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Transportation Committee Agenda

**Friday, October 19, 2018
9 a.m. to 12 noon
SANDAG Board Room
401 B Street, 7th Floor
San Diego**

Agenda Highlights

- **San Diego Forward: The 2019-2050 Regional Plan – Network Concepts**
- **Regional Transit Fare Study Update**
- **Regional Bikeway Program Status Report**

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Transportation Committee

Friday, October 19, 2018

Item No.		Recommendation
+1.	Approval of Meeting Minutes The Transportation Committee is asked to review and approve the minutes from its October 5, 2018, meeting.	Approve
2.	Public Comments/Communications/Member Comments Members of the public shall have the opportunity to address the Transportation Committee on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a Request to Comment form and giving it to the Clerk prior to speaking. Public speakers should notify the Clerk if they have a handout for distribution to Transportation Committee members. Public speakers are limited to three minutes or less per person. Transportation Committee members also may provide information and announcements under this agenda item.	
Consent		
+3.	Specialized Transportation Grant Program Quarterly Status Report (Jack Christensen) This report provides an overview of the progress made by Specialized Transportation Grant Program recipients.	Information
Reports		
+4.	San Diego Forward: The 2019-2050 Regional Plan – Network Concepts (Phil Trom and Rachel Kennedy) As part of the 2019 Regional Plan process, three distinct network concepts have been developed and evaluated to see how different combinations of projects, programs, and policies would perform. The Transportation Committee is asked to provide feedback on which components of the network concepts are most important for inclusion in the 2019 Regional Plan. Regional Planning Committee members have been invited to join the Transportation Committee for this discussion.	Discussion
+5.	Regional Transit Fare Study Update (Brian Lane) The Transportation Committee is asked to provide feedback on the proposed fare changes and revisions to the Regional Comprehensive Fare Ordinance and the <i>TransNet</i> Ordinance.	Discussion

- +6. Regional Bikeway Program Status Report (Linda Culp)** **Information**
Staff will provide a status report on the Regional Bike Plan Early Action Program.
- 7. Continued Public Comments**
If the five-speaker limit for public comments was exceeded at the beginning of this agenda, other public comments will be taken at this time. Subjects of previous agenda items may not again be addressed under public comment.
- 8. Upcoming Meetings** **Information**
The next Transportation Committee meeting is scheduled for Friday, November 9, 2018, at 9 a.m. Please note, this meeting is scheduled for the second Friday due to the holiday schedule.
- 9. Adjournment**

+ next to an item indicates an attachment

October 19, 2018

Action Requested: **Information**

Specialized Transportation Grant Program Quarterly Status Report

Overview

The Specialized Transportation Grant Program is a competitive grant program intended to improve mobility for seniors and individuals with disabilities by removing barriers to transportation services and expanding transportation mobility options. It is funded by two sources: the Federal Transit Administration's Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) Program and the *TransNet* Senior Mini-Grant Program. The funds can be used for operating, mobility management, and capital expenses associated with transportation services for seniors and individuals with disabilities.

Key Considerations

As of June 30, 2018, there were 14 active projects under the *TransNet* Senior Mini-Grant Program and 11 active projects under the Section 5310 Program. Three projects were completed last quarter - two Senior Mini-Grant Program projects and one Section 5310 Program project (Attachment 1).

One project (Traveler's Aid Society of San Diego – 5005187) is on the cost-efficiency watch list, and one project (City of Coronado – 5004696) is on the schedule watch list.

A project is placed on the cost-efficiency watch list if the actual cost per unit of service delivery exceeds 130 percent of its originally proposed cost after the sixth month of the project's start date. If this occurs, a cost recovery plan is required and progress is monitored to ensure the costs fall below the performance threshold within six months or risk contract termination. Traveler's Aid Society of San Diego submitted a cost recovery plan (Attachment 2) and as of July 2018, the project's cost per unit of service has fallen below the 130 percent performance threshold.

