

**Camden County Travel Management
Coordination Center:
Transportation Coordination in Action**

Submitted By:

Camden County Workforce Investment Board
204 Kings Highway, South
Cherry Hill, NJ 08034

Proposal to:

Demonstration of Enhanced Human Service Transportation Models

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Camden County Travel Management Coordination Center Project

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Camden County Travel Management Coordination Center: *Transportation Coordination in Action*

A. PROJECT OVERVIEW

Summary of the Camden County Transportation Project

The Camden County WIB (CCWIB), with the support of its local elected officials, local and regional transportation providers, state and local human services agencies, and in conjunction with the local *United We Ride* planning effort, will lead the County in developing a local traveler management coordination center (TMCC) that coordinates community transportation services through a comprehensive, technology-driven brokerage model. This TMCC will focus on effectively creating access for all transportation-disadvantaged customers in Camden County to all local and regional modes of transportation including local fixed and flexible routes, and local demand-response services across a multitude of providers including public transportation, county and municipal transportation providers, and local non-governmental organizations, including faith-based organizations. With the support of the Delaware Valley Regional Planning Commission (DVRPC), the system will be developed consistent with the regional ITS architecture already established and will provide recommendations for augmenting and altering the regional architecture and standards to better incorporate human services transportation.

The CCWIB will achieve this through a phased planning approach that focuses on three primary elements of the model:

- **Identify the Most Effective Brokerage Model:** The project will explore the benefits, challenges, required conditions and cost effectiveness of implementing various brokerage models including supportive technologies.
- **Increase Access to Public Transportation:** The project will determine “best fit” technologies and how to integrate these to facilitate greater access to and more efficient use of public transportation and other options by the transportation disadvantaged.
- **Coordinate More Thoroughly with Non-governmental Organizations (NGOs).** The project will explore methods for using technology to integrate existing NGO transportation providers, particularly the faith-based community, into the coordinated system.

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The project will use Medicaid (Title XIX medical transportation) as a case study. Based on historical Medicaid travel demands, the project will evaluate and define the state and local policies and regulations, procedural structures (including information flows) and interagency relationships (including ITS architectural flows) necessary for the various brokerage approaches examined. As a result of these research and analytical efforts, a single TMCC design will be identified and fully developed, and an implementation plan created.

The Freeholders of Camden County designated the Camden County WIB to lead this project. The CCWIB has a long history and demonstrated success in project planning and development that includes facilitating human service providers and other entities to developing solutions to local social issues. As a key partner in local economic development efforts and the oversight entity for the local One-Stop system, the CCWIB clearly understands the need for a coordinated local transportation system and has already collaborated with many of the stakeholders involved. In addition, it has joined with the Alan M. Voorhees Transportation Center (VTC), a national leader in transportation policy research within the Edward J. Bloustein School of Planning and Public Policy at Rutgers, the State University of New Jersey. VTC, who has led several state transportation planning efforts and is an active participant in the New Jersey Council on Access and Mobility (NJCAM), will provide technical expertise, research and analytical support. In addition, key representatives from the primary state, regional and local transportation and human services providers and coordinating agencies, including NJCAM, New Jersey Department of Human Services (NJHHS), DVRPC, New Jersey Transit (NJT), Senior Citizens United Community Services of Camden County (SCUCS), South Jersey Transportation Authority (SJTA) and the Camden County Board of Social Services (CCBSS), have committed to participating on the project's Steering Committee, which will guide the development of the TMCC design.

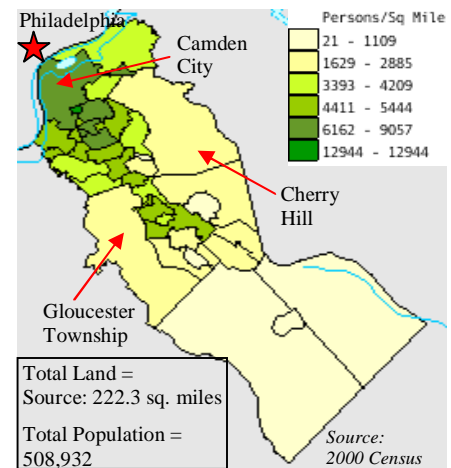
Through this proposed planning process, the Camden County stakeholders will establish a TMCC design that is deployment-ready for the Title XIX medical transportation, and replicable and scalable to support integrating services to seniors and disabled, low income individuals and the general public for all travel needs. As part of the deployable model, necessary regulatory policies and procedural structures, as well as interagency relationships for supporting

coordinated Medicaid transportation will be developed. A model planning process will also be established which can be used to integrate all other transportation services into the TMCC.

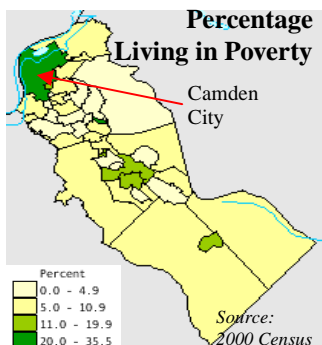
Similarly, this planning process will provide other regions with valuable information and a model process for developing brokerage-based TMCC models. This process will also identify specific state policies and issues that impede effective inclusion of human services transportation into a regional transportation system which the NJCAM can address. This will potentially provide other local areas and regions in the state with a more conducive environment for developing effective local transportation systems that incorporate human services transportation. In addition, the project will provide concrete recommendations for augmenting and adjusting the regional ITS architecture and standards to effectively include human services transportation.

Profile of Camden County

Located across the Delaware River from Philadelphia, Camden County is the eighth most populated county in New Jersey, with 508,932 residents in 2000. The County’s 222.3 square miles are largely suburban in nature, with a population density of 2,289.4 persons per square mile. The northwest portion of the county, which is closest to Philadelphia, is more densely populated than the rural southeast portion of the county. The three largest municipalities, Camden City (79,904), Cherry Hill (69,965) and Gloucester Township (64,350) are almost twice the size of any other municipality in the county.



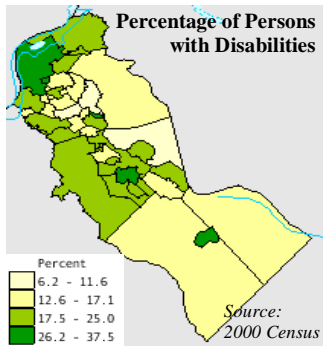
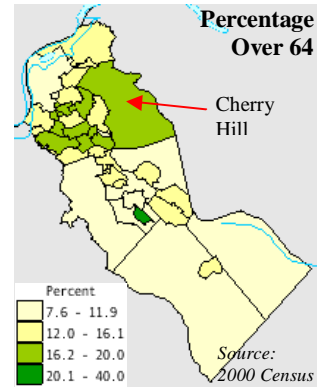
In 2000, Camden County’s median household income was \$48,097, the eighth lowest among the 21 counties in the state. Over 10% of the County’s population lives in poverty. According to the



CCBSS, in July 2005, 58,143 households were receiving public welfare. While there are pockets of poverty throughout the County, the majority of residents living in poverty reside in the northwest portion. Camden City is the most impoverished, with an average median income of \$23,421. Over 32% of the City’s residents live below the poverty line, well above national, state and county levels.

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Sixteen percent of Camden County’s population are individuals over the age of 60, with the greatest concentration living in the northeast portion of the County. While this is slightly less than the concentration of seniors in New Jersey, Cherry Hill has the 12th largest population of seniors (16,034) among municipalities in the State. In addition, over 40% of the seniors in the County have some form of disability; more than 8% live below the poverty line.



Camden County has a relatively small disabled population, representing only 17% of the population. However, unlike older adults and low-income individuals, this population is not just concentrated in the northwest. In contrast, Camden County has a higher concentration of veterans than the state or nation.

More than 12% of County households do not have a car. This is almost three times as high as the State as a whole. Over 40% of public transit-dependant households live in Camden City. Over two-thirds of those without a car reside in the northwest portion of the County; 19% reside in the central portion.

As Figure 1 indicates, these characteristics of Camden County’s population, often indicative of the need for public and human services transportation resources, are proportionally in line with the nation as a whole, with the exception of persons with disabilities and households without vehicles. The County is even more representative of the State of New Jersey.

**Figure 1:
Camden County Characteristics In Comparison to the New Jersey and the Nation**

	<i>Camden</i>	<i>New Jersey</i>	<i>US</i>
Older Adults (over 60)	82,197 (16.2%)	1,443,782 (17.2%)	45,797,200 (16.3%)
Disabled	88,143 (17.3%)	1,389,811(16.5%)	99,492,496 (35.4%)
Over 64	24,547 (40.1%)	411,059(38.6%)	13,978,118 (41.9%)
Individuals Living in Poverty	52,121 (10.4%)	699,668 (8.5%)	33,899,812 (12.4%)
Over 64	4,929 (8.1%)	83,336 (7.8%)	3,287,774 (9.9%)
Median Household Income	\$48,097	\$55,146	\$41,994
Veterans	45,113(12.1%)	672,217 (10.6%)	26,403,703 (9.4%)
Without Vehicles	23,439 (12.6%)	388,950 (4.6%)	n/a

* Source: 2000 Census. Percentages based on total population. If an age bracket is defined, the percentage is based on total population of that age bracket.

Profile of Camden County’s Transportation System

Camden County is served by an extensive transportation network comprised of four primary types of transportation providers: state and regional public transportation, county-based services, municipal shuttle services, and non-governmental organizations. These providers offer transportation services using the full spectrum of modalities including fixed route buses and shuttles, rail lines, flexible route shuttles, and demand-response shuttles. Human services transportation is carried out using all of these types of providers and modalities. Representatives from each of the providers will be included in the Stakeholder Group and each will be represented by at least one individual on the project’s Steering Committee. The following is a description of the services provided under each type of provider.

State and Regional Public Transportation Services

New Jersey Transit (NJT): NJT is the largest public transit system in the nation, operating a state-wide bus system and rail lines. Camden County has the most extensive network of fixed-route bus service of any county in South Jersey. NJT operates 30 regular bus routes as well as two regional rail lines that run through the County. This network of services allows residents to access almost every major employment, medical, entertainment, and recreation center in the Philadelphia region. All of the major population centers in Camden County are served by at least one NJT bus route; almost three-quarters of the communities have more than one bus route traveling through them. NJT also operates AccessLink, a flexible route bus for persons with disabilities that shadows existing bus routes. In the first quarter of 2006, AccessLink provided over 20,000 rides in Camden County, the second highest county ridership level in the state.

