



Employer-Led Clean Mobility: Steps to Success

Guidance on developing plans for employer-led clean mobility initiatives

Contents

<i>Introduction</i>	4
<i>The partnership landscape for successful TDM programs</i>	4
<i>Employer insights from Buffalo, NY</i>	5
<i>Viridi and GreenForce Training: Leveraging partnerships to expand access</i>	5
<i>Canisius University: Strengthening education around clean mobility</i>	6
<i>Step-by-step guide to developing a clean mobility implementation plan</i>	7
<i>1. Identify a project leadership team</i>	8
<i>2. Map stakeholders</i>	9
<i>3. Engage partners</i>	11
<i>4. Assess existing conditions</i>	12
<i>5. Survey employees</i>	14
<i>6. Identify TDM programs</i>	16
<i>7. Develop an implementation plan</i>	18
<i>8. Launch pilot programs and monitor progress</i>	21
<i>9. Institutionalize TDM programs</i>	22
<i>Resource library and additional guidance</i>	24
<i>Conclusion</i>	25

About this resource

This resource provides guidance for employers interested in developing programs to support sustainable transportation options for their workforce. It draws insights from programs launched as part of [Clean Mobility Buffalo](#), a project awarded to the Local Initiatives Support Corporation – New York (LISC-NY) and supported by the [New York Clean Transportation Prizes program](#), administered by the New York State Energy Research and Development Authority (NYSERDA).

Glossary

Term	Description
Anchor institution	An employer that owns or is located on a physical campus, such as a medical facility, university, or manufacturing plant.
Shared micromobility (Bikeshare/scootershare)	A service that allows people to rent and ride bikes, electric bikes (e-bikes) and/or electric scooters (e-scooters) for a short period of time, typically for a per-minute or annual fee. Docked micromobility programs require riders to return devices to fixed stations while dockless programs allow users to park devices at bike racks or along sidewalks within a defined service territory.
Electric vehicle (EV) carshare	A service that allows people to rent and drive an electric vehicle for a short period of time, typically for a time-based fee, mile-based fee, or both. These services often require users to return the vehicle to its original location, but they sometimes operate with a network of designated parking hubs.
Clean mobility implementation plan	A guidance plan that anchor institutions can develop to inform transportation demand management programs for their workforce (see definition below for transportation demand management). The plan provides structure for identifying key stakeholders, understanding existing commuting patterns, and outlining program budgets and schedules.
Guaranteed ride home	Programs that provide employees who get to work without a personal vehicle or alternative method of transportation with a free, employer-sponsored ride home that can provide peace of mind for unexpected emergencies or situations when employees work beyond times when public transportation is available.
Radio Frequent Identification (RFID)/Near Field Communication (NFC)	RFID, or Radio Frequent Identification, uses radio waves to transmit data from an electronic tag (such as an RFID-enabled employee badge) to a transit farebox, automatically subtracting the fare from their account. NFC, or Near Field Communication, is a subset of RFID that has a shorter range and is also often used by transit agencies to process fare payment.
Transportation demand management (TDM)	The use of strategies to reduce the frequency of single-occupant vehicle trips and expand access to more efficient travel modes through incentives, infrastructure, and education.
Transportation management association (TMA)	Non-profit, member-controlled organizations that provide transportation services, including support for transportation demand management programs, within a defined geographic district.

Introduction

Trips to and from work represent a substantial share of total travel. In 2022, around 30% of all vehicle miles traveled (VMT) by households in the United States were for commuting trips.¹ Compared to other travel, commuting trips are predictable and regular, making them suitable candidates for initiatives focused on shifting people out of cars to other mobility choices like public transit or biking in order to decrease congestion and improve air quality.

Employers can help encourage this shift in how people commute to work through incentive and educational programs called transportation demand management (TDM) programs.² TDM programs provide users with additional travel options and incentivize commuting habits that reduce car trips and encourage carpooling, bicycling, and usage of public transit. In addition to increasing employee satisfaction and retention, TDM programs can help employers meet climate goals by reducing employees' transportation emissions.³ Organizations with larger workforces and physical campuses (referred to in this document as “anchor institutions”) can be especially influential in encouraging mode shift in their communities.

Employers can offer an array of TDM interventions as pilots before institutionalizing the programs. This approach helps employers better understand program costs, administrative commitments, and employee interests, ensuring long term investments have the strongest impact. As highlighted throughout this document, pilot programs are an integral component of larger TDM plans for anchor institutions.

Drawing on insights from two successful TDM programs in Buffalo, New York that were implemented with support from the New York Clean Transportation Prizes program, this resource provides targeted, step-by-step guidance for anchor institutions that are interested in developing and implementing plans for clean mobility. In the first section, two short case studies highlight how anchor institutions on the East Side of Buffalo developed new TDM programs. The second section walks through nine (9) steps employers can take to develop a robust plan for implementing TDM programs. Finally, the last section includes a short TDM resource library.

The partnership landscape for successful TDM programs

In many regions, *Transportation Management Associations (TMAs)* are central to supporting TDM policies and programs. TMAs are non-profit, member-controlled organizations that provide transportation services for defined districts.⁴ They are typically partnerships between public and private institutions (i.e., public-private partnerships) that receive funding and administrative support from both local government and local business groups.⁵

¹ nhts.ornl.gov/assets/2022/pub/2022_NHTS_Summary_Travel_Trends.pdf

² www.actweb.org/what-is-tdm

³ <https://www.epa.gov/system/files/documents/2024-12/420f24044.pdf>

⁴ Another NYSERDA Clean Transportation Prize recipient is Tompkins Consolidated Area Transit (TCAT). TCAT's prize project funded the expansion of a TDM service to become a TMA (GO ITHACA) serving Ithaca/Tompkins County.

⁵ www.vtpi.org/tdm/tdm44.htm



To identify the best clean mobility strategies to meet the needs of their workforce, anchor institutions can collaborate with partners like TMAs to develop **clean mobility implementation plans**. These plans help institutions identify key stakeholders, understand the existing travel patterns of their workforce, discuss opportunities and challenges with different clean mobility initiatives, and outline specific TDM pilots and long-term programs to implement in support of clean mobility goals.

