



The 82  
Alliance



# How to Recruit and Retain Employees



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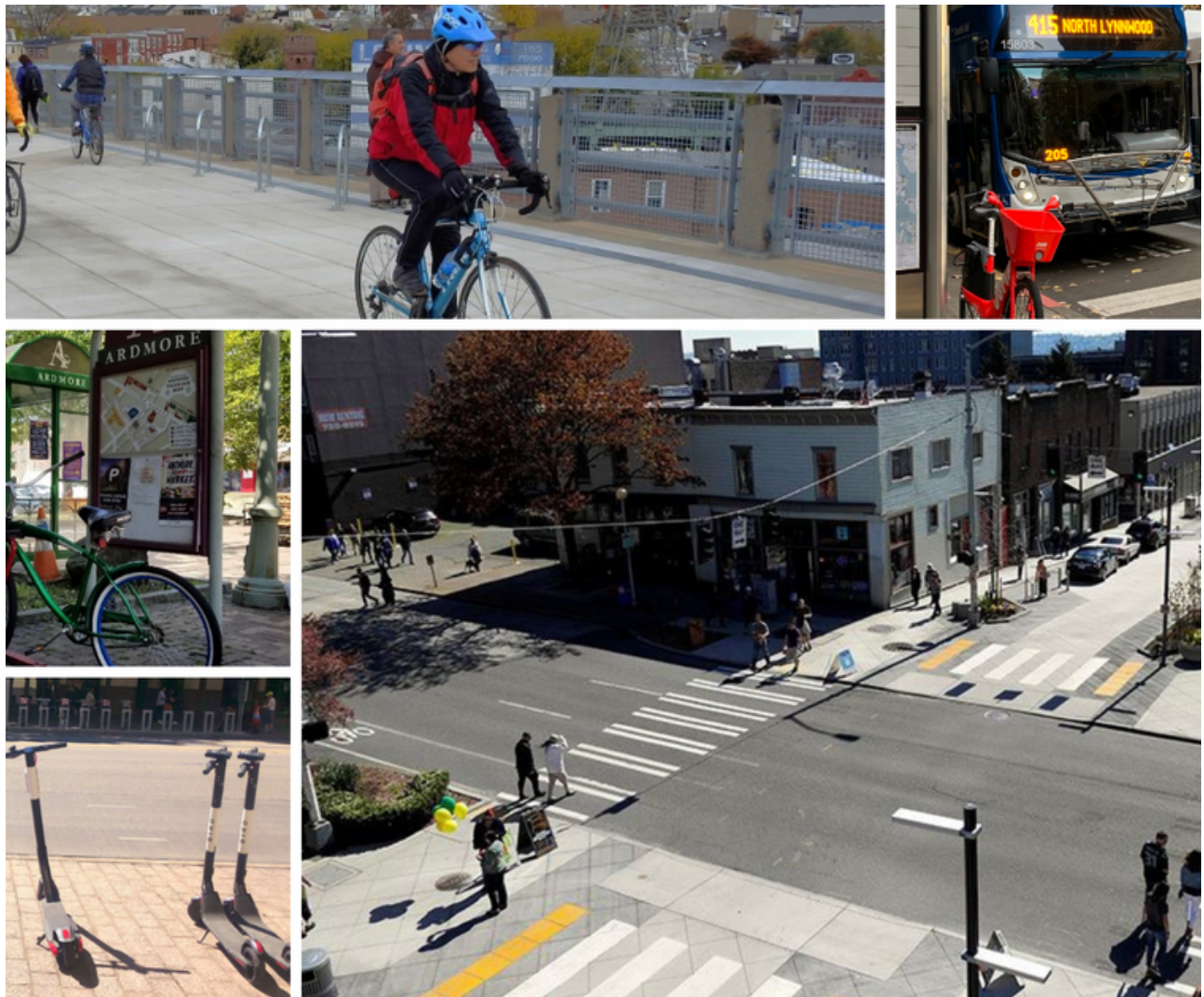


# TDM

Transportation Demand Management (TDM) refers to strategies, programs, or policies that are designed to reduce drive-alone trips and enable the transportation system to function more effectively and efficiently through alternative transportation options.

