



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Organization Application

1 Applicant General Information

Applicant Legal Name	Home of Guiding Hands
DBA (If Applicable)	
Applicant Address	1908 Friendship Drive, El Cajon, CA 92020
Contact Name	Frances Burnett
Title	VP of Development
Phone	(619) 938-2856
Email	fburnett@guidinghands.org

2 Applicant Background

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

Home of Guiding Hands (HGH) has been a dedicated provider of community support, critical housing, and life skills training for individuals with developmental and intellectual disabilities for over 57 years. Established in 1967, HGH has grown from a single campus to serving more than 4,600 individuals across San Diego and Imperial Counties. HGH offers a continuum of care from birth through the end stages of life, emphasizing personalized services that promote self-sufficiency, community integration, and a fulfilling lifestyle.

HGH's mission is to "Improve the lives of those we serve." This mission is rooted in the belief that every person deserves to live the life of their choosing. HGH partners with individuals and their families to identify personal goals and provide the necessary support to achieve them. The organization prides itself on offering person-directed services that respect the dignity, rights, and unique strengths of each individual. HGH's comprehensive programs include residential services, adult family home agency, community living, early childhood development, respite, tailored day programs, transportation, and life planning, all designed to empower individuals to lead meaningful lives.

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

Home of Guiding Hands (HGH) provides specialized transportation services tailored to the needs of individuals with developmental and intellectual disabilities, many of whom experience significant physical or medical challenges. HGH's fleet of adapted vans ensures safe, reliable, and accessible transportation throughout San Diego County, enabling clients to connect with their communities, access essential services, and participate in activities that enhance their quality of life.

The transportation program aligns with the Specialized Transportation Grant Program (STGP) goals and objectives by promoting increased mobility and independence for vulnerable populations. HGH's services are designed to reduce transportation barriers for individuals with disabilities, ensuring they have equitable access to healthcare, social services, and community resources. By offering these essential transportation services, HGH supports the STGP's objective of improving the quality of life for individuals with disabilities, enabling them to live more independently and engage fully in community life. The program also emphasizes safety and reliability, key components of the STGP, ensuring that clients can confidently rely on transportation to meet their daily needs.

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

We have previously applied for and been awarded STGP Section 5310 funding.

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	95-6058273
Unique Entity Identifier (Section 5310 Applicants only)	M5NFQQC3Q5M8

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
\$704,514	\$0	\$704,514

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?	X 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 X 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.



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Section 5310 Capital – Vehicle and Other Equipment Procurement Application

1 Applicant and Project Names

Applicant Name	Home of Guiding Hands
Project Name	HGH Community Integration and Mobilization 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	Frances Burnett
Title	VP of Development
Phone	(619) 938-2856
Email	fburnett@guidinghands.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	Edward Hershey
Title	President & CEO
Phone	(619) 938-3067
Email	edward@guidinghands.org

3 Project Financial Summary

3.1 Grant Request, Match Amount, and Match Percentage

Grant Request	Match Amount	Total	Match Percentage	Minimum Match
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				Requirement
\$704,514	\$133,787	\$838,301	15.96%	15%

3.2 Source(s) of Matching Funds

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

Match Source Number	Description of Cash Matching Funds Source	Amount
1	Home of Guiding Hands Cash Match	\$133,787
2		\$
3		\$
4		\$
5		\$
Total		\$

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

Specialized Transportation Grant Program

- ☒ Continue providing existing curb-to-curb, door-to-door (and door-through-door, when necessary) services for trips such as non-emergency medical transportation and grocery shopping in circumstances where paratransit is insufficient, inappropriate, or unavailable
- ☐ Maintain assets in a state of good repair
- ☐ Develop or expand transit or transportation solutions in areas with little or no other transportation services based on identified gaps
- ☐ Develop or expand transit or transportation solutions in areas with sufficient densities to support specialized transportation or coordinated services based on identified gaps.
- ☐ Provide new curb-to-curb, door-to-door (and door-through-door, when necessary) services for trips such as non-emergency medical transportation and grocery shopping, in circumstances where paratransit is insufficient, inappropriate, or unavailable
- ☐ Increase interagency coordination efforts to maximize existing capacity
- ☐ Increase interagency coordination of resources
- ☐ Improve access to available services through coordination and enhanced customer service that connects riders to transit or specialized transportation services that most appropriately meet their needs

High

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

4.2 2020 SANDAG Coordinated Plan: Explanation of Derivation

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

The proposed project by Home of Guiding Hands aligns directly with the priority strategies outlined in the 2020 Coordinated Plan:

1. **Maintain existing effective and efficient transportation services:** The project seeks funding to replace aging vehicles within the current fleet, ensuring that transportation services remain reliable and efficient. By upgrading to newer vehicles, the project will reduce maintenance costs and improve fuel efficiency, allowing HGH to continue offering high-quality transportation services to its clients.
2. **Continue providing existing curb-to-curb, door-to-door (and door-through-door, when necessary) services:** The project will enhance HGH's ability to offer specialized transportation services, including curb-to-curb, door-to-door, and door-through-door options. These services are crucial for individuals with disabilities who require additional assistance beyond what traditional paratransit services can provide. The addition of fleet management software will optimize route planning, ensuring timely and dependable service for critical trips, such as non-emergency medical appointments and grocery shopping.
3. **Improve first-mile/last-mile strategies to better connect to transit:** By integrating fleet management software, HGH will improve the coordination of transportation services with existing transit networks. This will enhance first-mile/last-mile connections, making it easier for clients to access public transit systems. The software will allow for more precise routing, reducing wait times, and ensuring that clients can reach transit hubs efficiently, thereby improving overall connectivity within the region.

