



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Organization Application

1 Applicant General Information

Applicant Legal Name	The Arc of San Diego
DBA (If Applicable)	
Applicant Address	3030 Market Street San Diego, CA 92102
Contact Name	Jennifer Bates Navarra
Title	Vice President of Marketing and Development
Phone	(619) 795-4186
Email	JNavarra@arc-sd.com

2 Applicant Background

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

The Arc of San Diego's mission is to support and empower individuals with disabilities to achieve their life goals. Established in 1951, we have grown to become the largest, most comprehensive nonprofit disability service provider in San Diego County. We provide services at over 20 sites and offer support for individuals with disabilities, including autism, Down syndrome, cerebral palsy, and more.

We strive to help our clients reach their full potential. Through community support, we are able to increase the impact of our support on the lives of those we serve.

We provide support from early childhood through senior years. Our services not only assist clients in achieving their personal goals but also foster skills development. Annually, we help over 450 individuals gain employment through vocational training and job placement.

At The Arc of San Diego, we believe that community integration is crucial for learning practical skills and building interpersonal relationships. By promoting inclusion, we play a vital role in helping individuals with disabilities thrive within their communities. Our focus is on paving the way for independence through education and access to community resources, ensuring a brighter future for all.

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

The Arc of San Diego's transportation program enhances mobility for individuals with disabilities, aligning seamlessly with the STGP goals of equitable transportation solutions. This program specifically addresses the needs of our clients employed at the Marine Corps Recruit Depot (MCRD), ensuring reliable access to vital employment opportunities.

Since 2002, The Arc has provided food services at MCRD, employing approximately 150 clients who often lack personal transportation due to inability to drive or car ownership. With no public transport available during early morning hours, many clients struggle to arrive for their 4:00 a.m. shifts. To tackle this challenge, we contract transportation services tailored to meet these unique needs and offer shuttle services to reduce commute time for employees.

For our clients, jobs provide essential income, a sense of purpose, and life-enhancing socialization. Our transportation program guarantees secure and dependable rides, allowing them to maintain their employment, which is vital for their independence and well-being.

This initiative exemplifies the STGP's objectives by implementing innovative, cost-effective transportation solutions while applying a social equity lens. By ensuring reliable transport, we enhance employment opportunities while also promoting healthier air quality due to efficiency of the services, contributing to a more inclusive community for individuals with disabilities.

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

As a past grantee, we received an email with more information about this Call for Projects.

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	95-1863913
Unique Entity Identifier (Section 5310 Applicants only)	GTNKDLP8N3X7

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
\$544,464	\$	\$544,464

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
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	No
1. Does the Applicant have a current and compliant individual TAM Plan?	☐ Yes ☐ No

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.



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Cycle 13 Call for Projects

Section 5310 Capital - Contracted Transportation Service Project Application

1 Applicant and Project Names

Applicant Name	The Arc of San Diego
Project Name	The Arc's MCRD Contracted 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	Matt Mouer
Title	Chief Operating Officer
Phone	(619) 685-1175
Email	mmouer@arc-sd.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	Mr. Anthony DeSalis
Title	President and CEO
Phone	(619) 685-1175
Email	Ceoajd2@arc-sd.com

3 Project Financial Summary

3.1 Grant Request, Match Amount, and Match Percentage

Grant Request	Match Amount	Total	Match Percentage	Minimum Match Requirement
\$544,464	\$136,116	\$680,580	20%	20%

3.2 Source(s) of Matching Funds

Describe the source(s) of matching funds that will be applied to this grant. Contact SANDAG staff if there are more than five sources of matching funds. If the Applicant includes in-kind contributions as a source of matching funds, the Applicant must document how the fair market

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value of those in-kind goods and services was derived in the Budget Justification.

Match Source Number	Description of Matching Funds Source	Amount
1	Revenue from Service Contracts	\$136,116
Total		\$136,116

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

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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 proposed project aligns closely with the selected priority strategies identified in SANDAG's Coordinated Plan priorities, which focuses on maintaining and expanding transportation services for individuals with disabilities. Specifically, it addresses "Very High" priorities by maintaining existing effective and efficient transportation services and providing door-to-door services at a time when traditional and paratransit services are unavailable. The project also develops or expands transit or transportation solutions in areas with little or no other transportation services based on identified gaps at the hours these individuals need to get to work.

This project maintains existing door-to-door services, particularly during early morning hours when public transportation is unavailable. It connects Arc clients to specialized transportation via contracted vehicles that cater to their unique schedules and needs.

The project aligns with the High Priorities to improve first-mile/last-mile strategies to better connect to transit and increasing work-based transit service hours of operation to assist with nontraditional work schedules.

Through contracted transportation services The Arc will deliver crucial transportation for individuals with disabilities traveling to MCRD between 2:30 a.m. and 4:30 a.m., when public transit is not available. The Arc's proposed service effectively supports up to 40 clients daily, 365 days a year, by ensuring timely arrival for work. Additionally, the project offers transportation during the day to and from the Old Town Transit center and the Marine Corps

worksite which is 2 miles away. This vital service makes the worksite more accessible to people with disabilities and also significantly reduces their commute time. By provide first-mile/last-mile solutions, this project assists with better connections to other transit options for individuals with disabilities.

Ultimately, it ensures that individuals with disabilities have access to reliable transportation, to maintain employment especially when conventional options are insufficient or unavailable.

