



# HANDOUTS

from previous meeting

October 21, 2008



**Draft**  
**Conformity Statement through September 30, 2008**  
**Employers with 100 or more employees**

...includes new plus maintenance companies  
 \*\* these totals show those totals at the end of FY06

	July 1, 2005 through September 30, 2008 Level 3 Employers	July 1, 2005 through September 30, 2008 Level 4 Employers	July 1, 2005 through September 30, 2008 Levels 3 & 4 <100 Employers	Confirmed to Date including <100 Employers for Levels 3 & 4 (through 9-30-08)	Amount Needed to Attain Goal for Levels 3 & 4	Goal to attain***	Maintenance totals** (through 6-30-06)	Total Goals
Alexandria	3	0	3	6	4	10	11	21
Arlington	5	1	2	8	4	12	81	93
DC	4	3	5	12	0	10	105	115
Fairfax	18	5	1	24	0	20	41	61
Frederick	2	0	0	2	0	1	4	5
Loudoun	7	2	0	9	0	9	8	17
Montgomery	12	6	6	24	0	22	150	172
Prince George's	2	0	0	2	2	4	24	28
PRTC	7	0	0	7	0	7	8	15
Tri-County	1	0	0	1	0	1	3	4
<b>Total</b>	<b>61</b>	<b>17</b>	<b>18</b>	<b>96</b>	<b>9</b>	<b>96</b>	<b>435</b>	<b>531</b>

**Conformity Statement through September 30, 2008**  
**Employers with less than 100 employees\***

	Level 3 Employers	Level 3 # of employees	Level 4 Employers	Level 4 # of employees	Counted toward Conformity
Alexandria	14	325	0	0	3
Arlington	7	209	0	0	2
DC	15	546	1	44	5
Fairfax	5	158	0	0	1
Frederick	0	0	0	0	0
Loudoun	0	0	0	0	0
Montgomery	36	506	5	95	6
Prince George's	1	88	0	0	0
PRTC	0	0	0	0	0
Tri-County	0	0	0	0	0
<b>Total</b>	<b>78</b>	<b>1832</b>	<b>6</b>	<b>139</b>	<b>18</b>

\* Companies that have less than 100 employees are added with other companies until the total is 100. This means that the number of employees is the determining factor, not the number of employers, but rather the number of employees.



# Ride Bliss

A Truly Innovative Commuting Solution

A large version of the "bliss" logo, featuring the word in a lowercase, rounded font with a yellow outline and a dark blue fill.

1.877.55.BLISS • [info@RideBliss.com](mailto:info@RideBliss.com)

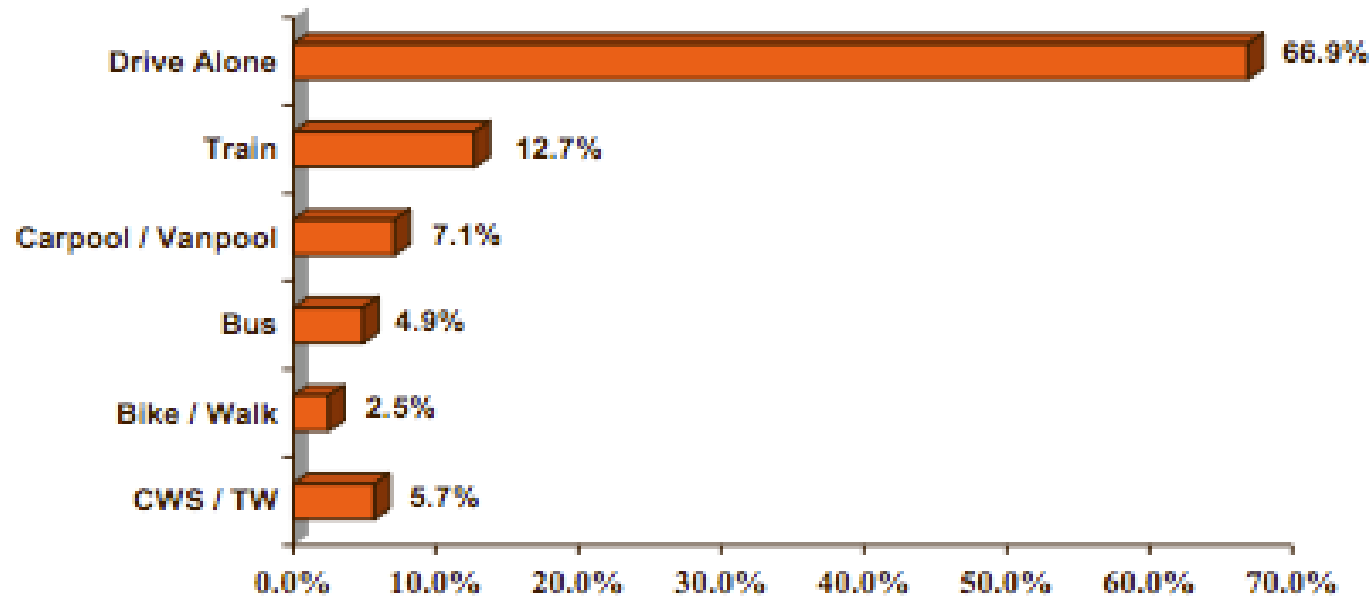
# The Problem

- DCMA is tied with San Francisco and Atlanta for the 2<sup>nd</sup> highest rate of congestion in the US



# The *Real* Problem...

Figure 2  
Current Commute Modes - 2007  
Percentage of Weekly Trips  
(n= 6,168)