Employer insights from Buffalo, NY

The East Side of Buffalo has experienced historic disinvestment and longstanding challenges related to equitable transportation access. Today, around 20% of households in Buffalo do not have access to a vehicle.⁶ To improve access to clean mobility options, LISC-WNY, a Clean Transportation Prize recipient, worked with partners GO Buffalo Niagara (the TMA for Western New York) and the Buffalo Niagara Medical Campus (BNMC, an innovation district focused on sustainability) to collaborate with six anchor institutions through the Clean Mobility Buffalo project to develop and execute clean mobility implementation plans. The case studies below highlight insights from two of these institutions.

Viridi and GreenForce Training: Leveraging partnerships to expand access

Viridi, a lithium-ion battery manufacturer in Buffalo's East Side, has a workforce of about 120 employees and prioritizes recruiting workers from the surrounding community. Along with community partners, leaders from Viridi recently helped establish GreenForce Training, an independent, nonprofit workforce development organization in East Buffalo. When Viridi joined the Clean Mobility Buffalo project, the company worked in close partnership with GreenForce Training to develop a clean mobility implementation plan that identified creative ways to expand mobility access for workers.

GreenForce Training and Viridi leveraged each other's expertise to develop TDM programs that were both responsive to the workforce's priorities and streamlined for the company to implement. As one example, GreenForce Training heard that workers and new recruits were interested in riding the bus to get to Viridi's plant, but that at \$75/month, regular passes were a financial barrier. To act on this, GreenForce Training worked with Viridi leadership to make employer-

"From the perspective of a company, what do I need to invest in to lower my turnover rate? If transportation is the number one or two issue for workers, there are simple things you can invest in, like buying a bike or scooter, that can help people show up on time. [Employers] can save a lot of money if the employee stays, and those employees are also likely to be more loyal."

—Jeff Conrad, GreenForce Training

⁶ data.census.gov/table/ACSDP1Y2024.DP04?q=buffalo,+ny+vehicle+access

subsidized transit passes part of the company's TDM pilot programs, allowing employees to pay only a third of the cost (\$25) for a monthly pass.

Additionally, Viridi and GreenForce Training leveraged an existing payroll deduction framework from Viridi to pilot a microloan program for electric mobility. Under this pilot, Viridi offered low-interest loans to staff to purchase an electric bike (e-bike) or electric scooter (e-scooter), with loans being repaid through employee paychecks over a period of several months. In just one year, roughly 20% of employees at Viridi signed up to participate in the microloan program alone.

In response to the popularity of the microloan program, Viridi also installed five bike racks on site and is exploring the possibility of adding secure bike parking with outlets to support on-site charging for e-bikes. In total, half of the workforce participated in at least one of the TDM pilot programs. The strong partnership between Viridi and GreenForce Training demonstrates how employer-led TDM programs can respond to high-priority workforce needs with tailored, creative solutions that are easy for the employer to administer, creating a win-win situation for both groups.

Canisius University: Strengthening education around clean mobility

Canisius University has 500 staff and over 2,400 students, many of whom live on campus. As an early step in developing the university's clean mobility implementation plan, BNMC and GO Buffalo Niagara worked with Canisius campus leaders to conduct surveys to understand current commuting habits, commuter proximity to the campus and to bus routes, and interest in various modes of transportation.

The survey results revealed unique mobility needs for three distinct groups: employees, on-campus student residents, and off-campus students. Employees needed mobility options that aligned with their regular commute hours, on-campus residents needed options for getting off campus and into downtown Buffalo, and off-campus students needed options for getting to campus at irregular hours for classes and other campus activities. Recognizing the need to tailor TDM planning efforts to maximize impact for all three groups, the university pursued programs that emphasized education about clean mobility coupled with strategic on-campus upgrades.

For transit riders, Canisius hosted a lunch-and-learn to teach people how to use the local public transit system and installed several screens on campus containing real-time bus information. For bike riders, the university installed new bike racks across campus and hosted "Campus Bike Day," an educational and promotional event about bike commuting that offered bike repair, helmet and bike lock giveaways, orientation to the local bikeshare system, and a raffle for a free e-bike.

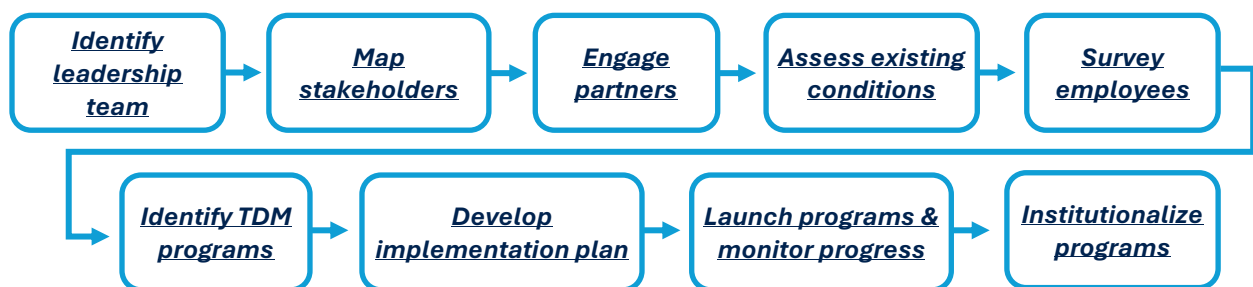
By pairing educational outreach with targeted physical improvements, Canisius University's programs demonstrate how anchor institutions can shepherd people through the full user journey toward adopting clean mobility.

