

CHAPTER 3

TRANSPORTATION PROGRAM ELEMENTS



commute seattle



Seattle
Department of
Transportation



Impact level
Basic

RECOMMENDED TRANSPORTATION PROGRAM ELEMENTS

Basics of a successful transportation program include:



Provide free or subsidized ORCA passes for employees either through **ORCA Business Choice**, or **ORCA Business Passport**



Providing a secure location for employees who bike commute to lock their bikes, or allowing them to bring bikes into the office



Setting up company policies to allow employees to telework or utilize a compressed work week when necessary



Offer pre-tax benefits allowing employees to save even more when they choose an alternative means of commuting

If possible, charge for parking



Beyond these basics, other factors like **location, industry and company culture** will impact what elements will have the biggest impact on your company's DAR. When implementing these benefits, be creative! Some innovative transit benefits include:



Providing carpoolers and vanpoolers priority parking spots



Give regular bus commuters one "free" day of parking a month when life demands they drive



Have a drawing for "Commuter of the Month" where using your ORCA pass is the entry to the drawing



Reimbursing employees for carshare or rideshare trips for work



RECOMMENDED TRANSPORTATION PROGRAM ELEMENTS CHECKLIST

- ☐ Provide ORCA passes for employees.
- ☐ Provide a safe, dry place for employees to lock their bikes.
- ☐ Charge for parking.
- ☐ Provide showers and lockers for active commuters.
- ☐ Offer pre-tax transportation benefits.





Impact level
Advanced

PRE-TAX AND TAX-FREE BENEFITS

Employers can receive tax benefits for providing certain types of employee transportation benefits. Employers who subsidize their employees' commute may receive equivalent deductions free of additional payroll and federal income taxes.

Employer savings:

- Reduce employer FICA taxes
- 2016 Transit/Vanpool: **\$255/employee/month** limit
- 2016 Qualified Parking: **\$255/employee/month** limit

Employee savings:

- Pre-tax spending accounts
- Tax-free employer-subsidized transportation benefits for transit and vanpooling, increasing take home pay
- Reduced vehicle operating and parking expenses

Case Study



Joe is single and makes \$100,000 per year working at ACME Company. He has no children, doesn't own his own home, and has no other sources of income or deductions.

- Joe must pay **\$27,267 per year** in Federal Withholding and FICA taxes.
- He pays **15.65%** on first \$8,500 earned, **20.65%** on dollars earned between \$8,500 and \$34,500, etc...
- The rate that Joe is taxed on *his last dollar earned* is **33.65%**
- Joe's employer pays **\$7,650** per year in FICA taxes. ACME Co's FICA tax rate is **7.65%**. When Joe spends pre-tax income on qualified benefits, **he saves 33.65%, ACME saves 7.65%**.



PRE-TAX | TAX-FREE CHECKLIST

- ☐ Build a case for pre-tax/tax-free benefits and present to key decision makers.
- ☐ Consult a tax advisor or other professional for detailed information regarding the tax implications of Commuter Tax Benefits.
- ☐ Set up the program: make arrangements with payroll and accounting to prepare the program to offer to employees.
- ☐ Spread the news: for employees to participate they need to know what's offered to them. Distribute flyers and emails with details about what the incentives include, how it will benefit them, when it will be available, how they can sign up, and how they receive their benefit.
- ☐ Sign them up: employers should have their employees complete a participation form. The form should include type of transit pass or voucher they want, and how much should be deducted from their income to pay for benefit.
- ☐ Start the program and distribute passes.



RESOURCES

Employer Resources

- **ORCA Passport for Downtown Seattle Employers: ORCA Passport information and cost comparison tool**
- **King County Metro Tax Guide**
(Covers WA State and Federal commuter tax benefits for employers)
- **Internal Revenue Service**
(Provides code regarding qualified commuter fringe benefits in IRS Section 132(f))
- **Best Workplaces for Commuters**
- **Commute Seattle Tax Toolkit**



Commuter Benefits Work For Us

The Commuter Benefits Work for Us Coalition consists of transit agencies, non-profit advocacy organizations and businesses dedicated to promoting the transit commuter benefit as an effective federal tool to help encourage increased use of public transportation and van pools.

