



IMPROVING JOB ACCESS IN THE MENOMONEE VALLEY

STRATEGIES TO CONNECT AND STRENGTHEN
BUSINESSES AND NEIGHBORHOODS

Menomonee Valley Partners • Southeastern WI Regional Planning Commission • MetroGO!

A SPECIAL THANK YOU TO THE
FUNDERS THAT MADE THIS PROJECT POSSIBLE



Our Thanks to Menomonee Valley employers for their participation.

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Challenges and Recommendations

AUGUST 2018

A project of MetroGO!

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TABLE OF CONTENTS

Introduction: Situation, Project Goals, Strategies, Participants	1
Current Menomonee Valley Access and Challenges	3
Menomonee Valley Access Map	5
Employer Survey	6
Survey Results: Transportation	7
About the Valley Workers	7
Wages and Transportation	8
Survey Results: Workforce	11
Neighborhood Listening Sessions.....	15
Expert Information and Analysis.....	17
Conclusions & Recommendations	17
Research Conclusions	17
Recommendations	19
1. Reconfigure Rt. 17, Expand Rt. 14 access, MAP.....	19
2. Promote the Menomonee Valley	21
2a. Implement Marketing and Promotional Campaign.....	21
2b. Host Neighborhood Recruitment Events.....	21
2c. Expand Employer-Driven Mobility Programs.....	22
3. Develop Ride Hailing Options.....	23
4. Improve Bike Pedestrian Access.....	24
5. Address Parking Demand.....	26
For Future Consideration.....	27
In Conclusion	29
Appendix	29
Sources, Resources, Project Products	29
Multimodal Descriptions	30
About the Project Partners.....	31

INTRODUCTION

Metro Milwaukee is at a tipping point. Economic momentum and jobs are increasing, but employers face fundamental challenges in filling the growing number of jobs, exacerbated by barriers that cut off the available workforce from employment opportunities.

The Menomonee Valley is a key regional job hub, with an estimated over 8,000 jobs at more than 100 employers. During its strategic planning, Menomonee Valley employers expressed concern about workforce issues, ranging from retirement projections to attraction and retention of talent. Moreover, they included workforce transportation as a priority for attracting and securing adequate labor.

Meanwhile, nearby neighborhoods are among Milwaukee's highest areas of unemployment: up to 45% in some census tracts.¹ Residents in these neighborhoods often rely on non-auto transportation options to get to jobs. One in 3 households in high-poverty census tracts doesn't have access to a motor vehicle.² Citywide, 19% of Milwaukee households do not have access to a car.³ Additionally, younger generations are obtaining driver's licenses and vehicles later and less often than previous generations,⁴ and are more interested in active, healthier commute options.

Significant physical barriers stand between workers and jobs. Menomonee Valley jobs are isolated from the city street grid. Access to the Valley floor challenges pedestrians, bikers and buses alike. Transit offers a single, limited bus route and lacks the necessary resources to expand service.

The Menomonee Valley Business Improvement District and MetroGO! are advancing public/private strategies to improve job access to the isolated jobs in the Menomonee Valley by collaborating with employers, nearby neighborhood groups, and transit experts.

THE LAST MILE: Connecting Workers to Places of Employment, a study by the Public Policy Forum (now known as the Wisconsin Policy Forum), dovetails strategically with our project. The study provides research on improving connections for the regional workforce in Metro Milwaukee, and specifically for the Menomonee Valley. The study defines "The Last Mile" when transit allows individuals to get relatively close, but not all the way, to their jobs – creating a key barrier to workforce training and sustainable employment.

This project provides essential information, data, and analysis, and identifies recommendations for collaborative transportation and workforce strategies to strengthen the Menomonee Valley and its businesses in a deeply competitive labor environment. Our goals include:

- Expanding connections between businesses and the labor pool.
- Supporting businesses in attracting and retaining talent across all skill and experience levels to sustain job growth.
- Reducing turnover and other costly inefficiencies.
- Strengthening nearby neighborhoods by improving access to sustainable employment and income.
- Identifying key information to align job training programs with employers' needs.
- Supporting a systemic, data-informed approach that is well integrated with other key supportive initiatives.
- Piloting a model and tools for other areas to utilize.

The strategy is to develop a scalable pilot that uses innovative technology and models, engages businesses and neighborhood partners, and builds on *The Last Mile* study research to:

1. **Determine employer job and transportation needs in the Menomonee Valley** by executing a comprehensive online employer survey tool and robust outreach model.
2. **Analyze and summarize data including** mapping jobs data and preparing data visualizations and transit maps.
3. **Investigate job access challenges and insights from nearby neighborhoods** to deepen understanding of the barriers to employment in the Menomonee Valley from the worker’s perspective.
4. **Convene experts and develop locally supported strategies and recommendations** for select, on-the-ground pilots for improving multi-modal access to jobs in the Menomonee Valley, while ensuring some near-term strategies that can move quickly into implementation.
5. **Distribute findings** to promote awareness, community dialog, and leadership on implementing solutions.

Multiple core project partners and collaborators came together to develop and implement this project:

MetroGO! (project lead)
Menomonee Valley Partners
Southeastern Wisconsin Regional Planning Commission (SEWRPC)
Big Lake Data
Employ Milwaukee

Additional experts and advisers in the development of mobility recommendations:

Colin Murphy, policy director - Shared Use Mobility Center, Chicago
Joe Peterangelo, senior researcher, Wisconsin Policy Forum
Tom Winters, scheduling and planning director, Milwaukee County Transit System

The project Timeline was January 2017–August 2018

We’d like to thank the diverse funding partners who made this pilot possible: Menomonee Valley Business Improvement District; National Association of Realtors; Commercial Association of Realtors-Wisconsin; Employ Milwaukee; US Bank Foundation; and the Greater Milwaukee Foundation.

CURRENT VALLEY ACCESS AND CHALLENGES

While the Menomonee Valley is in the heart of the City (and may appear on a two-dimensional map to be well connected to surrounding neighborhoods), geographical and physical barriers pose significant obstacles for people trying to get to work at Valley companies. There are limited ways in/out of the Valley, each of which poses different challenges.

Transit Access

Menomonee Valley businesses are currently served by MCTS Route 17. It connects Milwaukee's South Side to the Valley Floor via Canal Street and operates weekdays from 3:30 a.m. to 7 a.m., 1 p.m. to 5 p.m., and 10 p.m. to midnight, with fewer hours on weekends. An average of 100 people ride the Route 17 bus on weekdays. This translates to 9.5 passengers per vehicle hour, which is less than half the MCTS average of 26.3.

Elevation: Several MCTS routes run above the Valley

Looking at a transit map, it would appear that the Valley is well served by transit. However, north and south routes run above the Menomonee Valley on the 16th Street, 27th Street, and 35th Street viaducts (Routes 14, 27, 35, 80, and PurpleLine)

East and west routes run just outside of the Valley (23, 30/30X, BlueLine, and GoldLine), with the exception of Route 80, which runs along South 6th Street on the Valley's eastern edge. None of these bus routes provides direct access to Valley businesses.

Route 14 travels across the 16th Street Viaduct, connecting to the Potawatomi Hotel & Casino Parking garage and providing the primary transit access for Potawatomi employees.

Access from the Viaducts

- It requires a long-distance walk with significant grade changes to get to and from jobs in the Valley from the nearest bus stops on Wisconsin Avenue, National Avenue, the 16th or 35th Street viaducts, and other locations.
- Stairways connect the viaducts to the Valley Floor below (28 and 68 feet from the 16th and 35th streets viaducts respectively). A stairway on the 27th Street viaduct at Greves Street does not provide access to many employers, due to its location between I-94 and an active rail line. The stairways are lighted on the 16th and 35th street viaducts to improve safety; however, snow and icy conditions pose worker safety concerns during winter months.

South of the Valley:

- The Hank Aaron State Trail runs along Canal Street and through Three Bridges Park, connecting the Valley to neighborhoods to the south and west, West Milwaukee, and West Allis.
- There are bicycle and pedestrian-only connections into the Valley to/from the south on 6th Street, South 37th Street, and Mitchell Park.

North of the Valley:

- 32nd street provides access to Canal Street from Near West Side neighborhoods, but it does not have bike lanes.
- 25th Street and 26th Street (both one-way streets) connect Near West Side neighborhoods directly to St. Paul Avenue in the Valley. The physical structure, traffic congestion, adjacency to freeway on-and-off ramps, a steep incline and lack of sidewalks, and other bike or pedestrian safety features make 25th and 26th Streets underutilized opportunities for buses, bikes, and pedestrians.
- 13th Street/Emmber Lane provides access to the Menomonee Valley via Clybourn Street (near the Marquette University Campus). This connection requires crossing both a freeway exit ramp and a rail line. Train traffic blocks traffic on the street multiple times daily and can delay travel considerably when a freight train is passing. This intersection hosts a considerable amount of truck traffic due to a more relaxed incline and no hard turns to enter into the Valley from I-43/94. The significant amount of rail traffic at the crossing and heavy trucking traffic make this area feel unsafe for pedestrians and bikers.

BublR Bike share

BublR is a non-profit bike-share system that utilizes bike docks at both ends of a trip. MCTS and BublR offer an easy-to-use Buslr Pass that can also be used to ride MCTS buses.

