

Telework in Dane County

Scoping Study Report: February - December 2021

Sustain Dane and the Greater Madison Metropolitan Planning Organization

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Part I: Summary of Grant & Key Take-aways

Sustain Dane and the Greater Madison Metropolitan Planning Organization (MPO) partnered on this scoping study that focused on collaborating with businesses and organizations that are modeling a variety of teleworking structures and marketing these strategies in order to normalize and better understand telework in our region. This study was made possible by Dane County's [Office of Energy and Climate Change's Clean Energy Economic Development Grant Program](#).

Key Takeaways:

1. Telework is working and is here to stay. Employees overall like it and report higher wellbeing. Ex. After business returns to normal 64% of Greater Madison Remote Work Survey 2021 respondents expect to telework at least 1 day per week.
2. Telework can have climate benefits by reducing vehicle miles traveled overall and emissions from idling and traffic jams - though there is room for more linkages for people to see the connection between telework and sustainability. Ex: As shown by WisDOT Cont. Counter Weekday Hourly Data, long term telework is an option for flattening peak demand, at least for the AM commute trips.
3. There is momentum to build on and room to grow. Ex: Many Telework challenges from the 2020 survey related to uncertainty about technology and virtual communication. Many of these challenges resolved themselves in 2021, showing society's resilience and ability to adapt to changing work conditions.
4. Telework on some days allows people the flexibility to consider using alternative transit on other days: Ex: 36% of Greater Madison Remote Work Survey 2021 respondents who do not already use an alternate mode when they commute to the office say that the ability to telework part-time is an incentive to use alternative modes of transportation when they do commute to work.

Scenario Impacts of Teleworking & Vehicles Miles Traveled:

The Dane County Climate Action Plan (CAP) reduction goal = 15% of total VMT

- $14,391,678 \text{ daily VMT} \times 15\% = \underline{2,158,752 \text{ daily VMT reduction goal}}$
- $2,158,751.7 \text{ VMT} \times 7 \text{ days} = \underline{15,111,262 \text{ weekly VMT reduction goal}}$

Assuming that 40% of workers are in jobs that can be performed remotely¹, and that workers who switch from commuting by single-occupancy vehicle to teleworking make no other changes to the

¹ <https://www.pewresearch.org/fact-tank/2020/05/06/telework-may-save-u-s-jobs-in-covid-19-downturn-especially-among-college-graduates/>

amount of vehicle miles they travel (e.g., for school, errands, entertainment, etc.), a 40% reduction in weekday trips made by residents in single-occupancy vehicles within Dane County, directly between work and home, would result in²:

- 1 day/week: 952,736 VMT and 385 metric tons of CO2 reduced
 - 44% of daily CAP VMT reduction goal
 - 6% of weekly CAP VMT reduction goal
- 2 days/week: 1,905,472 vehicle miles reduced and 770 metric tons of CO2 reduced
 - 13% of CAP weekly VMT reduction goal
- 3 days/week: 2,858,208 vehicle miles reduced 1,155 metric tons of CO2 reduced
 - 19% of CAP weekly VMT reduction goal
- 4 days/week: 3,810,944 vehicle miles reduced 1,540 metric tons of CO2 reduced
 - 25% of CAP weekly VMT reduction goal
- 5 days/week: 4,763,681 vehicle miles reduced 1,925 metric tons of CO2 reduced
 - 32% of CAP weekly VMT reduction goal

Description of assumptions and math for these calculations included in Appendix E.

If Dane County residents who can work remotely do so at least 2 times per week, this moves us 13% closer to the Climate Action Plan reduction of VMT goal. Throughout this report, we dig into how alternative transit including teleworking can be combined to reduce vehicles miles traveled, as well as improve overall community wellbeing.

Part II: Background

In order to reach the Dane County Climate Action Plan (CAP) goal of reducing emissions by 50% by 2030 and specifically 15% reduction in vehicles miles traveled by 2050, we must think thoughtfully and creatively about the potential for remote work³ as a viable alternative to traditional commuting. When paired with alternative transportation and other programs to drive less, long-term teleworking has the potential to reduce vehicle miles traveled and congestion in Dane County as well as improve employee wellbeing.

The Dane County Climate Action Plan did not originally include remote work as a climate solution. At the time of publication, remote work was not readily available as an option to the majority of Dane County workers due to a number of factors, including but not limited to negative perception of remote work and a “midwestern work culture” that did not embrace it. The COVID-19 pandemic required remote work to take root and grow. The pandemic proved it is possible for the majority of office-based

² This analysis is limited to in-county trips by Dane County residents, which may underestimate the impact of telework. Work trips to and from other counties are in most cases longer; however, people living outside of Dane County are less likely to live in areas conducive to alternative transportation, which may impact the amount of driving they do for non-work trips.

³ Telework, remote work, and working from home will be used interchangeably in this report.

organizations to transition employees to telework and in many situations have a positive, effective, and beneficial remote work environment. At the same time, as the pandemic required remote work shifts, employers and employees we interviewed and who completed the survey did not consider the change as part of a strategy for emissions reduction. There is a need and potential for linking alternative transportation, including remote work, to the climate solution of reducing carbon emissions.

A hybrid scenario that combines a portion of the week in the office and a portion of the week working remotely was well-received by the majority of respondents to both the 2020 and 2021 Madison Region Remote Work Surveys, a group that includes executives, managers and non-managers. To reach the CAP goal and based on the information collected in this scoping study, at least two days per week of switching to alternative transportation such as biking, walking, bus, carpooling, and/or remote work for all employees who can telework, in conjunction with the other CAP emissions recommendations, would be impactful to meet Dane County's climate goals.

This report highlights qualitative and quantitative feedback from employers and employees around teleworking attitudes and experiences. We also provide recommendations for developing policy and next steps for long term support for effective and sustainable remote work, as part of an alternative transportation strategy to reduce vehicle miles traveled.

The 2020-2021 COVID-19 pandemic dramatically influenced the amount of people working from home. The Telework Scoping Study through this grant built off of the MPO 2020 COVID-19 Madison Region Remote Work Survey to provide understanding on how, one year later, things have changed, and what policies have emerged as a higher percentage of people are working from home. Throughout this scoping study, MPO and Sustain Dane:

- Administered the Greater Madison Telework Survey 2021 and analyzed over 1,000 responses
- Interviewed 12 businesses about teleworking practices and company culture
- Led a Telework Business Team focus group for in depth feedback & conversation
- Implemented a social media teleworking marketing campaign including statistics around connection between telework and sustainability as well as best practices.

The data collected through these activities informs our observations about the state of teleworking and paths forward as we integrate more teleworking into the work practices in Dane County. The results of this scoping study provide useful insights for employers and policymakers making decisions about a future in which telework will be commonplace. These include decisions about workplace structures, commuter benefits, sustainability programs, infrastructure investments, and others. They also offer a view of the evolving nature of workplaces and commutes in the greater Madison region, and the potential for telework to contribute to transportation sustainability.

Teleworking & Vehicles Miles Traveled Landscape 2020-2021

Telework can be a part of the solution to reduce VMT and emissions if both employers and employees are climate conscious and commit to taking fewer and shorter car trips while remote working. It is not a given. Some [pre-pandemic research conducted in the UK](#) showed that rebound effects like remote workers living farther from city centers, and taking flights to meet with remote teams may leave travel emissions levels a wash. Others point out that fully remote employees can't batch their trips (e.g. dropping kids off on the way to work, grocery shopping or socializing on the way home). Intentional transit choices continue to be important to reduce vehicle miles traveled, even in a remote work or hybrid environment. For example, hybrid workplaces can make an impact by looking beyond the office and incentivizing a driving-free day in total for employees who work remotely.

Telework is traditionally considered a travel demand management strategy to reduce peak period traffic congestion and vehicle miles traveled (VMT); however, its impact on VMT is less well understood and more difficult to assess due to the varied impacts that telework can have on trips beyond the commute (such as errands, childcare, and entertainment). The desire and ability of teleworking individuals to achieve VMT efficiencies for non-commute trips may be influenced either positively or negatively by the number of days they telework; their ability to trip-chain; the availability of convenient alternative transportation options near home; the location of frequent destinations such as schools relative to work and home; and other factors. Considering these factors, we calculated the VMT scenarios in Part I.

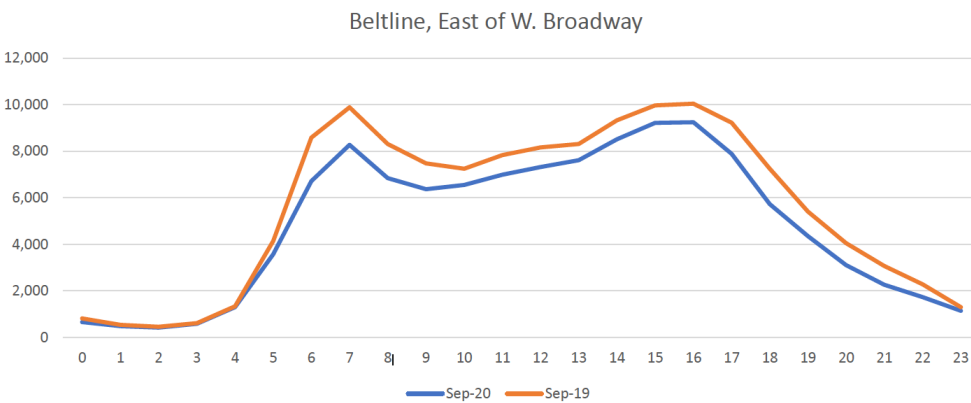
The attitudes and perceptions of remote work impact people's actions. Results from the Greater Madison Telework Survey 2021 provides an overview of employees and managers attitudes and behaviors around remote work in the greater Madison region, and how the teleworking landscape has changed over the last year. We will discuss highlights of results from the data in this report, and more in depth analysis is provided in the MPO Survey Snapshot Appendix A.

Nationwide, reduced vehicle travel for work, school, entertainment, and other trips significantly reduced VMT and air emissions at the beginning of the COVID-19 pandemic, when public health restrictions were at their peak. In March 2020, According to the [US Department of Transportation](#), "travel on all roads and streets changed by -18.6% (-50.6 billion vehicle miles) for March 2020 as compared with March 2019." Intuitively, many infer that more telework means less VMT, and consequently less carbon emissions. However, this initial reduction has steadily crept up since March 2020 to just three percent below March 2019 levels as many return to work in person and there are more places to go. In 15 states across the USA, VMT has exceeded their 2019 levels.

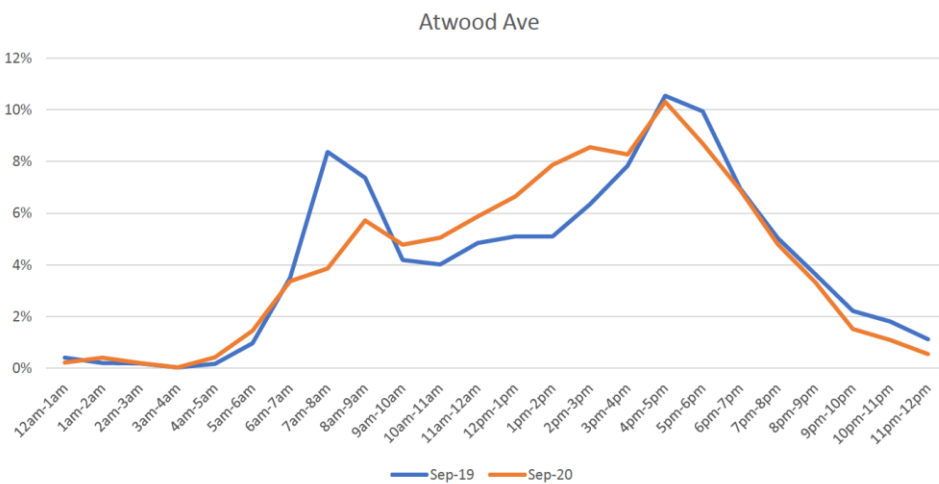
As 2021 research from [INRIX reports](#), overall trips have grown slowly in large metro areas like San Francisco, New York, and Detroit, while PM commute trips in Milwaukee have nearly returned to pre-pandemic levels. AM peak commute trips have not returned to pre-pandemic levels in any major metro area, and only 5 of 100 metro areas researched have reached or exceeded their pre-pandemic levels.

As seen in the graphs below from the MPO Analysis of COVID-19 Impacts on Traffic and VMT (December, 2020) of counted vehicles on the Beltline (WisDOT data 2019-2020) and percentage of total vehicles distribution on Atwood Ave (Streetlight data 2019-2020), the most notable difference in fewer trips between 2019-2020 is during the AM commute peak. This indicates that higher levels of telework can contribute to flattening peak period demand, particularly during the AM commute. A reduction in congestion would lead to less idling, and over time, better air quality, especially near major highways. Peak period congestion reduction could also lead to new opportunities to re-allocate roadway space for other modes (buses, bikes, pedestrians, etc.), to facilitate more permanent change.

Weekday Hourly Distribution of Traffic (WisDOT Cont. Count Data)



Estimated Weekday Hourly Distribution of Traffic (SL Data)



Equity considerations

Centering equity and access in remote work recommendations is essential as the county considers how to move forward with recommendations and promotion of telework as a carbon reduction strategy. There are nuances to how much telework works and does not work for organizations and individuals, especially depending on job role and ability. In addition, documenting business internal processes to get buy-in and bring about teleworking and employee access and ability to successfully telework is important for work culture of transparency and trust. In order to understand whether respondents' experiences differ based on demographic characteristics, the responses to questions about personal challenges, benefits, and anticipated future barriers in the survey were isolated by respondents who identified as non-white; having a disability; non-male; parent/caregiver; and under the age of thirty-five (early career). See Appendix A for a full breakdown of these results. It is important to wrap these nuances into telework policies and future recommendations.

While telework can be a helpful tool for reducing emissions from vehicle miles traveled, it is important to recognize that teleworking is not a "silver bullet" solution. There are considerations such as who has and does not have the access and ability to telework based on their home situation and job responsibilities, conscious and unconscious bias of co-workers and managers that may be heightened with remote work and even employee promotion opportunities, and the impact of telework on quality of life, mental health, and overall wellbeing - both positive and negative. A clear message from this work is to remember that each person has their own unique life circumstances and experiences. Recognizing and valuing unique circumstances and identities of employees as process and policy change will be essential to move teleworking forward equitably. Centering diversity, equity, and inclusion of people in sustainability work is critical to achieve the carbon emission reduction required to meet the CAP goals.

Part II: Program Approach, Overview of Activities, Partners & Allies

Program Approach Overview

Sustain Dane and MPO drove outreach, research, survey analysis, and coordination of the Telework Business Team. Sustain Dane met bi-weekly to define the timeline, roles and responsibilities, update and additions to survey questions, social media plan and implementation, outreach strategy for the teleworking interviews and creation of the teleworking business team with participation from MPO monthly. We combined qualitative and quantitative feedback methods through long form interviews and quantitative survey metrics as well as survey comment responses. Through all grant activities, we

integrated information and questions to the community about the connection between sustainability and VMT reduction and attitudes and actions around teleworking.

Grant activities included:

1. Qualitative **interviews** with business representatives
2. Collaborative focus group **Telework Business Team (TBT) meetings** with 7 representatives from a range of organizations
3. **Research** on teleworking best practices, existing policies, and changing attitudes around teleworking
4. **Survey** creation, outreach to respondents, and analysis of survey feedback
5. **Social media campaign** on teleworking research, survey responses, and fast facts
6. **Outreach** and communications about telework survey via social media, community presentations, emails, presentation to TBT meetings, and more
7. **Teleworking Toolkit** created with best practices document, guide to creating a telework policy, and survey snapshot
8. **Integration of connection to reducing VMT and sustainability** throughout all grant activities

1. Interviews

We reached out to around 30 local organizations across industry sectors and ended up conducting 12 interviews with local organizations. Interviewees discussed teleworking best practices, equity considerations, and available tools for entities implementing telework and telecommuting policies. The [interview questions](#) (Appendix B1) were developed using research on the general outlook on telework at the time (May 2021). The interviews were led by Sustain Dane. Interviewees would tend to focus on areas that aligned most with their organization's priorities. Topics covered include: perceived impact of remote work, policy approach for their organization, sustainability & VMT, equity considerations, best practices by managers and employees, and tools using or needed. We made sure to ask about benefits and challenges in each of those areas, as well as requests and preferences they've heard from employees. We also conducted a focus group with the Sustain Dane Program Workgroup including perspectives from 6 additional organizations on the interview questions. Interview summaries included in Appendix B2.

