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# Executive Summary

## Background and Objectives

Governor Gilmore has proposed several initiative programs that provide incentives for Northern Virginia businesses to develop or expand employee transportation programs. His proposals are as follows:

- **Telework Incentive Program** – This program would provide financial incentives and training to help employers start or expand telework programs. This capital match program provides monetary incentives for teleworking from both home and telework centers. The Telework from Home program would offset the cost of purchasing computer equipment. The Telework from a Telework Center would offset the cost of leasing space at a formal Telework Center.
- **Employer Shuttle Capital Assistance Program** – This program would serve as an incentive for businesses to provide employee shuttle service to the nearest rail or transit stop by paying the capital cost of leasing vans for the service. The lease subsidy offer would be available to any employer who agreed to pay the operating and maintenance costs of providing the shuttle service. The employer's operating expenses would include the salary and overhead for drivers, fuel, tires, maintenance, insurance, and applicable taxes.
- **Mobile Commuter Store** – The primary objective is to provide Commuter Store services to employees in major commercial areas that may not have the densities required for a permanent and more costly retail outlet. The Mobile Commuter Store would be a bus or mobile home that is retrofitted to serve as a small retail outlet on wheels. The store, stocked with timetables, maps, and brochures, will sell transit fares for all the transit services that operate in the region. It would accept Metrochek and provide Commuter Connection's Ridematching and Guaranteed Ride Home services as well as information and services for bicycling, telecommuting, paratransit, and more.

To collect community feedback on the viability of implementing these programs, a series of focus groups were held with Northern Virginia businesses. Specifically, objectives of the groups were to:

- Determine if employers who *already* offer employee transportation benefit programs would increase or expand them as a result of these initiatives.
- Determine if employers who *do not* have employee transportation benefit programs are more likely to initiate programs as a result of these initiatives.
- Determine how the program options should be designed.

## **Methodology**

A total of five focus groups were held July 11-13, 2000. These groups were held in three separate locations, based upon the availability of transportation alternatives.

<b>Area</b>	<b>Number of Focus Groups</b>	<b>Available Transportation Alternatives</b>
Alexandria/Arlington	2	Many
Tyson's Corner	2	Moderate
Western Dulles Corridor	1	Very limited

Persons who were responsible for establishing employee policy were recruited to participate in the groups. In most cases, they were human resource directors or facility managers. All participants were compensated for their time.

Alissa Watkins of THE MARKETING SOURCE was the group moderator. The moderator's guide was developed jointly with THE MARKETING SOURCE and VDRPT. All groups were audiotaped and videotaped.

## **Key Findings**

### **Retaining and recruiting employees**

- All focus group participants agreed that attracting and recruiting good employees are problems for their business. This opinion was shared by those affiliated with urban area companies well as those with companies located in the suburbs.
- They report that businesses are using recruiting tactics such as new hire bonuses, longevity bonuses and referral programs to recruit and retain employees. Companies are also offering gifts, social functions, summer hours, flextime and telecommuting to work to promote loyalty among employees and retain good workers.
- Participants estimate that recruiting costs to fill vacant positions range from \$300 for unskilled labor to \$15,000 for professional employees. Some employers spend as much as \$3,000 to recruit clerk-level employees for their business.

### **Attitudes toward employees' work commute**

- Participants unanimously agreed that traffic congestion affected their employees by causing stress and frustration and decreasing productivity among workers.
- Due to the competition for good employees, all employers felt that it was to their advantage to assist employees in their commute to and from work. They also mentioned that individual employees, as well as local, state, and federal governments, shared in this responsibility.

## **Telework From Home Incentive Program**

- Overall, respondents were favorable toward this program. Some employers already have a formal telework program, while others offer telecommuting to employees on an individual basis.
- While all participants felt that the program is a good idea, some small businesses felt that their management would be resistant to the general idea of teleworking. Several participants acknowledged that telecommuting was not an appropriate fit for all types of companies, especially those that involved personal service or manufacturing. Another concern voiced by the groups was the possible disruption to office synergy, which, in their opinion, would reduce productivity. In addition, some believed that their managers would feel that they could not have adequate control over employees who telecommute from home. Lastly, companies voiced concern over OSHA requirements and liability issues.
- It was apparent in all the groups that the employee participation requirement was a more crucial factor than the amount of the state's reimbursement. Company representatives noted it was important to have employees at the worksite at least two to three days per week. Many participants agreed that the *one-day-per-week* requirement was not worth the effort of coordinating the program.
- When asked to estimate how many employees would be interested and able to use the Home Telework program, most gave an estimate between 5% and 10%.

## **Telework From Telework Center Incentive Program:**

- Clearly, working from a Telework Center was not as popular as teleworking from home. Most employers felt that once employees had made the effort to dress for work and get in their cars, they would prefer to drive to their offices rather than commute to a Telework Center. Some employers also expressed concern about the lack of security and interaction with co-workers. Another objection was that the employer's work force was coming from "all over" and that the Telework Centers were not conveniently located near the majority of their employees. Lastly, employers were concerned about the cost of having to provide two office spaces (on-site space and Telework Center workstation).
- The concept of Telework Centers was of most interest to companies seeking solutions for overcrowded businesses or those who could use the Centers as satellite offices on a project-by-project basis. The two-year commitment requirement, however, was not attractive to participants who were considering the centers as a temporary solution.
- As with the Telework from Home Program, the reimbursement portion was not as important as the participation level.
- While participants felt that the telework programs would create more flexibility in the workplace, most did not appear to believe the programs would greatly impact recruitment efforts.

## **Telework Educational Program:**

- Group participants had a very favorable response to the educational component. Many felt that this would address implementation and management issues.
- Participants thought the program should include information on how to train and supervise employees who work either at home or at a Telework Center. They also felt that information on tax issues, liability issues, OSHA requirements, and

ways to promote telework programs within their organization should be addressed.

- Most employers felt that quarterly training sessions were appropriate due to employee turnover.

### **Employee Shuttle Program:**

- The employer shuttle service was most attractive to those businesses located near a Metro station or those who have multiple offices near Metro stations.
- The majority of participants felt that an employer-sponsored shuttle service would be too expensive for their company. Many felt that they did not have a need for the shuttle and several were concerned about the day-day management and the liability of running a shuttle service. Some employers would prefer that a leasing company provide the insured van and driver and manage the program. They stated that they would rather be reimbursed for outsourcing the program or given a tax benefit for their participation.
- As the reimbursement figure approached 100%, companies were noticeably more interested. However, operating and maintenance expenses still seemed cost prohibitive for most businesses. Smaller employers could see this service appropriately being shared among businesses located in the same vicinity.

