

Detroit Workforce Mobility Equity Analysis: Gap Analysis Report

May 5, 2022

RTA

**REGIONAL
TRANSIT AUTHORITY
OF SOUTHEAST MICHIGAN**

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ACKNOWLEDGEMENTS

Steering Committee

- Ben Stupka, RTA (project co-sponsor)
- Mikki Taylor-Hendrix, Tiffany Hall, DDOT (project co-sponsor)
- Christina Ignasiak, Iris Steinberg, SEMCOG (project funder)
- Jeffrey Nolish, Detroit Disability Power
- Sarah Pressprich-Gryniewicz, SMART
- Nicole Brown, Detroit Future City
- Chioke Mose-Telesford, Kevin Naud, Dana Williams, City of Detroit – Mayor’s Workforce Development Board
- Michael Rafferty, New Detroit
- Megan Thibos, United Way of SE Michigan
- Laura Trudeau, RTA Community Advisory Committee

Consultant Support

- Eric Hanss - WSP USA
- Matthew Scholand, Lindsey Krumrei, Brittany Morton, Michelle Pomorski– Menlo Innovations

Funding Acknowledgment

This project was supported by a grant from Southeast Michigan Council of Governments’ (SEMCOG) Planning Assistance Program, which is supported by federal funds administered by the Michigan Department of Transportation (MDOT).

INTRODUCTION

BACKGROUND AND PROBLEM DEFINITION

Connecting Detroiters to Opportunity

Access barriers are major workforce issues for residents of the City of Detroit. While there are many job opportunities within city limits, low-income Detroiters do not typically have the work experience or level of educational attainment required by some of the city's major employers. Detroit has relatively few opportunities that match the job readiness of the average Detroiters. Good matches are predominantly concentrated in the suburbs, resulting in what is known as spatial mismatch. As of 2018, 15,377 Detroiters worked at lower wage jobs within City limits, while 50,781 found those jobs elsewhere.¹ Many low-income Detroiters, however, cannot easily or consistently access these positions because they do not have regular access to a vehicle or transit service that connects to their regional destination and accommodates their schedule. Others struggle to reach the jobs that are within city limits, including emerging job centers. Even when offered employment, job seekers may not be able to accept offers, adapt to uncertain schedules, work overtime to get ahead, or arrive on-time every day due to unreliable or missed transit service, resulting in a write-up for tardiness and jeopardizing employment.

For Detroit's transportation-insecure job seekers, reaching the first or next rung on the ladder of opportunity and staying on it depends on the availability of mobility options that serve jobs that match their experience.² Even more skilled Detroiters who hold certifications or degrees are unable to leverage them due to lack of transportation to jobs that match these skills or perceptions that available service is unreliable, leaving them to make the difficult decision to accept opportunities with lower pay and furthering the low-income challenges many face. Therefore, the success of the local and regional transit system in connecting job seekers to opportunity is contingent on creating links from their homes to job centers that match their readiness on schedules that meet their needs.

Recent pilots, such as the United Way of Southeast Michigan's Ride United and the City of Detroit's Office of Mobility Innovation's Night Shift and microtransit programs, substantiate the market for targeted service for lower-income workers and job seekers. Such pilots, however, are limited in scope, community knowledge and uptake, geographical reach, and/or duration. On the whole, these pilots are short-term services meant to get workers on their feet as they search for long-term solutions. Many Detroiters are either still unserved or uncertain of continued service into the future. Permanent, flexible core services designed to address the documented needs of Detroiters, starting with incremental, targeted enhancements to fixed-route bus and paratransit service, are necessary to build on the lifeline that these pilots have established.

Targeted core transit service and complementary paratransit are but a few of the many interventions necessary to realize more equitable economic and social outcomes for Detroiters. In many cases, minimal- to moderate-readiness jobs do not ensure a living wage or comprehensive benefits. For job seekers who have been systemically prevented from accessing quality education and training, building experience and employment history is a necessary first step towards stable and livable work. Even those with a job at the lower end of the earnings scale may have difficulty retaining their employment when faced with an unexpected car repair cost or a financial emergency that low-wage employment cannot overcome.

The RTA and transit providers in Detroit have several questions to investigate to help these job seekers secure and retain quality employment:

1 US Census LEHD LODES 2018 Inflow/Outflow Analysis, workers earning \$1,250/month or less

2 Social factors such as employment discrimination on the basis of racial identity, disability status, gender identity, or other observable and non-observable characteristics are also likely to reduce job access for Detroiters but fall outside the policy scope of the RTA.

- Does existing fixed route transit service and other available shared mobility programs get jobseekers where they need to go? (the focus of this analysis)
- Is there enough information accessible to job seekers to choose shared mobility options that meet their transportation needs and budgets in the short- and long-term? (recommendation for future study)
- What interventions and changes to Southeast Michigan's transit system are needed to mitigate the perception that many hold that bus service is unreliable? (recommendation for future study)

Detroit's Transit Riders

Prior to the COVID-19 pandemic, the typical Detroit Department of Transportation (DDOT) rider was an employed, low-income adult who used transit multiple times a week primarily to travel from home to work and back.

Table 1 details the median DDOT rider, as derived from on-board surveys conducted by SEMCOG through their 2019 OnBoard survey.³

Table 1: Median DDOT Rider

Characteristic	Median Response
Age [years]	35-54
Gender	Male
Income [USD]	< \$10K
Employment Status	Full-Time
Race/Ethnicity	Black/African American
Alternative Transportation Modes	Kinship Rides
Number Vehicles/Household	0
Public Transportation Use/Week	3-5 days
Commute to Transit	Walk
Commute from Transit	Walk
Origin	Home/Workplace
Destination	Home/Workplace

Source: SEMCOG On-Board Survey 2019

Rider surveys indicate that DDOT is a critical service, especially for the working poor. Nearly 76,000 households (21%) in the DDOT service area do not have access to a vehicle and 97,358 households have fewer cars available than household workers (27%).⁴ Survey results indicate that 68% of DDOT riders are employed full- or part-time, and that fewer respondents report being unemployed than the larger population. The majority of DDOT riders take DDOT three or more days per week, on average. Furthermore, 95% of riders surveyed use DDOT at least once a week. Over 70% of respondents to the SEMCOG on-board survey reported that they could not have made their DDOT trip using a household vehicle. Over 23% of respondents stated that they could not make their trip without transit, underscoring how transit serves as a lifeline for many.

Although the COVID-19 pandemic sharply cut into DDOT's ridership in a trend mirrored across the region and country, transit moved and continues to move essential workers and those traveling to medical appointments, to pick up groceries, and access other necessities.

³ <https://semcog.org/transit#70145-regional-on-board-transit-survey>

⁴ SEMCOG. 2020. Bicycle and Pedestrian Mobility Plan for Southeast Michigan, Bicycle and Pedestrian Demand Areas Analysis.

Approach

For this study, the RTA conducted an origin-destination gap analysis to match job-seeking Detroiters with minimal-preparedness jobs, as defined by Corporation for a Skilled Workforce (CSW) in ***Detroit's Untapped Talent: Jobs and On-Ramps Needed***⁵ and put in practice with some modifications by the City of Detroit's Detroit at Work program.⁶ To verify information provided in CSW reports, confirm findings of the gap analysis, and add richness to the discussion and recommendations, the RTA also interviewed job seekers and users of workforce mobility programs.

First, we identified where concentrations of transit-insecure job seekers reside in the City of Detroit to establish trip origins. Second, we identified where the jobs that match the preparedness of the target population, both within Detroit and in the surrounding municipalities, cluster to establish trip destinations. We then performed a backwards-forwards gap analysis to identify the spatial and scheduling gaps that exist in the existing DDOT service network for both fixed route and demand-response transit service as a basis for routing, scheduling, and coordination recommendations.

In addition to the high-level gap analysis covering all job-seekers, we broke-out the transit needs of disabled Detroiters as discovered through RTA's 2020 ***OnHand: Expanding Transportation Access Across Southeast Michigan*** (OnHand) coordinated human services transportation plan as well as female-headed households without a spouse present to develop more granular recommendations for these transit-dependent populations. Overall, this analysis can serve as a model for RTA and the region's providers to assess how their current and future service responds to the needs of the region's most marginalized residents.

The study concludes with takeaways gleaned over the course of the project alongside policy and program recommendations for future regional transit planning, piloting, and funding initiatives.

5 <https://skilledwork.org/wp-content/uploads/2016/01/CSW-Detroit-Mapping-FINAL-APPROVED.pdf>

6 <https://detroitatwork.com/>

GAP ANALYSIS

ORIGINS

At the population level, Detroiters have a nearly universal need for better transit access to get to jobs, medical appointments, to visit friends and family, and to lower household transportation spending. To identify job seekers most likely to benefit from targeted transit service enhancements we performed a two step analysis: defining the job-seeking population and then identifying spatial concentrations for further study. We found that neighborhoods with high rates of unemployment and transit dependency, relative to the citywide baseline, can be found throughout the city, but particularly in neighborhoods around Detroit's core.

Definition of Job-Seeking Population

The Southeast Michigan Council of Governments (SEMCOG) and the City of Detroit have previously identified equity populations through the *Bicycle and Pedestrian Mobility Plan for SE Michigan* and the *Streets for People* (SFP) transportation master plan, respectively. The population of interest, however, may not be clearly identified using the SEMCOG or SFP definitions. With this project's explicit emphasis on workers, non-working-age populations including children and retirement-aged adults (prominent in both equity definitions), are not relevant to this analysis. Similarly, race and income are not sufficiently selective within Detroit.

RTA adopted a working definition for the population of interest as job seekers within the City of Detroit with minimal workforce preparedness who rely on transit to access employment opportunities. For the purposes of this analysis, identifying where the target population resides lies along three dimensions: employment status of working age adults, educational attainment, and household vehicle availability. To adequately match the population to transit service, candidate data must be available at the Census Tract level or lower.

Employment Status

Based on the definitions adopted by the US Census Bureau and Bureau of Labor Statistics (BLS), potential workers are those 16 years or older. Of working age adults, several groups are likely to be job seekers. Of those Detroiters in the labor force (270,486 working age Detroiters as of 12/2020),⁷ unemployed and underemployed workers may be looking to obtain or switch jobs that offer more hours or better pay. Workers not in the labor force (235,808 working age Detroiters ACS Microdata 2014-18) that are marginally attached may also want to work but may have become too discouraged to look in the past 12 months.

Due to data availability at the necessary level of spatial granularity, we were limited to using the civilian unemployment rate for each Tract in the City of Detroit (US Census Bureau American Community Survey, B23025, 2015-19).

Transportation Insecurity

Workers who live in households where there are no vehicles or fewer available vehicles than working adults are more likely to rely on public transit and other modes of transportation to access work. Although a vehicle may be sporadically available, reliable transit is necessary for consistent attendance and timeliness. Using households with no cars likely undercounts workers that are transportation insecure. As of 2019, 29% of Detroit households had fewer cars in the household than working-age adults.

To account for transportation insecurity, we used the percent of household defined as transit dependent for each tract in the City of Detroit (SEMCOG, Derived from Census Bureau American Community Survey, 2015-19).

Educational Attainment

The educational attainment of the population 25 years or older can be used as a proxy measure for overall workforce preparedness, in lieu of more detailed metrics. CSW defines minimal preparedness jobs as those that require a high-school diploma or lower, with or without on-the-job training.⁸ As of 2019, 52% of adults 25 years or older had completed a high school diploma, GED, or less (US Census Bureau American Community Survey, B15003, 2015-19).

As the educational attainment of the majority of Detroit's working-age populations matches the job requirements of minimal preparedness jobs, educational attainment was not used for the targeting analysis as it may lead to overspecification.

Spatial Identification of Origins

Unemployed and transit-dependent Detroiters make up significant shares of Detroit's population and are dispersed throughout the city. To develop service recommendations for the areas of the city with the highest needs, we further identified tracts with relatively high proportions of transit-dependent job seekers. While these tracts may not be stable through time as interviews with job-seekers reveal that this population experiences significant housing insecurity, they are a best-available proxy to assess overall access and identify high-level gaps.

Figure 1 and **Figure 2** illustrate the spatial distribution of Census tracts with the highest proportions of unemployed job seekers and transit-dependent households, respectively, each shown in red. Only when taken together do they allow us to make more confident claims about the neighborhoods with high proportions of transit-dependent job seekers.

Figure 3 combines the unemployment rate and transit-dependent households into a composite score. Each tract is scored based on the quintile – the 20-percentile tranche – of the relative share of unemployed people and transit-dependent households, and then these scores are summed.