Camden City, home to the Rand Transportation Center, is a major hub for NJT vehicles from all over southern New Jersey. Twenty routes operated by NJT at the Rand Center provide service through Camden County from Gloucester, Burlington, Atlantic, Cumberland, Mercer, Monmouth, Cape May, and Cumberland counties to Philadelphia. NJT has one commuter rail line in South Jersey: the line from Philadelphia to Atlantic City. There are station stops in Camden County at Cherry Hill, Lindenwold and Atco.

The Southern New Jersey Light Rail Transit System or River LINE is the newest system by NJT running from Camden City to Trenton. The alignment follows existing Conrail freight tracks along the Delaware River. This new line serves the Camden County communities of Camden

and Pennsauken Township, with a connection in Camden City at the Rand Center to NJT buses and the PATCO rapid transit line.

AccessLink trips are limited to pick up and drop off points within three-quarters of a mile of an eligible (non-commuter) NJT bus route. AccessLink operates the same hours as the regularly scheduled local bus service, including weekends and holidays. Fares are the same full fare as the local bus service.

Delaware River Port Authority (DRPA): DRPA operates the Port Authority Transit Corporation of Pennsylvania and New Jersey (PATCO) Hi-Speed Line, a 14.2-mile long high platform rapid rail line operating between Lindenwold and Philadelphia, PA. There are nine stations in Camden County, including four in Camden City. The PATCO system operates 24 hours a day, 7 days a week.

County-based Transportation Services

Senior Citizens United Community Services (SCUCS): SCUCS is a nonprofit social service agency that serves as the county paratransit as well as the contracted provider for 23 of the County's 37 municipalities. SCUCS is also the designated provider and coordinator for specialize human services transportation programs, administering services for four federal and five state and local funding sources. They operate 39 vans and buses, which are all wheelchair accessible, to provide fixed route, flexible route, and demand-response services six days a week. The fixed routes operate Monday through Friday, along three distinct routes from a selected group of towns to designated shopping centers. SCUCS provides services to elderly persons, veterans, children (pre-school DYFS), TANF clients, and all persons with disabilities regardless of age in Camden County. In 2005, SCUCS provided 130,789 one-way trips for medical/health related, nutrition, recreation, education/training, employment, shopping and personal needs and DYFS services.

South Jersey Transportation Authority (SJTA): SJTA operates a fleet of 26 vehicles, 13 of which are wheelchair accessible. SJTA provides transportation for WFNJ clients to job fairs, job training and job interviews. They also provide nine employment shuttles from Camden City to specific employers and employment centers throughout Camden County and into neighboring counties when public transportation cannot meet transportation schedule and location needs. SJTA provided approximately 49,000 rides last year.

Municipal Shuttle Services

Twelve municipalities in Camden County also provide a modified form of fixed-route transportation services. These services are oriented to senior citizens and persons with disabilities that live in the community; however, in some cases, they may serve the general public. Some municipalities operate the vehicle all day, others for only a half day; Service usually runs three to four days a week. Typically, the route is varied on alternating days and/or weeks to accommodate different destinations on the route. Ridership ranges from 45 to 400 riders a month with an annual average of more than 3400 rides across the municipalities.

Non-Governmental Organizations

There are a number of other agencies in Camden County that operate their own vehicles in demand-responsive service. These agencies include:

- ***Faith-Based Organizations*** (FBOs): There are a number of FBOs that have vehicles which they use to transport congregants for various trip purposes. Many of these FBOs have joined forces with the CCWIB to explore options for using these vehicles on off-times to assist low-income individuals with their transportation needs.
- ***Non-profit and For-profit Transportation Providers***: There are many non-profit entities that provide transportation services in conjunction with other social or health services but rarely coordinate with other human services programs. In addition, there are several for-profit and non-profit providers who provide transportation as a core service, including taxi services. These include hospitals and medical-related facilities, senior centers and service agencies, day care and other children/youth services, and services for persons with physical and developmental disabilities.

Among those that provide transportation as a core service, there are 16 non-profit and for-profit agencies who contract with the CCBSS to provide transportation to Title XIX clients. Most of them do not coordinate these services with other human services transportation; some coordinate services with paying customers. Fleet sizes range from 1 to 15 vans; most operate six days a week. Ridership ranges from 15 to 550 riders a week with an annual average of approximately 11,500 rides across all providers.

Over the last ten years, several sources have conducted inventories of these agencies, but a

recent, comprehensive inventory does not exist. It is anticipated that one will be developed through the *United We Ride* effort, which will provide greater information on the numbers of vehicles, ridership, routes, fees, operational hours and days, etc.

Human Services Transportation Coordination and Administration

The NJCAM, established in 2000, is working to coordinate human services transportation at the state level. The NJCAM is responsible for the development of the state's *United We Ride* Plan and is reaching out to the individual counties for support in this effort. The NJCAM considers the brokerage model to be explored in this study as one of several potentially best practice models it is seeking to identify as part of its State Action Plan. A representative of the NJCAM will serve as a member of the project's Steering Committee so that state policy and regulatory issues that arise can be addressed when identified and the project can be conducted in a manner that supports the state's *United We Ride* efforts.

Local human service transportation coordination and administration is consolidated into four primary "hubs," which are described below. Representatives from each will participate in the Steering Committee in order to ensure that the final TMCC design receives full support from all human services transportation administrators and operators. In addition, past and current planning efforts through these "hubs," including the local *United We Ride* effort will be intertwined with tasks under this project.

Senior Citizens United Community Services (SCUCS): SCUCS was designated by the Camden County Freeholders as the County's coordinator and administrator of specialized human services transportation programs. It is the sole provider of services under the following programs: FTA Section 5311 & 5310, Title III Older Americans Act, Title XIX Medicaid, NJ Department of Veterans funds, State disability funds (DDD/DVR), Senior Citizen and Disabled Resident Transportation Assistance program, NJDHS and County General Revenue funds.

SCUCS provides services under each of these programs, as well as under municipal community development block grant (CDBG) and general funds through a fully integrated, technology-supported operation. All fixed route, flexible route and demand response services have mixed ridership. Likewise, all planning and administrative functions for all funding sources are fully integrated. This integrated system received a 97% customer satisfaction rating from riders in

2005.

SCUCS is led by the Citizens Advisory Committee, whose membership is appointed by County Freeholders and includes representatives of local human services agencies, consumers and public transit. The Advisory Committee participates in ongoing planning, including filling services gaps, identifying initiatives to improve or expand services, and identifying new sources of revenue.

South Jersey Transportation Authority (SJTA): SJTA coordination, planning and administration provides services to TANF recipients trying to return to the workforce and employers. SJTA integrates JARC funds, NJDHS block grant funds, state CMAQ funds, state TransPlus funds and private employer funds to provide all fixed route, flexible route and demand response services through a single operating system. SJTA carries out its planning through a local Steering Committee comprised of transportation planners, transportation providers including public transportation, and human services agencies. The Committee updates the County's Transportation Plan, which focuses primarily upon services related to JARC funds and employment for low-income individuals. There is cross-over membership between this committee and SCUCS' Citizens Advisory Committee in order to ensure efforts are coordinated.

Camden County Board of Social Services (CCBSS): State Title XIX medical transportation services (non-invalid coach), general assistance recipient medical transportation and some New Jersey Department of Family Development transportation programs are administered by the CCBSS. The CCBSS provides a single brokerage service for customers through these programs. The CCBSS contracts with 16 providers for demand-response services. In addition, bus passes are issued to customers who can reach their destination using existing NJT services and are physically able to use the bus and rail system. Approximately, 72,000 cases are eligible for these services at any given time. Over 275,000 rides were provided through the CCBSS in 2005. The CCBSS sits on the planning committees of both SCUCS and SJTA to facilitate coordination of efforts.

One-Stop Employment-related Programs: Many customers of the One-Stop system are eligible for transportation support. These individuals are generally provided or reimbursed for bus passes purchases by the specific program that enrolled the individual. Special arrangements are also made to provide transportation for specific events or services for TANF and General Assistance

clients through SJTA. The One-Stop system is also represented on the planning committee of SJTA.

Recently, the *Camden County WIB's Faith-based Coalition*, which is comprised of over 45 local churches and synagogues, began planning to enter the human services transportation arena. The Coalition has been exploring the logistical issues related to establishing a fleet of vehicles which can be used to assist low income individuals with transportation needs related to employment. The Coalition's previous efforts will be merged under this project.

Proposed System and its Benefits

As described in the project summary, the CCWIB will facilitate the development of a TMCC design that coordinates all state, regional and local transportation services described above through a comprehensive, technology-supported brokerage model. This brokerage model, which will be fully defined by the stakeholders, will focus on creating increased access for all transportation-disadvantaged customers, and eventually the general public, to all local and regional modes of transportation across the state, regional, county and municipality providers and NGOs currently operating in Camden County.

This proposed system will offer significant benefits to transportation providers, human service agencies and consumers alike. Transportation providers will experience cost efficiencies through consolidating trips across all riders and using technology to automate some administrative functions. It will also identify where there is duplication in services and provide mechanisms to eliminate them. Moreover, it is anticipated that there will be more shared administrative functions, which will also decrease the cost of providing these services. Human services agencies will not only reap the benefits of these cost savings, but will also have enhanced technological supports to better utilize less expensive public transit services when the situation warrants. In addition, integrating technologies will simplify tracking, billing and payment processes, as well as support efforts to identify fraud.

All of these institutional gains will be made without reducing the quality of services to consumers. In fact, it is anticipated that moving to a coordinated brokerage model will simplify the process of identifying sources of transportation regardless of the trip purpose, decrease wait

times, and increase access to transportation for purposes other than medical trips. Consumers who solely rely on the municipal routes, in particular will especially benefit as the brokerage system links them to a larger transportation system that can travel beyond municipal boundaries.

Project Leadership, Partners and Structure

The CCWIB will be the lead agency for the planning, development and project management essential to the success of this project. As the lead agency, it will be the primary convener of the stakeholders and planning groups as well as provide fiscal management and oversight to ensure the project is progressing and meeting its goals and benchmarks. The WIB will partner with the Alan M. Voorhees Transportation Center (VTC), a national leader in transportation policy research within the Edward J. Bloustein School of Planning and Public Policy at Rutgers, the State University of New Jersey which will provide technical expertise, research and analysis support for the project.