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?	1,005,600
3. What percent of the total population in the project service area is people of color?	70.5%

6 Needs Accommodation Policy

The Target Population for Section 5310 projects is people 65 years of age 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

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

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)		%
Individuals with Disabilities		100%
Older Adults and Individuals with Disabilities		%
Neither Older Adults nor Individuals with Disabilities		%
Total		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?

The Arc of San Diego has over 30 years of successful experience managing grant-funded transportation and other services for individuals with disabilities. Our extensive background includes administering federal and state grants, all of which have been implemented in strict accordance with the guidelines set forth by each funding source.

We have a dedicated accounting, finance, and grants management team - all well-versed in managing government funding and other sources with complex requirements. Our staff is experienced and equipped to meet all grant compliance obligations, including invoicing, proper fiscal disbursement, and the provision of reports and program metrics that align with SANDAG's funding terms.

As a previous awardee, we routinely maintain meticulous records to fulfill program goals, objectives, and implementation plans, ensuring compliance with SANDAG's reporting requirements. The Arc is committed to providing ongoing transportation services and can integrate this program into our existing operations immediately and seamlessly.

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, financial management, and allowability of costs?

The Arc of San Diego possesses extensive technical capacity to implement the proposed STGP-funded service, particularly in addressing the complex transportation needs of individuals with disabilities.

Our team will provide the contracted transportation service providers with detailed lists of riders and their pickup locations, while maintaining ongoing communication to navigate logistics effectively and deliver excellent service.

The Arc will ensure that the contracted service provider will have a highly efficient dispatch system and extensive experience in planning and coordinating transportation services. They will be required to maintain a well-kept fleet of vehicles, ensuring optimal service delivery. Daily communication between The Arc and the contracted transportation services provider will guarantee the efficiency of operations.

3. Is the Applicant fiscally stable and ready to begin the proposed service as soon as October 1, 2025, and maintain the proposed schedule so that it meets all proposed deliverables and ensures completion by the end of the grant term?

The Arc of San Diego is fiscally stable and well-prepared to begin the proposed service by October 1, 2025, ensuring all deliverables are met by the end of the grant term. We maintain a diverse funding portfolio that includes state and federal funding, program revenue, grants, investment income, rental income, equity in properties, and municipal contracts.

With an annual budget of \$39 million, The Arc serves thousands of clients and their families effectively. Our financial stability is further supported by the Arc San Diego Foundation, which is dedicated to enhancing services for individuals with disabilities.

Our current operating budget and the latest audited financial statements reflect healthy assets and well-managed expenses. Both documents are available for review by SANDAG at any time.

The Arc's development department seeks private funding, organizes fundraising activities, and implements innovative initiatives to raise funds for specific needs within the organization. We actively cultivate relationships to expand our donor base and continuously seek grant funding as well as support from individuals & foundations and corporate sponsorships. Additionally, we regularly research new funding opportunities at federal, state, and local levels.

Our strong reputation for excellence and a proven track record of successful project implementation have fostered generous contributions from individuals in the community, further ensuring our readiness to deliver the proposed services effectively.

Need and Equity

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

100% -the proposed project will serve only people with disabilities

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

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

Existing specialized transportation services in the proposed service area are insufficient due to the time of day service is needed. This service provides door-to-door transportation between 2:30am and 4:30am. In addition, first mile/last mile service cannot easily be scheduled on existing specialized transportation - especially due to variable work end times. This grant project is critical for individuals with disabilities working at MCRD to be able to get to and from work. Inclusion, equity, and quality of life for these individuals hinge on their ability to access meaningful job opportunities in the community. The Arc has addressed this need through a successful job training and placement program that has been operational for over 30 years.

Since 2002, The Arc of San Diego has provided food services at the Marine Corps Recruit Depot (MCRD), the largest mess hall in the Marine Corps and the only one employing individuals with disabilities. This partnership has created valuable job opportunities for approximately 150 Arc clients, offering prevailing wages and comprehensive employment benefits.

However, many of our clients are unable to drive or do not own vehicles, relying instead on public transportation. Unfortunately, there are no public transit options available between 2:30 and 4:30 a.m., the critical time when our clients need to commute to work. MCRD's structured shifts demand strict punctuality at start time, making reliable transportation essential for clients with 4:00 a.m. shifts.

To overcome this barrier, our organization will work with a contracted transportation service provider, selected through competitive procurement who will possess the capacity, expertise, and fleet to address all transportation needs for our clients. Services will be required 365 days a year to maintain a schedule that aligns perfectly with our clients' employment requirements,

If funded, this project will enable individuals with disabilities to maintain their current jobs at MCRD. By utilizing a contracted transportation service provider, we will ensure that individuals with disabilities have reliable door-to-door transportation to and from work, facilitating their arrival by 4:00 a.m. and access to last-mile connections to transit centers with shuttles during the day to major transportation hubs. This service effectively addresses the transportation gaps that conventional options cannot fulfill, ensuring our clients are able to maintain employment.

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

The proposed service addresses specialized transportation needs that are both unique and urgent, perfectly aligning with SANDAG's commitment to equity, as articulated in the 5310 STGP Cycle 13 Call for Projects. SANDAG emphasizes the importance of eliminating disparities and ensuring that safe, healthy, accessible, and inclusive opportunities are available to everyone in the San Diego region. This vision resonates with The Arc's mission and highlights our shared goals.

Our clients, who have disabilities, face distinct challenges that require tailored solutions. The absence of public transportation during critical early morning hours creates an urgent barrier to fulfilling their employment requirements. This need will persist throughout the grant term and beyond, underscoring the immediate necessity for reliable transportation.