Interviewees frequently came back to how the pandemic is a period of transformation for commuting. As one interviewee put it: "People love not commuting! We're seeing huge impacts, some commutes were 1.5 hours." Another noted that "[Remote working] has the potential to be very equalizing." One interviewee conducted a survey of their 150 FTE and said "I was blown away by the survey, 50% of the staff want to work remotely all the time, only 5% want to work in the office all the time."

Another uniting factor for the interviewee was that none of the interviewed explicitly drew the connection in their remote work policies between working remotely and sustainability or VMT reduction. When prompted, one interviewee noted that their purpose paragraph does include a note on how remote working reduces employee turnover and has the potential to reduce pollution in the community. Others commented that it was something they could add, because they have seen the reduction of commutes.

Interviewed organizations:

- American Family Insurance
- Access to Independence
- Destination Madison
- Madison 365
- Madison Metropolitan Sewerage District
- Madison Region Economic Partnership
- Numbers 4 Nonprofits
- Peter Gray, Freelance Recruiter
- Public Health - Madison & Dane County
- State Smart Transportation Initiative (Center on Wisconsin Strategy) - Eric Sundquist
- UW Credit Union
- VEDA Data Solutions
- We also completed a group discussion with our Program Workgroup
 - Nordic
 - UW Extension
 - MGE
 - Reynolds Transfer and Storage
 - DC Engineering
 - Slipstream Inc
 - UW Health

2. Telework Business Team

Created Telework Business Team (TBT) of 6 organizations as a focus group to provide a summary of our findings along the way, track their processes, and develop tools and resources that support telework for their own operations. Organizations shared information with each other during TBT meetings, and used the meetings as a way to gain insight on how other organizations were thinking about and creating policies around teleworking. This focus group was also a setting for MPO & SD to share telework findings from interviews and surveys, and their feedback helped inform teleworking best practices and guide to telework policy recommendations included in this report.

Telework Business Team:

- Access to Independence - Jason Beloungy
- American Family Insurance - Angela Freedman
- Summit Credit Union - Kristel Renn
- UWCU - Fusnik Lumani, Cheryl Weisensel
- VEDA Data Solutions - Mark Wochos
- Wisconsin Council of the Blind & Visually Impaired - Jim Denham

3. Research

Research consisted of reading articles, studies, and books related to remote working, watching webinars, listening to podcasts, reviewing other teleworking best practices compilations and reports and synthesizing data. Research helped inform survey question development, as well as guidance and examples for how to create a teleworking policy and informs the teleworking best practices guide. These are included in the Telework toolkit, in Appendix C.

4. Survey

The Greater Madison Telework Survey 2021 is the second regional survey conducted by the Greater Madison MPO (“MPO”) to assess telework trends and attitudes resulting from the COVID-19 pandemic. Conducted in partnership with Sustain Dane and the Dane County Office of Energy and Climate Change, it serves in part to explore how individuals and employers in Dane County perceive and/or use telework and it’s potential to be a component of reducing driving and supporting environmental sustainability.

The Greater Madison MPO is the federally designated metropolitan planning organization for the Madison urban area. Its mission is to lead the collaborative planning and funding of a sustainable, equitable transportation system for the greater Madison region. The MPO administers RoundTrip, a program that works to reduce vehicle trips, vehicle miles traveled and vehicle emissions and congestion in Dane County. The program provides information and assistance to individuals and employers, to encourage transportation choices such as walking, biking, public transit, car/vanpooling, telework and flex schedules for both commute and personal trips.

The Greater Madison Telework Survey 2021 was conducted online from July 20-August 16 to assess the telework experiences, attitudes and plans of non-managers, managers and executives in the Madison region. It builds upon results of the Madison Region Remote Work Survey conducted in June 2020. Both surveys support shared learning about regional attitudes and trends, and provide a local perspective on national workplace and commute data.

The summary snapshot in Appendix A contains highlights from the 2021 survey and select comparisons to 2020 results. Results explore the perspectives of respondents sixteen months after the first statewide public health order for COVID-19 went into place on March 24, 2020. Responses provide a perspective on pre-pandemic commutes; telework benefits and challenges; and desires and expectations for the

future. We also use an equity lens to explore how respondents with varying demographic characteristics view the telework experience.

The Greater Madison Telework Survey 2021 received 1,179 responses from non-managers (73%), managers (16%) and executives (11%) throughout the region. Organizations represented include both public and private employers ranging in size from fewer than ten staff to over ten thousand. With 61% of respondents working in government/civil services, the survey does not represent the actual distribution of employer types in Dane County. However, the only significant difference between public and private sector responses is that 17% from the private sector anticipate teleworking five+ days per week in the future, compared to only 5% from the public sector.

Pre-pandemic workplace zip codes reported by respondents were concentrated in and around downtown Madison, with the majority of respondents (40%) reporting 53703 in downtown Madison. Conversely, home zip codes are dispersed throughout Dane County and beyond.

The results provide useful insights for employers and policymakers making decisions about a future in which telework could be commonplace. These include decisions about workplace structures, commuter benefits, sustainability programs, infrastructure investments, and transportation and land use policies. They also offer a view of the evolving nature of workplaces and commutes in the greater Madison region, and the potential for telework to contribute to transportation sustainability.

5. Social Media Campaign

Sustain Dane led a social media marketing campaign in partnership with designCraft. This campaign consisted of 17+ posts starting from May 15 until August 16, and three posts including results of the Greater Madison Remote Work Survey in the Fall 2021. The telework social media campaign posted across Instagram, Facebook, LinkedIn and Twitter platforms with Facebook as our most popular platform.

Throughout the campaign, we designed a social media calendar with 4-6 posts per month and worked with designCraft to steer messaging to connect teleworking and sustainability in social posts. One month into the campaign we replaced 'telework' with 'working from home' in the tagline, in response to a recommendation from designCraft and the Greater Madison MPO on the best way to connect with viewers. We found that posts that contained local stories performed better than general facts. Our most popular post showcased a personal example of someone who reduced their driving impact during the pandemic. See Appendix D2 for an image of the full post.

Single image ads formatted as standard posts received the most engagements and comments compared to other placements, providing ample opportunities for engaging people directly with the link to the survey. See Appendix D3 for a screenshot of engagements. Social ads in total reached nearly 45K users in the Dane County area on more than 114K impressions (frequency of 2.5 impressions per unique user)

bringing nearly 500 unique web sessions on the survey landing page. See below for a summary of social media engagement statistics.

Reach	44,825
Impressions	114,160
Frequency	2.55
Unique Outbound Clicks	498
Click Through Rate (CTR)	1.28%
Engagements	1,272
Average Cost Per Click	\$1.30

One takeaway we noticed throughout this process was that some of the most active commenters are people whose job duties prevent them from teleworking during the pandemic. We learned that it's important to either make it clear who the audience for the message is (remote workers) early in the post, or use inclusive language in order to relate to and engage with this part of the audience. Open-ended questions worked well for this, for example, one post asked "Did 2020 change your views on transportation?"

Another piece of information we took away from the social campaign was that when we focused the conversation on personal experience with driving less and personal co-benefits from this choice, engagement increased. Again, the most successful post touched on this and commenters shared their experience and preferences for commuting. One commenter noted "Less out of house meetings meant not only less need for a car, but also more ability to get to places you had to be without having to build a schedule of coordinated stops in a car to save miles/gas. It allowed me to do a lot more by bike since it has become there and back again trips for quick errands." See the list of posts, additional notable comments and demographic information of engagements in Appendix D.

6. Outreach & community presentations

- Sustain Dane Teleworking Lunch and Learn workshop in February 2021 with MPO (independent of grant funding).
- Presented Teleworking project to:
 - MPO TDM Technical Coordinating Committee
 - BECCsters meeting
 - MPO/RPC Bi-State Conference (WI/MN)
 - MPO Policy Board
 - City of Madison Planning Division (staff meeting)

7. Teleworking Toolkit

We produced a teleworking toolkit with best practices recommendations, a guide for creating a teleworking policy, and a chart with examples of telework policy use cases for different kinds of organizations. These are included in Appendix C, the Telework Toolkit:

- Teleworking Best Practices
- Guide to designing a telework policy
- Example Policies

8. Integration of connection to sustainability

This survey included several question and answer options related to both individuals' and employers' views of the connection between telework, driving, and sustainability. This was new to the 2021 survey and not included in the 2020 survey. These themes were explored around how individuals have experienced the relationship between telework and driving during the pandemic, and what they expect that relationship to be in the future,

Among the benefits of telework identified by respondents, 69% say they have a lower carbon footprint due to less driving, and saw this as a benefit. When asked whether the amount they expect to telework will help them reduce the amount of driving they do in a given week, 47% say it will help them reduce their weekly driving by 1-9 trips per week, and 31% say it will help them reduce their weekly driving by 10+ trips per week. Also, 36% of respondents who do not already use an alternate mode when they commute to the office say that the ability to telework part-time is an incentive to use alternative modes of transportation when they do commute to work. This is promising for the potential of an increase in teleworking to support additional alternative transit on days that they do go into office with potential increase of time in the week from teleworking on other days and/or more energy to use active transit like biking or walking.

Among executives and managers, 51% say that their organization, “views telework as a sustainability strategy (e.g., to reduce drive-alone commutes, to reduce greenhouse gas emissions, to reduce office energy use, etc.)” Although from the interviews, we heard differently that managers and employees did not feel that the connection was being clearly communicated. Also brought up questions about the ability for organizations to track the positive impact on VMT reduction through telework strategies.

At the regional level, greater adoption of flexible workplace models can offer greater opportunity to reduce overall driving and congestion, which in turn opens new opportunities to prioritize transportation alternatives and implement land use development strategies that support this flexibility.

Employers can use the results from the interviews and surveys to inform policies and resources to support telework over the long term, and to build a culture and support structure around telework as a sustainable choice to reduce driving. Land use and transportation policy decisions that further support alternative transportation choices for trips beyond the commute remain important components as well. Individuals who continue to telework can challenge themselves to reduce their personal driving trips

and use commute time saved on telework days to try alternative modes on the days they go into the office.

By providing a perspective on commute habits before and after the onset of the pandemic; attitudes toward telework and sustainable commute options; and expectations for the future, these results provide useful information on the evolving nature of workplace structures and commute trends in the greater Madison region, and the potential to support transportation-related sustainability gains.

Connection to equity

Equity is an important factor when considering teleworking policies, communication strategies and expectations for employees. In the Greater Madison Remote Work Survey 2021, we analyzed questions by demographic groups to see trends in the data.

Respondents with a disability report experiencing all benefits at a higher rate than respondents without a disability. This includes lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills, higher quality and more comfortable work environment, and fewer interpersonal conflicts with co-workers and/or management. We also heard similar comments from discussion in the Telework Business Team. Comments included:

“Being able to work from home has helped with health issues related to my disability and hopefully will allow me to continue working longer before retirement.”

“In my everyday challenge with having ADD, Teleworking has made my ability to be more productive, less stressed, and more effective so much better. I am able to limit the distractions around me much better.”

Internet access is another important telework equity issue. According to the Dane County Broadband Task Force, “25% of rural county residents lack accessible, reliable and affordable broadband.” In the Greater Madison Region Telework Survey, 26% of non-white respondents reported internet connectivity issues (reliability, slow speeds) as a barrier to telework, compared to 19% of white respondents. Internet accessibility (rural and otherwise) was mentioned by 15 commenters.

In terms of barriers to working remotely (Q24), non-white respondents are more likely to report anticipating barriers to telework in the future. Among non-white respondents, the top anticipated barriers are lack of access to necessary equipment (37%); home workspace that is not the same quality as employer’s workspace (31%); and internet connectivity issues (26%). In terms of benefits, non-white respondents are less likely to report benefits, with the exception of saving money due to not commuting

Respondents who are slightly more likely to report that they do *not* anticipate any significant barriers are respondents with a disability; non-male respondents; and those who are parents/caregivers. In addition, non-white respondents are overall more likely to report personal and professional challenges resulting from increased telework during the pandemic (Q25). Respondents with parent/caregiver responsibilities are far more likely to report frequent distractions at home (36% compared with 13% of non-parents/caregivers).

Some demographic groups that responded to the survey tended to be more likely to report benefits than their counterparts such as non-male respondents; respondents who are parents/caregivers; and respondents under the age of thirty-five. Respondents under thirty-five years old are also more likely to report anticipating barriers in the future. Respondents with a disability report experiencing all benefits at a higher rate than respondents without a disability.

Not all types of jobs work as remote positions. Research shows that telework is most commonly an option for older, educated, higher-income, males. In the Greater Madison Remote Work Survey and one-on-one interviews, some commented on this, with one survey respondent stating “some staff cannot telework due to nature of their work while others can, this results in some resentment among those who cannot telework.” Organizations can work to combat this inequity by offering those that can’t work remotely other benefits, and making sure that there are perceived benefits for in-person employees and employees with remote work options. It’s important for managers to have open conversations with both remote and in-person employees on what benefits are important to them.

We did see differences in how different demographic groups responded to survey questions, and while we cannot claim causation in results, it is important to recognize how one’s identity and personal situation will impact the ease and ability to both work remotely and in-person.

Partners & Allies

Sustain Dane and the Greater Madison Metropolitan Planning Organization (MPO) were the primary partners for this grant in planning and execution of grant activities.

The **Greater Madison MPO** is the federally designated metropolitan planning organization for the Madison urban area. Its mission is to lead the collaborative planning and funding of a sustainable, equitable transportation system for the greater Madison region. The MPO administers RoundTrip, a program that works to reduce vehicle trips, vehicle miles traveled and vehicle emissions and congestion in Dane County. The program provides information and assistance to individuals and employers, to encourage transportation choices such as walking, biking, public transit, car/vanpooling, telework and flex schedules for both commute and personal trips.

Sustain Dane is an education nonprofit with a mission to inspire, connect, and support people to accelerate equity and sustainable actions for community wellbeing. Sustain Dane’s work focuses on

holistic sustainability - the intersection of environmental health, equity and social wellbeing, and a just economy. Sustain Dane accelerates sustainability through educational programs, working with organizations to implement sustainability initiatives, and community-based partnerships.

The Sustain Dane team (Lorenza Zebell, Lucia Hunt, and Claire Oleksiak) met bi-weekly and monthly and as needed with the MPO team (Zia Brucaya and intern Neil Janes) to check in on progress and workshop the interview questions, survey questions and analyze feedback.

Partners in this work included the Telework Business Team participants and interviewees (listed above). Partnerships formed through the Telework Business Team are prime allies for moving forward with more of this work. The 26 individuals in the 2021 Sustain Dane Accelerate Sustainability Workshop, representing 20 organizations, received knowledge and learning about reducing VMT including remote work as part of the considerations. This was added to the curriculum in the 2021 workshops and is planned to be continued into 2022. Sustain Dane works with a large number of organizations and businesses throughout Dane County. In the overall cadence of meetings and conducting business, remote work would often come up in conversation. As more specific next steps are developed, the Sustain Dane network is a source for additional partners/allies.

One particular partner/ally to consider is Madison College. Through a non-remote work focused meeting, the Sustain Dane and Madison College conversation bent towards focusing on the topic. Madison College offers business consulting and seminars. They have added a course on remote working and helping managers/employees transition to a work environment that includes remote work. This offers an opportunity to include in that presentation findings from the survey and connection to the CAP goals.

As the County may move forward with offering additional resources for teleworking and making the connection between remote working and meeting the CAP goal of 15% reduction in VMD by 2050, it would be important to continue gathering information and feedback from a range of industry representatives across the public, private and nonprofit spheres at all sizes of organizations. We see potential for continuing to gauge attitudes and teleworking practices from the partners identified above, as well as additional organizations such as Chambers of Commerce, the University of Wisconsin Survey Center, Greater Madison Area Society for Human Resources Management, as well as additional partners identified for each of the recommendations listed in Part III.

Part III: Recommendations and Ideas for Future of Remote Work

Below is a set of recommendations based on survey feedback, interviews and researching of current gaps in teleworking resources and programs that could be helpful to help facilitate access to and

awareness of teleworking. Each recommendation includes impact, budget, potential funding and partners scoping in addition to description of the recommendation.

1. Capacity Building for Local Teleworking Resource Specialist

Funding for a staff member or consultant as part of the county, municipality or MPO to dedicate time to supporting businesses and organizations as they explore alternative transportation incentives, teleworking policies, and incorporating telework specific programming into existing resources for organizations and businesses around sustainability and transit. Job duties could be integrated into an existing role, or fill out a part time position, but should reserve at least .5 FTE for support related to supporting teleworking. Ideally this would be a full time position dedicated to coordinating alternative transportation with local employers, with teleworking being a key component of these strategies. The MPO is open to hosting such a position, but would likely be at least 2 years timeframe to approve a position. Funding from Dane County or other partners could help accelerate the approval and hiring of a position.