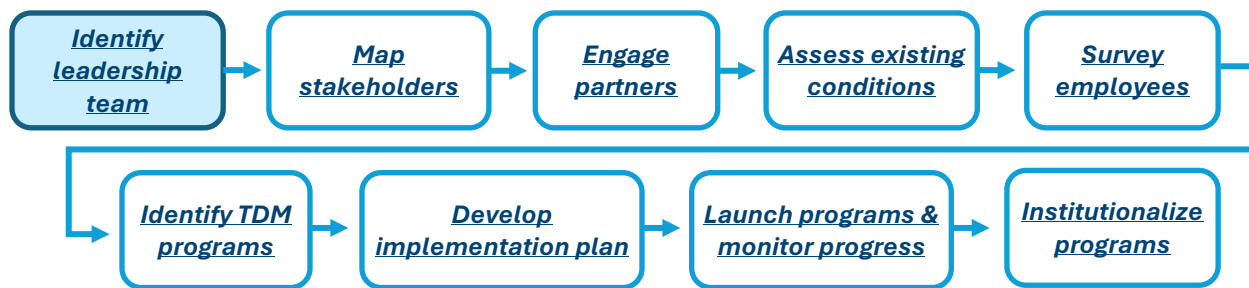
***"For our campus residents, we wanted to know after the pandemic: how can we help you get off campus? We tried to encourage students to use public transit to explore the city. Our hockey team competes in downtown Buffalo, and students have been able to go watch and support them using the bus."
— Yvonne Widenor, Canisius University***



Step-by-step guide to developing a clean mobility implementation plan

As the case studies from Viridi and Canisius University demonstrate, successful employer-led efforts to plan for and implement TDM programs can lead to impactful changes. For anchor institutions that are interested in launching new TDM programs, the next section of this document outlines the process for developing a clean mobility implementation plan, following the nine steps shown below.





1. Identify a project leadership team

The first step to developing a new employer-led clean mobility initiative is to identify a **project leadership team**. At a minimum, this team should include one project leader from the anchor institution and one project leader from an external partner outside the anchor institution that can assist with implementation of the clean mobility project(s). This partner will typically be a TMA, but other similar community organizations can step into this role as needed depending on the local organizational landscape.

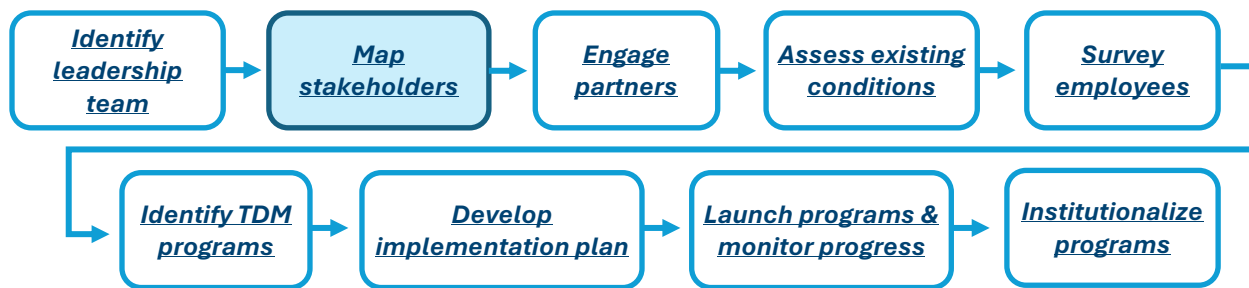
The external partner should have an in-depth understanding of the local transportation system, knowledge of TDM programs, established community partnerships to support and scale the anchor institution's investments, and project management and implementation skills.

Project leaders from anchor institutions are typically human resources professionals, sustainability officers, or executive team members like chief operating officers. Most importantly, project leaders should be energetic and motivated to support clean mobility, have the capacity to take on additional responsibility to lead the project, and be able to influence change within the organization, regardless of their job title.

Case study spotlight

Collaborating to expand access

Viridi strives to hire from the East Buffalo community, but many residents face financial barriers to car ownership. For Viridi, developing TDM pilot programs with workforce development partners from GreenForce Training made the task more approachable and manageable. The project leadership team that worked with the local TMA included the executive director and training coordinator from GreenForce Training as well as the chief legal officer, head of personnel, and HR manager from Viridi.

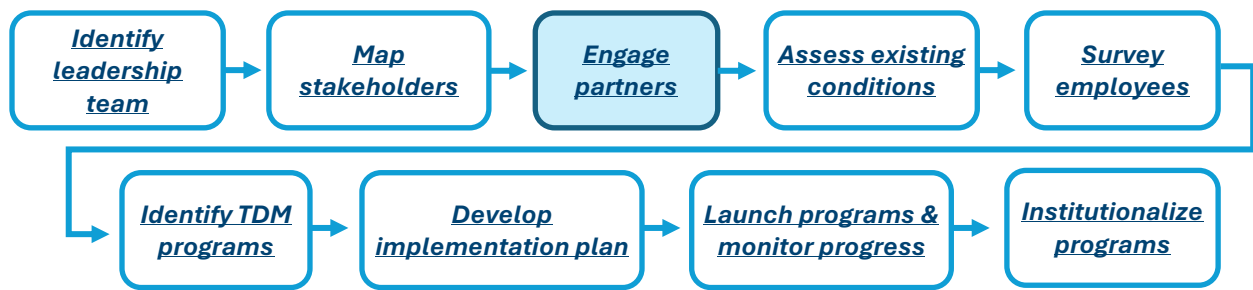


2. Map stakeholders

Identifying and mapping stakeholders that will play a role in planning and implementing new TDM programs will help project leaders understand who to engage to ensure success. Stakeholder mapping involves taking an inventory of all organizations that may directly or indirectly influence new programs and documenting each group's potential contribution to the effort. The table below includes examples of relevant stakeholders that TDM project leaders are likely to engage.