The CCWIB has received considerable support for this project. Upwards of 20 representatives from state, regional and local transportation agencies and human services agencies have agreed to participate, each contributing time and resources to ensure the success of the project. As the project begins, we expect more agencies to join our efforts. Demonstrating they value a fully coordinated transportation system, participating agencies have submitted 24 support letters. Several of these letters are attached as evidence of this commitment to participating and supporting the efforts to develop such a system. We also quantified many of the contributions as in-kind matches, including staff time, equipment and operational resources. (Attachment A summarizes the commitment and role of each of the partners.) In order to solidify the commitment of these partners, a more formal agreement will be established when the project begins, which will identify the specific goals and objectives the participating agencies commit to achieving and will identify and quantify the specific time and resource each will commit to the process.

The CCWIB has established three levels of involvement for this project: 1) a Stakeholder Group comprised of who will serve as the overarching planning body; 2) a Project Steering Committee drawn from the Stakeholder Group that will lead the development of the TMCC design; and 3) Workgroups, Focus Groups and Town Meetings which will be developed by the Project Steering

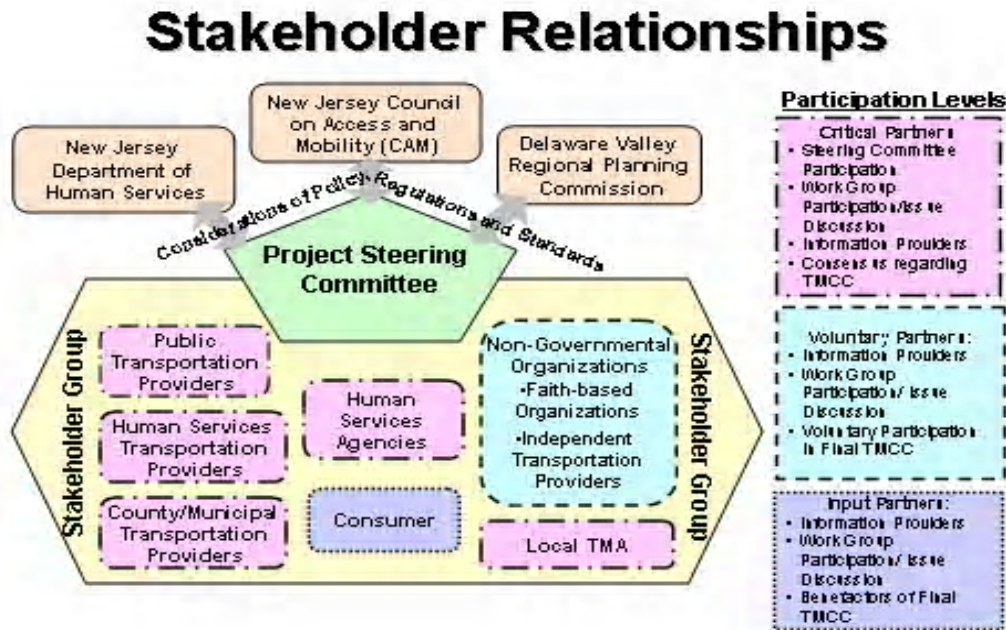
Committee to delve into specific issues as needed.

The Stakeholder Group

The CCWIB will convene a Stakeholder Group of at least 26 members to carry out the planning for this project. It is comprised of County leadership, transportation providers and planners, human services organizations, and consumer advocates. Attachment A provides a comprehensive list of the organizations who have already agreed to serve on the Stakeholder Group and includes details regarding the constituents, funding sources and modes of transportation they represent. The list also identifies the specific roles each stakeholder will play in carrying out this planning process as well as the in-kind contributions being made by each.

All participants of this project are committed to developing a TMCC system that is consistent with applicable laws and regulations, including the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and Section 508 requirements. All project participants are committed to developing a TMCC system that is consistent with the regional ITS architecture and adhering to Section 508 requirements for deliverables.

In developing our Stakeholder team, we took particular care to ensure the needs of older adults, persons with disabilities and low-income individuals are represented. The Stakeholder Team will include the Camden County One-Stop, which provides employment services to diverse



populations including seniors, disabled and in particular, low-income individuals. Its Partnering agencies grapple first-hand with the challenges of obtaining the necessary transportation to support training and transition to work for these populations. The One-Stop Partners include the NJ Department of Vocational Rehabilitation, NJ Employment Service, Housing Authority, Veterans Services, and CCBSS. CCBSS has provided direct services to the TANF program, General Assistance program and other services to low-income individuals for over 20 years and regularly faced the challenge of connecting its clients to transportation services. Other consumer-focused organizations include the Camden County Division of Disabled and Senior Service (CCDSS), which provides direct services to seniors and disabled persons, and SCUCS, a transportation provider as well as a human service provider that is highly knowledgeable about the needs of seniors, especially as they relate to transportation.

Project Steering Committee

Drawing from the Stakeholders Group, the CCWIB will form a Steering Committee to lead the stakeholders in developing the TMCC design. Steering Committee members will include New Jersey Transit (NJT), Delaware Valley Regional Planning Commission (DVRPC), Camden County Board of Social Services (CCBSS), Cross County Connection, New Jersey Department of Human Services (NJDHS), Senior Citizens United Community Services of Camden County (SCUCS), the South Jersey Transportation Authority (SJTA), a representative of the non-governmental organizations (NGOs) and a consumer representative. Their specific roles and responsibilities will include: adoption of the final project plan including timetables and key milestones; ongoing evaluation of project activities, development of evaluation criteria, review of potential brokerage models and “best fit” technologies, identification of the final TMCC design, and development of the implementation plan.

The Committee and project staff will communicate with the three primary state and regional stakeholders, working closely with the NJCAM to address policy and regulatory issues that arise and to ensure that the project supports the state’s *United We Ride* efforts. They will also work with NJDHS to ensure the project supports its efforts and decision-making with respect to Title XIX and other human services transportation programs. Furthermore, the Committee and project staff will work closely with the DVRPC to identify and address gaps in the regional ITS architecture as the new ITS architecture being developed.

Workgroups, Focus Groups and Town Meetings

Lastly, the CCWIB will form workgroups, calling upon Steering Committee members as well as stakeholders to address specific issues that arise as the project progresses. A workgroup leader will be identified and members appointed based on the expertise and resources that can be brought to the table to address the issues at hand.

In particular, it is expected that an ITS architecture workgroup will be established to examine current technology, potential brokerage models and the final TMCC design against the regional ITS architecture to identify consistencies and gaps. A workgroup of NGOs, including faith-based organizations, will also be formed to specifically focus on issues related to their participation in the local transportation system. This workgroup will be integrated into the WIB's current Faith-based Coalition, which has been working toward developing a demand-response system using faith-based vans. The results of their work thus far will be incorporated into project as it moves forward.

In addition, the project will conduct focus groups to obtain direct input from representatives of critical population groups. A town meeting will also be conducted to create awareness for the initiative and to understand better representatives' needs, experiences and expectations related to transportation. Stakeholder organizations will assist in carrying out these activities including convening consumers and marketing the town meeting.

The specific role and tasks of the Stakeholders, VTC and the CCWIB are outlined in Attachment A, as well as in the Technical Plan and Attachment B.

B. TECHNICAL PLAN

1. CURRENT STATE OF ITS APPLICATIONS FOR HUMAN SERVICES TRANSPORTATION

DELIVERY

In 2000, DVRPC facilitated the development of the regional ITS architecture. It was one of the first in the nation to do so. While the current regional ITS architecture reflects fixed route and demand response services, it was not developed with human services transportation specifically in mind. DVRPC is currently in the beginning stages of updating the regional ITS architecture. This project will serve as the mechanism to identify how human services transportation should

be integrated into the region's architecture.

New Jersey has a unique advantage in its ability to respond to the federal requirements for conformance to the National ITS Architecture. It is the only state with a state-wide transit agency, New Jersey Transit (NJT). NJT not only runs the 3000 bus state-wide bus system, the 11 commuter rail lines, the 2 light rail lines and the statewide ADA AccessLink system, it also participates with all the relevant agencies to coordinate the three metropolitan planning organizations in the State to develop the regional architectures for North and South Jersey, as well as multi-regional interface requirements for statewide interoperability.

Related to this grant, NJT is in a position to review relevant ITS applications that might be useful in the delivery of coordinated, specialized transit service in this region. For example, NJT's Access Link service utilizes several ITS applications such as computerized reservation, dispatching and tracking systems, mobile data terminals, and GPS for real-time vehicle location. In addition, NJT provides ITS guidance for county paratransit services as they select and implement computerized management systems. In the context of the regional architecture, NJT is in the unique position to coordinate and recommend ITS investments as part of an overall strategy to deliver specialized transit services.

NJT does utilize technology to provide general services information. Schedule and fare information is available via phone or the Internet. NJT's website users can search that route by name and obtain schedule and fare information. However, if they are unsure of the transit line, they can identify the route by browsing by geographic area or landmarks. Travel advisories provide information on construction and maintenance activities, as well as information concerning special events and holiday service. NJT also has information displays and surveillance/security systems at its rail stations.

All of PATCO's operations are directed from the Central Tower operation center. Dispatchers monitor rail operations and have total authority over the entire line, which may include rerouting trains or controlling the power sources. Personnel in Central Tower are also responsible for dispatching maintenance crews, PATCO Police officers, and handling passenger fare issues. Communication along the rail line is conducted via radio and all radio messages go through

Central Tower. PACTO provides information on their services via their website, which contains general information regarding the PATCO system. Schedules, fare rates, and station locations, are available. The site also includes information on other transit services available at PATCO stations, such as NJT's buses, Atlantic City Rail line, and Southeastern Pennsylvania Transportation System (SEPTA). PATCO also has information displays and surveillance/security systems at its rail stations. More recently, PATCO has been investigating the deployment of smart card technology.

Local transportation system ITS capabilities have grown significantly over the last five years, particularly among human services transportation program administrators. SCUCS, which provides most of the human services transportation in Camden County, has been utilizing a number of technologies to operate its system. SCUSC currently utilizes technology (PMTS scheduling software) to maintain client data and assist with routing and scheduling. The system provides fully automated routing and scheduling and generates ridership reports which can be used to support cost sharing and billing. SCUCS also uses a radio-based automatic vehicle location to track vehicles in real-time and to re-route drivers to accommodate last-minute changes in the route and schedule. In addition, the organization utilizes GIS technology, which includes a route developer to create delivery groups, optimize travel agendas and provide written travel directions. This system has been used to assist in the redesign and maintenance of fixed routes. Stand-alone accounting and billing software is also employed.

