



FISCAL YEARS 2020/21, 2021/22, AND 2022/23.

Measure X Senior & Disabled Transportation Program

Program Application

Required Contents

Applications are due via email to Stefania Castillo, program coordinator, (stefania@tamcmonterey.org) on **Thursday, January 16, 2020 at 5:00 P.M. PST.**

The application must be submitted in the format noted below and include:

- Proposal Signature Page (PDF format)
- Program Application (Word Document)
- Project Budget (Excel Spreadsheet)
- Project Timeline (Word Document)



Proposal Signature Page

If selected for funding, the information contained in this application will become the foundation of the **Funding Agreement** with TAMC. To the best of my knowledge, all information contained in this application is true and correct.

Signed: _____ (signed document submitted in PDF)

Print Name: _____ Jennifer L. Ramirez

Title: _____ Executive Director

Date: _____ January 16, 2020

Applicant Information

Implementing Organization's Name: _____ Partnership for Children

Grant Amount Request: _____ \$297,250

Contact (name and title): _____ Jennifer L. Ramirez, Executive Director

Contact Email: _____ jennifer@partnerforkids.org

Contact Phone Number: _____ 831-422-3002

If the applicant is not a 501(c)(3) organization, then the applicant must partner with an organization that is and can serve as a fiscal sponsor. The applicant must complete the following information about the fiscal sponsor.

Name of Fiscal Sponsor: _____

Contact (name and title): _____

Contact Email: _____

Contact Phone Number: _____

Tax ID #: _____



Program Application

Project Title

Provide a brief project title.

Transportation Services for Children Living with Serious Illness

Organization's History

Provide a brief description of your organization's history providing services to seniors and/or people with disabilities in Monterey County.

Partnership for Children's mission is to increase access to medical care for children living with serious illness and to support their families. Partnership for Children (PFC) began in 2007 as a program of Children's Hospice and Palliative Care Coalition. For thirteen years, PFC has been providing transportation and family support services to children living with serious, life-threatening illnesses, increasing access to medical care and supporting families during times of crisis. In April 2016, Executive Director Jennifer Ramirez established PFC as a standalone organization. For the past thirteen years, PFC has been effectively advocating on behalf of children with life-threatening conditions and working to address gaps in services at the local level. Early on, PFC recognized that inadequate transportation and lack of family support were two key barriers to care for children living with life-threatening conditions such as cancer, cystic fibrosis, autoimmune disorders, and muscular dystrophy. The organization quickly set about seeking to develop programs to overcome these obstacles to care. PFC's programs have contributed significantly to reduced emergency room visits and hospitalizations for children receiving services, as well as reduced stress on families in caring for their child. PFC has more than tripled the number of children and families served, and has increased access to medical care significantly.

Project Summary and Need (1,000 words max.)

Describe the project to be funded, including the main services provided and any expected project deliverables. Explain the transportation need that the project is addressing.

Partnership for Children began in 2007 in response to the non-existence of transportation to medical care services and a lack of family support services available for children living with all types of serious, life-threatening illnesses in our local communities, which was identified through a series of community assessments. Children and youth living with a serious, life-



threatening diagnosis require consistent care and monitoring from hospital-based pediatric specialty physicians. Ensuring that children have access to this care is critical in maintaining the highest level of health status possible for the child, as well as reducing emergency room visits and hospitalizations.ⁱ Unfortunately, for children living in Monterey County, the closest children's hospitals are hours away at LPCH at Stanford in Palo Alto and UCSF Benioff Children's Hospital in San Francisco. For many families, transportation is a pervasive barrier to accessing medical care for several reasons: the family does not own a vehicle, the family vehicle is used by the working parent, or the family does not have the means to pay for gas. Lack of transportation as a barrier to healthcare access leads to rescheduled or missed appointments and delayed care. Approximately 950,000 children nationwide miss or delay medical care due to transportation issues.ⁱⁱ The consequences are poor management of chronic illness and declining health outcomes. Coordination and provision of safe, reliable, and free transportation to medical appointments is critical to the health and well-being of children living with a serious illness. Partnership for Children's transportation services address these challenges by providing safe, reliable, free transit to medical appointments, as well as gas card subsidies to mitigate financial barriers.

