



June 14, 2024

San Diego Association of Governments
Access For All Grant Program
401 B Street, Suite 800
San Diego, CA 92101

Re: FY2024 Access For All Grant Program Cycle 2

Dear Proposal Review Team,

On behalf of On the Go, a division of Charitable Adult Rides and Services, Inc., a 501(c)(3) organization, tax ID 27-4327126, I am pleased to confirm our ability to perform the work described, and submit the enclosed grant application in response to, the San Diego Association of Governments RFP Solicitation 1223842: *FY2024 Access For All Grant Program Cycle 2*.

A San Diego-based nonprofit social enterprise, On the Go improves the lives of people with disabilities with comprehensive transportation solutions that increase mobility, independence, social connection, and access to essential services in over 300 cities.

Using On the Go's U.S.-based bilingual and culturally competent transportation call center; proprietary transportation scheduling, dispatch, and monitoring software; and network of non-emergency transportation and rideshare providers, we are proud to offer people with disabilities who need accessible rides in San Diego with private on-demand transportation services to improve health outcomes and reduce social isolation.

The enclosed application, details On the Go's qualifications to provide high-quality and cost-effective transportation services for eligible participants in San Diego County. On the Go's Applicant Contact and Project Manager for SANDAG's RFP Solicitation: 1223842: *FY2024 Access For All Grant Program Cycle 2* is as follows:

Maureen Glaser
Director Operations, On the Go
4669 Murphy Canyon Rd., Ste. 200
San Diego, CA 92123
Maureen@otgrides.org, (858) 300-2955

Thank you for your consideration of our application.

In partnership,
Digitally signed by

A handwritten signature in black ink that reads 'HOWARD PEARL'.

CDE6D2B04115467...
Howard Pearl

CEO, Charitable Adult Rides & Services, Inc.

**On the Go (OTG): Access for All by On the Go
Application Attachments**

Required Components

Completed Grant Application.....	Page 3
Map(s) of Proposed Service Area(s).....	Page 52
Project Scope of Work.....	Uploaded in BidNet
Project Budget.....	Uploaded in BidNet

Additional Attachments

Proposed Marketing Calendar.....	Page 53
Implementation and Scope of Work Chart.....	Page 54

Recommended Components

GIS shapefile (zipped file) of service area.....	Uploaded in BidNet
Board Resolution.....	will submit after next Board Meeting (June 19)

**Copy of Commission-issued Charter-Party Carrier permit(s) will be provided for all NEMT Access providers prior to first Access for All Rides*



Access for All Grant Program Cycle 2

Grant Application

Part I – Applicant and Project Background

Applicant Information

Applicant Legal Name	Charitable Adult Rides and Services, Inc.
DBA (If Applicable)	
Applicant Address	4669 Murphy Canyon Road, Suite 200 San Diego, CA 92123
Contact Name	Maureen Glaser
Title	Director, Operations
Phone	(858) 300-2955
Email	maureen@otgrides.org

Project Information

Project Title	On the Go (OTG): "Access For All by On the Go"
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Project Manager

List the day-to-day Project Manager (PM) who will be responsible for the services.

Individual Name	Maureen Glaser
Title	Director, Operations
Phone	(858) 300-2955
Email	Maureen@OTGrides.org

Additional Contacts for Grant-Related Correspondence

Include the individual(s) who will prepare the monthly reports, submit invoices, or otherwise be involved in the project.

Role Description	Prepare monthly and quarterly reporting
Individual Name	TBD
Title	Data Manager
Phone	
Email	

Role Description	Invoice submission
Individual Name	Morganna May
Title	Accountant
Phone	
Email	morgannam@otgrides.org

Role Description	Access Provider compliance
Individual Name	TBD
Title	Transportation Network Manager
Phone	
Email	

Role Description	Outreach, marketing and program oversight
Individual Name	TBD
Title	Outreach Program Manager
Phone	
Email	

Project Budget

AFA Funding Request

Total AFA Grant Request Amount	\$2,300,000
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Matching Funds (if applicable)

List the source(s) and associated dollar amounts of proposed matching funds. Matching funds can consist of in-kind services or cash match from the applicant, and/or funds from outside sources.

Source of Funding	In-Kind: Data Analyst, Marketing, Outreach
Amount of Funding	\$103,800

Source of Funding	Cash Match: Ride Fares
Amount of Funding	\$108,569

Source of Funding	In-Kind: Call Center Services
Amount of Funding	\$43,187

Total Matching Funds Provided	\$255,556
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Indirect Costs

1. Does the applicant intend to include indirect costs in the Project Budget?

☒ Yes ☐ No

2. What type of Indirect Cost Rate (ICR) will be used?

- ☒ De Minimus
- ☐ Federally Negotiated Indirect Cost Rate (FNICR)*
- ☐ I will not include direct costs in the Project budget.

*If FNICR, please include the FNICR with the Application.

Part II – Baseline Data*

The information in this section will not be scored, but will be evaluated as a baseline. The existing AFA provider shall submit response time data for the preceding four quarters, if available.

WAV Information*

3. How many WAVs does the Applicant currently have in operation? Please provide information by quarter and aggregated by hour of the day and day of the week. The template entitled “WAVs in Operation”, [available online from the CPUC website](#) should be used. A sample completed form [is available here](#).

Attached to this proposal is “Baseline_2024Q1_WAVs_in_Operation” worksheet reporting the number of vehicles in operation aggregated by hour of the day and day of the week.

4. Using the CPUC template entitled “WAV Trips”, [available online here](#), provide the number and percentage of WAV trips completed, not accepted, cancelled by passenger, cancelled due to passenger no-show, and cancelled by driver – by quarter and aggregated by hour of the day and day of the week. For WAV trips completed, Applicants have the option to demonstrate an increase in the number of trips completed or an increase in the percent of trips completed. A sample completed form [is available here](#).

Attached to this proposal is “Baseline_2024Q1_WAV_Trips” worksheet reporting the number and percentage of WAV trips completed, not accepted, cancelled by passenger, cancelled due to passenger no show, and cancelled by driver – by quarter and aggregated by hour of the day and day of the week.

5. Provide completed WAV trip request response times in deciles by quarter for the proceeding four quarters, if available. This should also include a report of the 75th percentile response times, specifically, for that quarter. The template entitled “Response Times”, [available online from the CPUC website](#) should be used. A sample completed form [is available here](#).

Attached to this proposal is “Baseline_2024Q1_Response_Times” worksheet reporting WAV trip request response times in deciles for 2024 Quarter 1. The 75th percentile response time is highlighted in the report.

6. Using the CPUC template entitled “Outreach”, [available online here](#), Evidence of outreach efforts to publicize and promote available WAV services to disability communities, which may include a list of partners from disability communities, how the partnership promoted WAV services, and marketing and promotional materials of those activities. A sample completed form [is available here](#).

Attached to this proposal is “Baseline_2024Q1_Outreach” worksheet reporting the date, location, type of outreach and whether or not outreach materials were provided.

** Data from the WAV information section will be evaluated as a baseline for how applicants can improve upon the following: WAV response times compared to the previous year the presence and availability of WAVs within the proposed service area; and efforts undertaken to publicize and promote available WAV services to disability communities.*

Safety, training, and insurance information

1. Using the CPUC template entitled “Training and Inspections”, [available online here](#), provide the following information. A sample completed form [is available here](#).

- Report of WAV driver training programs used and number of WAV drivers that completed the training in the prior year

Attached to this proposal is “Baseline_2024Q1_Training_and_Inspections” worksheet reporting the Access Provider, number of drivers and training received.

- Certification that all WAVs operating on the Access Provider’s platform have been inspected and approved to conform with the ADA Accessibility Specifications for Transportation Vehicles within the past year.

Attached to this proposal is a vehicle inspection form entitled “Baseline_sample vehicle inspection form_OTG” that OTG’s contracted mechanic will fill out for each vehicle being used in the SDAFA program. Also attached is the CPUC Access For All WAV Inspection Declaration Form OTG will provide SANDAG – Baseline_SampleWAVInspectionDecForm_OTG”.

2. Provide the number of complaints received related to WAV drivers or WAV services, categorized as follows: securement issue, driving training, vehicle safety and comfort, service animal issue, stranded passenger, and other. The template entitled “Complaints”, [available online from the CPUC website](#) should be used. A sample completed form [is available here](#).

Attached to this proposal is “Baseline_2024Q1_Complaints” worksheet reporting the complaints received related to WAV drivers or services.

Financial information

Using the CPUC templates entitled “Funds Expended”, [available online here](#), and “Contract Information”, [available online here](#), provide the following information. Sample completed forms are available at the following links – [Sample Funds Expended](#) form; [Sample Contract Information](#) form.

- Estimated income (categorized by passenger revenue; other revenue; and total grants, donations, and subsidy from other agency funds)
- Estimated expenses (categorized by wages, salaries, and benefits; maintenance and repair; fuels; casualty and liability insurance; administrative and general expense; other expenses; contract services)
- List and explain all sources of operating revenue, including revenue from grants, donations, and local fundraising projects that will be used to fund the Program, for the prior, current, and budget year.

*Note: If any of the above Baseline Data is unavailable or not applicable, please describe in the space provided on the next page.

Attached to this proposal is “Baseline_2024Q1_Funds Expended” worksheet reporting quarterly funds expended in the operation of the AFA program delineated by Main Categories (Vehicle, Partnership, Marketplace, Operational and Other Costs) and Subcategories (Transportation Service Fees/Incentives; Contract services; Wages/salaries/benefits; Administrative and general expense; Other expenses; Contract services)

Attached to this proposal is “Baseline_2024Q1_Contract_Information” worksheet reporting the quarterly spend of transportation fares delineated by provider and ride fare rate.

Attached to this proposal is “Baseline_2024Q1_Income” worksheet reporting the estimated quarterly income categorized by passenger revenue; other revenue; and total grants, donations, and subsidy from other agency funds.

From a fiscal standpoint, should Charitable Adult Rides & Services, Inc. (CARS) receive the SDAFA award, the annual programmatic costs will be added to the organizational operating budget. Agency income is derived from a diverse array of sources, principally from providing fundraising assistance in a variety of ways to more than 8,000 nonprofit partners, and also through usage charges for partner organizations using its On the Go transportation logistical services. CARS understands the importance of fiscal management, proper accounting processes, and budgetary controls. CARS has internal controls which ensure that all expenditures are authorized by both program and fiscal management staff.

