



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Organization Application

1 Applicant General Information

Applicant Legal Name	ElderHelp of San Diego
DBA (If Applicable)	
Applicant Address	9590 Chesapeake Drive San Diego CA 92123
Contact Name	Anya Delacruz
Title	Associate Executive Director
Phone	619-371-4269
Email	adelacruz@elderhelpofsandiego.org

2 Applicant Background

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

Founded in 1973, ElderHelp is dedicated to empowering seniors to maintain independence and dignity while aging safely in their own homes. For over five decades, our organization has been a vital resource for older adults facing challenges to remaining in their homes safely such as declining health, financial hardship, and social isolation. We offer tailored support through a diverse range of services designed to meet essential needs including safe, reliable transportation, access to food and healthcare, benefits education, and affordable housing.

These programs work in tandem to provide holistic care that promotes successful aging in homes and community. In our 50 years of service, we have positively impacted the lives of more than 270,000 seniors and their families, while continuing to adapt and evolve to meet the growing and changing needs of the senior community.

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

ElderHelp's Seniors A Go Go (SAGG) program aligns closely with the STGP goal of enhancing mobility for older adults through accessible and efficient transportation. SAGG offers escorted rides by trained volunteers for seniors, allowing them to stay independent, active, and connected to their communities. By providing transportation for medical appointments, errands, social activities, and more, SAGG reduces missed appointments and ensures seniors can maintain their independence when driving and public transportation are no longer options.

This program directly supports the STGP objective of offering specialized, cost-effective transportation by leveraging a volunteer driver model that reduces costs while ensuring high-quality service through trained and vetted volunteers who understand this specialized population. ElderHelp's expertise in coordinating rides and customizing transportation needs demonstrates our financial, technical, and managerial capacity to operate the program efficiently. By serving seniors who are often isolated or facing financial hardship, SAGG looks to identify seniors who are marginalized and underserved, ensuring those who need transportation the most can access it.

Finally, the program contributes to healthier air quality and reduced emissions by coordinating rides thoughtfully combining errands/stops, and utilizing volunteers who live nearby reducing time on the road. These efforts support STGP's broader environmental and sustainability objectives.

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

ElderHelp has received funding through the Senior Mini Grant Program, including the most recent cycle, cycle 12.

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	95-2880426
Unique Entity Identifier (<i>Section 5310 Applicants only</i>)	N/A

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
\$	\$332,795	\$332,795

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

10 Applicant Risk Assessment Questionnaire

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

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

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



Specialized Transportation Grant Program

Cycle 13 Call for Projects

Senior Mini-Grant Operating Project Application

1 Applicant and Project Names

Applicant Name	ElderHelp of San Diego
Project Name	Seniors A Go Go (SAGG)

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	Anya Delacruz
Title	Associate Executive Director
Phone	619-371-4269
Email	adelacruz@elderhelpofsandiego.org

List the Signatory who, as a duly authorized representative of the Applicant, will sign the Senior Mini-Grant Agreement for the Applicant.

Individual Name	Deborah Martin
Title	CEO/Executive Director
Phone	619-371-4273
Email	dmartin@elderhelpofsandiego.org

3 Project Financial Summary

3.1 Grant Request, Match Amount, and Match Percentage

Grant Request	Match Amount	Total	Match Percentage	Minimum Match Requirement
\$322,795	\$100,303	\$433,098	23%	20%

3.2 Source(s) of Matching Funds

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

Match Source Number	Description of Matching Funds Source	Amount
1	In-kind, volunteer hours	\$100,303
2		\$
3		\$
4		\$
5		\$
Total		\$100,303

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).

Seniors A Go Go (SAGG) supports seven out of nine “very high” strategies from the Coordinated Plan. For 50 years, ElderHelp has provided transportation services to seniors; 13 years ago, we launched SAGG as a standalone program and it has since become well-established, efficient, and effective. SAGG fulfills the first 2 “very high” priorities of maintaining existing programs. For over a decade, we have worked to ensure high-quality, effective services for the community we serve. SAGG offers rides to the grocery store, medical appointments, social outings, visits with friends and family, and errands. Seniors can call to schedule individual rides in advance, or for recurring errands, clients are matched with volunteers who provide support on an ongoing basis. These rides are coordinated directly between clients and their volunteers creating efficiencies by eliminating the need for scheduling and coordinating each individual ride. During the pandemic, we expanded the program’s reach by providing the delivery of groceries, prescriptions, and supplies (Depends, sanitizers, etc.). The service continues today to serve some of our most vulnerable clients who might not leave their homes as frequently as they used to.

In addition, we “continue existing trips where paratransit is not an option.” ElderHelp has long been a source of dependable transportation for seniors who have difficulty navigating paratransit options due to decreased stamina or mobility. Unlike ride share programs, cabs, and public transit, we offer door-through-door and fully escorted rides (in addition to curb-to-curb, and door-to-door) for seniors who need help during their appointments and errands. These options give seniors the ability to navigate their appointments with the level of support that is most appropriate for their needs ensuring that as a senior’s mobility or health needs change, they can continue to access safe, affordable transportation even if they need more support during their ride.

Another “very high” priority from the Plan is to improve access to available services, which we do by helping coordinate services for those who need more assistance. We work with other community-based organizations to ensure seniors are able to access the transportation options that best meet their needs such as fixed route, late day rides, or same day requests. We are also committed to the “very high” priority strategy to “develop/expand transportation where there are gaps” or in areas where there is “high density.” We evaluate areas that are not served by other organizations based on the inquiries we receive through our front desk calls and online inquiries. We use this data to help us expand to new areas or expand capacity to meet the volume of rides in areas where there is a higher number of seniors needing specialized transportation services.

5 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**.

6 Needs Accommodation Policy

The Target Population for Senior Mini-Grant projects is people 60 years of age and older. 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 (60 and older)	298	76%
Individuals with Disabilities	0	0%
Older Adults and Individuals with Disabilities	96	24%
Neither Older Adults nor Individuals with Disabilities	0	0%
Total	394	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?