**Table 9**  
**Individual Commute Modes Used 1+ Days per Week**  
 (n=6,168)

Mode Group / Modes	Percentage	Mean Days
<b>Drive alone</b>	<b>71.7%</b>	<b>4.4</b>
<b>Carpool/Vanpool</b>	<b>8.0%</b>	
- Regular carpool	7.2%	4.2
- Casual carpool (slug)	0.6%	4.1
- Vanpool	0.2%	4.4
<b>Bus</b>	<b>5.4%</b>	
- Ride a bus/shuttle	5.3%	4.4
- Buspool	0.1%	2.9
<b>Train</b>	<b>14.0%</b>	
- Metrorail	13.2%	4.3
- MARC (MD commuter rail)	0.4%	3.7
- VRE	0.4%	4.5
- AMTRAK/other train	<0.1%	4.3
<b>Bike/Walk</b>	<b>3.0%</b>	
- Bike	0.7%	3.2
- Walk	2.3%	4.2
<b>CWS/TC</b>	<b>12.3%</b>	
- Compressed work schedule	2.8%	1.1
- Telework	9.5%	2.6



# Our Solution

- **The Bliss Concept:**
  - Flexible pick-up/drop-off times & locations
  - Comfortable, ergonomic seating
  - Productivity to & from work
    - Wi-fi, power ports, etc...
  - Monthly membership program
  - Engagement with employers & communities



**bliss**

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# Interior Images

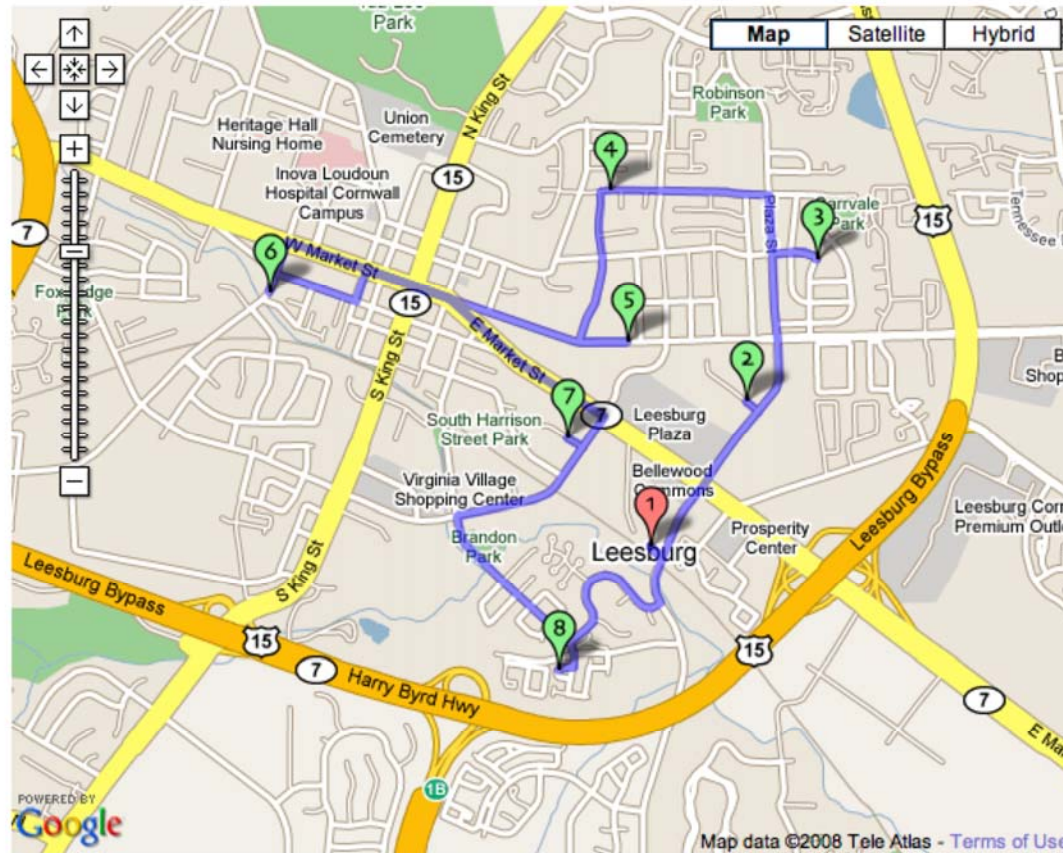


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# Ride Matching Platform



**bliss**

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# Mobile Alerting System

- **Constant contact with your van**

- Real-time GPS tracking on van location
- Alerts notifying ETA of van
- Directly call van driver
- Find other vanpool locations



**bliss**

# What Will It Cost?

- \$400 monthly fee
- Businesses can subsidize on 3 levels:
  - Endorsement: marketing and promotion
  - Partial Subsidy: offset the monthly cost
  - Fully Subsidized: offer as a benefit to employees



# The Results of our Success

- For every ONE van, we're removing NINE SOV from the road
- Our marketing and branding strategies will make it cool to commute – a contagious trend
- Our service can go ANYWHERE, reaching areas that are currently underserved
- We will engage businesses and communities to address the current commuting dilemmas
- Cross-promotional opportunities to support existing programs such as GRH and mass transit



# How You Can Help

- Looking for 1-3 employers for the pilot test run
- Feedback so we can design a truly great service
- Partnerships and engagement from all your organizations



# Thank You

Amber Wason  
CEO & Co-founder  
Amber.Wason@RideBliss.co  
m  
202.640.9004

The logo for 'bliss' is written in a lowercase, rounded, sans-serif font. The letters are dark blue with a bright yellow-green outline. The 'b' has a small yellow-green dot above it.

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# Employer Recognition Awards Review

Employer Outreach Meeting October 21, 2008

# Application Brochure

- Create application brochure concepts
- Collect feedback from workgroup
- Revise and refine
- Print



# Application Brochure

- Create mailing lists
- Distribute (mailer and email)
- Set up online version
- Calls to Sales Reps
- Fall Newsletter

# Application Brochure

**APPLY AND**  
**Get recognized for what you're doing right**

Has your organization made a difference in one or more of the following areas?

