



SANTA BARBARA - PHASE II

Final Report



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SBCAG Board
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**FLEXWORKSB PHASE II FINAL REPORT
TABLE OF CONTENTS**

I. Program Overview	Page 2
II. Executive Summary	Pages 2 - 3
III. FlexWorkSB Phase II Employer Participants	Page 3
IV. FlexWorkSB Program Description	Page 3
V. Strategic Elements	Page 4
VI. FlexWorkSB Website	Page 5
VII. Outcomes and Performance Measures	Pages 6 - 10
VIII. Best Practices, Lessons Learned	Page 10
IX. Next Steps and Recommendations	Page 11
Appendix A: Employer Participant Descriptions	Pages 12 - 23
Cottage Health System	Page 12
UC Santa Barbara	Pages 13
City of Santa Barbara	Pages 14 - 15
County of Santa Barbara	Page 15
Citrix Online	Pages 16 - 17
Santa Barbara Visiting Nurse and Hospice Care	Page 17
NALS Properties	Page 18
Ogilvy Hill Insurance	Page 18
SEE International	Page 19
BEGA-US	Page 19
Autoliv	Page 20
Channel Technologies	Pages 21 - 22
DuPont USA	Page 21
Clipper Windpower	Page 22
PlanMember Financial	Page 22 - 23
CenCal Health	Page 23
Interested Employers	Page 23
Appendix B: FlexWorkSB Consulting Components	Pages 24 – 25
Appendix C: Citrix Online Case Study	Pages 26 – 29

FLEXWORK SANTA BARBARA PHASE II FINAL REPORT

I. PROGRAM OVERVIEW

The FlexWorkSB program is managed and funded by SBCAG Traffic Solutions, the Countywide Rideshare Agency for Santa Barbara County. The FlexWorkSB program aims to reduce traffic congestion and improve air quality in Santa Barbara County by implementing employer-based flexwork programs that encourage telework, compressed workweeks and flexible schedules. FlexWorkSB offers employers flexwork consulting services such as development of telework policies and procedures, metrics and goals for measuring the success of a program, employee assessment and tracking tools, as well as employee and manager training to assist in rolling out a flexwork program.

The FlexWorkSB program provides benefits for Santa Barbara County residents and businesses, as well as the individual commuters that travel our congested roadways every day. Flexwork reduces traffic congestion, improves air quality, increases job satisfaction and improves employee productivity. Congestion in the South 101 corridor between Santa Barbara and Ventura is often caused by as few as 1,200 excess peak period commuters traveling through the corridor. While some of these commuters are able and willing to change their mode of travel from driving alone to taking the bus, train or a carpool, many commuters feel they have no other choice but to drive alone to work every day. Flexwork plays an important role in reducing congestion in major commute corridors because it does not attempt to change *how* people commute, but instead attempts to change *when* people commute. Flexwork includes telework, which allows employees to work remotely, compressed workweeks, which allow employees to work extended hours during their workdays providing them one “off” day every one or two week period, and flexible-schedules, which allow employees to shift their standard workday, thereby allowing them to commute during non-peak periods.

II. EXECUTIVE SUMMARY

The first phase of the FlexworkSB program was initiated in March of 2004. The final report of the first phase is available at www.FlexWorkSB.com. The city and county of Santa Barbara, as well as UCSB participated in the first phase of the program. With well over 800 new teleworkers added to the region the program was deemed successful and it was continued into a second phase.

The second phase of the FlexWorkSB program began in 2006 and targeted private sector employers with a primary goal of reducing traffic congestion through the Highway 101 Milpas to Hot Springs construction project area. In addition to traffic mitigation, the FlexWorkSB program seeks to reduce toxic air pollution and greenhouse gases.

The Telecommuting Advantage Group, (TAG), and Traffic Solutions also continued to work with organizations that participated in the first phase of the FlexWorkSB program in order to expand their flexwork programs. Specifically, the city and county of Santa Barbara, as well as UCSB dramatically expanded their flexwork programs during the second phase of the FlexWorkSB program.

1,338 new flexworkers will be added to Santa Barbara County by the completion of the second phase of the program. This is in addition to the 846 employees who began participating as a result of the first phase of the FlexWorkSB program. These flexworkers will be reducing the number of vehicle trips by 699 per day with 440 of them traveling north into Santa Barbara via Highway 101.

In addition to new and expanded telework and compressed workweek programs, the FlexWorkSB program also resulted in 2,256 automobile trips moving out of the peak commute period. One or more

days per week these employees commute during off-peak hours, further reducing the number of automobiles in traffic during peak-commute hours.

Several small organizations joined the FlexWorkSB program during the second phase. While these employers do not add significant numbers to the overall FlexWorkSB program, they are important in that they provide the program an increased level of diversity and challenge other employers in their industries to consider alternative commute programs.

III. FLEXWORKSB PHASE II EMPLOYER PARTICIPANTS

Thirteen employers participated in the second phase of the FlexWorkSB program, significantly increasing the number of flexworkers in the region and corresponding reductions in automobile trips and pollution. Additional employers expressed interest in the program but did not take action during the second phase. Employers active during the second phase of the program are included in the table below.

Autoliv	BEGA-US	Channel Technologies
Citrix Online	City of Santa Barbara	Cottage Health System
County of Santa Barbara	DuPont USA	NALS Properties
Ogilvy Insurance	Santa Barbara Visiting Nurse and Hospice Care	SEE International
UCSB		

IV. FLEXWORKSB PROGRAM DESCRIPTION

SBCAG Traffic Solutions has included telework, compressed workweeks and flexible work schedules as part of its overall Transportation Demand Management (TDM) program since its formation in 1993. In 2004, SBCAG launched the *101 In Motion* planning effort to address traffic congestion along Highway 101. As part of this planning effort, a long list of “early action” congestion relief projects, including flexwork were identified that would provide short term traffic congestion relief prior to implementing the large capital improvements identified in the plan. In May, 2004 after issuing a Request for Proposals for telecommuting consulting services, SBCAG Traffic Solutions entered into a two year contract with TAG to implement the first phase of the FlexWork Santa Barbara Program (FlexWorkSB Phase I program). Its goal was to stimulate more flexwork throughout the county by developing a series of employer case studies which would make a solid business case for flexwork and result in reduced traffic congestion and improved air quality in Santa Barbara County. The phase I FlexWorkSB employer participants were provided with free consulting services, on-line tools, and information from TAG to develop, implement and evaluate flexwork programs for their employees.

In 2006, the contract with TAG was extended for another three years (FlexWorkSB Phase II). The second phase of the FlexWorkSB program shifted its focus in several ways. The program targeted commuters traveling through the Highway 101 Milpas to Hot Springs construction project area and focused on private companies. The second phase also focused on integrating flexwork with comprehensive employer alternative commute programs.

V. STRATEGIC PROGRAM ELEMENTS

The strategy included the following elements:

