



# Support for Telework and Teleservices

Implementation Brief

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## Support for Telework and Teleservices

Telework, sometimes referred to as remote work or telecommuting, is when employees work from home or another remote location using internet and telephone services. Telework has long been a part of transportation demand management programs and has seen renewed interest with the rapid shift to remote work for office workers during the COVID-19 pandemic. In addition, increases in home broadband access, ownership of smartphones, tablets, home computers and other internet-enabled devices, and general technological literacy has increased the potential for teleservices. With the growth in adoption of videoconferencing and more sophisticated web-based services, some appointments for government, social, and medical services can be completed from home. Both telework and teleservices have the potential to reduce the need to travel while increases access to employment and services. This implementation brief was developed in coordination with NJTPA staff and the project Technical Advisory Committee (TAC). It provides general guidance for advancing this transportation demand management (TDM) and mobility strategy to provide support for telework and teleservices.

### Strategy Overview

Telework and teleservices reduce greenhouse gas (GHG) emissions by eliminating single-occupancy vehicle (SOV) trips related to commuting or accessing services. Telework and teleservices also improve access for people with mobility challenges by providing opportunities for employment or critical services that can be accessed remotely. Residents and employees living and working within the North Jersey region will have increased opportunities to work or access services remotely, through improved internet connections, support from employers, and offerings from health and social services organizations. The region will see reductions in GHG emissions from avoided vehicle miles travelled (VMT) as a result of this strategy.

TAC members ranked this strategy as high priority. After complete streets, this strategy was tied with three others for second place: land use and transportation policy, mobility as a service app creation, and increase VMT reduction priority in the NJTPA's transportation improvement program (TIP project) criteria. TAC members cited the need to capitalize on telework progress as a result of the current COVID-19 pandemic, so that as people go back to work, teleworking remains a viable option. In addition to telework, TAC members cited opportunities to support teleservices (such as non-emergency medical appointments) to alleviate existing transportation barriers for those with limited mobility and greater needs for access to healthcare and other community services (acknowledging limitations to existing



transit and paratransit services with respect to geographic coverage, frequency, service day, and eligibility).

As described in this brief, the NJTPA and partners can offer funding and guidance to municipalities and other partners to support telework and teleservices. Approaches to this strategy may include increasing access to high-speed internet through expanded broadband infrastructure, financial assistance, or programs to provide low-cost or free internet to users, enhancing existing telework programs within government agencies, and evaluating other strategies to support telework and teleservices.

## Connection to Other Strategies

This strategy supports growth in telework, remote learning, tele-medicine, and other internet-dependent activities to reduce travel demand and improve access to services. This strategy is related to other TDM and mobility strategies including local land use and transportation policy and institutionalizing complete streets.

**Local Land Use and Transportation Policy:** The growth of telework and teleservices may have long-term impacts on travel behavior in terms of where people choose to live and where employers choose to locate. Zoning and other local land use policies ensure that future development aligns with the community's long-term goals. If more residents work from home, dense, mixed-use development and complete streets infrastructure will support more trips by walking and biking for short home-based trips.

**Institutionalize Complete Streets:** As the prevalence of telework and teleservices grows, complete streets facilities will support more trips by walking and biking for shorter, home-based trips.

## Potential Actions

Potential actions to provide support for telework and teleservices are presented below along with anticipated resources and implementation partners. Actions are presented in order of anticipated level of effort, starting with the lowest.

### 1. Evaluate Broadband Internet Needs of Households and Approaches to Improve Access

To understand where potential strategies should be targeted, the NJTPA could conduct an evaluation of household broadband internet needs, which typically consist of service availability and financial means. Federal mapping programs, such as the FCC's Fixed Broadband Deployment Map<sup>1</sup>, identify areas with available high-speed internet, however,

<sup>1</sup> Federal Communications Commission. N.d. "Fixed Broadband Deployment." Federal Communications Commission. <https://broadbandmap.fcc.gov/#/>



these programs may lack detailed information about individual neighborhoods or properties, particularly in rural communities, where access may be more limited. Another interactive map, published on NJ Spotlight using American Community Survey (ACS) 5-year estimates for 2013-2017, highlights the disparities in internet access with data on household incomes and access to computers or smartphones and internet subscriptions. This map shows that many of the lower-income areas of New Jersey are also the areas with the lowest percentage of internet access per household. Reducing disparities represents an opportunity to empower families with internet access, a resource that has become even more valuable during the COVID-19 pandemic.