- Implementing or expanding a telework program that enables employees to work remotely
- Implementing or expanding a pre-taxed or subsidized transit or vanpool benefit such as Metrochek or SmartBenefits™
- Promoting Commuter Connections' free ridesharing service to form carpools or vanpools, or providing your own on-site employee ridesharing
- Providing shuttle services to transit stations
- Providing a free or significantly reduced parking fee for carpools and vanpools while drive alone employees pay higher amounts for parking
- Providing preferred parking spaces for carpools or vanpools
- Providing or organizing company vanpools for employees
- Installing bike racks and/or shower facilities for bicyclists and walkers
- Implementing or expanding a comprehensive Air Quality Action Days program
- Promoting and/or supplementing Commuter Connections' free Guaranteed Ride Home program

**Awards are in the following**

**MARKET**  
Actively promote alternative car result in decrease commuting to

**INCENTIVE**  
Providing company incentives that employees to walk, car/vanpool transportation

**TELEWORK**  
Providing weekly telework opportunities significant number

**Moving in the right direction.**

THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
**Employer recognition awards 2008**

**CONNECTIONS**  
PAY TO WORK

**PLEASE APPLY WITH THIS FORM OR GO TO WWW.COMMUTERCONNECTIONS.ORG**  
**Application form**


**Eligibility**  
Employers in the District of Columbia, suburban Maryland, and Northern Virginia that have initiated, enhanced or expanded an alternative commute or telework program may apply for these awards. To be eligible, programs must have been initiated or improved by January 1, 2007.

**Deadline**  
The application deadline is February 1, 2008. Completed applications should be sent to:  
Commuter Connections  
Gwynn Franklin  
777 North Capitol Street, N.E., Suite 300  
Washington, DC 20002-4290  
Tel: 202-962-3792 Fax: 202-962-3303  
E-mail: df@rankings.org

**Instructions**  
Complete applications should include all information requested in items 1-5, on this application form (or the requested information clearly marked on a separate sheet) and an attached summary as described in question #5. Supplemental materials may be submitted in addition to the application, but not in place of the application or program summary narrative. Highlights from employer program summaries submitted through this application process may be showcased in upcoming Commuter Connections newsletters or on our website www.commuterconnections.org.

**1. Contact Information**

Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
Program Contact (Mr./Ms.) \_\_\_\_\_  
Phone \_\_\_\_\_  
Zip \_\_\_\_\_





# Application Process

## Submit a 1-3 page write-up

### ***A. Description of Program***

Provide a clear, concise description of your program's activities. Questions and points to consider:

- What was the situation or condition that led to the creation of your program?
- What were the program's goals and how has it been successful in meeting its goals?
- What have the results been compared to previous years?
- What type of commuter benefits, services, information, or amenities are offered to employees?
- How are the various programs promoted within your worksite?
- If parking is provided are carpools given discounts or preferential parking spaces?
- If transit fare is provided to employees, describe whether it's subsidized by your organization or offered on a pre-tax basis.  
If subsidized then what is the maximum dollar amount provided?
- Do you provide shuttle services between your worksite and nearby transit centers?
- Do you have bike racks, lockers or shower facilities?
- Is flextime or compressed work weeks offered?
- What type of training or amenities are offered to management and to employees who telework?
- Is your telework program informal or do you have a formal telework policy?

# Nomination Form Collection and Verification Process

- Review and approve nominations
- Conduct phone interviews of nominees
- Develop summaries of nominee
- Prepare for Selection Committee meeting



# Awards Categories

## **MARKETING**

Actively promoting and championing alternative commute options that result in decreased drive alone commuting to the worksite

## **INCENTIVES**

Providing commuter benefits and incentives that encourage employees to telework, bicycle, walk, car/vanpool, or take public transportation to the worksite

## **TELEWORK**

Providing weekly or full-time telework opportunities for a significant number of employees

# Selection Committee Meeting

- Recruit Selection Committee members
- Conduct meeting
- Moderated by third party
- Review, Discussion, Voting
- Tabulate
- Contact winners and non-winners



# Event Preparation

- Onsite filming of award winners
- Identify speakers for awards program
- Create invitations - guest list
- Create awards program booklet
- Secure photographer

# Invitation

PLEASE JOIN US

WEDNESDAY, JUNE 25, 2008

8:30 a.m.

AT THE NATIONAL PRESS CLUB

Hosted by  
The Metropolitan Washington Council of Governments

529 14th St. NW, Washington D.C.  
Corner of 14th & F • 13th Fl Ballroom  
Metro Center • Exit onto 13th St.

RSVP by JUNE 18, 2008  
Invitation admits two people  
For more info, call 202.962.3327 or email [swalker@mwcog.org](mailto:swalker@mwcog.org)

COMMUTER CONNECTIONS  
A SMARTER WAY TO WORK



THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
Employer recognition awards 2008

COMMUTER CONNECTIONS  
A SMARTER WAY TO WORK

Metropolitan Washington Council of Governments  
777 N. Capitol Street, NE, Suite 300, Washington, DC 20002-4290



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Employer recognition awards 2008

THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
Employer recognition awards 2008

Moving in the right direction.



Achievements of employers in the Metropolitan region who have voluntarily chosen to encourage their employees to use public transit. The eleventh annual awards recognize one employer in each of the categories: Marketing, Incentives, and Telework.

COG will recognize the work of the Employer that has most successfully met its goal of encouraging employees to develop and expand their employee transit preferences. COG will also honor an organization for innovative action in

THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
Employer recognition awards 2008

Name \_\_\_\_\_  
Affiliation \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

Guest Name \_\_\_\_\_  
Affiliation \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

Please RSVP by June 18, 2008



# Program Booklet



Phil Mendelson, Chair  
National Capital Region Transportation Planning Board

As gas prices have reached unprecedented levels in 2008, workers in the National Capital region are becoming ever more aware of the true impact of commuting alone to work. The high cost of fuel exacerbates our frustration with other existing transportation-related challenges, namely traffic congestion.

Addressing these challenges is vital to keeping pace with our economy and growth as a region. One solution is efficient use of our existing commuter transportation resources. We can realize this by encouraging shared rides, use of transit, bicycling and teleworking. Tangible benefits of this would be cleaner air and less congestion on our roadway system.

