



BOSTON
CONSULTING
GROUP

Employer-sponsored transportation toolkit

JANUARY 2020

Metropolitan Planning Council

Context



Overview and objectives

The Chicago metropolitan area faces **distinct transportation challenges**, making it difficult for some individuals to access and maintain employment. Often, these individuals do not have car access

Developed by the Metropolitan Planning Council and Boston Consulting Group, this toolkit offers support for employers looking to **reduce turnover-related costs** associated with these transportation obstacles by **sponsoring transportation programs**

By sponsoring a transportation program, employers also have an **opportunity to impact the Chicago-area community by supporting increased job stability**

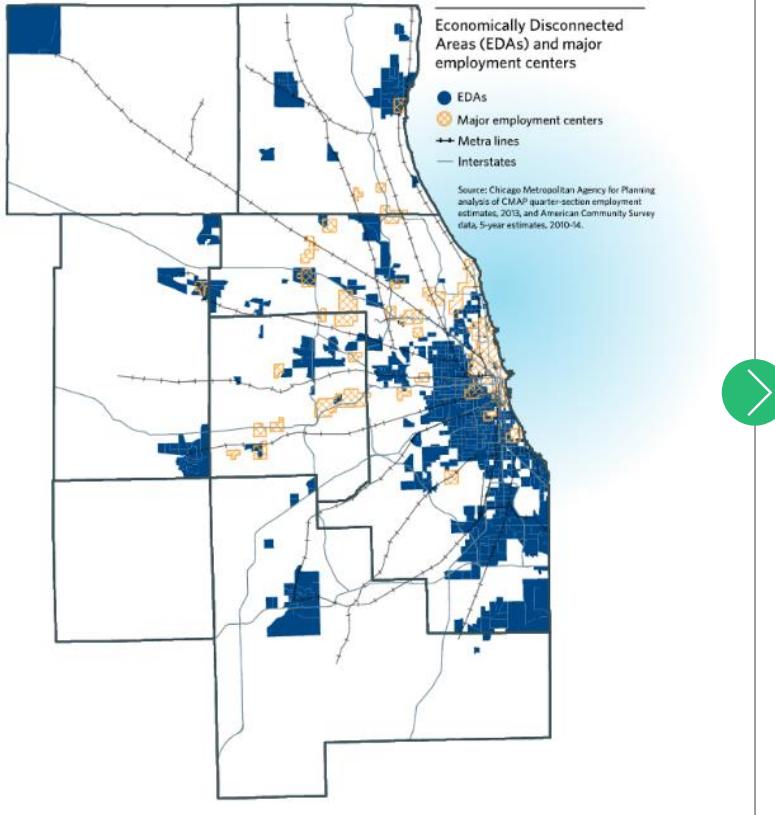


Content

The following tools provide a starting point for employers to kick-start sponsored transportation programs by:

- 1 Baseline employer situation and employee needs
- 2 Evaluating and prioritizing the best solutions based on context and cost
- 3 Providing an implementation plan and key metrics to track impact

Recall: As an example, residents in the Chicago-area's economically disconnected areas face distinct commute challenges



2.8M Chicago-area individuals reside in economically disconnected areas (EDAs)

- EDAs are **concentrated with low income** and lag the region in employment and educational attainment
 - Often **cut off from major employment centers**
- South and West side EDA populations face **longer-than-average commutes**
 - Those with longest commutes spend **58 additional hours commuting each year**
- Further, **1 in 10 Cook County residents live in transit deserts**, isolated from close access to frequent transit service
 - Transit deserts disproportionately impact EDAs

And while transportation obstacles impact a range of employers...

- ✓ Transportation obstacles trouble diverse range of employers, from low-wage to high-wage jobs
- ✓ In the Chicago-area, issues most acute for employers not centrally located or who primarily hire from disconnected areas

Employers facing transportation obstacles may be seeing:



High rates of transportation-related attrition, absenteeism, and tardiness

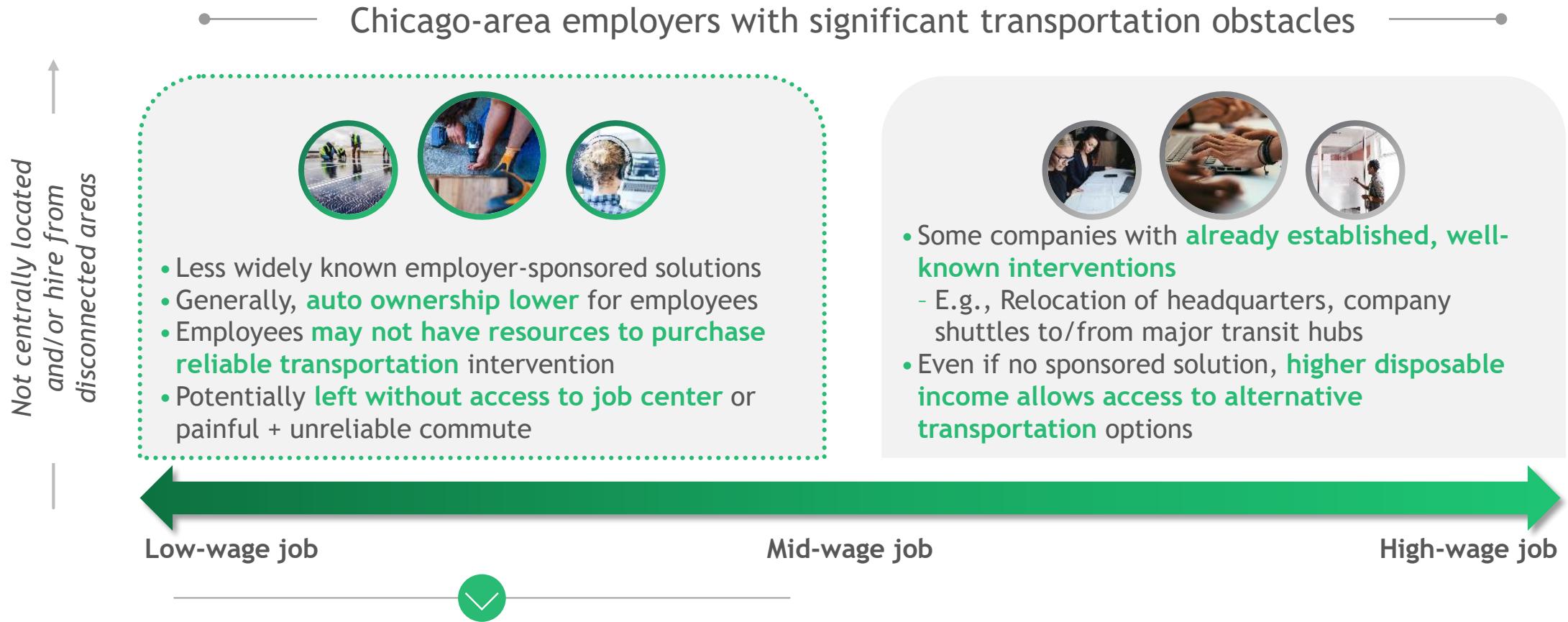


Longer than average time-to-hire



Reduced productivity and employee satisfaction

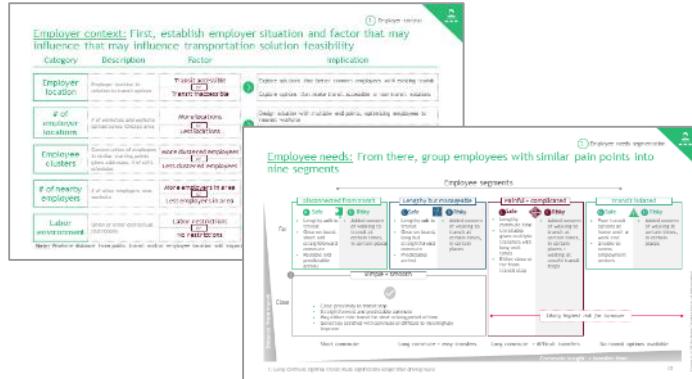
... given disproportionate impact in low income areas, toolkit aimed at low/mid-wage employees



Three main steps provide an approach to developing an employer-sponsored transportation program



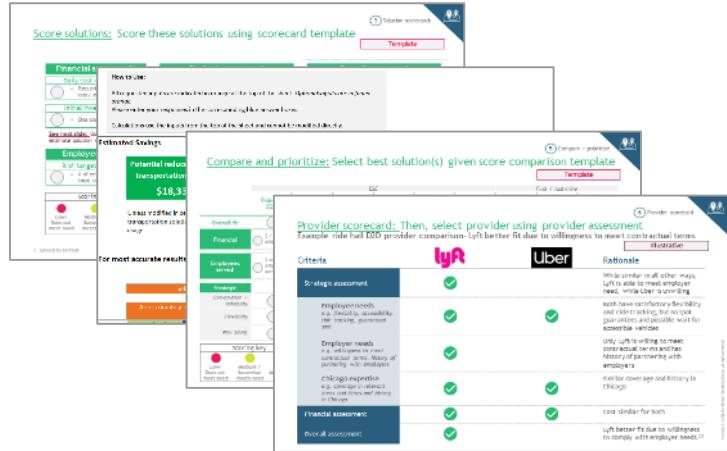
Baseline situation



Identify employer and employee situations in order to design most effective solution



Evaluate and select solution



Evaluate tradeoffs between solutions in order to prioritize and select best solution(s) and provider(s)



Stand up program



Once provider is selected, implement transportation program and track impact

Eight core tools to support program development

Baseline Situation		Evaluate and select solution		Stand up program	
Tool	Description	Tool	Description	Tool	Description
1 	Employer context Understand employer situation and which employer factors have implications for solution design	3 	Solution Scorecard Evaluate solutions cost, applicability to employees, and strategic fit	7 	Implementation roadmap Build program implementation roadmap
2 	Employee needs segmentation Identify employee pain points and group employees into 9 core segments	4 	Cost calculator In order to evaluate solutions, estimate cost to serve employees	8 	Suggested key metrics Track key metrics before and after program implementation
5 	Compare and prioritize template Compare and select top solution(s) based on scorecard results	6 	Provider scorecard Once top solution(s) are selected, compare providers within solution to select best option		



Baseline situation



Ideal solution will balance baseline of both employer and employee situation

In order to design most effective solution, must understand and balance:

	<u>Goal</u>	<u>Key activity</u>	<u>Inputs</u>	
1	Employer context	<p>Identify your starting point to understand factors that may influence transportation solutions</p>	<p>Complete a self-assessment to understand situation and impacts (e.g., transit availability, employer location, employee clusters, environment, distance, etc.)</p>	<ul style="list-style-type: none">• Site location addresses, employee addresses, shift schedules
2	Employee needs	<p>Understand what is bothering your employees about their commute</p>	<p>Define employee pain points and group employees with similar pain points in order to understand most prevalent needs</p>	<ul style="list-style-type: none">• Surveys, interviews, focus groups to understand employee pain points



Employer context: First, establish employer situation through self-assessment, identifying factors that may influence transportation solution design

Category	Description	Factor	Implication
Employer location	Employer location in relation to transit	Transit accessible or Transit inaccessible	<p>Explore solutions that better connect employees with existing transit</p> <p>Explore options that make transit accessible or non-transit solutions</p>
# of employer locations	# of worksites and worksite spread across the Chicago-area	More locations or Less locations	<p>Design solution with multiple end points, optimizing employees to nearest worksite</p> <p>Design solution with one end point</p>
Employee clusters	Concentration of employees in similar starting points given addresses, # of shift schedules	More clustered employees or Less clustered employees	<p>Consider pooled/ shuttle solutions which may be more cost effective</p> <p>Consider individual solutions which may be more cost effective</p>
# of nearby employers	# of other employers near worksite	More employers in area or Less employers in area	<p>Reach out to nearby employers to pool employees and find synergies</p> <p>Explore company-dedicated program options</p>
Labor environment	Contractual requirements	Labor requirements or No requirements	<p>Ensure program design and messaging complies with requirements</p> <p>Design and message program in way best suited to context</p>

Note: Worksite distance from public transit and/or employee location will impact overall cost, particularly for per mile solutions

EXAMPLE

1 Employer context

Employer context: Example employer situations and resulting solutions

Example 1: Transit accessible with numerous shift schedules



Employer profile

- Transit accessible but inconvenient based on employee starting point
- 500 employees
- 30 shift schedules
- Isolated from other employment centers
- Has labor requirements



Potential solution

- Given location and lack of employee clusters, app ride-pooling for first/ last-mile connects employees with transit
- Program messaged in accordance with labor environment

Example 2: Transit disconnected with large clusters



Employer profile

- Transit inaccessible
- 1000 employees
- 3 shift schedules
- Near other employers
- No labor requirements



Potential solution

- Making use of clustered employees, shuttles run from downtown hubs to nearby worksites
- Program messaged as benefit internally and recruiting tactic externally

Example 3: Multiple locations across the Chicago-area



Employer profile

- 150 locations
- 4000 employees
- Some locations centrally located, others are not
- 10 shift schedules
- No labor requirements



Potential solution

- Re-assign employees to most convenient worksite
- Employees satisfied with optimization - no need for formal program



Employee needs: To understand employee perspective, take inventory of employee experience regarding 3 key pain-points

*Example inventory topics
on next slide*



1 Distance from transit stop

- e.g., 20 minute walk to nearest "L" stop

2 Commute complexity

- **Transit commute length compared to drive time**
 - e.g., 90 minutes on transit vs. 30 minute drive time
- **Transfer wait time**
 - e.g., 3 transfers at stops with unpredictable timing, resulting in long wait time