If funded, our project will enable individuals with disabilities to maintain their current employment at MCRD. The satisfaction expressed by Arc clients who earn a paycheck is profound; it fosters a sense of inclusion and value within the community. Their jobs provide essential structure and purpose, enhancing their quality of life.

Given our mutual commitment to equity and the well-being of all individuals, we believe that SANDAG would recognize the urgency and uniqueness of our transportation needs. This project not only addresses immediate logistical challenges but also contributes to the broader goal of creating an inclusive and thriving community for everyone.

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)?

Many Arc clients have language barriers, and all are considered underserved per federally accepted HUD standards that define poverty and diversity. The Arc has devised cutting edge technological solutions to answer the communication needs of people with disabilities.

The Arc has a history of utilizing iPads in our programs with communication assistance capability so people with communication difficulties can express themselves. Additionally, many of our staff are bi-lingual and some are proficient in American Sign Language; Thus, bridging the gap with for any clients who do not speak English or are deaf.

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?

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

9. Please describe the protocols the Applicant has or would implement to keep passengers and drivers safe.

The Arc of San Diego will contract with a transportation service provider to take people with disabilities to work at MCRD during the hours of 2:30 - 4:30 a.m. Up to 40 people per day with disabilities are served 365 days a year. This service provides door-to-door service to individuals with disabilities when conventional transit or paratransit is not available. This transportation ensures people with disabilities working at the Marine Corps Recruit Depot can arrive by 4:00 a.m. when their shift starts and assists clients at other times of the day with getting to and from the transit center to the worksite which is a very far 2 mile walk.

Our contract with Contracted transportation service provider clearly defines the scope of service to be provided with transportation services starting at 2:30 am – 4:30 a.m. as well as the last mile transport. Contracted transportation service provider Transportation will provide door to door transportation to Arc Clients working at the Marine Corp Recruit Depot whose shifts start at 4:30 a.m.

All contracted drivers are required to undergo a US Marine Corps DBIDS background check for permission to drive on base. This helps to ensure the safety of the passengers/our clients.

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Furthermore, The Arc meets with the transportation provider frequently to address any issues or potential concerns. Any potentially unsafe behavior by the driver (e.g. speeding) or the passengers (e.g. failure to remain seated) would be investigated and addressed immediately.

The Arc of San Diego provides names, addresses and work schedules of clients who need transportation to work. If needed, mobility challenges are addressed by contracted transportation service provider's drivers. With trip details and schedules. Contracted transportation service provider calculates the logistics to perform door-to-door services with peak efficiency. When a client fails to board the shuttle, The Arc is notified to check up on the health and welfare of the absent client. Open communication is always in place between The Arc and the contracted transportation provider will ensure seamless, incident-free service. Contracted transportation service provider operates with great flexibility and is extremely accommodating. The Arc advises contracted transportation service provider of any changes. If a client moves, switches jobs, or feels ill, the contracted transportation service provider is notified immediately. The contracted transportation service provider adjusts routes and maintains live communication with dispatchers – even for last-minute route modifications.

The contracted transportation service provider will maintain a highly efficient dispatch system, has extensive in-house experience in planning and coordination of transportation services, and a fleet of well-maintained vehicles that ensure optimum services. Efficient services will be assured via daily communication between The Arc and the contracted transportation service provider.

Monthly billings will include a description of services rendered so that Arc management team can regularly evaluate the quality of transportation service delivery. Quality service is monitored when each client arrives to work on time. The contracted transportation service provider will allow The Arc to focus on providing direct services to people with disabilities.

Stewardship of Public Funds

10. How do the proposed budget and Scope of Work demonstrate effective stewardship of public funds such that only necessary and reasonable expenses, tasks, and deliverables are proposed?

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

11. To what extent does the Budget Justification thoroughly explain how each proposed cost was determined and is justified, describe how any passenger fares or fees are affordable, and discuss how the proposed cost per one-way passenger trip is justified given the proposed service?

Instructions: Complete the Budget Justification to respond to this question.

12. Has the Applicant secured, or will the Applicant secure, matching funds? Is/are the match source(s) stable?

The Arc of San Diego has secured stable matching funds in hand from revenue from service contracts.

Coordination and Outreach

13. 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.

Because the services provided by the proposed program are unique, there are no duplication of services nor conflicts with coordination from other providers who serve the same target population.

For the MCRD Food Services project, The Arc coordinates with the Marine Corp Recruit Depot, Sodexo, and the San Diego Workforce Partnership to provide employment opportunities for people with disabilities.

The Arc also collaborates and mutually distributes information about the variety of programs to service providers, community stakeholders, professionals, families, and caregivers. Collaboration and information sharing among partners assures that clients have access to the widest possible range of services and options.

Through our partnership with The State of California Department of Developmental Services, San Diego Regional Center, and the State of California Department of Rehabilitation we can provide delivery of services for individuals with disabilities. In partnership with these government agencies, we help ensure individuals with disabilities are aware of our services and have access to employment opportunities.

14. 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?

The Arc of San Diego actively involves individuals with disabilities in the ongoing operation of the proposed service, ensuring their voices are heard and their needs are prioritized. Arc maintains two Case Managers on site at MCRD to support our staff with disabilities. These Case Managers speak with riders on a regular basis to gain feedback for the services and they have expressed their desire to continue the services as currently offered. In addition, clients receiving support countywide serve on The Arc's Board of Directors and Chapter Advisory Boards. This representation allows them to express their views on our operations and services, providing valuable insights from various perspectives across the San Diego region.