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?	435,896

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. What percent of the total population in the project service area is people of color?	46.19%
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6 Needs Accommodation Policy

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

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

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

Demographic Category	Number	Percentage of Total
Older Adults (65 and older)	0	0%
Individuals with Disabilities	132	80%
Older Adults and Individuals with Disabilities	33	20%
Neither Older Adults nor Individuals with Disabilities	0	0%
Total	165	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?

Home of Guiding Hands (HGH) has over five decades of experience providing specialized transportation services to individuals with developmental and intellectual disabilities, a core component of its comprehensive support programs. For several years, HGH has successfully managed grant-funded transportation services, including those funded by Section 5310 and local initiatives. These programs have enabled HGH to maintain and expand its fleet of adapted vehicles, ensuring safe, reliable, and accessible transportation across San Diego County.

HGH's transportation services are tailored to meet the unique needs of the target population, who often require more than what standard public transportation can offer. Through curb-to-curb, door-to-door, and door-through-door services, HGH ensures that clients can access essential services such as healthcare, grocery shopping, and community activities. The organization's robust experience in managing grant-funded projects includes meticulous compliance with reporting requirements, budget management, and performance monitoring, ensuring that all funded services meet or exceed the grantors' expectations.

Furthermore, HGH has a proven track record of leveraging technology to enhance service delivery. The proposed integration of fleet management software is an extension of HGH's commitment to operational excellence, aiming to optimize routes, reduce costs, and improve safety. This experience positions HGH as a capable and reliable steward of grant funds, dedicated to improving the quality of life for individuals with disabilities through effective and efficient transportation solutions.

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

Home of Guiding Hands (HGH) possesses the technical capacity necessary to successfully implement the proposed STGP-funded service. The organization has a dedicated transportation team experienced in managing and operating a fleet of adapted vehicles, ensuring that services are delivered efficiently and meet the specific needs of individuals with developmental and intellectual disabilities. This team is supported by a comprehensive infrastructure that includes data management and tracking capabilities, which are essential for monitoring service delivery, vehicle maintenance, and client satisfaction.

HGH's data management systems are designed to track key performance indicators, optimize routes, and ensure compliance with grant reporting requirements. The proposed integration of fleet management software will further enhance these capabilities by providing real-time data on vehicle performance, safety alerts, and route efficiency, allowing HGH to make data-driven decisions that improve service quality.

The organization also has well-established policies and procedures that govern ethics, third-party contracting, internal controls, and financial management. HGH follows strict procurement processes to ensure that all third-party contracts are awarded fairly and in compliance with federal and state regulations. Internal controls are in place to safeguard assets, ensure accurate financial reporting, and maintain compliance with all grant requirements. The finance team at HGH is experienced in managing multi-source funding, including federal, state, and local grants, ensuring that all funds are used effectively and transparently.

With sufficient staffing, robust data management, and strong internal controls, HGH is fully equipped to implement the proposed STGP-funded service, delivering high-quality transportation solutions to the target population.

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

Home of Guiding Hands (HGH) is a fiscally stable organization, supported by an operating budget of \$32,975,832 for the 2023-2024 fiscal year and further bolstered by substantial endowment funding and assets. These financial resources ensure HGH's readiness to meet all proposed deliverables within the grant term.

HGH has a long history of successfully managing grant-funded projects, demonstrating the ability to deliver on schedule while adhering to budgetary constraints. The organization's endowment and assets provide an additional layer of financial security, allowing HGH to maintain its operations and invest in necessary resources, even in fluctuating economic conditions.

HGH is fully prepared to meet the proposed milestones:

- **October 2025:** Execution of the Section 5310 grant agreement will be handled efficiently, leveraging HGH's experience with similar contracts.
- **January 2026:** With secured matching funds, HGH will promptly purchase vehicles and other equipment, ensuring that all procurement processes meet federal and state guidelines.
- **Summer 2026:** HGH's strong logistical and operational capabilities will guarantee the timely delivery of vehicles and the commencement of services, which will be sustained throughout the vehicles' minimum useful life, providing ongoing support to the target population.

HGH's combination of operating budget, endowment funding, and assets positions the organization to effectively manage and complete the project within the grant term, ensuring all deliverables are met as planned.

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?

The need for the proposed project by Home of Guiding Hands (HGH) arises from the significant gaps in specialized transportation services for individuals with developmental and intellectual disabilities in the service area. Despite the availability of public transit and paratransit options, these services are often insufficient, inappropriate, or geographically unavailable to meet the unique needs of this vulnerable population.

Public transit routes do not adequately cover the areas where many of HGH's clients reside, leaving them with limited access to essential services such as healthcare, grocery shopping, and community activities. Additionally, traditional paratransit services often fail to provide the necessary door-to-door or door-through-door assistance required by individuals with mobility challenges or complex medical needs, making them an inappropriate option for many clients.