A project is placed on the schedule watch list if it appears unable to fully draw down on funds without approval of an extension request by the Transportation Committee. This is the seventh quarter that the City of Coronado is on the schedule watch list. While the project is making progress, city accounting practices do not allow exempt staff to charge their time to this project which is the primary cause of the delay in drawing down funds, thus deviating from the grant's project schedule. In addition, the city has experienced staffing issues, but is actively in the process of having newly hired non-exempt project staff charge time to the grant. SANDAG staff is working closely with the city to identify other strategies to get back on schedule or risk leaving grant funds unclaimed.

Fiscal Impact:

Since 2008, 69 projects have been awarded funding through the *TransNet* Senior Mini-Grants, totaling \$14.6 million. Since 2015, 31 projects have been awarded funding through the Section 5310 Program, totaling almost \$8 million. In combination, the Specialized Transportation Grant Program has awarded approximately \$22 million to mobility projects for seniors and individuals with disabilities in the San Diego region.

Schedule/Scope Impact:

As of June 30, 2018, there were 14 active projects under the *TransNet* Senior Mini-Grant Program and 11 active projects under the Section 5310 Program. Three projects were completed last quarter, one project is on the cost-efficiency watch list, and one project is on the schedule watch list.

In addition, the Cycle 8 Jewish Family Service North County Inland Project ended March 31, 2018, with a cost per trip above the 130 percent performance threshold, a first for that contract's period of performance. Since the project ended exceeding the performance threshold, SANDAG staff requested a plan to address costs and strategize for its pending Cycle 9 grant for the same project, which started on April 1, 2018. Jewish Family Service submitted a plan to address its cost-efficiency concerns on the previous grant and developed strategies to avoid a similar concern on the now active Cycle 9 grant (Attachment 3). Jewish Family Service's North County Inland Cycle 9 project is active and performing within the performance threshold.

Next Steps

The Cycle 10 Specialized Transportation Grant Program call for projects has been released and SANDAG is accepting applications until October 25, 2018. Projects will be awarded next summer and added to the quarterly status updates brought to the Transportation Committee next fall.

Charles "Muggs" Stoll, Director of Land Use and Transportation Planning

Key Staff Contact: Jack Christensen, (619) 699-6995, jack.christensen@sandag.org

Attachments:

1. Status of Active and Pending Senior Mini-Grant and Section 5310 Projects, Reporting Period through June 30, 2018
2. Traveler's Aid Society of San Diego - Cost Recovery Plan
3. Jewish Family Service of San Diego - On the Go Project Explanation

Status of Active and Pending Senior Mini-Grant Projects
Reporting period through June 30, 2018

