

WORK LINK

Assessing Transportation Options for Low-Income Workers

July 2017



Work Link

Syracuse Metropolitan Transportation Council



July 2017

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EXECUTIVE SUMMARY

Transportation options shape and constrain employment opportunities. In the City of Syracuse, the neighborhoods with the highest poverty levels also have the lowest levels of education, the highest unemployment rates, and the lowest levels of car ownership. Without a car, many job seekers must limit their job searches to places and work times that they can reliably reach by bus. Centro's transit service is extensive, with more than 100 routes and over 18,000 riders daily. But in a mid-sized metropolitan area, no fixed-route transit system can run to all employment centers or run all night without being extremely inefficient. As a result, gaps in the transit system are unavoidable, in terms of both where and when Centro provides service.

The Work Link project was based on a few assumptions, which were validated through data analysis and discussions with stakeholders:

- Transit service is most likely to be a problem for workers on second and third-shifts, as well as for jobs that involve weekend hours.
- This creates a problem for workers at the bottom end of the region's pay scale, because they are unlikely to own vehicles and are likely to work in retail or hospitality-industry jobs that require night and weekend work.
- Centro's transit service is running at capacity: adding weekend or late-night bus routes is not an option.

Working with a Study Advisory Committee, the Syracuse Metropolitan Transportation Council (SMTTC) narrowed an exhaustive list of possible program concepts to five ideas:

- A new version of Centro's 'Rides for Work' program, which previously provided door-to-door vanpool service.
- A modified vanpool, hiring pre-existing, for-profit livery companies to provide rides in vans.
- A car-sharing program, with rates that are affordable to low-income workers.
- Subsidized rides provided by transportation network companies (TNCs) such as Uber and Lyft.
- A pool of vans and other vehicles already owned by human service agencies in the region, which are likely to be idle after hours and on weekends.

Program Benefits Compared

	Low average trip cost to users	Low average trip cost to program operator	Door-to- door service	Neighborhood to employment center service	Easy program to administer	Convenience to Rider
Rides for Work	✓		✓			✓
Modified Vanpool	✓	✓		✓	✓	
Car Share				✓		✓
Cooperative Vehicle Sharing	✓	?	?	✓	?	?
Subsidized TNC Rides	✓		✓		✓	✓

Recommendations

This study was requested by the City of Syracuse and the Syracuse-Onondaga County Planning Agency. Its stated goal is “To begin a comprehensive and collective discussion with member agencies, transportation providers, businesses and non-profit organizations on the feasibility and establishment of transportation to work services for low-income residents.” This report and these recommendations are presented to ensure that future discussions on this subject can focus on practical solutions, rather than on diagnosing problems.

1. Invest in Providence Services of Syracuse

Providence Services of Syracuse is the only private, non-profit organization in the SMTC’s planning area dedicated solely to ensuring that transportation is not a barrier to employment. The program has evolved to be cost-effective to the point of requiring only minimal subsidy. As grants have become available, it has enabled the program to offer lower fares to its clients. The organization would benefit from support in the form of marketing and in partnerships with workforce development agencies. The region’s job training programs should be working with Providence Services to resolve transportation issues for their clients.

2. Work with a TNC to offer subsidized rides to workers

The advantages of providing rides to workers through TNC software are significant. Both ease of program management and the flexibility this program would give workers make it worth investigating further. The lingering question of whether or not this service would truly be equitable cannot be ignored; any program utilizing a TNC to provide rides should include a means of monitoring and resolving complaints of harassment or discrimination.

3. Continue to investigate Cooperative Vehicle Sharing

While complex, the idea of sharing or pooling the vehicles already owned by non-profit organizations is promising. For a number of local human services organizations, helping individuals overcome barriers to personal development – such as finding a way to get to work – is their reason for being. Figuring out the details of how this can be done cooperatively may be difficult, but the long-term benefits to participating organizations and their clients are likely to be substantial.

4. Test ideas with pilot projects

This study has focused on five basic approaches to providing rides to work at nights and on weekends. There are many variations on these ideas, as well as on the other approaches identified in this report (see Table 1). Each permutation has its own strengths and weaknesses – no “perfect” solution exists. Making sure people can get to work is a sufficiently important issue in our region to warrant multiple experiments by a variety of entities.

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I. INTRODUCTION

The Work Link Study was requested by the City of Syracuse and the Syracuse-Onondaga County Planning Agency (SOCPA) as part of the Syracuse Metropolitan Transportation Council's (SMTTC) 2016-2017 Unified Work Planning Program (UPWP). The study's goal, as defined in the UPWP is "To begin a comprehensive and collective discussion with member agencies, transportation providers, businesses and non-profit organizations on the feasibility and establishment of transportation to work services for low-income residents."

The City of Syracuse has the nation's highest levels of concentrated poverty among African-American and Hispanic residents. Concentrated urban poverty is a notoriously difficult chicken-and-egg conundrum, with local, national, and even international causes, and a long history of attempted solutions.

While this issue is complicated, there can be no doubt that access to good-paying jobs is a factor that keeps poor workers from transitioning out of poverty. Workers living below poverty make up only six percent of the County's workforce, but make up 26 percent of bus commuters. For a full-time worker making minimum wage, car ownership costs can eat up a third of annual income (based on AAA's 2016 *Your Driving Costs* study) – not an affordable option for most households. And jobs are spread throughout the region: according to a recent study, 60 percent of the region's jobs are more than three miles from Downtown Syracuse (Kneebone, 2013).

Transit is needed to get to jobs, but fixed-route transit service cannot provide service to every major job center around the clock, and on weekends, without massive inefficiencies. Programs designed to fill the gaps for transit-dependent workers (primarily nights and weekends) take a variety of forms around the country. This project will assess possibilities for programs that could be developed or expanded in the Syracuse region.

II. BACKGROUND

Project Context

The City of Syracuse has been fortunate in recent years to see major employers relocate from the suburbs to downtown office space. In general, however, the trend is for economic activity to move away from city centers. A 2013 report by the Brookings Institute noted that “between 1998 and 2006, employment—whether growing or declining—steadily moved farther away from downtowns across most major metro areas, in almost every major industry, and especially toward suburban communities at least 10 miles from the downtown.” (Kneebone, 2013)

The tendency of the job market to sprawl out from city boundaries was one of the challenges policy makers faced in the mid-1990s when welfare reform was being considered at the federal level, with the goal of moving welfare recipients into the labor force. One of the pieces of the puzzle that had to be put in place was getting low-income workers – particularly those in large cities – to suburban job centers.

This issue was largely addressed with the inclusion of \$750 million in Job Access and Reverse Commute (JARC) funding in the 1998 transportation bill (TEA-21). In the Syracuse region, this led to the predecessor of *Work Link*: the SMTC’s 2001 *Job Access and Reverse Commute Plan*. The Central New York Regional Transportation (Centro) built on this plan to develop its Rides for Work program, which it operated using JARC funds.

Rides for Work provided door-to-door service seven days a week to clients referred by County social service agencies. The program averaged 12,000 and 14,000 rides annually. Unfortunately, the 2012 transportation bill (Moving Ahead for Progress in the 21st Century, or MAP-21) repealed JARC funding. While the activities funded under JARC programs can be supported through other federal transit programs, the reality of transit funding is that every available dollar is needed to maintain existing fixed-route service. Without a pool of funds dedicated to job access activities, Centro discontinued the Rides for Work program in 2014.

In March 2015, the US Department of Transportation submitted a memo to Directors of Metropolitan Planning Organizations nationwide, urging them to consider adding projects to their work plans that would address three emphasis areas. One of these emphasis areas was identified as Ladders of Opportunity, and one of the projects suggested under this heading was “developing and implementing analytical methods to identify gaps in the connectivity of the transportation system and developing infrastructure and operational solutions that provide the public, especially the traditionally underserved populations, with adequate access to essential services.”

Also in 2015, a study of poverty and segregation in US cities was published (*The Architecture of Poverty* by Paul Jargowsky) that identified Syracuse as having the nation’s highest rate of concentrated poverty among African-American and Hispanic residents.

It was in this context that the SMTC held a series of focus groups in December 2015, to discuss transportation to work for low-income City of Syracuse residents. Representatives of workforce

development, adult education, and human service organizations provided their input (see Appendix B). Support for further study of the problem of how to get low-income workers who cannot afford car ownership to jobs was unanimous.

The City of Syracuse and the Syracuse-Onondaga County Planning Agency (SOCPA) submitted a joint application for the Work Link project in the fall of 2016, requesting that the SMTC look at the issue of transportation to work. The SMTC initiated the Work Link project in the spring of 2016, with its objective being to assess gaps in the transportation system and recommend feasible solutions.

Project Process

Study Advisory Committee

The Work Link project was guided by input from a Study Advisory Committee (SAC) made up of representatives of the following agencies and organizations:

- CenterState CEO
- Central New York Regional Transportation Authority (Centro)
- City of Syracuse, iTeam
- City of Syracuse Department of Public Works
- Empire State Development Corporation
- New York State Department of Transportation (NYSDOT)
- Onondaga County Industrial Development Agency (OCIDA)
- Providence Services of Syracuse
- Syracuse Industrial Development Agency (SIDA)
- Syracuse Onondaga County Planning Agency, City Planning
- Syracuse Onondaga County Planning Agency, County Planning

Three SAC meetings were held over the course of this project. Notes from these meetings are available in Appendix A.

Stakeholders

In addition to the focus group meetings held in December 2015, SMTC staff invited stakeholders and interested parties to a meeting in December 2016. SMTC staff presented the results of the technical analysis (described in Section III) and held a brainstorming session to collect a broad range of transportation solutions, as shown in Table 1. (See Appendix B for complete meeting notes.)

Attendees represented a variety of local agencies and organizations, including:

- | | |
|--|--|
| • City of Syracuse I-Team | • Human Services Leadership Council |
| • City of Syracuse, Department of
Neighborhood & Business Development | • JOBSplus! |
| • CNY Fair Housing | • Moving People Coalition |
| • Darco Manufacturing | • Onondaga Citizens League |
| • Empire State Development | • Onondaga County Industrial
Development Agency |

- Onondaga County Office for Aging
- Providence Services of Syracuse
- Spanish Action League
- Syracuse Housing Authority
- Visions for Change
- Women's Opportunity Center
- Work TrainCenterState CEO

**Table 1 – Program Concept List from December 2016
Brainstorming Session**

PROGRAM	LONG DESCRIPTION
Low-Interest Loans	In the JobsPlus 'Wheels for Work' model, TANF recipients & recent recipients got a used car in exchange for a promise to repay a \$1500 loan (regardless of the actual cost of the car) over 15 months.
Rides for Work II	A review of records suggests that the Rides for Work program cost on the order of \$250K annually; this funding could be restored in the future, either through the next round of TIP funding (2021) or through grants.
Bridj Model	For-profit company Bridj currently operates in Boston, & Kansas City. From their website: "...customers sign up, identify their origin and destination points, and then Bridj tells them where to go to meet one of its minibuses. Rather than use the same static routes as your usual city bus routes, Bridj dynamically designs routes that aggregate commuter pickups where demand is highest." <i>[Note: Bridj went out of business in April 2017]</i>
'Village Vans'	Based on program in Olympia, WA run by transit agency. Reservation-based transportation for low-income workers; also works with job training agency to offer on-the-job training for PA recipients as drivers. Drivers are not paid but learn a marketable skill.
Community Centers	Concept: run scheduled and/or on-demand shuttle service from the City's four community centers to specific job sites / centers.
Marshrutka / Publico / Share taxi	Private, for-profit, limited-service van system. For example: three minivans sit at the Transit Hub from 11:30 PM on. One is taking people 'north', one 'south', one 'west'. Cost is \$3 (?) and the van leaves when it is full.
Non-Profit Service Provider	Oswego County Opportunities; Heritage Community Transportation. Small transit system (fixed-route or not) run by non-profit.
Employer-sponsored Shuttle	Tessy Plastics and Marquardt Switches known to have done this.

PROGRAM	LONG DESCRIPTION
vRIDE	From 'MichiVan' description (sponsored by Michigan DOT): <ul style="list-style-type: none"> • 7 to 15 commuters share a van along an established route • Riders pay a monthly fee as low as \$66.78 per month • vRide provides vehicle, maintenance, insurance & title • Volunteer vanpool member drives van & rides free.
Employer-sponsored Carpooling	Example: Nike's (Beaverton, OR) commuting program includes two types of carpooling incentives. Carpools have reserved parking areas until 10 AM & carpoolers are eligible for monthly and quarterly prize drawings. ('Nike Bucks' voucher program proved too expensive.)
NY511	NYSDOT to roll out 'local' version in near future; free, state-run system to match riders with drivers.
Non-profit Sector Coordination	Vehicles supplied by a pool of multiple human service agencies; program coordinated by a central office. Drivers could be volunteers.
Transportation Network Company Subsidy (Uber / Lyft)	Various experiments ongoing in other cities: TNC becomes a subsidized extension of transit system. Can be used to get people to/from transit. Can be used as overnight service – currently being considered in Boston. Boston example price scheme per ride: rider cost = \$2.75; employer cost = \$1; Transit Authority cost ranges from \$0.60 to \$6.00.
Modified Vanpool	Non-profit acts as a transportation broker: lines workers up with livery company and subsidizes fares to the greatest extent possible.
Public Subsidy	Subsidized taxi service; has been done in Rochester; clients could be referred from DSS / CNY Works.
Syracuse Car Share	Subsidized ZipCar model; Create a pool of shared vehicles at central location(s); reserve a vehicle and pay on-line.
TNC + Car Share	"G.M. will also work with Lyft to set up a series of short-term car rental hubs across the United States, places where people who do not own cars can pick up a vehicle and drive for Lyft to earn money." <i>NY Times</i> , 1/5/16, "General Motors, Gazing at Future, Invests \$500 Million in Lyft"

JOBsplus! Clients

In April 2017, SMTC staff talked to four groups of students at JOBsplus!, Onondaga County's program for temporary assistance recipients who are entering or re-entering the workforce. The purpose of these meetings was to discuss the transportation barriers that program participants have encountered as they

search for jobs. SMTC staff gave JOBSplus! clients a short survey, in order to document their transportation barriers. The vast majority of those surveyed (81 percent) were City of Syracuse residents, and two-thirds of those surveyed did not own a car.

Asked about their previous employment, many respondents indicated that they had worked in nursing homes, but restaurants, hotels, landscaping, and trucking companies were also mentioned.

In response to the question “What are some ways you might get to work?” almost all survey respondents said they had used or would use transit to get to work (see Table 2). Even the seven respondents who could drive to work indicated the bus as an option. Walking was also very popular, with more than two-thirds of respondents saying they would walk to work. Biking and calling a cab were the two least popular options.

Table 2 – JOBSplus! Survey Responses – Means of Transportation to Work

Means of Transportation	Responses	
	Number	Percent of Respondents
Bus	31	97%
Walk	22	69%
Ask for a ride (friends or family)	17	53%
Carpool	11	34%
Drive Alone	10	31%
Taxi	7	22%
Bike	5	16%
<i>Respondents were instructed to select more than one answer – the ‘Percent’ shown is the proportion of all respondents selecting this mode.</i>		

Respondents were also asked which of three alternative ways to get to work they preferred. The alternatives provided in the survey were user-oriented versions of the program ideas in Section IV; to someone getting a ride, it makes no difference whether a van that is picking them up is owned by a transit agency, a livery company, or a non-profit. Survey results are shown in Table 3. The idea of using a vanpool or carpool appealed to two-thirds of respondents. Neighborhood-based car-sharing was selected by 38 percent of respondents, while getting a ride from a TNC was selected by half as many respondents.

Table 3 – JOBSplus! Survey Responses – Preferred Alternative

Alternative	Responses	
	Number	Percent of Respondents
Join a Vanpool or Carpool	13	62%
Rent a car, with pick-up & drop-off in your neighborhood (\$20 / day)	8	38%
Uber / Lyft	4	19%
<i>(Respondents were instructed to select more than one answer – the 'Percent' shown is the proportion of all respondents selecting this mode.)</i>		

It is worth noting that, in discussing Uber and Lyft, JOBSplus! clients tended to refer to sensationalized, well-publicized crimes in other cities, such as an Uber driver turned serial killer in Michigan. An analysis by the Cato Institute conducted in 2015 concluded that “scare stories about ridesharing’s safety and insurance risks are wildly overblown”, noting that the use of cash-free transactions and self-identified customers reduce the risk of violent crime, compared to traditional taxis. (Feeney, 2015)

A program utilizing Uber, Lyft, or similar TNCs may have to overcome a bias against them generated by these “scare stories.”

This survey and a summary of survey responses is included in Appendix D.

Additional Meetings

In addition to the SAC and Stakeholder Meetings, SMTC staff met with numerous local leaders to explore the details of implementing the program ideas discussed in Section IV. Staff also contacted program personnel in other parts of the country in order to get a better understanding of how other regions run their programs.

These contacts included:

- CenterState CEO WorkTrain program staff
- City and County Economic Development staff
- City of Syracuse iTeam
- David Goodness, Workforce Development Institute
- Deb Hundley, Providence Services of Syracuse
- Gifford Foundation staff
- Housing and Homeless Coalition of Syracuse and Onondaga County
- James Fayle, Empire State Development
- Loretta Zolkowski, Human Services Leadership Council
- Ocesa Keaton, Greater Syracuse HOPE
- Rob Simpson, CenterState CEO

- Steve Koegel, Centro
- Brenda Massie, Rochester Mayor's Office of Innovation and Strategic Initiatives (by phone)
- Gary Mashaw, Oswego County Opportunities (by phone)
- Jocelyn Martinez, Rio Metro Regional Transit, Albuquerque, New Mexico (by phone)
- Michael Rogers, Summit, NJ (by phone).

Public Meeting

SMTC staff presented the Work Link project and its findings to the public at the June 6, 2017 meeting of the Regional Economic Development Council (REDC), held at the Southwest Community Center. The meeting was well attended, with more than 20 members of the public present, in addition to REDC members.

SMTC staff also presented the project to a meeting of the Alliance of Communities Transforming Syracuse (ACTS) Moving People Group on June 29, 2017.

III. TECHNICAL ANALYSIS

Note: This section summarizes information explained at length in the SMTC's 2016 "Work Link Technical Memo: Employment Centers and Transit Service." Please see this document, provided as Appendix C in electronic and online versions of this document, for details on the methodology and data sources that support the conclusions in this section.

Demographics

For most residents of suburban Onondaga County, car ownership is not a problem. Figure 1 uses data by Census Tract to identify where in the Metropolitan Planning Area (MPA) workers lack access to vehicles. According to data from the American Community Survey (ACS), two-thirds of the nearly 10,800 workers in Onondaga County who do not own a car live in the City of Syracuse. In addition to households with no vehicles, American Community Survey data show households by number of workers and numbers of vehicles. If there are more workers in a household than there are vehicles, there is likely to be a transportation limitation for someone. The highest concentration of households with more workers than vehicles is in the city.

For commuters who do not own a vehicle, transit is the most popular means of getting to work, with 34 percent of carless workers using transit (United State Census Bureau / American Fact Finder, 2014). Walking is the second most popular commuting method, suggesting that walking distance and transit routes put very definite constraints on where these workers can look for jobs. Twenty percent of workers who do not own a car manage to commute by driving themselves to work – likely by borrowing a vehicle from a friend or relative.

Not owning a car and relying on transit by no means equates to a life of poverty and limited opportunities. As the SMTC's *Long Range Transportation Plan* notes, people born within the last 35 years are less likely than previous generations to have driver's licenses. As a lifestyle choice, not driving a car can make both environmental and economic sense. However, combined with other factors, such as poverty, unemployment, and a lack of professional training or post-secondary education, every inaccessible job opportunity can make a significant difference in an already tough job search.

As Figures 2 and 3 make clear, the Census Tracts at the upper extreme for these indicators – the Tracts at the 75th percentile or above for each – are all located in the City of Syracuse. Several City neighborhoods are characterized by high rates of unemployment, high rates of poverty, low rates of car ownership, and low levels of educational attainment

Figure 1 – Households with Limited Vehicle Access

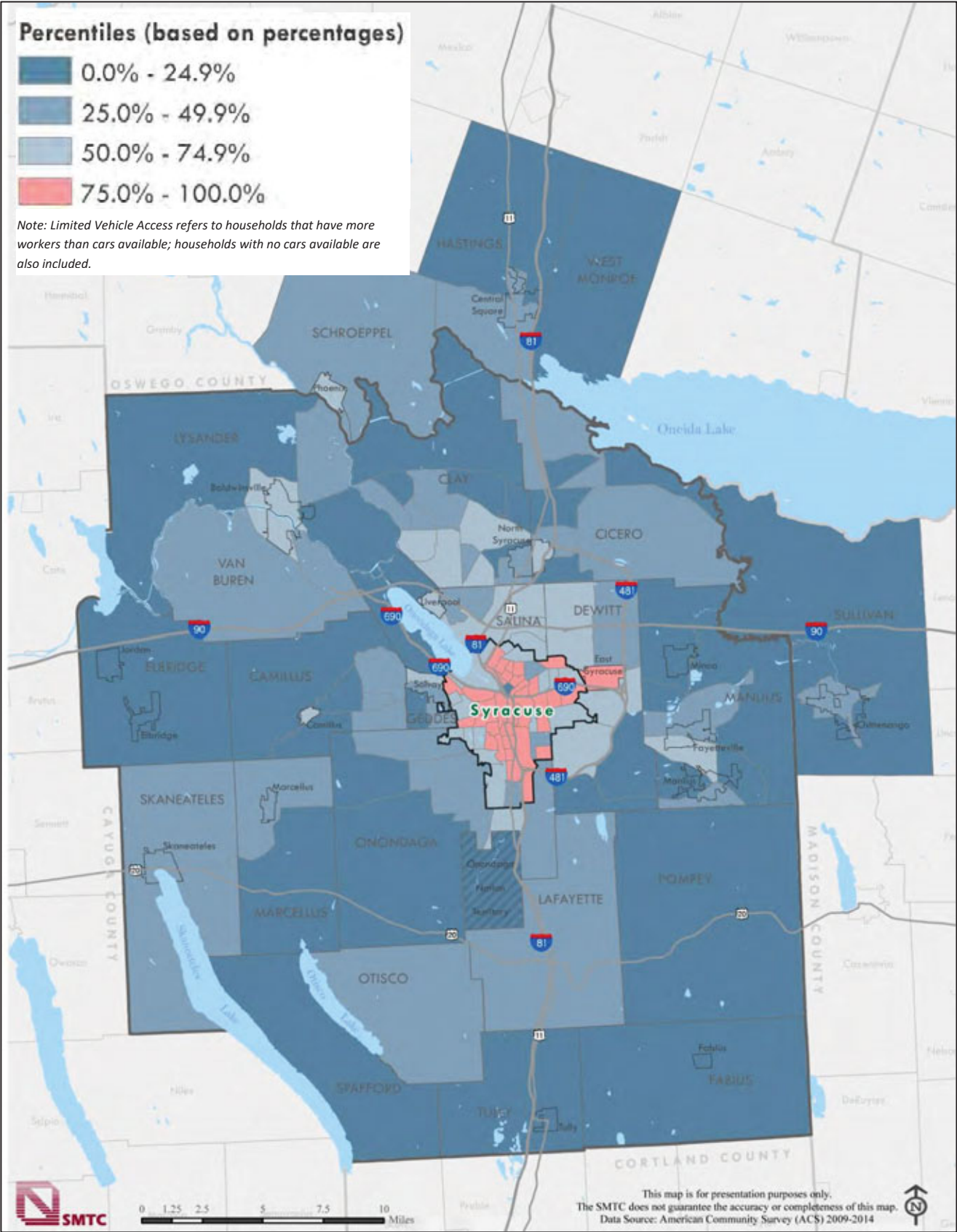


Figure 2 – Demographic Composite, MPA

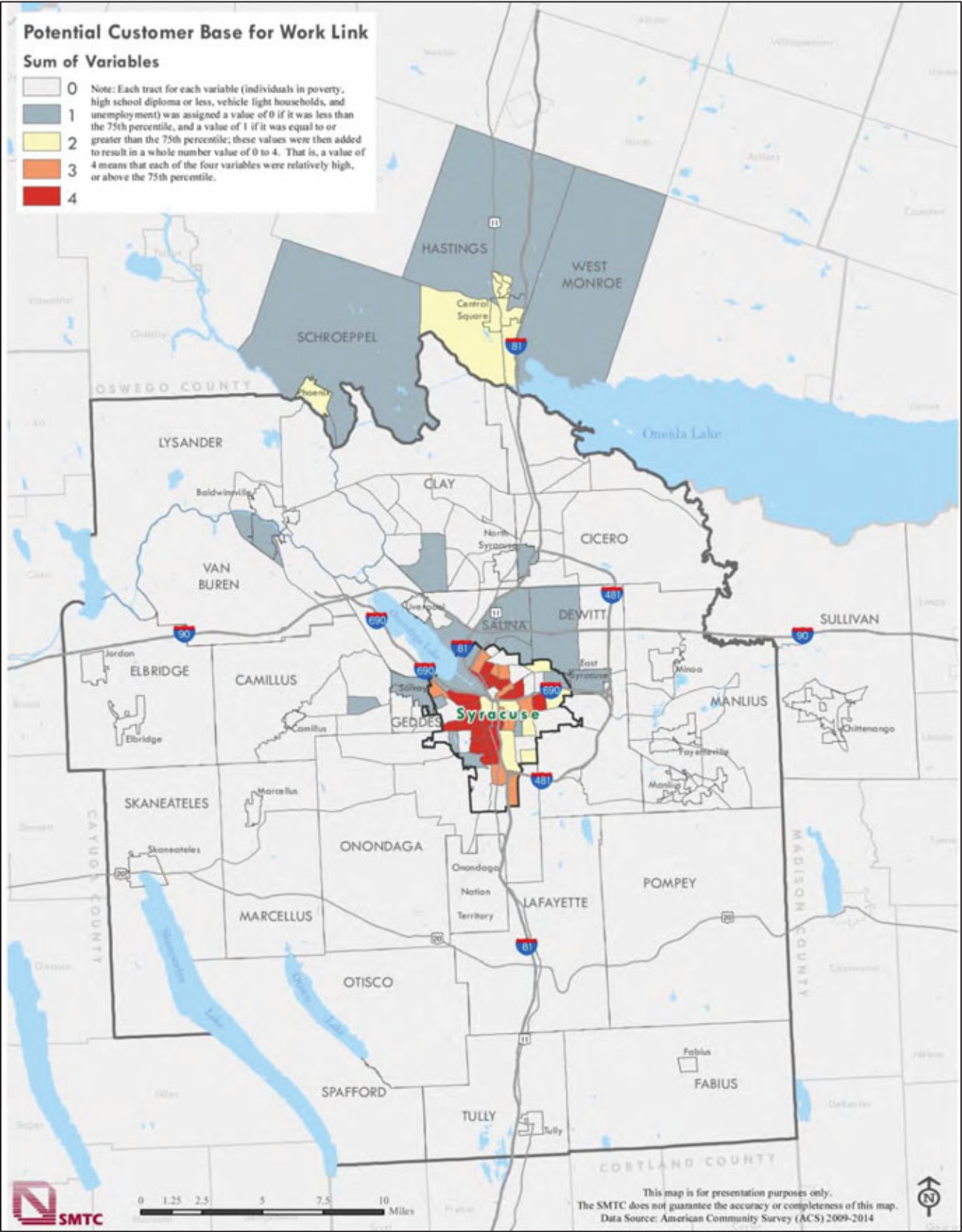
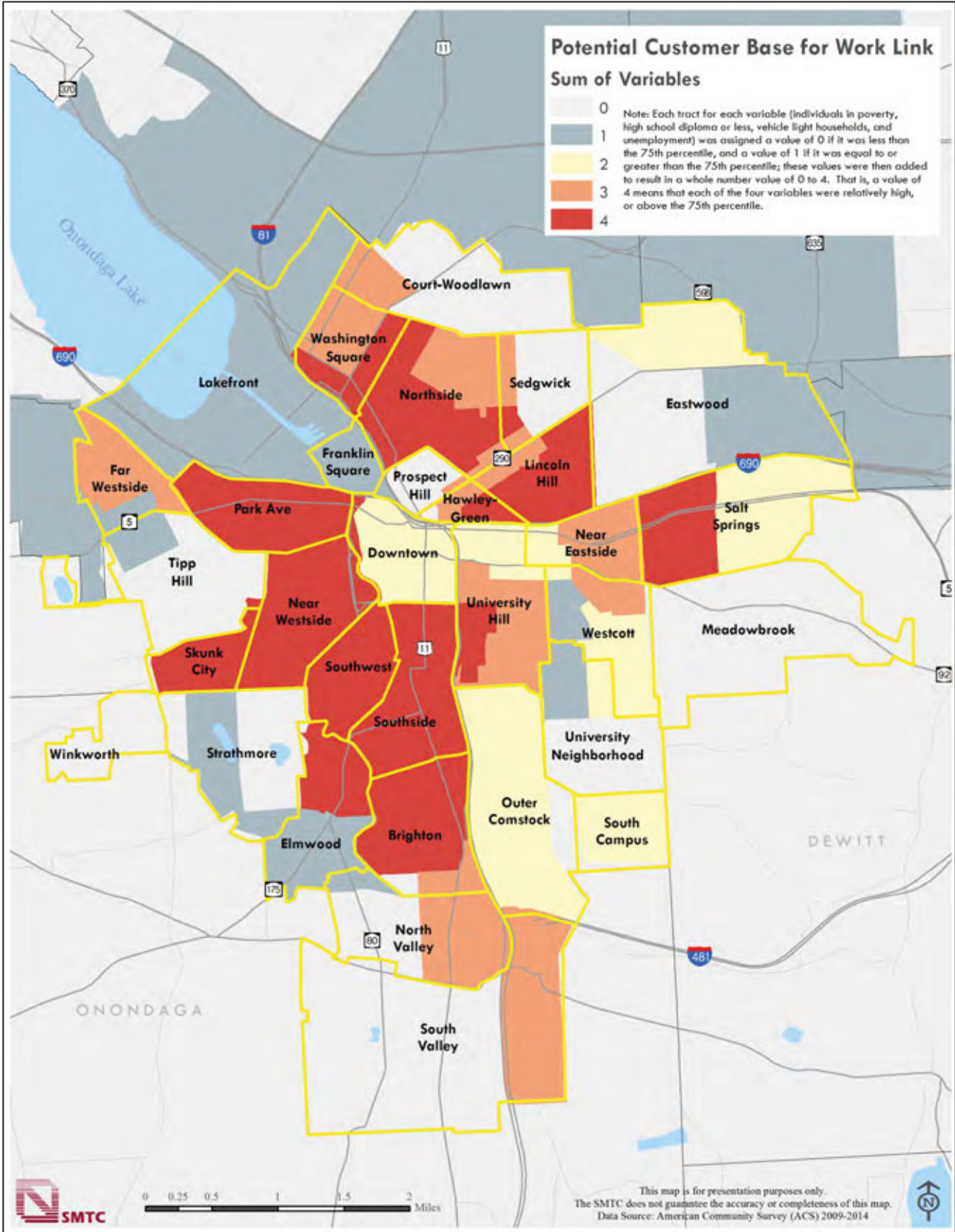