Third Party Administrators

- **WageWorks**
- **Commuter Check**
- **Transit Check**
- **Tranben, Ltd**



Impact level
Cutting Edge

TRANSIT

Employer transit programs provide tools, resources, and subsidies to encourage employees to use various modes of transit to get to work. In Seattle, these transit modes include bus, streetcar, light rail, and train. Employers use transit programs as a recruitment and retention tool, and to save money as an alternative to investing in parking infrastructure.



The most successful transit programs engage employees at multiple times and levels. For example, while onboarding a new employee, an employer can present a transit plan for the employee's daily commute along with any financial subsidies. An employer can also present transit options to staff during unusual infrastructure changes or special events that make driving to work more challenging, such as a bridge closure or lane reduction.

Company Example



KPFF Consulting Engineers is a multi-office, multi-discipline engineering firm founded in Seattle in 1960, with a staff of 240 in their downtown Seattle office. As a leader in transportation engineering in the region, the goals of KPFF's employee transportation program reflect their organizational mission of improving transportation options in the future. Furthermore, improving quality and lowering costs of commuting is an important way to take care of their employees.

Leverage Nearby Transportation Facilities

Central to KPFF's transportation program is the **ORCA Business Passport**. With direct office access to the transit tunnel, and located within blocks of the streetcar and other main transit stops, commuting with the ORCA card is very convenient for KPFF employees. Over 80% of employees use it regularly.



TRANSIT CHECKLIST

- ☐ Create a summary sheet of your employer's current transportation benefits, nearby transit options (e.g., bus stops, train stations, etc.), and links to resources for navigating transit. See suggested resources on next page.
- ☐ Create a template for new hires to request a transit plan to get to and from work.
- ☐ Create a workflow for communicating these benefits and options to new hires and all employees throughout the year. What's the best way to capture employee attention? An intranet landing page? Direct emails? A flyer posted to a communal bulletin board or common area such as the receptionist's desk, cafeteria, or restrooms?
- ☐ Expand financial subsidies and incentives by providing recommendations to upper management. These recommendations may include: pre-tax commuter accounts, ORCA Business Choice, or ORCA Business Passport. See links to these options under Employer Resources.
- ☐ Promote seasonal transit campaigns such as Wheel Options or create your own.
- ☐ Keep up to date on current transportation events and changes and communicate these to employees.



RESOURCES



Employer Resources

- [Transportation Summary Sheet Template](#)
- [Commute Seattle - ORCA Business Passport](#)
- [Guide: ORCA 101](#)
- [Recorded Webinar: ORCA 101](#)
- [Guide: Tax Free Transportation](#)
- [Recorded Webinar: Taxes and Transportation](#)
- [King County ORCA Employer Accounts Page](#)

Employee Resources

- [Commute Seattle Commuter Portal](#)
- [Google Maps](#)
- [Citymapper](#)
- [OneBusAway](#)
- [King County Metro Trip Planner](#)
- [Sound Transit Trip Planner](#)
- [Map of ORCA Vending Machines](#)



Impact level
Advanced

USING A VANPOOL/VANSHARE OR COMPANY SHUTTLE

The fact of the matter is not every employee will be able to take transit to work. For employees who lack direct or frequent transit service vanpool, vanshare, or a company shuttle may be a great option. If your company offers **ORCA Business Passport** the deal is even better, since the ORCA card will cover a vanpool or vanshare fare!

What is Vanpool?

An official carpool service run by King County Metro that goes from employees' homes to work.

Official Vanpools must have a driver, backup driver, and book keeper. Vans, insurance and gas are provided. If your company is enrolled in ORCA Passport, Vanpools are likely paid for and covered by Passport.

What is Vanshare?

An official carpooling service run by King County Metro that goes from transit hubs to work.

Official Vanshares must have a driver, backup driver, and book keeper. Vans, insurance, and gas are provided. If your company is enrolled in ORCA Passport, Vanshares are likely paid for and covered by Passport.

What are company shuttles?

Private busses and vans contracted by employers to get employees to and from the worksite.

These shuttles offer route flexibility and connections that may not be offered by Vanpool/Vanshare. Because these are privately run companies, ORCA cards do not work on company shuttles.

Company Example



Amazon has quickly become the undisputed king of Vanpools/Vanshares. With dozens of vans arriving to its South Lake Union campus every day. By promoting **rideshareonline.com**, and providing priority parking for

vanpools and vanshares, employees who may not have easy transit access to South Lake Union are now reducing their impact on the environment and reducing congestion across the Puget Sound!



