



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Organization Application

1 Applicant General Information

Applicant Legal Name	Jewish Family Service of San Diego
DBA (If Applicable)	
Applicant Address	Joan & Irwin Jacobs Campus Turk Family Center 8804 Balboa Ave San Diego, CA 92123
Contact Name	Kristine Stensberg
Title	Senior Director of Nutrition and Aging Care Services
Phone	(858) 637-7365
Email	kristines@jfssd.org

2 Applicant Background

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

Jewish Family Service of San Diego (JFS) partners with people of all backgrounds to build stable and dignified lives. Together, we create a stronger and healthier community where everyone can thrive. Since 1918, JFS has been a trusted community resource for individuals and families. Starting as a small program, JFS has evolved to address the immediate and long-term needs of diverse populations.

JFS offers a full spectrum of integrated services and reached more than 105,000 individuals last year. JFS's holistic program delivery model provides emergency and supplemental food programs; comprehensive aging and wellness services (including transportation, home-delivered meals, and Alzheimer's and related dementia support services); mental health counseling; parent education and support; case management and housing resources for the homeless; refugee and immigration services; case management; domestic violence services; poverty alleviation; and crisis intervention. JFS serves everyone regardless of religion, race, age, or sexual orientation, making its services easily accessible for people who need them most.

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

JFS's On the Go: Transportation Solutions for Older Adults (OTG) began in 2004 as Rides & Smiles, volunteer-based transportation for older adults serving one zip code. OTG has since become one of the top specialized transportation providers in San Diego. Now operating in 50 zip codes, the program has grown to provide a variety of flexible options and supportive services to respond to the varied mobility needs of older adults. OTG's suite of transportation options includes volunteer driver rides, on-demand rideshare transport, door-to-door wheelchair transport, and shuttle and excursion services. OTG provides transportation not only to JFS clients and enrolled OTG riders but also to nonprofit community partners who serve older adults.

An established nonprofit transportation provider, JFS has the financial, technical, and managerial capacity to implement cost-effective, innovative, and successful specialized transportation services. At the organizational and programmatic level, JFS aims to address the inequities in our society and to ensure our programs serve those who need them most. Our transportation programs strive for environmental friendliness through efficiency and are constantly striving to incorporate practices to reduce greenhouse gas emissions. JFS coordinates with other specialized transportation providers chairing two transportation councils and operating the San Diego Volunteer Driver Coalition.

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

JFS is a current Cycle 12 grantee and receives emails from SANDAG about funding opportunities.

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	95-1644024
Unique Entity Identifier (Section 5310 Applicants only)	HQNDKM184DG7

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
\$1,150,000	\$1,000,000	\$2,150,000

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

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	☒ Yes

used to provide "public" transportation services, rather than "client-based" transportation services?	☐ No
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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.



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Section 5310 Operating Project Application

1 Applicant and Project Names

Applicant Name	Jewish Family Service of San Diego
Project Name	On the Go 5310

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	Kristine Stensberg
Title	Senior Director of Aging and Nutrition
Phone	858-637-7365
Email	kristines@jfssd.org

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

Individual Name	Dana Toppel
Title	CEO Designate
Phone	(858) 637-3247
Email	danat@jfssd.org

3 Project Financial Summary

3.1 Grant Request, Match Amount, and Match Percentage

Grant Request	Match Amount	Total	Match Percentage	Minimum Match Requirement
\$1,150,000	\$1,150,000	\$2,300,000	50%	50%

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

Match Source Number	Description of Matching Funds Source	Amount
1	On the Go SMG	\$1,000,000
2	Volunteer/In Kind	\$150,000
3		\$
4		\$
5		\$
Total		\$1,150,000

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).

Jewish Family Service of San Diego's (JFS) On the Go (OTG) program meets nine very high priority areas and three high priority strategy areas of the 2020 Coordinated Plan. Please see Attachment 12 page one for additional information on how OTG meets SANDAG's 2020 Coordinated Plan and our proposed zip code expansion.

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?	1,977,103
3. What percent of the total population in the project service area is people of color?	53.33%

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
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)	727	68.64%
Individuals with Disabilities	0	0%
Older Adults and Individuals with Disabilities	332	31.36%

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

Neither Older Adults nor Individuals with Disabilities	0	0
Total	1,059	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?

As noted in JFS's organization application, On the Go: Transportation Solutions for Older Adults (OTG) began in 2004 as Rides & Smiles. Initially, a volunteer-based transportation program for older adults that served one zip code, the program has since grown to become one of the top specialized transportation providers in San Diego. This extensive experience operating specialized transportation has given JFS a tremendous amount of experience in the implementation and management of grant-funded transportation services that benefit older adults.

JFS has managed SANDAG grants for over ten years and is a current Specialized Transportation Grant Program (STGP) Cycle 12 grantee. In addition to SANDAG grants, JFS has managed numerous government and private grants for its transportation program. Currently, this includes a grant with the County of San Diego to provide no-cost transportation to older adults sixty years of age and older whose annual income is below 80% of the median family income and reside in a Health Equity zip code. Transportation grants are managed by the Senior Director of Nutrition and Aging Care Services and program leadership with support from JFS's accounting department and a dedicated Post-Award Specialist to track invoices and reports. JFS maintains a centralized accounting system that segregates assets, funds, property, expenses, and revenues by program/project and by funding source where required.

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?

OTG has a dedicated team with extensive transportation and logistics experience. The team includes a Senior Director of Nutrition and Aging Care Services, one Transportation manager, one Fleet Manager, one Mobility Specialist, one Rides & Smiles Coordinator, one Transportation Coordinator, one Assistant Coordinator, one Program Assistant, seven paid staff Drivers, and 60 active volunteer drivers.

OTG uses custom dispatching and scheduling software (RideScheduler) that provides ride data and tracking capabilities. RideScheduler has reporting that analyzes travel times, distances traveled, and rider and driver information to analyze, streamline, and improve services and capacity. Vehicle efficiency is determined by examining driver logs, shuttle activities, and vehicle inspection reports. OTG reviews monthly reports and problems are identified through the program monitoring process and addressed immediately. When cost increases or decreased efficiency is noted, action is taken to make appropriate adjustments.