For 50 years, ElderHelp has supported seniors in living independently at home, securing government and non-government contracts that account for approximately one-third of our annual revenue. We have a proven track record of managing financial and compliance requirements associated with these funding opportunities, including grants from the Cities of Santee, El Cajon, San Marcos, and Poway, as well as the Grossmont Healthcare District, San Diego Housing Commission, and the County of San Diego.

ElderHelp's experience managing grant funds specific to our transportation services includes receiving SANDAG Senior Mini Grant funds for seven cycles (including the most recent Cycle 12) and Caltrans funding. We also receive funding from ITN America which promotes lifelong mobility for older adults and those with mobility challenges.

Our accounting policies ensure oversight for third-party contracting and fiscal management, which adhere to Generally Accepted Accounting Principles (GAAP). We utilize QuickBooks Advanced to track all grant funding and expenses, coding them by program, class, and activity. Grant reports are submitted on a timely basis, and we review expenses monthly to ensure compliance with grant metrics. The Executive Director, Director of Finance, and Finance Committee proof financials monthly to ensure our rate of draw down, cost per trip, and other required metrics are consistent with funding requirements.

We maintain cash flow and reserves to address any funding gaps, allowing for uninterrupted service delivery. If awarded, these robust systems will support our ability to manage the proposed grant-funded services throughout the term.

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?

Our technical capacity for the project is built on our 50-year history, the program's achievement of providing over 100,000 rides in the past 13 years, and the team's combined experience of over 200 years working with seniors. Project staffing includes a Transportation Coordinator, Pantry Coordinator, Volunteer Services Manager, Care Coordination Manager, Outreach Manager, and Associate Executive Director. All key positions are filled. We have one opening for a second Nutrition Coordinator, which we expect to fill before the funding period begins. Our staff is cross-trained ensuring operational consistency during staffing changes.

We utilize two data management systems, RideScheduler and Salesforce, to manage client and volunteer data and to coordinate rides. These systems facilitate accurate reporting on over fifty metrics ensuring alignment with our grant deliverables and project goals. Monthly reports are generated to assess project success, and we are developing a volunteer platform within Salesforce to help streamline processes making it easier to log hours, track volunteer engagement, and send automated communications.

Fiscal oversight includes monthly monitoring of allowable costs against our budget. While not required, we conduct an annual audit, essential for transparency. In the past 11 years, we received an unmodified opinion highlighting the integrity of our financial systems and controls.

SAGG has detailed policies and procedures allowing for ethical practices and efficient service delivery. Policies include volunteer/client code of conduct, which we uphold ensuring ethical practices are integrated into day-to-day operations. The program is well equipped to continue its work providing transportation services to seniors.

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

ElderHelp has achieved significant fiscal stability, experiencing 80% revenue growth over the past 11 years while operating profitably. To avoid over-reliance on any one funding source, a key goal has been to increase diversification of revenue, which we have done successfully through a combination of grants, corporate giving, contracts (government and non-government), nonprofit partnerships, individual donations, client gifts, special events, and planned giving.

In the last decade, our cash on hand has increased over 1,000%, year-end assets have grown by 220%. We currently maintain 11 months of operating reserves. Our financial transparency has earned top ratings on Charity Navigator and GuideStar, underscoring our stability and sustainability.

Our extensive experience managing grants from public and private sources, including over a decade of TransNet funding, has refined our tracking, reporting, and financial management capabilities. We've strengthened our systems for monitoring program metrics, expenses, and income, recently investing in Salesforce Consultants to enhance our volunteer platform for detailed tracking of volunteer activities and mileage. As one of a few organizations that reimburses volunteer mileage at the full IRS rate, tracking systems are critical to our efficacy, and we continue to invest in these enhanced systems.

If funding is awarded, these robust systems will support the administrative, programmatic, and financial functions for SAGG. Our Leadership Team, comprising the CEO/Executive Director, Associate Executive Director, Care Coordination Manager, and Director of Finance, brings over 90 years of combined experience in fiscal oversight, invoicing, reporting outcomes, and grant management, ensuring effective monitoring and evaluation of our programs.

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 the Gerontological Society of America, about 600,000 seniors aged 70 and older stop driving each year, outliving their ability to drive by about eight years. As the older adult population grows, the need for safe, reliable transportation services becomes essential for maintaining their independence. SAGG fills this urgent need while addressing specialized needs of the population.

Ninety-eight percent of ElderHelp clients have low to extremely low incomes, making the affordability of transportation difficult as costs rise. SAGG offers rides with no set fees, ensuring accessibility for all seniors. Public transit and cabs may offer senior discounts that can still be cost-prohibitive for many. SAGG fills a critical gap offering safe and reliable rides affordably.

Health conditions can also hinder seniors' ability to navigate transportation options safely, making traditional options like public transit insufficient or inaccessible due to physical limitations. SAGG mitigates these barriers by training volunteers to meet specialized needs, providing customized trips and offering different levels of support throughout the trip.

Reliable transportation is vital for both health and social well-being. The National Institutes of Health notes that seniors who stop driving often experience a loss of autonomy and mobility impacting their emotional and cognitive health. SAGG reconnects isolated seniors to their communities, promoting wellness by facilitating access to healthcare, food, and companionship, particularly for those in underserved neighborhoods with limited options.

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

As an organization with decades of experience working with and providing transportation to seniors, we are well equipped to provide services immediately. We also understand the varied needs of the Target Population. Our unique approach to providing transportation includes wraparound services that address the needs of the target population holistically. Each year 350 volunteers provide a critical source of companionship for isolated seniors. Additionally, all volunteers are trained to work with seniors and identify changes that arise that may impact a senior's ability to safely access rides and get around in their communities. Concerns are routed to our Care Coordinators who can provide additional support including care planning, assessment, and connection to ElderHelp's other services or community resources.

Even within SAGG, clients can access different levels of support, including a door-through-door option helping seniors throughout all aspects of their trip including scheduling, getting in and out of the home, and help during an errand. The program provides individualized transportation without fixed schedules and routes allowing seniors flexibility with scheduling medical appointments while limiting time on the road for those with reduced stamina.

We engage our volunteers and staff in multiple trainings annually to stay current on aging trends and other topics associated with serving the population. This helps us to understand the unique and changing needs of the population and how to best address them so SAGG continues to meet the specialized transportation needs of San Diego's senior population.

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)?

