harvard Square.

Town # of respondents Percent

Cambridge	381	43%
Somerville	113	13%
Boston	88	10%
Arlington	35	4%
Brookline	25	3%
Belmont	20	2%
Medford	20	2%
Watertown	19	2%
Lexington	15	2%
Newton	11	1%
	727	82%

SECTION V

CommuterChoice Publicity Update

Publicity and Marketing

The *CommuterChoice* Program has gained significantly more visibility since taking over administration of the monthly MBTA pass sales in the fall of 2004. Employees must use the *CommuterChoice* website (www.commuterchoice.harvard.edu) to access the online MBTA pass ordering system.

Outreach to employees who do not take advantage of the subsidized MBTA pass program is conducted by way of transportation kiosks that are located at various locations across the campus. The kiosks contain the *CommuterChoice* Program brochure (which was updated in the summer of 2005), as well as bicycling, Zipcar, and shuttle information. Outreach to new employees is conducted by way of New Employee Orientation, at which the *CommuterChoice* Program Manager makes presentations twice/month, to explain all of the existing commute options available to new employees.

The *CommuterChoice* program continues to market new incentives and services through the various Harvard media outlets, in addition to spreading information through the 141 Transportation Coordinators who represent all of Harvard's departments.

Website and on line registration: www.commuterchoice.harvard.edu. The *CommuterChoice* website enables employees to have fast, easy access to information about the services offered through the *CommuterChoice* Program. Employees can easily register with the office and request information on carpools, vanpools, transit, car sharing, and cycling. The convenience of website registration allows employees to contact *CommuterChoice* with a minimum of effort and disruption to their workday. Employees without Internet access can contact *CommuterChoice* at 617-384-RIDE. The *CommuterChoice* web site has offered a web-based rideshare-matching software since February 2002, which empowers Harvard affiliates to find their own matches for carpool or vanpool situations. This software can be viewed by way of the *CommuterChoice* web site (Ridesharing) section or by visiting <http://harvard.vivacommute.com>.

Bicycling: Harvard held a Bike Appreciation Day event in May of 2001, which was coordinated with the City of Cambridge's "Go Green Month" events. Another event, a "Bicycle Breakfast" has taken place every year since 2002 in mid-May. More than 200 bicyclists arrive annually between 7:30 and 9:30 a.m. to receive a free breakfast at Au Bon Pain in Harvard Square when they present their bike helmet. Participation increased among "Bike Week Commuter Challenge" participants since bike week 2002, when there were 32 participants. In 2003 there were 49 participants, in 2004 there were 87 participants, and in 2005, there were 132 participants. The bike week events were marketed by means of the Harvard media, the *CommuterChoice* web site, the MassBike web site, the Charles River TMA web site, and hang tags hung on bicycles throughout campus.

The Harvard website has links to preferred local bicycle paths and routes, as well as to rack, locker, and shower locations on campus. A free bicycle map and safety/informational brochure (Bicycling Street Smarts) is available upon request by visiting the *CommuterChoice* web site or by calling the *CommuterChoice* office.

T Pass information: Monthly MBTA passes are now sold online or by paper form through the *CommuterChoice* website. Marketing for this program was accomplished by way of email, paycheck stuffers, the Harvard intranet web site (www.harvie.harvard.edu), the weekly staff newspaper; *The Harvard Gazette*, the monthly staff newspaper; *The Resource*, as well as other

newsletters, posted announcements, and HR staff meetings. Information about Harvard's T Pass discount and the extra savings through payroll deduction is also included in the "New Employee Orientation" presentation, as well as in many Schools' staff orientation packets.

Kiosks: As of December 2005, 17 large kiosks and 8 counter-top displays have been placed at locations within 13 individual departments.

Articles in Harvard Newspapers: Communication with various campus newspapers and publications is on going. Campus publications are an important vehicle for educating the Harvard commuting public about new initiatives the University is undertaking to benefit commuters. *CommuterChoice* articles appear regularly in the *Harvard Resource* among others.

Transportation Fairs: Harvard's *CommuterChoice* Program participates annually in various Health, Benefit, and Orientation Fairs across the University. Materials about alternatives to driving alone were distributed to employees and students and they were encouraged to sign up for *CommuterChoice* options. Small flashing lights were given away on a first-come, first-served basis, to make Harvard's bicyclists and pedestrians more visible at night. Raffles were held at all events and front and rear bike light sets, "*CommuterChoice*" courier bags, and "Car Free In Boston" books were given away as prizes. Another attraction was bicycle safety checks and bicycle registrations conducted by the Harvard University Police Department.