Partnership for Children's transportation services address the issue of children's access to specialty medical care for children with life-threatening conditions in Monterey County by providing safe, reliable, and free transit to medical appointments primarily at LPCH at Stanford and UCSF Benioff Children's Hospital, as well as throughout the local area and Northern California. A two-tiered transport system offers gas cards and direct-ride services to qualified families. Upon referral, PFC assesses whether the family has access to a reliable, safe vehicle and if a gas card subsidy calculated to cover the cost of the trip would be sufficient to meet their transportation needs. For many families this has proved to be adequate means of support. PFC assigns the family a reloadable gas card to facilitate a streamlined reload process. For each verified medical appointment, PFC reloads the gas card with the appropriate funds to cover the cost of the trip.

For families who do not have access transportation, or a vehicle, for various reasons such as no vehicle is owned, no parent has a valid driver's license, the working parent uses the vehicle for work, the child needs constant supervision while travelling, or other reasons, we arrange for door-to-door direct transports. Utilizing agency vehicles, Partnership for Children contracts with professional drivers to pick the child and family up from their home, drive them to the medical appointment, and drive them back home. Agency-owned vehicles are driven approximately 50,000 per year, resulting in an average usability time period of three years for each vehicle.



The Program Services Coordinator will provide case management services for each family, performing an intake and assessment and determining which services are needed. The Program Services Coordinator will maintain consistent contact with each family, with a minimum of monthly contact. The Family Services Coordinator will process the rides, which includes planning, direct coordination with the professional driving service, and follow up with families. The Family Services Coordinator will also process all gas card subsidies and serve as direct liaison with the gas card company.

Expected project deliverables include case management, and the coordination and provision of transportation services to a minimum of 125 children and youth living with life-threatening conditions throughout Monterey County. PFC will provide a minimum of 1,275 transports to medical care in the form of direct rides (approximately 375) and gas card subsidies (approximately 900) with the goal of increasing access to medical care, resulting in significant health benefits.

How many part-time, full-time staff and/or volunteers will be involved in implementing the proposal?

Implementing the proposal will be two full time staff, the Executive Director and Program Services Coordinator, and one part-time staff, the Family Services Coordinator.

Project Questions

Applicants must answer the following questions, **as applicable**. If a question does not apply to the project, indicate “not applicable” **with a brief explanation**. Do not leave blank fields. *Answers are limited to 500 words for each question.*



Program Purpose & Goals – 25 points

1. Explain how your organization currently supports the transportation needs of seniors and/or people with disabilities. (*500 words max.*)

Partnership for Children is the only fully-dedicated provider of transportation to and from medical appointments and treatments for children living with all types of life-threatening conditions/disabilities living in Monterey County, providing direct door-to-door transports and gas card subsidies to families who experience transportation as a barrier to medical care for their child.

Currently, we serve over 125 children living with serious illness each year, mitigating transportation barriers to medical care for over 1,200 medical appointments and treatments.

2. Does your organization provide transportation or purchase transportation from others? Explain. (*500 words max.*)

When Partnership for Children began in 2007, the program utilized volunteer drivers to provide rides. This worked well in the beginning, as the program was serving no more than 50 children at any given time for the first four years. Over time, as the program grew and more children were being served, utilizing volunteer drivers no longer met the demands of the program. Volunteers were burned out, and children began missing medical appointments due to poor volunteer availability and reliability. In 2011, PFC began contracting with a professional driving service to provide rides, and over the next three years, the number of children served and the number of rides provided tripled.