Feedback from our clients is a longstanding priority. Direct care workers and case managers at each facility prioritize client input, fostering an environment where suggestions and concerns are taken seriously. Staff members regularly check-in with clients regarding their satisfaction with services and determine if any changes are needed. This flexibility enables us to adapt and enhance our services continuously. We regularly analyze the data received to successfully deliver high-quality services.

The Arc will regularly communicate with our contracted transportation service provider to evaluate rider experiences. These insights further inform our service delivery, ensuring that we are effectively meeting the specialized needs of individuals with disabilities.

Environmental Responsibility

15. To what degree 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?

Routes will be designed for maximum economy of time and fuel. Each trip provided by our contracted transportation service provider will conform to the state's safety mandates while working to operate at maximum capacity - excluding the driver. This environmental practice addresses concerns about underutilized space, efficiency and our carbon footprint. Previous contract cycles have demonstrated great metrics for seat utilization and efficiency.

Every vehicle in our contracted transportation service provider's fleet must adhere to the California Air Resources Board (CARB) compliance requirements. As a result, vehicles will run at maximum efficiency.

Contractually, the proposed transportation service provider must operate in complete harmony with The Arc's own energy conservation and energy efficiency operating mode.

Proposed Performance Measures

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

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

17. What is the proposed Cost per One-Way Passenger Trip (OWPT)?

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

Performance Monitoring and Outcomes

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

The Arc will monitor the quality and efficiency of contracted transportation service provider's performance by considering the following factors:

- Vehicles and operators provide door-to-door transportation services on time
- Clients start their shift on time every day.
- Arc clients receive assistance with boarding and drop off when needed.
- Vehicles are maintained according to The National Highway Traffic Safety
- Administration safety standards and provide ADA compliant accessories and amenities.
- Logistics and travel itineraries to devise the most efficient delivery of services.
- The Arc of San Diego is informed of any changes or circumstances regarding services.

An in-depth review is performed annually and when the contract is renegotiated. The Arc will contract with a transportation service provider who has the institutional capacity to address The Arc's concerns and challenges.

19. 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?

For unanticipated changes, the Arc is prepared to provide rides to clients who are employed at MCRD on a short term basis while identifying an alternative contracted service provider.

Regular evaluation includes two critical performance factors: consistency and timeliness of transportation services. Verification of satisfactory performance outcomes are met when Arc's client's clock-in for work daily. If clients do not clock in on time, The Arc is notified immediately. At that time, a manager would inquire with the transportation provider and the employee to determine what occurred and how to remedy the situation.

The Arc utilizes well-defined strategies to ensure services are delivered at maximum efficiency. In consultation with contracted transportation service provider, The Arc focuses on several elements of service:

First - Utilization of technology such as GPS, logistical software such as vehicle tracking programs, installation of hands free, real-time communication technology in each vehicle and more technological advances as they become available.

Second - Ensuring that seamless and real time communications is always available between the transportation provider, The Arc's program staff and each rider/client. Communication is vital to the timely provision of transportation services should any unforeseen circumstances arise.

Third- Configuring a route to maximize efficiency. This route will determine the number of vehicles needed to be dispatched, the regions where service is provided, the number of stops per vehicle, and timing of each stop. Each factor is considered to meet the desired outcome. That of ensuring The Arc clients start their shift at MCRD promptly at 4:00 am.

Fourth - Accurate data is provided every day to all stakeholders and participants. Advance notice of illness or incapacity, updated addresses, physical challenges and need for assistance (if needed) to board a vehicle will help each driver serve The Arc clients efficiently.

Combining these strategies streamlines the overall provision of services.

20. 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?

Open communication will always be in place between The Arc clients, their caregivers, Arc dispatchers, the contracted transportation service provider and MCRD to ensure seamless, incident-free service. Satisfaction surveys are administered to MCRD clients to ensure they feel safe and supported during their transportation experience.

The contracted transportation service provider will operate with great flexibility and is extremely accommodating. The Arc will advise the transportation service provider of any route changes. Arc's clients will have access to case managers and can notify Arc staff if an unsatisfactory incident occurs, feels ill, or cannot work.

The Arc and the contracted transportation service provider will maintain minute-to-minute daily communication to verify services are consistently provided each day. If challenges arise, The Arc will work with contracted transportation service provider to resolve any client barriers to transportation. The contracted transportation service provider will adjust routes and will maintain live communication with dispatchers – even for last-minute route modifications.

Management at each site will share responsibility to schedule van routes. Additionally, they will coordinate together to ensure each client can reach their destination on time. Regular evaluation includes two critical performance factors: consistency and timeliness of transportation services. Verification of satisfactory performance outcomes will be met.

Arc client's clock-in for work daily. If clients do not clock in on time, The Arc is notified immediately. At that time, a manager would inquire with the transportation provider and the employee to determine what occurred and how to remedy the situation.

