



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Organization Application

1 Applicant General Information

Applicant Legal Name	Sharp HealthCare Foundation
DBA (If Applicable)	Sharp HealthCare Foundation on behalf of the Sharp Transportation Program
Applicant Address	8695 Spectrum Center Blvd. San Diego, CA 92123
Contact Name	Jennifer Guthrie
Title	Chief Grants and Resources Officer
Phone	858.499.4815
Email	Jennifer.guthrie@sharp.com

2 Applicant Background

In 200 words or fewer, provide background information on the Applicant, including its mission statement.

Sharp HealthCare, a California nonprofit corporation, is the largest integrated, regional health care delivery system based in San Diego. We provide services to more San Diegan's than any other local health system. Our mission is to improve the health of those we serve with a commitment to excellence in all that we do. Our goal is to offer quality care and services that set community standards, exceed patients' expectations, provided in a caring, convenient, cost-effective and accessible manner. Sharp is committed to providing quality medical services regardless of race, color, nation origin or ability to pay.

In 200 words or fewer, provide background information on the Applicant's transportation program, including how it aligns with the STGP Goal and Objectives.

Sharp HealthCare operates a system-level Patient Transportation Services Department which serves patients cared for at Sharp Mesa Vista Hospital, Sharp Grossmont Hospital, Sharp Chula Vista Medical Center, Sharp Memorial Hospital, and Sharp Rees-Stealy medical clinics. All clients served through the transportation program are offered free non-emergency rides for outpatient appointments and are seniors, persons with disabilities, or persons with a mental illness or psychiatric disability. These individuals are patients of the hospital and are under the care of a physician. This request is for replacement vehicles needed for Sharp Mesa Vista Hospital.

In a few words, how did you learn about this Call for Projects?

Sharp HealthCare Foundation receives regular updates about Calls for Projects from SANDAG through an email distribution list. We are also a registered member/user of BidNet Direct.

3 Applicant Eligibility Information

Type of Applicant	☒ Private nonprofit organization ☐ State or local governmental agency, including local jurisdictions and operators of public transportation
Employer Identification Number	95-3492461
Unique Entity Identifier (Section 5310 Applicants only)	DKM8EGH5KHJ6

Provide the Applicant's completed W-9 Form as **Attachment 1**. If the Applicant is a Private Nonprofit Organization, provide an Entity Status Letter demonstrating that the Applicant is currently in good standing with the State of California Franchise Tax Board as **Attachment 2**. See the Application Materials for instructions. If the Applicant is a governmental agency, do not submit Attachment 2. If the Applicant is neither a Private Nonprofit Organization nor a governmental agency, do not continue this application; the Applicant is ineligible.

3.1 Total Grant Funding Requested by Applicant (All Proposed Grants)

Section 5310	Senior Mini-Grant	Total
\$229,636	\$0	\$229,636

4 Applicant Financials and Audits

If the Applicant has had a Single Audit completed within the past three years, provide the Applicant's most current Single Audit as **Attachment 3**. If the Applicant

has not had a Single Audit completed within the past three years, provide the Applicant's most recent Audited Financial Statement, which includes a Statement of Balance Position (Balance Sheet) and Statement of Activities (Income Statement), as **Attachment 3**. If the Applicant does not have an Audited Financial Statement, provide the Applicant's most current Un-audited Financial Statement, which includes a Statement of Balance Position (Balance Sheet) and Statement of Activities (Income Statement), as **Attachment 3**.

5 Board Policy No. 035 Resolution

Per **SANDAG Board Policy No. 035**, all applicants are required to submit a resolution from the Applicant's governing body that:

1. Commits the Applicant to provide the amount of matching funds per project that adheres to the Minimum Match Percentage
2. Authorizes Applicant's staff to accept the grant funding and execute a grant agreement if an award is made by SANDAG.

Applicants must submit this resolution by the deadline specified in Board Policy No. 035. See the Timeline in the Call for Projects. Failure to provide a resolution that meets the requirements may result in the application being deemed nonresponsive. A Board Policy No. 035 resolution template is available in the Application Materials for this Call for Projects.

If the Applicant wishes to submit its Board Policy No. 035 resolution with its Application by the Application Submission deadline, provide the completed and signed resolution as **Attachment 4**. If the Applicant does not submit its Board Policy No. 035 resolution by the Application Submission deadline but wishes to submit it before the deadline specified by Board Policy No. 035, email it to grantsdistribution@sandag.org.

6 Traditional Section 5310 Project Resolution

If the Applicant is a state or local governmental agency requesting funds for one or more traditional Section 5310 projects, provide documentation as **Attachment 5** that the Applicant either:

1. is approved by the State of California to coordinate services for seniors and individuals with disabilities; or
2. certifies by resolution that there are no Private Nonprofit Organizations readily available to provide the proposed service.

A traditional Section 5310 project resolution template is available in the Application Materials for this Call for Projects. Applicants submitting this resolution are strongly encouraged to use this template.

7 Required Forms

Complete, sign, and submit all applicable required forms as **Attachment 6**. These forms are available as a packet entitled Required Forms and are included in the Application Materials for this Call for Projects.

8 Federally Negotiated Indirect Cost Rate

If the Applicant has a Federally Negotiated Indirect Cost Rate (FNICR) and wants to apply its FNICR to a proposed project, the Applicant must provide documentation from the Applicant's federal cognizant agency approving the Applicant's FNICR as **Attachment 7**. Applicants that do not have an FNICR should not submit an Attachment 7.

9 Transit Asset Management Questions

Mark Yes or No to the following question(s) to help SANDAG determine if the Applicant is required to participate in a Transit Asset Management (TAM) Plan if awarded funding. See Section 3.2 of the Call for Projects for information on TAM requirements.

For Transit Operator Applicants (Metropolitan Transit System and North County Transit District)

Question	Mark Yes or No
1. Does the Applicant have a current and compliant individual TAM Plan?	☐ Yes ☐ No ☒ Not Applicable

For All Other Applicants

Question	Mark Yes or No
1. Is the Applicant requesting Section 5310 funds through this Call for Projects?	☒ Yes ☐ No
2. Does the Applicant own, operate, or manage capital assets used to provide "public" transportation services, rather than "client-based" transportation services?	☐ Yes ☒ No

10 Applicant Risk Assessment Questionnaire

Please complete the following Applicant Risk Assessment Questionnaire to help SANDAG complete its Pre-Award Risk Assessment as discussed in Section 5.5 of the call for projects:

<https://forms.office.com/g/WuVwAHvVut>

The results of the pre-award risk assessment may inform the level of monitoring SANDAG conducts of awarded Applicants. **COMPLETE.**



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Section 5310 Capital – Vehicle and Other Equipment Procurement Application

1 Applicant and Project Names

Applicant Name	Sharp HealthCare Foundation on behalf of the Sharp Transportation Program
Project Name	Sharp Transportation Program

2 Project Manager and Grant Signatory Contact Information

List the Project Manager (PM) who will maintain overall responsibility of the project for the Applicant.