The business community plays an integral role in shaping the commuting behavior of their employees. Many employers offer transit subsidies or pre-tax transit benefits. Others encourage teleworking, or reward teleworking by providing preferred parking, free parking in garages and airports. Commuter Connections and its jurisdictional partners work with employers to provide the needed tools and support that help foster these activities.

The employers we honor today have implemented innovative and successful commuter benefit programs. We hope that through their example, other employers will voluntarily embrace these practices, creating more workplaces where increased commuter benefits yield more productive and less stressed employees.

On behalf of the National Capital Region Transportation Planning Board, I congratulate the winners of the 2008 Commuter Connections Employer Recognition Awards and thank them for their continued commitment to reducing traffic congestion and improving the air we breathe.

Sincerely,

Phil Mendelson, Chairman  
District of Columbia Councilmember



Telework  
Orange Business Services



Orange Business Services (OBS), a Fairfax County based global communications company, brings together the best in web, video and teleconferencing to make it easier for businesses to work efficiently through technology. Currently 600,000 individuals already use the company's products and services, making it possible to access the work environment remotely. OBS employs 345 people, half of which telework and utilize OBS's own cutting edge software. Participation in the telework program jumped sharply over the previous year, by 40 percent. Full time teleworkers comprise of 46 employees, 71 telework 2-4 days per week, and more than 50 telework sporadically.

Orange Business Services outfits qualifying employees with laptop computers installed with the company's Internet Protocol Telephony software, enabling them to use their office phone number anywhere in the world. The company participated in a telework pilot program and received reimbursement for high speed internet service at employees' homes for an average annual savings of \$277 per employee. When telecommuters do travel to the office, they use the company's HotPlace program, an initiative that allows them to reserve desk/office space through a web-based software application. The program has enabled OBS to cut back sharply on office space and reduce clutter.

With more than half its staff living an average of 30 miles each way from the office, flexible programs such as these are a sure way of retaining staff and helping to reduce traffic congestion and air pollution. OBS employees maintain a high degree of morale and productivity, as they demonstrate the bottom line and environmental benefits of teleworking. Last year over one hundred OBS employees responded to a Commuter Connections Survey with overwhelming approval and satisfaction of their telework program.

As a result of its efforts, Orange Business Services has reduced annual vehicle miles traveled by over 644,000.

# Event Preparation

- Identify and order giveaway items
- Order awards trophies
- Create podium signage
- Create print advertisement
- Write speaking remarks



# Giveaway Items





# Award Trophies



# Podium Sign

THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS  
Employer recognition awards **2008**

Moving in the right direction.

June 25, 2008  
National Press Club

**COMMUTER CONNECTIONS**  
A SMARTER WAY TO WORK



# Print Advertisement

Honoring these employers for voluntarily implementing innovative commuter transportation and telework benefit programs.

**XM Satellite Radio** - Incentives  
**National Geographic Society** - Marketing  
**Orange Business Services** - Telework

We salute the 2008 Employer Recognition Award winners.  
Moving in the right direction. Join in.

(800) 745-RIDE  
[www.commuterconnections.org](http://www.commuterconnections.org)

**COMMUTER CONNECTIONS**  
A SMARTER WAY TO WORK

# Event Preparation

- Instructions to winners and presenters
- Menu Selection
- Guest list - Name tags
- Create program agenda
- Craft press materials
- Venue walk-through



# National Press Club





# Event Attendee Interviews

- Interviewed nine attendees at random
- How important are regional awards?
  - Very important (6)
  - Somewhat important (3)

# Event Attendee Interviews

- Attended for the first time?
  - Yes (5); No (4)
- Met anyone new at the event?
  - Yes (8); No (1)



# Event Attendee Interviews

- Length of event?
  - Too long (1)
  - Just right (7)
- Content of Speeches?
  - Just right (6)
  - Excellent (3)

# Event Attendee Interviews

- Opinion of giveaways, booklet, invitations
  - Just right (6)
  - Overdone/expensive (1)
- Did you like the venue?
  - Yes (7); No (1)



# Event Attendee Interviews

## Suggestions/Comments

- Loved video segments of winners
- Extremely well done
- Can video be sent to news media?

# Event Attendee Interviews

## Suggestions/Comments

- Is Wall St. Journal the best way to recognize winners? Perhaps Wash Business Journal or Wash Post?
- Should ads also be featured in local papers of winning jurisdictions?



# Event Attendee Interviews

## Suggestions/Comments

- For application form – add example for how to calculate emission impacts
- Rename Marketing award?
- Rename Incentives award?

# Event Attendee Interviews

## Suggestions/Comments

- Would more formal invitations be a way to increase the event's prestige?
- Should event be held in rotating jurisdictions?



# Event Attendee Interviews

## Suggestions/Comments

- Should the awards program coincide with a lunch instead of a breakfast?
- Should the awards program include a celebrity speaker?

# Event Attendee Interviews

## Suggestions/Comments

- Sales Team Award
- Is awards program the most appropriate venue for such an award?
- Is award still having desired effect?



# Event Attendee Interviews

## Suggestions/Comments

- Contractor phone calls to Sales Team to solicit nominations
- Is this necessary, can this step be eliminated?
- Can previous winner speak at Employer Outreach meeting to “talk-up” event



# FY 2008 Program Costs

- Photographer \$500
- Trophies \$600
- Video \$12,000
- Printing \$3,000
- Wall St. Journal \$5,500 (Cost is part of Media Buy for Marketing & Advertising)
- Press Club \$6,000
- Contractor \$60,000
- COG/TPB Staff \$4,000

**Total Cost \$86,100 (FY08 Budget: \$84,780)**

# Contractor Deliverables

- Application Brochure
- Contact Sales Team Members
- Interview Nominees
- Selection Committee One-Pagers
- Moderate Selection Committee Meeting
- Invitation
- Podium Sign
- Program Booklet
- Print Ad
- Press Release
- Giveaway Items



# Employer Recognition Awards

Comments & Questions





## Employer Telework Case Study

### Employer

Booz Allen Hamilton Corporate  
Headquarters  
8283 Greensboro Drive  
McLean, Virginia 22102

### Contact

Natalie Jackson  
[Jackson.natalie@bah.com](mailto:Jackson.natalie@bah.com)  
703-377-0367

### Background

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for more than 90 years. Every day, government agencies, institutions, and infrastructure organizations rely on the firm's expertise and objectivity, and on the combined capabilities and dedication of our exceptional people to find solutions and seize opportunities. We combine a consultant's unique problem-solving orientation with deep technical knowledge and strong execution to help clients achieve success in their most critical missions. Providing a broad range of services in strategy, operations, organization and change, and information technology, Booz

Allen is committed to delivering results that endure.