### **Mobile Commuter Store Program:**

- The mobile commuter store program was widely accepted, particularly among larger businesses and companies that had nearby transportation alternatives.
- In addition to providing a convenient service to their existing public transportation users, employers believed that the mobile commuter store was an excellent promotional tool to educate and promote ridesharing among those who drive alone to work.

- A few employers mentioned that they did not see the need for the mobile commuter store to visit their employer because there are few mass transit options for their employees. In particular, companies in Western Fairfax/Loudoun Counties were less likely to see the benefits of the mobile store due to their inaccessibility to public transportation alternatives.

## **Proof of Performance and Evaluation**

- Employers felt that their standard accounting process should be the only proof of performance needed for reimbursement purposes. Most were willing to participate in an annual transportation survey to gauge the impact of the initiative programs. However, they preferred that the survey be coordinated with other corporate surveys.

## **Communication**

- Professional association groups, such as the local Human Resource Associations and Chambers of Commerce, were mentioned as the most effective means to communicate specific details of the transportation programs.
- All groups felt that information about the programs should be distributed to Human Resource Directors and Facilities Managers. They felt that the best way to disseminate this information would be through the mail, Internet, and association publications.

# Project Report

## Project Background and Objectives

Governor Gilmore has proposed several initiative programs that provide incentives for Northern Virginia businesses to develop or expand employee transportation programs. These initiative programs include the following:

- **Telework Incentive Program** – This program would provide financial incentives and training to help employers start or expand telework programs. This capital match program provides monetary incentives for teleworking from both home and telework centers. The telework from home program would offset the cost of purchasing computer equipment, and the telework from a telework center would offset the cost of leasing space at a formal telework center.
- **Employer Shuttle Capital Assistance Program** – This program would serve as an incentive to encourage businesses to provide employee shuttle service to the nearest rail or transit stop by paying the capital cost of leasing vans for the service. The lease subsidy offer would be available to any employer who agreed to pay the operating and maintenance costs of providing the shuttle service. The employer's operating expense would include the salary and overhead for drivers, fuel, tires, maintenance, insurance, and applicable taxes.
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In order to collect community feedback on the viability of implementing these programs, a series of focus groups were held with Northern Virginia businesses. Specifically, objectives of the groups were as follows:

- Determine if employers who *already* offer employee transportation benefit programs would increase or expand them as a result of these initiatives.
- Determine if employers who *do not* have employee transportation benefit programs are more likely to initiate programs as a result of these initiatives.
- Determine how the program options should be designed.

## **Methodology**

A total of five focus groups were held July 11-13, 2000. These groups were held in three separate locations, based upon the availability of transportation alternatives.

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Two groups were conducted in each of the Alexandria/Arlington and Tyson's Corner facilities. For each location, one group consisted of employers who offered employer-based transportation programs, and the other group was held with employers who did not offer employer-based transportation programs. In the Western Dulles Corridor, there were few employers who participated in employer sponsored transportation programs. Therefore, a combined group was held with employers who offered transportation programs and those who did not offer such programs.

Persons who were responsible for establishing employee policy were recruited for the groups. In most cases, participants were human resource directors or facility managers. All participants were compensated for their time.

Alissa Watkins of THE MARKETING SOURCE was the group moderator. The moderator's guide (see Appendix) was developed jointly with THE MARKETING SOURCE and VDRPT. All groups were audiotaped and videotaped.

## **Results**

Prior to introducing the initiative programs, focus group participants were asked to discuss topics related to recruiting and retaining employees and the role that employers play in their employees' work commute. Following that, participants responded to each of the benefit programs. The results of these discussions are listed as follows. Where appropriate, specific participant quotes have been included in italics.

### **Retaining and recruiting employees**

All focus group participants agreed that attracting and recruiting good employees are problems for their business. Companies in urban areas as well as those located in the suburbs shared this opinion. Many mentioned that their businesses experienced high employee turnover and fierce competition for good employees, especially when filling highly technical positions.

Businesses are using recruiting tactics such as new hire bonuses that are given to employees when they report for their first day of work. In addition, longevity bonuses are given to employees who choose to remain with the company. Many employers mentioned that they had a referral program in place that would pay current employees to recruit new employees for the company. One business even offered a drawing for a new car to employees who referred potential new hires to the company. It was mentioned that employees referred by current employees have longer retention.

*We also offer a contest [where] the person that refers the most [new hires] can win. We have given away a weekend get-a-way for two [and an] all-expense paid first class [trip] to Hawaii for five days. This time, we are doing it [the contest] for six months and on Friday, we will be giving the money. We will take the \$1,000 to the employee who referred the most people who have been hired, so he gets that right on the spot in addition to the \$500 he has already gotten....We also did a complete entertainment system [which included a] 60-inch TV, DVD, [and] VHR. I mean everything, you name it, it was on there. In a year, that is [given to] the employee who refers the most people who are hired; in addition to the cash money that they already received. Last year when we did the wide-screen entertainment system, we actually were able to bring in 68 employees that way and*

*of course, as everyone knows, those employees that are referred tend to be your best for retention, at least for the first year. So, of course, that is good and those 68 people are still there. Like yours, we did give it [the money] the moment they reported, but what we did find out, in some cases, we had people come in and they were there a day and then they left. So we actually do it now in 30 days. In 30 days they get half, they get the other half when the person stays. (Alexandria group)*

Participants estimate that recruiting costs to fill vacant positions range from \$300 for unskilled labor to as much as \$15,000 for professional employees. Some employers spend as much as \$3,000 to recruit clerk-level employees for their business.

*I hire our high tech workers and probably I'd say it's around \$10,000 to \$15,000 [per hire]. (Dulles group)*

*If you add the recruiting, the training time and the up to speed production time, it's about the cost of an employee's salary. Just based on actual up front costs that we are aware of, it could cost anywhere from \$500 to \$3,000 just for advertising, drug testing, [and] out of pocket expenses on the front end. [This is] not taking in any consideration [the cost] of the training or getting up to speed. (Tyson's Corner group)*

*We know exactly [the amount], by category of the employee. The more technical the position, like a registered nurse [or] radiation therapist, would be from \$3,000 to \$7,000 per position. Plus, we are now paying exorbitant recruitment bonuses for people that find people for us. We offer bonuses for people that come to work, so if you are an employee of ours and you are in a position category that is hard to fill, we will pay you up to \$5,000. (Alexandria group)*

Employers felt that it was important to promote loyalty among their employees by treating them to occasional gifts and social functions such as company picnics and events. In addition, some employers were offering summer hours, compressed workweeks, and flextime in an attempt to retain employees.