Individual Name	Jennifer Guthrie
Title	Chief Grants and Resources Officer
Phone	858.499.4815
Email	Jennifer.guthrie@sharp.com

List the Signatory who, as a duly authorized representative of the Applicant, will sign the Section 5310 Grant Agreement for the Applicant.

Individual Name	Melissa Sullivan
Title	Director, Finance & Admin. Services
Phone	858.499.5174
Email	Melissa.sullivan@sharp.com

3 Project Financial Summary

3.1 Grant Request, Match Amount, and Match Percentage

Grant Request	Match Amount	Total	Match Percentage	Minimum Match Requirement
\$229,636	\$40,524	\$270,160	15%	15%

3.2 Source(s) of Matching Funds

SANDAG requires a cash match for Section 5310 vehicle and other equipment procurement projects. Describe the source(s) of cash matching funds that will be applied to this grant. Contact SANDAG staff if there are more than five sources of cash matching funds.

Match Source Number	Description of Cash Matching Funds Source	Amount
1	Sharp Mesa Vista cash commitment of \$40,524, contact person is Aldo Ortega, Patient Transportation Services Supervisor, contact email is aldo.ortega@sharp.com.	\$40,524
Total		\$40,524

4 Coordinated Plan Eligibility Requirement

To be eligible for STGP funding, a project must be derived from the SANDAG 2020 Coordinated Plan.

4.1 2020 Coordinated Plan Very High and High Priority Strategies

Please check the box(es) indicating the Very High or High Priority strategy(ies) in the SANDAG 2020 Coordinated Plan from which the project is derived (select all that apply):

Very High

- ☐ Maintain existing effective and efficient transportation services
- ☒ Continue providing existing curb-to-curb, door-to-door (and door-through-door, when necessary) services for trips such as non-emergency medical transportation and grocery shopping in circumstances where paratransit is insufficient, inappropriate, or unavailable
- ☐ Maintain assets in a state of good repair
- ☐ Develop or expand transit or transportation solutions in areas with little or no other transportation services based on identified gaps
- ☐ Develop or expand transit or transportation solutions in areas with sufficient densities to support specialized transportation or coordinated services based on identified gaps.
- ☐ Provide new curb-to-curb, door-to-door (and door-through-door, when necessary) services for trips such as non-emergency medical transportation and grocery shopping, in circumstances where paratransit is insufficient, inappropriate, or unavailable

- ☐ Increase interagency coordination efforts to maximize existing capacity
- ☐ Increase interagency coordination of resources
- ☐ Improve access to available services through coordination and enhanced customer service that connects riders to transit or specialized transportation services that most appropriately meet their needs

High

- ☐ Improve first-mile/last-mile strategies to better connect to transit
- ☐ Increase work-based transit service hours of operation to assist nontraditional work schedules
- ☐ Increase the level of service on fixed-route services
- ☐ Implement interagency partnerships to secure funding
- ☐ Develop public-private partnerships to provide innovative transportation solutions
- ☐ Provide educational resources to encourage more individuals to ride public transit
- ☐ Evaluate and upgrade transit stops and amenities where appropriate

4.2 2020 SANDAG Coordinated Plan: Explanation of Derivation

Briefly explain how the proposed project is derived from the selected priority strategy(ies).

The priorities for supporting various transportation projects are set forth in the 2020 SANDAG Coordinated Plan and fall within four broad categories. Sharp's transportation programs are aligned with the very high priority strategy of continuing to provide existing curb-to-curb, door-to-door (and door-through-door, when necessary) services for trips such as non-emergency medical transportation and grocery shopping in circumstances where paratransit is insufficient, inappropriate, or unavailable.

The current transportation system is critical for maintaining services for those most in need. Sharp provides door-to-door (and door-through-door when necessary) services for trips such as non-emergency medical transportation where paratransit is insufficient, inappropriate, or unavailable. This helps decrease dependence and isolation among clients who are considered "transportation disadvantaged." Many seniors and individuals with disabilities struggle with getting to the curb or waiting for someone to pick them up. Because of these challenges, additional assistance may be needed, especially for those with walkers, wheelchairs, or other mobility devices that regular transportation services are not equipped to handle. Patients with mental illness are sometimes confused and unaware of their surroundings, which becomes a safety issue when riding with others. They often face rejection due to stigma about their illness. Because Sharp recognizes and prioritizes the needs of vulnerable and disadvantaged clients and leans into providing

mental and behavioral health services, the services of the Sharp Transportation Program are critically needed.

5 Project Service Area and Title VI Questions

Per Section 5310 requirements, the proposed project must be within the large, urbanized area of San Diego County to be eligible for Section 5310 funding through SANDAG. Per federal Title VI requirements, SANDAG must determine if the proposed project will use Section 5310 funds to provide assistance to predominantly people of color¹ in the proposed project service area.

SANDAG has developed an [Applicant Mapping Tool](#) to help applicants generate a project service area map and gather demographic data on the project service area. See the Applications Materials for instructions on using the Applicant Mapping Tool. Provide a screenshot or screen clip of the project service area map and the CSV file of the demographic data generated through the Applicant Mapping Tool. Provide these two files as **Attachment 8** and answer the following questions:

1. Is the proposed project within the large, urbanized area of San Diego County?	☒ Yes ☐ No
2. What is the total population in the project service area?	1,144,700
3. What percent of the total population in the project service area is people of color?	56.362%

6 Needs Accommodation Policy

The Target Population for Section 5310 projects is people age 65 and older and individuals with disabilities. Under the Needs Accommodation Policy, three requirements must be met for a project to be eligible for grant funding:

1. Project is specifically designed to meet the special needs of the Target Population
2. At least 80% of the project's beneficiaries are members of the Target Population
3. Project benefits are prioritized for the Target Population

Complete the below table to indicate the number and percentage of those served by the proposed project.

Demographic Category	Number	Percentage of Total
Older Adults (65 and older)	6,934	20%
Individuals with Disabilities	23,921	69%

¹ Refers to an individual who identifies as at least partly American Indian or Alaska Native, Asian or Pacific Islander, Black or African American, or Hispanic or Latino

Older Adults and Individuals with Disabilities	3,467	10%
Neither Older Adults nor Individuals with Disabilities	346	1%
Total	34,668	100%

7 Project Narrative

General Instructions: Answer the following questions in the space provided. Unless otherwise stated, provide responses that are 250 words or fewer.