JFS has longstanding policies that include board and staff codes of conduct; third-party contracting for vendors and service-related subcontractor guidelines; and policies around prohibited conduct, anti-bullying policies, whistleblowing, conflicts of interest, off-duty conduct, business conduct and ethics, and privacy and confidentiality policy, and reporting violations.

JFS understands financial management and has internal controls that ensure that all expenditures are authorized and permitted. JFS engages a licensed Certified Public Accountant to audit the organization's accounting records annually and has internal controls to ensure the safeguarding of assets in compliance with Generally Accepted Accounting Principles (GAAP) and applicable Office of Management Circulars.

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?

To ensure fiscal stability and revenues are adequate to meet program costs, JFS maintains ample reserves and utilizes a purposefully diversified fundraising strategy. This allows JFS to ensure long-term financial stability while maintaining the ability to quickly respond to emergent community needs. JFS raises funds through a multi-pronged approach. Agency income is derived through individual donations (including bequests and endowments), private and public grants, an annual fundraising event, income-producing/self-sustaining programs, and a car donation non-profit subsidiary (Charitable Adult Rides & Services). An annual "Friends" campaign solicits private support through direct mail marketing and personal contact. In addition to grants from foundations, JFS also solicits multi-year government and corporate funding. If desired, JFS can submit documentation of fiscal reserves. JFS also maintains a robust volunteer engagement department to recruit, train, and retain volunteers, lowering the overall cost of implementing the program.

JFS's OTG service is fully operational and will continue to meet its current goals. It will be able to offer the proposed services starting on 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. JFS is on track for the current cycle 12 applications and has already completed 45,515 rides.

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.

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

According to SANDAG's "The 2020 Coordinated Plan," the transportation needs of seniors include both emergency and non-emergency medical, nutrition-based, social (visiting family, seeing a play, etc.), and civic (volunteering, attending religious or community events, etc.) trips. Many older adults experience cognitive or physical issues as they age, making driving impossible and public transportation difficult. SANDAG has also identified specialized transportation as an option for seniors with significant mobility challenges or when transit is not a viable option. Notably seniors ages 85 and older are more likely to need specialized transportation. The 2020 Coordinated Plan notes that seniors ages 85 and older may exhibit forgetfulness and need to receive extra reminders of trip reservations and/or have needs that extend beyond transportation. A report by Housing Matters notes that of six individuals ages 65-74 have a mobility impairment, and the rate rises to one out of three for individuals 75 or older.

The cost of living has greatly increased in the San Diego region making many aspects of daily life, such as transportation to and from medical appointments, unaffordable for older adults. A quarter of San Diego County seniors are extremely low income. Compounding this problem, San Diego recently emerged as the nation's third most expensive rental market. As rent prices increase, older adults on fixed incomes become rent-burdened, spending more than half of their income on rent and utilities, leaving little room for other needs.

Older adults need affordable, specialized transportation; however it remains limited in some underserved areas.

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

To meet older adults' specialized transportation needs, OTG provides a suite of flexible transportation options for seniors to meet their specialized and diverse transportation needs. By providing flexible, on-demand solutions, JFS ensures access to vital, non-emergency transportation that increases access to facilities, services, and activities that contribute to older adults' well-being and quality of life while reducing isolation. JFS's transportation options include a volunteer driver ride program, an on-demand ride program using rideshare services, door-to-door wheelchair transport, older adult center shuttles, shopping/errand shuttles, community partner shuttles,

educational/recreational excursions, and charter services. JFS ensures riders safely get to their destination by providing reminder phone calls, remote monitoring of rideshare rides, and calling emergency contacts if a rider is not responding to phone calls. OTG staff and volunteers receive trainings about the unique needs and concerns of older adults.

JFS goes the extra mile to help older adults age in place by providing robust wraparound support. JFS has historically pivoted services to respond to the urgent needs of older adults by providing services such as OTG meal deliveries and rides to COVID-19 vaccines. Continuing and expanding OTG services helps us continue to meet the evolving needs of older adults.

To ensure fares are affordable for older adults, OTG offers donation-based rides, sliding scale fee-based rides, and fee-based shuttles. Additionally, JFS is proposing to add additional zip codes to its service area to serve some of the currently underserved areas with limited specialized transportation coverage.

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)?

To ensure that older adults who are the most in need of affordable and appropriate specialized transportation benefit from JFS's suite of OTG transportation services, JFS targets its marketing and outreach efforts to ensure equitable distribution of services, with a specific focus on increasing access to low-income, minority, and limited English proficiency populations. Please see Attachment 12 page two for examples of OTG fliers. JFS engages in a variety of platforms to promote public awareness as broadly as possible to ensure low-income, minority, and limited English proficient persons are aware of the program.

JFS current ridership is 56% low income (80% or below Area Median Income). 41.42% are extremely low income (30% or less than the Area Median Income). 27% of the individuals served are people of color. 7.97% are Asian, 5.41% are Black/ African American, 5.12% are Hispanic. 87% of riders speak English. 3% speak Spanish. 2% Russian, 1% Tagalog, 1% Farsi, 1% Japanese, 1% Hebrew and remaining 5% is split between 24 other languages.

JFS staff speak a host of languages and many materials are available in multiple languages. OTG assesses the limited English proficiency plan, client enrollment statistics, and ways to improve every three years with a Title VI plan. OTG employs bilingual staff to help assist Spanish-speaking clients and utilizes LanguageLine to assist with translation of languages not spoken by staff.

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.

Over our decades of experience, JFS has implemented many best practice protocols in vehicle maintenance, staff and volunteer training, and program design to keep drivers and riders safe. Every time a program vehicle is used, a comprehensive pre/post-trip inspection is performed and logged with a California Highway Patrol/ Department of Transportation approved form. Drivers report all issues to the Fleet Manager for immediate assessment. The Fleet Manager and Transportation Coordinator oversee vehicle maintenance. They review all driver inspection forms and ensure that all preventative maintenance is conducted. JFS has relationships with several auto shops to ensure timely repair and that vehicles are quickly returned to operation.