Partnership for Children contracts with a professional driving service, paying an hourly rate that is below market rate. The driving service utilizes PFC vehicles and picks up the child and family from the home, drives to the appointment, waits, and drives the child and family home. Rides are also provided for hospital discharges, as well as for parents to visit a child who is hospitalized. Contracting with a professional driving service significantly increases safety, availability, and reliability of services.

PFC provides gas subsidies to families in the form of reloadable gas cards. PFC has a purchase agreement with Shell gasoline company with a negotiated 2% discount. Families are assigned a reloadable Partnership for Children and Shell branded gas card and the card is reloaded via an online system for verified medical appointments.



3. Explain how the project coordinates with, and avoids duplication of, other efforts in the county to increase (provide new or alternate) transportation services to seniors and/or people with disabilities. (*500 words max.*)

Partnership for Children is the only fully-dedicated provider of transportation services, in the form of rides and gas subsidies, to medical care for children living with serious illness in Monterey County. PFC has a strong partnership with LPCH at Stanford, and is the first point of referral for all children qualifying for PFC services in Monterey County. UCSF Benioff Children's Hospital also refers directly to PFC for transportation services. Locally, PFC has a strategic partnership with Coastal Kids Home Care, the only pediatric in-home palliative and nursing care services for children living in Monterey County; all referrals for transportation services are sent to PFC.

Central Coast Alliance for Health (CCAH) provides limited ride services to individuals with Medi-Cal insurance; however, there is a mutual agreement between PFC and CCAH that the services provided by CCAH do not meet the complex needs and service demands of the families that PFC serves and that these children and families are best served by PFC's thirteen years of experience and program development for this specific population.

There are no organizations within the community that provide gas subsidy assistance for the population served.

Program Benefits – 30 points

4. Explain how the Measure X grant funding will increase (provide new or alternate) transportation services to:

- a. Give seniors more transportation options. (*500 words max.*)

Not applicable. PFC's services are provided to children and youth ages birth through 21 years of age.

- b. Support independent travel by people with disabilities. (*500 words max.*)

Measure X grant funding will increase transportation services for children living with serious illness in Monterey County, supporting independent travel to medical care by children with disabilities. Provision of services to a child with a disability is different from services to adults and seniors as the parents or guardians must also



be served in order to facilitate independence on behalf of the child. Parents and guardians of the children being served can independently access PFC transportation services without dependence on outside help, allowing for families to independently manage the health and well-being of their child. Without proper specialty medical care, children living with serious illness experience worsening of their medical condition and overall health, leading to emergency room visits and hospitalizations. Ambulance rides and hospital stays are not conducive to independent living and travel for the child.

Measure X grant funding will support existing transportation services and provide for increased service levels to meet growing demand. In the past three years, the number of rides provided increased by 52%. Last year, there was a 20% increase in the total number of transports. More children are being newly diagnosed with a life-threatening condition, and those currently receiving services require ongoing care.

Currently, we do not have a maximum number of rides that a child can receive; however, when rides are at capacity on any given day, any additional requests for rides will result in a missed medical appointment. Gas card subsidies currently have a maximum of four appointments per month per child, in order to stay within budget. This does not fully meet the need, and funding would allow for that maximum service allotment to be lifted. PFC's funding request directly correlates to meeting these amplified needs for crucial services and support.

Currently, PFC has two staff positions: Executive Director (1.0 FTE) and Family Services Coordinator (0.5 FTE). In order to meet growing demand and to continue to provide quality effective services, additional personnel is necessary. The grant proposal reflects funding for 0.5 FTE for a Program Services Coordinator position (a new position to be hired at 0.5 FTE in February 2020). This funding would increase this position to 1.0 FTE in July 2020. Furthermore, funding would increase the current 0.5 FTE Family Services Coordinator position to 0.75 FTE. Both positions are necessary to efficiently serve the current caseload of families with increased service needs, as well as to expand services to meet demand.