Figure 1: Employment Status

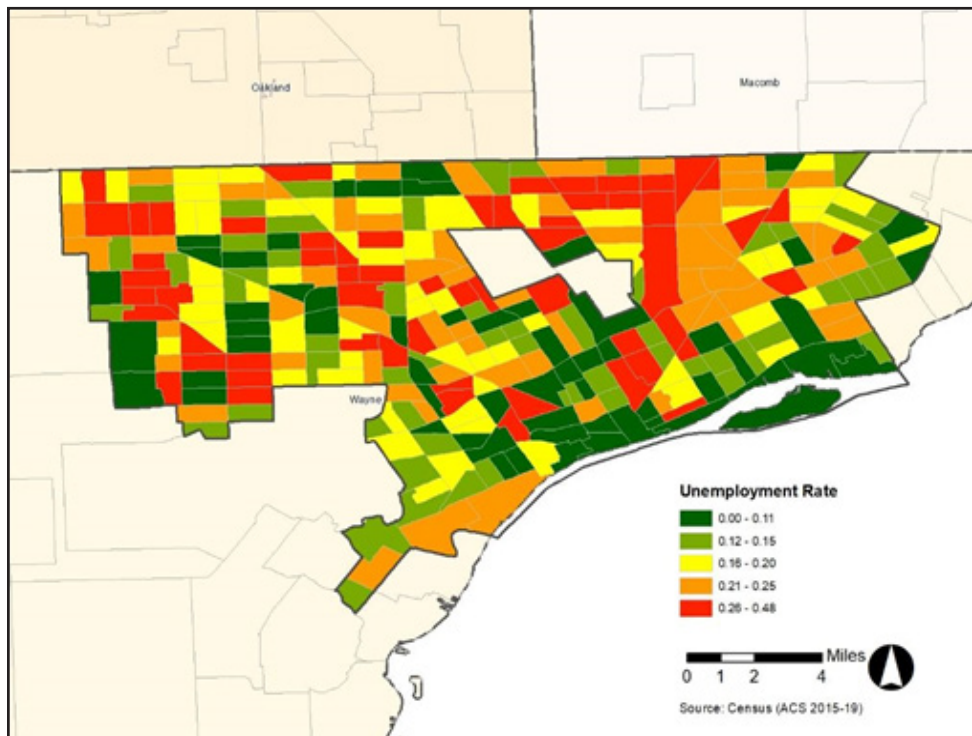


Figure 2: Transit Dependency

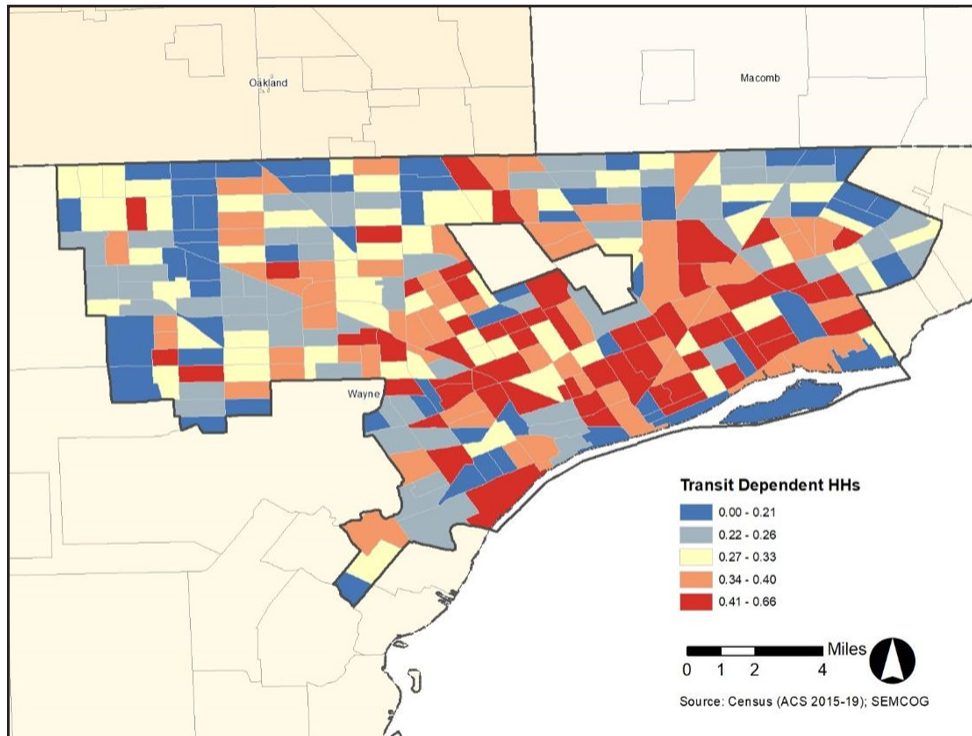
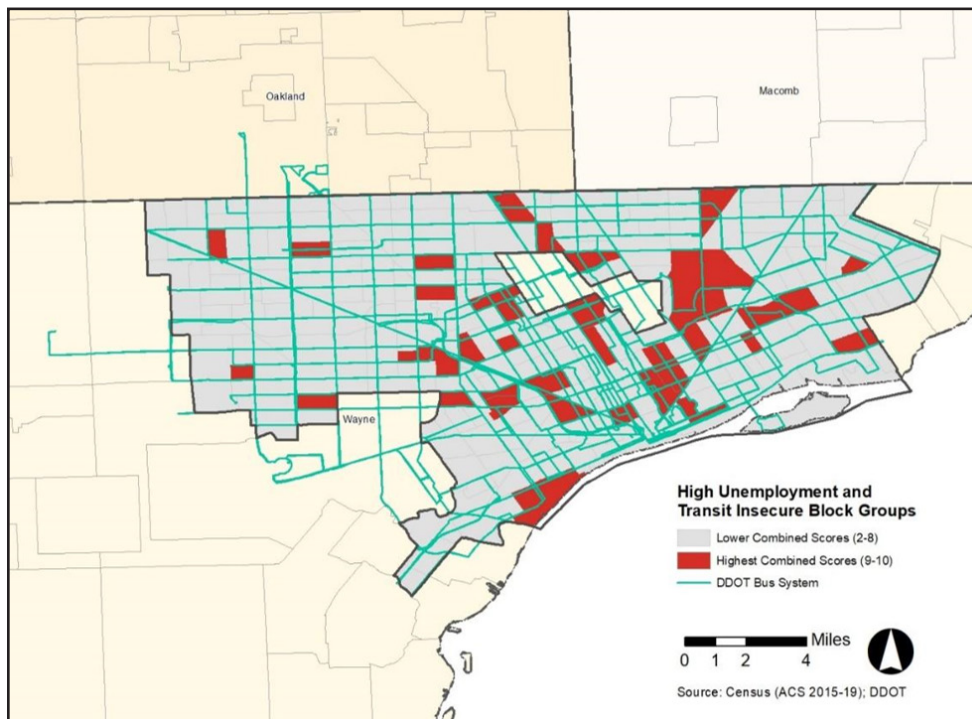


Figure 3: Origin Tracts



The tracts shown in red in **Figure 3** represent those that fall into both the top quintile for unemployment rate and transit insecurity or the top quintile for one and the second-highest quintile for the other. A screening indicates that all these tracts have high proportions of adults aged 25 and above who have completed high-school or less. The tracts are distributed throughout the city but appear to cluster in neighborhoods around the urban core of Downtown, Midtown, and New Center.

The 40 origin tracts represent under 10% of Detroit's 2018 population but are home to 14% of the city's unemployed workers and 16% of its transit-dependent households. Rate comparisons are shown in **Table 2**. Of note, on the whole, 46% of households in the origin tracts qualify as transit dependent.

Table 2: Origin Tracts - Descriptive Statistics

	Population	Unemployment		Transit Dependent	
	Number of People	Number of Unemployed Workers in Labor Force	Average Rate	Number of Households	Average Rate
Citywide	674,841	49,168	17.3%	77,049	30%
Origin Tracts	64,382	6,803	27.4%	12,293	46%

The Origin tracts have an average share of seniors that, at 15.8% of the subgroup population, comes in nominally higher than the citywide median of 13.7%. Although there are more seniors than the citywide average, the scale of the difference is not sufficient to explain the high concentration of transit-dependent households alone, nor is it strong enough to posit that the population in these areas are outside the workforce – the high level of unemployment is enough to refute such a claim.

General Job Access of Origins

Using job access data created by the Access Observatory at the University of Minnesota, there are 223,083 jobs (of which 82,670 fall under the minimal preparedness job sectors discussed in the following Destinations section) within a 60-minute peak weekday transit trip for the median Census block in Detroit.⁹ The median Census block within the Origin tracts has both higher overall job access and access to minimal preparedness jobs, as shown in **Table 3**. Overall, Detroiters can only reach 13% of all jobs and 21% of minimal preparedness jobs in the three-county (Wayne, Oakland, Macomb) region within a 60-minute transit trip, with Origins faring marginally better, likely due to their proximity to the city's core, where the transit network is most dense.

Table 3: Job Access Comparison

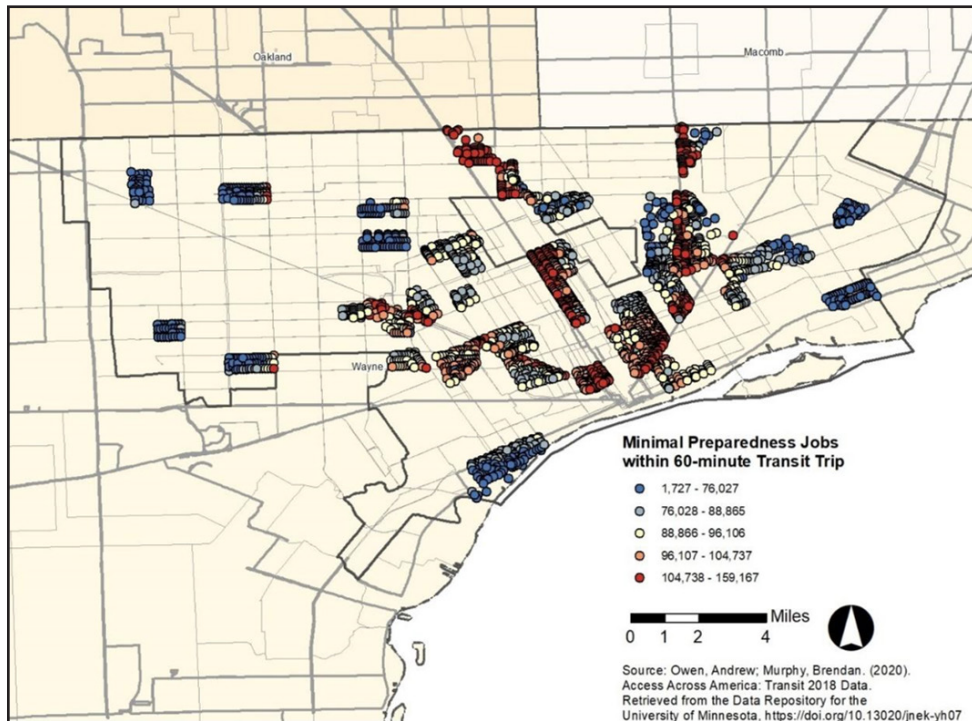
Job Type	Three County Area, Total	Citywide – within 60-minute transit trip	Origin tracts – within 60-minute transit trip
All	1,660,552	223,083	245,169
Minimal Preparedness	389,248	82,670	92,636

Source: Census LEHD LODS; Access Observatory, University of Minnesota, Access Across America: Transit 2019 Data

Transit job access varies significantly within the Origin blocks, from 1,727 to 155,167 minimal preparedness jobs with greater access among blocks located near Downtown/Midtown and along the Woodward Avenue and Van Dyke Avenue corridors, as shown in **Figure 4**. Origins on the East and West Sides and in Southwest Detroit have considerably lower access by transit.

⁹ Access Observatory tabulates data at the Census block level, thus requiring summarization to interact with tract-level data.

Figure 4: Minimal Preparedness Job Access by Transit, Origins



DESTINATIONS

To identify concentrations of employers offering suitable positions for Detroit's job seekers among the 1.6 million jobs available in the three-county region, we took a three-step approach: defining the universe of minimal preparedness jobs, identifying spatial concentrations, and then selecting prominent clusters within those concentrations for further analysis.

Definition of Minimal Preparedness Jobs

CSW has identified minimal preparedness jobs by educational attainment and industry classification. For the purposes of this analysis, minimal preparedness job sites in Wayne, Oakland, or Macomb counties (the RTA region included within the Detroit MSA) may be considered a possible destination for the job-seeking population. Identifying concentrations of these jobs is important as job seekers hold broad conceptions that the three-county area does not have jobs that fit their preparedness.

Job Educational Attainment Requirements

By CSW's definition, any job that requires a high school diploma or under is minimal preparedness. To account for educational requirements, we identified jobs requiring HS education or under per acre (Census LEHD, LODES 2018: CD01, CD02).

Target Sectors

Per CSW, the plurality of jobs in the Retail/Hospitality/Arts Recreation, Transportation/Distribution/Logistics, and Office and Administrative occupations require minimal preparedness. Detroit at Work has adapted the CSW definitions to fit the city-specific employment context and workforce goals. We checked Detroit at Work's target industry classifications against CSW's 2021 *City of Detroit Industry Resiliency Scorecard* to determine which jobs were subject to long-term and cyclical instability. Due to the low resiliency rating and the fact that most construction workers do not report to a permanent worksite like an office, warehouse, or

job yard, jobs in the construction sector were dropped from consideration.

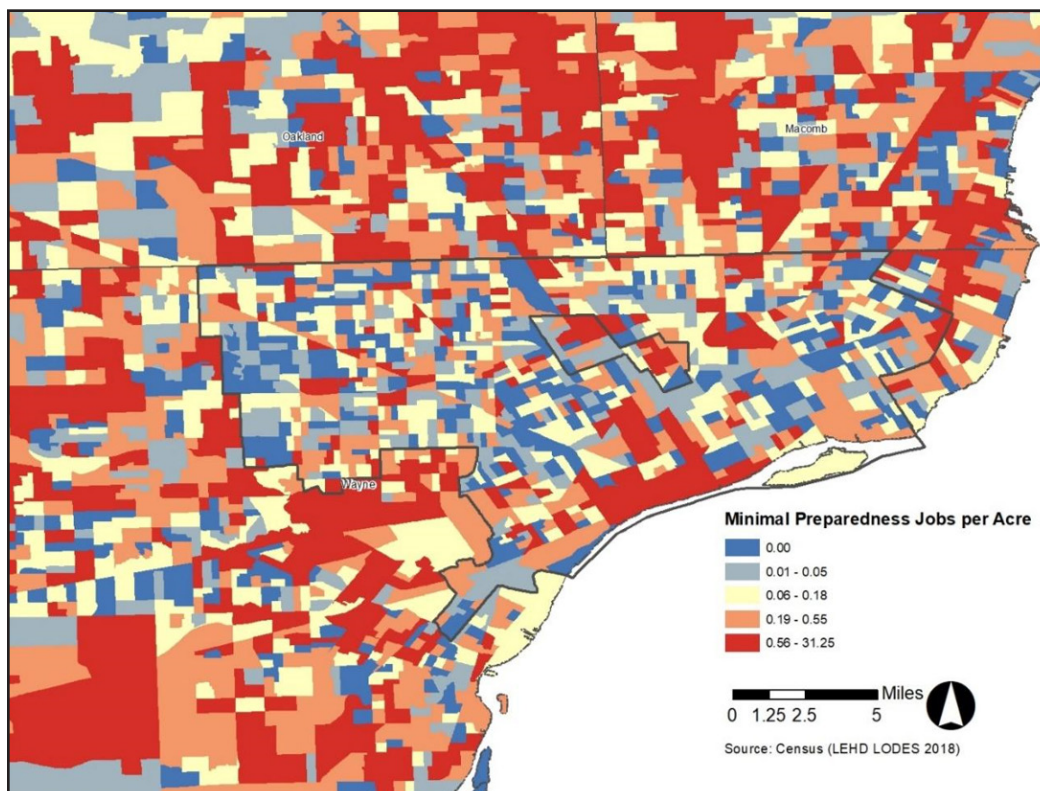
In line with Detroit at Work's target sectors, we selected jobs per acre under the following NAICS codes: 22 (Utilities), 31-33 (Manufacturing), 48-49 (Transportation and Warehousing), 62 (Health Care and Social Assistance), 72 (Accommodation and Food Services) (Census LEHD, LODES 2018, CNS03, CNS05, CNS08, CNS16, CNS18).

Spatial Identification of Destinations

Minimal-preparedness jobs can be found within Detroit and throughout the three-county region. Rather than identify every minimal-preparedness job in the region, we instead highlighted Census tracts with high densities of jobs requiring a high school diploma or below in the target sectors representing either a cluster of employers or major employment sites that could be linked by transit service.

Figure 5 illustrates the spatial distribution of Census tracts with the highest proportions of minimal preparedness jobs in the three-county region, shown in red. Each tract is scored based on the quintile of minimal-preparedness jobs per acre as compared to all tracts in the region.

Figure 5: Minimal Preparedness Jobs Distribution



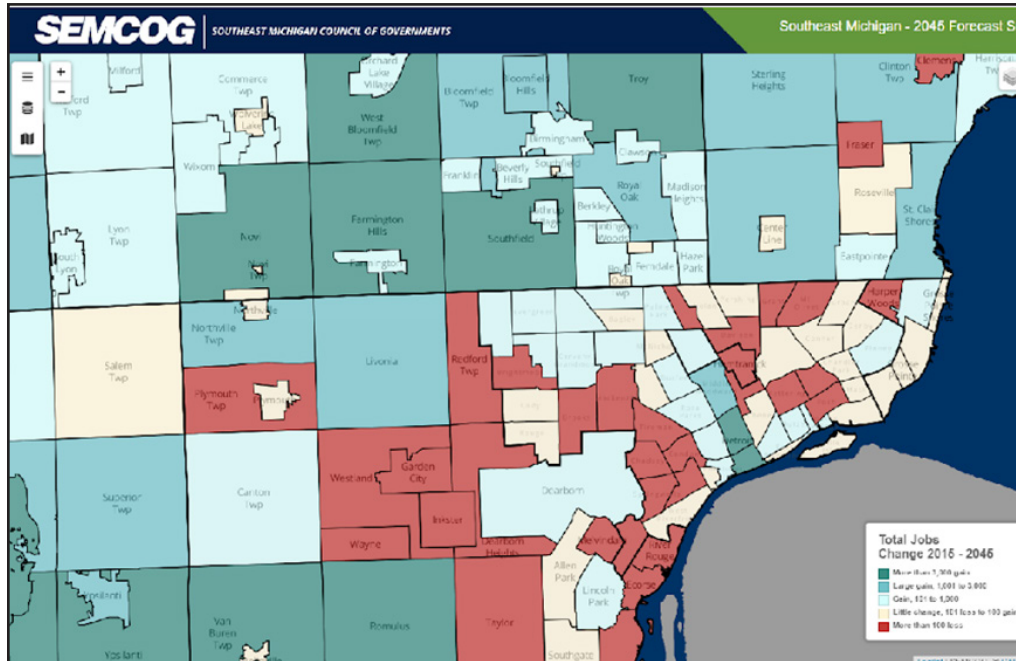
By and large, today's minimal-preparedness jobs are available in Downtown and Midtown Detroit and in the suburbs in areas such as Ford's River Rouge assembly, Metro Airport, Woodward Avenue, Van Dyke Avenue in Warren, and Plymouth Road in Livonia. There are comparatively few opportunities in Detroit's neighborhoods

Emerging Job Centers within the City of Detroit

To make the analysis forward-compatible for long-term growth trends and near-term developments, we incorporated high-level job projections from SEMCOG's *2045 Regional Development Forecast* and known major developments in the City of Detroit with large numbers of minimal-preparedness jobs identified by Detroit at Work and into the final definition of destinations.