Figure 3 – Demographic Composite, City Of Syracuse



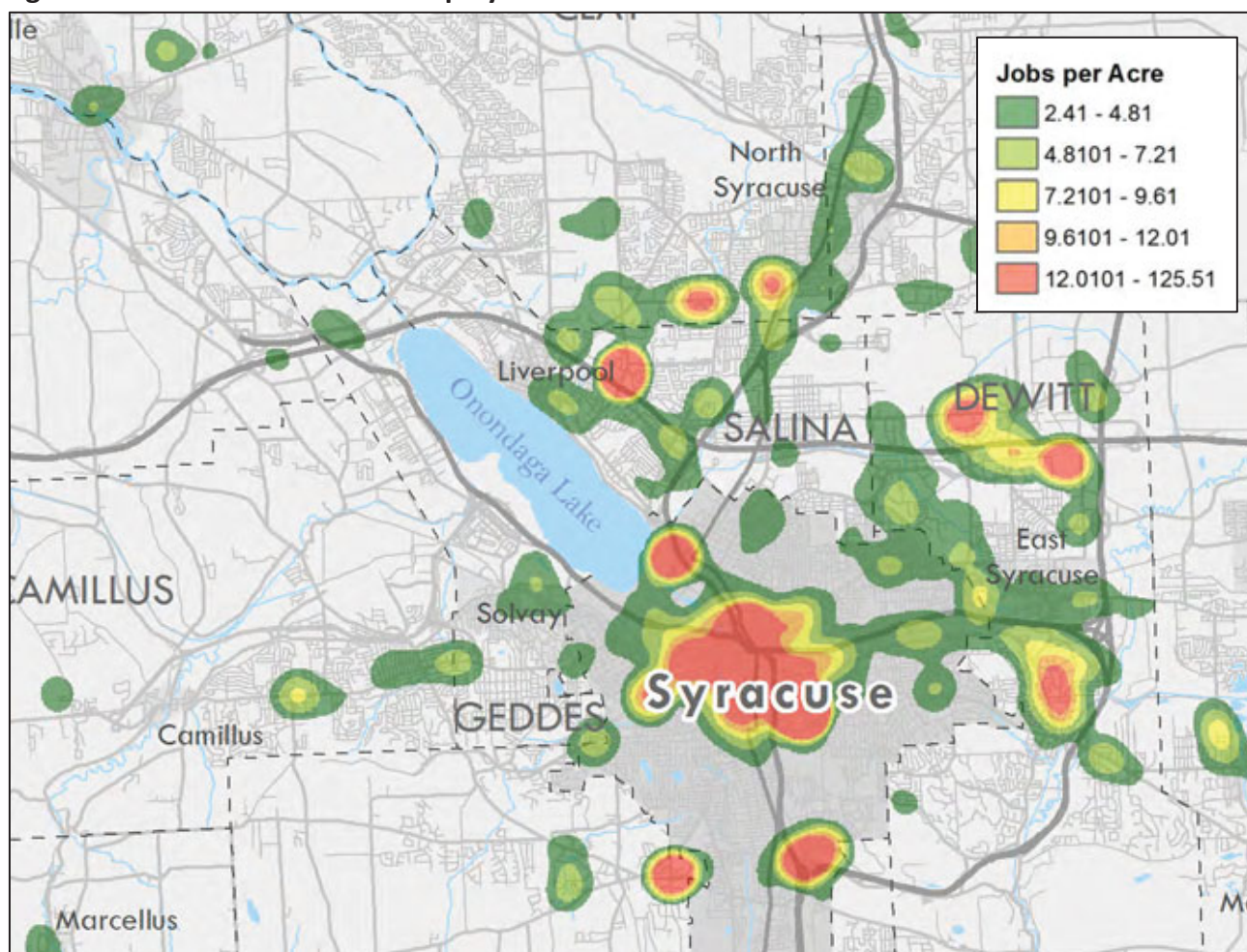
Employment Centers

According to data from the federal Bureau of Labor Statistics, there are approximately 340,050 jobs in the five-county region that includes Onondaga County and adjacent counties – Cayuga, Cortland, Madison and Oswego Counties.

Chapter Three of the SMTC's 2050 Long Range Transportation Plan (LRTP) provides an overview of the employment centers within the Metropolitan Planning Area (MPA). The largest single employment center is Downtown Syracuse, followed by University Hill. Together, these two areas are home to nearly 40,000 jobs. The LRTP also identifies the northern portion of the Town of DeWitt and much of the Town of Salina as having high concentrations of job opportunities. Other job centers include Radisson Business Park in the Town of Van Buren, Woodard Industrial Park in Clay, and the I-90 / I-690 junction in Geddes.

A spatial analysis of employment data from private data vendor InfoGroup confirms the findings of the LRTP: Downtown, University Hill, Northern DeWitt, and the Town of Salina see four to five times the countywide average in terms of employment density (see Figure 4). High concentrations also show up along the Erie Boulevard East corridor, at DestinyUSA, and along the Taft Road corridor in the Town of Clay.

Figure 4 – Concentration Of All Employees



Transit Service

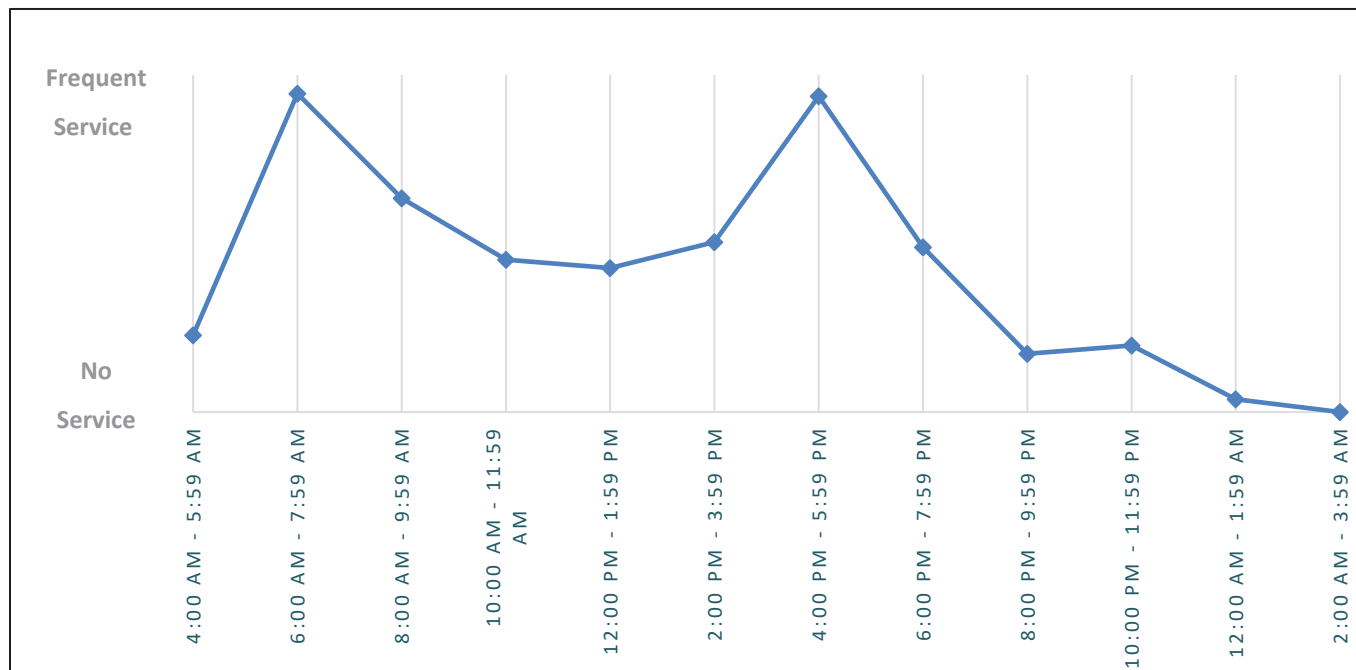
The SMTC's 2015 *Transportation Atlas* includes an overview of Centro's fixed-route transit system, which provides extensive service within the City of Syracuse, to suburban communities, and to major employment centers in the region. All bus routes in the area run into and out of the Transit Hub in Downtown Syracuse. As the SMTC's *Title VI and LEP Report* for 2015 indicates, the City of Syracuse is the area that is best served by Centro's transit routes – including the neighborhoods identified above as having the greatest limitations in terms of transportation and opportunity.

For the purposes of this project, the analysis of the transit system used data for Centro's Syracuse-area service, as summarized in a Generalized Transit Feed Specification¹ (GTFS) file. The GTFS file was processed using a GIS tool called 'Better Bus Buffers.'

Figure 5 shows the number of transit trips in Onondaga County throughout the day. Morning and evening peak commute periods see the greatest transit activity, with a lower, but still substantial, level of activity in between. After 6:00 p.m., transit service declines precipitously.

In a mid-sized metropolitan area like ours, it is not realistic to expect that fixed-route transit service will be provided as frequently or extensively throughout second and third shifts as during the first shift, when three-fourths of workers are commuting. As a result, gaps in transit service are inevitable during some time periods. As would be expected, between midnight and 4:00 a.m., transit service is almost entirely nonexistent.

Figure 5 – Transit Service Levels by Time Of Day, Onondaga County



¹ The General Transit Feed Specification is a standardized format for presenting transit system data. For more information, see: <https://developers.google.com/transit/gtfs/>.

Employment Centers and Transit Accessibility

More than three-fourths of the region's jobs are near bus routes. As would be expected based on the trends in transit service seen above, job accessibility is greatest in the morning and evening peaks. Figure 6 shows the total number of jobs that are accessible by transit in selected time intervals. The 6:00 a.m. to 7:59 a.m. period has the greatest job accessibility, with nearly 146,000 jobs being within $\frac{1}{4}$ -mile of six or more buses in this period. The 4:00 p.m. to 5:59 p.m. period is a close second, with nearly 138,000 transit accessible jobs.

Figure 7 provides an overview of the employers in Onondaga County that are and are not accessible by transit, based on whether or not they are in Bus Stop Zones.

Figure 6 – Number of Jobs by Transit Service by Selected Time Intervals

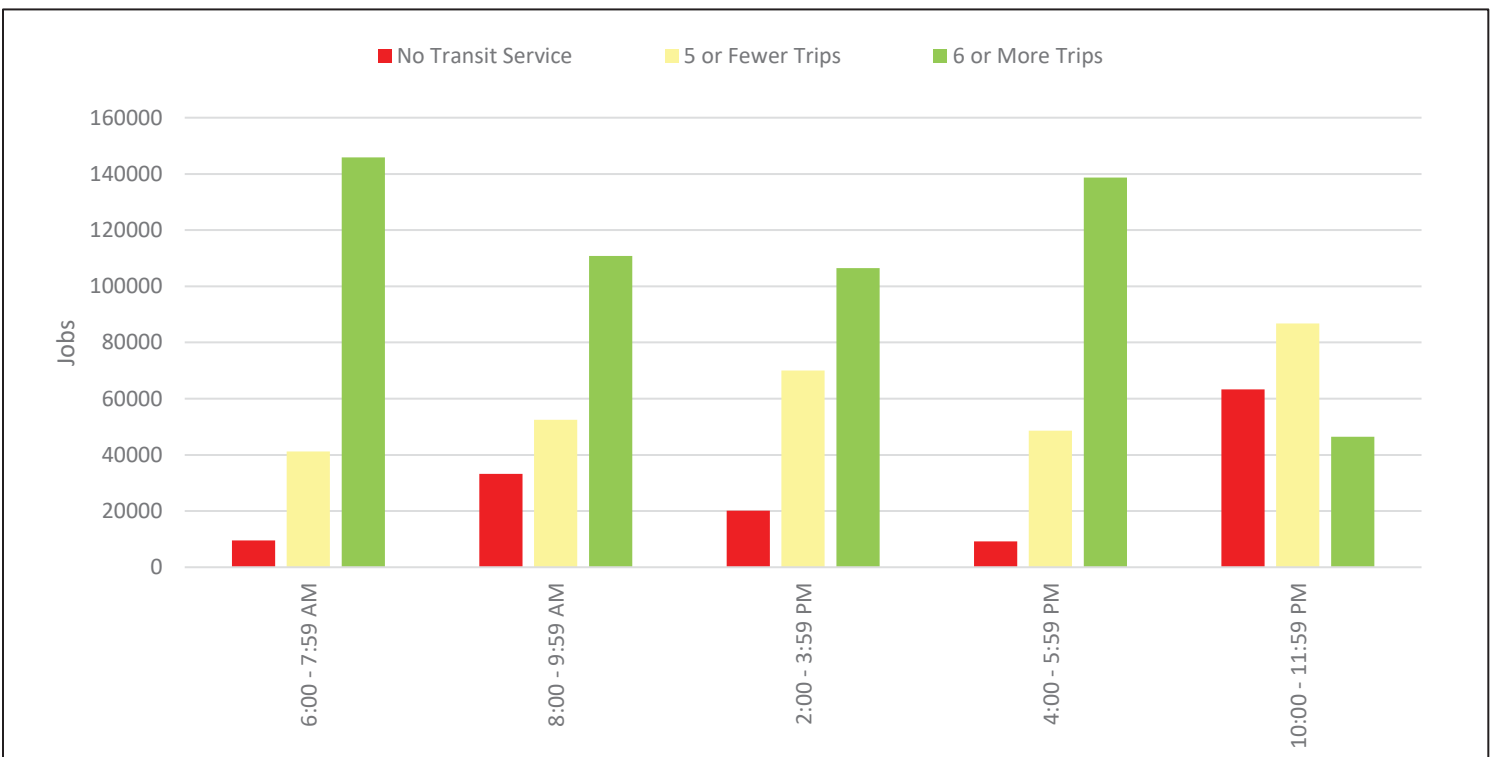
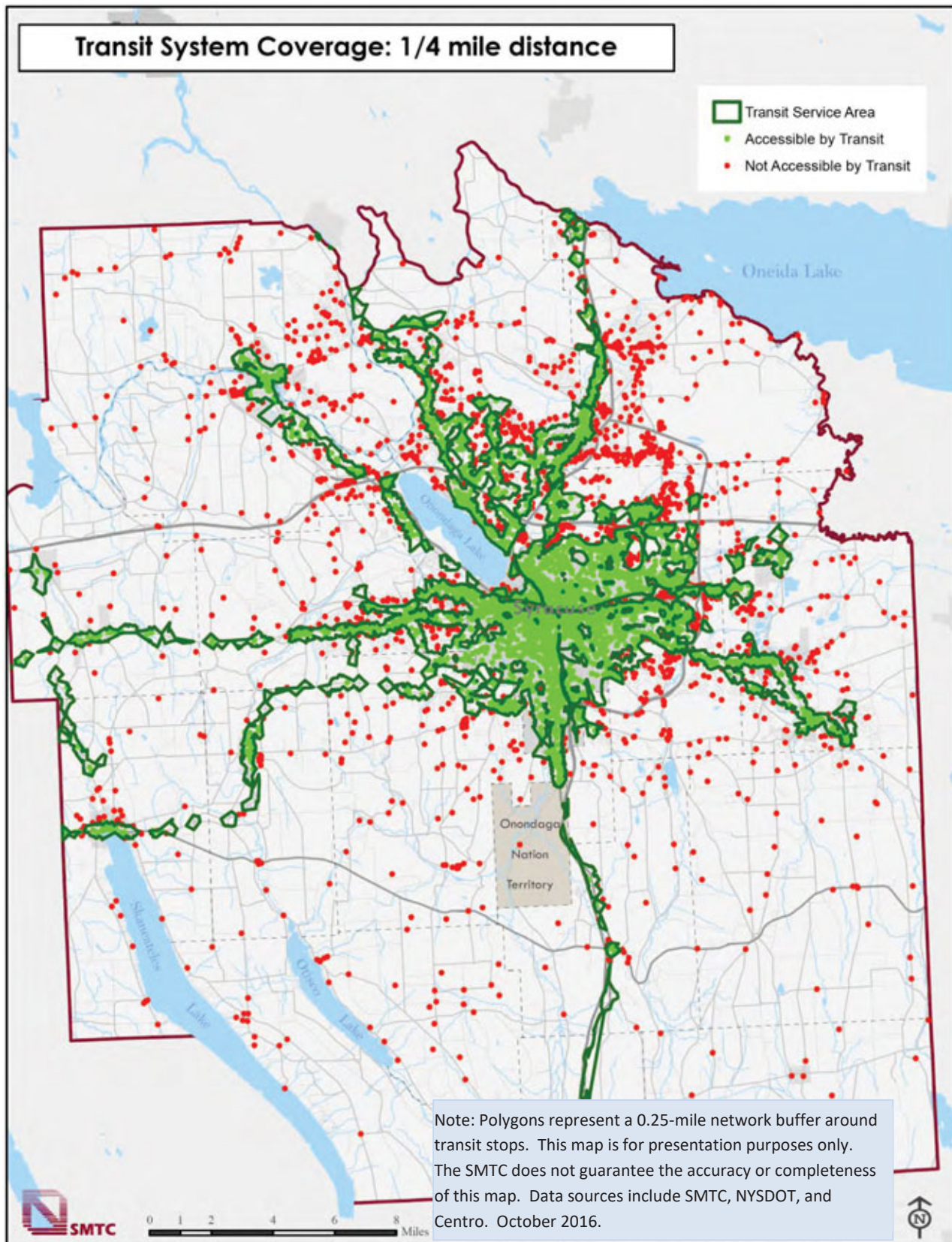


Figure 7 – Employers In and Out of Bus Stop Service Distance



IV. PROGRAM CONCEPT DETAILS

Working with the SAC members attending a February 2017 meeting, the Syracuse Metropolitan Transportation Council (SMTTC) narrowed an exhaustive list of possible program concepts to five ideas:

- A new version of Centro's 'Rides for Work' program, which previously provided door-to-door vanpool service.
- A modified vanpool, hiring pre-existing, for-profit livery companies to provide rides in vans.
- A car-sharing program, with rates that are affordable to low-income workers.
- Subsidized rides provided by transportation network companies (TNCs) such as Uber and Lyft.
- A pool of vans and other vehicles already owned by human service agencies in the region, which are likely to be idle after hours and on weekends.

Rides for Work

Concept Overview

This program would revive Centro's Rides for Work program, a reservation-based, door-to-door service using Centro drivers and vehicles, supplemented with taxi service. This model is designed to be free to users, and provided on a temporary basis, with a three-month time limit. Clients would be referred to the program by social services agencies.

Under the guidelines of the original program, riders were not permitted to use the service if a bus was available within three-fourths of a mile of their origin and destination point and available at the appropriate times for pick-up and drop-off. Also, riders were allowed only three "no shows."

Rides for Work was a highly successful program that filled a critical need in the community. The model was capital-intensive, with federal support on the order of \$250,000 annually through the JARC program. Rides for Work averaged between 12,000 and 14,000 rides annually, with more than 430 customers in a year. Each ride cost an average of \$32.

RIDES FOR WORK - ESSENTIALS

Hours / Days of Operation	7 days a week, 5 AM – 12 AM
Reservations	Made at least 24 hours in advance, over the phone
Origins/Destinations	Home or daycare / work
Eligibility Period	3 months
Cost to Rider	Free (\$1 for some rides)
Avg. Per Ride Cost to Provider	\$32

Strengths

- Makes any job opening in the county accessible to low-income workers.
- Convenient geographically: the original program was structured to allow pick-up and drop-off to happen at a daycare center, rather than at home.
- Convenient temporally: reservations give clients control over departure and arrival times.

- Develops human capital within the transit agency: a person or department is tasked with interfacing with social services agencies and their clients.

Weaknesses

- Capital intensive and not designed to be self-sustaining, or to ever move in that direction.
- Under the policies of the original program, this model does not allow the client to work an extra unplanned hour and still get a ride: pick-ups and drop-offs must be scheduled 24 hours ahead of time.
- This model is designed to be a short-term solution for workers: eligibility for the program expires after three months. This may not be enough time to arrange an alternative form of transportation.

Similar Programs in Other Communities

Access to Jobs – South Central Transit Authority, Lancaster, PA

The South Central Transit Authority's (SCTA) "Access to Jobs" program serves between 3,600 and 13,000 clients a year. To be eligible for the program, applicants' incomes must be under 150 percent of the poverty level, and they must live and work within six miles of Lancaster. Rides are provided by the transit authority.

The Access to Jobs program is currently still using federal JARC resources, although this funding is expected to run out soon. The use of a 50 percent state match has allowed them to stretch their federal funding well past the end of the program. When the federal JARC funds have been exhausted, the agency will likely divert resources from the general operating fund to keep the program running.

Access to Jobs clients pay a fare of \$3 per ride.

Job Access - Albuquerque, NM

The Rio Metro Regional Transit District operates a "Job Access" program for low-income residents of the Albuquerque area. Taxi companies provide rides and users are required to pay \$1 to \$2, as well as the balance of fares over \$20. However, a 60-day grace period allows workers to ride free while they establish themselves at a job.

Other key features of this program include:

- Program participants receive a free monthly bus pass while they are enrolled in the program, allowing them to ride the bus when it is available.
- Eligibility is based on income: anyone making less than 150 percent of the poverty level is eligible to apply for the program.
- Clients are eligible for the program for up to six months at a time with the option to reapply for a second six month period.
- Reservations are made directly with the taxi company and are made at least two hours prior to pick-up.
- Children under five can be transported to and from day care in the taxi.

- Funding for this program comes from the transit agency’s “Urbanized Area Formula Grant” – federal funds that could otherwise be used for fixed-route transit service.

Overall Assessment

Without a reliable, long-term source of funding, a local program cannot be built on the “Rides for Work” model. Based on current funding sources, such a program would have to draw on Centro’s federal funding stream, diverting funds away from existing bus routes. Centro does not consider this a viable option, since the agency is working to maintain all of its existing routes and to expand them where possible.

While Rides for Work was, technically, a vanpool, it also operated based on the needs of individual clients, with pick-up times throughout the day and pick-up locations across the county. As a result, the program often functioned like a taxi, with only one or two riders in a vehicle at a time. On a cost-per-ride basis, a door-to-door service operated by a transit agency is likely to be the most expensive approach to providing transportation to work, because of the cost of a Centro driver’s time. In a 2009 report prepared by Cornell’s School of Industrial and Labor Relations, a public transit official is quoted as saying: “The largest part of our operating costs sits behind the wheel ... It’s irrelevant whether it’s a jitney or a 40-foot bus.” (Edid & Levitte, 2009)

Modified Vanpool

Unlike other ideas explored in this section, the ‘Modified Vanpool’ program is not merely a concept: this model is currently in operation in the form of Providence Services of Syracuse.

Providence Services began in 2013 as a program to support refugees on the city’s north side who were looking for work, but who lacked a vehicle, a driver’s license, or both. In 2017, Providence broadened its mission to provide rides to city residents. Rides are provided to workplaces in Syracuse, East Syracuse, and Liverpool.

Providence Services is not designed to be a door-to-door service: there are ten designated pick-up sites in the city, and riders are given a window of time in which they will be picked up.

Providence Services contracts with a livery service for drivers and vehicles. Clients sign up for service on a website. The fare is \$5 per ride.

Program Strengths

- This is a functioning, nearly self-sustaining program.
- This model balances the need to provide service within the City of Syracuse with the efficiency of centralized pick-up/drop-off points in neighborhoods.
- By contracting with livery companies, this model takes advantage of professional drivers and well-maintained vehicles.

Program Weaknesses

- Limited service area and workplaces.
- Reservation-based systems reduce workers’ flexibility.

- Does not provide door-to-door service.
- Round-trip fare equates to more than an hour's pay for a worker making minimum wage.

MODIFIED VANPOOL - ESSENTIALS

Hours / Days of Operation	7 days a week, 24 hours a day
Reservations	Made in advance on the organization's website
Origins/Destinations	City pick-up points; workplaces
Eligibility Period	Unlimited
Cost to Rider	\$5 / ride
Avg. Per Ride Cost to Provider	Varies based on ridership

Similar Programs in Other Communities

There are many permutations on the vanpool concept being utilized in other communities. A few examples are provided below for the purposes of comparison.

vRide Vanpool

vRide is a private, for-profit company that provides a van, along with its insurance and maintenance, to a pool of commuters. Riders pay a monthly subscription fee (roughly \$70) and the van is driven by a member of the vanpool. vRide operates in several cities in Upstate New York, including Ithaca, Watertown, and Albany.

A pilot program in the City of Rochester provides subsidized vRide vanpools to low-income residents. This program has been successful in getting a group of workers to a newly-opened casino in Waterloo, New York, using a professional driver to supplement volunteer drivers. While not run by the Rochester-Genesee Regional Transit Authority, the mileage and passenger service data it generates are included in the National Transit Database for the Rochester area. This will make these vanpools eligible for subsidies through the federal funding formula in the future.

vRide incentivizes the formation of carpools, but carpools may not be a feasible solution for workers in food service or other industries with hours and schedules that fluctuate weekly or daily.

Village Vans, Olympia, Washington

Village Vans, operated by Intercity Transit in Olympia, Washington, provides free rides to work for low-income workers. In addition to providing rides, it is also a job training program that helps unemployed job-seekers become drivers for Village Vans. This, in turn, provides a cost saving to the transit agency, since the drivers are volunteers receiving on-the-job training.

Overall Assessment

The Modified Vanpool approach may be the most cost-effective and flexible approach available, without using either volunteer drivers or donated vehicles. The logistics of scheduling a ride in advance are comparable to those of the Rides for Work program. The key drawbacks from the rider's perspective are the relatively high cost (more than twice current Centro bus fare) and the lack of door-to-door service. From the perspective of providing an efficient and self-sufficient program, these features may be

unavoidable. If Providence Services were to obtain additional financing, this organization may be able to expand its offerings to include door-to-door service.

Car Sharing

Car sharing is a form of car rental that offers customers greater flexibility than traditional car rental companies can. An organization (typically either a non-profit or for-profit company) owns a fleet of vehicles and handles their insurance, fuel, and maintenance. The two key benefits to customers are flexibility in time and in geography. Car share customers typically rent vehicles by the hour, rather than by the day – making it ideal for a trip to the grocery store or to an appointment that would be difficult to reach by transit. Vehicles are available for pick-up and drop-off in neighborhoods, rather than at a central location such as an airport. Reservations and payment are handled electronically, and car-share members have a device (typically a smart phone app, electronic key card, or key fob) that gives them access to all vehicles. Unlike traditional car rental companies, car share programs are based on a pool of members, who pay either monthly or annually for their membership. Membership rates are scaled, giving frequent users a lower hourly or per-mile rate in exchange for a higher membership fee. Vehicle rental rates are set to make weekend use more expensive than weekday use. In some cases, hourly rates for overnight use are extremely low.

Zipcar is the world's largest car sharing company, with cars available in more than 300 US cities in 47 states. Zipcar is available to Syracuse University students and employees, with rates varying from \$6.75 to \$7.50 per hour, depending on monthly membership plan.

Enterprise CarShare is comparatively limited in its car-sharing programs available to the public, but has programs in place at 162 colleges and universities across the country.

Car2Go operates in seven US cities and charges users by the minute.

It is improbable that a car share program would be a good fit for most workers' day-to-day commute, given the costs that even a non-profit car share company would have to charge to stay in business. The most successful non-profit car sharing model in the region is Ithaca CarShare, and their website specifies what kinds of trip their model is and is not likely to work for:

Common trips: Grocery shopping, running errands, visiting friends, doctor's visits, airport dropoffs, visiting a local or state park, or picking up kids from school.