Based on the results of the evaluation of broadband needs of households, the NJTPA can evaluate alternative approaches to improve broadband internet access by providing physical access to high-speed internet and providing service at rates affordable to all residents. Potential approaches that could be evaluated are outlined below.

#### **Infrastructure:**

1. Subsidies to private companies to expand broadband infrastructure in areas with limited access.
2. Technical assistance or expedited planning and permitting processes for private companies to expand broadband infrastructure.
3. Improvements to regional or neighborhood broadband internet in targeted locations.

#### **Affordability:**

1. Subsidies for low-income families to procure broadband internet.
2. Subsidies for internet providers to offer free service to low-income customers.
3. Free regional or neighborhood broadband internet in targeted locations.
4. Subsidies for low-income households to purchase computers, tablets, or other devices to access telework or teleservices opportunities.

**Implementation Partners:** Potential implementation partners include the NJTPA, the New Jersey Board of Public Utilities, and internet service providers. The New Jersey Board of Public Utilities, if pending legislation is passed, will operate an office to assist with the provision and expansion of broadband internet service to address inequities in accessing broadband service.<sup>2</sup>

The Delaware Valley Regional Planning Commission (DVRPC) conducted research into broadband needs in their research series Bridging the Digital Divide, which proposes the establishment of an interagency Broadband Working Group, a potential model and partnership opportunity. The Broadband Working Group and would conduct outreach to residents and businesses, then develop policies collaboratively with stakeholders to advance

<sup>2</sup> Heather Morton. 2021. "Broadband 2020 Legislation." National Conference of State Legislatures. January 11. <https://www.ncsl.org/research/telecommunications-and-information-technology/broadband-2020-legislation.aspx>



broadband access. Another potential partner is New Jersey Future, which investigated inequities in broadband access needed to support a strong and equitable recovery from the COVID-19 pandemic and found greater need in certain low-income and rural communities.<sup>3</sup>

**Resources:** This action would require staff time and potentially consultant support. The NJTPA can build on the work New Jersey Future has begun and may not require significant additional research. The work will likely consist of desk-based research, interviews, and potentially surveys or focus groups.

**Next Steps:** Compile existing data on broadband availability. Develop a broadband working group, including mission, goals, membership, roles, and data needs. Conduct outreach to potential partner organizations. If needed, create line item in UPWP to secure staffing and resources for this action.

**Time frame:** Mid-term (1-2 years)

## 2. Support Telework Opportunities at State and Other Government Agencies

In addition to encouraging private businesses to offer teleworking options to employees, government agencies can create internal teleworking opportunities to improve efficiencies and employee relations while reducing costs. To support telework opportunities at state and other government agencies, implementation partners can:

1. Evaluate current telework practices, policies, barriers, and needs, at the state, county, and municipal levels, both within and outside New Jersey;
2. Publish the findings of the evaluation of telework practices, including best practices and state policy recommendations;
3. Based on the published findings, develop a pilot telework program at the municipal and/or county levels. The pilot could build on remote workflows established during the pandemic and enable collaboration with other regional, local, or state agencies to develop pilot programs.

**Implementation Partners:** The evaluation and pilot program development can be led by a working group comprised of MPOs, state agencies (likely including but not limited to NJ Department of Human Resources, NJ Department of Information Technology, NJ Department of Budget and Management, among others), and representatives from counties and municipalities through organizations such as the New Jersey Municipal Management Association. The NJTPA could lead the working group in its role as a convener, collecting and hosting data, and sharing best practices through relationships with member counties and through the TMA program.

**Resources:** Staff time of implementation partners or funding for consultant support would be needed to conduct the evaluation, publish best practices and policy

<sup>3</sup> Kimberley Irlly. 2020. "Broadband for All: The Geography of Digital Equity in New Jersey." New Jersey Future. September. <https://www.njfuture.org/research-reports/broadband-for-all-report/>





recommendations, and develop a pilot telework program for local governments. The NJTPA, DVRPC, and the South Jersey Transportation Planning Organization (SJTPO) could share costs for this action as line items on their unified planning work programs (UPWPs).

**Next Steps:** Form a working group to evaluate telework practices among government agencies within New Jersey, then review best practices from other government agencies with robust teleworking programs, such as Utah and Tennessee, to formulate state policy recommendations to support telework. The work will likely consist of desk research, interviews, and potentially surveys or focus groups.

