



Sojourner-Douglass College Transportation Institute Partnership (TIP)

**Presentation By
Sandra Conner, CCTM
Director
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Background

- In June, 1997, to fill transportation gaps, without competing with existing public and private transportation companies, Sojourner-Douglass College (SDC) partnered with the Baltimore City Department of Social Services (BCDSS) and the Maryland Transit Administration (MTA) to provide entrepreneurial training and vehicles to welfare recipients to operate small transportation businesses.
- The outcome of this partnership was a program called ADVANtage II, whose goal was to train up to 24 TANF customers.



Background (continued)

- The program designed was modeled after Anne Arundel County's ADVANTage Van and Micro Enterprise Project, and received technical support from the Community Transportation of America (CTAA).
- Intensive training was conducted over one year period, covering basic business, transportation, marketing skills and opportunities to work with mentors from Service Corps of Retired Executives (SCORE).
- In September of 1998, Sojourner graduated 18 participants who completed the training.



Background (continued)

- Individual businesses were launched, providing transportation connecting other TANF customers to jobs, and also to meet the transportation needs of the general public.
- To sustain the program, beyond its initial funding, Sojourner incorporated ADVANtage II, formed a LLC, paying participants \$8.00 per hour, guaranteeing them 20 hours per week.

Background (continued)





Background (continued)

- For various reasons, personal barriers, funding, and work ethics, many of these businesses did not succeed; less than 10% were able to sustain themselves.
- In 2000, Sojourner received additional funding from the Maryland Department of Human Resources (DHR).
- Using lessons learned from ADVANtage II, Sojourner developed and implemented the Transportation Institute Partnership (TIP), launching its first class in September, 2002.



Background (continued)

- TIP is a part of the Workforce Transportation & Referral Center (WTRC), a brokerage designed to coordinate transportation for the unemployed (TANF) and underemployed population in the Baltimore Metropolitan area.
- WTRC began in 2000 as a Job Access and Reverse Commute (JARC) program, connecting job seekers to payrolls in various counties throughout the Baltimore Metropolitan region.



TIP Program Components

- TIP has five (5) learning modules. Module One-Four will take place over an eight- week period consisting of a minimum of 30 hours per week.
- Module five is ongoing for as long as TIP is in existence. The training modules are:
- Module One, “Introduction to Owning a Transportation Business,” is a one-week orientation period providing participants with opportunities to explore the transportation industry.



TIP Program Components (continued)

- Module Two, “Transportation Core Competencies,” is designed to use personal and career assessment tools to identify, design and deliver individual and group training for positions such as transportation office clerk, consultant (reservations), dispatcher and driver. The timeframe for this module is three weeks.
- Module Three, “Transportation Administration,” is a One-week training period that facilitates learning experiences that are directly related to how to operate and manage a transportation business.



TIP Program Components (continued)

- Module Four, “*Becoming an Entrepreneur in Transportation,*” individuals who demonstrate the capacity to start a transportation business attend a three-week session.
- Participants have up to 6 months to complete all requirements for starting their business, including completion of TIP project demonstration competency and development of a business plan.
- Module Five, “*Transportation Mentoring Program,*” provides follow-up, mentoring and networking opportunities. Ongoing informal support such as responses to “how to” questions, as well as refresher training is available through the TIP/WTRC staff and the Small Business Resource Center (SBRC).



Selection Criteria

- Target population is unemployed and low-income individuals; however, other interested persons can participate. Persons can be referred by any job placement agency/organization within the state of Maryland.
- Individuals can also self-refer.
- Persons should be:
 - Somewhat knowledgeable of the transportation business and have a desire to be a part of the industry.
 - At least 21 years of age.
 - Job ready, including some life skills training.
 - At or below the federal food stamp eligibility income requirements.
 - A driver with a valid Maryland driver's license and have a good driving record
 - No more than 2 current points, none of which have been assessed for reckless driving.
 - No more than 2 moving violations in the last three years.
 - No more than 2 moving violations on the total overall record.
 - No convictions for misdemeanor or felony driving under the influence and/or failure to appear.
 - Able to be bonded.
 - Able to pass a criminal background check.
 - Able to pass a physical examination, including alcohol and substance abuse testing, and agree to random alcohol and drug testing.
 - Able to score at least 8th grade math and reading levels.
 - Able to attend an initial 8-week training (Modules One through Four) and complete all assignments.