We employ various strategies to reach diverse populations, including a Limited English Proficiency Plan to assist individuals with limited English skills. 98% of our clients have low to extremely low incomes. Our voluntary donation model removes financial barriers, ensuring that low-income seniors can access high-quality, safe transportation services. Our client demographics closely mirror the County's 65+ population, reflecting San Diego County's aging community.

Over the past four years, our capacity to respond to diverse populations has strengthened through Diversity, Equity, and Inclusion (DEI) training. All staff and board members have completed this training, allowing us to integrate DEI principles including equitable processes and access to services, and creating an environment where all are welcome. We have established board and staff committees to further embed DEI into organization-wide operations, regularly updating program policies, procedures, and documentation to ensure they foster equitable services. This approach ensures that SAGG remains responsive to the needs of the communities we serve, helping us achieve our strategic goals while delivering effective services.

Both clients and volunteers sign a code of conduct upholding our commitment to respect and inclusion. We make decisions using this code, and its guiding principles lead our work. Additionally, our board committee actively seeks to attract and retain diverse board members by evaluating onboarding processes, identifying skillset gaps, and exploring areas where diversity can enhance our work.

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.

Safety is our top priority. Our program relies on over 350 volunteers, each thoroughly vetted through background checks, driving record assessments, and insurance verification to ensure safe, responsible drivers. We also conduct interviews and reference checks to confirm volunteers can effectively and safely support seniors in the program.

We ensure seniors can safely ambulate with or without mobility devices, so volunteers aren't lifting or transferring clients, a risk to both parties. Volunteers and clients sign releases and agreements

outlining their responsibilities regarding safety. Our staff actively follow up on any concerns resolving issues to enhance the safety of all participants.

Volunteers attend orientation covering senior care, the aging process, and reporting concerns to staff. For five years, we've partnered with Alzheimer's San Diego to provide specialized training on memory loss and dementia ensuring volunteers can effectively provide seniors with dementia the same access to our services.

In response to COVID-19, many seniors prefer one-on-one transportation; the Centers for Disease Control (CDC) notes that individuals 65 and older continue to be at risk for severe illness. The wellbeing of those we serve is vital to their independence and ability to thrive in their homes and communities. Our model of individualized rides is crucial for supporting frail and high-risk individuals. We update our safety measures regularly promoting mask-wearing, hand sanitization, and good ventilation during trips. We encourage clients and volunteers to stay home if they are sick ensuring the health of all involved.

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?

For matching funds, we will use in-kind volunteer hours. We estimate volunteers will report a minimum of 2,995 hours over the 24-month grant cycle. Those volunteer hours will be valued at the California volunteer rate as defined by the Independent Sector (IS), a national membership organization, annual report "Value of Volunteer Hours by State," which is currently \$33.49/hour. We feel confident that we will be able to secure the minimum hours required. Over the past seven years, volunteers have logged a minimum of 3,500 hours towards our driving program each year.

Additionally, ElderHelp has diverse revenues to support our work. Revenues are comprised of grants, government and non-government contracts, events, corporate support, planned giving, and individual donations. Each year, we raise funds to support all programs including SAGG, so we are not fully relying on SANDAG as the sole source of program support. Similarly, the total cost of the program exceeds the amount being requested in this proposal. If awarded funding, SANDAG will account for approximately 70% of the overall cost to operate our SAGG program. Through other fundraising efforts, we are able to support the full scope of the program.

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.

ElderHelp collaborates with various agencies to enhance specialized transportation, share best practices, and better understand the needs of San Diego County seniors. We work closely with San Diego County Volunteer Drivers Coalition (SDCVDC), Coordinating Access to Mobility (CAM), and the County's Age Well Transportation Team. We are also founding members of the Coalition of Specialized Transportation Providers, a group of 5 providers working closely together to supplement each other's services and reduce duplication where possible.

We participate in monthly and quarterly community meetings focused on senior services including East County Community Action Network and the Alliance for Regional Solutions. Additionally, we have cross-referral relationships with organizations like Sharp Senior Resource Center, Jewish Family Service, Traveler's Aid, and 2-1-1 San Diego.

ElderHelp is actively seeking to grow ways to make sure seniors have access to safe, affordable transportation. Recently, we relocated our offices to Meals on Wheels San Diego, exploring ways to deepen our collaboration such as sharing volunteers and working to enhance pantry deliveries in rural communities where access to food and transportation is further limited.

To support seniors with Alzheimer's and dementia, we offer specialized training to our volunteers through a video developed with Alzheimer's San Diego. We also have a Memorandum of Understanding (MOU) with Traveler's Aid to regularly review our programs and identify ways to support each other. Currently, we are evaluating our intake processes to create a more universal screening method, enhancing service efficiency and improving the client experience.

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?

ElderHelp gathers client feedback through check-in calls and formal surveys, asking how well our services meet their transportation needs. This feedback helps connect clients to additional support, such as increasing ride frequency, matching clients with new volunteers, connection to other ElderHelp services, and providing additional community resources. Calls and surveys also identify gaps in services, allowing us to evaluate potential expansions or enhancements to improve overall program effectiveness. If awarded funding, we will continue these regular check-ins and surveys to inform our operations and engage the target population.

We also analyze our call data from seniors and community members living throughout the County. The data guides our operational decision making allowing us to assess existing services and identify opportunities to fill gaps. For instance, after acquiring the Foundation for Senior Wellbeing in 2023, we

reviewed existing local transportation programs and found there was a lack of options for errands, social rides, and grocery trips, which led us to begin offering those services in 2024.

Should trends shift based on our call data, we will reassess whether to scale up our ride program or coordinate more closely with other community organizations to meet evolving needs. This approach ensures we remain responsive and incorporate feedback from Countywide stakeholders, as well as call data to engage the Target population.

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?

While we prioritize individual rides due to safety and mobility issues, we're committed to reducing greenhouse gases by coordinating rides to minimize distances. We keep trips close to volunteers' homes or workplaces. We encourage seniors to consider local options for errands or appointments, suggesting nearby destinations that meet the same needs. We also explore ways to group client trips into one environmentally-conscious outing by combining visits to the doctor, pharmacy, and bank. We aim to keep additional stops within three miles of the pickup or drop-off location to reduce mileage.