Stakeholder	Relevant contribution/interest
Transportation Management Association (TMA)	If a <u>local TMA</u> exists, they should be an active co-leader for the project. TMAs can pool resources, draw on industry best practices, and coordinate partnerships to maximize the impact of individual employer programs.
Anchor institution leadership	Leaders from the anchor institution(s) spearhead TDM program development and implementation. In addition to the project lead, other key representatives from the institution should be engaged throughout the process to ensure smooth program rollout.
Metropolitan Planning Organization (MPO)	MPOs facilitate the flow of federal transportation funds into metropolitan regions. They often support TDM programs by securing grants, conducting outreach, and/or providing administrative assistance.
Municipal government	Municipal governments may have the capacity to support TDM program administration through matching grant dollars or providing direct funding for programs. Outside of financial support, they can offer in-kind donations of staff time, materials, and similar assistance to boost program visibility and impact.
Public transit agency	Transit agencies may be able to offer reduced rates for bulk purchases of bus passes, integrated software to support on-site transit screens with real-time route visibility, expanded service hours or coverage for nearby fixed routes or on-demand microtransit zones, or other targeted programs to boost employee ridership.
State department of transportation (DOT)	State DOTs may provide funding, guidance, and other resources to employers seeking to implement TDM strategies. For example, NYSDOT offers 511NY, an online and telephone service that provides information to travelers on current traffic congestion, transit alerts, and alternatives to driving alone.
EV carshare program operators	If available in the community, EV carshare programs may be able to offer discounted passes or memberships as a pilot program. Longer term, they may also be able to install dedicated charging hubs on-site or near the anchor institution.

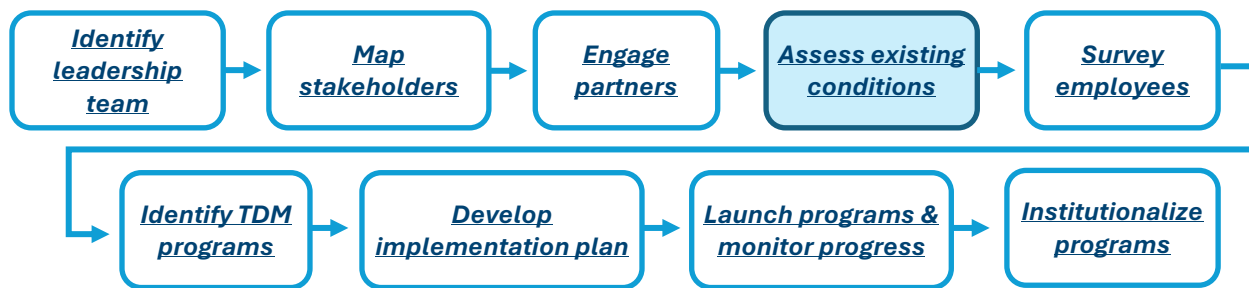
Shared micromobility program operators	If the community has any established shared micromobility systems, including bikeshare and/or scootershare programs, those operators may be able to offer reduced monthly or annual passes as a pilot program. Longer term, operators may also be able to install additional stations or hubs close to the anchor institution.
Rideshare and taxi companies	Rideshare operators, which allow users to hail a private ride using a mobile app, may be able to offer special rates to support guaranteed ride home programs.
Local bike and e-bike shops	Local bike shops may be able to offer discounts on bikes and e-bikes and/or bike commuting accessories like helmets, headlights, and pannier bags.
Local utility	If the implementation plan highlights a need for on-site electric vehicle (EV) charging infrastructure, local utilities should be engaged to coordinate location and installation. Utilities may also offer incentives such as discounted rates for EV charging.



3. Engage partners

After completing the stakeholder mapping exercise, the project leadership team should proactively reach out to the identified internal and external stakeholders. Engaging these partners early and often is key to successful program design and implementation. Early engagement gives stakeholders an opportunity to brainstorm about strategic investments needed to support the anchor institution's program goals, while regular touchpoints throughout the plan development process ensure partners stay aligned and can coordinate in their responses to emerging or shifting needs. The project leadership team should also keep partners informed as TDM pilot program ideas are identified to make sure programs are both feasible and impactful.





4. Assess existing conditions

Taking stock of the existing transportation conditions, policies, and programs at the anchor institution allows the project leadership team to understand which interventions may be most impactful for the workforce. Assessing existing conditions involves taking a thorough look at the transportation systems both within the institutional campus and in the surrounding community.

The table on the following page outlines a set of question prompts that project leaders can use to guide their discussions on existing conditions.

Case study spotlight

Partnering with public transit agencies

An existing conditions assessment revealed that many Viridi employees lived near bus routes. Viridi and GreenForce Training partnered with the local public transit agency, NFTA, to support their clean mobility efforts. NFTA simplified the process for ordering monthly passes and helped staff transition from using single-ride tickets or day passes. By the end of 2025, the program had distributed about 75 monthly passes, saving a total of \$5,600 across all participating households in under a year.



To assess existing conditions, project leaders can consider the following question prompts:

Location and context

Where is the anchor institution located? In a neighborhood, on a larger industrial campus, or in a different context?

Surrounding transportation network

What are the highways, major roads, and other transportation infrastructure around the institution like? Are there well-maintained sidewalks and/or bike facilities on the surrounding streets?

What is the total number of entrances/exits that connect the anchor institution to the surrounding road network? Where are they located, and which ones are most heavily used? Include a map if feasible.

Proximity of public transit service

Is the anchor institution served by public transit? What kind of service is it? (fixed route bus, rail, microtransit, or other) How many routes serve the campus, and where are the closest stops located? What are the transit schedules (earliest inbound trip and latest outbound trip) for these stops?

Parking

Does the anchor institution provide parking for employees? Where are the parking lots located, how many spaces do they hold, and are they typically full? Are there any EV chargers available for employees?

On-campus movement

If the anchor institution is a large campus, how do employees move around between facilities on-site? Are different buildings connected by both roads and sidewalks?

Bike access and amenities

Are there any designated parking areas for bikes at the anchor institution? Where are they located? Are indoor and outdoor options available? Are outdoor options covered? Is there any informal bike parking (i.e. a lobby space not designed for bike storage but used for that purpose by employees)? Do bike parking areas include access to outlets for e-bike riders to charge bikes?