Marketing, Partners and Recruitment Efforts

- Marketing
 - Job Fairs
 - Job Developers
 - Churches
 - “Hackers”
 - Private Small Transportation Providers
 - Word of Mouth
 - Website

- Partners
 - Other Departments within SDC, MTA, BCDSS
 - Small Business Research Center



TIP Facts

- Since its inception in 2002
 - Purchased 7 New Vans for Training
 - Share Some Resources with WTRC
 - Hired one Trainer
 - Held 16 Classes
 - Enrolled 94 participants
 - Average Class Size is 5 Participants
 - 54 Participants Completed training (57%)
 - 13 Were Hired by the WTRC (2 as maintenance supervisors, 2 full time driver, 1 dispatcher, 6 part time drivers, 2 subcontractor; 5 are currently working for the WTRC)



TIP Facts (continued)

- 7 Employed in the Transportation Industry
- 14 Working in other businesses
- 22 Registered their businesses with the Public Service Commission
- 16 Launched a Business in Transportation (12 still in business)
- 3 Launched other Businesses
- 5 MBE
- 1 DBE



Challenges

- Recruitment, including participants ability to successful pass entry exams and/or demonstrate the ability to comprehend training material
- Participants' inability/failure to complete training as scheduled, as well as all program requirements, e.g., write a business plan and financial projections
- Resources to sustain a business, including cost for insurance and repairs

What Have Participants Said About TIP?



ROBIN IRELAND

- TIP was a rewarding transportation training experience for me. I didn't know what I was getting myself into. I thought transportation was just driving. But I committed myself to seven weeks of finding out what transportation was all about. It was a fast pace class. Coming to class everyday helped me to understand how to manage my own business, how to work for someone else, and recruitment of staff, enforcing company policies and procedures, as well as developing a long range plan that works. This training also helped me to understand myself better and not to take things personal. Most importantly, I understand the responsibility of owning a business.

MARIAN MOODY

- Before I attended the training, a previous experience caused me to become very bitter and extremely negative. However, after the training, I have a new perspective on life and the workforce. I am no longer looking to be a mere employee but a business owner who will meet the transportation needs of others.

KARENA TATE

- For the past several years I've had a chance to experience the transportation field as a driver; however, I've always wanted to further my knowledge and educational credentials, which is what I call the know-how. TIP has given me the know-how. The invention of transportation education to owning your transportation business was unheard of, but I'm very happy to say not anymore, I've told so many others about this program because, as far as I know it is the first in Baltimore City and deserves a chance to continue to grow.



What Do Participants Say About TIP? (continued)

DIANNE ABDULLAH

- The TIP training offered at Sojourner-Douglass has afforded me the opportunity to learn about the transportation industry from the ground up. It has given me insights on how to effectively organize, strategize, plan, and operate a new transportation business; while making a profit of course. This course not only taught me effective leadership techniques, but also the importance of incorporating the principles of the *Seven Habits of Highly Effective People*, written by Stephen Covey into my daily life.

JOHN HIGH

- The twelve week TIP (Transportation Institute Partnership) program at Sojourner-Douglass has enhanced my understanding of the transportation industry. The program focuses on educating entrepreneurs such as myself, who desire to explore a career in transportation. TIP has not only increased my awareness; it has helped me gain valuable knowledge in a lucrative and growing industry. My new company name is Riding High Livery Service, LLC and we are MBE /DBE certified. We have van-service and are going further into the special needs transportation.

DAVEEDA WHITE

- The TIP program along with the staff gave me the needed tools for launching my transportation business. Although I had prior transportation experience, TIP enhanced and re-enforced what I knew about transportation. This program made me take the proper steps for starting a business and helped me in developing strategic plans for business development.