Furthermore, the cost of specialized transportation services can be prohibitive for low-income individuals and families, exacerbating the barriers to accessing essential services. Without reliable and affordable transportation, these individuals face increased social isolation, deteriorating health outcomes, and a diminished quality of life.

The proposed project seeks to address these critical gaps by expanding HGH's fleet of adapted vehicles and integrating advanced fleet management software. This will not only increase the availability and reliability of specialized transportation services but also enhance route efficiency, reduce costs, and improve safety. By bridging the existing transportation gaps, this project will significantly improve access to essential services for individuals with disabilities, enabling them to live more independent and fulfilling lives.

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

The proposed service by Home of Guiding Hands (HGH) will uniquely and urgently address specialized transportation needs by providing tailored, reliable, and efficient transportation solutions for individuals with developmental and intellectual disabilities. This population often faces significant challenges in accessing traditional transportation services, which are either insufficient or inappropriate for their unique requirements.

The service will be distinguished by its focus on door-to-door and door-through-door transportation, ensuring that clients with mobility issues or complex medical needs receive the personalized assistance they require. This level of service is not typically offered by standard paratransit options, making it a critical addition to the transportation network in the region.

Moreover, the integration of advanced fleet management software will allow HGH to optimize routes, reduce travel times, and enhance safety, ensuring that clients can access essential services such as healthcare, grocery shopping, and social activities more efficiently. The software's ability to monitor vehicle performance and provide real-time alerts on issues like idling or speeding will further ensure the safety and reliability of the service.

Given the urgency of reducing social isolation and improving access to critical services for this vulnerable population, the proposed service will have an immediate and profound impact on the quality of life for HGH's clients. By providing consistent and dependable transportation, this project will enable individuals with disabilities to lead more independent and fulfilling lives, addressing their specialized transportation needs effectively throughout the grant term.

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

The proposed service by Home of Guiding Hands (HGH) is designed to meet the unique needs of individuals with developmental and intellectual disabilities, ensuring that those in the Target Population who need it most receive the specialized transportation services essential for their well-being. HGH's service will be particularly beneficial to individuals with severe physical and cognitive disabilities who require customized mobility support, as well as those who live in areas where public transit options are insufficient, inaccessible, or inappropriate.

To ensure access for individuals with Limited English Proficiency (LEP), HGH may provide language assistance services, including bilingual staff, translated materials, and interpretation services as necessary. These resources will help ensure that all clients can effectively communicate their needs and fully understand the services available to them, regardless of their language proficiency.

HGH is committed to serving diverse populations, including low-income individuals, people of color, and members of federally recognized Native American tribes. The organization's inclusive approach ensures that transportation services are tailored to meet the specific cultural and socioeconomic needs of these groups. By offering door-to-door and door-through-door services, HGH removes barriers to access, making it easier for these populations to attend medical appointments, participate in community activities, and connect with essential services.

The proposed service not only addresses the immediate transportation needs of the Target Population but also fosters greater community integration, social inclusion, and improved quality of life for some of the most vulnerable and underserved individuals in the region.

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

Home of Guiding Hands (HGH) has established robust procedures to securely store vehicles and equipment, ensuring both their safety and the safety of passengers and drivers. All vehicles are stored in secure, designated areas within HGH's facilities, which are equipped with 24-hour video surveillance, and are protected by electric security gates, which restrict unauthorized access and mitigate the risk of theft or vandalism.

To further enhance security, HGH implements comprehensive vehicle and equipment management protocols. These protocols include regular inspections of the storage facilities, ensuring that all security measures are functioning correctly and that vehicles are properly locked and secured when not in use. Additionally, all vehicles are fully insured, providing financial protection against potential loss or damage.

HGH also places a strong emphasis on driver and passenger safety. Drivers undergo extensive training that covers safe vehicle operation, emergency procedures, and the proper handling of passengers with developmental and intellectual disabilities. This training includes protocols for preventing abuse and ensuring that passengers are treated with the utmost care and respect.

The fleet management software to be implemented as part of this project will further mitigate risks by monitoring vehicle status in real-time, providing alerts for any unauthorized use, and tracking vehicle locations to ensure they remain within designated areas. This technology, combined with HGH's existing security measures, will effectively protect the vehicles, equipment, and passengers, ensuring the safe and efficient operation of the transportation program.

Stewardship of Public Funds

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

The proposed project is a cost-effective use of public funds and essential for the specialized services provided by Home of Guiding Hands (HGH). Although HGH employs a unionized workforce, its costs for delivering high-quality, around-the-clock transportation services are lower than those of public transit systems, particularly for non-emergency medical transports. Public paratransit systems, including fixed-route and dial-a-ride services, are often inappropriate for HGH's clients, many of whom have severe physical and cognitive disabilities requiring customized wheelchairs and constant assistance.

HGH's vehicles are specifically configured to accommodate custom mobility devices, which are not supported by standard public and ADA Transit vehicles. By providing specialized transportation services, HGH supplements public transit systems, relieving them of the cost burden associated with serving individuals who require intensive support. This makes HGH a valuable partner in leveraging public funds efficiently.