Lastly, this Measure X grant funding request includes the purchase of a vehicle to use for rides to medical appointments. PFC vehicles are driven an average of 50,000 miles per year, resulting in approximately three years usage. The purchase of this vehicle will allow PFC to continue to provide up to five rides per day as it will replace a vehicle that will be taken out of service in July 2020. PFC purchases



Toyota Prius vehicles to decrease overall gas cost. PFC has access to a wheelchair-accessible van through its partnership with LPCH at Stanford when needed.

- c. Provide safer and more reliable senior transportation services. (*500 words max.*)

Not applicable. PFC's services are provided to children and youth ages birth through 21 years of age.

Feasibility – 15 points

5. Are there any actions required by other organizations to implement the proposed project? (*500 words max.*)

There are no actions required by other organizations to implement the proposed project, other than the children's specialty hospitals and community organizations sending referrals of new children and families who qualify for PFC services.

6. What will happen to the proposed project if Measure X grant funding is not awarded (e.g. loss of matching funds, impacts on overall project vision, project momentum, timing difficulties, etc.)? (*500 words max.*)

If Measure X grant funding is not awarded, program services will continue to be provided at reduced levels. Existing program limits such as the four appointments per month per child for gas subsidies will remain in place and additional program limits may be instituted for rides in response to growing demand and budgetary restrictions. Without the purchase of the vehicle under this funding request, the maximum number of rides to be provided on any given day will reduce from five to four, resulting in ride requests being declined on days where more than four rides are requested.

Geographic Equity – 15 points

7. Identify which sub-area of Monterey County (North Monterey County, Greater Salinas Area, Monterey Peninsula, South Monterey County, Big Sur Coast) this project will benefit. (*500 words max.*)



Partnership for Children's services are provided throughout all areas of Monterey County, including the Greater Salinas Area, South Monterey County, North Monterey County, and the Monterey Peninsula.

Approximately 25% of children served are residents of South Monterey County. The need for transportation services in this area and the cost of service provision is amplified due to the geographic location. For example, a child living in King City and receiving medical care at UCSF Benioff Children's Hospital in San Francisco experiences a minimum of ten hours travel time for an appointment, and that does not include the time of the actual appointment. Children living in King City, and their families, can endure up to a 16-hour day for an appointment.

8. Identify which sub-areas (North Monterey County, Greater Salinas Area, Monterey Peninsula, South Monterey County, Big Sur Coast) the proposed project will provide trips. *(500 words max.)*

Partnership for Children will provide trips for children living with serious illness throughout all areas of Monterey County, including the Greater Salinas Area, South Monterey County, North Monterey County, and the Monterey Peninsula. Trips will be provided to any location in which the child receives medical care which includes LPCH at Stanford Children's Hospital (with locations throughout the Northern California Bay Area), UCSF Benioff Children's Hospital, Oakland Children's Hospital, and locally within Monterey County.

9. Describe partnerships with other entities and their corresponding roles (if any) in the proposed project. *(500 words max.)*

Partnership for Children receives referrals directly from the children's specialty hospitals, as well as local community organizations. PFC has a strong partnership with LPCH at Stanford, and is the first point of referral for all children qualifying for PFC services in Monterey County. UCSF Benioff Children's Hospital also refers directly to PFC for transportation services. Locally, PFC has a strategic partnership with Coastal Kids Home Care, the only pediatric in-home palliative and nursing care services for children living in Monterey County; all referrals for transportation services are sent to PFC. Referrals are also received from Monterey County Office of Education, San Andreas Regional Center, and other local agencies.

Cost Effectiveness – 15 points



10. Explain how your organization's services are provided:

- a. Number of trips and average cost per trip. (*500 words max.*)

Partnership for Children expects to provide a minimum of 375 direct transports to medical appointments for children and youth living with serious illness throughout Monterey County. Most appointments are at LPCH at Stanford in Palo Alto and UCSF Benioff Children's Hospital in San Francisco. PFC contracts with professional drivers at a below market cost rate. The average cost per trip is \$173, which includes the cost of the driver and gas.