1. Recruit a cross-section of private organizations within Santa Barbara County into the FlexWorkSB Phase II program. A cross-section of different types of companies was sought after to expand the breadth of case studies and induce additional companies to implement flexwork programs. The industries represented in the second phase of the FlexWorkSB program include: *Automotive, Communication, Environmental, Financial, Healthcare, Hospitality, Marketing, Manufacturing, Non-Profits, Real Estate and Software.*
2. Support the existing clients that participated in the first phase of the program. By helping these organizations further expand their programs, we dramatically increased the total number of flexworkers in the region.
 - a. The University of California at Santa Barbara, (UCSB), one of the first organizations to join the program, saw its numbers almost triple from its pilot program in 2004.
 - b. The County of Santa Barbara is the largest government agency and one of the largest employers in the county. During the second phase of the program multiple manager orientations were conducted in order to increase participation across the varied workforce and wide ranging site locations throughout the county.
 - c. The City of Santa Barbara continued to expand all phases of its flexwork program, including the implementation of a fixed 9/80 compressed workweek program.
3. Work closely with Traffic Solutions to expand the use of other alternative commute options. This strategy worked well, as approaching employers with one comprehensive solution comprised of many options increases the lure of participation.
4. Release the latest versions of TAG's on-line tools, the Work Suitability Assessment, (WSA), and the Employee Suitability Assessment, (ESA). The WSA allows employees to gauge their job-task and collaboration needs in terms of their ability to participate in a telework, compressed workweek or flexible-schedule program. The ESA focuses on personal attributes of employees considering multi-day telework programs.
5. Continue focus on all types of flexwork, including those that shift commuters from peak commute times to non-peak commute times.
6. Coordinate several alternative commute events with Traffic Solutions. Two "FlexWork Fundamentals" workshops were conducted in Santa Barbara. TAG and Traffic Solutions also conducted comprehensive alternative commute workshops for employers in Santa Barbara and Goleta in November of 2008. On February 18, 2009 TAG and Traffic Solutions presented alternative commute options during a Santa Barbara Human Resource Association Luncheon. These workshops yielded results for both the FlexWorkSB program as well as other traffic demand management efforts in the region. Topics at these workshops and presentations included:
 - a. Experience with a previous or existing flexwork program.
 - b. Existing policies, guidelines, and information on flexwork.
 - c. Types of benefits sought by the organization and/or issues the organization is trying to address with the program (e.g. productivity gains, employee retention, office space relief, etc.).
 - d. Determine other "value added" services that could be incorporated into an employer's flexwork program to increase participation.
 - e. Experience and perceptions of the organization's supervisors and managers, a key aspect to the acceptance and sustainability of a program.
 - f. Develop and track participation metrics for input into the business case.
7. Compile pilot program data, assess the benefits and outcomes of the program and develop case studies for making the business case for other employers in Santa Barbara County.

VI. FLEXWORKSB WEBSITE

The FlexworkSB website was updated for the second phase of the program. The updates included:

- Case-studies from organizations participating in the program.
- A link to the final report from the first phase of the program.
- Updated tools, information and consulting services available to employers in Santa Barbara County.
- New manager training options available to participating employers.

The FlexworkSB website experienced a consistent level of traffic throughout the program as shown in the table below. The following definitions apply to the column headings:

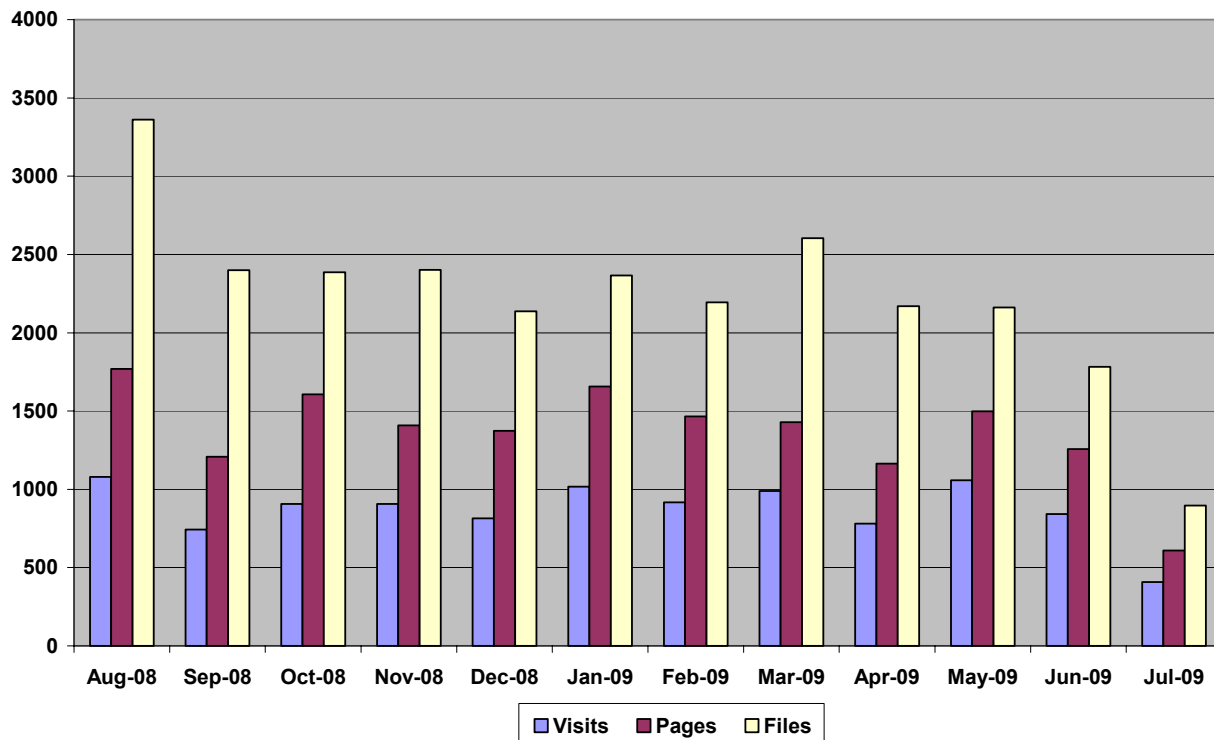
“**Visits**” indicates the number of unique instances that someone accessed the website.

“**Pages**” indicates the number of pages within the website accessed during the total number of visits.

“**Files**” indicates the number of downloadable files, (e.g. a case-study or report), that were accessed during the total number of visits.

As the data shows, the FlexworkSB website averaged over 900 visits, over 1,400 pages viewed, and approximately 2,300 files accessed per month. Slight increases were seen prior to and after outreach events, however the daily rate of access was very consistent. Please note that in the Chart, July 2009 contains partial data for the month.

FlexworkSB Website Usage Data



VII. OUTCOMES AND PERFORMANCE MEASURES

The FlexWorkSB program included both air quality and traffic reduction goals, as well as the goal of “making the business case” for flexwork within a broad spectrum of business sectors in order to stimulate more flexwork countywide. The community goals are listed in the Performance Measures table and charts below.

Performance Measures	Phase I	Phase II Current	Phase II Projected	South 101 Corridor Projected
# Total Participants (Cumulative)	846	1,821	2,184	1,155
# Trips Eliminated: Telework. Daily, (Annual)	123 (31,365)	309 (78,795)	353 (90,015)	222 (56,610)
# Trips Eliminated: Compressed Workweeks. Daily, (Annual)	72 (18,360)	284 (72,420)	346 (88,230)	218 (55,590)
Total # Trips Eliminated: Daily, (Annual)	195 (49,725)	593 (151,215)	699 (177,245)	440 (112,200)
# Peak Commute Trips Eliminated: Flexible Schedule and Compressed Workweeks. Daily, (Annual)	1,134 (267,624)	1,906 (486,030)	2,256 (575,280)	1,421 (362,355)
Pollutant Emissions Saved: Annual				
ROG (pounds/year)	1,217	3,651	4,303	2,711
NOx (pounds/year)	1,844	5,533	6,522	4,109
CO (pounds/year)	15,390	46,169	54,421	34,286
PM10 (pounds/year)	81	242	285	180
CO ₂ (tons/year)	981	2,943	3,469	2,185
Gasoline Saved (est. 25 miles/gallon)	24,340	70,851	81,014	51,039
Employee Auto Savings, (IRS 55 cents/mile)	\$338,342	\$995,854	\$1,138,690	\$717,375

Performance Measure Terms and Definitions

TAG works with its clients using a standardized approach and foundational set of processes and tools. During the initial stages of a program this standardized approach is customized for the needs of each client. As a result, different programs vary in terms of the processes and tools they use and their rollout of a FlexWorkSB program. The various types of organizational rollouts and flexwork programs utilized by participants resulted in different impacts on reduced commute trips, traffic congestion and air emissions.

Phase I: Includes the number of participating employees who joined the FlexWorkSB program through their employers during the first phase of the program and before the second phase began.

Phase II Current: Includes the number of employees currently participating in the FlexWorkSB program.

Phase II Projected Numbers: Projected numbers are forecasts for participating organizations as their programs reach maturity after the completion of the second phase. These numbers are typically based on the pilot and pilot expansion data, on-line survey data, as well as data from case-studies of similar organizations with mature programs that have reached a sustained level of participation, typically within one year of a full implementation. Some employers, such as BEGA-US and Citrix Online are at the first stages of implementing their programs but do provide valid forecasts for participation levels.