**Time frame:** Long term (2-6 years)

### 3. Investigate Opportunities to Support Telework Through Business Incentives

Business incentives may include tax credits or access to grants or financing programs that offset costs associated with setting up technology and communication systems that enable telework. New Jersey previously offered a tax credit program for businesses for teleworkers through the Smart Moves for Business Program, though this has been discontinued.<sup>4</sup> Advocacy groups such as New Jersey Future, supported by transportation management associations, may encourage state officials to reinstate this program and explore development of new programs. In the future, state legislation may also establish funding programs and incentives to improve broadband infrastructure. The New Jersey assembly introduced bill A232 in 2020 to provide a corporation business tax credit for investment in broadband infrastructure in underserved communities,<sup>5</sup> and this could be joined to future efforts to encourage subsidies. While local governments can implement business incentives, state-level incentives would have the broadest reach and impact.

**Implementation Partners:** The New Jersey Economic Development Authority (NJEDA) could lead this strategy, building on its existing portfolio of incentives and financing tools, including jobs-based tax credits, real estate and development tax credits, innovation economy programs, and low-interest business financing. NJEDA could deliver support to businesses and apply or coordinate grants for broadband infrastructure. New Jersey Division of Taxation regulates taxation of wage income and sales based on locations of businesses and where employees perform work (remotely or at their worksites). New Jersey sourcing rules dictate that income is sourced based on where the service or employment is performed, and New Jersey residents who work in New York State (NYS) are subject to NYS income tax.

**Resources:** This strategy will initially require discussions with contacts at the NJEDA, NJ Division of Taxation, and NJ Department of Transportation to understand the current

<sup>4</sup> NJDOT. N.d. "Smart Moves." NJDOT. <https://www.state.nj.us/transportation/commuter/smartmoves/taxcredits.shtml>

<sup>5</sup> New Jersey Legislature. 2020. "Assembly, No.232 State of New Jersey 219<sup>th</sup> Legislature." New Jersey Legislature. [https://www.njleg.state.nj.us/2020/Bills/A0500/232\\_11.HTM](https://www.njleg.state.nj.us/2020/Bills/A0500/232_11.HTM)



status of state business incentives. State agency funding must be reallocated in order to develop new businesses incentives or enhance existing incentives for telework.

**Next Steps:** Identify existing and previous business incentive programs, as well as the reasons why any expired programs are no longer active. Encourage the development of new incentive programs or enhancement of existing ones for businesses to implement telework programs.

**Time frame:** Short term (6-18 months)

#### 4. Evaluate Outreach Strategies to Support Telework and Teleservices

The NJTPA or a joint task force/working group may explore outreach strategies to support telework and teleservices. Under the NJTPA TMA program, TMAs may provide technical assistance and resources for businesses and organizations to establish teleworking programs and may be able to expand its offering of support or financial assistance.

##### **Potential telework strategies may include:**

- Creating shared workspaces for telecommuters in underutilized government or nonprofit properties or other suitable buildings, such as train stations. For example, NJ TRANSIT and PATH could support telework by leveraging underutilized space in transit stations. Leasing out co-working space within transit stations could help to boost transit revenues while increasing equitable access to digital communication.
- Creating training or guidance materials for employers to accommodate employees, especially persons with disabilities, through telework.
- Conducting outreach for low-income households regarding existing subsidies for internet and telework/teleservices support.
- Funding incentives for teleworkers, such as transit subsidies or preferred parking at transit stations.
- Developing workforce training programs to reskill service-oriented workers whose jobs have been automated or eliminated.

##### **Potential teleservices strategies may include:**

- Facilitating the sharing of information about telehealth and teleservices through TMAs and paratransit agencies.
- Providing technical assistance for organizations to adapt services to virtual models, and technology literacy support for users such as older adults.
- Encouraging residential properties to offer telework/services-related amenities, such as WiFi, conference rooms or business centers, and secure delivery areas for online purchases.





When exploring outreach strategies for telework and teleservices, the following key questions should be considered:

- What types of telework, flexible work, and teleservices practices are likely to be retained after recovery from the COVID-19 pandemic?
- What are the potential equity impacts of an increase in telecommuting (e.g., increased job access to professional employment without a corresponding increase for other types of jobs)?
- Will broad adoption of teleworking and teleservices encourage sprawl or housing choice patterns that could adversely impact VMT?
- If outreach strategies are implemented across the state, which existing programs or organizations could take the lead?