Trips we don't recommend: Multi-day, long-distance trips, daily commuting, or leaving a car parked at home overnight. (Ithaca CarShare, 2017)

However, car sharing was a popular idea among welfare-to-work program participants surveyed in an informal April 2017 poll (see Table 3). Research has shown that car ownership can make a significant difference in the opportunities available to low-income job seekers, as well making it easier to run other errands and keep appointments. One study found that "Unrestricted access to a household car is the most effective transportation resource in promoting the transition from welfare to work." But that study also noted that "Despite the usefulness of an automobile in meeting welfare-to-work and family

obligations, [welfare] recipients with a household car report problems related to reliability and cost.” (Paul M. Ong, 2001)

As a low-cost alternative to car ownership, car share programs may fit the needs of low-income workers, particularly if multiple commuters were to split the costs of a daily commute from a neighborhood to a common area of employment.

A non-profit car sharing model for the Syracuse area would need to solve the following problems:

- A new or existing non-profit organization to run and finance the program, including purchasing or leasing a fleet of vehicles and maintaining them, as well as tracking memberships and all of the associated finances;
- An insurance company willing to cover a fleet of vehicles positioned throughout the city;
- Technical issues, such as a smartphone app to track reservations, a website for memberships, and an approach to giving users access to vehicles (such as a key fob);
- Developing an equitable rate structure. The Ithaca CarShare approach includes a membership option for low-income members.
- Possibly working with the City of Syracuse's Public Works Department to identify suitable on-street parking spaces for car-share vehicles.
 - Ithaca CarShare has parking spaces throughout the city, designated by special signs.
 - Other programs, such as Car2Go in New York City, use normal on-street parking spaces for car storage.



CAR-SHARE - ESSENTIALS

Hours / Days of Operation	7 days a week, 24 hours a day
Reservations	Made via smartphone prior to vehicle pick-up
Origins/Destinations	Pick-up and drop-off points within neighborhoods
Eligibility Period	Unlimited
Cost to Client	Varies; as low as \$2.50/hour for late night use. As high as \$14 / hour for weekend use.

Similar Local Programs

Cuse Car

In 2009, Synapse Partners, Inc. won a \$150,000 grant from the New York State Energy Research and Development Authority to run a car-sharing program known as Cuse Car. Like Ithaca CarShare, it was intended to be more affordable than ZipCar, with rates as low as \$5.95 per hour. Cuse Car's fleet of vehicles was relatively small, 10 or 11 cars, and was primarily concentrated in Downtown Syracuse. Cuse Car is no longer in operation.

Similar Programs in Other Communities

Over the past decade, and particularly in the past three years, experiments in car sharing have gone in several different directions and have evolved rapidly – more rapidly and widely than will be cataloged in this report. A few examples of interesting programs are provided below.

Capital CarShare, Albany, NY

Capital CarShare is a non-profit car-share company operating in downtown Albany. Capital CarShare has a fleet of eight vehicles available to members, with hourly rates varying from \$8 to \$11, depending on membership level, with a special overnight (1 a.m. to 6 a.m.) rate of \$4 per hour. Insurance is included with vehicle rental costs. Reservations are made online or over the phone, and members use a key fob to unlock vehicles. All trips are round trips: drivers return their vehicles to the places at which they picked them up.

Buffalo CarShare

Buffalo CarShare was a non-profit car-share company that was forced to close in 2015 because of a lack of insurance firms willing to provide insurance. Buffalo CarShare had a fleet of 19 vehicles and, according to the organization's Executive Director the vehicles "have taken over 35,000 trips for over 1 million miles. Most of those trips were taken by members that cannot afford a personal vehicle, and therefore relied solely on CarShare to get to vital destinations." (Galligano, 2015)

Sacramento – "Our Community CarShare"

Launched in May 2017, Our Community CarShare is a pilot project run by the Sacramento Metropolitan Air Quality Management District (SMAQMD) and funded by a \$1.4 million state grant. This model has several unique features that are worth noting:

- Eight electric vehicles were purchased with the grant.
- The vehicles are assigned to three public housing complexes, where residents can sign up to use them, free of charge, for up to nine hours a week.
- The vehicles are owned and managed by Zipcar, but at the end of the pilot project period, they will be turned over to the agencies that own the subsidized housing complexes.
- Zipcar self-insures its vehicles, including those in this pilot project.

Program Strengths

Car sharing programs offer numerous potential benefits, including:

- Greatest amount of flexibility in pick-up and drop-off times and locations (assuming a sufficiently large fleet of vehicles).
- Gives the user the ability to do more than commute; opens up possibilities in terms of job training and other educational opportunities, as well as flexibility in scheduling appointments.
- If used as an occasional supplement to other forms of transportation, car-share programs are typically less expensive than car ownership.

- Eliminates the need for central ride planning.

Program Weaknesses

- Car-sharing is not an affordable way for one person to commute to work daily. It could make a carpool possible, or could enable a family member or neighbor to drive a worker to a job site.
- Lack of a company willing to insure car-sharing programs has been an obstacle in some cities.
- Insurance company policies may add restrictions to the pool of possible members – for example, drivers between 18 and 20 years old may need their own insurance policy and have a “spotless” driving record.
- Program users need a credit card, debit card, or checking account in order to use the system; they must also have access to a computer or smartphone. This may be burdensome to some potential users.
- Managing a membership organization and pool of cars is labor intensive: Ithaca CarShare has a staff of six devoted to keeping a fleet of 25 vehicles in operation.
- Convenience for users depends on the program’s fleet size; the smaller the fleet, the less likely it is that vehicles will be near user’s homes and available for use.

Overall Assessment

Car-sharing is not, currently, a feasible solution for a low-income worker trying to get to an eight-hour shift at a suburban job site. The cost of having the vehicle sit in a parking lot for eight hours at a time is prohibitive. Sacramento’s program is the exception, since the cars are free to program members, but with a nine-hour-per-week use limit, it would only be useful one day a week.

There are conceivable variations, such as a worker asking a friend, relative or neighbor to use a neighborhood-based vehicle to drive them to or from work, or splitting the cost among a pool of workers. However, one of the issues that makes carpooling unpopular is relying on other people for a ride to work. This approach would not resolve this issue.

At the same time, car-sharing has value for people who cannot afford a vehicle but need to get to appointments, or who want to access grocery stores (particularly discount club stores) or recreational opportunities outside of Centro’s service area.

A small-scale pilot project, particularly one that partnered with one of the city’s subsidized housing complexes, would clearly be beneficial to residents. Once in place, a program sponsor could work with car-share members to gauge their interest in using a shared vehicle for commuting.

Cooperative Vehicle Sharing

Description

A cooperative vehicle-sharing program would take advantage of vans and other vehicles already owned and operated by local human service organizations. In many cases, these vehicles were purchased with state and/or federal grant funds, and are not in use after 5:00 or 6:00 P.M. or on weekends. Using these

vehicles to help low-income workers get to work would align well with the mission statements of several local non-profit organizations, and could lead to greater collaboration in how their clients get from one program / facility to another. In 2012, the SMTC conducted a survey of human service organizations, to assess their transportation resources. Nearly 100 vehicles were identified, belonging to human service, medical, and other organizations.

In April 2017, SMTC staff met with the Human Services Leadership Council (HSLC) to discuss the possibility of pooling vehicles owned by HSLC member agencies. HSLC members include ARISE, Catholic Charities, Contact Community Services, P.E.A.C.E., Inc., the Rescue Mission, and the Salvation Army. A program to provide rides to work would be compatible with the missions of several of these organizations, but it remains to be seen whether these organizations would be willing to pool vehicles. SMTC staff prepared a survey for HSLC members (see Appendix E) to gauge their interest level in this program. It will be distributed to HSLC member agencies at the discretion of the HSLC's Executive Director.

Program Strengths

- Taps into a pool of underutilized resources already available within the community.
- Vehicle sharing could be combined with job training, to put unemployed workers to work as drivers.
- In many cases, the organizations in question (and their vehicles) are neighborhood-based, such as at the Northeast and Southwest Community Centers, the Salvation Army, or Liberty Resources.
- A locally-developed program using existing resources may be much more flexible than other models.
- Potentially the most cost-effective approach.

Program Weaknesses

- A mechanism for insuring vehicles and drivers during off-hours use is the single greatest obstacle to developing this program.
- Numerous logistics would need to be agreed upon among several different organizations, including answering such questions as:
- How will a given vehicle owner be compensated for wear and tear on their vehicle?
- How will a vehicle be repaired if damaged during off-hours use, and how will a substitute vehicle be provided to the owner?
- Who drives the vehicles and are drivers paid?
- How are trips requested, scheduled, and coordinated?
- Do riders pay a fare?
- To whom is the service available?
- In some cases, there may be restrictions on how an organization uses a vehicle purchased with grant money, making it unavailable to the program.

Similar Programs in Other Communities

Red Rose Access, Lancaster, PA

Human services organizations in Lancaster County, PA, have been using a variation on this model for nearly 40 years. Rather than sharing vehicles owned by individual organizations, a brokerage known as Red Rose Access owns vehicles and coordinates their use among multiple agencies and organizations.

As described in the 2007 *Human Services Transportation Plan, Lancaster County, PA*, Red Rose Access is the “single point of contact responsible for brokering all social service transportation demand in the County of Lancaster.”

This brokerage’s history goes back to the late 1970s, when it was known as LISTS:

Lancaster Integrated Specialized Transportation Service was incorporated as a 501 (C)(3) non-profit transportation brokerage in 1979. The formation of LISTS was the result of collaboration between the County and City of Lancaster, Lancaster County Planning Commission, the Office of Aging, Community Action Program, other social service agencies and several private transportation providers. It was agreed, at that time, that all agencies would disband their own transportation programs and that all transportation services would be provided through the coordination of demand made by a variety of programs through the services of LISTS. (Lancaster County Transportation Coordinating Committee, 2007)

This level of centralization involves risks and rewards for individual agencies and programs, since participants lose some control of their own transportation in exchange for reduced transportation costs.

GoRide, Valley Regional Transit, Meridian, ID

Valley Regional Transit’s (VRT) “GoRide” Mobility Programs offer a number of interesting innovations in transportation, including a Vehicle Sharing program designed to be used by non-profit organizations. Under this program, organizations share from a pool of vehicles owned and insured by the transit agency. Members of the pool can donate a vehicle to VRT while maintaining some control over the vehicle. Members can also participate without donating a vehicle by paying a daily fee for use.

Overall Assessment

Cooperative Vehicle Sharing programs solve one aspect of the transportation problem for low-income workers: getting a vehicle. A program like VRT’s Vehicle Sharing needs to be paired with another program that provides drivers, collects fares, and schedules/coordinates trips.

For a small non-profit organization, however, access to a pool of vehicles might pave the way for a vanpool program – particularly if the thorny issue of how to provide insurance had already been worked out.

Subsidized Transportation Network Company Rides

Description

Transportation network companies (TNCs), such as Uber and Lyft, will be legal in Central New York as of the final approval of this report. A TNC allows anyone with a smart phone application to request and pay

for a ride with a few taps on the phone's touchscreen. The driver and vehicle are not part of a taxi service or livery company, which reduces overhead costs. Typically, rides provided through a TNC are less expensive than taxi or livery service rates.

Many communities use subsidized taxi rides to provide rides to work for low-income workers. Not only are TNCs less expensive than traditional taxi cabs, but the system for hailing and scheduling rides is almost entirely automated, making program administration less labor-intensive.

SUBSIDIZED TNC RIDES - ESSENTIALS

Hours / Days of Operation	7 days a week, 24 hours a day
Reservations	Made on demand via smartphone
Origins/Destinations	Door-to-door service
Eligibility Period	To Be Determined
Cost to Client	To Be Determined; could be capped at a specific daily or monthly amount
Avg. Per Ride Cost to Provider	\$15 - \$20

Program Strengths

- On-demand, door-to-door service, giving clients complete flexibility in time of pick-up.
- Minimal administrative burden: no central ride-scheduling or routing function.
- Smart phone use is ubiquitous among low-income workers.
- Theoretically, TNC drivers are available at all times of day in all locations.

Program Weaknesses

- Reports of both workplace sexual harassment and harassment of female riders and drivers has eroded Uber's reputation.
- Research has shown a pattern of discrimination against African-American riders among Uber and Lyft drivers.
 - A 2016 study showed longer wait times for riders with African-American sounding names and a cancellation rate that was twice as high as the rate for riders with "white sounding" names. (Racial and Gender Discrimination in Transportation Network Companies, 2016)
- It remains to be seen how many TNC drivers will be available for workers at late-night hours and on weekends.
- While less expensive than taxi or livery service, a ride from a TNC is typically more expensive than a vanpool.

Similar Programs in Other Cities

TD Late Shift, Pinellas Suncoast Transit Authority, Florida

The Pinellas Suncoast Transit Authority (PSTA) began subsidizing Uber rides in 2016, with the goal of solving the "first mile, last mile" problem: efficiently getting bus riders in sparsely-developed areas to

and from bus routes. The PSTA subsidized up to \$3 of the cost of an Uber ride for commuters getting rides to or from bus stops.

In February 2017, PSTA initiated the “TD Late Shift” program, described on Uber’s website as “a transportation disadvantaged program that will let economically disadvantaged riders request up to 23 free rides per month, as long as they are within county lines. Eligible riders can take a trip anywhere in the county between 9:01pm and 5:59am completely free, thanks to the PSTA.”

This state-funded program is open to Pinellas County residents with incomes under 150 percent of the federal poverty level who are not able to get a ride from friends or family.

Summit, New Jersey

In 2016, the city of Summit, New Jersey initiated a pilot program to provide free Uber rides for city residents going to / coming from the city’s train station. The municipal parking garage at the Summit commuter rail station was reaching capacity, with large numbers of both city residents and commuters from the surrounding area parking and riding into New York City. In order to reduce the demand for parking spaces among city residents, they were given free or heavily subsidized Uber rides to and from the train station.

Overall Assessment

TNCs offer a mix of decentralized administration and affordability. With sufficient funding, an agency or non-profit could implement a subsidized ride program for a selected pool of workers with minimal staff resources. The City of Summit’s experience was that the setup phase was not particularly onerous and day-to-day administrative burdens were minimal.

However, if TNC service continues to be plagued by a pattern of racial discrimination and sexual harassment, it is not a workable solution without additional safeguards to ensure equitable service to all users.

V. CONCLUSION

The need for a supplement to fixed-route bus service for low-income workers is very real in the Syracuse region. Getting out of poverty means being able to take advantage of additional shifts, or being able to hold a job when night or weekend work becomes a necessity. The analysis of Centro's transit system indicates that the temporal gaps in transit service – specifically nights and weekends – are likely to affect more job-seekers than the spatial gaps. Thousands of entry-level jobs are accessible by transit, but entry-level positions often require workers to work second, third, or weekend shifts.

While poverty, unemployment, and lack of a vehicle are issues throughout the region, these problems overlap and reinforce one another in the city's poorest neighborhoods. The highest proportions of households with more workers than vehicles are in Census Tracts in City of Syracuse neighborhoods. Combined with a lack of educational attainment, unemployment, and poverty, the lack of a vehicle means that the already limited pool of job openings for which these residents can apply is further reduced to those that can be easily and consistently reached by bus.

Program Cost Comparison

Ranked from least to most expensive (assuming a rider utilizes the program for a round trip rather than one way), the programs considered in detail in this study are:

1. Modified Vanpool service (\$5 each way).
2. Car share overnight rental (\$20 (\$2.50 per hour for eight hours)).
3. Subsidized TNC ride (a one-way trip from the Near Westside to Carrier Circle is estimated to cost between \$15 and \$20).
4. Rides for Work (\$32 per trip estimated cost).

The Cooperative Vehicle Sharing model would need to be developed further before a cost per ride can be developed, but since some form of vanpool is envisioned, it would likely be similar to the Modified Vanpool model.

Program Development & Administration

Program complexity can be as great a deterrent to implementation as cost. The ideas in this study vary from extant and currently functioning in our community to completely hypothetical. "Complexity" cannot be ranked as easily as cost, but in terms of staff time invested in both setting up and running a program, the following is an estimate, from least to most complex:

1. Modified Vanpool: the fact that Providence Services is currently in operation with one full-time and one part-time employee suggests that this is a straightforward model.
2. TNC Subsidies: the experience in Summit, NJ was that after an initial setup period, day-to-day management of this program was minimal.
3. Rides for Work: Centro's Rides for Work program may require a good deal of staff time in terms of day-to-day management (keeping track of reservations and cancellations, as well as ensuring

that drivers and vehicles are on track to make pick-ups), but a template exists for re-creating this service in our community.

4. Car Share: from procuring insurance, to purchasing and maintaining a fleet of vehicles, to managing individual clients' memberships, a car share program is a non-trivial undertaking.
5. Cooperative Vehicle Sharing: as mentioned elsewhere, this is a complicated concept involving partnerships between many organizations.

Recommendations

This study was requested by the City of Syracuse and the Syracuse-Onondaga County Planning Agency. Its stated goal is "To begin a comprehensive and collective discussion with member agencies, transportation providers, businesses and non-profit organizations on the feasibility and establishment of transportation to work services for low-income residents." This report and these recommendations are presented to ensure that future discussions on this subject can focus on practical solutions, rather than on diagnosing problems.

1. Invest in Providence Services of Syracuse

Providence Services of Syracuse is the only private, non-profit organization in the SMTC's planning area dedicated solely to ensuring that transportation is not a barrier to employment. The program has evolved to be cost-effective to the point of requiring only minimal subsidy. As grants have become available, it has enabled the program to offer lower fares to its clients. The organization would benefit from support in the form of marketing and in partnerships with workforce development agencies. The region's job training programs should be working with Providence Services to resolve transportation issues for their clients.

2. Work with a TNC to offer subsidized rides to workers

The advantages of providing rides to workers through TNC software are significant. Both ease of program management and the flexibility this program would give workers make it worth investigating further. The lingering question of whether or not this service would truly be equitable cannot be ignored; any program utilizing a TNC to provide rides should include a means of monitoring and resolving complaints of harassment or discrimination.

3. Continue to investigate Cooperative Vehicle Sharing

While complex, the idea of sharing or pooling the vehicles already owned by non-profit organizations is promising. For a number of local human services organizations, helping individuals overcome barriers to personal development – such as finding a way to get to work – is their reason for being. Figuring out the details of how this can be done cooperatively may be difficult, but the long-term benefits to participating organizations and their clients are likely to be substantial.

4. Test ideas with pilot projects

This study has focused on five basic approaches to providing rides to work at nights and on weekends. There are many variations on these ideas, as well as on the other approaches identified in this report (see Table 1). Each permutation has its own strengths and weaknesses – no “perfect” solution exists. Making sure people can get to work is a sufficiently important issue in our region to warrant multiple experiments by a variety of entities.

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APPENDICES

Appendices are available with electronic versions of this report. They are also available upon request.

Appendix A – Study Advisory Committee Meeting Notes

Appendix B – Stakeholder Meeting Notes

Appendix C – Work Link Technical Memo: Employment Centers and Transit Service

Appendix D – JOBSplus! Survey Results

Appendix E – Human Services Leadership Council Survey

Work Link: Assessing Transportation Options for Low-Income Workers

APPENDICES

Appendix A – Study Advisory Committee Meeting Notes

Appendix B – Stakeholder Meeting Notes

Appendix C – Work Link Technical Memo: Employment Centers and Transit Service

Appendix D – JOBSplus! Survey Results

Appendix E – Human Services Leadership Council Survey

Appendix A – Study Advisory Committee Meeting Notes

SMTC Work Link Project
Study Advisory Committee Meeting #1
SMTC Lower Level Conference Room
June 30, 2016
10:00 AM

Draft Meeting Summary

Attendees

<i>Name</i>	<i>Affiliation</i>
Mario Colone	SMTC
Aaron McKeon	SMTC
Andrew Frasier	SMTC
Megan Costa	SOCPA
Owen Kerney	City of Syracuse – Planning
Ike Achufusi	NYSDOT
Steve Koegel	Centro
Steven Coker	County Economic Development
Eric Ennis	City of Syracuse Neighborhood & Business Development
Deborah Hundley	Providence Services of Syracuse
Pascale Mevs	CenterState CEO

Introductions and Project Overview

Mr. McKeon began the meeting with introductions and a brief overview of the project's purpose. The project's Scope of Work splits into two parts: the first part is a technical analysis of the degree to which existing transit routes match up to job opportunities, and the second part is the evaluation of ways to fill the gaps in transit service. Mr. McKeon provided an overview of the schedule: the technical analysis will consume the next two to three months, with the remainder of the project (roughly nine months) focusing on the evaluation of possible solutions, as well as public involvement.

Public Involvement Plan

Mr. McKeon caught the SAC up on activities in which SMTC has been involved over the past year that relate to the Work Link project:

- September 2015: Met with CenterState CEO's WorkTrain staff to discuss their transportation challenges. WorkTrain just recently expanded from being focused on health care jobs to include manufacturing. They have found that one challenge is that manufacturers may only need one or two employees per site (rather than eight or 10 in a health care facility), making it harder to get workers to and from multiple locations. Currently, CenterState CEO is working with ACMG Credit Union to help the people enrolled in the WorkTrain program find car loans.
- SMTC staff participated extensively in Onondaga Citizen's League's 2015 report "How CNY Moves." This included attending several informational meetings, as well as presenting information at these meetings.
- December 2015: SMTC convened three focus group meetings with representatives from workforce development, adult education, and human service organizations in the area. These meetings were primarily a way for SMTC staff to learn about existing transportation connections and coordination in the region focused on human services.
- February – May 2016: SMTC participated in the Greater Syracuse HOPE Anti-Poverty Initiative, which has been exploring transportation options for low-income workers. This group has stated its support for the Work Link study.

Regarding the Public Involvement Plan for this project, the following points were noted:

- Public Meetings:
 - Consider locations that are accessible by transit and that are likely to draw participants from around the community – places near the Transit Hub should be considered.
 - Consider multiple meetings, for example a meeting on the north side of the city (potentially focused on the refugee population) and a meeting on the south side of the city.
- Focus Groups:
 - CenterState CEO periodically holds meetings with employers – it might be possible to utilize one or more of these meetings to collect information, rather than the SMTC convening separate meetings with employers.
 - Employers will also be contacted by way of a survey of employers, currently being developed by the SMTC and scheduled to be in circulation by late summer.

- Study Advisory Committee:
 - It was noted that, while workforce development is a major element in this study, there is no “workforce development” representative on the SAC. Mr. McKeon stated that he would look into this.

There was general consensus that the Public Involvement Plan provided a clear road map for ensuring stakeholder involvement.

Technical Analysis

Several points were raised that were relevant to the technical analysis:

- Department of Labor data includes occupations and skill levels, which is needed if the project’s focus is to match low skilled workers with entry-level positions.
- Data from the City and County can provide details on firms’ plans to expand or relocate, making it possible to predict future employment hotspots.
- Cross-referencing transit data with zoning data could also help us anticipate future employment centers.
- The general transit feed specification (GTFS) data from Centro may make it possible to get a more detailed analysis of transit service than has been possible in the past.
- An appropriate buffer around transit lines may be variable: a shorter walking distance might be appropriate in the city than in the suburbs.

SMTC will look to convene a Working Group meeting to discuss data sources with SAC members who have a specialization in employment / economic development.

Next Steps

The next SAC meeting is scheduled for September, at which point there should be some results from the technical analysis to discuss.

SMTC Work Link Project
Study Advisory Committee Meeting #2
SMTC Lower Level Conference Room
November 1, 2016
1:00 PM

Draft Meeting Summary

Attendees

<i>Name</i>	<i>Affiliation</i>
James D'Agostino	SMTC
Mario Colone	SMTC
Aaron McKeon	SMTC
Andrew Frasier	SMTC
Megan Costa	SOCPA
Owen Kerney	City of Syracuse – Planning
Steve Koegel	Centro
Deborah Hundley	Providence Services of Syracuse

Previous Meeting Review

Mr. McKeon began the meeting by briefly reviewing the outcomes of the previous SAC meeting and subsequent stakeholder meetings. SMTC staff members have met with various stakeholders, primarily to compare data resources and to ensure that the Work Link project is not duplicating other similar initiatives in the region.

Technical Analysis

The purpose of this meeting was to introduce SAC members to the ideas, methodology and outcomes in *Technical Memo #1: Employment Centers and Transit Service*. SAC members received this document at the meeting [SAC members not in attendance received a copy following the meeting]. This tech memo has three sections:

1. Demographic analysis,
2. Description of 'employment centers', and
3. Description of transit service to employment opportunities.

Comments and questions included:

Demographics

- Data from the US Census' American Fact Finder dataset were utilized to identify the Census Tracts with the highest proportions of people living below poverty, people with relatively low educational attainment, low rates of car ownership, and high unemployment. The Census Tracts with the highest proportions of these four characteristics are all located in the City of Syracuse.
 - Mr. D'Agostino: How does the map of these Census Tracts compare with the SMTTC's Title VI / Environmental Justice Target Areas?
 - Mr. McKeon: There's a lot of overlap, but the EJ Target Areas are slightly larger, extending into the first ring suburban area.
 - Mr. D'Agostino: How many unemployed adults in the City of Syracuse live in poverty?
 - Mr. McKeon: This is not data we collected for the Technical Memo, but we can access this information from the Census data.

Time Arriving at Work

- Mr. McKeon explained that the 'time arriving at work' numbers were derived from the American Community Survey, as found in the Census Transportation Planning Products. The data available are limited in terms of how blocks of time are broken up.
 - Mr. Koegel said that he would be interested in seeing a breakdown of 'time arriving' with more detail for the period between 5:00 a.m. and 10:00 a.m.
- Ms. Hundley said that it should be noted that, for many people in poverty, second and third shift jobs are the only jobs they can get.

Employment Centers

- Employment centers were based on an analysis of employment density, using data from InfoGroup, a private firm that tracks employment data. The baseline density was determined to be 2.4 jobs / developed acre in Onondaga County.
 - Turning Stone Casino: should this be considered an employment center?
 - Mr. McKeon: it does not currently show up in our analysis, but we will take a look at the data.

Transit Service

- Mr. Koegel said that buses start running around 4:30 a.m.
- Ms. Hundley asked where the buses begin pick-ups. Mr. Koegel stated that most buses start at the hub and run as "expresses" to the end of their lines, running along their routes back toward the hub.

- Mr. D'Agostino clarified that the analysis done to date was based on the SMTC's best approximations of how to establish parameters; the SMTC will look to experts in specific areas, such as Ms. Hundley, to refine the analysis.
- Mr. Koegel explained that Centro is working toward the goal of improving the Syracuse area's "peak to base ratio" – this would mean levelling out service and providing more buses throughout the day, not just at peak times.
- Ms. Hundley: how many low-skill / off-hours jobs are there in the Eds / Meds sector?
 - Mr. McKeon: We can provide those numbers.
- Mr. Koegel: There has been interest from Oswego County workforce development agencies in getting transit from the County's southern towns to the employment opportunities on the Route 31 corridor in Clay.

Appendix C

Mr. McKeon directed meeting attendees' attention to Appendix C of the report, which provides transit service data by employment center. There was some confusion related to the information being conveyed in the charts in this section. The following comments were made:

- Invert the analysis to show the number of jobs that are accessible by transit, rather than the number of jobs that are not accessible.
- All the charts should use a single X-axis scale, to make it easier to compare one chart to another.
- Employment center location maps should be larger.

Next Steps

Mr. McKeon requested that SAC members provide comments on the Technical Memo by November 18. He stated that the next phase of the project would involve, first, working to ensure that stakeholders in the community who are not represented on the SAC (such as the Department of Social Services) are consulted, in order to get their input on the technical analysis phase.

SMTC Work Link Project
Study Advisory Committee Meeting #3
SMTC Lower Level Conference Room
February 16, 2017
10:00 AM

Draft Meeting Summary

Attendees

<i>Name</i>	<i>Affiliation</i>
Mario Colone	SMTC
Aaron McKeon	SMTC
Andrew Frasier	SMTC
Megan Costa	SOCPA
Neil Burke	City of Syracuse – Planning
Eric Ennis	City of Syracuse – Economic Development
Deborah Hundley	Providence Services of Syracuse
Ike Achufusi	NYS DOT

Agenda Overview & Previous Meeting Recap

Mr. McKeon began the meeting by briefly reviewing the major items of discussion at the previous Stakeholder Meeting (12/21/16): the assessment of transit availability to employment centers by time of day, and a brainstorming session to develop a set of possible off-hours transportation solutions for low-income workers. He also stated the purpose of this meeting: to select a subset of program concepts for further study.

