

Camden County Workforce Investment Board

FBO FOUNDATION COLLABORATIVE

FOR

COMMUNITY TRANSPORTATION

CONCEPT PAPER

Introduction

For the past several years, the Camden County Workforce Investment Board (CCWIB) has been working closely with the faith-based community to develop a project that enables houses of worship to utilize their vehicles in support of community transportation. Initially, the thinking was that we would need to establish a single set of standards in areas such as vehicle age, usage, insurance, driver education, etc. that all FBOs would agree to, and that if organizations met these requirements, then they could provide services.

In early 2006, the US Department of Transportation circulated a Request for Proposals for state and local communities to develop a system for using state-of-the art technology to increase coordination, promote efficiencies and improve human service transportation. The model for this coordinated system is called a Travel Management Coordination Center (TMCC). The CCWIB saw this as an opportunity not only to enhance the existing countywide human service transportation provider network but to also move forward on its agenda for developing its concept for a FBO transportation network. Fortunately the CCWIB was one of eight sites selected to develop a plan for a Travel Management Coordination Center.

In July 2007, a visit from Yehuda Gross, ITS Transit Program Manager with the US Department of Transportation and head of this grant at the federal level, prompted a shift in the discussion around how the CCWIB might approach structuring a faith-based transportation network. Because technology brings significant flexibility in structuring a transportation system whereby all information such as number of vans, availability of specific vehicles for trips by day/hours and type of services could be instantaneously processed and coordinated, it became clear that the FBOs would no longer need to comply with one set of standards; rather we would now have the flexibility of customizing the FBOs participation based on their priorities and availability.

The Collaborative Concept

Shortly thereafter, the CCWIB and its Camden City Initiatives Committee began organizing a brainstorming sessions with key leaders from the faith-based community and the City of Camden. Through this process a number of terrific ideas surfaced —most importantly the concept of creating an FBO Foundation Collaborative for Community Transportation. This Collaborative could provide the organizing framework for incorporating the many ideas that had been discussed

over the past several years into a coordinated system. The value of an “FBO Foundation Collaborative” is enormous:

First, a non-profit entity is needed in order to receive corporate and foundation funding that could be used in support of the faith-based organizations’ participation in the Travel Management Coordination Center.

Second, companies that donate goods and services to a foundation receive a tax write-off, providing a clear incentive and making them more likely to help. Ideas such as donation of vehicles, lower cost maintenance, use of private, for-profit companies’ vans and buses in off hours, and more were discussed.

Third, an FBO Foundation Collaborative would become the institutional framework that faith-based and community-based organizations could join. The Collaborative would also more clearly define the role of FBOs, underscoring the importance and value that the faith-based community brings to the TMCC. Through the Collaborative, a clear process for how various houses of worship would participate would also be established, ensuring FBOs could become involved in ways that support their individual and collective mission.

Role of the FBO Collaborative

The FBO Collaborative will be made up of the Faith-Based participant Organizations providing transportation services. From the membership, an Executive Board will be formed to oversee the 501(c)(3) governance and fiscal responsibilities. (See below for more information on the proposed structure.)

Initially, the goal of the FBO Collaborative will be to work with each of the FBOs to assist them with defining their level of participation. It is expected that for the first year or so, transportation services will primarily be in the non-fee based services arena in activities such as transporting senior citizens for shopping and recreation purposes, transporting youth to after-school and weekend recreational activities, and providing transportation services for individuals going or coming from work, particularly in those areas where no transportation is provided or for shift work.

An important element of this work will be to develop strategies and incentives that will support the FBOs transportation services. (See below for details on incentives.) A longer term goal will be to work with each of the FBOs who would be interested in developing their transportation services at a level that they could compete for human service transportation grants.

The following is a brief summary of the responsibilities of the FBO Foundation Collaborative:

- ◆ Function as the convener of the faith-based community’s participation in the project, once operational.
- ◆ Identify and support each of the participating FBOs, particularly in the initial stages of implementing the project.

- ◆ Identify strategies and incentives that will support the FBOs provision of transportation services. Develop standards for the administering of incentives.
- ◆ Develop Memoranda of Understanding/Non-Financial Agreements among FBOs around their commitment to delivering services, reporting mechanism, etc.
- ◆ Establish clear processes that ensure full access and participation of the faith-based community in the TMCC countywide.
- ◆ Function as the Fiscal Agent for all grants and foundation funds.
- ◆ Develop a mission statement and By-laws.
- ◆ Serve on appropriate Boards and Committees related to the implementation of the Travel Management Coordination Center.
- ◆ Serve on appropriate Boards and Committees that are involved in the County's transportation services such as the United We Ride, CCWIB's Camden City Initiatives Committee, etc.
- ◆ Provide written reports to the TMCC operating structure (not yet defined) on a monthly or quarterly basis as needed.