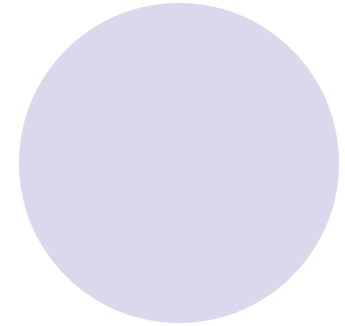
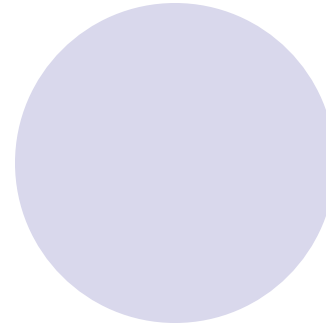
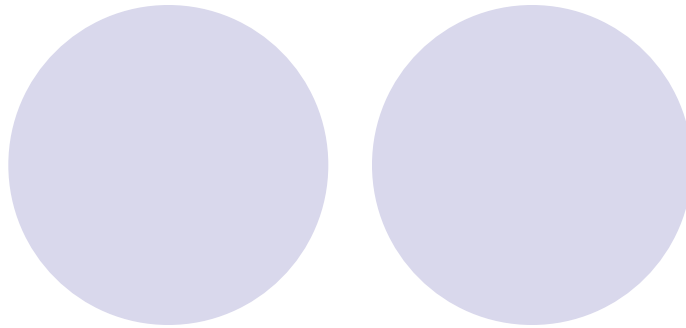
A-Glance-AT-TIP

- Shown in picture from left to right: Renee Johnson, Phyllis Morgan, Sandy Conner and Brandon Fleming.

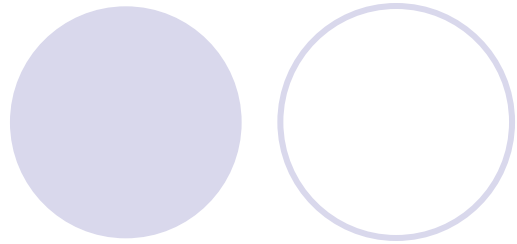


KEYS

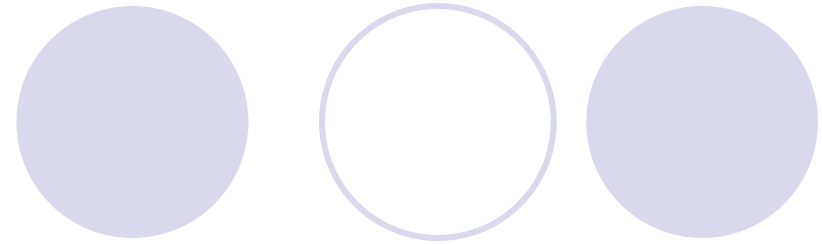
to affordable & reliable
used cars for
TANF Participants



John Squires
Community Resource Group, Inc.
www.crg.org

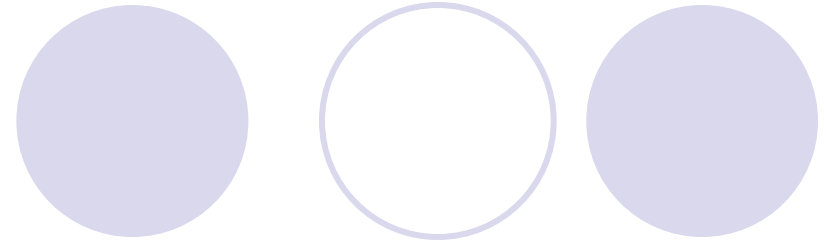
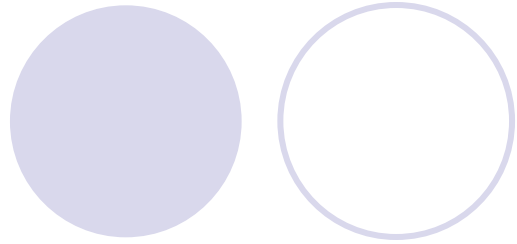


You can't make it in
rural America without a
car.



and

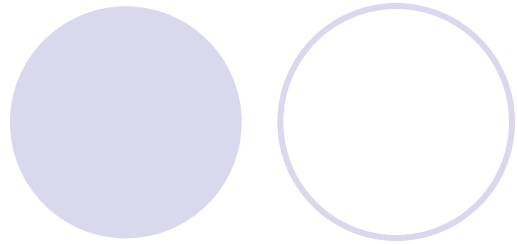
No one ever got out
of poverty waiting
for the bus.