Upon hire, staff drivers attend a one-on-one orientation and training meeting which includes a behind-the-wheel road test and overview of the driver handbook. The driver handbook includes sensitivity training for transporting older adults and individuals with disabilities. Staff complete a decisive driving course and the Community Transportation Association passenger driver and safety certification program. OTG staff receive ongoing training twice annually which includes topics such as customer service, identifying additional client needs, roadside safety, wheelchair lift instruction, elder abuse reporting, First Aid/ CPR, bloodborne pathogens, and OTG-specific emergency preparedness training and procedures.

Volunteers undergo a series of checks to ensure client and staff safety and receive training during onboarding that covers the unique needs of older adults, identifying client needs aside from transportation, roadside safety, elder abuse reporting, mandated reporting, and OTG-specific emergency preparedness training and procedures.

JFS monitors all third-party rideshare rides to ensure older adults safely get to their destination and has partnered with CARS: On the Go national to provide services even on nights and weekends, further ensuring safety.

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?

JFS is proposing to use SMG funds (\$1,000,000) to match the 5310 operating grant and an additional \$150,000 in volunteer/in kind match for a total of \$1,150,000 in grant funding from SANDAG. Additional matching funds and any program costs that are ineligible to be covered by SANDAG funds (items such as direct allocations of telephone & internet, occupancy, utilities, maintenance, security, and rent) will be covered by JFS's annual fundraising efforts. JFS uses a purposeful diversified fundraising strategy to ensure long-term financial stability while maintaining the ability to quickly respond to emergent community needs. JFS raises funds through a multi-pronged approach that includes individual giving, private and public grants, donor-restricted contributions for individual programs such as OTG, fundraising events, fee-for-service programs, and a fully-owned subsidiary vehicle donation business. Historically, JFS has successfully met any project needs in past SANDAG cycles through these fundraising streams.

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.

OTG is highly involved in creating collaborative partnerships with a variety of social service agencies and transportation providers to address gaps in services, maximize capacity, pool resources, reduce costs, avoid duplication of services, enhance service delivery, and strengthen the safety net for older adults. OTG is actively involved with coordinated efforts for volunteer driver training, creating and producing the San Diego County Volunteer Driver Coalition marketing materials, sharing maintenance vendors, providing ad hoc consultancy on project administration, and joint procurement of services. As an information and referral hub, the JFS intake department and OTG staff perform transportation assessments of individuals and

provide mobility management for individuals, resulting in informed and appropriate referrals to other transportation providers. JFS is the chair of the Social Services Transportation Advisory Council. JFS operates the San Diego County Volunteer Driver Coalition and the Council on Access and Mobility. OTG provides transportation services for other transportation providers and social service agencies. For example, Peninsula Shepherd and Travelers Aid are primary transportation providers and refer to JFS when they are unable to provide transportation.

JFS has also looked for efficiencies with monitoring third-party rides to increase monitoring during off hours and reduce staffing expenses.

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?

JFS continuously looks to improve the operation of our proposed service by soliciting and implementing feedback from our target population. Client feedback is gathered in a variety of ways, including via client surveys (more information in question 20). Needs and suggestions for improvement are also identified during consistent interaction with scheduling staff and staff drivers and through interaction through other services provided through JFS's older adult client programming.

Surveys are conducted quarterly, and program leadership reviews the survey results to understand trends and the changing needs of older adults. For example, OTG riders expressed a desire for increased on-demand options which led JFS to launch an on-demand option and is now leveraging third-party vendors to expand on-demand scheduling. OTG's regular business hours allow staff to answer calls from older adults to hear their needs and concerns and direct those needs or concerns to program leadership.

Lastly, because JFS offers wraparound services for older adults, we are constantly working to understand the needs of older adults. In addition to OTG client feedback, program leadership can also incorporate feedback from older adults in our other programs that have transportation needs. This allows us not only to enrich our specialized transportation services but also enhance our wraparound services for older adults.

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?

Rides are reserved by clients in advance and staff use their decades of experience to

develop effective and efficient plans to reduce unnecessary trips. Rides made in advance are guaranteed, which allows OTG the time to schedule to increase the efficiency of rides and routes and provides dependability and stability for riders. OTG uses various strategies to foster environmental sustainability within the program including matching volunteer drivers with clients that are geographically close to them, encouraging riders to combine trips when possible and to carpool, and utilizing shuttles to transport groups of people. These strategies also help maximize seat utilization, reduce traffic, and increase socialization. Some volunteers utilize energy-efficient or electric vehicles and OTG anticipates purchasing hybrid vehicles when available. OTG also maintains all vehicles to ensure they are operating with the highest fuel efficiency. Lastly JFS uses flexible fleets through LYFT and UBER for rides not covered by staff or volunteers to provide dependable service and minimize sending additional vehicles. This provides an innovative way of meeting demand and providing efficient and environmentally friendly transportation.

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?

OTG staff regularly oversee program performance to ensure cost-effectiveness and progress towards goals. Monitoring includes tracking the number of rides, seat utilization, and cost per ride against program goals. If costs, ride counts, or seat utilization do not meet projections, additional corrective actions are taken. OTG's extensive experience provides a variety of innovative solutions including fostering additional outreach, increasing seat utilization through engaging community partners, grouping rides, providing shuttle opportunities, and offering "bring a friend" incentive programs for shuttle opportunities.

JFS has invested significant time and resources in the use of technology to improve our service. As previously noted, OTG uses a RideScheduler, a custom dispatching and scheduling software, to track ride data. RideScheduler collects ride data that can be analyzed to streamline and improve services and assess capacity. OTG staff uses reporting features within RideScheduler to look at travel times, distances traveled, and rider and driver information.

Report monitoring and reviews are conducted monthly allowing JFS to continually

improve services and address any issues. JFS is currently over 60% towards the ride count for Cycle 12, having provided 45,515 rides. In the past, when real-time metrics were not aligned with outlined program goals, JFS devised plans to ensure goals would be achieved in a timely manner. For example, adjusting the use of the fleet to meet the required number of service hours even during driver shortages.

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?

While not all unexpected changes or disruptions will take the form of a pandemic, the COVID-19 pandemic gave OTG the opportunity to learn to quickly adapt to sudden changes. Since many of our riders use OTG to get to crucial services such as medical appointments, OTG has a number of measures in place to ensure riders make their scheduled trip and there are no cancellations caused by JFS.