City of La Mesa — 5004702	Contract		Actual**	Grant Term	Watch List		Proposed	Actual	Comments
	Year 1	Year 2			Performance Threshold	\$32.83			
Project Cost*	\$250,000.00	\$250,000.00	\$429,384.75	06/30/2016 – 12/31/2018	Cost Efficiency	NO	\$39.52	\$7.36	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold. A six-month schedule extension was executed in June 2018 extending the grant term to 12/31/2018.
Trips	19,800		26,809	Percent of Funding Expended	Schedule	NO	Seat Utilization		
Cost/Trip	\$25.25		\$16.02	85.88%	Pending Grant?	YES	59.93%	45.97%	
Mountain Health and Community Services — 5004708	Contract		Actual**	Grant Term	Watch List		Proposed	Actual	Comments
	Year 1	Year 2			Performance Threshold	\$36.18			
Project Cost*	\$66,018.75	\$66,902.50	\$132,843.39	07/01/2015 – 7/31/2018	Cost Efficiency	NO	\$50.41	\$29.99	This volunteer driver and shuttle project is complete.
Trips	4,776		4,014	Percent of Funding Expended	Schedule	NO	Seat Utilization		
Cost/Trip	\$27.83		\$33.10	99.94%	Pending Grant?	NO	138.19%	52.71%	
City of Coronado — 5004696	Contract		Actual**	Grant Term	Watch List		Proposed	Actual	Comments
	Year 1	Year 2			Performance Threshold	\$33.80			
Project Cost*	\$59,972.50	\$50,027.50	\$51,335.95	07/01/2016 – 06/30/2019	Cost Efficiency	NO	\$33.21	\$49.77	This volunteer driver and shuttle project is operating at a level of cost efficiency within the performance threshold. An additional extension of twenty months would be required to draw down of all remaining funds.
Trips	4,231		2,286	Percent of Funding Expended	Schedule	Yes	Seat Utilization		
Cost/Trip	\$26.00		\$22.46	46.67%	Pending Grant?	NO	66.67%	34.85%	
Jewish Family Service North County Inland San Diego — 5004698	Contract		Actual**	Grant Term	Watch List		Proposed	Actual	Comments
	Year 1	Year 2			Performance Threshold	\$15.04			
Project Cost*	\$173,828.75	\$179,043.75	\$352,843.46	02/01/2016 – 07/31/2018	Cost Efficiency	NO	\$15.11	\$16.79	This volunteer driver and shuttle project is complete. The grantee surpassed the 130% performance threshold at the end of the grant. The grantee had a pending Cycle 9 grant which is currently active for the same project. SANDAG staff requested a plan to address the cost efficiency concerns on the previous grant and develop strategies to avoid a similar situation on their active Cycle 9 grant. The plan can be referenced in Attachment 2.
Trips	30,500		21,984	Percent of Funding Expended	Schedule	NO	Seat Utilization		
Cost/Trip	\$11.57		\$16.05	99.99%	Pending Grant?	YES	33.01%	33.39%	
Travelers Aid SenioRide — 5005197	Contract		Actual**	Grant Term	Watch List		Proposed	Actual	Comments
	Year 1	Year 2			Performance Threshold	\$9.88			
Project Cost*	\$248,168.75	\$250,000.00	\$260,085.60	07/01/2017 – 06/30/2019	Cost Efficiency	NO	\$24.48	\$6.94	This volunteer driver and subsidized transportation project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Trips	65,560		80,955	Percent of Funding Expended	Schedule	NO	Seat Utilization		
Cost/Trip	\$7.60		\$3.21	52.21%	Pending Grant?	NO	59.28%	71.62%	
City of Oceanside — 5005198	Contract		Actual**	Grant Term	Watch List		Proposed	Actual	Comments
	Year 1	Year 2			Performance Threshold	\$20.44			
Project Cost*	\$250,000.00	\$250,000.00	\$239,875.19	07/01/2017 – 06/30/2019	Cost Efficiency	NO	\$25.64	\$24.63	This volunteer driver & shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Trips	31,800		17,020	Percent of Funding Expended	Schedule	NO	Seat Utilization		
Cost/Trip	\$15.72		\$14.09	47.98%	Pending Grant?	NO	40.03%	38.88%	

* Project cost includes the grant amount and the required match amount

** Cumulative to date

Project(s) with gray fields represents the project has been completed.

Status of Active and Pending Senior Mini-Grant Projects
Reporting period through June 30, 2018