Review of Transportation Program Concepts

Mr. McKeon led a review and discussion of 14 ‘program concepts’: a variety of transportation solutions for low-income workers. Questions and comments included:

- Rides for Work II
 - What were the hours of operation for Rides for Work? Were they the same as Centro’s normal operating hours?
- Bridj / Uber / Lyft

- Smartphone dependent. What about people who don't own / can't afford smart phones?
 - Proportion of low-income & public assistance recipients w/smart phones may be higher than expected because of government subsidies ('Obama phones') and the high utility of smart phones.
- Non-Profit Service Provider
 - Ms. Costa: What proportion of Oswego County Opportunities shuttle riders are commuting?
- Employer-sponsored shuttles
 - Could work well if lots of third shift / holiday workers need rides at a single location
 - Mr. Ennis: What about aligning shifts of hotels in Carrier Circle w/bus routes? Create a revenue stream for Centro / other transportation provider by getting a pool of clients in/out of work at the same time. Discussions w/Syracuse Refugee Alliance indicate that lots of refugees can find / are finding entry-level work in hotel industry. Makes a good grant application.
 - Mr., Colone: Centro's ability to stretch service is non-existent, based on current funding.
 - Ms. Hundley: planning on going to the hotels in Carrier Circle to discuss Providence Services with them within the next two months; she can report findings to us.
 - Mr. McKeon: another SMTC project in Carrier Circle may present an opportunity to discuss this idea with a representative of the Greater Syracuse Hospitality & Tourism Association.
- 'Modified Vanpool' / Providence Services
 - Ms. Hundley presented some points on this program:
 - They are moving toward an on-line registration system to make route planning easier.
 - Their model is based on a pre-arranged pick-up for which riders will subscribe; it is not an on-demand service.
 - There is no government subsidy; riders will pay \$7 for each ride, making it a self-sustaining model.
 - Grants from local foundations will make the first month of rides free for riders, while they establish themselves at a job.
 - In time, the fare may be lowered, if grant funding can be obtained.
- Subsidized Taxis
 - Ms. Hundley pointed out that this model would likely mean an agreement with a cab company or a pool of cab companies to get program clients a special hourly or mileage-based rate, rather than standard cab fare.

- Car Buying
 - Mr. Koegel [off-line 2/9/17 meeting]: will Uber and Lyft undercut the need for a personal car?
 - Ms. Costa pointed out that in other cities, this is the case – TNCs like Uber & Lyft supplement public transit and make car ownership unnecessary.
 - Mr. Achufusi: having a car opens up many more opportunities that are not available otherwise.
- Car Pooling
 - vRIDE
 - Ms. Hundley expressed skepticism that this model would work, given the difficulties of finding a driver within the pool of program clients. She had investigated the idea of renting a van (from Enterprise) and hiring a driver to get workers to jobs. The restrictions placed on how the vehicle could be used (“go from A to B – only!”) made this approach impractical.
 - Ms. Finch [off-line 2/10/17 mtg] said that she had a contact at the City of Rochester who would be able to talk about their subsidized program.
 - Mr. McKeon said that he would look into Rochester’s subsidized vRIDE model, whether or not this approach is selected by the SAC.
- Car Share
 - Ms. Costa suggested that this might be a workable model for a working family, in which one person would pick up a car, drop a partner at work, run errands, etc., and return the car: creating relatively affordable transportation to work based on an hour-long rental at the start and end of a shift.
 - Ms. Hundley: make sure to look at how to distribute vehicles geographically, how to monitor them while they are not in use, and how users are screened in other markets (for things like moving violations, felonies, etc.).
- Resource coordination & mobilization
 - Ms. Hundley: there are a lot of unanswered questions about this approach, such as insurance, dealing with mechanical failure, finding drivers and back-up drivers, and how the vehicle’s owner would be compensated for off-hours mileage.
 - Mr. Colone: the Executive Director of the Human Services Leadership Council has expressed an interest in looking more closely at this.
 - This service could be tied in to organizations’ other transportation efforts, such as transportation for the elderly and disabled.
- Transportation Network Companies (Uber, Lyft, etc.)
 - Mr. Burke: In Pittsburgh, ride pricing seemed to be based on trip length – longer trips may be comparable to cab fares in cost.
 - Mr. Frasier: Several examples of subsidies at work.

- Also, municipalities are working around smart phone limitations. Pinellas County, Florida, is partnering with ridesharing companies and developing a dispatching system that would be accessible from an old-fashioned landline.

Selecting Program Ideas for Further Study

SAC members were asked to vote (a limit of four votes each) for ideas that they would like to see studied further. (Mr. Ennis left prior to the tally; Mr. Koegel, Ms. Finch and Ms. Crawford had provided their input prior to the meeting.)

The results were:

Program Idea	Votes
Modified Vanpool (Providence)	7
Rides for Work II	5
Uber/Lyft	5
Car Share	3
Mobilize Existing Resources	3

These five ideas will be carried forward and studied in detail.

Next Steps & Adjournment

Mr. McKeon clarified the next steps:

- SMTC staff will investigate the five selected program ideas to get a better sense of logistics, costs, and benefits.
- A focus group (or groups) will be convened, consisting of potential program users, to discuss these ideas with them and get their sense of pros, cons, and usability.
- A public meeting will be held to get feedback from the largest possible set of stakeholders.
- The results will be documented in a final report, concluding the project.

Appendix B – Stakeholder Meeting Notes



Syracuse Metropolitan Transportation Council

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Ladders of Opportunity – Access to Essential Services FOCUS GROUP: Workforce Development & Job Placement MEETING NOTES

Date & Time: December 9, 2015, 10:00 a.m.

Location: Lower Level Conference Room

Attendees:

Name	Organization	Phone	e-mail
Peter Sarver	ACTS		petersarveracts@gmail.com
Pascale Mevs	CenterState CEO	436-2757	pmevs@centerstateceo.com
Anthony W. Colella	CNY Works, Inc.	477-6949	acolella@cnyworks.com
Carol R. Fletcher	CR Fletcher Associates	471-1000	Carol.fletcher@crfletcher.com
Mike Irwin	Greater Syracuse Works	470-4264	mirwin@greatersyracuseworks.org
Loretta Zolkowski	Human Services Leadership Council	569-5423	lzolkowski@hslccny.org
Julius Hefti	JOBSPUs!	442-3242	Julius.hefti@jobsplus.cc
Deborah Hundley	Providence Services of Syracuse	415-0165	Providence.deborah@gmail.com
Mario Colone	SMTC	422-5716	mcolone@smtcmpo.org
Andrew Frasier	SMTC	422-5716	afrasier@smtcmpo.org
Aaron McKeon	SMTC	422-5716	amckeon@smtcmpo.org
Haji Adan	Somali-Bantu Community Association	214-4480, ext. 1	Hajiadan78@yahoo.com
David Paccone	Syracuse Housing Authority	470-4371	dpaccone@syrhousing.org
Rhonda O'Connor	Visions for Change, Inc.	218-0938	roconnor@vfcinc.org

The Metropolitan Planning Organization

Office of the Mayor • Syracuse Common Council • Syracuse Planning Commission • CenterState Corporation for Economic Opportunity • New York State Department of Transportation • New York State Department of Environmental Conservation • New York State Department of Economic Development • New York State Thruway Authority • Office of the County Executive • Onondaga County Legislature • Onondaga County Planning Board • Central New York Regional Transportation Authority • Central New York Regional Planning and Development Board • Federal Transit Administration • Federal Highway Administration

Name	Organization	Phone	e-mail
Ron Boxx	Visions for Change, Inc.	218-0938	rboxx@vfcinc.org
Kiki (Mary R.) White	Women's Opportunity Center	446-0550	wockikiwhite@yahoo.com
David Goodness	Workforce Development Institute	426-1383	dgoodness@wdiny.org

Meeting Notes:

SMTC, Ladders of Opportunity and SMART1

Mr. McKeon provided an overview of the “Ladders of Opportunity” initiative at the federal and local levels. The US Department of Transportation has asked metropolitan planning organizations like the SMTC to look at what can be done to improve accessibility to jobs, educational opportunities, and other critical services for people with mobility limitations. The SMTC has been focusing on an issue that has been identified in a number of previous studies: finding ways for workers who live in the city who do not have their own vehicles to reach jobs in the suburbs, particularly during second and third shifts and on weekends.

Mr. Colone provided a brief description of the SMTC's transit-oriented study, known as the Syracuse Metropolitan Area Regional Transit Study – Phase 1 (SMART1). This study will look at options for upgrading transit service along the two busiest transit corridors in the city: the James Street – Downtown corridor and the Downtown – South Ave corridor. The study will evaluate the possibility of implementing options such as bus rapid transit and light rail.

Workforce Development, Job Placement & Transportation

Meeting attendees agreed that the geographic distribution of jobs puts city residents who do not have a car at a disadvantage. Examples included manufacturing and warehousing jobs in Carrier Circle, North Syracuse and Liverpool: areas that cannot be reached efficiently by transit. In some cases, the lack of supporting infrastructure (such as sidewalks) makes these areas particularly difficult to reach for pedestrians and transit riders. An inland port on the south side of the city would be likely to spawn a wealth of warehousing jobs, but additional transit service would be needed to connect workers to these jobs.

Other than Providence Services, which provides transportation services to a relatively small group of workers at a given time, none of the workforce development / job placement stakeholders in attendance are equipped to provide transportation to work on anything more than a short-term basis. CR Fletcher and Work Train can and do provide transportation on an emergency/as-needed basis, but this is not their primary function and they do not have the resources to do this for weeks or months at a time.

There was some discussion related to very long-term solutions, such as bringing jobs closer to city neighborhoods, and/or developing more affordable housing in suburban areas, closer to jobs. Generally speaking the underlying issues at play, such as zoning barriers in suburbs, are beyond the scope of this study.

Private Transportation – Cars, Carpools and Bikes

Visions for Change has been trying to connect low-income workers with a variety of transportation means, including carpooling, financing for car purchases, and by giving away bicycles. Each of these approaches has its drawbacks. People worry about carpooling, since it means that their commute hinges on someone else's reliability. Bicycles are good for relatively short distances, but only when the weather is cooperative. People who grow up in generational poverty may not have their driver's licenses and may be hesitant to take on the long-term maintenance, registration and insurance costs of car ownership. Car ownership programs work best when packages with additional support, such as financial counseling.

WorkTrain has been working with Cooperative Federal Credit Union to get car loans for program participants. Currently, these loans are considered incredibly risky and experimental for all involved, and creates a need for financial literacy programs, in addition to the program's other educational elements.

There are two programs that surrounding counties have that do not currently operate in Onondaga County: "Ways to Work," which provides financial education and helps with lower interest rates for low-income car buyers, and "Wheels to Work," which will do repairs and offer financial management skills. Usually a county will sponsor one of these programs and a non-profit will administer it.

Onondaga County had a "Wheels to Work" program years ago, but it stopped running due to a lack of funding.

Transportation and Public Assistance

JOBSPPlus! provides transit passes to public assistance recipients, and this support continues even after other forms of public assistance end.

The experience for staff at the Women's Opportunity Center is that getting a job can mean that public assistance benefits are reduced, making the cost of transportation more difficult to afford.

Transit Issues

Chained trips: For people who are trying to make multiple stops between work and home (e.g., stopping at a child care center and a grocery store), riding transit can be impractical. Transit is significantly more time consuming for most commuters, relative to driving a car. One attendee noted that people always say we live in a "20-minute city," but it's not a 20 minute city on transit.

In some cases, Centro has asked companies to align their shifts to their bus schedules. Centro also points out (at times) that they are typically not contacted when employers are considering locations and shift times.

It was pointed out that the City of Houston, Texas re-designed its bus service, from hub and spoke to neighborhood routes, and saw improvements in travel times and ridership.

Second and Third Shifts

Meeting attendees were asked if they could pin "second" and "third" shift to a specific set of hours, and all agreed that these shift times are almost meaningless in practice. Additionally, in some industries (e.g., food

service) schedules are highly variable and a given worker may not know be given any warning prior to major changes in their work hours. Also, many workers have more than one job.

One attendee estimated that 40 percent of his office's clients work non-standard hours (other than between 7 a.m. and 5 p.m.).

Attendees identified several good sources of second and third shift jobs, such as hospitals and nursing homes (e.g., St. Camillus). By one estimate, the bars and restaurants at Destiny and on Erie Boulevard could stay open later and employ and additional 3,000 people, if they had a reliable means of transportation.

Other Cities' Experience

Other regions have responded to this spatial mismatch issue in a variety of ways. Transit agencies often take the lead in providing late night service or by using shuttle vans to supplement fixed route transit service.

Taxis, Uber & Lyft

There are discussions to bring Lyft or Uber into this community, but those are really more of a middle-class service, not a lower-class service. Additionally, drivers for those services can pick and choose the neighborhoods they are willing to serve.

Mr. McKeon asked if there were currently programs in place to provide workers with vouchers to be used for taxi rides. None of the stakeholders present currently provide this kind of service. It's possible that some workers' unions provide for transportation in this way (possibly home health aides).

Public-Private Partnerships

Several participants agreed that getting employers involved in transportation would be beneficial. One example raised was Stickley, which provides transportation for refugees living on the north side of the city. Refugees are widely considered to be a great resource by employers, because they are motivated and reliable; companies have been known to provide door-to-door transportation to ensure that they can employ refugees.

At the same time, some firms outsource their employees to firms like CR Fletcher. This reduces their involvement in things like the logistics of their employees' commutes.

One attendee noted that there is something called Federal Transportation Fringe Benefits. Companies can recoup 6 percent of the cost of providing transportation to their employees. However, since a given employer would have to offer this benefit to all employees in order to be eligible, it might be more expensive than the wages.

At some price point, it is in companies' best interest to pay their workers more in order to retain workers, compared to the expense involved in recruiting and training new workers. Factored into this equation is the size of the labor pool and the number of better-paying, accessible alternatives available to workers. This can give employers an incentive to do things like subsidize bus routes.

Currently, SU, Upstate, and Crouse operate separate shuttles for off-site parking lots. Why? Could these shuttle services be combined? Could they be opened up to more than just their own employees?

Job Centers

A few geographic areas were identified as major destinations for workers, including Carrier Circle and the 481/Northern Boulevard area. The proposed Inland Port holds the potential for many jobs in the future. Syracuse Community Geography recently identified employment centers for WorkTrain.

Human Service Organizations, School Districts

There was some discussion of the transportation resources (cars and shuttle vans) being used by the region's larger human service agencies. There does seem to be a lack of coordination between individual agencies. Pooling resources could help defray costs of things like insurance and maintenance for a 15-seat van. At the same time, adding the additional mileage of door-to-door transportation for workers to a given nonprofit's transportation load could dramatically reduce the lifespan of their transportation assets.

On a similar note, the question was raised: could school districts' buses be used to transport workers during off-peak hours? This is an existing, funded set of buses that are idle during the times in question.

Conclusion and Next Steps

Mr. McKeon asked meeting attendees for their thoughts on "bad" ideas: things that had been tried in the past that did not work. The consensus was that the only "bad" idea would be doing nothing – anything steps to improve transportation would be welcomed by those present. One attendee pointed out that another way of asking this question is to ask: what worked well in the past but is no longer funded? It was suggested that the SMTC get involved with the HOPE Initiative, to get a better idea of what other initiatives are being proposed.

Mr. McKeon thanked everyone for their time. The meeting adjourned at 12:00 p.m.



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Ladders of Opportunity – Access to Essential Services FOCUS GROUP: Human Service Providers MEETING NOTES

Date & Time: December 11, 2015, 10:00 a.m.

Location: Lower Level Conference Room

Attendees:

Name	Organization	Phone	e-mail
Deborah Hundley	Providence Services of Syracuse	415-0165	Providence.deborah@gmail.com
Chris Curry	Catholic Charities	424-1800	ccurry@ccoc.us
Eve Tamela	Interfaith Works	449-3552, ext. 209	etamela@interfaithworks.cny.org
Mario Colone	SMTC	422-5716	mcolone@smtcmpo.org
Andrew Frasier	SMTC	422-5716	afrasier@smtcmpo.org
Aaron McKeon	SMTC	422-5716	amckeon@smtcmpo.org

Meeting Synopsis:

- Refugees tend to become transportation independent – they are more in “situational” poverty, rather than generational.
 - Many times, when one member of a refugee community gets a car, other members of that community benefit by sharing rides.
- Many work jobs at Destiny. They can typically get to the mall by transit, but getting home after an evening or night shift by transit is very difficult.
- Catholic Charities will occasionally drive refugees until they have a stable income. Their relocation to the United States is described as a “sprint from the start.”
- Interfaith Works will sometimes offer up to five years of service, even though they are not required to.
- Many women seek employment as well, not just men.

The Metropolitan Planning Organization

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Meeting Notes:

Ladders of Opportunity Study

Mr. McKeon gave meeting attendees a quick overview of the “Ladders of Opportunity” initiative at the federal and local levels. The US Department of Transportation has asked metropolitan planning organizations like the SMTC to look at what can be done to improve accessibility to jobs, educational opportunities and other critical services for people with mobility limitations. The SMTC has been focusing on an issue that has been identified in a number of resources: finding ways for workers who live in the city who do not have their own vehicles to reach jobs in the suburbs, particularly during second and third shifts and on weekends. With this as background, meeting attendees described their services and the transportation issues their clients experience.

Human Services & Transportation

Ms. Tamela: Interfaith Works has a job-preparedness focus, including English language services [Ms. Tamela is the English Language Coordinator]. Interfaith Works finds that refugees typically face three big obstacles to gainful employment: they can’t get to work, they face language barriers during their job search, and they must then actually get the job. Interfaith Works has no budget for transportation.

Mr. Curry, Program Operations Manager: Catholic Charities offers a range of services, including health services (which does include transportation), emergency shelter, rapid re-housing, services for the homeless and elderly, as well as prenatal support and mental health programs.

Refugees

Catholic Charities resettles roughly 600 refugees a year.

In terms of finding transportation to jobs, Catholic Charities has developed workarounds and emergency provisions (such as a staff member driving someone for a very limited time), but has not got a system for getting people to jobs. Refugees tend to become transportation independent very quickly. Refugees are in a position of “situational” rather than “generational” poverty. Many times, when one member of a refugee community gets a car, other members of that community benefit by sharing rides.

Public assistance levels for refugees vary based on each household’s circumstances. All refugees are typically eligible for food stamp benefits.

Catholic Charities has developed a culinary arts program, designed to give refugees an entrée [no pun intended] into food services employment. Through this program, someone who knows nothing about working in a kitchen can be prepared for a job in food services in as little as five weeks. Catholic Charities’ Project Joseph is similar, but prepares people for jobs in landscaping / outdoor jobs.

Catholic Charities’ shuttle service helps connect refugees to grocery shopping, medical appointments and other necessary trips. Interfaith Works provides five years of services, including intensive case management and support.

Existing Transportation Assets

Interfaith Works has one six passenger van and a truck, which are frequently in use. Most work done by case workers is done using private vehicles, for which they are reimbursed.

Catholic Charities has 20 to 30 vehicles, including a bus, a couple of box trucks, supplemented by case workers' vehicles. Maintenance is provided by Enterprise Fleet Management, which has been reliable. Catholic Charities does not provide transportation to work on a daily basis, but if a group of refugees needed short-term transportation to a single site (such as a factory), this could – and has – been done.

Providence Services hired a livery to get six refugees from the North Side of the city to the Wal-Mart in East Syracuse. One of the issues encountered in going to conventional transportation providers is that their employees also rely on transit, meaning that they can't get to their vehicle to drive it after hours.

Car Buying

In terms of addressing chained trips (daycare, adult education, groceries, etc.), there was some interest expressed in support for car buying programs, which give individuals the greatest flexibility. Car ownership can mean having more employment opportunities and being able to respond to family emergencies and other unexpected situations.

Coordination

Currently, Catholic Charities and Interfaith Works coordinate their efforts, since both offices are responsible for ensuring that refugees can get the resources they need to establish lives in Syracuse. Catholic Charities coordinates transportation services with other human service agencies on an as-needed basis.

Next Steps

Mr. McKeon thanked meeting attendees for their time and said that a record of all meetings would be provided.

**Syracuse Metropolitan Transportation Council**

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Ladders of Opportunity – Access to Essential Services
FOCUS GROUP: Adult Education
MEETING NOTES

Date & Time: December 17, 2015, 10:00 a.m.

Location: Lower Level Conference Room

Attendees:

<i>Name</i>	<i>Organization</i>	<i>Phone</i>	<i>e-mail</i>
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Pat Deacon	Syracuse City School District Adult Education	435-4111	pdeacon@scsd.edu
Mario Colone	SMTC	422-5716	mcolone@smtcmpo.org
Andrew Frasier	SMTC	422-5716	afrasier@smtcmpo.org
Aaron McKeon	SMTC	422-5716	amckeon@smtcmpo.org

Meeting Notes:

Ladders of Opportunity Study

Following introductions, Mr. McKeon gave meeting attendees a quick overview of the “Ladders of Opportunity” initiative at the federal and local levels. The US Department of Transportation has asked metropolitan planning organizations like the SMTC to look at what can be done to improve accessibility to jobs, educational opportunities and other critical services for people with mobility limitations. The SMTC has been focusing on an issue that has been identified in a number of resources: finding ways for workers based in the city who do not have their own vehicles to reach jobs in the suburbs, particularly during second and third shifts and on weekends. Since access to adult education is frequently a prerequisite to finding a job, talking to adult education providers is an important element. With this as background, meeting attendees described their adult education services and the transportation issues their students experience.

The Metropolitan Planning Organization

Office of the Mayor • Syracuse Common Council • Syracuse Planning Commission • CenterState Corporation for Economic Opportunity • New York State Department of Transportation • New York State Department of Environmental Conservation • New York State Department of Economic Development • New York State Thruway Authority • Office of the County Executive • Onondaga County Legislature • Onondaga County Planning Board • Central New York Regional Transportation Authority • Central New York Regional Planning and Development Board • Federal Transit Administration • Federal Highway Administration

Adult Education Services & Transportation

SUNY EOC has enrollment of about 770, with classes running from 9:00 a.m. to 8:30 p.m. SUNY EOC does not provide transportation to its students, many of whom use Centro.

The Metro Center has traditionally offered graduate courses only, but it was recently granted “bridge” status, meaning that it will soon be offering some undergraduate degrees. The Metro Center campus operates out of the Atrium Building in downtown Syracuse between 8:00 a.m. and 10:00 p.m. SUNY Oswego’s main campus is two hours away, using existing bus service. This hampers movement for students trying to use both campuses. SUNY Oswego paid for a bus to run back and forth between the two campuses several years ago, but this was not cost-effective. Because of a lack of free surface parking, the MetroCenter campus is viewed as “inaccessible” by many students.

University College serves part-time “non-traditional” students, with classes running from 8:00 a.m. to 10:00 p.m. The average age of a University College student is 38. One of the College’s current grant-funded programs includes the cost of bus passes. Of the 52 students enrolled in this program, 17 are currently using the bus passes. Centro’s recent change in bus pass policy (away from the unlimited 30-day pass) has meant that this cost has increased.

OCC is relatively isolated, although the Liverpool campus (on Route 57, Shops at Seneca Mall shopping plaza) is less so. OCC offers discounted bus passes at the campus bookstore, as well as emergency bus passes. OCC bears the up-front cost of buying these passes.

The Syracuse City School District offers adult classes all over the city [Ms. Deacon provided a handout listing the numerous locations at which these classes are held]. There is almost universal dependence on the transit system; the School District does not offer bus passes.

Access and Barriers

Mr. McKeon asked about other barriers that can complicate access to jobs and education, such as finding childcare. OCC provides childcare on-site. However, enrollment is either full-time or part-time, not “drop in”. Day care is available near SUNY EOC’s site. Meeting attendees were aware of only one “drop in” child care operation in the area, run by the Salvation Army at the County Courthouse.

Weather can be a tremendous barrier to students, particularly for places like the Metro Center and OCC, where the students are coming from a relatively large radius around the city. The Metro Center also has a reputation as being less safe than the main campus, because it is located in downtown Syracuse.

Ms. Deacon relayed the School District’s experience with relocating ESL classes for refugees. Because of a remodeling project at one of their class sites, the SCSD had to move a class at Levy Middle School. This meant working with Centro to get a bus to get students to this class. It worked well, but was extremely expensive to fund and underscored the students’ reliance on the bus system.

All participants also noted that the approximately \$60 for 30 ride bus pass could be expensive not only for nontraditional students and poorer individuals, but for traditional students and many other individuals as well.

Recommendations for Improvements

Students with mobility limitations who are trying to take classes at OCC have a hard time holding down a job, and it's partly to do with the distances involved. If you're on campus for 14 hours, you probably can't work that day because the bus is not going to get you to a second shift job.

Connecting to Employers

SUNY EOC has some agreements w/employers, to offer specific job training, such as hospitality training for the Hotel Syracuse, or a "certified production technician" program for the manufacturing sector. There is no cost for any of SUNY EOC's classes for qualified students.

Both Mr. Tse and Ms. Armani also noted that they have had some employers pay for graduate programs.

Mr. Penix mentioned that there is a conceptual plan of automotive training. This program would have students fix other people's cars at a low cost.

Next Steps

Mr. McKeon thanked meeting attendees for their time and said that a record of all meetings would be provided.

SMTC Work Link Project

Stakeholder Meeting

SMTC Lower Level Conference Room

December 21, 2016

10:00 AM

Draft Meeting Summary

Attendees

<i>Name</i>	<i>Organization</i>	<i>Name</i>	<i>Organization</i>
Ike Achufusi	NYSDOT	Deborah Hundley	Providence Services of Syracuse
Ron Boxx	Visions for Change	Larry Mathews	Onondaga County OFA
Steven Coker	Onondaga County IDA	Melissa Menon	Darco Manufacturing
Kira Crawford	Work Train / CenterState CEO	David Paccone	Syracuse Housing Authority
Kathleen Curtz	OCL	Rita Paniagua	Spanish Action League
Paul Driscoll	City of Syracuse Neighborhood & Business Development	Sally Santangelo	CNY Fair Housing
Jim Fayle	Empire State Development	Peter Sarver	Moving People
Adria Finch	City Innovation	Wenona Timmons	City of Syracuse Neighborhood & Business Development
Craig French	OCL & ACTS	Kiki White	Women's Opportunity Center
Julius Hefti	JOBSPlus!	Loretta Zolkowski	Human Services Leadership Council

Introductions & Project Background

Mr. McKeon began the meeting with an introduction and some brief housekeeping items. He yielded the floor to Mr. Colone to give a background of what the Syracuse Metropolitan Transportation Council is and what its role is with the 'Work Link' project.

Mr. McKeon updated the stakeholders with the SMTC's efforts on the project to date. He explained that much of the last year has been focused on the technical analysis – where the jobs are, where the potential "customers" are, how many jobs there are, where transit runs, and when transit runs.

After the update, Mr. McKeon opened the floor to questions.

Q & A

- Mr. Ennis asked if there has been any effort so far to pin down “second” or “third” shift times.
 - Mr. McKeon responded that we have not looked too far into this issue, because the general consensus seems to be that shift start and end times really tend to vary throughout industries.
- Mr. Fayle asked if there would be any efforts to speak with employers throughout the region.
 - Mr. McKeon noted that the SMTC would like to talk with employers as a part of this study, but that we are not really sure how to go about it.
- Mr. Fayle responded that perhaps working with CenterState CEO on a survey could be useful.
 - Mr. Colone explained the Centro Employer Survey SMTC has mailed out and the low response rate to date.
- Ms. Santangelo asked if the SMTC has found a way to see how many people would take difficult-to-access jobs if they could get to them.
 - Mr. McKeon stated that we are interested in getting that type of information, but that it is difficult to collect.
- Mr. Sarver asked about retention or turnover percentage at these jobs. He asked if employers are identifying factors on why people are leaving jobs in a high turnover industry.
 - Ms. Hundley noted that she has spoken to employers in the past, and that some employers may be interested in subsidizing transportation programs like Providence Services. She cited that it is sometimes one-fifth the cost of training new hires all the time to pay for transportation services like Providence instead.
 - Ms. Menon noted that it is important for employers to communicate with one another, and that building employer engagement may be useful.
- Mr. Hefti asked about transportation issues surrounding childcare, especially for single mothers.
 - Mr. McKeon asked Mr. Hefti and others in the room if they have seen a lot of transit dependency regarding these issues.
 - Mr. Hefti responded “Yes,” and Ms. Paniagua noted that mothers sometimes have to begin very early to walk their kids to different schools in different neighborhoods.
 - Mr. McKeon noted that the SMTC would look into this.
- Ms. Crawford asked if there is a way to connect with transit riders to find some answers.
 - Mr. Paccone noted that the University of Chicago did a similar study to look at the issue Ms. Crawford mentioned. The study involved giving people GPS trackers to look at travel patterns.
 - Ms. Zolkowski suggested working with SHRM (the Society of Human Resource Managers) to help distribute any surveys. She also suggested working with the Salvation Army, the Rescue Mission, Catholic Charities, and other similar organizations, because they also employ a number of lower-skilled people.
 - Mr. Paccone added on, saying that the SMTC could use other government agencies for help. His example is that the Syracuse Housing Authority employs many janitors and other custodial positions. (This would be one example which supports the large number of lower-skilled people working in “Real Estate” from the report as Mr. McKeon mentioned.) Mr. Paccone suggested that there is a chance SHA could potentially provide aggregated information about its employees through a FOIL request. As a corollary, he

- noted that most people who find government jobs tend to retain them – perhaps this study could begin to look into why.
- Mr. Sarver noted that the SCSD is looking into expanding Pre-K, and that parents have to register to be eligible. Perhaps a question about transportation could be added to the registration form to obtain more data.
 - Ms. Paniagua added that the Spanish Action League may also be able to provide some data.
 - Ms. Crawford noted that some employers require mandatory overtime, so those employees may need a different transportation solution.
 - Mr. Ennis suggested that we could start conversations between employers near each other, so that those employers could potentially coordinate shift start and end times.
 - Mr. Achufusi asked about how receptive Centro is to expanding their service.
 - Mr. McKeon responded that Centro is receptive to ideas, but noted that Centro is often maxed out financially so that expansion of service would likely not be feasible without support. He noted that during the Stakeholders Meeting’s brainstorming session, the SMTC would be looking for ideas other than improvements to the existing transit system.

