












Table S1. Description of Variables

	Variable	Units	Description
<input type="checkbox"/>	Drivers(t)	People	Number of drivers in the program
<input type="checkbox"/>	Potential Riders to Employment(t)	People	People in need of rides to employment who know about the program
<input type="checkbox"/>	Potential Riders to Healthcare(t)	People	People in need of rides to healthcare who know about the program
<input type="checkbox"/>	Potential Riders to Social Activities(t)	People	People in need of rides to social activities who know about the program
<input type="checkbox"/>	Riders to Employment(t)	People	People who use rides to employment
<input type="checkbox"/>	Riders to Healthcare(t)	People	People who use rides to healthcare
<input type="checkbox"/>	Riders to Social Activities(t)	People	People who use rides to employment
<input type="checkbox"/>	Staff(t)	People	People who use rides to employment
<input type="checkbox"/>	Unaware Emp Riders(t)	People	People in need of rides to employment who don't know about the program
<input type="checkbox"/>	Unaware HC Riders(t)	People	People in need of rides to healthcare who don't know about the program
<input type="checkbox"/>	Unaware Social Riders(t)	People	People in need of rides to social activities who don't know about the program
	Drivers Leaving the Program	People/Years	Drivers who get laid off due to an excess of drivers
	Emp riders becoming aware	People/Years	People in need of rides to employment and unaware the program who become aware each year
	Emp Riders Joining	People/Years	People who join the program for employment rides each year
	Emp Riders Leaving	People/Years	People who used the program for employment rides but leave the program due to decline in service quality
	HC Riders Joining	People/Years	People who join the program for healthcare rides each year
	HC Riders Leaving	People/Years	People who used the program for healthcare rides but leave the program due to lack of service quality
	HC riders who become aware	People/Years	People in need of rides to employment and unaware the program who become aware each year
	Hiring New Drivers	People/Years	Number of drivers who get hired each year
	Hiring New Staff	People/Years	Number of staff who get hired each year
	Soc Riders Joining	People/Years	People who join the program for rides to social activities each year
	Soc Riders Leaving	People/Years	People who used the program for rides to social activities but leave the program due to decline in service quality

⚙️	Soc riders who become aware	People/Years	People in need of rides to social activities and unaware the program who become aware each year
⚙️	Staff Layoff	People/Years	Number of staff who get laid off each year due to an excess of staff
○	Annual Insurance Cost per Vehicle	US Dollars/Year	Annual insurance cost of each vehicle
○	Average Layoff Delay	Year	Time gap between realizing excess drivers or staff and laying them off
○	Average Vehicle MPG	Miles/Gallon	The fuel economy of vehicles
○	Avg Driver's Salary	US Dollar Per Year	Average salary paid to each driver
○	Avg Fuel Use per Ride	Gallons	Average fuel use of each ride
○	Avg Maintenance Cost per Vehicle	US Dollar/Years	Average cost of 1 vehicle maintenance cost per year
○	Avg Request for EMP Rides per Rider	Requests/Year	Average number of rides to employment requested by one person per year
○	Avg Request for HC Rides per Rider	Requests/Year	Average number of rides to healthcare requested by one person per year
○	Avg Request for Soc Rides per Rider	Requests/Year	Average number of rides to social activities requested by one person per year
○	Avg Staff's Salary	US Dollars Per Year	Average salary of customer representative staff
○	Avg Trip Distance	Miles	Average distance of all trips
○	Avg Vehicle Price	US Dollars Per Year	Average price of buying 1 vehicle
○	Awareness Raising Capacity	dmnl	The percentage of individuals requiring rides that a single person can effectively inform about the program
○	Cost	US Dollars Per Year	Total cost of program per year
○	Customer Service Quality	Percent/100	Quality of customer service of the program
○	Drivers Hired		Total number of drivers hired each year
○	Drivers' Salary	US Dollars Per Year	Total salary paid to drivers each year
○	Excess Drivers	People/Years	Total number of excess drivers
○	Excess Staff	People Per Year	Total number of excess staff
○	Fuel Cost	US Dollars Per Year	Total cost of fuel per year
○	Fuel cost per Gallon	US Dollars Per Year	Cost of 1 gallon of fuel
○	Hiring time Gap	Year	Time gap to hire new drivers

○	Joining delay	Year	Time gap of people joining the program to become riders
○	Joining rate	dmnl	Percentage of people who know about the program and join the program each year
○	Leaving Delay	Year	Time gap between quality decline and people leaving the program
○	Optimal Rider per staff	People	Optimal number of persons a customer representative can respond to.
○	Registration Cost	US Dollar/Years	Cost of registering a vehicle in Mississippi
○	Regular Riders	People Per Year	Total number of regular users in the program each year
○	Rent	US Dollars Per Year	Total cost of office rent
○	Request for Rides	Requests/Years	Total number of rides requested each year
○	Ride cap per driver	Rides Per Year	The maximum number of rides that each driver can participate in annually
○	Riders' Tolerance Level	dmnl	Rider's level of tolerance to not to leave the program when quality declines
○	Rides	Rides/Years	The total number of rides facilitated by the program annually
○	Service Quality	Percent/100	Service quality level in percent
○	Soc Value of Access to emp	US Dollars/Years	Proxy value of access to employment
○	Soc Value of healthcare access	US Dollar Per Year	Proxy value of access to healthcare
○	Soc value of social inclusion	US Dollar/Years	Proxy value of access to social activities
○	Social Benefit	US Dollar Per Year	Total social benefits gained by stakeholders
○	SROI	US Dollars Per \$1 Invested	SROI ratio of the program each year
○	Staff Hired		Total number of staff hired each year
○	Staff Salary	US Dollars Per Year	Total salary paid to staff each year
○	Unattended Ride Rate	Percent/100	The percentage of rides that are unattended to total rides requested
○	Unattended Rides	Rides Per Year	Total number of rides that are unattended due to drivers' limit
○	Vehicle Purchase Tax Rate	dmnl	Rate of tax that should be paid upon purchase of each vehicle
○	Vehicle Related Costs	US Dollars Per Year	Total cost related to vehicles (e.g., maintenance, purchase, registration, etc.)
○	Vehicles Purchased	Cars Per Year	Total number of vehicles purchased each year