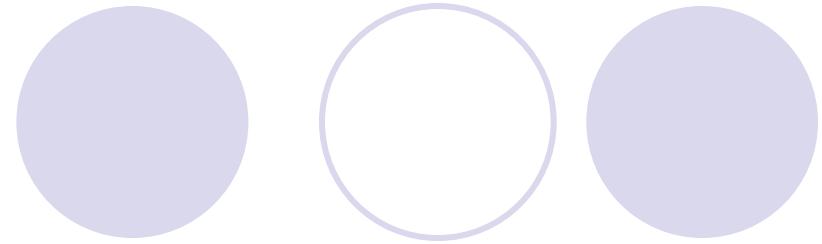
Everyone wants a car;
But, not everyone wants
a job.

and

You won't ever have
enough money to
invest in cars for
everyone.



An affordable, reliable
used car is not an
oxymoron



and

You can't provide it --- if
you can't define it.



Good Value Used Car Standards

- Less than 5 years old.
- Odometer under 75,000 miles.
- Sedans or minivans – no trick trucks or muscle cars.
- 2 wheel drive.
- 4-6 cylinders only.
- No branded titles.
- 30 day, unlimited mileage, bumper to bumper, limited warranty.



Consumer Education

Mandatory 90-minute classes meeting for 6-8 weeks

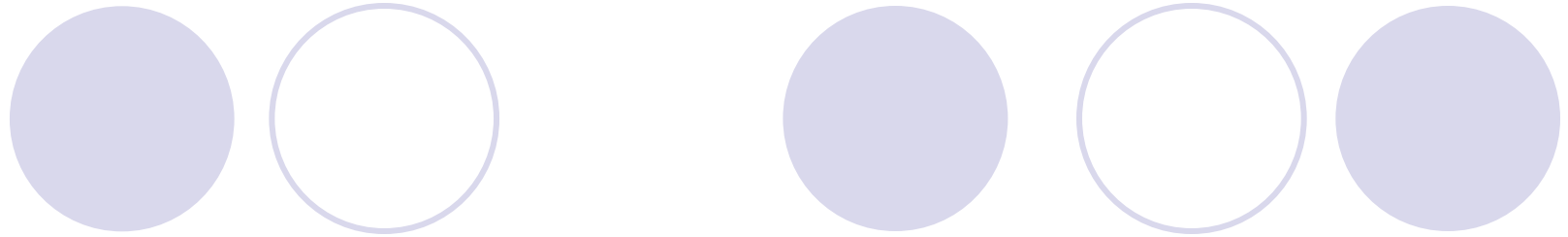
- Financial & Personal Goal setting: realize your dreams!
- Expense tracking: where does all my money go?
- Money saving techniques.
- What you need to know about credit.
- What to do when the car goes klunk!
- Owning a car is more than a set of keys.

Pro-active Collections Strategy

- Buyer Advocate approach to collections.
- Connect with borrower before the first payment.
- Measure success by how many borrowers succeed in paying off vehicle loan – not how quickly cars can be repossessed.
- High Touch. Listen. Commiserate. Get firm commitment for next payment.
- Repossess, refurbish and reallocate car.

Miscellaneous Keys to Success

- State must be willing to invest in transportation at level that will allow participants to succeed. Under investment sets participants up for failure.
- Vehicle affordability is more than the car payment.
- Sales volume, capitalization, vehicle standards, and selecting who to lend to is everything in a used car business designed to help people succeed.
- *Getting* a car must be tied to wanting it bad enough to go to class and doing homework.
- *Keeping* the car must be tied to maintaining employment.
- Creating a stronger family support system will improve success.



www.bonnieclac.org

A new car alternative worth exploring.

www.crg.org

Rural Transportation Solutions



Rural Communities Initiative
February 11, 2009

JAUNT is ...

- **a regional transportation system providing service over 2,500 square miles in Central Virginia.**
- **owned by the local governments it serves and uses federal, state, and local funding to supplement fares.**
- **recognized nationally and statewide as a model public transportation system.**