The addition of fleet management software further enhances the cost-effectiveness of the project. This software will optimize routes, reduce travel times, and monitor

vehicle performance in real-time, allowing HGH to operate more efficiently and extend the lifespan of its vehicles. Features like idle and speed alerts contribute to safer driving practices and lower maintenance costs, ensuring that public funds are maximized.

The requested vehicles and software will support HGH's Transportation Program, which is critical for the well-being of individuals with disabilities, enabling access to essential services and community activities. HGH's comprehensive maintenance and security protocols further ensure the longevity and quality of these investments, making this project a prudent and impactful use of public resources.

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

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

Home of Guiding Hands (HGH) will secure the necessary matching funds to cover the cost of purchasing the proposed vehicles and fleet management software, ensuring the successful implementation of this project. These funds will be allocated from HGH's endowment fund, which is specifically designated for capital projects that enhance the organization's ability to serve individuals with developmental and intellectual disabilities.

The availability of these matching funds throughout the vehicle and equipment procurement process demonstrates HGH's strong financial stability and commitment to this project. HGH's endowment fund, along with other financial resources, will provide a reliable and steady source of funding, allowing the organization to promptly meet its financial obligations as they arise during the procurement process. This ensures that the purchase of vehicles and equipment will proceed without delay, aligning with the project's timeline and milestones.

HGH has a proven track record of managing similar projects, including the successful acquisition and deployment of grant-funded vehicles and equipment. The organization's financial team is experienced in handling multi-source funding, ensuring that all funds are managed effectively and in compliance with grant requirements.

In summary, HGH will secure the matching funds and ensure they are available throughout the procurement process, reinforcing the organization's readiness and ability to execute the project as planned. This financial readiness ensures that HGH can continue to deliver critical transportation services to its clients without interruption.

12. Please describe the source(s) of revenue the Applicant would use to cover the direct costs of operating the requested vehicle(s) and other equipment

through their minimum useful life.

Home of Guiding Hands (HGH) will cover the direct costs of operating the requested vehicles and fleet management software through a reliable and sustainable revenue source. The primary source of revenue for these operations is the San Diego Regional Center (SDRC), which reimburses HGH for the one-way trips provided to individuals with developmental and intellectual disabilities. This reimbursement structure ensures a steady flow of income directly tied to the usage of the vehicles, allowing HGH to manage ongoing operational costs effectively.

The reimbursement from SDRC is designed to cover a variety of operational expenses, including fuel, maintenance, insurance, and driver salaries. This financial model allows HGH to maintain the vehicles and equipment in optimal condition throughout their minimum useful life, ensuring that they continue to meet the specialized transportation needs of the target population.

In addition to SDRC reimbursements, HGH has a strong financial foundation supported by its endowment fund and other diversified revenue streams. These additional resources provide a financial safety net, ensuring that any unforeseen costs can be managed without compromising service delivery.

HGH's longstanding partnership with SDRC and its robust financial management practices ensure that the organization is well-equipped to cover all direct operating costs associated with the requested vehicles and equipment. This financial stability guarantees that the vehicles will remain fully operational and continue to provide critical transportation services throughout their useful life, thereby fulfilling the project's objectives and supporting the well-being of HGH's clients.

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.

Home of Guiding Hands (HGH) has a strong history of coordinating with other specialized transportation providers in the service area to effectively address gaps, avoid duplicating services, and enhance overall service delivery. HGH actively collaborates with local organizations, including the San Diego Regional Center, nonprofit agencies, and healthcare providers, to ensure that the unique transportation needs of individuals with developmental and intellectual disabilities are met in the most efficient and cost-effective manner.

Through regular communication and joint planning efforts, HGH identifies areas where specialized transportation services are insufficient or unavailable, and works with partners to fill these gaps. For example, HGH coordinates with local paratransit services to ensure that clients receive the appropriate level of support, particularly for those who require door-to-door or door-through-door services that go beyond what public transit can provide.

HGH's collaboration extends to sharing resources and best practices with other providers, which helps to streamline operations and reduce costs. By leveraging these partnerships, HGH can offer more comprehensive and accessible services without duplicating efforts. This approach not only maximizes the impact of available resources but also ensures that clients have access to the most appropriate transportation options for their needs.

Moreover, HGH participates in regional transportation planning meetings, where it advocates for the needs of its clients and contributes to the development of coordinated transportation strategies. This active involvement in the community enables HGH to stay informed about emerging needs and trends, ensuring that its services remain relevant, efficient, and responsive to the needs of the target population.

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?

Home of Guiding Hands (HGH) actively involves members of the Target Population—individuals with developmental and intellectual disabilities (IDD)—in the continued operation of its transportation services. The service is designed to be responsive to the specific needs of each client, fostering an open and ongoing dialogue with both clients and their caregivers. Every transport includes a dedicated aide who is responsible for ensuring the safety and comfort of the client while also engaging with them during the trip. These aides, trained in client care, interact directly with individuals to respond to their immediate needs, ensuring that the service is person-centered and adaptable.

Additionally, HGH maintains regular communication with clients' families, caregivers, and residential homes. This consistent interaction allows HGH to receive real-time feedback, helping to identify any evolving transportation needs or issues. Whether it's a change in medical appointments, adjustments in mobility equipment, or new service preferences, HGH's transportation team is able to promptly address these concerns to better serve its clients.

