



Kitrap Telework Pilot Project

Community Template

The increased adoption of telework will come about through leadership and promotion of telework to employers at the community level. The Community Template provides guidance to the local telework champions that will take on this responsibility.

Leadership:

Determine who will take responsibility, demonstrate leadership, and provide staffing resources to manage the Community Telework Program, at least during its early stages.

- Review the Telework Toolkit to become familiar with key concepts & topics.
- List organizations in the community that might be interested in promoting a Community Telework Program. Be creative! Telework's benefits are numerous. Some examples:
 - County
 - City
 - Library
 - Transit Agency
 - School District
 - Broadband Provider
 - Economic Development Organization
 - Commute Trip Reduction Lead Agency
 - Human Resources and/or IT Professional Associations
 - Sustainability Groups (*i.e.* Sustainable Seattle)
 - University and/or Community College
 - Affinity Groups e.g. Bicycle Club, Leadership Training Organization, Health District or Hospital, Climate Change Action Group
- Write a letter or an e-mail to each of those organizations describing your interest in promoting telework throughout your community and inviting them to an Initial Exploratory Meeting to discuss how it could happen. Tips:
 - Try to identify a specific person in each organization to contact. Ask them to pass forward your request to the appropriate person in their organization.
 - Include the Telework Toolkit URL (www.TeleworkToolkit.com) and suggest they skim it to get an idea of how different organizations can utilize telework ~ what the important issues & topics are.
 - Hold the Initial Exploratory Meeting at a central location with easy access.
 - You or your organization may be willing/able to provide leadership for your community. Great! Then your job is to engage others with your enthusiasm and gather their ideas and knowledge. Or perhaps you can play the role of "Convener" and bring people together to identify someone

else to provide leadership. That's good too ~ be sure to tell people that is what you are hoping to achieve in the Initial Meeting.

- A good starting point would be this Community Template, so you can together lay out what needs to be done for your community. Every community is unique.
 - It may be that a small group of people from one or more organizations steps up to leadership. That could be an excellent approach ~ be sure to remind everyone involved that assigning tasks makes things happen.
 - Everyone at the Initial Meeting (and others you think of later) can sign on as Community Supporters. Just be sure that you have leadership and responsibility at the core of the program.
- Plan for the Community Supporters Group to meet monthly in the beginning to provide built-in deadlines and accountability.
 - Be prepared to step back in after the initial excitement wears thin to re-affirm the importance of telework to your community ~ that's leadership.
 - Can you directly influence any organization(s) to telework?

Communication & Outreach:

Repeated messages are necessary to “seat” your Community Telework Program in people’s awareness. Advertising experts know that the first few times someone hears your message (especially amidst today’s information clutter), they will dismiss it. But it still makes a small impression. Perhaps the fifth or fifteenth time that the decision-maker reads information about your Community Telework Program, the moment is right and it sinks in. Be prepared to tell your story over and over again. Recruit partner websites to display the Telework Toolkit link, and compose simple messages regularly for them to display on their websites and send to their e-lists (every month in the beginning is not too often). Remember that your story has two parts: (1) the benefits of telework for your community and individual organizations and (2) information about your Community Telework Program.

- Inventory potential partners’ websites. (See beginning list under Leadership, above, for ideas.)
- Compose press releases for all of the media in your community ~ newspapers, local magazines, radio and public broadcasting stations. Then send the stories to those unique communication channels for your community, such as company newsletters.
- Consider a Tweeting campaign.
- Prepare a short stand-up presentation for local organizations (service clubs, professional associations, et al) describing your Community Telework Program, and recruit a few people to be the Speakers Bureau.
- Prepare a short brochure with key points from the stand-up presentation ~ hand it out at community meetings and post it on supermarket and library bulletin boards.
- Determine your audience. Think about the organizations in your community... Telework provides benefits for most organizations:
 - Public sector, non-profits, private businesses
 - Large, medium or small organizations
 - Most likely prospects:
 - ▷ Those organizations that already have some teleworkers
 - ▷ Employees that already have broadband-speed connection to their home

Compile a written list and send a letter describing benefits and your Community Telework Program. (There may not be anything formal required to participate in your program ~ you may just be telling them about the resources available for them to explore on their own.)

Are you targeting organizations or individual teleworkers, or both? Both can be a good strategy, since many organizations’ telework programs come from eager employees. Keep in mind that there are different benefit messages for these two audiences.

- What other communication channels are available to use to reach your audience(s)?
- In today’s world, partnerships are the ticket to multiple messaging (it’s called “affiliation marketing”). Think about your partners and possible benefit messages ~ economic development, less congestion, buy local, go green, carbon diet, and so forth.
- List all of these communication channels in a matrix, put them in related groups (so press releases and brochures with similar messages are targeted to similar groups), and contact each one once a month for three months, then once every three months for a year.

Telework Resources

Determine what level of resources your community can provide to organizations and individuals that wish to telework.

- The Telework Toolkit is available to all. It has been tested and refined by experts and neophytes during the Pilot Project ~ it contains up-to-date information resources for teleworking, including forms & checklists to get you started, links & resources. It can be used at three general levels, each level adding additional content and reach:
 - **Level 1:** Click on www.TeleworkToolkit.com ~ publicize the website directly and rest assured that it is useful.
 - **Level 2:** Request that other organizations throughout your community provide a link to the Telework Toolkit on their websites, with a periodic message (provided by the Leadership Group) to their website visitors about the importance of telework to your community. (See beginning list under Leadership, above, for ideas.)
 - **Level 3:** Develop some content on a website that is specific to your community, and provide the Telework Toolkit as a link within the website. Note that this level requires some updating and maintenance. Content ideas:
 - ▷ Map showing wi-fi hot spots and any other locations that are set up for teleworking (libraries, cafes, public buildings) ~ consider mapping on Goggle Earth
 - ▷ List of local organizations that promote teleworking to their employees
 - ▷ Community-level social networking function
 - ▷ List of Community Supporters
- Several publicly-funded telework programs offer training or consulting to newly-teleworking organizations. This can be in group settings (for instance, manager briefings or IT considerations) or one-on-one to an organization that is (for example) writing a telework policy. This could be provided through paid staff, telework consultants (Google “Telework Consultants”), or perhaps a consortium of Community Telework Supporters’ IT staff sharing requests for help.
- Primary training needs identified during the Pilot Project: **hands-on software applications training** at both manager and staff-level, for those who are teleworking and those are interacting with them.
- Identify Telework infrastructure in your community ~ broadband connectivity to people’s homes (it’s easier for them to telework) and places to telework such as libraries, wi-fi hot spots, telework centers. (See the Telework Toolkit for discussion of what kinds of telework centers are evolving today.)
- Results tracking program that legitimizes the telework program, such as certification of participating organizations (and listing on the Level 3 local website).
- Incentive Program(s) could include:
 - Vendor discounts for hardware & software
 - Direct financial incentives to teleworking organizations.
 - Carbon Credits for Commute Trip Reduction