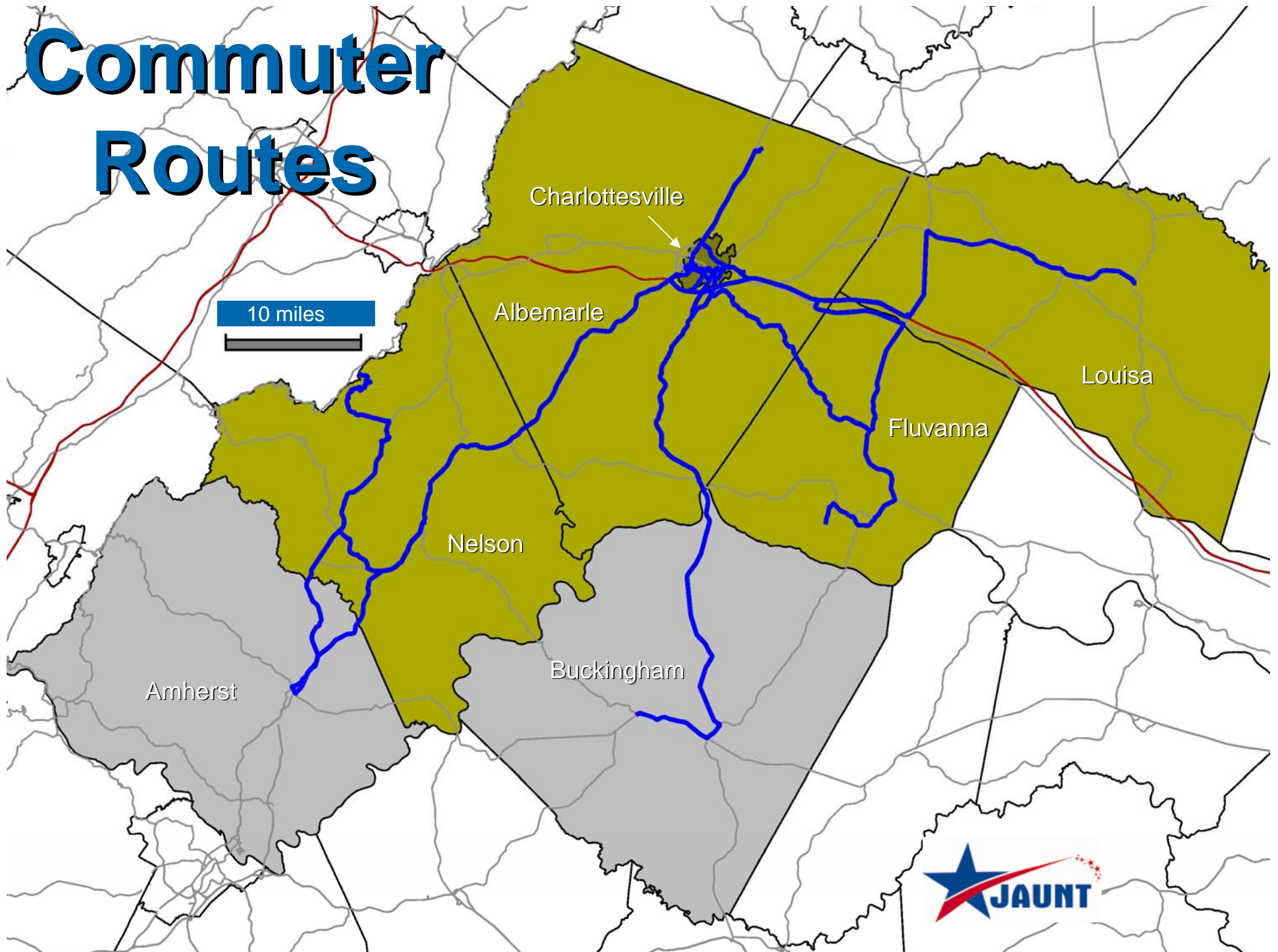
JAUNT provides ...

- Urban service for people with disabilities
- Human Service Agency trips
- Rural Service:
 - Commuter Routes
 - Demand-Response Service

Commuter Routes...

- are available Monday-Friday, from several communities surrounding the City of Charlottesville
- begin as early as 5 a.m. and end as late as 6:30 p.m.
- pick up and drop off commuters at designated stops including the area's park and ride lots
- cost \$2.00 to \$3.50 each way

Commuter Routes



Demand-Response Service...