JFS guarantees EVERY scheduled ride so that older adults have dependable service. As many of the rides provided by OTG are volunteer-based, OTG has two backups available if a volunteer driver becomes unavailable. OTG can leverage other available volunteers or OTG staff drivers to provide the ride. If neither is available JFS uses flexible fleets (LYFT and UBER) to provide the ride. Flexible fleet rides are monitored by trained staff to ensure safe transit for the older adult. Dependability is a core of the OTG service.

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?

Passenger input is received through quarterly client surveys. Surveys are mailed to riders with a self-addressed envelope enclosed so that it can easily be mailed back. Surveys can be completed anonymously if the rider would like and are provided in English and Spanish based on the rider's preference. As noted previously, OTG also maintains regular business hours that allow clients to easily connect with OTG staff should they have input to provide outside of information solicited through surveys. Surveys collect the following information:

- Treated with dignity and respect by staff and volunteers
- Driver punctuality.
- If the rider felt the driver drove safely.
- If the rider has ever been unable to use OTG services for a transportation need and why.
- How strongly the rider agrees or disagrees with the following statements:
 - I feel more connected (less isolated) to my community as a result of using On the Go services.
 - I am able to continue to live at home independently as a result of using On the Go services.
 - I find the staff and volunteer drivers to be helpful and courteous.

- I am able to better manage my health as a result of using On the Go services.
- I would recommend JFS On the Go services to a family member or friend.
- I know how to access other services at Jewish Family Service.
- Additional comments or suggestions.

Project Scope of Work		
Organization Name:	Jewish Family Service of San Diego	
Project Name:	On the Go 5310	
Project Service Area:	Greater San Diego	
Funding Source and Project Type:	Section 5310 - Operating	
Section A: Project Description		
Project Description:	Continue serving senior residents and senior service organizations of Greater San Diego utilizing Rides & Smiles volunteer donation based driving program, OTG Navigator sliding scale fee based for urgent requests, meal delivery, and OTG fee based Shuttles. The program may expand/adjust service boundaries within the proposed zip codes. OTG staff drivers and Transportation Network Companies will provide back up for Rides & Smiles rides not selected by a volunteer. Provide rides to/from appointments and activities up to 25 miles of the rider’s residence or centralized pick up point. Offer personalized assistance required by seniors suffering from physical and mental disabilities, including assistance getting in and out of vehicle or utilizing vehicle lift system.□	
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	Complete rides using multiple venues (volunteers, OTG staff, LYFT/UBER or shuttles) and meal deliveries to provide dependable service	79,650 rides
1.2	Examine processes to ensure consistent, dependable, equitable and cost-effective service.	Review yearly
1.3	Onboard individuals within the target population.	Serve 1,059 unique individuals
Task 2: Manage & On-Board Volunteer Drivers		
Subtask	Subtask Description	Deliverable(s)
2.1	Recruit/ orient new volunteers. Perform interviews, background checks, DMV checks. Ensure all drivers possess a valid driver's license and auto insurance.	3 new volunteers per month
2.2	Maintain existing volunteer pool. Provide ongoing trainings including sensitivity training, scheduling software training and ongoing checks.	60 volunteers
2.3		
Task 3: Reimburse Volunteer Driver Mileage□		
Subtask	Subtask Description	Deliverable(s)
3.1	Provide mileage reimbursement at a rate no higher than the federal IRS allowance (currently 67 cents per mile for 2024)	Approx 208,955 miles
3.2		
3.3		
Task 4: Perform Program Marketing		
Subtask	Subtask Description	Deliverable(s)
4.1	Market the program to riders, partners, and volunteers. Develop marketing materials in threshold languages. Publicize On the Go at various locations (churches, libraries, community centers and social service clubs). Perform outreach to community organizations through presentations. Publicize transportation services through JFS newsletters, email distribution lists, website and public service announcements.	Produce marketing materials, attend 12 community presentations and 4 community health fairs or similar events

4.2		
4.3		

Task 5: <i>Monitor Program & Service Quality</i>		
Subtask	Subtask Description	Deliverable(s)
5.1	Monitor program data for effectiveness through dispatch reports, transportation network company and shuttle records including travel times, distances, destinations, rider/driver information and other demographic data. Conduct client satisfaction surveys on a quarterly basis.	90% of clients will express "good" or "excellent" satisfaction with services provided
5.2	Track SMG/5310 performance indicators. Report to SANDAG as required. Discuss program progress, challenges or concerns and highlight successes at weekly meeting with program director, program coordinators and transportation manager.	Program operates within performance threshold
5.3		

Task 6: <i>Coordination with Partner Agencies</i>		
Subtask	Subtask Description	Deliverable(s)
6.1	Coordination with Partner Agencies and pursue new collaborations. Participate in regional committees including CAM, SD County Volunteer Driver Coalition, AIS, 2-1-1, SSTC, faith-based agencies, community orgs and senior center. Perform informed information/ referral and mobility management.	6 formal partnerships
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:
Operating

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	84
Number of Traditional One-Way Passenger Trips	65,250
Number of Alternative One-Way Passenger Trips	14,400
Total Number of One-Way Passenger Trips	79,650
Cost per One-Way Passenger Trip	\$28.88
Performance Threshold	\$37.54

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:	Jewish Family Service of San Diego
Project Name:	On the Go 5310
Project Service Area:	Greater San Diego
Funding Source and Project Type:	Section 5310 - Operating

	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:	Jewish Family Service of San Diego
Project Name:	On the Go 5310
Project Service Area:	Greater San Diego
Funding Source and Project Type:	Section 5310 - Operating

Section A: Budget Summary

Tasks	Grant	Match	Revenue	Total
Task 1	\$906,758	\$912,729	\$76,273	\$1,895,760
Task 2	\$69,128	\$66,846	\$6,685	\$142,658
Task 3	\$72,436	\$71,953	\$7,195	\$151,584
Task 4	\$28,855	\$28,085	\$2,809	\$59,748
Task 5	\$52,361	\$50,661	\$5,066	\$108,088
Task 6	\$20,462	\$19,727	\$1,972	\$42,161
Task 7	\$0	\$0	\$0	\$0
Total	\$1,150,000	\$1,150,000	\$100,000	\$2,400,000