By September 2006, SJTA is expected to fully implement an automated vehicle location system for real time monitoring vehicles, last minute route adjustments and vehicle maintenance management. The CCBSS has also explored using technology to enhance their scheduling activities. No action has yet been taken due to physical space limitations and other issues.

With the exception of Cross County Connection, ITS capabilities of other local transportation providers are relatively young. Municipalities most frequently rely on cell phone and manual trip reservation and routing. Independent contractors to the CCBSS are also generally manual-based systems augmented by cell phones to make last-minute route adjustments; however, several of the larger providers do utilize GPS technology to assist with route development and track vehicles on route. In addition, they have also computerized many other functions,

including the reporting of riders and taking of reservations.

Cross County Connection has both GIS and GPS real-time tracking capabilities and provides general services information regarding transportation options in Camden County via its website. This agency is currently working with a neighboring county to use its GPS system to support route monitoring and real-time adjustment.

2. TECHNICAL APPROACH

Planning Process Approach

In order to accomplish this planning effort, the CCWIB, with the support of the VTC, will implement a phased planning process that focuses on the following:

- **Identify the Most Effective Brokerage Model:** The project will explore the benefits, challenges, required conditions and cost effectiveness of implementing various brokerage models including supportive technologies.
- **Increase Access to Public Transportation:** The project will determine “best fit” technologies and how to integrate these to facilitate greater access to and more efficient use of public transportation and other options by the transportation disadvantaged.
- **Coordinate More Thoroughly with NGOs:** The project will explore methods for using technology to integrate existing NGO transportation providers, particularly the faith-based community, into the coordinated system.

The CCWIB will use Title XIX medical transportation recipients as a case study. The Medicaid population was selected as the case study for this project for several reasons. Most importantly, the Medicaid population provides a strong representative sample of the local transportation disadvantaged population, serving older adults, persons with disabilities, and low-income families. Accordingly, the administration of services to this population raises the same challenges that other human services transportation programs encounter including eligibility verification and dual eligibility, challenges to maximizing the use of all modes of transportation, efficient accommodation of various degrees of physical capabilities and coordination of vehicle routes to maximize trips. In addition, transportation under the Medicaid program represents the largest ridership among the various human services transportation programs in the county. By

focusing on the Medicaid population, the stakeholders can design a TMCC which addresses most of the challenges faced by all other human services transportation programs. Once the TMCC is implemented for Medicaid customers, it can easily be enhanced and augmented to integrate additional human services transportation systems.

Camden County is often selected as the pilot site for Medicaid activities, largely due to its caseload size. With approximately 68,000 individuals receiving Title XIX services, Camden County's population is large enough to raise the same systemic challenges that areas with significant caseloads face, but small enough that the caseload size does not interfere with evaluating the effectiveness of the pilot or identifying the necessary adjustments for its success.

Measuring and Achieving Success

Both the CCWIB and the Steering Committee will continually monitor the progress of the stakeholders toward developing a truly coordinated local system. Careful attention will be paid to the degree to which stakeholders remain engaged in planning activities, can come to agreement on both broad parameters of the system as well as detailed elements, commit to participating in implementation efforts, as well as the degree to which the final TMCC design meets the transportation needs and criteria established.

The CCWIB will employ several specific methods for cultivating the commitment of stakeholders throughout this planning process. The CCWIB will focus on finding common ground among the stakeholders through the development of common project goals and objectives and mutually agreed upon TMCC design criteria. The CCWIB will facilitate stakeholders in considering all issues, making decisions in light of common standards and goals, working as a group to identify areas of possible agreement, and exploring trade-offs and mitigations for areas of possible agreement. The CCWIB will also help stakeholders identify specific benefits they will receive from the TMCC design and conduct "off-the-record" conversations in order to facilitate more contentious negotiations. The project will seek to gain full consensus among the public, county and municipal transportation providers, the local TMA and human services agencies. NGOs will have the option of participating in the TMCC implementation.

Planning Process Tasks

The planning process includes eight overarching tasks that will be carried out by the Steering Committee, Stakeholders and various workgroups and will be supported by the technical expertise, research and analysis of the CCWIB and the VTC. The CCWIB will take responsibility for the overall coordination of each of the tasks, with the VTC being responsible for carrying out the technical components of these tasks and insuring the integrity of the technical information gathered. The following is a description of technical and logistical details for how each task will be carried out including how specific stakeholders will carry out the tasks, current and past efforts of stakeholders that will contribute to this planning process and the technology and resources that will be employed. Attachment B provides a summary of these tasks and identifies the stakeholders responsible for conducting them. Attachment C provides a timeline and sequencing for each of these tasks demonstrates how the tasks will support the development of the project deliverables. Attachment G provides the number of hours and costs associated with each.

Task 1: Finalize Detailed Project Plan

Representatives from the CCWIB and VTC will attend the Kick-off Workshop in Washington D.C. Based on the additional knowledge gained during this session, the project's Technical Plan will be revised and enhanced. The finalized detailed project plan will be used by the CCWIB to monitor progress and ensure that the project is progressing toward its goals in a timely and appropriate manner.

Task 2: Literature Review and Background Investigation

Throughout the project VTC will conduct supporting research and analysis to assist the stakeholders in thoroughly examining various brokerage models and determining the final design of the TMCC. It is expected that these efforts will occur via the following tasks:

Task 2.1: Literature Review and Key Informant Interviews Regarding Brokerage Models –

VTC will conduct a review of national literature related to transportation brokerage models, common reservations systems and related topics. In addition, the study team will arrange interviews with state representatives and private organizations that possess a unique knowledge of brokerage model development and implementation.

Task 2.2: Regulatory Review – VTC will conduct a review of relevant regulations, policies and standards related to human services and transportation. Specifically, regulations related to Medicaid services, e.g. mobility access vehicles and HIPAA, and requirements relating to NGO transport will be catalogued. This will be achieved through a review of regulations and key information interviews with appropriate state representatives.

Task 2.3: Transportation Services Inventory – The CCWIB will coordinate with the local *United We Ride* effort to confirm and update the local inventory of transportation services, providers, eligibility requirements and travel (fixed, flex) routes in the region. Specific tasks for carrying out this effort will be defined once the *United We Ride* local planning entity is designated. It is expected that this effort will build upon existing inventories. Under the CCWIB’s direction, this task will also include the following critical tasks:

- *Task 2.3.1:* The VTC will work with Cross County Connection, SJTA and SCUCS to conduct the inventory and develop matrices and GIS map overlays of data collected, and, to the extent possible, map travel demand corridors and routes.
- *Task 2.3.2:* The CCWIB will work with the CCBSS and Camden County One-Stop Operator (CCOSO) to collect historical data on Medicaid recipient travel demands in the region and prepare the data for the development of GIS map overlays. VTC will analyze this data against travel routes of regional transportation providers.

Task 2.4: ITS Technology Investigation – This task will focus on both current and potential ITS technologies as follows:

- *Task 2.4.1* – VTC will confirm the inventory of current ITS technologies functioning in the State, region and Camden County, and the degree to which they are consistent with the current regional ITS architecture. This effort will be coordinated with DVRPC’s ITS technology inventory and conducted in support of updating the regional ITS architecture. DVRPC is currently developing its approach to this update process. It is expected that this task will be carried out through a combination of interviews, onsite evaluations and surveys. It will also rely on the research conducted during the development of the region’s original ITS architecture in 2000.
- *Task 2.4.2* – VTC will research additional ITS technologies for consideration in the development of the TMCC model. At minimum, the technology will be evaluated for

cost, scalability, interoperability, consistency with the regional ITS architecture and the functions the TMCC it is expected to support.

Task 3: Establish and Convene the Project Leadership

The CCWIB will finalize the Stakeholder and Steering Committee membership and structure, including roles, responsibilities, and expectations for each group. In addition, workgroups will be developed as needed to provide input for development tasks. The project progress reports will be generated based on these activities.

Task 3.1: Conduct Regular Stakeholder Meetings – The CCWIB will convene and facilitate quarterly Stakeholder planning sessions. The VTC will assist with agenda development and facilitating specific activities at the meetings. These sessions will be designed to both update the Stakeholders on the project’s progress and to engage them in discussion around critical issues and decisions. DRPA will sponsor these meetings at its offices in Camden City.

- ***Task 3.1.1 – Develop Stakeholder Planning Agreement*** – An agreement will be developed among the stakeholders that outlines the specific goals and objectives of the project as well as the specific resources each will commit to supporting this planning effort. This will be accomplished through group and individual meetings conducted by the CCWIB.

Task 3.2: Conduct Regular Steering Committee and Workgroup Meetings – The CCWIB will convene and facilitate monthly Steering Committee meetings as well as specific workgroups established by the Steering Committee. The VTC will assist with agenda development and facilitating specific activities at the meetings.

Currently, there are two anticipated workgroups. One workgroup will be comprised of NGOs and will be the primary arena for discussing issues related specifically to linking NGOs, in particular faith-based organizations, into the TMCC design. A second workgroup, which will be comprised of individuals knowledgeable about ITS technology and architecture, will focus on analyzing and making recommendations related to how human services transportation fits into the regional ITS architecture.

Task 3.3: Facilitate Consumer Participation – The CCWIB will develop 4-5 consumer focus groups with development and facilitation support from VTC to understand consumer

needs, experiences and expectations related to transportation. Focus groups will include current paratransit riders, Medicaid transport riders, NGO riders, AccessLink riders, and other clients eligible for human services transportation. The CCBSS, CCOSO, SCUCS, CCDCSS and SJTA will assist in identifying and convening focus group participants.

Task 3.4: Conduct Town Meetings – The CCWIB with the support of the Steering Committee will plan and conduct two “Town Meetings” to inform the larger population in the region about the initiative, and to generate interest, participation and input on the pilot project. It is anticipated that one meeting will be held early in the process and the second one following model selection.

Task 4: Evaluate Effective Technology-based Brokerage Models and “Best Fit” Technologies
The CCWIB, with the support of the VTC, will engage the Steering Committee, Stakeholder Group and other workgroups in examining the results of research and analysis regarding various brokerage models, technologies, regulatory issues and other issues relevant to identifying the most desirable brokerage model and “best fit” technology. Specifically, this process is expected to incorporate three critical tasks:

Task 4.1: Identify Transportation Coordination Needs and TMCC Design Criteria – The Stakeholder Group will identify the transportation coordination and user needs in Camden County and prioritize them. The Steering Committee will then develop the specific criteria that the County’s TMCC design should meet in order to address these needs including the functions it should carry out. It is expected that the Steering Committee will incorporate all of the core TMCC functions identified through the MSAA effort. These activities will result in gathering the information necessary to draft the initial Concept of Operations.