Applicant Experience, Capacity, and Readiness

1. To what extent does the Applicant have experience in successfully managing grant-funded transportation services benefiting the Target Population?

Sharp has a long and distinguished history of providing transportation services, dating back to 1974 when the Sharp Auxiliary began funding vehicles. Sharp Grossmont initially launched a volunteer transportation program, complete with vans and buses, through generous philanthropic support from the Hospital Auxiliary, Sharp HealthCare Foundation, Grossmont Hospital Foundation, and Sharp physicians. Over the next 15 years, the Transportation Program expanded to a fleet of over 30 vehicles with paid dispatching and driving staff. Today, the Hospital Auxiliary, Sharp HealthCare Foundation, each of Sharp's hospital entities, and Grossmont Hospital Foundation continue to support the program through donations, grant funding, and volunteer management. Sharp is strongly committed to the transportation programs, as demonstrated by continued funding for operating costs, personnel, and other necessary expenses. The Transportation Program fleet includes a range of vehicles, from seven-passenger minivans to wheelchair-accessible buses, that allow easy access to the intricate service areas in San Diego County. Should we receive a 5310 award, Sharp is prepared to implement it immediately. We have a positive track record of operating and managing complex transportation services, including operationalizing 5310 awards. Our experienced and expert management team has been delivering these services for decades to our established client base.

The success of the Sharp Transportation Program has significantly benefited seniors and persons with disabilities in the San Diego region. The program has provided reliable and accessible transportation options, ensuring that these individuals can attend medical appointments, social activities, and other essential services. This has greatly enhanced their quality of life and independence. The availability of wheelchair-accessible buses and other specialized vehicles has been particularly impactful, allowing those with mobility challenges to travel with ease and dignity. The program's dedicated volunteer drivers and staff have built strong relationships with the community, fostering a sense of trust and reliability. Overall, the Sharp Transportation Program has played a crucial role in supporting the well-being and inclusion of seniors and persons with disabilities in the Central region of San Diego.

2. What is the Applicant's technical capacity for implementing the proposed STGP-funded service, including, but not limited to, sufficient staffing resources; data management and tracking capabilities; and policies and procedures for ethics, third-party contracting, internal controls, and financial management?

For nearly 45 years, Sharp has been providing transportation services to seniors, persons with disabilities, and other individuals in need on a daily basis. Our fleet of vans and buses covers more than 4,000 miles daily, dedicated to transporting seniors and individuals with physical and psychiatric disabilities. A full-time manager with over 30 years of Sharp HealthCare experience oversees the transportation program for Sharp Grossmont Hospital, Sharp Memorial Hospital, Sharp Chula Vista Medical Center, and Sharp Rees-Stealy. Additionally, a full-time Transportation Lead oversees the transportation program for Sharp Mesa Vista.

Historically, we have made, on average, more than 460 trips each day at an approximate cost of \$22 per trip. We are also adept at providing training to our patients seeking greater independence and utilize volunteers who offer free bus and trolley passes to patients capable of using public transportation.

Our transportation services are door-to-door, supported by an administrative team of three: one full-time Manager, one Lead Dispatcher/Scheduler with 20 years of service, and one Dispatcher/Scheduler. Administrative staff costs are allocated to each hospital entity based on the number of vehicles operated at that site. For over 20 years, Sharp HealthCare has secured and successfully managed Section 5310 funding, leveraging our expert finance team, administrative team, and grants and compliance team to operate the program and address the needs of our most vulnerable patients.

Sharp HealthCare, Sharp Mesa Vista Hospital, and the Sharp Transportation program have sufficient staffing resources, data management, and tracking capabilities, policies and procedures for ethics, internal controls, and financial management to successfully operate the program. Our technical capacity methods include the use of advanced scheduling methods, GPS tracking for all vehicles, financial and operational internal controls to track expenses of the program and revenue sources, and regular training programs for staff and volunteers. These measures ensure efficient and reliable service delivery, maintain high standards of safety and accountability, and support continuous improvement in our operations.

3. Is the Applicant fiscally stable and ready to maintain the proposed schedule so that it meets all proposed deliverables and ensures completion by the end of the grant term, including the below milestones?
 - October 2025: Execution of the Section 5310 grant agreement
 - January 2026: Purchase of vehicles and other equipment through sufficient matching funds
 - Summer 2026: Vehicle delivery and start of service through the end of

minimum useful life

Sharp HealthCare Foundation has worked with the Sharp Transportation Program and Sharp HealthCare financial services for nearly 20 years to coordinate the application and compliance of transportation grants. Over the course of these two decades, we have ensured that the Sharp Transportation Program and Sharp HealthCare Foundation were ready to execute all aspects of the 5310 program and prudently financially and operationally manage it to deliver excellent transportation services to the vulnerable and at-risk patients in need. Sharp HealthCare Foundation, together with Sharp Financial Services, has 45 years of experience in maintaining grant program timelines and schedules, meeting deliverables, and completing all operational and fiscal compliance activities in accordance with executed grant agreements and terms. As such, Sharp HealthCare Foundation is committed to working in partnership with Sharp HealthCare Finance, and the Sharp Transportation program to achieve the following milestones:

- October 2025: Execution of the Section 5310 grant agreement
- January 2026: Purchase of vehicles and other equipment through sufficient matching funds
- Summer 2026: Vehicle delivery and start of service through the end of minimum useful life

Need and Equity

4. What percentage of those served by the proposed service are members of the Target Population?

Instructions: Complete the Project Scope of Work and Section 6 of this Project Application to respond to this question.

Please see the Project Scope of Work and Section 6 for the response to this question.

5. Describe the project need. How are specialized transportation services in the proposed service area insufficient, inappropriate, unaffordable, or geographically unavailable?

Transportation barriers are often cited as significant obstacles to healthcare access. These barriers can lead to rescheduled or missed appointments, delayed care, and missed or delayed medication use, which may result in poorer management of chronic illnesses and thus poorer health outcomes (Hughes-Cromwick, P., & Wallace, R. (2019). Transportation Barriers to Health Care in the United States: Findings from the National Health Interview Survey, 2017. Journal of Transport & Health, 14, 100613. Retrieved from <https://www.sciencedirect.com/science/article/pii/S221414051830381X>). This is especially true for ill, frail seniors and people with disabilities, as the ongoing care they receive helps to maintain their wellness and stability.