[15-minute break]

Brainstorming Transportation Solutions

Mr. McKeon asked those present for ideas on transportation solutions and possible funding sources.

- Ms. Finch mentioned “V-Ride” in the City of Rochester, which came about through the Rochester-Monroe Anti-Poverty Initiative.
- Ms. Paniagua talked about “Syracuse Express” which is a door-to-door service supposedly coming soon. The service will bring people up to an hour away, and currently has two buses. It is a for-profit service that would also do job training.
 - Mr. Fayle added that Syracuse Express has state funding to purchase buses and that they are working with employers to subsidize costs.
- Mr. Paccone noted that Minneapolis has created some sort of Park-and-Ride system for construction workers in suburban office parks. There are meeting areas where workers can get rides to a work site.
 - Ms. Menon added that Crouse and Upstate do something like this – employees park in lots on the South Side and get a ride to work. She also noted that Tessy Plastics had a similar system until they had a transit line running to their facility. Perhaps there could be some sort of carpooling incentive.
- Mr. Paccone added that sometimes, carpoolers have access to better parking.
 - Mr. McKeon noted that 511NY will have a ride-sharing component in their new Syracuse web portal coming soon.
- Ms. Santangelo stated that many times, sidewalks and crosswalks either do not exist or are not plowed in the winter months. Mr. McKeon responded that the SMTC has definitely taken these facts into consideration.
- Ms. Hundley talked about Providence Services of Syracuse, which is putting together a transportation shuttle to work program, from the city to employment centers in inner-ring

suburbs. The shuttle program is shooting for an April start. It is currently funded through grants and donations. The business model is self-sustaining, but some additional start-up funds are needed. It is anticipated that people will be able to use the service as long as they need to.

- Mr. Boxx noted that for people without a driver's license, fees, fines, and other costs may be a huge barrier. He suggested that some sort of legal aid / drivers' education could be tacked on to this program to help.
 - Ms. Santangelo pointed out that some folks might have a fear of the legal system. Mr. Boxx's idea could help to alleviate that fear. Ms. Menon added that a program could help address the psychological barrier of not having transportation. Ms. Zolkowski also added that Community Centers could be a good resource.
- Ms. Crawford stated that Work Train is currently working on a "car buyer" package which would bundle education and a low-interest auto loan. This program could provide quality vehicles and also offer a pathway into other lending opportunities.
- Ms. Zolkowski noted that the Onondaga Citizens' League study recognized that there are all these little informal systems that currently exist, especially among New Americans. We should seek to support these informal networks, help remove obstacles in their way, and maybe expand them where possible.
 - Mr. Paccone added that we can learn a lot from these informal networks because they tend to adjust very quickly.
- Ms. Crawford mentioned ways to incentivize non-motorized group transportation like rickshaws. Or, supplementary bus routes could be an option.
- Ms. Finch inquired about potential car-share programs that may be able to help people get to work.

Adjournment

Mr. McKeon thanked everyone for their time and adjourned the meeting.

Appendix C – Work Link Technical Memo: Employment Centers and Transit Service

WORK LINK

**TECHNICAL MEMO: EMPLOYMENT CENTERS
AND TRANSIT SERVICE**

NOVEMBER 2016



EXECUTIVE SUMMARY

Transportation options shape and constrain employment opportunities. In the City of Syracuse, the neighborhoods with the highest poverty levels also have the lowest levels of education, the highest unemployment rates, and the lowest levels of car ownership. Without a car, many job seekers must limit their job searches to places and work times that they can reliably reach by bus. Centro's transit service is extensive, with more than 100 routes and over 18,000 riders daily. But in a mid-sized metropolitan area, no fixed-route transit system can run to all employment centers or run all night without being extremely inefficient. As a result, gaps in the transit system are unavoidable, in terms of both where and when service is provided.

The purpose of this technical assessment is to determine the extent to which Centro's existing transit service connects job seekers to known employment centers in the region. Because national data consistently show a connection between educational level and income, this assessment focuses on job opportunities for people with minimal education - no more than a high school diploma. And because multiple sources point to second and third shifts being the most difficult to serve with transit, we have estimated where these jobs are likely to be most numerous.

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1.0 - STUDY BACKGROUND

The Work Link Study was requested by the City of Syracuse and the Syracuse-Onondaga County Planning Agency (SOCPA) as part of the Syracuse Metropolitan Transportation Council's (SMTC) 2016-2017 Unified Work Planning Program. (UPWP). The study's goal, as defined in the UPWP is: "To begin a comprehensive and collective discussion with member agencies, transportation providers, businesses and non-profit organizations on the feasibility and establishment of transportation to work services for low-income residents."

This Technical Memo lays the groundwork for this discussion, by quantifying the degree to which Centro's existing transit service overlaps with employment opportunities for low-income, entry-level workers. This includes looking not only for spatial gaps in Centro's route maps, but also for temporal gaps: periods of time during which employment centers that are likely to have off-hours shifts (defined as having start times between 10:00 a.m. and 5:00 a.m.) are not served by transit.

The SMTC has a substantial amount of data on transit service in Onondaga County, as well as an extensive geodatabase of private employers in Onondaga County. Employer data (provided by InfoGroup, a private firm that bases its data on periodic contacts with employers) identifies the total number of employees at each site, with employers classified by their six-digit North American Industry Classification System (NAICS) codes.

Additionally, this Technical Memo utilizes American Community Survey data to identify where in the region there is likely to be the greatest need for services to expand employment opportunities.

2.0 - POVERTY AND OPPORTUNITY IN SYRACUSE

Transportation is frequently cited as one of the major barriers to upward mobility for people living in poverty. Car ownership can be extremely expensive – the American Automobile Association (AAA) estimates that it costs \$5,000 a year (plus depreciation) to own, operate and maintain a private vehicle.¹ For someone making minimum wage, this equates to 28 percent of gross annual income.

For most residents of suburban Onondaga County, car ownership is not a problem. According to data from the American Community Survey, of the nearly 10,800 workers in Onondaga County who do not own a car, 7,200, or 67 percent, live in the City of Syracuse. Additionally, the highest concentration of “vehicle-light” households in the Metropolitan Planning Area (MPA) is found in the city. Vehicle-light households are defined as those having more workers in the household than available vehicles: for example, two parents working, but sharing one vehicle between them. As shown in Figure 1, all but one of the Census Tracts in the MPA with the highest proportion of vehicle-light households are in Syracuse.

For commuters who do not own a vehicle, transit is the most popular means of getting to work, with 34 percent of carless workers using transit (American Community Survey, 2010 – 2014). Walking is the second most popular commute method, suggesting that walking distance and transit routes put very definite constraints on where these workers can look for jobs. Twenty percent of workers who do not own a car manage to commute by driving themselves to work – suggesting that they are able to borrow a vehicle.

¹ Source: AAA Newsroom, April 2015; <http://newsroom.aaa.com/2015/04/annual-cost-operate-vehicle-falls-8698-finds-aaa-archive/>; because the estimated annual cost of depreciation, \$3,600, is not an out-of-pocket expense to the vehicle owner, it is not included in this estimate of annual ownership costs.

Vehicle Light Households

Percentiles (based on percentages)

- 0.0% - 24.9%
- 25.0% - 49.9%
- 50.0% - 74.9%
- 75.0% - 100.0%

*The 75th - 100th percentile represents census tracts with between 28.9% - 79.3% households that are considered vehicle light.

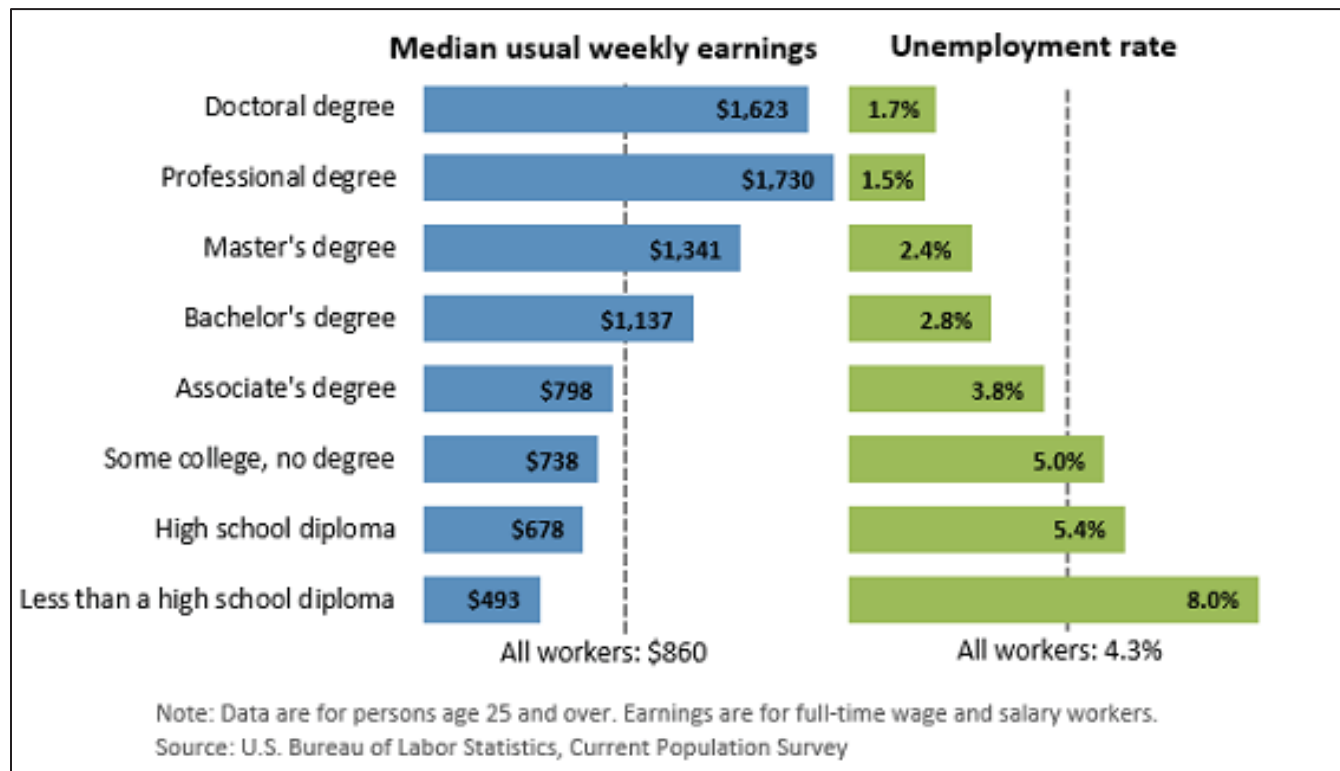
Note: Vehicle Light Households refer to those households that have more workers than cars available; all households with no cars available were included.

This map is for presentation purposes only.
The SMT does not guarantee the accuracy or completeness of this map.
Data Source: American Community Survey (ACS) 2009-2014

Not owning a car and relying on transit by no means equates to a life of poverty and limited opportunities. As the SMTC's *Long Range Transportation Plan* notes, Millennials tend to be less likely than previous generations to have driver's licenses. As a lifestyle choice, not driving a car can make both environmental and economic sense. However, when combined with other factors, such as a lack of professional training or post-secondary education, poverty, and unemployment, every inaccessible job opportunity can make a significant difference in an already difficult job search.

An individual's earnings and employment opportunities typically increase as his or her educational level increases. Figure 2 provides a summary of median weekly earnings and overall unemployment rate by workers' educational levels. Even for workers with a high school diploma, earnings are below the national median. Earnings for workers who lack a high school diploma hover at, or slightly above, the poverty threshold.

FIGURE 2 – EARNINGS AND UNEMPLOYMENT RATES BY EDUCATIONAL ATTAINMENT, 2015 (NATIONAL DATA)



As Figures 3, 4, and 5 show, there are pockets of relatively low educational levels, unemployment and poverty outside of the City. But, as Figures 6 and 7 make clear, the Census Tracts at the upper extreme for these indicators – the Tracts at the 75th percentile or above for each – are all located in the City of Syracuse. Several City neighborhoods are characterized by high rates of unemployment, high rates of poverty, high rates of “vehicle-light” households, and low levels of educational attainment, specifically:

- Lincoln Hill
- Near Eastside
- Near Westside
- Northside
- Park Ave
- Salt Springs
- Skunk City
- Southside
- Southwest
- University Hill
- Washington Square.

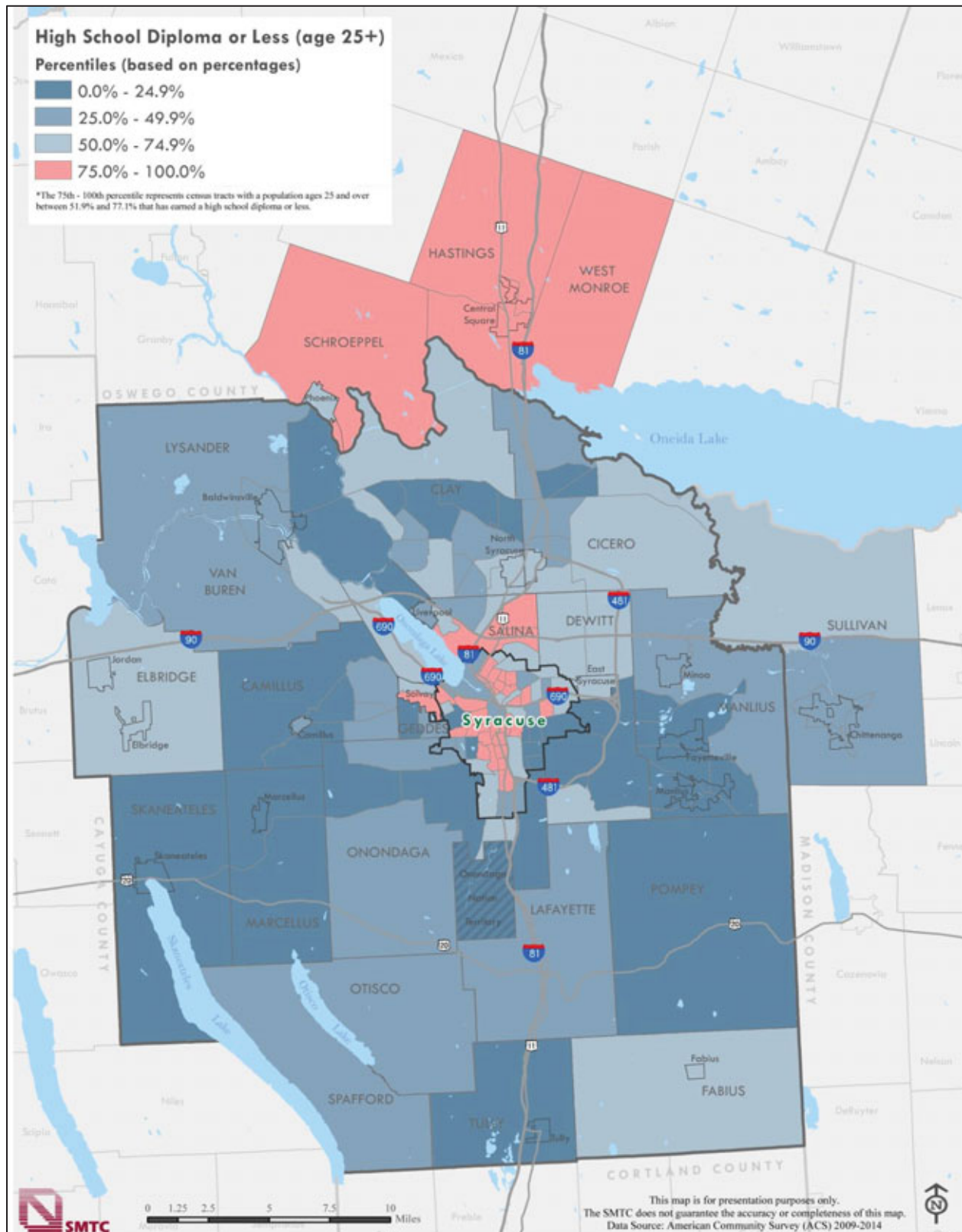
FIGURE 3 – LOW EDUCATIONAL ATTAINMENT BY CENSUS TRACT (PERCENTILES)

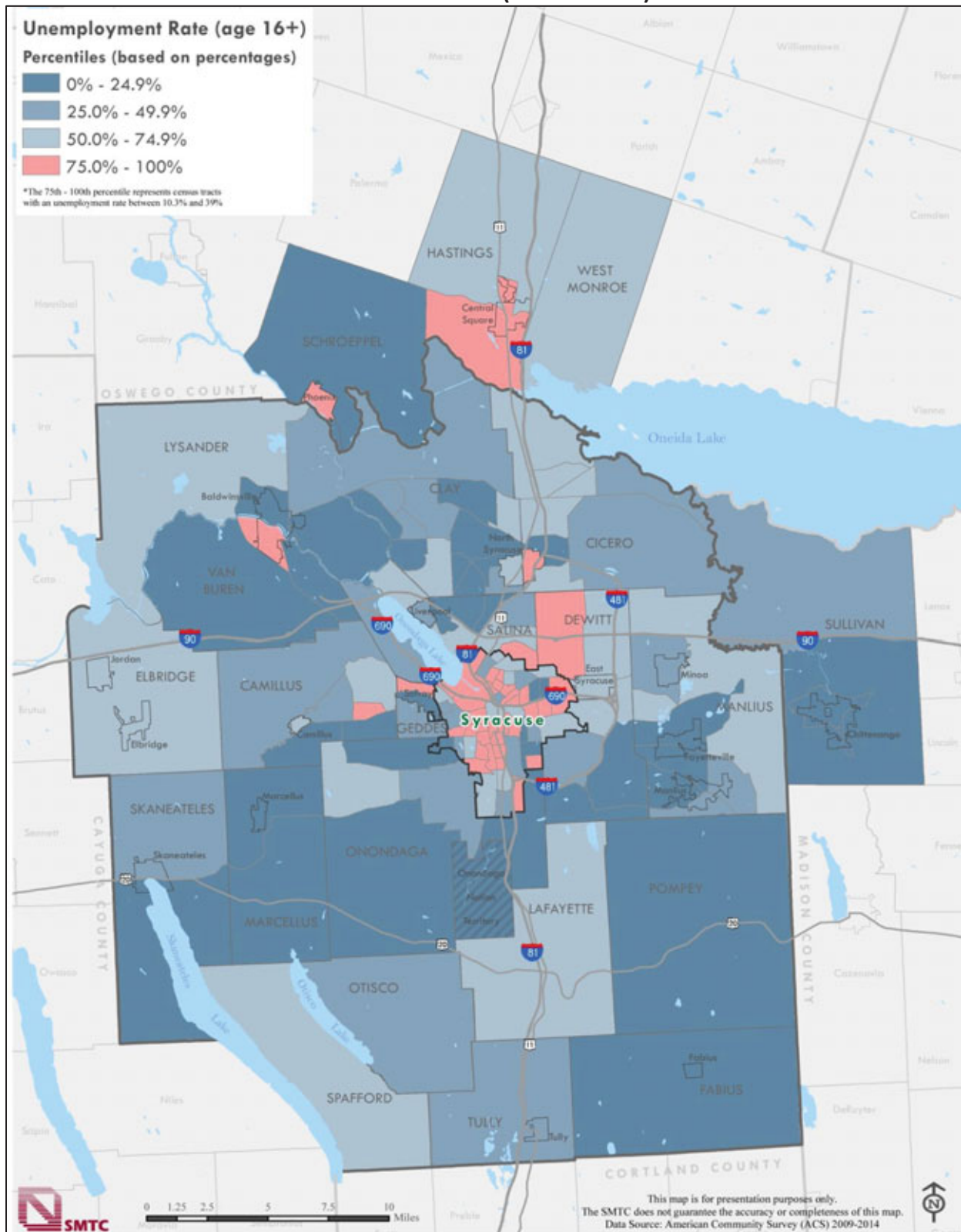
FIGURE 4 – UNEMPLOYMENT BY CENSUS TRACT (PERCENTILES)

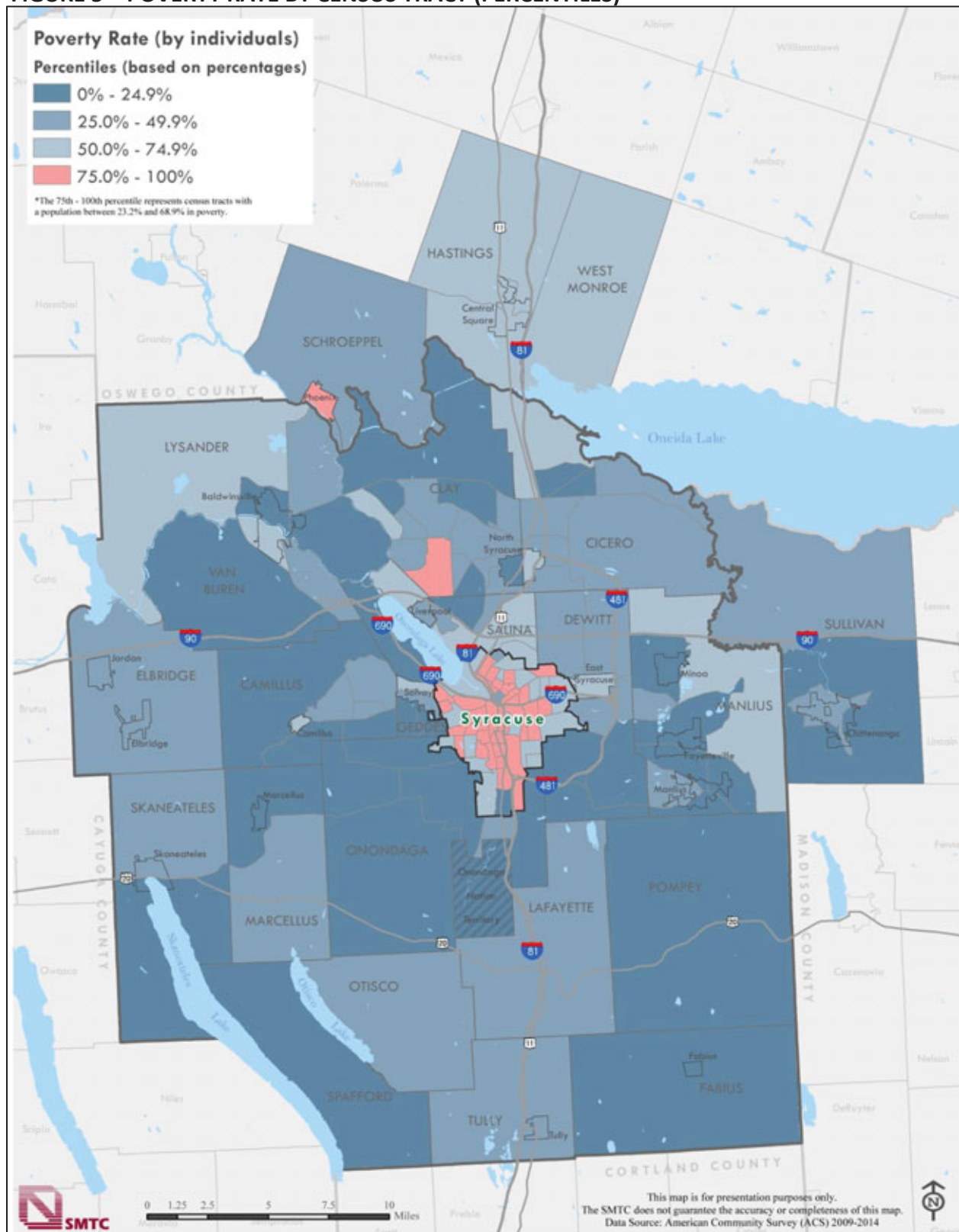
FIGURE 5 – POVERTY RATE BY CENSUS TRACT (PERCENTILES)

FIGURE 6 – DEMOGRAPHIC COMPOSITE, MPA

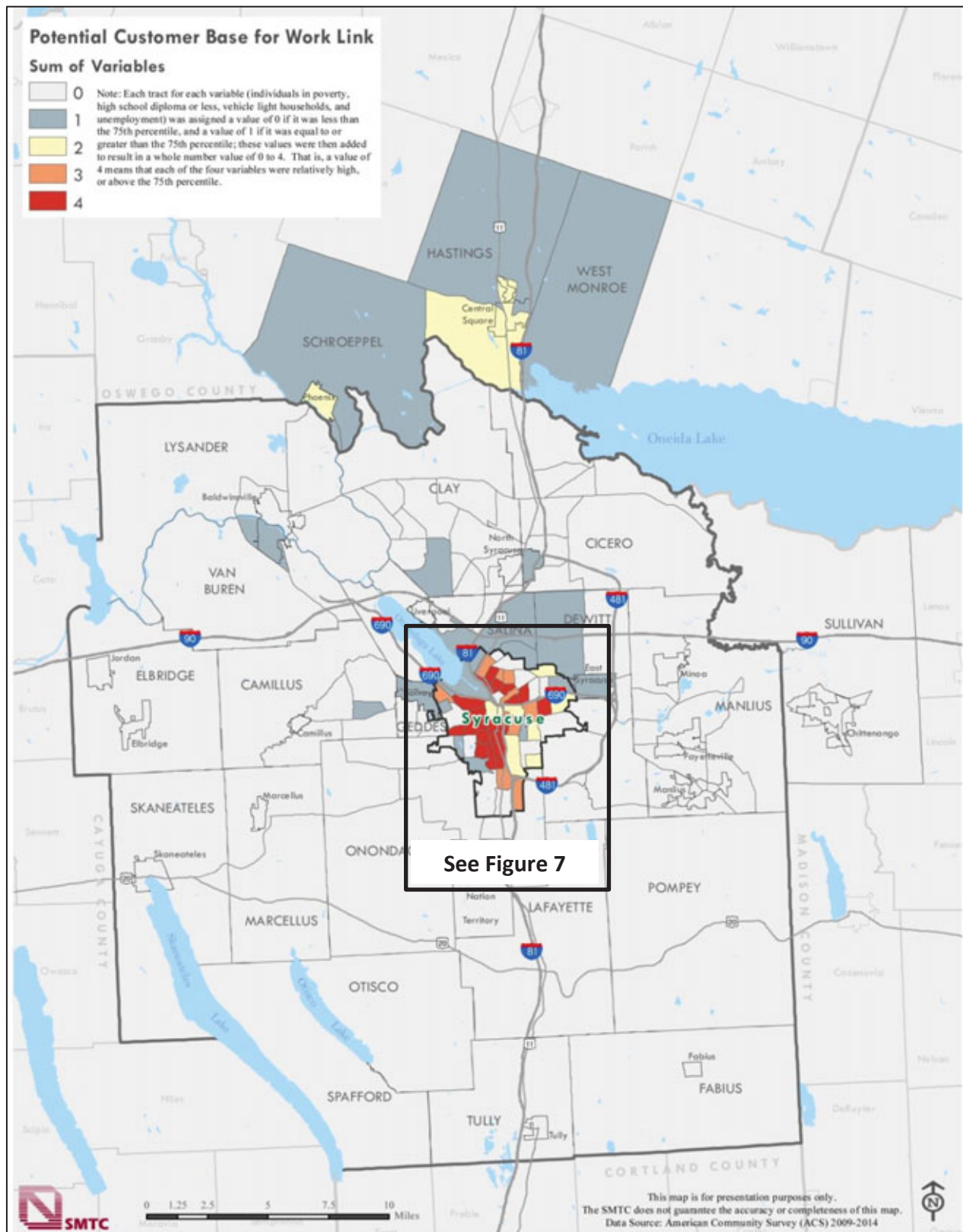
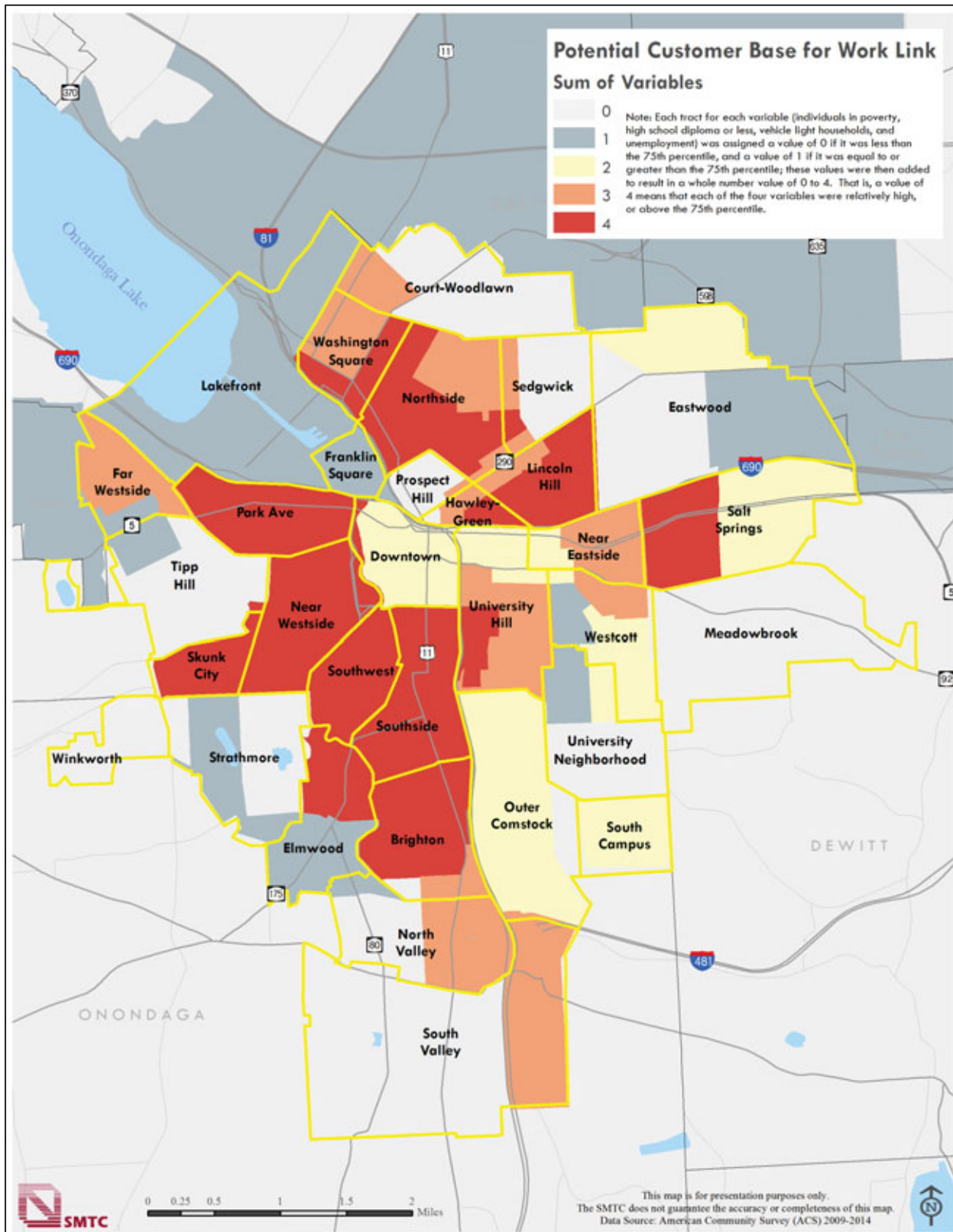


FIGURE 7 – DEMOGRAPHIC COMPOSITE, CITY OF SYRACUSE



3.0 – EMPLOYMENT CENTERS

3.1 – REGIONAL OVERVIEW

According to data from the federal Bureau of Labor Statistics, there are approximately 340,050 jobs in the five-county region that includes Onondaga County and adjacent counties – Cayuga, Cortland, Madison and Oswego Counties. As Table 1 shows, Onondaga County is clearly the economic center of this region, with 71 percent of the region's jobs.