Project Name	Contract		Actual**	Grant Term	Watch List		Proposed	Actual	Comments
	Year 1	Year 2			Performance Threshold		Cost/Vehicle Service Hour	Cost/Vehicle Service Hour	
FACT Expansion of Brokerage — 5005195									
Project Cost*	\$250,000.00	\$250,000.00	\$272,498.80	07/01/2017 – 06/30/2019	Performance Threshold	\$11.13	N/A	N/A	This mobility management project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	58,400		53,065	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$8.56		\$5.14	54.50%	Schedule	NO	N/A	N/A	
					Pending Grant?	NO			
Renewing Life — 5005200									
Project Cost*	\$100,000.00	\$100,000.00	\$96,897.94	07/01/2017 – 06/30/2019	Performance Threshold	\$21.67	\$13.72	\$95.33	This volunteer driver & shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	12,000		6,631	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$16.67		\$14.61	48.45%	Schedule	NO	58.54%	15.30%	
					Pending Grant?	NO			
FACT Consolidated Transportation Services Agency — 5005194									
Project Cost*	\$125,000.00	\$125,000.00	\$141,269.24	07/01/2017 – 06/30/2019	Performance Threshold	\$7.50	N/A	N/A	This regional coordination project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	43,350		53,065	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$5.77		\$2.66	56.51%	Schedule	NO	N/A	N/A	
					Pending Grant?	NO			
Jewish Family Service North San Diego - 5005191									
Project Cost*	\$197,420.00	\$204,601.25	\$141,749.25	10/1/2017 - 9/30/2019	Performance Threshold	\$20.10	\$19.63	\$28.72	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	26,000		9,443	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$15.46		\$15.01	35.26%	Schedule	NO	33.00%	34.90%	
					Pending Grant?	NO			
FACT RideFACT - 5005196									
Project Cost*	\$200,000.00	\$200,000.00	\$106,059.64	3/1/18/ - 3/30/2020	Performance Threshold	\$23.43	\$18.02	\$22.91	This subsidized senior and disabled transportation project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	44,400		10,996	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$18.02		\$9.65	26.51%	Schedule	NO	33.33%	33.33%	
					Pending Grant?	NO			
Peninsula Shepherd Center - 5005199									
Project Cost*	\$68,750.00	\$74,750.00	\$35,978.45	1/1/18 - 12/31/19	Performance Threshold	\$19.98	\$10.54	\$10.53	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	9,334		3,056	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$15.37		\$11.77	25.07%	Schedule	NO	73.80%	82.37%	
					Pending Grant?	NO			
Jewish Family Service North County Inland - 5005192									
Project Cost*	\$196,207.50	\$202,700.00	\$49,050.11	04/01/2018-03/31/2020	Performance Threshold	\$20.26	\$20.37	\$25.30	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	25,600		2,891	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$15.58		\$16.97	12.30%	Schedule	NO	33.33%	33.33%	
					Pending Grant?	NO			
Jewish Family Service East San Diego - 5005193									
Project Cost*	\$191,730.00	\$198,312.50	\$47,116.81	04/01/2018-03/31/2020	Performance Threshold	\$20.04	\$19.58	\$34.52	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	25,300		2,914	Percent of Funding Expended	Cost Efficiency	NO	Seat Utilization		
Cost/Unit	\$15.42		\$16.17	12.08%	Schedule	NO	33.33%	33.33%	
					Pending Grant?	NO			

* Project cost includes the grant amount and the required match amount

** Cumulative to date

Project(s) with gray fields represents the project has been completed.

Status of Active and Pending Section 5310 Projects
Reporting period through June 30, 2018