Booz Allen is a private company with corporate headquarters in McLean, Virginia. Dr. Ralph Shrader is Chairman and Chief Executive Officer of the firm — the seventh chairman since the firm's founding in 1914.

### The Telework Experience

Booz Allen had an existing flexible work arrangements policy that was modified in 2004 to include language on telework and introduce the flexible work arrangement request form. The modification of the flexible work arrangements policy began with researching the implementation of a telework program. At the time anyone teleworking was participating informally. The formal telework pilot was conducted in April of 2005. While compressed workweeks, including both 9/80 and 4/10 programs were already being promoted, the telework pilot allowed Booz Allen to remarket the full suite of flexible work arrangements to include telework, flexible scheduling, part-time employment and job-sharing.

Booz Allen had several goals for their telework and flexwork programs which included:

- Increased employee participation in all types of flexwork options and tracking their participation
- Increased compliance in meeting the terms and guidelines of the telework program
- Increased employee satisfaction which would result in improved employee retention
- Improved employee recruiting
- Increasing Booz Allen's efforts to reduce their "carbon footprint" and traffic congestion

Prior to the launch of the pilot several steps were taken to assure that it was comprehensive and had the best probability of meeting their goals. These steps included:

- Including telework in the time keeping system to track telework hours
- Identifying a diverse group of employees and managers to socialize the flexible work arrangements program to ensure that all points of views, concerns and outcomes of the program were addressed
- The executive team was given a formal proposal including the strategic outcomes of the program. As a result the executive team was very supportive of the pilot.
- Benchmarking other similar organizations in their best-practices and experiences
- Interviewing telework/flexwork leaders at other organizations
- Attended a Boston College roundtable centered on telework
- Information was made available on an Intranet site and brown-bag "informationals" and trainings were

conducted. Human Resources also counseled managers.

- Updating the policy and including additional information valuable to employees and managers
- Identifying teams for the pilot that were supportive of telework and represented a broad spectrum of types of employees.

A short, and very successful, pilot was conducted. Due to the thorough planning very few modifications were made after the pilot. Feedback from both employees and managers after the pilot were very positive. Also as a result of the pilot many managers became ambassadors of the overall program

## Challenges and Investment

Several challenges arose during the process, including what level of investment would be needed for a successful telework pilot and rollout. These included:

- Working out the final language of the policy took time and investment in resources. As this is a key component to a successful telework program the investment was important.
- Investigating the classification of a base location versus an office location in terms of tax consequences.
- Identifying what expenses an employee could be reimbursed for and the resulting ongoing costs of the program.
- Obtaining buy-in from the entire organization and addressing misperceptions about the program.

## Program Outlook

The telework and all flexwork programs are continually promoted with ever more creative solutions being identified.

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## Success Tips

Best practices identified during the pilot and rollout includes:

- Socializing the concept of telework and all of the flexwork options. This allowed Booz Allen to gather multiple perspectives.
- Including a broad variety of workgroups and departments which resulted in a comprehensive policy and approach being developed.
- Providing information about the program in as many formats as possible, including the Internet, brown-bag informationals and trainings.
- Many aspects of the program and flexwork were incorporated in the policy. This increased buy-in from managers and employees alike.
- Gaining the support of the executive team was critical in promoting the program.
- The teams involved in the pilot became program champions and actively promoted telework throughout the company.
- Allowing “informal” telework in the policy increased compliance while allowing additional flexibility for employees. Employees have the ability to complete planned and unplanned personal tasks (e.g. meeting the plumber). This also increases productivity for Booz Allen.





## Employer Telework Case Study

### Employer

Discovery Communications, LLC  
One Discovery Place  
Silver Spring, MD 20910

### Contact

Judy Ashley,  
Wellness & Work/Life Consultant  
240-662-2047

### Background

Discovery Communications, headquartered in downtown Silver Spring, MD, is committed to recruiting and retaining the best talent in all areas of its operations. As the world's number-one nonfiction media company, Discovery offers a stimulating and exciting work environment that challenges, rewards and encourages personal and professional growth and career development. Discovery views employees as valued contributors, seeking different points of view and broad input into strategic planning and decision making on all levels, and providing ongoing opportunities for growth and development through mentoring and education.

Discovery also recognizes the importance of work-life balance for maintaining an enthusiastic, productive and loyal workforce. The company offers a flexible workplace with diverse services that help employees to both manage the present and prepare for the future, including a proactive wellness program, easy access to health and well-being services for family and personal responsibilities, and numerous other life-enhancing options that are flexible, inclusive, and customized – because one size does not fit all. Together, under the LifeWorks@Discovery program, these services are designed to foster a low-stress culture that nurtures Discovery employees' commitment to success.

### The Telework Experience

In 2007, Discovery was recognized with the Alfred P. Sloan Award for Business Excellence in Workplace Flexibility reflecting its commitment to enabling employees to create flexible schedules through the use of flex days, telework, compressed work weeks and job share opportunities. Discovery continually seeks to leverage new technology and communication tools and training to promote workplace flexibility. Employees

are now equipped with laptops, off-site network access, cell phones and blackberries. In 2008, Discovery's employee survey showed that 80 percent of employees felt that a flexible work schedule was an important factor in keeping them at Discovery.