TABLE 1 – EMPLOYMENT BY INDUSTRIAL SUPERSECTOR FOR THE FIVE COUNTY AREA AND ONONDAGA COUNTY

Industry	Five County Area		Onondaga County	
	<i>Jobs</i>	<i>Percent</i>	<i>Jobs</i>	<i>Percent</i>
Trade, Transportation, and Utilities	70,223	21%	51,343	21%
Education and Health Services	59,935	18%	42,590	18%
Government (Local, State, Federal)	61,732	18%	39,692	17%
Professional and Business Services	34,755	10%	29,196	12%
Leisure and Hospitality	34,718	10%	22,189	9%
Manufacturing	30,328	9%	18,505	8%
Financial Activities	16,151	5%	14,061	6%
Construction	13,206	4%	9,760	4%
Other Services	11,806	3%	8,243	3%
Information	4,541	1%	4,106	2%
Natural Resources and Mining	2,655	1%	760	0.3%
TOTAL EMPLOYMENT	340,050	100%	240,445	100%

Source: Bureau of Labor Statistics, Quarterly Census of Employment & Wages, NAICS-Based Data Files, 2013

The two dominant industrial supersectors in both the region and Onondaga County are Trade, Transportation and Utilities (which includes retail and wholesale trade) and Education and Health Services. These two large components of the region's industrial base make up nearly 40 percent of employment. Taken with the public sector (local, state and federal employment), these sectors account for more than half of all jobs.

3.2 - LOW SKILL EMPLOYMENT BY INDUSTRY

As seen in Section 2.0, the pool of employees that is most likely to face difficulties with transportation to work is also highly likely to have a relatively low level of educational attainment. While the Syracuse region has a wealth of jobs in government, education and health care, in many cases, these jobs require some post-secondary training, such as technical training or certification. To identify concentrations of employment suitable for workers with minimal educational background, federal Bureau of Labor Statistics data were cross-referenced with data from the New York State Department of Labor. (The details of this process are described in Appendix A.) As shown in Table 2, the two industrial sectors with the greatest proportion of low-skill occupations are Accommodation and Food Services and Retail Trade. The Accommodation and Food Services sector is a potentially rich source of entry-level employment, including every occupation from hostess to food preparation to dishwasher. Similarly, nearly a third of the Retail Trade sector is made up of salespeople, who can usually qualify for a job with no more than a high school diploma. A major retail outlet will also usually employ several full-time stock clerks and material movers.

While the proportion of low skill occupations varies by industry, these entry-level jobs make up a substantial proportion of every industrial sector.

TABLE 2 – INDUSTRIAL SECTORS BY PROPORTION OF LOW SKILL OCCUPATIONS

Industry Sector*	Pct. of Industry in Low Skill Occupations**
Accommodation and Food Services	96%
Retail Trade	93%
Real Estate and Rental and Leasing	84%
Administrative and Support and Waste Services	79%
Arts, Entertainment, and Recreation	76%
Construction	76%
Wholesale Trade	73%
Manufacturing	65%
Other Services, except Public Administration	63%
Finance and Insurance	59%
Transportation and Warehousing	58%
Public Administration	55%
Management of Companies and Enterprises	42%
Information	41%
Health Care and Social Assistance	41%
Professional, Scientific and Technical Services	32%
Educational Services	25%

**Insufficient data available for the following industries: Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying, and Oil and Gas Extraction; Utilities.*

***“Low Skill Occupations” are defined as those requiring either a high school diploma or equivalent, or less than a high school education.*

Sources: DOL Long-Term Occupational Projections 2012 - 2022 for Central New York; BLS Industry-occupation matrix data by industry, 2014

3.3 - EMPLOYMENT BY TIME OF DAY

Putting numbers to the temporal mismatch between transit availability and job opportunities is made difficult by the fact that no data source collects data from firms on employment by shift or time of day. The best available data on employment by time of day comes from the US

Census, which includes data on “Time Arriving at Work”. For the purposes of this study, Time Arriving at Work data were taken from a special tabulation of the Census Bureau’s American Community Survey, designed for transportation planning purposes known as the Census Transportation Planning Products package (CTPP), which provides this data for the period from 2006 to 2010.

The “Time Arriving at Work” numbers were aggregated into the following three categories, roughly approximating first, second, and third shift employment.

- First Shift: Workers arriving between 5:00 a.m. & 9:59 a.m.
- Second Shift: Workers arriving between 10:00 a.m. & 3:59 p.m.
- Third Shift: Workers arriving between 4:00 p.m. & 4:59 a.m.

In some cases, these categories become much broader than they are likely to be in reality, because of limitations in the data. For example, for workers who arrive at work after noon but before 5:00 a.m., Census numbers are compiled into three very large time frames (12:00 p.m. to 4:00 p.m., 4:00 p.m. to 12:00 a.m., and 12:00 a.m. to 5:00 a.m.), making it impossible for our analysis to split the data into more realistic “shift” segments.

As shown in Figure 8, the majority (78 percent) of workers in Onondaga County arrive at work between 5:00 a.m. and 10:00 a.m., with the remaining 22 percent evenly split between second and third shifts. For convenience, second and third shifts are referred to collectively in this report as “Off Hours” shifts.

As shown in Table 3, the proportion of off-hours work varies dramatically by industry. As would be expected, people who work in food service, hotels and motels, and in arts and entertainment have the highest proportions of off-hours shifts, with slightly less than half of all workers reporting second or third shift arrival times. Retail trade, transportation, warehousing, utilities, and manufacturing all have high proportions of off-hours work.

FIGURE 8 – ONONDAGA COUNTY EMPLOYMENT BY SHIFT

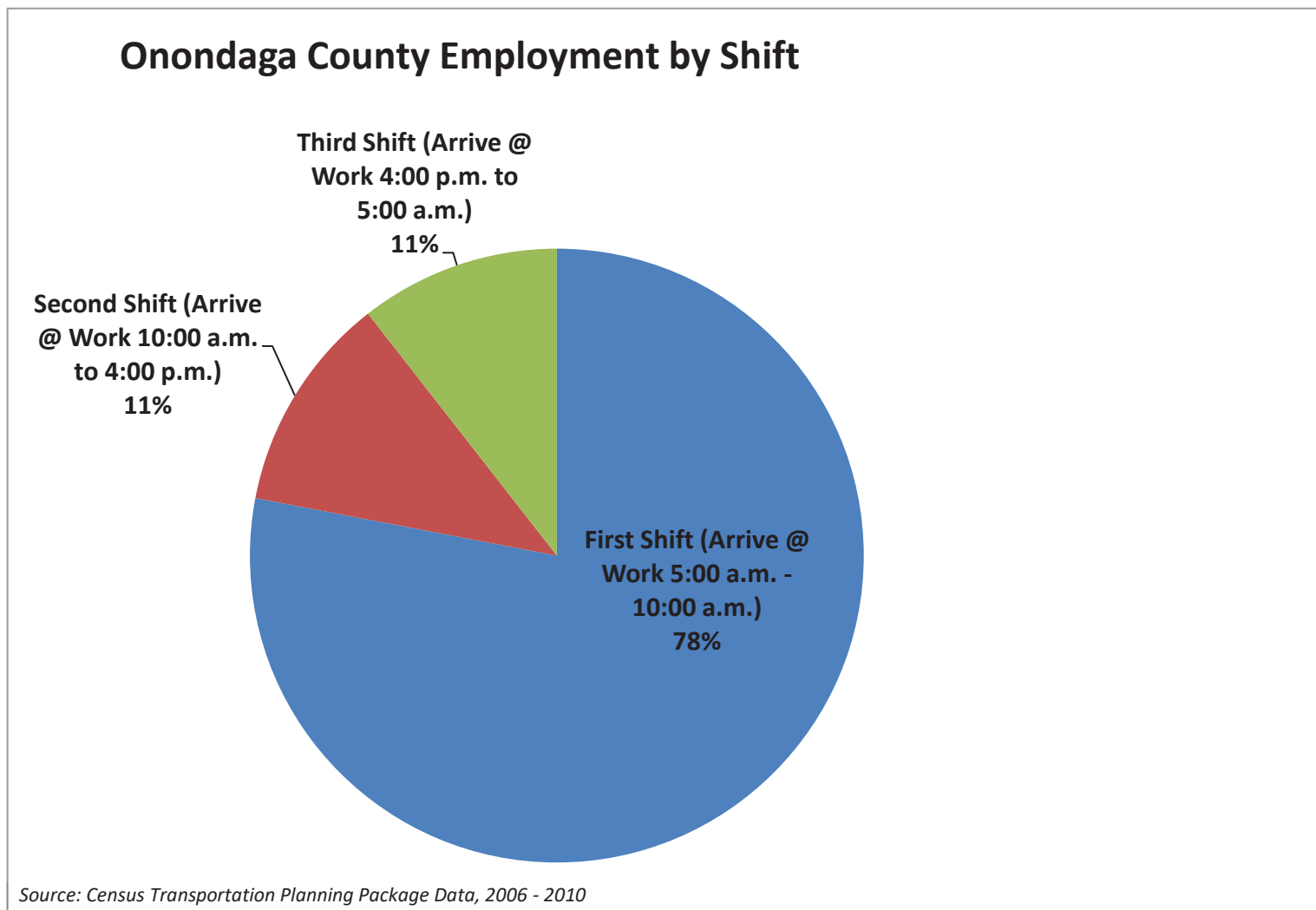


TABLE 3 – OFF-HOURS EMPLOYMENT BY INDUSTRY

Industry*	Pct. of Off-Hours Employment
Arts, Entertainment, Recreation, Accommodation & Food Service	46%
Retail Trade	30%
Transportation and Warehousing, and Utilities	28%
Other Services (except Public Administration)	21%
Information	21%
Educational, Health and Social Services	19%
Public Administration	19%
Manufacturing	18%
Wholesale Trade	16%
Professional, Scientific, Management, Administrative, and Waste Management Services	16%
Finance, Insurance, Real Estate and Rental and Leasing	10%
Construction	8%
Total Percentage of Off-Hours Employment	21%

**Insufficient data for armed forces, and agriculture, forestry, fishing and hunting, and mining. Data shown are for New York State.*

3.4 – IDENTIFYING EMPLOYMENT CENTERS

Chapter Three of the SMTC's 2050 Long Range Transportation Plan (LRTP) provides an overview of the employment centers within the Metropolitan Planning Area (MPA). The largest single employment center is Downtown Syracuse, followed by University Hill. Together, these two areas are home to nearly 40,000 jobs. The LRTP also identifies the northern portion of the Town of DeWitt and much of the Town of Salina as having high concentrations of job

opportunities. Other job centers include Radisson Business Park in the Town of Van Buren, Woodard Industrial Park in Clay, and the I-90 / I-690 junction in Geddes.

For the purpose of this study, the spatial distribution of jobs has been analyzed in even greater detail. Cross-referencing the National Land Cover Database² with the InfoGroup dataset of firms (which includes employment by firm), this analysis identified a base measure of jobs per developed acres throughout Onondaga County. On average, there are 2.4 jobs per developed acre, countywide. When adjusted by skill level, there are roughly 1.4 low skill jobs per developed acre. And, using the proportions of off-hours employment calculated above, there are .05 off-hours jobs per developed acre, countywide (note that the off-hours and low skill proportions are separate analyses – the ratios are not cumulative).

The InfoGroup database shows slightly fewer jobs in the five-county region that includes Onondaga County and adjacent counties (Cortland, Cayuga, Madison, and Oswego) than the BLS data: 336,300 compared to 340,050. InfoGroup shows slightly *more* jobs in Onondaga County than the BLS data: 252,860, as opposed to the BLS data's 240,445. While the BLS data is likely to be the more accurate of the two, since it is based on quarterly reporting from all businesses, the InfoGroup data is the most complete set of georeferenced data available, and it makes a detailed analysis of job accessibility by transit possible. In neither case is the discrepancy between total jobs so large as to invalidate the InfoGroup dataset.

A spatial analysis of the InfoGroup data confirms the findings of the LRTP: Downtown, University Hill, Northern DeWitt, and the Town of Salina see four to five times the countywide

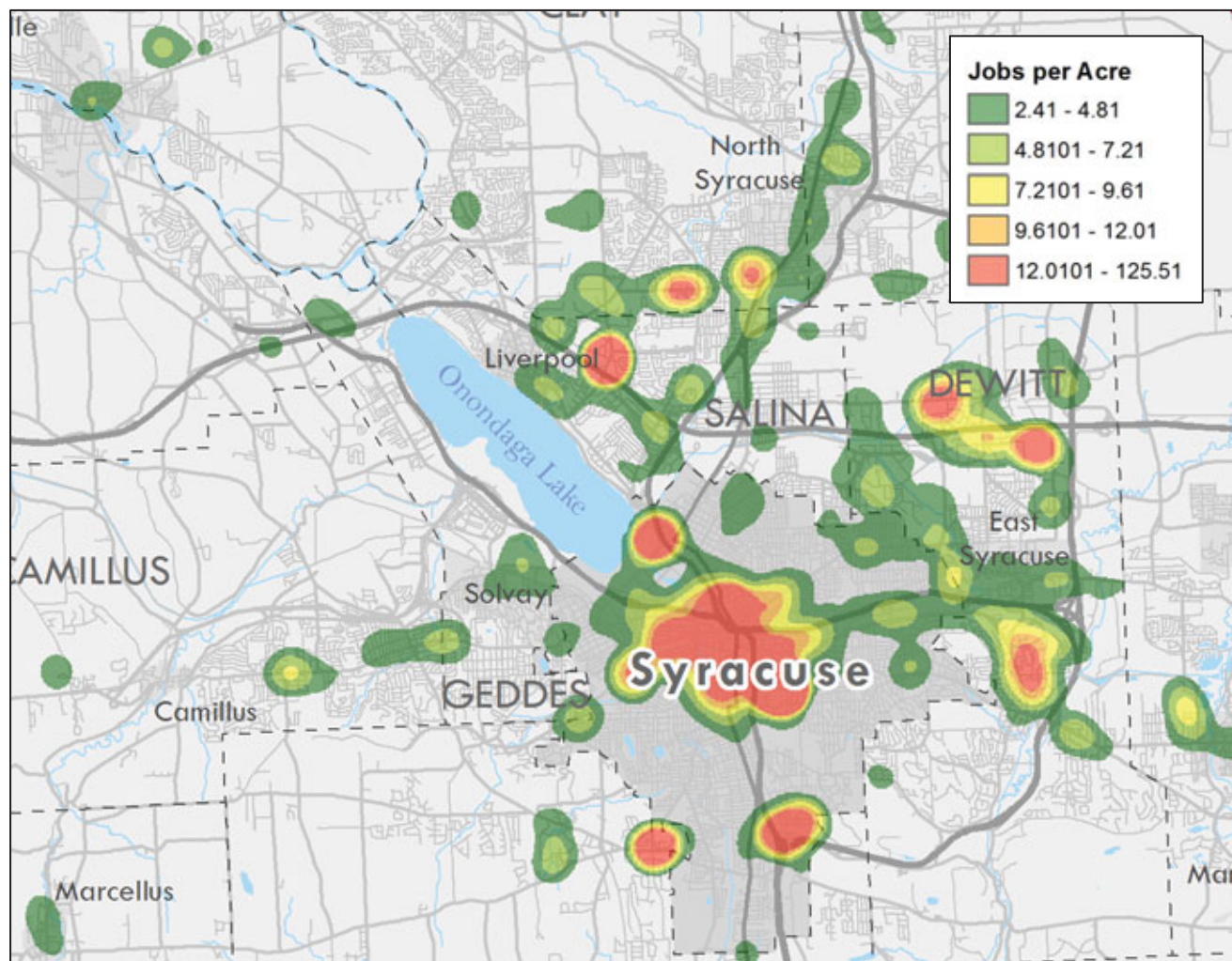
² The National Land Cover Database (NLCD) is the definitive satellite-based land cover dataset for the nation. Developed by a group of US agencies, the NLCD classifies land based on its degree of development, as well as the dominant land use. Categories used include: urban, agriculture, and forest. More information is available at: pubs.usgs.gov/fs/2012/3020/.

average in terms of employment density. High concentrations also show up along the Erie Boulevard East corridor, at DestinyUSA, and along the Taft Road corridor in the Town of Clay.

In general, the spatial distribution of employment does not change dramatically after accounting for the proportions of low-skilled employment by industry shown in Table 2. The very large numbers of people employed in healthcare and educational services in our region means that, while these industries have relatively low proportions of unskilled workers, they are still major employment centers for these workers.

Similarly, when shift times are taken into consideration, the employment nodes with many jobs are also prominent when only second and third shift employment is considered. Appendix B includes mapping for employment centers. Figure 9, below, provides a snapshot of the major employment centers in the region's core.

FIGURE 9 – CONCENTRATION OF ALL EMPLOYEES



4.0- TRANSIT SERVICE AND EMPLOYMENT ACCESSIBILITY

4.1 – TRANSIT SERVICE & THRESHOLDS

The SMTC's 2015 *Transportation Atlas* includes an overview of Centro's fixed-route transit system, which provides extensive service within the City of Syracuse, to suburban communities, and to major employment centers in the region. All Centro routes in the Syracuse area run into and out of the Transit Hub in Downtown Syracuse. As the SMTC's *Title VI and LEP Report* for 2015 indicates, the City of Syracuse is the area that is best served by Centro's transit routes – including the neighborhoods identified above as having the greatest limitations in terms of transportation and opportunity.

The following transit service thresholds are utilized in this analysis to simplify the system wide assessment of employment accessibility. This approach is not the same as identifying “headways” – the average time between buses at a given bus stop. Given the tools available for this analysis, these thresholds are rough approximations:

- No Transit Service: 0 buses per two-hour interval
- Inadequate Service: 1 bus per two-hour interval
- Minimal Service: 2 – 5 buses per two-hour interval
- Good Service: 6 – 10 buses per two-hour interval
- Excellent Service: 11 – 50 buses per two-hour interval
- At / Near Transit Hub: More than 50 buses per two-hour interval.

4.2 – TRANSIT SERVICE ANALYSIS

METHODOLOGY

This analysis used data for Centro’s Syracuse-area service, as summarized in a Generalized Transit Feed Specification³ (GTFS) file. The GTFS file was processed using a GIS tool called ‘Better Bus Buffers.’ The Better Bus Buffers tool can summarize transit accessibility within ¼-mile radius of all bus stops in a transit system. On most bus routes, bus stops are clustered near one another – meaning that the ¼-mile radii overlap. The tool splits these radii into non-overlapping polygons, identified in this report as ‘Bus Stop Zones.’ In the case of Onondaga County, there are nearly 67,000 of these Bus Stop Zones, which can be geographically quite small. The Better Bus Buffers tool can identify the number of transit trips that service each Bus Stop Zone. Adding these trips up can lead to surprisingly high numbers – more than a million ‘trips’ countywide, at some times of day. This does not mean that there are a million buses running in a two-hour period. Rather, it is the total of all trips in all 67,000 Bus Stop Zones in that time period.

Matching Bus Stop Zones to InfoGroup firms, the analysis can estimate the number of jobs that are accessible to transit by time of day. Note, however, that the Better Bus Buffers’ “Stop Analysis” tool used for this analysis does not specify whether the bus trips in question are “inbound” (heading toward the Transit Hub) or “outbound” (heading away from the Hub). Also, travel time data cannot be processed at the system level.

SERVICE OVERVIEW

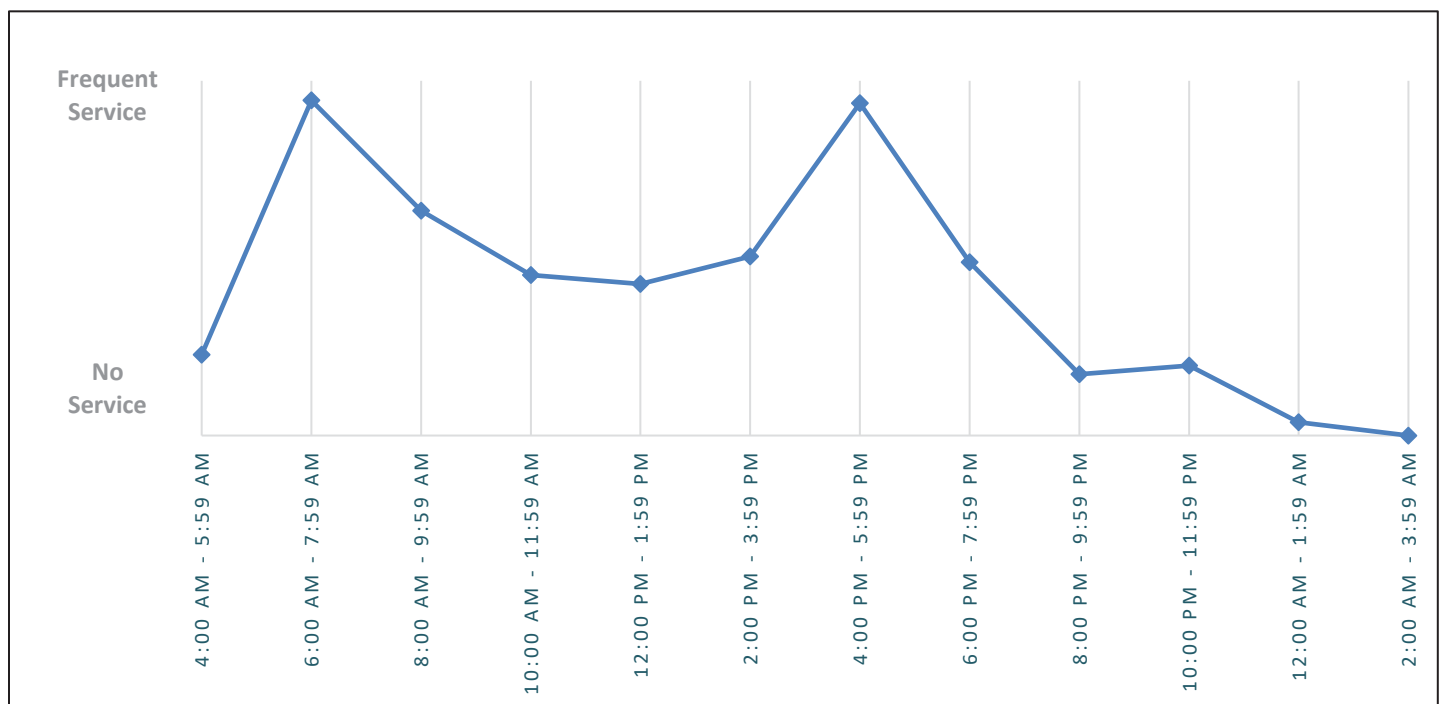
Figure 11 shows the number of transit trips in Onondaga County throughout the day. Clearly, morning and evening peak commute periods see the greatest transit activity, with a lower, but

³ The General Transit Feed Specification is a standardized format for presenting transit system data. For more information, see: <https://developers.google.com/transit/gtfs/>.

still substantial, level of activity in between. After 6:00 p.m., transit service declines precipitously.

In a mid-sized metropolitan area like ours, it is not realistic to expect that fixed-route transit service will be provided as frequently or extensively throughout second and third shifts as during the first shift, when three-fourths of workers are commuting. As a result, gaps in transit service are inevitable during some time periods. As would be expected, between midnight and 4:00 a.m., transit service is almost entirely nonexistent.

FIGURE 11 – TRANSIT SERVICE LEVELS BY TIME OF DAY, ONONDAGA COUNTY



4.3 - TRANSIT AND CITY NEIGHBORHOODS

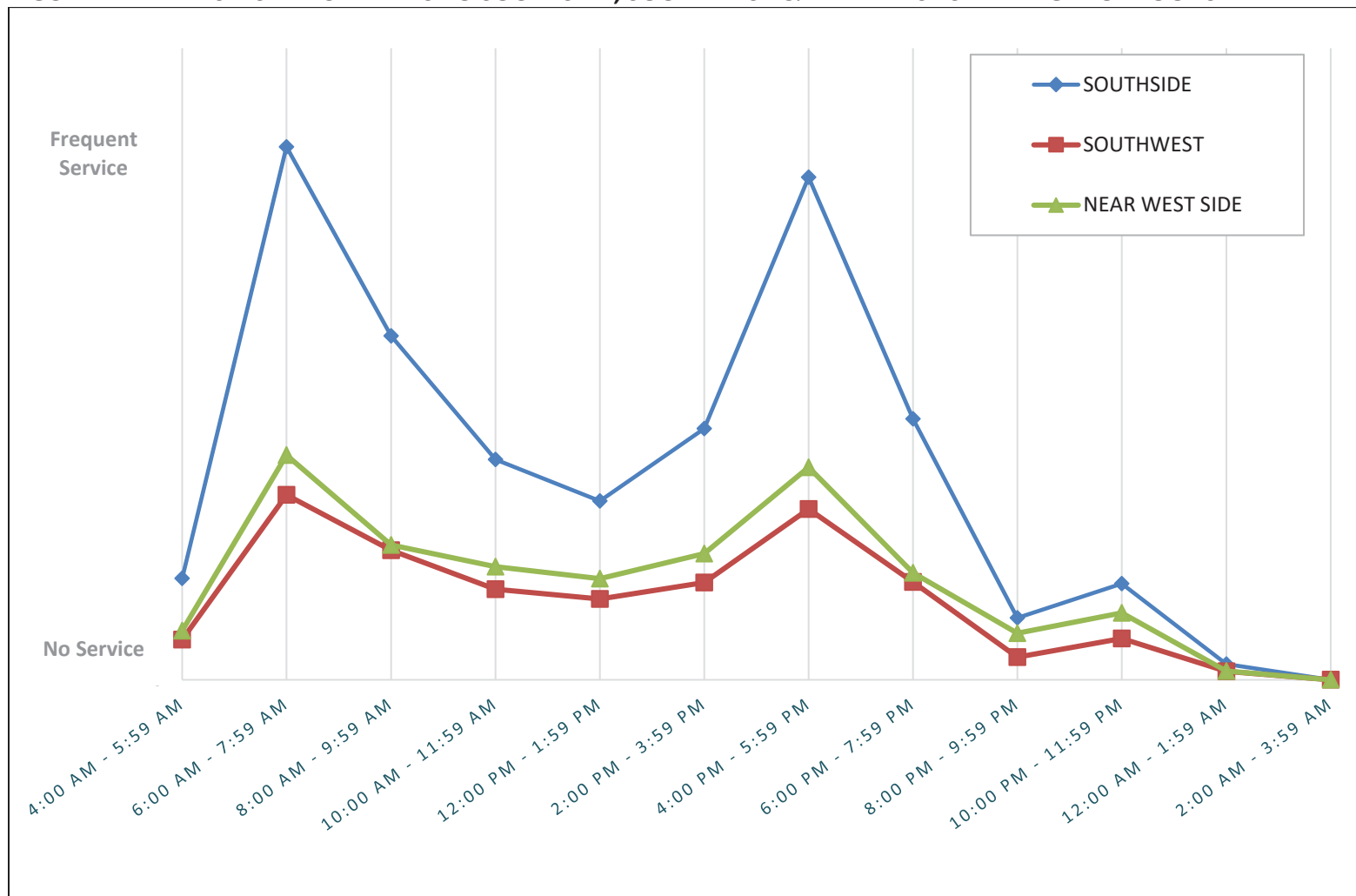
Figure 7 (Section 2.0) overlays key demographic indicators on a map of City neighborhoods, indicating the neighborhoods likely to have the greatest need for improvements in job access.