3 Perceived safety

- e.g., Safety concerns walking from bus stop after late shift

Focus on proportion of employees facing transportation obstacles, often those without car access

Take inventory of employee experience

Inventory can be taken through surveys, interviews, and/or focus groups

Deep dive:

Potential topics for employee experience inventory:

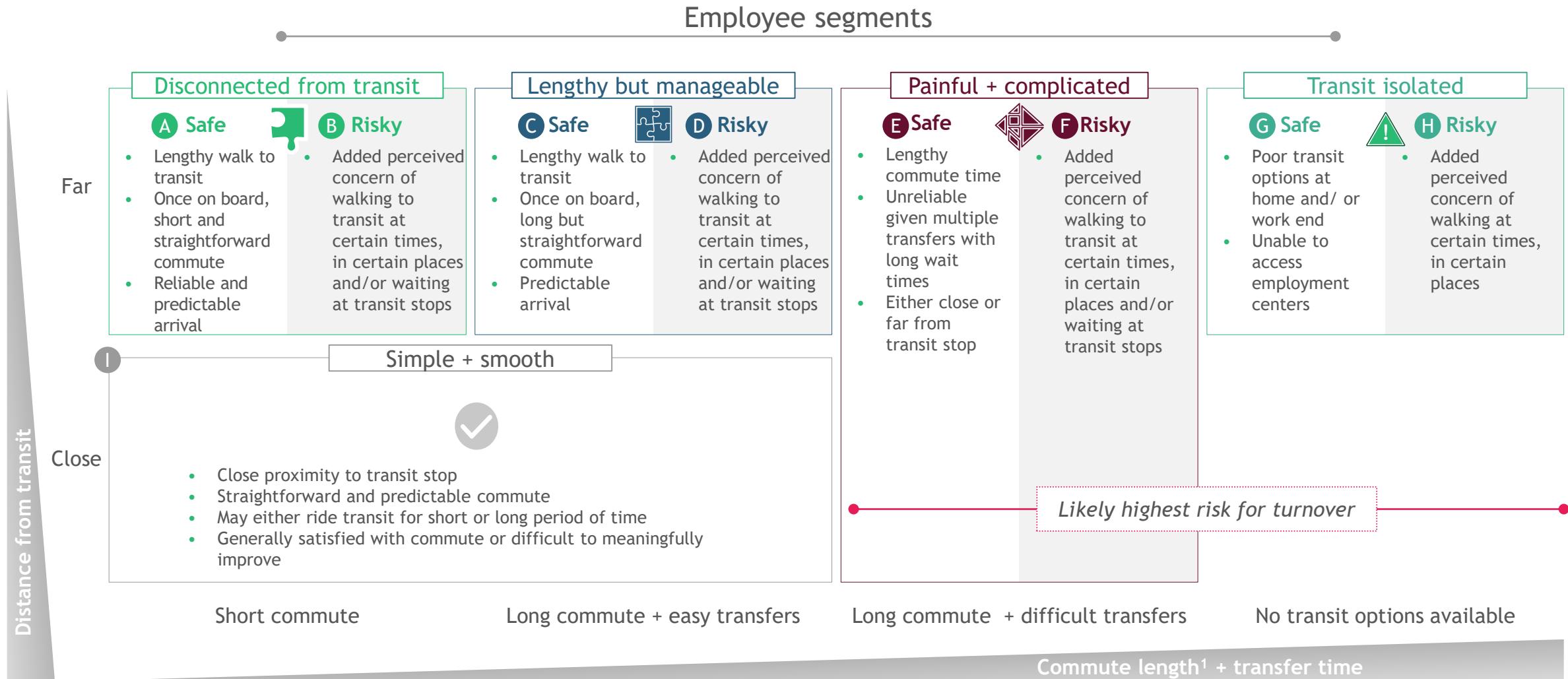
- Current method of transportation to/from work
- If taking transit:
 - Walking time to/from transit stop
 - Time spent waiting for transfers and/or total number of transfers taken
- Current commute length
- Direct drive time length (*if different than current commute length*)
- Employee-reported satisfaction with current commute, including:
 - Affordability
 - Reliability
 - Safety
 - Time spent commuting

2 Employee needs segmentation





Employee needs: From there, group employees with similar pain points into nine segments



1: Long commute signifies transit route significantly longer than driving route

Note: Though excluded from segmentation, in select cases there may also be employees with car access but significant parking obstacles

Do you understand how to approach....