VANPOOL / VANSHARE / COMPANY SHUTTLE CHECKLIST

- ☐ Sign up for an account at www.rideshareonline.com and search for existing Vanpools/Vanshares that fit your schedule.
- ☐ If an existing route doesn't work, ask co-workers and neighbors about starting a new Vanpool/Vanshare.
- ☐ Consider setting up an internal notification and new vanpool tracking system, making it easier for co-workers to find one another and build worksite-specific vanpools.
- ☐ Share Commute Seattle's Carpooling Guide, which provides questions and considerations to answer to ensure your new vanpools are successful.

Resources

- [Rideshare Online](#)
- [King County Metro Vanpool Riders Wanted](#)
- [King County Metro Vanshare Riders Wanted](#)
- [Shuttle Express](#)
- [MTR Western](#)
- [Commute Seattle's Carpooling Guide](#)



Impact level
Advanced

CARPOOLING

Both formal and informal carpools are a great way for employees to reduce the cost and stress of commuting. Carpooling gives drivers access to the HOV lanes on I-5 and 405, reduces the cost of parking, and is good for the environment. For businesses, carpooling saves money and increases teamwork across departments and team. As an ETC, consider working with your property manager to designate priority parking spots for carpools and vanpools, and look at reducing the cost of parking for carpools to provide even more incentive to share a ride with a co-worker.

Carpooling can be tricky. To ensure a successful carpool, make sure these questions are answered:



- Where are we meeting?
- Who's driving?
- Are we reimbursing the driver? If so, how?
- What happens if I'm running late?
- Does my employer offer benefits for carpooling?
- What are the rules of the carpool?

Company Example



Located in the Elliott Corridor, F5 networks is just outside the downtown core, but still manages a carpool rate of over 7%, with an additional 7% utilizing a more formal Vanpool/Vanshare program. The biggest key to F5's success is the work

done by their ETC, from the pre-boarding process through the first weeks of employment, their ETC works to connect new employees to existing carpools and helps to make it a smooth transition into the new commute.



CARPOOLING CHECKLIST

- ☐ Ask your property manager or parking management company about providing priority parking for carpools or if a discounted rate can be offered for carpools. Be sure to communicate this to your employees.
- ☐ Setup an internal webpage or bulletin board for employees to post about starting or joining a carpool.
- ☐ Share Commute Seattle's Carpooling Guide, which provides questions and considerations to answer to ensure your new carpools are successful.

Resources

- **Commute Seattle's Carpooling Guide**





Impact level
Cutting Edge

CARSHARE / BIKESHARE

Carshare and bikeshare companies are on the leading edge of transportation management. These companies allow users to use a car for a short-term to move around a designated area. Current examples of carsharing include Car2Go and ReachNow which allow users to borrow cars to go throughout the city.

While this is an emerging area of transit benefits, many carshare companies are working on offer corporate accounts soon.



Does your company have employees that use their personal vehicles to travel to meetings?

Reimbursing employees for using a carshare or bikeshare service is an easy way to eliminate the feeling of needing a personal vehicle to get to work and can reduce your company's DAR.



How much is your company spending on taxis to the airport?

Car sharing companies are moving into the airport parking business! Their rates are much cheaper than a traditional taxi or Uber, and can save your employees the time and stress required to book rental cars, or room in park-and-fly lots near SeaTac.

Does your company maintain fleet vehicles?

Many companies are looking to reduce their costs associated in purchasing and maintaining company or fleet vehicles. With low pay-by-the-minute costs, car sharing may be cheaper than purchasing and maintaining a company car. And with larger-sized cars being added to carshare fleets, you can now head across town with whatever cargo you may need to carry.



CARSHARE CHECKLIST

- ☐ Check with HR to see what travel expenses are currently reimbursed and how much is being spent on these reimbursements.
- ☐ Consider joining as a corporate member or reimburse employees who use carsharing for work-related trips to provide extra perks and benefits for your employees.