*Personally our company is very job-oriented. They have great programs going on there. They are continuously implementing new programs, for example summer hours – great thing, flextime, casual dress. They send out gifts to everybody for holidays, magnets that say Happy Valentine's Day to our employees. They just do a lot of things to keep you happy. They have a dedication motto, they send out frames to every single employee and it is personalized. I am actually surprised at how much they put into keeping their employees. Just the little things to keep you happy. (Tyson's Corner group)*

## **Attitudes toward employees' work commute**

Participants unanimously agreed that traffic congestion affected their employees.

*You can see the stress in some people when normally it would take them 30 minutes [for their] commute, but other days it takes 1 hour and half. [It changes] just the whole demeanor that day. It just ruins their day. (Tyson's Corner group)*

*Well, it [traffic congestion] hinders productivity. If you have got a couple of key people that are delayed in traffic and getting in and you are supposed to be holding a meeting, you hold up the whole group who are trying to get things rolling. I have seen it that way. (Tyson's Corner group)*

*If it is an easy commute, then they [employees] are in a good mood. If not, then they compare war stories for the first hour. (Tyson's Corner group)*

The majority of employers felt that they have some responsibility to help employees solve their transportation problems. Due to the competition for good employees, all felt that it was to their advantage to assist employees in their commute to and from work. They also mentioned that the individual employee as well as local, state, and federal governments shared in this responsibility.

*I think it is my responsibility. I think it is the Board of Supervisors' responsibility, it's all of our responsibilities as citizens of Fairfax or Loudon County. I think the Governor has a great deal to do with it and he has a great deal to do with the problem that we have today - if you want an opinion. I think between Richmond - I think between all the transportation management associations and bus to rail and telecommuting - I think it is all of our responsibilities. I think it is EDA's responsibility as they develop. The developers which developed 100 acres of land and say we are going to put this building up and now we do not have the roads or educational infrastructure to go behind it....but nobody is taking the responsibility. (Dulles group)*

Several employers had implemented policies such as flextime where employees were allowed to arrive and leave work at off-peak travel times. Some employers offered transit subsidies or paid parking to employees in order to ease their commute to and from work. In addition to transit subsidies, one company was offering a \$25 per month incentive to employees who commuted via a carpool.

## **Reaction to Benefit Programs**

Each of the benefit programs was discussed individually. For each, the moderator provided a general description of each program and then gauged reaction to the program concept. Afterwards, the moderator showed a chart that listed specific reimbursement options for program participation. These options were presented one-by-one, thus allowing each group to comment on one option before moving on to the next one. The response to each program is listed below.

## **Telework From Home Incentive Program**

The Telework Incentive Program was explained using the following chart.

<p style="text-align: center;"><b><u>Telework from Home Incentive Program</u></b></p> <ul style="list-style-type: none"><li>➤ Employee works from home.</li><li>➤ Employer purchases computer equipment for employee.</li><li>➤ Employer receives training about how to implement the program and manage employees who work from home.</li></ul>
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## **Overall reaction to Home Telework Incentive Program:**

Prior to discussing the specific reimbursement amounts, participants were asked to respond to the general concept of teleworking from home. Many in the group were aware of the growth in home telework programs and felt sure that the concept would be well received by most employees. Overall, respondents were favorable toward the program. In fact, some employers already had a formal telework program in place, while other others had offered telecommuting to employees on an individual basis.

*We are doing that [telework from home] now, without getting any reimbursement. (Dulles group)*

*Our company really promotes it [telework from home] because it is a great benefit. Even if it is 1 or 2 days a month, it is just a nice cut into the commute. You know, you do not have to get out and you are probably more productive. They really encourage it. (Dulles group)*

*We have a telecommuting policy that encourages people that are in jobs that can do it to telecommute. (Tyson's Corner group)*

*We also have telecommuting. They [company owners] offer bonuses to telecommuters. They are actually reimbursing these people. If you look at the office costs of an employee and you weigh it against how much it is for a telecommute – they give [an] extra amount to the employee for just staying at home. (Tyson's Corner group)*

Participants thought the Home Telework Incentive Program would be especially attractive to employees who have childcare concerns. Group members also felt that the program would be attractive to those businesses experiencing limited leased or owned office space. In addition, some group members commented that working at home could be more productive than working at the office.

*... if you have the opportunity to be away from the office even one day a week, it is easier to make progress in projects because people are not coming through your door all the time [and] your phone is not ringing all the time. (Alexandria group)*

However, while all participants felt that the program was a good idea, several did voice concerns. A few persons felt that their management would be resistant to the general idea of teleworking. They mentioned that it would be very difficult to convince their management that each employee did not have to be in the office every day. This was especially true among smaller businesses. It was also acknowledged that telecommuting was not an appropriate fit for all types of companies, especially those that involved personal service or manufacturing.

*It sounds great but I do not think my company would ever go for anything like that. A lot of the executives have been there for 25 years, they are set in their ways and they will not change for anything but it does sound great. (Tyson's Corner group)*

*The programs would be great, but it will not help our company. Because of what we do, we need to be on-site.... I am like the HR [Human Resource] person in the facility. I need to be there if something goes wrong. It sounds great for those who could use it and would probably help my company if everybody else uses it and stays home. Then my people could get to work on time. I have two call centers. You cannot have the nurses working from home taking calls because the supervisors have to listen in on the calls to do their supervising part of the program. There are guidelines that you have to look up and there is that interaction with the other nurses, etc. They would definitely need to be on-site. (Tyson's Corner group)*

*The person that walks in the door, you have to take care of them, you can't do that at home. (Alexandria group)*

Another concern voiced by the groups was the possible disruption to office synergy, which, in their opinion, would reduce productivity.

*There's many work groups [and] work unions that really depend on the synergy of people exchanging ideas, and that isn't as likely to happen [in telework situations].... It just isn't the same as face to face. You know, idea exchanges. Otherwise why do you want us sitting around the table? ... There is that quality with people getting together and they have to be in the office for some core amount of time in order for those links to still be there and to work. (Dulles group)*

Some businesses expressed concern about the ability to maintain security standards if employees work from home. This was particularly true among companies that dealt with government contracts. Other concerns were with OSHA restrictions or corporate liability for a home office work environment.