South 101 Corridor Projected: Displays the number of commutes that will be eliminated in the Milpas to Hot Springs construction area by the end of the program. On-line survey data has shown that approximately 60 percent of participating employees use this corridor.

Peak Commute Trips Eliminated: Several of the organizations tracked the participation of employees utilizing flexible schedules. Flexible schedules have the benefit of moving an employee from the peak commute times to off-peak times. In addition to flexible schedule participants, employees participating in compressed workweek programs also eliminate peak commute trips. On the days these employees commute, they typically move their trips to or from the workplace to non-peak periods due to an extended workday. While elimination of peak commute trips does not provide the benefit of reduced automobile trips, we do experience the benefits of removing automobiles from the peak commute times, which helps reduce traffic congestion and emissions due to reduced stop-and-go traffic.

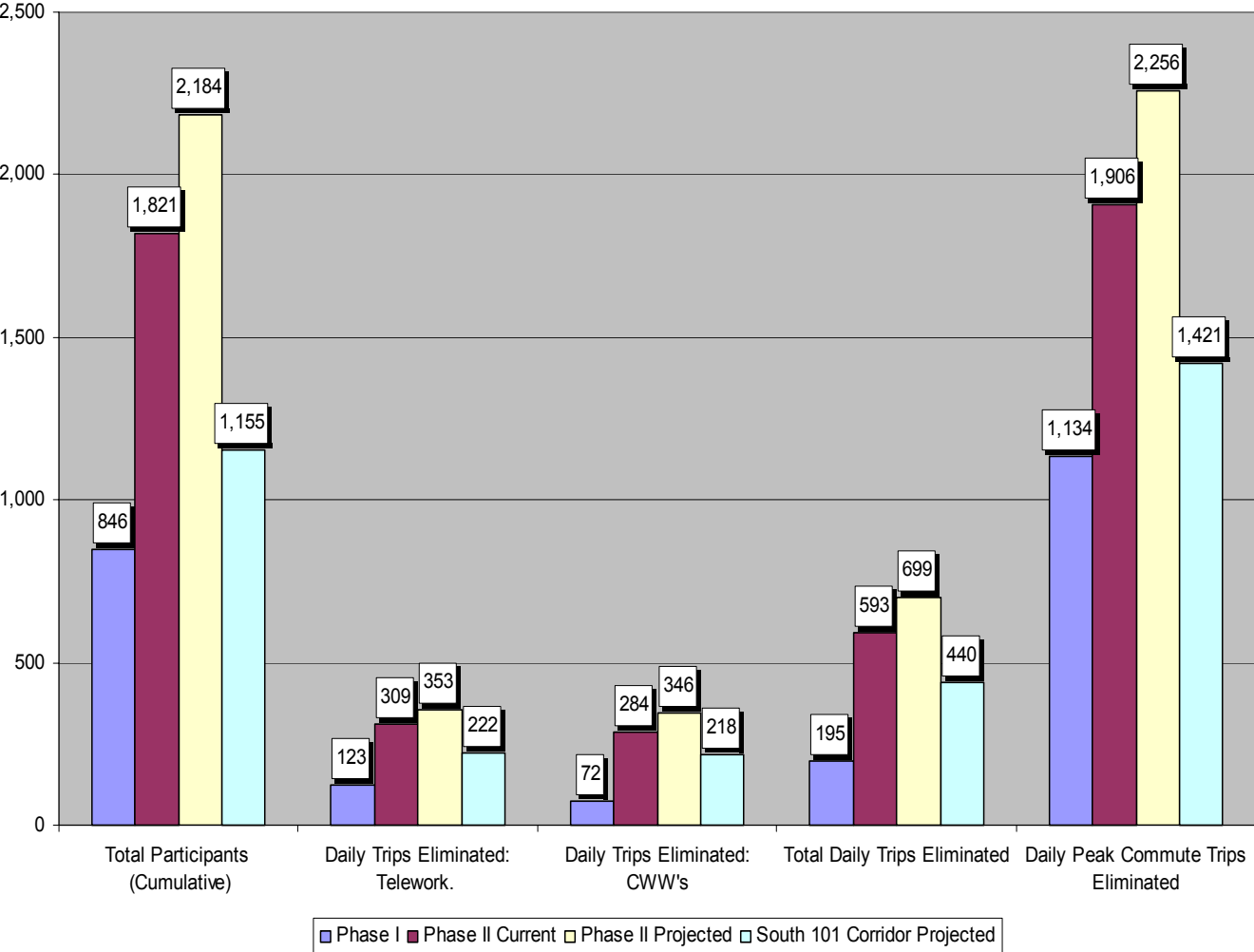
Total Number of Participants: A cumulative figure of the number of flexworkers who joined the program through their employers.

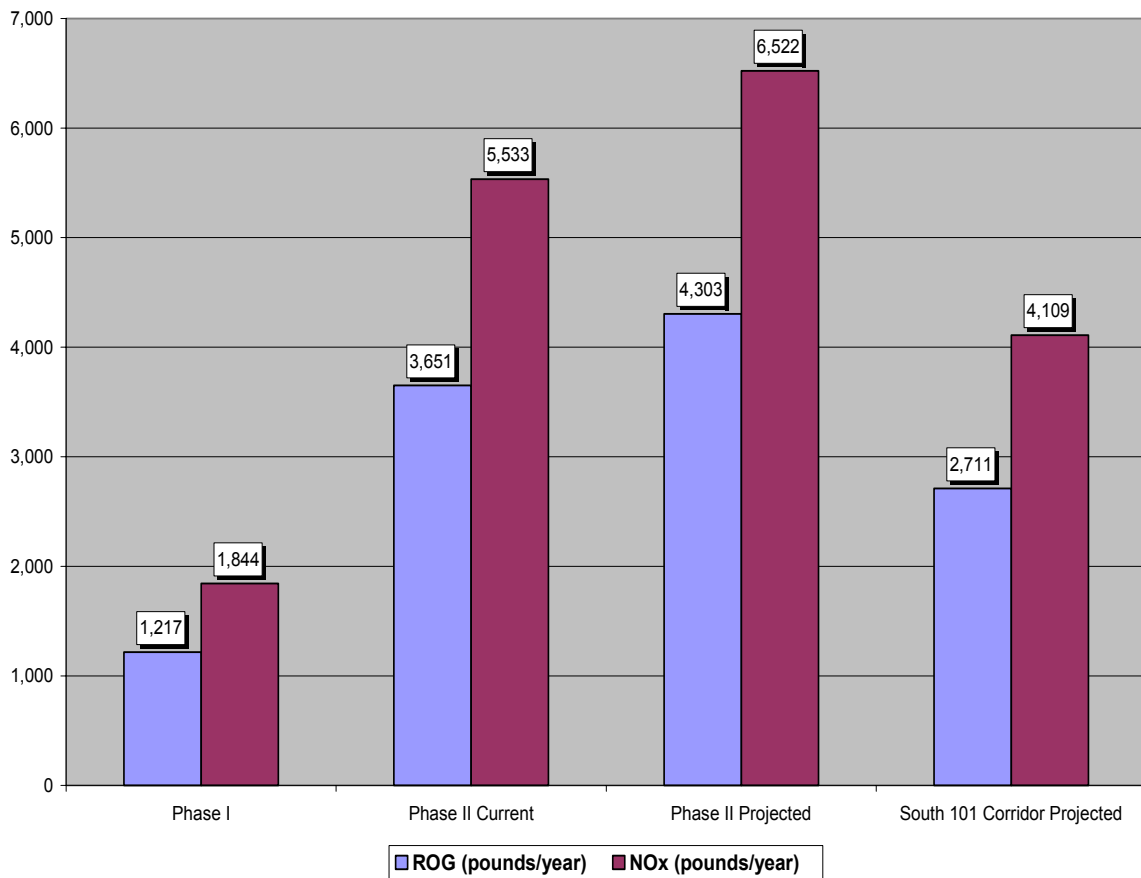
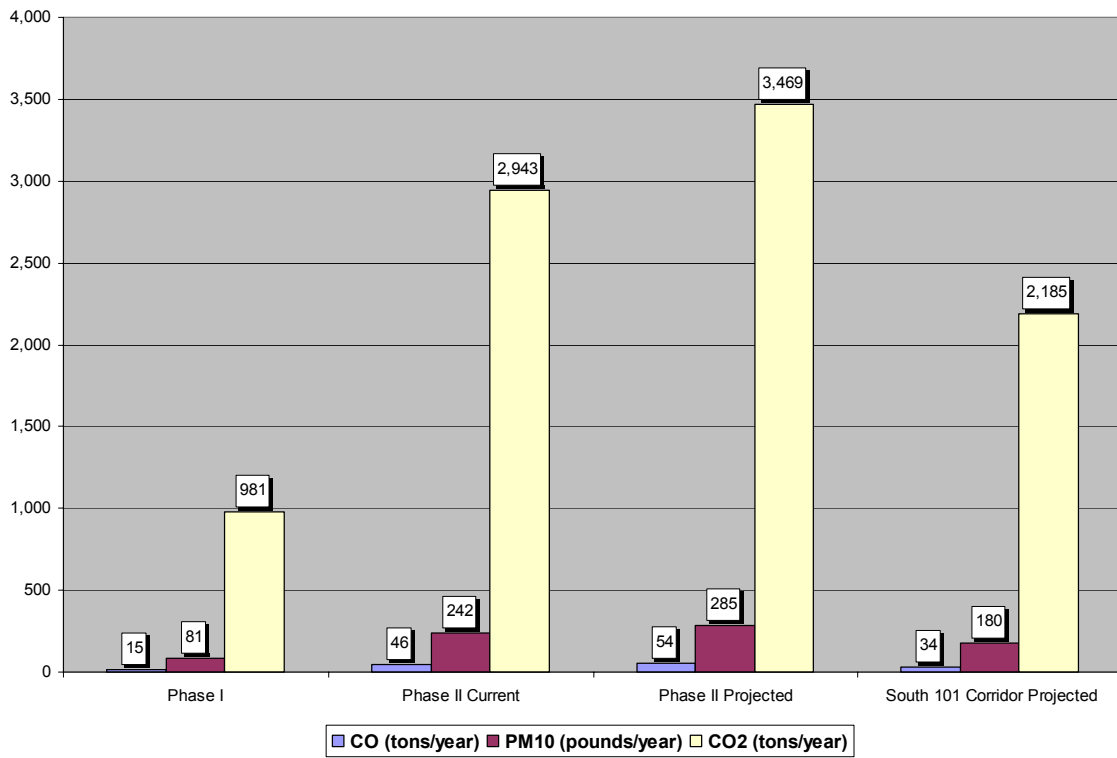
Daily Trips Eliminated: Includes both daily and annual figures for the number of vehicle trips reduced due to the FlexWorkSB program.