At Sharp HealthCare, our transportation services aim to meet the transportation needs of older adults and people with disabilities in our service area when their transportation needs cannot be addressed due to lack of capacity, financial barriers, unavailability and insufficiency of services, or inappropriateness of resources in the area. We provide critically needed transportation services in accordance with a patient's entire treatment plan and work with the full complement of an individual's healthcare providers, not just the patient and the family, to achieve the best possible outcomes.

We address the special transportation needs of seniors and individuals with disabilities in our urban area by ensuring access to a wide variety of options designed to meet identified needs. Through our services which are planned according to geography, are free-of charge, and available in multiple languages through our drivers or interpreter services, we improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options. All clients served through the Sharp Transportation Program are seniors, persons with physical disabilities, or persons with a mental illness. These individuals are patients of Sharp and are under the care of a physician. This service is provided free of charge and ensures that our senior and disabled patients have access to the care, services, and treatment they need.

Our non-emergency transportation service is a significant benefit aimed at maintaining the health and well-being of our patients, which in turn, assists them in engaging with their families and friends and participating in their surroundings, contributing to the vibrancy of the community. Sharp provides door-to-door demand response transportation programs. Patients who have ongoing treatments such as mental health day treatment programs, physical therapy, radiation/chemo, etc., are scheduled according to their treatment plan. Additionally, we offer one-time appointments for surgery, discharge rides, lab, or x-ray appointments. For Sharp Mesa Vista, we maintain patient demographics internally, and routes are generated twice and distributed to drivers daily by our dispatchers. Team communication is conducted via cell phone or text.

6. How will the proposed service uniquely and urgently meet one or more specialized transportation needs through the grant term?

Funding requested will replace two (2) older, high-mileage vehicles.

Based upon our decades of experience providing specialty transportation services to the target population, we have determined that our request for Class C vehicles best suit our patient's needs in the service area of the Central region of San Diego, where Sharp Mesa Vista is located. Please see Attachment A, for the target population data file and the map/demographics of the Central Region proposed to be served. In order to ensure we maintain an efficient, no-cost, and responsive transportation program; we will continuously monitor the services provided. To this end, we will monitor a variety of program data including data required by SANDAG, to ensure the program remains on target each month. Track performance indicators such as operating cost per passenger, operating cost per vehicle service hour, and passenger utilization. Should the program miss targets, we will implement strategies to course correct immediately which may include requesting support from SANDAG as needed.

At Sharp Mesa Vista, our patient population experiences a wide range of disabilities, which limits some of their ability to self-transport to any of the facilities, even though transportation services are provided through a wide area of San Diego, Sharp Mesa Vista still faces limitations due to distance and areas with a high demand of services. The continuous expansion of outpatient programs has led us to a need for increased transportation programming. Senior and patients with physical limitations face challenges when boarding and disembarking from our leased fleet. Our strategies to overcome these challenges is to continuously monitor and improve our transportation program through the creation of flexible program schedules and monitoring and modifying routes for maximum efficiency.

The Sharp Transportation Program is unique in the Central region of San Diego due to its comprehensive and dedicated service model. Unlike other transportation programs such as MTS Access, FACT, and On the Go, the Sharp Transportation Program is completely free-of-charge, provides specialized transportation services tailored to the needs of seniors and persons with disabilities, and is responsive to the unique mental health, age, and abilities of our riders. Overall, the Sharp Transportation Program's unique combination of extensive experience, specialized vehicles, dedicated staff, and technology sets it apart from other transportation services in the Central region of San Diego.

7. How will the proposed service benefit those in the Target Population that need it the most, ensure access for individuals with Limited English Proficiency, and respond to diverse populations (e.g., veterans, low-income people, people of color, federally recognized Native American tribes)?

The Sharp Transportation Program and the Sharp Equity Alliance play crucial roles in supporting seniors and persons with disabilities, ensuring they receive the care and services they need. The Sharp Transportation Program offers door-to-door and door-through-door services, making it easier for these individuals to attend medical appointments, therapy sessions, and other essential activities. This service is particularly beneficial for those who face mobility challenges, as it reduces dependence and isolation, contributing to better health outcomes and overall well-being.

Additionally, the Sharp Equity Alliance promotes cultural diversity, equity, and inclusion across the organization. This includes providing interpreter services in over 50 languages, ensuring that individuals with Limited English Proficiency can access transportation and healthcare services without language barriers. The Alliance's efforts extend to supporting diverse populations, including veterans, low-income individuals, people of color, and federally recognized Native American tribes, by addressing their unique needs and fostering an inclusive environment.

The Sharp Title VI plan further underscores Sharp HealthCare's commitment to nondiscrimination and equitable service delivery. It ensures that no person is excluded from participation in, denied the benefits of, or subjected to discrimination under any program or activity receiving federal financial assistance.

Through these initiatives, Sharp HealthCare and the Sharp Transportation Program demonstrate their commitment to serving the most vulnerable members of the community, ensuring they have access to the necessary resources and support to lead healthier, more independent lives.

Operational/Implementation Plan

8. To what extent does the Applicant have a clear and feasible service plan to deliver effective, safe, and reliable service for passengers, which may include innovative concepts and technology to be used in scheduling/dispatching trips?

The Sharp Transportation Program has adapted to the Fleet Management company standards, in providing vehicle maintenance and CHP's bus safety inspection at a 5k miles intervals, guaranteeing the optimal conditions of our transportation assets for our riders. Additionally, routes are constantly monitored and updated daily and as needed to improve client experience and avoid long routes. Across the Sharp HealthCare system, several entities are upgrading their routing software and there are plans for Sharp Mesa Vista to explore opportunities with it as well, once it is fully operational and tested.

Routine maintenance is performed in accordance with manufacturer recommendations and prescribed schedules. Backup vehicles are utilized as needed during maintenance and repair, and emergency taxicab rides are also an

option. Driver candidates are interviewed in a group setting to ensure compatibility with our existing drivers. Offers are finalized upon completion of a physical, drug screen, background check, and TB test. New driver orientation and training are comprehensive. New drivers must possess the following:

- a) Appropriate CA licensure
- b) Passenger endorsement
- c) A clear driving record
- d) Experience transporting individuals with disabilities
- e) Demonstrated ability to transport individuals in wheelchairs
- f) Current CPR and First Aid certification

In-house classroom training and testing are provided for all new hires. Drivers attend 8 hours of classroom instruction and an additional day of classroom training for orientation to the psychiatric setting within the first month of work. Before operating a vehicle, each new driver is paired with an established driver for orientation. They then drive under supervision for a minimum of 8 to a maximum of 24 behind-the-wheel training hours before being cleared. Drivers are tested on their knowledge of the facilities, safe defensive driving, and a battery of other skills.

9. *Instructions: Complete the Project Scope of Work to respond to this question.*

Please see the Project Scope of Work for the response to this question.