CARS intends to engage local funders including government, corporate, and foundations, to support increased funding for this work. Additionally, as the current contractor with San Diego County for the No-Cost Senior Transportation program, OTG is working with the County of San Diego to advocate for an increase and expansion of its funding for transportation for older adults over age 60 with disabilities. OTG is also actively engaging with healthcare providers and pharmaceutical companies to fundraise for people with disabilities to continue supporting this and similar work.

Part III – Project Details

1. Project Readiness and Technical Capacity

- A. Provide the following information for all entities that will provide the on-demand WAV services, including Applicant and any third-party contract providers, as applicable.

Entity Name	SDMED
Charter-Party Carrier Status	☐ Holds a Commission-issued Charter-Party Carrier permit ☐ Non-permitted transportation carrier
Number of WAV vehicles in current fleet (or projected number if purchasing/leasing by Notice to Proceed date)	7
Projected date when on-demand WAV services will begin	Two weeks after contract award
Anticipated hours of operation	6:00 AM – 9:00 PM, Monday - Sunday

Entity Name	Care7
Charter-Party Carrier Status	☐ Holds a Commission-issued Charter-Party Carrier permit ☐ Non-permitted transportation carrier
Number of WAV vehicles in current fleet (or projected number if purchasing/leasing by Notice to Proceed date)	12
Projected date when on-demand WAV services will begin	Two weeks after contract award
Anticipated hours of operation	5:00 AM – 10:00 PM, Monday - Sunday

Entity Name	Eleet Transportation
Charter-Party Carrier Status	☐ Holds a Commission-issued Charter-Party Carrier permit ☐ Non-permitted transportation carrier
Number of WAV vehicles in current fleet (or projected number if purchasing/leasing by Notice to Proceed date)	1-7

Projected date when on-demand WAV services will begin	Four to six weeks after contract award and in response to ride demand.
Anticipated hours of operation	6:00 AM – 9:00 PM, Monday - Sunday

Entity Name	Bond Transportation
Charter-Party Carrier Status	☐ Holds a Commission-issued Charter-Party Carrier permit ☐ Non-permitted transportation carrier
Number of WAV vehicles in current fleet (or projected number if purchasing/leasing by Notice to Proceed date)	1-5
Projected date when on-demand WAV services will begin	Four to six weeks after contract award and in response to ride demand
Anticipated hours of operation	3:00 AM – 9:00 PM, Monday - Sunday

Entity Name	
Charter-Party Carrier Status	☐ Holds a Commission-issued Charter-Party Carrier permit ☐ Non-permitted transportation carrier
Number of WAV vehicles in current fleet (or projected number if purchasing/leasing by Notice to Proceed date)	
Projected date when on-demand WAV services will begin	Click or tap to enter a date.
Anticipated hours of operation	

Entity Name	
Charter-Party Carrier Status	☐ Holds a Commission-issued Charter-Party Carrier permit ☐ Non-permitted transportation carrier
Number of WAV vehicles in current fleet (or projected number if purchasing/leasing by	

Notice to Proceed date)	
Projected date when on-demand WAV services will begin	Click or tap to enter a date.
Anticipated hours of operation	

- B. Describe what experience the Applicant has in managing a grant-funded project. Include examples such as prior grant-funded projects, or other instances when Applicant provided services on a reimbursement basis to another party and/or was subject to regulatory or other monitoring requirements.

On the Go, a division of Charitable Adult Rides & Services, Inc. (OTG) has the experience, qualifications, commitment, and technical capabilities to successfully fulfill the services outlined in this proposal. OTG has years of experience providing a suite of low-cost transportation options to meet the needs of adults with disabilities and mobility challenges. For the past 15 years, OTG has operated a regional program in San Diego, CA completing upwards of 500,000 unique rides. In 2020, OTG launched its national program, which currently serves more than 7,000 unduplicated adults with disabilities and older adult riders and has coordinated more than 180,000 rides in just 3 years. OTG operates in 21 states and currently averages 11,000 scheduled rides per month. OTG provides rideshare and non-emergency medical transportation (NEMT) ride scheduling and dispatch services for the partner organizations it contracts with using OTG's proprietary software, state of the art telephony system, and industry-leading US-based call center. OTG's comprehensive experience, along with established relationships in San Diego's communities will allow OTG to be ready to implement the Access For All San Diego program for on-demand rides to riders with and without smart phones and internet in two weeks time from execution of the grant agreement.

Unmatched Experience:

Below are some examples of OTG's partnership with government entities to achieve grant-funded program objectives and measurably improve the lives of priority populations with high-quality and cost-effective transportation services:

- (1) San Diego County No-Cost Senior Transportation Program – OTG received grant-funding from Aging and Independence Service, County of San Diego Health and Human Services Agency (AIS) to provides ride services for low-income, older adults and adults with disabilities in identified zip codes in San Diego County seven-days-a-week. Since this innovative new grant-funded program launched 18-months ago, low-income older adults across San Diego County have received over 24,000 timely and reliable rides from local NEMT access and rideshare providers, including more than 2,000 wheelchair accessible rides. OTG provides marketing, outreach, rider enrollment, ride scheduling, dispatching and call center services, access provider compliance, and ensures completion of rides for 445 clients. In addition, OTG conducts monthly rider satisfaction surveys, tracks all monthly mileage vouchers, ensures rider eligibility based on zip code and income, and upholds ride type restrictions through automated processes in its software. OTG also provides robust, accurate monthly reporting which includes comprehensive ride detail of all scheduled rides; current rider enrollment status; customer satisfaction survey analysis; rider activity by age and zip code; access provider data; and budget expenditure detail.
- (2) Portage Board of Developmental Disabilities (BDD) – OTG meets the dynamic needs of adults with developmental disabilities entering the workforce or employed in the community, through on-demand rideshare services. OTG developed a client-centered service model to ensure rider safety with real-time tracking, easy concise ride scheduling, and practice rides for new riders. OTG works closely with Portage BDD to understand individual rider needs, plans and implements practice rides,

and creates marketing collateral for job fairs. OTG provides seamless and accurate monthly reporting, ensuring comprehensive insights and detailed analysis.

- (3) City of Aurora, IL – OTG provides eligible older adult clients of the Senior and Disability Services Division at the City of Aurora, with ambulatory rideshare, and NEMT access provider rides for quality-of-life activities. Enrolled riders receive 14 one-way (7 roundtrip) on-demand and scheduled rides per month. OTG put in place a “do not exceed” monthly budget limit in its software to ensure City of Aurora stays within its budget. OTG has assisted with the development of bilingual rider enrollment forms and flyers, training in best practices for targeted outreach, ensured access provider compliance, created client groups to accommodate different funding sources and set up reporting to take into account the ward and county each rider lives in. At the end of the pilot program (FY23), the City of Aurora designated surplus funds towards the OTG ride program in recognition of the life-changing outcomes achieved during the pilot period. OTG seamlessly scaled the program to handle increased ride count vouchers and accommodate additional ride volume. OTG continues to operate the program for the City of Aurora, which renewed its contract for FY24-25.
- (4) Aging Ahead Area Agency on Aging, Manchester, MO – Since 2022, OTG has received grant funding from Aging Ahead to provide ride services for older adults and people with disabilities across five counties in Missouri. OTG provides ride scheduling, call center services, and dispatch to ensure completion of rides for 593 active clients. Additionally, through automated software processes, OTG tracks data-points for Aging Ahead, including rider mileage, ride type restrictions, set number of monthly rides per rider in different categories, rider member numbers, and in turn provides accurate monthly reporting and reimbursable invoicing.

Grant Monitoring and Regulatory Compliance:

OTG understands the importance of adhering to all monitoring and regulatory requirements associated with grant-funded projects. OTG’s experience includes:

- Robust monthly reporting and annual performance reports demonstrating progress toward project goals and grant compliance.
- Financial management practices which include detailed financial records, expense tracking and ensuring all funds are used according to grant terms and conditions.
- Audit preparedness for periodic audits conducted by granting agencies or external auditors.
- Complying with federal regulations for administrative requirements, cost principles and audit requirements.
- Comprehensive record keeping of grant-related activities, including financial records, correspondence and documentation of program activities (marketing, outreach etc.).
- Accurately documented and reported match requirements.

Financial Stability:

OTG is a division of Charitable Adult Rides & Services, Inc. (CARS). CARS has the resources and infrastructure in place to maintain fiscal solvency throughout the contract period. CARS understands the importance of fiscal management, proper accounting processes, and budgetary controls. CARS outstanding management staff has over 60 years of combined experience in administration, program development, and fiscal reporting; and supports daily program activities through fiscal oversight, management oversight, contract administration, and human resource development.

OTG maintains a centralized accounting system which segregates assets, funds, property, expenses, and revenues by program/project and by funding source where required. CARS engages a licensed Certified Public Accountant to audit the organization's accounting records annually and has internal controls to ensure the safeguarding of assets in compliance with Generally Accepted Accounting Principles (GAAP) and applicable Office of Management and Budget's (OMB) Uniform Guidance (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards) for Nonprofit Organizations. Each entry into the CARS' accounting system has a corresponding debit and credit and is recorded using the accrual basis of accounting for revenue and expenditures in accordance with GAAP. CARS has internal controls which ensure all expenditures are authorized by both program and fiscal management staff. The Controller and Accounting Manager review classification and documentation of all expenditures to ensure accuracy. Further, CARS requires that employees whose positions are allocated to different programs designate on their time sheets the number of hours allocated to each of their respective programs/cost centers, thus ensuring their time is billed accordingly. Time sheets are reviewed for accuracy and approved by the employee's supervisor each pay period.

OTG's invoicing model operates on an expense reimbursement basis for every partner organization (government and nonprofit) it serves. OTG invoices partner organizations in the first week following the month of service. This model allows OTG to efficiently manage and track all client-related expenses incurred on behalf of the partner. It ensures transparency and accuracy in our billing, demonstrating our commitment to financial responsibility and aligning our practices with the best interests of OTG's partners.

2. Coordination and Program Outreach

- A. Describe how the Applicant will publicize and promote the available on-demand WAV services to disability communities. Provide an outline of the planned outreach activities either in the space below or as an attachment and include the proposed dates, any partners, marketing, and promotional materials that will be used, and any other details.

On the Go (OTG) will implement a comprehensive multi-channel marketing strategy to achieve San Diego Access for All (SDAFA) goals. Specifically, OTG's marketing strategy will publicize and promote on-demand Wheelchair Accessible Vehicle (WAV) services to individuals with disabilities, their caregivers, and other agencies that serve this population.