- There are BublR Bike stations in the Valley at City Lights Brewing, on Mt. Vernon near 25th Street, and at Miller Park baseball stadium on Frederick Miller Way.
- Stations around the Menomonee Valley are currently located just east of the district, north of the district on Marquette's campus at 16th and Wells, and west of the district in Wauwatosa and West Allis. The Valley is a doughnut hole on the BublR station map.

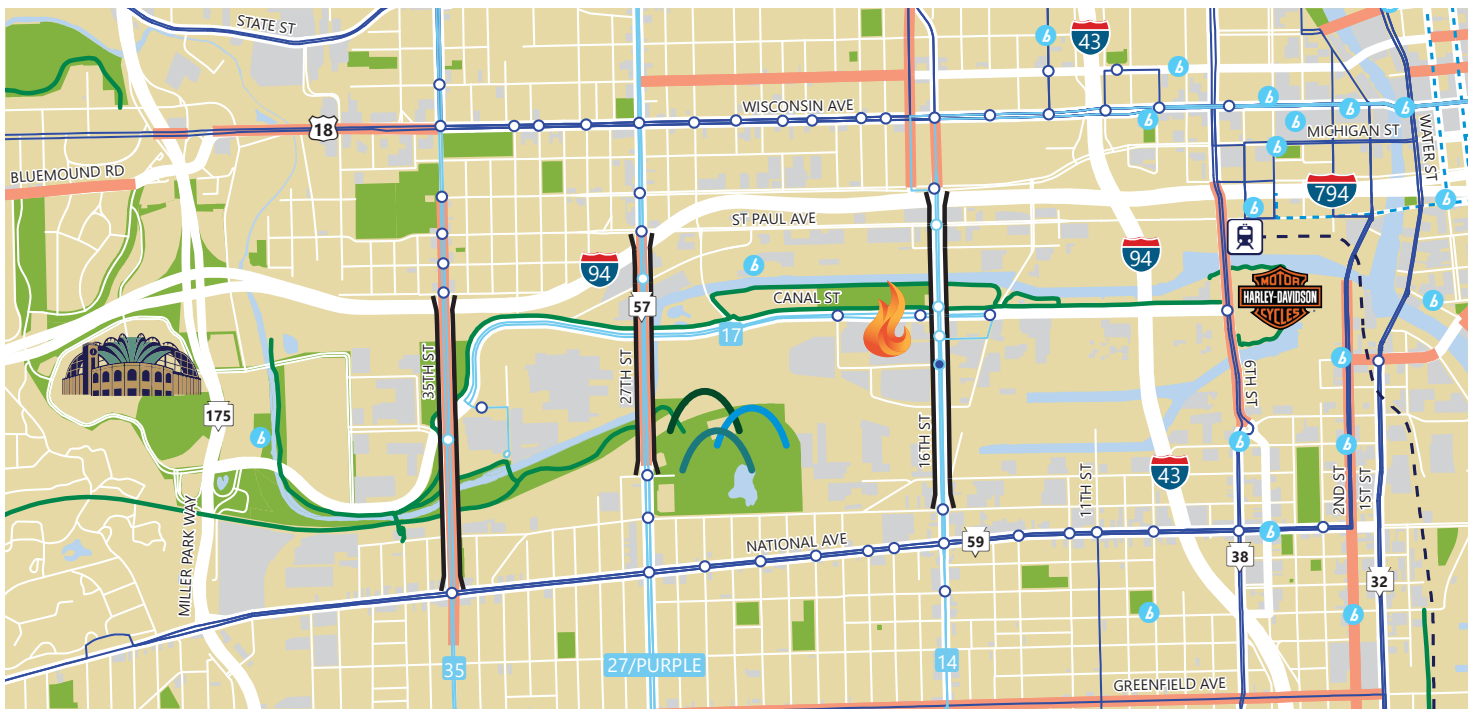
Additional Known Barriers to Job Access

Transportation-related gaps and challenges that impact job access

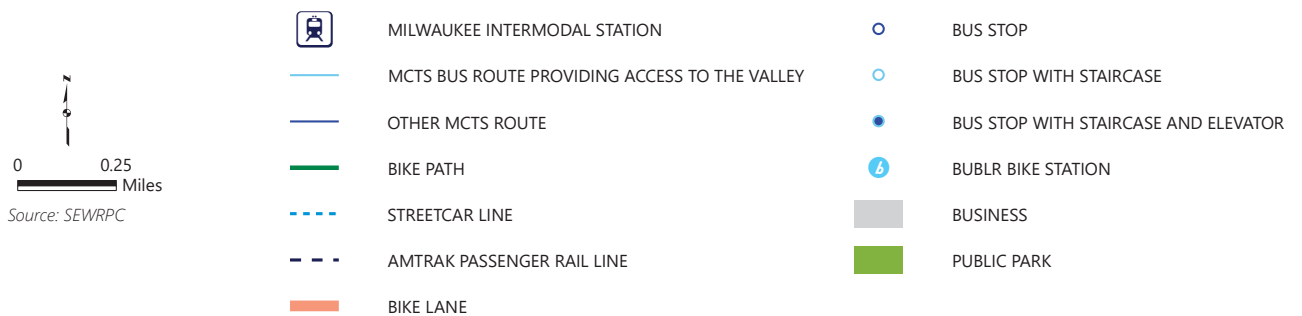
- MCTS Route 17 provides good access to many Valley businesses along Canal Street, connecting to the South Side. But workers coming from the North, East and West do not have direct transit access.
- Route 17 does not serve all shift times or all businesses due to scheduling and its route alignment on Canal Street, which does not serve St. Paul Avenue employers or Canal Street east of 16th Street. The Route 17 schedule does not meet the needs of first shift workers who start their workday after 7 a.m.
- Overtime shifts at many businesses extend beyond bus service hours. The lack of flexible transportation options at the end of a shift can preclude hiring and sustainable employment of those without access to an auto.
- There are few safe options for entering the Menomonee Valley from the north by foot or bike. Access is available from the north via 13th St./Emmber Lane, St. Paul Avenue, 25th, and 32nd Streets, but none have bike lanes. Steep grades on the north side of the Valley connecting streets, and narrow streets and tight turns constrict bus options and discourage cyclists and pedestrians. Weather limits year-round biking for most people.

- The distance between bus stops and the employer’s door is perceived by some workers and employers as too long.
- Safety concerns by employers and workers in the Valley and in neighborhoods include the lack of safe pedestrian and bike facilities, darkness, and perception about panhandlers, homeless people, and crime when walking or biking.
- The elevation to reach bus stops on the viaducts from the Valley Floor requires using stairways that are often covered with ice and/or snow, making them a safety hazard in the winter months. Their use requires physical ability and involves safety concerns, especially at night.

MENOMONEE VALLEY ACCESS



SOURCE: SEWRPC



EMPLOYER SURVEY

To develop effective transportation and workforce planning and strategies to bridge these gaps, a comprehensive, integrated online employer survey was developed and implemented to understand and measure employer needs; and provide data, information, and perspectives crucial to preparing effective solutions.

The survey questions were developed by the project team and informed by transit planners at MCTS and SEWRPC, as well as workforce experts at Employ Milwaukee and Waukesha-Ozaukee-Washington Workforce Development. The unique model of this project includes robust outreach and engagement of the Valley's active member relationships and communications networks, which were successful in achieving an excellent response and many one-on-one conversations. Data was collected during summer/fall 2017.

Thirty-five of the 100 invited employers participated, representing 6,163 (70%) of the Valley's estimated workforce. Not all respondents replied to every question.

Key Survey Takeaways

The survey utilized a robust, cross-sector approach, strategically integrating transportation and workforce data collection. The number of jobs and the full spectrum of wages of valley workers that were uncovered present a very significant employment opportunity for all levels of all skills and experience to be employed in the Valley. Together with the diversity of the current workforce, this indicates a good alignment for employing nearby residents.

Hiring and maintaining a stable workforce is a constant issue across all sectors. Attraction and retention has become a very time-consuming and costly effort. The amount of overtime reflects a workload need that exceeds the amount of manpower available in the Valley.

Over 57% of Valley businesses have overtime shifts.

The Valley is seeing growth. Of the more than 8,000 current employees in the Menomonee Valley Business District, the St. Paul Avenue corridor now has 1,300 employees, due to a number of new companies moving into the area. The Menomonee Valley Industrial Center (MVIC) now has over 1,400 employees. Companies in both of these areas have projected additional expansion over the next 2 years.

About one-third of respondents' jobs have wages that would indicate an interest or necessity for non-auto commuting. Addressing transportation gaps would open up a broader labor pool.

Employers are feeling workforce and business impacts resulting from the lack of adequate worker transportation. More than 40% of respondents indicated they have or expect to experience an impact from inadequate transportation.

Employers see workforce transportation as a tool that would assist in recruiting, hiring, and retaining workers.

Parking has also become a challenge with lot and street parking at capacity much of the time. Space devoted to employee parking needs is beginning to conflict with visitor and customer parking needs as well. Currently, several manufacturing companies are leasing spots from neighboring sites. Nearly 40% of employers surveyed stated that within 2 years they will need additional parking. Improved transportation options and parking strategies can be developed to offer a relief valve, while simultaneously supporting workforce goals.