*My first thought is there's cost involved [and] there is security of information and equipment. It's hard enough to get keys back, much less computer equipment from terminating employees. The liability issue and workers comp. are some of those risks associated with it. Also, just the daily security is a big thing. (Tyson's Corner group)*

*One of the issues that came up with us with telecommuting was workers' comp, OSHA compliance, liability coverage, and property coverage of whose property is it and what is the extent of exposure for the employee, who is the homeowner supposedly, and the employer. (Dulles group)*

Lastly, a few participants thought that their managers would feel they did not have adequate “control” over employees who worked from home.

*They [first and second level managers] just have a feeling that they get the employees out there and they are losing control and productivity will die.... You know, I think the biggest thing [is] if there could be some way to almost educate top management or inform them how we can adequately remain in control and maybe even improve productivity. (Alexandria group)*

*Managing... we are really worrying how the company would function well with a lot of the people out there 2 or 3 days a week. (Alexandria group)*

### **Reaction to reimbursement options:**

After discussing the general concept of the program, participants were shown a display board that listed several program options. Each option was introduced separately and participants provided a reaction to that particular option.

### **Options for Home Telework Incentive Program:**

<b><u>Option</u></b>	<b><u>Equipment Reimbursement</u></b>	<b><u>Maximum Reimbursement</u></b>	<b><u>Employee Participation</u></b>
Option #1	50%	\$1,500 per employee	Employee works from home at least 1 day per week
Option #2	75%	\$3,000 per employee	Employee works from home at least 2 days per week
Option #3	90%	\$5,000 per employee	Employee works from home at least 3 days per week

It was apparent in all the groups that the employee participation requirement was a more crucial factor in determining home telework programs than the amount of the state’s reimbursement. Company representatives noted it was important to have employees at the worksite at least two to three days per week. Many participants

agreed that the *one-day-per-week* requirement was not worth the effort of coordinating the program.

*I think we would have to have at least 2 days at home, just to make the investment of installing everything we needed at the home to run the operation. So 2 days would be a minimum. (Alexandria group)*

Option 2 (75% reimbursement; telework from home two days per week) appeared to be the most popular option. The financial incentives were viewed as an added bonus and would encourage the employers to promote the telework program more to their employees.

*That would be of great interest to me because we do telecommuting anyway and that would be a way for me to pick up \$1,500 per employee for what we are already doing. (Alexandria group)*

When asked to estimate the number of employees who would be interested and able to use the telework program, most employers estimated the number to be between 5% and 10%.

## **Telework From Telework Center Incentive Program**

The Telework Incentive Program was explained using the following chart.

### **Telework from Telework Center Program**

- Employee works from a Telework Center.
- Employer leases space at the Center. Cost per workstation is \$500 per month.
- Program provides some reimbursement of leasing space costs.
- Duration of the reimbursement program is 2 years.
- Includes training about how to implement the program and manage employees who work from a Telework Center.

### **Overall reaction to Telework from Telework Center Incentive Program:**

Clearly, all groups preferred the Telework from Home Program over the Telework from a Telework Center initiative.

*When I think about people who want to telecommute, I think a lot of folks would rather do it out of their homes as opposed to driving to the center.... Today the technology is so accessible and affordable, people can set up offices in the home and work right out of there. Personally, it [telework center program] just does not sound real attractive. (Tyson's Corner group)*

*Why not work at home? Why is the telework center more attractive than working at home? Why, to the employer, is the telework center more attractive than these [telework from home options]? I do not know. (Tyson's Corner group)*

*At that point, work at home would be more preferable. A lot of things our people are working on are sensitive to one particular client and it shouldn't be out for public knowledge yet. (Dulles group)*

*My initial reaction on this was why? If you are going to have them do this, why not have them operate out of their own home? I mean there may be reason why they cannot, but now you are talking about paying \$500 a month to lease some space. It doesn't do anything for me. (Tyson's Corner group)*

Most employers felt that once employees had made the effort to dress for work and get in their cars, they would prefer to drive to their offices rather than a telework center.

*I think that some of our employees will say I have got to get up and get dressed to go to a Telework Center. Why don't I just go to work? (Dulles group)*

*You still have to go out and scrape the ice off your car and drive 15 minutes rather than driving 1 hour. (Tyson's Corner group)*

Even when reminded of the time savings of commuting a shorter distance to a telework center, participants were reluctant to believe that it was a workable idea. Another concern was the lack of opportunity to interact with persons at the worksite.

*If I had to guess the one incentive, it is probably the interaction the employees have with one another... That interaction means a lot. So for me, to think I could have even a 10-minute commute and be in a separate location by myself, or I can get in my car and drive a little bit might be a little bit of a headache, but [I could] interact with people [and] you know, maybe smile, joke, laugh with people that I know and have a relationship with. I would probably do the latter. (Alexandria group)*

Several employers worried about the security of the information, and believed that certain measures would need to be taken to ensure secure conditions.

*It gives us a little bit more secure feeling if they are at home versus in an office [where] we do not control the comings and goings. (Dulles group)*

Another objection was that the employer's work base was coming from "all over" and that the telework centers were not conveniently located near the majority of their employees.

*None of these centers are located right for my people because right now, my people are not coming that far. (Alexandria group)*

The groups did find several benefits about the Telework Center Program. For instance, several employers thought that teleworking from a Telework Center offered a good start for companies that were uncomfortable with the telework concept. They

said that such companies might feel they have more control of employees' productivity in a Telework Center versus a Telework from Home Program.

*I think a lot of employers are nervous to let people work out of their homes as far as being able to watch over them. With this, you have somewhat of a controlled setting where you can get a department utilizing the space. All [employees are] coming in together. That it is almost just an alternate office. (Tyson's Corner group)*

The Telework Center concept was most favorably viewed as a temporary office solution for overcrowded businesses or as satellite offices on a project-by-project basis.