Discovery offers telework programs on both a formal and informal basis to full-time and part-time employees. Employees work with their manager to create a customized approach that fits the employee's and company's needs.

To ensure a clear understanding about each teleworking arrangement, Discovery managers and employees review the participation & eligibility requirements for the Telework Program, including enrollment parameters, selection criteria and the application process. After the Communications Guidelines and the Technology Guidelines are clearly understood, the telework application may be completed

## Teleworker Education for Teleworkers & Managers

The process of implementing a telework plan into a department is as follows:

- Determine which jobs/positions can be completed from a remote location and the performance expectations for each position, and
- Have the manager and telework candidate complete training to help ensure the success of the arrangement.

## Enrollment Parameters

- Employees are selected on a "rolling admissions" basis (i.e. any employee can apply for selection at any time)
- Participation is voluntary by both manager and employee.
- Broad participation from all business divisions is encouraged.
- Approved telework schedules can range from:
  - a minimum of 1 to 4 days per month on a regular basis
  - up to a maximum of 3 days per week on a regular basis

## Selection Criteria

Employees submit completed applications to LifeWorks for final review.

## Challenges

Discovery's telework program has provided few challenges. To continue its success, ongoing training will be provided for employees and managers to maintain an effective and equitable program that meets both the business and the employees' needs.

## **Program Outlook**

With Discovery's commitment to being "green" and continued effort of being ahead of the curve in recruiting and retaining top-notch employees, Discovery strives to offer innovative and flexible commuting options for all full-time and part-time employees, including a one-time reimbursement of up to \$350 toward the purchase of a bicycle or up to \$100 annually toward the purchase of athletic/walking shoes, a \$60 per month transit subsidy, and car-sharing services.

## **Most Helpful Resources**

Under the leadership of Evelyne Steward, Discovery's VP of Wellness & Work-Life Strategies, the LifeWorks team and a committed task force representing departments across the company structured a telework program to create true work-life balance.

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Washington Council of Governments**

**800-745-RIDE**





## Employer Telework Case Study

### Employer

Interstate Commission on the  
Potomac River Basin (ICPRB)  
51 Monroe, Street, Suite PE-08  
Rockville, MD 20850

### Contact

Bo Park  
Administrative Officer  
301-984-1908 x101  
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### Background

The Interstate Commission on the Potomac River Basin (ICPRB) was created by an act of Congress in 1940 to protect, conserve, and enhance the Potomac River and its tributaries. ICPRB is an interstate agency of its jurisdictional states including Maryland, Virginia, Pennsylvania, West Virginia, and the District of Columbia. ICPRB is a small organization with less than 25 employees. Presently, ICPRB has about 60% of the staff in the telework program for 1-2 days a

week. The program has been in place since December 2004.

The ICPRB staff is eligible to apply for the telework program after reaching regular employment status, which typically takes six months of employment. The applicant must demonstrate that their job allows for telework. The equipment and the ability to communicate with the office and contacts are the responsibilities of the teleworker. The remote work space must also be suitable and designated for telework during telework hours. The teleworker must be accessible, as in the office, during the telework hours. The eligible staff and their supervisor must be in agreement with the work schedule and tasks prior to obtaining telework approval. Once approved, the eligible staff can start telework immediately.

The shift to telework has been a smooth one at ICPRB. The telework program formalized the process was previously informally utilized by the staff. However, a written policy provided clear guidelines and expectations for the teleworkers. By formalizing the program, it allowed other

staff and new incoming staff to participate in the program as well.

The benefits of the program are immeasurable when it comes to employee satisfaction. They view the program as a valuable benefit. Not counting the money saved from reduced vehicle usage on telework days, the commuting time saved is seen as equally or more valuable. With the gas prices reaching new record these days, teleworking is proving to be invaluable to the employees.

There was minimal expenditure for the organization to implement the program. The responsibility to provide equipment, furniture, and work space were placed on the employees in order for them to be eligible in the program. All employees were required to have home computers, telephone, and internet access. The company's email system is accessible anywhere through the Internet allowing employees to connect with the office at anytime and from anywhere. Also, for some employees, as office computer replacement/upgrades became necessary, some of the desktop computers were converted to laptops for traveling.

The organization and the employees have found a good balance to make the telework program a success. However, until technology cost become less expensive, more secure and more reliable, accessing files remotely and implementing technical software are proving to be fiscally challenging. In the meantime, the employees have circumvented this challenge simply by organizing and planning tasks ahead of time. Tasks that only require word

processing, working on spreadsheets or reading materials that can be done anywhere are compiled for the telework days. The rest are performed at the office, particularly those tasks that require the use of technical software.

## The Telework Experience

The main objectives for the telework program are to enhance the recruitment and the retention of quality employees, benefiting the environment, reducing vehicles miles traveled by employees, improving the quality of life for employees, and enhancing company operations. The ICPRB telework program has been very successful thus far. The telework program has become a part of the work environment and culture at ICPRB. The quality outcome of telework tasks and compliments that ICPRB staff receive are evidence of the success of the telework program.

The ICPRB telework program is very simple and inexpensive. The organization did not buy expensive equipment or implement a remote file-access connection so that the employees can telework. The program came into the organization as a way for the employees to reduce commuting time, money, and to improve their personal lives. The program has transformed itself into a way that the employees can concentrate on tasks uninterrupted and produce quality work. Many employees expressed that their telework hours give them time to spend on critical thinking and analysis because of less interruptions. Some even mentioned that they may even be more productive at home than at the office.



The program is voluntary so applying for the program is based on the desire of the employee. Once the employee demonstrates that their work is suitable for telework they can request to be in the program. In addition to telework, if an employee wants to implement a telework program, a clear communication with the supervisor and clear understanding of their expectations are required. Once all are in agreement and approval is obtained, the employee can then start to telework. The number of days per week for telework is based on the employee and the supervisor. The employee must also specify working hours during telework. The teleworker is then expected to be at the home office during the specified telework hours. However, the working hours are not limited to 9AM to 5PM. For example, employees can choose to work 5AM to 1PM. In order to keep track of all of the employees, all employees are required to place their schedule on the public calendar which is linked to the in-house email system that is accessible anywhere the Internet is available.