By maintaining this open line of communication with caregivers and residential staff, HGH ensures that the transportation service remains responsive and adaptable. This approach enables HGH to provide tailored transportation solutions for its clients, who often require specialized support due to the complexity of their needs.

Environmental Responsibility

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

The proposed service by Home of Guiding Hands (HGH) is designed to promote healthier air quality and reduce greenhouse gas emissions through the strategic use of low-emission vehicles and advanced fleet management technology. By incorporating new vehicles with lower emissions into its fleet, HGH will directly reduce the environmental impact of its transportation services, contributing to improved air quality in the region.

A key component of this project is the implementation of advanced fleet management software, which will optimize routing and scheduling. This technology enables efficient trip grouping by similar origins and destinations, reducing the total number of vehicle miles traveled (VMT). By minimizing unnecessary trips and streamlining routes, the service will decrease fuel consumption and lower overall emissions.

Additionally, the software's real-time monitoring capabilities will allow for proactive management of vehicle performance, such as identifying and addressing idling or speeding issues that can contribute to higher emissions. These features not only enhance the efficiency of HGH's transportation services but also ensure that the environmental benefits are maximized.

Furthermore, by providing reliable and efficient transportation, HGH reduces the need for clients to rely on multiple, potentially less efficient transportation options, further decreasing overall VMT and associated emissions. This comprehensive approach to reducing environmental impact aligns with regional goals for sustainability and demonstrates HGH's commitment to promoting healthier air and a cleaner environment through its specialized transportation services.

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

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?

Home of Guiding Hands (HGH) has developed a comprehensive plan to monitor the performance of the proposed service, track passenger data, and drive continuous improvement. Central to this plan is the integration of advanced fleet management software, which will provide real-time data on vehicle usage, routes, and passenger information. This software will allow HGH to monitor key performance indicators (KPIs) such as on-time performance, vehicle efficiency, and service coverage, ensuring that the transportation services meet the needs of the target population effectively.

Passenger data will be meticulously tracked, including the number of trips provided, types of services used (e.g., door-to-door or door-through-door), and client feedback. This data will be collected and analyzed regularly to identify trends, assess service demand, and detect areas where improvements can be made. The analysis will also include demographic information to ensure that the service is reaching diverse populations, including individuals with Limited English Proficiency, low-income people, and people of color.

HGH will implement a continuous improvement process by regularly reviewing performance data and soliciting feedback from clients, drivers, and community partners. This feedback loop will inform adjustments to routes, schedules, and service delivery methods to enhance efficiency and client satisfaction. Additionally, HGH will conduct periodic training sessions for drivers to reinforce best practices and introduce new strategies for improving service quality.

By leveraging technology, data analysis, and stakeholder feedback, HGH is committed to delivering a high-quality, responsive transportation service that continuously evolves to meet the needs of the community.

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?

Home of Guiding Hands (HGH) has a robust plan in place to anticipate, prepare for, and respond to unexpected changes or disruptions, ensuring the reliable delivery of transportation services to individuals in the IDD community with minimal trip cancellations. Every transport includes a dedicated aide who not only ensures client safety but also engages with clients to address their immediate needs. This proactive approach allows HGH to identify potential issues in real-time and respond promptly.

HGH maintains a large fleet of vehicles, providing flexibility in the event of service interruptions such as vehicle breakdowns or scheduling conflicts. If a vehicle becomes unavailable, HGH can quickly deploy additional vehicles from its fleet to maintain service continuity. This capability is further supported by the implementation of fleet management software, which optimizes routes and helps anticipate potential disruptions, such as traffic delays, vehicle performance issues, or weather-related challenges.

In cases where service needs suddenly change, HGH's extensive network of transportation routes can be easily modified to accommodate the new requirements. This adaptability is essential for clients who may have medical appointments, community activities, or other time-sensitive needs. Regular communication with caregivers and residential staff also ensures that any changes in client needs are addressed promptly, reducing the likelihood of missed trips or delays.

By maintaining a well-equipped fleet, leveraging advanced technology, and staying in close communication with clients and caregivers, HGH ensures a high level of service reliability, even in the face of unexpected challenges.

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?

Home of Guiding Hands (HGH) has an effective system in place to receive input from passengers and their caregivers regarding the quality of service and to address repeated no-shows. Given that many of the individuals served by HGH have developmental and intellectual disabilities, each transport includes a dedicated aide whose role is to interact with clients and respond to their immediate needs. This interaction also allows aides to gather real-time feedback on the quality of the transportation service, addressing concerns promptly.

In addition to direct interaction, HGH maintains open lines of communication with clients, caregivers, and residential staff via phone. When a client has repeated no-shows, HGH reaches out by phone or through the assigned driver to identify potential issues that may be preventing the client from using the service. This personalized approach allows HGH to adjust the service as needed, whether by modifying the schedule, changing the route, or temporarily suspending the service until the client is ready to resume.

This feedback mechanism helps HGH ensure that trips are only scheduled when needed, minimizing unnecessary trips and reducing the likelihood of cancellations. Input gathered through these communications is used to inform service enhancements, such as adjusting routes, offering more flexible scheduling, or providing additional support for clients who face barriers to accessing transportation. By staying responsive to the needs of the Target Population and adapting based on feedback, HGH ensures that its services remain reliable, efficient, and client-centered.

