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SAN FRANCISCO
HUMAN SERVICES AGENCY

Memorandum

To:	Disability And Aging Services Commission				
Through:	Kelly Dearman, Executive Director				
From:	Megan Elliott, Deputy Director Esperanza Zapien, Director Of Office of Contract Management				
Date:	October 7, 2026				
Subject:	NEW CONTRACT: **JHM/NEMT** (For-Profit) For Provision Of Ambulatory & Medical Transportation Services for Public Conservator Clients				
	Full Term	Contingency	Total		
Contract Term:	11/1/26-6/30/29				
Contract Amount:	$220,000	$22,000	$242,000		
Modified Annual Amount:	FY 26-27 $55,000	FY 27-28 $82,500	FY 28-29 $82,500		
Funding Source:	County $138,600	State $0	Federal $81,400	Contingency $22,000	Total $242,000
Percentage:	63%	0%	37%		100%

The San Francisco Department of Disability and Aging Services (DAS) requests authorization to enter into a new contract with JHM/NEMT for the period of November 1, 2026 to June 30, 2029, in the amount of $220,000 plus a 10% contingency for a total amount not to exceed $242,000. The purpose of this contract is to provide transportation services for medically frail older adults and adults with disabilities with secure transportation services.

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Background

The San Francisco Superior Court appoints the Public Conservator to support adults who meet the legal definition of “grave disability” due to serious mental illness or severe substance use disorder that prevents them from meeting their basic needs for food, clothing, shelter, medical care, and personal safety. These individuals are also deemed to be unable to accept voluntary treatment.

The Public Conservator (PC) has the legal responsibility to ensure clients receive necessary mental health treatment in the least restrictive setting. The PC serves approximately 700 San Francisco residents who receive care throughout the state. Specialized transportation providers are required to ensure clients travel safely between locations.

JHM/NEMT has previously provided services for Ambulatory & Medical Transportation Services to Public Conservator (PC) clients. This contract is being added to the existing PC transportation resources as JHM/NEMT has the capacity to directly provide transportation for clients needing gurneys and soft restraints.

Services to be Provided

Contractor will serve the needs of medically frail adults served by the Public Conservator needing transportation to medical appointments, placement, and/or legal proceedings.

Location

Services will originate from 1918 Leaning Oak Drive, Fairfield, CA 94534 and travel throughout California, as needed.

Selection

The Contractor was selected through RFP #1236 issued on May 15, 2026.

Funding

Funding for this contract is provided through Federal and County General Funds.

ATTACHMENTS

Appendix A, Scope of Services
Appendix B, Calculation of Charges

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Appendix A – Scope of Services
JHM/NEMT
Ambulatory & Medical Transportation Services
November 1, 2026 – June 30, 2029

I. Purpose of Contract

The purpose of this contract is to provide transportation services for Ambulatory & Medically frail older adults and adults with disabilities needing secure transportation services.

JHM/NEMT specializes in working with individuals with serious mental illness who have a history of unpredictable and aggressive behavior. This population may include individuals with unresolved forensic problems. Contractor will conduct a risk assessment for sufficient planning to ensure a safe transport as allowed by contractor training and license.

II. Definitions

APS	Adult Protective Services
CARBON	Contracts Administration, Reporting, Billing On-line system
City	City and County of San Francisco
Contractor	JHM/NEMT
DAS	Department of Disability and Aging Services
Door-to-Door	Picking up individual from an originating location, supporting individual getting to/from and in/out of vehicle, and bringing individual to destination.
Disability	A condition attributable to mental illness, cognitive impairment, or physical disability, including hearing and visual impairments, resulting in substantial functional limitations in one or more of the following areas of major life activity: self-care, receptive/expressive language, learning, mobility, self-direction, capacity for independent living, economic self-sufficiency, cognitive functioning, emotional adjustment.
High Risk Transports	Transports that require specialized skills to manage situations with individuals who have a history of violence, escape attempts, or other risky behaviors
One-Way Trip	Picking up a client at a pre-determined location and transporting the client to the requested destination point
PC	Public Conservator
Round Trip	Returning the client from the requested destination point to the point of trip origin

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SFHSA	San Francisco Human Services Agency
Warm Handoff	During a pick-up and drop-off, the transportation provider and designated staff from the originating and receiving locations are physically present and in clear communication during the transfer of the individual into the transportation providers charge.