SEMGOG's projected job growth indicates that Downtown and Midtown Detroit as well as municipalities like Romulus, Southfield, Farmington Hills, Troy, and Novi will experience the greatest gains, as shown in **Figure 6**. By and large, these are consistent with current high-density job centers. One downside to this data set is the lack of ability to drill down and determine which jobs fit the minimal-preparedness definition.

Figure 6: SEMCOG Job Forecast 2045

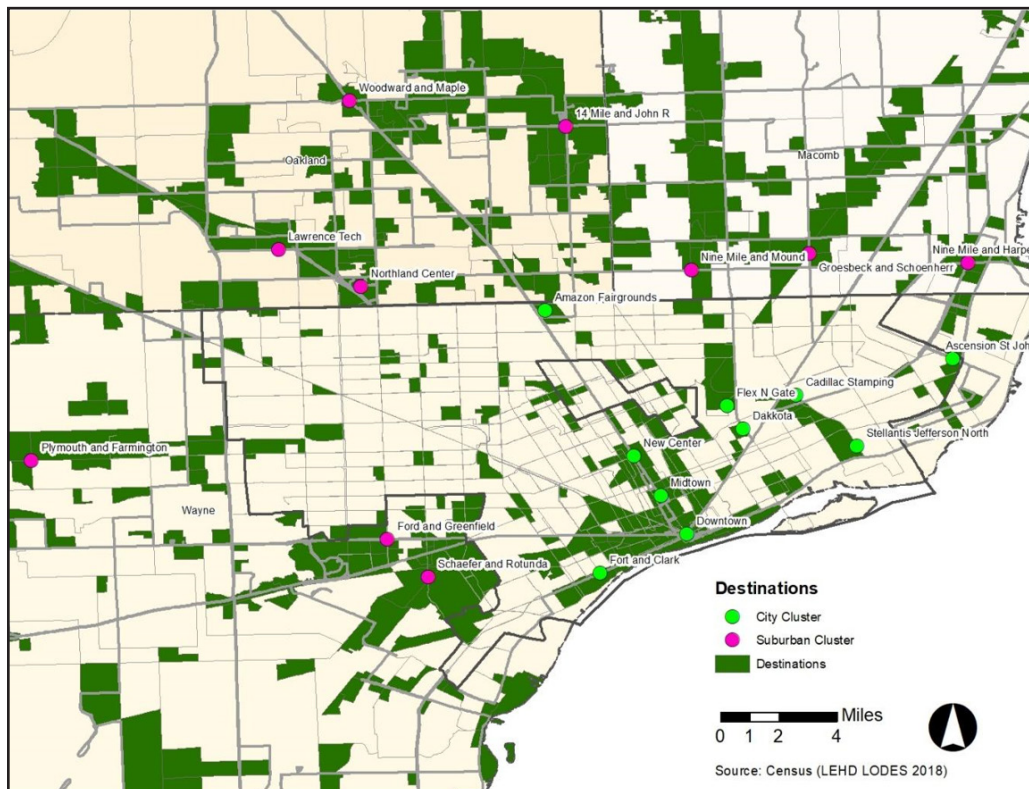


Detroit at Work staff recommended five manufacturing and logistics sites that have either come online or are anticipated to come online in the next five years for study, including:

- Flex N Gate (9047 St Cyril)
- Stellantis Jefferson North Assembly (2101 Conner)
- Dakota Integrated Systems (5905 Van Dyke)
- Amazon Fairgrounds (1120 W State Fair)
- Cadillac Stamping Plant (9501 Conner)

The full universe of tracts in the top quintile of minimal-preparedness jobs in Metro Detroit is naturally clustered around the urban core. To narrow down on origins for study, we selected 20 clusters of minimal-preparedness jobs — 10 in the City of Detroit, 10 in the suburb — for analysis. **Figure 7** shows the tracts in the highest quintile of minimal preparedness job density as well as the 20 developments clusters.

Figure 7: Minimal Preparedness Job Clusters



The 20 clusters are summarized in terms of job composition and transit service in [Table 4](#) and detailed in [Appendix A](#). Of the 20 clusters, all 10 in Detroit have DDOT service within a quarter-mile walk shed of the cluster along with four suburban clusters. Seven Detroit clusters and eight suburban clusters are served by SMART service. Only one cluster, Plymouth and Farmington is not currently served by any form of transit (Livonia is a SMART opt-out community).

The predominant cluster type is Manufacturing, followed by Health Care and Social Assistance. Single employers operating job-dense sites like hospitals and factories predominate over services like accommodations and hospitality, except in Downtown Detroit and Downtown Birmingham. Such findings illustrate the importance of coordination with major employers in determining how and where to direct transit service.

Table 4: Destination Cluster Summary

Cluster Location	Cluster Name	Location	Primary Minimal Preparedness Job Type(s)	DDOT Service	SMART Service
City	Downtown	1001 Woodward Ave, Detroit	Accommodation and Food Services	Y	Y
	Midtown	3670 Woodward Ave, Detroit	Health Care and Social Assistance	Y	Y
	New Center	7310 Woodward Ave, Detroit	Health Care and Social Assistance	Y	Y
	Flex N Gate	9047 St Cyril, Detroit	Utilities; Manufacturing	Y	N
	Jefferson North Assembly	2101 Conner, Detroit	Utilities; Manufacturing	Y	N
	Dakota Integrated Systems	5905 Van Dyke, Detroit	Manufacturing	Y	Y
	Amazon Fairgrounds	1120 W State Fair, Detroit	Transportation and Warehousing	Y	Y
	Cadillac Stamping	9501 Conner, Detroit	Manufacturing	Y	N
	Fort and Clark	4276 W Fort, Detroit	Manufacturing	Y	Y
	Ascension St. John	22201 Moross, Detroit	Health Care and Social Assistance	Y	Y
Suburb	Plymouth and Farmington	33400 Plymouth Rd, Livonia	Manufacturing	N	N
	Ford and Greenfield	5575 Greenfield Rd, Dearborn	Health Care and Social Assistance	Y	Y
	Schaefer and Rotunda	3601 Schaefer Rd, Dearborn	Manufacturing	Y	N
	Nine Mile and Harper	23108 Harper Ave, St Clair Shores	Manufacturing	N	Y
	Groesbeck and Schoenherr	23990 Groesbeck Hwy, Warren	Manufacturing	N	Y
	Nine Mile and Mound	23500 Mound Rd, Warren	Manufacturing	N	Y
	14 Mile and John R	33000 John R Rd, Madison Heights	Manufacturing	N	Y
	Woodward and Maple	35000 Woodward Ave, Birmingham	Accommodation and Food Services	N	Y
	Northland Center	15636 J L Hudson Dr, Southfield	Health Care and Social Assistance	Y	Y
	Lawrence Tech	21000 W 10 Mile Rd, Southfield	Health Care and Social Assistance	Y	Y

Source: Census LEHD Lodes 2018

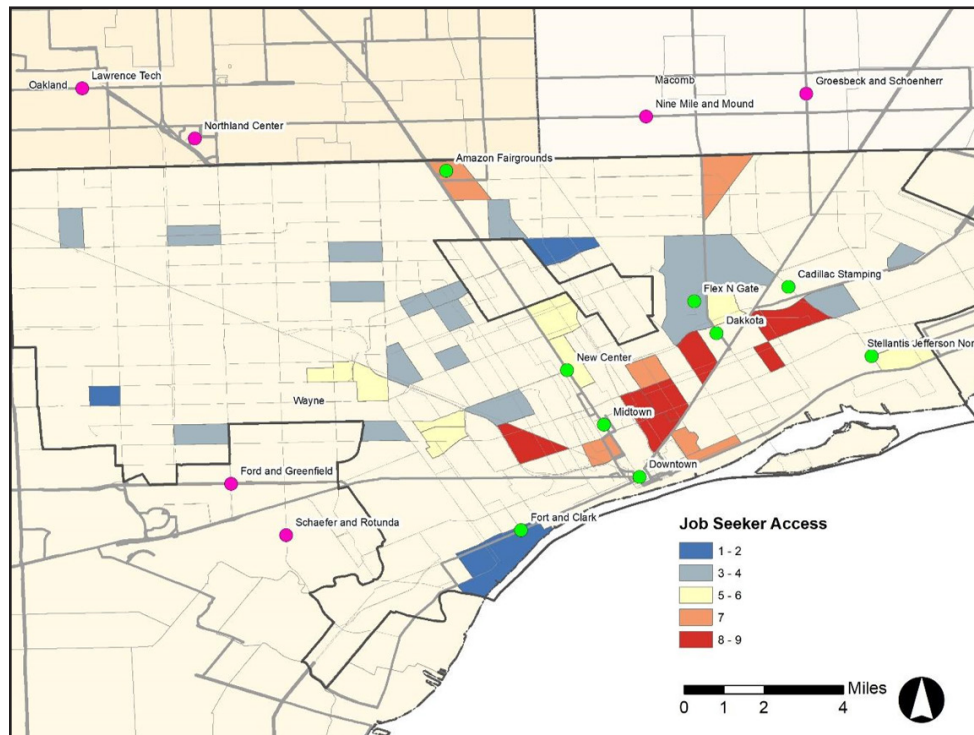
EXISTING GAPS

We used Remix by Via’s “Jane” isochron analysis tool to determine gaps between origins and destinations. We refer to the number of minimal-preparedness job clusters reachable from the center of an origin tract’s approximate center within a 60-minute transit trip at 8AM on a weekday as the measure of “job seeker access.” In turn, we refer to the number of origin tracts reachable within a 60-minute transit trip at different times of day and week for each cluster as “site access.” From these analyses we can discern high-level findings and distill some strategic service recommendations. We note that an access-based analysis does not necessarily account for reliability.

Job Seeker Access

For job seeker access we used the “From Jane” tool with a 60-minute transit trip envelope. The methodology used to identify areas in Detroit with concentrations of transit-dependent job seekers produced 40 Census tracts distributed throughout the city. The median number of clusters reachable within 60 minutes from each origin is 4.5, with a maximum of nine (on the near East Side) and a minimum of one (far west side). As shown in **Figure 8**, job seeker access is highest nearer to Downtown and on the near East Side as many of the clusters are found east of Woodward.

Figure 8: Job Seeker Access



Job seekers in origins on the West Side largely could not access East Side clusters like Flex N Gate and Jefferson North. Similarly, East Siders could not reach Amazon Fairgrounds within the allotted time. This suggests that, for the transit dependent, new jobs within Detroit may not be accessible within a reasonable trip depending on where job seekers stay in the city. As **Figure 9** and **Figure 10** illustrate, a 60-minute transit trip is not sufficient to cross town under current service patterns.

When preparing deals and opening new sites, economic development experts will need to coordinate with transit planners to ensure that transit routes with high connectivity are provided so that job seekers across the city can benefit. Alternately, workforce experts and job coaches could direct job seekers to sites accessible from their origin.

Job seeker access to the suburbs is low. Overall, no Origin tract could access more than three suburban clusters, with most unable to reach any (27 of 40).

By focusing on peak weekday accessibility, this analysis represents a best-case scenario for transit-dependent job seekers. Those working nights and weekends have an even more challenging time reaching the 20 clusters.

Figure 9: West Side 60-minute Transit Shed

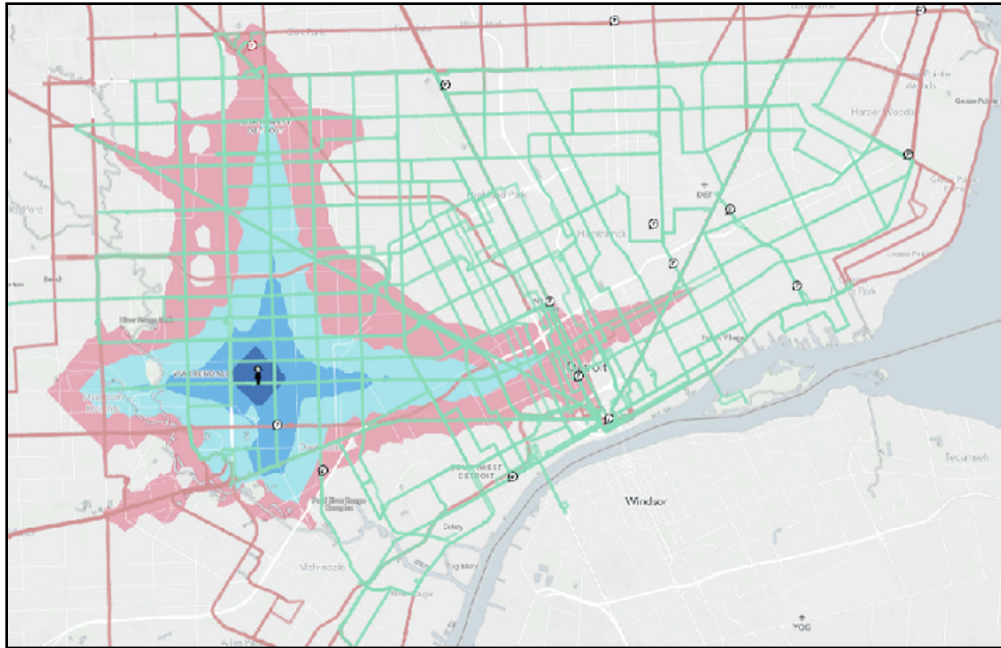
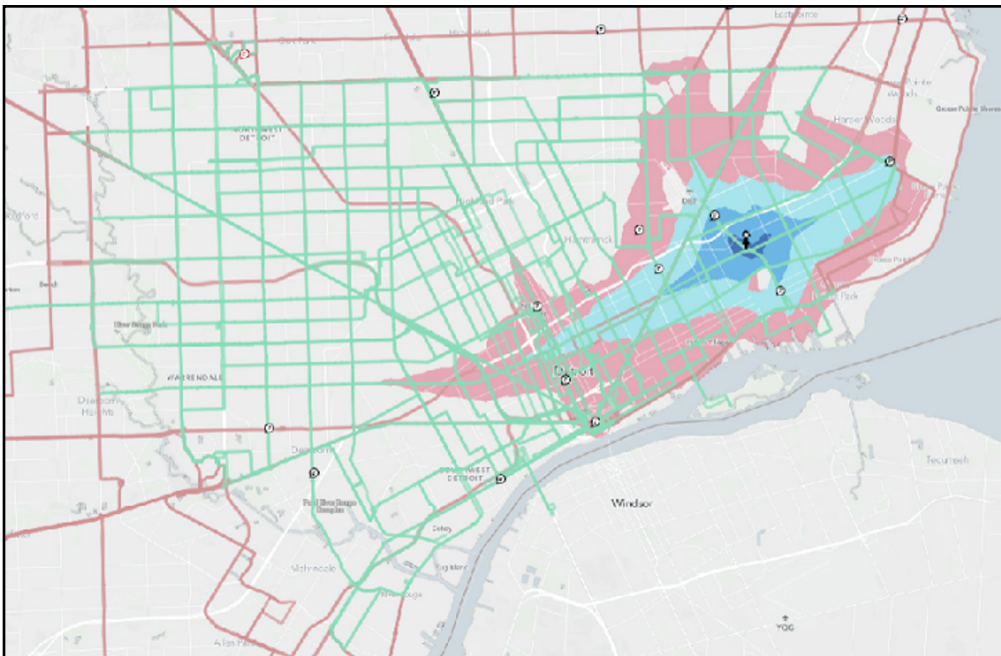


Figure 10: East Side 60-minute Transit Shed



Site Access

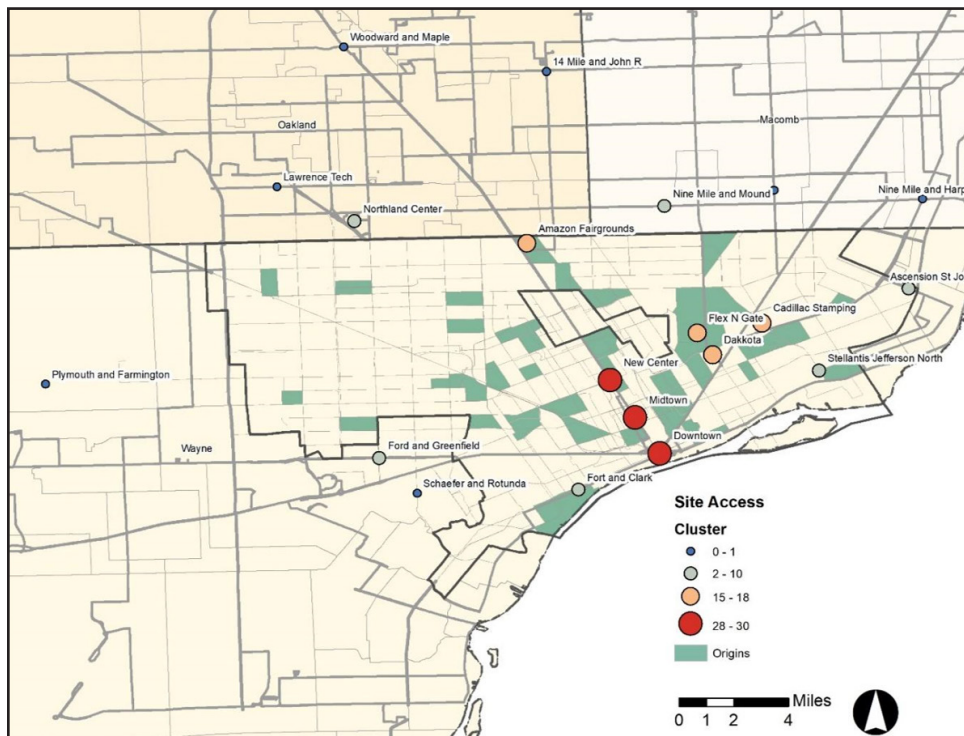
To complement job seeker access, we also looked at site access. With a smaller number of clusters, we were able to consider access not only under ideal weekday peak conditions, but also overnight and on weekends. We again used the Jane isochron tool (this time using a “To Jane” analysis) to determine the spatial extent reachable within a 60-minute transit trip at three time intervals: weekday 8AM, weekday 11PM, and Saturday 8AM. We determined that an origin tract was accessible if over half fell within the isochron.