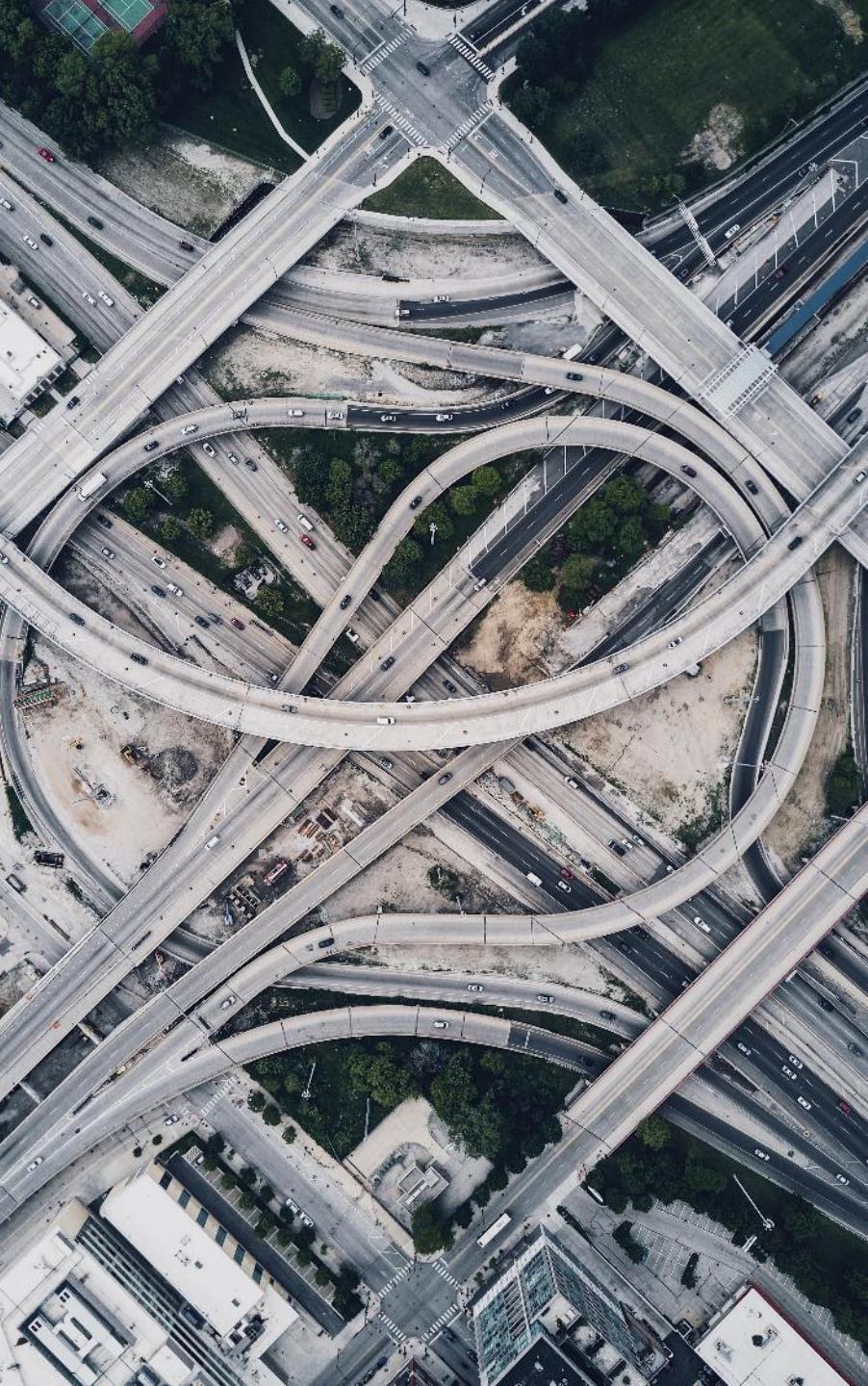
1

Describing your situation and identifying which transportation solutions are available to you?

2

Baselining employee commute experience and grouping employees with similar pain points?

If so, **move on to the next step-**
Evaluate and select a transportation solution





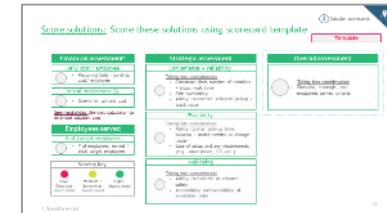
Evaluate and select solution



Utilize following scorecards to evaluate, prioritize, and select best solution(s) based upon baseline situation

Evaluation and selection tools:

3 Solution scorecard



4 Cost calculator



5 Compare and prioritize template



6 Provider scorecard



Rate each transportation solution given solution fit and employee needs and cost

Using calculator, estimate solution costs in order to score solutions

Create rating overview to compare solutions and prioritize best fits

For selected solutions, rate and compare relevant service providers



Range of transportation solutions available to employers beyond transit

Solution	Description	Example providers
Ride-hail door-to-door	3 rd party ride-hail app connecting <u>employee door</u> to <u>employer door</u>	  
Ride-hail corner-to-door	3 rd party ride-hail app connecting <u>corner near employee door</u> to <u>employer door</u>	 
Car share / Vanpool	3 rd party service offering <u>cars for rent</u> , can also be used to carpool to employer	 
Public app carpool	3 rd party <u>carpool app</u> with optimized routes open to the <u>public</u>	 
Company-facilitated carpool	Employer-organized routes for <u>employee driver</u> to <u>carpool</u> with other employees using <u>personal car</u>	
Dedicated corner-to-door shuttle	Employer-provided shuttles connecting <u>corner near employee home</u> to <u>employer door</u>	 
Ride-hail to transit @ home	3 rd party ride hail app connecting <u>employee door</u> to nearby <u>transit stop</u>	  
Dedicated shuttle to transit @ home end	Employer-provided shuttles connecting <u>employee home</u> to nearby <u>transit stop</u>	 
Dedicated shuttle to transit @ employer end	Employer-provided shuttles connecting <u>employer door</u> to nearby <u>transit stop</u>	 



Solution scorecard: Evaluate solutions using scorecard template

Template- fill out with company-specific details

Scoring key		
Low/ Does not meet need	Medium / Somewhat meets need	High / Meets need

Financial assessment	
Daily cost / employee	<ul style="list-style-type: none"> Recurring daily roundtrip cost/ employee
Initial investment (\$)	<ul style="list-style-type: none"> One-time, upfront cost

Employees served	
% of target employees	<ul style="list-style-type: none"> # of employees served / total target employees

Strategic assessment	
Convenience + reliability	
Taking into consideration:	<ul style="list-style-type: none"> Commute time, number of transfers + stops, walk time Ride availability Ability to control/ schedule pickup + track route
Flexibility	
Taking into consideration:	<ul style="list-style-type: none"> Ability to alter pick-up time, location + notice needed to change route Ease of setup and any requirements (e.g., smartphone, CC, etc.)
Well-being	
Taking into consideration:	<ul style="list-style-type: none"> Ability to maintain or enhance safety Accessibility and availability of accessible rides
Strategic assessment cont.	
Fit with employee needs	
For relevant employee segments:	<ul style="list-style-type: none"> Fit with segment needs (e.g. reduced walk to transit, commute time, etc.)
<p>See next slide: Based on your mix of employee segments, combine following solution fit scores to assess overall fit</p>	
Overall assessment	
Taking into consideration:	<ul style="list-style-type: none"> Financial, employees served, and strategic criteria



Solution scorecard: Some solutions better than others based on mix of employee segments

Scoring key		
Does not meet need		
Somewhat meets need		
Meets need		

See rationale in appendix

	End-to-end						First / last-mile		
	Ride-hail door-to-door	Ride-hail corner-to-door	Car share / Vanpool	Public app carpool	Company-facilitated carpool	Dedicated corner-to-door shuttles	Ride-hail to transit @ home	Shuttle to transit @ home	Shuttle to transit @ employer
A Disconnected from transit + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need
B Disconnected from transit + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Somewhat meets need
C Lengthy but manageable + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need
D Lengthy but manageable + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Does not meet need	Does not meet need	Somewhat meets need
E Painful + complicated + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Does not meet need	Does not meet need	Does not meet need
F Painful + complicated + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Does not meet need	Does not meet need	Does not meet need
G Transit isolated + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need
H Transit isolated + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Somewhat meets need

EXAMPLE

3 Solution scorecard



Solution scorecard: Some solutions better than others based on mix of employee segments