Vehicle and Other Equipment Project Scope of Work

Organization Name:	Home Of Guiding Hands
Project Name:	HGH Community Integration and Mobilization Transportation Program
Project Service Area:	East County

Section A: Project Description

Project Description:

Home of Guiding Hands is requesting funding for five vehicles and funding to implement fleet management software to maintain reliable door-to-door services for individuals with disabilities. The project will enhance route efficiency and reduce maintenance costs.

Section B: Summary of Project Tasks

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

Task 1: Purchase Vehicle(s) and/or Other Equipment

Description:

Work with SANDAG to complete the purchase of vehicle(s) and/or other equipment as specified in Section C, including timely payment of matching funds to SANDAG and coordination during the purchase order process as described in the SANDAG Specialized Transportation Program Management Plan.

Task 2: Operate Vehicle(s) and/or Other Equipment

Description:

Continuously use the vehicle(s) and/or other equipment specified in Section C for a minimum of 20 hours per week through their minimum useful life to provide specialized transportation service to older adults and individuals with disabilities. Ensure any alternative services (i.e., meal delivery) do not reduce service to specialized transportation passengers. Achieve the proposed performance targets specified in Section C. Actively pursue warranty claims for vehicle(s) and equipment as necessary. Promptly notify SANDAG if vehicle(s) is/are taken out of service for more than 14 calendar days. Ensure that at least 90 percent of project beneficiaries are satisfied with the service provided.

Task 3: Implement Service Plan to Deliver Effective, Safe, and Reliable Service for Passengers

Description:

Task 4: Complete the Disposition Process

Description:

Work with SANDAG to dispose of vehicle(s) and/or other equipment in accordance with the disposition procedures specified in the SANDAG Specialized Transportation Program Management Plan.

Section C: Performance Measures and Targets									
Section C1: Target Population									
Quantitative Performance Measure						Target			
The Percentage of Those Served by the Project that are Members of the Target Population						100%			
Section C2: Vehicle(s)									
A	B	C	D	E	F	G	H	I	J
ID No.	Vehicle Class	Minimum Useful Life (In Years)	Replacement or Expansion?	Maximum Passenger Capacity	Number of Vehicle Service Hours per Week	Number of Traditional One-Way Passenger Trips per Week	Number of Trips for Alternative Services per Week	Total Number of Trips per Week	Total Number of Trips at End of Minimum Useful Life in Years
1	Class C	5	Replacement	18	32	120	0	120	31,200
2	Class C	5	Replacement	18	32	120	0	120	31,200
3	Class C	5	Replacement	18	32	120	0	120	31,200
4	Class V	4	Expansion	10	32	94	0	94	19,552
5	Class V	4	Expansion	10	32	94	0	94	19,552
6									
7									
8									
9									
10									
11	Select Option								
12	Select Option								
13	Select Option								
14	Select Option								
15	Select Option								
Totals					160	548	0	548	132,704
Section C3: Other Equipment									
ID No.	Name of Equipment		Quantity	Description of Equipment		Description of How the Equipment Will be Used and How Performance Will be Measured			
16	Fleet Managemnet Soft Ware		5	Verizon Reveal		Software to track vehicle location, driver, and forward-facing video to reinforce and coach safe driving practices. Organize and track fleet maintenance and track vehicle idle time.			
17									
18									
19									
20									
Section C4: Other Performance Measures									
Other Project Performance Measures							Target		

Vehicle and Other Equipment Project Budget	
Organization Name:	Home Of Guiding Hands
Project Name:	HGH Community Integration and Mobilization Transportation Program
Project Service Area:	East County

Section A: Budget Detail

ID No.	Vehicle Type / Other Equipment	Grant Amount	Match Amount	Minimum Match Percentage	Total	Match Percentage	Meets Match Requirement?
1	Class C	\$137,354	\$24,239	15%	\$161,593	15.00%	Yes
2	Class C	\$137,354	\$24,239	15%	\$161,593	15.00%	Yes
3	Class C	\$137,354	\$24,239	15%	\$161,593	15.00%	Yes
4	Class V	\$81,906	\$14,455	15%	\$96,361	15.00%	Yes
5	Class V	\$81,906	\$14,455	15%	\$96,361	15.00%	Yes
6	Select Option						
7	Select Option						
8	Select Option						
9	Select Option						
10	Select Option						
11	Select Option						
12	Select Option						
13	Select Option						
14	Select Option						
15	Select Option						
16	Fleet Managemnet Sof	\$128,640	\$32,160	20%	\$160,800	20%	Yes
17							
18							
19							
20							

Section B: Resident Inspector's Report

Vehicle Class	Total by Vehicle Class	Resident Inspector's Report Required?		Estimated Cost (Match)
Class A	0	No		\$0
Class B	0	No		\$0
Class C	3	No		\$0
Class D	0	No		\$0
Class V	2	No		\$0
Class Z-1	0	No		\$0
Total	5	Count:	0	\$0

