



A 2019 LISC Rubinger Fellowship Project

By

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# Why Red Wagon

- Of the over 24,000 school aged children in Richmond Public Schools, only 15% of them access any out-of-school time programs or services
- The coordination of and access to quality out-of-school time programs, is a priority of our Mayor's education agenda
- Richmond Public Schools would prefer not to be in the business of out-of-school time transportation



# Our Purpose

- To ensure that all Richmond Public School students who desire to attend OST programs have safe, reliable and affordable transportation to and from quality programs

- To provide living wage employment as bus drivers and other support positions to under-employed, hard to employ and unemployed residents from within the communities they will serve

# What Are Providers Demanding

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- Reliability
  - Service
  - Quality



# Research Analysis



- Many school districts around the country sub-contract various aspects of student transportation
- Most of the contract transportation companies in our region focus on special needs populations or students with alternative designations
- Richmond Public Schools cannot afford to pay their bus drivers overtime rates and retention of their drivers is their greatest challenge
- “Cost-share” transportation models exist throughout the country, but not in our region and not for this population

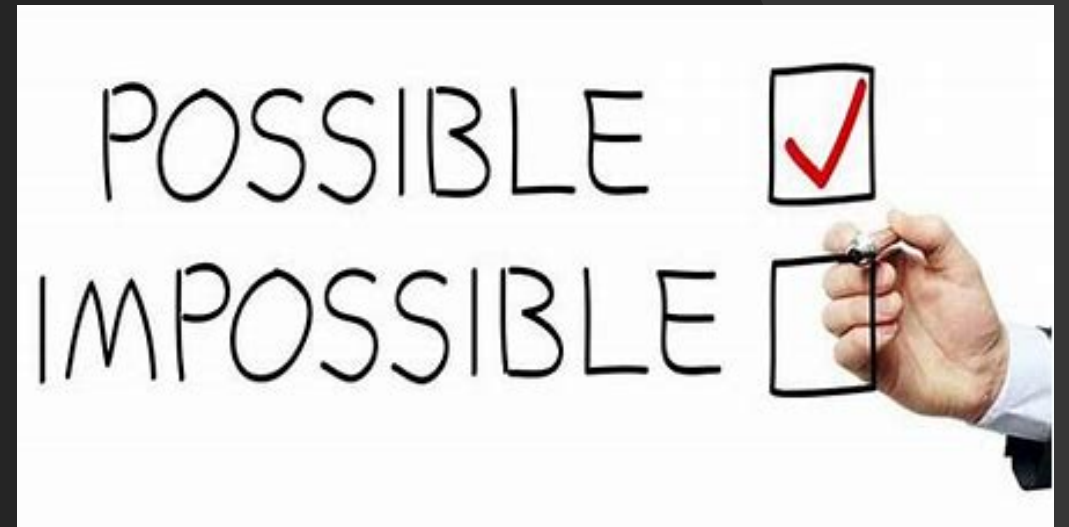
# Red Wagon's Model

- Richmond Public Schools will pay a percentage of the total transportation costs incurred by each OST partner/provider, representing a significant cost savings for the school district and its partners
- Red Wagon will provide part-time and full-time employment at an introductory rate of no less than \$18 p/hr., with performance incentives and “owner-operator” options available



# Market Response

- Richmond Public Schools' response to our pro forma savings projections of approximately \$1.5m annually was favorable
- The results of our OST network survey regarding the annual costs per bus, was also well received
- Providers were most excited about not having to incur the liability of transporting students and not having to purchase buses
- Providers also demanded a simply process for scheduling trips and managing routes via Red Wagon's routing system



# SWOT Analysis



- Parent's Demand for Greater Access
- Expensive for RPS to Manage Alone
- Affordability
- Proof of Concept
- Liability
- Driver Recruitment and Retention



# Ready for 2020

- Richmond's OST Planning Committee will be making recommendations to our Mayor and Superintendent in January, 2020
- I will be preparing to pitch Red Wagon to local and national investors as early as January, 2020
- Contingent upon seed funding, Red Wagon hopes to begin operations by summer, 2020
- I'll have to determine an exit strategy and timeline for leaving Peter Paul



Q&A