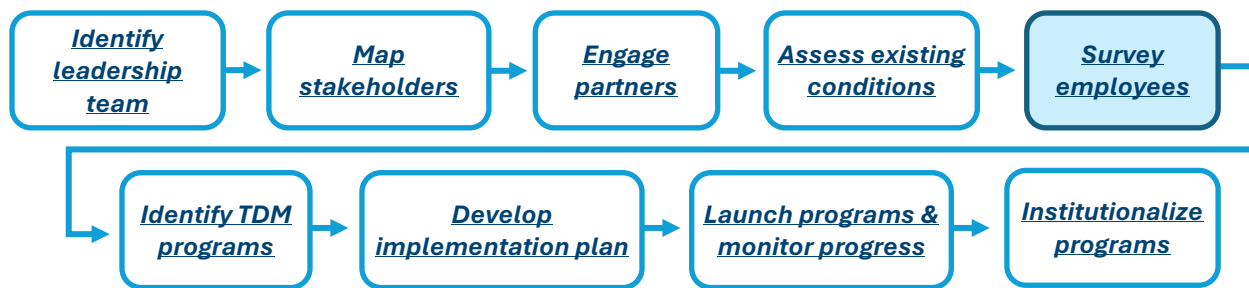
Shared micromobility and EV carshare services

If the community has an established shared micromobility program (bikeshare or scootershare), where is the nearest station to the anchor institution? If the micromobility program is dockless, is the anchor institution in the service boundary for the program? Does the program include e-bikes?

Is an EV carshare program available? Where are the nearest parking hubs?

Existing policies

What existing policies at the anchor institution influence employee mobility? For example, is parking free or do employees pay for it? What are the most common shift times or work hours? Does the institution encourage employees to use any specific mode of transportation? Are there showers or locker rooms for employees?



5. Survey employees

Surveying employees at the anchor institution will help the project leadership team better understand existing employee travel patterns. The sample survey on the following page provides a template that project leaders can modify as needed.

The top of the survey should include a brief description of the anchor institution’s clean mobility initiative and a point of contact for questions about the survey or overall program. To maximize participation in the survey, employers can use incentives like free lunch, gift card raffles, or other similar perks. In addition to surveying staff, conducting a focus group can help the project leadership team dive deeper into the specific needs, concerns, and challenges of the workforce. Establishing an ongoing employee advisory committee can also help ensure leadership teams hear about employee perspectives throughout the implementation process.



Case study spotlight

Using a S.W.O.T. analysis to make survey results actionable

After surveying employees and students, project leaders from Canisius University prepared a Strengths, Weaknesses, Opportunities, Threats (S.W.O.T.) table to organize insights into themes that were then used to inform TDM programs. During this process, Canisius discovered that many people were interested in using the local bus and bikeshare systems but didn’t know how to access them. In response, the university installed several screens in public locations on campus containing real-time bus information, bikeshare locations, and other user-friendly information on commuter programs.

Sample Transportation and Commuting Survey

1. Employee home address (open ended):

2. Employee home zip code (open ended):

3. Primary mode of transportation used to get to work (select one):

Driving alone Carpooling Public transit Walking Biking Other _____

4. How often do you use this mode to get to work? (select one):

Every day 4 days a week 3 days a week Other _____

5. What other modes of transportation have you used to get to work? (select all that apply)

Driving alone Carpooling Public transit Walking Biking Other _____

6. How many cars are available to your household? (select one):

Zero One More than one

7. Which modes of transportation would you be interested in using to get to work more often? (select all that apply)

Driving alone Carpooling Public transit Walking Biking Other _____

8. What prevents you from using these commuting modes more often? (open ended)

9. How often do you make trips during the day from the worksite? For example, trips to get lunch, go to a midday appointment or offsite meeting, or go across campus. (select one)

Never Seldom Sometimes Often Daily

10. What mode(s) of transportation do you use for these midday trips? (select all that apply)

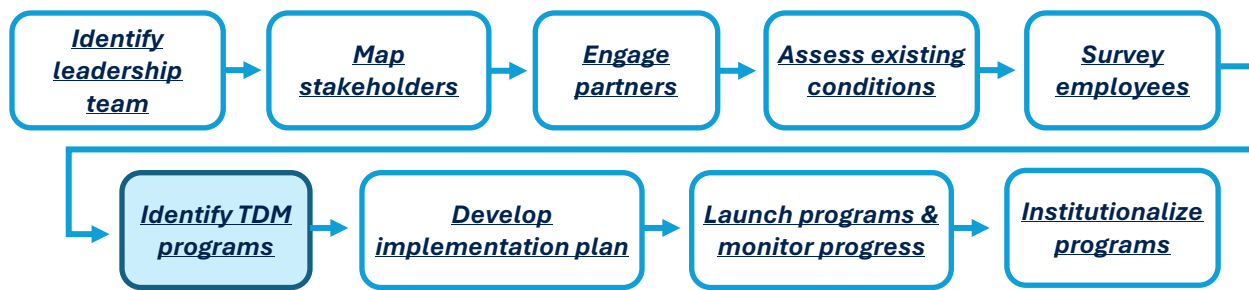
Personal car Company car Public transit Walking Biking Other _____

11. Based on your needs as well as your understanding of your colleagues' needs, what programs do you think would be most impactful for the institution to implement? (select all that apply)

- Discounted bus passes
- Bikeshare* memberships
- Onsite fleet of e-bikes for midday trips
- Onsite fleet of EVs for midday trips
- Upgrades to surrounding sidewalks and bike lanes
- Carpooling match program
- Onsite bike parking
- EV purchase incentives
- E-bike purchase incentives
- Other _____

**bikeshare systems offer bikes for hourly or daily use, often accessed from a docking station or using a mobile app*

12. Is there anything else you would like to share about your commuting patterns or interest in using more sustainable transportation options? (open ended)