Resources



ReachNow is a premium car sharing service, owned by the BMW Group. ReachNow is designed to provide a user experience that's as convenient as owning a car: Drive on your own terms without the hassle and expense of traditional car rental programs.
www.bmwcarsharing.com



Car2go offers an innovative mobility solution via a carsharing network of eco-friendly smart for two vehicles. A flexible and “on demand” mode of transportation, Car2go complements existing public transportation by bridging the gaps between the “first and last mile” of a member’s commute.
www.car2go.com



Zipcar provides members with access to a wide-variety of cars—small cars, big cars, BMWs, vans, etc.—in cities, campuses and airports around the globe. Once you join, you can reserve by the hour or day, right away or up to a year in advance. Gas and insurance always included and flexible one-way trips with a guaranteed parking spot at your destination have recently been added. Details can be found at
www.zipcar.com



Impact level
Cutting Edge

RIDESHARE

Rideshare encompasses all on-demand driver/taxi services including app-based companies Uber and Lyft.

How is rideshare different than carshare?

Unlike carshare services, rideshare services assume that you are requesting driver services in a vehicle that does not belong to you.

Do I need a corporate account to offer rideshare to employees?

No. Simply share direct links to resources and instructions for how to use rideshare options. Sharing information is free and encouraged! Corporate accounts are available if your employer wishes to further encourage employees to use these services as a supplement to other commute options.

Why should an employer offer rideshare to employees?

Rideshare options encourage employees to leave personal vehicles at home or live a car-free lifestyle. Combining rideshare with transit provides peace of mind for one-off occasions when an employee may need to get to a destination outside of a transit network or outside of normal transit schedules.

Company Example

U B E R



Wunderman, a creative agency located in the City of Seattle, has partnered with Uber for Business. According to Uber, “Wunderman is the first advertising company to partner with Uber on a national level, which means their employees can rely on Uber to get them where they need to go in over 320 cities and 58 countries globally.”

“Wunderman required an ‘on demand’ service that would be reliable and affordable. Our people deserve the comfort and convenience that Uber offers them. The change is in part a reflection of how our colleagues live, as well as work. The Uber for Business offering, the intuitive technology, even the cars themselves, fit with who we are as an agency and the type of work we do for our clients.”

-Mark Read, CEO, Wunderman



RIDESHARE CHECKLIST

- ☐ Incorporate rideshare vendors and options into your communications and programming. No employer account necessary! Do not assume employees are aware these services exist or that they understand how rideshare may supplement a normal commute.
- ☐ Reach out to vendors for free incentives such as coupons or credits to offer to employees as incentives. Invite vendors to transportation or health fairs to speak to employees directly.
- ☐ Research corporate account options with rideshare vendors. Each will have unique corporate account options. Consider which is right for your employees and budget.
- ☐ Share corporate account options with upper management and stakeholders.



RESOURCES



Wherever you're headed, count on Lyft for rides in minutes. The Lyft app matches you with local drivers at the tap of a button. Just request and go.



Tap the app, get a ride: Uber is the smartest way to get around. One tap and a car comes directly to you. Daily commute. Errand across town. Early morning flight. Wherever you're headed, count on Uber for a ride—no reservations needed.



Need a commute option that adapts to your changing schedule? Meet iCarpool - a mobile app to carpool with others going your way instantly! There's no fixed schedule or commitment. It's share-the-expense carpooling that is flexible, instant and social!
www.icarpool.com

Additional Resources

- [Commute Seattle's Rideshare Guide](#)
- [Rideshare Online](#)
- [King County Metro Vanpool Riders Wanted](#)
- [King County Metro Vanshare Riders Wanted](#)
- [Shuttle Express](#)
- [SP+](#)



Impact level
Advanced

FREE RIDE HOME

Free Ride Home (also known as Guaranteed Ride Home or Home Free Guarantee) programs provide employees with a direct trip home in case of an emergency. These programs further encourage employees to use transit and other alternative commutes by easing anxiety over transportation needs in case of one-off emergencies.



A Free Ride Home program may include:

- The option to take home a company vehicle
- A contract with a taxi company or ridesharing/carsharing (e.g., Uber, Zipcar) service to provide free rides to employees
- Reimbursement policy for employees taking a taxi or ridesharing/carsharing service home
- Metro's "Home Free Guarantee" program (for purchase or included as part of ORCA Business Passport)

Company Example

gettyimages[®]

As an ORCA Business Passport client, Getty Images employees receive up to 8 free guaranteed ride home trips a year. Through a simple phone request, speaking to a live operator, a Getty Images employee who arrived at work by an alternative mode (bus, carpool, bicycle or walking) can request a free emergency cab ride to almost any location in the Puget Sound region.

The guarantee ride home benefit provides a peace of mind for those employees who cannot rely on transit outside of peak commute times to get home or to family members with urgent care needs.