10. How would the Applicant store the requested vehicle(s) and other equipment in one or more secure locations and maintain procedures to mitigate the risk of loss, theft, or abuse, and keep passengers and drivers safe?

The Sharp Transportation Program will store the requested vehicles, should we receive a 5310 award, in secure locations to ensure their safety and mitigate the risk of loss, theft, or abuse. These secure locations include locked and monitored parking facilities with restricted access. Additionally, the Sharp Transportation Program will implement comprehensive procedures to maintain the safety of passengers and drivers. These procedures involve regular maintenance checks, security protocols for vehicle access, and the use of surveillance systems to monitor the storage areas. By adhering to these measures, the Sharp Transportation Program ensures the secure storage and safe operation of transportation assets, thereby protecting both the equipment and the individuals who rely on these services.

Stewardship of Public Funds

11. How are the requested vehicle(s) and other equipment (including any optional features) a cost-effective use of public funds and necessary for the type of service proposed?

Typically, health care organizations like hospitals choose to work with a third party vendor to handle the extent of their transportation services available at an additional cost. Patients are referred by the hospital to the transportation vendor and often pay a fee for transport to services such as cancer treatment. Physically ill patients are usually unable to make long trips or travel with other riders. High costs associated with some providers are not a feasible option for the majority of patients resulting in noncompliance with doctor's orders. Sharp is strongly committed to the Transportation Program as demonstrated through continued funding for operating costs, personnel and other expenses critically important for program implementation. In addition to the vehicles funded by previous Section 5310 grants, Sharp also leases a fleet of vehicles to assure that all patients have access to the transportation services provided for the elderly and disabled. If vehicles are not replaced, services to patients in need would not be feasible with the remainder of the fleet.

The granted 5310 vehicles allows the Sharp Transportation Program to focus on senior and disabled patients who have special mobility needs which continue to grow each year. Given our ability to match and leverage funding from other sources to 5310 grants and other revenue generated from other operations including philanthropy, our participation in this grant program represents a cost-effective use of public funds that are necessary for the transportation services proposed.

Sharp has been a recipient of Section 5310 grant award for more than 20 years. Funding from the 5310 grant allows Sharp to maintain a high level of service to its patients. The impact of our services cannot be overestimated. As a leading provider of charity and uncompensated care in San Diego County (\$570 million total in 2023 and nearly \$3 million in patient transportation and related services), Sharp faces a continuous challenge in its mission to provide cost-efficient medical care in a manner that exceeds expectations and provides care to all members of the community, regardless of ability to pay or ethnic background. Given many factors, Sharp is unable to provide the capital funds to fully purchase the replacement vehicles needed for continued success of the program. Furthermore, to ensure the delivery of high quality day-to-day health care, Sharp must secure funding that is directly related to patient care, such as securing funds to support the provision of health facilities, medical equipment, and technology.

12. Has the Applicant secured, or will the Applicant secure, matching funds to cover the cost of purchasing the proposed vehicle(s) and other equipment? Would these funds be available to the Applicant through the vehicle and other equipment procurement process?

Instructions: Complete Section 3 of this Project Application and the Project Budget and provide a response below.

Please see Section 3 of this Project Application and the Project Budget for the response to this question.

13. Please describe the source(s) of revenue the Applicant would use to cover the direct costs of operating the requested vehicle(s) and other equipment through their minimum useful life.

The Sharp Transportation Program, should we be awarded a Section 5310 grant for the purchase of replacement vehicles, commits to covering the direct costs of operating the requested vehicles through their minimum useful life using a variety of revenue sources. Sharp HealthCare and Sharp Mesa Vista hospital care for patients with behavioral health needs, and revenue is generated through several streams. These include government sources, managed care contracts, and fee-for-service arrangements. Additionally, as a not-for-profit health system, Sharp Mesa Vista and the Sharp Transportation Program are supported by Sharp HealthCare Foundation fundraising, which encompasses public and private grants, individual contributions, private donors, special events, annual giving, employee giving, and support from corporate and family foundations.

Coordination and Outreach

14. Does the Applicant coordinate well with other specialized transportation providers in the proposed service area to address gaps in existing specialized transportation services, avoid duplicating cost-effective services, and enhance service delivery?

Instructions: Include three Letters of Support with the Project Application and provide a response below.

Please see Attachment 11 for three Letters of Support for the Sharp Transportation Program.

The Transportation Program Manager is ultimately responsible for program oversight and implementation, and fiscal management. She also is in charge of the community partnerships with local San Diego based organizations such as the City of La Mesa, Senior Center, Wounded Warrior Project, and the City of San Diego Wheelchair Tennis and Rugby tournaments. She has also been a long time member of CalAct and the Council on Access & Mobility (CAM). Our program outreach to engage older adults and the disabled extends from information and referral available at senior centers located at our hospitals to health fairs, health screenings, and health lectures. Following is a synopsis of our coordination efforts:

- (HPP) Hospital Preparedness Program which includes meeting federal benchmarks to receive HPP grant funding. We also work closely with the San Diego County OES by participating in both disaster drill preparedness and multiple county wide disaster drill events each year, including the Statewide Medical Health Exercise Program and Golden Guardian exercise Program.

- We send representatives to the monthly San Diego HealthCare Disaster Council which works with San Diego County EMS and OES on disaster preparedness for healthcare.
- The Van Service Manager is an active member of CAM /FACT/CTSA. We provide transportation assistance to the City of La Mesa, Senior Center for special programs and other special programs.

15. How has the Applicant involved members of the Target Population in the continued operation of the proposed service? If the proposed service is new, how will the Applicant involve members of the Target Population in the planning of this new service?

Sharp constantly communicates with the community through various ads, such as billboards, radio, and TV ads and spots about the availability of the Sharp Transportation Program. In addition, we have a strong assessment team, which patients county-wide are referred to after their initial call. Once evaluated, they are channeled to one of the appropriate programs for the continuance of their treatment and referred to our transportation system. Patients are also given a central number for directly communicating with our transportation services department. We post the availability of the Sharp Transportation Program throughout the entities of Sharp HealthCare, including Sharp Mesa Vista Hospital.

Sharp HealthCare's Community Benefit process is integral to our mission, ensuring that we meet the health needs of the communities we serve. This process involves extensive community health needs assessments, strategic planning, and the implementation of programs and services that address identified needs. The Community Benefit process also includes regular evaluation and reporting to ensure that our initiatives are effective and aligned with community priorities.

To evaluate the satisfaction of services provided, Sharp HealthCare utilizes Press Ganey satisfaction surveys. These surveys are distributed to patients and community members who use our services, providing valuable feedback on their experiences. The results from these surveys are analyzed and used to make continuous improvements to our programs, ensuring that we consistently deliver high-quality, patient-centered care.