- is available in Charlottesville and Albemarle seven days a week
- six days a week in Louisa County
- several days a week in Fluvanna and Nelson Counties

Human Service Agency Transportation

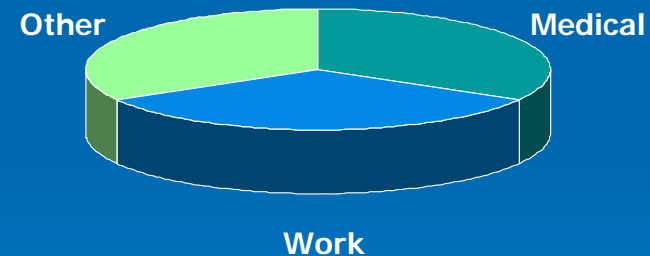
An agency may:

- **pay general fare for an individual's transportation**
- **choose to pay a per hour fee for an individual's or group's transportation**
- **pay a per mile fee for use of a JAUNT vehicle with an approved agency driver**

JAUNT's Ridership

JAUNT provides over 270,000 trips per year. About a third are medical appointments, with another third for employment.

Trip Purpose



JAUNT Passengers

Three-quarters of JAUNT's passengers have a disability of some kind.



One third of JAUNT's passengers are seniors.



JAUNT's Rural Passengers

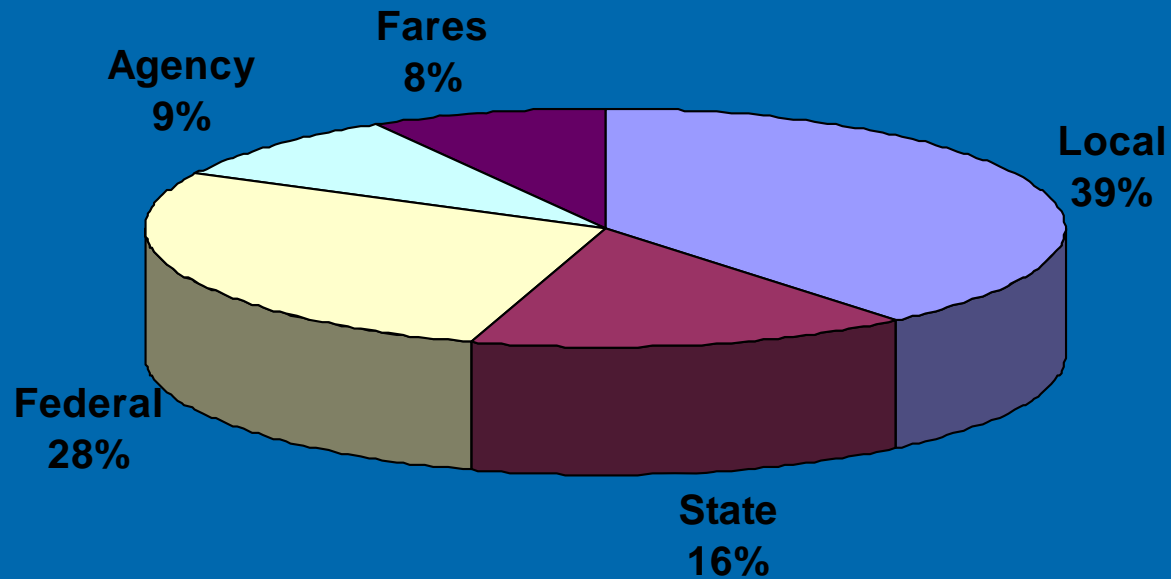
30% have household incomes less than \$10,000.



Over a quarter are riding to work.



Funding



In FY08, JAUNT received \$4.7 million to support operations.

How JAUNT Got Started

- Mid-70s: gas crisis.
- Human Service Agencies each picked up their own clients.
- Local governments were tired of funding separate vehicles for each agency.
- Rural folks without cars could not get anywhere.

Why It Worked

- Great support from the Planning District.
- Great support from the Local Governments.
- Some key human service agencies threw in their support.
- The service helped everyone – more transportation & less dollars.
- JAUNT actively worked to meet every agency's needs.

Obstacles to Coordination

- Turf – agencies fear losing control.
- Regulations – (drug testing, HeadStart, OAA, Medicaid).
- Transportation is expensive.
- Agencies do not realize the hidden costs of providing transportation.

Welfare to Work Project

- Started in 1997 with state grant.
- Continued from 1999 to 2005 with federal Job Access funding (50%) and state TANF match (50%).
- TANF case managers were the gatekeepers.
- Provided free transportation to work anywhere 24/7.

What Worked

- Provided over 107,000 trips, 460 clients.
- No cost to clients or local governments.
- Some great success stories.



Tricky Issues

- Some difficult clients.
- Long distances.
- Car seats.
- Justifying expense.
- Using cabs to fill in the gaps.

The End of the Story?