FREE RIDE HOME CHECKLIST

- ☐ Review current commute options available to employees. Does your employer contract with ridesharing/carsharing services? Does your employer have a fleet of vehicles onsite? Does your employer currently offer ORCA Business Passport or Metro's Home Free Guarantee?
- ☐ Consider purchasing Free Ride Home services if necessary.
- ☐ Draft clear Free Ride Home policies for review and approval by all stakeholders: executive team, department heads, managers, HR. Best practices include a maximum number of free rides per employee per year, requirement that employee chose a non-drive-alone commute the day of emergency, and clear parameters for what constitutes an "emergency" (*e.g., an illness in the family vs. a car breaking down*).
- ☐ Launch and communicate Free Ride Home policies to employees and include in transportation benefits.

Resources

- [King County Metro's Home Free Guarantee](#)
- [YellowCab](#)
- [Uber](#)
- [Lyft](#)
- [ReachNow](#)
- [Car2Go](#)



Impact level
Cutting Edge

PARKING MANAGEMENT

The single most effective way to reduce your company's DAR is to switch away from monthly parking passes, which incentivize employees to drive to work every day rather than consider their best commute options for the day.

Common ways to manage parking in a smarter way include:

- Switching from monthly parking passes, to daily parking rates, possibly capped at an amount that doesn't make it prohibitively expensive for employees who have to drive to work every day
- Priority parking for carpools and/or vanpools
- Discounted parking rates for carpools/vanpools

Alternative parking management strategies:

Free Parking Days

Allow employees who commit to taking an alternative mode into work the ability to park for free 3-5 days a month, giving them flexibility needed to commit to their alternative mode.

Parking Cash Outs

Offer employees a portion of the cost of the monthly parking your company pays for their spot if they give up.

Company Example



By eliminating monthly parking, transitioning to a daily parking rate and adding incentives for employees who take alternative means of transportation into work, Seattle Children's Hospital has reduced their company DAR from 73% in 1995 to 38% today.

Seattle Children's Hospital has embraced and continues to embrace many parking

management strategies including variable pricing for employee parking (with employees who arrive during peak commuting hours paying the highest rates), to providing priority parking for carpools and vanpools, to providing shuttles from popular transit hubs to their campus.



PARKING MANAGEMENT CHECKLIST

- ☐ Evaluate your current parking situation. Who manages the parking? How many spots do you have? How are parking passes currently structured?
- ☐ Work with your property manager, parking management company, or facilities department to install necessary pay stations, parking arms or other physical amenities (if needed).
- ☐ Transition from annual or monthly parking passes to weekly and daily parking rates, while rolling out incentives like preferred parking spots, discounted/free parking, or cash-out options for employees who carpool, vanpool, or take other transportation alternatives to work.
- ☐ Work with advanced mobility services like **Luum** to address next steps in your parking management program.





Impact level
Basic

BICYCLE

Compared to the hundreds of dollars a month investment needed to provide parking spaces for employee vehicles, bicycle parking is a cost-effective and healthy investment in your employees and your company. Currently about 3% of employees bike to work, but this number is growing rapidly.

Evidence shows that biking to work is good for businesses and employees alike. Biking to work can also easily be combined with taking transit, allowing commuters to skip past bottlenecks, dangerous intersections, or allow employees to take faster express busses over slower local busses.



Let's Celebrate!

The annual Bike Month and Bike Everywhere Day (May) are great ways to begin promoting bicycle programs to your employees and encourage them to try biking to work in a supported, low-stress way.

The essentials of a successful bicycle program include:

- A safe, dry place for employees to lock their bikes
- A place for employees to change clothes and (ideally) shower before getting to work.



People who bike to work are, on average, **15% more productive, and take fewer sick days** than employees who drive.

More advanced bicycle programs include:



Identifying employees who would act as bike team captains, answering questions and addressing concerns of new bike commuters.

Cash-out options for employees who commit to biking to work.



Corporate fleet of shared bikes

Mobile bike mechanics to tune employee bikes while they're at work.

Company Example



Surrounded by trucks and traffic from the Port of Seattle, the SODO headquarters of Starbucks doesn't look like an ideal place to bike. This hasn't stopped Starbucks from providing tremendous support for their dozens of daily bike commuters. Beyond the basics, Starbucks also offers a workbench and tools for employees to use, drying racks for wet clothing, a "bike buddy" program for new and aspiring bike commuters, and either a free membership to their on-site gym or a cash incentive for daily bike commuters.