Our model relies on volunteer drivers utilizing their own vehicles. We've observed an increase number of volunteers purchasing electric vehicles in response to rising gas prices and a commitment to cleaner air. Currently, about 15-20% of our volunteers drive electric or alternative fuel vehicles.

Since the onset of COVID-19, we have operated a pantry to deliver food and supplies to further support senior independence. Four and a half years later, we have optimized the program for efficiency and environmental impact. In 2024, we reduced pantry deliveries from twice to once a month, delivering the same amount of food and basic necessities while reducing our environmental footprint. We make deliveries to three affordable housing communities, serving up to 95 seniors each month with just 3 trips. These alternative service trips allow us to more effectively use volunteers and route deliveries with fewer trips, miles, and greenhouse gas emissions.

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?

We will monitor the proposed service's performance and track client data using RideScheduler and Salesforce. These systems enable our Transportation Team to access real-time data to evaluate program performance and drive improvements. Key metrics include the number of rides, clients served, miles driven, volunteer hours, and rides filled or declined. We make monthly adjustments to enhance efficiency and effectiveness. Requested rides are organized by zip code in RideScheduler, allowing nearby volunteers to fulfill them. If we notice unfilled requests in a specific area, we can target volunteer recruitment accordingly ensuring all seniors have the same access to rides.

Additionally, we share this data with partner agencies through the San Diego County Volunteer Drivers Coalition (SDCVDC), facilitating discussions on programmatic issues and best practices to strengthen our services. Through Salesforce, we track ongoing volunteer-client matches for grocery shopping and social trips, ensuring transportation needs are met. This data helps us ensure the program operates efficiently. ElderHelp leverages data from both platforms to measure outcomes, demonstrate impact, and further the goals of the Specialized Transportation Grant Program (STGP). For example, approximately 40-50% of SAGG rides support medical appointments preventing over 45,000 missed appointments since its inception. That translates to a cost savings of over \$7 million for the healthcare system.

By engaging with aging trends and understanding the broader implications of senior transportation, we try to illustrate the significant impact of our work and the value we bring to the community advancing the objectives of the STGP.

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?

As mentioned earlier, ElderHelp employs a variety of tracking systems and methodologies to monitor program inputs and outputs and volunteer and client satisfaction. These systems are reviewed at least monthly, giving us a holistic view of program performance. Through regular monitoring and team meetings and discussions, we work to actively mitigate any challenges or adjust our work plan in order to avoid disruptions to services.

During COVID-19, many of our volunteer drivers began doing deliveries from our pantry. After reopening services, many of our volunteers did not return to their previous driving assignments. Through careful program monitoring, we identified this trend, and adjusted our delivery schedule to reduce alternative service trips while still ensuring pantry clients received the food and supplies needed. Reducing alternative trips brought some volunteers back to driving clients in Seniors A Go Go. Attentive monitoring and understanding of the program's historical trends allow us to adjust program resources to prevent delays in services.

We continue to build our backup transportation options to avoid ride cancellations. We use the Lyft Business dashboard to schedule backup rides in the rare occasion volunteers are unavailable. Although our volunteers have provided 98% of all rides, having backup vendors like Lyft available creates an important safety net for unexpected changes.

We also keep track of areas where we need more volunteer drivers. If current volunteerism in an area is inadequate to meet transportation needs, we enhance our volunteer recruitment efforts in those areas to bolster support.

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?

There are multiple ways that we receive input from clients. As a whole, our clients are proactive in communicating programmatic challenges and areas for improvement as they arise. It is common for clients to call after a ride to share feedback highlighting the strengths and areas of improvement for the program. We also conduct check-in calls to get more targeted feedback on a twice monthly, monthly, or quarterly basis depending on the clients' needs and connection to our other services, to make sure clients are satisfied with the services they receive. That feedback is used to strengthen our programs or make individual changes to client service levels as needed. Feedback can also elicit other training opportunities for volunteers.

Additionally, volunteer satisfaction plays an important role in the success of our program. We solicit volunteer feedback through periodic check-ins and surveys as well. If we see that volunteers have agreed to drive, but have not picked up rides, or if they have not driven in sixty days or more, we will follow up to get feedback and understand why they are not driving. At times we have found it to be an issue related to understanding our technology or processes, so this allows the opportunity to provide training and adapt our processes as needed to mitigate any barriers volunteers may experience.

Project Scope of Work

Organization Name:	ElderHelp of San Diego
Project Name:	Seniors A Go Go
Project Service Area:	San Diego County
Funding Source and Project Type:	Senior Mini-Grant - Operating

Section A: Project Description

Project Description:	Seniors A Go Go (SAGG) is an established volunteer driver program that provides door through door, door to door, and curb to curb transportation options for seniors aged 60 and older. The program ensures seniors arrive safely to and from their appointments and errands. SAGG is an affordable option for seniors, many of whom are low income, charging no set fees and inviting seniors to pay what they can instead. Volunteers are trained to safely transport seniors to and from their appointments.
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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	Monitor cost-effectiveness of program through programmatic reports measuring number of rides as well as financial reports showing program costs.	Cost per trip will remain at or below \$16.31. We will remain an overall threshold below 120% (\$21.21/trip).
1.2	Run demographic reports each quarter to ensure program participants fall within the target population.	At least 80% of clients will be members of the target population.

Task 2: Perform Day-to-Day Operations

Subtask	Subtask Description	Deliverable(s)
2.1	Provide up to 8 round trip rides each month to help clients get to and from essential appointments, errands, and activities that are within a 15-mile radius of the client's home.	Provide 17,500 one-way passenger trips (OWPT) during the funding period
2.2	Provide alternative services by delivering food, prescriptions, and other supplies to clients to ensure all seniors have access to food and medications.	Provide 8,000 alternative (Alt) service trips.
2.3	Monitor ride requests for OWPT and Alt services to ensure all transportation needs are met and coordinate back-up options through other vendors/partners when volunteers are unavailable.	Fewer than 5% of all rides will be cancelled as a result of insufficient transportation resources (i.e. lack of volunteer driver availability or back-up options)
2.4	Enroll clients into the program, and assist with the process as needed.	Enroll a minimum of 5 new clients into the program each month.