Figure 11 shows site access at 8AM on a weekday for all 20 clusters, with a more detailed breakdown for all three intervals found in **Appendix A**. As found in the job seeker access, minimal-preparedness job clusters in the suburbs were hard to access and those in Detroit’s core were relatively easy to access. Clusters in Detroit had a median site access of 13.5, while those in the suburbs had a median of 1.5.

No single cluster provided access to all origin tracts. The cluster with the highest site access, Downtown, was reachable by 30 of 40 origins on weekdays at 8AM. Despite its location close to Jefferson Ave, Jefferson North Assembly has below-median site access, only serving 10 origin tracts. The city cluster with the lowest site access, Fort and Clark, is in Delray, which is disconnected from frequent transit service.

Three suburban clusters cannot be reached by any origin within an hour’s transit trip: Woodward and Maple, Nine Mile and Harper, and Plymouth and Farmington (the only cluster without existing transit service).

Figure 11: Weekday 8AM Site Access



Site access falls sharply on evenings across the board, with the most pronounced declines overnight. Lack of overnight service creates challenges for restaurant workers traveling home after closing and hospital and manufacturing employees clocking-in for an overnight shift. For some clusters, site access falls to half overnight (Amazon Fairgrounds, Jefferson North, Cadillac Stamping, and Ascension St. John). Within the City, transit serves all but two clusters 24 hours (Jefferson North and Fort and Clark). Only three suburban clusters are served by 24/7 transit routes. Site access remains relatively stable on Saturday mornings, largely unchanged from weekdays, yet still low.

OnHand Gap Analysis Findings

The OnHand coordinated human services transportation plan (CHSTP),¹⁰ completed in 2020, included a high-level regional gap analysis with broad applicability to minimal-preparedness job seekers experiencing a disability. Disabled riders have similar regional travel patterns as other Detroit transit users: they use fixed route and ADA paratransit service to access suburban destinations, including job centers.

The transit needs of disabled job seekers are particularly acute. They have fewer transportation options than their peers. Ridehailing, for example, is largely inaccessible to those who use mobility devices like wheelchairs. Borrowing a vehicle from a family member or neighbor may not be an option for those with a disability like low vision. At the national level, people with disabilities are much more likely to be unemployed, less likely to have attained a bachelor's degree or higher, more likely to work part-time, and more likely to work in minimal-preparedness jobs than the general population.¹¹ Thus, disabled workers and job seekers need accessible transit options throughout the course of the day and week and connect to minimal-preparedness job destinations.

OnHand identified the following gaps experienced by users of ADA paratransit and community transportation services that are particularly pertinent to this study:

- One of the most frequently voiced mobility challenges relates to cross-jurisdictional trips, especially ADA paratransit trips but also among people using community transportation providers.
- Finding rides on evenings and weekends was another common transportation barrier reported among OnHand survey respondents from each target group.
- Transportation and transit-supportive infrastructure is fragmented throughout the OnHand region with gaps in the sidewalk network and insufficient funding available for construction and maintenance. Furthermore, there are significant disparities in infrastructure quality across the four counties.

DDOT's paratransit service, MetroLift, operates across the full DDOT service area, serving the entirety of Detroit and portions of the near-in suburbs (within three-quarters of a mile from a DDOT bus stop). MetroLift covers all job clusters within Detroit and four of the job clusters outside of city limits. Only Plymouth and Farmington are not served by either MetroLift or SMART ADA Paratransit. Traveling outside the MetroLift service area requires a transfer to SMART ADA Paratransit and vice-versa. A transfer adds to overall trip time and complexity.

Paratransit access follows bus route schedules and thus is not guaranteed uniformly 24-hours, seven days a week throughout the study area. Since DDOT has multiple 24-hour bus routes, they provide 24-hour access across the full system. SMART does not run any 24-hour routes. Therefore, its ADA Paratransit offerings do not run all night. Thus, paratransit users trying to access job clusters outside of the MetroLift area face the twin barriers of transfers and lack of overnight service.

Accessible connections between home, work, and the services that connect them are critical to people with disabilities. Without them, trips may be either dangerous or infeasible. The importance of accessible connections extends across paratransit and fixed-route trips. ADA paratransit services provided by SMART and DDOT are curb to curb. If paratransit users cannot physically get to or from the curb due to a barrier like missing sidewalk, non-compliant curb ramp, or inaccessible feature at their place of employment, they cannot reliably use the service. For people riding fixed-route transit, incomplete connections or stops not meeting ADA standards (such as stops without a 5'x8' ramp deployment pad and key route to an adjoining sidewalk) can disqualify an otherwise viable transit trip.

Transit Needs of Single Mothers

The second population of special interest, families led by a female householder with no spouse present, constitute a significant share of families in Detroit and have significant transit needs. As of 2019, an

10 <https://rtamichigan.org/regional-coordinated-human-services-plan-aka-onhand/>

11 <https://www.bls.gov/news.release/disabl.nr0.htm>

estimated 57% of families in Detroit (n=41,417) were headed by a female householder with no spouse present.¹² A higher proportion of these households, 43.6%, reported being below the federal poverty level than did the full population of families (38%).¹³ Detroit families headed by a single mother had a median income of \$30,758 in 2019, as compared to all families at \$40,529.¹⁴ While a car provides a high degree of flexibility in choosing where and when to travel, the high cost of owning and maintaining a car—over \$9,000 per year in Michigan, the highest average in the nation,¹⁵ exacerbated by sky high auto insurance premiums in Detroit—represents nearly a third of median household income for these families. Considering how transit can link single mothers to opportunity and free up tight household budgets should be a key consideration of policy makers, especially given that households headed by single mothers make up the vast majority of families in Detroit.

Transit can have substantial benefits for working single mothers, but service planning must account for their unique needs. Single parent households are more likely to chain trips together.¹⁶ For instance, returning from work, a parent may need to stop at the grocery store and pick up a child from a caregiver. Without childcare, single parents may not be able to participate in the labor force. Basic commuter services linking home and destination, therefore, may not be as useful to single mothers as counterparts without children or with a spouse present to share childcare responsibilities. Single parents may travel more often with their children. A single mother interviewed for this study shared that transportation for children is nearly impossible for her and requires a rigorous work-around every day. Transportation insecurity may result in increased absences for school-aged children. In addition, beyond bearing the weight of social expectations like child-rearing, women overall also face different travel considerations than men. Perceptions of personal safety impact travel behavior: women perceive wait times at unsafe transit stops as significantly longer than men.¹⁷

More research is needed to understand and measure the job access of single-mother households and the services (like childcare providers) that they need to access in Metro Detroit. Considerations based on the travel needs of single mothers, however, may inform future service planning at a high-level. For complex trips, higher frequency provides both greater reliability and flexibility. Long waits between transfers may be especially unacceptable when travelling with children. A missed connection could jeopardize a mother's relationship with a childcare provider. Transit stops with more amenities, including lighting, could reduce the perceived length of wait times and increase perceptions of safety. Where timely, reliable, fixed-route service cannot adequately address these trip types, specialized services like on-demand transportation to childcare may be necessary.

Summary of Findings

- Overall, Detroiters can only reach 21% of minimal-preparedness jobs in Wayne, Oakland, and Macomb counties by a 60-minute transit trip, curtailing access to opportunity.
- Presence of nearby service alone does not adequately reflect the utility of that service for job seekers, particularly those seeking minimal-preparedness jobs. Furthermore, service may not be offered at times when workers wish to commute, particularly outside of city limits. Due to the number of transfers, the trip may be too unreliable or time consuming. Matching origins to destinations at multiple times of day and across weekdays and weekends is key to understanding whether transit is truly an option for job access.
- Even within Detroit, the business core of Downtown, Midtown, and New Center is not accessible by

12 US Census Bureau, American Community Survey 2019 1-year Estimates, S1702 – Poverty Status in the Past 12 Months of Families.

13 Ibid.

14 US Census Bureau, American Community Survey 2019 1-year Estimates, S1903 – Median Income in the Past 12 Months.

15 <https://www.move.org/average-cost-owning-a-car/>

16 <https://link.springer.com/article/10.1007%2Fs11116-007-9134-8>

17 <https://conservancy.umn.edu/bitstream/handle/11299/185435/Waiting%20Time%20Perception%20at%20Transit%20Stations%20-%20Article.pdf?sequence=1>

a reasonable transit trip for residents living in all Origin tracts.

- Lack of frequent crosstown routes, due in part to disruptions in Detroit's street grid between McNichols Rd and Warren Ave, creates distinct and disconnected lobes of job access. East Siders struggle to reach West Side clusters and vice versa.
- New employment sites like Cadillac Stamping and Amazon Fairgrounds are not universally accessible within a reasonable weekday transit trip for Detroit's job seekers. Planning for transit should start prior to siting to align new job clusters with existing transit corridors, particularly those with high frequency, span, and regional connectivity.
- Although nearly all suburban minimal-preparedness job clusters have some form of transit, they are unreachable or require over an hour's transit trip for job seekers living in Detroit's most in-need Census tracts. Further flung centers, such as 14 Mile and John R and Woodward and Maple, may not be reachable for transit-dependent Detroiters under most scenarios.
- Site access falls significantly overnight (11PM) but is only minimally affected on Saturday mornings, although access is generally low.
- Disabled job seekers are particularly impacted by transfers between DDOT and SMART ADA paratransit service areas, lack of 24-hour service outside of DDOT's service area, and accessibility barriers in the public way and on private property.
- Single mothers have complex travel needs that must be accounted for in transit service planning. Increased frequencies and stops with more amenities and better lighting could especially benefit working single mothers, although more research is necessary.
- Detroit job-seekers interviewed perceived available bus services as unreliable and out of alignment with their working hours and non-work travel needs.

SERVICE PLANNING RECOMMENDATIONS

Analyzing all possible route enhancements is outside the scope of this study and best undertaken by DDOT, SMART, and other transit providers in the region. However, we have identified certain types of access improvements that providers can undertake that may also affect regional transit investment priorities in future updates to the Regional Master Transit Plan (RMTP) and associated constrained and unconstrained capital plans. These service planning recommendations could fall under short-, medium-, and long-term actions, which are explained in more detail below.

Short-term Recommendations

Short-term recommendations could be undertaken by a single provider and may entail a minor increase in operating costs. They may take the form of a routing change, service span change, or increase in frequency.

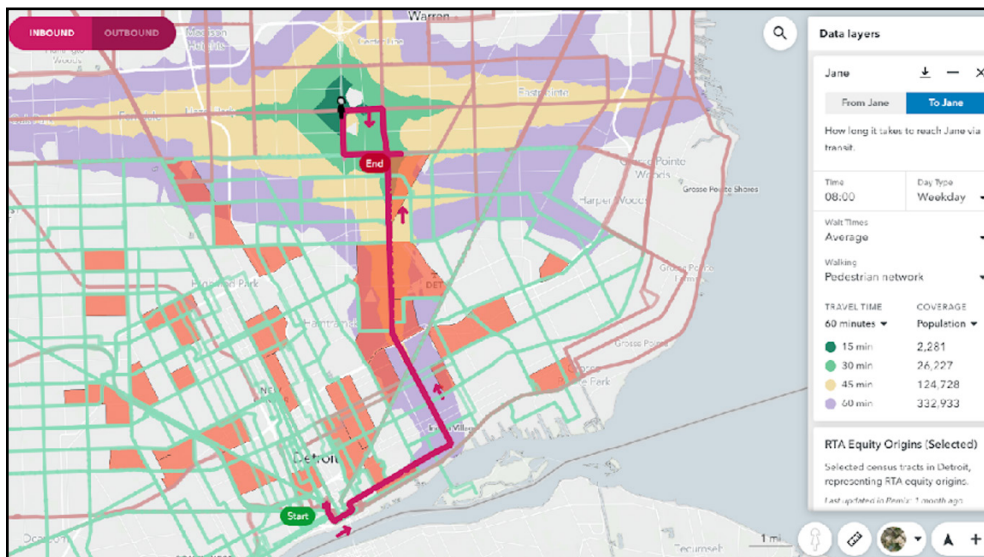
5 – Van Dyke Extension to Mound/Nine Mile

Clusters lying just outside of Detroit's municipal boundary are strong candidates for DDOT route extensions to promote within-system access. Extending DDOT's 5-Van Dyke-Lafayette ConnectTen route to loop east on Eight Mile to Mound, north to Nine Mile, and back south on Van Dyke would increase the site access of 60-minute transit trip during a weekday commute from two to eight (an additional 730 unemployed workers in East Side Origins), with similar improvements at other times, as shown in [Table 5](#). While the improvement would not be cost neutral, incurring 35% in extra costs to operate the route, the population served would increase 23%, in addition to the increased coverage for unemployed workers in origin tracts. A "To Jane" analysis at Mound and Nine Mile is shown in [Figure 12](#).

Table 5: Van Dyke-Lafayette Modification Summary

	5 – Van Dyke-Lafayette	5 – Van Dyke-Lafayette Ext.
Site Access – Weekday 8AM	2	8
Site Access – Saturday 8AM	1	4
Site Access – Weekday 11PM	1	4
Population Served	28,300	34,700
Route Length	24.55 miles	32.9 miles
Cost (est)	\$3.17 million/year	\$4.27 million/year
Weekday Daytime Runtime	93.4 min	125.3 min

Figure 12: Van Dyke Extension Coverage Area



MetroLift ADA Paratransit Extension to Nine Mile

Transfers between MetroLift and SMART ADA Paratransit can be time-consuming, complex, and may not be viable overnight or when SMART fixed-route service is otherwise unavailable. While MetroLift reaches most city and suburban destinations, it falls short of six suburban locations. Expanding the MetroLift Service area roughly one-quarter mile north to Nine Mile Rd would cut this gap in half by incorporating Nine Mile and Mound, Nine Mile and Harper, and Groesbeck and Schoenherr into the service area. The proposed Van Dyke route extension would also fully encapsulate the area around Nine Mile and Mound. The estimated cost of this extension is unknown.