Gasoline Saved: Represents the number of gallons of gasoline saved due to reduced commute trips. Based on on-line surveys conducted with employers a figure of 22.5 miles per one-way commute was used as well as an average of 25 miles/gallon for vehicles.

Employee Auto Savings: Represents the amount of money employees saved due to reduced commutes. The IRS figure of 55 cents per mile was used in this calculation.

Charts from the key data of the Outcomes and Performance Data Table are included below.





Making the Business Case

The FlexworkSB program has demonstrated that flexwork programs are a cost effective way to address business issues such as employee retention and parking costs, and to proactively obtain business benefits such as reduced recruitment and overhead costs. Both quantitative data collected from employee surveys and qualitative information gathered from interviews with employer participants make the business case for flexwork.

FlexWorkSB local successes make the best case for local businesses. UCSB has found that jobs posted as “flexwork friendly” are filled more quickly. A post-implementation survey conducted after UCSB’s flexwork pilot found that teleworking employees in a workgroup responsible for writing grants “completed their grants in a more timely and creative manner”. The City of Santa Barbara’s flexwork program reduces their use of downtown parking spaces on a daily basis, making it easier for visitors to find parking. Cottage Health System, facing employee retention and space issues has used their telework program to help address both. Ron Lafrican, who lead the effort to implement Cottage Health System’s telework program acknowledged that working with the resources made available through the FlexworkSB program “allowed Cottage Health System to design a telecommuting program to meet our unique situation - which is a 24/7 operation of acute care. We were able to educate our staff and implement a very well designed program." Over 78% of flexworkers at Citrix Online who responded to a post-pilot survey felt that their productivity had increased due to their inclusion in the program. Over 56% felt that it had positively impacted customer service with 0% feeling that it had negatively affected customer service. One respondent added a comment “The compressed workweek pilot is an awesome program. It gives employees a chance to be more productive each work day. It also gives employees such as myself more time to spend with family and take care of errands that are hard to take care of during the weekend”.

VIII. BEST PRACTICES, LESSONS LEARNED

Comprehensive alternative commute events attract a larger audience. Including all alternative commute options, flexwork, mass transit, carpooling, etc., induces more employers to participate. Providing information about a broader range of programs that more employees may utilize increases the benefits to both the employees and employers.

Providing manager training is critical. A major hurdle in implementing flexwork programs is ensuring that managers have bought into the program and are encouraging participation. Providing managers the information and training that they need to successfully implement a program causes employers to be more willing to implement programs and participation increases.

Creating a website with comprehensive information about alternative work programs is effective in recruiting employers. The FlexworkSB program averaged over 150 “hits” per month during the program with multiple requests coming through the website.

Industry specific data is critical. Employers benefit from information on how other organizations in their industry have benefited from the implementation of flexwork programs and what process they followed. This information helps ensure employers that they are not among the first to implement flexwork programs.

A close relationship between traffic demand management personnel and a flexwork program provides benefits for both organizations. Employers willing to investigate one type of alternative work program often are willing to investigate others. In addition, flexwork programs often impact

or enhance other alternative commute programs. Providing information and comprehensive approaches for employers ensures a higher participation rate.

IX. NEXT STEPS AND RECOMMENDATIONS

Having completed two phases of the FlexWorkSB program, there are several opportunities to build on the success of FlexWorkSB Phase I and II. The 101 Milpas to Hot Springs construction project will be followed by three additional highway improvements on Highway 101 between Santa Barbara and Ventura, scheduled to be completed by 2020. Each project will have traffic impacts that result from the roadway construction. It is recommended that some form of the FlexWorkSB program be included in future traffic mitigation efforts in the 101 corridor.

Several of the Phase II participants could be expanded with additional support from a consultant or SBCAG Traffic Solutions staff. The City of Santa Barbara and the County of Santa Barbara both have goals to increase teleworking, however given the fiscal challenges facing both agencies, they may need assistance in achieving these goals. As both agencies employ large numbers of employees, assisting them would result in further reductions in peak period commuting on Highway 101. Other participants, such as Autoliv and DuPont were cut short of implementing flexwork due to the economic downturn. Once the economy begins to recover, these companies could use additional assistance to fully implement their programs.

Other opportunities lie with several employers that were interested in the FlexWorkSB program but did not begin the process. Devereux, Flir, Inogen, Jordanos, Penfield and Smith, Santa Barbara Hospitality and ValueClick would all have good potential for joining the FlexWorkSB program in the future. Flexwork technology and the global economy are both rapidly changing. The solutions and opportunities of today will be different in years to come. By continuing to offer employer assistance and incentives for implementing flexwork, Traffic Solutions will insure that the business community harnesses cutting edge technology and business strategies to support local businesses and reduce traffic on Highway 101 at the same time.

**APPENDIX A
EMPLOYER PARTICIPANT DESCRIPTIONS**

Ongoing Participants

Several employers continued to expand their flexwork programs during the second phase of the FlexWorkSB program. In some cases these were natural expansions of a growing program and in others new groups were added after a pilot or initial-rollout effort.

Cottage Health System			
Joined Program: Fall 2005	Type of Program: Telework	Participants: 35	Projected Participants: 40
Program Goals:	<ul style="list-style-type: none"> Employee Retention and Recruiting Productivity Gains Reduced Parking Needs 		

Cottage Health System, formed in 1996 as the not-for-profit parent organization of **Santa Barbara Cottage Hospital** and its affiliated **Cottage Children’s Hospital**, Cottage Rehabilitation Hospital, **Goleta Valley Cottage Hospital**, and **Santa Ynez Valley Cottage Hospitals**. Cottage health has over 500 physicians, a combined total of nearly 500 beds, over 20,000 annual admissions, over 50,000 annual ER visits and 2,800 births each year. Cottage Health System hospitals excel at patient care and patient satisfaction.

