



DRAFT 2018-10-26

## Theory of Change

Transportation expenses make up 17 to 20 percent of a household's income. Transportation often is a controlling factor of a worker's access to good paying jobs. By providing shared-ride service to suburban employers, scheduled late-night service, and employer direct service, JobRide Plus provides access to living wage jobs and reduces the need for a motor vehicle. Both contribute to the useable income of a household by increasing earning potential and decreasing transportation costs.

## Suburban Employers

Suburban employers have critical labor shortages even while paying good wages. Unemployed and underemployed workers cannot fill these jobs because they lie either outside the Metro service area, or shift times do not coincide with Metro's hours of operation. By providing shared ride service we link employers to workers, addressing the labor shortage and increasing the income of un-underemployed workers.

One example is American Girl in the Village of DeForest. Company managers state that they have a need for 250 employees, yet this labor supply does not reside in the Village. Underemployed workers on Madison's south, east and north sides could easily fill this critical labor shortage. Yet without a motor vehicle, there is no way for them to access these jobs. Similar conditions exist for Epic service workers in Verona, warehouse workers in the town of Windsor, and employers in Edgerton. Providing scheduled shared ride service to these employers links good paying jobs to underemployed workers.

## Late-night Employees

Service employees often work non-traditional work hours, ending work when transit service is unavailable. This necessitates the use and associated cost of a motor vehicle. Downtown parking fees compound the cost outlay. Providing scheduled shared ride point to door service eliminates parking fees and the need to own a motor vehicle. This increases usable income by reducing annual motor vehicle costs (up to \$9000 annually) while eliminating parking fees.

An example of this would be wait staff working in Madison's downtown Square or State Street. These establishments close late into the night beyond Metro's service hours. This requires that employees drive to their job and pay for parking. Also, these jobs are beyond reach for workers without access to a motor vehicle. Providing scheduled point (Square) to door (home), shared-ride service allows these workers to use Metro to get to their job with the assurance of a shared-ride home when their shift ends. These households can be car-lite or car-free and without parking fee expenses.

## Peripheral Employers

Employees have difficulty traveling to employer business parks located in the periphery of the Metro service area. Trips can require traveling through two transfer points and can be longer than an hour. Childcare drop-offs compound this problem. Consequently many un-underemployed workers do not seek employment at these business parks. By providing scheduled employment-direct shared ride

service trip times can be cut in half, providing reasonable access to better paying jobs for companies seeking workers.

An example of this would be connecting employers in Fitchburg's business parks (Placon, Sub-zero, etc.) with potential employees in Madison's Orchard Ridge and Meadowood neighborhoods, off of Raymond Road. Currently this trip could require an employee on Metro to travel to the west transfer point, then to the south transfer point, and then to the business park (**confirm**). A trip which could exceed an hour. By providing direct to employer shared ride service from the west, east, north and south transfer points, the travel time for this trip can be cut in half. This expands the job market for underemployed workers in neighborhoods that have indirect transit service to regional business parks.

## Drivers

Shared-ride transit service to suburban and peripheral employers as well as late-night service creates a need for drivers. This provides living wage jobs that contribute to the cycle of benefits.