Strategies to address specific transportation issues identified by the respondents will require creative, integrated approaches across transportation improvements, communications, and safety enhancements. Fortunately, opportunities to develop and advance workforce transportation solutions are bolstered by an open mind among Valley employers. About 40% of responses indicated that businesses either already offer, or would like more information on participating in specific employer-driven transit incentives.

Likewise, representatives of Clarke Square, Layton Boulevard West Neighbors, and Near West Side Partners, the three neighborhoods surrounding the Valley, all realize the importance of collaborating to develop workforce strategies that will strengthen the communication link between available jobs and residents desiring work. These connections will build the local economy and a pipeline of workers.

Survey Results: Transportation

About the Valley Workers

Of the 6,163 jobs represented by the 35 survey respondents: 91% are permanent full-time positions, 7% are part-time, 1% other (interns, etc.), 1% temp-to-hire, and under 1% seasonal.

The ethnicity of the workforce in the Valley is fairly diverse, with 54% white, 22% black/African American, 13% Hispanic/Latino, and 8% Asian/Pacific Islander or other. Employees are 61% male and 39% female.

Shift Start and End Times

Extensive shift-time data was collected and shows that shift start and end times vary around the clock. Most shifts start between 5-7 a.m. with some as early as 4 a.m. and as late as 9 a.m. The hours shifts end tend to vary substantially, with 4 p.m. a very common end time.

Of the 29 respondents, 24% of employers operate what could be considered a second shift with 17% operating in the range of a third shift.

Overtime

Considering the limited service hours and schedule of current Route 17 buses, overtime presents a challenge for employers to attract and retain employees who rely on transit options. Many of the overtime shifts end when the bus is not operating.

57% of respondents' employees work overtime.

Wage Ranges

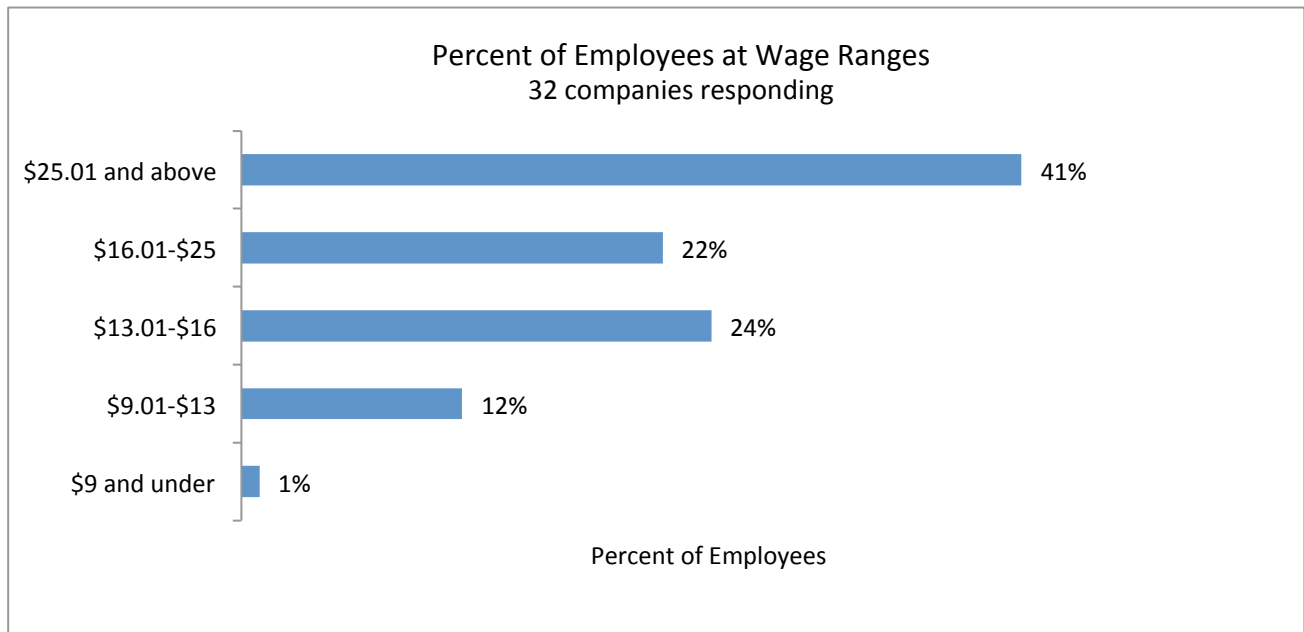
It is important in transportation planning to consider wages, because reliance on non-auto transportation increases as wages decrease. Transportation options are more important to secure and sustain employment for workers earning under \$16 per hour.

Of the survey respondents:

36% of jobs pay under \$16 per hour

12% of jobs pay under \$13 per hour

Potawatomi Hotel and Casino is not included in this wage summary. Their workforce relies on a transit route that connects to their parking garage from the 16th Street Viaduct and does not operate on the Valley floor. The Valley floor is the focus of most of the strategies that are informed by this particular dataset.



Not including Potawatomi Hotel and Casino.

Impacts due to the Lack of Transportation

A significant number of employers are currently experiencing, or expecting to experience by mid-2019, a lack of adequate or reliable transportation as the reason for the following workforce impacts (respondents can choose more than one option):

- 17% Repeated tardiness
- 14% Workforce issues that hamper production goals or ability to grow
- 12% Inadequate labor pool
- 6% Each received 6% of responses: Terminating an employee, employee resignation
- 4% Each received 6%: Dismissing a job applicant, Issue for interns and college students

38% of the responses did not experience or expect impacts on their workforce for these reasons.

Issues with Current Transit Services

Employers identified specific issues with current transit services that negatively impact recruiting, hiring, and/or retention, including (respondents were allowed to choose more than one option):

- 13% Employees don't feel safe
- 12% Distance between the bus stop and work is too far
- 8% Transit doesn't serve all shifts
- 7% Transit doesn't serve overtime
- 6% Inadequate connections to other routes
- 4% Each received 4%: Route schedules don't align with shift times; length of transit ride is too long; too many transfers to get to employer; lack of transit reliability

38% of responses indicated not experiencing specific issues with current transit services that negatively impact their recruiting or hiring or employee retention.

Workforce Transportation Challenges

From the employer perspective, **12% of the Valley workforce experiences or expects to experience transportation challenges.** This translates to about **960 workers** when applied **across the Valley's 8,000-plus workforce.**

In comments provided by some employers in interviews, statements revealed that the full impact of transportation on workforce recruitment and retention likely remains unrecognized by employers. They held a view that employees with transportation challenges typically are no longer employed, while prospective employees with limited transportation either did not apply or were not hired

Parking

Parking has been identified by employers as a considerable and growing challenge. Survey respondents provided a deeper understanding of the issue.

42% of employers anticipate needing additional employee parking spaces by mid-2019.

Of the total responses by employers that indicated they have challenges, they address them by:

- 56% Requesting employees to park on public streets or lots
- 25% Leasing or borrowing parking spaces from a neighbor
- 6% Receiving 6% each were: Incentivizing transit use; offering bikes and bike parking; encouraging carpooling; and taking transit
- 0% Incentivizing carpooling

Improving Transportation to Assist Employers, Workforce

When asked if improved workforce transportation options would assist their company in the attraction, hiring, or retention of workers, employers responded:

- 40% Yes
- 33% No
- 27% Unsure

Comments provided insights about ways transit improvements would assist in staffing across all levels of workers; highlighted specific employee transportation needs; identified potential improvements; or added clarity about why some respondents didn't think transportation affected hiring and retention.

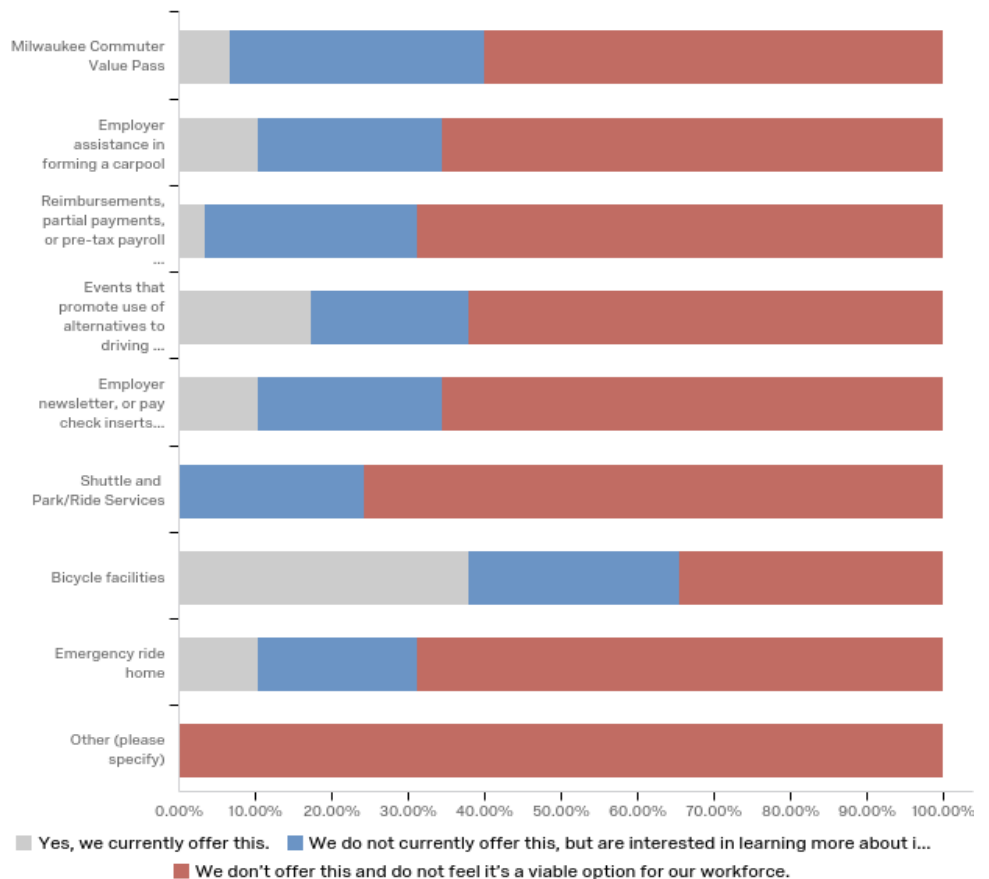
Transportation Benefits and Incentives

Transportation benefits and incentives are known to positively impact job access and boost recruitment and retention in many situations.