Project Scope of Work		
Organization Name:	The Arc of San Diego	
Project Name:	The Arc's MCRD Contracted Transportation Program	
Project Service Area:	San Diego County	
Funding Source and Project Type:	Section 5310 - Capital Contract Transportation Service	
Section A: Project Description		
Project Description:	The Arc of San Diego Proposes to contract with a transportation services provider to take people with disabilities to work at MCRD during the hours of 2:30 - 4:30 a.m. when public transportation is not available. The contracted transportation service provider will also provide last mile transport to/from transit centers and the worksite. Up to 40+ people per day with disabilities are served 365 days a year.	
Section B: Summary of Project Tasks		
The following is a summary of the services that will be implemented through this project.		
Task 1:	Deliver Service	
Deliver service with a range of cost-effectiveness consistent with that proposed in the grant application. Ensure that at least 80 percent of the service's beneficiaries are members of the target population. Failure to achieve the below Performance Threshold within six months after grant execution will trigger the requirement to complete a Corrective Action Plan as defined in the Grant Agreement.		
Subtask	Subtask Description	Deliverable(s)
1.1	A contracted transportation service provider will receive addresses of Arc clients whose shifts start at 4 am at MCRD.The contracted transportation provider will provide a logisitics plan to seamlessly provide door-to-door transportation	Up to 40 individuals with disabilities per day receive safe and reliable transportaton to the Marine Corps Recruit Depot to clock in for their shifts that begin at 4:00 a.m.
1.2	The contracted transportation service provider will creae transportation plan that includes efficient and logistically effective door to door service for each client.	Timely,consistent and reliable transportation assures people with disabilities arrive to place of employment when conventional transit or paratransit services are not available. Transportation helps Arc Clients maintain their employment.
1.3	The contracted transportation service provider will provide a clean, safe, and reliable transportation that is responsive to needs of Arc's clients with disabilities.	Up to 40 people with disabilities per day receiving support from The Arc of San Diego will have access to safe and reliable transportation to their place of employment.
Task 2:		
Subtask	Subtask Description	Deliverable(s)
2.1		
2.2		
2.3		
Task 3:		
Subtask	Subtask Description	Deliverable(s)
3.1		
3.2		
3.3		
Task 4:		
Subtask	Subtask Description	Deliverable(s)
4.1		
4.2		

Task 5:		
Subtask	Subtask Description	Deliverable(s)
5.1		
5.2		
5.3		

Task 6:		
Subtask	Subtask Description	Deliverable(s)
6.1		
6.2		
6.3		

Task 7:		
Subtask	Subtask Description	Deliverable(s)
7.1		
7.2		
7.3		

Section C: Performance Measures and Targets

Project Type:
Contract Transportation Service

Section C1: Quantitative Performance Measures and Targets	
Quantitative Performance Measures	Target
The Percentage of Those Served by the Project that are Members of the Target Population	100%
Minimum Service Hours per Week	57
Number of Traditional One-Way Passenger Trips	28,000
Number of Alternative One-Way Passenger Trips	
Total Number of One-Way Passenger Trips	28,000
Cost per One-Way Passenger Trip	\$24.31
Performance Threshold	\$31.60

Section C2: Qualitative Performance Measure and Target	
Qualitative Performance Measure	Target
Percentage of Project Beneficiaries Satisfied with the Service Provided	90%

Section C3: Other Performance Measures	
Other Project Performance Measures	Target

Project Schedule

Organization Name:	The Arc of San Diego
Project Name:	The Arc's MCRD Contracted Transportation Program
Project Service Area:	San Diego County
Funding Source and Project Type:	Section 5310 - Capital Contract Transportation Service

	Year 1				Year 2			
Quarter	1	2	3	4	1	2	3	4
Task 1								
Subtask 1.1								
Subtask 1.2								
Subtask 1.3								
Task 2								
Subtask 2.1								
Subtask 2.2								
Subtask 2.3								
Task 3								
Subtask 3.1								
Subtask 3.2								
Subtask 3.3								
Task 4								
Subtask 4.1								
Subtask 4.2								
Subtask 4.3								
Task 5								
Subtask 5.1								
Subtask 5.2								
Subtask 5.3								
Task 6								
Subtask 6.1								
Subtask 6.2								
Subtask 6.3								
Task 7								
Subtask 7.1								
Subtask 7.2								
Subtask 7.3								

Project Budget

Organization Name:	The Arc of San Diego
Project Name:	The Arc's MCRD Contracted Transportation Program
Project Service Area:	San Diego County
Funding Source and Project Type:	Section 5310 - Capital Contract Transportation Service

Section A: Budget Summary

Tasks	Grant	Match	Revenue	Total
Task 1	\$544,464	\$136,116	\$0	\$680,580
Task 2	\$0	\$0	\$0	\$0
Task 3	\$0	\$0	\$0	\$0
Task 4	\$0	\$0	\$0	\$0
Task 5	\$0	\$0	\$0	\$0
Task 6	\$0	\$0	\$0	\$0
Task 7	\$0	\$0	\$0	\$0
Total	\$544,464	\$136,116	\$0	\$680,580

Total Grant Amount:	\$ 544,464
Total Matching Funds:	\$ 136,116
Net Project Cost:	\$ 680,580
Total Revenue:	\$ -
Total Project Cost:	\$ 680,580

Section B: Match Details

Minimum Match Requirement:	20.00%
Match Percentage:	20.00%
Meet Minimum Match Requirement?	yes

Section C: Indirect Costs

Will this project charge Indirect Costs?	No
What type of Indirect Cost Rate will be used?	Select Option
The Indirect Cost Rate applied to this project (%):	

Section D: Project Budget Categories									
Task 1	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant						\$544,464			\$544,464
Match						\$136,116			\$136,116
Revenue									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$680,580	\$0	\$0	\$680,580
Task 2	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant									\$0
Match									\$0
Revenue									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Task 3	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant									\$0
Match									\$0
Revenue									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Task 4	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant									\$0
Match									\$0
Revenue									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Task 5	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant									\$0
Match									\$0
Revenue									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Task 6	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant									\$0
Match									\$0
Revenue									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Task 7	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant									\$0
Match									\$0
Revenue									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
All Tasks	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$0	\$0	\$0	\$0	\$0	\$544,464	\$0	\$0	\$544,464
Match	\$0	\$0	\$0	\$0	\$0	\$136,116	\$0	\$0	\$136,116
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$680,580	\$0	\$0	\$680,580

BUDGET JUSTIFICATION

The Arc of San Diego's MCRD Contracted Transportation Program

Introduction

This budget justification outlines our selection process for a contracted transportation services provider and details the methodology used to arrive at our pricing estimates. Our organization is committed to adhering to third-party contracting policies, ensuring transparency and accountability in the procurement process.