Figure 12 summarizes transit access to three of these neighborhoods: the Southside, Southwest, and Near West Side neighborhoods. Bus service to all three follows the countywide

pattern closely: peak morning and evening periods are well served, periods in between see relatively high levels of activity, and service declines after 6:00 p.m.

The number of trips running through the Southside at peak periods is three times higher than those in the Southwest area, and more than twice as high as in the Near West Side, primarily because numerous other routes use the north-south streets in the Southside neighborhood.

FIGURE 12 –TRANSIT SERVICE LEVELS TO SOUTHSIDE, SOUTHWEST & NEAR WEST SIDE NEIGHBORHOODS



4.4 – EMPLOYMENT CENTERS AND TRANSIT ACCESSIBILITY

According to InfoGroup data, there are 252,860 jobs in Onondaga County. Of these, 196,560, or 78 percent, are in Bus Stop Zones that are within a quarter mile of bus routes.

As would be expected based on the trends in transit service seen above, job accessibility is greatest in the morning and evening peaks. Figure 13 shows the total number of jobs that are accessible by transit in selected time intervals. The 6:00 – 7:59 a.m. period has the greatest job accessibility, with nearly 146,000 jobs being within ¼-mile of six or more buses in this period. The 4:00 – 5:59 p.m. period is a close second, with nearly 138,000 transit accessible jobs.

Figure 14 provides an overview of the employers in Onondaga County that are and are not accessible by transit, based on whether or not they are in Bus Stop Zones.

About 17 percent of the nearly 200,000 jobs on transit routes are not accessible by transit between 8:00 a.m. and 10:00 a.m. This number falls to 10 percent between 2:00 p.m. and 4:00 p.m., and dwindles to five percent in the 4:00 p.m. to 6:00 p.m. period, but increases to 32 percent between 10:00 p.m. and midnight.

Figures 15 – 19 provide an overview of transit service to the areas of greatest employment density in Onondaga County, by time of day.

DOWNTOWN SYRACUSE

The most positive finding in the analysis is that the region's economic core, Downtown Syracuse, is the most accessible employment center for transit riders. Because the Transit Hub is located downtown, and all bus routes connect to the Hub, 'good' transit service is available in many city neighborhoods in time periods when transit to suburban locations is unavailable. Furthermore, Staffing Patterns data from the BLS suggests that there are likely to be numerous entry-level, low skill employment opportunities in Downtown Syracuse, including off-hours employment.

ERIE BOULEVARD EAST

There are roughly 8,000 jobs in the portion of the Erie Boulevard East corridor between Thompson Road, Erie Boulevard, I-690, and East Genesee Street. The majority of jobs in this area are in the retail, finance and insurance, and food services sectors. Transit service is extensive in this area, primarily because ShoppingTown Mall is a transfer point for several bus routes. More than half of the jobs in this area have good transit service between 6:00 a.m. and 6:00 p.m. After 8:00 p.m., most jobs in this area have minimal transit service.

CARRIER CIRCLE

The InfoGroup data indicates a dense cluster of employment to the north and west of Carrier Circle in the Town of DeWitt. The portion of this cluster south of the Thruway sees better transit service than the portion north of the Thruway. The southern portion sees ‘excellent’ service between 6:00 and 8:00 a.m., and ‘good’ service before 6:00 p.m. After 6:00 p.m., and north of the Thruway, transit service in this area is ‘minimal’ to ‘inadequate.’

FIGURE 13 – NUMBER OF JOBS BY TRANSIT SERVICE BY SELECTED TIME INTERVALS

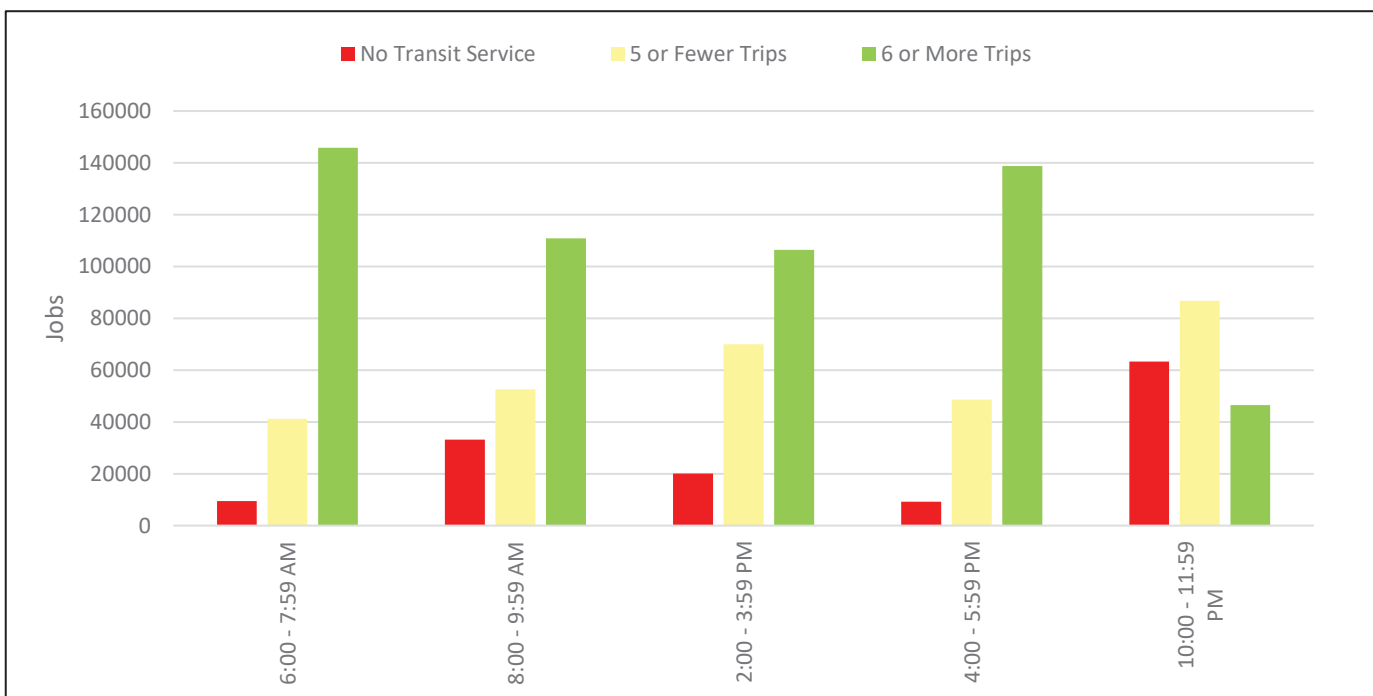


FIGURE 14 – EMPLOYERS IN AND OUT OF BUS STOP ZONES

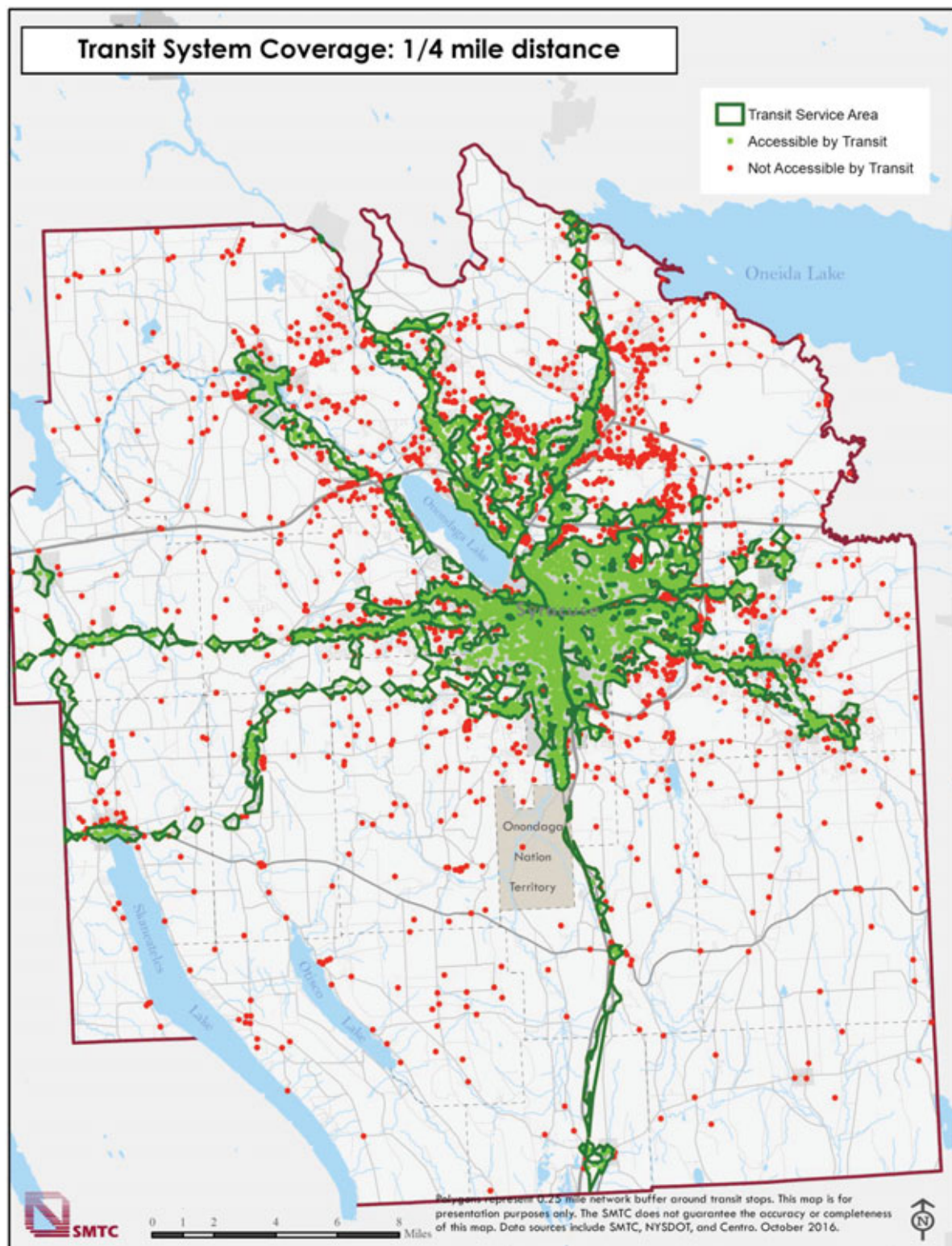


FIGURE 15 – TRANSIT SYSTEM COVERAGE IN ONONDAGA COUNTY, 6:00 TO 8:00 a.m.

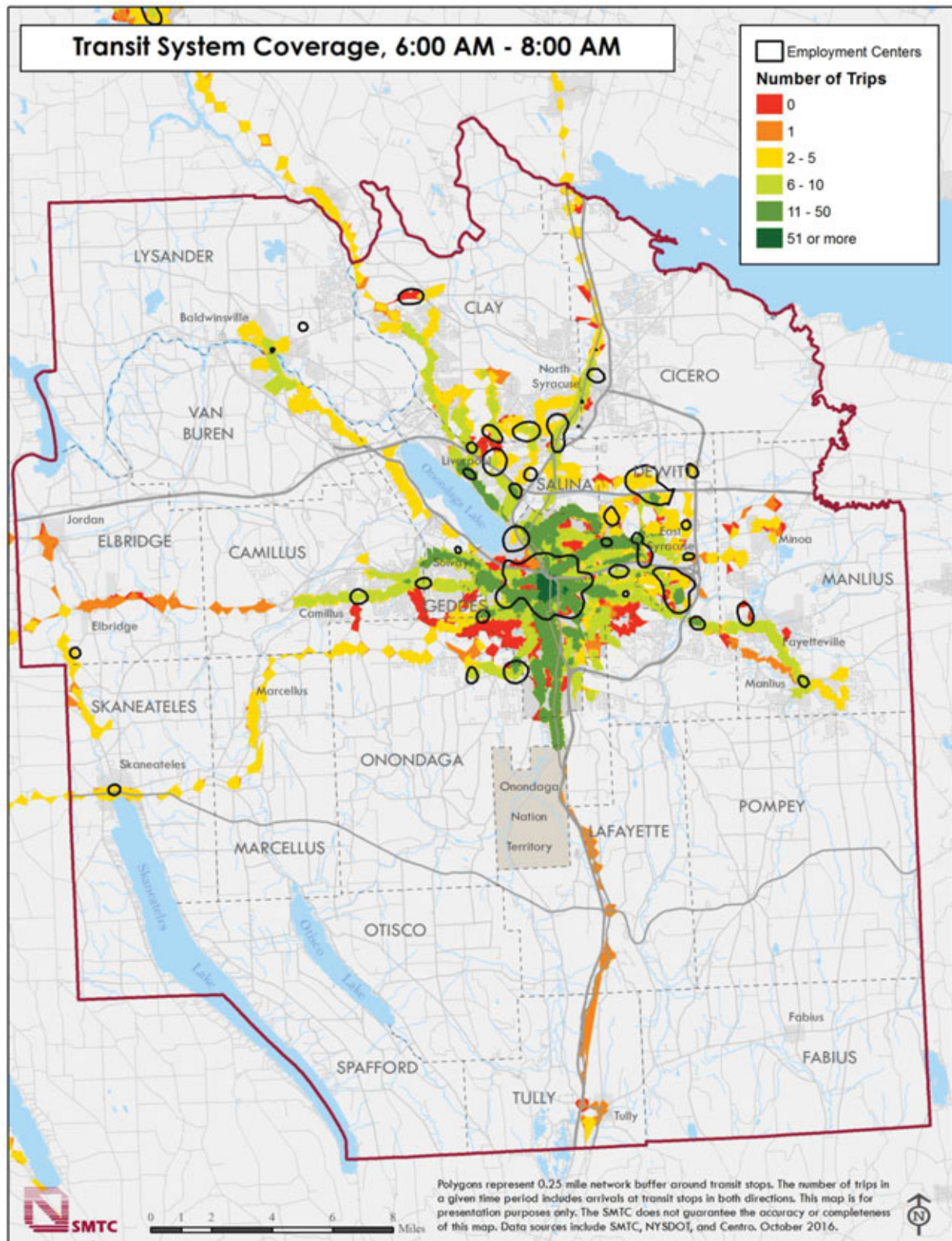


FIGURE 16 – TRANSIT SYSTEM COVERAGE IN ONONDAGA COUNTY, 8:00 TO 10:00 a.m.

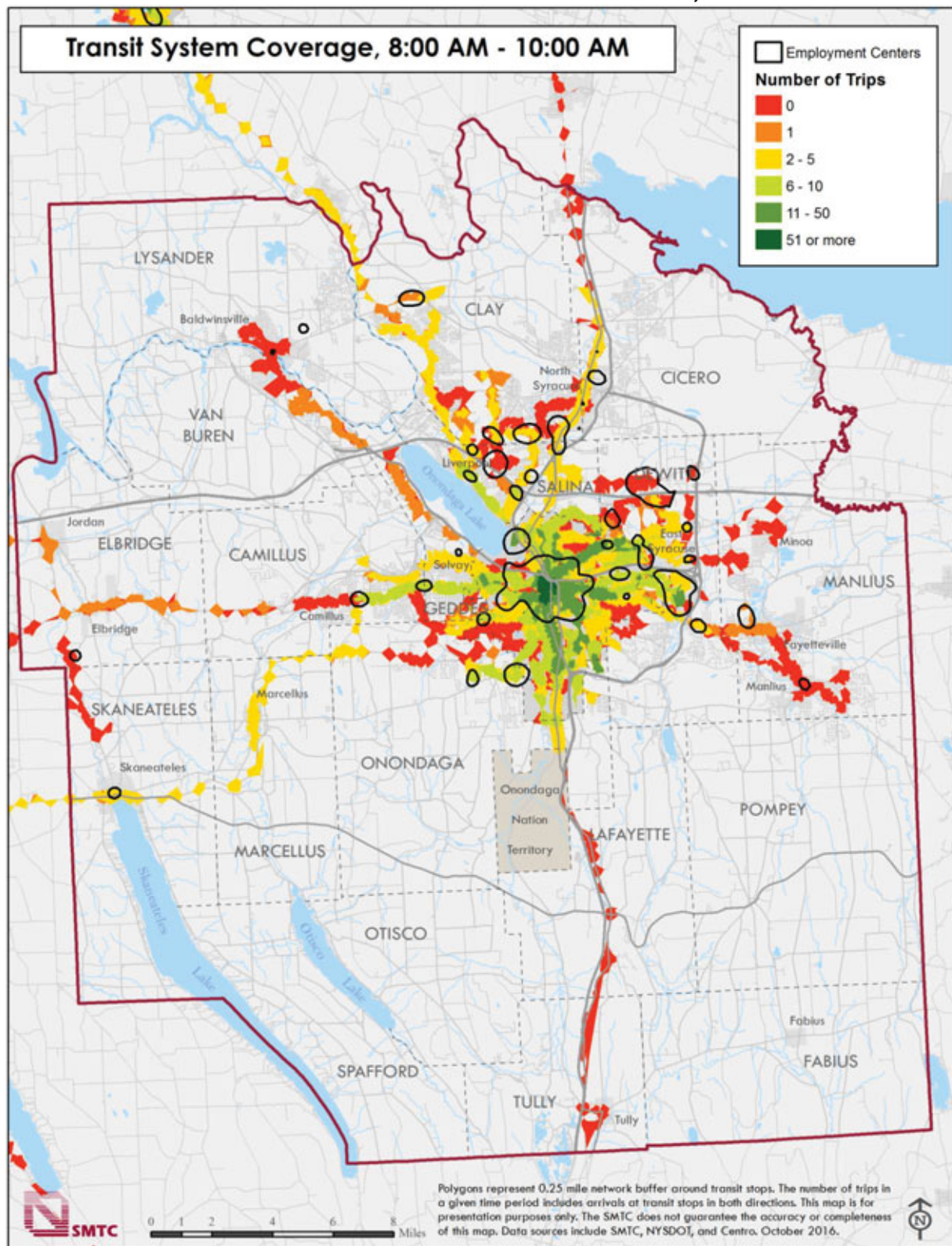


FIGURE 17 – TRANSIT SYSTEM COVERAGE IN ONONDAGA COUNTY, 2:00 TO 4:00 p.m.

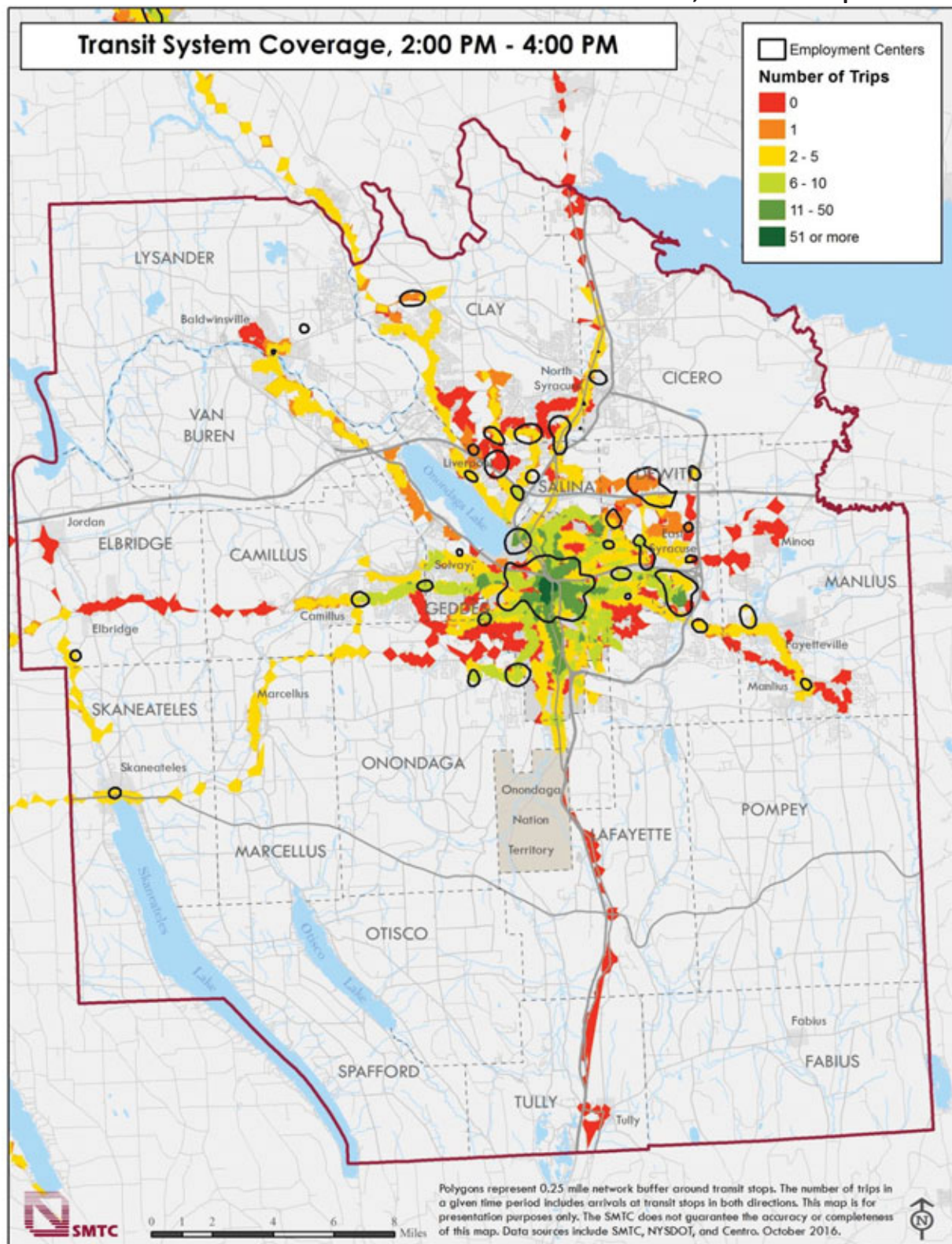


FIGURE 18 – TRANSIT SYSTEM COVERAGE IN ONONDAGA COUNTY, 4:00 TO 6:00 p.m.

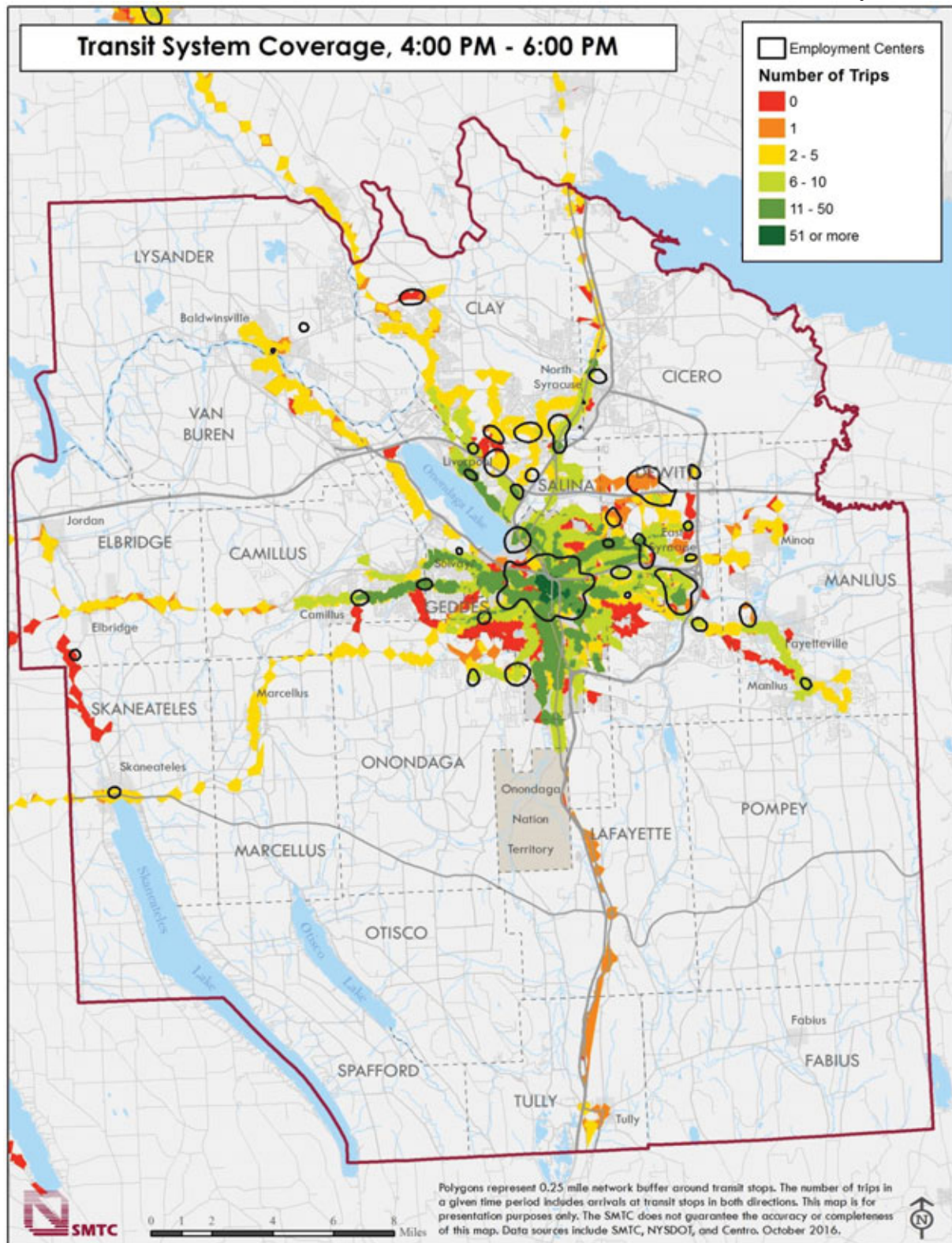
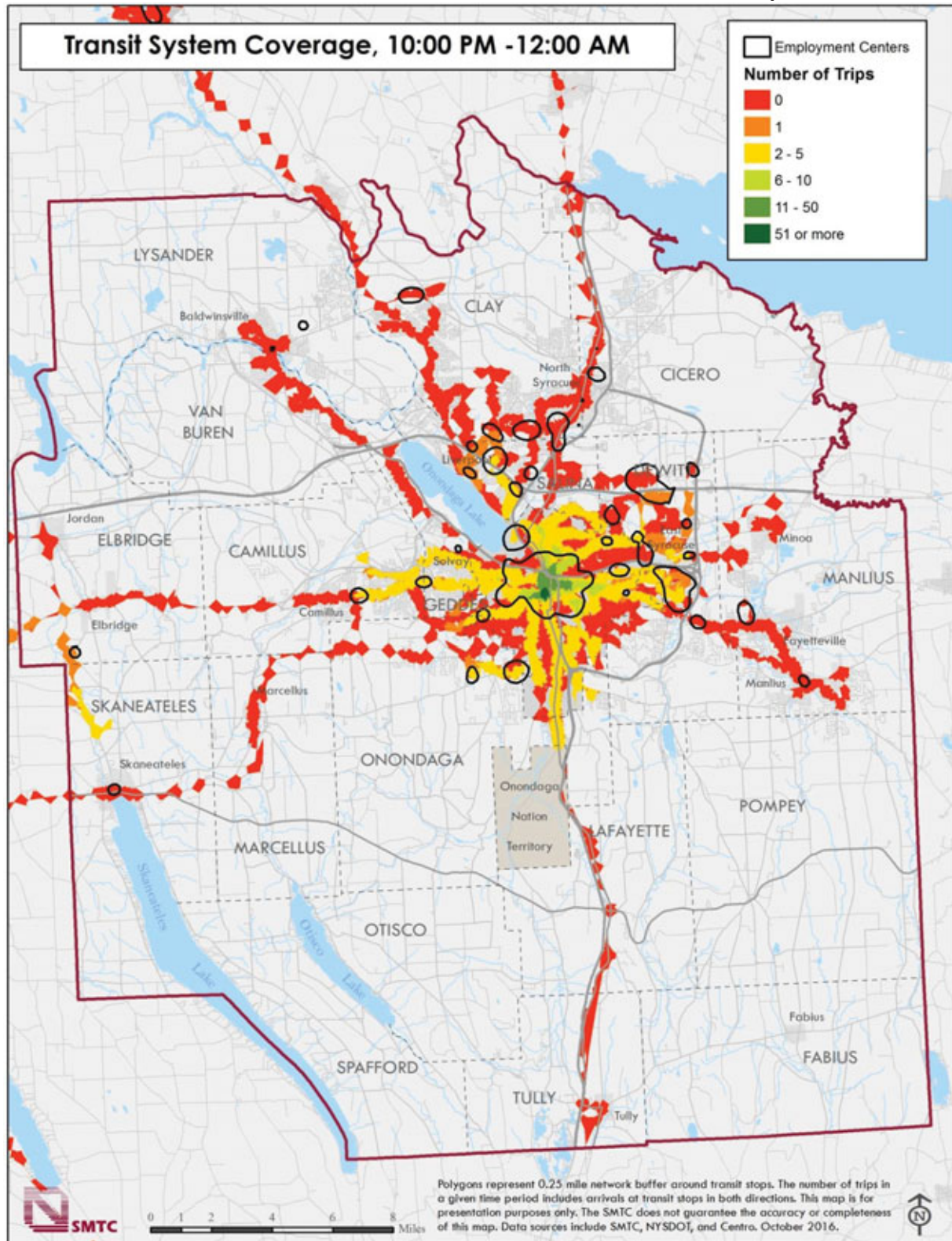


FIGURE 19 – TRANSIT SYSTEM COVERAGE IN ONONDAGA COUNTY, 10:00 p.m. TO 12:00 a.m.