When asked which of the following transportation incentives their company currently offers and which they are interested in learning more about, responses indicated an opportunity to promote and expand transit and bike programs and incentives (respondents could choose more than one option.)

All but one option received nearly 40% of combined responses for "Currently offering" and "Not currently offering, but interested in learning more."

MCTS's Commuter Value Pass ranks the highest for "not currently offered, but interested in more information."



Shuttle Program

When asked “**Would your company be open to discussing the potential of participating in a shuttle program or other mobility solutions to get employees to your workplace?**” employers replied:

- 51% No
- 45% Maybe. Send more information
- 4% Yes

Survey Responses: Workforce

Transportation goes hand-in-hand with a successful workforce. This project elicits data to assist in delivering workers that are aligned with employer needs. The workforce section of our survey uncovers challenges that transportation could assist in resolving, while also providing data and information to inform workforce training, educational programs, and the Menomonee Valley Partner’s strategic plans.

Workforce Challenges

Employers prioritized the importance of specific workforce challenges in hiring for their organizations. Their choices were compiled to identify their greatest common challenges. This is how they prioritized the impacts:

1. Insufficient labor pool
2. Attracting entry-level employees
3. Attracting high-level employees
4. Applicants lacking soft skills (reliability, communications, etc.)
5. Applicants lacking the necessary training and certificates

Causes of Turnover

Turnover carries a high cost for businesses. Respondents identified the following as the most important causes of turnover in order of frequency:

1. Employee reliability (tardiness, leaving early, absenteeism)
2. Employee performance
3. Outside competition/lack of employee loyalty
4. Retirement
5. Compensation is not competitive

Hiring Needs

Data was collected to identify the hiring needs among Valley employers:

The greatest hiring needs anticipated within the next 2 years by wage are:

59% Between \$13 per hour and \$25 per hour

31% Over \$25 per hour

10% Up to \$13 per hour

Number of job openings that are anticipated by mid 2019 for each respondent.

320 full-time openings

(27 respondents)

Number of employees expected to retire:

194 retirees — by mid-2019

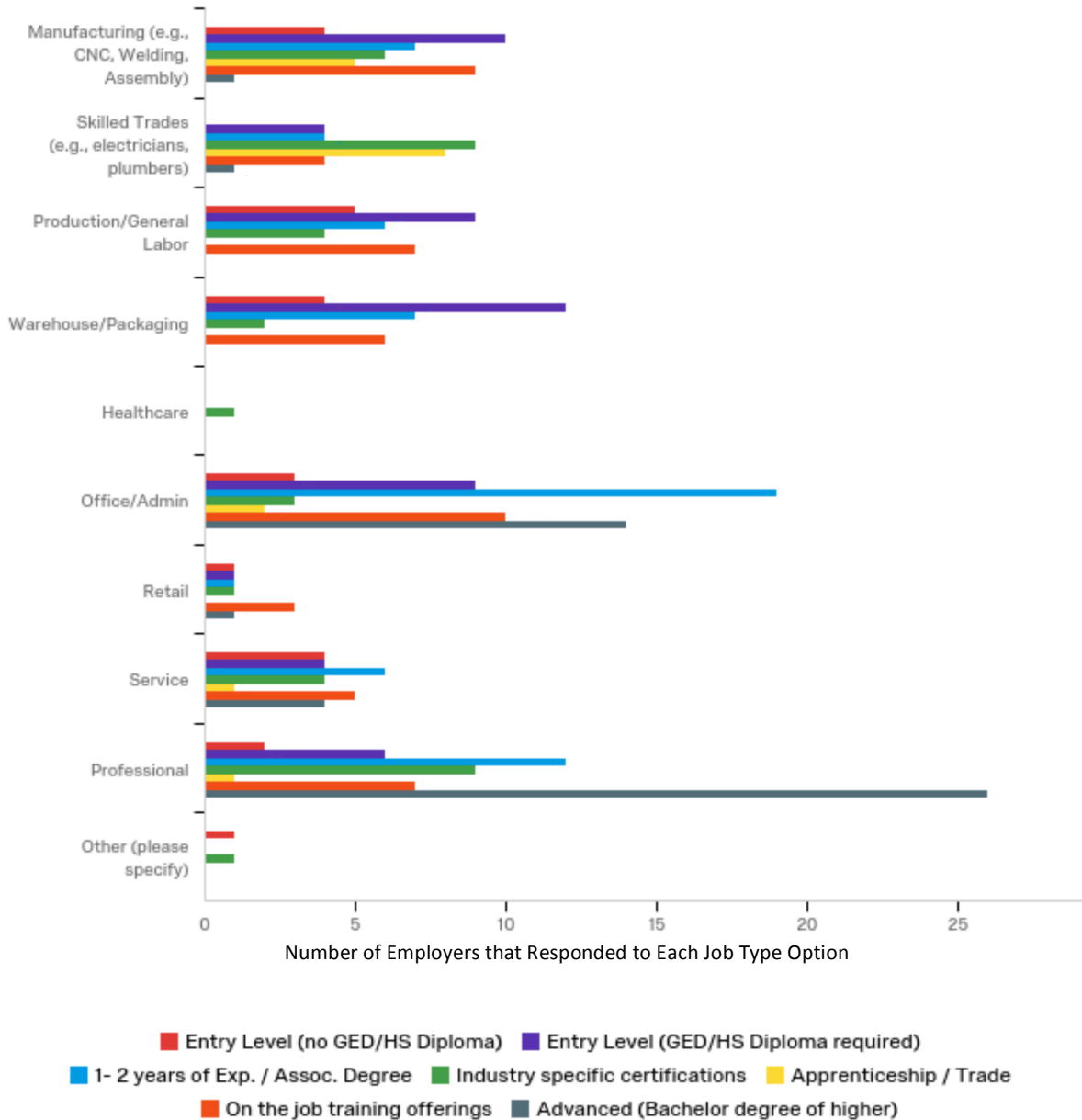
155 retirees — by mid-2022

(29 respondents)

Education, Experience, and Background

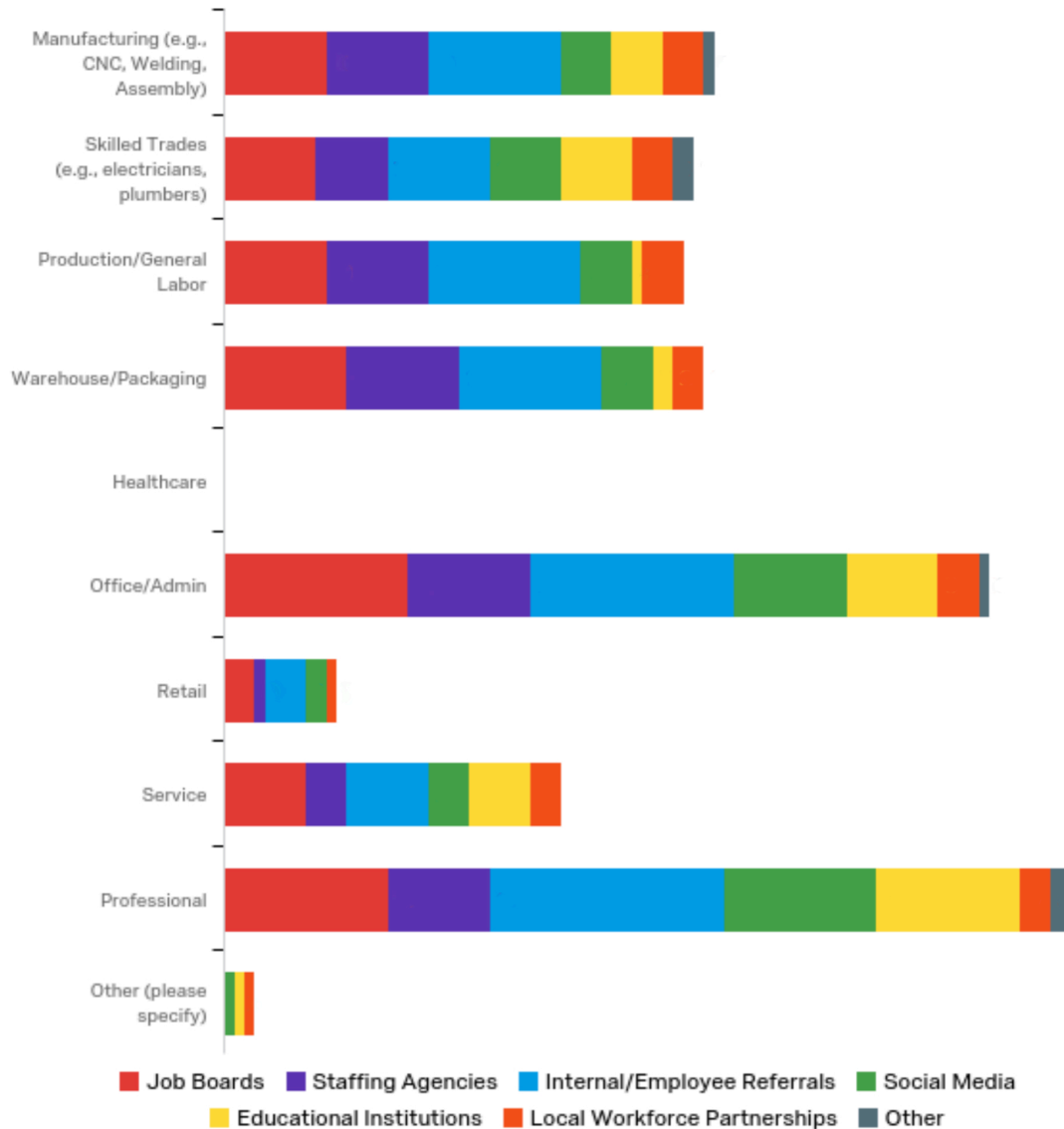
Employers provided information about the **levels and types of education, experience, and background that they employ at their facility, providing a clear understanding of the employers' workforce needs.**