Total Grant Amount:	\$ 1,150,000
Total Matching Funds:	\$ 1,150,000
Net Project Cost:	\$ 2,300,000
Total Revenue:	\$ 100,000
Total Project Cost:	\$ 2,400,000

Section B: Match Details

Minimum Match Requirement:	50.00%
Match Percentage:	50.00%
Meet Minimum Match Requirement?	Yes

Section C: Indirect Costs

Will this project charge Indirect Costs?	Yes
What type of Indirect Cost Rate will be used?	de minimis rate
The de minimis rate applied to this project (%):	10%

Section D: Project Budget Categories

Task 1	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$276,369	\$59,298	\$140,000	\$0	\$876	\$347,783	\$0	\$82,433	\$906,758
Match	\$266,817	\$56,784	\$290,000	\$0	\$876	\$228,913	\$0	\$69,339	\$912,729
Revenue	\$26,682	\$5,678	\$14,000	\$0	\$88	\$22,891	\$0	\$6,934	\$76,273
Total	\$569,867	\$121,761	\$444,000	\$0	\$1,839	\$599,587	\$0	\$158,705	\$1,895,760

Task 2	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$47,522	\$10,196	\$0	\$0	\$95	\$0	\$5,030	\$6,284	\$69,128
Match	\$45,880	\$9,764	\$0	\$0	\$95	\$0	\$5,030	\$6,077	\$66,846
Revenue	\$4,588	\$976	\$0	\$0	\$513	\$0	\$0	\$608	\$6,685
Total	\$97,990	\$20,937	\$0	\$0	\$702	\$0	\$10,060	\$12,969	\$142,658

Task 3	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$10,057	\$2,158	\$53,400	\$0	\$236	\$0	\$0	\$6,585	\$72,436
Match	\$9,709	\$2,066	\$53,400	\$0	\$236	\$0	\$0	\$6,541	\$71,953
Revenue	\$971	\$207	\$5,340	\$0	\$24	\$0	\$0	\$654	\$7,195
Total	\$20,737	\$4,431	\$112,140	\$0	\$496	\$0	\$0	\$13,780	\$151,584

Task 4	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$16,038	\$3,441	\$0	\$0	\$6,752	\$0	\$0	\$2,623	\$28,855
Match	\$15,484	\$3,295	\$0	\$0	\$6,752	\$0	\$0	\$2,553	\$28,085
Revenue	\$1,549	\$330	\$0	\$0	\$675	\$0	\$0	\$255	\$2,809
Total	\$33,071	\$7,066	\$0	\$0	\$14,179	\$0	\$0	\$5,432	\$59,748

Task 5	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$35,412	\$7,598	\$0	\$0	\$71	\$0	\$4,520	\$4,760	\$52,361
Match	\$34,189	\$7,276	\$0	\$0	\$71	\$0	\$4,520	\$4,606	\$50,661
Revenue	\$3,419	\$728	\$0	\$0	\$459	\$0	\$0	\$461	\$5,066
Total	\$73,020	\$15,602	\$0	\$0	\$600	\$0	\$9,040	\$9,826	\$108,088

Task 6	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$15,290	\$3,281	\$0	\$0	\$31	\$0	\$0	\$1,860	\$20,462
Match	\$14,762	\$3,142	\$0	\$0	\$31	\$0	\$0	\$1,793	\$19,727
Revenue	\$1,476	\$314	\$0	\$0	\$3	\$0	\$0	\$179	\$1,972
Total	\$31,528	\$6,736	\$0	\$0	\$64	\$0	\$0	\$3,833	\$42,161

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	\$400,689	\$85,973	\$193,400	\$0	\$8,060	\$347,783	\$9,550	\$104,545	\$1,150,000
Match	\$386,840	\$82,328	\$343,400	\$0	\$8,060	\$228,913	\$9,550	\$90,909	\$1,150,000
Revenue	\$38,684	\$8,233	\$19,340	\$0	\$1,761	\$22,891	\$0	\$9,091	\$100,000
Total	\$826,213	\$176,533	\$556,140	\$0	\$17,881	\$599,587	\$19,100	\$204,545	\$2,400,000

Jewish Family Service of San Diego
Attachment 10: On the Go 5310 Budget Justification

Affordability of Passenger Fares

To ensure fares are affordable for older adults, OTG has:

- Donation-based rides (for rides provided by volunteers, clients are not obligated to donate but give what they can).
- Sliding scale fee-based rides (for rides provided by third-party transportation such as UBER/LYFT clients pay on a sliding scale and pay what they can).
- Fee-based shuttles (typically organized by community partners who organize shopping/errand shuttles or educational/recreational excursions to keep affordable for partners).

Justification of Cost per One-Way Passenger Trip

On the Go 5310's proposed cost per trip for Cycle 13 is \$28.88. As compared to similar paratransit transportation options listed in the 2020 Coordinated Plan, which has a cost per ride of \$39.88, OTG is only 72% of the cost. JFS is able to provide this reasonable rate due to cost-efficiency of providing rides at scale, our volunteer base, and our years of experience in operating the program with only necessary expenses OTG is a good steward of funds and constantly searches for ways to provide excellent service without increasing costs.

As noted in the project application, JFS provides a suite of flexible transportation options for seniors to meet their specialized and diverse transportation needs. Staff and volunteers also receive specialized training on the needs of older adults and JFS is committed to ensuring their needs are met. In addition to transportation, JFS helps older adults age in place by providing robust wraparound support. When an older adult comes to JFS for transportation the doors also open to other supports. We feel the high quality and tailored nature of the transportation we provide, combined with the cost-efficiency of our rides is ample justification for the cost per one-way passenger trip.

Determination of Costs

Please see chart on the following page for an itemized list of costs and their justification.