Environmental Responsibility

16. To what extent does the proposed service promote healthier air and reduce greenhouse gas emissions and vehicle miles traveled through zero-emission or low-emission vehicles, efficient routing and scheduling (e.g., grouping trips by similar origins and destinations), or other mechanisms?

All Ways Green is Sharp HealthCare's system-wide initiative to become a "green" organization. As part of its vision to be the best health care system in the universe,

we are dedicated to the physical health of our patients and fellow employees and recognize that a healthy environment is directly tied to individual well-being. Specifically, operates a “Green Vehicle Committee” where members identify and discuss green fuel and environmentally sustainable vehicle options and implemented a process to assure that a green option is identified when purchasing or leasing new vehicles. Today, this Green Vehicle Committee meets once a year now to review changes in the industry. We also track and report environmentally sustainable metrics as part of our annual Sustainability Report. In 2023, as related to the Transportation Program, we consistently exceeded expectations each quarter for number of trips logged, number of miles saved, carbon dioxide production averted and total gas gallons saved. Further, the patient transportation service department utilizes logistics to plan routes by the areas served for scheduling. This allows us to optimize trips by increasing passengers while limiting the miles that vehicles travel.

Proposed Performance Measures

17. What is the proposed Minimum Service Hours per Week?

32-40 hours per vehicle, vehicles will be replacing older vehicles with an already established routes.

Instructions: Complete the Project Scope of Work to respond to this question.

18. To what extent does the Applicant provide clear, appropriate, and quantifiable measures to evaluate the cost-effectiveness and overall effectiveness of the proposed service?

As a non-profit provided service, the Sharp Transportation Program keeps a close look at the following Key Performance Indicators (KPIs), which align our programmatic goals with our finance department measures.

Key Performance Indicators (KPIs) include:

1. On-Time Performance: Measures the percentage of trips that are completed on schedule.
2. Passenger Utilization: Tracks the number of passengers using the service relative to the capacity.
3. Operating Cost per Passenger: Calculates the cost of providing transportation services per passenger.
4. Operating Cost per Vehicle Service Hour: Measures the cost of operating a vehicle for one hour of service.
5. Customer Satisfaction: Assesses passenger satisfaction through surveys and feedback.
6. Safety Incidents: Records the number of accidents or safety-related incidents.
7. Maintenance and Downtime: Monitors the frequency and duration of

vehicle maintenance and downtime.

8. Fuel Efficiency: Tracks the fuel consumption of the fleet.

9. Revenue per Mile: Measures the revenue generated per mile traveled.

10. Service Coverage: Assesses the geographic area covered by the transportation service.

Transportation routes are evaluated every morning and modified as needed based on bi-weekly reports for efficiency and convenience to our benefitted population.

Instructions: Complete the Project Scope of Work to respond to this question.

Performance Monitoring and Outcomes

19. What is the Applicant's plan to monitor the proposed service's performance, track passenger data, and strive for continuous improvement?

Evaluation will play a critical role in the implementation and operation of any vehicles awarded. We will monitor and evaluate the following to continually assess overall effectiveness:

1. Monitor Program Data and Effectiveness:

- Evaluate the program on multiple deliverables using in-house client/patient data and demographics, maintaining and evaluating the program's success in meeting its mission and goals.

- Provide compliance reports to SANDAG as required.

- Discuss and implement strategies to ensure the program remains on target each month.

- Track performance indicators such as operating cost per passenger, operating cost per vehicle service hour, and passenger utilization.

- Should the program miss targets, we will implement strategies to course correct as needed, which may include requesting support from SANDAG.

2. Coordination with Internal and External Partners and Pursuit of New Coordination Opportunities:

- Participate in local and regional agency committees, including the San Diego County Volunteer Driver Coalition.

- Contribute to the community by sharing resources, lessons learned, and experiences gained, helping other agencies' committees collaboratively respond to the County's ongoing transportation needs.

Should evaluation results indicate misses, the Transportation Manager will identify and address the root causes, refocus our efforts, and ensure goals are on track going forward.

20. What is the Applicant's plan to anticipate, prepare for, respond, and adapt to unexpected changes or sudden disruptions so that it can deliver reliable

service with minimal trip cancellations caused by the Applicant?

The Sharp Transportation Program has a comprehensive plan to anticipate, prepare for, respond to, and adapt to unexpected changes or sudden disruptions to ensure reliable transportation services for the target population with minimal trip cancellations.

Sharp Mesa Vista is currently operating a fleet of 15 vehicles, including 4 spares, and a total of 14 staff members, including a dispatcher and supervisor who can also function as drivers when needed. Five of the 15 vehicles in our fleet are leased, providing flexibility in the event additional vehicles are required. This structure allows us to anticipate, prepare for, respond to, and adapt to unexpected changes or sudden disruptions, ensuring reliable service with minimal trip cancellations.

The Sharp Transportation Program identifies risks to its services through regular assessments and data analysis. The program devises plans to address, mitigate, and manage these risks by implementing preventive maintenance schedules, cross-training staff, and maintaining a pool of spare vehicles. Additionally, the program uses data management and tracking capabilities to monitor vehicle performance, staff availability, and service demand. This data-driven approach allows the program to make informed decisions and adjustments, ensuring a reliable transportation service with minimal cancellations.

21. Describe the Applicant's system to receive input from passengers on the quality of the service and reasons for any repeated no-shows through surveys or other methods. How does or will the Applicant use this input to inform enhancements to service delivery?

Sharp is consistently awarded and recognized statewide and nationally in many areas of our service; all patients receive Press Ganey surveys which results enhances our recognition year after year. At a personal level, our clientele has direct access with our transportation office while at the facilities and via phone, which allow us to have a direct connection with our passengers and offers an opportunity for problem solving if any inconveniences arise.

Cancellations and no-shows are immediately communicated to the care team, for proper patient follow-up and engagement on their care and future services. The Sharp Transportation Program also receives input from passengers through Press Ganey surveys and direct communication channels. This information is meticulously analyzed and used to inform service delivery enhancements, such as adjusting schedules, improving communication protocols, and training staff to better meet passenger needs.