Responses demonstrate the wide diversity of employment opportunities at all levels: entry level, skilled trades, professional, etc.



Finding Workforce

Recruiting workers has become the top business challenge for many employers. Valley businesses were asked: **How do you find most of your workforce?** Responses demonstrate the diverse means of recruiting utilized by employers for each job category. (Respondents could choose more than one option.)



Educational institutions identified included these partners (in order of frequency - some are equal): MATC, UW-Milwaukee, WCTC, Marquette University, MSOE, MIAD, University of Wisconsin (Madison), UW-Whitewater, UW-Platteville, Milwaukee Public Schools, Marquette University High School.

Local workforce partnerships were described as (in order of frequency - some are equal): Employ Milwaukee, job centers, Goodwill Talent Bridge, unions, WRTP/Big Step, Urban League, local churches, Joseph Project, America Works, Online industry-specific recruiters (including CareerBuilder, Milwaukee Jobs, Indeed).

NEIGHBORHOOD LISTENING SESSIONS

MVP, MetroGO, and SEWRPC partnered with three neighborhood organizations to host a series of Neighborhood Listening Sessions. Our goal was to gain an understanding of the needs of resident groups, and their perceptions regarding proximity, connectivity, and safety as they relate to the Menomonee Valley. These insights provide details to potential employment barriers.

The three targeted neighborhoods were Clarke Square Neighborhood Initiative (CSNI) and Layton Boulevard West Neighbors (LBWN) south of the Valley, and the Near West Side Partners (NWSP) to the north. These neighborhoods are prioritized in the Menomonee Valley's strategic plans for improved employment connections and transit – with the goal of improving neighborhood employment, while simultaneously supporting Valley employers in meeting their workforce needs.

Each listening session was held within the hosting neighborhood. MVP presented an overview of the Valley district, its workforce, and current job availability. SEWRPC conducted a survey to capture specific data points. Attendees later broke into small groups for in-depth discussions.

The hosting organizations invited residents in their service areas to attend. There were no restrictions on participation, beyond being a resident or having some involvement with one of the organizations. A total of 28 residents participated in the three sessions.

Facilitated small group discussions provided important insights, including:

- A broad lack of awareness of the Menomonee Valley
- Transportation gaps and barriers to reaching the Valley
- A perception of Valley jobs as “not for me”
- Safety concerns and a wide breadth of safety perceptions
- Recruiting insights
- Geography matters: Southside – Yes I could likely get there; North of the Valley – Very challenging

The most revealing outcomes of the discussions were:

- The lack of awareness of the Valley by most participants. Of those that had heard of the Valley, very few were aware that there are 100 employers and thousands of good employment opportunities in close proximity and across a broad diversity of job types.
- The lack of understanding of transportation options and how to get to and navigate around the Valley via transit or other means.
- A perception among NWSP residents that African Americans were not often employed in the Valley and that they possibly lacked the desired skills or training to apply. *‘I’ve never seen anyone who looks like me working at those companies,’* was a common view echoed by several residents for not considering employment with Valley businesses.
- The perception among CSNI and LBWN residents that employers located in the City pay lower wages than those in the suburbs. Many of those responding work in positions involving a commute of 25 minutes or more, yet do the kind of work that can be found in the Valley at comparable wages.

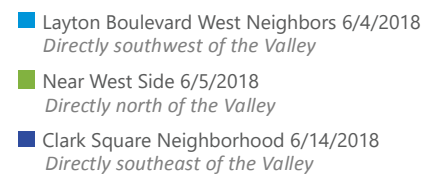
- ‘We don’t see direct hiring,’ was another consensus view. Participants noted that being hired directly by an employer was highly preferable to being placed by a staffing agency. The perception/experience being that many agency positions do not move to permanent status, resulting in lower wages, inconsistent employment, and a lack of benefits.
- Job descriptions can be unclear and often lack specific information regarding specialized training and other requirements.

Transportation-related information was collected from 18 participants.

11% responded that transportation has been the reason for losing, resigning, or not applying for a job

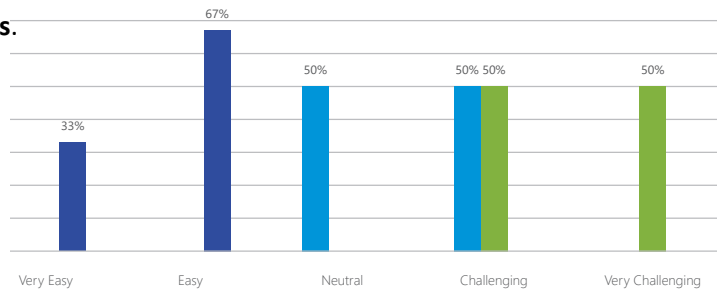
Participants travel to work by:

- 67% Drive
- 22%: Other, such as carpooling, walk/bike, van provided by staffing agency.
- 17%: Bus



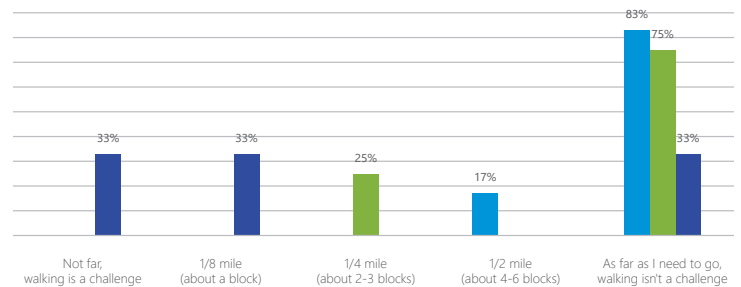
27% had tried to get to the Menomonee Valley by bus.

Those respondents then answered to: **“How challenging was it?”** Results show a full range of perceptions regarding ease of getting to the Valley, with a high level of difficulty to the north.



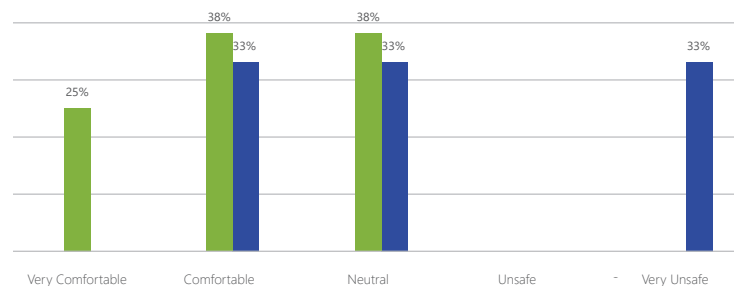
How far are you comfortable walking?

Respondents indicate a wide spectrum of comfort levels and the willingness to go ‘as far as I need to.’



Participants stated how comfortable they felt walking to bus stops servicing the Valley.

Responses indicate that comfort level is very perception based.



EXPERT INFORMATION AND ANALYSES

The data and feedback gained were incorporated with findings in The Last Mile study, and then analyzed by transportation experts.

Integrated mapping of core datasets identified where jobs are agglomerated in close proximity by shift and wage. This revealed an East/West agglomeration dynamic, with the St. Paul Avenue Corridor on the East end of the Valley hosting about one quarter of the area's jobs and well over half of the employers. The west end includes a smaller number of larger employers.

A comprehensive hiring-needs dataset was developed that provides valuable information for workforce development efforts, including the number of job openings, titles, wage ranges, and full-time/part-time/temporary status.

Locations of employers with jobs under \$16 per hour were mapped with the number of jobs and shift times, providing an innovative and powerful tool for transit and Valley planners. (Confidentiality was maintained by MVP staff and key project team members and legally protected.