Selection Process

The Arc of San Diego will procure contracted transportation services through a competitive bidding process, in accordance with third-party contracting policies. We will solicit bids from multiple qualified providers to ensure fair competition and the best value for our project. Each provider will be evaluated based on criteria including:

- Experience and Reliability: Providers must demonstrate a proven track record of quality service and ability to meet service requirements.
- Cost Competitiveness: All bids will be assessed for cost-effectiveness while maintaining quality service.
- Compliance with Regulations: Providers must adhere to all local, state, and federal transportation regulations and accessibility standards. Neither Provider selected nor its principals will be presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any federal project by any federal department or agency.

Project Budget

Our total budget for this program in which we are requesting \$544,464 in grant funding and providing 20% match of \$136,116 is based on a detailed analysis of historical costs incurred over the past two years with our contracted transportation services provider. This figure accounts for anticipated increases in expenses due to inflation, fuel price hikes, and labor cost adjustments.

To develop a comprehensive estimate, we analyzed:

- Previous Rates: We reviewed the rates charged by our contracted transportation services provider over a two-year period, which serve as a benchmark for estimating future costs.
- Market Trends: Current market conditions for transportation services were considered to ensure our estimates reflect realistic pricing.
- Cost Increases: Adjustments were made to account for expected increases in fuel prices, labor rates, and general inflation over the grant period.

The resulting total for contracted services is a reasonable projection that balances past expenditures with the anticipated financial landscape.

Scope of Work

Arc's contracted service provider will transport designated employees of The Arc of San Diego one-way from their homes to work at the Marine Corps Recruit Depot (MCRD), Building 569, 1600 Henderson Avenue, San Diego, CA 92140 and last mile transport between MCRD and nearby transit centers.

Transportation will be provided 7 days a week/365 days a year. Arc's transportation provider may not combine The Arc of San Diego employee transportation with non-Arc employee transportation. All riders will be on an approved rider list provided by The Arc of San Diego. The transportation provider will maintain all vehicles to the highest safety standards. The transportation provider will pay for all expenses incurred by providing transportation such as maintenance, sanitizing, fuel, equipment, GPS and other technology, communication devices etc.

MCRD employees' work schedules are subject to change and The Arc of San Diego will supply the transportation service provider with a list of the upcoming week's pickup schedule at least 48 hours before the Sunday start time of week that pickups will occur. Unanticipated schedule changes will be provided to the contracted service provider as soon as possible prior to pick up. Employees and employee addresses and corresponding routes may change over time. The contracted transportation provider will be responsible for safety, hygiene, adaptable equipment (if needed) and for route development and all logistics included in transportation.

The transportation provider will drop off Arc's MCRD employees at the work site by 4:00 a.m. every Monday – Saturday and by 5:00 a.m. every Sunday for the early morning routes. The transportation provider will provide last mile transport between transit centers and MCRD as needed to support individuals with disabilities in reaching their public transit options.

SANDAG Related Requirements

The work to be performed under this Bid/contract with contracted transportation services provider is subject to the requirements of SANDAG's Specialized Transportation Program – Section 5310 program funded through the Federal Transit Administration (FTA). The contracted service provider ultimately chosen by The Arc is required to be in full compliance with all applicable laws, regulations, and provisions outlined in the SANDAG grant agreement.

The contracted transportation provider will be required to notify The Arc of San Diego immediately if they become listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement Programs in accordance with E.O.s 12549 and 12689, Debarment and Suspension and 49 CFR part 29. Appearing on this list may result in the nullification of their contract at the discretion of SANDAG and/or The Arc of San Diego.

Per The Arc's contract, all Title VI investigations, complaints, and lawsuits per the Title VI requirements are documented. The transportation provider will inform The Arc of San Diego of any active investigations, lawsuits, or complaints alleging the provider had discriminated based on race, color, or national origin. Information should include the date, summary of allegations, status, and actions taken by the transportation provider in response to the investigation, lawsuit, or complaint. The contracted transportation provider will establish and implement procedures to ensure timely resolution of complaints, and sufficiently document steps taken to investigate and address complaints. The transportation provider will make these records available to SANDAG and The Arc of San Diego for inspection during audits.

The contracted transportation provider will meet all insurance requirements

Applicable Laws

The contracted transportation provider will abide by all applicable federal, state, county, and city laws and regulations and will obtain (or demonstrate current possession of) all permits and licenses that may be required. Failure to meet (or keep current) these requirements may result in termination of any agreement entered. This agreement will be governed by the laws of the State of California. Venue for any legal proceedings, mediation or arbitration which may arise out of this contract will be in the County of San Diego.