Cost Category 1: Personnel							
Name	Title	Time Commitment Years	% FTE	Annual Salary	Wage Rate/Hr	To be Paid by 5310	Budget Justification
Kristine Stensberg	Sr Director	2	10%	\$28,960.52	\$66.13	\$12,896	Oversees contract execution and compliance.
Marilyn Greenblatt	Transportation Manager	2	100%	\$77,003.16	\$39.49	\$77,003	Oversees scheduling and reserving of rides. Manages client service staff and oversees volunteers.
Jamie Sanders	Reservationist	2	100%	\$39,363.48	\$20.19	\$39,363	Provides customer service and reserves rides for older adults.
AJ Pacheco	Fleet Manager	2	72%	\$77,003.16	\$39.49	\$55,442	Coordinates shuttle services and oversees vehicle maintenance. Manages staff drivers.
Lyn Reickhoff	Driver- Class B	2	100%	\$43,992.00	\$21.15	\$43,992	Transports riders to desired destinations and ensures quality customer service.
Gayle Vincent	Driver- Class C	2	80%	\$35,080.50	\$17.99	\$28,064	Transports riders to desired destinations and ensures quality customer service.
TBD	Program Assistant	2	30%	\$47,434.92	\$24.33	\$14,230	Handles program invoices and oversees invoicing from third-party transportation providers.
Betty Munoz	Vol Coordinator	2	30%	\$50,923.08	\$26.11	\$15,277	On-boards and manages volunteer OTG drivers.
Thomas Griffith	Driver- Class B	2	72%	\$50,310.00	\$25.80	\$36,223	Transports riders to desired destinations and ensures quality customer service.
Bill Maine	Driver- Class B	2	72%	\$43,114.50	\$22.11	\$31,042	Transports riders to desired destinations and ensures quality customer service.
David Galvez	Driver- Class C	2	80%	\$41,632.50	\$21.35	\$33,306	Transports riders to desired destinations and ensures quality customer service.
Anthony Renzi	Driver- Class C	2	39%	\$35,100.00	\$18.00	\$13,848	Transports riders to desired destinations and ensures quality customer service.

Cost Category 2: Fringe Benefits			
Budget Item	% of Total Wages	To be Paid by 5310	Budget Justification
SUI	0.88%	\$3,544	State unemployment insurance.
FICA	3.83%	\$15,326	FICA federal payroll tax.
401k Year 1	2.75%	\$11,019	JFS contribution to eligible employees 401k year 1 of grant.
401k Year 2	2.75%	\$11,019	JFS contribution to eligible employees 401k year 2 of grant.
Medical	10.64%	\$42,632	Medical insurance for eligible employees.
L&D	0.17%	\$661	Life and disability insurance.
Workers Compensation	0.44%	\$1,772	Workers' compensation.
Total Salaries and Fringe			\$486,662

Cost Category 3: Travel				
Budget Item	Cost Basis	Match/In Kind Revenue	To be Paid by 5310	Budget Justification
Gas & Fuel Costs	Based on fuel prices from 2024.		\$140,000	Fuel purchases are for vehicles owned by JFS.
Staff Mileage Reimbursement	Approximately 895 miles at the current IRS reimbursement rate of \$0.67 per mile.		\$600	Mileage reimbursement for staff who use their own vehicles at the IRS rate of \$0.67/mile.
Volunteer Mileage Reimbursement	Approximately 78,805 miles at the current IRS reimbursement rate of \$0.67 per mile.		\$52,800	Mileage reimbursement for volunteer drivers. This calculation assumes volunteer drivers opt in to receiving reimbursement at the IRS maximum rate (\$0.67/mile).
Volunteer Hours	According to the Independent Sector (independentsector.org), in the state of California, volunteer time is valued at \$38.61 per hour. This match amount accounts for approximately 3,885 volunteer hours at this rate.	\$150,000		Volunteer drivers are an essential component of service delivery for OTG. Currently, OTG hosts 60 volunteer drivers annually. Please see Attachment 12, page 3 for an example monthly log of volunteer hours.
Total Travel				\$193,400

Cost Category 4: Equipment
N/A

Cost Category 5: Supplies			
Budget Item	Cost Basis	To be Paid by 5310	Budget Justification
Postage	Estimated based on current postage costs.	\$1,080.00	Postage for mailing new rider enrollment, rider newsletters, and program specific letters.
Office Supplies	Estimate based on current office supply costs.	\$800.00	Office supplies for OTG Staff.
Printing	Professional printing costs for advertisements, fliers, mailing.	\$6,180.00	Flier and mailing printing costs.
Total Supplies			\$8,060

Cost Category 6: Contractual					
Budget Item	Description of Services	Breakdown of Estimated Costs	Selection Process	To be Paid by 5310	Justification of Necessity
Third Party Transportation	JFS uses flexible fleets through LYFT and UBER for rides not covered by staff or volunteers to provide dependable service and minimize sending additional vehicles.	\$16 per ride - this estimate is based on the current, average cost per ride when JFS utilizes services.	JFS contracts with both LYFT and UBER to ensure that the proposed service is cost effective and within a reasonable timeframe based on the needs of riders.	\$218,816	JFS partners with LYFT and UBER in order to accommodate as many rides and riders as possible. JFS prioritizes volunteer and staff rides and utilizes third-party transportation as a last resort when needed.
CARS: On the GO	JFS has partnered with CARS: On the Go to provide call center and ride scheduling services for clients on evenings and weekends. Please see Attachment 12, page 4 for additional information regarding procurement.	\$10 per ride - this estimate is based on the current average cost per ride and includes the call center fee, ride scheduling fee, monitoring fees, and the variable ride fare.	JFS's procurement policy outlines that all procurement transactions be conducted to provide for open and free competition.	\$128,967	CARS: On the Go fees include a per minute call charge, a ride scheduling fee, and the variable ride fare based on availability. As an all-in-one provider, CARS: On the Go provides a unique service in scheduling and monitoring rides, an essential component of the OTG service provision. When compared with other providers, there are limits to the call center capacity and ability to effectively track rides when needed.
Total Contractual					\$347,783

Cost Category 7: Other				
Budget Item	Cost Basis	Description	To be Paid by 5310	Budget Justification
RideScheduler	\$753 per month	RideScheduler is a software designed to ease ride scheduling for both riders and drivers. It enables JFS to easily view ride history, drivers can manage their availability and schedule and	\$9,040.00	OTG utilizes RideScheduler software to facilitate riders reserving their own transportation and to coordinate thousands of rides each month.
Volunteer Background Screening	Variable cost dependent on each volunteer/staff member. This accounts for the average rate per screening.	JFS policy requires thorough and complete background screenings for volunteers and employees.	\$510.00	OTG conducts staff and volunteer background and DMV checks prior to these individuals transporting clients.
Total Other				\$9,550