Potential Impact

- Increase teleworking as viable alternative to driving to work
- Develop website with “one-stop shop” for teleworking community data/attitudes from surveys and resources for individuals or businesses
- Advocate for connection to sustainability and regional climate action goals
- Incorporate remote work into RoundTrip resources by MPO and Accelerate Sustainability Workshop by Sustain Dane
- Add remote work reporting as part of RoundTrip tracking
- Include remote work as annual/bi-annual topic at Transportation Demand Management Coordinating Committee
- Include remote working into other annual transportation surveys though organizations such as UW Madison, City of Madison, and MPO surveys
- Help businesses navigate creating policies and implementation of teleworking
- Resources to help businesses provide technology and home workspace equipment
- Highlight of organizations who are supporting remote work through their organizations
- Public spotlight on remote working organizations will inspire other organizations to create infrastructure to encourage remote work
- Provide assistance for employers to apply for the transportation category of Dane County Climate Champions

Potential Partnerships

- [Downtown Madison Inc](#) - outreach to their business network, provide link to resources on their website
- [Society for Human Resources](#) - Madison, provide link to resources on their website

- [Madison College - Continuing Education Department](#) - provide trainings offered through their “[Train Your Workforce](#)” programming
- [Madison Region Economic Partnership](#)

Budget

- Salary range \$80,000 - \$90,000 for full time position including benefits
- At .5 FTE time dedicated to teleworking related work, this would be ~ \$40,000 - \$45,000
- Funding for annual survey materials, outreach efforts with other community organizations, software, and additional staff time: estimated \$5,000

Potential Funding

- MPO funding if position was nested in MPO office
- Capacity Building Grants related to transit, sustainability
- Federal grant opportunities related to reducing vehicle miles traveled

2. Incentive Structure Partnership Pilot

Testing out incentive structures within businesses and organizations would provide local case studies to promote impact and analyze best methods that can change employee transportation habits. There are several sample studies in other parts of the country to build off development of a Dane County model. Incentives could be provided for any version of avoiding driving alone to work (including telework and other alternative transit methods). The MPO has long wanted to partner with organizations to test out such incentives in the Madison region, though funding costs, coordination time, and tracking methods have been barriers. The pilot would include a coordinator to work with 2-3 workplaces who will develop and implement the incentive strategy. There will be communication with employees, organizing activities, running trip logging reports, and distributing incentives. The project would nest within MPO, Sustain Dane or other organization to help with overall goals, funding distribution, tracking data, feedback and developing case studies.

Developing the incentive pilot would be an iterative process and take into consideration length of pilot, type of benefit (cash, time off, etc), number of participants, tracking method and other. Examples of other existing incentive programs to review include:

- CUNA Mutual Group - Green Transit Month in partnership with Sustain Dane MPower program (2012):
 - Month long program with competition between departments for alternative transit and prizes/special events for participants
 - Prizes and events would include: free breakfast, stickers that said “I bike/walked etc to work today”

- Campaign also included educational opportunities like lunch and learns on bike safety and assistance planning alternative transit routes.
- Department advocates who help encourage others to also use alternative transportation
- Oregon Health and Science University (OSHU) ([Commute Rewards brochure](#)): \$1.50/day cash incentive for in-bound walking or bicycling trips. Tracked via Luum, which is integrated with payroll, so incentives get added to paychecks every pay period
- Austin Smart Commute Rewards: <http://www.austintexas.gov/smartcommute>
 - City employees earn paid time off for smart commutes
 - Program based on a 6-month trip tracking period with a 2-trip per day limit
 - From the report: “The ADL [paid leave] was identified by City of Austin employees as the best reward for this program. 97% of survey respondents said that they prefer ADL over any other reward option.”
 - Parameters included:
 - 2 hours: complete the Commute Questionnaire
 - 4 hours: “ + 50 trips (~2 days/week)
 - 6 hours: “ + 150 trips (~3 days/week)
 - 8 hours: “ + 220 trips (~4 days/week)

Potential Impact

- Work with research team to dig into behavioral science research on how to motivate people to drive less & use alternative transportation and telework more, resulting in developing a pilot incentive structure for organizations to implement to encourage employees to telework
- Compile recommendations from research to implement strategies on alternative transit incentive including telework in organizations which would present compelling case studies for other organizations to replicate
- Better understanding for personal and cultural behavioral tendencies and shift them towards teleworking more, and a culture of maintaining that habit
- Case studies would follow feedback from participating employers and employees in the program and compiling data from how much they used the incentive structure and feedback from them on the program
- Additional research on how to make alternative transportation and telework effective, and which incentives are more likely to work for convincing employees to reduce VMT
- Introduce organizations to use the Round Trip platform for employees to track their commutes. Include employer branded sign-up page on RoundTrip, with ability to limit carpool and bikepool searches to that workplace.

Potential Partnerships

- Employers who are interested in working on this
- [UW Survey Center](#)

- Research team through UW Madison - potential to connect with [Dr. Markus Brauer](#) who has presented locally about behavior change

Budget hypothetical examples

- Company with 50 employees participating in a month-long program with incentives of free breakfasts for participants (est. \$3 amount food per person / day = \$4,500 food costs) + weekly prizes of in-kind gift + public participant recognition materials (\$500 total for month)
- Companies with 50 employees participating over 6 months receiving \$50 per month if use alternative transit at least twice per week = \$15,000 of incentives
- Organizing coordinator lead for case study development and employee surveys and tracking: staff time for 1 year coordination at .20-.40 FTE = \$15,000-40,000

Potential Funding

- MPO can provide staff support for the employer/program coordinator
- Example of Commute Action Fund grant in Ohio: <https://morpc.gohio.com/commute-action-fund/>
- Sustainability grants from City of Madison, Dane County Municipalities, or Dane County

3. Remote Work Marketing Campaign

This campaign would build on the social media teleworking campaign that we piloted this year to expand to other marketing avenues such as online ads, bus campaigns, billboards as well as continuing to share education and connection to sustainability through social media. The recommended campaign would center around using alternative transit (including teleworking) 2 days per week to reach the Dane County goal of reduction in vehicle miles traveled. Based on feedback and results from our social media campaign, we recommend using “working from home” or “remote work” instead of “telework” for the primary name of the campaign. While MPO has existing marketing campaigns for transportation demand management, there are also limitations like the use of social media, which makes running the marketing campaign through a nonprofit such as Sustain Dane or other community partners a beneficial avenue for social media presence.

Potential Impact

- Education to the general public around how teleworking can reduce the number and length of trips & carbon footprint in order to increase people’s connection between remote work and sustainability
- Promote and spread message of alternative transportation 2 days per week to reach the Dane County goal of reduction in vehicle miles traveled
- Case Studies highlighted of organizations who are supporting teleworking will encourage other organizations to support more remote work
- Increase awareness around the benefits of telework, especially as more people return back to the office in years post pandemic.

- Increase use of resources available to make alternative transportation and telework effective

Potential Partnerships

- [designCraft Advertising](#) - continue partnership from working with them this year and//or [Distillery](#), the marketing organization working with MPO
- [City of Madison Metro Transit](#)
- [DMI Transportation Committee](#)
- [BCycle](#)
- [Commuter Solutions Coordinator](#) at UW-Madison Transportation Services

Budget

- Total for Marketing campaign: estimated \$60,000
 - Billboard: \$10,000
 - Bus ads: \$20,000
 - Social media campaign: \$10,000
 - News media marketing: \$10,000
 - Campaign development & strategy: \$10,000

Potential Funding

- Partnership with City of Madison Metro for reduced rates bus advertising
- Corporate funding sponsorship from organizations who support mission of teleworking for sustainability and alternative transportation

4. Expanded technical tools for tracking & impact measurement

While the MPO RoundTrip tool exists for employers and employees to help calculate and track their commutes, there is room for expanding capabilities and more outreach to organizations for usage. Ideally, this calculator would include impact translation from tons of carbon emissions to other relatable sustainability actions as many people have a hard time understanding the impact in tons of CO2. Additionally, this would compare impact to averages of others in the area, similar and potentially linking to the Cool Climate carbon calculator impact. Ideally this would help increase motivation to telework or use alternative transit to work by helping people understand the sustainability implications.

Potential Impact

- Tool for companies to estimate employees transportation footprint and financial impacts
- Impact companies goals of becoming carbon neutral by allowing them to integrate tool into their operations and track employee transportation emissions
- Connect with UW Office of Sustainability research on commute calculators
- Build the telework sustainability connection
- Help employees optimize their commutes
- Help managers build hybrid policies

Potential Partnerships

- UW Madison - [Prof Andrea Hicks](#) research: working with this concept, and applying for grant funding. We are working on getting in touch with her to learn more about her work.

Budget

- Estimated ~\$40,000 to conduct research and code software, test and implement for RoundTrip to integrate this into their software

Potential Funding

- Technology innovation grant, or hack-a-thon type project funding
- If partner with UW research, could lead to additional funding opportunities

Appendix List

Appendix A: Survey snapshot

Appendix B: Interviews

B1: Interview questions

B2: Interview summary

Appendix C: Teleworks Toolkit

C1: Best practices

C2: Guide to Telework policy

C3: Telework policy example matrix

Appendix D: Social Media Posts and Comments

D1 Posts, subject list, and engagements

D2 Popular post

D3 Engagement example

D4 Demographics

Appendix E: Background and Notes for VMT Impact Scenarios

SNAPSHOT

Greater Madison Telework Survey 2021



GREATER MADISON
mpo

Introduction

The Greater Madison Telework Survey 2021 is the second regional survey conducted by the Greater Madison MPO (“MPO”) to assess telework trends and attitudes resulting from the COVID-19 pandemic. Conducted in partnership with Sustain Dane and the Dane County Office of Energy and Climate Change, it also serves to explore how individuals and employers in Dane County perceive and/or use telework as a way to reduce driving and support environmental sustainability.

The Greater Madison MPO is the federally designated metropolitan planning organization for the Madison urban area. The mission of the MPO is to lead the collaborative planning and funding of a sustainable, equitable transportation system for the greater Madison region. The MPO administers RoundTrip, a program that works to reduce vehicle trips, vehicle miles traveled, congestion, and vehicle emissions in Dane County. RoundTrip provides information and assistance to individuals and employers to encourage transportation choices such as walking, biking, public transit, carpooling, vanpooling, telework and flex schedules, for both commute and personal trips.

The Greater Madison Telework Survey 2021 was conducted online from July 20–August 16 to assess the telework experiences, attitudes and plans of non-managers, managers and executives in the Madison region (see Appendix A for full results). It builds upon the results of the [Madison Region Remote Work Survey](#) conducted in June 2020. Both surveys support shared learning about regional attitudes and trends, and provide a local perspective on national workplace and commute data.

This summary contains highlights from the 2021 survey along with comparisons to 2020 results. Questions explore the perspectives of respondents sixteen months after the first statewide public health order for COVID-19 went in to place on March 24, 2020. Responses provide a perspective on pre-pandemic commutes; telework benefits and challenges; and desires and expectations for the future. Additional analysis summarized here and included in Appendix A uses an equity lens to explore how respondents with varying demographic characteristics are experiencing telework.

With 61% of respondents working in government/civil services, the survey does not represent the actual distribution of employer types in Dane County. However, the only significant difference found between public and private sector responses was that 17% of private sector respondents anticipate teleworking five+ days per week in the future, compared to 5% from the public sector.

These results provide useful insights for employers and policymakers making decisions about a future in which telework will be commonplace. These include decisions about workplace structures, commuter benefits, sustainability programs, infrastructure investments, and transportation and land use policies. They also offer a view of the evolving nature of workplaces and commutes in the greater Madison region, and the potential for telework to contribute to transportation sustainability.

“Being able to work from home has helped with health issues related to my disability and hopefully will allow me to continue working longer before retirement.”

After business returns to normal:

64% expect to telework at least 1 day per week

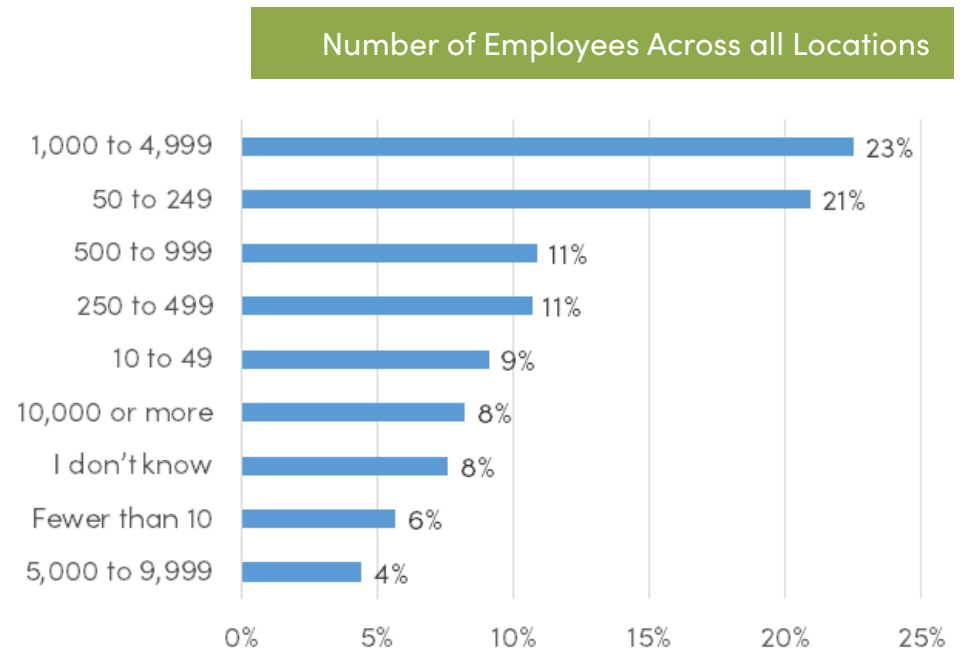
78% will view an employer more favorably if given the option to telework

Key Findings

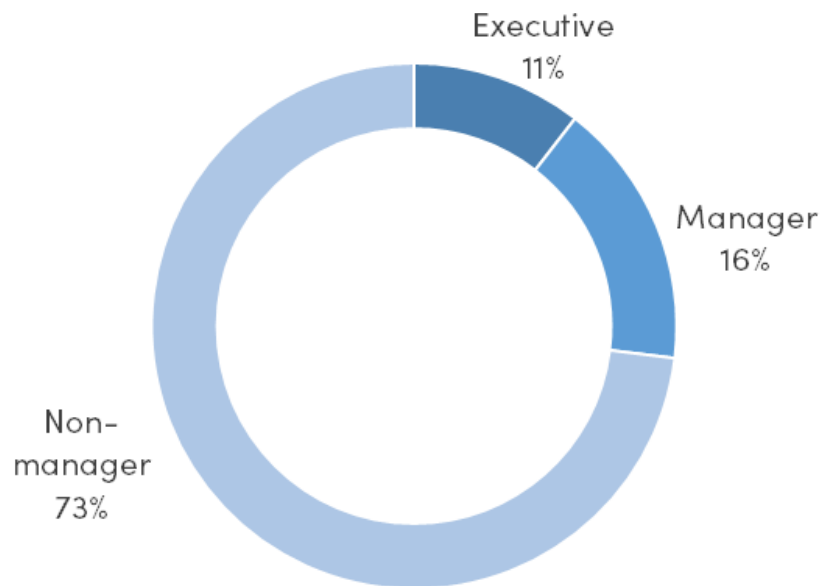
Respondent Demographics

The Greater Madison Telework Survey 2021 received **1,179 responses** from non-managers (73%), managers (16%) and executives (11%) in the region. Organizations represented include both public and private employers ranging in size from fewer than ten staff to over ten thousand. Sixty-one percent of respondents work in the public sector.

Pre-pandemic workplace zip codes reported by respondents were concentrated in and around downtown Madison, with by far the largest percentage (40%) reporting 53703 in downtown Madison. Conversely, home zip codes were dispersed throughout Dane County and beyond.



Position



Definitions

“During the pandemic” was defined as approximately April 2020–May 2021.