- b. Number of non-trip mobility services provided and average cost per non-trip mobility service provided. (*500 words max.*)

Partnership for Children expects to provide a minimum of 1,200 non-trip mobility services in the form of gas subsidies to cover the round-trip cost of medical appointments for children and youth living with serious illness throughout Monterey County. Most appointments are at LPCH at Stanford in Palo Alto and UCSF Benioff Children's Hospital in San Francisco. The average cost per non-trip gas subsidy provided is \$30.

11. Submit a completed Project Budget.

*The project budget provides a cost estimate reflecting all costs associated with the project by fiscal year. Identify costs to be funded by the Measure X grant and costs covered by other funding sources (see **Appendix A** of the Program Guidelines for a sample Project Budget template).*

ⁱ Wallace, R., Hughes-Cromwick, P., Mull, H., Bologna, J. Cost Benefit Analysis of Providing Non-Emergency Medical Transportation. Transportation Research Board: Washington, D.C. October 2005.

ⁱⁱ Ibid.



Proposal Signature Page

If selected for funding, the information contained in this application will become the foundation of the **Funding Agreement** with TAMC. To the best of my knowledge, all information contained in this application is true and correct.

Signed:

A handwritten signature in blue ink, appearing to read "JL Ramirez".

Jennifer L. Ramirez

Title:

Executive Director

Date:

January 16, 2020

Applicant Information

Implementing Organization's Name:

Partnership for Children

Grant Amount Request:

\$297,250

Contact (name and title):

Jennifer L. Ramirez, Executive Director

Contact Email:

jennifer@partnerforkids.org

Contact Phone Number:

831-422-3002

If the applicant is not a 501(c)(3) organization, then the applicant must partner with an organization that is and can serve as a fiscal sponsor. The applicant must complete the following information about the fiscal sponsor.

Name of Fiscal Sponsor:

Contact (name and title):

Contact Email:

Contact Phone Number:

Tax ID #:

Project Budget

Partnership for Children: Transportation Services for Children Living with Serious Illness

EXPENSES	TOTAL Measure X Budget	FY 20/21			FY 21/22			FY 22/23			TOTAL Matching Funds	TOTAL Project Cost
Personel Expenses												
Executive Director	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000.00	\$ 75,000.00
Salary Program Services Coordinator	\$ 53,040.00	\$ 17,680.00	\$ 17,680.00	\$ 17,680.00	\$ 17,680.00	\$ 17,680.00	\$ 17,680.00	\$ 17,680.00	\$ 17,680.00	\$ 17,680.00	\$ 53,040.00	\$ 106,080.00
Salary Family Services Coordinator	\$ 24,960.00	\$ 8,320.00	\$ 8,320.00	\$ 8,320.00	\$ 8,320.00	\$ 8,320.00	\$ 8,320.00	\$ 8,320.00	\$ 8,320.00	\$ 8,320.00	\$ 49,920.00	\$ 74,880.00
Taxes and Benefits	\$ 23,400.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 53,390.00	\$ 76,790.00
Total Personel Expenses	\$ 101,400.00	\$ 33,800.00	\$ 33,800.00	\$ 33,800.00	\$ 33,800.00	\$ 33,800.00	\$ 33,800.00	\$ 33,800.00	\$ 33,800.00	\$ 33,800.00	\$ 231,350.00	\$ 332,750.00
Other Expenses												
Rides - Professional Drivers	\$ 65,250.00	\$ 21,750.00	\$ 21,750.00	\$ 21,750.00	\$ 21,750.00	\$ 21,750.00	\$ 21,750.00	\$ 21,750.00	\$ 21,750.00	\$ 21,750.00	\$ 110,250.00	\$ 175,500.00
Gas for Rides	\$ 12,600.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 6,300.00	\$ 18,900.00
Gas Card Subsidies	\$ 81,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ -	\$ 81,000.00
Rent and Utilities	\$ 9,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 9,000.00	\$ 18,000.00
Vehicle Purchase	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 28,000.00	\$ 56,000.00
Total Other Expenses	\$ 195,850.00	\$ 83,950.00	\$ 55,950.00	\$ 153,550.00	\$ 349,400.00							
TOTAL GRANT REQUEST	\$ 297,250.00	\$ 117,750.00	\$ 89,750.00	\$ 384,900.00	\$ 682,150.00							