Vehicle and Other Equipment Project Scope of Work

Organization Name:	Sharp HealthCare Foundation on behalf of the Sharp Transportation Program
Project Name:	Sharp Transportation Program
Project Service Area:	San Diego, California, Central Region

Section A: Project Description

Project Description:	Sharp HealthCare operates a system-level Patient Transportation Services Department which serves patients cared for at Sharp Mesa Vista Hospital, Sharp Grossmont Hospital, Sharp Chula Vista Medical Center, Sharp Memorial Hospital, and Sharp Rees-Stealy medical clinics. All clients served through the transportation program are offered free non-emergency rides for outpatient appointments and are seniors, persons with disabilities, or persons with a mental illness or psychiatric disability. These individuals are patients of the hospital and are under the care of a physician. This request is for replacement vehicles needed for Sharp Mesa Vista Hospital.
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Section B: Summary of Project Tasks

The following is a summary of the tasks that will be implemented through this procurement project.

Task 1:	Purchase Vehicle(s) and/or Other Equipment
Description:	Work with SANDAG to complete the purchase of vehicle(s) and/or other equipment as specified in Section C, including timely payment of matching funds to SANDAG and coordination during the purchase order process as described in the SANDAG Specialized Transportation Program Management Plan.
Task 2:	Operate Vehicle(s) and/or Other Equipment
Description:	Continuously use the vehicle(s) and/or other equipment specified in Section C for a minimum of 20 hours per week through their minimum useful life to provide specialized transportation service to older adults and individuals with disabilities. Ensure any alternative services (i.e., meal delivery) do not reduce service to specialized transportation passengers. Achieve the proposed performance targets specified in Section C. Actively pursue warranty claims for vehicle(s) and equipment as necessary. Promptly notify SANDAG if vehicle(s) is/are taken out of service for more than 14 calendar days. Ensure that at least 90 percent of project beneficiaries are satisfied with the service provided.
Task 3:	Implement Service Plan to Deliver Effective, Safe, and Reliable Service for Passengers
Description:	"The Sharp Transportation Program is designed to deliver effective, safe, and reliable transportation service for passengers in need of assistance to and from doctor appointments and other medical care services. The project incorporates various innovative concepts and technologies to ensure optimal performance in scheduling and dispatching trips for the target population. Key features of the Sharp Transportation Program include: 1. **Real-Time Scheduling and Dispatching**: Utilizing advanced software to manage and optimize trip schedules in real-time, ensuring minimal wait times and efficient routing. 2. **Automated Vehicle Location (AVL) Systems**: Implementing GPS technology to track the location of vehicles, providing accurate arrival times and enhancing overall fleet management. 3. **Passenger Information Systems**: Offering real-time updates to passengers via mobile apps and digital displays, keeping them informed about trip schedules, delays, and other important information. 4. **Safety and Security Measures**: Incorporating safety protocols, including driver training programs, regular vehicle maintenance checks, and emergency response plans to ensure passenger safety. 5. **Sustainability Initiatives**: Integrating eco-friendly practices such as the use of electric or hybrid vehicles to reduce the environmental impact of transportation services. 6. **Customer Feedback Mechanisms**: Establishing channels for passengers to provide feedback, which will be used to continuously improve service quality. Overall, Sharp's Transportation Program leverages cutting-edge technology and innovative strategies to provide a seamless and reliable transportation experience for all passengers."
Task 4:	Complete the Disposition Process
Description:	Work with SANDAG to dispose of vehicle(s) and/or other equipment in accordance with the disposition procedures specified in the SANDAG Specialized Transportation Program Management Plan.

Section C: Performance Measures and Targets

Section C1: Target Population	
Quantitative Performance Measure	Target
The Percentage of Those Served by the Project that are Members of the Target Population	99%

Section C2: Vehicle(s)									
A	B	C	D	E	F	G	H	I	J
ID No.	Vehicle Class	Minimum Useful Life (In Years)	Replacement or Expansion?	Maximum Passenger Capacity	Number of Vehicle Service Hours per Week	Number of Traditional One-Way Passenger Trips per Week	Number of Trips for Alternative Services per Week	Total Number of Trips per Week	Total Number of Trips at End of Minimum Useful Life in Years
1	Class C	5	Replacement	16	32	71	2	73	18,980
2	Class C	5	Replacement	16	32	75	2	77	20,020
3	Select Option								
4	Select Option								
14	Select Option								
15	Select Option								
Totals					64	146	4	150	39,000

Section C3: Other Equipment				
ID No.	Name of Equipment	Quantity	Description of Equipment	Description of How the Equipment Will be Used and How Performance Will be Measured
16				
20				

Section C4: Other Performance Measures	
Other Project Performance Measures	Target

Vehicle and Other Equipment Project Budget

Organization Name:	Sharp HealthCare Foundation on behalf of the Sharp Transportation Program
Project Name:	Sharp Transportation Program
Project Service Area:	San Diego, California, Central Region

Section A: Budget Detail

ID No.	Vehicle Type / Other Equipment	Grant Amount	Match Amount	Minimum Match Percentage	Total	Match Percentage	Meets Match Requirement?
1	Class C	\$114,818	\$20,262	15%	\$135,080	15.00%	Yes
2	Class C	\$114,818	\$20,262	15%	\$135,080	15.00%	Yes
3	Select Option						
4	Select Option						
5	Select Option						
6	Select Option						
7	Select Option						
8	Select Option						
9	Select Option						
10	Select Option						
11	Select Option						
12	Select Option						
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16				Select Option			
17				Select Option			
18				Select Option			
19				Select Option			
20				Select Option			