*Hospitality wise, I look at these centers as they could be a Godsend. Sometimes you have too many employees and don't have enough office space. Sometimes you have teams that need [an] outside location, like a sales team from week to week to canvas an area. They could work out of a center like that. That would be feasible. For recruiting, hotels that are not near Metro that could possibly be accessed by these centers. It would be great to have employees [meet] there [for interviews].... So I can see it working out for human resources for recruiting, for sales teams, [and] for reservation centers because we do have clustered reservation centers within our company so that would probably work a lot better than home. (Alexandria group)*

*I see that [space expansion] as one of the biggest benefits of that type of plan. It cuts down a lot of costs that you'd have to pick up initially. That is why I was thinking that would be the biggest benefit, something like that. It could get you through a year, maybe two years, until you have a firm plan and expansion plans, and, right now, everybody knows what the market is in this area, you can't find space. (Dulles group)*

*This would be a short-term solution and that would be about it. So we can figure out where we need to go [and] how we need to get there. I do see it as a possible short-term solution. (Dulles group)*

*I see it as an option if we had space issues. Other than that, I really do not see it as anything we would be interested in. (Tyson's Corner group)*

*It would be something we would probably look at. Right now, we are looking for space, we are out of space and the market's very tight out there and we have no space to put any more people in our place at all, we have to put desks in the hallways basically. (Dulles group)*

## Options for Telework from Telework Center Incentive Program:

<u>Option</u>	<u>Space Cost Reimbursement %</u>	<u>Work-stations Leased</u>	<u>Employer Cost (Monthly)</u>	<u>Final Cost To Employer (After Reimb.)</u>	<u>Employee Participation</u>
Option #1	25%	1	\$100	\$75	1 employee works at Telework Center 1 day per week
Option #2	50%	2	\$400	\$200	2 employees each work at Telework Center 2 days per week
Option #3	75%	3	\$900	\$225	3 employees each work at Telework Center 3 days per week

### Reaction to reimbursement options:

As with the Telework from Home Program, the groups were more concerned about the participation requirement than the cost component. Many would prefer that the Telework Center be available to the employee full-time, thus saving employers the expense of providing two office spaces (on-site space and Telework Center workstation).

*Actually, wouldn't it cost more to have the employee at the telework center because you have to pay the lease of the space? [If] the employee is working at home, you are not paying for the space. (Tyson's Corner group)*

*The problem with that [is] when you get into option # 3 you are starting to get into a more reasonable place but if that person is a 5-day-a-week person I still have to pay for their workstation in my office so there is no advantage in doing this. (Alexandria group)*

*If the employee is still in the office 4 days a week, you are still paying the square footage costs. You have got their computer when they are in the office, unless they are working off a laptop at home and bringing it back and forth with them. I mean otherwise, it's just an empty seat when you walk through the space. (Tyson's Corner group)*

Several employers thought the space cost of reimbursement should be competitive when compared to commercial office space. While the program became more attractive as the reimbursement level increased, the two-year requirement was not attractive to participants who were considering the centers as a temporary solution. Thus, a one-year period was preferable.

*[A] one year [lease] is a lot more acceptable. (Tyson's Corner group)*

Some employers felt it was important to lease several workstations so that employees could work collaboratively. Another group was interested in utilizing the workspace 24 hours a day using multiple shifts of workers.

*It would depend on the reimbursement, but I think at least \$500 a month per person right now. [Therefore,] we could get reimbursed on something that might keep people happier if they had to drive 5 minutes instead of an hour. (Alexandria group)*

While participants felt that the telework programs would create more flexibility in the workplace, most did not appear to believe the programs would greatly impact recruitment efforts.

The most favorable options were Option 2 (50% reimbursement; 2 workstations leased; 2 employees each work at Center 2 days per week) and Option 3 (75% reimbursement; 3 workstations leased; 3 employees each work at Center 3 days per week). However, employers preferred to have fewer employers participating in the program, but have these employees work on a full-time basis from the Telework center.

## **Telework Educational Component**

Both the Telework from Home and Telework from a Telework Center Programs were designed with an educational component. This component was described using the following chart.

<b><u>Telework Educational Program</u></b>
<ul style="list-style-type: none"><li>➤ Educational programs that focus on how to implement and supervise telework programs (either from home or a Telework Center).</li><li>➤ Held through Northern Virginia Community College System.</li><li>➤ One-day sessions.</li></ul>

### **Overall reaction to program:**

Group participants were very favorable about the educational component. Many felt that this would address implementation and management issues.

The groups felt that qualified Human Resource people should design the seminar so that the content would be useful. Participants thought the program should include information on how to train and supervise employees who work either at home or at a Telework Center. In addition, they felt that information on tax issues, liability issues, and OSHA requirements should be addressed. Lastly, they were interested in learning ways to promote telework programs within their organization.

*Are you going to help me role-play some real situations [and] understand the laws underneath all of this stuff? Case examples - quagmires that people have got themselves into and gotten themselves out of. Something really useful. Sure, you've got to put a step up to supervising, where they are still having the transition from being one of the guys or one of the gals to actually leading a group of workers, setting goals, watching productivity, giving performance appraisals - that kind of fun stuff. (Dulles group)*

*I think part of it would have to be an education piece on how you go*

*back and promote this within your organization, if that is available. Many people are part of an organization. An education piece on that would be valuable. (Alexandria group)*

One participant felt that the telework educational programs should be presented on different levels. For instance, one class could be designed for employers who are considering a telework program while another educational program could be geared for employers who are currently participating in a telework program.

A few large employers mentioned that they would likely send their Human Resource specialist to the session. These participants had the expectation that this person would return afterwards and train other employees.

*Once you have someone in your organization already trained, you can do it in-house. (Tyson's Corner group)*

*I would send one person one time.... They would be trained when they came back so I wouldn't spend any more money on it. We have a whole training department so why would we spend any more money? (Alexandria group)*

### **Options for Telework Educational Program:**

**Frequency**                                      Once a year                      Twice a year                      Quarterly

### **Reaction to reimbursement options:**

Most employers felt that quarterly training sessions were appropriate due to turnover among employees. In terms of cost, some felt that the government should offer the program free to employers who are participating in the telework programs. Other participants felt that the fee should be nominal (under \$250). A minority of employers (especially those from larger businesses) felt that if the seminar was useful, it could be priced at \$500 to \$1,000.

*I would expect that my tax dollars were going to keep some of the people off the road. If I contributed to this program, I would expect them to charge me very little, if anything. (Alexandria group)*

*I would say costs need to be minimal. (Dulles group)*

*Almost any time that there are seminars, they are at least partially sponsored by somebody who has a vested interest in it, which is why I expect them to not be very expensive. Metro checks are \$20 and they are worth \$22. Why wouldn't you offer free education [on] how to make a telework program work? (Alexandria group)*

However, participants expressed concern over the employee's lost productivity while away from the office. This was viewed as a critical expense to consider when sending an employee to attend the seminar. Therefore, participants added, the educational program should be designed so that it is very useful to employers.