Proposed Structure for the Collaborative

To carry out the role of the convener and oversight of the faith-based community's participation in the project, we are proposing that the Collaborative form a 501(c)(3), headed by a 13 member Executive Board. Broad-based participation of faith-based organizations and community groups will be encouraged through general membership.

In the interim before 501(c)(3) status is granted, Memoranda of Understanding will be executed between the WIB and the partnering faith-based organizations.

Executive Board

The Board will be charged with carrying out all responsibilities of the not-for-profit, as well as supporting the administrative, advisory and operational functions of providing transportation services.

External

- WIB representation (2)—Executive Director and the Chair of the Camden City Initiatives Committee
- Camden City (1)—Appointment by the Mayor
- New Jersey Transit (1)

Representatives of the Faith Based Community of Camden City

- Black Community (1)
- Hispanic Community (1)
- Asian Community (1)

Ministries

- Camden Churches Organized for People (CCOP) (1)
- Woodlyn Baptist Church (1)
- Black Concerned Clergy (1)
- Catholic Charities (1)

At-Large Members (3)

- *(Rev. Evans, McDermott and White)*

Non-Voting Advisory Committee

General Membership

Membership is open to anyone who would like to participate in planning and developing the collaborative. This includes but is not limited to organizations that are providing transportation services under the collaborative, organizations that are looking to join the collaborative but are not yet providing services and individuals or groups in the community.

By-Laws

A formal mission statement and By-laws for the Collaborative will be developed. The By-laws will include roles and standards for how the Fiscal Agent will function.

Members of the Executive Board will have initial appointments of two- and three-year staggered terms, with two-year re-appointments. To serve on the Executive Board, there will be a requirement of 50% participation in all Board and Committee assignments.

The Faith-Based Foundation Collaborative will at minimum hold quarterly meetings. The Executive Board will meet bi-monthly. Standing Committees will be formed and meet as needed.

Key Incentives for Participating in the Collaborative

To support faith-based organizations' participation in the FBO Collaborative, a number of incentives have been identified. These incentives are designed to offset a number of costs that FBOs already experience with their existing transportation services.

Develop a Group Insurance Plan to Secure Cost Savings:

In order to provide basic transportation services, organizations need to carry baseline insurance of a \$1 million. The FBO Collaborative will work with insurance companies to develop a group plan that results in a lower insurance rate. Group insurance will provide cost savings for FBOs with existing plans, as well as offer more affordable insurance to new FBOs wanting to provide transportation services.

Umbrella Insurance Coverage: The FBO Collaborative will work with the County and City to participate in their insurance plan. This would provide FBOs with an additional \$4-5 million above their baseline insurance coverage while services authorized by the FBO Collaborative are being provided.

Discounted Gas Rates: Since the FBO Collaborative will be providing important and much needed services to Camden City residents, the FBO Collaborative will work with the City of Camden to develop an agreement that will allow FBO Collaborative members to purchase gas at a reduced savings.

Vehicle Maintenance: We are exploring a number of options with the City/County, Camden County Technical School and LAEDA to secure vehicle maintenance at a reduced rate. This may be for routine maintenance and inspections as well as for ongoing and emergency repairs. Under this program, faith-based organizations would still be responsible for the cost of parts.

Driver Training: Many individuals in Camden City do not have a driver's license or CDL. To participate in the Collaborative drivers will need a valid New Jersey driver's license. In some instances, they will also need a CDL. Through a partnership with the Camden County One-Stop, funding will be sought for CDL and/or basic driver training. Further, we will work with other transportation providers to secure unused slots during their defensive driver training courses and investigate programs being offered through Rutgers, NJ Transit, the Post Office, assisted living community and probation.

FBO Start-up Training: The Collaborative is being structured in a way to reduce the administrative and oversight burden of each FBO in participating in the TMCC. Nonetheless, each participating FBO will have some responsibilities. Start-up funding will be sought to assist FBOs with launching their participation. This could be in areas of securing insurance, identifying and training drivers, taking advantage of the incentives listed above, complying with any government and/or program regulations, coordinating with the TMCC, bookkeeping and assistance in adapting to technologies that will be part of the TMCC design.

There are a number of additional strategies that can be pursued once the Collaborative is established and the planning moves to implementation.

Corporate Foundations: Identify foundations that would be willing to support the FBOs' participation in the TMCC for various reasons. This will require understanding what each foundation's mission and level of participation might be.

Government Funding: There are several options for pursuing and securing government funding, particularly in the areas of training and assisting with the development of FBOs' participation.

Used Vehicle Donations: Establish and promote a program where corporations could donate their used vans (which meet certain standards) in exchange for a tax write-off.

For-Profit Transportation Providers: Create a process where for-profit transportation providers could lease/offer at no charge their vehicles when not in use. The use of these vehicles could also be a tax write-off.