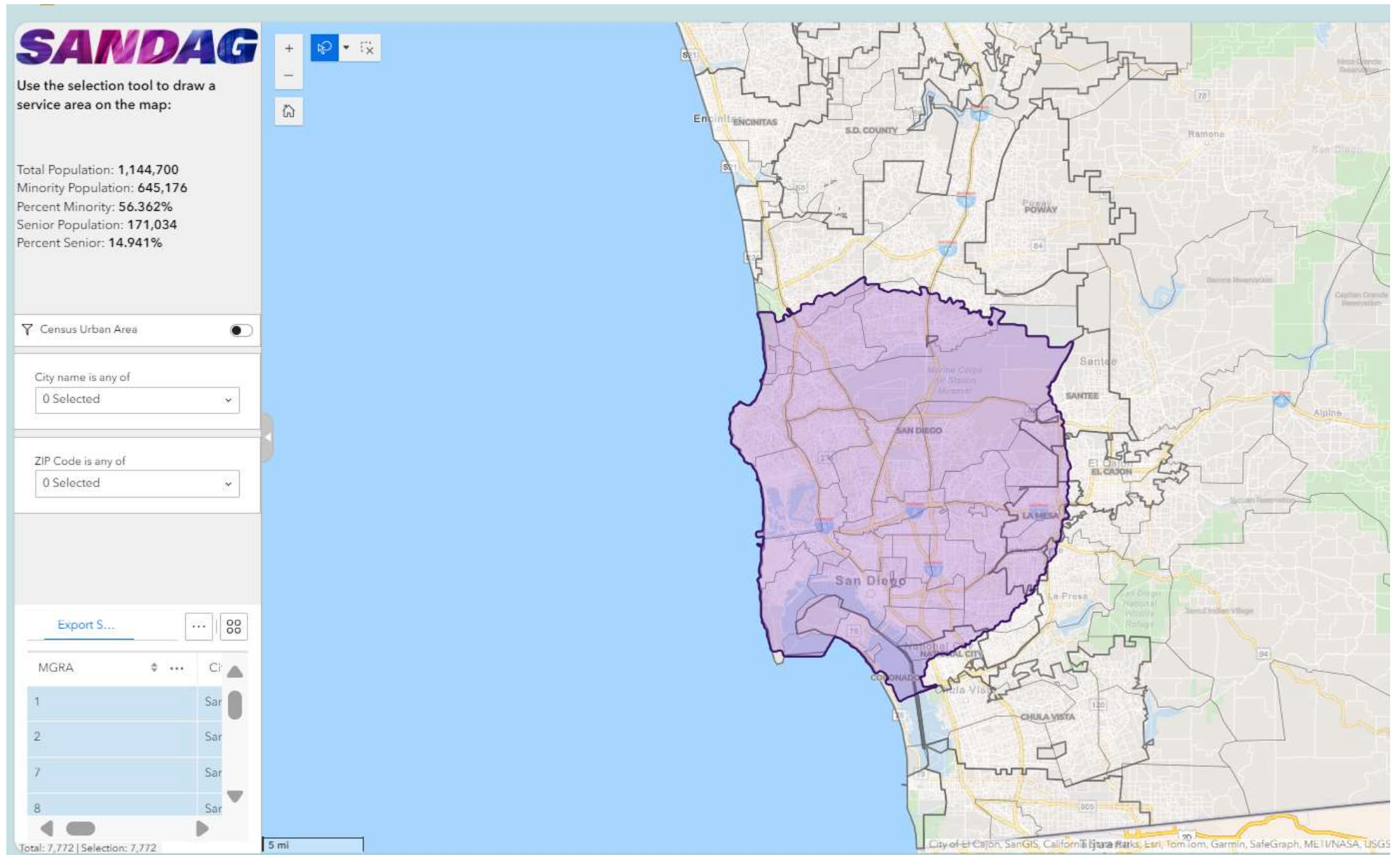
Section B: Resident Inspector's Report

Vehicle Class	Total by Vehicle Class	Resident Inspector's Report Required?	Estimated Cost (Match)
Class A	0	No	\$0
Class B	0	No	\$0
Class C	2	No	\$0
Class D	0	No	\$0
Class V	0	No	\$0
Class Z-1	0	No	\$0
Total	2	Count:	0

Section C: Budget Summary

Totals	Total Vehicles	Total Grant Amount	Total Matching Funds	Total Costs	Match Percentage
	2	\$229,636	\$40,524	\$270,160	15.00%

Attachment 8: Sharp Transportation Program/Sharp Mesa Vista Project Service Area Map



September 30, 2024

SANDAG Specialized Transportation Grant Program
401 B Street, Suite 800
San Diego, CA 92101

Dear SANDAG Grant Review Committee,

I am writing on behalf of Casa El Cajon to express our strong support for Sharp HealthCare Foundation's application for funding through the SANDAG Specialized Transportation Grant Program (STGP). The grant funding, provided under the Federal Transit Administration (FTA) Section 5310 program, is crucial for ensuring mobility options for older adults and individuals with disabilities in our community.

Sharp HealthCare's Transportation program has been an invaluable resource for our residents, many of whom rely on their services for safe and reliable transportation to essential behavioral health appointments. The proposed acquisition of two Class C vehicles will significantly enhance the transportation services provided to Sharp Mesa Vista Hospital, ensuring that our residents and other community members continue to have access to the care and services they need.

We have witnessed firsthand the positive impact that Sharp HealthCare's Transportation program has on the lives of our residents. The availability of specialized transportation options not only improves their quality of life but also promotes independence and well-being. The addition of these vehicles will allow Sharp Mesa Vista to better meet the growing demand for transportation services and address the unique needs of older adults and people with disabilities.

We wholeheartedly support Sharp HealthCare Foundation's grant application on behalf of the Sharp Transportation Program/Sharp Mesa Vista Hospital and urge you to consider their request favorably. Your support will make a significant difference in the lives of many individuals in our community.

Thank you for your consideration.

Sincerely,



Rebecca Rayo
Administrator
Casa El Cajon
306 Shady Ln.
El Cajon, CA. 92021
619.440.1335
RebeccaRayo@yahoo.com

TORMAN INC;

In reference to: SANDAG
Section 5310, specialized
transportation grant program.

My B/C facility greatly appreciates
the outreach program that Sharp
Mesa Vista provides. It is crucial
that transportation is provided
and safe for my residents.

Thankya!
Management: Pat Benis

619 443-8714

Monday, October 7, 2024

SANDAG Specialized Transportation Grant Program
401 B Street, Suite 800
San Diego, CA 92101

Dear SANDAG Grant Review Committee,

I am writing on behalf of North Cordoba Manor to express our strong support for Sharp HealthCare Foundation's application for funding through the SANDAG Specialized Transportation Grant Program (STGP). The grant funding, provided under the Federal Transit Administration (FTA) Section 5310 program, is crucial for ensuring mobility options for older adults and individuals with disabilities in our community.

Sharp HealthCare's Transportation program has been an invaluable resource for our residents, many of whom rely on their services for safe and reliable transportation to essential behavioral health appointments. The proposed acquisition of two Class C vehicles will significantly enhance the transportation services provided to Sharp Mesa Vista Hospital, ensuring that our residents and other community members continue to have access to the care and services they need.

We have witnessed firsthand the positive impact that Sharp HealthCare's Transportation program has on the lives of our residents. The availability of specialized transportation options not only improves their quality of life but also promotes independence and well-being. The addition of these vehicles will allow Sharp Mesa Vista to better meet the growing demand for transportation services and address the unique needs of older adults and people with disabilities.

We wholeheartedly support Sharp HealthCare Foundation's grant application on behalf of the Sharp Transportation Program/Sharp Mesa Vista Hospital and urge you to consider their request favorably. Your support will make a significant difference in the lives of many individuals in our community.

Thank you for your consideration.

Sincerely,

Tony Tapia

Facility Manager

North Cordoba Manor

4120 N Cordoba Ave

Spring Valley CA 91977

Phone: 619-670-5440

Fax: 619-670-1623

Direct: 619-250-1123