Task 3: Manage and Onboard Volunteer Drivers

Subtask	Subtask Description	Deliverable(s)
3.1	Recruit, vet (through background, reference, and DMV checks), and train volunteer drivers on working with seniors and providing safe, reliable services.	Recruit a minimum of 70 new volunteers each year.
3.2	Manage and retain existing drivers. Provide key program updates to keep volunteers informed. Provide ongoing training to help drivers better understand and serve the senior population.	Provide a minimum of 2 volunteer trainings each year.
3.3	Provide mileage reimbursement at a rate no higher than the federal IRS allowance.	Reimburse drivers every month.

Task 4: Perform Program Marketing and Outreach

Subtask	Subtask Description	Deliverable(s)
4.1	Market the program to recruit both clients and volunteers by creating and updating agency collateral such as brochures,	Submit marketing materials to SANDAG for review as needed.

	flyers, and social media sites.	
4.2	Participate in outreach activities including presentations, community events, health fairs, producing publications for print, social media, and PR opportunities.	Participate in a minimum of 8 outreach activities each month to promote the SAGG program.
4.3	Continue to work with FACT, 211 San Diego, and other senior service providers to generate referrals to the program.	Keep program information updated on 211 San Diego website for appropriate referrals by reviewing each quarter or as needed.

Task 5: <i>Monitor Service Quality</i>		
Subtask	Subtask Description	Deliverable(s)
5.1	Provide regular check-ins to solicit feedback from clients and ensure high level of customer satisfaction. Address negative feedback directly with clients, volunteers, and/or incorporate changes in service delivery as needed.	Conduct a minimum of annual customer service feedback surveys where at least 90% of clients express "good satisfaction with the services provided."

Task 6: <i>Monitor the Program</i>		
Subtask	Subtask Description	Deliverable(s)
6.1	Monitor program data for effectiveness by compiling data such as number of clients served, number of rides, cost per trip, volunteer hours and mileage, and other key data.	Produce a report each month and review internally to ensure program effectiveness. Share this data with SANDAG through quarterly reporting and as requested. Project Leadership will work towards corrective action as needed.

Task 7: <i>Continue Coordinating with Partner Agencies</i>		
Subtask	Subtask Description	Deliverable(s)
7.1	Continue to participate in coordination activities and pursue new opportunities for collaboration.	Participate in local and regional agency committees including San Diego County Volunteer Driver Coalition, Council on Access to Mobility, Age Well Transportation Team (through Aging and Independence Services), and other groups to advance transportation for specialized populations.

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	60
Number of Traditional One-Way Passenger Trips	17,500
Number of Alternative One-Way Passenger Trips	8,000
Total Number of One-Way Passenger Trips	25,500
Cost per One-Way Passenger Trip	\$16.31
Performance Threshold	\$21.21

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
Percentage of rides filled by volunteers	92%

Project Schedule

Organization Name:	ElderHelp of San Diego
Project Name:	Seniors A Go Go
Project Service Area:	San Diego County
Funding Source and Project Type:	Senior Mini-Grant - Operating

	Year 1				Year 2			
Quarter	1	2	3	4	1	2	3	4
Task 1								
Subtask 1.1								
Subtask 1.2								
Task 2								
Subtask 2.1								
Subtask 2.2								
Subtask 2.3								
Subtask 2.4								
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								
Task 6								
Subtask 6.1								
Task 7								
Subtask 7.1								

Project Budget

Organization Name:	ElderHelp of San Diego
Project Name:	Seniors A Go Go
Project Service Area:	San Diego County
Funding Source and Project Type:	Senior Mini-Grant - Operating

Section A: Budget Summary

Tasks	Grant	Match	Revenue	Total
Task 1	\$20,790	\$0	\$0	\$20,790
Task 2	\$117,733	\$0	\$0	\$117,733
Task 3	\$62,231	\$0	\$0	\$62,231
Task 4	\$33,967	\$0	\$0	\$33,967
Task 5	\$43,417	\$100,303	\$0	\$143,720
Task 6	\$20,811	\$0	\$0	\$20,811
Task 7	\$33,846	\$0	\$0	\$33,846
Total	\$332,795	\$100,303	\$0	\$433,098

Total Grant Amount:	\$ 332,795
Total Matching Funds:	\$ 100,303
Net Project Cost:	\$ 433,098
Total Revenue:	\$ -
Total Project Cost:	\$ 433,098

Section B: Match Details

Minimum Match Requirement:	20.00%
Match Percentage:	23.16%
Meet Minimum Match Requirement?	Yes

Section C: Indirect Costs

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

Section D: Project Budget Categories

Task 1	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$18,190	\$2,600							\$20,790
Match									\$0
Revenue									\$0
Total	\$18,190	\$2,600	\$0	\$0	\$0	\$0	\$0	\$0	\$20,790

Task 2	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$102,034	\$15,699							\$117,733
Match									\$0
Revenue									\$0
Total	\$102,034	\$15,699	\$0	\$0	\$0	\$0	\$0	\$0	\$117,733

Task 3	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$52,273	\$9,958							\$62,231
Match									\$0
Revenue									\$0
Total	\$52,273	\$9,958	\$0	\$0	\$0	\$0	\$0	\$0	\$62,231

Task 4	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$31,338	\$2,629							\$33,967
Match									\$0
Revenue									\$0
Total	\$31,338	\$2,629	\$0	\$0	\$0	\$0	\$0	\$0	\$33,967

Task 5	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$34,793	\$8,624							\$43,417
Match	\$100,303								\$100,303
Revenue									\$0
Total	\$135,096	\$8,624	\$0	\$0	\$0	\$0	\$0	\$0	\$143,720

Task 6	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$18,190	\$2,621							\$20,811
Match									\$0
Revenue									\$0
Total	\$18,190	\$2,621	\$0	\$0	\$0	\$0	\$0	\$0	\$20,811

Task 7	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$27,932	\$5,914							\$33,846
Match									\$0
Revenue									\$0
Total	\$27,932	\$5,914	\$0	\$0	\$0	\$0	\$0	\$0	\$33,846

All Tasks	Personnel	Fringe Benefits	Travel	Equipment	Supplies	Contractual	Other	Indirect	Total
Grant	\$284,750	\$48,045	\$0	\$0	\$0	\$0	\$0	\$0	\$332,795
Match	\$100,303	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,303
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$385,053	\$48,045	\$0	\$0	\$0	\$0	\$0	\$0	\$433,098



Budget Justification
Cycle 13 SMG Operating Project: Seniors a Go Go

Cost Category 1: Personnel

Description:

Direct costs of employee salaries and wages. This category does not include costs of consultants or subcontractors. Program staff's time and effort spent on the proposed project will be covered by grant funds for the 24 months of the grant period.