87% teleworked at least one day per week during the pandemic

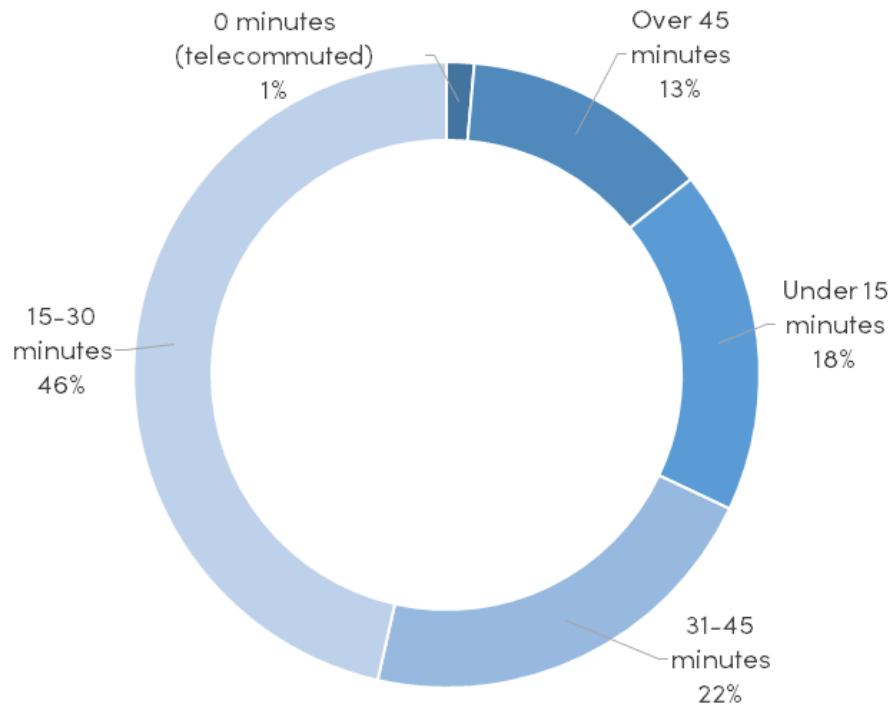
63% teleworked full-time (five+ days per week) during the pandemic

Pre-Pandemic Commuting & Transportation

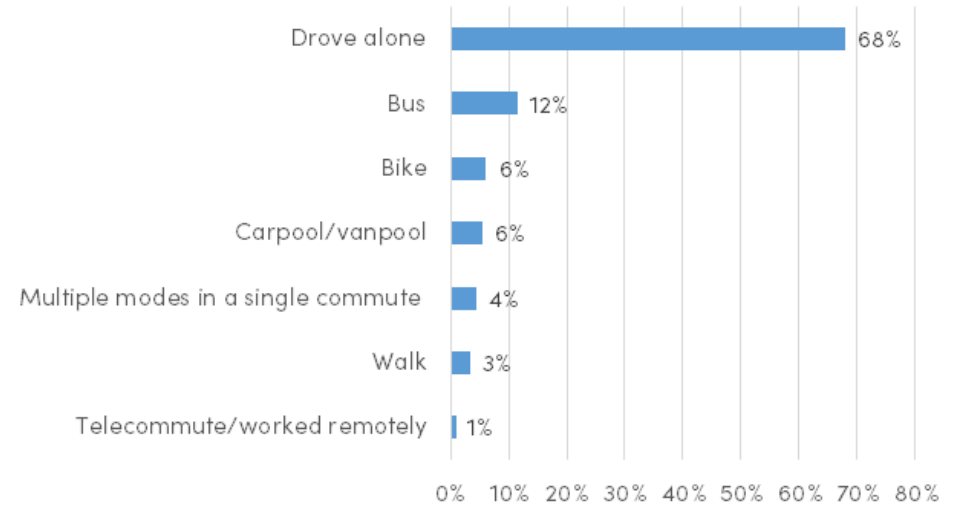
Respondents' pre-pandemic commuting habits were generally consistent with Dane County commute data as a whole. Sixty-eight percent reported driving alone to work prior to the pandemic, while 12% rode the bus, 6% biked, and 6% car/vanpooled. The largest percentage of respondents (46%) commuted between 15-30 minutes, while 35% commuted over 31 minutes.

Of the respondents who reported sometimes using another type of transportation to get to work, the top secondary modes were bicycle (13%), bus (11%) and car/vanpool (6%).

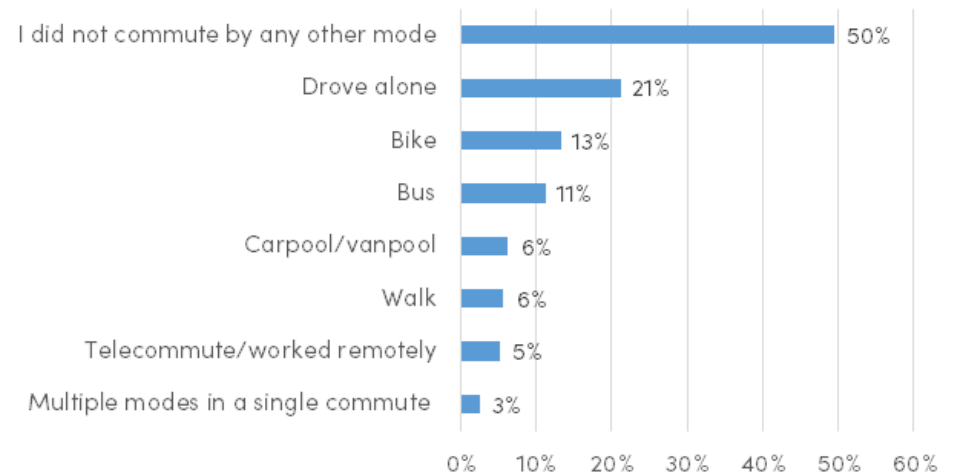
Duration of Door-to-Door Commute Pre-Pandemic



Typical Commute Mode Pre-Pandemic



Prior to COVID-19, did you sometimes commute by another mode? (Select all that apply.)



Perspectives from Executives & Managers

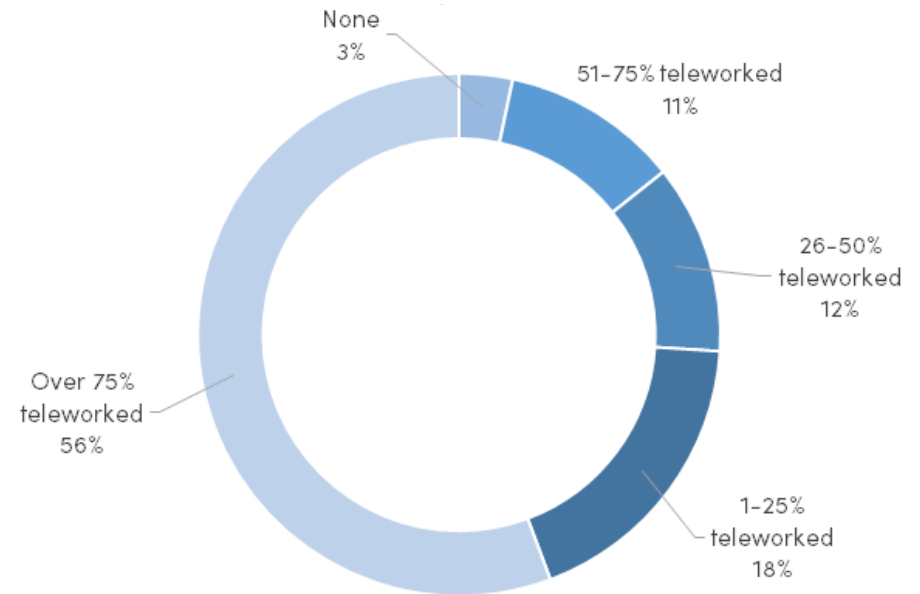
Prior to the pandemic, a common barrier to telework was the concern of many managers and executives about decreased productivity with a more dispersed workforce. Today, experiences during the pandemic have reduced those concerns and led many employers to plan for higher rates of both full- and part-time telework after the pandemic subsides.

“Our office was already overcrowded. We are using this opportunity to re-imagine use of the space and will implement hoteling to support hybrid work schedules.”

Of the 27% of survey respondents identifying as executives (11%) and managers (16%), 67% work at organizations where over half of the employees worked from home regularly during the pandemic. Seventy-three percent expect that more employees will work from home on a weekly basis in the future, and 25% expect that more employees will work from home nearly full-time. Of the responding executives and managers:

- » 71% are taking steps to make teleworking easier
- » 71% have or will soon have a telework policy in place
- » 51% view telework as a **sustainability strategy** (e.g., to reduce drive-alone commutes, to reduce greenhouse gas emissions, to reduce office energy use, etc.).
- » 49% view telework as a **business strategy** (e.g., to improve competitiveness, recruit/retain talent, etc.)

What percent of your organization's staff teleworked regularly from April 2020–May 2021?



What do non-managers say?

55% feel greater satisfaction with their employer than they did pre-pandemic

45% feel greater satisfaction with their job performance

56% report greater productivity and/or ability to concentrate on work tasks

- » 48% have a program that supports commute options such as bus, bike, carpool, vanpool and walking

The top benefits identified by executives and managers include:

- » 76% - Improved employee morale and satisfaction
- » 54% - More staff access to/participation in virtual professional development opportunities
- » 49% - More productivity and/or improved workflows and efficiency
- » 41% - More opportunities to hire diverse talent

The top challenges identified by executives and managers include:

- » 56% - Management challenges, including difficulty communicating, not knowing what staff are working on, and/or having to spend more time supervising staff
- » 42% - Company culture and morale declining

Despite identifying management challenges as a top concern, only 25% of responding executives and managers say that, “problems completing work on time or quality of work declining,” is a challenge.

Similarly, while 42% of executives and managers express concern about declining company culture and morale, only 12% of all survey respondents (including executives, managers, and non-managers), report feeling lower morale.

“It is still unclear what the benefits and costs are, since this was always seen as temporary. Expect to learn more in another year or so. I support telework and I think the real challenge is accessibility as defined through language, culture, ability. What are the culture cues and nuances that we need to understand and know working virtually, which is different when working in person, etc.”

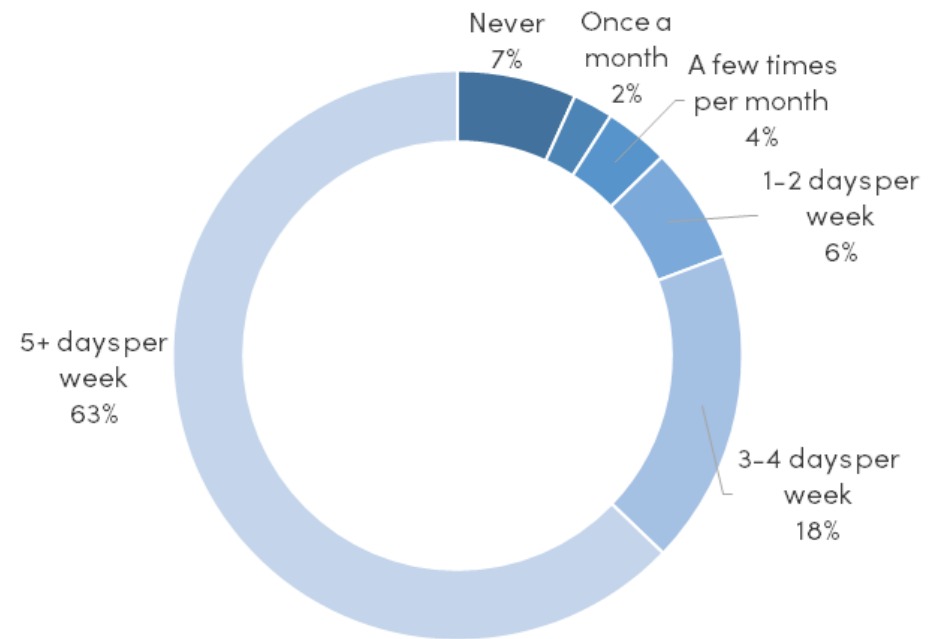
All Respondents: Pre- and Post-Pandemic Perspectives

When asked to compare their experience teleworking during the pandemic to their experience prior to the pandemic, the majority of respondents indicated feeling the same or better about a variety of work and life factors.

Compared to survey responses from June 2020, the percent of respondents indicating that their experience has been “better” or “somewhat better” when working from home during the pandemic, compared to their experience prior to the pandemic, increased for all of the factors below:

- » 86% feel the same or greater satisfaction with their employer
- » 81% feel the same or greater overall life satisfaction
- » 83% feel the same or greater satisfaction with their own job performance
- » 74% feel the same or better about their ability to access necessary job resources
- » 87% feel the same or better about their ability to understand work expectations and job goals
- » 79% feel the same or better about their ability to communicate with their manager
- » 76% feel the same or better about their ability to collaborate with staff at other organizations
- » 65% feel the same or better about their ability to collaborate with co-workers

During the pandemic (approx. April 2020–May 2021),
how often did you work from home?



36% of respondents reported
experiencing no personal challenges
as a result of teleworking more
frequently

Top Challenges

The percent of respondents reporting a personal or professional challenge decreased for all options between 2020 and 2021.

Challenges reported include:

- » 30% - struggling to unplug (down from 35% in 2020)
- » 25% - anxiety about the COVID-19 pandemic (down from 53% in 2020)
- » 25% - home workspace that is not the same quality as that at work (down from 47% in 2020)
- » 24% - lack of access to equipment such as dual monitors, printers, etc. (down from 50% in 2020)
- » 21% - difficulty staying motivated (down from 31% in 2020)
- » 20% - feeling lonely (down from 30% in 2020)
- » 18% - frequent distractions from kids, pets, or other people at home (down from 34% in 2020)
- » 17% - internet connectivity issues (down from 39% in 2020)

Top Benefits

Respondents reported benefits from telework at higher rates than challenges.

Benefits reported include:

- » 70% - more time with family, friends, pets, or to work on household projects/chores (up from 57% in 2020)
- » 70% - saving money by not commuting (same as 2020)
- » 69% - lowering their carbon footprint due to less driving (new option in 2021)
- » 59% - making lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills (new, combined option in 2021)
- » 59% - lower stress due to not commuting (up from 45% in 2020)
- » 56% - greater productivity and/or ability to concentrate on work tasks
- » 45% - higher quality and more comfortable work environment (new option in 2021)
- » 23% - Fewer interpersonal conflicts with co-workers and/or management (new option in 2021)

“I’m in the public relations business and networking has always been critical to my success. I truly miss this, both professionally and personally.”

“I actually get more work done, am able to concentrate better, and am happier and healthier.”

Telework and Equity

In order to understand whether respondents' experiences differ based on demographic characteristics, responses to questions about anticipated future barriers (Q24), personal challenges (Q25), and benefits (Q26) were filtered by respondents who identified as non-white; having a disability; non-male; parent/caregiver; and under the age of thirty-five (early career) [see page 84 of Appendix A]. Findings include:

Anticipated barriers to telework in the future (Q24):

- » Non-white respondents were more likely to report anticipating barriers to telework in the future. Among non-white respondents, the top anticipated barriers were lack of access to necessary equipment (37%); home workspace that is not the same quality as employer's workspace (31%); and internet connectivity issues (26%).
 - » Respondents under thirty-five years old were also more likely to report anticipating barriers in the future.
 - » Respondents who were slightly more likely to report that they do *not* anticipate any significant barriers were respondents with a disability, non-male respondents, and those who are parents/caregivers.

Personal challenges due to teleworking more frequently (Q25):

- » Non-white respondents were overall more likely to report personal and professional challenges resulting from increased telework. Significant differences for this group were:
 - » "Struggling to unplug from work": 36% non-white / 28% white
 - » "Feeling lonely": 25% non-white / 19% white
 - » "Missing the commute time I spent to exercise or relax": 20% non-white / 14% white
 - » "Anxiety about my job and/or stability of my company": 17% non-white / 8% white
 - » "Lower morale": 17% non-white / 11% white
- » Respondents with a disability were seven percentage points more likely to report feeling anxiety about their job and/or the stability of their company, and ten percentage points more likely to report feeling anxiety about the COVID-19 pandemic.
- » Non-male respondents were six percentage points more likely to report "Frequent distractions from kids, pets, or other people at home," and, "Missing the commute time I spent to exercise or relax."

6% of all survey respondents report that accommodations related to their disability have been a benefit of teleworking during the pandemic

"In my everyday challenge with having ADD, teleworking has made my ability to be more productive, less stressed, and more effective so much better. I am able to limit the distractions around me much better"

- » Respondents under age thirty-five were much more likely to report having difficulty staying motivated (29% compared with 19% of respondents over age thirty-five), and feeling lonely (27% compared with 18% of respondents over thirty-five).