Unlike other local transportation coordination providers, OTG has its own, national award-winning, in-house marketing team comprised of experienced strategists, designers, and copywriters who are adept at quickly developing and implementing successful and cost-effective marketing plans which result in high rider enrollment and utilization rates.

OTG's SDAFA marketing strategy will be led by its experienced and knowledgeable Marketing Manager dedicated solely to promoting and supporting high levels of customer service for OTG's programs. The strategy will leverage insightful market research, engaging content, and design a data-driven campaign to reach individuals with disabilities and in need of affordable, reliable and safe transportation.

OTG will also incorporate successful components of its recent marketing initiatives for the No-cost Senior Transportation Program, which it administers for the County of San Diego. For this grant-funded program, OTG implemented an extremely successful multi-channel marketing strategy that included culturally and linguistically competent face-to-face outreach, significantly increasing program awareness. As a result, there is now a waiting list of over 200 older adults and seniors with disabilities.

The proposed SDAFA marketing plan includes a multi-faceted approach to increase program awareness among individuals with disabilities, complemented by an extensive community outreach program. OTG will ensure that the following marketing efforts are implemented to engage with individuals with disabilities and their caregivers in an inclusive and person-centered manner.

Marketing and Outreach Project Timeline. Attached to this proposal is a detailed marketing calendar, "OTG AFA Marketing Timeline". The proposed timeline encompasses key phases including Brand Development, Website Creation, Outreach and Communications, Advertising, and Media. Each phase is outlined with specific milestones and deadlines to ensure a structured and efficient progression of the marketing efforts. To provide a clear picture of these phases, the following breakdown details specific activities encompassed within each area of the timeline:

Accessible Content Creation – OTG will prioritize creating content that is easy to understand and accessible to all. Marketing materials will be written in clear and simple language. Digital content, including websites and emails, will adhere to the Web Content Accessibility Guidelines (WCAG), incorporating features like alt text for images, closed captions for videos, and screen reader compatibility.

Targeted Advertising – OTG will engage in strategic public relation efforts to effectively communicate the SDAFA's mission, benefits, and impact within the community. This will include press releases, media outreach, and partnerships with local news outlets to share success stories, upcoming events, and the program's contributions to the well-being of adults with disabilities in San Diego. OTG will advertise in specialized media outlets, including publications, websites, and platforms dedicated to disability topics. By

maintaining an open line of communication with the public, OTG will transpose its reputation of trust, transparency, and reliability to the SDAFA program.

Inclusive Imagery and Representation – Marketing materials will authentically represent people with disabilities. This includes using images and stories of individuals with disabilities and ensuring diversity in the portrayal of different types of disabilities. Real testimonials from individuals within the disability community who use our services will also be shared.

Partnerships and Collaborations – OTG will leverage existing relationships and partnerships with local disability organizations such as The Arc of San Diego, Autism Society of San Diego, Options for All, The San Diego Regional Center, and the YMCA of San Diego County, as well as the County of San Diego Aging & Independence Services (AIS), local hospitals and healthcare providers, among many others. Additionally, OTG will extend its reach by collaborating with disability advocacy groups and organizations including Disability Support Advocates, Access to Independence, Abled Disabled Advocacy and the Foundation for Developmental Disabilities. Working with trusted messengers and ambassadors within the disability community will further promote our services.

Community Engagement – To ensure seamless integration and accessibility of SDAFA within the City and County of San Diego, OTG will employ a dedicated Outreach and Program Manager (OPM) who will capitalize on existing, key relationships with community leaders and organizations in San Diego County's health equity zip codes, while cultivating new ones through grassroots marketing efforts at community centers, rehabilitation clinics, and places of worship to disseminate information about the program and engage with potential riders. The OPM will engage with SANDAG's Social Services Transportation Advisory Council (SSTAC), San Diego ADA Office of Compliance and Accessibility and participate with the Accessibility Advisory Board. In addition, OTG will continue to leverage its relationship with 211 for referrals of riders.

Accessibility in Service Delivery – Ensuring that the SDAFA services are easy to access is a priority. OTG is committed to making the registration and scheduling process user-friendly and straightforward, incorporating features such as clear navigation and simple forms. OTG will provide assistance for those who may need help with the registration and scheduling process, ensuring that language barriers, technological challenges, or physical disabilities do not hinder access to services.

Feedback and Continuous Improvement – Regular feedback from riders is standard to OTG's service model, enabling us to understand their needs and improve our services. Leveraging our extensive experience working with nonprofits, government partners, boards of developmental disabilities and healthcare providers across the country, OTG has developed this proposal using feedback from current partners and riders. OTG is currently providing WAV rideshare and Non-emergency Medical Transportation (NEMT) access provider rides in 23 cities across the United States. OTG's thriving contracts with two developmental disabilities boards and the County of San Diego's AIS department includes similar marketing and outreach efforts being proposed for SDAFA. For the AIS contract, the target riders are older adults and adults with disabilities. OTG's documented, successful outreach and marketing efforts for AIS includes ongoing outreach to CIE San Diego, 2-1-1, senior centers, The Arc of San Diego locations, healthcare systems, social workers/case managers, nonprofit Organizations, NEMT access providers, and press

releases. OTG will put the learned cumulative best outreach practices, rider feedback and partner input into the implementation of the SDAFA program. Advisory panels with members from the disability community will also be formed to guide our marketing strategies and service offerings as well as provide ongoing feedback throughout the project.

Events and Sponsorships – OTG will sponsor and participate in events focused on disability awareness and inclusion, further promoting our commitment to accessibility and community engagement.

By implementing these efforts, On the Go will effectively saturate the market for SDAFA, ensuring that it resonates with the disability community and demonstrates a genuine commitment to inclusivity and accessibility.

- B. Describe how the Applicant will market and promote public awareness of its on-demand WAV services in both low income and minority areas as well as with populations with limited English proficiency. Provide the methods and strategies to be used and explain how the Applicant will know whether its efforts effectively reach these populations.

On the Go (OTG) is based in San Diego and has extensive experience serving low income and minority populations and providing high-quality transportation services throughout the county. By collaborating with local organizations and individual riders to provide safe, reliable transportation, OTG has established itself as a reliable, fair and trustworthy organization. From its experience operating the San Diego County No-cost Senior Transportation Program, OTG understands the transportation challenges faced by these communities and is committed to meaningfully and effectively engaging with them through a variety of marketing strategies. This approach leverages insightful research, engaging content, and a data-driven campaign designed to reach individuals with disabilities in need of reliable and safe transportation.

Accessible Content Creation – Through market research and insights from OTG’s longstanding experience in San Diego, marketing materials will be produced in threshold languages that are commonly spoken in San Diego’s communities (Spanish, Arabic, Vietnamese). Digital content, an enrollment website developed for AFASD and marketing emails, will adhere to accessibility guidelines, incorporating features like alternative text for images, subtitles for videos, and screen reader compatibility.

OTG will collaborate closely with SANDAG to develop a wide range of program materials that adhere to brand guidelines, ensuring consistent and impactful representation. These materials, such as informative brochures, eye-catching posters, event handouts, engaging social media content, email assets, and compelling web elements, will not only serve to promote the SDAFA transportation program but also to inform riders of crucial details such as concise enrollment procedures and easy instructions on how to schedule a ride.

To enhance accessibility and inclusivity, these materials will be multi-lingual, with large fonts, clear layouts, high color contrast, plain language and with appropriate representation. This approach strengthens the connection between SDAFA and the target audience, providing information in a format that resonates with their specific needs. Through this comprehensive and culturally sensitive strategy, OTG strives to establish a strong, trustworthy bond with the community, ensuring that riders have access to vital program details in a manner that enhances their overall experience.

Targeted Advertising – To effectively reach low-income and minority communities, as it has successfully done for the No-cost Senior Transportation Program, OTG will advertise in local media outlets, including community newspapers, radio stations, and other forms of media that cater specifically to these populations. Signage will be placed in high-traffic areas, and distributed in community centers, grocery stores, and public transportation hubs.

Inclusive Imagery and Representation – Marketing materials will include images and stories that reflect the diversity within these populations. Real testimonials from individuals who use our services will also be shared to provide authentic representation.

Partnerships and Collaborations – OTG will collaborate with local nonprofits, community centers, religious institutions, and other organizations that serve low-income and minority populations, as well as cultural and immigrant advocacy groups. These partnerships will help extend our reach and gain credibility within these communities. Additionally, OTG’s connection to Jewish Family Service of San Diego provides a

significant advantage, granting access to a network of local nonprofits, organizations, and community advocates in the San Diego community.

Community Engagement – The Outreach and Program Manager (OPM) will conduct outreach efforts by visiting community centers, health clinics, schools, and cultural festivals to provide information and build relationships. OTG already has a robust foundation in community engagement thanks to our work with the No-cost Senior Transportation Program. These established relationships and our proven success with the program will significantly support our outreach and engagement efforts within low-income and minority communities. Additionally, we will leverage our connection with Jewish Family Service of San Diego to establish new relationships and collaborate with community leaders and organizations who service this population.

Accessibility in Service Delivery – The scheduling and registration process will be user-friendly and available in multiple languages, ensuring accessibility for everyone. Additionally, OTG's in-house call center includes multilingual staff who are available to assist riders whose primary language is not English. Information and materials will also be provided in various languages and distributed at local health clinics, schools, and libraries to further enhance accessibility.

Monitoring and Evaluation – To monitor and evaluate the effectiveness of our marketing efforts, On the Go will track the reach and impact of advertising campaigns through metrics such as website traffic, program registration, and service usage in targeted areas. Feedback and data analysis will be used to continuously refine and improve our marketing efforts.

By implementing these efforts, On the Go aims to effectively market the SDAFA program, ensuring that it resonates in San Diego communities, and demonstrates a genuine commitment to inclusivity and accessibility.

- C. Will the Applicant's on-demand WAV services be made available to individuals who do not have a smartphone, internet, or otherwise need additional assistance in requesting the service? What alternative means will the Applicant use to provide its services to these users?

On the Go is designed to serve individuals without access to the internet or a smartphone. While OTG's scheduling, dispatch, ride monitoring and reporting software, and telephony leverage the latest technology, our rider experience is designed to be low-tech and accessible for individual riders who only have a land line or simple cell phone.