An easy-to-use Valley map illustrating Current Access was prepared for planning and promotional purposes.

Invited and project team experts provided guidance to the recommendations through a tour of the Valley, review of information, and a strategy session.

The following recommendations are the result of their analysis and strategic guidance.

CONCLUSIONS AND RECOMMENDATIONS

The goal of this project is to improve access to jobs in the Menomonee Valley by overcoming the unique geographic, transportation, land use, and perception barriers to job recruitment, hiring and sustained employment.

Nationally, regions and employment hubs are being creative and proactive in utilizing a variety of *Last Mile* strategies to address similar challenges. New multimodal solutions continue to emerge in a rapidly evolving transportation landscape. Among efforts, The Last Mile Study by the Public Policy Forum provides research and recommendations for our region, and for the Menomonee Valley.

The objective of this project is to gather and analyze data and insights from Menomonee Valley employers, experts, and nearby neighborhood residents; and build on the Forum's study findings to develop locally supported recommendations for strategies that improve access to jobs in the Valley.

We want to ensure specific near-term strategies that can move quickly into implementation and identify potential longer-range options to investigate for implementation once the results of the first phase are assessed.

Our research shows that:

1. **Employers are deeply challenged** to fill jobs at all wage and skill levels. Looking forward, labor demand is expected only to increase.
2. **Employers identified as top hiring challenges** an insufficient labor pool; difficulty attracting entry- and high-level employee candidates; and applicants lacking necessary training certificates.
3. **Many employers recognize that the lack of adequate, reliable transportation impacts their workforce resulting in:** repeated tardiness, compromised production goals or ability to grow, inadequate applicant pools, and other negative business factors. Lack of transit access limits the labor pool to those who drive or are able to arrange a reliable alternative. As a result, employers may rule out candidates who do not drive. These same factors also contribute to the dismissal of some employees, while causing others to quit or not apply for an opening.
4. **There is recognition by many employers** that such negative factors would be positively impacted by improved commuting connections.
5. **City residents (potential workers and visitors) are often unaware of the Valley's employers wide diversity of jobs** and ways to get to and around in the Valley. Consequently, jobseekers don't look to the Valley as an employment option.
6. **Availability of transportation** to reach jobs is a major concern for neighborhood residents. Some staffing agencies may provide transportation for temporary workers, often at a substantial cost to the employee. When moving to a permanent position, employment and employees are lost due to the lack of transportation or education about transportation options.
7. **Safety is a concern** expressed by employers and residents related to walking and biking at night to/from parked cars, bus stops, or residences – along with undesired interactions with homeless people and panhandlers at all times of the day. The reality in the Valley is that safety related to crime is mostly a matter of perception. Infrastructure gaps add to safety concerns, such cars traveling at high speeds at road crossings, long walks in the winter from bus stops and parking spaces, complicated by a the lack of sidewalks and bike lanes in a few key places that connect the Valley to neighborhoods.
8. **There is a positive mindset** among both Valley employers and nearby neighborhood residents/groups about participating in solutions.
9. **The use of the MCTS Route 17 bus service** is fairly low, while there are over 1,100 jobs in the Valley that pay a wage of under \$16 hourly (counting just 32 of the Valley's 100 employers and excluding Potawatomi Hotel & Casino, which relies mostly the Route 14 bus). Wages under \$16 per hour typically indicate a need and desire among workers for alternatives to owning and driving a car. Redesigning the Route 17 to serve more employers and shifts would provide an opportunity to capture more non-drivers and access to a broader candidate pool.
10. **Over half of all Valley employees work overtime shifts**, few of which are served by Route 17, due to limited operating hours and lack of service to some employment destinations altogether. Additionally, morning shifts starting after 7 a.m. (typical of office and retail hours) are not served under the current schedule.

11. **Commuting by bike and walking** are growing as affordable, flexible, and sought-after commuting options across the spectrum of workers, particularly younger people. To capture this opportunity the Valley and surrounding connecting points would need to have improved and expanded infrastructure and environmental and safety strategies to create a bike- and pedestrian-friendly environment.
12. **Parking is a challenge** across the Valley, particularly on St. Paul Avenue where physical space for expansion is limited. On the west end, competitiveness reaches beyond capacity when shifts overlap on a regular basis. Visitors park in the Valley to reach destinations outside of the Valley, mostly on St. Paul Avenue. Nearly half of all employers expressed the need to expand parking before mid 2019.

RECOMMENDATIONS

Based on analysis of employer and neighborhood survey data and conversations, and building on The Last Mile Study findings, we have identified the following recommended strategies, each of which includes a brief explanation and an analysis of the expected results and considerations that were identified as key factors to reach project goals.

We seek to positively impact these **Results**:

- Job access
- Employee recruitment and retention
- Overtime and office-hour jobs not currently served by transit
- Safe environment
- Parking

We want to understand the following key **Considerations** and others that emerged as factors for successful implementation:

- Time to implement
- Costs
- Negative Impacts

1. Reconfigure MCTS Route 17

Utilize data and mapping from the employer survey to reconfigure Route 17 onto St. Paul Avenue to serve more employers and shifts. The current Route 17 connects South Side neighborhoods to the Valley via the 16th Street Viaduct and Canal Street.

The modified route would exit the 16th Street Viaduct, traveling down to the Valley floor and proceeding north onto Ember Lane, turning west on St. Paul Avenue, then south onto 25th street, and west onto Canal Street, then continue the current routing. It would travel the same route in reverse on its return. Potawatomi Hotel & Casino has indicated its workers mainly use the Rt. 14 and the modified Route 17 would connect at Canal Street and Ember to serve their employees and guests on the Valley floor. Potawatomi supports the new route plan.

Refine bus schedules, in order to better align with shift schedules and target workers to arrive 10 minutes prior to shift starts.

Expand Route 14 access to the Valley floor by adding a Route 17 bus stop on the 16th Street Viaduct near the Valley access ramp to Ember Lane, which then would connect to St. Paul Avenue and Canal Street under the new route described above. Seek to align schedule times for easy transfers between the Route 14 and Route 17 buses.

Updated MCTS Routes 17 and 14 and Locations of Survey Respondents (Employers)



SOURCE: SEWRPC

Results of Reconfiguring Route 17:

Job access: Increase access to employers and jobs on St. Paul Avenue (Route 17), and open access to a larger labor pool from the north and east (Route 14), without negatively impacting currently served employers

Employee recruitment/retention: Businesses and shift times are served by commuting options that are currently not in place. Transit is recognized as a valuable and growing factor in recruitment, particularly among younger and more diverse populations. Providing transit options for workers, especially those facing routine or unexpected auto or other commuting challenges, boosts employment sustainability.

Overtime and office hours: Does not address overtime due to limited service hours. Adjusted scheduling could serve typical office/retail jobs.

Safe environment: Bring activity and pedestrian traffic to St. Paul Avenue, which is shown to have a positive effect on improving perceived and real safety.

Parking demand: Increase commuting by transit, which reduces percentage of workers requiring parking.

Considerations of Reconfiguring Route 17:

Time to implement: Could be implemented in the near future, dependent on MCTS analysis and capacity.

Costs: There are no anticipated added costs to operate a reconfigured Route 17.

Negative Impacts: There are no negative impacts on other businesses.

2. Promote the Menomonee Valley: Employers, Jobs and Multimodal access options

2a. Execute a robust marketing and promotional campaign to increase awareness and positive perception of the Valley's more than 100 employers and 8,000-plus diverse jobs, as well as its multimodal connectivity to nearby neighborhoods, the city, and the region.

- Continue to develop and engage employee recruiting and training networks, and seek to identify and creatively collaborate with existing community/neighborhood initiatives and groups.
- Provide a Valley online job-posting platform.
- Promote the many ways to get to and around the Valley, including an online interactive map and **map on page 5 of this report, and at RenewTheValley.org**, prepared as a part of this project.
- Cultivate a welcoming and diverse culture of communications at Valley employers.
 - Promote the Valley's commitment to its neighbors and community. Consider the broader workforce and community when preparing and updating recruitment and organizational materials.
 - Promote best practices for attracting and retaining a diverse workforce, with the goal of diversifying the workforce in the Menomonee Valley.

Results of an External Promotional campaign:

Job access: Open jobs to a broader workforce in targeted areas.

Employee recruitment/retention: Improve recruitment outcomes through increased knowledge of and interest in Valley jobs and employers.

Overtime and office hours: No impact

Safe environment: Increase visitors and activity throughout the Valley, which is known to reduce actual and perceived safety threats.

Parking: No impact

Considerations of an External Promotional Program:

Time to implement: Within one year

Costs: Unknown staff time and web development of online posting platform

Negative Impacts: None

2b. Host neighborhood outreach efforts and recruitment events in partnership with Employ Milwaukee and surrounding neighborhood organizations. Together these organizations determine the feasibility of hosting Neighborhood Recruitment Sessions within each target neighborhood in order to:

- Increase awareness of and participation in job opportunities within the Valley
- Teach residents how to access the Menomonee Valley employers from their homes
- Strengthen workforce relationships with local neighborhood organizations
- Build trust between residents and Valley employers and workforce entities

Results of Neighborhood Recruitment events:

Job access: Increase access for an expanded, more diverse workforce in close-proximity.