Task 4.2: Analyze and Identify Effective Technology-based Brokerage Models – The CCWIB will engage the Steering Committee, Stakeholder Group and other workgroups in examining the results of research and analysis developed by VTC regarding various brokerage models that meet the criteria established by the Steering Committee. Through this process, the Stakeholders will do the following:

- Identify the technical, regulatory and institutional related hurdles to implementing the potential brokerage models and potential solutions.
- Identify the specific challenges to integrating the NGOs and the potential brokerage

models including:

- Feasibility of integrating the NGO inventory with available fixed route options and demand responsive/flex route scheduling options;
- Incentives for NGOs to participate; and
- Verification of vehicle maintenance, driver training, passenger safety records and other regulatory/program requirements.

Attachment D provides diagrams of the three brokerage models we anticipate will be considered. Based on the above tasks, it is expected that the Steering Committee will be poised to analyze the feasibility and impacts of implementing these brokerage models, including the technology required to implement them. For each model, a number of factors will be examined that represent the interest and concerns of travelers, human service agencies and transportation providers including costs, safety, reliability, efficiency and present these factors to the stakeholders for review.

Task 4.3: Examine Appropriate Technology Options to Increase Access to Public Transportation – The Steering Committee, Stakeholder Group and other workgroups will be convened to examining the results of research and analysis regarding various technologies. These activities will be carried out through the Stakeholder Group, Steering Committee and workgroup meetings. Discussion documents and summaries of research and analysis will be provided to facilitate the discussion.

Using the Medicaid population as a case study, the project will explore ways in which technology can be used by staff who work directly with customers to make efficient and timely decisions as to when a customer can utilize public transportation or other fixed route transportation options with respect to specific transportation requests and when it is more cost-effective to do so. It will also examine the best methods for linking customers to these services. In addition, it will explore the use of smart cards to support coordinated and transparent tracking and billing for customer services across transportation programs. In exploring these issues, focus will be given to the following:

- Operating and capital cost efficiencies offered;
- Ability to support coordinating transportation systems across county and state lines;
- Ability to support public and community transportation in developing new, more

responsive fixed transportation routes;

- Potential impacts on customer satisfaction;
- Potential impacts on reducing and/or protecting against fraud; and
- Federal, state and local policies necessary to effectively implement the models.

Task 5: Identify the Most Effective Technology-based Brokerage Model

The CCWIB, with the support of the VTC, will facilitate the Stakeholders in identifying the brokerage model that will serve as the structure for the local TMCC. It is expected that institutional issues and issues related to cost sharing will be discussed as the CCWIB guides the stakeholders in coming to agreement on the TMCC design. This will occur through three critical tasks. Following the completion of these efforts, the System Requirements and System Design will be developed.

Task 5.1: Obtain Consensus among Critical Partners on the Brokerage Model to Adopt –

The critical partners (public transportation providers, human services transportation providers, county/municipal transportation providers, the local TMA and human services agencies) will be facilitated to reach consensus regarding which brokerage model to adopt. This will be done through a series of Steering Committee meetings and other smaller group and individual meetings.

Task 5.2: Obtain Participation of Voluntary Partners – The voluntary partners (NGOs) will be facilitated in deciding the degree to which they will support the final TMCC design implementation and operation. This will be done through a series of workgroups, small group and individual meetings.

Task 5.3: Gather Feedback from the Public – A final Town Meeting will be conducted to review the proposed model. (See Task 3.4.)

Task 6: Engage State and Local Policy Makers Regarding Policy and Regulatory Issues

As the Stakeholders examine potential brokerage models and identify the specific model that will be adopted for the local TMCC, identify specific regulatory and policy issues that must be addressed will be identified. The Steering Committee will raise these issues with state and local leaders as they arise through written and verbal communications as well as face-to-face meetings with various state and local agencies, including NJDHS and the NJCAM, as the specific issue

warrants. (Representatives of both the NJDHS and the NJCAM are on the Steering Committee.)

Task 7: National and Regional ITS Architecture and Standards Analysis

It is anticipated that a specific workgroup will be established to identify gaps in the national and regional architecture as well as related ITS standards to address human services transportation. The VTC will guide this discussion with the support of the DVRPC. Discussion documents and summaries of research and analysis will be provided to facilitate the discussion. As a result of this task, the ITS gaps and standards report will be developed.

Task 8: Develop Implementation Plan and Funding Proposal

The CCWIB and VTC will facilitate the Stakeholders who will be supporting and participating in the TMCC design implementation in developing a phased implementation plan. This will be achieved through a series of meetings with the Stakeholders Group, Steering Committee and workgroups, supported by research and analysis provided by VTC. These efforts will also support the development of a proposal for funding to implement and evaluate the TMCC design.

C. MANAGEMENT AND STAFFING PLAN

The planning, development and project management for this project is being led by the Camden County Workforce Investment Board (CCWIB) in partnership with the Alan M. Voorhees Transportation Center (VTC).

The *Camden County Workforce Investment Board (CCWIB)* is well-qualified to carry out project management responsibilities. As a 501(c)3 with a 40 member, private sector-led Board of Trustees, the CCWIB plans, develops and oversees Camden County's workforce development budget of \$13.4 million in annual funding. Supporting these efforts are five committees and an Executive Committee that work closely with staff in planning, development and oversight, including fiscal oversight and program performance, oversight of One-Stop programs and customer service delivery, youth programming, and literacy planning. Notably, its Camden City Initiatives Committee has the role of working closely with the leadership in Camden City to ensure that residents and community leaders have access to the County's workforce programs and services. Through its work, this Committee reaches out to all government organizations and community organizations throughout Camden City. In addition to staff expertise, the

Committees will play an important role in supporting the work of this project.

While much of the CCWIB's work has been focused on the design and development of the County's workforce investment system, it has an enviable reputation at the State and local levels for its ability to bring together very diverse groups in major planning and development efforts as well as having the ability to achieve consensus in the design and development of programs. The CCWIB has facilitated a number of planning processes, earning widespread respect for facilitating an inclusive planning process among all of the County's stakeholders and for developing implementation plans that fully engage partnering agencies in the implementation. It is through these efforts and other work that a number of the organizations participating in this transportation project have been involved with the CCWIB. Projects of notable interest include:

- *Consolidation Planning:* New Jersey embarked on an ambitious plan to consolidate all workforce programs and services at both the state and local level. WIBs were responsible for the planning and development at the local level. The CCWIB convened upwards of 54 organizations in a comprehensive planning process, including conducting 46 meetings and an array of focus groups, surveys and community forums. As a result of this work, the CCWIB was cited by the state as having the most well-developed and comprehensive Consolidation Plan as well as having laid out the most well-defined and progressive plan of all WIBs. Today, the CCWIB is recognized as having the most well-developed One-Stop system in the state, achieving more participation among partners and more services on-site.
- *Camden Community Connections:* Another important example is the \$1.5 million Youth Opportunity grant that was competitively bid by the CCWIB and its partners to the US Department of Labor (USDOL). Uniquely, the CCWIB was the only WIB in the country selected by the USDOL to carry out the fiscal and program administration. Based on the success achieved through this project, including meeting all of USDOL's performance requirements, the WIB was able to "spin-off" this project and create a community-based 501(c)3 that could continue this work on a permanent basis. This new organization now has an annual operating budget of \$1.5 million from governmental and foundational sources projected for at least the next three years.

The *Alan M. Voorhees Transportation Center (VTC)*, *Bloustein School of Planning at Rutgers University* brings technical knowledge and expertise in transportation issues and planning to this project. Its mission is to lead an informed public discussion of transportation policy issues and as such is committed to conducting research and finding innovative approaches to transportation problem solving. The center's primary activities include a blend of applied and academic research, education and training and service to the state and region on a variety of transportation planning and policy topics. With more than 40 policy papers, evaluations and projects being carried out during the past two years, the following are most relevant to the work being conducted for this project:

- ***Transportation Equity National Policy Roundtable:*** VTC is working with a national coalition of academic and policy organizations including, Harvard University, the Brookings Institution and the Center for Community Change to explore transportation policy issues related to low-income and minority communities. VTC's participation stems from past research related to the transportation needs of urban residents and the spatial mismatch between urban residents and suburban jobs.
- ***NJ Division of Disability Services 5-year Transportation Plan:*** This study involved national literature and best practice research, spatial analysis, and consumer survey work to support the development of a five-year action plan for the NJ Division of Disability Services to address transportation barriers to work for individuals with disabilities working in or desiring to work in the competitive workplace.
- ***Safe Mobility at Any Age – Meeting the transportation needs of seniors in New Jersey:*** VTC partnered with the New Jersey Foundation for Aging to explore various policy issues related to the transportation needs of seniors living in New Jersey. To meet the study's main objectives, a series of policy forums on the topic of safe mobility were convened and facilitated with a diverse body of stakeholders. Initial study efforts included an analysis of changing spatial demographics relative to the senior population and research related to best practices for driver's license renewal procedures.

Project Management and Oversight

The CCWIB will be responsible for facilitating the planning efforts with the Stakeholders.

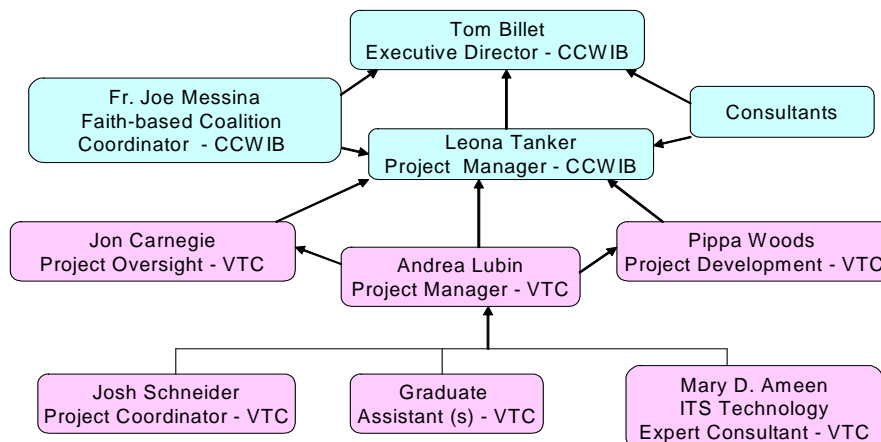
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Responsibilities include, but are not limited to: 1) conducting outreach to all stakeholder groups including developing mechanisms for assuring ongoing communication between quarterly meetings; 2) leading all project planning, including the development of the Stakeholder Group and organizing and convening the Project Steering Committee; and 3) assigning and developing workgroups including the FBOs and planning for the conduct of focus groups. The CCWIB will work closely with VTC to develop agendas, establish work plans for each group/committee including deliverables and timetables, and provide follow-up activities for each meeting. In total, the CCWIB estimates between 40-50 meetings and focus groups in support of this project.