By implementing TDM strategies and reducing drive-alone trips we can improve our climate and increase the efficiency of our regional roadways.

This report highlights the benefits employers can gain from investing in TDM programs and alternative transportation options.

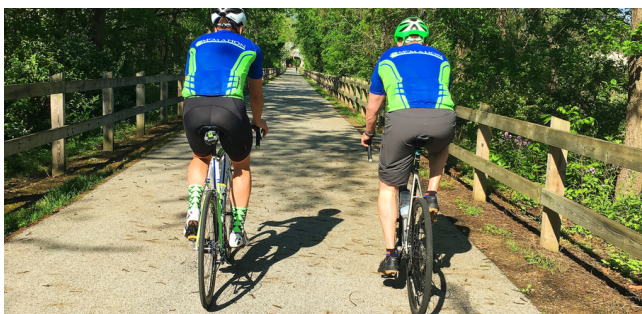


# Employer Benefits When Investing in TDM

Creating a strong company culture is important to most organizations. Many do not realize that employees' commutes play an important role in developing that culture.

**Human resources consulting firm, Robert Half, surveyed over 2,900 Americans across 28 major U.S. cities and found that 23% of workers have quit a job because of a bad commute.**

We have learned from the pandemic that employees want increased work-life balance. By offering alternative commute options, employers can improve employee morale, quality of life, and productivity. TDM programs also enhance corporate image and parking demands.





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## Enhanced Employee Recruitment and Retention

The cost of recruiting or replacing an employee can be very expensive. Offering employees benefits such as carpool matching, work from home, biking facilities, and transit passes creates a more desirable workplace. It also allows recruiting from a larger geographic area because of reduced commuting costs.

Through investing in TDM programs and retaining employees, employers decrease the cost of hiring. In 2021, the cost to hire someone was approximately \$7,645. The direct costs and productivity of replacing an employee can also be expensive. However, by enhancing the benefits package and investing in programs, employers make it easier and less stressful for employees to get to work, increasing employee satisfaction.

## Robust Benefits Package

TDM programs and incentives create a more robust benefits package at little to no cost to the employer. Adding these items to the benefits package demonstrates that the employer cares about employees' time and quality of life.

## Enhanced Corporate Image

By investing in TDM programs, employers show commitment to their corporate social responsibility, the environment, and air quality.





Urban Engineers, a planning, design, environmental, and construction consulting firm, has been a long-time partner and supporter of GVF and TDM. The firm has over 450 employees across the country, with its headquarters located in Philadelphia.

Urban Engineers' strong company culture and commitment to improving the lives of its employees shines through. Urban has been a recipient of GVF's TDM Advocates awards for 10+ years.

We spoke to Jennifer Waters, Regional Manager, and Vice President, to learn why Urban invests in TDM and the programs it currently offers employees. Jen's insights focused on the employees within the Greater Philadelphia region.

Urban's impressive results from a pre-pandemic employee commute survey showed that 50% of employees utilized public transit, 20% walked, 20% drove alone, and 10% biked to work consistently. While public transit use is not at the level it was pre-pandemic, Urban staff ridership continues to increase. In addition, there has been an increase in employees who walk or bike to work over the past two years. The firm plans to conduct an updated commute survey in the coming months.

Jen noted that Urban's strategic office locations allow people options about how they get to and from work. Urban's headquarters is within walking distance of rail and trolley services, has bus stops close by, is walkable, and has access to two bike share facilities located next to the office building.

“Urban’s priority is our employees. We offer TDM programs, alternative modes of transportation, and flexible work schedules because we understand that convenience and work/life balance are key factors to employee retention and recruitment.” Jen Waters, Regional Manager and Vice President, Urban Engineers.