Cottage Health joined the program in the fall of 2005. Twenty four employees participated in the pilot program during the first phase of the FlexWorkSB program. Cottage Health video-taped TAG’s manager orientation and has used the tape, along with their on-line information, the Work Suitability Assessment and Employee Suitability Assessment to expand their telework program during the second phase of the FlexWorkSB program. Cottage Health’s participation in their telework program has increased over one hundred percent.

Cottage Health’s Telework program is mature and is expected to grow slightly as acceptance within the company increases. The program may grow more significantly if additional job-types are added in the future.

UC Santa Barbara (UCSB)

Joined Program: Summer 2004	Type of Program: Telework, Compressed Workweeks	Participants: 385	Projected Participants: 410
Program Goals:	<ul style="list-style-type: none"> • Employee Retention and Recruiting • Productivity Gains • Reduced Parking Needs 		

UCSB's 1,000-member faculty includes five Nobel Prize winners and scores of elected members of national and international academies and societies, as well as dozens of winners of Guggenheim and Fulbright Fellowships. The campus is one of only 62 research-intensive institutions elected to membership in the prestigious Association of American Universities. UCSB enrolls 20,000 students, about 2,900 of them at the graduate level. Competition for admission is keen. In recent years the campus has enrolled the most academically competitive and ethnically diverse classes in its history. More than 200 majors, degrees, and credentials are offered through UCSB's five schools and the Graduate Division.


UCSB was one of the first organizations to join the FlexWorkSB program. During the pilot stage thirty seven employees utilized compressed workweeks or telework arrangements. TAG conducted "train the trainer" sessions with UCSB after the pilot was conducted. UCSB has also been using the newest releases of the Work Suitability Assessment. UCSB has continued to conduct these training sessions during the second phase of the program. Employee participation in UCSB's program has more than tripled since the pilot program.

UCSB's telework program is mature and the growth rate has slowed, though access to their on-line tools, policy and agreement are still seen on a monthly basis. We expect only nominal growth for the program in the future.

The responses for one of the post implementation survey questions are included below.

To what extent does having flexibility in your work schedule negatively or positively affect the following aspects of your job performance? Flexibility affects my:		
	Very Little	Very Much
Productivity	23.9% (22)	76.1% (70)
Morale	9.8% (9)	90.2% (83)
Absenteeism	34.5% (30)	65.5% (57)
Quality of Work	35.2% (31)	64.8% (57)
Likelihood of Quitting Job	48.3% (43)	51.7% (46)
Likelihood of Being Fired	85.9% (73)	14.1% (12)

City of Santa Barbara

Joined Program: Spring 2005	Type of Program: Telework, Compressed Workweeks	Participants: 860	Projected Participants: 890
Program Goals:	<ul style="list-style-type: none"> • Employee Retention and Recruiting • Reduced Downtown Parking • Reduced Automobile Trips 		

Headed by the City Council, which is composed of a Mayor and six Council Members, the Santa Barbara City Government is an organization dedicated to serving the people of its community. The City of Santa Barbara has 33 Advisory Boards, Commissions, and Committees to advise the City Council on a wide variety of subjects.

The City’s telework program added 74 new teleworkers during the second phase of the FlexWorkSB program. A post implementation survey was conducted in early 2007. The results of the survey include the following:


- 68% of employees who were not participating in the City’s flexwork program responded that their attitude towards the City as a place to work was positively impacted and 74% responded that their morale was positively impacted.
- 90% of managers responded that they were very supportive of the continuation and expansion of the City’s flexwork program.

On July 1, 2007, the City implemented a 9/80 compressed workweek program in which City Hall and most other City services close every other Friday giving most employees an off-day every other Friday.

A sample survey question for FlexWorkers conducted in 2007 is included below.

How does FlexWorking positively or negatively affect you in the following areas?						
	Very Negative Impact	Somewhat of a Negative Impact	No Impact	Somewh at Positive Impact	Very Positive Impact	N/A
My attitude towards the City as an organization	0.0%	1.0%	5.9%	14.9%	77.2%	1.0%
My communication with and availability to coworkers or customers.	1.0%	11.9%	31.7%	17.8%	34.7%	3.0%
The quantity of work I am able to get done.	0.0%	3.0%	26.7%	16.8%	52.5%	1.0%

The quality of my work.	0.0%	2.0%	24.2%	15.2%	57.6%	1.0%
My ability to be creative in my work.	1.0%	1.0%	24.0%	26.0%	44.0%	4.0%
My ability to hit deadlines.	0.0%	5.0%	29.7%	22.8%	39.6%	3.0%
My timeliness in replying to requests from coworkers.	0.0%	8.9%	33.7%	14.9%	41.6%	1.0%
My own stress level.	2.0%	4.0%	7.9%	17.8%	68.3%	0.0%
The cohesiveness of my workgroup.	2.0%	3.0%	36.4%	15.2%	40.4%	3.0%
My overall job satisfaction.	1.0%	2.0%	2.0%	23.0%	72.0%	0.0%
The likelihood that I will stay employed at the City.	1.0%	1.0%	6.0%	21.0%	69.0%	2.0%


County of Santa Barbara			
Joined Program: Fall 2005	Type of Program: Telework, Compressed Workweeks	Participants: 370	Projected Participants: Unknown
Program Goals:	<ul style="list-style-type: none"> Employee Retention and Recruiting Increased Productivity 		

TAG and Traffic Solutions presented the County’s flexwork program to the SBCAG Board of Directors in the spring of 2007. The Board agreed to expand the program from the Santa Barbara Sheriff’s Office, which conducted the pilot program during the first phase, to the entire County. The following steps were completed during the second phase of the FlexWorkSB program:

- A flexwork policy and agreement were posted on the County’s Intranet.
- Manager orientations were conducted with fourteen of the County’s divisions. The manager orientations included information about the County’s program and goals, how to work with employees in a flexwork environment and how to use the new online tools and information.

Plans are underway to dramatically increase County employees’ participation in their flexwork program. These efforts may include additional manager/supervisor training, increased communication about the program countywide and conducting an on-line survey meant to collect information about employees’ attitudes and participation in the program.

New Employer Participants

Citrix Online			
Joined Program: Summer 2007	Type of Program: Compressed Workweeks, Telework	Participants: 35	Projected Participants: 120
Program Goals:	<ul style="list-style-type: none"> Employee Retention and Recruiting Improved Employee Satisfaction 		

Citrix Online is a fast-growing division of Citrix Systems, Inc. (Nasdaq: CTXS), based in Santa Barbara, California, with satellite offices and data centers around the world.

Every month, more than 15,000 new customers start using Citrix Online's services to work from anywhere with anyone using their remote-connectivity tools.

Citrix Online's suite of tools consist of GoToMyPC, GoToMeeting, GoToWebinar, GoToAssist, and GoView.

Citrix Online conducted a pilot 4/10 compressed workweek program with their Global Customer Support Team in which employees work four ten-hour days per week. Approximately two-thirds of the team are participating in the program. A post-pilot survey was conducted with very positive feedback.

In May of 2009 Citrix Online implemented a web commuting program. This program allows employees to work from a remote location, typically from home. A policy and agreement were developed and Citrix Online's software programs, including GoToMyPC and GoToMeeting are utilized to make remote collaboration more effective. Participation data will continue to be collected as the program is fully implemented.

Citrix on-line is in discussions with TAG to expand both the web commuting program and the compressed workweek program within Citrix Online.

The results of two attitudinal questions are included below.