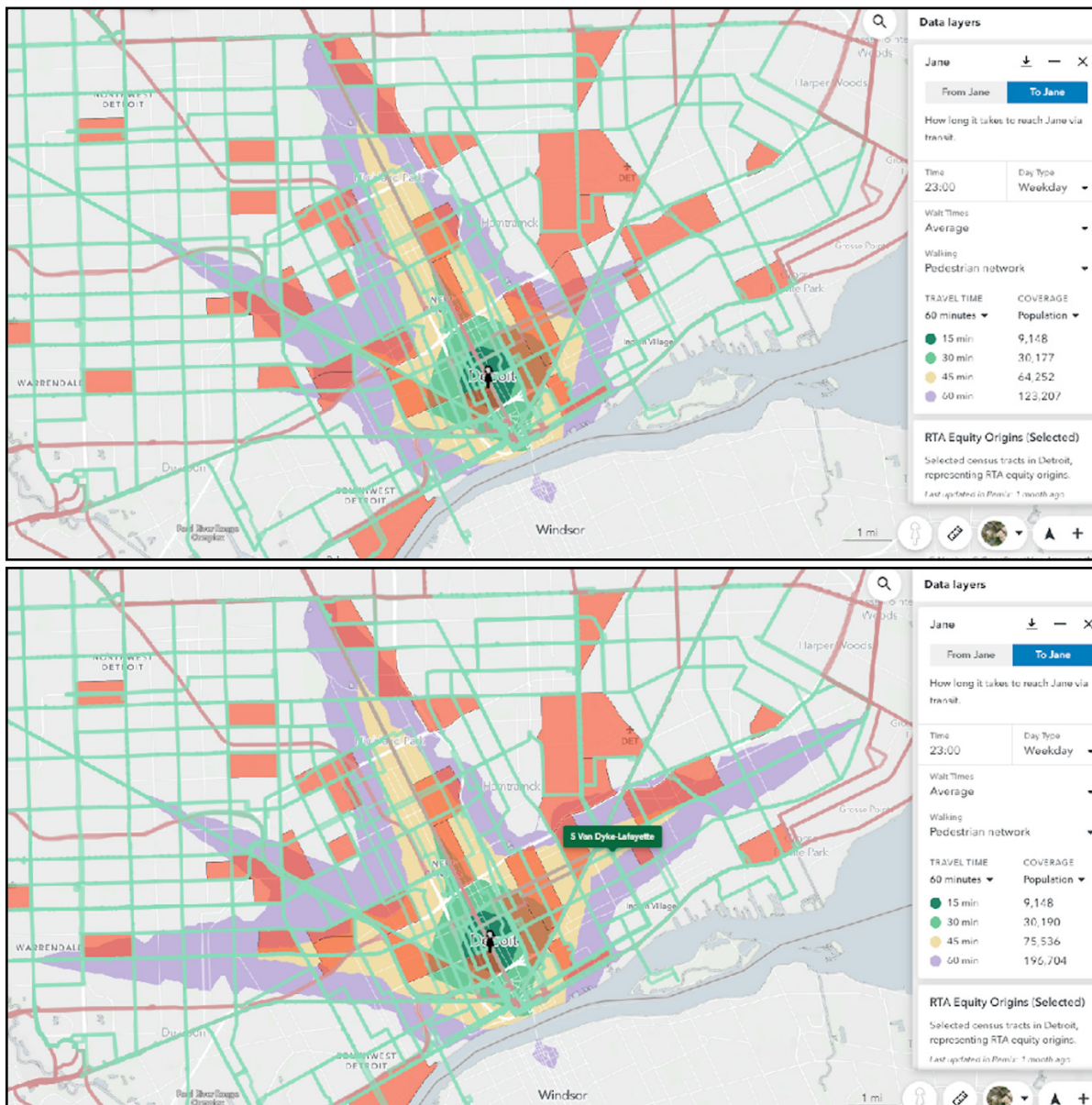
8 – Warren Overnight Weekday Frequency Increase

Crosstown access is critical to reach the downtown core as well as East Side manufacturing sites. On routes where overnight frequencies drop off sharply, access drops accordingly. Long overnight waits may also deter transit use. After 9 PM, frequency on the 8-Warren drops from 25 minutes to 60 minutes, increasing average wait and transfer times. Bringing overnight service up to the same level as daytime service – 25 minutes – increases site access to multiple sites, as demonstrated in **Table 6**. Enhanced overnight service would not be cost neutral: the cost to operate the route would increase by 12%. As shown in **Figure 13**, overnight weekday site access to Midtown would not only increase from 19 to 25, but the total population served with a 60-minute transit trip would increase by over 50%, from 123,207 to 196,704 people.

Table 6: Warren Modification Summary

	8 – Warren (existing)	8 – Warren (overnight increase)
Site Access – Weekday 11PM		
Jefferson North Assembly	5	8
Cadillac Stamping	9	11
Midtown	19	25
Ascension St John	5	10
Population Served	56,800	56,800
Route Length	44 miles	44 miles
Cost (est)	\$5.81 million/year	\$6.48 million/year
Weekday Overnight Runtime	145.6 min	145.6 min

Figure 13: Warren Overnight Frequency Modification



Increased daytime and overnight frequency on 32-McNichols may bear similar improvements, especially when paired with other service changes.

Medium-term Recommendations

Medium-term service recommendations require coordination between DDOT, SMART, and other parties, and could be deployed within the existing service area.

Amazon Fairgrounds Feeder Shuttle

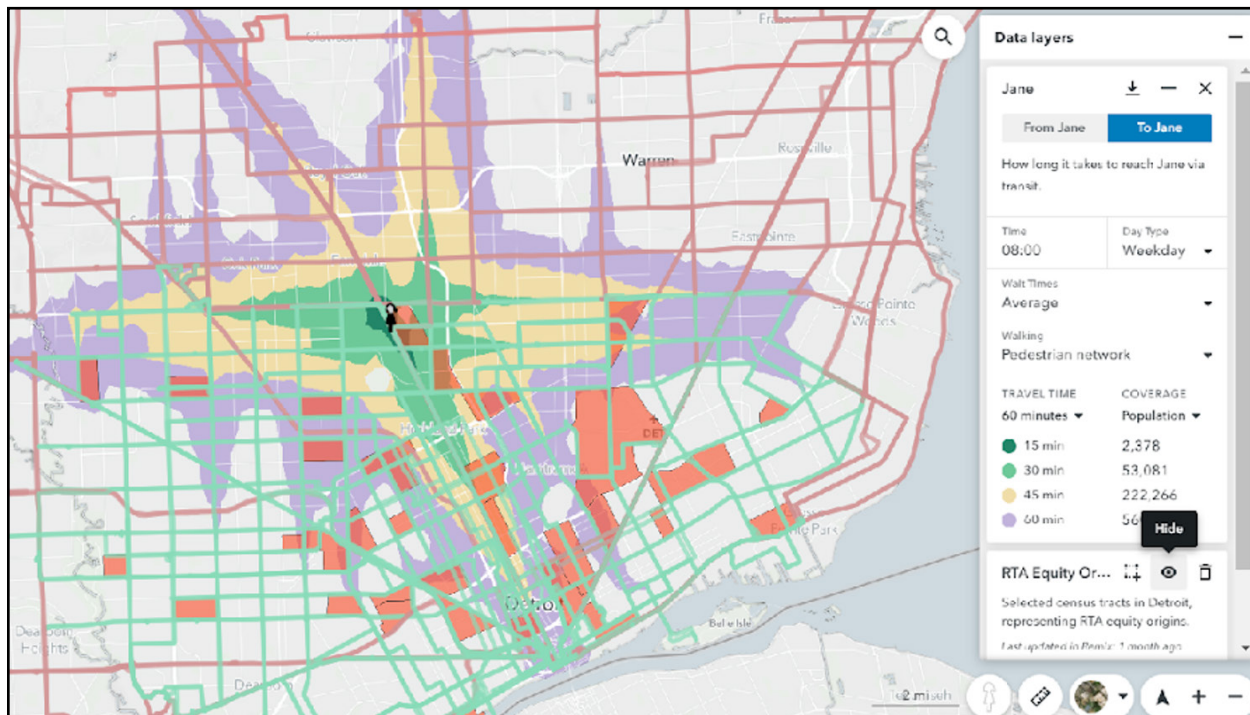
Beyond its role as a future Amazon logistics center, State Fair Transit Center is a destination in and of itself. It is the gateway to suburban clusters in Oakland and Macomb (e.g. 14 Mile and John R, Downtown Birmingham, 9 Mile and Mound, Groesbeck and Schoenherr). DDOT and the City of Detroit's Office of Mobility Innovation recently launched a state- and grant-funded microtransit pilot to connect workers residing in Detroit to Metro Airport/DTW and the I-94 job center, which includes clusters such as Dakota Integrated Systems and Flex N Gate. Detroit's microtransit pilot could serve as a model for access to State Fair and beyond. Interviews conducted with job seekers indicate a desire for a flexible service with access to job-rich areas at a lower cost than that provided by ridehailing companies like Lyft or Uber.

Today, not all Detroiters can reach State Fair within an hour, let alone transfer to SMART and complete their trip within the 60-minute window, as the "To Jane" isochron indicates in **Figure 14**. Twenty-four-hour shuttle or flex-ride service within Detroit to the State Fair Transit Center would not only benefit job seekers considering warehouse employment at Amazon but would also serve as a connection to suburban job sites. Serving workers returning from suburban job sites could cut down on dead-heading as empty shuttles leave from the fairgrounds to pick up Amazon workers in the neighborhoods. Determining the service area may pose a challenge. Further flung job seekers may still not be able to access suburban clusters within an hour even with shuttle service. Setting a target commute window may help to better delineate the shuttle service area. To match into shift times, SMART may need to consider extending service span on the 450 and 494 routes in coordination with large employers on Woodward and John R.

To accommodate the needs of disabled users, at least half of shuttles provided for this service should be wheelchair accessible and all should be fully accessible for low vision users. Dispatching should include the ability to request a wheelchair-accessible vehicle.

Introduction of new services should be accompanied by a robust information campaign that accounts for how Detroiters access information about transit options and other public services. Participants interviewed through this study noted that they heard about workforce shared mobility programs like Ride United through word of mouth. Due to Detroit's digital divide, purely digital information or tools like apps may not be sufficient to publicize service availability, how the service can be useful to job seekers, and instruct riders on how to access it.

Figure 14: Amazon Fairgrounds Site Access

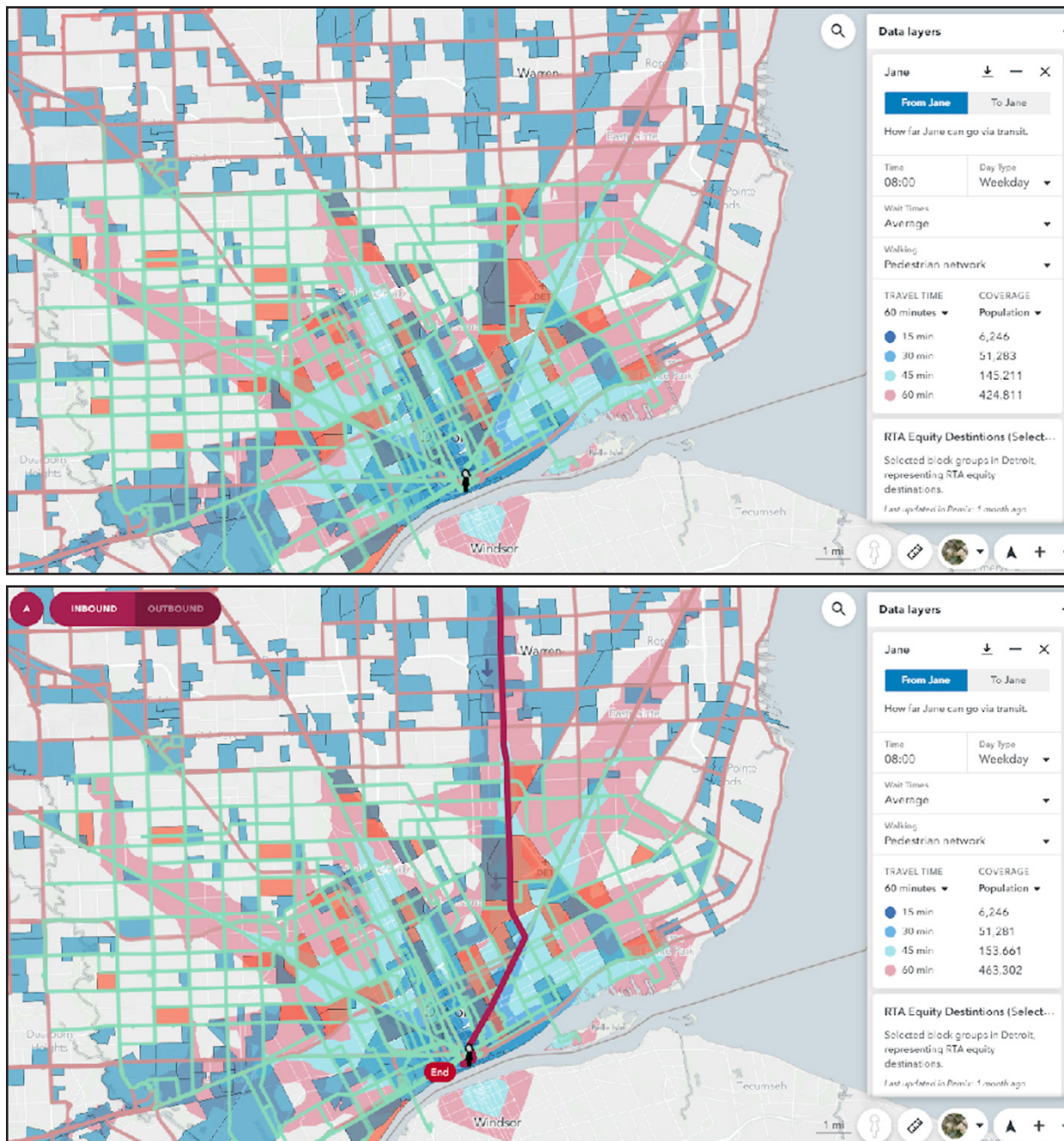


Van Dyke FAST

SMART's implementation of limited stop, higher-frequency FAST service on Michigan, Woodward, and Gratiot Avenues beginning in 2017 provides a model for implementation on other major job corridors in the region. Higher frequencies and bus speeds increase reliability and coverage. FAST routes originate and terminate within Detroit, reducing transfers between systems and providing greater access between city and suburbs, in both directions. Today, few Detroiters, save for those living close to Eight Mile Rd that do not live on FAST routes or DDOT routes that terminate in Southfield, can access jobs in Oakland and Macomb counties due to time-intensive transfer times.

A Van Dyke FAST service mirroring SMART's 510 and continuing into Downtown Detroit via Gratiot Ave would expand Detroiters' access to manufacturing jobs clustered around Van Dyke Ave and Mound Rd up to 12 Mile, as shown in **Figure 15**. Principally, this new service would connect seven additional Origins on the near East Side with the cluster at Nine Mile and Mound, bringing total site access to nine. Van Dyke FAST, however, has fewer benefits to job seekers living in other Origin tracts due to lack of frequent crosstown connections.

Figure 15: Van Dyke FAST - Before and After



Access to Transit

All users benefit from improved access to transit stops. Respondents to RTA's Advance 2021 Regional Master Transit Plan update placed a priority on safer crossings, complete and compliant sidewalk networks, and better lighting and amenities at stops. For riders with disabilities, accessible transit stops are a requirement to complete their daily journeys. The RTA's Mobility Oriented Development (MOD) Action Plan recommends initiating an Access to Transit program in partnership with local governments and road agencies to close gaps, particularly in walking networks.¹⁸ Needs across the study area are likely extensive but were not analyzed over the course of this project. Prioritizing stop and station areas in origin and destination tracts, particularly those with high concentrations of households headed by single-mothers,

18 <https://rtamichigan.org/mobility-oriented-development-study/>

could be used to select locations for the Access to Transit program, pending identification of program funding.