Cost Category 8: Indirect			
Budget Item		To be Paid by 5310	Budget Justification
10% Indirect Rate		\$104,545.45	JFS does not have a FNICR and is requesting a 10% de minimis rate.
Total Indirect			\$104,545

Total to be Paid by 5310	\$1,150,000
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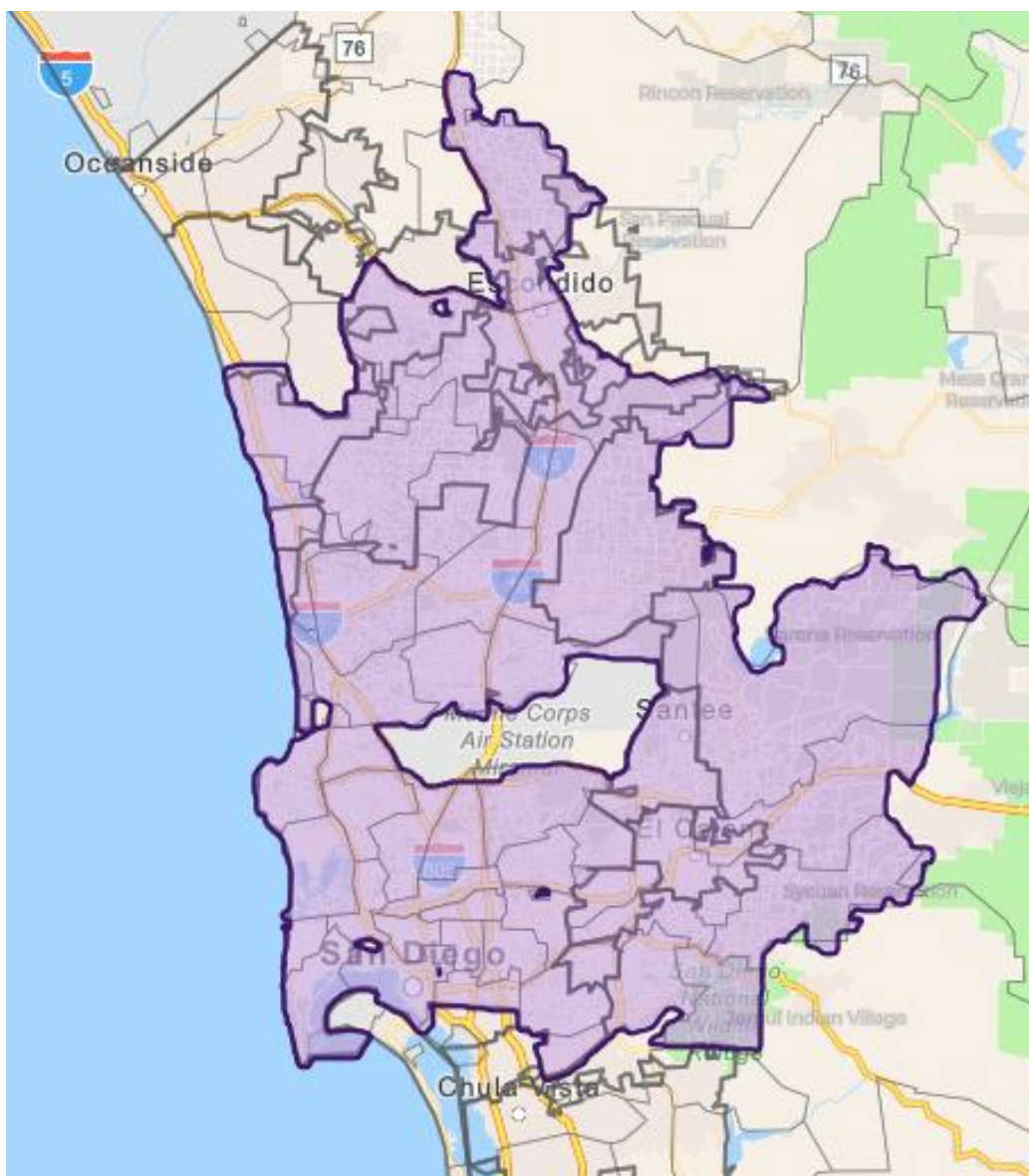
On the Go[®]

Transportation Solutions for Older Adults



91941, 91942, 91945, 91977, 92007, 92014, 92019, 92020, 92021, 92024, 92025, 92026, 92029, 92037, 92040, 92064, 92067, 92071, 92075, 92091, 92102, 92103, 92104, 92105, 92106, 92107, 92108, 92109, 92110, 92111, 92114, 92115, 92116, 92117, 92119, 92120, 92121, 92122, 92123, 92124, 92126, 92127, 92128, 92129, 92130, 92131, 92139

New- 92101, 92078, 91978





6132 Gullstrand St.
San Diego, CA 92122

September 20, 2024
SANDAG
401 B Street, Suite 800
San Diego, CA 9210

Re: Jewish Family Service of San Diego's Application for Cycle 13 Funding

Dear SANDAG Board of Directors,

I am writing you in support of Jewish Family Service of San Diego's (JFS) proposal to SANDAG's Cycle 13 funding. JFS provides comprehensive services to older adults including personalized transportation solutions.

JFS partners with Casa Aldea at University City Village for shuttles that provide transportation to our residents that highly impacts community integration. Without JFS's services, our residents wouldn't be able to go grocery shopping, experience group lunches, attend events throughout San Diego, and get around to doctor appointments/day programs. Majority of our residents that attend our shuttle outings does not drive, is limited in driving, or rather enjoy an outing in a group setting. Our community is dependent on JFS for transportation twice a month. It would be devastating to lose this program. There are accessible, very communicative, and provide wonderful service to and from destination locations.