Section C: Budget Summary

Totals	Total Vehicles	Total Grant Amount	Total Matching Funds	Total Costs	Match Percentage
	5	\$704,514	\$133,787	\$838,301	15.96%

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

Total Population: **435,896**
Minority Population: **201,380**
Percent Minority: **46.199%**
Senior Population: **75,865**
Percent Senior: **17.404%**

☒ Census Urban Area

City name is any of

0 Selected

ZIP Code is any of

0 Selected

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MGRA



City

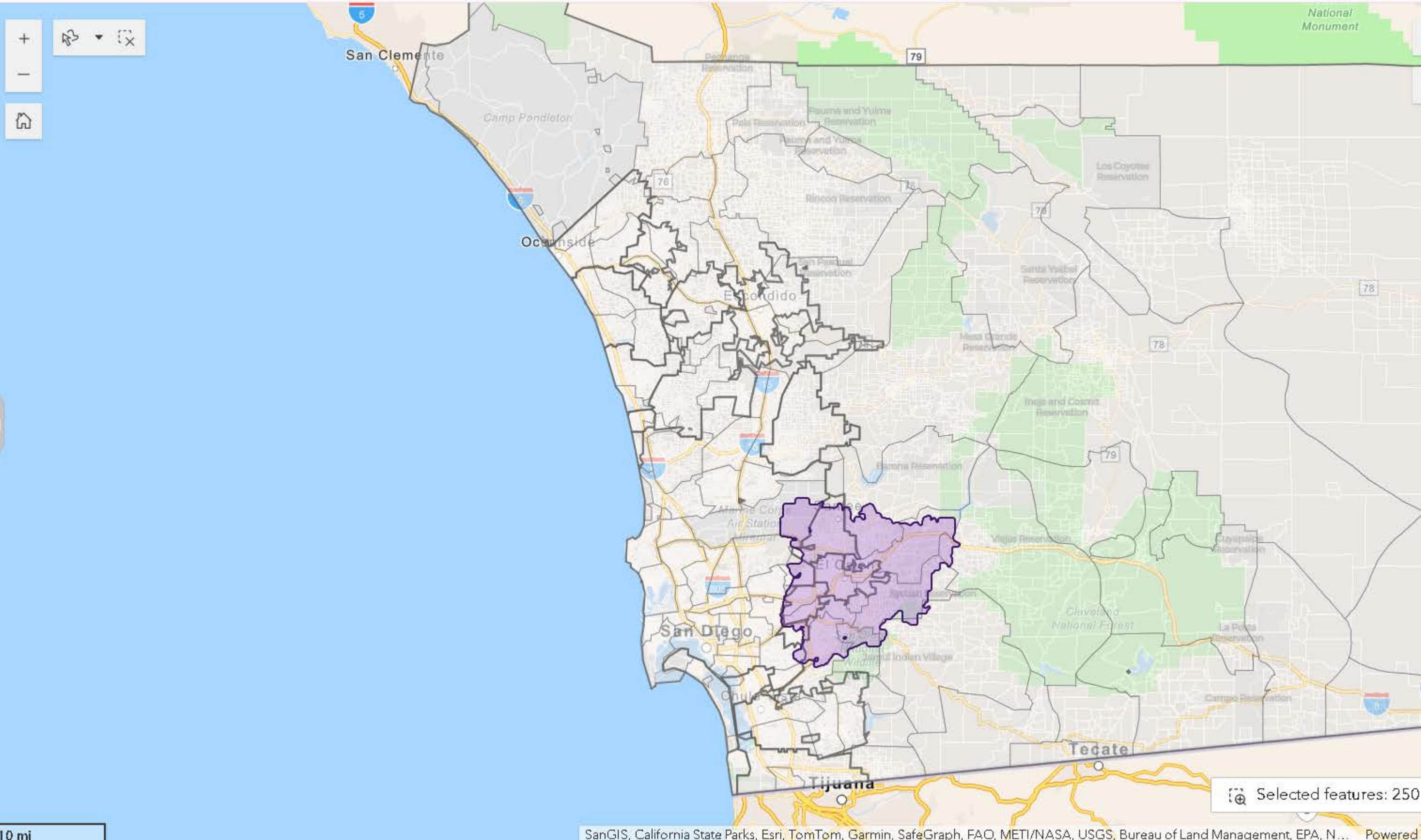


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Anthony DeSalis, President & CEO : 3030 Market Street : Tel 619 685-1175
Esther Coit, Board Chair : San Diego, CA 92102 : Fax 619 234-3759

Leilanie Baltazar-Charlot
Program Administrator
The Arc of San Diego
1734 East Lexington Avenue
El Cajon, CA. 92019
Lbaltazar@arc-sd.com
619-444-9417
September 18, 2024

Todd Shaw
Home of Guiding Hands Transportation
1908 Friendship Drive
El Cajon, CA 92020

Dear Todd,

I hope this letter finds you well. I am writing on behalf of The Arc of San Diego, East County Training Center, a service provider for individuals with Intellectual and Developmental Disabilities, to express our appreciation for the invaluable services that Home of Guiding Hands Transportation offers.

Transportation plays a critical role in the lives of our clients, many of whom rely on safe, accessible, and dependable transport options to participate in community activities, attend medical appointments, and engage in daily life. The services provided by HGH Transportation have been instrumental in ensuring that our clients can access these vital resources with dignity and convenience.