Future plans to support bike commuters include doubling the number of racks and lockers available and installing a forced-air drying rack in the common area of their new bike facility.





BICYCLE CHECKLIST

- ☐ Ask your property manager if your location already offers bicycle racks, lockers, and shower facilities. If your building currently offers these basics, be sure to communicate this to your employees.
- ☐ Promote established bike events like **Bike Month** and Cascade Bicycle Club's **Ride in the Rain**.
- ☐ Identify employees who would like to act as a bike team captain, answering questions and concerns of new bike commuters.
- ☐ Provide benefits for bicycle commuters, like cash-out options, lunches or snacks, or federal tax benefits.
- ☐ Join **Seattle's Bike Friendly Business Network** to promote your company.





RESOURCES



Getting Your Program Going

- [Bike Month & Beyond Training Slides](#)
- [Commute Seattle's Bike Commuting 101 Webinar](#)
- [Bike Friendly Business Network](#)
- [Sample Email for Bike to Work Month](#)
- [Cascade Bicycle Club](#)

Bike Maps

- [King County Bike Map](#)
- [City of Seattle Bike Map](#)
- [Google Maps Bicycle Layer](#)

Bike Racks

- [Request a Public Bike Rack from SDOT](#)
- [Sportworks](#)
- [Urban Racks](#)
- [Dero](#)
- [PFL Spaces](#)



Impact level
Cutting Edge

WALKING



Employer walking programs provide structure and encouragement for walking commutes, combining walking with transit, or incorporating walking into meetings and daily routines in the office.

Employers use walking programs to promote employee health and well-being, reduce healthcare costs for both the employer and employee, and encourage creative thinking.

Successful walking programs provide an avenue for peer support such as walking groups or clubs, and positive peer competition through internal campaigns and challenges.

Company Example



As the City of Seattle's largest employer, all eyes are on Amazon to see how their employees influence commuter trends in the region. Perhaps not surprisingly, as an employer that invests in a dense urban setting, they have seen unprecedented growth in the number of walking commuters at their Seattle campuses.

Amazon's commuter trends match the general growth of walking and active transportation in the region as a whole. More and more people are choosing to live close to work or combine walking with another form of transit.



WALKING CHECKLIST

- ☐ Create a communication plan around the benefits and options for walking to, from, or at the office. Incorporate various ability and accessibility options.
- ☐ Create a physical or digital sign-up sheet for those interested in forming a walking group or club (e.g. *“Lunchtime Walkers”*).
- ☐ Create a peer-competition for number of steps taken during a certain timeframe, days walking to work or combining transit with walking, or number of walking meetings conducted in a team or department.
- ☐ Compare healthcare costs before implementing a walking program and two years after implementing a walking program to see how the activity has impacted your employer’s and employees’ bottom line.

Resources

- [Walkscore](#)
- [Google Maps](#)
- [Feet First](#)
- [SDOT Walking Maps](#)
- [Access Seattle](#)
- [FitBit](#)
- [MapMyRun](#)



Impact level
Advanced

TELEWORK

Teleworking (i.e., telecommuting, remote work) allows employees to work from a remote location, whether at home or satellite office, within the framework and expectations described in standard policies.

Employers offer the telework option to:

- Avoid absences or tardiness caused by regional construction or adverse weather
- Continue standard levels of productivity during office relocations
- Accommodate employees required to attend offsite client meetings
- Support other departmental or employee specific needs



Telework policy best practices include:

- Standard policies for all employees (i.e., not “rewarding” employees with the telework option)
- Clear approval processes with direct supervisor or manager
- Clear guidelines for remote office needs, both physical (e.g., desk and private room) and digital (e.g., phone access, laptop, internet)

Company Example



Holland America Line®

Holland America in Seattle leads the way with one of the highest reported telework “trips” of the last two years. In 2015, Holland America reported that at least 175 employees took advantage of their telework policy in one week alone.

Holland America plans to merge and consolidate offices with Princess Tours in 2016/2017. During this process, their telework options will become invaluable in maintaining consistent communications and productivity levels among employees.



