

## Summary

We sought to present an alternative organizational approach for Transit Choices (TC). The main idea behind this was to provide a structure for distributing the workload, while providing vital connections for the organization on levels that would affect all of the stakeholders. While we proposed the formation of a board of directors, our main focus was not that. Instead we stressed that this board could be “ambassadors,” “mentors” or “lead Signatories,” so long as they provided structure and support to TC.

Based on our summary diagram, five areas where the most penetration, and solution space were identified : Awareness, Manpower, Funding, Engagement and Focus. For each of these areas, we identified why it was important, how we will address it and how it will help TC. Each member of our group identified at least one candidate that could/would actualize this strategy from every category. In the following table we provide a short description of the five areas of opportunity and a suggested next step.

| Area       | Why is this important?   | How will address it?  | Next Step  |
|------------|--|---|--|
| Manpower   | TC is lacking resources; they need help to get projects off the ground | TC should approach an administrator and ask them to partner   | <i>Contact:</i><br>- Sammy Hoi: President of MICA  |
| Awareness  | TC needs a grassroots campaign and league of supporters                | TC should connect with figures from public educational system   | <i>Contact:</i><br>- Sharone Brinkley-Parker: Director of Enrollment and Attendance<br>- John Land: Executive Director of School Operations - has the power to delegate and raise funds for solutions. |
| Funding    | Lack of funding is a barrier to maximizing TC's impact                 | TC should solicit donations from business partners through their website, or have their logo displayed at their different car pick up locations | <i>Contact:</i><br>- Zipcar  |
| Engagement | Community outreach is a  | By reaching out to respected community members, and   | <i>Contact:</i><br>Nichole Rambissoon  |

|       |  |  |  |
|-------|--|--|--|
|       | proven, effective strategy for long term activism                    | leaders, TC can leverage trust on a population and individual level                                  |  |
| Focus | TC needs to target specific projects for each mode of transportation | By partnering with organizations who are subject-matter experts on a specific mode of transportation | <i>Contact:</i><br>- Central Baltimore Partnership<br>- B'More Mobile<br>- Waterfront Partnership<br>- Bikemore<br>- Citizens Planning & Housing Association |

By developing these five areas and making connections within the community to help, we think TC’s collective impact will be significant in Baltimore for years to come.

**Identified needs:**

1. **Awareness:** Effective target for grass-roots campaign.
  - a. School District Board
    - We reached out to the media coordinator for Baltimore City Schools, Anne Fullerton. She forwarded our message to John Landt and Sharone Brinkley-Parker. She identified that these two candidates would be the best to contact
  - b. School
    - Motivation: Attendance rate and graduation rate
    - Already a recognized pain point for administrators
  - c. 4th to 5th grade students and their parents
    - Motivation: School bus is not offered beyond 5th grade, therefore must utilize public transportation, arrange private vehicle or walk even in inclement weather; Education, financial and safety of the children at stake.
  - d. Additional benefit: General public are more willing to talk about issues affecting children and their education than transportation issue as most of our ethnographic research revealed the sense of “satisficing” in the status quo of Baltimore transit.

Recommended action: Transit Choice should communicate with figures from educational system.

- i. Sharone Brinkley-Parker: Director of Enrollment and Attendance
- ii. John Land: Executive Director of School Operations - has the power to delegate and raise funds for solutions.

2. **Manpower:** Easy way to tap into a lot of educated student manpower.
  - a. University Administrators
    - i. Motivation: A University Administrator would work with Transit Choices’ cause hoping for better transit for their students, safer zones for their campuses, internship opportunities for students and a chance to have their face be recognized with a relevant cause.



- b. Student body
  - i. Motivation: Students would gladly accept internship opportunities to work on social media campaigns, fundraising events, crowd source funding projects, grant applications, and marketing projects. Student provide Transit Choices with free labor and a youthful eye for visibility campaigns. Transit Choices provide students with a great addition to their resume and real life work experience for a non-profit organization.
  - ii. Motivation II: Students would be encouraged to create Transit Choices clubs on each of their campuses and hold student platform meetings and events. This gains Transit Choices more awareness from large student bodies and greater access to manpower for volunteer work.
- c. Additional Benefit: Starting with the University Administrators and letting the mission of Transit Choices trickle down into the student body generates wide visibility among a huge sect of Baltimore’s population. There is a highly educated and eager workforce that Transit Choices needs to utilize for their mission.
- d. Recommended Action: Transit Choices should start with an administrator that is already a signatory of theirs and familiar with their cause. They should approach this person and ask them to partner and be responsible for a few things including advertising internship opportunities on their campus and suggesting Transit Choices student clubs.
  - i. Sammy Hoi: President of MICA, signatory of TC
  - ii. Once TC has their in at a specific school, they can lay out the expectations of the student participants and work with administration to allow students to get credit for their internships.

**3. Funding:** Financial support for current and long-term goals.

- a. Transit Choices lack of funding was a clear barrier to their potential success, so we wanted to integrate their need for funding with partnering and collaborating with businesses local to Baltimore, better transportation can bring in more customers
- b. For example, ZipCar, a pre-existing signatory of Transit Choices could solicit donations for Transit Choices through their website or display Transit Choices logo and information at their different car pick up locations

**4. Engagement:** Community engagement to ensure Transit Choices is meeting community needs.

- a. In order to really reach every community that Transit Choices is attempting to gain momentum in, we suggested recognizing active community leaders.
- b. Based on the system developed by lobbying groups for grassroots movements, community outreach is a proven, effective strategy for long term activism.
  - i. We wished to create a base of community supports for Transit Choices
  - ii. By reaching out to respected community members, and leaders, Transit Choices could leverage trust on a population and individual level.
  - iii. Community Leadership is not dependent on election cycles, so the investment in community leaders has the potential for longer return cycles than investment in politicians.
  - iv. This approach provides stability for the Transit Choices brand.

We reached out to the Station North Arts Collective, and identified Nichole Rambissoon as a possible candidate. She has worked on transportation projects in the past, and indicated that she would like to be a board member of a non-profit on her LinkedIn profile.

- 5. Focus:** Target specific projects for each mode of transportation.
- a. Transit Choices will facilitate a platform to mobilize and execute actionable projects.
  - b. Additional Benefit: Coalitions will help define areas of focus and act as subject matter experts.
  - c. Transit Choices could be the umbrella that brings the experts together. Organizations in the city who are focusing on one mode of transportation could be utilized as subject-matter experts and lead the effort for that mode. To facilitate this process, Transit Choices will:
    - i. Organize meetings
    - ii. Provide project management support
    - iii. Develop/recruit resources
  - d. Transit choices will benefit from the organization's subject-matter expertise, but the organizations will also benefit from the support and focus that Transit Choices brings them.
  - e. We recommend that Transit Choices consider these organizations to work with, since each one has a connection to a specific mode of transportation:
    - Trains/Light Rail: Central Baltimore Partnership
    - Buses: B'More Mobile
    - Water Taxi: Waterfront Partnership
    - Bike: Bikemore
    - Walking/neighborhood planning: Citizens Planning and Housing Association

We also recognize that Transit Choices may have existing relationships with other organizations that would be better suited for these roles; our object with this area is to carve out specific roles for allied-organizations and ways that Transit Choices can support their goals -- whether that be with the organizations we noted, or different ones.