- State TANF dollars exhausted.
- 50% local match hard to find.

But . . .

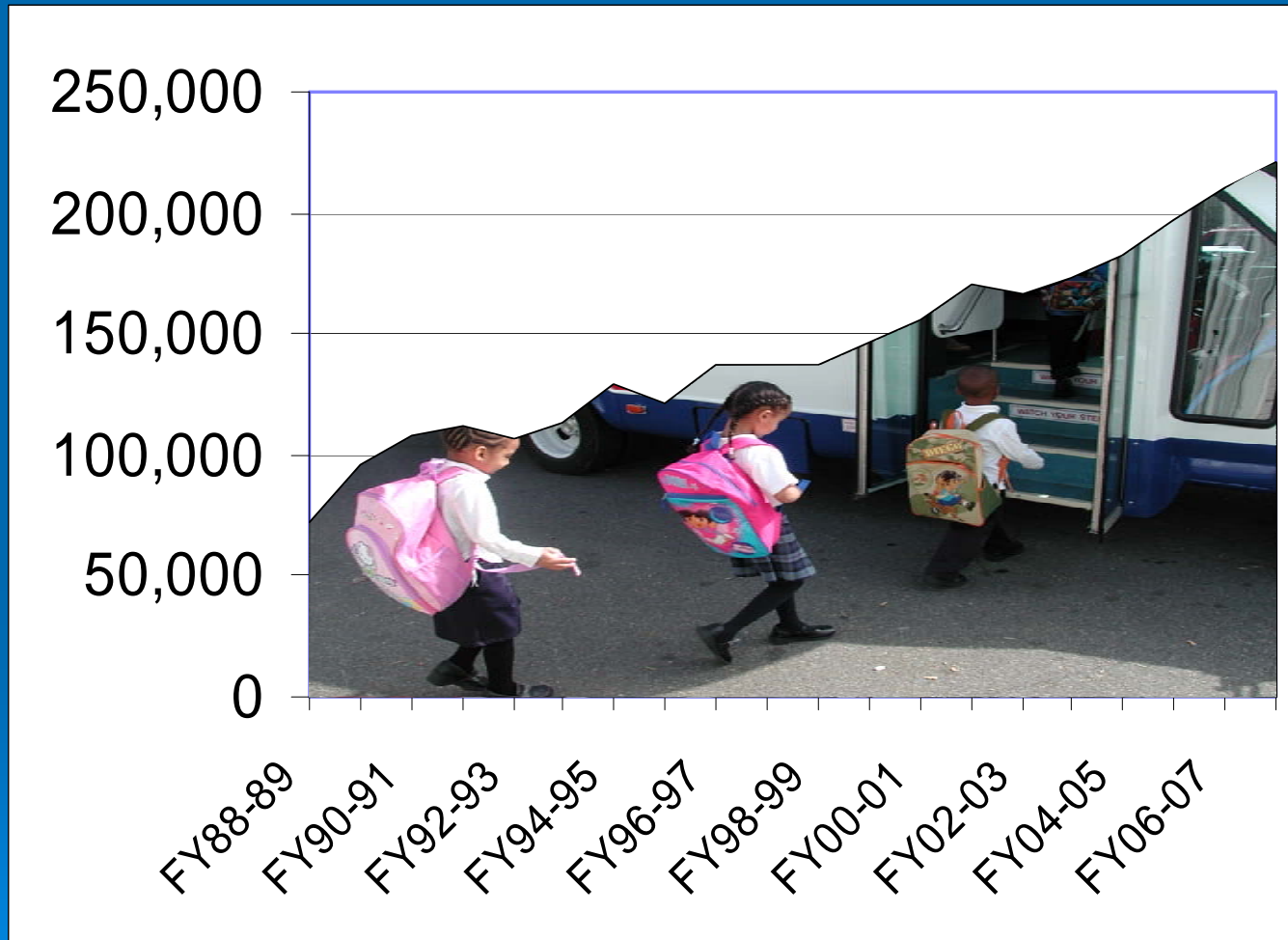
- Many clients were able to transition to JAUNT's regular services.
- Others were able to purchase cars or get donated cars.

Starting a New System?

It Just Takes One

- One agency donated a van.
- One agency donated a driver.
- One small group believed that by working together everyone would benefit.

Five Million Trips and Counting



Thanks for Your Attention!

