

**Camden County Travel Management Coordination Center
Faith-Based Foundation Collaborative
for
Community Transportation**

April 24, 2008



The Faith-Based (FBO) Foundation Collaborative for Community Transportation

For the past several years, the WIB has been working closely with the faith-based community to enable houses of worship to use their vehicles in support of community transportation. Seizing the opportunity provided by the WIB's transportation grant, a team of leaders from the faith-based community have been working closely with the WIB's Camden City Initiatives Committee to develop the concept for an *FBO Foundation Collaborative for Community Transportation*. The Collaborative provides the organizing framework for a coordinated system of faith-based transportation.

The Faith-Based Foundation Collaborative will be made up of the faith-based participant organizations providing transportation services. Initially, the goal of the FBO Collaborative will be to work with each faith-based organization to assist them with defining their level of willingness and participation in:

1. Determining which community-based transportation services each FBO would like to provide and,
2. Determining when they would like to provide these community-based transportation services.

It is expected, that for approximately the first year, transportation services will primarily be in the non-fee based services arena for activities such as transporting senior citizens for shopping, health care and recreational purposes; transporting youth to after-school and weekend recreational activities; and providing transportation services for individuals going or coming from work, particularly in areas or at times when no or limited transportation is provided such as offering transportation around shift work.

An important element of the faith-based organizations' work as part of the Collaborative will be to develop strategies and incentives that support their providing transportation services. (Some of these incentives are outlined later in this Concept Paper.) For interested faith-based organizations, a longer term goal will be to work with other FBOs in the Camden County region to develop their transportation services to a level where they can compete for grants in the human service transportation community.

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

- Serve as the convener of the faith-based community's participation in the project, once operational.
- Identify and support participating faith-based organizations (FBOs), particularly in the initial stages of implementing the project.
- Develop the Memoranda of Understanding/Non-Financial Agreements among faith-based organizations that define their commitment to delivering services, reporting mechanisms, and other tasks associated with these activities.

- Establish clear procedures and processes that ensures full access and participation of the Camden County faith-based community in the Travel Management Coordination Center (TMCC).
- Function as the Fiscal Agent for all grants and foundation funds.
- Develop a mission statement and By-laws.
- Serve on appropriate Boards and Committees related to the implementation of the TMCC.
- Serve on appropriate Boards and Committees that are involved in the County's transportation services such as the United We Ride, CCWIB's Camden City Initiatives Committee, etc.
- Provide written reports to the TMCC operating structure (not yet defined) on a monthly or quarterly basis as needed.

Proposed Structure of the Faith-Based Organization Foundation Collaborative

To carry out the role of the convener and oversight body for the faith-based community's participation in the project, we are proposing that the Collaborative form a 501(c)(3). The FBO Collaborative will have the following three levels of participation:

- General Membership
- Executive Board
- Non-Voting Advisory

General Membership

As noted above, the mission of the Collaborative is to convene and represent the faith-based community's participation in providing transportation services. Members will guide the development and implementation of the FBO Collaborative; establish standards for participation; ratify and amend the By-laws; and vote for members to fill the At-Large seats on the Executive Board.

To be a voting member of the FBO Collaborative, organizations must be from the faith-based community and be committed to providing transportation services. Each member must sign a written agreement identifying their level of participation.

Executive Board

The Board will be charged with carrying out all responsibilities of the not-for-profit, as well as supporting the administrative, advisory and operational functions for providing transportation services. All voting Executive Board members, except the external representatives, must be providers of transportation services under the Collaborative.

Representatives of the Faith-based Community of Camden City as well as Camden County

These members were chosen to represent the community of faith-based organizations and will be responsible for promoting participation in the Faith-based Organization Collaborative to their ministerial.

- Camden Churches Organized for People (CCOP) (1)—Appointment by CCOP
- Hispanic Clergy (1)—Appointment by Hispanic Clergy
- Concerned Black Clergy (1)—Appointment by Concerned Black Clergy
- Catholic Diocese (1)—Appointment by Catholic Diocese

External

The external seats ensure the involvement of Camden County and City leadership, who can provide direction and resources. Five slots will be available for the following:

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

At-Large Members (4-6)

The Collaborative is committed to cross-representation from the Black, Asian and Hispanic Communities, as well as the lower part of Camden County. At-large members will strive to represent the diverse interests of these communities.