Justification:

Our proposed cost per trip of \$16.31 is reasonable given that ElderHelp offers a one-on-one, oftentimes door-through-door, individualized rides to each client we serve. Utilizing volunteers allows us to keep costs low, providing donation-based services to our clients, most have low incomes and struggle to make ends meet. Although using volunteer drivers allows for an affordable, sustainable model, the program relies on a team of skilled staff to oversee the many logistics associated with coordinating and delivering safe rides for this specialized population. The funding is necessary to support the 8 staff members who provide direct services essential to the day-to-day tasks including coordination, oversight, quality control, and the reporting of our specialized transportation project. Labor allocation to the project is based on the percentage of time each employee spends completing their respective tasks relative to this project during the 24-month period. The percentage is applied to their base salary to calculate the grant budget.

The costs are reasonable and below other one-on-one services such as cabs, which run over \$36/trip, and ride share programs that average \$20-\$30/ride here in San Diego. The costs associated with each trip are necessary as ElderHelp strives to provide competitive compensation packages and to pay its employees a livable wage in order to retain experienced and knowledgeable staff. This is critical to the program's success and ability to provide high-quality services through staff who are experienced at providing specialized transportation services to seniors.

Currently 7 of the 8 positions required for this project are filled. We will be hiring for a second Nutrition Coordinator. We currently have a part time nutrition Coordinator who is managing the day-to-day of the pantry along with the support of other staff and volunteers. Our second Nutrition Coordinator was just promoted internally, leaving her position open. She will be available to support the transition ensuring continuity of services. You will see this open position reflected in the grid as TBH (to be hired). We anticipate to fill this position quickly, and that by the start of the funding term, all positions will be filled.

The below provides detailed information on the team, their key duties, allocation of time attributed to the proposed project, and the amount to be paid by the Specialized Transportation Grant Program:

Year 1								
	Name	Title	Description	Years committed to project	Percentage of FTE	Annual salary	Salaries to be paid by STGP	Wage Rate
1	Delacruz, Anya	Associate ED	Monitor cost-effectiveness of program through programmatic reports	2	10%	89,604	8,960	Salaried
2	TBH	Nutrition Coord	Provide alternative services by delivering food, prescriptions, and other supplies to clients	2	65%	39,636	25,763	Hourly
4	Mirsky, Chris/ share	Assist Transportation Coord	Responsible for coordinating all rides	2	65%	37,692	24,500	Hourly
5	Gabriela Gabriel	Volunteer Services Manager	Responsible for vetting, training, supporting, and filling volunteer service requests, as well as coordinating retention activities	2	50%	51,500	25,750	Hourly
6	McClellan, Carrie	Outreach Manager	Responsible for recruiting volunteers and conducting orientation for all new volunteers	2	35%	44,107	15,437	Hourly
7	Elizabeth Wagner	Care Coordination Manager	Responsible for monitoring the quality of the services	2	25%	68,557	17,139	Salaried
	Delacruz, Anya	Associate ED	Overall monitoring and reporting of the program	2	10%	89,604	8,960	Salaried
8	Martin, Deb	CEO	Responsible for continuing to coordinate with partner agencies as well as seeking out new coordination efforts and partnerships	2	10%	137,597	13,760	Salaried
						\$ 468,692	\$ 140,270	

For Year 2, we anticipate a cost-of-living adjustment of 3% for all staff and the same level of involvement in the project as in year 1:

Year 2						Cost of living increase 3%		
1:	Delacruz, Anya	Associate ED	Monitor cost-effectiveness of program through programmatic reports	2	10%	92,292	9,229	Salaried
2:	TBH	Nutrition Coordinator	Provide alternative services by delivering food, prescriptions, and other supplies to clients	2	65%	40,825	26,536	Hourly
4:	Mirsky, Chris/ share	Assist Transportation Coordin	Responsible for coordinating all rides	2	65%	38,823	25,235	Hourly
5:	Gabriela Gabriel	Volunteer Services Manager	Responsible for vetting, training, supporting, and filling volunteer service requests, as well as coordinating retention activities	2	50%	53,045	26,523	Hourly
6:	McClellan, Carrie	Outreach Manager	Responsible for recruiting volunteers and conducting orientation for all new volunteers	2	35%	45,430	15,900	Hourly
7:	Elizabeth Wagner	Care Coordination Manager	Responsible for monitoring the quality of the services	2	25%	70,614	17,653	Salaried
	Delacruz, Anya	Associate ED	Overall monitoring and reporting of the program	2	10%	92,292	9,229	Salaried
			Responsible for continuing to coordinate with partner agencies as well as seeking out new coordination efforts and partnerships					
8:	Martin, Deb	CEO		2	10%	\$ 141,725	14,172	Salaried
						\$ 482,753	\$ 144,478	

Cost Category 2: Fringe Benefits

Description:

Costs of employee fringe benefits are allowances and services provided by employers to their employees in addition to regular salaries and wages. Fringe benefits does not include that of any consultants or subcontractors in this cost category. Fringe benefits are treated as direct costs in accordance with our accounting procedures, and only those treated as direct costs have been entered under this cost category.

Justification:

We have included fringe benefits as they are a necessity to any employer and part of the cost of having employees. Fringe benefits are for the staff members listed below only. Benefits include medical insurance provided at the gold level premium for employees only, dental insurance for employees only, a tele-medicine benefit, and employer taxes (FICA and Medicare). We are one of the only employers paying 100% of a gold-level medical plan for its employees as a way of increasing overall compensation packages and retaining employees. The allocation is based on the yearly cost of benefits times the percentage of time each employee is involved with project.