*I would really want to see what do you get out of this. If it is worthwhile, \$150 is not expensive. I would really want to see what you are getting. It's more the day [away from work] than it is the cost of the course. Is it worthwhile for the employee to be away from work for a day? (Alexandria group)*

## **Employer Shuttle Program**

To introduce this program, the Moderator read the following:

*Research shows that people will only walk about 1/4-mile from a transit station to their destination. This severely restricts the number of people who will use rail and transit. Since it will not soon be practical to offer connecting bus service to all major employment sites outside of the 1/4-mile radius, this program fills a gap in the transportation system by expanding access to the existing transit infrastructure.*

The following chart was then used to further describe the program.

### **Employer Shuttle Program**

- A shuttle (van) service for employees that travels to and from the nearest rail stop or bus stop.
- Employer pays for the operating and maintenance costs of providing the shuttle service (includes salary and overhead for drivers, fuel, tires, maintenance, insurance, and applicable taxes). Estimated at \$3,200 per month.
- Maximum of 2 vans provided (short distances) and 4 vans (long distances) per employer.
- Minimum of 3-year commitment.
- Business location must be at least ½ mile from a metro or bus stop and at least 5 miles from the nearest Park and Ride lot

#### **Overall reaction to program:**

A few employers already had a successful shuttle service in place. Several others had tried an employer shuttle service, but found it to be unsuccessful due to under-use by employees.

The employer shuttle service was most attractive to those employers who are located near a Metro station, or those who may have multiple offices near Metro stations. In addition, the service was thought to be particularly attractive to those businesses looking for semi-skilled laborers in service or manufacturing fields.

However, participants shared several concerns about the shuttle program. Most felt that an employer-sponsored shuttle service would be too expensive for their company. Several of these participants, however, thought that the shuttle could be beneficial if the costs were shared with other employers in the area. Others mentioned that property managers might be interested in providing a shuttle service for businesses at the sites that they manage.

*\$3200 is a lot. I mean that is a scary number per month. You would have to have some serious [businesses]. You should have PRC and SAIC in here from Tyson's. (Tyson's Corner group)*

*I would think you've got [to] be a pretty big company in addition to the other benefits you are offering. I mean I realize a van is a 3-year lease, that is why the 3 years is there. But at \$3,200 a month, that is huge! I have to be a pretty big corporation and I had better fill that van up. (Alexandria group)*

*I know that there are a couple of large companies in my building that might be interested in it, but I do not want to take on that kind of commitment without discussing it with them. (Tyson's Corner group)*

Another concern was that the shuttle would often be detained in traffic congestion and unable to meet regular shuttle schedules.

A third concern centered around the administration and management of the shuttle program. Most did not want to manage the program nor manage ongoing maintenance and liability issues. They preferred that a leasing company provide the insured van and driver as well as manage the program. They stated that they would rather be reimbursed for outsourcing the program or given a tax benefit for their participation.

*I don't think we would want the liability of running it ourselves. (Dulles group)*

*We do not want to manage the driver. We do not want to manage the upkeep. (Tyson's Corner group)*

Employers who were located near a Metro station appeared to be more interested in the shuttle program than those situated long distances from transit stops. The latter businesses did not perceive a need for a shuttle service because not many of their employees commute from the city to the suburbs for work. For instance, the majority

of group participants from western Fairfax/Loudoun County were not enthusiastic about the shuttle program because they felt they were too far from a Metro stop to benefit from the service. They commented that they did not employ many persons from the District area and therefore would not need the service. The desire for better public transportation in this area, however, was apparent among these employers.

*It sounds good except for there is not much Metro access beyond Fairfax. I mean if you are going to Centreville, Manassas and even Dale City or that far out, they just don't have access. (Tyson's Corner group)*

*There are not that many employees who choose to work at Dulles airport if they live in the District or if they live in Forest Hills or if they live in Waldorf, because they know it [work commute] is going to be a nightmare. (Dulles group)*

*If you live in Centreville, you would have to come all the way to Fairfax. Only people in the Metro area are affected. There is nothing beyond Fairfax County. There is nothing over there. And who is working for us? It is not people coming from DC. [Our employees] do not have much of a commute. We have a few people coming from Maryland and they would probably love it [shuttle program] but most of the people who are commuting in our office are [coming] from Manassas and Dale City or Woodbridge or Centreville or South Riding. Those areas don't have it [Metro service] either. (Tyson's Corner group)*

### **Options for Employer Shuttle Program:**

**Cost of van estimated to be \$30,000.**

- |           |   |
|-----------|---|
| Option #1 | 50% reimbursement over 3 years or \$15,000  |
| Option #2 | 75% reimbursement over 3 years or \$22,500  |
| Option #3 | 100% reimbursement over 3 years or \$30,000 |

### **Reaction to reimbursement options:**

While participants were interested in the state reimbursement program, many employers were concerned about the high monthly cost of van maintenance and operation. In addition, business representatives expressed worry about the company's liability for the vehicle and riders. Smaller employers could see this service appropriately being shared among businesses located in the same vicinity.

The most favorable option was Option 3 (100% reimbursement over 3 years or \$30,000). As the reimbursement figure approached 100%, companies were noticeably more interested. However, the operating and maintenance costs still appeared cost prohibitive for most businesses represented.

## **Mobile Commuter Store Program**

The following chart was used to introduce this program.

**Mobile Commuter Store Program**

- A bus or mobile home that is retrofitted to serve as a small retail outlet on wheels.
- Functions like the stationary Commuter Stores located in Ballston, Rosslyn, Crystal City, Springfield, and Tysons.
- Staffed with friendly professionals who are experts in helping commuters find the best and most economical ways to get around.
- Stocked with timetables, maps, and brochures and sells transit fares for all the transit services operating in the region.
- Accepts Metrochek and provides Commuter Connection's Ridematching and Guaranteed Ride Home services as well as information and services for bicycling, telecommuting, paratransit, and more.
- Provides service during regularly scheduled hours at major commercial and employment centers throughout the northern part of Virginia.

**Overall reaction to program:**

The Mobile Commuter Store Program was widely accepted, particularly among larger businesses and companies that had nearby transportation alternatives.