Scoring key		
Does not meet need		
Somewhat meets need		
Meets need		

See rationale in appendix

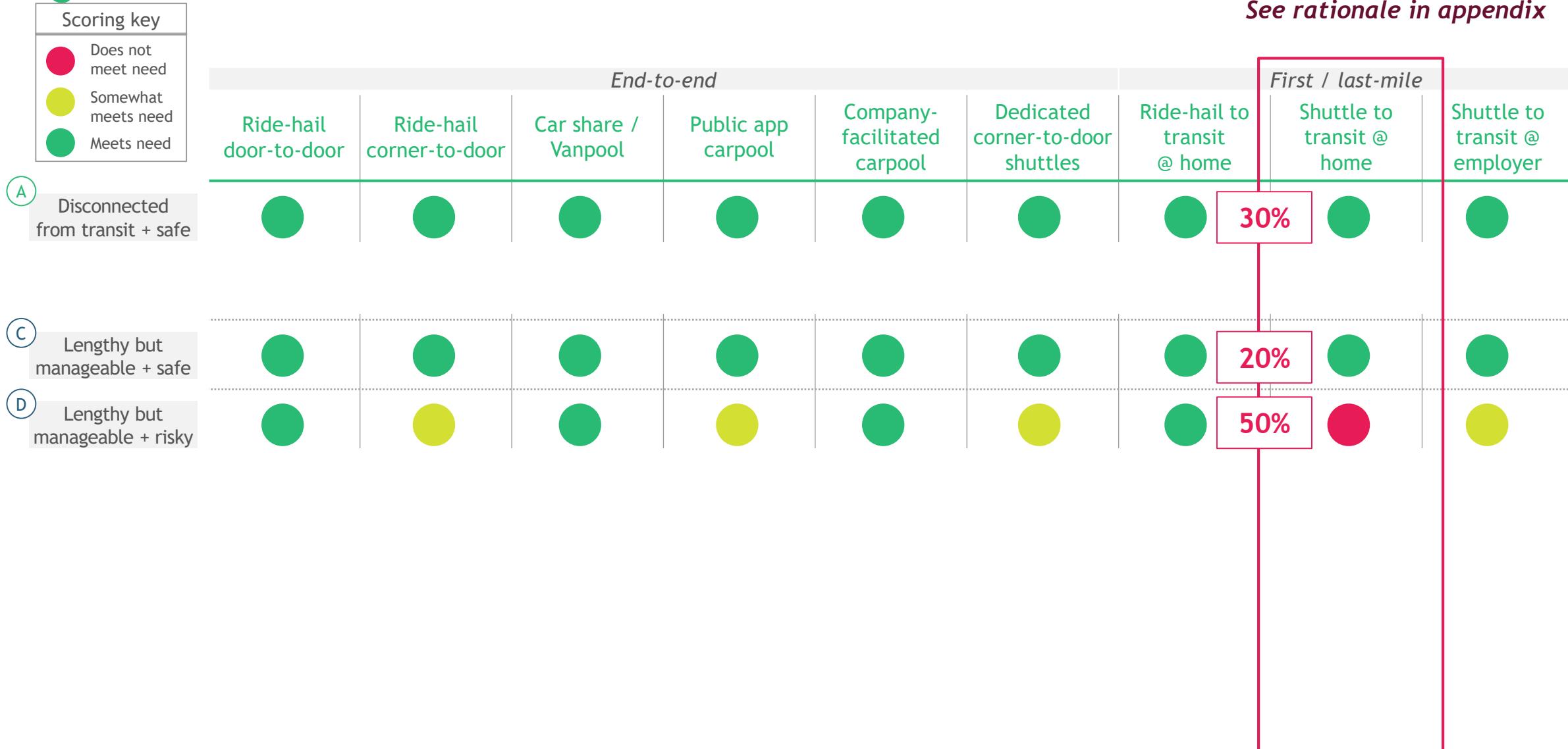
	End-to-end							First / last-mile	
	Ride-hail door-to-door	Ride-hail corner-to-door	Car share / Vanpool	Public app carpool	Company-facilitated carpool	Dedicated corner-to-door shuttles	Ride-hail to transit @ home	Shuttle to transit @ home	Shuttle to transit @ employer
A Disconnected from transit + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need
B Disconnected from transit + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Somewhat meets need
C Lengthy but manageable + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need
D Lengthy but manageable + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Does not meet need	Somewhat meets need
E Painful + complicated + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Painful	Painful	Painful
F Painful + complicated + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Painful	Painful	Painful
G Transit isolated + safe	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need	Meets need
H Transit isolated + risky	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Meets need	Somewhat meets need	Somewhat meets need

EXAMPLE

3 Solution scorecard



Solution scorecard: Some solutions better than others based on mix of employee segments



EXAMPLE

3 Solution scorecard



Solution scorecard: Some solutions better than others based on mix of employee segments

Scoring key

- Does not meet need (Red)
- Somewhat meets need (Yellow)
- Meets need (Green)

See rationale in appendix

End-to-end							First / last-mile		
	Ride-hail door-to-door	Ride-hail corner-to-door	Car share / Vanpool	Public app carpool	Company-facilitated carpool	Dedicated corner-to-door shuttles	Ride-hail to transit @ home	Shuttle to transit @ home	Shuttle to transit @ employer
A Disconnected from transit + safe	Green	Green	Green	Green	Green	Green	Green	Green	Green
C Lengthy but manageable + safe	Green	Green	Green	Green	Green	Green	Green	Green	Green
D Lengthy but manageable + risky	Green	Yellow	Green	Yellow	Green	Yellow	Green	Red	Yellow

Fit with employee needs

- Meets need of employee segment A and C by reducing their walk time to transit
- However, does not decrease complexity or increase reliability for segment D

Cost calculator: Utilize calculator to estimate and evaluate solution cost

Turnover cost calculator estimates:

➤ Transportation program cost

- Takes into account employer situation (industry, # of employees, avg. distance from work, etc.)
- Ability to select specific solution or mix of solutions

➤ Turnover and absenteeism savings

- Ability to adjust employer subsidy amount

Summary:

When an employee can't get to work, it hurts the employee and **costs the company money**. Improving transportation options for employees reduces turnover and absenteeism, and is often in the company's best interest financially.

There are **many different ways that companies can help improve** their employees' commute. This calculator shows the economic impact on the company for several options to help the company evaluate whether supporting transportation for their employees is right for them.

The economic impact

1. Estimating the total
a. The estimated

Estimated Savings

Potential reduced cost due to transportation investment \$18,336.00	=	Annual Turnover Costs due to Transportation Issues \$119,136.00	-	Annual Cost of Transportation Program \$100,800.00
Unless modified in cell B41, assumes transportation solution is for daily usage.		If employer does not fully cover transportation cost, employees will cover remainder.		Annual Cost per Employee for Transportation Solution \$1,008.00
				For comparison: Annual cost to take CTA instead of Transportation Solution \$1,200.00
				Annual cost of car ownership \$12,200.00
				Assumes no transfers

For most accurate results, describe your company below.

Questions

Answers

Estimated Savings

Potential reduced cost to employer due to transportation investment -\$19,960.00	=	Total costs	Employees served: 50	Employees served: 25	Employees served: 100			
Unless modified in cell B63, assumes transportation solution is for daily usage.		Annual Costs due to Employee Transportation Issues \$361,640.00	-	Annual Cost to Employer of Transportation Solution 1 \$120,000.00	-	Annual Cost to Employer of Transportation Solution 2 \$86,000.00	-	Annual Cost to Employer of Transportation Solution 3 \$201,600.00
				Annual Cost per Employee for Transportation Solution 1 \$1,488.00	Annual Cost per Employee of Transportation Solution 2 \$3,372.80	Annual Cost per Employee of Transportation Solution 3 \$60.00		

Note: This tab assumes up to three transportation solutions are used for the same company. This allows the solution to serve groups of employees with different transportation needs.