Benefits due to teleworking more frequently (Q26):

- » Non-white respondents were less likely to report benefits, with the exception of saving money due to not commuting.
- » Respondents with a disability reported experiencing all benefits at a higher rate than those without. Significant differences for respondents with a disability include:
 - » “Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills” - 12 percentage points higher than respondents without a disability
 - » “Higher quality and more comfortable work environment” - 14 percentage points higher than respondents without a disability
 - » “Fewer interpersonal conflicts with co-workers and/or management” - 14 percentage points higher than respondents without a disability
- » Other respondents who were more likely than their counterparts to report benefits from telework included non-male respondents; those with parent/caregiver responsibilities; and those under age thirty-five. Particular areas of difference for these groups include:
 - » “Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills” - 11 percentage points higher for respondents under age thirty-five and for non-male respondents
 - » “Decreased stress due to not commuting” - 8 percentage points higher for non-male respondents
 - » “Higher quality and more comfortable work environment” - 9 percentage points higher for respondents under age thirty-five and 8 percentage points higher for non-male respondents
 - » “Saving money due to not commuting” - 8 percentage points higher for respondents with parent/caregiver responsibilities
 - » “More time with family, friends, pets, or to work on household chores” - 10 percentage points higher for respondents under age thirty-five and 7 percentage points higher for respondents with parent/caregiver responsibilities

“[I am] able to work even when there is a family issue like a sick child, where I need to be home because they aren’t at daycare, but can still work. Also cheaper living expenses not paying for daycare. Better morale for myself and my child who has a disability. Able to work more being home than having to leave work for the child with disabilities for disruptions at daycare.”

Telework and Sustainability

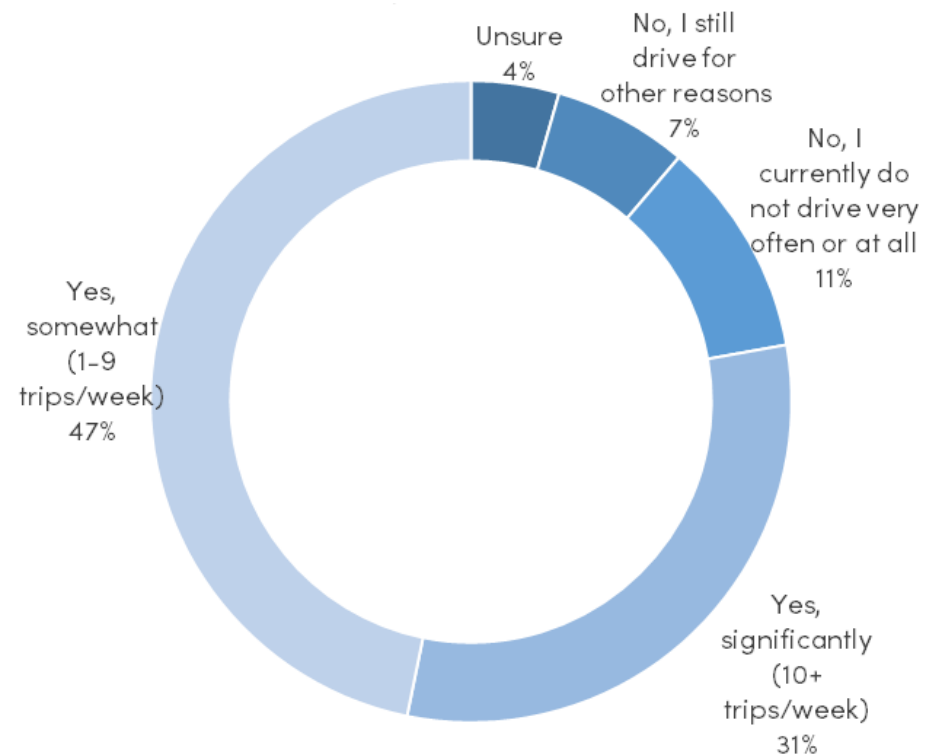
Telework is commonly considered a travel demand management strategy to reduce peak period traffic congestion and vehicle miles traveled (VMT) in cities and regions; however, its impact on VMT is difficult to assess due to the many variables involved, including the impacts that telework can have on trips taken outside of the commute, such as errands, childcare, and entertainment.

The ability of teleworkers to reduce their total VMT through telework may be influenced by many factors including how often they telework; the impact of telework on their trip chaining behavior (i.e., combining multiple trips into one, such as grocery shopping on the way home from work); the availability of convenient alternative transportation options near their homes; and the location of other frequent destinations relative to their home and workplace.

In order to explore how respondents are experiencing the relationship between telework and personal driving habits today, and what they expect that relationship to be in the future, this survey included several questions relating to individuals' and employers' views of the connection between telework, driving, and sustainability.

When asked to consider the benefits of telework, 69% of respondents said they have a lower carbon footprint due to less driving. When asked whether the amount they expect to telework in the future will help them reduce the amount of driving they do in a given week, 47% said it will help them reduce their weekly

Do you believe that teleworking can help you reduce the amount of driving that you do in a given week?



51%

of executives and managers say that their organization views telework as a sustainability strategy, such as to reduce drive-alone commutes, to reduce greenhouse gas emissions, to reduce office energy use, etc.

driving by 1-9 trips per week, and 31% said it will help them reduce their weekly driving by 10+ trips per week.

Many respondents who reported not normally commuting by bus, bike, car/vanpool or walking prior to the pandemic, also indicated that the ability to telework part-time during the week makes them more likely to choose a sustainable mode on the days that they commute to the office (see sidebar). Of these, 108 (11%) said they are more likely to bike; 108 (11%) are more likely to take the bus; 48 (5%) are more likely to carpool or vanpool; and 43 (4%) are more likely to walk.

What else would help you reduce how often you drive alone to work? Select all that apply:



Does (or would) teleworking for part of the week make you more likely to use any of the following on the days that you commute to the office? Select all that apply:

- 11%** Yes, bike
- 11%** Yes, bus
- 5%** Yes, carpool/vanpool
- 4%** Yes, walk

“If I lived on a bike or walk-safe street within 2 miles of work I’d definitely bike or walk.”

Preferences and Expectations

Among all respondents, 64% expect to telework at least one day per week when business returns to “normal,” with 28% expecting to telework between 1-2 days and 27% expecting to telework between 3-4 days. Twelve percent expect to telework on a monthly basis.

Forty-six percent of respondents say that their employer has a telework policy in place, and 44% are able to participate in the decision about how often they telework. Twenty-nine percent say that their employer will require a minimum number of days in the office each week.

Respondents’ preferred strategies to make telework most effective into the future are:

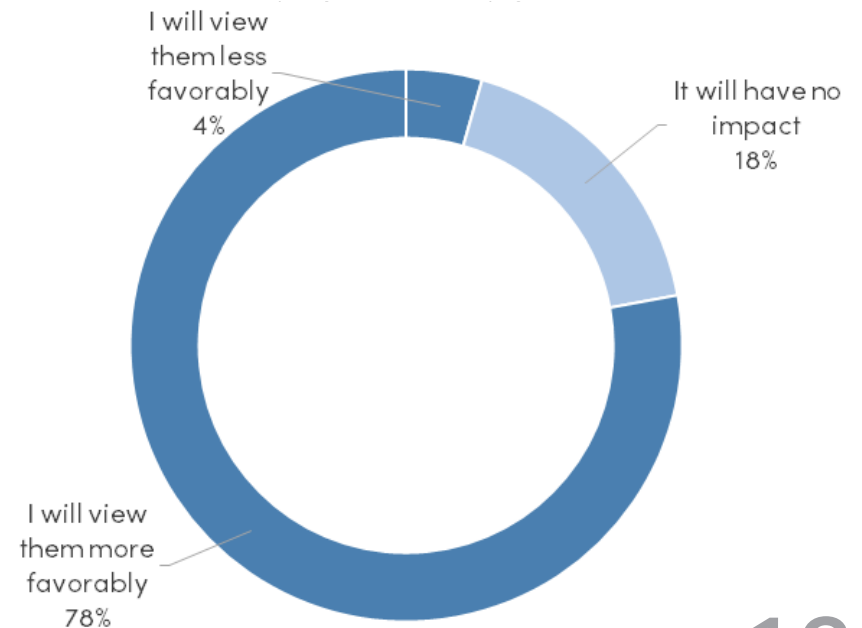
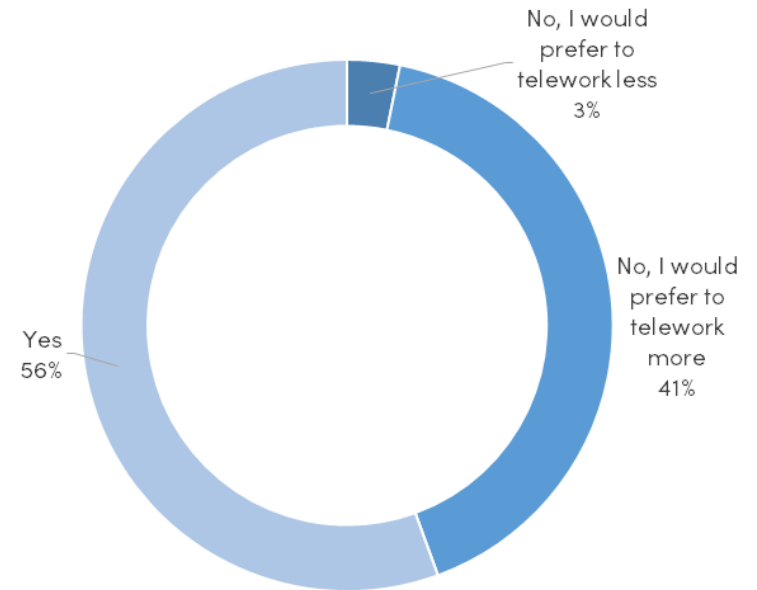
- » 57% - flexible start and end times to the day
- » 31% - designated “core” work hours, outside of which communications do not require an immediate response
- » 31% - in-person social events with co-workers

Of the respondents who will continue to be able to telework post-pandemic, the greatest barriers they anticipate include:

- » 29% - Home workspace that is not the same quality as my employer’s office space
- » 28% - Lack of access to equipment like dual monitors, printers, keyboards, etc.
- » 20% - Internet connectivity issues

How will having the option to telework impact your view of an employer? >>

Are you satisfied with the amount of telework you expect to do in the future?



Conclusion

These survey results demonstrate that telework is likely to be a common part of workplace structures in the Madison region beyond the pandemic, primarily as a part-time option. As seen when comparing survey results from 2020 and 2021, the challenges and benefits of telework are evolving as employees begin to telework at different rates and employers adjust to new demands. Relative to the long-term impact that telework may have on vehicle miles traveled in the region, responses indicate that telework may have the potential to help employees reduce their overall weekly driving, and in some cases choose alternate commute modes on their in-office days.

As communities continue to navigate the ever-changing circumstances of the COVID-19 pandemic and prepare for the future, this survey highlights opportunities to harness long-term benefits at the individual, workplace, and regional levels. Greater adoption of flexible workplace models that include both telework and flexible schedules offers greater opportunity to reduce driving and peak period congestion, in turn reducing peak-period roadway demand and expanding opportunities to prioritize investments in other modes of transportation.

Agencies and policymakers can help capture sustainability gains from the increase in telework by prioritizing land use and transportation decisions that support alternative transportation choices for trips beyond the commute. Employers can continue supporting telework over the long term while building a workplace culture that elevates telework as one of many sustainable commute options. Individuals can challenge themselves to use telework to reduce their weekly personal driving trips, and to commit to using alternative modes on the days they commute to the office.

By providing insights into the evolving nature of workplace structures, commute trends, and attitudes in the greater Madison region, these results highlight the potential for individuals, employers and communities to work together to capture a variety of transportation-related sustainability gains.

Appendix B1

Telework Interview Questions

Baseline information about your organization

Number of employees or members

Number of offices

Policies

1. Do you have a teleworking policy and what does it look like?
 - a. How does that compare to prior to the pandemic?
2. Do you think your organization will continue to offer telework post-pandemic? Why or why not?
 - a. encourage vs require
 - b. standard vs personalized

VMT

3. Do you view telework as a way to help employees drive less and reduce VMT in Dane County?
 - a. If so, how do you factor language about driving less or emissions reduction into your teleworking policy?
 - i. The Dane County Climate Action Plan aims to reduce VMT (vehicle miles travelled) 15% by 2050. This is equivalent to everyone in the county teleworking about twice a week.
4. What other things does your org do that helps employees drive less? (E.g., encourage alternative transportation)

Best Practices

5. What strategies has your company found most successful to support teleworking? (E.g., regular meetings, sprints, one-on-ones, team building social events)
6. As the workplace becomes more hybridized, how will you manage the mix of people working from home and in the office?

Tools

7. What tools has your company found most successful to support teleworking? (E.g., Communication tools, tools to organize, track, and manage work)
8. Does your organization provide any resources to support telework? (E.g., stipend for home office expenses, management coaching, technologies, etc.). Please list.
 - a. What resources do you still need or wish you had?

Equity

9. What opportunities to support employee well-being and a diverse and equitable workplace has teleworking revealed?
 - a. What challenges has teleworking revealed in these areas?
 - i. Consider physical/mental disabilities, gender, race, etc.

Stories

10. What have you heard from employees during this time about telework?
 - a. Benefits, challenges, requests, preferences
11. Tell a story that highlights how teleworking has influenced you and your organization's past year.

Would you like to be a part of a team to review the themes from interviews like this one, the resource guide we develop, survey questions, and the report deliverables for the county?

	Number of employees	Do you have a teleworking policy?	Do you think your organization will continue to offer telework post-pandemic?	Why or why not? Will it be more encouraged and personalized or required and standardized?	Do you factor language about driving less or emissions reduction into your teleworking policy?	If so, how?
A	150 employees FTE	Yes	Yes	We did not have one prior to COVID, policy became if you can work from home then do. Future policy will be dept. by dept. basis and might require folks people to be in the office several days a week, but will be personalized.	Not directly, but in a way	Purpose paragraph, reduce employee turnover and reduced pollution in the community.
B	14 employees	Yes	Yes	Most employees see it as a benefit. It will be optional but encouraged and personalized. Employee survey showed that most will prefer to work around 3 days per week at home.	No	
C	5 FTE employees, 1 part time, 1 contract	Yes	Yes	Each employee will work 1-2 days in office, rest of days remotely	No	
D	4,500 employees	Yes	Yes	Personalized. Folks interested need to have a conversation with manager. Options: Full time in office, Hybrid, Fully remote. It's coming down to divisions and department needs, what's the expectation from managers and if the job works remotely.	No	
E	45 employees	Yes	Yes	Standardized and required fully remote across all employees. Remote (mostly) before, during, and after pandemic.	No	Nothing included in the policy, but as a company it is talked about. Not monitored environmental benefits, but social and economic.
F	17 employees	Yes	Yes	Encouraged and personalized.	No	Our model pre pandemic was going to our clients offices weekly. This was a high cost of mileage reimbursements. \$3,000 to \$600, 80%. 73% over a 12 month period. Post pandemic, our travel will be likely cut at least 50%.
G	29 employees	Yes	Yes	Standardized. We've always had some sort of flexible hours policy, start and end times, Our current policy allows folks to work up to 2 days at home, but it depends on the department. Predicts that not everyone will take the 2 days. Framework does say we expect people that will be working remotely to have some core hours in the building, and has work space requirements. We don't anticipate people being full time outside of the Madison area, tax implications. Some folks have vacationed and worked, but with regular communication Policy offers an additional remote option if someone doesn't choose to work remote regularly.	No	Employees need a car to travel to clients, on those we carpool. Employees pay for parking, which basically pays for a company provided bus pass.
H	Self-employed	No	Yes		Not directly, but in a way	Over the winter one of their car battery died. They drove 1 of their two cars to pick up groceries.
I	150 FTE employees, 200-250 contract	No	Yes	Optional, personalized. Personalized to the teams, but trying not to set it up so supervisors can't just say no if it will work well for employees The desire is to make telework as accessible as possible, as frequently as employees will like, no set schedule.	No	
J	6 FTE employees	No	Yes	They were really independent and did work from home a lot, but they were often meeting with community partners, traveling to stories, taking pictures, meeting with community partners for face to face conversations was really important. Putting a name with the face, body language, seeing people in person is optimal. I don't know if we'll ever really go back, it's incredibly time saving, travel time, chat time. Prior to the pandemic we were meeting every other month.	No	We have all driven so much less in the past year. 4 cars in their 4 person family, went down to 1 car between the 3 family members, just have to coordinate, driven 80% less than normal. One of my hobbies was driving unnecessary trip places, just driving to shop or eat or for no reason. Only went in to the office 1-2 days per week. I did enjoy commute, there was a good break between work and home life, it gives you an end an a beginning to your day. Without that structure, it's a never ending day. We're too accessible, working on times and days (not normal).