*I like it. I think it is something employees would like. They [employees] would know it was coming and they could plan on whether they should purchase. It would be another additional service provided. (Alexandria group)*

*I agree too. An additional service to help them [employees] get to work to and from [work] easier -- that is a great service to provide. (Alexandria group)*

In addition to providing a convenient service to their existing public transportation users, employers believed that the Mobile Commuter Store was an excellent promotional tool to educate and promote ridesharing among those who drive alone to work.

Larger employers felt that their management would allow the van to visit their work site. Employers suggested that the mobile unit visit sites on a scheduled monthly or bimonthly basis. Others thought that twice a year would be sufficient for their employee base.

*It might be good to do it at the times when you are having your employee transition in the fall, new hires, or also in the summer when you are rotating that staff into different staff and all new people are coming in and getting used to the traveling. (Tyson's Corner group)*

*I would say twice a year. I mean the turnover at least at our site isn't that high. I think that once they see the benefits, I think people would probably be interested to go back. (Tyson's Corner group)*

A few employers mentioned that they did not see the need for the Mobile Commuter Store to visit their employer because there were few mass transit options for their employees. In particular, companies in Western Fairfax/Loudoun Counties were less likely to see the benefits of the mobile store due to their inaccessibility to public transportation alternatives.

*You are putting the cart in front of the horse. We do not have the transportation [alternatives] needed out here for this to come into play yet. (Dulles group)*

*We have the needs but we do not have the options. The options aren't open to us. (Dulles group)*

## **Proof of Performance and Evaluation**

Group participants were asked what type of proof of performance should be required for reimbursement purposes. Employers felt that standard accounting statements would suffice as proof of performance. In addition, most said their employer would likely participate in an annual transportation survey. However, they preferred that the survey be coordinated with other corporate surveys.

## **Communication**

Professional association groups such as the local Human Resource Associations and Chambers of Commerce were mentioned as the most effective means to communicate specific details of the transportation programs. In one group, it was mentioned that a letter from a top governmental official would be the best way to initiate and communicate the programs to employers.

All groups felt that information about the programs should be targeted to Human Resource Directors and Facilities Managers. They felt that the best way to distribute this information would be through the mail, Internet, and association publications.

## **In Summary**

### **Recruiting and Retaining Employees/Role of Employer in Work Commute**

Focus group participants agree that recruitment and retention efforts are difficult. Companies are seeking programs that will help attract new employees and sustain job satisfaction among existing personnel.

Employers agree that traffic congestion negatively affects their employees and, in the long term, the company's bottom line. All groups believed that employers had a role to play in their employees' work commute. Therefore, the focus group participants were interested in learning more about the transportation initiatives.

### **Telework from Home Program**

The Telework from Home Program was clearly the most popular incentive program tested among participants. A number of companies were already involved in some level of telecommuting. While there were concerns about OSHA requirements and liability issues, employers were very favorable about the program. In terms of the program options, employers agreed that the participating days was more important than the reimbursement percent. It was clear that the 2-day or 3-day option would fit the needs of most employers.

### **Telework from Telework Center Program**

The Telework from a Telework Center Program was of interest to some companies that were facing space limitations. However, many employers did not want to rent a telework space and also furnish office space onsite for an employee. There was also concern about the lack of security and interaction with co-workers.

### **Telework Educational Program**

All the groups thought the educational component of the Telework Programs was very important. However, they felt that the program should concentrate on the implementation and management of these programs. Secondly, they believed the education component should offer advise on OSHA requirements, liability issues, and promotion opportunities.

### **Employer Shuttle Program**

This program was most attractive to employers who were located in areas with many transportation alternatives. The monthly cost to operate the program, however, was a major concern. In addition, employers were concerned about the liability issues and preferred that the program be outsourced.

### **Mobile Commuter Store Program**

Most employers, particularly those located in heavy transit areas, found this concept appealing. Nearly all the participants thought that the Mobile Store would be allowed to visit their employer site. However, smaller employers felt that it would be better if the store visited a group of small businesses at the same time.

### **Proof of Performance and Evaluation/Communication**

Employers were willing to comply with standard accounting procedures to provide proof of performance. Most said their company would be willing to participate in an annual transportation survey to help gauge the impact of these programs.

Participants felt that the programs would be best promoted through professional association groups such as the local Human Resource Associations and Chambers of Commerce. All groups felt that information about the programs should be targeted to Human Resource Directors and Facilities Managers. They felt that the best way to distribute this information would be through the mail, Internet, and association publications.

# APPENDIX

## **Transportation Benefit Programs** **Focus Group Discussion Guide**

### **A. Introduction (10 minutes)**

*Moderator will:*

1. Introduce herself and Telework expert
2. Explain the topic to the group
3. Describe the ground rules of the group discussion
  - talk one at a time
  - no right or wrong answers
  - honest responses
  - okay to disagree
4. Explain that the groups are being audio/video taped and that colleagues who are interested in listening to the group are behind the mirror/watching from another room.
5. Have group participants introduce themselves
  - name
  - company
  - description of job responsibility
  - length of time in area

### **A. Retaining and Recruiting Employees (5 minutes)**

1. Is attracting and retaining qualified employees a problem? If yes, in what way?
2. Does anyone have any idea what it costs to recruit a new employee?
3. Is your company doing anything specifically to help retain your existing employees?

### **B. Attitudes toward Employee Commute (10 minutes)**

1. Do transportation/daily commute issues affect your employees? If yes, in what way? [Probe for specific problems, etc.]
2. Who should help employees solve their transportation problems? Probe:
  - employee's responsibility
  - employer's responsibility
  - local government's responsibility
  - state government's responsibility
  - federal government's responsibility
3. Is it to the employer's advantage to help employees solve the employee's transportation problems? Why, why not?
4. [If yes to previous question, ask:] What can employers do to help employees with their work commute?

**D. Telework Incentive Program (30 minutes)**

I am going to read some congestion reduction incentive programs that are under consideration for being offered to in Northern Virginia through employers. For each, I will be asking for feedback on these programs and how likely YOUR company would be to adopt and offer these programs.

*[Moderator to provide handout that lists individual “boards.”]*

**Telework Incentive Program:** *[Probe group to make sure participants understand the telework handout distributed prior to the onset of the group.]*

**Telework Incentive Program**

**Goal:** Increase participation in Telework programs.

**How?:** By providing financial incentives and training to help employers start or expand Telework programs.

**2 Types of Telework Programs:**

- Telework from home
- Telework from a Telework Center

**Telework from Home Incentive Program**

- Employee works from home.
- Employer purchases computer equipment for employee.
- Employer receives training about how to implement the program and manage employees who work from home.