**Next Steps:** Create working group to evaluate current support and outreach services and identify opportunities for new or expanded programming.

**Resources:** This strategy may be best completed in-house or through a consulting agency. The work will likely consist of desk research, interviews, surveys or focus groups and other public engagement.

**Implementation Partners:** This action can be completed by the NJTPA and transportation management associations (TMAs) in consultation with stakeholders and subject matter experts. TMAs could deliver support services to employers and multi-family residential properties, especially low-income or public housing, and promote teleservices to potential users. Additionally, TMAs could assist with tracking performance measures. Users of financial or technical assistance may include:

- Low-income households or households requiring financial support for broadband internet,
- Households and communities without access to broadband internet infrastructure,
- Employers with jobs or roles suitable for telework,
- Health and social service providers that could deliver services remotely.

**Time frame:** Short term (6-18 months)

## Outcomes

The intended outcomes of this strategy relate to improved health and wellbeing, accessibility, and travel behavior. Tracking outcomes will help the NJTPA better understand strategy implementation and track progress towards goals. The NJTPA has developed a regional performance measures framework to supplement the required federal performance measures to provide a more holistic snapshot of transportation system performance with



respect to livability, natural environment and resiliency, mobility, and more. The NJTPA regional performance measures most directly related to telework and teleservices are:

- Percent of work trips that are not drive-alone
- Percent of household income spent on transportation
- Annual unemployment rate in the NJTPA region

The NJTPA can supplement this framework with indicators of support for telework and teleservices such as miles of bike lanes installed, percent of sidewalks in good condition, and potential indicators identified in this section. The NJTPA would work with NJDOT and municipalities to identify available data and capabilities to collect and analyze data for the region. Potential indicators include decreasing commute trips and increasing services available remotely as well as secondary or qualitative impacts such as reduced greenhouse gas emissions and increased access to jobs and services. Outcomes and potential performance measures are outlined in the table below.

Outcomes	Potential Indicators
Improved Health & Wellbeing	<ul style="list-style-type: none"> <li>• Percent of eligible medical visits that are telehealth</li> <li>• Unemployment rate in the NJTPA region</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>• Percent of households with broadband access</li> <li>• Number of persons with disabilities employed for remote work</li> <li>• Increased access to healthcare and social services for all residents due to telehealth platforms.</li> <li>• Number of companies reporting telework policies</li> </ul>
Travel behavior	<ul style="list-style-type: none"> <li>• Percent of work trips that are not drive-alone</li> <li>• Percent of household income spent on transportation</li> </ul>

## Opportunities and Barriers

Opportunities for telework and teleservices include policies supporting telework among government agencies and accelerated adoption of telework and teleservices as a result of the COVID-19 pandemic. Barriers include access to the internet, employer adoption of remote work, misalignment of skills with remote job opportunities, and variable capacity of health care and other providers to transition to virtual services.

The federal Telework Enhancement Act (2010) is credited as a key factor in the success that federal agencies have achieved through telework. The Act requires each federal Executive agency to establish a policy authorizing eligible employees to telework and outlines expectations for policy guidance and reporting of telework. Agencies must incorporate telework into their Continuity of Operations Plans and provide reasonable accommodations



to employees with disabilities through job restructuring, which includes telework<sup>6</sup>. Allowing employees to work from home and on flexible schedules is a way to make jobs more accessible to people with disabilities, people with family obligations, or those who face other barriers to in-person work. Advancements in technology have made it much easier to accommodate telework as an option for the information-based workforce. For example, development of real-time communication and collaboration platforms, cloud-based file storage, network security protection measures, and activity monitoring software have significantly reduced barriers to remote work and team management.

Underlying these advancements, the expansion of broadband internet infrastructure has enabled 73% of adults in the U.S. to be home users of high-speed internet.<sup>7</sup> Households may lack access due to lack of infrastructure coverage or an inability to afford internet. National research defines affordable or low-priced plans at \$60 per month<sup>8</sup>, though some studies suggest that low-income households can afford up to \$10 a month for high-speed internet.<sup>9</sup> To address disparities in access to internet, tools, devices, and technological literacy, regions can support public-private partnerships to deliver infrastructure and services. For example, a bill has been introduced to the New Jersey Assembly (A3649) that would require the Office of Information and Technology to establish a statewide wireless network through a public-private partnership agreement.<sup>10</sup>