TELEWORK CHECKLIST

- ☐ Review current telework policy if one exists.
- ☐ Request major stakeholder input: executive level, department heads, managers, HR, IT.
- ☐ Incorporate recommendations into policy and circulate for review and approval (*multiple iterations likely for consensus*).
- ☐ Purchase any necessary digital (*e.g., remote access tools, security software, etc.*) or physical (*e.g., laptops*) resources.
- ☐ Train managers or direct supervisors on teleworking policies and request procedures.
- ☐ Launch telework policy and communicate to all employees and new hires, and include as part of transportation benefits.

Resources

- **King County's Worksmart Program**
- **Kitsap Telework Toolkit**
- **Telework Virginia**
- **Kitsap Telework Toolkit**
- **Telework Virginia**



Impact level
Advanced

FLEX SCHEDULE & CWW

Employers can increase productivity and morale by offering flexible “flex” schedules and /or compressed work week (CWW) programs.



Flex-Schedule

Allow employees to come to work during non-peak hours of traffic, making their commute quicker and less stressful while reducing traffic congestion for everyone.

Compressed Work Week

Allow employees to work the same hours each week but longer hours each day, allowing a day off each week or every other week.



Company Example

The Human Resources and Transportation Services departments at the University of Washington have coordinated efforts to provide a robust and highly utilized flexwork policy. Flexwork is available to any employee who meets qualification standards, makes a proposal, and receives approval from a supervisor.





FLEX SCHEDULE & CWW CHECKLIST

- ☐ Make a case for Flex-Schedule/CWW based on current job descriptions and employee commute demands.
- ☐ Determine program goals such as number of participating employees, employee retention, and employee satisfaction levels.
- ☐ Formalize policies and forms (e.g., employee agreement).
- ☐ Train managers and supervisors on employee eligibility, best-practices, and enrollment.
- ☐ Communicate and launch program.

Resources

- [King County's WorkSmart Program](#)
- [University of Washington](#)
- [UC Davis WorkLife and Wellness](#)
- [Commute Solutions](#)



Impact level
Basic

SUBSIDIES & REIMBURSEMENTS

A **subsidy** is a broad term for financial support provided by an employer to offset the costs of any commute mode. A subsidy is provided before the employee makes the purchase to use a commute mode.

A **reimbursement** is the same as a subsidy, but provided to the employee after the purchase is made.

Common examples of subsidies:

- Transit subsidy via employer accounts such as ORCA Business Choice or Passport.
- Commuter pre-tax benefits for any alternative commute mode.
- Pre-paid HOV, Vanpool, Vanshare, or other rideshare parking spot (reserved for exclusive use by vehicles that fall into these categories).
- Rideshare, carshare, and bikeshare subsidies for regional vendors.



Common examples of reimbursements:

- Post-commute reimbursement via receipt tracking and processing, or online account.
- Bike repair reimbursements via receipt tracking.



Pros/Cons of subsidies and reimbursements:

Subsidies provide direct financial support to employees, often saving the employer and employee money through tax benefits. Transit subsidies combined with parking management strategies have been proven to reduce drive alone rates more than most other strategies.

Reimbursements often require greater administrative time investment and may eliminate the opportunity for employer and employee cost savings via tax benefits.

Company Example



Casey Family Programs walks the walk and talks the talk (so to speak). As an organization with a mission to provide stable and caring homes for youth across the nation, they see transportation benefits as a key component to building healthy and sustainable communities for people of all ages and backgrounds.

By fully subsidizing transit, vanpool, vanshare, and home free guarantee for their employees they make it easy for employees to choose alternative modes of transportation when they can.

The choice to promote transit also saves the organization money. As a downtown employer, parking spaces can be a financial burden. Subsidizing transit and alternative modes allows Casey Family Programs to spend resources where they are needed most: on the families they support.



SUBSIDIES & REIMBURSEMENTS CHECKLIST

- ☐ Research your reimbursement and subsidy options (e.g., **ORCA Business Choice or Passport**, see resource section for more options).
- ☐ Bring upper management and stakeholders (Accounting, HR, Executives) to table for budget planning.
- ☐ Invest in the most appropriate subsidy for your workforce.
- ☐ Communicate reimbursement and subsidy policies to all new hires and current employees.

Resources

- **ORCA Business Accounts | King County Services**
- **ORCA Business Accounts | Commute Seattle Services**
- **Tax Benefits | Commute Seattle Webinar: Taxes and Transportation**
- **RideshareOnline.com**