	What strategies has your company found most successful to support teleworking? (E.g., regular meetings, sprints, one-on-ones, team building social events)	As the workplace becomes more hybridized, how will you manage the mix of people working from home and in the office?	What tools has your company found most successful to support teleworking? (E.g., Communication tools, tools to organize, track, and manage work)	Does your organization provide any resources to support telework? (E.g., stipend for home office expenses, management coaching, technologies, etc.). Please list.
A	Different departments are doing different things Mgmt team meeting on a weekly basis COVID response meetings They have a wellness committee, plans things like plant lunches, monthly plant meetings via zoom which was successful.	No standing meetings on Fridays Trying to get conference rooms wired for call in meetings during hybrid meetings 2-3 days at home 2-3 in office Certain departments w/ makes more sense for, Accountants and IT Only 50% of the workplace even can do it	Microsoft Teams. Teams is ok, Mike likes Zoom better. Teams integrates really nicely with outlook, chat function is helpful for team chat Vs meeting chat, File sharing. Everyone has their own organization system Outlook email and calendar	IT has tried to facilitate equipment, portable keyboard and mouse, multiple monitors, everyone got a headset.
B	Daily: all-staff messenger Weekly: check-ins with management team, directors meet 2x Monthly: Staff meeting	Will operate mostly remotely, so meetings will continue online. In person services will increase and return to pre-pandemic style.	Ring central (messaging, video, phone), Asana for certain projects, Outlook for calendar and invites, Zoom for meetings that need auto captions	Computers, hot spots
C		Each employee will work 1-2 days in office, rest of days remotely. There will no longer be issues with folks being in on the same days. Events will likely go back to in person, hybrid could help but haven't been to a hybrid event I liked.	Zoom, Email, Text groups for events, VPN for file sharing	No
D	Managers each have customized approaches.	More open workspace, mask all the time.	Zoom, Teams standard for internal, Office 365 is becoming more standard, because security gaps were identified. Monday, Trello, whatever managers ID as tools they need (so they use many).	Some folks got paid for internet. Service Now software package for everyone. Could take what you had in the office at first (computers, desktop), now is more systematically offering things like chairs. New form of time off that is flexible for parents was created, will stick around and be at managers discretion.
E	Start with personal best practices: have a dedicated work space, office or corner, have dedicated off hours, set aside times where you are not working, take regular breaks as you would at your in-office job (fold laundry, get a snack). Team touch points throughout the day to stay connected (critical to remote work). Standups in the morning, attendance is important. Strong management tools. One-on-ones on a regularly scheduled basis. Over zoom, once per week, once every two weeks if needed.	Continuing remote	Communicate what you're doing through Slack, bigger convos through Zoom. Not a lot of email, because it is too hard to convey context and meaning through email, interpersonal. Ask folks to have cameras on in meetings for expression. Emojis and GIFs convey more meaning. Tools: GR, Interal, Salesforce.	Company purchases: Desks, headphones, keyboard, power cords.
F	Staff meeting once per month, social at the end of the meeting. Hope that these will be in person soon (not in an office, in a shared conference room). Half of the team gathered for a birthday. Gather in person at Terrace, holiday party. Staff appreciation, baskets, keep morale up.	At least one employee wants to go on site for focus, many want to at least go to end of 2022 fully remote.	Office Tools, cloudbased, Teams, Office 365, Zoom and Google Meet. Meeting is the best way to keep in touch with people and gauge where they're at. Phone calls, even patio meetings.	Laptop, second screen, most people request a mouse, printers. We can control the security, helps with efficiency, good computers work better. Hot spot, or they give a \$100 stipend for internet.
G		It will be interesting to see whether people will wfh for the full 2 days offered, or 1 day. The requirement that you will be present for the department meeting. One of our conference rooms is set up to be hybrid 6 people in the room, 3-4 people remote. We have an all team meeting once per week, but we don't have a space where we can all be together.	Teams for chat, group meetings, one-one-ones weekly with each person, senior managers meet weekly as well, cross functional meetings every other week, email, Zoom with external partners, clients, presentations). Teams has some project mgmt tools, marketing team uses separate software called "Teamwork." Once people get back to their offices, I don't know whether folks will be zoom meeting or in person (what stays hybrid). Software: network was moved to the cloud. That has made the productivity possible. We were on a VPN which was very challenging. For file-sharing, for accounting, sign off on invoices. If there were more than 4 people at a time it was challenging, slow, now with the cloud it is much much faster.	Laptops provided for security reasons. Monitors, ergo chairs, desks at work can be standing desks, office supplies, keyboard, mouse.
H	The first thing I think of is having a good space to work in is essential. I'm in a family of 5, we each have our own devices so good internet. Home office only work, all client meetings are 100% remote.	Not planning on coming out of the covid bunker until 2 weeks post vax. I always thought and assumed that I would eventually need a co working office downtown, think that less than I used to. I don't need a downtown office all the time. Just occasional meeting space.	Physical: Space, ergonomics, tools, laptop, wifi, bluetooth headset, standing desk, good lighting, powerful computer, balance board, mirror. Online: Zoom, Google suite, Gmail, Slack, Wix scheduler.	
I	Shift from phone calls to skype 1:1s, and more email check ins.	Managers want teams to direct if meetings should be in person. Want to modernize the offices with new tech to facilitate hybrid meetings.	Skype for business, email, some Zoom, and Teams for projects. VPN, shared drives.	Provided Laptops, but that was kind of it. Monitors are approved to be taken home, but will be returned.
J	Weekly team meetings. Prior to COVID we did a team meeting in person, big event coming up we will meet via Zoom, occasionally will skip a week if nothing big is coming up. CEO one on ones, Executive Editor one on ones weekly, EE text every day, calls once or twice a week. 5 day all day summit, in person: 400, 600, online: 800. Those attendees asked for shorter virtual summits, so they are considering offering them virtual or hybrid. Tough choice because people are itching to get back in person, but some really like virtual!		Zoom, Google suite, google sheets to monitor sponsors/panelists, living documents that we all have permission/access. Living Google Doc agendas for meetings.	

	What resources do you still need or wish you had?	What opportunities to support employee well-being and a diverse and equitable workplace has teleworking revealed?	What challenges has teleworking revealed in these areas?	What have you heard from employees during this time about telework? Benefits, challenges, requests, preferences	Tell a story that highlights how teleworking has influenced you and your organization's past year.
A		Going forward, it will make us more competitive. We recognize that this isn't going to go away. More open in terms of our recruitment, flexible to employee caregiving needs. More of a goal, haven't noticed in action yet.		Mixed. Some people really like it, some people struggle. He was hired during the pandemic and people don't reach out. It can be taxing on mental health. At least 10 people are going back in the next month.	Starting a new job has been challenging, running into people in the hallway is gone. Cameras don't have to be on for bandwidth reasons, but that means he hasn't seen some people yet.
B	General training for using online tools was needed, some systems have good help guides and others do not. Some folks need better internet.		Digital divide, not having internet, not having equipment	Gratitude from employees for not forcing them into unsafe or uncomfortable situations	Prior to the pandemic I didn't like to work from home, but now I do it fairly effectively.
C	Internet booster, conference room for meeting guests		We are working very hard to overcome some of the broadband challenges, speaking with elected officials to set up broadband where it is lacking in our counties, looking to do a pilot to help out a rural community where broadband is lacking.	Employee expense reports have reduced significantly, parking and mileage could be written off. Not having to commute to early meetings major benefit. It has made working together with partners so much easier.	It has been so nice to not have to search for a free physical space to hold meetings, no waste on coffee or juice.
D		The frequency of conversations around mental health increased. Social events popped up on Yammer, channels for pet pics, crafts your working on. Social stuff is dying down because of screen fatigue. As an enterprise we can acquire more diverse talent from across the county, put us in a better position to compete. Pull from a more diverse pool of candidates.	People need the right tools (internet, tech), people struggle with job changes (tech literacy).	Message has been work with us to find things that work for you. Folks working together to tutor kids.	We had said work from anywhere, privacy and regulatory tax reasons means folks have to work in the US, when did you go, how long will you be there, this is the expectation Management has been very supportive, but were unaware of risk, now it is on an exception basis only.
E	Wish they had good whiteboard software, use Mural pretty heavily, Jamboard, draw to io, not as quick as a real life whiteboard.	Productivity increase. Diversity increase, Madison is not so diverse, reaching other communities helps reach goals, talent pool in general expanded. No longer requires people to be 12-13 different states. One thing the pandemic has allowed us to be is more flexible, folks with kids need more flexibility in work day outside.	Mental health, boundaries are an issue, so they added a mental health day (required to take PTO every month). People have felt very disconnected from people in general, as a company they have instituted practices to help people connect in a more social way. Fun activities, added a game night play a game online, morning coffee meeting.	People love not commuting! Huge impacts, some commutes were 1.5 hours. Net positive on managing home life (walk dog, meet electrician). Replacement for physical social interaction is necessary.	Did a survey, 3-4 people desperate to come back in the office, rest never come back or sometimes in office. Concluded there's no one right way to do it, but a lot of industries and offices have realized they don't have to be in person.
F		We were getting resumes from all over the country, we had to make sure we were hiring from Dane County.	Mental issues with isolation. Dense workdays, back to back to back to back zoom meetings, whereas we used to have travel time in between. As a boss you can't probe mental health too much, it's a privacy issue so HR manager checks in. In the pandemic accountants have had a rough year, with more work on PPP money etc...	People with school-aged children really struggled, 5-6 employees. One employee has ailing mother. Had to show them grace, because it was not a normal year. Productivity in general was 75% of ideal.	An employee is van-lifeing it, so they drafted a "work from anywhere arrangement."
G	Ergonomics have been challenging, people don't have the ability to. In the future we're hoping folks will create a space for themselves. Printers, my printer has not worked since I've been remote. Electronic signing, contract and docs, some can be signed in Adobe, would add docuSign free trial for more serious documents.	Staff located at the airport have to be present, but they have very flexible schedules 4-5hr shifts. CEO recruitment was done with a diversity lens, but no real opportunity to hire folks. It will open opportunity to more folks, make their jobs more attractive. Onboarding new hires will have a ~60 days period before they will have to be in the office	The challenge that anyone has is that there are some positions that can't work remotely. Receptionist can't work remotely, they reserve the right to say that their position does not apply to the policy. Had conversations re: if everybody can't do it should we do it at all? Also families managing kids, issues with bandwidth during pandemic.	Our dress code is called "dress for your day." Internal meetings you can wear anything but for the Board, dress for success. But during telework, everyone has gotten really casual, and we had to have a conversation about professional dress. Less tension in the day, flexibility, folks can take their dog for a walk midday. One supervisor hates the remote stuff, and will have issues when folks want to take those remote days. Some level of trust in employees is necessary. It works both ways, team members have to be accessible. You can email me, chat on teams, text phone, call phone. Teams also syncs to my outlook calendar, so someone can see immediately whether I'm occupied. Everything meshes with office 365, so that helps a lot.	
H		For myself, luckily, I'm in a field that is very well-suited to telework, not everyone has that. It has the potential to be very equalizing to solopreneurs. You don't need the assets that the huge downtown firms have. Fancy firm doesn't have the same competitive advantage. Destabilizing to large companies and empowering to small emerging players.			For much of the pandemic I took care of myself better than I ever have. Because I could, because I was in charge of my own life!
I	Printers and office supplies, or a stipend to cover that.		There has been some rhyme or reason to why folks have been continuing to work in person. Lowest paid staff often has to work remotely. Difficult to feel like that situation is equitable. A few people of color have mentioned toxic work environments, trying to be mindful and are going to do a full equity analysis.	I was blown away with by the survey, 50% of the staff want to work remotely all the time, only 5% want to work in the office all the time. We had an open ended question at the end, 70% of the staff responded very positively.	
J	I really need to get an updated computer. Internet has good days and once in a while bad days (lives in Lodi). Says computer is the thing that holds her back most at work.	Family time is a benefit for the team.			

Appendix C1

Best Practices for Remote Working

Chapters

- I. For Managers
 - A. Key Takeaway: Trust
 - B. Supporting Remote Workers
 - C. Tools
- II. For Employees
 - A. Key Takeaway: Boundaries
 - B. Workflow
 - C. Workspace
- III. Remote Meetings

For Managers

Key Takeaway: Trust

Great remote managers have trust in their team to get their work done without the oversight of being in a physical office space together. This trust can lead to improved productivity and relationships, increasing the confidence and initiative of employees. In the 2021 Greater Madison Remote Work Survey, 56% of managers report that their “challenges include difficulty communicating, not knowing what staff are working on, and/or having to spend more time supervising staff.” Managing from remote work is a shift for many and can involve a change in how to communicate and receive updates on work status. While remote working, set clear expectations and goals with employees and then measure performance against the expected outcomes that you’ve outlined. Plan regular checkpoints along the way to a goal, and be ready with an action plan if an employee is struggling. Establishing systems based on trust will contribute to a positive work culture and greater efficiency.

Prior to the pandemic, a common barrier to the more frequent adoption of telework was concern from managers and/or executives about decreased productivity with a more dispersed workforce. Today, experience during the pandemic has reduced those concerns and led many employers to plan for higher rates of both full- and part-time telework after the pandemic subsides. In general, working from home increases productivity by 47% according to data from [Prodoscore](#).

Supporting Remote Workers

Culture

Building and maintaining organizational culture while working remotely can be done and it looks different than in-person culture. Determine and emphasize the aspects of working remotely that your colleagues enjoy in order to increase employee happiness, effectiveness, and long-term employment. For example, in the Greater Madison Remote Work Survey, 69% of people surveyed report enjoying increased flexibility “to spend more time with family, friends, pets, or to work on household projects/chores” while working remotely. If your

colleagues feel that way, making sure the systems you have in place to support that flexibility stay strong helps build an employee-centered culture. If your colleagues enjoy chatting and regular social events like weekly lunches, or virtual happy hours, make sure to manage the workload and schedule around social events so employees can prioritize building relationships with each other.

Offering remote work can impact other areas of workplace culture as well. For example, it can help you foster a culture that values sustainability. Among executives and managers surveyed, 51% say that their organization, “views telework as a sustainability strategy (e.g., to reduce drive-alone commutes, to reduce greenhouse gas emissions, to reduce office energy use, etc.)” 78% of respondents also report that having the option to telework makes them view an employer more favorably.

Clear Policies & Practices

Having a clear yet flexible telework policy and practice is essential for establishing expectations around working remotely. Take a look at [this guide](#) for managers and employees working together to design a telework arrangement that works best for their specific circumstances. Policies should be flexible and able to be reviewed and updated based on changes for the employee or organization.

Schedules

Your policy should outline times when people will be available while working. Setting times when everyone is available will help encourage collaboration and efficient response to outreach. Most organizations stick to a regular schedule for meetings and times worked. Finding the right schedule can vary from employee to employee and by job duties, so it’s important that they’re created collaboratively.

Some organizations use daily meetings (sometimes called “standups”) where a team meets for a short time and each member answers:

- What did you do yesterday?
- What will you do today?
- Anything blocking your progress?

These are best for teams of <10 people, and each teammate should keep their update very short so the full meeting is ~15 minutes. This offers time to get on the same page about progress and problem solve. It works best for teams working on a shared goal or project.

Another common telework meeting schedule is longer one-on-ones between a manager and employee. These are usually at least once per week and 45 minutes to an hour long. The most effective one-on-ones have a set agenda of topics and one or both parties take notes for follow-up items.

Communication

Team members working collaboratively need quick and flexible access to information and each other from consistent sources. Options for sources are listed under tools below, but a good rule of thumb is to let the purpose of the message determine the tool you use to send it. A time sensitive ask for a document can be texted or messaged, whereas a longer update can be emailed or reported in a video meeting. Agreements and practices should be flexible and able to be reviewed and updated based on changes for the employee or organization. Adding a question to quarterly or annual check-ins about remote work can be a routine opportunity to communicate and improve.

Ask employees these questions to help facilitate communication:

- What is your preferred tool to communicate updates to me and the team?

- Where are there communication breakdowns on the team and how do you think we can change to fix them?
- How is remote work supervision and updates on projects going?