Employee recruitment/retention: Improve recruitment through residents' increased knowledge of Valley jobs, specific hiring opportunities, and improved local partnerships and communications infrastructure for continued positive employment outcomes.

Overtime and office hours: No impact.

Safe environment: Improve accurate perception of safety factors and increase utilization of non-auto commuting in the Valley, which can reduce actual/perceived safety concerns.

Parking: No impact

Considerations of Neighborhood Recruitment Events:

Time to implement: Currently underway. After the Neighborhood Listening Sessions, MVP met with Employ Milwaukee, resulting in recommendations and action steps to investigate neighborhood recruitment events and promote outreach.

Costs: Unknown staff time and event costs

Negative Impacts: None

2c. Expand employer-driven mobility programs that enhance recruitment and retention at all skill levels.

Develop and promote employer- and publicly provided transit benefits and incentives.

- Expand technology-assisted carpooling programs. Explore a Valleywide carpooling program to add efficiencies and magnify the positive outcomes of the programs. Provide a Guaranteed Ride Home Program for emergencies to encourage carpool use (via Uber or Lyft, for example).
- Leverage currently available programs such as the MCTS Commuter Value Pass. The CVP allows employers to purchase discounted transit passes, and provide them to employees as a valued benefit. Employers may cover all, a portion of, or none of the transit costs. The IRS provides "Commuting Benefits" tax incentives for employees and employers.
- Explore creative use of transit incentives and passes to assist reaching human resource goals. For example, reduce employee turnover behaviors such as tardiness, no-shows, and leaving before the end of a shift by providing a transit pass at the scheduled end of a shift for the trip to work the next day. Incentivize responsibility and reliability by paying the car pool driver for an extra 30 minutes.
- Promote Valley members that offer multimodal incentives and programs.

Results of Employer-Driven Programs:

Job access: Expand access to jobs for non-drivers, and others who have intermittent transportation needs.

Employee recruitment/retention: Boost competitiveness by providing valued commuting options. Expand interest in employment in the Valley and sustainability of employees.

Overtime and office hours: Carpooling may be a challenge for overtime workers, but could address transportation for routine office hours.

Safe environment: Carpooling improves safety by minimizing walking distances.

Parking: Consistently reduce parking demand.

Considerations of Employer Driven Program:

Time to implement: Could implement within a few months for each individual employer. A Valleywide program would require a longer start up.

Costs: Unknown employer time to coordinate carpooling infrastructure.

Negative Impacts: Carpools may be impacted by overtime.

3. Develop Ride-Hailing Options

Pilot a Valley ride-hailing program, utilizing options such as Lyft and Uber to support employers who have overtime shifts that do not fit into the transit service hours; or in response to inclement weather that would impact biking or walking; or to assist employees requiring an emergency-ride-home. Because of its on-demand structure, ride-hailing is unique in its flexibility and efficiency to address overtime and other employer/employee transportation needs.

- A Valley Lyft/Uber program would deliver overtime workers on demand to a nearby major bus intersection cost effectively.
- Develop a methodology to avoid fraud and abuse for subsidized Uber or Lyft rides. There are some best practices to draw from.

Results of Ride-Hailing Options:

Job access: Expand the available labor pool to include those who do not want to drive, due to financial circumstance or personal choice.

Employee recruitment/retention: Improve competitiveness in the recruitment/retention of employees at all levels, because it is easy, safe, highly flexible, and often utilized by the general population.

Overtime and office hours: Address overtime transportation obstacles for those using transit or other multi-modal options. It would not address office hour shifts.

Safe environment: Address safety concerns of biking and walking at night.

Parking: Reduce parking demand by allowing more employees to use multimodal options and avoid parking.

Considerations of Ride-Hailing Options:

Time to implement: A few months would be required to explore the conversation with Valley employers and Uber/Lyft and determine the number of businesses interested in piloting a program.

Costs:

- Employers would pay the cost of a ride for a transit user when bus service is unavailable at the end of his/her extended shift. Using a “pool” arrangement, in which workers would share a single ride, would reduce costs significantly.

- The Business Improvement District could engage Lyft or Uber and negotiate a cost-effective program, which employers could participate in by contracting with Lyft or Uber.
- Depending on conversations with Valley employers, and how many employers would be willing to engage in a pilot, the Valley BID could be a contracting agency and employers would then buy in. If enough employers are interested, the BID could investigate a cost share.
- There is a new Commute to Careers program recently announced by Gov. Scott Walker that provides \$8 million to connect workers to jobs. This grant program is a fit for a Menomonee Valley Lyft/Uber program. However, the timing would not work until the potential second round of funding. Gov. Walker announced that he will be asking for a second Commute to Careers grant program in the 2019-20 state biennial budget.

NOTE: The Commute to Careers grant is intended as a tool for piloting programs with the intention of eventually transitioning to other funding sources.

Negative Impacts: None

4. Improve Bike/Pedestrian Access

Make the Valley safe and friendly for bikers and pedestrians, as a complement to other multimodal options.



Credit: Wisconsin Bike Federation

Improve Last Mile access to/from neighborhoods to the north.

A limited number of access points to the north, due to physical barriers, present a major challenge that will ultimately require infrastructure updates. The best near-term option requires improving existing gateways and Last Mile options to fully leverage connections with neighborhoods and multimodal hubs near the Valley.

Improve Bike/Pedestrian facilities on 32nd, 27th, 25th, and 13th Streets, and St. Paul Avenue.

32nd street

- Identify as Hank Aaron Trail Access point and add protected bike lanes in both directions.
- Light the I-94 underpass.
- Collaborate with Merrill Park and Near West Side Partners to improve and promote 32nd Street use and boost safety.



32nd Street and Canal Street

St. Paul Avenue

- Investigate adding bike lanes to St. Paul Avenue.
- Add sidewalks to St. Paul Avenue between 25th and 27th Streets.
- Improve streetscaping along St. Paul Avenue to make it more pedestrian friendly
- Promote the bike/walk connection to the Intermodal Station mobility hub on St. Paul Avenue and 5th Street as a major Valley access option.

25th and 27th Streets

- Add sidewalks to both sides of 25th and 26th Streets.
- Improve 25th Street to expand access and, reduce traffic speeds and the likelihood of panhandling. Discuss the dynamics of bike/pedestrian access needs for the Valley at 25th, 26th, and 27th Streets with Wisconsin Department of Transportation, City, and all stakeholders to ensure consideration in their updated I-94 rebuild plans.



25th Street, St Paul Avenue and I-94 On Ramp

13th Street/Emmber Lane

- Add bike lanes to both sides of 13th Street.



13th Street and Emmber Lane

Expand Bike facilities and infrastructure

- Develop Bublr stations at Valley employment hubs and investigate viability of stations at nearby transit intersections on National Avenue, Wisconsin Avenue, and in nearby neighborhoods. Thousands of transit riders get on and off buses at major intersections along Wisconsin and National Avenues.
- Investigate dockless and electric assist shared bikes in the Valley and provide more flexibility by allowing users to park bikes at any destination.
- Menomonee Valley Partners works with its members to promote and institute bike-supportive facilities and programs.
- Introduce cash-pay and low-cost membership options for transit pass holders and low-income individuals. Encourage employer-supported bike-share benefits.



Bublr Station on Mt. Vernon at City Brewing

Results of Improve Bike and Pedestrian Access:

Job access: Increases access to more jobs in the Valley by an expanded workforce that includes non-drivers.

Employee recruitment/retention:

Provide a boost for recruiting non-drivers and those seeking a healthy and sustainable lifestyle. Electric assist bikes expand the attractiveness and recruiting value of bike commuting, particularly considering the steep grades in some areas.

Overtime and office hours: Provide access to jobs affected by overtime and office shift schedules.

Safe environment: Reduce perceptions related to crime by increasing activity on streets.

Parking: Reduce demand for parking.

Considerations of Improved Bike and Pedestrian Access:

Time to implement: Explore 32nd Street, 13th Street and St. Paul Avenue improvements with the City in the next year, keeping in mind the parking constraints of the latter two streets. Dockless bike sharing can be investigated when it is introduced in Milwaukee.

Costs: Bublr stations in the Valley would be financed by a collaboration of employers. Stations placed in lower-income areas and at key transit intersections could potentially be developed by partnerships through Bublr. Bike-supportive incentive programs could be funded by employers as a recruitment and retention benefit. The cost of this approach would be \$15,000 per station per year for five years. Businesses could spread the payments out or cost-share among neighbors by financing through the Menomonee Valley BID. Dockless bike sharing is now being considered in Milwaukee and its costs are unknown at this time.

Negative Impacts: None

Limitations: Biking and walking are daylight, seasonal and/or weather dependent for most people.

5. Address Parking Demand

1. Reduce parking demand and open up parking access on St. Paul Avenue for use by Valley employees and customers.
 - Ensure appropriate balance of 2-hour limited parking on St. Paul Avenue for retail needs by addressing all-day employee parking needs with transit, biking, carpooling, and other options.
 - Reduce parking of vehicles for non-Valley destinations on St. Paul Avenue, including Intermodal Station passengers and Marquette students. Consider a parking pass program for Menomonee Valley employees.
2. Encourage businesses to investigate shared parking arrangements with their neighbors and efficient strategies for utilizing existing land and parking resources.
3. Develop parking beneath I-94 for employee use to free up parking on St. Paul Avenue for customers.
4. Parking expansion needs appear to be incremental at this point. Aim to reduce single-occupancy vehicles by 5 percent through the Last Mile, multimodal, and promotional strategies listed above.