Please provide your responses regarding the anticipated impact of a Compressed Workweek program. (Check the circle indicating your response for each area.)			
	Positive Impact	No Impact	Negative Impact
Employee work/life balance	94.2%	3.8%	1.9%
Employee satisfaction	98.1%	1.9%	0.0%
Employee productivity	71.2%	28.8%	0.0%
Customer satisfaction	73.1%	26.9%	0.0%
Recruitment of new employees	90.4%	9.6%	0.0%
Employee cost savings	94.2%	5.8%	0.0%

Unscheduled absences	86.5%	13.5%	0.0%
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What type of impact did you see in the following areas?			
	Positive Impact	No Impact	Negative Impact
Recruitment of new employees	50.0%	46.9%	3.1%
Customer satisfaction	56.3%	43.8%	0.0%
Employee satisfaction	90.6%	9.4%	0.0%

Santa Barbara Visiting Nurse and Hospice Care

Joined Program: Spring 2009	Type of Program: Compressed Workweeks, Telework	Participants: 48	Projected Participants: 80
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Program Goals:	<ul style="list-style-type: none"> • Employee Retention and Recruiting • Reduce Parking Needs • Long-Term Space Savings 	
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VNHC offers a wide range of home health, hospice and personal care services, all coordinated from one central location. VNHC is Santa Barbara's largest provider of home health and hospice care, touching the lives of over 5,000 Santa Barbara residents annually. VNHC has 95 trained hospice volunteers who provide assistance and companionship to terminally ill patients and their families. VNHC collaborates on the Palliative Care Team and the Compassionate Care Program at Cottage Hospital and staffs a satellite office of its personal care program, Visiting Care & Companions, at the Maravilla Senior Living Community. VNHC also provides round-the-clock nursing care to terminally ill patients at Serenity House, a 6-bed hospice residential facility.

SB Visiting Nurse and Hospice Care implemented a pilot 4/10 compressed workweek program in the beginning of 2009. The pilot group included a field nursing group of approximately 30 employees. The pilot was completed successfully and the program was expanded to the Medical Records department in April of 2009. This phase of the program included multiple compressed workweek options as well as telework.

The following are three events planned as next-steps for the program:

- Continued expansion of the compressed workweek program,
- Implementation of a telework program within the organization,
- Conducting a post-implementation survey.

NALS Properties			
Joined Program: Fall 2007	Type of Program: Compressed Workweeks	Participants: 11	Projected Participants: 14
Program Goals:	<ul style="list-style-type: none"> • Employee Retention • Productivity Gains • Overhead Savings 		


Nevins Adams Lewbel Schell (NALS) is a fully integrated real estate investment firm engaged in the acquisition, ownership, management, leasing and reconstruction of multifamily communities throughout the western United States. Headquartered in Santa Barbara, CA, NALS owns and operates multifamily communities totaling over 12,000 apartment homes in the U.S.

NALS implemented a voluntary 4/10 compressed workweek program with the goals of increasing employee retention, increasing productivity and reducing overhead costs. The process of voting and submitting the program to the state of California was completed.

Ogilvy-Hill Insurance			
Joined Program: Spring 2008	Type of Program: Compressed Workweeks	Participants: 14	Projected Participants: 17
Program Goals:	<ul style="list-style-type: none"> • Employee Retention and Recruiting • Productivity Gains • Long-Term Space Savings 		

Ogilvy-Hill provides comprehensive insurance, risk management, and employee benefit services to middle market companies with 50-1,000 employees, serving Santa Barbara and Southern California communities since 1888. Services include risk identification and assessment, insurance program design, placement, and administration, premium financing services, as well as risk management and loss control consulting. Ogilvy-Hill creates uniquely superior programs with aggressive pricing models for a range of industries. These industries include, but are not limited to: Agribusiness, Aviation, Construction, Gaming, Green Industry, Restaurants and Hospitality, Real Estate Investment and Management, Manufacturing and Wholesalers and Not For Profits.


Ogilvy-Hill implemented a voluntary 4/10 and 9/80 compressed workweek program in the Spring of 2008. As all employees were exempt, no vote or submission of the program was necessary. Ogilvy-Hill's program is mature and no growth is expected.

SEE International			
Joined Program: Fall 2008	Type of Program: Telework, Compressed Workweeks	Participants: 4	Projected Participants: 8
Program Goals:	<ul style="list-style-type: none"> • Employee Retention and Recruiting • Environmental Savings 		

Surgical Eye Expeditions (SEE) International, Inc. is a non-profit humanitarian organization that provides medical, surgical and educational services by volunteer ophthalmic surgeons with the primary objective of restoring sight to disadvantaged blind individuals worldwide. In 2008, SEE International held 89 expeditions, and sent an additional 40 support packages worldwide. Through the efforts of our affiliates, staff and other volunteers, 37 countries were served and over 10,000 received much needed surgery.

SEE International implemented their compressed workweek and telework pilot programs in the Spring of 2009. A flexwork policy and telework and compressed workweek agreements were developed. The compressed workweek papers were filed with the state of California.

SEE International plans on expanding both their compressed workweek and telework programs after the pilot programs are complete and have been evaluated in late summer of 2009.


BEGA-US			
Joined Program: Spring 2008	Type of Program: Telework, Compressed Workweeks	Participants: 4	Projected Participants: 50
Program Goals:	<ul style="list-style-type: none"> • Employee Retention • Productivity Gains • Overhead Savings 		

After a modest beginning, essentially "converting" a limited number of European designs to U.S. standards, BEGA-US is now a \$45 million corporation with a state-of-the-art 80,000 sq. ft. manufacturing facility and corporate offices located in Carpinteria (Santa Barbara), CA. We employ 150 people, which includes a full engineering staff and an in house powder coat paint facility. More than 50% of our product content is now U.S. sourced, with many products being 100% designed and built here in our California facility. As such, all BEGA/US products qualify under the "Made in America" Act.

Bega implemented their compressed workweek program in May of 2009. Bega submitted the paperwork to the state of California and is currently expanding the program within the company.

Next Steps:

- A telework program is scheduled to be investigated in the Summer of 2009. A draft on-line survey for employees has been completed.
- Bega is planning on expanding the compressed workweek program during 2009.

Autoliv			
Joined Program: Summer 2008	Type of Program: Compressed Workweeks	Participants: 0	Projected Participants: 35
Program Goals:	<ul style="list-style-type: none"> • Employee Retention • Productivity Gains • Production Savings 		

Autoliv is a global leader in the area of automotive safety and specializes in the supply of automotive occupant safety restraint systems such as modules and components intended for passenger and driver-side airbags, seat belts, safety seats, steering wheels, side-impact airbag protection systems and other safety systems, to leading car manufacturers. The production facility in Goleta designs and manufactures long-range infrared cameras and night vision systems.

Autoliv began the process of implementing a telework program in January of 2008. A compressed workweek policy and agreement were completed and approved by the parent company. An on-line survey for managers intended to collect their opinions and feedback on the program was developed. In the Fall of 2008, due to conditions in the auto industry which is their main customer, the program was put on hold until conditions improve.

Next Steps:

- Implement the managers' on-line survey.
- Conduct a vote for non-exempt employees.
- Implement the compressed workweek program in Santa Barbara.

Channel Technologies			
Joined Program: Summer 2008	Type of Program: Telework, Compressed Workweeks	Participants: 0	Projected Participants: 140
Program Goals:	Employee Retention	Productivity Gains	Overhead Savings

Established in 1983 as a parent company that evolved from the original company Channel Industries Inc., Channel Technologies, Inc. and its subsidiaries founded in Santa Barbara, California has been a part of the Santa Barbara community for more than 50 years. The Channel Technologies, Inc. family of companies is comprised of five wholly owned subsidiaries, each of which develops and manufactures their particular product line.

- CII - Channel Industries, Inc., incorporated in 1959, manufactures piezoelectric ceramics. Their products are used in both military and commercial applications, including underwater sonar and ultrasonic applications, oil exploration, earthquake faultfinding, and medical devices.
- EOI - Electro Optical Industries, Inc., incorporated in 1964, develops and manufactures state-of-the-art test equipment, and calibration instrumentation. Their products include: UV, Visible, and Infrared Sources for calibration, and testing equipment such as, Infrared Test Sets, Target Simulators, Collimators, Detector Test Sets, and Radiometers.
- ITC - International Transducer Corporation, incorporated in 1966, is a leading manufacturer of acoustic transducers. They have developed and manufactured thousands of different acoustic and


ultrasonic transducer used in many naval applications including: sonar, oceanographic survey, seismic exploration, marine life research, position determining systems and data telemetry devices, as well as communication, navigation control medical devices, and information gathering

- CPI - Channel Products, Inc., of Ohio was incorporated in 1972. The Company is a leading design and manufacturing company supplying electronic and piezo-ceramic solutions. These include: igniters, gas ignition safety controls, electrodes and sensor assemblies, wire assemblies, and accessories to the gas appliance industry worldwide.
- STI - Sonatech, Inc., incorporated in 1973, has been a leader in the design and development of underwater navigation and sonar equipment for the U.S. Navy and various other U.S. and foreign government, research, and military customers. Their design and manufacturing of reliable ocean instrumentation has been used in a wide range of specific customer requirements including numerous submarine and torpedo applications.