The CCWIB will also be responsible for fiscal management and oversight. Fiscal management includes ensuring that funds are spent in accordance with USDOT and project requirements. Oversight and monitoring includes ensuring that all workgroups and committees are addressing key issues in a timely manner, and that all work plans are being carried out in accordance with the timetables and scope of work agreed to. Furthermore, the CCWIB will oversee and coordinate with VTC to ensure that the research, information gathering, analysis and development of the components required for the project are progressing according to work plans and timetables.

Both the CCWIB and VTC regard this project as a priority and have assigned staff who are fully capable of carrying out the tasks required. The CCWIB will assign a full-time project coordinator and two part-time staff to carry out the planning, oversight and fiscal management along with clerical staff. The VTC will assign six staff and one graduate assistant to assist with

Project Organizational Chart



the research and analysis necessary for this project as well as to provide support in conducting meetings and drafting deliverables that will be developed under this project. In addition, the CCWIB will contract with consultants to provide additional support with program development, report writing and other tasks needed to support the project and ensure the work is completed on time. VTC also has access to student interns who will help as needed. The organization chart demonstrates who the key staff will work together to conduct this project.

Attachment E provides a summary of the roles of key personnel and the hours each are expected to contribute to carrying out each task. Appendix I contains narrative resumes for all project management and key professional and technical staff which provide biographical information including specific expertise and skills that demonstrate the capability of each to carry out their assigned roles. Attachment A provides the contact for each of the project partners as well as the roles they play in carrying out this project.

D. FINANCIAL PLAN

The CCWIB is seeking \$413,451 in funds to carry out this planning processes. As the budget narrative in Attachment F identifies, these funds will be used primarily for staff salaries and consultant staff salaries. The budget also includes minimal operational expenses, such as travel, and indirect costs. Attachment G identifies the costs in terms of the specific tasks being accomplished.

The CCWIB has also identified over \$88,925 in in-kind contributions from a number of the stakeholders participating in this project. This represents a 21.5% match. These in-kind costs include staff support; active planning, development and analysis work of the Stakeholders, equipment, and operating costs. We have catalogued the specific contributions of the stakeholders which could be quantified. (See Attachment F) However, as the chart in Attachment A suggests, there is much more time and effort, and many more resources that our numerous partners will be contributing. As we begin implementing this project we will seek to identify and more clearly quantify these vital contributions.

Attachment A: Comprehensive Summary of Project Partners and their Respective Contributions

Stakeholder (Agency and Contact Name)	Represents (travel mode/consumer/funding source)	Role in Project	In-Kind Contribution/ Coordinated Efforts	Support Letter Status
Camden County Louis Cappelli, Jr. Freeholder Director	<ul style="list-style-type: none"> ▪ Representing all Residents of Camden County 	<ul style="list-style-type: none"> ▪ Consideration of Broad policy decisions. 		Attached
Camden County Workforce Investment Board Tom Billet Executive Director	<ul style="list-style-type: none"> ▪ Representing all Residents of Camden County 	<ul style="list-style-type: none"> ▪ Project Lead (fiscal and project oversight) ▪ Steering Committee Member ▪ Primary Convener and Facilitator of Stakeholders 	Total = \$29,525 <ul style="list-style-type: none"> ▪ Clerical support ▪ FBO Coalition Leadership ▪ Travel ▪ Operational Costs 	On file
Voorhees Transportation Center Rutgers University Pippa Woods Business and Project Development	<ul style="list-style-type: none"> ▪ Project Technical Support 	<ul style="list-style-type: none"> ▪ Technical Expertise, Research and Analysis ▪ Overall project guidance and work group facilitation 	Total = \$23,000 <ul style="list-style-type: none"> ▪ GIS Technology ▪ Staff Support 	
Delaware Valley Regional Planning Commission (DVRPC) Christopher King, Senior Transportation Planner – ITS Unit	<ul style="list-style-type: none"> ▪ Regional MPO 	<ul style="list-style-type: none"> ▪ Steering Committee Member ▪ Assist in evaluating regional ITS architecture and potential necessary changes to standards 	Total = \$1,050 <ul style="list-style-type: none"> ▪ Planning Participation Link ITS technology inventory and ITS architecture review and revision.	
New Jersey Transit Robert Koska Director, Local Programs and Minibus Support Service Development and Planning Co-Chair, NJCAM	<ul style="list-style-type: none"> ▪ Public transportation including fixed bus routes, flexible route van for disabled ▪ Federal and State DOT funds; State Casino funds 	<ul style="list-style-type: none"> ▪ Steering Committee Member ▪ Co-Chair New Jersey CAM 	Total = \$1,050 <ul style="list-style-type: none"> ▪ Planning Participation Link to NJCAM planning efforts	

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Stakeholder (Agency and Contact Name)	Represents (travel mode/consumer/funding source)	Role in Project	In-Kind Contribution/ Coordinated Efforts	Support Letter Status
Delaware River Port Authority John Matheussen CEO, DRPA President, PATCO	<ul style="list-style-type: none"> ▪ Regional Hi-speed Rail 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 	Total = \$2,000 <ul style="list-style-type: none"> ▪ Meeting Space 	
Senior Citizens United Community Services of Camden County (SCUCS) Donna Kovalevich Executive Director	<ul style="list-style-type: none"> ▪ Fixed route, flexible route, demand response services ▪ Section 5310/5311 funds, NJ Dept of Veterans funds, Title III (Office on Aging), CASINO (State funds), Camden County Funds, Municipal CDBG and general funds), Title XIX, and State DDD ▪ Represent interests of Seniors 	<ul style="list-style-type: none"> ▪ Steering Committee Member 	Total = \$3,300 <ul style="list-style-type: none"> ▪ Staff Support ▪ Planning Participation Provide current inventory data and GIS data maps	
South Jersey Transportation Authority Carole Miller Director of Transportation/ Parking	<ul style="list-style-type: none"> ▪ Fixed route, flexible route, demand response ▪ JARC funds, State CMAQ funds, DHS Block Grant Funds, Employer funds 	<ul style="list-style-type: none"> ▪ Steering Committee Member 	Total = \$10,000 <ul style="list-style-type: none"> ▪ Staff Support ▪ Planning Participation Provide current inventory data.	
Cross County Connection (TMA) William Ragozine, P.P., AICP Executive Director	<ul style="list-style-type: none"> ▪ Local TMA 	<ul style="list-style-type: none"> ▪ Steering Committee Member ▪ Point of collaboration with United We Ride ▪ Liaison for Regional Transportation Connectivity 	Total = \$1,050 <ul style="list-style-type: none"> ▪ Planning Participation Provide existing inventory, and GIS data maps. Support transportation provider inventory	

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Stakeholder (Agency and Contact Name)	Represents (travel mode/consumer/funding source)	Role in Project	In-Kind Contribution/ Coordinated Efforts	Support Letter Status
<p>New Jersey Department of Human Services Eileen Calabro Director, Camden Medical Assistance Center</p>	<ul style="list-style-type: none"> ▪ Title XIX Medical Transportation Services, General Assistance, Dept. of Family Development 	<ul style="list-style-type: none"> ▪ Steering Committee Member ▪ Liaison to State Medicaid Division, will gain clarification and transmit issues related to policy and regulations. 	<p>Total = \$1,050</p> <ul style="list-style-type: none"> ▪ Planning Participation 	
<p>Camden County One-Stop Kathleen Mayfield Camden County One-Stop Operator</p>	<ul style="list-style-type: none"> ▪ Represent interests of Seniors, Disabled Persons and Low-Income Individuals 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 	<p>Total = \$4,750</p> <ul style="list-style-type: none"> ▪ Staff Support ▪ Meeting Space 	
<p>Camden County Board of Social Services Robert Ellis Director</p>	<ul style="list-style-type: none"> ▪ Title XIX Medical Transportation Services, General Assistance, Dept. of Family Development ▪ Represent the interests of low-income individuals and those receiving XIX medical transportation services. 	<ul style="list-style-type: none"> ▪ Steering Committee Member ▪ Assist in evaluating the direct impact on the provision of Title XIX medical transportation service ▪ Provide historical data on travel demand for of Title XIX medical transportation recipients. 	<p>Total = \$1,650</p> <ul style="list-style-type: none"> ▪ Staff Support ▪ Planning Participation 	
<p>Camden County Department of Disabled and Senior Services Joy Merulla Director,</p>	<ul style="list-style-type: none"> ▪ Represent interests of Seniors and Disabled Persons 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 	<p>Assist in identifying and convening focus group participants.</p>	
<p>Camden County WIB Faith-based Coalition representing 20 faith-based organizations Fr. Joe Messina</p>	<ul style="list-style-type: none"> ▪ Non-governmental Organizations 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 	<p>Assimilate project effort into the current FBO Coalition agenda.</p>	
<p>Cherry Hill Township Bernie Platt Mayor</p>	<ul style="list-style-type: none"> ▪ Municipal Transportation Provider 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		

CAMDEN COUNTY HUMAN SERVICES TRANSPORTATION PROPOSAL

Stakeholder (Agency and Contact Name)	Represents (travel mode/consumer/funding source)	Role in Project	In-Kind Contribution/ Coordinated Efforts	Support Letter Status
Gloucester Township Jean Gomez Transportation Liaison	<ul style="list-style-type: none"> ▪ Municipal Transportation Provider ▪ 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
Haddon Township Betty Band Senior Coordinator, Municipal Welfare Director	<ul style="list-style-type: none"> ▪ Municipal Transportation Provider 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
Voorhees Township Lawrence Spellman Township Administrator	<ul style="list-style-type: none"> ▪ Municipal Transportation Provider 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
Berlin Township Patricia Davis Municipal Coordinator on Aging	<ul style="list-style-type: none"> ▪ Municipal Transportation Provider 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
Berlin Borough Karen Wingert Treasurer, Municipal Coordinator on Aging	<ul style="list-style-type: none"> ▪ Municipal Transportation Provider 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
To & Fro Transportation, Inc. Krystal Rowland Vice President	<ul style="list-style-type: none"> ▪ Non-governmental Organizations ▪ Medicaid Transportation Provider ▪ Demand Response Services ▪ Title XIX, private funds 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
MJ Transportation Co. Darryl Miller CEO	<ul style="list-style-type: none"> ▪ Non-governmental Organizations ▪ Medicaid Transportation Provider ▪ Demand Response Services ▪ Title XIX, private funds 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		