The COVID-19 pandemic has illuminated the long-standing racial and socioeconomic inequity in internet access across the United States. This has created barriers to health care, jobs, and education due to the increase in telemedicine, remote work, and remote learning during the pandemic. There are various ways to help lower these barriers and decrease the digital divide in New Jersey. Some options include:

- Statewide coordination to collect better data on broadband coverage and access
- Free municipal broadband (broadband provided by local governments)
- Extending broadband infrastructure to areas lacking coverage
- Developing robust teleworking programs for local and state government employees
- Promoting teleservices among users of paratransit or other transit services and providing support services

<sup>6</sup> U.S. Office of Personnel Management. 2010. "Telework Enhancement Act." Telework.

<https://www.telework.gov/guidance-legislation/telework-legislation/telework-enhancement-act/>

<sup>7</sup> Pew Research Center. 2019. "Internet/Broadband Fact Sheet." Pew Research Center. June 12.

<https://www.pewresearch.org/internet/fact-sheet/internet-broadband/>

<sup>8</sup> Tyler Cooper and Julia Tanberk. 2020. "Best and Worst States for Internet Coverage, Prices and Speeds, 2020."

Broadband Now. March 3. <https://broadbandnow.com/research/best-states-with-internet-coverage-and-speed>

<sup>9</sup> Benton Institute for Broadband and Society. 2020. "Our Broadband Moment—Acting Now and Looking Forward." Benton Institute for Broadband and Society. March 19. <https://www.benton.org/blog/our-broadband-moment%E2%80%93acting-now-and-looking-forward>

<sup>10</sup> State of New Jersey. 2020. "Assembly, No. 3649." March 16.

[https://www.njleg.state.nj.us/2020/Bills/A4000/3649\\_11.HTM](https://www.njleg.state.nj.us/2020/Bills/A4000/3649_11.HTM)



The COVID-19 pandemic has dramatically increased the prevalence of teleworking and receiving teleservices. Analysis of mobile device data from the University of Maryland suggests that in New Jersey, 4% of the population was working for home prior to the pandemic, but more than 30% continued to work from home as of February 2021.<sup>11</sup> Responses to an attitudinal survey conducted by the University of Illinois indicate that 59% of new teleworkers (working from home as a result of the pandemic) felt that their productivity was the same or higher while working from home compared to being at the worksite.<sup>12</sup> Another survey of 1,200 office workers in late 2020 found that 84% preferred to continue working at home at least one day per week, with 29% preferring to work at home five days per week.<sup>13</sup> The University of Illinois survey also indicated an anticipated shift toward more frequent online shopping and delivery for groceries and food from restaurants, even long after the pandemic is over.<sup>14</sup> However, online shopping and teleservices can be limited by increased costs for shipping and delivery, concerns about privacy, and inefficacy for services requiring face-to-face interaction or prompting.

## Best Practices

Best practices for supporting telework and teleservices include financial support for internet service, infrastructure support, employer guidance and support, teleservices and support, data collection, and a state telework program. The table below summarizes examples from across the U.S. for each of these approaches.

<sup>11</sup> University of Maryland. N.d. "COVID-19 Impact Analysis Platform." <https://data.covid.umd.edu/>

<sup>12</sup> Ali Shamshiripour et al. 2020. "How is COVID-19 reshaping activity-travel behavior? Evidence from a comprehensive survey in Chicago." Science Direct. September.

<https://www.sciencedirect.com/science/article/pii/S2590198220301275?via=ihub#bb0105>

<sup>13</sup> PwC. 2021. "It's time to reimagine where and how work will get done: PwC's US Remote Work Survey." PwC. January

<sup>12</sup>. <https://www.pwc.com/us/en/library/covid-19/us-remote-work-survey.html#content-free-1-28b3>

<sup>14</sup> Ali Shamshiripour et al. 2020. "How is COVID-19 reshaping activity-travel behavior? Evidence from a comprehensive survey in Chicago." Science Direct. September.