Channel Technologies includes five separate divisions in Santa Barbara. Both compressed workweek and telework programs were investigated with the decision made to begin their alternative work program with 9/80 compressed workweeks. An on-line survey was conducted for all employees to gauge support for the program. With mixed results it was determined that the program would be implemented one company at a time.

Next Steps:

- A division will be selected for a 9/80 compressed workweeks vote in the Summer of 2009.

DuPont USA			
Joined Program: Spring 2008	Type of Program: Telework, Compressed Workweeks	Participants: 0	Projected Participants: 45
Program Goals:	<ul style="list-style-type: none"> • Employee Retention • Office Space Flexibility • Overhead Savings 		

DuPont USA’s principal product at the Santa Barbara facility is the design and manufacturing of Polymer-OLED (organic light-emitting diode) display devices.


DuPont’s facilities include office, R&D and manufacturing space. The primary goal of DuPont’s program is to reduce the amount of office space needed and to increase the flexibility of their space as projects are conducted. A draft policy and agreement were completed as well as a draft on-line survey for managers. DuPont’s floorspace was analyzed to determine the amount of office space that could be reduced.

DuPont’s floorspace analysis will be completed with an estimate of the level of flexibility that can be achieved in terms of type of use and orientation.

Next Steps:


- The policy and agreement will be finalized.
- An on-line survey may be conducted for managers.

Employers Interested in the FlexWorkSB program that have not yet begun:

Clipper Windpower			
Discussions Began: Fall 2007	Type of Program: Telework, Compressed Workweeks	Participants: 0	Projected Participants: Unknown
Program Goals:	<ul style="list-style-type: none"> • Employee Retention and Recruiting • Productivity Gains • Environmental Savings 		

Clipper Windpower supplies advanced wind turbines, wind energy technology, complete wind energy facilities, or wind generated capacity that they own and operate in partnership with their customers. Clipper Wind has offices in the USA (California, Colorado, Iowa and Maryland), Mexico, Denmark and the United Kingdom.

Clipper Windpower has draft policies and agreements in place as well as a draft on-line survey. There are two issues they are facing before they can move forward. The first is the unstable market for wind turbines that is consuming a lot of the resources needed to implement the program. The second is the development of a plan to implement a flexwork program in Santa Barbara that does not include their manufacturing plant in Ohio and any equity issues that might arise.

PlanMember Financial			
Discussions Began: Spring 2008	Type of Program: Telework, Compressed Workweeks	Participants: 0	Projected Participants: Unknown
Program Goals:	<ul style="list-style-type: none"> • Employee Retention and Recruiting • Parking Space Reductions • Environmental Savings 		

PlanMember Financial Corporation provides consulting, investment, administration and trust services, as well as personalized planning and investment services for plan participants. PFC also offers unique institutional alliance programs that provide trust banks, membership groups and other intermediaries with the retirement plan infrastructure and proven, brand-name products to successfully compete in today's retirement plan marketplace.

Headquartered in Carpinteria, California, PlanMember Financial Corporation (PFC) maintains three separate operating subsidiaries:

PlanMember Services Corporation (PSC) – Retirement plan, marketing, consulting and administration services company and PFC's principal operating subsidiary.


PlanMember Securities Corporation (PSEC) – SEC-registered broker/dealer, investment advisor and member of the FINRA and SIPC that offers a full range of retirement products, managed accounts and investment advisory services.

PlanMember Advisors Corporation (PAC) – SEC-registered investment advisor that provides investment advisory and asset allocation support services to PFC's institutional customers and select high net worth individuals.

PlanMember conducted a workforce reduction in the Fall of 2008. As a result, plans to implement a flexwork program were put on hold.

Next Step:

- Planmember is still interested in investigating compressed workweek and telework programs. As the economy improves PlanMember will be encouraged to join the FlexworkSB program.

CenCal Health		
Discussions Began: Spring 2007	Type of Program: Telework	Participants: 0
Program Goals:	<ul style="list-style-type: none">• Employee Retention and Recruiting• Productivity Gains• Environmental Savings	

CenCal Health (formerly The Santa Barbara Regional Health Authority) administers several publicly-funded health care plans serving the residents of Santa Barbara and San Luis Obispo Counties. Its primary plan, Medi-Cal, began operations September 1, 1983.

CenCal implemented a telework policy and agreement and had identified two groups to participate in a telework pilot. CenCal’s legal department determined that CenCal would be required to purchase computers for participants and the cost was determined to be too high and the pilot was cancelled.

Interested Employers

Several employers were interested in the FlexWorkSB program but did not begin the process. These employers have good potential for joining the FlexWorkSB program in the future.

Santa Barbara Hospitality	Inogen	Flir
Devereux	ValueClick/Commission Junction	UCP/Work Inc.
Penfield and Smith	Jordano’s	

APPENDIX B

FLEXWORKSB PHASE II CONSULTING COMPONENTS

The main components of each program included a set of foundational items, tools and trainings. The following is a list of the primary consulting tools provided to the pilot participants as the key role each play in an effective FlexWork/telework program:

- 1) **Flexwork Policy.** The flexwork policy includes the expectations of employees who wish to participate in a FlexWork program, the criteria for inclusion, performance requirements, the acquisition and care for equipment, supplies, software and other materials and any legal requirements of the organization.
- 2) **Flexwork Agreement.** The flexwork agreement provides the details for each FlexWork participant, including the timeframe of their program, where they will work if not on-site, their schedule, performance criteria while flexworking, who pays for equipment that is required, how equipment maintenance is affected and who is required to approve the program. The agreement is often the primary way of tracking employees' participation in a FlexWork program.
- 3) **On-line Survey,** (managers' or all employees'). The on-line surveys are used to obtain information about employees' attitudes towards FlexWork, prior experience and their intentions to participate. For managers a survey also provides information about what goals they believe are attainable and what concerns need to be addressed to obtain their support for the program.
- 4) **FlexWork/Telework Website**
 - a. **Work Suitability Assessment, (WSA).** The WSA is an on-line, interactive, real-time tool helps an employee determine which job-tasks are most suitable for the various types of flexwork available to them. At the end of this process the employee will have determined if their job-tasks are suitable to FlexWork, which are most suitable, what performance measures will help their manager evaluate their performance while FlexWorking and a suitable workgroup schedule.
 - b. **Employee Suitability Assessment, (ESA).** The ESA is an on-line assessment that evaluates an employee's competency to telework/telecommute in six critical areas. Personal competencies such as Communication Skills, Results Management, and Remote Relationship Management are evaluated. The employee is provided with a report, scores for each competency and ways in which they can develop each competency.
 - c. **Employee tools and information.** "How-to" checklists and flowcharts, assistance in using the on-line tools and assessments, how to work with their manager in designing a program and general employee information help the employee determine their most effective flexwork program.
 - d. **Managers' tools and information.** Information on collaborating with an employee to design a flexwork program, how to evaluate a program and how to use the on-line tools and assessments make the manager's job of evaluating a program more effortless.
 - e. **General FlexWork/telework information.** Information about other programs, the "myths of telecommuting" FAQ's and other information assist both the employee and manager.
 - f. **Access to organization specific information,** software, remote access, etc. that is unique to the organization. For example, many organizations have licensing contracts with Microsoft making it simple and inexpensive to upgrade the software on their computers.