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Stakeholder (Agency and Contact Name)	Represents (travel mode/consumer/funding source)	Role in Project	In-Kind Contribution/ Coordinated Efforts	Support Letter Status
Caney's Transportation Dorothy Caney Owner	<ul style="list-style-type: none"> ▪ Non-governmental Organizations ▪ Medicaid Transportation Provider ▪ Demand Response Services ▪ Title XIX, private funds 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
WIN Transportation William Nelson, Jr. Owner	<ul style="list-style-type: none"> ▪ Non-governmental Organizations ▪ Medicaid Transportation Provider ▪ Demand Response Services ▪ Title XIX, private funds 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
Prime Health Medical, Inc. Beverly Coleman Vice President	<ul style="list-style-type: none"> ▪ Non-governmental Organizations ▪ Medicaid Transportation Provider ▪ Demand Response Services ▪ Title XIX, private funds 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		
Jersey Counseling and Housing Development Sandra Searles Camden County Fair Housing Coordinator	<ul style="list-style-type: none"> ▪ Non-governmental Organizations ▪ Medicaid Transportation Provider ▪ Demand Response Services ▪ Title XIX, private funds 	<ul style="list-style-type: none"> ▪ Stakeholder Member ▪ Workgroup Participation 		

Attachment B: Detailed Project Plan Summary

Detailed Task Description	Stakeholder Participation
Task 1: Finalize Detailed Project Plan	CCWIB, VTC
Task 2: Literature Review and Background Investigation	VTC
Task 2.1: Literature Review and Key Informant Interviews Regarding Brokerage Models	VTC
Task 2.2: Regulatory Review	VTC Integrate CCWIB FBO Coalition's prior research
Task 2.3: Transportation Services Inventory	CCWIB and Cross County Connection
<ul style="list-style-type: none"> ■ <i>Task 2.3.1:</i> Develop matrices and GIS map overlays of inventoried data collected, to the extent possible map travel demand corridors and routes ■ <i>Task 2.3.2:</i> Collect historical data on Medicaid recipient travel demands in the region prepare the data for the development of GIS map overlays. Analyze this data against travel routes of regional transportation providers in support of evaluating various brokerage models 	<p>Coordination with the local <i>United We Ride</i> effort</p> <p>Build on CCWIB transportation effort</p> <p>VTS will coordinate with SJTA and SCUCS</p> <p>CCWIB will coordinate with CCBSS, CCOSO</p> <p>Integrate into other local planning processes</p>
Task 2.4: ITS Technology Investigation	VTC
<ul style="list-style-type: none"> ■ <i>Task 2.4.1:</i> Confirm the inventory of current ITS technologies functioning in the State, region and in Camden County and the degree to which they are consistent with the current regional ITS architecture ■ <i>Task 2.4.2:</i> Research additional ITS technologies for consideration in the development of the model concept of operations 	Coordinate with DVRPC ITS inventory activities
Task 3: Establish and Convene the Project Leadership	CCWIB, DRPA, VTC
Task 3.1: Conduct Regular Stakeholder Meetings	CCWIB, DRPA, VTC

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Detailed Task Description	Stakeholder Participation
<ul style="list-style-type: none"> ■ <i>Task 3.1.1: Develop stakeholder Planning Agreement</i> 	CCWIB, VTC, Steering Committee
Task 3.2: Conduct Regular Steering Committee and Workgroup Meetings	CCWIB, VTC, Steering Committee
Task 3.3: Facilitate Consumer Participation	VTC, CCBSS, NJMAHS, CCOSO, SCUCCS and SITA
Task 3.4: Conduct Town Meetings	CCWIB, VTC, Steering Committee
<p>Task 4: Evaluate Effective Technology-based Brokerage Models and “Best Fit” Technologies</p>	VTC, Steering Committee, Stakeholder Group, Workgroups
Task 4.1: Identify Transportation Coordination Needs and TMCC Design Criteria	VTC, Steering Committee, Stakeholder Group, Workgroups
Task 4.2: Analyze and Identify Effective Technology-based Brokerage Models	VTC, Steering Committee, Stakeholder Group, Workgroups
Task 4.3: Examine Appropriate Technology Options to Increase Access to Public Transportation	VTC, Steering Committee, Stakeholder Group, Workgroups
<p>Task 5: Identify the Most Effective Technology-based Brokerage Model</p>	CCWIB, VTC, public transportation providers, human services transportation providers, county/municipal transportation providers, local TMA and human services agencies
Task 5.1: Obtain Consensus Among Critical Partners on the Brokerage Model to Adopt	CCWIB, VTC, NGOs/FBOs
Task 5.2: Obtain Participation of Voluntary Partners	CCWIB, VTC, Steering Committee
Task 5.3: Gather Feedback from the Public	CCWIB, VTC, Steering Committee
<p>Task 6: Engage State and Local Policy Makers Regarding Policy and Regulatory Issues</p>	CCWIB, VTC, Steering Committee
<p>Task 7: National and Regional ITS Architecture and Standards Analysis</p>	VTC, DVRRPC, Workgroups
<p>Task 8: Develop Implementation Plan</p>	VTC, Steering Committee

Attachment C: Project Timeline

	2006					2007									
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Task 1: Finalize Detailed Project Plan															
Attend DC Workshop															
Task 2: Literature Review and Background Investigation															
Task 2.1-Literature Review and Key Informant Interviews on Brokerage Models															
Task 2.2-Regulatory Review															
Task 2.3-Transportation Services Inventory: confirm and update inventory of services in region															
Task 2.3.1-Develop matrices and GIS map overlays of inventoried data collected, to the extent possible map travel demand corridors and routes.															
Task 2.3.2-Collect historical data on Medicaid recipient travel demands in the region, and prepare data for development of GIS map overlays. Analyze this data against travel routes of regional transportation providers in support of evaluating various brokerage models.															
Task 2.4-ITS Technology Investigation:															
Task 2.4.1-Confirm inventory of current ITS technologies functioning in Region, State and Camden County and the degree to which they are consistent with the current regional ITS architecture															
Task 2.4.2-Research additional ITS technologies for consideration in the development of the model concept of operations															
Task 3 Establish Project Leadership Structure															
Task 3.1-Conduct regular stakeholder meeting															
Task 3.1.1 Develop stakeholder Planning Agreement															
Task 3.2-Conduct regular Steering Committee and Work Group Meetings															
Task 3.3-Facilitate consumer participation via focus groups															
Task 3.4-Convene town meetings															
Task 4 Evaluate Effective Technology-based Brokerage Models and "Best Fit" Technologies															
Task 4.1-Identify Transportation Coordination Needs and TMCC Design Criteria															
Task 4.2-Analyze and Identify Effective Technology-Based Brokerage Models															
Task 4.3-Examine appropriate technology options to increase															

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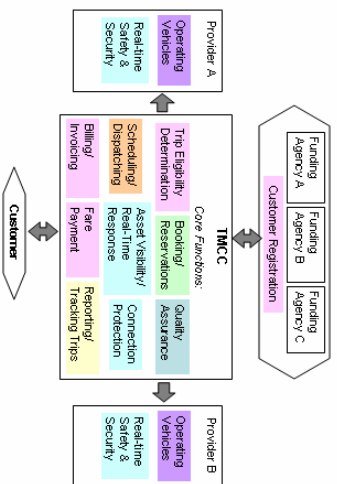
	2006					2007									
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
access to public transportation															
Task 5 Final Model Selection															
Task 5.1-Obtain Consensus among Critical Partners on Brokerage Model to Adopt															
Task 5.2-Obtain Participation of Voluntary Partners															
Task 5.3-Gather Feedback from Public (See Town Meeting)															
Task 6: Engage State and Local Policy Makers Regarding Policy and Regulatory Issues															
Task 7: National and Regional ITS Architecture and Standards Analysis															
Task 8: Develop Implementation															
Other															
USDOT interdisciplinary technical assistance team meetings working sessions															
Workshops at USDOT headquarters Washington, D.C.															

X=Milestone, event or deliverable

Deliverable	Estimated Date of Completion	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8
Quarterly Progress Reports	Quarterly								
Task Report: Literature and Regulatory Review	March-07								
Task Report: Transportation Services, ITS Architecture - Opportunities and Standards Gap	March-07								
Meeting Summaries and Results	ongoing								
Task Report: TMCC Concept of Operations, System Requirements and Design	July-07								
Task Report: TMCC Development and Selection Process	September-07								
Task Report: TMCC Phased Implementation Plan	October-07								
Funding Proposal for TMCC Implementation and Evaluation	October-07								

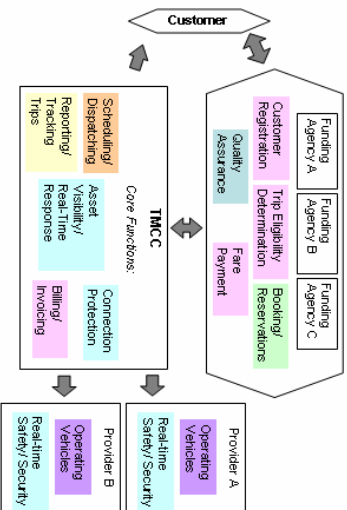
Attachment D: Potential Brokerage Models for Review

Centralized Broker



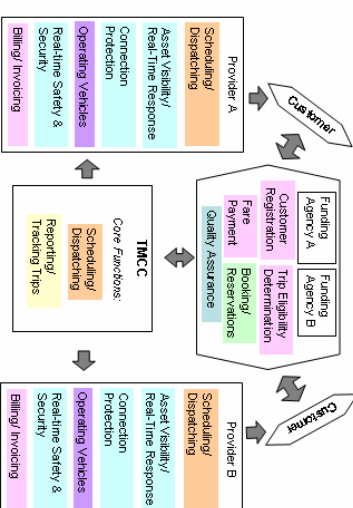
All trip reservations and vehicle scheduling are performed by a broker. Customers of all participating agencies contact the broker to plan their trips. The broker develops routes for each of the providers, choosing the most appropriate and cost-effective provider for each trip. In addition, the broker monitors vehicles in route, making real-time route adjustments to accommodate new traveler reservations and takes adequate steps to ensure customers are able to make transfers as planned. Lastly, the broker handles all tracking of customer trips, obtains payment from appropriate agencies based on each customer’s eligibility and pays providers.