<https://www.sciencedirect.com/science/article/pii/S2590198220301275?via=ihub#bb0105>



Approach	Examples
Financial support for internet service	<ul style="list-style-type: none"> <li>• <b>Washington State’s Department of Commerce Broadband Programs.</b> In addition to a bill created in 2019 with the goal of providing affordable broadband to all residents, Washington State also has a program that provides low-interest loan or grant packages for broadband projects in rural communities (<b>CERB Rural Broadband Program</b>).<sup>15, 16</sup></li> <li>• <b>The Connected Care Pilot Program</b> is a three-year pilot program established by the FCC that is anticipated to start in 2021. It will provide up to \$100 million towards costs of eligible health care providers to implement telemedicine services. The program will fund 85% of the eligible costs of broadband connectivity, certain network equipment, and information services needed to provide connected care.<sup>17</sup></li> </ul>
Infrastructure support	<ul style="list-style-type: none"> <li>• <b>New York State (NYS) Broadband for All</b> – This program started in 2015, by the Governor’s office, with a \$500 million investment to achieve statewide broadband access. The NYS Broadband Program Office helps implement the program. Round II of the program extended coverage to 98% of New Yorkers and Round III will complete the goal of having coverage for all New Yorkers.<sup>18 19</sup></li> <li>• Free municipal internet – Many cities, including <b>Englewood, NJ</b>,<sup>20</sup> provide free broadband internet throughout a city or in downtown locations.</li> <li>• The <b>State of North Dakota</b> used Federal broadband grants (now expired) to install fiber-optic cable essential for local last-mile providers in rural areas.<sup>21</sup> The town of <b>McKee, Kentucky</b>, also used Federal grants (now expired) to install fiber-optic cables to all households within the municipality, resulting in increased job opportunities after the community lost jobs from a closed coal mine.<sup>22</sup></li> </ul>

<sup>15</sup> Washington State Department of Commerce. N.d. “Washington Statewide Broadband Act.” Washington State Department of Commerce. <https://www.commerce.wa.gov/building-infrastructure/washington-statewide-broadband-act/>

<sup>16</sup> Washington State Department of Commerce. N.d. “Rural Broadband Program.” Washington State Department of Commerce. <https://www.commerce.wa.gov/building-infrastructure/community-economic-revitalization-board/rural-broadband/>

<sup>17</sup> Universal Service Administrative Co. N.d. “Connected Care Pilot Program.” Universal Service Administrative Co. <https://www.usac.org/rural-health-care/connected-care-pilot-program/>

<sup>18</sup> NYS Broadband Program Office. N.d. “The NYS Broadband Program Office.” NYS Broadband Program Office. <https://nysbroadband.ny.gov/>

<sup>19</sup> New York State. N.d. “Broadband for All.” New York State. <https://www.ny.gov/programs/broadband-all>

<sup>20</sup> Englewood Chamber of Commerce. N.d. “Englewood NJ.” Englewood Chamber of Commerce. <https://englewoodnjchamber.com/>

<sup>21</sup> Tom Wheeler. 2020. “5 steps to get the internet to all Americans: COVID-19 and the importance of universal broadband.” Brookings. May 27. <https://www.brookings.edu/research/5-steps-to-get-the-internet-to-all-americans/>

<sup>22</sup> Ibid.



Approach	Examples
Employer guidance and support	<ul style="list-style-type: none"> <li>• <b>Mid-Ohio Regional Planning Commission (MORPC) Employer Telework Policy Guide</b> – MORPC developed an employer telework guide in partnership with Smart Columbus and Columbus GreenSpot to support the long-term transition to telework and reduce travel demand. The 20-page guide walks employers through a 3-step process: internal communication, adoption of a formal policy, and facilitation of employee agreements.<sup>23</sup> 24</li> <li>• <b>North Carolina Telework Toolkit</b> – This initiative is led by the Triangle J Council of Governments as a “turnkey resource” for organizations in North Carolina to start or expand effective teleworking programs. This toolkit helps organizations determine whether telework is a good fit for them and provides implementation assistance.<sup>25</sup></li> <li>• <b>Colorado DOT (CDOT) Telework Grant</b> – CDOT is offering small Community Telework grants of \$5,000-\$10,000 as part of the statewide Can Do Colorado Community Challenge<sup>26</sup> to support businesses finding innovative ways to continue operating through the COVID-19 response. The initial grantees are the municipalities of Aspen, Estes Park, and Aurora.<sup>27</sup></li> </ul>
Teleservices support	<ul style="list-style-type: none"> <li>• <b>The Berkeley Career Express Job Readiness Training Program</b> involved a mix of remote and in-person training. The Berkeley County (South Carolina) Library System partnered with the local school district’s Adult Community Education program and the Chamber of Commerce to obtain a Google Data Center Community grant to deliver training to under- or unemployed members the community. The program started in 2017 and loaned Chromebooks and Kajeet SmartSpots to support 22 of the 38 participants to complete their coursework at home.<sup>28</sup></li> </ul>