Results of Address Parking Demand:

Job access: No impact.

Employee recruitment/retention: Positive impact on employee retention by potentially improving employee parking experience.

Overtime and office hours: No impact

Safe environment: Improve comfort level for employees who may be able to park closer to their job locations due to reduced parking demand.

Parking: Reduce parking demand and increase parking resource efficiency.

Considerations of Parking Demand:

Time to implement: Immediately implement balanced parking, shared parking, and other efficiency strategies, while investigating a parking pass program.

Costs: Improving parking efficiencies avoids or delays the need to invest in both surface lots and parking structures. Costs of a parking pass program are unknown at this time.

Negative Impacts: Some employees may walk farther than desired. Some employers may have concerns about distance and safety.

FOR FUTURE CONSIDERATION

Several strategies identified have strong merit for positively impacting project objectives and goals, but require a higher level of investment and study, or rely on externally scheduled timing. We recommend that the following strategies be explored and reconsidered when the results of the first phase of “low hanging fruit” projects are known.

Improve bus frequencies to encourage ridership when funding becomes available and demand warrants the investment.

Address elevation

1. Restructure and heat the 16th and 35th Streets Viaduct stairs when they are scheduled to be repaired or rebuilt. This will prevent snow and ice accumulations while improving pedestrian comfort and encouraging use.
2. Assess interest in and technology for public/private partnership with current elevator access points for Menomonee Valley employees. Explore a Valley employee pass to heighten safety by ensuring only Valley employees would have access if the elevator is already pass-protected.

Results of Addressing Elevation:

Job access: Expand access by making options for traversing the Valley’s elevation safer and more welcoming – and therefore more available to more people.

Employee recruitment/retention: Improve retention by improving safety and comfort for pedestrians and transit riders.

Overtime and office hours: Add additional flexibility and access for overtime and office hour shifts for bikers and pedestrians, as well as for those coming from/to Route 14 on the 16th Street Viaduct.

Safe environment: Improve safety for Valley employees. Provide an environment that discourages crime.

Parking: No impact

Considerations of Addressing Elevation:

Time to implement: Unknown

Costs: Unknown

Negative Impacts: None known at this time.

Investigate Micro-Transit Last Mile service

Explore developing a Valley micro-transit service (12- to 20-passenger vehicles) that would connect Valley employers and businesses with major transit intersections, BublR stations, and parking areas in and around the Valley, and brand vehicles the “Menomonee Valley Express.” This would provide a traveling billboard message designed to promote the Valley, its jobs, and easy transportation options in and around neighborhoods and service areas.

Results of Micro-Transit:

Job access: Provide access to more employers and workers at all levels, while meeting the ongoing scheduling and capacity needs of the Valley’s employers.

Employee recruitment/retention: A valued commuting benefit to improve recruitment/retention competitiveness. With higher frequency, micro-transit could help address tardiness.

Overtime and office hours: Could address office hour shifts. May be a challenge to serve overtime shifts, although Micro-transit can be set up as on-demand in certain situations. There are cost implications.

Safe environment: Address some safety concerns by picking up and dropping off workers closer to the employer’s door, although indirect routes lengthen trip times.

Parking: Reduce parking demand by encouraging employees at all levels to utilize transit, biking, and walking as options to driving.

Considerations of Micro-Transit:

Time to implement: Varies based on solution.

Costs: Unknown. Explore partnership with Potawatomi, the Veterans Administration, or other nearby entities that own fleet vehicles. Branded vehicles provide sponsorship opportunities to help offset costs.

Negative Impacts: None

Other: Easier and more nimble to operate than a 40-foot bus on St. Paul Avenue’s tight spaces and on the steep inclines, such as on 25th Street.

IN CONCLUSION

Menomonee Valley employers face fundamental challenges in filling a growing number of job openings at a time of intense labor competitiveness. As this report demonstrates, clear but surmountable barriers stand between a willing workforce and companies in need of skilled workers and trainable job seekers. of

Based on collection and analyses of new data and information, experts have identified a concise package of strategic public/private projects to improve job access and the commuting experience, in order to expand the labor pool, and gain an edge in attracting and retaining employees in the Valley. Success depends on numerous factors, including the willingness of businesses to collaborate and participate in expanding public/private partnerships – and a readiness to focus on removing barriers that discourage access to Valley jobs right in the very heart of the city.

APPENDIX

Sources

1. The U.S. Census Bureau’s American Community Survey and SEWRPC
2. The U.S. Census Bureau’s American Community Survey and SEWRPC
3. The U.S. Census Bureau’s American Community Survey and SEWRPC
4. University of Michigan Transportation Research Institute

Resources

Commuter Value Pass, Milwaukee County Transit System, cypass@mcts.org, 414-343-1777.

RideMCTS.com

The Last Mile Study, Connecting Workers with Places of Employment, *Public Policy Forum*, March 2017 (Wisconsin Policy Forum). PublicPolicyForum.org

Menomonee Valley Partners Strategic Plan

The Improving Job Access in the Menomonee Valley project products include:

- Menomonee Valley Improving Job Access Project Report and Recommendations.
- Menomonee Valley employer workforce and transportation dataset, for use by MVP staff in their strategic and programmatic efforts. Neighborhood data.
- MV jobs maps showing number of workers under \$16 per hour by shift times in half-hour increments. Data infographics/visualization for shift times, number and location of jobs under \$16 per hour and under \$13 per hour.
- Scalable online employer survey tool, which is available through MetroGO!.

Multimodal Transit System Definitions

Local Transit

Lower-speed routes with closely spaced stops, primarily with buses (or streetcars) operating over arterial and collector streets and in mixed traffic. Local transit can also take the form of shared-ride taxis, flexible transit, and other services.

Express Transit

Limited-stop, higher-speed bus routes, with buses operating in mixed traffic or in reserved street lanes and stops typically spaced every 0.5 mile to one mile.

Rapid Transit

Either bus rapid transit (BRT) or light rail transit lines, with vehicles operating in exclusive lanes and using signal priority or preemption, and stations typically spaced every 0.5 mile to one mile.

Commuter Transit

Longer-distance routes or lines, with either buses operating on freeways or rail vehicles operating in a rail corridor (i.e., commuter rail) and stops or stations typically spaced every three to five miles.

Flexible Transit

Vehicles that operate on a regular schedule along a well-defined path, with or without marked bus stops, which deviate to serve demand-responsive requests within a zone around a path, which may be up to one mile.

Partnerships with Transportation Network Companies

Local governments or transit operators partnering with transportation network companies (TNC) such as Lyft or Uber to provide first- and last-mile trips between an employer and an existing transit stop or park-ride lot.

Shared-Ride Taxi

Door-to-door transit service using sedans, minivans, accessible minivans, and accessible minibuses, provided by local governments and typically requiring use of an advance reservation system.

Vanpools

Groups of approximately 5 to 15 commuters with similar origins and destinations are provided a van to commute to and from work. The van may be provided by a public agency, a private entity, or a private entity working on behalf of a public agency.

Ridesharing

Rideshare matching services, such as Wisconsin's program (rideshare.wi.gov), promote carpooling by linking commuters who have common routes to and from work as well as common schedules in an effort to reduce traffic congestion and save money.

Intercity Bus

Longer-distance routes typically operated by for-profit companies (e.g. Badger Bus, Coach USA, Greyhound) along freeways connecting cities (including airports) and states, with stops typically spaced every ten miles to 60 miles.

Intercity Passenger Rail

Longer-distance routes typically operated by Amtrak along rail corridors connecting cities (including airports) and states, with stations typically spaced every ten miles to 60 miles.

About the Project Partners

[Big Lake Data](#) solves data-related problems for non-profits and government agencies. The firm's core expertise is in data acquisition, spatial analytics, and custom software development. www.biglakedata.com

[Menomonee Valley Partners](#) is a nonprofit organization with a mission to revitalize and sustain the Menomonee Valley as a thriving urban district that advances economic, ecological, and social equity for the benefit of the greater Milwaukee community. RenewTheValley.org

[MetroGO!](#) (*project lead*) is leading and engaging people in advancing a regional transit network that fuels the economy and workforce growth and builds vibrant, well-connected communities throughout 6-county Metro Milwaukee. Transit is an economic, workforce, and quality of life catalyst that positions SE Wisconsin for success as a highly competitive region in the global economy. MetroGO! is a non-profit group.

[Employ Milwaukee](#) is the local workforce development board serving Milwaukee County. By convening leaders from business and industry, economic and workforce development, education, and training, as well as community partners and policy makers, our vision is to develop workforce solutions that promote regional economic growth and employment opportunity for all job seekers. EmployMilwaukee.org

[Southeastern Wisconsin Regional Planning Commission](#) (SEWRPC) is the official metropolitan planning organization (MPO) and regional planning commission (RPC) for the seven county southeastern Wisconsin area. SEWRPC was created in 1960 to provide the basic information and planning services necessary to solve problems which transcend the corporate boundaries and fiscal capabilities of the local units of government comprising the Southeastern Wisconsin Region, including assisting local units of government and community organizations with transportation challenges. SEWRPC.org

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