Centralized Operations Broker



Funding agencies will be responsible for all trip reservations and verification of eligibility for services. The broker develops the routes for each of the providers, choosing the most appropriate and cost-effective provider for each trip. In addition, the broker monitors vehicles en-route making real-time route adjustments to accommodate new traveler reservations and takes adequate steps to ensure that customers are able to make transfers as planned. Lastly, the broker handles all tracking of customer trips, and generates invoices which they submit to the funding agencies on behalf of the providers.

Decentralized Broker



Under this model, the broker essentially acts as a hub for initial scheduling and distribution of trips, tracking customer assignments against funding and developing reports which can be used by providers to bill the funding agencies. The providers each develop their own routes, monitor vehicles en-route making real-time route adjustments to accommodate new traveler reservations and takes adequate steps to ensure that customers are able to make transfers as planned. Funding agencies will be responsible for all trip reservations and verification of eligibility for services.

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Attachment E Key Personnel and Their Assigned Role

	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Project Oversight/ Coord./Admin
Tom Billet <ul style="list-style-type: none"> Project Oversight Fiscal Administration Policy Development 	2	0	216	35	45	10	0	30	150
Leona Tanker <ul style="list-style-type: none"> Project Management Policy Development Project Monitoring Meeting Facilitation & Planning 	30	0	1270	80	50	3	30	98	850
Fr. Joe Messina <ul style="list-style-type: none"> Convene and maintain faith-based community support 	0	0	600	0	0	0	0	150	0
Consultant Support (The Widging Group) <ul style="list-style-type: none"> Program Development Support Report writing 	0	0	TBD	TBD	TBD	0	0	TBD	0
Clerical Staff <ul style="list-style-type: none"> Meeting Scheduling Support Meeting Material Preparation 	1	0	312	0	0	20	0	30	120
Jon A. Carnegie, AICP/PP <ul style="list-style-type: none"> Overall Project Direction 	1	0	17	30	15	4	0	8	0
Pippa Woods <ul style="list-style-type: none"> Overall Project Management Support Strategic Direction Facilitation support 	1	20	19	44	28	27	0	36	0
Mary D. Arneen <ul style="list-style-type: none"> Regulatory Review ITS technology investigation 	0	48	0	62	0	0	40	0	0
Andrea Lubin <ul style="list-style-type: none"> Overall Project Management Meeting Planning and Preparation Facilitation Support Consumer involvement: focus groups & town meetings 	35	275	55	80	100	30	30	120	0
Josh Schneider <ul style="list-style-type: none"> Key assist with regulatory review, transportation services inventory and other related tasks GIS & Travel Demand analysis 	0	202	53	120	0	0	0	0	0
Graduate Interns and other student staff <ul style="list-style-type: none"> Lit review; regulatory review Data Analysis on travel demand Support staff for meeting preparation and other related tasks 	0	470	46	0	84	0	0	0	0

Project Staff Narratives

Camden County Workforce Investment Board

Leona Tanker will be the Project Manager for this Transportation Project. Ms. Tanker was the founder and former Executive Director of the CCWIB. Through her six years of leadership, Camden County became one of the country's first WIBs in 1996. She is highly regarded for her work in developing the WIB, which is now recognized by the state as one of the leading WIBs in New Jersey. It was under her leadership that the WIBs launched its initial strategic planning efforts resulting in scores of business, community, economic development, education and community and government leaders now considering themselves partners to the WIB. She is now serving as Liaison to the Chair of the CCWIB and manages special projects that take advantage of her extensive knowledge of the community and her planning and development expertise. At the request of the Freeholders, she serves on the County's Technology Council, Economic Development Roundtable and the Camden County Transportation Planning Committee. She also served on the Steering Committee for the successful bid for a Salvation Army Kroc Center for Camden City and is now serving on their implementation Steering Committee. She is also a Board member of Camden Community Connections, a project she launched several years ago.

Thomas Billet is the Executive Director of the Camden County Workforce Investment Board and will have project oversight responsibility. Mr. Billet has worked for CCWIB for over twelve years and became Executive Director four years ago. As Executive Director he is responsible for board development, management of five committees and an Executive Committee, business and community relations, strategic planning, program design and development, monitoring and evaluation, fiscal, procurement and data management. Under his leadership, the CCWIB engaged in the comprehensive planning process for consolidating all "to work" programs. He is now working with the One-Stop Operator and its partnering agencies to develop a well-designed One-Stop Career Center that provides a wide range of programs and services to more than 12,000 Camden City residents annually. He is also responsible for the development of continuous improvement strategies that ensure and

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improve interagency best practices in the delivery of One-Stop Career Center programs and services. Mr. Billet also serves on state and local boards and committees. He has a Bachelors of Science in Early Childhood Education from the State University of New York at Fredonia. He also taught elementary school for eight years while working on his Masters degree in Reading.

Father Joseph Messina will provide community and faith-based support to this project. Since 1999, Father Messina has served as the Faith-Based Liaison for the CCWIB. In his role, Father Messina created a network of Faith-based and community-based organizations who partner with the WIB on critical projects as well as acting as community advocates that result in more residents accessing workforce programs and services under the WIBs aegis. He also consults with the religious community to help them develop programs and services in support of enhancing community partnerships. Father Messina was ordained a Roman Catholic Priest 28 years ago and has served at several parishes in New Jersey and as a Chaplain at all hospitals in Camden County. Prior to joining the priesthood, Father Messina was a successful businessman.

Jon A. Carnegie, AICP/PP, will serve as the principal investigator for this study with responsibility for overall project management for VTC. He is the assistant director of the Alan M. Voorhees Transportation Center and has 14 years of experience in the fields of land use and transportation planning and policy at the municipal, county and regional level. Similarly, he is the principal investigator for variety of research and planning projects involving a range of transportation policy topics. Since joining VTC in 1999 he has managed various research projects, coordinated multidisciplinary research teams responsible for conducting feasibility analyses, preparing major Environmental Impact Statements, preparing a five-year transportation plan for the NJ Division of Disability Services; and exploring the public policy issues. In addition, he managed the evaluation of NJ TRANSIT's "Transit-friendly Communities for New Jersey" initiative, a national demonstration project on using transit facilities as a catalyst for building more livable communities. Mr. Carnegie holds a B.A. and a Master of City and Regional Planning degree from Rutgers University.

Martin E. Robins, is the founding director of the Alan M. Voorhees Transportation Center. Mr. Robins has over 30 years of experience in transportation planning and policy. He conceptualizes

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and implements a program of policy research and public forums on transportation-related issues affecting New Jersey, the Northeast and the nation. Mr. Robins provides guidance on major investment transportation projects and policy issues. From 1994 to 1998, he served as project director of Access to the Region's Core, a multi-agency planning partnership. Prior to that, he was director of NJ TRANSIT's Waterfront Transportation Office. Mr. Robins holds an A.B. from Princeton University and a J.D. from Harvard Law School.

Pippa Woods, of the Alan M. Voorhees Transportation Center brings over 27 years of extensive experience in the transportation industry in Canada and the U.S. Her experience includes managing research projects and implementing strategic direction on a wide range of transportation projects. Ms. Woods is providing guidance to and assisting the consolidated NJ Highway Authority (Garden State Parkway) and NJ Turnpike Authority, producing strategic, quarterly management and performance reports and other planning functions for the new Turnpike Authority. She has also served in appointed positions managing state department of transportation planning and research divisions and activities. During her tenure as Assistant Commissioner at the NJ Department of Transportation, Ms. Woods directed statewide policy and program management including regional local aid, and the federally funded State Planning and Research (SPR) program. Ms. Woods was responsible for implementing 40-50 research studies annually, developing New Jersey's Long Range Plan, Transportation Choices 2020, other transportation demand management programs. She also developed and implemented the coordinated transportation elements of the Work First New Jersey welfare reform program with the Departments of Labor, Human Services and the State Employment and Training Commission, bringing non-transportation funds to implement locally developed and coordinated transit projects through the Jobs Access and Reverse Commute program, resulting in over 60,000 trips quarterly to those most in need of transportation to work or training.

She has a BA in Sociology and Diploma of Public Sector Management from the University of Victoria, B.C.

Andrea Lubin joined the Voorhees Transportation Center in 2001 and has served as a project manager for a high profile and complex transportation project. Ms. Lubin's recent efforts have involved working on management activities related to several key projects addressing

transportation equity issues, including a NJ Division of Disability Services initiative examining transportation services for the disabled population and developing a five-year transportation plan for the Division. Ms. Lubin's project responsibilities often demand frequent interaction and communication with the affected public via meetings, interviews and focus groups. Ms. Lubin received a Bachelor of Arts Degree in Political Science from Tufts University in 1997 and a Master's of Science Degree in Public Policy from the Eagleton Institute/Bloustein School of Planning and Public Policy in 1999.

Mary D. Ameen, P.E., J.D., Mary D. Ameen provides management consulting services, with an emphasis on strategic planning, organizational development and facilitation. Mrs. Ameen is the founder of COACTION LLC, a management consulting firm. She brings a strong set of multi-disciplinary credentials, including a law degree as well as advanced degrees in engineering and management. Her professional experience has encompassed over 25 years of achievements across a wide array of successful engagements in the toll road industry, from traffic engineering, construction management and operations, to staff administration, capital programming and strategic planning. Additionally, Mary D. Ameen has a long history of advocacy and development of Intelligent Transportation Systems, including Founding member of first ITS America state chapter Committee for a Smart New Jersey and serving as Annual Symposium planning chair as well as a representative on the New Jersey Highway Authority for one of two original ITS National Architecture development teams (IBM/Loral). She also oversaw the award and execution of Garden State Parkway ITS Early Deployment Plan

Josh Schneider joined the Center full-time in 2002 after working as a graduate assistant for two years. He focuses primarily on transportation capital financing and transit planning initiatives. He has worked on a wide array of projects, such as the Greater New Brunswick Area Corridor Study and the Blue Ribbon Transportation Commission and is currently involved in several transportation and land use planning studies. Mr. Schneider received his Bachelor of Arts degree in Government from Bowdoin College and his Master of City and Regional Planning degree from the Bloustein School of Planning and Public Policy.