<sup>23</sup> MORPC. 2020. “Central Ohio Employer Telework Guide.” MORPC. [https://www.morpc.org/wordpress/wp-content/uploads/2020/09/2020-TELEWORK-GUIDE\\_9\\_17.pdf](https://www.morpc.org/wordpress/wp-content/uploads/2020/09/2020-TELEWORK-GUIDE_9_17.pdf)

<sup>24</sup> MORPC. 2020. “Commute and Telework Options Remain a Focus of MORPC.” MORPC. September 22. <https://www.morpc.org/news/commute-and-telework-options-remain-a-focus-of-morpc/>

<sup>25</sup> Triangle J Council of Governments. N.d. “North Carolina Telework: A Toolkit for Telework Programs Across the State.” North Carolina Telework. <https://nctelework.org/>

<sup>26</sup> CDOT. 2021. “Round Two of Telework Grants Awarded.” CDOT. February 4. <https://www.codot.gov/news/2021/february-2021/rd2-telework-grants-awarded>

<sup>27</sup> CDOT. 2020. “First Telework Grants Awarded.” CDOT. August 12. <https://www.codot.gov/news/2020/august-2020/teleworkgrants>

<sup>28</sup> Kendra Morgan. 2018. “Library Offers Training to Enhance Job-Readiness in the Community.” Web Junction. February 15. <https://www.webjunction.org/news/webjunction/career-express-program.html>





Approach	Examples
Research and Analysis	<ul style="list-style-type: none"> <li>• The <b>Delaware Valley Regional Planning Commission (DVRPC)</b> conducted a three-part policy study called <b>Bridging the Digital Divide</b> to research strategies to reduce disparities in internet access for underserved communities in the region. These strategies include: <ul style="list-style-type: none"> <li>○ Reaching out to stakeholders in vulnerable communities, and organizations that have resources to close the gap.</li> <li>○ Providing capacity building and training for residents to take advantage of available technology to improve their economic status and opportunities.</li> <li>○ Creating sustainable legislation and programs to implement access to broadband for those communities who need it.</li> </ul> </li> <li>• The <b>Atlanta Regional Commission</b> and <b>Georgia Commute Options</b> conducted a telework survey in April 2020 to learn more about how employers and employees feel about remote work. As next steps, they recommended four options: <ul style="list-style-type: none"> <li>○ Create an Employer Brochure on Rebalancing Work</li> <li>○ Initiate Territory-Based Employer Peer-to-Peer Networking</li> <li>○ Create Resources to Support Employees Continuing to Work from Home</li> <li>○ Develop Integrated Balanced Work Marketing, Incentives, and Website Content</li> </ul> </li> </ul>
Residential Guidance and Support	<ul style="list-style-type: none"> <li>• <b>The District of Columbia Department of Transportation's (DCDOT)</b> - goDCgo program. The program promotes the use of flexible TDM strategies to decrease congestion, enhance air quality and sustainable living. The program provides complimentary telework resources to employers and commuters.</li> <li>• <b>The New York State Department of Transportation (NYSDOT)</b> - 511NY Rideshare program partners with residential property managers of public or private multifamily housing to help them expand their property's on-site amenities to support telework and teleservices such as wi-fi in common areas or conference rooms, as well as secure areas for delivery of packages.</li> </ul>



Approach	Examples
Government employee teleworking program	<ul style="list-style-type: none"> <li>The State of Utah launched “<b>A New Workplace</b>” statewide initiative in 2019. This initiative seeks to greatly expand the number of state employees working remotely, following a successful pilot program in 2018. The program provides a platform that includes agency-level guidance, technology infrastructure, and resources to support long-term and rapidly scalable changes in remote work culture and processes.<sup>29</sup></li> <li>The State of Tennessee <b>Alternative Workplace Solutions</b><sup>30, 31, 32</sup> is a program designed to encourage remote work and flexible schedules among employees with eligible roles. The program began as an initiative to improve efficiency and reorganize state real estate properties, and was found to result in additional cost-savings and improved employee job satisfaction.</li> <li>Many <b>Federal agencies</b> support teleworking as a way to increase efficiency and improve employee satisfaction. The GSA, and other agencies have conducted assessments of telework programs, illustrating benefits.<sup>33</sup></li> </ul>

## Resources and Funding

Because telework and teleservices are decentralized activities (occurring at the individual household and business or organizational levels,) resources and funding are most impactful if delivered by federal, state, and/or regional programs. The **NJTPA**, through its Unified Planning Work Program (UPWP), can convene stakeholders, collect and host data, share best practices with member counties, and support employers through the **Transportation Management Association (TMA) Program**. The NJTPA’s UPWP currently tasks the TMAs with providing telework information and assistance to the employers and businesses they work with. The TMA Work Program could place greater emphasis on telework support, though the NJTPA would need to provide TMA staff training and program guidance.