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## Urban's TDM Programs

### Remote Work

As part of Urban's office reopening plan, employees, who could work remotely, created their individual remote work plans with their direct supervisor. Employees had the option to create a work plan that worked best for them, based on need and performance. Plan options ranged from full-time in the office, hybrid (some days in the office and some days remote), and full-time remote. Most employees chose a hybrid schedule, with only 10% of employees choosing to work remotely full-time. Jen stated that it was important for Urban to continue to offer the option of remote work to allow employees flexibility in their schedules and support work-life balance.

### Flextime

In addition to the choice to work remotely, Urban offers employees flextime. Flextime allows employees to determine which hours they work each day. Urban found this important as everyone's needs are different. Some need to work earlier hours compared to later in the day for several reasons. By allowing employees to determine their own schedule, Urban continues to support quality of life through work-life balance.

### Biking & Walking

Urban's office has onsite showers and lockers that encourage walking and biking to work. Urban also provides a private bike locker where employees can store their bikes safely.

A unique amenity Urban offers employees is an onsite bike helmet. Employees who wish to use the bike share facilities can sign out and use the Urban bike helmet. This encourages employees to utilize the bike share, safely, not only for commuting but trips throughout the day, decreasing drive-alone trips and emissions.

[The League of American Bicyclists](#) recognized Urban with a Silver Bicycle Friendly Business (BFB) award, earning it a place alongside businesses across the country contributing to the movement to build a more Bicycle Friendly America. The firm was also recognized by Bicycling magazine as one of America's Top Bike-Friendly Workplaces.



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## Benefit Package

As part of its benefits package, Urban offers a pretax commuter benefit. A pre-tax commuter benefit is when employees have the monthly cost of their commute deducted from their pay before taxes, which means more take-home pay and for employers, saving on reduced payroll taxes.

By offering a pretax commuter benefit, Urban is creating a robust employee benefits package that helps to recruit and retain employees, showing it cares about how employees get to and from work, their time, and money spent on commuting.

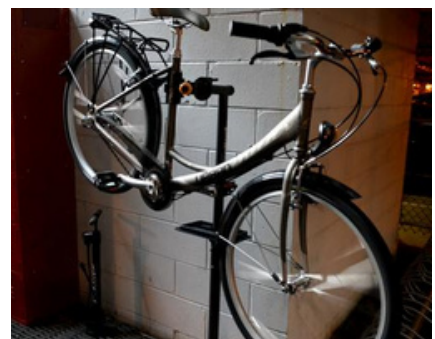
## Urban's Wellness Program

Urban's wellness program allows employees to track their daily fitness and earn rewards. This includes biking and walking to work. Through points earned, employees can gain benefits such as reduced health insurance payments.

## Public Transit

Jen stated that although public transit use has decreased, Urban is working actively with public transit agency SEPTA to educate not only its employees but others in the engineering field within our region, on the initiatives SEPTA has in place to provide a safe, user-friendly, and comfortable experience for riders.

“It is important to me that my employer takes my mode of transportation seriously,” says Kate Mundie, an Urban employee, and Urban cycling enthusiast. “The firm has shown unparalleled support to me and my coworkers who bike to work every day, and a commitment to Philadelphia's Vision Zero initiative.”





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# Vanguard®

Vanguard is an asset management firm that started in 1975. Vanguard has close to 12,000 employees within its Pennsylvania location. Vanguard is a long-time partner of GVF and has been a recipient of GVF's TDM Advocates awards for several years.

When it comes to employee commuting, Vanguard's commitment to investing in TDM programs is impressive. Vanguard is committed to improving the lives of its employees while decreasing its impact on our region's roadways.

We spoke to Danielle Wiley, Commuter Benefits Program Manager, to learn about Vanguard's TDM programs and initiatives.

Vanguard began its employee return to the workplace in May 2022. During the pandemic, employees were able to work remotely full time. Moving forward, Vanguard has decided to offer a hybrid model allowing employees to work from home two days a week with flexibility. Vanguard recognized that giving employees the option of a hybrid model decreases commuting time, providing schedule flexibility and more personal time.