Equal Employment Opportunity

The contracted transportation provider will not discriminate against any Women's and Minority Enterprises and employee or applicant for employment with respect to hiring and tenure, terms, conditions, or privileges of employment, or any matter related to employment because of race, religion, color, sex age, handicap, veteran status or national origin per Title VII of the Civil Rights Act of 1964 (as amended by Executive Orders 11246, 11375, and 12086; as supplemented by 41 C.F.R. chapter 60).

Nondiscrimination

The contracted transportation provider will agree that they will not discriminate against men or women regardless of race, creed, ancestry physical ability, medical condition, pregnancy, age political affiliation, marital status or sexual orientation.

The transportation provider is subject to and will comply with all federal, state, count, and local laws, including but not limited to nondiscrimination laws, Immigration and Naturalization law, Gender Harassment Warranty and Liability, Americans with Disabilities Act, Social Security Act and Drug free workplace.

The transportation provider is subject to and will comply with all federal, state, count, and local laws, including but not limited to nondiscrimination laws, Immigration and Naturalization law, Gender Harassment Warranty and Liability, Americans with Disabilities Act, Social Security Act and Drug free workplace.

Use the selection tool to draw a service area on the map:

Total Population: 1,005,600
Minority Population: 709,078
Percent Minority: 70.513%
Senior Population: 143,584
Percent Senior: 14.278%

☒ Census Urban Area

City name is any of
0 Selected

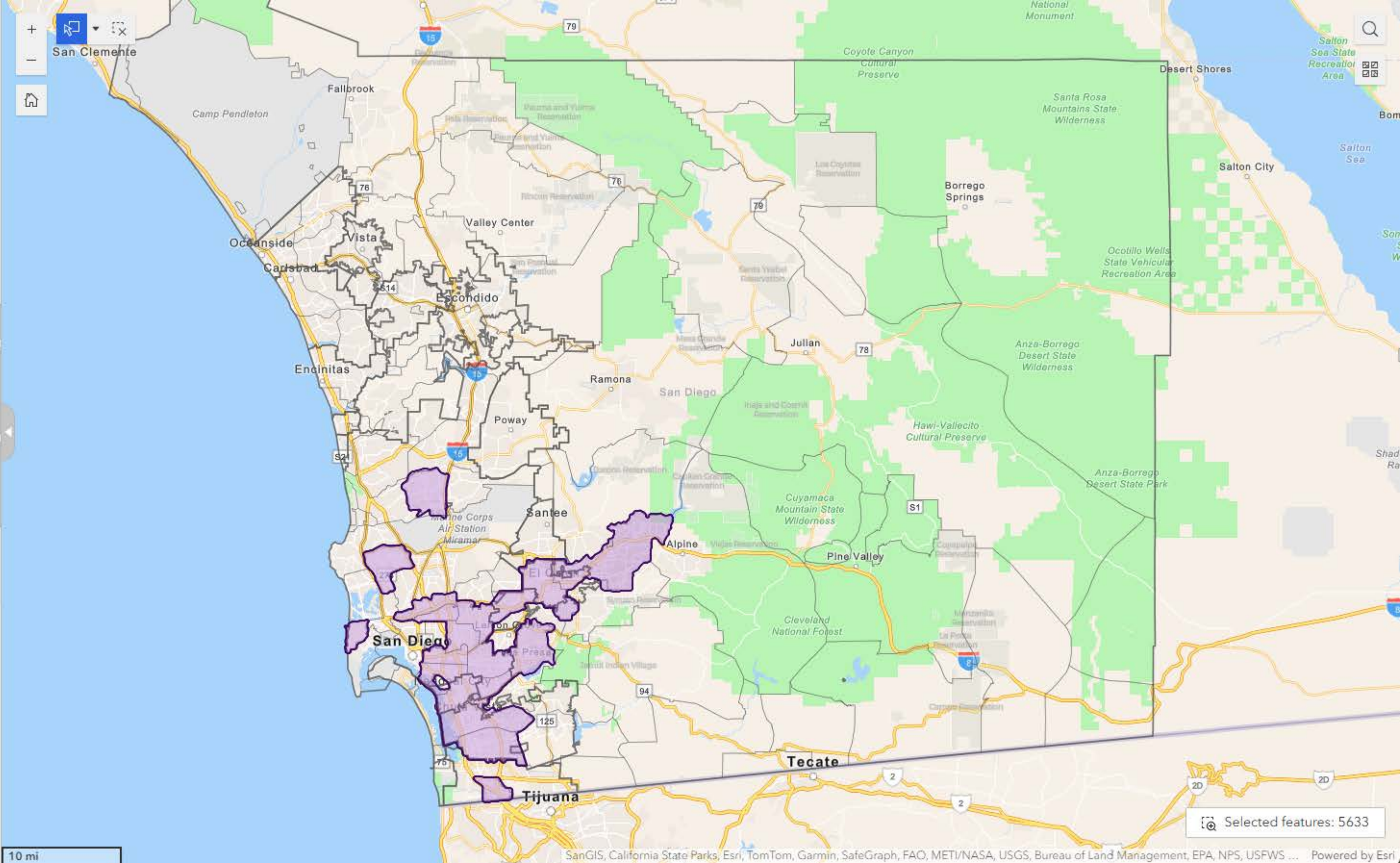
ZIP Code is any of
19 Selected

Export S...