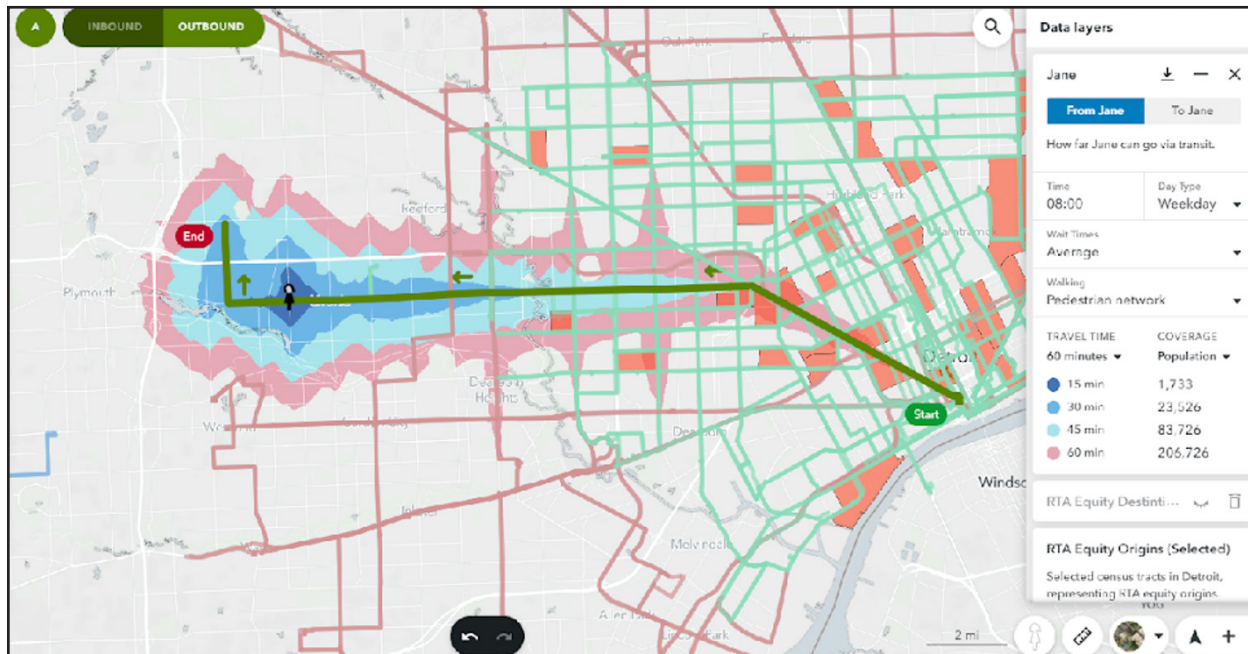
Long-term Recommendations

Long-term recommendations involve extending service to areas that are not currently served by transit, such as SMART opt-out communities. The majority of these communities either do not have significant concentrations of minimal-preparedness jobs or are well outside of a 60-minute transit trip for Detroiters.

Plymouth Rd FAST

Connecting Detroiters to the manufacturing cluster centered around Plymouth Rd and Farmington Rd within a 60-minute transit trip is not feasible with typical local-bus speeds. However, FAST service is able to penetrate into West Side neighborhoods. A theoretical FAST service beginning at St Mary Mercy Livonia Hospital extending to the Rosa Parks Transit Center via Lavan Rd, Plymouth Rd, and Grand River Avenue would open up new job centers for West Side job seekers. As shown in **Figure 16**, Plymouth Rd FAST would provide site access to 6 Origin tracts. Not only would the route provide access to a currently disconnected job cluster, it would also link in a new hospital and Madonna University, which are not transit served today.

Figure 16: Plymouth Rd FAST



TAKEAWAYS

LEARNINGS

Over the course of developing the gap analysis of job access needs of minimal-preparedness job seekers in Detroit, the RTA deepened its knowledge base about this critical group of riders. Going forward, the RTA will incorporate learnings from this study into future research, planning, and regional coordination initiatives. Learnings include:

- Presence of transit service alone does not indicate whether the service is useful to all workers, especially marginalized, low-income workers and job seekers. Routes that don't run 24-hours a day do not serve workers on 2nd and 3rd shifts. Disabled workers and single mothers have particular needs that must be accounted for and may not be compatible with just fixed-route service. Overall, jobseekers have more mobility needs than just their trip to work; to be truly useful, the transit system must accommodate all trip types and needs.
- Fixed-route service recommendations should focus on workers who report to permanent work sites. Workers who report to job sites that change with some degree of frequency have much different travel needs and may require their own separate study.
- Coordination with large employers (e.g. hospitals, factories) is necessary to ensure that siting decisions properly account for access for job seekers and that connections from and to transit stops are accessible. Working with employers to develop a regional understanding of the shift times of common minimal-preparedness jobs would be particularly relevant for established employers. While some employers may understand the importance of providing transit service, others may need additional information and education to understand the benefits to their business and operations.
- The Remix "Jane" isochron tool can help reveal access both at the site of employment and at the residence of a minimal preparedness worker. As such, Remix may be incorporated into work placement programs and used to assess viable matches.
- Definitions of disability vary widely and can significantly change analytical approaches to understanding transit service needs and improvements. Title VI may not cover all disabled individuals. Adopting a regional definition of disability could facilitate future planning.

RECOMMENDATIONS FOR FURTHER STUDY

We have presented several example service recommendations that providers and the RTA can begin exploring, but these are but a sample of potential improvements. We have also identified the following topics for future piloting and study:

- Collect more information relevant to minimal-preparedness job seekers:
 - Survey employers about minimal-preparedness shift times to inform follow-on analysis and development of regional service standards.
 - Survey single mothers and identify the key non-work destinations that they need access to as part of their journey to work.
 - Develop a regional definition of disability in concert with disabled riders, advocates, and service organizations.
- Enhance system performance for job seekers – develop a regional performance target in concert with providers to increase minimal-preparedness job destinations reachable to job seekers over multiple time periods within a 60-minute transit trip. Consider use in future comprehensive operations analyses, prioritization of regional routes, and in the RTA RMTP expenditure plan.
- Enhance system resiliency – bus reliability issues and missing the last bus or key transfer can

have an outsized impact on low- and moderate-income workers, especially single mothers. Workers may be fired for tardiness outside of their control or need to extend childcare or take a costly ridehailing trip out-of-pocket, which may represent multiple hours of take-home pay. In effect, these ramifications are a knock-on effect of poverty, amplifying existing instability and transit insecurity. No transit system runs at 100% reliability, so emergency situations and flexibility should be accounted for in system design. Potential pilots that may enhance system resiliency include:

- Guaranteed ride home: in the event that a worker cannot make the last bus on the schedule or a mechanical issue delays bus pull-out, affordable, regional options for an emergency ride home can fill the gap and offset costly rideshare trips. To borrow a model from another state, Atlanta-Region Transit Link Authority (ATL) provides riders up to four emergency rides per year through the Guaranteed Ride Home program.¹⁹
- Universal Basic Mobility: Oakland, CA and Pittsburgh, PA have launched Universal Basic Mobility (UBM) pilot programs, which provide low-income participants with a monthly stipend loaded on a prepaid card that can be used to buy transit passes, access shared micromobility, or use car share.²⁰ The UBM enables participants to choose the options most suitable for their needs. Due to difference in land use and transit coverage, a UBM program in Southeast Michigan might also need to cover taxi or ridehailing trips.
- Work with job coaches to better incorporate mobility into job placement:
 - Match job seekers to job access sheds: as observed based on current service patterns and disruptions in Detroit's grid, West Side job seekers cannot reach East Side jobs within a 60-minute transit trip, and vice versa. Furthermore, reasonable suburban access even with additional FAST service drops dramatically beyond 12 Mile Rd on major corridors. When working with job seekers, coaches should be aware that certain options may not be reachable by transit unless the job seeker is willing and able to relocate.
- Evaluate ongoing pilots: measure the success of OMI microtransit pilot and disseminate lessons learned throughout the region for possible scaling.
- Collect and disseminate information regarding short- and long-term transit and shared mobility services available to job seekers similar to information provided through RTA's MyRide2 portal that is accessible to the job seeking population and Detroit's workforce in general.
- Study the stigma around using the bus and other negative perceptions of the utility of the bus that might be mitigated by modifications and enhancements to schedule, frequency, amenities, and technology.

19 <https://gacommuteoptions.com/commuters/guaranteed-ride-home/>

20 <https://www.oaklandca.gov/topics/ubm-faq>



APPENDIX A: DESTINATION ACCESS SUMMARY – EXISTING CONDITIONS

Cluster Type	Cluster Name	Location	DDOT Service	SMART Service	Paratransit	24-hour Service	7-Day Service	Week-day Base Freq.	Week-day 8AM	Week-day 11PM	Saturday 8AM
City	Downtown	1001 Woodward Ave, Detroit	#4 - Woodward #5 - Van Dyke-Lafayette #67 - Cadillac-Harper #95 - Ryan Express #52 - Chene #40 - Russell	#200 - Michigan Ave #255 - Ford Rd Express #445 - Woodward Telegraph Ltd #450 - Woodward #465 - Auburn Hills Ltd #475 - Woodward Troy Ltd #510-515 - Van Dyke #530 - Schoenherr #560-565 - Gratiot #566 - Price School #580 - Harper #610 - Kercheval-Harper #620 - Charlevoix #635 - East Jefferson	MetroLift SMART ADA	Yes	Yes	15	30/40	23/40	30/40
	Midtown	3670 Woodward Ave, Detroit	#4 - Woodward #16 - Dexter #31 - Mack #42 - Mid-City Loop #47 - Tireman	#445 - Woodward Telegraph Ltd #450 - Woodward #465 - Auburn Hills Ltd #475 - Woodward Troy Ltd #510-515 - Van Dyke #560-565 - Gratiot #610 - Kercheval-Harper	MetroLift SMART ADA	Yes	Yes	15	28/40	19/40	28/40



Detroit Workforce Mobility Equity Analysis:
Gap Analysis Report

Cluster Type	Cluster Name	Location	DDOT Service	SMART Service	Paratransit	24-hour Service	7-Day Service	Week-day Base Freq.	Week-day 8AM	Week-day 11PM	Saturday 8AM
City	New Center	7310 Woodward Ave, Detroit	#4 - Woodward #5 - Van Dyke/ Lafayette #67 - Cadillac-Harper #95 - Ryan Express #52 - Chene #40 - Russell	#445 - Woodward Telegraph Ltd #450 - Woodward #465 - Auburn Hills Ltd #475 - Woodward Troy Ltd	MetroLift SMART ADA	Yes	Yes	15	28/40	17/40	27/40
	Flex N Gate	9047 St Cyril, Detroit	#5 - Van Dyke- Lafayette #38 - Plymouth	#510-515 Van Dyke	MetroLift SMART ADA	Yes	Yes	30	15/40	12/40	11/40
	Jefferson North Assembly	2101 Conner, Detroit	#13 - Conner	n/a	MetroLift	No	Yes	60	10/40	5/40	9/40
	Dakota Integrated Systems	5905 Van Dyke, Detroit	#5 - Van Dyke- Lafayette	#510-515 Van Dyke	MetroLift SMART ADA	Yes	Yes	30	18/40	13/40	14/40
	Amazon Fairgrounds	1120 W State Fair, Detroit	#4 - Woodward #17 - Eight Mile #30 - Livernois #23 - Hamilton #12 - Conant #54 - Wyoming	#415-420 - Southfield- Greenfield #445 - Woodward Telegraph Ltd #450 - Woodward #465 - Auburn Hills Ltd #475 - Woodward Troy Ltd #494 - Dequindre #495 - John R	MetroLift SMART ADA	Yes	Yes	15	17/40	9/40	17/40
	Cadillac Stamping	9501 Conner, Detroit	#13 - Conner	n/a	MetroLift	Yes	No	60	17/40	9/40	16/40
	Fort and Clark	4276 W Fort, Detroit	#26 - Junction #11 Clairmount	#125 - Fort/Eureka	MetroLift SMART ADA	No	Yes	30	4/40	3/40	4/40



Detroit Workforce Mobility Equity Analysis:
Gap Analysis Report

Cluster Type	Cluster Name	Location	DDOT Service	SMART Service	Paratransit	24-hour Service	7-Day Service	Week-day Base Freq.	Week-day 8AM	Week-day 11PM	Saturday 8AM
City	Ascension St John	22201 Moross, Detroit	#7 - Seven Mile #17 - Eight Mile #8 - Warren #31 - Mack #32 - McNichols #67 - Cadillac-Harper	#610 - Kercheval-Harper #615 - Jefferson #620 - Charlevoix #730 - Ten Mile		Yes	Yes	20	10/40	5/40	10/40
Suburb	Plymouth and Farmington	33400 Plymouth Rd, Livonia	n/a	n/a	Livonia Community Transit	n/a	n/a	n/a	0/40	0/40	0/40
	Ford and Greenfield	5575 Greenfield Rd, Dearborn	#10 - Greenfield	#255 - Ford Rd Express	MetroLift SMART ADA	Yes	Yes	15	9/40	1/40	7/40
	Schaefer and Rotunda	3601 Schaefer Rd, Dearborn	#41 - Schaefer	n/a	MetroLift	No	Yes	60	2/40	0/40	1/40
	Nine Mile and Harper	23108 Harper Ave, St Clair Shores	n/a	#580 - Harper #610 - Kercheval-Harper #710 - Nine Mile	SMART ADA	No	Yes	34	0/40	0/40	0/40
	Groesbeck and Schoenherr	23990 Groesbeck Hwy, Warren	n/a	#530 - Schoenherr	SMART ADA	No	Yes	60	1/40	1/40	1/40
	Nine Mile and Mound	23500 Mound Rd, Warren	n/a	#710 - Nine Mile	SMART ADA	No	Yes	34	2/40	1/40	1/40
	14 Mile and John R	33000 John R Rd, Madison Heights	n/a	#495 - John R #760 - 14 Mile	SMART ADA	No	Yes	30	1/40	0/40	1/40



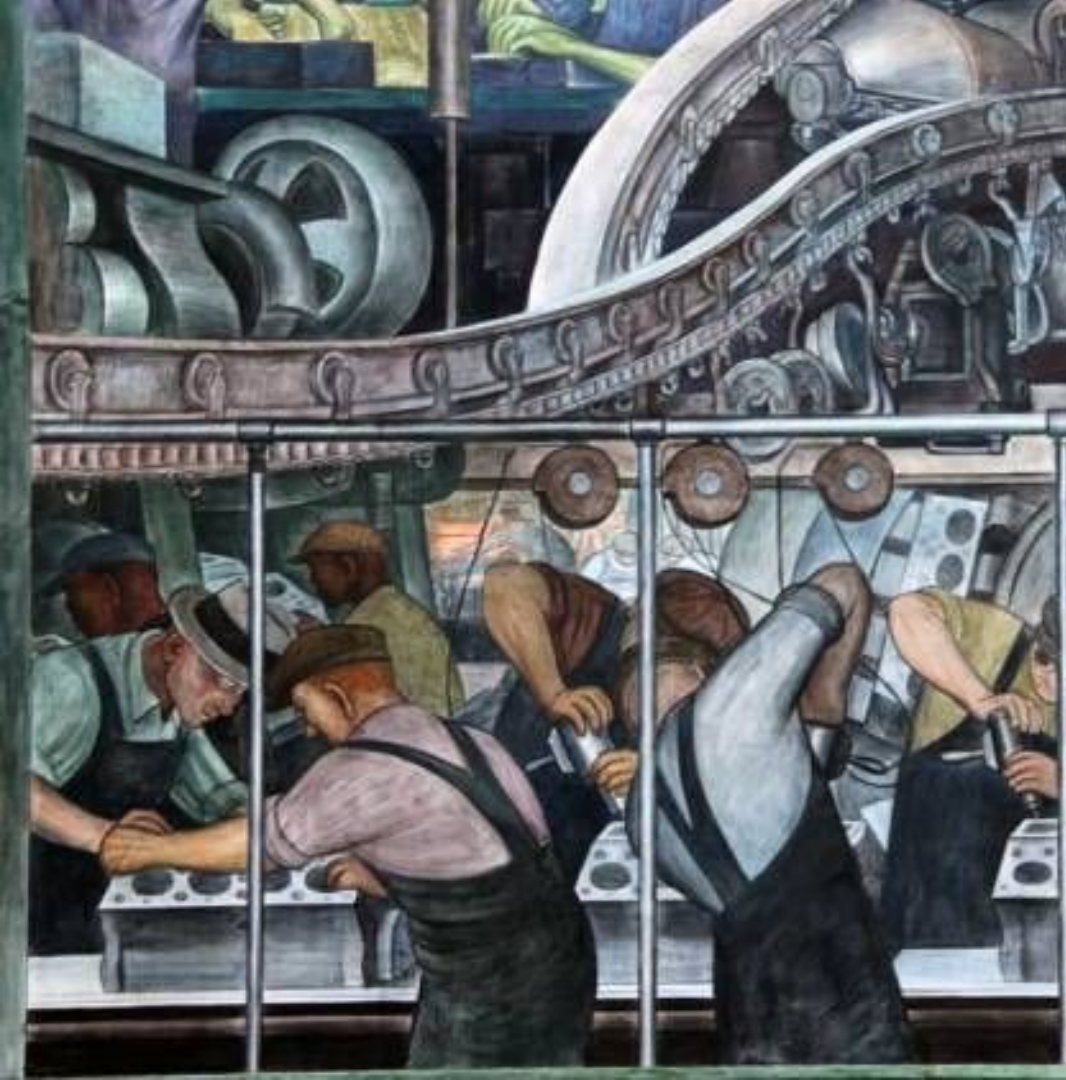
Detroit Workforce Mobility Equity Analysis:
Gap Analysis Report