Currently, 80% of Vanguard's population are working a hybrid model, while 20% work permanently remote 5 days a week. Flexible work hours are determined by each manager and the Leadership Team requests that the managers remain flexible.

**“Providing a best-in-class Commuter Benefits program is a top priority at Vanguard. We offer an array of TDM services to create a positive commuting experience for our crew members. These services include shuttles from center city and various local train stations, park and rides, EV charging stations, RideECO, and carpooling. Flexibility is key, as we evaluate and adjust our program to meet the needs of our business and crew members.” – Brian Hamill, Senior Manager, Corporate Services to Operations, Vanguard.**

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# Vanguard's TDM Programs

## Employee Shuttle System

Vanguard runs an extensive employee shuttle system. The shuttle system includes several routes to and from campus, train stations, and bus stations. There is also an intercampus shuttle that helps to reduce short drive-alone trips.

The shuttle system is free for employees and contractors. All shuttles have access to WiFi and GPS tracking. A new reservation app helps support easy and efficient scheduling.

In response to COVID and the limited train schedules through SEPTA and Amtrak, Vanguard implemented a new service for employees to transport them directly from Center City to Vanguard's campus. Since the full return to office in May 2022 through mid-August 2022 over 11,000 trips have been provided for over 350 employees to and from Center City.

## Commuter Benefits

Like Urban Engineers, Vanguard offers employees a commuter benefit. Vanguard offers employees the maximum amount of up to \$280 monthly that may be deducted on a pre-tax basis through payroll deduction, with options to purchase transit tickets, SEPTA passes, tokens, or a reloadable Mastercard. Vanguard currently has over 350 employees enrolled in the program.

## FlexFund

FlexFund an employee incentive, Vanguard provided each employee with \$1,500 to cover personal and work-related transportation expenses including rideshare services and public transit tickets.

## Commuter Resources

To ensure employees are aware of the commuting benefits available, Vanguard created an internal Commuter Benefits site for employee use.





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# GVF TDM Advocates

GVF supports employers who invest in TDM, care about the environment, and work to improve employee quality of life.

Through its TDM Advocates' Awards, GVF works year-round with its partners to develop programs and incorporate TDM initiatives into their work environment. Organizations are recognized annually for their commitment to implementing programs that promote commuting alternatives, improved air quality, and quality of life for employees and the community.

TDM initiatives can include installing and maintaining bike racks, implementing flextime or telework programs, offering incentives to avoid driving alone or ensuring onsite access to a bus stop or a train station.

Since its inception, GVF has given 252 recognitions. Recipients include Urban Engineers, Vanguard, Lower Merion Township, SEPTA, and Main Line Health. GVF looks forward to continuing to grow the number of TDM Advocates in our region.

[Click here to learn how your organization can join GVF and become a TDM Advocate today!](#)



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# GVF & The 82 Alliance

With over 30 years of experience, [GVF's](#) mission is to inspire mobility choices for ALL. Focusing on climate, equity, and overall quality of life by reducing single-occupancy vehicles and promoting TDM alternatives. GVF serves Montgomery and Chester Counties, PA.

GVF created the 82 Alliance, a not-for-profit mobility think tank that focuses on reimagining how we move our cities, towns, and people across the country.

As our world is changing, we can and should be planning for a better tomorrow. Together, the 82 Alliance and GVF advocate for better infrastructure to improve community connectivity and provide people with choices when choosing how they travel.

## Join Our Cause

Employers and communities must reimagine how we are planning for our future to put the people first, protect our environment, and ensure a better quality of life for all.

When you become a partner, your organization is part of a larger voice advocating for equitable and innovative programs and projects.

Contact Stacey Weiss to discuss partnership at [sweiss@gvftma.com](mailto:sweiss@gvftma.com) or 610-354-8899.





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# References

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- P. Winters and S. Hendricks (2003) *Quantifying the Business Benefits of TDM*. National Center for Transit Research Center for Urban Transportation Research College of Engineering University of South Florida.