To ensure exceptional service for all riders, and particularly those without access to internet or smartphones, OTG operates its own dedicated, U.S.-based transportation call center, specifically designed to assist adults with disabilities, aging, and/or living in marginalized communities. SDAFA riders will be able to schedule their rides with OTG at any time Monday - Sunday, 4:00 AM PST to 10:00 PM PST (hours to be extended to 24/7 in FY25) by simply calling SDAFA's dedicated tollfree number. The highly respected OTG call center is staffed by a team of agents who have undergone emotional-intelligence training, critical thinking, cultural sensitivity and are bilingual who find solutions in a culturally responsive manner. If an agent does not have the linguistic capacity to communicate with a client, they utilize Language-Line Solutions for instant access to a live professional interpreter allowing riders to quickly and easily request and schedule a ride over the phone with the comfort and convenience of their first language.

OTG utilizes a proprietary software platform, which is a comprehensive, HIPAA HITECH compliant transportation suite developed specifically for OTG's NEMT and rideshare services. Call center agents are trained to enter information into the OTG software, conduct intake, collect information about riders, and schedule and dispatch rides. OTG will employ dedicated call center agents for SDAFA which will allow agents to become familiar with participants' needs and scheduling patterns.

Because they do not currently operate their own 24/7 call center, the current SDAFA provider, Facilitated Access to Coordinated Transportation (FACT), subcontracts with OTG's call center 86 hours per week to fulfill on-demand and scheduled WAV rides outside of FACT's normal 40-hour work week of Monday – Friday, 8:00 AM – 4:00 PM PST. OTG's experience assisting FACT with the SDAFA program every day and weekends for the last year has given OTG insight into the inner-workings of the program for the first completed year of partnership. OTG's unique vantage point allows a deep understanding of SDAFA , and can be solution-oriented where improvements might be needed leading into Year 2. Namely, more on-demand rides v. pre-scheduled, more outreach to include adults with disabilities outside of FACT's pre-existing ridership and adding more cost-effective NEMT access providers (Lyft Healthcare and Uber WAV), a dedicated program manager, in-house marketing and more detailed data analysis/reporting. Should OTG be awarded this contract, all of these services and more would be provided under the same umbrella with no need for additional subcontractors.

- D. Describe how the Applicant will actively involve the disability community in the planning and development of the project, through the engagement of groups such as a disability-led advisory

council or having input from individuals with Lived Experience on their Board of Directors. Please provide details about how current or proposed procedures will ensure that the input of individuals with disabilities is incorporated into the planning and development of the program.

On the Go is committed to actively involving the disability community in the planning and development of SDAFA. By leveraging our community relationship with Jewish Family Service of San Diego and connections established through San Diego County's No-cost Senior Transportation Program, as well as the insights and expertise of individuals with disabilities and their advocates, we will ensure the program and its outreach are inclusive and accessible. Additionally, by engaging a third-party paratransit consultant with lived experience we will effectively meet the needs of the community.

Relationships with Disability Organizations and Advocates – Along with OTG's existing relationships with San Diego Aging & Independence Services (AIS), Access to Independence and the Coalition of San Diego Specialized Transportation Providers, OTG will establish relationships with local and national disability organizations and advocates to leverage their expertise and networks. All of these partnerships will help facilitate the involvement of the disability community in the program's planning and development. Disability organizations and our paratransit consultant will play a key role in outreach, feedback collection, and advocacy for the needs of individuals with disabilities.

Community Engagement – OTG's direct community engagement allows us to gather insights and feedback to refine our marketing efforts and develop strong, thoughtful programs. Our relationships with NEMT access providers offer valuable insights into the disability community, enabling OTG to understand the unique transportation challenges and needs faced by individuals with disabilities. By completing regular "ride-along" rides, OTG gains a deeper, firsthand perspective of the daily realities faced by those relying on NEMT services. Additionally, participating in transit travel training allows OTG to observe the day-to-day experiences of riders with disabilities navigating public transport. Through these experiences, building rapport with riders, continually improving our software, and understanding both the passenger and driver experience, OTG has tailored our service model to better meet the needs of the disability community. OTG regularly seeks opportunities to engage and advocate in the transportation space, ensuring all our programs remain relevant and effective for OTG's riders.

Feedback and Evaluation Mechanisms – To ensure that the input of individuals with disabilities is consistently incorporated in the program, OTG will implement robust feedback and evaluation mechanisms. This will include periodic surveys and feedback forms distributed to service users, as well as regular evaluations of the program's performance, against accessibility and inclusivity benchmarks. The results will be used to make necessary adjustments and improvements.

3. Safety

Describe the Applicant's procedures for preventative and routine vehicle maintenance. In addition, describe the Applicant's policies and procedures related to the rules of conduct for drivers providing WAV service.

On the Go has strong existing partnerships with San Diego NEMT (Non-Emergency Transportation) access providers Care7, SDMED, and HopSkipDrive. OTG currently dispatches to these local transportation providers with a proven track record of meeting high standards of vehicle maintenance, rider safety, and ride completion rates. OTG staff work closely with the leadership of its NEMT partners to collaboratively meet the transportation needs of different communities and populations in San Diego County in need of WAV rides. OTG currently facilitates streamlined coordination between participants and NEMT access provider drivers and has the experience and knowledge to inform and share on-demand ride usage data with SANDAG to successfully implement the program.

OTG requires its network of local NEMT access providers to either hold a CPUC-issued permit or to comply with non-permitted transportation requirements.

At the start of the AFASD program, OTG will contract with a third-party mechanic/inspector to thoroughly inspect all vehicles before they are approved to provide WAV rides in the AFASD program. OTG's Transportation Provider Network Manager (TPNM) will validate NEMT access providers to ensure driver credentialing, driver training requirements, NEMT access provider insurance requirements, vehicle credentials, and permits. After the initial vehicle inspections by a third-party mechanic/inspector, the TPNM will conduct vehicle inspections every six months.

All NEMT access providers in OTG's network are required to provide proof of compliance of driver background checks that consists of a national criminal background check and includes checking within the national sex offender database. OTG requires NEMT access providers to perform background checks that meet or exceed what is required of Transportation Network Companies (TNCs) under the TNC Applications Form. The criminal background check will be based on the applicant's social security number. Any person who has been convicted, within the past seven years of driving under the influence of drugs or alcohol, fraud, sexual offenses, use of a motor vehicle to commit a felony, a crime involving property damage and/or theft, acts of violence, or acts of terror shall not be permitted to be a driver in OTG's transportation network. Drivers with convictions for reckless driving, driving under the influence, hit and run, or driving with a suspended or revoked license shall not be permitted to be a driver in OTG's transportation network. Drivers may have a maximum of three points on their driving records for lesser offenses (e.g., equipment problems, speeding, or child safety seat violations). Additionally, all drivers are trained under the Community Transportation Association of America Passenger Assistance, Safety and Sensitivity program (CTAA PASS) or equivalent, which includes sensitivity training and wheelchair securement training.

As part of OTG's transportation provider onboarding, credentialing, and verification processes, OTG requires each driver to possess and maintain a current and valid driver's license that is appropriate for the type and size of their vehicle. Each contractor will maintain copies of their driver's license. OTG requires all NEMT access providers to meet all state-mandated insurance requirements, which are included in their service contract.

OTG collects and reviews copies of the provider's insurance and/or the driver's insurance. OTG will require NEMT access providers to conduct regular checks to ensure that drivers maintain their vehicles and are in proper working order including quarterly preventative maintenance inspections, and daily pre-trip inspections prior to start of service. OTG also requires that drivers own or lease a four-door vehicle not more than ten (10) years old with seating for four to seven passengers. Prior to being accepted as a provider, each vehicle must pass a 19-point vehicle inspection conducted by OTG's third-party mechanic/inspector that has been approved and conforms to the ADA Accessibility Specifications for Transportation Vehicles.

OTG has established contracts with NEMT access providers SDMED and Care7, and is exploring partnerships with Eleet Transportation, Bond Transportation, Casa Companion, Center City Transport and Happy2Help to ensure a wide range of available vehicles and drivers. OTG's operational plan to have a wide array of NEMT access providers will ensure access to on-demand WAV rides for riders across the San Diego County service area. OTG will not be relying on any one service to provide all SDAFA rides. If an NEMT access provider has a vehicle breakdown or a driver is on sick leave, OTG will have multiple providers available to fulfill rides – and maintains robust round-the-clock staffing in its call center to coordinate rides on demand should the need arise.

OTG does not charge NEMT access providers to subcontract or utilize the OTG software. Any vetted and qualified NEMT access provider may participate with OTG in the SDAFA program and has full access to OTG's ride scheduling and dispatch software.

Background Checks

Does each entity that will provide the on-demand WAV services:

- Currently perform background checks on each of its potential drivers, based on the driver's social security number and not just the driver's name, and in the national criminal database and national sex offender database?

☒ Yes

☐ No*

- Ensure that any person who has been convicted within the past seven years of driving under the influence of drugs or alcohol, fraud, sexual offenses, use of a motor vehicle to commit a felony, a crime involving property damage and/or theft, acts of violence, or acts of terror not be permitted to provide AFA services?

☒ Yes

☐ No*

- Ensure that any potential drivers with convictions for reckless driving, driving under the influence, hit and run, or driving with a suspended or revoked license are not permitted to be an AFA driver?

☒ Yes

☐ No*

**If the answer to any of the above questions is No, provide additional information in the space below that describes how each entity that will provide the on-demand WAV services will be able to comply with each of these background check requirements at the time of grant agreement execution (see the Timeline in the Call for Projects for the anticipated date).*

N/A

Insurance

- Does the Applicant and each entity that will provide the on-demand WAV services have levels of insurance that are equivalent or higher than what is required for charter-party carriers under [General Order 115.2](#). Further information on SANDAG's insurance requirements can be found in the Call for Projects.

☒ Yes

☐ No*

*If the answer to the above question is No, provide additional information in the space below that describes how the Applicant and each entity that will provide the on-demand WAV services will be able to comply with the insurance requirements at the time of grant agreement execution (*see the Timeline in the Call for Projects for the anticipated date*).

Driver training

- Does each entity that will provide the on-demand WAV services have certification that its drivers have completed WAV driver training on transporting people with disabilities within the past three years including but not limited to sensitivity training, passenger assistance techniques, accessibility equipment use, door-to-door service, and safety procedures?