Cluster Type	Cluster Name	Location	DDOT Service	SMART Service	Paratransit	24-hour Service	7-Day Service	Week-day Base Freq.	Week-day 8AM	Week-day 11PM	Saturday 8AM
Suburb	Woodward and Maple	35000 Woodward Ave, Birmingham	n/a	#445 - Woodward Telegraph Ltd #450 - Woodward #780 - 15 Mile	SMART ADA	No	Yes	45	0/40	0/40	0/40
	Northland Center	15636 J L Hudson Dr, Southfield	#60 - Evergreen	#730 - Ten Mile	MetroLift SMART ADA	Yes	No	30	7/40	1/40	4/40
	Lawrence Tech	21000 W 10 Mile Rd, Southfield	#10 - Greenfield	#400 - Southfield-Orchard Ridge #405 - Northwestern Highway #415-420 - Southfield Greenfield #710 - Nine Mile	MetroLift SMART ADA	Yes	Yes	15	1/40	0/40	1/40



APPENDIX B: PROJECT RIVERA DISCOVERY FINDINGS

See attached pages that follow.



Project Rivera: Discovery Findings

Matt Scholand, Lindsey Krumrei,
Brittany Morton & Michelle Pomorski

Menlo Innovations
April 26, 2022

Project Rivera

Menlo code names all projects to protect our client's confidentiality.

Your project name was inspired by mural artist Diego Rivera who painted murals in Detroit in the 1930's which ended up being inspiration for Detroit getting the nickname Motor City.



Research Questions

Are jobseekers who take jobs without sustainable transportation to and from work actively considering transportation when making the decision to take the job? If not, why not? If so, what drives the disconnect between what they expect/hope will happen (they will somehow be able to make it work) and what actually happens (they quit the job or get fired because transportation is unsustainable)?

Are jobseekers who opt-out of training or job opportunities doing so because they believe there is no available transportation option? Are they correct that there really is no viable transportation option? Or are there options that they have not considered? What options do they consider and what shapes their perceptions about the availability and viability of those options?

Where and when do jobseekers get information about the transportation options available to them within the context of their jobsearch? In what ways are those information sources (in)efficient, (in)effective, and/or (in)accurate? How might we provide better information about available transportation options, in more effective ways, that would lead more jobseekers to accept jobs and/or training opportunities that are sustainable from a transportation perspective?

Headline

Headline :

Instability is the root problem for Job Seekers! The lack of stable housing or access to a working phone makes it difficult to thoughtfully determine where to seek new employment and create a transportation plan.

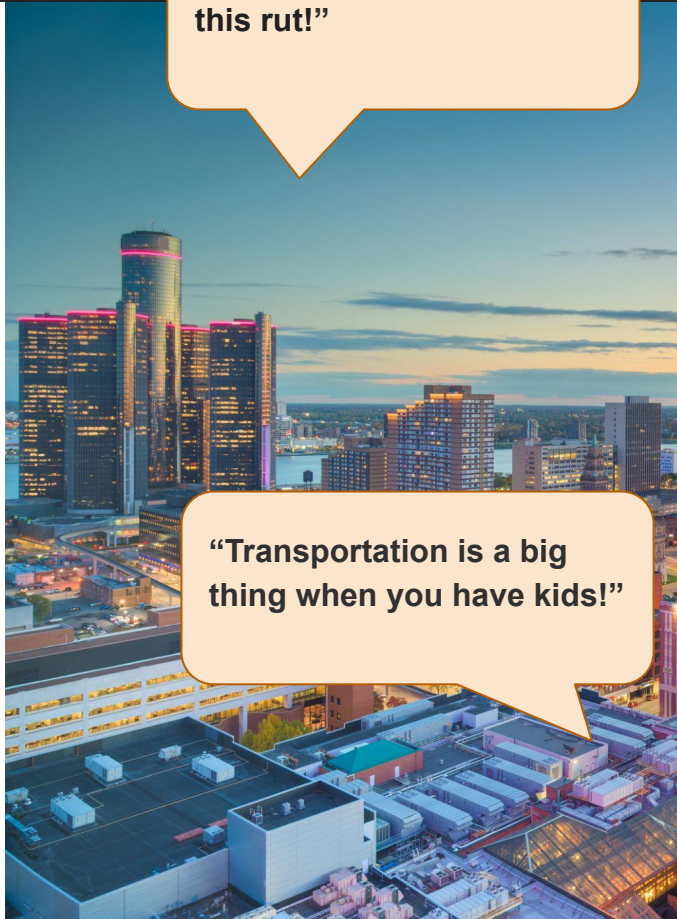
Job coaches acknowledged they are working with clients from Detroit that are in survival mode financially and find themselves in an impossible situation:

- The clients are in need of a job to make ends meet
- They need transportation in order to get a job
- They need money from a job to be able to afford transportation

Even with program assistance, these transportation barriers are preventing Job Seekers from access to employment with livable wages.

Additionally, **Job Seekers** need overall mobility support to address the day to day mobility challenges such as grocery shopping, child care, etc.

In order to solve the overall instability root problem, **Job Seekers** need the assistance of multiple programs.

An aerial photograph of the Detroit skyline at dusk. The city lights are visible, and the sky is a mix of blue and orange. Two speech bubbles are overlaid on the image. The top bubble is orange and contains the text "I need help to get out of this rut!". The bottom bubble is also orange and contains the text "Transportation is a big thing when you have kids!".

"I need help to get out of this rut!"

"Transportation is a big thing when you have kids!"

Headline :

Job coaches felt that many job seekers are making desperate or risky choices by knowingly accepting higher paying jobs found in the suburbs without reliable access to transportation out of desperation and in the hopes “it will all work out.”

Job Seekers are willing to push the limits and accept employment beyond the bus route. This makes them rely heavily on the Lyft program which provides access to better job opportunities and is perceived as more reliable. In addition, many felt there was a stigma associated with riding the bus.

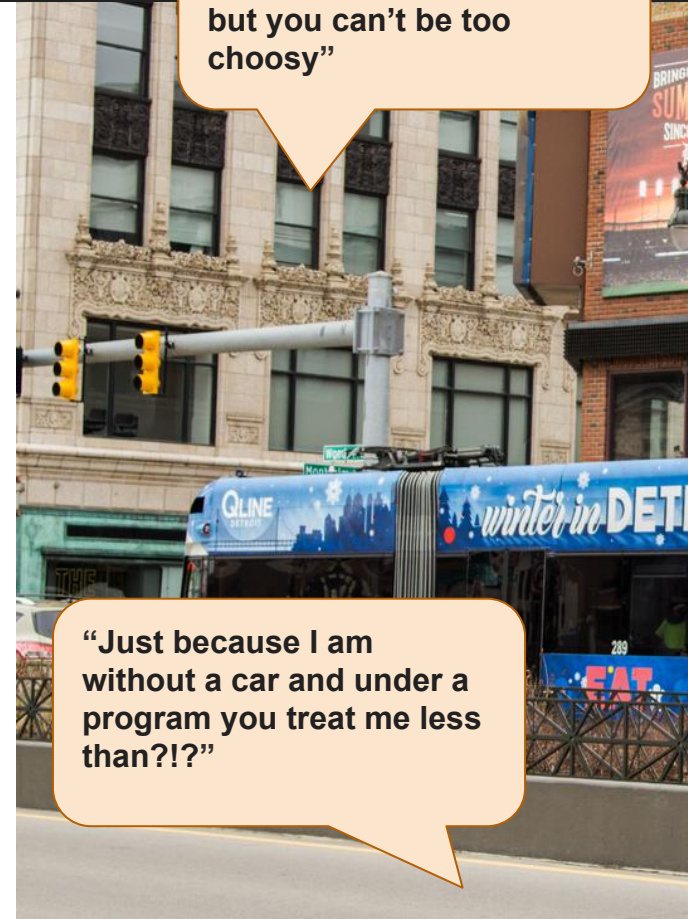
Even when utilizing the Lyft program, job seekers found they still have to make concessions about which jobs to pursue and/or accept.

Job Seekers believe they are responsibly planning for transportation and employment.

All would would filter their initial job search by trips supported by the Lyft program or bus route or decline job offers and interviews that fall outside of the allowable mileage. Because of this, they are settling for lower paying jobs and leaving degrees or certifications unused.

“I’m 40 something years old, I don’t want to be working at White Castle, but you can’t be too choosy”

“Just because I am without a car and under a program you treat me less than?!?”



Headline :


Most of the job seekers did not have a plan for transportation once the Lyft credits ran out.

Many expressed hope that they would be able to get their credits extended or be able to save enough money to find reliable transportation (repair or purchase a vehicle) before the credits ran out.

There is a general lack of knowledge around the Lyft program. None of the job seekers knew how many credits they had remaining in the program, how much each trip costs or if they are able to be re-enrolled once their credits run out.

While the Lyft program provides critical support to Job Seekers, they expressed frustration around the lack of reliability and support for rides during peak and off hours.

Program information is typically shared via word of mouth more so than more formal channels.

An aerial view of a city street at night, likely in New York City, showing a wide street with multiple lanes, cars, and tall buildings on both sides. The street is illuminated by streetlights and building lights. A speech bubble is overlaid on the top right of the image.

“there are \$300 - \$500 worth of Lyft credits or something”

“My job coach said she would re-enroll me...”

Observation Highlights: Job Seekers

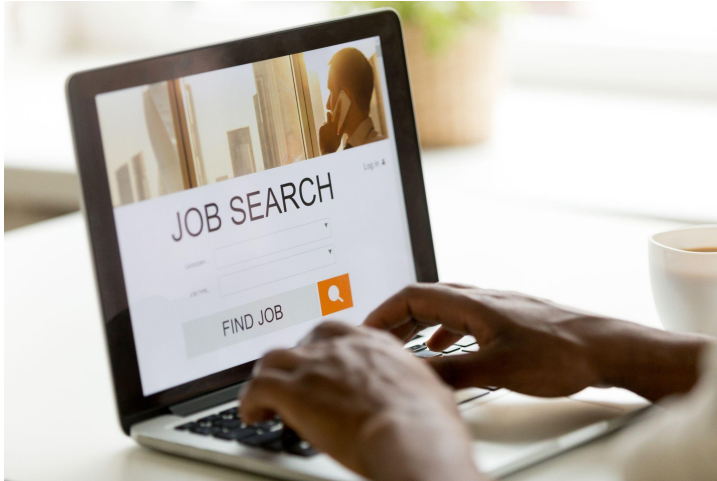
Who We Observed and Interviewed

2 Who turned down a job due to transportation

2 Seeking New Employment

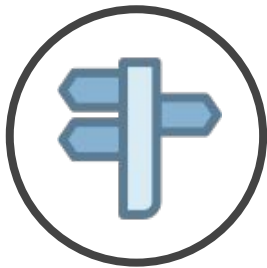
1 New Hire

1 Super User



Job Seeker #1

Jobseeker 1 : Turned down a job due to transportation



About

“I’m going through a lot.”

- Lives on West Side of Detroit
- Culinary Arts certification
- Manufacturing job experience
- Recently “...came upon some hard times” over the past year



Transportation

“I haven’t ridden the bus since I was a kid”

- Always had a vehicle up until last year
- Gets one-off rides for errands and appointments from friends and family, but relies on the Lyft program to get to and from work
- Just started learning how to ride the bus again
- Had a horrible experience with the Lyft program

Jobseeker 1 : Turned down a job due to transportation



Jobs

“How are you going to keep the doggone job when you can’t get there?”

- Her primary barrier isn’t in finding and keeping well paying jobs, but in getting to these jobs
- Working with multiple agencies to assist her in finding employment within the allowable Lyft program mileage.



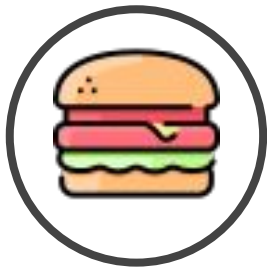
Magic Wand

“I need a car like never before.”

- Get a car
- Increase the mileage for the programs to allow access to the higher paying jobs to get off the programs faster
- Support the peak hours

Job Seeker #2

Jobseeker 2 : Super User



About

“If I can’t figure it out, they just miss a day...”

- Lives in Detroit
- Quit her previous job at a nursing home to care for a loved one
- Has two kids and struggles to get them to and from school
- Has work experience with dietary aid, housekeeping, customer service, and telemarketing
- Currently working at White Castle in Detroit



Transportation

“I don’t know how much I am at... ”

- Had a vehicle until the pandemic hit. Lost her vehicle due to lack of income
- Has a clean driving record and is saving for a vehicle
- Utilizes multiple forms of transportation to get to and from work (bus, cab, walk, borrows vehicle or gets rides from friends and family, and Lyft program)

Jobseeker 2: Super User



Jobs

“I’m 40 something years old, I don’t want to be working at White Castle, but you can’t be too choosy”

- She is working 34 hours a week
- Work schedule varies - may work different days and doesn’t always get off work at her scheduled time
- Work schedule makes it difficult to rely on the bus route



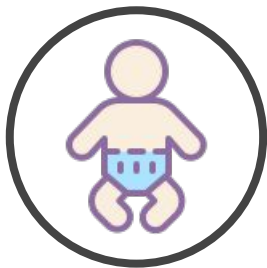
Magic Wand

“It will take me awhile to save up for a car. I have other things going on.”

- Double Lyft credits and/or free bus tickets to allow for the time it takes to save for a new car

Job Seeker #3

Jobseeker 3 : Seeking New Employment



About

“I’m getting lots of assistance for my son.”

- Lives in Detroit
- Has unstable housing, has been staying with friends temporarily
- Has a 4 month old son. New job has to work around his needs for childcare
- Part of multiple assistance programs (Operation ABLE & PATH) to help with job placement, transportation and childcare. Reached out due to a recommendation from a friend



Transportation

“There’s a limit to how far the Lyft will go. ”

- Is currently without a valid license and vehicle. Needs to pay off tickets (or get them excused via program support)
- Does not have a back up plan once Lyft credits run out. Assumes credits would be renewed and he would be re-enrolled in the program

Jobseeker 3: Seeking New Employment



Jobs

“Jobs farther out pay a bit more but I can’t make it out there.”

- Has been unemployed for 3-4 months, current seeking employment in manufacturing/labor
- Has had to turn down interview offers because they were past the allowable mile limit for the Lyft program
- The higher paying jobs are outside of the allowable mile limit for the programs he is in (Royal Oak, Plymouth, Brighton, etc.)
- Has had to quit a job due to lack of hours and limited transportation resources



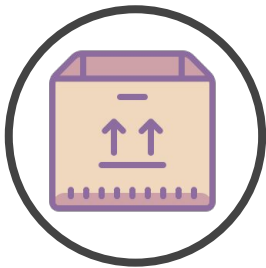
Magic Wand

“They meet my needs...”