- 5) **Manager Workshops.** Manager workshops are in-person workshops designed to make managers familiar with the flexwork program, the policies, agreement, on-line tools and other processes, to address their concerns and questions and make them familiar with new types of situations they may experience.
- 6) **Compressed Workweek Holiday Impact Tables.** Compressed workweek spreadsheet were developed to help determine the effect on planned holidays from CWWs on employees' time. If a holiday lands on a CWW day that an employee is working they receive either nine or ten hours of paid off-time rather than the traditional eight giving them "bonus" hours. If the holiday lands on an employee's "off" day they in essence lose the eight holiday hours as they are not working anyway. Companies have the option of providing employees with a compensatory day off if a holiday lands on an "off" day.
- 7) **FlexWork Survey Item Library.** TAG's library of survey items has been developed and validated by TAG's Industrial Organization PhD's and the IO Masters Department at Old Dominion University. Information gathered during the FlexWorkSB program is included with employers in other regions to augment the FlexWork Sustainability Index.
- 8) **FlexWork Sustainability Index. (FSI)** The majority of survey items TAG uses with our clients are pulled from the survey library. TAG has accumulated survey data that can be compared against all of TAG's clients or within a specific industry. The FSI was used during the FlexWorkSB program to help determine the types of benefits an organization in a specific industry is likely to obtain from a flexwork program as well as the consulting efforts that will be the most effective in terms of obtaining them.
- 9) **Return on Investment Calculator. (ROI)** The ROI calculator allows us to collect data from a client through on-line questionnaires and, based on a sophisticated spreadsheet, forecast the bottom-line benefits of the program and ROI. The ROI calculator allows TAG to make an early determination of the bottom-line returns that an employer may realize from participating in the FlexWorkSB program.

Appendix C



“This will greatly improve productivity for employees and will be a huge draw for new employee recruits!”
- Citrix Online Employee

Start Date:	July 2007
Type(s) of Flexwork:	Compressed Workweek Web Commuting
Program Goals:	Increased Employee Retention Improved Employee Recruiting Increased Employee Satisfaction Increased Productivity Decreased Congestion and Pollution
Main Hurdle:	Educating Managers and Employees on Flexible Work Arrangements
Biggest Surprise:	Immediate Popularity of Program and Positive Post-Launch Results

About Citrix Online Group:

Citrix Online is a fast-growing division of Citrix Systems, Inc., based in Santa Barbara, California, with satellite offices and data centers around the world.

Every month, more than 15,000 new customers start using Citrix Online’s services to work from anywhere with anyone – using our remote-connectivity tools to save time, get more done and connect to others around the world.

- A small business owner is able to work from home thanks to GoToMyPC.
- A trainer cancels her flights and conducts live online training with GoToMeeting.
- A marketer generates a list of eager buyers by inviting prospects to an online Webinar.
- A support agent fixes a customer’s PC remotely on the first call using GoToAssist.

At Citrix Online, we believe that a company is not an "it." It is an "us." Together, we take responsibility for the impact of our organization’s activities on customers, shareholders, the public and the environment. We strive to:

- Make a positive impact on peoples’ lives.
- Reduce negative impacts on the environment.

For more information, visit www.citrixonline.com.

Citrix Online’s Compressed Workweek and Web Commuting Program Goals:

Citrix Online’s Compressed Workweek and Web Commuting programs are intended to benefit the company, employees and community. Citrix Online’s program includes outcomes and associated metrics for each of these areas. The three areas of benefits include:

- Company Benefits:
 - Increased morale through improved work/life balance.
 - Improved recruiting through a positive work environment and reduced stress from the commute.
 - Reduced turnover/retention by providing a relief from the commute for employees.
 - Improved company image among employees and citizens and benefiting the community by reducing congestion and pollution.

- Improved employee recruiting by providing additional workplace programs focused on improving employee satisfaction and reducing the number of commute trips employees that employees are required to make to the office.
- Increased flexibility in covering shifts due to the fact that most employees are working ten-hour instead of eight-hour days. Customers seeking support from alternate time zones can be accommodated more easily.
- Improved work/life balance for employees.
- Reduced absenteeism by providing additional flexibility for employees to manage life tasks.
- Lower commute costs by reducing the number of commute trips for employees.
- Employee Benefits: Employees benefit from having a reduced commute and more flexible time during the week. Employees also save on costs and wear-and-tear on their automobiles due to fewer commutes.

Community Benefits:

- Citrix Online has established that they are focused on making a positive impact on employees' lives and reducing negative impacts on the environment. By reducing the number of commutes employees make a significant amount of pollution is eliminated from being put into the air and water.

Compressed Workweek and Web Commuting Implementations:

July, 2007. Citrix Online began investigating flexwork options, including telework, compressed workweeks and flexible schedules. The potential benefits of the program to Citrix Online, its employees and the environment were explored and it was determined that a 4/10 compressed workweek program would be conducted.

October, 2007. A compressed workweek authorization agreement and application were developed. The policy provided guidelines for the employees participating in the program.

February, 2008. An on-line survey was conducted with the groups that would be participating in the program. The initial feedback was very positive and the decision was made to move forward with the program. A sample result of the survey is included below.

Please provide your responses regarding the anticipated impact of a Compressed Workweek program. (Check the circle indicating your response for each area.)

	Positive Impact	No Impact	Negative Impact
Employee work/life balance	94.2%	3.8%	1.9%
Employee satisfaction	98.1%	1.9%	0.0%
Employee productivity	71.2%	28.8%	0.0%
Customer satisfaction	73.1%	26.9%	0.0%
Recruitment of new employees	90.4%	9.6%	0.0%
Employee cost savings (transportation, childcare costs, etc.)	94.2%	5.8%	0.0%
Unscheduled absences	86.5%	13.5%	0.0%

Program Challenges

- Some employees ended their participation in the 4/10 compressed workweek program due to the length of the ten-hour days.
- Due to job-task or collaboration needs some employees had difficulty meeting the program eligibility requirements.
- Configuring Citrix Online's information technology system, (SAP), to meet the needs of the program.
- A perception of decreased productivity among participants in the program.
- Scheduling meetings with teleworkers who are not in the workplace each day.
- Managers adjusting to performance based management for web commuters.

Program Measures of Success

- Productivity of employees participating in the program have stayed the same or improved.
 - The abandon rate and wait time on calls has improved among employees participating in the compressed workweek program.
 - Customer satisfaction gauges have remained the same or improved for the overall program.
- A survey was conducted that showed improvements in employee satisfaction and as Citrix Online remaining as a "Great Place to Work", one of Citrix Online's employee initiatives.
- Employee attendance has stayed the same or improved.
- Unscheduled absences have stayed the same.
- The program is a key component of Citrix Online's Green Initiative.
 - Traffic congestion and pollution have been reduced as a result of the program.
 - Employees have saved money through a reduced number of commutes.

June, 2008. A compressed workweek program pilot was implemented with the Global Customer Support Team.

August, 2008. A post-pilot survey was conducted with the Global Customer Support Team. Thirty-seven employees participated in the pilot. Seven employees began working a compressed workweek schedule and went back to the traditional schedule. Two sample results from the survey are included below.

What type of impact did the Compressed Workweek Pilot have on you personally?			
	Positive Impact	No Impact	Negative Impact
Work/life balance	90.6%	3.1%	6.3%
Job Satisfaction	87.5%	6.3%	6.3%
Productivity	78.1%	21.9%	0.0%
Cost Savings (transportation, childcare costs, etc.)	84.4%	9.4%	6.3%
Unscheduled absences	62.5%	37.5%	0.0%

What type of impact did you see in the following areas?

	Positive Impact	No Impact	Negative Impact
Recruitment of new employees	50.0%	46.9%	3.1%
Customer satisfaction	56.3%	43.8%	0.0%
Employee satisfaction	90.6%	9.4%	0.0%

April, 2009. The Web Commuting program was implemented at Citrix Online with a supporting policy and agreement developed by Citrix.

Compressed Workweek Outcomes:

- 37 out of 66 employees in the Global Customer Support Team are participating in the compressed workweek program.

Web Commuting Outcomes:

- The Web Commuting program was initiated in April of 2009 and has just recently begun with ten employees currently participating. The survey that was recently conducted showed that even employees not participating in the program are very supportive of it.
- The program will be aggressively expanded in Santa Barbara as well as nationally to all Citrix employees.

Significant Hurdles to Implementing:

- Obtaining senior management for the compressed workweek pilot required a very structured approach and communication.
- The process of complying with California State law required a significant amount of time.