☒ Yes

☐ No*

*If the answer to the above question is No, provide additional information in the space below that describes how each entity that will provide the on-demand WAV services will be able to comply with the driver training requirements at the time of grant agreement execution (*see the Timeline in the Call for Projects for the anticipated date*).

Controlled substance and alcohol testing

- Is each entity that will provide the on-demand WAV services enrolled in a controlled substance and alcohol testing program?

☒ Yes

☐ No*

*If the answer to the above question is No, provide additional information in the space below that describes how each entity that will provide the on-demand WAV services will be able to comply with the controlled substance and alcohol testing requirements at the time of grant agreement execution (*see the Timeline in the Call for Projects for the anticipated date*).

Secretary of State registration

- Does each entity that will provide the on-demand WAV services have its articles of incorporation filed with the Secretary of State?

☒ Yes

☐ No*

*If the answer to the above question is No, provide additional information in the space below that describes how each entity that will provide the on-demand WAV services will be able to comply with the Secretary of State registration requirements at the time of grant agreement execution (*see the Timeline in the Call for Projects for the anticipated date*).

Motor Carrier Profile with CHP

- Has each entity that will provide the on-demand WAV services completed the [California Highway Patrol \(CHP\) 362 Motor Carrier Profile](#) and obtained a CA Number from the CHP? Please note that this requirement is not applicable to service providers that are a Social Service Transportation Provider

☐ Yes

☐ No*

*If the answer to the above question is No, provide additional information in the space below that describes how each entity that will provide the on-demand WAV services will be able to comply with the

CHP Motor Carrier Profile requirements at the time of grant agreement execution (*see the Timeline in the Call for Projects for the anticipated date*). If a service provider is an exempt Social Service Transportation Provider, please indicate below.

Before On the Go contracts with any NEMT Access Provider for the AFASD program, OTG will ensure each NEMT Access Provider has a CHP 362 Motor Carrier Permit with a California Number, or the NEMT Access Provider is classified as a Social Service Transportation Provider.

Inspection

- Does each entity that will provide the on-demand WAV services have certification that all WAVs have been inspected and approved to conform with the American with Disability Act Accessibility Specifications for Transportation Vehicles within the past year, including the “19-point” vehicle safety inspection as required by the CPUC under [General Order 157-E](#)?

☒ Yes

☐ No*

*If the answer to the above question is No, provide additional information in the space below that describes how each entity that will provide the on-demand WAV services will be able to comply with the CHP Motor Carrier Profile requirements at the time of grant agreement execution (see *the Timeline in the Call for Projects for the anticipated date*).

4. Operational/Implementation Plan

- A. Describe how the Applicant will have sufficient WAV fleet size to be able to meet current demand for service. Explain how this can be Scalable to meet future potential demand for on-demand WAV service. Include an estimate of the hourly number of available WAVs resulting from the proposed service.

OTG's implementation plan is phased to ensure success in the one-year service period and beyond. Please see the proposed SDAFA program Implementation and Scope of Work chart attached to this proposal, for a visual overview of the planned stages and timeline for implementing SDAFA. The chart serves as a roadmap, highlighting key milestones across each month of the program.

OTG will have enough WAV fleet to meet current demands for services, by leveraging its network of local transportation providers. OTG will provide curb-to-curb, door-to-door, and door-thru-door service via private NEMT transportation partners to include physical assistance loading and unloading into the vehicles. Contracting with multiple NEMT access providers, OTG will have at least 10 vehicles available daily to ensure sufficient driver and vehicle supply to provide 1,800 – 2,500 rides each month. OTG will not rely on any one NEMT access provider to fulfill all SDAFA rides. If an NEMT access provider has a vehicle breakdown or a driver on sick leave, OTG will have multiple other providers available to complete rides.

OTG will provide concierge transportation services that will increase access to high-quality WAV transportation and improve equity and health outcomes for people with disabilities living in and visiting the City and County of San Diego. OTG will utilize Access For All funds to continue providing rides under current SDAFA access providers, as well as contract with additional local NEMT access providers at a competitive rate.

Building on its longstanding partnerships with Lyft Healthcare and Uber Health, OTG has begun to explore opening the rideshare WAV market in San Diego during the latter half of the SDAFA contract period. Although it typically takes six months to pilot WAV rideshare in a new market, both Uber Health and Lyft Healthcare have indicated an interest to OTG in prioritizing and providing WAV rides in the San Diego market. Adding WAV rideshare to the San Diego market will increase driver supply and may result in decreased costs per ride for the SDAFA program. By dispatching rides to current providers and adding additional providers to the SDAFA program, OTG will meet existing ride demand, while expanding the program, and increasing ride completion rates.

OTG estimates an immediate launch of the SDAFA program with its local network of NEMT access providers that includes available WAV vehicles from 4:00 AM – 10:00 PM, Monday – Sunday. OTG has extensive experience coordinating rides across San Diego County and has seen nearly no demand for rides between 10:00 PM and 4:00 AM. Accordingly, OTG will scale the SDAFA program to expand operations to include additional late-night hours based on rider demand.

OTG is committed to fulfilling on-demand WAV rides at all times for SDAFA riders. OTG understands late evenings, weekends, and early mornings can be transportation deserts for riders with disabilities. To combat the gap OTG will prioritize NEMT access providers with extended availability. These access providers will receive first contact to accept scheduled rides and potentially benefit from competitive compensation structures.

OTG's process for NEMT access providers to fulfill a ride is, when a ride is scheduled all NEMT access providers that match the trip (time, location, and vehicle type) are notified immediately via the OTG software of the scheduled ride. The NEMT access provider who accepts the trip first will fulfill and complete the ride. The automated assignment process creates a healthy, competitive environment within OTG's NEMT transportation network

and provides motivation for NEMT access providers to respond quickly to ride requests. OTG currently uses the competitive method of pushing rides to all providers, along with a preferred provider method for those NEMT access providers who have committed to less traditional service areas and times to provide on-demand trips. The combination of competition and preferred providers allows OTG to maintain a 3.5% or less no-show rate across all of its rides which is about ten percent lower than the national average.

- B. Describe the project's operational plan, including details on the on-demand WAV service to be provided and a description of day-to-day project operations. Include how the on-demand WAV service will be provided on a consistent basis to ensure the Applicant will be able to meet the demand in its service area.

OTG Call Center with Emotionally Intelligent Bilingual Agents

OTG will provide a client-centered, live, in-house, seven-day-a-week, ride scheduling, dispatching, and call center service where the riders can schedule on-demand or pre-scheduled rides.

Riders can schedule their rides Monday - Sunday, 4:00 AM PT to 10:00 PM PT by simply calling the OTG call center. Request for service may be made on-demand or up to 30 days in advance. The OTG call center is staffed by a culturally sensitive and bilingual team (English and Spanish) who are trained on responding with emotionally intelligent solutions.

HIPAA Compliant OTG Software

OTG utilizes a proprietary software platform, which is a comprehensive passenger transportation software suite that is HIPAA HITECH compliant and built specifically for Non-Emergency Medical Transportation (NEMT) and rideshare. Call center agents are trained on how to enter information into the software, conduct intakes, and collect information about riders to maintain client confidentiality and data security.

Lyft Healthcare and UberHealth WAV services are not yet active in the region, however OTG's software has direct API integration with Lyft Healthcare and UberHealth which enables all rideshare fares and fees to populate directly into the OTG software. Should OTG be awarded the SDAFA contract, OTG will immediately engage with Lyft Healthcare and UberHealth to encourage the establishment of WAV services in San Diego County.

On the roadmap for completion in 2024, OTG's rider mobile application will be made available to those riders who prefer to schedule their rides using their smart phone. The mobile app will enable increased access to transportation across all of OTG's partners. The additional infrastructure represents OTG's investment in ongoing advancement of its programs to provide a seamless and accessible transportation experience for OTG riders.

Network of High-Quality NEMT Access Providers

On-demand WAV services will be fulfilled by OTG via local NEMT access providers. Riders will easily enroll in the AFASD program in person, through an online enrollment form, over the phone or by US mail and enjoy on-demand WAV rides for \$10 per ride.

Ride Scheduling Process:

1. Rider calls the SDAFA dedicated toll-free number to connect with the OTG Call Center.
2. The rider is connected to an automated voice system asking if they need an English or Spanish speaking agent.
3. The rider is then prompted to select if they'd like to:
 - a. Schedule a new ride;
 - b. Are ready for their Will Call pick-up; or
 - c. All other inquiries.
4. The rider is connected to a trained OTG agent. The average connection time to a live agent is less than 35 seconds.
5. The OTG agent will automatically be able to view the client's profile in the OTG software.
6. The agent will begin the ride scheduling process. The rider will be asked for the date of the ride, the purpose of the ride, the pick-up time, and pick-up and drop-off addresses.

The OTG software automatically populates the rider's home address for new ride requests, and has a drop-down list of frequently visited locations for the rider, ensuring accurate and easy scheduling.

7. When two addresses are populated in the ride request, the agent will be able to see the NEMT access providers with availability to fulfill the ride and costs associated with the ride.

8. The ride details are confirmed with the rider. The entire ride scheduling process takes approximately three to four minutes.

NEMT Access Provider Ride Fulfillment

OTG's streamlined process with current NEMT access providers will be the same operation it uses for SDAFA. When an OTG agent finishes the scheduling process, the ride will automatically be emailed or transmitted through API integration to all available NEMT access providers. The first provider to accept the ride will complete the ride.

On-demand rides with NEMT access providers will be accepted by an NEMT access provider within 60 minutes, upon acceptance of the ride a call center agent will call the rider with NEMT access provider information and an ETA.

This live reminder call along with our customizable software allows OTG to lead the NEMT industry with a no-show rate of less than 3.5% across the more than 300 cities in which we operate.

OTG maintains records for each client including any alternative contact that the client wishes to list. Caregivers are ineligible to schedule rides for their own personal use or while not accompanying the enrolled, eligible rider.

If an agent does not have the linguistic capacity to communicate with a client, they utilize Language Line Solutions for instant access to a live professional interpreter in over 300 languages.

OTG Telephony System and Call Center Capacity

OTG's call center is prepared to answer 50 calls a day on behalf of SDAFA immediately upon execution of a contract. OTG's telephony system is configured to ring concurrently to any available agent, allowing for large volume and simultaneous calls. OTG's service model and cost proposal is highly scalable and has the capacity to grow with SDAFA's call and ride volume.