## Challenges and Investment

A challenge for ICPRB is remote access of the in-house server and the data and software it holds. The cost to allow remote access is costly. However, the staff adapted to working around it by planning their work appropriately. For some, as the desktop computers had to be replaced, they were replaced with laptops for easy portability for the staff without having to transfer files to and from remote home office. So far, the ICPRB telework program has been inexpensive and unhindered.

## Program Outlook

ICPRB is dedicated to making the organization flexible and innovative in creating a working environment that is not limited to the walls at the office. Within budgetary means, as new technology and ideas emerge in telecommuting, ICPRB will continue to seek and explore new ways to see how they can be incorporated into business operations in order to enhance productivity and employee morale and satisfaction

## Most Helpful Resources

ICPRB received a grant through the Baltimore Metropolitan Council (BMC) and the Metropolitan Washington Council of Governments (MW-COG) called the Telework Partnership with Employers (TPE). The grant provided the funds to hire a telework consultant who assisted with writing a telework policy, manager and staff training, implementation, and a program evaluation after a year. This grant was very valuable since ICPRB is a small organization where resources are limited. The consultant was very knowledgeable and was able to help ICPRB understand and implement an effective program.

## Success Tips

Focus on tasks rather than time spent at the office. Face-time at the office does not always translate into higher employee performance. The telework program forces the organization to look at employee performance objectively and quantitatively. When this happens, walls and time present

no restriction to when and how the employees produce quality work.

Remaining flexible increases employee satisfaction. Higher employee satisfaction yields higher employee retention. Employee retention is linked to cost savings for the organization in the long run. Recruiting costs are high and time lost in training and acclimation is also a big factor. Employee satisfaction is not always linked to monetary gains but flexibility is often more important to the employees.

If there is any doubt of the success of the telework program, a pilot study is a good way to sample the program without affecting the entire organization.

*“The telework program is a good tool that benefits both the employees and the employer.”* – ICPRB Employee

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## Employer Telework Case Study

### Employer

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### Background

Although Loudoun County's Board of Supervisors adopted a telework policy in 1996, the program was not actively promoted and the acceptance and implementation by management was not achieved until a decade later. In 2006, the County Administrator, Kirby Bowers hired a dedicated Telework Coordinator, Diane O'Grady, with a directive to update the program and increase participation while

still maintaining the excellent customer service that the county is known for. Diane initiated several efforts to improve participation in the program. These included:

- Diane conducted focus groups with current teleworkers, employees and managers to determine how best to improve the program.
- The policy was updated to include all job-types.
- The procedures and guidelines were updated to provide additional support for managers, information for potential teleworkers and participation guidelines.
- Part-time, full-time, temporary and permanent employees were allowed to participate in the program.
- Cross-training of employees was addressed to allow non-traditional job-types, such as front-office workers, to participate on an occasional basis.
- Diane conducted presentations to each department, discussing the program, the benefits to the county, county employees and Loudoun County

citizens as well as addressing concerns, which helped to garner increased promotion from managers and interest from employees. The scheduling and workload was customized by each department, based on job-types and collaboration needs with co-workers and citizens to maximize performance and participation rates.

- During the computer replacement cycle, which is every four years, employees can request a laptop to accommodate teleworking. In addition, some departments make “loaner” laptops available. New laptops have cameras on them that allow up to four employees at a time to participate in video-conferences. The county made an agreement with Verizon Business Services to provide audio, net and video conferencing.
- While the County’s email system is available remotely via the web, the County invested in Virtual Private Network (VPN) software to enable teleworkers to gain access to more system capabilities and files while working from home with a County laptop and high-speed internet access.
- An Intranet Portal was developed to provide one location for employees and managers to obtain information, tools and links to relevant information. The portal is updated regularly to feature a teleworker of the month, motivational materials for employees (e.g. “a \$100 fill-up coming to you” article) and the latest remote worker “survival tips”.

In addition to revamping the program, new outcomes and metrics were tied to a more thorough implementation:

- A Continuity of Operations (COOP) effort was added to the program to provide enhanced citizen support during weather or other emergencies.
- Multi-day teleworkers provide office-space savings by sharing offices. As one of the fastest growing counties in the country, this enabled the County to avoid rental costs when adding new employees.
- Also tied to the rapid growth of Loudoun County was the fact that the unemployment rate was under three percent. Employee retention and recruiting became additional goals of the telework program. Retaining valuable employees and being able to offer telework as a non-cost benefit to working for the county are valuable tools.
- The goal of reducing traffic congestion and greenhouse gasses was made more attainable through the expansion of the program.
- A study was conducted on ways employees could become more efficient through the telework program. Some job-types can be measured in terms of productivity more readily, while other gains are determined through anecdotal feedback.
- Specific job-types were identified in which employees could increase productivity and customer services. As an example, building inspectors can spend more time in the field conducting inspections, reducing timely trips to the office and inputting data from a remote or home location.



In June of 2006 the Board of Supervisors approved the new program and an aggressive promotion led by Diane. The outcomes were endorsed by the Board of Supervisors and the program was moved from basically an “employee benefit” program to a program that would benefit employees, Loudoun County citizens and provide a financial return for the County.

## The Telework Experience

Participation in the program has more than tripled in the last two years. The Information Technology group has increased in size while maintaining the same office footprint through the use of telework. Employee surveys were conducted in 2006 and 2007. Some of the feedback is listed below.