MGRA	City
1	San E
3	El Ca
7	San E
8	San F

Total: 5,633 | Selection: 5,633

10 mi



Selected features: 5633

Angela Watts



October 7, 2024

SANDAG
401 B Street, Suite 800
San Diego, CA 92101

Re: Specialized Transportation Grant Program

Dear Sir/Madam,

This letter is to confirm our partnership with The Arc of San Diego to provide contracted transportation services to people with disabilities who are employed in Arc's Food Services Program at the Marine Corp Recruit Depot (MCRD).

Talia Transportation is based in the city of San Diego serving more than 100,000 passengers a year. Our company was founded in 2008 and is the only transportation service provider in San Diego that offers a full fleet of vehicles from Sedan, Vans, Limousines, Mini Bus to Full Size Motor Coaches. Talia Transportation offers airport services, City Tours, School Transportation, Military Transportation, Limousine Service and more. Talia Transportation Drivers go through extensive training.

Safety and service are our top priorities. As a leader in transportation with over 16 years experience, we appreciate the opportunity to work with The Arc of San Diego and SANDAG by providing these greatly needed transportation services.

Our partnership provides transportation to people with disabilities and expands mobility options for individuals with disabilities whose needs cannot be met by conventional transit or paratransit services. The transportation services we currently provide fill a gap in public transit services in the region. Reliable transportation during non-traditional commute times is vital to Arc's clients in order to maintain their employment at MCRD.

Working together, we can combine expertise and operational assets to achieve the goals outlined in The Arc of San Diego's application.

Thank you for your consideration of The Arc of San Diego's request. We are happy to provide any additional information about our partnership and the essential services we offer. Please feel free to reach out with any questions you may have regarding our collaboration or our work.

Sincerely,

Angela Watts

Angela Watts
VP of Operations
Talía First Class Limousines
858.771.0080
awatts@talía.limo



Employment, Independence & Equality

Gavin Newsom
Governor



State of California
Health and Human Services Agency
San Diego District Office
7575 Metropolitan Drive, Suite 107
San Diego, CA 92108

October 4, 2024

SANDAG
401 B Street, Suite 800
San Diego, CA 92101

Re: Specialized Transportation Grant Program

To Whom It May Concern:

As a longtime collaborator and partner in providing services to individuals with disabilities, the Department of Rehabilitation (DOR) San Diego District is pleased to support The Arc of San Diego's application for funding from the SANDAG Specialized Transportation Grant Program. We are committed to supporting individuals with disabilities and applaud The Arc of San Diego's efforts to assist employees with securing transportation to and from work.

The San Diego DOR has worked closely with The Arc of San Diego for many decades to increase competitive integrated employment opportunities for people with disabilities in San Diego County. We are proud to partner with an organization whose mission and vision aligns with our own vision of employment inclusion for all individuals.

We recognize the transportation challenges facing people with disabilities and support The Arc of San Diego's goal to expand mobility options for individuals with disabilities whose needs cannot be met by conventional transit or paratransit services. The contracted transportation services provided by The Arc of San Diego fill a gap in public transit services and offer reliable transportation during non-traditional commute times. These efforts are vital for Arc's clients to maintain their employment at MCRD.

If you need additional information, please do not hesitate to contact me at (619) 767-2135 or via email at peter.blanco@dor.ca.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read "Peter J. Blanco".

Peter J. Blanco
Regional Director
San Diego DOR District



Lawrence Family
Jewish Community Center
JACOBS FAMILY CAMPUS

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Katz Doron

Malka Ryan

Marks Brett

Meltzer

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*Todd Kobernick

Jim

Nierman

Roselyn Pappelbaum

*Stanley Pappelbaum

*Kenneth Polin

*Julie Potiker

*Frederick Schen

Lawrence Sherman

Chief Executive Officer

Betsy Lynch

Chief Financial Officer

Jerome Van Amburg

10/8/2024

SANDAG

401 B Street, Suite 800

San Diego, CA 92101

Re: Specialized Transportation Grant Program

Dear Sir/Madam,

As a longtime collaborator and partner in serving people with disabilities, the JCC is pleased to support The Arc of San Diego's application for the SANDAG Specialized Transportation Grant.

We support The Arc of San Diego's efforts to employ people with disabilities and applaud their efforts to assist employees with securing transportation to and from work.

Since November 2021, the JCC's coffee shop, The Bean, has been staffed by clients of The Arc of San Diego. The JCC has proudly cultivated a culture of inclusion within our center for over 26 years, and this partnership is helping our organization meet the next level of inclusivity. We are proud to partner with an organization whose mission and vision aligns with our own vision of inclusion for all individuals participating in our community.

We are committed to supporting individuals with disabilities, promoting inclusion, and helping them reach their employment goals. We recognize the transportation challenges facing people with disabilities and support The Arc of San Diego's goal to expand mobility options for individuals with disabilities whose needs cannot be met by conventional transit or paratransit services. The contracted transportation services provided by The Arc of San Diego fill a gap in public transit services and offer reliable transportation during non-traditional commute times. These efforts are vital for Arc's clients to maintain their employment at MCRD.

We support The Arc of San Diego's Food Services project at the Marine Corps Recruit Depot and commend their ongoing commitment to empowering individuals with disabilities. By addressing transportation barriers and fostering employment opportunities, The Arc plays a crucial role in our community for those in need.

Sincerely,

Dylan White
Inclusion Specialist
Dylanw@lfjcc.org

*Past Board Chair

Mandell Weiss Eastgate City Park • 4126 Executive Drive, La Jolla, CA 92037-1348

CREATE A JEWISH LEGACY

858.457.3030 • FAX 858.457.2422 • lfjcc.org