Fit For Duty

OTG's TPNM will perform random "Fit for Duty" activities of contracted NEMT access providers to monitor service quality, drivers and vehicles. The TPNM will communicate directly with the NEMT access provider any concerns and/or actionable items.

- C. Describe the Applicant's strategy to ensure completed on-demand WAV trip Response Times are reasonable and comparable to what a non-WAV requestor would receive. Explain whether the Applicant will make progress toward improving Response Times and WAV presence and availability over the grant period including a proposed strategy and goals the Applicant

expects to achieve. Provide an estimate of the improvement in response times over the Baseline Data provided in Part II.

OTG leads the nation in its ride completion rates, average a no-show rate of just 3.5%. OTG will improve completion rates and response times for WAV services in the County of San Diego by providing the following services:

- a. Utilize OTG's vetted network of local NEMT transportation providers to fulfill on-demand WAV rides. OTG will add additional local NEMT transportation providers in response to incoming ride demands and will increase SDAFA completion rates and provider response times by seamlessly scaling the program in real time.
- b. OTG will begin providing SDAFA rides within two weeks of award notification, to resume SDAFA service as quickly as possible for a smooth continuum of service to current SDAFA riders.
- c. In the second half of SDAFA Year 2 (June 2025 – November 2025), OTG will explore leveraging existing partnerships with Lyft Healthcare and UberHealth to provide WAV rides in San Diego County. Rideshare WAV offers a significantly lower no-show rates than curb-to-curb rideshare; utilizes a large network of drivers leading to faster response times; and is a cost-effective solution allowing for program expansion while maintaining fiscal responsibility.
- d. Apply OTG's robust software platform; a comprehensive coordinated transportation software suite that is HIPAA HITECH compliant and built specifically for NEMT and rideshare. The OTG software is configurable, and can be automatically set up to apply all the SDAFA program rules, including rider level of service and mobility status. OTG software will also track ride detail, rider demographics, member numbers, billing codes, referral sources, NEMT access provider, scheduling time, driver connection time, passenger pick-up and drop-off times and any customized fields needed at the trip level for SDAFA reporting purposes.
- e. Immediately deploying On the Go's U.S.-based, 4:00 AM – 10:00 PM, 7-day a week, emotionally intelligent trained, person centered, bilingual call center with plans to extend the hours to 24/7 in FY25.
- f. No cost increase in fare to riders. Current SDAFA ride fare for riders will remain in place at \$10 per ride.
- g. Conducting extensive targeted, culturally-responsive outreach and promotion of the SDAFA program across the County of San Diego by utilizing OTGs experienced in-house marketing team.
- h. Providing high-quality customer service to program participants.
- i. OTG will improve response times for on-demand rides, surpassing the current SDAFA's published performance of responding to 75% - 84% of requests within 20

minutes. OTG's automated "push" of ride requests via email or API integration immediately notifies all eligible NEMT access providers that there is an available ride. OTG will not need to manually call NEMT access providers to request ride fulfillment, which is the current process for SDAFA on-demand rides. By automating the process, OTG anticipates an improved response time not just in accepting rides, but in time from request to ride completion as well.

- D. Describe the Applicant's proposed methodologies and procedures for ongoing monitoring and evaluation of the project's effectiveness in providing on-demand WAV service. What steps will be taken if the Applicant's original goals are not achieved?

OTG is committed to continuous improvement, regularly monitoring service levels and conducting qualitative reviews to maintain excellence in service to all riders. In fact, OTG's service delivery, customer service, and ability to exceed contract performance measures is so high that organizations that contract with us regularly refer OTG to other government agencies and community-based organizations seeking exception transportation coordination services.

OTG is able to quickly and easily increase call center agents, supervisors, Quality Assurance team members and managers as needed based on our state-of-the-art predictive call center reporting. All calls are recorded. OTG's Quality Assurance Specialist randomly selects, listens and grades 2-3 calls per week for every agent. The grading matrix includes technical efficiencies, customer experience, communication, and problem-solving skills, as well as AI generated speech-analytics and sentiment analysis.

OTG will conduct a satisfaction survey of all ride participants and/or sub-contractors to ensure we are meeting program objectives and satisfaction benchmarks. Call center agents will call the participants to administer the survey over the phone. A report summarizing the results will be submitted to SANDAG.

Survey questions will be approved by SANDAG but can include the following questions:

- What did you like most about the transportation service?
- Was there anything you did not like about your transportation?
- Did this service increase your ability to participate in routine or social activities independently?
- What other transportation methods did you use, if any?
- Did the NEMT driver safely meet your needs?
- On a scale of 1-10, with 10 being the highest, how satisfied are you with the SD AFA transportation services?
- The surveys will also allow for written comments.

OTG will continually analyze data, monitor rider feedback, communicate with NEMT access providers and regularly check-in with SANDAG to assess program goals. If gaps are identified, OTG will transparently work to assess where the issue is stemming from in order to take corrective action. Due to the flexibility of the OTG service model, corrective action can include refining program design, enhancing software features, improving communications with stakeholders and redirecting resources. OTG continuously monitors all of its program and strives to find ways for improvement to ensure all partners are reaching their goals and every rider has a good experience on every ride.

- E. Explain how the Applicant's proposed service area will address existing gaps in WAV service where the need is greatest, including areas not adequately served by transit and paratransit. Describe the Applicant's strategy to provide on-demand service to directly address existing gaps in WAV service.

Based on our extensive experience providing transportation services in San Diego County and serving people with disabilities and mobility challenges, OTG has identified service gaps in rural areas and gaps in service during nights and weekends. OTG's experience assisting FACT with the SDAFA program every day, including weekends, for the last year has given OTG insight into the inner-workings of the program for the first completed year of partnership. OTG's unique vantage point allows a deep understanding of SDAFA, and can be solution-oriented where improvements might be needed leading into Year 2. Namely, more on-demand rides v. pre-scheduled, more outreach to include adults with disabilities outside of FACT's pre-existing ridership and adding more cost-effective NEMT access providers (Lyft Healthcare and Uber WAV), a dedicated program manager, in-house marketing, and data analysis/reporting.

To ensure OTG remains up-to-date and aware of potential service gaps in Year 2, OTG will coordinate with San Diego Metropolitan Transit System (MTS) and North County Transit District (NCTD). OTG will work to identify gap areas for adults with disabilities who lack access to paratransit services and monitor any service cuts made throughout the County during the program.

Many NEMT access providers do not operate after 7pm, have limited availability on Saturdays, and few providers operate on Sundays. Unlike other local coordinated transportation providers, OTG is staffed 7 days per week for almost 24 hours per day to schedule, support and coordinate these rides.

OTG's proposed service area is all of San Diego County. OTG will prioritize existing gaps in WAV service, particularly in areas with limited transit and paratransit options through a two-pronged approach:

1. Financial Incentives – OTG plans to incentivize NEMT access providers operating in rural areas through:
 - Financial Incentives: Offer a higher reimbursement rate for rides originating in identified rural zip codes;
 - Priority Dispatch: Rural NEMT access providers will receive priority dispatch for ride requests originating in rural areas, ensuring faster response times for residents of these areas;
 - Marketing and Outreach Support: OTG will collaborate with rural providers on target market campaigns to raise awareness of the program within their communities.
2. Weekend and Evening Availability – OTG will prioritize NEMT access providers with weekend and evening availability:
 - Recognizing the diverse needs of WAV riders and working to achieve SDAFA objectives to provide on-demand rides every day at all hours, OTG will prioritize NEMT access providers who offer extended hours of operation, including weekends and evenings. This ensures program accessibility similar to rideshare rides.

By providing a flexible and readily available transportation option, OTG is addressing gaps in current WAV service. OTG has real-time live booking through a simple phone call. The OTG software improves efficiency by matching riders to available NEMT access providers and automatically notifying the NEMT access provider(s) of the available ride, optimizing response times and minimizing wait times. By implementing these strategies, OTG will address deficiencies in on-demand WAV service in rural areas, and for individuals requiring WAV transportation outside of standard business hours.

As referenced earlier, because they do not currently operate their own 24/7 call center, the current SDAFA provider, Facilitated Access to Coordinated Transportation (FACT), subcontracts with OTG's call center. OTG covers 86 hours per week to fulfill on-demand and scheduled WAV rides outside of FACT's normal 40-hour work week of Monday – Friday, 8:00 AM PT – 4:00 PM PT. Should OTG be awarded this contract, all these services and more would be provided under the same umbrella with no need for additional subcontractors.

Over the next six months OTG is sunsetting its subcontracted call center services to allow for a more focused approach on OTG's transportation programs.

5. Project Budget and Cost Efficiency

- A. Provide a proposed project budget using the Project Budget Template provided with the Call for Projects that aligns with the tasks included in the Project Scope of Work.
- B. Describe the Applicant's methodologies and procedures for ongoing monitoring and evaluation of the service's cost efficiency. What steps will be taken by the Applicant to ensure the services provided are cost-effective?

OTG will utilize its extensive experience and existing infrastructure to ensure that the services provided are cost-effective. Though this would be a new contract for OTG, the organization anticipates providing rides within two weeks of the notification of award. As the current Call Center subcontract for FACT, OTG's in-house call center has staff who are already trained and have experience scheduling SDAFA rides. In addition, OTG's proprietary ride scheduling software has been built to keep cost efficiency in mind—rides are seamlessly pushed out to NEMT access providers who can provide the most cost-effective service. Unlike the current AFA contractor, OTG has an in-house marketing team that can pivot quickly, at no additional cost, to update marketing materials and increase program visibility in specific communities. OTG's ride scheduling software is custom built, allowing our agile product manager and team to continuously improve features and functionality to meet evolving program needs. With all services provided in-house, OTG will closely monitor costs to identify areas of improvement. OTG is proposing a quarterly sync with SANDAG to discuss costs, ridership statistics, and areas of improvement to ensure that the services are meeting requirements and that costs are transparent and well documented.

As the sole provider for this contract, OTG is confident that we will be able to maintain a cost-effective and efficient transportation program that truly addresses the current needs of this community. Our vast experience and internal expertise will ensure a seamless transition in this program for clients and SANDAG.

OTG recognizes the importance of providing a cost-effective solution while ensuring reliable transportation for program participants. While our proposed \$85 per-ride rate may be slightly higher than FACT's current reported cost, it reflects our unwavering commitment to expanding ridership and fulfilling all anticipated rides. It also reflects the average per ride cost across Year 2, taking into consideration ride demand in all months (less in the first few months, more towards the end of the program year) and NEMT access provider rate increases from Year 1 to Year 2.