FISCAL YEARS 2020/21, 2021/22, AND 2022/23.

Measure X Senior & Disabled Transportation Program

Project Timeline

Required Contents

The project timeline must outline the main tasks needed to implement the project and include a timeline to complete each task. Sample project tasks are provided below.



Partnership for Children: Transportation Services for Children Living with Serious Illness

Project Tasks

1. Project Initiation

Task 1.1 Project Kick-Off Meeting

- **Brief Task Description:** *Partnership for Children will hold a kick-off meeting with TAMC and other project partners to discuss grant procedures and project expectations including involving, quarterly reporting, and all other relevant project information.*
- **Project Deliverable:** *Meeting Notes*
- **Expected Completion Date:** *August 2020*

2. Fiscal Management

Task 2.1 Implement Financial Management Systems for Funding

- **Brief Task Description:** *Create separate account titled “Transportation Safety & Investment Plan Account”.*
- **Project Deliverable:** *“Transportation Safety & Investment Plan Account” created.*
- **Expected Completion Date:** *July 2020*

Task 2.2 Set Up System for Quarterly Reporting and Invoicing

- **Brief Task Description:** *Create procedures for quarterly reporting and invoicing system.*
- **Project Deliverable:** *Procedures created.*
- **Expected Completion Date:** *July 2020 (ongoing submissions of quarterly reporting and invoicing)*



3. Public Outreach

Task 3.1 Media Releases

- **Brief Task Description:** *Media releases on project funded through local news outlets, social media accounts, and agency website.*
- **Project Deliverable:** *Media releases, news articles, social media posts, and agency website update.*
- **Expected Completion Date:** *August 2020*

4. Transportation Service

Task 4.1 Purchase Vehicle

- **Brief Task Description:** *Purchase new Toyota Prius vehicle to replace older vehicle in fleet.*
- **Project Deliverable:** *Purchased vehicle*
- **Expected Completion Date:** *August 2020*

Task 4.2 Increase FTE of Family Services Coordinator

- **Brief Task Description:** *Increase Program Services Coordinator position from 0.5 FTE to 0.75 FTE and review new transportation services duties.*
- **Project Deliverable:** *Time increased and training provided.*
- **Expected Completion Date:** *August 2020*

Task 4.3 Increase FTE of Program Services Coordinator

- **Brief Task Description:** *Increase Program Services Coordinator position from 0.5 FTE to 1.0 FTE and review new case management and transportation services duties.*



- **Project Deliverable:** *Time increased and training provided.*
- **Expected Completion Date:** *August 2020*

Task 4.4 Implement Expanded Rides Services

- **Brief Task Description:** *Increase the number of rides available per day to five, with no implementation of maximum service limits. Notify all referral sources and families of change in program services.*
- **Project Deliverable:** *New rides services structure.*
- **Expected Completion Date:** *September 2020 (with services ongoing throughout the 3-year grant period)*

Task 4.5 Implement Expanded Gas Subsidy Services

- **Brief Task Description:** *Remove maximum service limit of four medical appointment gas card subsidies per month per child. Notify all referral sources and families of change in program services.*
- **Project Deliverable:** *New gas subsidy level of service, with no maximum service limits.*
- **Expected Completion Date:** *September 2020 (with services ongoing throughout the 3-year grant period)*