ElderHelp works closely with an insurance broker every year to develop a competitive and cost-effective benefits program for its employees making the below costs reasonable. Each year we aim to offer benefits that support the overall health and wellbeing of our staff to better retain our team. Continuity in staffing allows us to provide high-quality services to clients and ensures there are no disruptions in services due to turnover. ElderHelp pays 100% of the medical and dental insurance for qualified staff as a means of creating competitive benefits packages for its employees. A portion of those costs – using the same formula as the percentage of salary – are allocated to this grant.

	Year 1	Monthly				Yearly Cost	Percentage of time devoted to program	Amount to be paid by STGP
		Health ER Gold premium	Dental Fixed Amt	TeleMedFi xed Amt	ER Taxes (FICA 6.2% and Med 1.45%)			
1:	Delacruz, Anya	\$ 466	\$ 19	\$ 9	\$ 571	\$ 12,777	10%	\$ 1,278
2:	TBH	\$ 451	\$ 19	\$ 9	\$ 253	\$ 8,779	65%	\$ 5,707
4:	Mirsky, Chris	\$ -	\$ -	\$ 9	\$ 240	\$ 2,991	65%	\$ 1,944
5:	Gabriela Gabriel	\$ 451	\$ 19	\$ 9	\$ 328	\$ 9,683	50%	\$ 4,841
6:	McClellan, Carrie	\$ -	\$ 19	\$ 9	\$ 281	\$ 3,705	35%	\$ 1,297
7:	Elizabeth Wagner	\$ 929	\$ 19	\$ 9	\$ 437	\$ 16,723	25%	\$ 4,181
	Delacruz, Anya	\$ 466	\$ 19	\$ 9	\$ 571	\$ 12,777	10%	\$ 1,278
8:	Martin, Deb	\$ 1,444	\$ 62	\$ 9	\$ 877	\$ 28,717	10%	\$ 2,872
		\$ 4,208	\$ 174	\$ 72	\$ 3,559	\$ 96,153		\$ 23,397

NOTE: For year 2, we anticipate an increase of 8% on medical insurance premiums as illustrated below:

Year 2	Health ER Gold premium	Dental Fixed Amt	TeleMedFi xed Amt	ER Taxes (FICA 6.2% and Med 1.45%)	Yearly Cost	Percentage of time devoted to program	Amount to be paid by STGP
1 Delacruz, Anya	\$ 503	\$ 19	\$ 9	\$ 571	\$ 13,224	10%	\$ 1,322
2 TBH	\$ 487	\$ 19	\$ 9	\$ 260	\$ 9,304	65%	\$ 6,047
4 Mirsky, Chris/ shared	\$ -	\$ -	\$ 9	\$ 247	\$ 3,078	65%	\$ 2,001
5 Gabriela Gabriel	\$ 487	\$ 19	\$ 9	\$ 338	\$ 10,234	50%	\$ 5,117
6 McClellan, Carrie	\$ -	\$ 19	\$ 9	\$ 290	\$ 3,806	35%	\$ 1,332
7 Elizabeth Wagner	\$ 1,003	\$ 19	\$ 9	\$ 450	\$ 17,772	25%	\$ 4,443
Delacruz, Anya	\$ 503	\$ 19	\$ 9	\$ 588	\$ 13,430	10%	\$ 1,343
8 Martin, Deb	\$ 1,560	\$ 62	\$ 9	\$ 903	\$ 30,420	10%	\$ 3,042
	\$ 4,544.22	\$ 174.02	\$ 72.00	\$ 3,648.77	\$ 101,268		\$ 24,648

In-Kind Matching Contributions

We will be utilizing volunteer hours towards our match. We track volunteer hours for the services provided using RideShceduler and Salesforce. For cycle13, we estimate that volunteers will log 2,995 hours towards this project. We arrived at the value of those hours by using the Independent Sector Rate for 2024, which is \$33.49/hour. You can see the calculation of in-kind matching contributions depicted below:

		In-kind
Volunteer hours estimate		2,995
Independent Sector Report Rate 2024	\$	33.49
Total	\$	100,303
Inkind Volunteer hours value	\$	100,303
Total Match Amount	\$	100,303

SANDAG

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

Total Population: **1,542,647**
Minority Population: **851,433**
Percent Minority: **55.193%**
Senior Population: **243,919**
Percent Senior: **15.812%**

☐ Census Urban Area ☐

City name is any of

0 Selected

ZIP Code is any of

38 Selected

[Export Service Ar...](#)