III. Target Population

This program is designed to serve all people who can benefit from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that the most vulnerable people are aware of and can benefit from this program, Contractor shall ensure that program services are accessible to:

A. On voluntary or involuntary hospital status or are being seen at an outpatient facility;
B. On an involuntary psychiatric hold for observation and/or treatment;
C. Determined to have poor impulse control;
D. Have a history of violence, escape attempts, or other behaviors that are beyond a routine transport;
E. Individuals who are able to cooperate with the plan for transportation and need minimal assistance;
F. Individuals who require no formal restraint other than a seat belt for safe and legal transportation;
G. Individuals who may be experiencing substance abuse, memory loss, and/or psychiatric problems;
H. Individuals who require the use of a wheelchair or other assistive device for mobility;
I. Persons who are socially isolated;
J. Persons with limited English-speaking proficiency;
K. Persons from communities of color or communities that have historically been under-served;
L. Persons at risk of institutionalization.

IV. Description of Services

Contractor will serve the needs of medically frail adults served by the Office of the Public Conservator (PC) needing transportation to medical appointments, placement and/or legal proceedings. This service will also be provided to medically frail older adults and adults with disabilities who are served by the Adult Protective Services (APS) program needing transportation to meet with medical, legal, or social services providers.

Transportation services are intended for vulnerable adults suffering from mental illness that are served by the Office of the Public Conservator needing

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transportation from/to psychiatric hospitalizations, medical appointments, placement, and/or legal proceedings. Individuals that are served through this contract may have mental illness, cognitive impairment, physical frailties, and/or they may use a wheelchair or other assistive device for mobility. Some individuals that are receiving conservatorship services reside in long-term care settings that are located outside of San Francisco County.

Contractor will provide reliable, daily, 17-hour transportation services. Hours of operation for services are 7 AM to 12 AM (midnight), seven days a week. Contractor will notify DAS staff within 24 hours of the requested transportation service date and time, if the requested service cannot be completed as scheduled and provide alternative dates. Although DAS staff will attempt to provide Contractor with at least 24 hours lead time, Contractor will provide transportation service with less than 24-hours' notice, if needed.

The Public Conservator Program Manager will provide Contractor with a roster of DAS staff authorized to request services as needed. The roster will be updated as required when there is a change. Services will be typically requested by e-mail. Program staff placing the request will specify any accommodations needed to ensure safety during transportation.

Travel from Contractor's base of operations to the pick-up and drop-off point shall be included in Contractor's base trip charge for one-way and round trips. Contractor may be required to make out of town trips outside the San Francisco city limits. A negotiated mileage surcharge (per mile) agreed to by the City and Contractor has been set for these out-of-town trips, as reflected in Appendix B-Budget. While the City's preference is for clients to be picked up and returned to the point of origin in a timely manner upon receipt of the return trip request, there may be a need (on occasion, only upon request) for Contractor to wait for the client before returning the client to the point of trip origin or another destination point.

Contractor agrees to stay with the client at all times and transport directly to the designated staff to ensure a 'warm handoff'. To report critical incidents such as traffic accidents, client injury, unexpected or violent behavior, Contractor will call Public Conservator's Officer on Duty (415) 355-3555, After-Hours Hotline (877) 355-7372, or directly contact Public Conservator Program Manager (415) 265-8516 and report to the appropriate authorities as required by contractor's licensures.

Contractors must be able to provide real-time communication and locations of dispatch in progress for any delays or traffic issues. Contractor will follow all City protocols and observe universal precautions, as needed.

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Throughout the term of this agreement, Contractor must ensure that all of Contractor's employees maintain required certification, licenses, and bonding as needed for transportation services as described in this agreement.

Contractor shall provide the following services during the term of this contract:

A. Customer Service

1. Contractor shall be responsive and provide excellent customer service to PC staff. This includes same day response to transportation requests, proactive and effective communication about logistics before, during, and after service delivery, accurate provision of services and correction of issues as soon as possible, flexibility with transportation scheduling and requests.
2. Contractor shall provide excellent customer service to individuals being transported to support a pleasant experience so that individuals may be calm upon arrival at the destination. Contractor shall make available appropriate training to their staff regarding the population being served.
3. Contractor will work with PC on a mutually agreed upon policy to report adverse incidents, to communicate about transportation issues, and to anticipate and prevent future issues.
4. Due to the volume of transports, contractors need to be able to manage multiple transports in the same day. Contractors shall indicate in their responses their maximum daily capacity for this request. The City reserves the right to award multiple transportation contracts with different companies to accommodate the demands, needs, and support of PC clients.

B. Transport Logistics

1. Contractor shall provide transportation services in a timely manner. "Timely" is defined as arriving no later than 5 minutes of the scheduled time. While there are traffic and situations beyond the contractor's control, contractor can anticipate and allow for more transport time to minimize the incidents and the duration of tardiness. Patterns of untimely transports that are due to poor planning may result in penalties.
2. Contractor shall be able to follow through with specific transportation instructions. Instructions will be provided in advance to give the contractor an opportunity to prepare and anticipate logistical issues.
3. Contractor will never leave individuals unattended or alone during the transport process. Contractor shall ensure that there is a warm handoff during pick up and drop off. Contractor may only transport one client at a time for safety. Breaks and meals as governed by labor laws.