Let's talk about some specific guidelines for the program. *[Use cards to test each set of options, one at a time.]*

**Options for Home Telework Incentive Program:**

	<b>Equipment Reimbursement</b>	<b>Maximum Reimbursement</b>	<b>Employee Participation</b>
Option #1	50%	\$1,500 per employee	Employee works from home at least 1 day per week
Option #2	75%	\$3,000 per employee	Employee works from home at least 2 days per week
Option #3	90%	\$5,000 per employee	Employee works from home at least 4 days per week

*[For each Option set, moderator will ask the following questions:]*

1. What do you think about these criteria? *[Probe for perceived benefits and barriers]*
2. How many of you think your company would be interested in this type of program?
3. Any guesses as to how many employees in your company would be interested in this program?

*[After all options have been discussed, the moderator will ask participants which option would generate the most interest among employers.]*

### **Telework from Telework Center Program**

- Employee works from a Telework Center.
- Employer leases space at the center. Cost per workstation is \$500 per month.
- Program provides some reimbursement of leasing space costs.
- Duration of the reimbursement program is 2 years.
- Includes training about how to implement the program and manage employees who work from a Telework Center.

#### **Options for Telework from Telework Center Incentive Program:**

	<b>Space Cost Reimbursement %</b>	<b>Work-Stations Leased</b>	<b>Employer Cost (Monthly)</b>	<b>Final Cost to Employer (After Reimb.)</b>	<b>Employee Participation</b>
Option #1	25%	1	\$100	\$75	1 employee works at Telework Center 1 day per week
Option #2	50%	2	\$400	\$200	2 employees each work at Telework Center 2 days per week
Option #3	75%	3	\$900	\$225	3 employees each work at Telework Center 3 days per week

*[For each Option set, moderator will ask the following questions:]*

1. How about these criteria? *[Probe for perceived benefits and barriers]*
2. How many of you think your company would be interested in this type of program?
3. Any guesses as to how many employees in your company would be interested in this program?

*[After all options have been discussed, the moderator will ask participants which option would generate the most interest among employers.]*

## **Telework Educational Program**

- Educational programs that focus on how to implement and supervise Telework programs (either from home or a Telework Center).
- Held through Northern Virginia Community College System.
- One-day sessions.

### **Options for Telework Educational Program:**

[Frequency and cost will not be bundled together. Instead, moderator will discuss frequency and then have group determine cost per employee.]

**Frequency**                      Once a year              Twice a year              Quarterly

1. Do you think your company would be interested in this type of program? Why or why not?

How could this program be built to generate the most interest among area employers? *[Moderator will encourage participants to “mix” program attributes to develop the preferred bundle.]*

## E. Employer Shuttle Program (20 minutes)

**Moderator reads the following:**

- Research shows that people will only walk about 1/4-mile from a transit station to their destination.
- This severely restricts the number of people who will use rail and transit.
- Since it will not soon be practical to offer connecting bus service to all major employment sites outside of the 1/4-mile radius, this program fills a gap in the transportation system by expanding access to the existing transit infrastructure.

### Employer Shuttle Program

- A shuttle (van) service for employees, which travels to and from the nearest rail stop or bus stop.
- Employer pays for the operating and maintenance costs of providing the shuttle service (includes salary and overhead for drivers, fuel, tires, maintenance, insurance, and applicable taxes).
- Maximum of 2 vans provided (short distances) and 4 vans (long distances) per employer.
- Minimum of 3-year commitment.
- Business location must be at least ½ mile from a metro or bus stop and at least 5 miles from the nearest Park and Ride lot.

**Options for Employer Shuttle Program:**

	<b>Van Lease Reimburse- ment %</b>	<b>Length of Reimburse. Period</b>	<b>Employer Continues Program</b>	<b>Total Commitment</b>
Option #1	50%	1 year	2 additional years	3 years
Option #2	75%	2 years	2 additional years	4 years
Option #3	100%	3 years	3 additional years	6 years

*[For each Option set, moderator will ask the following questions:]*

1. How about these criteria? *[Probe for perceived benefits and barriers]*

2. How many of you think your company would be interested in this type of program?
3. Any guesses as to how many employees in your company would be interested in this program?

How could this program be built to generate the most interest among area employers? *[Moderator will encourage participants to “mix” program attributes to develop the preferred bundle. Verify distance criteria from bus/metro stop and Park and Ride lots.]* Any guesses as to how many employees in your company would take the bus or use Metro if this shuttle program were in place?

## **F. Mobile Commuter Store Program (20 minutes)**

### **Mobile Commuter Store Program**

- A bus or mobile home that is retrofitted to serve as a small retail outlet on wheels.
- Functions like the stationary Commuter Stores located in Ballston, Rosslyn, Crystal City, Springfield, and Tysons.
- Staffed with friendly professionals who are experts in helping commuters find the best and most economical ways to get around.
- Stocked with timetables, maps, and brochures and sells transit fares for all the transit services operating in the region.
- Accepts Metrochek and provides Commuter Connection’s Ridematching and Guaranteed Ride Home services as well as information and services for bicycling, telecommuting, paratransit, and more.
- Provides service during regularly scheduled hours at major commercial and employment centers throughout the northern part of Virginia.

#### **Test Reaction for Mobile Commuter Store Program:**

1. What do you think about this program? *[Probe for perceived benefits and barriers]*
2. How many of you think your company would allow the Mobile Commuter Store to stop at your business site?
3. Roughly what percentage of your employees would be interested in this program?
4. How frequently do you think the mobile unit would need to visit your worksite?

## **G. Overall Program Interest (10 minutes)**

1. Thinking about the programs we discussed today, which, if any, do you think your company is most likely to think about implementing? Why?

#### **H. Proof of Performance and Evaluation** (10 minutes)

1. For reimbursement purposes, what kind of proof of performance should be required to show whether the programs are being used?
2. Do you think your business would be willing to have your employees complete an annual transportation survey?

#### **I. Communication** (10 minutes)

1. What is the best way to reach employers about these programs?  
[Probe for relative usefulness of mail, employer outreach, business association meetings, *TV, radio, etc.*]

#### **I. Check for Additional Questions and Wrap Up** (5 minutes)