6. Identify TDM programs

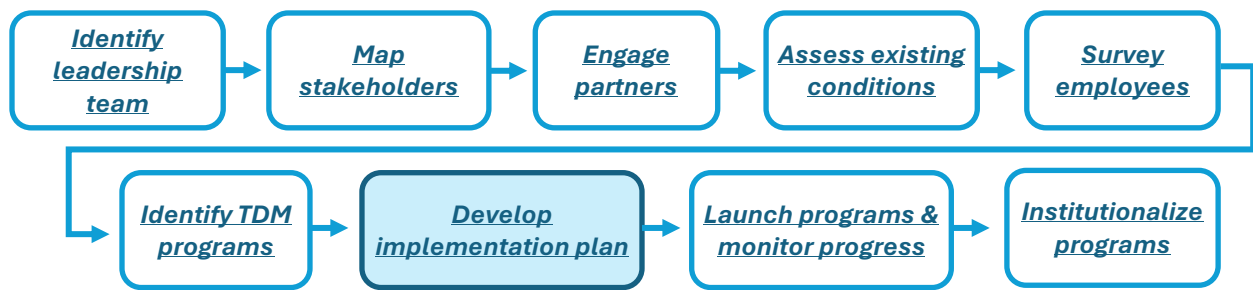
After analyzing survey results, the project leadership team can begin to identify which TDM programs best respond to the workforce’s needs and interests and design pilots for those programs. Short-term pilots are a critical component of successful long-term programs, because they help employers understand which investments are most impactful for their workforce and allow time for refining details before making new offerings permanent.

Some TDM strategies, like installing bike racks, require upfront spending but little ongoing investment. Other offerings, like subsidized transit passes, involve a sustained level of investment over time. Finally, programs like carpool matching or flexible work hours involve only negligible costs. Project leaders should consider reengaging key stakeholder organizations mapped in step two to share survey results and collaboratively shape both pilots and final programs. In particular, TMA partners can help employers identify the right set of programs, strategic pilots, and one-time investments to fit within their budget and capacity.

The table below offers some examples of common TDM programs that can be adapted to specific needs and goals. The final set of pilots and sustained programs will also be informed by available budgets—in the Buffalo case studies, each institution had about \$40,000 available to fund and implement pilot programs over about 9-12 months.

Examples of TDM programs and investments	
Program	Description
Carpool match program	Employers or TMAs can match employees who live close to each other and work similar shift times to arrange carpooling, with employer-provided incentives (e.g., partial fuel reimbursement) to encourage participation.
Remote work/flex hours	To the extent possible, employers can implement remote work policies or flexible hours that reduce employee travel to the office or reduce travel during rush hour.
Guaranteed ride home programs	Programs that provide employees who get to work without a personal vehicle with a free, employer-sponsored ride home (usually capped for a maximum annual usage) that can provide peace of mind for unexpected emergencies.
On-site facilities to support bike commuting	Employers can install secure bike parking facilities, increase availability of bike racks, provide locker rooms and shower facilities, and facilitate safe e-bike charging with battery charging cabinets and/or indoor bike parking areas that include access to outlets.

Examples of TDM programs and investments	
Subsidized transit passes & improved transit rider experience	Employers can subsidize monthly transit passes for employees and/or order and distribute discounted transit passes that the employer acquires through bulk purchase agreements with the local transit agency. For additional impact, employers can work with transit agency partners to integrate employee badges with farebox systems (using RFID or NFC technology). Employers can also speak with their local transit agencies about sponsoring route extensions or bus stop upgrades to make existing services more attractive and useful for their workforce.
Real-time information displays	Employers can install dedicated screens in high-traffic areas with real-time information on transit schedules, bikeshare/scootershare availability, upcoming educational events, and other clean commuting resources. These displays can reduce employee anxiety about the availability of alternative transportation modes.
Subsidized micromobility or EV carshare passes	Employers can subsidize or fully cover the cost of shared micromobility and/or EV carshare annual memberships for employees. For shared micromobility programs, this strategy will be especially impactful in communities with robust networks and anchor institutions that have stations or hubs near their campus.
Special educational events and incentive programs	Employers can sponsor “bike to work” days, “bus to work” days, and other special events to spotlight opportunities for clean mobility. Other strategies employers can use include offering reward programs to gamify and incentivize clean mobility or providing free or discounted equipment like bike helmets or safety lights.



7. Develop an implementation plan

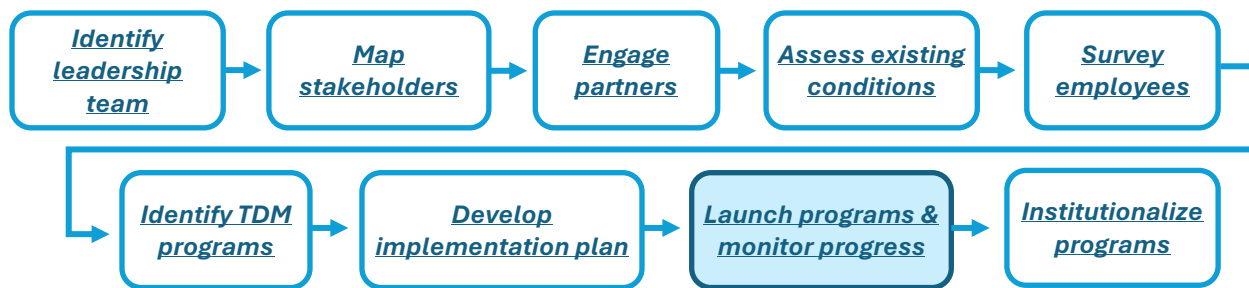
After assessing existing conditions and surveying employees, the project leadership team can begin to develop an implementation plan for TDM programs. This document will allow project leaders to compile data and track progress on implementation of their various TDM programs, but final plans can range in level of detail depending on the needs and capacity of the project team.

The outline on the next page suggests the elements to include in a robust plan, with the most critical components **bolded**. To help track progress on delivering the TDM programs outlined in the implementation plan, employers can consider using online project management tools to keep timelines, budgets, and similar program logistics organized.