OTG's primary objective is to guarantee that every SDAFA rider receives the rides they need, when they need them. Unlike some providers who may prioritize lower costs over service availability, OTG prioritizes a "guaranteed service level". This means we actively manage resources to ensure sufficient capacity to accommodate the program's projected ride volume of 1,800 – 2,500 rides per month, even during peak demand periods.

OTG is projecting coordinating 19,000 rides over Year 2 with the program ramping up within two weeks of award notice and continuing to scale to capacity.

To promote equity, and to service as many riders with disabilities as possible, OTG plans to deviate from the current "first come, first serve" service model. OTG's proposed

program parameters for SDAFA will allow each enrolled rider four round-trip rides per month. The OTG software seamlessly tracks ride count per riders ensuring each rider has access to their allotted trips without manual oversight. OTG has the flexibility to provide additional rides to riders based on need and availability. If OTG is not meeting projected ride volume within the first few months of the program, we have the capability to quickly adjust program parameters in collaboration with SANDAG and the CPUC.

- C. Please describe efforts that have been or will be made to diversify and pursue funding from sources other than the AFA program, including developing the capacity to fund the project beyond the Grant Term.

From a fiscal standpoint, should CARS receive this award, the annual programmatic costs will be added to the organizational operating budget. Agency income is derived from a diverse array of sources, principally from providing fundraising assistance in a variety of ways to more than 8,000 nonprofit partners, and also through usage charges for partner organizations using its On the Go transportation logistical services. CARS understands the importance of fiscal management, proper accounting processes, and budgetary controls. CARS has internal controls which ensure that all expenditures are authorized by both program and fiscal management staff.

CARS and its sole member have substantial experience successfully managing state, county, and municipal contracts. CARS intends to engage other local funders including government, corporate, and foundations, to support increased funding for this work. Additionally, as the current contractor with San Diego County for the No-Cost Senior Transportation program, OTG is working with the County of San Diego to advocate for an increase and expansion of its funding for transportation for older adults over age 60 with disabilities. OTG is also actively engaging with healthcare providers and pharmaceutical companies to fundraise for people with disabilities to continue supporting this and similar work.

6. Innovation

- A. Describe any creative solutions or innovations in your project that address existing needs or barriers which could be applied to other services in the region or for other AFA programs across the state.

OTG's ride scheduling and dispatch platform goes beyond traditional services by recognizing transportation as a social determinant of health. This innovative approach ensures vulnerable populations have access to critical services, promoting dignity and improved well-being.

OTG's success in serving government and social service agencies across the US demonstrates scalability and adaptability of our service model. OTG is unique and transferable to other AFA programs through:

- End-to-End Support: OTG's comprehensive solution, including a call center, proprietary software, ride monitoring, marketing, outreach, local relationships and San Diego experience provides an entire program roadmap that can be adapted to the unique requirements of Access For All in any city.
- Customizable Data and Reporting: Accessing a comprehensive ride scheduling software such as the OTG software allows for easy data migration, defining custom fields and generating reports tailored to CPUC requirements.
- Streamlined Program Coordination: While SDAFA has been running for a year, the five-month gap in service from Year 1 to Year 2, requires efficient and knowledgeable coordination. OTG's documented processes for program set-up, including defining program parameters, eligibility criteria and best practices for cancellations and rider support provide a structured framework for the SDAFA program. Additionally, OTG's ability to transparently incorporate SANDAG into the ride program through comprehensive reporting, check-in syncs and software training empowers involvement at SANDAG's discretion.

- B. Does the project include any efforts at ensuring environmental sustainability, such as grouping trips and use of alternative fuels or clean air vehicles? Describe in the space below.

OTG is dedicated to incorporating environmental sustainability measures into the SDAFA project. In line with this commitment, OTG will prioritize contracting with NEMT access providers that operate electric and clean air vehicles meeting California's stringent low emission standards outlined in Section 5205.5 of the California Vehicle Code. These vehicles, identified by distinctive decals or labels issued by the Department of Motor Vehicles, ensure minimal environmental impact.

Furthermore, OTG will explore using its ride scheduling software to offer SDAFA riders the option to group their trips, facilitating carpooling and reducing individual trip emissions. This initiative not only promotes vehicle efficiency but also incentivizes environmentally-friendly transportation choices.

Additionally, OTG's approach to utilizing existing vehicles in circulation for SDAFA rides aligns with our commitment to minimizing carbon emissions by avoiding the manufacture of new vehicles, which takes a significant toll on the environment. By repurposing existing resources, OTG actively contributes to the reduction of environmental footprint associated with its coordinated transportation services.

Required Forms for All Applicants

Applicant Statement Form

Please indicate application completeness by checking the following boxes and sign and date below.

As an authorized delegate, I certify that my agency:

- ☒ Has read the Grant Agreement Template and accepts and can meet the terms and conditions therein.
- ☒ Understands that SANDAG will not reimburse the applicant for expenses incurred prior to issuance of the Notice to Proceed or after the grant term expiration.

If this application is approved for funding, I certify that my agency:

- ☒ Understands the responses in this application will become requirements reflected in the Grant Agreement with SANDAG.
- ☒ Agrees to sign and return the Grant Agreement to SANDAG, without exceptions, within 45 days of receipt.
- ☒ Will submit progress reports, performance measures, and invoices documenting the use of both grant and matching funds to SANDAG no less frequently than quarterly using the method required by SANDAG.
- ☒ Will set-up a separate project account that will be in accordance with a quarterly reporting and invoicing schedule.

I certify that I agree with the above statements and that the information submitted in this application is complete, accurate, and in accordance with these guidelines.

I have the authorization to submit this Grant Application on behalf of my agency.

<i>Maureen Glaser</i>	6/14/2024
Signature	Date

Maureen Glaser	Director of Operations, On the Go
Printed Name	Title

Public Contract Code Section 10162 Questionnaire

In accordance with Public Contract Code Section 10162, the Applicant shall complete, under penalty of perjury, the following questionnaire:

Has the Applicant, any officer of the Applicant, or any employee of the Applicant who has a proprietary interest in the Applicant, ever been disqualified, removed, or otherwise prevented from bidding or proposing on, or completing a federal, state, or local government project because of a violation of law or a safety regulation?

☐ Yes*

☒ No

*If the answer is yes, explain the circumstances in the space below.

--

<i>Maureen Glaser</i>	6/14/2024
Signature	Date

Maureen Glaser	Director of Operations, On the Go
Printed Name	Title

Public Contract Code Section 10232 Statement

In conformance with Public Contract Code Section 10232, the Applicant hereby states under penalty of perjury, that no more than one final unappealable finding of contempt of court by a federal court has been issued against the Applicant within the immediately preceding two--year period because of the Applicant's failure to comply with an order of a federal court which ordered the Applicant to comply with an order of the National Labor Relations Board.

<i>Maureen Glaser</i>	6/14/2024
Signature	Date

Maureen Glaser	Director of Operations, On the Go
Printed Name	Title

Equal Employment Opportunity Certificate

Applicant hereby certifies that it will comply with the provisions of the SANDAG Equal Employment Opportunity Program ([SANDAG Board Policy No. 007](#)), and rules and regulations adopted pursuant thereto, Title VI of the Civil Rights Act of 1964, the California Fair Employment Practices Act, and any other applicable federal and state laws and regulations relating to equal employment opportunity, including laws and regulations hereinafter enacted.

Furthermore, Applicant hereby certifies that it:

☐ Has*

☒ Has Not

been found, adjudicated, or determined to have violated any laws of Executive Orders relating to employment discrimination or affirmative action including, but not limited to, Title VII of the Civil Rights Act of 1964, as amended, (42 U.S.C. 2000[e] et seq.); the Equal Pay Act (29 U.S.C. 206[d]); Executive Order (EO) 10925 (Kennedy, 1961), EO 11114 (Kennedy, 1963), or EO 11246 (Johnson, 1965); or the California Fair Employment and Housing Act (Government Code 12460 et seq.); by any federal or California court or agency, including but not limited to the Equal Employment Opportunity Commission, the Office of Federal Contract compliance Programs, and the California Fair Employment and Housing Commission.

*If Has is marked above, please explain the circumstance in the space below.

--

<i>Maureen Glaser</i>	6/14/2024
Signature	Date

Maureen Glaser	Director of Operations, On the Go
Printed Name	Title

Safety Protocol Declaration Form

Carrier Name (Access Provider)	
PSG # (if applicable)	

Pursuant to [Decision 21-11-004](#) Ordering Paragraph 12, all eligible Access Providers must comply with the following Safety Protocols:

- **Background checks:** Access Providers must perform background checks that meet or exceed what is required for a TNC under the Instructions for TNC Application Form.¹
- **Insurance:** Access Providers must have levels of insurance that are equivalent or higher than what is required for charter-party carriers under General Order 115.² Please refer to the Sample Grant Agreement in the Call for Projects for more information on insurance requirements.
- **Driver training:** Access Providers must have certification that their drivers have completed WAV driver training on transporting people with disabilities within the past three years including but not limited to the following:
 - Sensitivity training
 - Passenger assistance techniques
 - Accessibility equipment use
 - Door-to-door service
 - Safety procedures
- **Controlled substance and alcohol testing:** Access Providers must be enrolled in a controlled substance and alcohol testing program.
- **Secretary of State registration:** Access Providers must have their articles of incorporation filed with the Secretary of State.
- **Motor Carrier Profile with CHP:** Access Providers (unless an exempt Social Service Transportation provider) must complete the California Highway Patrol (CHP) 362 Motor Carrier Profile and obtain a CA Number from the CHP.
- **Inspection:** Access Providers must have certification that all WAVs have been inspected and approved to conform with the American with Disability Act Accessibility Specifications for Transportation Vehicles within the past year, including the “19-point” vehicle safety inspection as required in both the TCP³ and TNC⁴ permitting process.

In addition, pursuant to [Decision 21-03-005](#) Ordering Paragraph 22, Access Providers offering wheelchair accessible vehicle services shall place the International Symbol of Accessibility on vehicles providing WAV service in the following locations: passenger side door (below door handle) and rear of vehicle (right side above bumper).

Access Providers shall be responsible for ensuring compliance with these requirements and shall

¹ Basic Information for Transportation Network Companies and Applicants at 4.