Project Name	Contract		Actual**	Grant Term	Watch List		Comments
	Year 1	Year 2			Performance Threshold***		
JFS North County Inland 5004685							
Project Cost*	\$185,416.00	\$190,982.00	\$376,408.06	2/01/2016 - 7/31/2018	Cost Efficiency	NO	This volunteer driver and shuttle project is complete. The grantee surpassed the 130% performance threshold at the end of the grant. The grantee had a pending Cycle 9 grant which is currently active for the same project. SANDAG staff requested a plan to address the cost efficiency concerns on the previous grant and develop strategies to avoid a similar situation on their active Cycle 9 grant. The plan can be referenced in Attachment 2.
Units	30,500		21,997	Percent of Funding Expended	Schedule	NO	
Cost/Unit	\$12.34		\$17.11	100.00%	Pending Grant?	YES	
City of La Mesa 5004693							
Project Cost*	\$150,000.00	\$150,000.00	\$256,085.08	6/30/2016 - 12/31/18	Cost Efficiency	NO	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold. A six-month schedule extension was executed in June 2018 extending the grant term to 12/31/2018.
Trips	19,800		26,816	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$15.15		\$9.55	85.36%	Pending Grant?	YES	
JFS Northern San Diego 5005181							
Project Cost*	\$197,420.00	\$204,601.25	\$151,199.24	10/01/2017 - 9/30/2019	Cost Efficiency	NO	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Trips	26,000		9,443	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$15.46		\$16.01	37.61%	Pending Grant?	NO	
FACT CTSA Mobility Management 5005184							
Project Cost*	\$125,000.00	\$125,000.00	\$112,127.70	10/01/2017 - 9/30/2019	Cost Efficiency	NO	This mobility management project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	43,350		41,390	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$5.77		\$2.71	44.85%	Pending Grant?	NO	
FACT RideFACT Brokerage 5005185							
Project Cost*	\$250,000.00	\$250,000.00	\$140,466.18	10/01/2017 - 9/30/2019	Cost Efficiency	NO	This brokerage model project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	58,400		41,390	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$8.56		\$3.39	28.09%	Pending Grant?	NO	
Travelers Aid RideFinder Mobility Management 5005186							
Project Cost*	\$47,125.00	\$47,125.00	\$53,213.50	10/01/2017 - 9/30/2019	Cost Efficiency	NO	This mobility management project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	7,250		6,630	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$13.00		\$8.03	56.46%	Pending Grant?	NO	
Travelers Aid RideEasy 5005187							
Project Cost*	\$108,920.00	\$113,276.00	\$55,242.68	10/01/2017 - 9/30/2019	Cost Efficiency	YES	This taxi voucher, volunteer driver, and on-demand operating project is progressing in a timely manner. The grantee passed the initial milestone of six months and did not deliver a cost per unit at or below the 130% performance threshold within this reporting quarter. The grantee submitted a cost recovery plan in May 2018 and, as of July 2018, has fallen below the 130% performance threshold. The project is now operating at a level of cost efficiency within the performance threshold.
Units	18,000		3,373	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$12.34		\$16.38	24.86%	Pending Grant?	NO	
Noah Homes Resident Transportation 5005188							
Project Cost*	\$251,432.00	\$256,318.00	\$163,753.92	10/01/2017 - 9/30/2019	Cost Efficiency	NO	This resident transportation project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	144,768		39,176	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$3.51		\$4.18	32.25%	Pending Grant?	NO	

* Project cost includes the grant amount and the required match amount

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Status of Active and Pending Section 5310 Projects
Reporting period through June 30, 2018

Jewish Family Service North County Inland 5005182	Contract		Actual**	Grant Term	Watch List		Comments
	Year 1	Year 2			Performance Threshold***	\$21.61	
Project Cost*	\$209,288.00	\$216,212.00	\$52,320.16	4/01/2018 - 03/31/2020	Cost Efficiency	NO	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	25,600		2,891	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$16.62		\$18.10	12.30%	Pending Grant?	NO	
Jewish Family Service East San Diego 5005183	Contract		Actual**	Grant Term	Watch List		Comments
Year 1	Year 2	Performance Threshold***			\$21.38		
Project Cost*	\$204,514.00	\$211,534.00	\$50,257.86	4/01/2018 - 03/31/2020	Cost Efficiency	NO	This volunteer driver and shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	25,300		2,914	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$16.44		\$17.25	12.08%	Pending Grant?	NO	
St. Madeleine Sophie's Center - 5005189	Contract		Actual**	Grant Term	Watch List		Comments
Year 1	Year 2	Performance Threshold***			\$2.04		
Project Cost*	\$310,500.00	\$310,500.00	\$113,945.86	03/01/2018 - 02/28/2020	Cost Efficiency	NO	This student shuttle project is progressing in a timely manner and operating at a level of cost efficiency within the performance threshold.
Units	396,000		72,534	Percent of Funding Expended	Schedule	NO	
Cost/Trip	\$1.57		\$1.57	18.35%	Pending Grant?	NO	

* Project cost includes the grant amount and the required match amount

** Cumulative to date

Project(s) with gray fields represents the project has been completed.



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**116 years of service to
our community**

COST RECOVER PLAN

RidEasy Program: Providing transportation services for low-income seniors aged 65+ and individuals with disabilities of any age. Services include providing door-to-door services and door-through-door services utilizing Volunteer Drivers, door-to-door providers, and taxi-cabs.