As described in Action 3, advocacy organizations such as **New Jersey Future** could support policy change, such as legislation for dedicated funding for a statewide teleworking

<sup>29</sup> Jeff Mottishaw. 2020. “A New Workplace: Modernizing Where, How, & When Utah Works.” Utah Governor’s Office of Planning & Budget. December 14. [https://gomb.utah.gov/wp-content/uploads/2021/01/A-New-Workplace-Annual-Report\\_1.26.2021.pdf](https://gomb.utah.gov/wp-content/uploads/2021/01/A-New-Workplace-Annual-Report_1.26.2021.pdf)

<sup>30</sup> NASCA Institute. 2017. “Tennessee’s Alternative Workplace Solutions Initiative.”

<https://collaborate.nasca.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=58d81a37-fda4-7014-ec34-abe868c6ca1c&forceDialog=1>

<sup>31</sup> Tennessee State Government. N.d. “Customer Focused Government.” Tennessee State Government. <https://www.tn.gov/cfg/alternative-workplace-solutions.html>

<sup>32</sup> Caroline Cournoyer. 2018. “Who Needs a Desk? Tennessee Takes Telework to the Max.” Governing. November 12. <https://www.governing.com/archive/gov-tennessee-government-telework.html>

<sup>33</sup> U.S. Office of Personnel Management. N.d. “Telework Insights: A Current Look At Telework In The Federal Government And Promising Practices To Support A 21st Century Workforce.” U.S. Office of Personnel Management. <https://www.opm.gov/policy-data-oversight/worklife/federal-work-life-survey/telework-insights.pdf>



initiative (like the states of Utah and Tennessee) or a tax credit incentive for employers supporting telework.

There are currently federal incentives and programs to support telework or internet access (for example, the **Lifeline Program**<sup>34</sup> is a federal subsidy for individuals to access low-cost broadband internet. Another example, the **USDA Broadband ReConnect Program**<sup>35</sup> provides grants and loans to public agencies and private organizations to construct or improve broadband service in eligible rural areas). Other Federal agencies including the **Health Resources & Services Administration (HRSA)** also offer competitive grants and resources to a wide range of stakeholders to support broadband access and telework. Other resources include:

- **Telehealth Network Grant Program** – The federal Health Resources & Services Administration (HRSA) offers a grant program to promote rural Tele-emergency services with a focus on tele-stroke, tele-behavioral health, and Tele-Emergency Medical Services.<sup>36</sup>
- **National Telehealth Resource Center Program (NTRC)** – Two regional NTRCs may be funded by the HRSA to deliver telehealth technical assistance – one policy-focused and one technology-focused. This opportunity was developed in response to the COVID-19 pandemic, and while the application deadline has passed for 2021, there may be future opportunities.<sup>37</sup>
- **Community Connect Grants** – Community Connect is a nationally competitive program of the U.S Department of Agriculture (USDA) that provides financial assistance for broadband service in rural communities that are economically-challenged and lack service.<sup>38</sup>

<sup>34</sup> Federal Communications Commission. 2021. “Lifeline Support for Affordable Communications.” Federal Communications Commission. March 2. <https://www.fcc.gov/lifeline-consumers>

<sup>35</sup> USDA. N.d. “ReConnect Loan and Grant Program.” USDA. <https://www.usda.gov/reconnect>

<sup>36</sup> HRSA. N.d. “Telehealth Network Grant Program.” HRSA. <https://www.hrsa.gov/grants/find-funding/hrsa-20-036>

<sup>37</sup> HRSA. N.d. “National Telehealth Resource Center Program.” HRSA. <https://www.hrsa.gov/grants/find-funding/hrsa-21-023>

<sup>38</sup> USDA. N.d. “Community Connect Grants.” USDA. <https://www.rd.usda.gov/programs-services/community-connect-grants>