The reliability and understanding shown by your team in accommodating the unique needs of individuals with IDD have helped us better serve our community. Whether it is adapting to specific schedules or offering personalized support during travel, your services enhance the overall well-being and independence of our clients.

We value your continued partnership, as HGH Transportation aligns perfectly with our goal of providing inclusive and supportive care for individuals with disabilities. Thank you for all you do! We look forward to the possibility of strengthening our partnership and ensuring that all individuals, regardless of ability, have access to the transportation services they need.

Sincerely,

Leilanie Baltazar-Charlot

Leilanie Baltazar-Charlot, Program Administrator
The Arc of San Diego, East County Training Center

Achieve with us.®



Serving the cities of:
El Cajon
Poway
Santee

*Serving the
San Diego communities of:*
Allied Gardens
Carmel Mountain Ranch
Del Cerro
Grantville
Kearny Mesa
MCAS Miramar
Miramar Ranch
Rancho Bernardo
Sabre Springs
San Carlos
San Pasqual Valley
Scripps Ranch
Serra Mesa
Stonebridge
Tierrasanta

*Serving the
County communities of:*
4S Ranch
Alpine
Barrett
Blossom Valley
Bostonia
Boulevard
Campo
Crest
Cuyamaca
Dehesa
Del Dios
Descanso
Dulzura
Eucalyptus Hills
Fernbrook
Flinn Springs
Granite Hills
Guatay
Harbison Canyon
Jacumba
Jamul
Johnstown
Julian
Lake Hodges
Lake Morena
Lakeside
Morena Village
Mount Laguna
Pine Hills
Pine Valley
Potrero
Ramona
San Diego Country Estates
San Pasqual
Santa Fe Valley
Tecate
Tierra del Sol
Winter Gardens
Wynola

*Serving the tribal
governments of:*
Barona
Campo
Capitan Grande
Ewiiapaayp
Inaja-Cosmit
Jamul Indian Village
La Posta
Manzanita
Sycuan
Viejas

JOEL ANDERSON

September 4, 2024

Mr. Mario Orso
Chief Executive Officer
San Diego Association of Governments
401 B St., Ste. 800
San Diego, CA 92101

Dear Mr. Orso,

I am writing to express my support for the Home of Guiding Hands (HGH) grant submission to SANDAG's Specialized Transportation Grant Program (STGP), which funds projects and programs designed to expand mobility for older adults and individuals with disabilities. This grant will assist HGH in modernizing some of the aging vehicles in their transportation fleet used to transport clients.

Located in El Cajon and primarily serving East County San Diego, HGH is widely recognized as the premier provider of disability services in San Diego County. The organization supports a wide spectrum of personalized disability support services and aims to improve the lives of the over 4,500 individuals they serve in San Diego County annually.

One of the primary services offered by the Home of Guiding Hands is quick and reliable transportation. After signing up for transportation services, clients can utilize HGH's safe and consistent transportation program. Each vehicle in their fleet is equipped with one licensed driver, and one aide that rides in the passenger portion of the bus. These aides are equipped to provide personal care and behavioral support, both of which HGH specializes in. By providing this safe and consistent transportation to its clients, HGH has enabled its clients to thrive in conjunction with their other support services.

As Supervisor for San Diego County's Second District and as a member of the SANDAG Board of Directors, I am pleased to see SANDAG working with local communities in my district to expand mobility for individuals with disabilities and older adults. I strongly encourage you to consider the HGH's grant application and appreciate your consideration of my request.

Sincerely,

Joel Anderson
Supervisor, Second District

SAN DIEGO COUNTY BOARD OF SUPERVISORS, SECOND DISTRICT
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PHONE: (619) 531-5522 • EMAIL: JOEL.ANDERSON@SDCOUNTY.CA.GOV
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San Diego Regional Center
4355 Ruffin Road, San Diego, CA 92123
858-576-2996 / www.sdrc.org

Serving individuals with developmental disabilities in San Diego and Imperial Counties

August 28, 2024

Edward Hershey
President & CEO
Home of Guiding Hands
1908 Friendship Drive
El Cajon, CA 92020

Dear Mr. Hershey:

I am writing to express our strong support for our partnership with the Home of Guiding Hands.

The San Diego Regional Center serves more than 43,000 people with developmental and intellectual disabilities. Among the few organizations providing transportation services to this community, the Home of Guiding Hands stands out for its reliability and well-maintained, clean vehicles.

This partnership enables medically fragile individuals with developmental disabilities to stay mobile, attend essential medical appointments, and participate in social activities, greatly contributing to their overall health and longevity.

During the pandemic, the Home of Guiding Hands and your transportation program played a crucial role in acquiring and delivering PPE, medical supplies, food, and medications—not only to your residential clients but also to other service providers in our system. Your unwavering support and exceptional fleet management were instrumental in meeting the community's needs during an exceptionally challenging time.

Collaborating with organizations like the Home of Guiding Hands allows us to offer more individuals the opportunity to stay connected and active within our community, which is the essence of quality of life.

We are deeply grateful for your partnership and your invaluable service to our community.

Sincerely,

Mark Klaus
Executive Director