Deficiency: Exceeded 130% Cost per trip

Recovery Plan: The RidEasy project is new to Travelers Aid, along with its 50% match requirement. Travelers Aid was using in-kind cost to reach this match, without realizing that the project was being “over-matched” because of this method. This over-match caused the project to be over the 130% cost per trip allowed. It was essentially an error in calculating the required match. Once the staff realized the problem with the way the project was matched, that match was reduced and the cost per trip dropped dramatically. The number of one-way passenger trips was very low at the inception of the project, but has steadily increased as clients have been educated about the available services and as marketing of the project has continued in the community. The most recent cost per trip (May 2018) report shows the cost per trip is below the proposed cost of \$12.34 by \$1.55, for a cost of \$10.79 per trip.

Implementation Schedule: Because of the change in calculating the match for the RidEasy project, the lower cost per ride has already been achieved. It should remain below the proposed cost for the remainder of the project. In addition, Travelers Aid hopes to see the cumulative cost per trip below the 130% threshold within two to six months.

Kathleen S. Baldwin, President



Jewish Family Service of San Diego, On the Go: Transportation Solutions for Older Adults

Explanation of Cycle 8 and Update on Cycle 9 Rides & Smiles, North County Inland

The North County Inland (NCI) project fell behind with regard to outcomes and expenditures largely due to a change in the volunteer driver eligibility requirements set by our insurance carrier. Drivers over the age of 80 years old, even individuals with medical clearance, were no longer eligible to drive for the project effective May 1, 2016. Prior to the May 1st effective date of dismissing active volunteer drivers who were 80 years old and older, JFS elected to discontinue the recruitment of volunteer drivers in that category which ultimately decreased onboarding new volunteers. This change significantly impacted the project as many of the excluded drivers were the most generous contributors of time. Several riders opted to continue their driver/passenger friendships outside of the project.

The aforementioned change that impacted the projects was unavoidable due to potential loss of our agency wide insurance carrier.

To replace lost ridership and volunteers, JFS performed increased levels of outreach and engagement efforts. Including and not limited to articles and advertisements in various publications both print and web, including the San Diego Union Tribune, email blasts, PR announcements, distribution of program literature at senior-friendly locations, community presentations, participation in health and senior fairs, phone calls to each rider and each active volunteer and several rider and volunteer incentive campaigns.

The outreach and engagement efforts are ongoing and continue to be effective. Ridership and ride quantity has nearly normalized with an average of four older adults enrolling in the program daily. Onboarding of volunteer drivers has also notably increased.

In addition to the substantial outreach efforts performed by JFS, the transportation network company, Lyft contacted JFS to beta test a desktop dispatch platform in May 2016, the same month of the mass dismissal of the volunteers. JFS was the first in Southern California to beta test the Lyft Concierge dispatch system. The value of this platform was *immediately* realized as it was a cost effective and scalable solution to provide rides previously performed by volunteers. While Lyft and Uber were available to use with a phone app, it was impractical and nearly impossible to dispatch on the scale that the projects required. The Lyft dispatch platform is now fully integrated in project operations and will continue to provide ride assignments not provided by volunteer drivers, while the recruitment efforts for volunteer drivers continues.

The use of the Lyft platform had an unexpected positive outcome. Lyft provided the individual rides that often were performed by paid Class B bus drivers. In freeing up the professional bus drivers from individual rides, the drivers were



able to perform more group transportation with large capacity vehicles. The NCI project group ride count increased from 26 rides in March 2017 to an average of 300 rides as of May 2018.

Cycle 9 is currently on schedule and has an acceptable cost per ride.

Cycle 8 North County Inland Finalized Project Details:

Contract: 24 Months 30,500 Rides
 Actual: 26 Months 22,046 Rides

5310 Cost Per Ride
 contract threshold actual
 \$12.34 \$16.04 \$17.03

SMG Cost Per Ride
 contract threshold actual
 \$11.57 \$15.04 \$16.05

Cycle 9 North County Inland Current Project Details:

Contract: 24 Months 25,600 Rides
 Actual: 2nd Month 1,899 Rides

5310 Cost Per Ride
 contract threshold actual
 \$16.62 \$21.61 \$18.36

SMG Cost Per Ride
 contract threshold actual
 \$15.58 \$20.26 \$17.22