Quotes from employees taken from the 2007 survey:

- *“Feel more valued. Appreciate the privilege and work hard to give back to my employer.”*
- *“It's more enjoyable due to less interruptions and ability to have fresh air when weather is nice. Less stress when I have to do things locally (i.e., taking sick pets to vets) since I don't have to use 2 additional hours of leave to cover the commute time back and forth to work.”*
- *“It's the bomb! Reduced much stress in my life, allows me to balance work with family, work better and more comfortably. Happiest I've EVER been with my job.”*

- *“I feel more like coming to work. It has taken pressure off me. I do my pressure work on my telework day and my catch up problems in the office. I am very happy to be allowed to do this. It is helping me w/the money situation which in turn helps the pressure.”*

Quotes from employees taken from the 2006 survey:

- *“Simply knowing that the management cares about my health and well being motivates me to give even more to my department. I volunteer more often to take after hour assignments and give more of my free time to assist when and where I am needed.”*
- *“I believe it has made me really appreciate working for Loudoun County. I will always be grateful for the opportunity I was given to be able to work from home and the continued effort to make things work.”*
- *“Allows me time to work in a quieter arena, but I still field over 20 calls per day at home.”*
- *“Even just 1 day a week has allowed me to feel less stress by avoiding the commuting environment. Plus I feel I'm getting an extra benefit from Loudoun County that makes me feel better about staying with Loudoun County. Additionally, me telecommuting has increased morale in several of my senior employees, because I make sure I allow one of them to act as boss for the day (within the office) when I am out.”*

## Challenges and Investment

- The most significant challenge was gaining acceptance from managers and helping them to realize that remote workers can actually get more done from home than with all the distractions in the office. Managers needed to engage their work teams in developing telework schedules that could be adopted without impacting customer service levels.
- Keeping the Intranet Portal fresh and interesting to maintain a high number of visitors.
- The County continues to work with the State of Virginia to examine how workers can access state databases remotely and resolve other IT requirements for employees whose job requires them to work with both County and State systems.
- The County purchased and implemented a Virtual Private Network (VPN) to support the program, with the initial licenses costing approximately \$25,000.

Maintaining HIPPA requirements had to be investigated to make sure the County remained in compliance.

## Program Outlook

The program is continually promoted through employee meetings and other internal communications to increase participation. Recent efforts are to expand participation not only among traditional office workers but less traditional job-types whose activities are both in the office and in the field, including mobile workers, health inspectors, appraisers, etc. Additional efforts include saving employee and county

travel costs, using newer technology, such as Toughbooks and voice over IP telephony (VOIP), to improve efficiencies and provide even better service to county citizens. With the price of gasoline rising, the interest in the program is increasing.

Another new effort is to develop “touch down” spaces in some of the County’s outlying facilities for employees to work, such as recreation centers and libraries. This will allow employees who live in outlying areas to work at County facilities that are closer to their homes.

## Most Helpful Resources

- An enthusiastic management team that supported the changes to the program.
- The Information Technology team was very forward thinking and collaborative in developing solutions to a variety of solutions to support flexwork.
- The Intranet Portal Site which provided a one-stop location for employees and managers to for information.

## Success Tips

- Identify a dedicated telework champion to launch (or re-launch) a telework program.
- Obtain continual feedback from all stakeholders including department heads, front-line managers and employees.



- Training for both teleworkers and supervisors. This sets the expectations for employees and their supervisors. Having them attend the training together allows both groups to hear the others' support and concerns for the program. It also allows the County to emphasize that the focus remains to be excellent customer service. Trainings are conducted quarterly.
- Maintaining the focus on allowing a diverse group of employees to participate in the program.
- The program isn't static, so constant tweaking is required to meet the needs of the county and its workforce.
- The "Teleworker of the Month" program has proved very popular and increases traffic to the Intranet Portal and participation.
- Announcing when new tools and information is available. This is part of keeping the Intranet Portal fresh and informative.

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**Final Pledge Data**

**Analysis assumptions**

Percentages were renormalized to add upto 100%

During trip reduction estimate the 51% drive alone factor applied

VTR factor from the TERM analysis report used to estimate VT reduction

For walk and bicycles reduced trip length used in VMT estimation; for the others it was 12 miles one way

**Total Pledges**

**5,471**

2008

1.7431 0.6291  
 0.1919 0.8966

Tons/day

Mode Used on CFD			
Metrorail	2,567	46.9%	
Metrobus	1,207	22.1%	
Local Bus	985	18.0%	
Bicycles	2,184	39.9%	
Walk	2,136	39.0%	
Carpool	312	5.7%	
Vanpool	122	2.2%	
Telework	150	2.7%	
Other	164	3.0%	
Commuter Train	264	4.8%	

Normally I would have driven (cumulative miles) 62,940 51.0%  
 Normally I would have driven (average miles per person) 24

I am normally car free 2,466 45.1%  
 Provided cell phone number 1,233 22.5%

renormalize	VTR	VT Red	Av Trip length	VMT red	VOC	NOx
25.44	0.44	312	12	3748		
11.96	0.44	147	12	1762		
9.76	0.44	120	12	1438		
21.64	2	1208	3	3623		
21.17	2	1181	1	1181		
3.09	0.44	38	12	456		
1.21	0.44	15	12	178		
1.49	0.45	19	12	224		
1.63	0.44	20	12	239		
2.62	0.44	32	12	385		
100.0		3092		13235	0.0087	0.0152



**Montgomery County Ride On**

<b>Date</b>	<b>Ridership</b>
9/24/2007 (4th Monday in Sept)	103,360
9/22/2008	107,791

**Metro**

We tracked response of those who normally take transit and found a net gain of 1,505 trips on Metro for CarFree Day; 1,003 new Metrorail passengers and 502 new Metrobus passengers.

2,567 or 46.9% of the total CarFree Day pledges told us that on CarFree Day they would get around by Metrorail whereas only 1,564 of those people told us they are normally car free.

1,207 or 22.1% of the total CarFree Day pledges told us that on CarFree Day they would get around by Metrobus whereas only 705 of those people told us they are normally car free.

**Frederick County**

TransIT Connector buses ridership increased 26% over average daily ridership in July and August '08.

Shuttle bus ridership increased 10% over average daily ridership in July and August '08.