Many of the behaviors in virtual environments develop overtime and through habit. It can still be helpful to ensure that everyone has a clear expectations for behavior in a virtual environment such as:

- When to use communication tools like chat, email, and video chat
- How often to check communication tools and how to prioritize them
- How quickly a response is expected
- Who sets and leads meetings
- When and where do meetings occur
- How to participate in meetings
- How and where to save files

Remote work training and onboarding

Employees will need training on the virtual communication and collaboration tools you use, as well as a briefing on the expectations for behavior in a virtual environment. Onboarding new employees in a virtual environment also requires this training and new hires should also attend any team lunches, virtual happy hours, or other social events to get to know the team. Some organizations find it helpful to appoint an “onboarding point person” other than the manager to get to know the new hire, answer questions, and help them with the transition.

Well-being

Routines to support mental and physical health change when working from home. Checking in and offering support for staff well-being should be a regular part of employee check-ins. Encourage staff to take breaks and schedule times for movement throughout the day. Recommend staff set a routine for work hours and stick to it. Time blocking the day based on tasks, leaving time for breaks throughout the day, and setting up a designated desk space can help workers stick to their schedule and avoid virtual burn-out. Connect with colleagues regularly in a more social setting, like using chat tools for interaction that’s not work-related or starting meetings with a social icebreaker. Staying connected in this way can help prevent disconnection and loneliness and encourage camaraderie.

Ask employees these questions to help facilitate well-being:

- How do you feel you’re able to manage work/life balance and what can we shift to better support it?
- Do you feel your job is supporting your well-being?

Virtual workspaces

A virtual workspace replicates the office space online using tools for communication and collaboration. Organizations can build a virtual workspace with an assemblage of tools that work for them, or they can use an infrastructure that connects employees to a remote version of the exact desktop they would use in-office. For example, if working on planning an event, an organization can create a virtual workspace in a project management software like Asana to manage tasks, connect relevant files, capture ideas and update one another on progress.

Flexibility

When a team is working from home, time flexibility is key, but baseline commonality helps put everyone on the same page in workplaces that need regular collaboration. A fully flexible schedule (when employees can work anytime they want) is best for organizations where the majority of employees work independently.

Some organizations might benefit from a type of flexible schedule called split scheduling. Everyone on the team works a standard 40 hour workweek, but their start and end times change based on their personal wants and needs. For example, some employees may work from 7-11AM and 4-8PM while others work a standard 9AM-5PM, and others work 6AM-3PM. This leaves 9AM-11AM as collaboration time for the whole team.

Professional Development

Keeping remote employees engaged in professional development opportunities is an important way to support them. Investing in employees in this way helps them develop their skills and also shows that you care about their goals. Skill building workshops, mentoring programs, networking opportunities, and online education opportunities are all ways that employees can engage and you can foster a culture of learning.

Equity Considerations

Making sure remote work is as equitable as possible involves meeting individual employees' needs. Not everyone needs a flexible schedule, but it can be very impactful for employees that have additional personal responsibilities. Employees that live in a small apartment or with many people living in their household might be more comfortable with their camera off. Those that have unpredictable internet access would benefit from an WIFI hotspot provided by the organization, or prefer phone conference calls over online video meetings. Digital accommodations like closed captioning for online meetings and software that read text out loud are available for those that need them. These can all be effective remote work options if/when they work for the employee to continue to be productive, effective, and provide expected work deliverables.

Not all types of jobs work as remote positions. [Research](#) shows that telework is most commonly an option for older, educated, higher-income, males. In the Greater Madison Remote Work Survey and Interviews, some commented on this, with one survey comment stating “some staff cannot telework due to nature of their work while others can, this results in some resentment among those who cannot telework.” If your organization has this type of composition, offering other benefits to those that can't work remotely can alleviate tension. Examples could be offer them as much telework as is possible for their positions (e.g. completing paperwork from a day in the field at home) and explore other workplace changes that employees would like to see and align with an organization's mission/vision. Start an open conversation with in-person employees on what benefits they are interested in.

Tools

Technology

Most remote workers will need a laptop/desktop computer, monitor, high-speed internet connection, and a cell phone. Depending on work duties, headsets, a printer, a scanner, a webcam, and an additional monitor may also be necessary. An ergonomic desk setup with ample legroom, lumbar support, screen at eye level, and (ideally) a keyboard at elbow level is also necessary. Employers providing this equipment directly or through stipends will ensure equity between all employees home office set-ups.

Organizing and project management

Task management apps, like Asana, Trello and Easynote are commonly used to manage workloads and meet deadlines. Using these tools allows you to view all tasks and deadlines for all employees in one place.

Scheduling

There are many scheduling tools, each with unique capabilities. When selecting one, start with analyzing the types of engagements that you need to schedule in order to pick a tool that fits those needs. Some popular schedulers include Calendly, Acuity Scheduling, SimplyBook, and HubSpot Meetings. Many of these tools can

be integrated to your other tools, like your calendar tool (e.g. iCloud Calendar, Outlook, Google Calendar), and your meeting tool (MS Teams, RingCentral, WebEx, Zoom, and GoToMeeting).

Collaboration

Popular chat tools are Slack, Yammer, Jabber, Discord, chats within email, and text messaging. Popular video tools are MS Teams, RingCentral, WebEx, Zoom, and GoToMeeting. It's best to have one primary method of communication where everyone can ask questions and send updates throughout the day. Many organizations use a secondary method for meetings, often with video. Video can help replace some of the body language and facial expression that you get at in-person meetings.

File saving, security, IT support

Remote offices manage file saving with virtual private networks (VPN) or cloud-based file storage systems. Some organizations need to take extra precautions to keep company data confidential and would benefit from requiring security software and a policy outlining when it's okay to work in public. IT support can be offered online through a dedicated email, collaboration tool, or phone number.

For Employees

Key Takeaway: Boundaries

One key takeaway for remote workers is to set boundaries for yourself. In the 2021 Greater Madison Remote Work Survey, 29% of respondents report struggling to unplug from work. In traditional offices the commute is a clear end to the day and prevents overworking. When working from home, creating a clear end to the day can be done with scheduling and routine. Set your schedule, communicate it to your colleagues and manager so they know when to reach you, and then turn off email and work notifications when you're meant to be out of "office." If you can, have an office space that you can enter and leave every day. Scheduling non-work activities when you're off can help motivate you to stick to your boundaries. When talking with your manager about setting boundaries, share with them why your requests are important to you. Sharing your reasons why can help you gain support.

Workflow

Developing a routine, sticking to it, and planning your day in advance will help prevent your workday from running into your home life. You may experience distractions like challenges with family members, sharing office space, homeschooling, pets, etc. Recognizing that this is a normal part of working from home and allowing yourself the flexibility to live your life is important. To help communicate to those you share your space with that you're working, you can use visual cues like physical signs ("do not disturb" or a stop sign when in focus time), actions like putting on headphones, setting timers, or shutting an office door.

Starting your day by checking your main communication tools (email, chats) will keep you connected to see if anything has changed overnight.

Frequently review your process to see what's working and change what's not, and then communicate your preferences with your manager and the rest of the team.

Workspace

Furniture

You'll need a desk and chair with good ergonomics: meaning ample legroom, lumbar support, screen at eye level, and (ideally) keyboard at elbow level.

Technology

Most remote workers will need a laptop/desktop computer, monitor, high-speed internet connection, and a cell phone. Depending on work duties, headsets, a printer, a scanner, and a webcam may also be necessary.

Remote Meetings

- Create a link to the remote meeting when the time is set and include it in the calendar invite when the event is created.
- Using video (not just audio) can make meetings run more smoothly, but can also be more tiring. Ask your team what they prefer.
- Introducing yourself and saying hello as people join will help everyone know who is present (particularly if some attendees are calling in to a video meeting).
- Stay muted when not speaking if there is background noise (using headsets can help). Staying off mute most of the time helps conversation flow more naturally.
- If in a large meeting or in a meeting with audio-only participants, identify yourself when speaking and address people by name.
- Take turns leading meetings to build participant confidence.
- Have a backup plan when the tech doesn't work (e.g. call in to a video meeting, or run the whole meeting over phones).

Appendix C2

Guide to Designing a Remote Work Policy

A guide for managers and employees working together to design a telework arrangement that works best for their specific circumstances and the consideration of remote work as part of an alternative transportation strategy to reduce vehicles miles driven and increase well-being.

This document will help you consider the elements that make a policy strong, including aligning with your mission and values, using it to strengthen your culture (including sustainability culture), and necessary policy elements of eligibility, equipment, and privacy. As organizations transition from needing to remote work during the pandemic to crafting post-pandemic telework guidelines, this will help you reflect on what is and is not working and how to distill that into a written document for future success.

Telework/Remote work policy components

[Mission & Values](#)

[Community & Culture](#)

[Description of remote work](#)

[Eligibility](#)

[Equipment](#)

[Safety, Privacy & Security](#)

[Geography](#)

Mission & Values

Everything in a remote work policy should connect back to an organization's mission and values. This policy is a great opportunity to support those values, and also can be used to help employees understand why certain elements of the remote work policy exist.

I. Checklist

- A. How does the policy support your organization's mission/values? For example
 1. For employee health and well-being: incorporate language about how policy supports health, well-being, and health benefits such as allowing employees more time with friends and family, to exercise, and reduced stress.
 2. For environmental sustainability values: incorporate language about how policy supports sustainability and information on sustainable commute options into the policy such as reduction in vehicle miles driven and carbon emissions from alternative transportation including remote work option.
 3. For supporting equity: incorporate language about how policy supports equity such as making work more accommodating for employees with disabilities.

Community & Culture

Keeping employee morale up and organizational culture strong while remote working looks different for each organization, and often includes building lines of communication, ways to connect, prioritizing continuing education, and recognizing good work. It is also important for managers to understand specific employee preferences and life conditions that may positively or negatively impact their ability to telework, and how specific conversations between managers and employees like or dislike about telework are valuable.

I. Checklist

- A. What aspects of community and culture are most important to your organization and how can you facilitate them with this policy?
- B. How can you keep employee morale and company culture strong while working remotely?
- C. What is the system in place to keep communication frequent and open?
- D. What opportunities are provided for employees to connect and build community?

Description of remote work

Use this section to outline what an average week looks like for remote workers at your organization. Most organizations stick to a regular schedule for meetings and times worked. Finding the right schedule can vary from employee to employee and by job duties, so it's important that they're created collaboratively. Also, consider trying a schedule and then reflecting on if it is working. You can modify and adapt if needed.

I. Checklist

- A. Is it a set schedule and/or flexible?
 1. Are there set days in an office, or at locations other than the office?
 2. Should remote employees be available and working at certain times?
 3. Are employees able to be flexible with start/end work times? Is stopping and starting work throughout the work day possible?
- B. Is there a trial period, or any opportunity to reassess the process?
- C. Are there roles?
 1. Who can request telework?
 2. Who needs to approve?
- D. Would there be a decrease in vehicle miles driven by employees with a proposed remote work schedule? Can you document and celebrate this office wide impact?

Eligibility

This section will help you address what jobs are eligible for remote working. It's important to have a formal process for this, but also to be flexible and open to each employee's unique situation. While writing the requirements, keep equity top of mind so you end up with a policy that benefits everyone regardless of their eligibility.

I. Checklist

- A. Do job responsibilities require in-person work, and/or can the work be completed effectively out of the office?
- B. Do employees need to have worked for the organization for a certain amount of time to be eligible?
- C. Do employees need to have a certain performance record to be eligible?

- D. How will you support those who can't telework, focus on their well-being and creating a work environment aligned with organizational mission & vision?
- E. Does the policy end up giving more options to certain groups than others? What can you add to increase equity?

Equipment

Specific equipment is required to work remotely. This section will help you consider what you will need and who will provide it.

- I. Checklist
 - A. What type of equipment do you require remote workers to use, and is the organization providing that or do they have to?
 - B. What type of internet or cell phone plans do the employees need, and is the organization providing those resources?
 - C. Who is responsible for damage to the equipment?

Privacy, Security & Safety

Just like when working in an office, safety, privacy and security need to be considered for remote workers. The remote work environment adds some additional unknowns that can complicate keeping information secure. Use this section to address those concerns and outline why they are important.

- I. Checklist
 - A. What rules are in place to keep information secure?
 - 1. Are employees able to work from a public Wifi network, or in a public place where their screen can be seen?
 - B. How should employees access and save files so they are secure and available for others in the organization to access?
 - C. Do all employees have up to date anti-virus software protection?
 - D. How should the employee prepare a safe space?
 - E. How will your organization reduce workplace harassment inside and outside of the physical office space, such as in virtual chat and communications?

Geography

As remote work becomes more common, employees are moving further and further from their employer's offices. This impacts factors like time zone, ability to meet in person, environmental impact of travelling to meet in person, health insurance, taxes, and cost of living.



- I. Checklist
 - A. Is there an office?
 - B. What geographic areas are employees able to work from? Is there an approval process for working remotely while traveling (not from home)?
 - C. What modes of alternative transportation are available for employees such as public transit (does the organization assist with public transit fees), bike infrastructure, walking, etc?
 - D. Is remote work considered an alternative transportation option to reduce vehicles miles traveled, especially in situations to reduce air travel and long drives?

Appendix C3			
Use this document together with the guide to designing a telework policy as a suggested structure for your telework policy. The below examples exist to give you ideas on how some organizations might respond to the questions in the guide.			
	Example 1	Example 2	Example 3
% remote, size	All remote, >10,000 employees	Hybrid, 50% remote work, ~250 employees	Hybrid, 25% remote work, <20 employees
Mission & values	Our mission is to minimize work-associated vehicle miles traveled and carbon emissions. Employees are encouraged to telework, and given a stipend if they pledge to take fewer and shorter car trips on days they are teleworking to decrease the overall vehicle miles traveled. This supports our value of sustainability.	Our vision is of a healthy organization and community. Employees who choose to telework will focus on their physical and mental health and well-being. We encourage connection and community among all employees and to build this into your work culture. This supports our value of health.	Our mission is to value, recognize, and support the diversity of our individual employees. Our policy both provides a clear framework of expectations and the opportunity for flexibility within the parameters to be inclusive and meet each employees where they can be most successful. This supports our value of equity.
Community & culture	Communication is facilitated using weekly check-ins and having hours where messages are welcome. Virtual get togethers are monthly, and there is a message board open to everyone, with themed boards for people to share more fun updates (like a pet picture board).	Online meetings begin with time to connect personally. Videos are not required to be on. Everyone gets together quarterly for a community-building outing during work hours (hikes, lunches).	When in-office and joining a hybrid meeting, join from separate offices to keep those joining remotely feeling connected.
Description of remote work	All employees are working remotely all the time. When working remotely, employees are available and working between 10 AM and 4 PM in the office's timezone.	Employees that are eligible are able to work remotely up to four days per week, excluding Mondays. Mondays are in-office days for everyone. When working remotely employees should be available and working between 9 and 5 PM. All employees can request a specialized telework schedule, which needs to be approved by their manager.	Employees are primarily working from the office, but are encouraged to work remotely two days a week. The days chosen to work remotely are up to the employee.
Eligibility	Employees are all required to telework.	Only employees whose job duties can be completed remotely are eligible. A three-month review after beginning remote work will be held for manager and employee to discuss how the practice is working for both parties.	Everyone is eligible to telework.
Equipment	The organization will provide all equipment including a laptop, cell phone, internet, cell phone plan, and any office furniture needed. Printing will be provided through an online service. Damage to the equipment will be covered by the organization.	The organization provides a stipend of \$1000 for any home office equipment needed.	The organization doesn't provide additional equipment for working from home. Portable in-office equipment (like laptops) can be taken back and forth.
Safety, privacy and security	To keep information secure, employees are asked to work from an area where their screen can't be seen and they can't be heard when working on sensitive information such as client meetings. No public WiFi permitted. The office space should be kept free of health and safety hazards	For security, work should be completed on the organization's virtual private network (VPN).	No additional privacy stipulations needed.
Geography	Employees can work from any employer-approved city.	Employees can work anywhere in the United States.	Employees must work within commuting distance of office.