How to Use:
All requested inputs are indicated in orange at the top of the sheet. Optional inputs are in faded orange.
Please enter your responses in the corresponding blue answer boxes.

Calculations use the inputs from the top of the sheet and cannot be modified directly.

EXAMPLE

Example ride-hail door-to-door solution scorecard

Despite strong strategic fit, high cost may limit participation



Financial assessment

Daily cost / employee



- ~\$45 roundtrip cost/ day

Initial investment (\$)



- No upfront cost required

Employees served

% of total employees



- 100% of employees served by solution

Example providers



Strategic assessment

Convenience + reliability

- Solution **reduces transit commute time** with **non stop service**
- Ride **availability nearly guaranteed**, depending on area coverage
- Can **schedule pick-up** and **track route** and arrival on app



Strategic assessment cont.

Fit with employee needs

- Meets needs across employee segments by eliminating walk time, reducing commute time, and enhancing safety



Flexibility

- **Alter pick-up time and drop-off location on-demand in real time**
- However, **smart phone and credit card needed** for app setup



Well-being

- **Minimizes safety concern** given door to door service
- **Accessible modes available**, though wait times may vary



Overall assessment

- Strong strategic fit across all criteria
- Meets all target employee needs
- However, cost would prohibit expansion to all employees





Compare and prioritize: Select best solution(s) using score comparison template

Scoring key		Template- fill out with company-specific details								
		End-to-end					First / last-mile			
		Ride-hail door-to-door	Ride-hail corner-to-door	Car share / Vanpool	Public app carpool	Company-facilitated carpool	Dedicated corner-to-door shuttles	Ride-hail to transit @ home	Shuttle to transit @ home	Shuttle to transit @ employer
Overall fit		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial		<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee	<input type="radio"/> \$ / day/ employee
Employees served		<input type="radio"/> % of employees served	<input type="radio"/> % of employees served	<input type="radio"/> % of employees served	<input type="radio"/> % of employees served	<input type="radio"/> % of employees served	<input type="radio"/> % of employees served	<input type="radio"/> % of employees served	<input type="radio"/> % of employees served	<input type="radio"/> % of employees served
Strategic		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenience + reliability		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well being		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

After filling out comparison scorecard, may eliminate solutions that do not meet employee needs and prioritize solutions that best meet employee needs

EXAMPLE

5 Compare + prioritize



Compare and prioritize: Example transportation solution comparison scorecard

Scoring key		End-to-end						First / last-mile			
		Ride-hail door-to-door	Ride-hail corner-to-door	Car share / Vanpool	Public app carpool	Company-facilitated carpool	Dedicated corner-to-door shuttles	Ride-hail to transit @ home	Shuttle to transit @ home	Shuttle to transit @ employer	
Overall fit		●	●	●	●	●	●	●	●	●	
Financial		● ~\$45 / day/ employee	● ~\$30 / day/ employee	● ~\$15 / day/ employee; deposit may be required	● ~\$15 / day/ employee	● ~\$7 / day/ employee	● Pending additional data	● ~\$10 / day/ employee	● Pending additional data	● ~\$5 / day/ employee	
Employees served		● 100% of employees served	● 60% of employees served	● 30% of employees served	● 30% of employees served	● 30% of employees served	● 50% of employees served	● 70% of employees served	● 100% of employees served	● 85% of employees served	
Strategic											
Convenience + reliability		● Reliable non-stop service	● Reliable pick-up; may not reduce commute	● Reliability varies; may not reduce commute	● Reliability varies; may not reduce commute	● Reliability varies; may not reduce commute	● Reliable pick-up; availability guaranteed	● Commute difficulty minimally reduced	● Difficulty minimally reduced given stops	● Commute difficulty minimally reduced	
Flexibility		● Make all changes on-demand	● Order and set pick-up on-demand	● Flexibility depends on driver; many requirements	● Order and set pick-up on-demand	● Flexibility dependent upon driver	● Set pick-up schedule difficult to alter	● Make all changes on-demand	● Set pick-up schedule difficult to alter	● Set pick-up schedule difficult to alter	
Well being		● Enhances safety; accessible modes	● May still be exposed to safety concerns	● Drop-off flexibility enhances safety	● May still be exposed to safety concerns	● Drop-off flexibility enhances safety	● May still be exposed to safety concerns	● May still be exposed to concerns using C2D	● May still be exposed to safety concerns	● Enhances safety only at employer end	
							Selected solution	Selected solution			



Suggested step:

Share and test prioritized solution(s)

Involve employees in final solution idea(s) to test reaction and response through:



Focus groups



Surveys / comment boxes



Email communication

Sharing solution early and seeking employee perspective may help proactively iron out unanticipated roadblocks



Reach out to providers to better understand:

After deciding on transportation solution(s), identify and contact companies able to deliver desired service

Strategic assessment	Employee needs	<ul style="list-style-type: none">• Relevant features (e.g., ride tracking, ride scheduling, ability to change route, ability to set ride constraints, ease of setup, etc.)
Employer needs		<ul style="list-style-type: none">• Contractual terms and conditions
Chicago-area expertise		<ul style="list-style-type: none">• History partnering with employers
Financial assessment		<ul style="list-style-type: none">• History operating in the Chicago-area• Chicago-area coverage• Specific cost quotes



Provider scorecard: Then, select provider using provider assessment

Template- fill out with company-specific details

Criteria	Provider 1	Provider 2	Rationale
Strategic assessment	✓	✓	
Employee needs e.g. flexibility, accessibility, ride tracking, guaranteed spot	✓	✓	
Employer needs e.g. willingness to meet contractual terms, history of partnering with employers	✓	✓	Fill with notes/ reasoning of why a provider best meets criteria
Chicago-area expertise e.g. coverage in relevant areas and times and history in Chicago-area		✓	
Financial assessment	✓		
Overall assessment		✓	

Do you understand how to approach....