Document section	Purpose
Introduction and purpose of plan	Explain the anchor institution's high-level clean mobility goals, the purpose of the plan, and provide a timeline for the plan's development and program implementation.
About the anchor institution	Describe the institution's location, number of employees, history in the community, and other background information. Also list specific teams at the institution that have a leadership role for the clean mobility initiative. This description can help give context for outside stakeholders and other program partners.
Existing transportation conditions	Describe the institution's location relative to existing transportation options in the community. Include descriptions of bus routes, pedestrian and bicycle infrastructure, location and capacity of parking facilities, proximity to major roads, etc.
Existing anchor institution programs and policies related to transportation	Outline any existing policies, programs, or facilities related to employee mobility, such as parking fees, transit passes, bike racks/storage rooms, onsite showers and locker rooms, etc.
Existing commuting patterns	Document existing travel patterns before implementation of TDM programs, including home zip codes, share of employees that travel to work by car, bus, bike, or other modes; average commute time; shift times, etc.
Impacts of community patterns	Estimate the emissions impact of existing travel patterns to quantify a baseline of GHG emissions related to employee travel. This can be used to measure the impact of TDM programs post-implementation.
Level of interest in different clean mobility options	Detail survey results related to employee interest in different clean mobility options (biking, public transit, carpooling, EV adoption, etc.)
Findings and opportunities	Analyze survey results alongside existing policies/programs and transportation conditions to reveal opportunities for impactful TDM programs.
Goals and objectives	Based on survey findings, detail goals and objectives for the institution's TDM programs. Goals state overarching aspirations and objectives outline specific actions to take in pursuit of goals.
Proposed pilots and TDM programs	Describe the TDM programs that the institution aims to implement, including associated pilot programs. For each initiative, provide a concise description and a strategy for launch and implementation.
Communications plan	Outline how programs (both pilots and long-term programs) will be communicated with staff, including tasking specific stakeholders (e.g. HR and senior managers) with disseminating information, developing flyers and signage, sharing information during onboarding, and other outreach strategies.
Budget and schedule for pilot programs	Provide a summary table of each proposed pilot program noting its initial budget, estimated launch date, and the duration of the pilot. To encourage longer term commitments, this table should also include estimates of recurring costs needed to sustain programs beyond the pilot period.

Document section	Purpose
Evaluation of impact	Describe how the anchor institution intends to evaluate the impact of the pilot programs and finalize ongoing programs based on the evaluation, noting key metrics that will be used. Outline a schedule for evaluation after pilots have been operational for at least 90 days.
Conclusion and next steps	Briefly reiterate the purpose and goals of the implementation plan and outline the next steps for launching pilot programs.
Appendix	Provide a copy of the surveys used to inform the implementation plan, a record of project team meetings, information about the team that developed the plan, information about any emissions calculators or other methodologies used to assess pre/post program impact, and other relevant recordkeeping.



8. Launch pilot programs and monitor progress

TDM pilot programs may include strategies described in this document as well as innovative solutions that are tailored to the specific anchor institution. All pilot programs should be designed to align with available budgets and institutional administrative capacity. Offering a menu of pilot programs will allow project leaders to learn what works best for their workforce. After the pilot period, programs that show low impact relative to their cost can be phased out so that resources can be redirected to sustain the most effective initiatives.

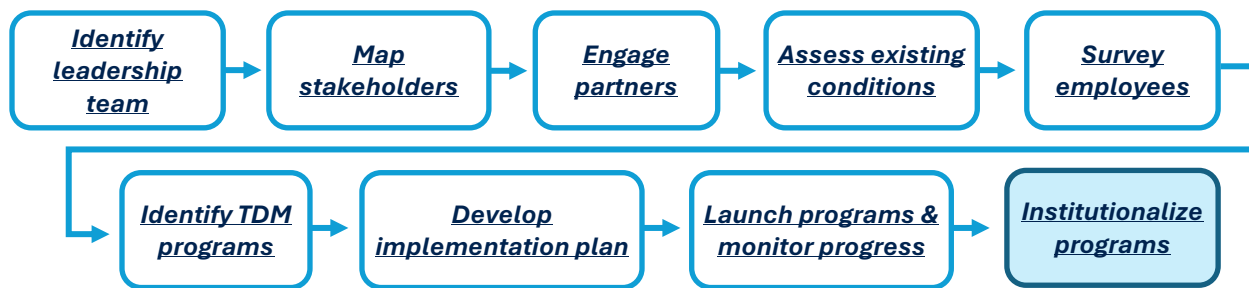
To monitor pilot programs and measure success, the project leadership team should collect robust data from the onset, tracking metrics like uptake and utilization rates, employee satisfaction, and other program-specific indicators that reveal impact. Project leaders should also document any unexpected challenges or opportunities that arise during program launch and closely monitor how budget forecasts compare to actual expenditures.

Once pilot programs have been operational for at least 90 days (or enough time for employees to enroll and begin to change their travel habits), project leaders can assess collected data and refine program parameters based on their observations. Conducting a follow-up commuting survey can reveal travel behavior changes and other impacts that are useful metrics to cite when making the case for program continuation. Employers can also conduct follow-up focus groups and share findings from these conversations with employees.

Case study spotlight

Making clean mobility affordable

Viridi launched an innovative pilot program as part of its implementation plan. Using an existing payroll deduction framework that the company had in place from previous efforts, Viridi offered microloans for e-bike and e-scooters purchased from a local shop. An initial \$16,000 budget was used to launch the revolving fund, and the low-interest microloans (3%) generated funding to sustain the program. Payroll deductions to repay the loans typically amounted to just \$10-\$13/week for e-scooters and up to \$30/week for e-bikes. As GreenForce Training director Jeff Conrad noted, “the accessibility to get a low interest loan to purchase a bike up front made a huge difference...it would have otherwise taken employees months to save up for that.”



9. Institutionalize TDM programs

After assessing pilot program data and reviewing available budgets, project leaders can work together to formalize TDM programs at the anchor institution with committed funding, dedicated staff, and focused programming. Leaders should also be willing to adjust final program details based on feedback received during the pilots.