Appendix D: Social Media

D1: Posts, subject list, and engagements

<p>Sustain Dane Published by Stacy Harbaugh · June 9 · 🌐</p> <p>A year ago, the Greater Madison MPO conducted a survey of businesses and workers in which 79% of Madison region respondents said they wanted to work from home at least one day per week.</p> <p>Have you been able to work from home? How has the last year of teleworking changed your sustainability habits?</p> <p>This year's survey will also explore how miles driven in the county are impacted by remote working. Stay tuned for details on how to participate.</p> <p>Greater Madison MPO 2020 survey:</p> <p>79% of Madison region respondents want to work from home at least one day per week</p> <p>Connecting Working from Home & Sustainability in Dane County </p>	<p>Sustain Dane Published by Stacy Harbaugh · June 16 · 🌐</p> <p>Local sustainable business spotlight: During the pandemic nearly all employees at Zendesk were working remotely. They estimated a reduction of over 500,000 vehicle miles traveled due to employees teleworking in the Madison region alone.</p> <p>That's equivalent to 200 Metric tons of CO2e, or the carbon sequestered by 3,269 tree seedlings grown for 10 years.</p> <p>Good job, Zendesk, for tracking your positive impact!</p>  <p>Connecting Working from Home & Sustainability in Dane County </p>
<p>Sustain Dane Published by Stacy Harbaugh · June 30 · 🌐</p> <p>Did 2020 impact your driving habits? Peter's experience was a surprise.</p> <p>Peter Gray writes: "1 household, 5 people, 4 drivers, 2 cars. While working and studying at home, we drove so much less our car battery died! We're still doing more from home and driving a lot less."</p> <p>Tell us how last year changed your views about teleworking and sustainability in our community.</p>  <p>Connecting Working from Home & Sustainability in Dane County </p>	<p>Sustain Dane Published by Hootsuite · July 21 · 🌐</p> <p>Greater Madison Telework Survey 2021 is out now!</p> <p>We invite you to share your feedback on a second regional survey to gather input on telework trends and attitudes in the greater Madison region. This survey is for all employees, managers and executives who teleworked or continue to telework part- or full-time due to the COVID-19 pandemic. Results will expand upon the findings of the Madison Region Remote Work Survey from June 2020.</p> <p>English survey here:... See more</p> <p>Greater Madison Telework Survey 2021 is out now!</p> <p>*Open through August 16th*</p> <p>All participants will be eligible to enter a drawing for one of ten \$25 VISA gift cards.</p> <p>Connecting Working from Home & Sustainability in Dane County </p>



 **Sustain Dane**
Published by Sendible · August 14 ·  ...

Save time, money, and stress by commuting less. Take our survey to tell us how your commuting habits changed over the last year:
https://www.surveymonkey.com/r/GM_telework_survey

Dane County residents average a 20-minute work commute.

Working from home could save almost seven hours a month!


 SUSTAIN DANE


 **Sustain Dane**
Published by Sendible · August 13 ·  ...

Did 2020 change your transportation habits? Tell us about it in our latest survey:
https://www.surveymonkey.com/r/GM_telework_survey

Your transportation choices can greatly reduce your carbon footprint.


Tell us how you cut down on your commutes.



 SUSTAIN DANE

 **Sustain Dane**
Published by Sendible · August 13 ·  ...

Hybrid work options are valuable for everyone. Tell us your thoughts about commuting in our survey:
https://www.surveymonkey.com/r/GM_telework_survey


Working from home reduces commuting challenges for people with disabilities.

 SUSTAIN DANE

 **Sustain Dane**
Published by Sendible · August 12 ·  ...

Attitudes and expectations related to working from home and commuting continue to evolve in the Madison region. Share your thoughts, take our survey:
https://www.surveymonkey.com/r/GM_telework_survey

79% of area respondents want to work from home at least once a week.

 SUSTAIN DANE



Sustain Dane

Published by Jordan Jerabek · July 30 ·

...

As we establish new routines, our latest survey explores the evolving attitudes, expectations and trends related to telework and commuting in the Madison region. Tell us about your experiences, it takes just a few minutes to complete:

https://www.surveymonkey.com/r/telework_survey_2021

12,100 lbs.
of carbon dioxide
are emitted per
vehicle each year
on average.



Sustain Dane

Published by Sendible · August 15 ·

...

Take our survey to tell us about changes in your commuting habits:

https://www.surveymonkey.com/r/GM_telework_survey

Hybrid work models can
reduce your carbon
footprint.

Is working from home
an option for you?



Sustain Dane

Published by Sendible · August 16 ·

...

Commuting less frequently is good for you and the environment.

Tell us about how you reduced commutes in our latest survey:

https://www.surveymonkey.com/r/GM_telework_survey

Working from home
saves time, money, and
significantly reduces
carbon emissions from
vehicles.



Sustain Dane

Published by Sendible · August 16 ·

...

How do you feel about working from home and changing your commuting habits? Tell us in our latest survey:

https://www.surveymonkey.com/r/GM_telework_survey

28%
of U.S. greenhouse gas
emissions come from
transportation.





Sustain Dane

Published by Stacy Harbaugh · June 23 ·



Working from home can sometimes increase our other car trips to meet friends, visit family, or run errands. Not commuting reduces emissions, but these extra trips can negate that benefit.

You can try these tips to prevent this:

Drive smart: Batch your errands on days when you're already driving. ... [See more](#)

Reduce emissions in nonwork trips:

Working from home can sometimes increase our other car trips to meet friends, visit family, or run errands.

Connecting Working from Home & Sustainability in Dane County



Sustain Dane

Published by Sendible · August 15 ·

Did 2020 change your views on transportation? We'd like to hear about it. Take our survey:

https://www.surveymonkey.com/r/GM_telework_survey

Did 2020 impact your driving habits?

Tell us how.



Subjects covered in the posts included:

- How to calculate commuting costs and average commuting statistics
- Dane County CAP goal of reducing VMT by 15% by 2030 and potential for telework to help reach this goal
- Reducing Emission in nonwork trips including: tips like batching errands on days when already driving, choose alternative transit for social activities, shopping local
- Highlight of Zendesk - who estimated reduction of over 500,000 vehicle miles traveled due to employees teleworking
- Spotlight from the 2020 MPO survey - 79% of Madison respondents want to work from home at least one day per week
- Announcement of Greater Madison Remote Work Survey
- Encouraging people to take telework survey + factoid that 12,100 lbs of carbon dioxide that are emitted per vehicle each year on average
- Trying different messages to gauge engagement and recommendation for future campaigns

Notable social media comments included:

- Desire for telework
 - "I wish my employer would continue to let me telecommute more than two days a week."
 - "Working from Home is not an option for sooo many people"
- Driving and other methods of commuting
 - "Less out of house meetings meant not only less need for a car, but also more ability to get to places you had to be without having to build a schedule of coordinated stops in a car to save miles/gas. It allowed me to do a lot more by bike since it has become there and back again trips for quick errands."
 - "Yeah when the numbers were spiking I took less road trips. Now I'm making up the difference and will probably be on tune to drive 40,000+ miles this year."
 - "Share a car with my boyfriend and walk more!"
 - "Went to 1 car for 2 humans in 2017 - and started a new job in 2020 that I can walk (or bike) to!"
 - "I haven't owned a car for over five years. I live in a walkable neighborhood. I take the bus to my job on campus."
 - "Diana and I were able to drop from 2 cars to 1! With [DC Engineering](#)-Madison's move to a new office location in Middleton during Covid, I was and am now able to work from home and/or catch a ride, bike or walk to and from work. Thanks for this opportunity to share, [Sustain Dane!](#)"

Appendix D2 - Popular post



Sustain Dane
Published by Stacy Harbaugh · June 30 ·

Did 2020 impact your driving habits? Peter's experience was a surprise.

Peter Gray writes: "1 household, 5 people, 4 drivers, 2 cars. While working and studying at home, we drove so much less our car battery died! We're still doing more from home and driving a lot less."

Tell us how last year changed your views about teleworking and sustainability in our community.



Connecting Working from Home & Sustainability in Dane County



Sustain Dane
Environmental Conservation Organization

Send Message

710 People reached	37 Engagements	- Distribution Score	Boost Again
-----------------------	-------------------	-------------------------	-------------

Appendix D3 - Engagement Example

Scott Summers
Filled my tank only twice the whole year!
Like · Reply · Hide · 14w 2

Author
Sustain Dane
Scott Summers Make sure you share your thoughts in our survey, too:
https://www.surveymonkey.com/r/GM_telework_survey

SURVEYMONKEY.COM
Greater Madison Telework Survey 2021
Like · Reply · Commented on by **Jordan Jerabek** · Remove Preview · 14w

Alice Kleiber Bronstad
Felt like I had almost forgotten how to drive. Almost, but not quite.
Like · Reply · Hide · 14w 1

Author
Sustain Dane
Alice Kleiber Bronstad Make sure you share your thoughts in our survey, too:
https://www.surveymonkey.com/r/GM_telework_survey

SURVEYMONKEY.COM
Greater Madison Telework Survey 2021
Like · Reply · Commented on by **Jordan Jerabek** · Remove Preview · 14w

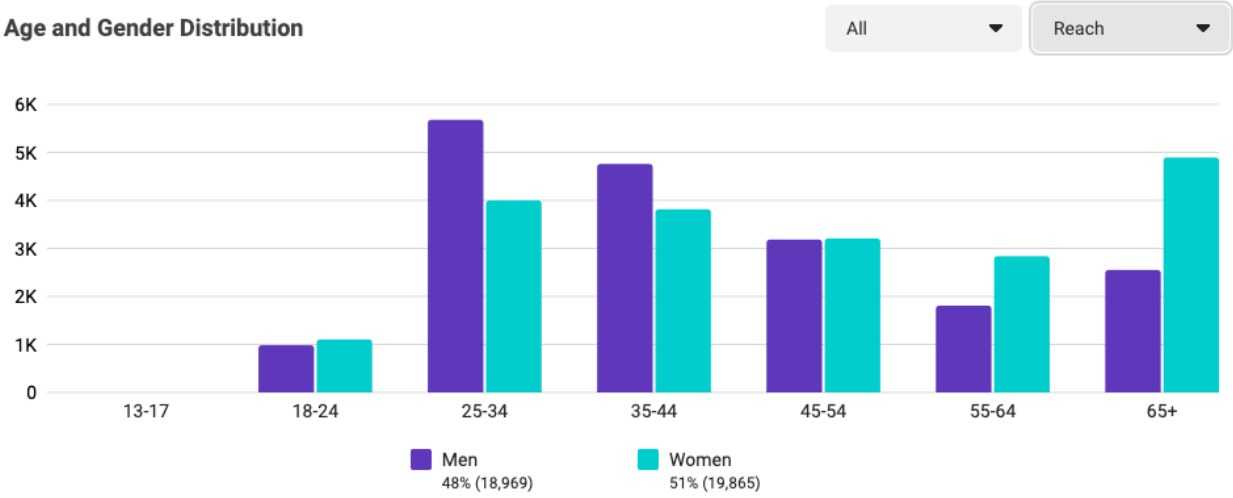
Lois M Thiede-Stallman
Didn't go anywhere. Except to get groceries
Like · Reply · Hide · 14w 1

Author
Sustain Dane
Lois M Thiede-Stallman Make sure you share your thoughts in our survey, too:
https://www.surveymonkey.com/r/GM_telework_survey

SURVEYMONKEY.COM

Appendix D4 - Demographics

Demographics by reach across all placements for the awareness/traffic campaigns:



Appendix E: Background and Notes for VMT Impact Scenarios

- Dane County Climate Action Plan (CAP) reduction goal = 15% of total VMT
 - $14,391,678 \text{ daily VMT} \times 15\% = \underline{2,158,752 \text{ daily VMT reduction goal}}$
 - $2,158,751.7 \text{ VMT} \times 7 \text{ days} = \underline{15,111,262 \text{ weekly VMT reduction goal}}$
- Calculation notes:
 - Numbers are rounded to nearest whole number
 - “Trip” = one-way
 - Calculations below only involve trips made by Dane County residents, which both start and end in Dane County.
 - “Home-based work” (HBW) trips include trips between work and home in either direction, but direct trips only – no stops between.
 - 80% of HBW trips by Dane County residents are made by personal motor vehicle and 85% are made by single-occupancy vehicle (SOV). Because these trips are longer, on average, than trips made by other modes, personal motor vehicles account for 89% of total HBW trip miles, 87% of which are made by SOV.
 - Conversions:
 - 1 VMT = 404 grams of CO₂[1]
 - 1 metric ton = 1,000,000 grams
 - Assumptions:
 - 40% of workers are in jobs that could be teleworked[2]
 - No changes in other home- or non-home based trip behaviors due to telework
- Total daily VMT in Dane County (2019)[3] = 14.39 million VMT (this includes trips that may start and/or end outside of Dane County)
 - StreetLight Data estimates that of these, 10.35 million VMT are due to trips *beginning and ending in Dane County*.
 - The Dane County Household Travel survey indicates that of weekday trips that *both start and end in Dane County*, 13% of the trips and 23% of the miles are HBW trips by SOV.
 - $23\% \times 10.35 \text{ million} = 2,381,840 \text{ daily VMT in Dane County due to HBW SOV trips}$
 - If 40% of these VMT were reduced through telework, $2,381,840 \text{ daily VMT} \times 0.4 = 952,736 \text{ VMT per day}$
- Calculations based on data from the 2017 Dane County Household Travel Survey:
 - 40% of weekday HBW trips made by SOV in Dane County = 112,350 trips/day (952,736 VMT / 8.48 miles/trip)
 - The average HBW trip length by SOV in Dane County is 8.48 miles[4]
 - $112,350 \text{ trips/day} \times 8.48 \text{ miles/trip} = 952,736 \text{ VMT per weekday due to HBW SOV trips}$
 - VMT reduction if 40% of weekday HBW trips made by SOV (112,350 trips/day or 952,736 VMT/day), were replaced by telework:
 - 1 day/wk: 952,736 vehicle miles and 385 metric tons of CO₂ reduced

- Calculations:
 - $(952,736 \text{ miles} \times 404 \text{ gm/mi} = 384,905,344 \text{ gm}) / 1,000,000 \text{ gm/metric ton} = 385 \text{ metric tons of CO}_2$
 - $952,736 \text{ miles} / 2,158,752 \text{ miles/day CAP reduction goal} = 44\% \text{ of daily CAP VMT reduction goal}$
 - $952,736 \text{ miles} / 15,111,262 \text{ miles/week CAP reduction goal} = 6\% \text{ of weekly CAP VMT reduction goal}$

Additional Notes from the 2017 Dane County Household Travel Survey

- Based on the results of the 2017 Dane County Household Travel Survey, a 10% reduction in resident trips between home and work by personal motor vehicle would result in an estimated reduction of nearly 153,000 vehicle miles traveled, reducing CO₂ emissions by 69 tons every weekday. These trips can be a powerful way to reduce emissions, as they tend to be longer than other trip types, and typically occur during AM and PM peak travel periods.

(Reasons why more telework has the potential to have a positive impact on VMT):

- Trips between home and work tend to be longer than other types of trip.
- The vast majority of car trips between home and work (e.g., direct commute trips) are made by drivers traveling alone, while more than half of other car trips to and from home (e.g., trips for errands and entertainment), involve drivers transporting at least one other person.

(Reasons why land use is a critical part of the conversation about telework and VMT):

- Commuters often combine trips to or from work with other trips (e.g., grocery shopping, picking up dinner, etc.). If they telework, they will make those trips from home instead (unless they telework part-time and make those trips on the days they commute). Therefore, it is important that people live in areas with a variety of destinations such as shopping, restaurants, schools, healthcare, etc. in close proximity, and areas where walking, bicycling, and public transit are convenient and safe options for making these trips.
- The following is data from the 2017 Dane County Household Travel Survey that highlights the impact of where people live generally on their travel patterns:
 - Trips made by residents of the central Madison area tend to be much shorter for all trip purposes and modes, than trips made by residents of the MPO suburbs. Trips made by residents of non-central parts of the City of Madison tend to be in the middle.
 - Residents of the central Madison area tend to use bikes for a wider variety of trip purposes than residents of other areas.
 - Residents of the central Madison area are two to three times more likely to make trips by bike, walk, or transit than are people living in other areas.
 - Most respondents report traveling 1-5 miles to shop for their typical household needs (groceries, etc.).
 - Respondents' most common reason for not walking or biking more often is the distance between their destinations.

VMT Calculation Sources:

[1] U.S. EPA, March 2018. <https://nepis.epa.gov/Exe/ZyPDF.cgi?Dockey=P100U8YT.pdf>

[2]

<https://www.pewresearch.org/fact-tank/2020/05/06/telework-may-save-u-s-jobs-in-covid-19-downturn-especially-among-college-graduates/>

[3] <https://wisconsin.gov/Documents/projects/data-plan/veh-miles/vmt2019-c.pdf>

[4] 2017 Dane County Household Travel Survey