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4. Contractor will comply with all legal requirements related to providing transport, such as commercial driver rules requiring a rest stop every 8 hours.
5. Contractor shall have an effective means for communicating real-time location during transports and shall immediately inform PC if any transportation delays occur. Contractor shall be responsive to PC communication throughout transport.
6. Unless there are pre-arranged agreements, Contractor shall have the ability to provide door-to-door service which is defined as picking up individuals to and from the door of the residence/facility unit/court. This is especially important for individuals that are at risk of wandering or attempting to escape.
7. While PC shall attempt to provide Contractor with at least 24 hours lead time, Contractor shall be able to provide transportation service with less than 24-hours' notice. For previously scheduled requests, Contractor shall notify PC staff at least 24 hours before the requested transportation service date and time, if the requested service cannot be completed as scheduled.

V. Service Objectives

A. Service is provided daily, 19 hours per day, with approximately 90 trips per year expected (averaging 1-3 trips per month), which is subject to change based on target population and department needs.

B. Maintain services at a minimum 90% reliability rate for on time arrival. On time is defined as service provider arriving to transport client within 5 minutes of the scheduled request time.

C. Ability to provide dispatch within 30 minutes of immediate request for services during regular business hours, and within one hour for immediate evening and weekend requests.

D. Maintain services at a 90% completion of transports without preventable incidents. This includes missed transports due to logistical issues due to poor planning or communication by contractor.

VI. Outcome Objectives

In customer & staff satisfaction surveys:

A. 85% of individuals able to complete a customer satisfaction survey will indicate that they felt the services provided were courteous, compassionate, timely, and respectful.

B. 95% of PC staff will indicate that the contractor was responsive and timely in providing transportation services.

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VII. Monitoring Activities

A. Contractor will have documented administrative infrastructure, policies and/or procedures in place to monitor and improve upon reliability and response times with the goal of maximizing every available opportunity to improve program cost efficiency. Cost efficiency will be measured in terms of per trip costs incurred for actual service provided. This will be based on monthly invoices. Reliability and response times will be tracked for each individual trip reservation and recorded on daily trip and dispatch logs.

B. Dispatch logs, trip sheets and invoices will be available at all times for review upon request. Program staff that make the service requests will monitor response times. Any delays or problems that might arise with disposition of a service request will be reported to the Public Conservator Program Manager, who (in turn) will document any response time/per trip cost or service deficiencies. Contractor will be required to properly investigate service call issues and respond to the Public Conservator Program Manager with a detailed explanation of how/why the incident occurred, and any corrective action(s) taken to prevent incidents from recurring.

C. Contractor will provide an annual report summarizing the contract activities, referencing the tasks as described in Section IV– Description of Services, V- Service Objectives, and VI - Outcome Objectives. This report will also include accomplishments and challenges encountered by the Contractor.

D. Upon request, the reports are to be submitted electronically to the following staff:

Jennifer Grant
Contract Manager
Jennifer.Grant@sfgov.org

Sandra Teixeira
Public Conservator - Program Manager
Sandra.Teixeira@sfgov.org

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Appendix B – Calculation of Charges

Contractor: JHM/NEMT
Ambulatory and Medical Transportation Services
November 1, 2026 – June 30, 2029

I. The City and County of San Francisco will reimburse the contractor for services provided based on the following schedule of rates.

Billable Service Unit	**Proposed Rate per Unit**
Ambulatory/Wheelchair Transport **within** San Francisco City limits	$120/Base Price
Ambulatory/Wheelchair Transport Mileage Surcharge for **outside** SF City Limits	$5/mile
Gurney/Stretcher Transport **within** SF City limits	$240/Base Price
Gurney/Stretcher Transport Mileage Surcharge for **outside** SF City Limits	$10/mile
Return Mileage Rate	$5/mile from drop off to San Francisco (94103)
Bus Aide	$100/hour (from Fleet Parking)
Stair Assist	$10/step for Gurney/Stretcher transport
Wait Time	$25 per 15 minutes; only applies for wait time between drop off & return trip
Passenger No Show Fee	$100
Cancellation Fee	$100 if cancelled with less than 4 hours' notice

II. Contractor will invoice on a monthly basis for actual services provided, electronically via CARBON.

III. Contract Amount

FY26/27 - $55,000
FY27/28 - $82,500
FY28/29 - $82,500
Total - $220,000