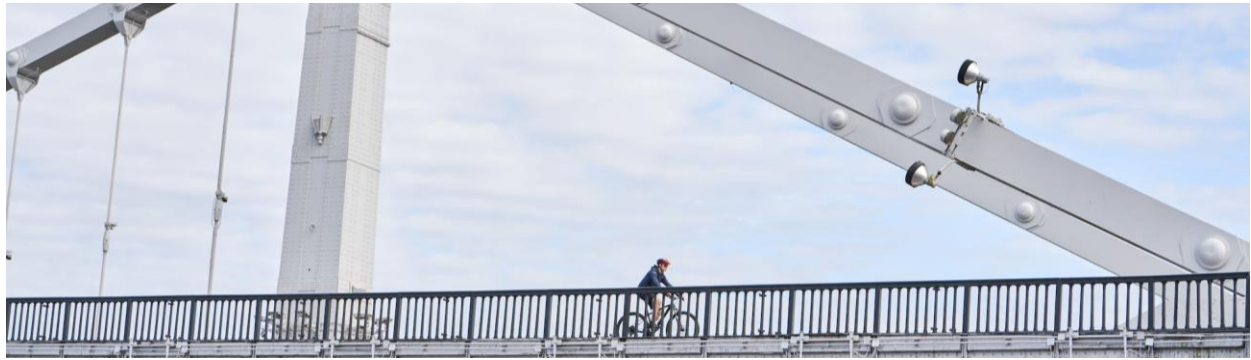
Embedding messaging about TDM into the onboarding process and within employee benefits discussions at the anchor institution can help make these programs a more formal component of the institution’s offerings. To sustain programs over the long term, project leaders should maintain collaboration with key stakeholder groups to ensure programs operate smoothly. The anchor institution should also revisit its TDM plans and strategies every 3-5 years to keep offerings relevant.

To maximize program success, project leaders should develop effective messaging materials that emphasize the benefits of clean mobility for different audiences. This messaging, or “issue framing,” is especially important for executive leaders at the anchor institution, who can direct additional funding to TDM programs. The table on the next page outlines a few tips for developing effective TDM issue framing for three key audiences.

Case study spotlight

Pivoting based on employee feedback

Viridi and GreenForce Training initially planned to deploy a Guaranteed Ride Home program using rideshare/taxi trips. However, after discussions with the workforce, project leaders found that many people were more comfortable riding the bus. In response, the team pivoted to offering bus day passes to employees by request.



Developing strong messaging to support TDM		
Target audience for message	Key messages	Metrics to highlight in developing messaging
Executive leadership at the anchor institution	• Benefits to employee retention, on-time arrival, recruitment, and overall satisfaction • Financial impacts of reliable transportation access for the workforce • Corporate brand identity and community relations • TDM as a cost-effective alternative to expanding onsite parking (<i>as applicable</i>)	Dollars saved per dollar invested in TDM programs Projected changes to retention and on-time arrival Costs of providing or expanding onsite parking Impact on company's overall carbon footprint Employee satisfaction
Employees	• TDM as an employer-provided benefit to the employee • Financial or other incentives connected to choosing clean mobility • Personal gains from clean mobility related to health and social connections	Personal cost savings from less driving Health and well-being benefits of active transportation Anecdotes and stories from colleagues who participate in TDM programs
Community stakeholders/outside partners	• Emissions, pollution, and congestion reduction benefits to the broader community from employees choosing clean mobility • Actions other groups can take to amplify the impact of anchor institution programs	Projected reduction in GHG emissions, pollution, and traffic congestion from anchor institution's TDM programs

Resource library: Additional guidance to support TDM

The table below includes links to TDM guidance documents and related tools from other organizations. These links, along with resources like the sample survey form provided in this document, can further support employers in developing and implementing strong programs to encourage clean transportation choices.

Resource title and link	Description
<u>U.S. Environmental Protection Agency (EPA) Technical Guide on Employer-Based Incentives for TDM</u>	This brief guide outlines the benefits of TDM, potential TDM strategies, and the outcomes of TDM implementation in communities in central Florida and Minneapolis-St. Paul, Minnesota.
<u>Victoria Transport Policy Institute TDM Encyclopedia, “Individual Business Actions to Support TDM”</u>	This comprehensive resource describes the benefits of TDM to businesses, outlines effective TDM strategies that businesses and developers can implement, summarizes several case studies on successful programs, and includes several additional resources for TDM program implementers.
<u>List of Transportation Management Associations (TMAs)</u>	This list includes the names and links to TMA websites for existing TMAs across the country. While the list is thorough, it may not capture every TMA, especially more newly created organizations (like the GO ITHACA TMA established in the Clean Transportation Prize program).
<u>Go Buffalo Niagara: Scaling up Transportation Demand Management to the Regional Level</u>	This report details the creation of GO Buffalo Niagara. It describes how the TMA’s structure was developed, its work plan and funding strategy, a summary of stakeholder engagement, and the results of a three-month pilot program focused on downtown Buffalo. This is a valuable resource for other communities that lack a TMA and are seeking to establish one.
<u>City of Buffalo TDM Policy Guide</u>	This guide outlines the City of Buffalo’s TDM plan requirements for large developers, providing an example of the regulatory framework that a local government may use to encourage TDM.
<u>Shared Use Mobility Center (SUMC) Shared Mobility Benefits Calculator</u>	This tool allows users to review current commuting statistics in large US cities and calculate the changes in commuting behavior, shared mobility (like bikeshare), and vehicle electrification that would be needed to achieve a specific emissions reduction target. It is useful for evaluating the impact of TDM programs.

Conclusion

Trips to and from work account for a significant share of overall travel. When employers offer incentives for their workforce to choose sustainable transportation options for these trips, like riding a bike or taking the bus, everyone benefits. Through strategic planning, employers can develop **clean mobility implementation plans** that outline goals, strategies, and a timeline for launching targeted TDM programs to help their workforce access new transportation choices.

With insights from two companies that piloted TDM programs in Buffalo, NY, a step-by-step process for plan development, and additional tips on value proposition and program design, this resource provides comprehensive guidance for employers interested in launching new programs focused on clean mobility.

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