4.0 - CONCLUSION

Centro's transit system is designed to maximize coverage to the region's densest population centers and largest employers, and does a very good job of providing coverage to first shift jobs in Onondaga County. Considering the size and relatively low density of this region, achieving 'good' transit service to more than half of all jobs is a non-trivial accomplishment.

Transit service cannot possibly run everywhere at all times of the day and remain financially solvent, however. Gaps in transit service are inevitable, and in our region they are most pronounced for job opportunities in suburban areas that require workers to get to or leave their jobs between 8:00 p.m. and 4:00 a.m.

ENTRY-LEVEL POSITIONS

In terms of both where they are located and how well they can be accessed via transit, entry-level positions follow the same pattern as total employment. Based on InfoGroup data and the methodology outlined in Appendix A, there are an estimated 114,000 jobs in Onondaga County that are both on a transit route and suitable for an entry-level worker with no more than a high school diploma. Between 6:00 and 7:59 a.m., 81,000 of these jobs have 'good' or better transit service. But outside of the peak morning and evening commute periods, the majority of these jobs are served by fewer than six transit trips over any given two-hour period. Even assuming that the trips in this interval are evenly dispersed over the two-hour period, this equates to, at best, a bus every 24 minutes.

OFF-HOURS POSITIONS

Data on the number of employees working at a firm by shift is scarce. As discussed above, this analysis has used a set of proportions developed from CTPP data to estimate how many jobs at any given firm are likely to have shifts that start after 10:00 a.m. and end before 5:00 a.m. We estimate the total number of off-hours positions to be on the order of 43,000 jobs. As many of the maps and charts in this document make clear, transit service is sporadic countywide after

6:00 p.m. Currently, the people working the thousands of entry-level jobs with shifts that start in the afternoon and end in the evening or late night reach those jobs in their cars: transit riders are effectively shut out of them. An additional service, such as a vanpool, subsidized taxi rides, car loan program, etc., would be extremely beneficial in connecting the thousands of unemployed and underemployed workers in the City's poorest neighborhoods with these opportunities. The costs and benefits associated with alternatives like these will be assessed in Technical Memorandum #2.

APPENDIX A – DEFINING LOW SKILL PROPORTIONS WITHIN INDUSTRIES

It is possible to roughly characterize industrial sectors as employing “low skill” or “high skill” workers. For example, “Professional and Business Services” includes architects, lawyers, consultants and researchers – predominantly specialists with a good deal of training beyond high school. “Leisure and Hospitality” includes waiters and waitresses, fast food workers, and housekeepers – in other words, lots of entry-level positions requiring minimal formal education or training.

For the purposes of this analysis, the goal was to put numbers to these generalizations to the extent possible. The best available data on the educational level needed to get a specific job comes from the New York State Department of Labor (DOL), which includes this information as part of its *Long-Term Occupational Projections 2012 - 2022 for Central New York* dataset. DOL’s data uses Standard Occupational Classifications (SOC), a standardized system for categorizing and coding all of the occupations in a given area.

Linking occupation data to industry data is complicated by the fact that every industry employs people in multiple occupations. Office Clerks (SOC 43-9061), for example, show up in a wide variety of industrial sectors. The best available source of information on the proportions of a given occupation in an industry is provided by the BLS, which has an extensive set of “Staffing Patterns” data. This data provides a listing of the occupations associated with a given industrial sector, and how much of that sector is made up of a given occupation.

For example, Table A1 shows the distribution of Office Clerks across the economy, based on BLS’ national data. As the “Percent of Industry” column shows, clerks are not a dominant part of any industrial sector, but every industry needs a few clerks – even agriculture and mining. But as the “Percent of Occupation” column shows, if you are a clerk, it is a good bet that you are in the health care, educational or administrative sectors; the sheer size of these industries means that they employ larger numbers of clerks than other parts of the economy.

TABLE A1 – DISTRIBUTION OF OFFICE CLERKS (SOC 43-9061) BY INDUSTRIAL SECTOR, 2014

Industry	Percent of Industry	Percent of Occupation
Health Care and Social Assistance	2.0	12.2
Educational Services	2.7	11.8
Administrative and Waste Services	3.6	10.2
Public Administration	2.6	8.9
Professional and Technical Services	3.1	8.5
Other Services, except Public Administration	3.0	6.4
Wholesale Trade	3.2	6.1
Construction	3.1	6.1
Retail Trade	1.2	6.1
Finance and Insurance	2.6	5.0
Manufacturing	1.2	4.9
Real Estate and Rental and Leasing	5.7	3.8
Transportation and Warehousing	1.7	2.6
Management of Companies and Enterprises	2.4	1.7
Information	1.8	1.6
Accommodation and Food Services	0.3	1.2
Arts, Entertainment, and Recreation	1.6	1.1
Mining, Quarrying, and Oil and Gas Extraction	1.9	0.5
Utilities	2.0	0.4
Agriculture, Forestry, Fishing and Hunting	0.6	0.3

Source: BLS Industry-occupation matrix data by industry, 2014 compiled for major industrial sectors (http://www.bls.gov/emp/ep_table_109.htm)

By cross-referencing the “Percent of Industry” data with the DOL’s data on level of education by occupation, the jobs in each industrial sector can be classified according to skill level. Skill levels were computed for each industry.

TABLE A2 - INDUSTRIAL SECTORS BY PROPORTION OF LOW SKILL OCCUPATIONS

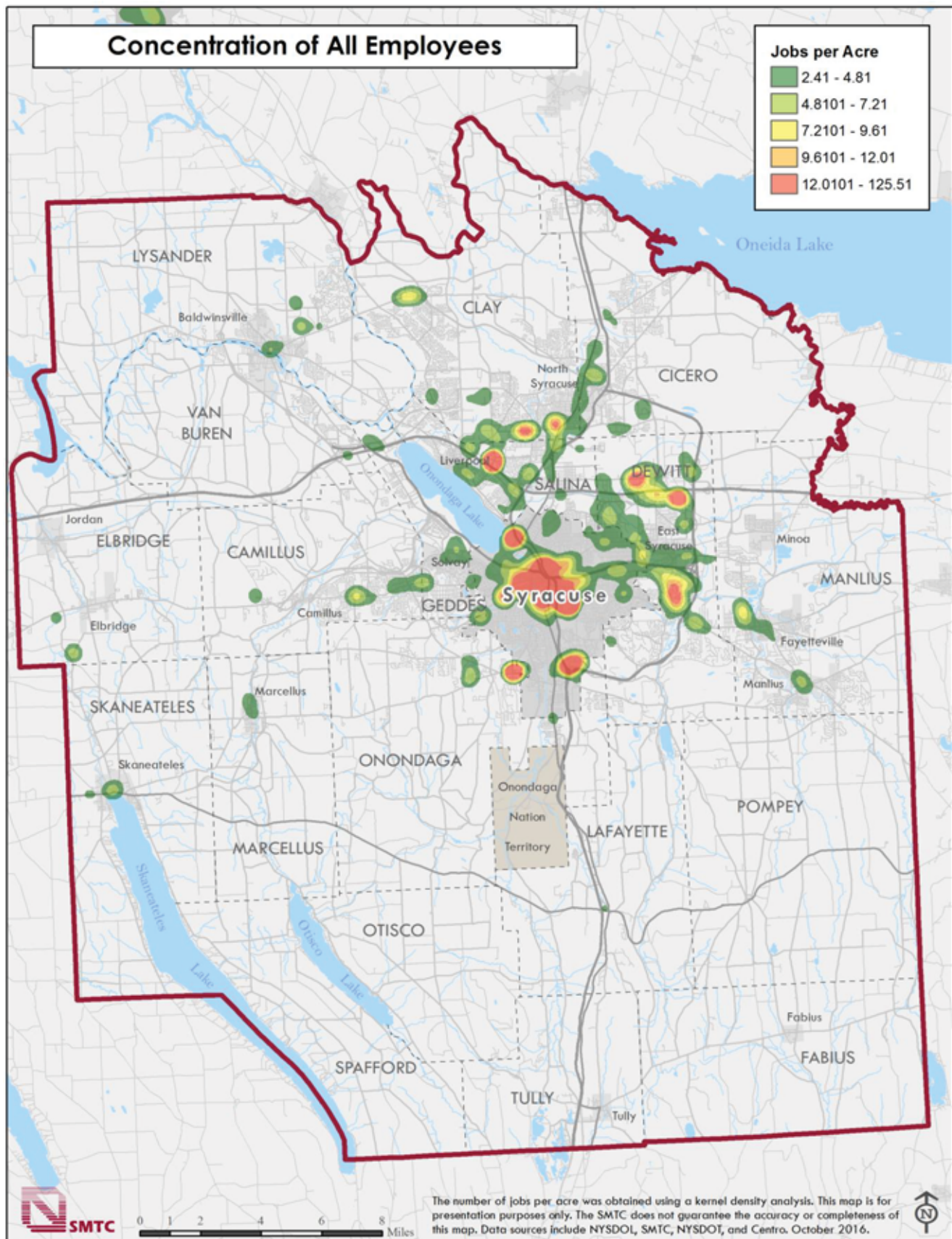
Industry Sector*	Pct. of Industry in Low Skill Occupations**
Accommodation and Food Services	96%
Retail Trade	93%
Real Estate and Rental and Leasing	84%
Administrative and Support and Waste Services	79%
Arts, Entertainment, and Recreation	76%
Construction	76%
Wholesale Trade	73%
Manufacturing	65%
Other Services, except Public Administration	63%
Finance and Insurance	59%
Transportation and Warehousing	58%
Public Administration	55%
Management of Companies and Enterprises	42%
Information	41%
Health Care and Social Assistance	41%
Professional, Scientific and Technical Services	32%
Educational Services	25%

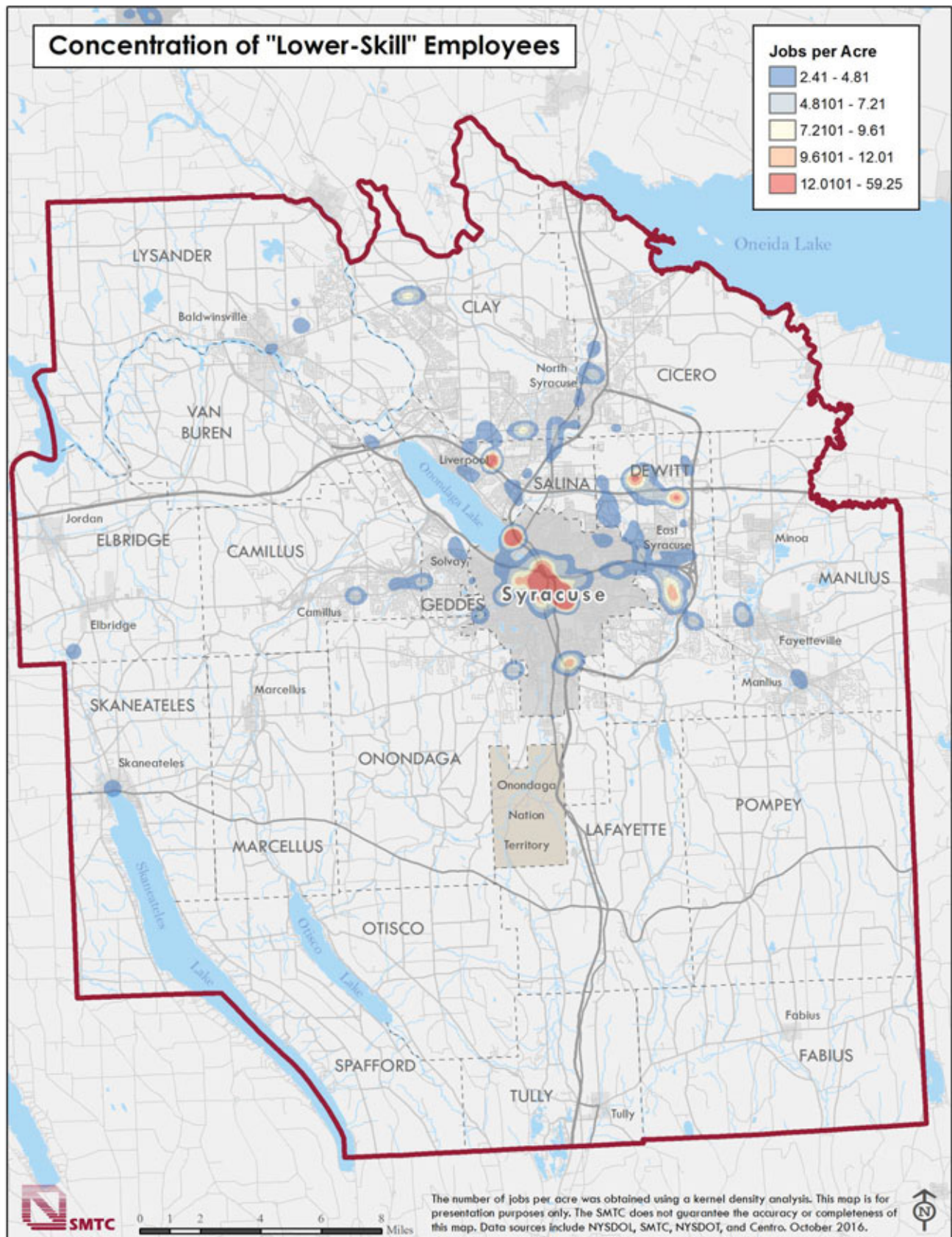
**Insufficient data available for the following industries: Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying, and Oil and Gas Extraction; Utilities.*

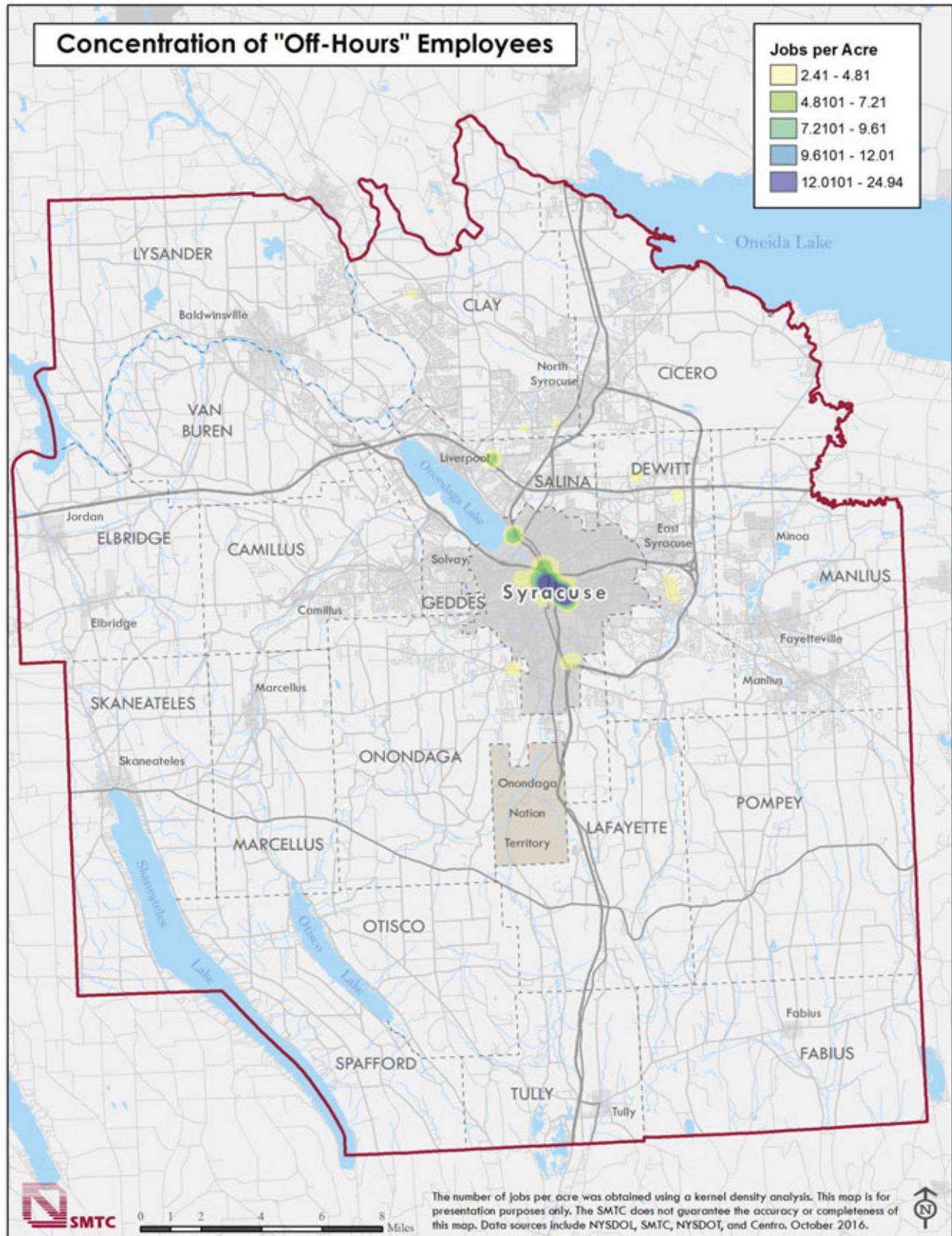
***“Low Skill Occupations” are defined as those requiring either a high school diploma or equivalent, or less than a high school education.*

Sources: DOL Long-Term Occupational Projections 2012 - 2022 for Central New York; BLS Industry-occupation matrix data by industry, 2014

APPENDIX B – EMPLOYMENT CENTERS







APPENDIX C – EMPLOYMENT CENTER TRANSIT ACCESSIBILITY CHARTS

AVAILABLE UPON REQUEST

Appendix D – JOBSplus! Survey Results

JOBSPLUS! CLIENT SURVEYS – APRIL 2017

Overview

On April 27 and 28, 2017, Syracuse Metropolitan Transportation Council (SMTC) staff talked to four classes of welfare-to-work clients enrolled in Onondaga County’s JOBSplus! welfare-to-work program. Classes are held on the 13th floor of the County Civic Center, and focus on job readiness and basic skills. In most cases, JOBSplus! clients are unemployed, do not have their own vehicles, and are searching for jobs, making them the ideal group of people with whom to discuss transportation as a barrier to employment.

SMTC staff distributed paper surveys to these classes and received 33 completed surveys. Survey responses are summarized below.

Question 1 - Where do you live? (neighborhood or ZIP Code)

- 83 percent of respondents were City residents.
- The two most commonly reported neighborhoods were: Northside / James Street and Downtown.

ZIP Code	NEIGHBORHOOD	Responses	Percent
13203	SYRACUSE - NORTHSIDE / JAMES ST	5	16%
13202	SYRACUSE - DOWNTOWN	5	16%
13204	SYRACUSE - WEST SIDE	4	13%
13205	SYRACUSE - SOUTHSIDE / ROUTE 11	4	13%
13208	SYRACUSE - NORTHSIDE / ROUTE 11	4	13%
13207	SYRACUSE - SOUTHSIDE / SOUTH AVE	2	6%
13210	SYRACUSE - SU	1	3%
13224	SYRACUSE - EAST SIDE / DEWITT	1	3%
13209	SOLVAY	1	3%
13212	NORTH SYRACUSE	1	3%
13108	MARCELLUS	1	3%
13088	LIVERPOOL	1	3%
13027	BALDWINVILLE	1	3%

Question 2 – Do you own a car and, if so, are you able to drive?

Two-thirds of respondents (21 people) said they did not own a car, did not own a working car, or did not have a license. Eighty percent of those 21 live in the City of Syracuse.

Seven respondents said they had a car and could drive it to work.

Question 3 – If you have worked in the past, where have you worked?

Responses to this question varied geographically. “Somewhere in the City” was the most popular, with 37 percent of responses including some mention of working in the city – other than in downtown.

Suburban employment centers mentioned included (most frequently mentioned first):

- Liverpool
- Camillus
- Solvay / Lakeland
- Baldwinsville

Nursing homes were the most popular type of workplace for respondents, but respondents also mentioned working at restaurants, hotels, landscaping businesses, and trucking companies.

Three respondents indicated that they had not worked in the past.

Question 4 – If transportation weren’t an issue, where (geographically) would you prefer to work?

The two most popular answers to this question were an even split between “Anywhere” and the City of Syracuse (with several people pointing specifically to jobs in Downtown Syracuse); together these two represented 55 percent of all responses.

Other destinations were:

Geographic Area	Responses	
	Number	Percent
Liverpool	4	14%
North Syracuse / Cicero	3	10%
East Syracuse	2	7%
Rural Areas	2	7%
Baldwinsville	1	3%
Western Suburbs	1	3%

Question 5 - What are some ways you might get to work?

(Respondents were instructed to select more than one answer – the ‘Percent’ shown is the proportion of all respondents selecting this mode.)

Transit was preferred way to get to work, and one that almost everyone said they had used or would use to get to work. Even the seven respondents who could drive indicated the bus as an option. Walking was also very popular, with more than two-thirds of respondents saying they would walk to work. Biking and calling a cab were the two least popular options.

Means of Transportation	Responses	
	Number	Percent
Bus	31	97%
Walk	22	69%
Ask for a ride (friends or family)	17	53%
Carpool	11	34%
Drive Alone	10	31%
Taxi	7	22%
Bike	5	16%

Question 6 - Which of the following would you consider as an alternative to get to work?

(Respondents were instructed to select more than one answer – the ‘Percent’ shown is the proportion of all respondents selecting this mode.)

This question was intended to gauge interest in three of the five ideas selected by the Work Link SAC: the Modified Vanpool, a subsidy for Uber / Lyft rides, or a car share / low-cost rental model.

Only 21 people selected one (or more) of these three options.

The vanpool option was preferred, with nearly two-thirds of respondents selecting this option.

In discussion, several people expressed concern with the safety of Uber and Lyft – largely based on rumors of dangerous drivers in other cities.

The idea of a low-cost, neighborhood-based car rental option was also very popular in discussion.

Alternative	Responses	
	Number	Percent
Modified Vanpool	13	62%
Car Share (\$20/day)	8	38%
Uber / Lyft	4	19%

Comments:

Of those 21 people, four people expressed concern for the cost of these alternatives. Two people did not want to depend on others to get to work.

Question 7 - If you have taken the bus to work in the past, what did you like or not like about riding the bus?

Twenty-five people responded to this question.

Five people specified that they already use or are willing to use the bus. People generally like that the bus is a reliable, inexpensive option that travels most places.

In discussion, there were several reasons people did not like riding the bus. The most popular reasons were that the bus commute takes too long, the schedules are not accurate or too infrequent at night or on weekends, and that traveling with other people is not preferable.

Reason for Dislike	Responses	
	Number	Percent
Too much time	7	28%
Schedules are off/infrequent	6	24%
Prefer not to travel with others	5	20%

Question 8 – Do you have a smartphone?

All 33 people responded to this question.

Response	Responses	
	Number	Percent
Yes	30	91%
No	3	9%

One respondent (marked yes) typically has a smartphone but does not currently have the financial means to support its use.

Of the people who responded in Question 4 who said that they would be interested in using Uber or Lyft (four people), all of them own a smartphone.

Question 9 – When you have a job, will getting to and from a child care center be part of your commute?

Thirty people responded to this question.

Response	Responses	
	Number	Percent
Yes	16	53%
No	14	47%

Question 10 – Do you get/have you gotten support or services from any of the following?

Eight people responded to this question. Five people (63%) responded that they received support or services from more than one organization. PEACE Inc. and the Salvation Army were the most popular; each organization had four people say that they have received support or services from them.

Organization	Number of Responses
PEACE Inc.	4
Salvation Army	4
Catholic Charities	3
ARISE	2
Mercy Works	1
Chadwick Residence	1
Community Center	1
Rescue Mission	1
Vera House	1
Visions for Change	1
Women's Opportunity Center	1

SYRACUSE METROPOLITAN TRANSPORTATION COUNCIL



Work Link Project

Questions for JOBSplus! Job Seekers

The Syracuse Metropolitan Transportation Council is looking for ways to help people who don't own their own cars get to work, especially in places where there is no bus service and at times when buses don't run. Your answers to these questions will help us develop ideas for ways to make it easier to get to work.

1. Where do you live? (neighborhood or ZIP code) _____

2. Do you own a car and, if so, are you able to drive? _____

3. If you have worked in the past, where have you worked?

4. If transportation weren't an issue, where (geographically) would you prefer to work?

5. What are some ways you might get to work?

(check all that apply)

- | | |
|---|-------------------------------|
| <input type="checkbox"/> Drive by myself | <input type="checkbox"/> Bus |
| <input type="checkbox"/> Drive with a co-worker or neighbor | <input type="checkbox"/> Bike |
| <input type="checkbox"/> Ask a friend or family member for a ride | <input type="checkbox"/> Taxi |
| | <input type="checkbox"/> Walk |

☐ Other _____

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126 N. Salina Street
Syracuse, NY 13202
Phone: (315) 422-5716
www.smtcmpo.org

6. Which of the following would you consider as an alternative to get to work?

(Check all that apply)

- ☐ Join a vanpool or carpool
- ☐ Uber / Lyft
- ☐ Rent a car, with pick-up & drop-off in your neighborhood (\$20 / day)

What do you like / not like about these ideas?

7. If you have taken the bus to work in the past, what did you like or not like about riding the bus?

8. Do you have a smartphone?

☐ Yes ☐ No Other / Comment

9. When you have a job, will getting to and from a child care center be part of your commute?

☐ Yes ☐ No Other / Comment

10. Do you get / have you gotten support or services from any of the following?

- | | |
|--|---|
| <input type="checkbox"/> ARISE | <input type="checkbox"/> P.E.A.C.E., Inc. |
| <input type="checkbox"/> Catholic Charities | <input type="checkbox"/> Rescue Mission |
| <input type="checkbox"/> Center for Community Alternatives | <input type="checkbox"/> RISE |
| <input type="checkbox"/> Chadwick Residence | <input type="checkbox"/> Salvation Army |
| <input type="checkbox"/> Community Center (NE, Southside, etc.) | <input type="checkbox"/> Spanish Action League |
| <input type="checkbox"/> Exodus 3 Ministries | <input type="checkbox"/> Vera House |
| <input type="checkbox"/> Liberty Resources | <input type="checkbox"/> Visions for Change |
| <input type="checkbox"/> Mercy Works | <input type="checkbox"/> Women's Opportunity Center |

Thank you for your participation! If you have any questions, contact Aaron McKeon at the Syracuse Metropolitan Transportation Council, 315-422-5716.

Appendix E – Human Services Leadership Council Survey

Human Services Leadership Council



Work Link Questionnaire

Introduction

The Syracuse Metropolitan Transportation Council (SMTC) is looking for ways to help people who don't own their own cars get to work, especially to work sites where there is no bus service and at times when buses don't run. Our region has resources to bring to bear on this issue, including private capital and public funds, but there has historically not been consensus on a single, coordinated approach.

This brief questionnaire is intended to help clarify two questions:

- What kind of transportation support program makes sense for our region?
- Does your organization have an interest in working with other key stakeholders to develop a pilot project?

-
-
1. Does your organization provide educational, job training or job placement services to low-income individuals?

☐ Yes

☐ No

Briefly describe the kinds of services your organization provides:

2. How significant an issue is transportation, particularly for your clients who want to work but don't drive?

☐ Low Priority

☐ Somewhat Important

☐ High Priority

3. Does your organization currently provide transportation services to your clients?

☐ Yes

☐ No

If so, what are typical pick-up and drop-off points (for example: home, job training, medical appointments, your office, etc.)?

4. Would your organization be interested in working with the SMTC and other partners, public and private, to develop a solution to the problem of transportation for low-income workers?

☐ Yes

☐ No

Why or why not?

5. One transportation program being considered is the use of subsidies to make services like Uber and Lyft affordable to low-income workers. Would such a program be a good fit for your organization?

☐ Yes

☐ No

Why or why not?

6. Another proposal is to pool vans that are already being operated by organizations, using them after hours and on weekends to help workers who could not otherwise get to work. If your organization has a fleet of vans/vehicles, would your organization be open to exploring this option further?

☐ Yes

☐ No

Other than insurance, what potential issues or problems would you anticipate with this approach?

Would a program like this benefit your organization and its clients?

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