Leaseback Option: This is creating a partnership whereby the FBOs can lease their vehicles out to a transportation provider or other third party when the vehicles are not in use. The concept is similar to a reverse mortgage, where an established vehicle operator leases the vehicle in return for service level based on an agreed upon value of the vehicle.

Next Steps

Our next step in the development of the FBO Foundation Collaborative is to identify the FBOs interested in provider transportation, as well as understand the critical steps/needs that each FBO has in terms of meeting any of the baseline requirements. Attached is a form which we are asking each FBO to fill out that identifies potential services that can be provided by their institution, the requirements for providing each service and space for assessing whether their organization meets the requirements or what they need to meet the requirements.

When the FBO form is completed, please submit your form either by email, fax or regular mail to:

Leona Tanker
420 Benigno Blvd., Suite B-1
Bellmawr, NJ 08031
ccwib@ccwib.com
(856) 931-6565 (fax)

CAMDEN COUNTY WORKFORCE INVESTMENT BOARD

Reference Matrix for Faith-Based Organizations Transportation Provider Requirements

The goal of the FBO Foundation Collaborative is to work with each faith-based organization to identify the various types of transportation services they wish to provide. The following matrices provide an outline of the various types of transportation services and some of the requirements associated with that type of transportation service.

Each FBO should review each service to assess their interest and determine what requirements they presently meet and what requirements they will need to develop. The WIB's FBO Collaborative is prepared to work with each organization to help them make the necessary arrangements to meet these requirements if feasible.

Door to Door Escort Service		
<i>Note: Fee-Free Services</i>		
	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective	Provide door to door services.	
Vehicle	Less than 15 passenger van	
CDL	Required Class C with Passenger endorsement for hire vehicles of 8 or more passengers	
Inspection	Vehicle must meet annual inspection requirements	
Insurance	Umbrella policy of \$1 million over the state minimum of \$100,000 per person/\$300,000 per occurrence is recommended	
Days and Hours of Service	Service will be offered 24/7. Each FBO will identify available times.	

NOTE: For fee free services, different funding streams will have different requirements. For example, federal funding such as JARC requires higher levels of insurance, drug & alcohol testing and CDL licensing and potentially may require serving specific populations only. State "pass through" funding, such as Casino Revenue and TANF do not require the drug and alcohol testing. We will continue to explore these issues.

Transit Stop Escort Service

Note: Fee Free Services

	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective	Get riders from residence to bus stops and back	
Vehicle	Less than 15 passenger van	
CDL	Required Class C with Passenger endorsement for hire vehicles of 8 or more passengers	
Inspection	Vehicle must meet annual inspection requirements	
Insurance	Umbrella policy of \$1 million over the state minimum of \$100,000 per person/\$300,000 per occurrence is recommended	
Days and Hours of Service	Primarily Monday through Friday (6-8AM, 10-12 Midnight)	

To/From Work Services

Note: Fee Free Services

	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective	Get workers to/from work particularly during shift/ off-hours	
Vehicle	Less than 15 passenger van	
CDL	Required Class C with Passenger endorsement for hire vehicles of 8 or more passengers	
Inspection	Vehicle must meet annual inspection requirements	
Insurance	Umbrella policy of \$1 million over the state minimum of \$100,000 per person/\$300,000 per occurrence is recommended	
Days and Hours of Service	Primarily Monday through Friday (off hours)	

Youth Transport		
<i>Note: Fee Free Services</i>		
	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective	Provide transportation to and from after school programs	
Vehicle	Less than 15 passenger van	
CDL	Required Class C with Passenger and School Endorsement	
Inspection	Vehicle must meet inspection requirements for school bus package	
Insurance	State requirements for school transportation	
Days and Hours of Service	Primarily Monday-Friday, 3PM-6PM; weekends for special events	

Senior Shopping and Recreation		
<i>Note: Fee Free Services</i>		
	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective	Group ride transport for group ride trips not covered by Sen-Han Transit	
Vehicle	More than 15 passenger van	
CDL	Required Class B with Passenger Endorsement	
Inspection	Vehicle must meet annual inspection requirements	
Insurance	Umbrella policy of \$1 million over the minimum per person/per occurrence level	
Days and Hours of Service	Monday through Saturday including daytime and evening	

Human Services		
	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective		
Vehicle		
CDL		
Inspection		
Insurance		
Days and Hours of Service		

Other types of Services?		
	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective		
Vehicle		
CDL		
Inspection		
Insurance		
Days and Hours of Service		

Other types of Services?		
	Requirements	<i>Does my FBO agency meet these requirements? What do I need to meet these requirements?</i>
Objective		
Vehicle		
CDL		
Inspection		
Insurance		
Days and Hours of Service		