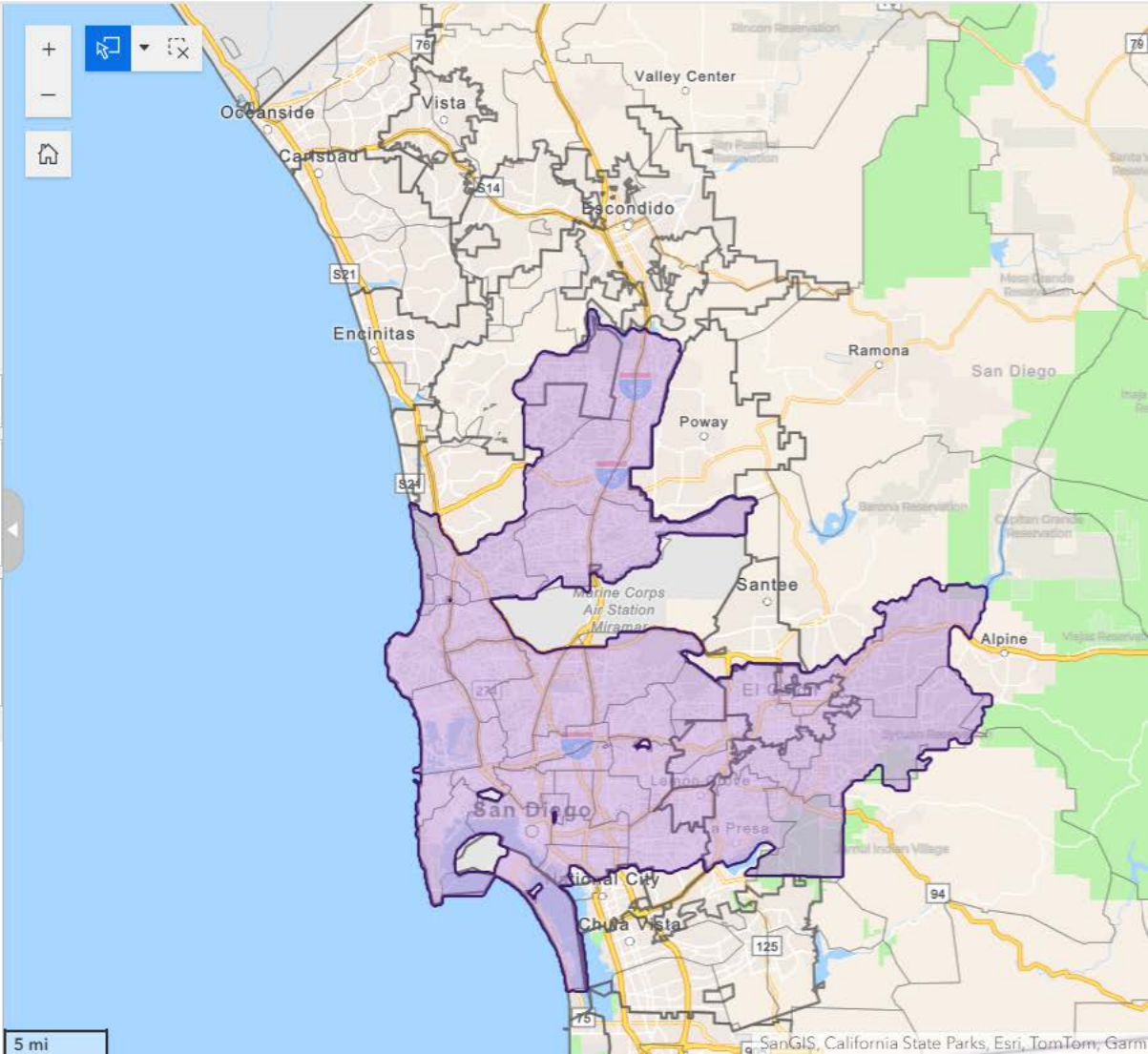
MGRA



CityName

1	San Diego
2	San Diego

Total: 10,099 | Selection: 10,099



Our Purpose

Jewish Family Service partners with people of all backgrounds to build stable and dignified lives.

Together, we create a stronger and healthier community where everyone can thrive.



Jewish Family Service

**Moving Forward
Together**

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September 20, 2024

SANDAG

Specialized Transportation Grant Program (STGP) Evaluation Committees

401 B Street, Suite 800

San Diego, CA 92101

San Diego Association of Governments (SANDAG)

Senior Mini Grant (SMG) Evaluation Committee

401 B Street, Suite 800

San Diego, CA 92101

**SUBJECT: Support for ElderHelp's TransNet SMG Grant Project
Proposal**

Dear STGP Evaluation Committees,

Jewish Family Service of San Diego is writing this letter in support of ElderHelp's efforts to obtain funding for their *Seniors A Go Go* Transportation Program. ElderHelp's mission of keeping seniors living independently in their homes by increasing access to basic needs, including transportation is directly aligned with the goal of the Senior Mini Grant program. The grant also emphasizes collaboration. Jewish Family Service of San Diego and ElderHelp have worked together for over a decade to provide comprehensive services to seniors throughout San Diego County.

Jewish Family Service of San Diego values its partnership with ElderHelp to improve transportation options to seniors. We look forward to a continued relationship as we work together to address transportation gaps for seniors in the areas in which both our organizations operate. As a stakeholder and coordinating partner, we believe the program is greatly needed and fully support their Senior Mini Grant application.

Sincerely,

Kristine Stensberg
Sr Director Nutrition & Aging
Jewish Family Service of San Diego



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our community**

September 4, 2024

San Diego Association of Governments (SANDAG)
Senior Mini Grant (SMG) Evaluation Committee
401 B Street, Suite 800
San Diego, CA 92101

SUBJECT: Support for ElderHelp's TransNet SMG Grant Project
Proposal

Dear Grants Committee,

Travelers Aid Society of San Diego is writing this letter in support of ElderHelp's efforts to obtain funding for their *Seniors A Go Go* Transportation Program. ElderHelp's mission of keeping seniors living independently in their homes by increasing access to basic needs, including transportation is directly aligned with the goal of the Senior Mini Grant program. The grant also emphasizes collaboration. Travelers Aid and ElderHelp have worked together since 2017 to provide comprehensive services to seniors throughout San Diego County.

Travelers Aid Society of San Diego values its partnership with ElderHelp to improve transportation options to seniors. We look forward to a continued relationship as we work together to address transportation gaps for seniors in the areas in which both our organizations operate. As a stakeholder and coordinating partner, we believe the program is greatly needed and fully support their Senior Mini Grant application.

Sincerely,

Marcy Roke
President & CEO

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Christian Wallis
DHA, MBA, FACHE
(619) 825-5050
cwallis@grossmonthealthcare.org

September 17, 2024

San Diego Association of Governments (SANDAG)
Senior Mini Grant (SMG) Evaluation Committee
401 B Street, Suite 800
San Diego, CA 92101

Re: Support for ElderHelp's TransNet SMG Grant Project
Proposal

Dear Grants Committee,

The Grossmont Healthcare District is pleased to provide this letter in support of ElderHelp's efforts to obtain funding for their *Seniors A Go Go* Transportation Program. ElderHelp's mission of keeping seniors living independently in their homes by increasing access to basic needs, including transportation is directly aligned with the goal of the Senior Mini Grant program. The grant also emphasizes collaboration among community organizations. The Grossmont Healthcare District and ElderHelp have worked together for over twenty years, providing comprehensive services to seniors in the eastern region of San Diego County (our district boundaries).

Access to transportation is widely recognized as a key determinant of health. The Grossmont Healthcare District values its longstanding partnership with ElderHelp and we look forward to a continued relationship, working together to address transportation gaps for older adults in the areas where both of our organizations operate. As a stakeholder and coordinating partner, we believe the program is greatly needed and fully support their Senior Mini Grant application.

Sincerely,



Christian Wallis, DHA, MBA, FACHE
Chief Executive Officer