		Input	Output	Short-term outcomes	Long-term impact
1		Activities or processes completed	How will you know those activities or processes worked?	Leading indicators of impact on citizens	A measure that matters deeply to citizens
a	How will you know you are on track to achieve impact for your citizens? Fill in this row with one metric per cell (with a target and date as shown) and make sure there is a clear causal link from left to right.	Number of transportation service providers included in transportation-as-a-benefit (4 in total by October 2019)	Percentage of eligible employees enrolled in transportation-as-a-benefit (75% by October 2020)	Average number of rides per participant per month (10 by December 2021)	Reduced percentage of residents who say transportation is a significant source of stress (down 30% by December 2021)
b	How will you collect data for each metric? Fill in this row with your answer for each metric listed above. Will you establish a new data system, draw from an existing one, or modify an existing one?	Simple count initially; by January 2020, this information will be housed within an integrated data management system	Initially tracked using individual transportation provider dashboards and reports, transitioning by January 2020 to an integrated data management system	Initially tracked using individual transportation provider dashboards and reports, transitioning by January 2020 to an integrated data management system	Results from existing citywide annual survey of residents regarding access to and satisfaction with municipal services

		Input	Output	Short-term outcomes	Long-term impact
2		Activities or processes completed	How will you know those activities or processes worked?	Leading indicators of impact on citizens	A measure that matters deeply to citizens
a	How will you know you are on track to achieve impact for your citizens? Fill in this row with one metric per cell (with a target and date as shown) and make sure there is a clear causal link from left to right.	Number of employees offered transportation-as-a-benefit (20% of shift workers in South Bend by December 2020)	Percentage of employees enrolled in transportation-as-a-benefit (75% of total employees offered benefit by October 2020)	Reduced absences, late arrivals and unfilled shifts (average of 50% reduction per participating employer by Dec 2020)	Reduced turnover costs, leading to a stronger local economy (average of 25% decrease in turnover costs per participating employer by December 2021)
b	How will you collect data for each metric? Fill in this row with your answer for each metric listed above. Will you establish a new data system, draw from an existing one, or modify an existing one?	Administrative data gathered from employers on number of eligible shift-work employees	Initially tracked using individual transportation provider dashboards and reports, transitioning by January 2020 to an integrated data management system	Implement data-sharing agreements for these three predictive metrics of turnover rates, as currently measured by HR departments	Implement data-sharing agreements for turnover rates as currently measured by HR departments (turnover cost savings = reduced turnover x employee base x $3000 average cost of turnover per employee)

		Input	Output	Short-term outcomes	Long-term impact
3		Activities or processes completed	How will you know those activities or processes worked?	Leading indicators of impact on citizens	A measure that matters deeply to citizens
a	How will you know you are on track to achieve impact for your citizens? Fill in this row with one metric per cell (with a target and date as shown) and make sure there is a clear causal link from left to right.	Number of employees offered transportation-as-a-benefit (20% of shift workers in South Bend by December 2020)	Percentage of employees enrolled in transportation-as-a-benefit (75% of total employees offered benefit by October 2020)	Increased average number of hours worked per employee (10% increase by December 2020)	Increased take-home pay for program participants (Average 15% increase per participant by December 2021)
b	How will you collect data for each metric? Fill in this row with your answer for each metric listed above. Will you establish a new data system, draw from an existing one, or modify an existing one?	Administrative data gathered from employers on number of eligible shift-work employees	Initially tracked using individual transportation provider dashboards and reports, transitioning by January 2020 to an integrated data management system	Use employers' timesheets to track average hours worked for each program participant before and after implementation	Calculate pay increase based upon employee wages as reported by HR departments

		Input	Output	Short-term outcomes	Long-term impact
4		Activities or processes completed	How will you know those activities or processes worked?	Leading indicators of impact on citizens	A measure that matters deeply to citizens
a	How will you know you are on track to achieve impact for your citizens? Fill in this row with one metric per cell (with a target and date as shown) and make sure there is a clear causal link from left to right.	Number of low-cost transportation service providers included in transportation-as-a-benefit (3 new providers by October 2019)	Increased proportion of total rides taken with providers whose average cost per ride is under $5 (75% by July 2020)	Reduced average cost per ride across all transportation providers ($5/ride by December 2020)	Increased private sector program funding to ensure program sustainability (70% of total program cost by December 2021)
b	How will you collect data for each metric? Fill in this row with your answer for each metric listed above. Will you establish a new data system, draw from an existing one, or modify an existing one?	Number of participating transportation providers with average cost per ride under $5	Track number and cost of rides for each transportation provider, using individual provider dashboards initially and transitioning to an integrated database by January 2020	Track number and cost of rides across all transportation providers using individual provider dashboards initially and transitioning to an integrated database by January 2020	Program administrators will keep records on overall program cost and financial contributions

		Input	Output	Short-term outcomes	Long-term impact
5		Activities or processes completed	How will you know those activities or processes worked?	Leading indicators of impact on citizens	A measure that matters deeply to citizens
a	How will you know you are on track to achieve impact for your citizens? Fill in this row with one metric per cell (with a target and date as shown) and make sure there is a clear causal link from left to right.	Number of employers offered transportation-as-a-benefit (20 by June 2020)	Number of employers participating in transportation-as-a-benefit (10 new MOU and data-sharing agreements by June 2020)	Rate of new participants enrolled in transportation-as-a-benefit (200 new riders per quarter on average by December 2020)	Increased percentage of shift workers covered by transportation-as-a-benefit (40% of shift workers by December 2021)
b	How will you collect data for each metric? Fill in this row with your answer for each metric listed above. Will you establish a new data system, draw from an existing one, or modify an existing one?	Program administrators will keep records on number of employers invited to participate	Simple count initially; by January 2020, this information will be housed within an integrated data management system	Initially tracked using individual transportation provider dashboards and reports, transitioning by January 2020 to an integrated data management system	Initially tracked using individual transportation provider dashboards and reports, transitioning by January 2020 to an integrated data management system

Choose your top three metrics above. Then use the spaces below to describe how each one is meaningful, movable, and measurable.			
Metric Number	Meaningful	Movable	Measureable
1	South Bend residents will have increased time and energy to spend on priorities including personal health, family, and community involvement.	Access to on-demand transit will provide a more reliable commute, reducing current high levels of transportation-related stress among shift workers.	South Bend already conducts an annual city-wide survey to understand access to and satisfaction with municipal services. The City will add a question about stress related to commuting.
2	As turnover costs decrease, employers can invest more in their employees and new businesses will be drawn to the area.	Shift work jobs have very high turnover rates and we have already seen the impact that reliable transportation can have on predictive metrics like absences and late arrivals.	Employers currently track turnover rates and we will implement data sharing agreements to obtain these metrics.
4	Increasing private sector funding for transportation-as-a-benefit will ensure the program's long-term sustainability.	Champion phase employers have already pledged financial and operational support. As the program expands its scope and achieves economies of scale, it will incentivize additional investment.	Program administrators will track changes in funding streams over time.