- So humble and grateful for the assistance, he will accept any help he can get. Having access to programs during this time is his magic wand

Job Seeker #4

Jobseeker 4 : Turned down a job due to transportation



About

“My original plan was to move to CNA, but I like FedEx so I may do both.”

- Lives in Southfield
- Has worked at FedEx in Oak Park since December
- Work hours vary - can start as early as 2pm and work as late as 11pm
- Needs to get her license together following a hit and run accident



Transportation

“ After a 30 minute grace period they won’t let me in!”

- Currently her only options to get to a job are the bus or to walk
- The bus route isn’t always reliable and has had to call off work because the bus didn’t show up
- Plans thoughtfully each week for her adjusting schedule
- Signed up for the Ride United program to help supplement her off hours transportation needs

Jobseeker 4: Turned down a job due to transportation



Jobs

“I lived on Indeed.”

- If it weren't for transportation challenges she is currently facing, she would have other opportunities to be more financially stable (work multiple jobs or have a higher paying job)
- Has CNA license and has been offered multiple jobs outside of the bus line (Livonia, Bloomfield Hills, etc.) but has no way to get to them



Magic Wand

“There are a lot of employees at FedEx alone that have these same challenges. At times, their managers have no other option but to drive employees home so they aren't left stranded.”

- Ride share programs could help folks get into the cities without bus routes

| Job Seeker #5

Jobseeker 5 : New Hire



About

“I have not had any issues with the Lyft service getting me to and from work”

- Lives in Detroit.
- Working full-time as an Assistant Manager at CVS
- Shifts vary but hours are predictable
- Heard about the program from her mom who had utilized the service



Transportation

“ I rely on friends or family...or just doesn't go.”

- Currently saving to get her vehicle in working order.
- Will likely have to extend her participation in the program until her car is repaired
- Uses the Lyft program daily and during peak hours. Has no idea how much each ride costs

Jobseeker 5: New Hire



Jobs

“My manager said he was impressed with my resume and brought me in pretty quickly”

- Was unemployed for several months when her car broke down
- Works in Southfield. Doesn't want to work too far from home
- Has been at her current job since September



Magic Wand

“I will need to extend the program until I can get my car fixed.”

- Increase Lyft credits until she gets her vehicle repaired

Job Seeker #6

Jobseeker 6 : Seeking New Employment



About

“Why are there so many cars? Why can’t we just car pool or take public transportation?”

- Just moved to Michigan from Texas
- Lives in Detroit
- Finds it shocking that there isn’t more public transportation infrastructure in the state



Transportation

“ Uber and Lyft aren’t practical. They cost too much!”

- Has a vehicle but it was down for repair recently, making the family down to one vehicle
- Struggled to get to job interviews during this time and does not know how he would get to work if it were down for a longer period of time
- Uber, Lyft and cab rides are his backup plan when without a vehicle.

Jobseeker 6: Seeking New Employment



Jobs

“It’s hard to get around Detroit without a car”

- Currently employed but transitioning careers and in the process of interviewing
- Looking for jobs in Detroit, Ann Arbor and everything in between (ideally within a 30 minute drive from home)
- Recognizes that having a vehicle is the only way to get to and from the jobs he is seeking



Magic Wand

“If there is a bus that I can take and leave my car here, that would be awesome”

- Access to car pooling or better public transportation

About Transportation: From our within our network

“...this research is intriguing and there has been a lot of research in Detroit re: this question. I absolutely have (unfortunately) a lot of experience with the transportation issue. **I (Southwest Solutions) was the lead organization on a 22 million public/ private funded 2 year program called Earn and Learn.** It really began in 2012 but it is a good example of the root of workforce issues in Detroit. The program was **targeted towards residents who were not only unemployed but disengaged** (for a very long time) from work and education. Mostly intended for 18 to 24 yr olds. Anyway...lots and lots of details involved but for your purposes **the number one barrier to success among so many others was transportation.** Lots of other barriers of course (education, drugs, homelessness) but really transportation was the key. We (3 major non-profits) worked and worked on this including the City of Detroit as a partner and it was a continual major barrier. **It was easier to get a person with a record of a felony but had a driver's license, insurance and a car hired, than it was to successfully get a person hired with no transportation.** We tried everything and of course paid for bus tickets. **You can pay for bus tickets but you can't get the busses to run on time.** When our participants would get hired at the recycling plants out in Warren and **take the bus they would have to walk at least a mile from the bus stop in the dead of winter.** That was only one program. **It is a constant, constant issue.”**

| Magic Wands

Magic Wands

Improve Lyft Program Support

"Increase the mileage for the program, allowing people to get to higher paying jobs and get out of the program faster!"

"Double the credit amount."

"Have the same drivers for dropoff and pick up."

"Support peak hours"

Increase Number of Transportation Options

"Free bus passes."

"Access to car pooling or better public transportation"

"Get me in a vehicle!"

"More bus routes."

"Ride share programs could help folks get into the cities without bus routes"



Recommendations

Recommendations

The problem areas fell into 3 main categories:

Lack of life stability

Lack of access to relevant and living wage work

Lack of needed temporary support to fully navigate hard times

Given these themes, some potential solutions may include:

1. Providing more flexible/creative transportation options
2. Customized program offerings based on individual goal setting to meet their unique needs

Recommendations

1. Flexible/creative transportation options

- More **Flex Route offerings** (similar to SMART Flex) providing access to employment rich areas
- **Partnerships with employers** with employee access/retention issues due to transportation barriers
- Creative solutions to help fill transportation gaps (eg. bike rentals) for public transit routes

2. Customized program offerings based on individual goal setting to meet their unique needs

- More “**bundled**” **program offerings** to address needs around stability (such as PATH + Ride United)
- More programming to get access to **reliable vehicles**
- More **program flexibility** for Ride United (and others as relevant) based on participant progress
 - Flexibility in how Lyft credits can be spent - work, childcare, healthcare, etc.
 - Credit amount flexibility
 - Custom credit amounts based on a goal plan (eg. repair costs or purchasing a vehicle)
 - Credit increase/decreases as needs change
 - Mileage flexibility
 - Allowing for access to higher paying employment further away
 - Allowing for flexibility that may be needed as housing locations change
- Free **bus passes** for temporary needs based on participant progress
- Mobile app/website allowing **quick access to program links and coaching tools** for long-term planning

Observation Highlights: Career and Financial Coaches

Headline :

Job coaches are working with clients from Detroit that are in survival mode financially and find themselves in an impossible situation:

- The clients are in need of a job to make ends meet
- They need transportation in order to get a job
- They need money from a job to be able to afford transportation

Due to these conflicts, job seekers are forced to make desperate or risky choices about the jobs they accept, for example:

- Many job seekers knowingly accept higher paying jobs found in the suburbs without reliable access to transportation out of desperation and in the hopes it will all work out.

Often times jobs that are on the bus route are not preferred due to lower pay and an overall feeling of being “replaceable” as an employee. The jobs that are more difficult to get to are valued more.

“If you want people to go to work, you have to give them the tools to go to work”



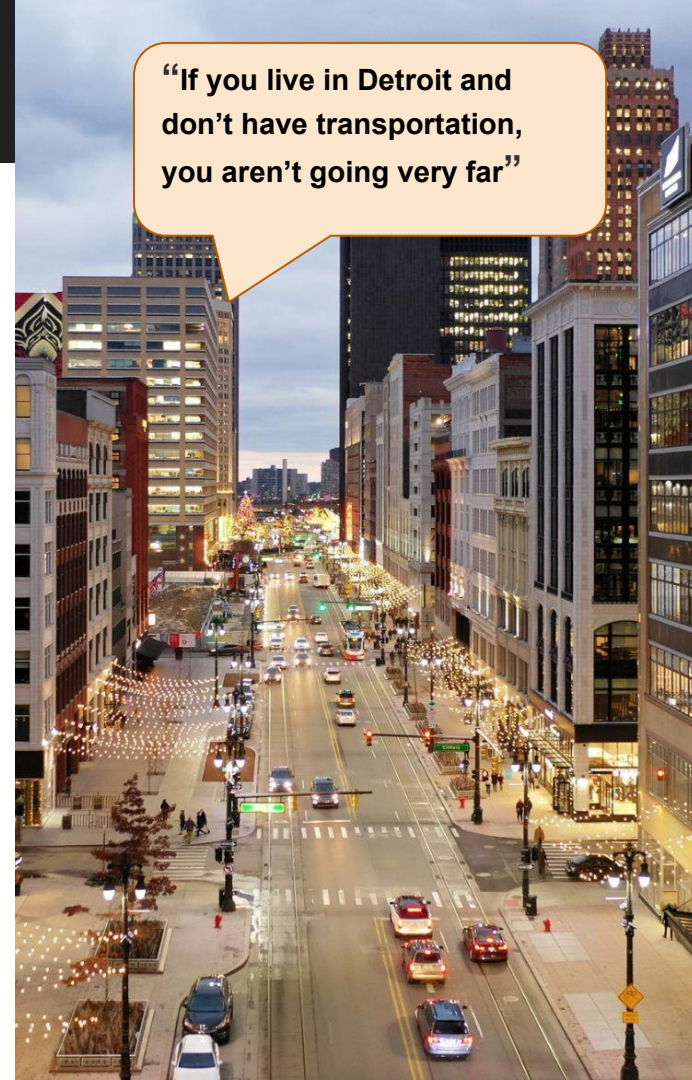
Headline :

Even when job seekers establish a clear transportation plan, it will often have constraints that limit their ability to work overtime, travel for childcare, or change their transportation plans if their residence changes.

Additionally, living in Detroit poses its own set of challenges when it comes to transportation. Some view it as political, others as a form of segregation.

- Lack of infrastructure as seen in other cities
- Insurance costs, etc make it difficult to be able to afford to drive and the wages often don't cover these costs
- People from the suburbs can come to Detroit and have great job opportunities, but going out to the suburbs from the city is nearly impossible

“If you live in Detroit and don't have transportation, you aren't going very far”



Who We Observed and Interviewed

3

Stakeholders



1

Financial
Coach



2

Career
Coach

1

Resource
Navigator



Lack of Consistent Personal Transportation

Many job seekers in Detroit do not have consistent access to what they need in order to drive to and from work reliably.

Lack of consistent access to a vehicle

- Inability to afford a personal vehicle
- For those who can afford a personal vehicle, there are obstacles preventing jobseekers from being able to use them:
 - No insurance coverage
 - Vehicle is unreliable
 - Cost of gas, maintenance, or costly repairs

Lack of current driver's license

- Driver's license could be suspended or revoked due to legal issues
- Inability to keep driver's license current
 - Cost to keep driver's license current
 - Getting to the office to renew their driver's license

"They just hope they don't get caught"

"It is very expensive to drive in Detroit"

Lack of Consistent Public Transportation and Services

Service programs are not intended to be a long-term solution for transportation to work, leaving the bus as the main source of transportation for job seekers.

“Without transportation it’s hard to work overtime to earn more wages”

Service programs are intentionally designed to support temporary transportation challenges

- There are only three service programs available to assist job seekers in need of transportation:
 - **The Ride United program** is only a short-term solution for fulfilling transportation needs with Lyft rides which are not an affordable option for long-term use or paying out of pocket
 - **Bus vouchers provided by Detroit at Work** are only available to those actively enrolled in a Detroit at Work program and these programs have limited availability and offerings due to covid
 - **Car purchase assistance programs** don’t provide enough financial support to purchase a reliable vehicle

Buses do not consistently fulfill the transportation needs of job seekers

- Bus routes don’t service the areas at the times job seekers need transportation
 - **Bus routes into the suburbs are limited**
 - **Bus routes don’t support early morning and late night rides.** Fewer rides are available for those with a non-traditional work schedule.
 - Some buses will not always arrive on time or show up at all

Workarounds to overcome transportation challenges

Job seekers employ creative problem solving to overcome their immediate transportation problems but these are also short-term solutions and do not set them up for long-term, reliable mobility.

- **Getting transportation from a friend or family member**
 - Grandmas (and other community caretakers) filling the gap to get people where they need to go
 - Rides from friends and family, these favors can only last so long
- **Job seekers will take the bus as far as it can go and then walk, take a ride-share, or taxi from there**
 - Stringing multiple forms of transportation together can increase the cost significantly
 - Practicality in terms of time it takes to get to and from work along with safety concerns, and weather conditions
- **Job seekers will take risks and hope it works out**
 - Drive without insurance or a valid driver's license
 - Take a job assuming they will make a friend at the workplace that can drive them to and from work
- **Pool resources to purchase a vehicle to be used by multiple family or friends**
- **Some job coaches are personally driving job seekers to and from work and interviews if they get into a bind**
- **Job seekers will move closer to their workplace, which makes transportation easier**

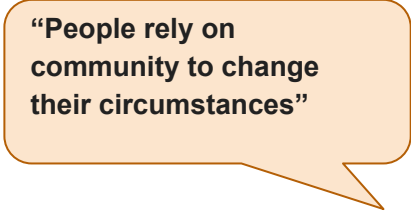
"These favors from friends and family get old quickly..."

Super Users

Job coaches reported some cases where transportation challenges were overcome, leading to more stability, prosperity, and success for job seekers. These creative solutions relied on a community forming to intentionally solve the transportation challenge which could inspire future planning for transportation services.

Popeye's chicken employees building a community

- Three women were all working overtime to keep up with demand
 - Living in hotel for \$400/mo each
 - They had 3-4 kids between the 3 of them
 - One of them got in touch with the job coach and then referred the others
 - 3 people together with the same goal in mind
 - They put their Lyft credits together to stretch them longer and save more money
- They banded together to save the funds to get into subsidized housing.**



“People rely on community to change their circumstances”

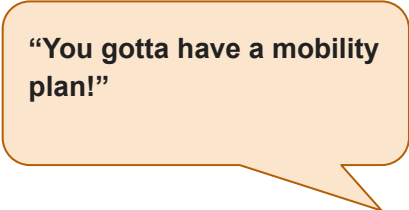
Companies partnered to provide a minibus and participated in a program to drive employees to and from work

- Takes the burden of planning transportation off the employee.
- Provided transport to a manufacturing plant for a fee.
- 12 - 15 people in a minibus

Questions that Job coaches have for job seekers

Job coaches prompt their clients to develop short and long-term plans for maintaining transportation to and from work. Job coaches are a gateway to resources available through programs and only disperse resources when the client is willing to take ownership of their financial identity.

- **What is your plan of mobility to get to and from the job?**
 - Short term and long term
 - Have you confirmed the bus route(s) you will take to get to work?
 - Go to the SMART site, DDOT site, and Google Maps to make sure
 - What is your second plan if your primary transportation falls through?
 - How will you account for transportation for childcare?
 - How will you account for getting food throughout the day?
 - Ride United Program: What will you do when the Lyft service credits run out?
 - Are you willing to get your driver's license?
- **What is your “financial identity”?**
 - “No one is going to hire you if you have an active garnishment on your SSN”
 - Are you credit worthy to buy a car?
 - Are you willing to go to a dealership that will put you on monthly payments for a vehicle?
 - What is your plan to address inconsistent housing challenges?
 - It's hard to make this plan if you are moving from place to place. The whole plan would need to change.



“You gotta have a mobility plan!”

Magic Wand

Ride United: Increase the amount of Lyft credit that job seekers receive

Add or expand programs to help employees achieve 90 days of employment

Prevent folks from being in survival mode so they can develop a long-term plan and focus on achieving their plan

Help people with housing so they can be comfortable and stay focused and productive. This also helps with the ability to plan for reliable transportation



Give folks 10 bus vouchers a week so they can get to and from work

- Schedule check-ins every 2 weeks to continue this support if they are on track with their plan.

More programs to help folks get decent, reliable vehicles

- Partnerships with employers
- Companies provide busing service for their employees to get to and from work

Job Seeker Observations

Previously Identified Job Seeker Characteristics:

- 2 People who have failed out of the program (started a job and then dropped out or failed out of the Lyft option program)
- 2 People who don't take or quit a job because of the transportation limits.
- 1 Super user -the ones who figure it out everyday

Menlo Recommended Additions:

- 2 Job Seeker actively seeking new employment
- 1 A recently new hire (within the 90 day threshold)
- 2 Observations of job seekers working with job coaches regarding transportation (can be a recording)