² General Orders are available online at <https://www.cpuc.ca.gov/generalorders/>

³ General Order 157-E at 9: <https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M322/K150/322150628.pdf>

⁴ [Basic Information for Transportation Network Companies and Applicants](#) at 9 and 10.

maintain records of such compliance if applicable for the duration of the program, which is scheduled to sunset on January 1, 2026. The CPUC and/or SANDAG may request supporting documentation at any time.

CERTIFICATION

I (we) certify (or declare), under penalty of perjury, that I (we) have read and understand the above requirement and must have completed the safety protocols above, and that I (we) am (are) to and will comply with it. I (we) certify (or declare), under penalty of perjury, that the foregoing is true and correct.

Click or tap to enter a date.	
Date	Print Name of Applicant/Officer
	Signature of Applicant(s)
	Signature of Corporate Officer
	Title of Corporate Officer

Required Forms for TNC Applicants Only

TNC As Access Provider Attestation Form

TNC Name	
PSG #	

Pursuant to [Decision 21-11-004](#) Ordering Paragraph 14, all Transportation Network Companies (TNCs) applying as an Access Provider must attest to the following:

- New Service Exception: For the purpose of Access Provider eligibility, a TNC is eligible to serve as an Access Provider in a geographic area so long as it has not provided wheelchair accessible vehicle (WAV) services in that geographic area since July 2019.⁵
- Exemption Exception: For a TNC that has operated WAV services since July 1, 2019 in a given geographic area, the TNC may continue to be eligible as an Access Provider in that geographic area if it qualifies under the exemption exception, which states the following:
 - A TNC may be eligible as an Access Provider in a geographic area where it currently offers WAV service if:
 - a) the TNC qualifies for an exemption in that geographic area, and
 - b) the TNC certifies that the TNC's collected fees during the Exemption Year were exhausted to provide WAV services.⁶

Please check one of the following:

I confirm the TNC stated above qualifies as an Access Provider under:

☐ New Service Exemption

☐ Exemption Exception

⁵ Decision D.21-11-004 Ordering Paragraph 4: a TNC is deemed to "operate WAV service" in a given geographic area if the TNC completes at least one WAV trip that originates in that geographic area.

⁶ See D.21-03-005 OP11.

TNC As Access Provider Attestation Form (Continued)

CERTIFICATION

I (we) certify (or declare), under penalty of perjury, that I (we) have read and understand the above requirement, and that I (we) confirm the above requirement. I (we) certify (or declare), under penalty of perjury, that the foregoing is true and correct.

Click or tap to enter a date.	
-------------------------------	--

Date

Print Name of Applicant/Officer

--

Signature of Applicant(s)

--

Signature of Corporate Officer

--

Title of Corporate Officer

OTG Map of Proposed Service Area



On the Go: Access for All by On the Go - Marketing Calendar

*All dates are tentative and will be modified accordingly to current circumstances.

Analyze first three months of program.																								
Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				
Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	
Brand Development	Market research	Finalize marketing strategy																						
		Brand development and messaging																						
		Brand guide and toolkit																						
												Develop additional program assets if needed												
Website	Sitemap & wireframe	Website development		Website launch								Review website analytics to determine optimization strategy												
	Form Development	Form testing	Website testing											Develop content for new pages				Add new pages to website						
													Website adjustments as needed											
Outreach & Comms	Press release development		Press release launch																					
	Organization research & outreach strategy	Comms templates										Program coordinator outreach												
		Develop program toolkit (Pre-written content/graphics for organizations to speak about the program)																						
	Gather email list				Email 1					Email 2				Email 3										
	Develop email and social media calendar				Social media 1 Social media 2 Social media 3	Social media 4 Social media 5	Social media 6 Social media 7	Social media 8 Social media 9	Social media 10 Social media 11	Social media 12 Social media 13	Social media 14 Social media 15	Social media 16 Social media 17	Social media 18	Social media 19	Social media 20	Social media 21	Social media 22		Social media 23					
Advertising			Develop ad templates					Begin online paid/display advertising											Review online paid/display advertising					
							Direct mail campaign (Prioritize target zip codes)																	
		Print ads in local publications																						
		Radio campaign																						
Media	Press circuit strategy & planning				Review press circuit results																			
		Press circuit																						

OTG AFA Program Implementation/Scope of Work

Applicant Name	On the Go
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Milestones are marked ◆ Month(s) for start dates/ongoing work marked X Months are spread over one year																
Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
Required Action 1: Access Provider Selection and Preparedness																
1.A Execute contract with SANDAG	SANDAG-OTG	Notice Of Award (NOA)	◆													
1.B Hire/train the Outreach and Project Manager (OPM), and train Transportation Provider Network Manager (TPNM)	OTG	1.A	X	◆												
1.C Execute contracts with existing OTG Access Provider subcontractors (SDMED, Care7). Current OTG Access Providers meet necessary driver, vehicle and CPUC charter-party carrier permit requirements (or meet add'l requirements as stated in this proposal, if non-permitted).	OTG-Subs	1.A	X	◆												
1.D Develop and implement intake processes/reservation requirements	OTG-OPM	1.A/1.B	X	◆												
1.E Establish AFASD program parameters for immediate operations from 4:00 AM - 10:00 PM PT, 7-day/week hours of on-demand WAV rides with local Access Providers. Migrate current enrolled AFASD riders to OTG.	OTG-OPM	1.A/1.B	X	◆												
1.F Provide immediate WAV transportation in San Diego County based on OTG experience and relationships with WAV rides to provide a smooth continuum of service to current SDAFA program riders.	OTG-OTG Call Center-Subs	1.A/1.C/1.D/1.E		X	X	X	X	X	X	X	X	X	X	X	◆	
1.G Build out the Transportation Provider Network based on need/demand. San Diego Access Providers: Eleet Transportation, Renewing Life, Bond Transportation, Casa Companion, Center City Transport, Happy2Help	OPM-TPNM-Subs	1.A/1.B/1.F			X	X	X	X	X	X	X	X	X	X	◆	
1.H Validate new Access Provider(s): insurance, driver credentialing, driver training requirements, driver drug and alcohol testing policy, vehicle credentials, article of incorporation, motor carrier profile permits, vehicle inspections, service area and rates.	TPNM	1.A/1.B/1.G			x		x		X		x		x	x		

Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1.I Onboard new Access Provider(s) based on need/demand.	OPM-TPNM	1.A/1.B/1.F/1.G/1.H			X		X		X		x		x	x	
1.J Engage Uber WAV and Lyft WAV to open rideshare WAV market in San Diego County.	OTG	1.A	X	X	X	X	X	X	X	◆					
Required Action 2: Additional Support Services and Equipment Selection Preparedness															
Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
2.A Execute contract with Third-Party Vehicle Mechanic/Inspector.	TPNM	1.A/1.B		X	◆										
2.B Execute contract with Third Party Paratransit Consultant Kiana Parker or similar advocate.	OPM	1.A/1.B	X	◆											
2.C Execute contract with Third Party PR Firm for Press Release and media circuit.	OTG Marketing	1.A	X			◆									
2.D Hire/train part-time Service Analyst.	OTG	1.A	X		◆										
2.E Extend call center hours to 24/7.	OTG Call Center	4.A/4.B									X	X	X	X	X
Required Action 3: Development of Operations Plan															
Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
3.A In collaboration with a Paratransit Consultant, SANDAG/AFASD data and based on OTG's experience, OTG will develop a draft On-Demand WAV services Operations Plan to include: * Description of day-to-day operations * Performance measures to assess daily operations * Techniques to deploy to adapt to changing needs or inability to meet minimum performance measures * Document reporting methodology and process for: rides, Access Providers, outreach, budget and complaints	OPM-Paratransit Consultant-SANDAG	1.B/2.B		X	◆										
3.B Final Operations Plan	OPM-Paratransit Consultant	1.B/2.B/3.A		X	X	◆									
Required Action 4: Deployment of WAV Services															
Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
4.1 Expand On-Demand WAV Service with local Access Providers to the public	OPM-OTG Marketing-OTG Call Center-TPNM	1.F/3.B/5.C				X	X	X	X	X	X	X	X	X	X
4.2 Implement On-Demand WAV service with Uber WAV and/or Lyft WAV	OPM-OTG Call Center-Lyft	1.H/1.J								X	X	X	X	X	X
Required Action 5: Outreach efforts to publicize and promote available On-Demand WAV services to disability communities															
Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov

Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
5.1 Create hard copy program materials, program webpage, & web-based application portal in threshold languages	OTG Marketing	1.A	X	X	◆										
5.2 Create paper-based applications (mailed or in person) & online application process (via website & call center agents)	OTG Marketing	5.A	X	X	◆										
5.3 Commence outreach plan: leverage existing relationships (2-1-1, JFS San Diego, CIE San Diego, Arc of San Diego, FACT, etc.) to promote the program; outreach to ARC centers, healthcare systems, senior centers, community-based orgs, religious centers/faith communities, etc. to identify/enroll participants; host in-person information and enrollment sessions; distribute print materials in English, Spanish & threshold languages.	OPM	1.D/1.E/5.A/5.B	X	X	X	X	X	X	X	X	X	X	X	X	X
5.4 Publish Press Release and commence Media Circuit announcing continuation of SDAFA program.	OTG Marketing-PR Firm	1.D/1.E/2.C/5.A/5.B				X	◆								
Required Action 6: Program Monitoring															
Strategies Employed	Responsible	Dependency	NOA	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
6.1 Monitoring of day-to-day operations to include number of WAV trips scheduled, completion rates, NEMT provider response times and rider enrollments.	OPM	1.A/1.F			X	X	X	X	X	X	X	X	X	X	X
6.2 Regular check-ins with Access Providers to review ride data/performance and ensure safety and compliance requirements are being followed.	OPM-TPNM-Subs	1.B/1.C/1.I			X	X	X	X	X	X	X	X	X	X	X
6.3 Submit cumulative quarterly report of records of services to SANDAG in CPUC template formats.	OPM-Service Analyst	1.B/2.D					◆			◆		◆			◆
6.4 Monitor OTG software budget tracking feature	OPM-Service Analyst	1.B/2.D		X	X	X	X	X	X	X	X	X	X	X	X
6.5 Conduct customer satisfaction surveys, compile data, submit findings to SANDAG	OPM-OTG call center	1.B/4.A/6.C								◆					◆
6.6 Jointly determine the format of the satisfaction survey within 30 days of contract execution date.	OPM-Paratransit Consultant-SANDAG	1.A	X	◆											