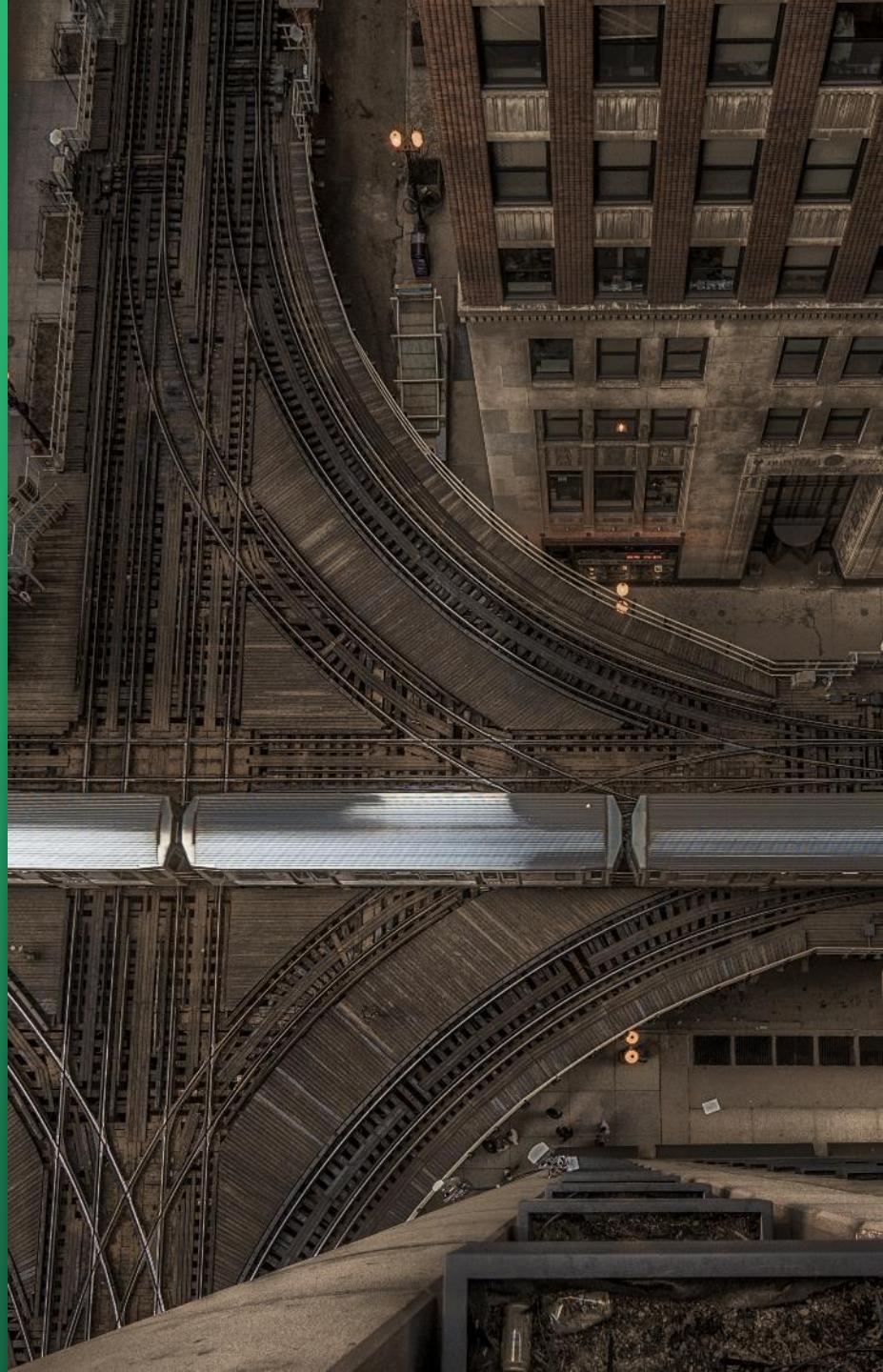
3 Evaluating a range of available transportation solutions?

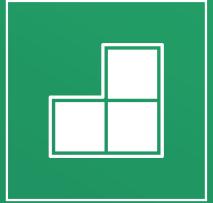
4 Estimating solution cost and return on investment?

5 Comparing solutions and selecting the best fit?

6 Evaluating service providers and selecting best fit?

If so, move on to the next step-
Stand up program





Stand up program



Implementation Roadmap: Six key steps in order to stand up program



Decide scope

- Determine:
 - Pilot or full rollout
 - **Time scope** (ongoing or limited)
 - **Start date**
 - **Geographic limitations**
- Estimate how many employees will be covered

Gain internal approval

- Identify key stakeholders and obtain approval
- Follow through on needed steps to **release funding**
- Follow through on required **legal** steps
- Develop **internal communication** to employees

Establish providers

- Establish agreements with providers, e.g. guaranteed coverage areas/times, discounts, reservations, etc.
- Determine any **upfront cost**
 - If needed, obtain approval from stakeholders

Educate and enroll employees

- Determine how employees will **enroll**
- **Communicate internally to employees** about the program, set expectations, and provide information for enrollment

Roll out solution

- Begin serving employees
- If applicable, consider **external communication** (i.e. public awareness of social good, use as recruiting tool, etc.)

Measure solution impact

- **Track key metrics** to determine long-term impact of solution
- **Adjust / refine** as necessary

Details on next slide



TOOL

Deep dive:

Measure solution impact

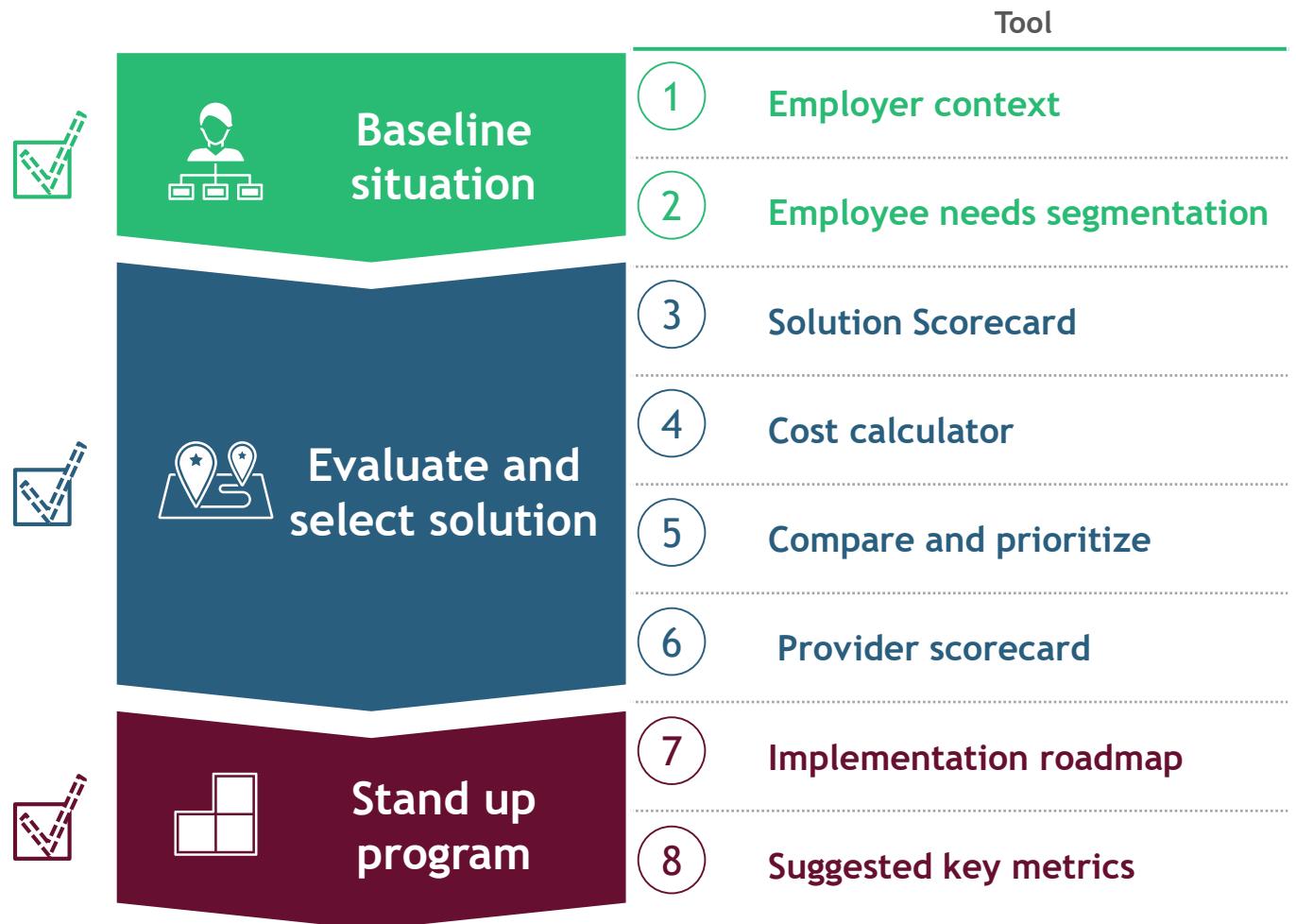
Potential metrics for solution impact:

- Employee attrition rates
- Absenteeism
- Employee-reported satisfaction with commute
- Employee-reported job satisfaction

Potential ways to demonstrate impact:

- The same metrics *before* the solution was implemented
- The same metrics for employees who are *not* enrolled in the program

Recap: Eight core tools to support employer-sponsored transportation design



Questions? Your employer-provided transportation team

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Appendix

Solution scorecard: Solution fit varies, meeting needs of different employee segments (I/III)

	Ride-hail D2D	Ride-hail C2D	Car share / Vanpool	Public app carpool
A Disconnected from transit + safe	• Eliminates walk time	• Reduces walk time	• Eliminates walk time	• Reduces walk time
B Disconnected from transit + risky	• Eliminates walk time • Enhances safety	• Reduces walk time C2D may not enhance safety	• Eliminates walk time D2D flexibility enhances safety	• Reduces walk time C2D may not enhance safety
C Lengthy but manageable + safe	• Eliminates walk time • Reduces commute time	• Reduces walk time	• Eliminates walk time • May reduce commute time	• Reduces walk time
D Lengthy but manageable + risky	• Eliminates walk time • Reduces commute time • Enhances safety	• Reduces walk time C2D may not enhance safety	• Eliminates walk time D2D flexibility enhances safety	• Reduces walk time C2D may not enhance safety
E Painful + complicated + safe	• Provides reliable, efficient non-stop service	• Provides reliable, efficient transportation	• Provides efficient, non-stop service	• Provides more efficient transportation
F Painful + complicated + risky	• Provides reliable, efficient non-stop service • Enhances safety	• Provides reliable, efficient transportation C2D may not enhance safety	• Provides efficient, non-stop service • Flexibility enhances safety	• Provides more efficient transportation C2D may not enhance safety
G Transit isolated + safe	• Provides reliable, efficient, means of getting to work	• Provides reliable, efficient, means of getting to work	• Provides efficient means of getting to work	• Provides efficient means of getting to work
H Transit isolated + risky	• Provides reliable, efficient, means of getting to work • Enhances safety	• Provides reliable, efficient, means of getting to work C2D may not enhance safety	• Provides efficient means of getting to work • Flexibility enhances safety	• Provides efficient means of getting to work C2D may not enhance safety

Solution scorecard: Solution fit varies, meeting needs of different employee segments (II/III)

	Company-facilitated carpool	Dedicated C2D shuttles	Ride-hail to transit @ home
A Disconnected from transit + safe	● • Eliminates walk time if D2D	● • Reduces walk time	● • Eliminates walk time if D2D
B Disconnected from transit + risky	● • Eliminates walk time • D2D flexibility enhances safety	● • Reduces walk time • C2D may not enhance safety	● • Eliminates walk time • D2D can enhance safety
C Lengthy but manageable + safe	● • Eliminates walk time • May reduce commute time	● • Reduces walk time	● • Eliminates walk time • May reduce commute time
D Lengthy but manageable + risky	● • Eliminates walk time • D2D flexibility enhances safety	● • Reduces walk time • C2D may not enhance safety	● • Eliminates walk time • D2D can enhance safety
E Painful + complicated + safe	● • Provides efficient, non-stop service	● • Provides reliable, efficient transportation	● • Still necessitates long + unreliable transit commute
F Painful + complicated + risky	● • Provides efficient, non-stop service • Flexibility enhances safety	● • Provides reliable, efficient transportation • C2D may not enhance safety	● • Still necessitates long + unreliable transit commute • D2D can enhance safety
G Transit isolated + safe	● • Provides efficient means of getting to work	● • Provides reliable, efficient, means of getting to work	● • Provides connection to transit on home end only • Still requires long commute
H Transit isolated + risky	● • Provides efficient means of getting to work • Flexibility enhances safety	● • Provides reliable, efficient, means of getting to work • C2D may not enhance safety	● • Provides connection to transit on home end only • D2D can enhance safety

Solution scorecard: Solution fit varies, meeting needs of different employee segments (III/III)

	Shuttle to transit @ home	Shuttle to transit @ employer
A Disconnected from transit + safe	 • Reduces walk time	 • Reduces walk time
B Disconnected from transit + risky	 • Reduces walk time • C2D may not enhance safety	 • Reduces walk time • C2D may not enhance safety
C Lengthy but manageable + safe	 • Eliminates walk time • Minimally reduces commute	 • Reduces walk time • Minimally reduces commute
D Lengthy but manageable + risky	 • Reduces walk time • C2D may not enhance safety	 • Reduces walk time • C2D may not enhance safety
E Painful + complicated + safe	 • Still necessitates long + unreliable transit commute	 • Still necessitates long + unreliable transit commute
F Painful + complicated + risky	 • Still necessitates long + unreliable transit commute • C2D may not enhance safety	 • Still necessitates long + unreliable transit commute • C2D may not enhance safety
G Transit isolated + safe	 • Provides connection to transit on home end only • Still requires long commute	 • Provides connection to transit on employer end only • Still requires long commute
H Transit isolated + risky	 • Provides connection to transit on home end only • C2D may not enhance safety	 • Provides connection to transit on employer end only • C2D may not enhance safety