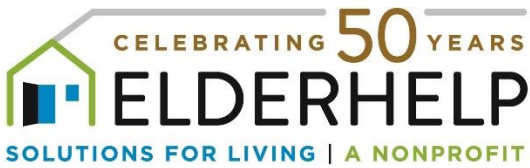
JFS and Casa Aldea at University City Village have enjoyed a collaborative and productive relationship for over 4 years. This is critical for our older adults to receive socialization and age in place.

As one of San Diego's most trusted and committed nonprofits agencies, JFS has been an asset to seniors seeking transportation and is well respected in the transportation community. JFS serves older adults that face many barriers such as income limitations, mobility disadvantages, and difficulty navigating through the current transit system. Through the support of this grant, JFS will continue to fill a tremendous gap in the regional public transportation system.

Please do not hesitate to contact me should you have any questions.

Sincerely,

Shannel Turner
Activity Director



September 11, 2024

SANDAG
401 B Street, Suite 800
San Diego, CA 9210

Re: Jewish Family Service of San Diego's Application for Cycle 13 Funding

Dear SANDAG Board of Directors,

I am writing you in support of Jewish Family Service of San Diego's (JFS) proposal to SANDAG's Cycle 13 funding. JFS provides comprehensive services to older adults including personalized transportation solutions. For over 12 years, JFS and ElderHelp have had a collaborative relationship. Through the San Diego County Volunteer Driver Coalition and Specialized Transportation Coalition, we continue to share best practices and support to each other's transportation programs for the benefit of the larger senior community. To that end, JFS and ElderHelp refer clients to each other's organization to ensure the needs of San Diego seniors are met.

JFS is a trusted and committed agency that has been an asset to seniors seeking transportation. They are well respected in the transportation community and for their work serving older adults that face many barriers such as income limitations, mobility disadvantages, and difficulty navigating the current transit system. Through the support of this grant, JFS would continue to fill a tremendous gap in the regional public transportation system.

Please do not hesitate to contact me should you have any questions.

Sincerely,

Anya Delacruz
Associate Executive Director



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**123 years of service to
our community**

September 23, 2024

SANDAG
401 B Street, Suite 800
San Diego, CA 9210

Re: Jewish Family Service of San Diego's Application for
Cycle 13 Funding

Dear SANDAG STGP Cycle 13 Evaluation Committee,

I am writing you in support of Jewish Family Service of San Diego's (JFS) proposal to SANDAG's Cycle 13 funding. JFS provides comprehensive services to older adults including personalized transportation solutions. Travelers Aid Society of San Diego's *SenioRide* program assists low-income seniors (60+) with funding for transportation to medical, social, and shopping trips.

JFS and Travelers Aid Society of San Diego have enjoyed a collaborative and productive relationship for over 12 years sharing best practices and providing support through the San Diego County Volunteer Driver Coalition, chaired by JFS.

As one of San Diego's most trusted and committed nonprofits agencies, JFS has been an asset to seniors seeking transportation and is well respected in the transportation community. JFS serves older adults that face many barriers such as income limitations, mobility disadvantages, and difficulty navigating through the current transit system. Through the support of this grant, JFS will continue to fill a tremendous gap in the regional public transportation system.

Please do not hesitate to contact me should you have any questions.

Sincerely,

Marcy Roke
President & CEO



6132 Gullstrand St.
San Diego, CA 92122

September 20, 2024
SANDAG
401 B Street, Suite 800
San Diego, CA 9210

Re: Jewish Family Service of San Diego's Application for Cycle 13 Funding

Dear SANDAG Board of Directors,

I am writing you in support of Jewish Family Service of San Diego's (JFS) proposal to SANDAG's Cycle 13 funding. JFS provides comprehensive services to older adults including personalized transportation solutions.

JFS partners with Casa Aldea at University City Village for shuttles that provide transportation to our residents that highly impacts community integration. Without JFS's services, our residents wouldn't be able to go grocery shopping, experience group lunches, attend events throughout San Diego, and get around to doctor appointments/day programs. Majority of our residents that attend our shuttle outings does not drive, is limited in driving, or rather enjoy an outing in a group setting. Our community is dependent on JFS for transportation twice a month. It would be devastating to lose this program. There are accessible, very communicative, and provide wonderful service to and from destination locations.

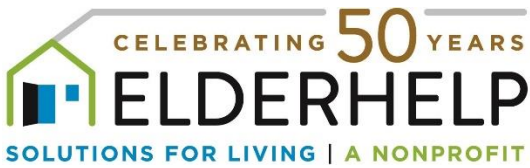
JFS and Casa Aldea at University City Village have enjoyed a collaborative and productive relationship for over 4 years. This is critical for our older adults to receive socialization and age in place.

As one of San Diego's most trusted and committed nonprofits agencies, JFS has been an asset to seniors seeking transportation and is well respected in the transportation community. JFS serves older adults that face many barriers such as income limitations, mobility disadvantages, and difficulty navigating through the current transit system. Through the support of this grant, JFS will continue to fill a tremendous gap in the regional public transportation system.

Please do not hesitate to contact me should you have any questions.

Sincerely,

Shannel Turner
Activity Director



September 11, 2024

SANDAG
401 B Street, Suite 800
San Diego, CA 9210

Re: Jewish Family Service of San Diego's Application for Cycle 13 Funding

Dear SANDAG Board of Directors,

I am writing you in support of Jewish Family Service of San Diego's (JFS) proposal to SANDAG's Cycle 13 funding. JFS provides comprehensive services to older adults including personalized transportation solutions. For over 12 years, JFS and ElderHelp have had a collaborative relationship. Through the San Diego County Volunteer Driver Coalition and Specialized Transportation Coalition, we continue to share best practices and support to each other's transportation programs for the benefit of the larger senior community. To that end, JFS and ElderHelp refer clients to each other's organization to ensure the needs of San Diego seniors are met.

JFS is a trusted and committed agency that has been an asset to seniors seeking transportation. They are well respected in the transportation community and for their work serving older adults that face many barriers such as income limitations, mobility disadvantages, and difficulty navigating the current transit system. Through the support of this grant, JFS would continue to fill a tremendous gap in the regional public transportation system.

Please do not hesitate to contact me should you have any questions.

Sincerely,

Anya Delacruz
Associate Executive Director