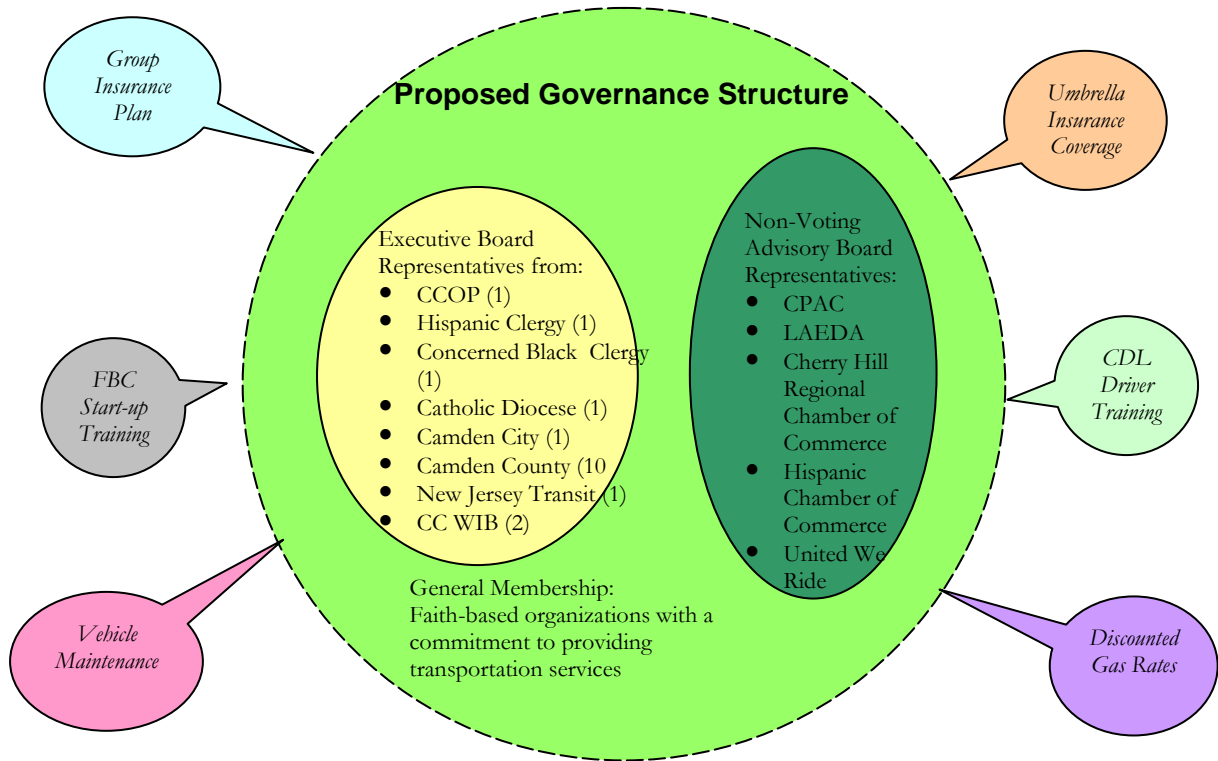
- At-Large members will be identified by a Nominating Committee and voted on by the general membership.

Initial members of the Executive Board will have appointments of two- and three-year staggered terms to ensure that not all Board seats become vacant at one time. Re-appointments will be for two years. To serve on the Executive Board, there will be a requirement of 50% participation in all Board and Committee assignments.

Non-Voting Advisory

Advisors will consist of representatives from transportation providers, community groups and associations with an interest in the transportation project. Their role is to provide input that will assist the FBO Collaborative.

- Organizations to be represented include: CPAC, LAEDA, the Cherry Hill Regional Chamber of Commerce, Hispanic Chamber of Commerce and United We Ride.



Collaborative Start-Up

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

Initially, the Executive Board will be chaired by Linda Winfield, Chair of the WIB’s Camden City Initiatives Committee. A transition strategy will be developed for how the Collaborative will move from the hands of the WIB to the faith-based community as the Collaborative develops from the start-up phase to becoming fully operational. This will include the forming of a Nominating Committee that will oversee the selection and appointment of At-Large members, as well as a By-laws Committee that will develop By-laws for the Executive Board. The FBO Collaborative will hold quarterly meetings at minimum. The Executive Board will meet bi-monthly. Standing Committees will be formed and meet as needed.

Incentives to Participate in the FBO Foundation Collaborative

Faith-based organizations are constantly looking to work together to leverage human and financial resources. Over the last 24-26 months, a number of cost saving incentives have been explored. These incentives have been discussed among the Camden County clergy and ministerial community. The incentives listed below, are the product of the ongoing conversations among the Camden City and Camden County faith-based communities. The hope is that these incentives will help offset a number of costs associated with

providing faith-based transportation services that already exist at churches, ministries and faith-based community development corporations.

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

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

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

Develop a Group Insurance Plan to Secure Cost Savings: In order to provide basic transportation services, organizations need to carry baseline insurance coverage of \$1 million. The FBO Collaborative will work with insurance companies to develop a group plan that results in a lower insurance rate. Group insurance will provide cost savings for FBOs with existing plans, as well as offer more affordable insurance to FBOs that would like to begin providing transportation services and need a policy.

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

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

Driver Compensation: One of the top priorities for the Collaborative will be to secure funding to compensate drivers for their services.

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

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

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

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

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

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

Faith-based Collaborative Registration Form

Organization: _____

Contact: _____

Address: _____

Phone: _____

Cell: _____

Fax: _____

Email: _____

Please check the appropriate box(es):

I am interested in providing transportation services:

Door-to-Door Service

Transit Stop Service

To/From Work Service

Youth Transport

Senior Transport

Human Services Transport

Please contact me, I would like more information.

I am not interested in providing transportation service, but please keep me informed.

Please complete the registration form and either mail or fax to:

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

If you have any questions, please call the WIB at (856) 931-9999.