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Executive Summary

The Business Plan, originally adopted in 2009 and updated annually, provides a comprehensive review of FACT’s purpose, services, mobility initiatives and work with community partners. FACT maintains the plan as a current reference, and to comply with the CTSA contract with SANDAG. It is a “living document”; it will update over time as programs and services evolve.

This plan update addresses the status of all services as well as short term and long-term collaboration opportunities. It presents a snapshot of FACT revenues and funding sources, services, and the productivity metrics consistent with SANDAG methodology.

The transportation needs and priorities described in the plan derive from the San Diego Association of Governments (SANDAG) 2020 Coordinated Plan, which analyzes transportation needs through surveys, data, and stakeholder input.

This Plan initiates discussion on how FACT may act proactively to align its scope with some of the specialized services envisioned by SANDAG as part of the Regional Plan implementation. According to the preliminary information included in the 5 Big Moves, the Flexible Fleets and Mobility Hubs present the most likely collaborative service opportunities for FACT. The variety of cost-effective mobility options in FACT’s brokerage could link the hubs with passenger destinations using flexible fleets.

Contracted services provide FACT with a revenue source that can be used for maintenance of services when other funding sources continue to be discretionary and uncertain; it can also fund expansion of services in long term. FACT has had some success in leveraging the brokerage to service municipal Dial-a-Ride clients. We now have transportation service agreements with the Cities of Oceanside, San Marcos, and Escondido. All three Cities reported improvement in service quality and consistency and substantial reductions in costs as a result of collaboration with FACT’s. According to a report developed by Circulate San Diego in 2019: Leveraging FACT, “By (FACT) providing more rides with limited funding through the brokerage, as well as promoting consistent prices and policies...local jurisdictions, hospitals and even the private sector could benefit from cost effectively serving the growing senior population and people with disabilities”. The partnerships with Medical services providers (Scripps Health and Tri City Medical Center) to transport clients, have enabled both organizations to reduce costs, streamline operations and make services user friendly and safe.

This plan update schedule coincides with the 2020-2021 COVID-19 pandemic which disrupted operations and initially lead to declines in RideFACT ridership and Contracted Agency Services demand. FACT began working closely with the County of San Diego, 2-1-1 San Diego, and other stakeholders to meet the shift in transportation needs generated by the pandemic. Based on the demand, FACT began providing meal deliveries, essential trips for all residents, and fare free rides due to safety concerns as well as to assist individuals financially impacted by the pandemic.
Chapter 1: FACT – An Overview

1.1 Background

Full Access & Coordinated Transportation, Inc. (FACT) was formed in 2005 due to the efforts of community advocates who believed that all San Diego County residents should have access to affordable transportation. The agency’s primary goal was to develop a coordinated transportation system for San Diego County to fill gaps in transportation services. FACT was incorporated as a non-profit public benefit corporation in 2006 and designated the Consolidated Transportation Services Agency (CTSA) for San Diego County by SANDAG through a competitive procurement process. The CTSA agreement was updated in May 2019 to reflect scope of services more accurately.

Since 2012, FACT has operated under its DBA (Doing Business As) name, Facilitating Access to Coordinated Transportation.

1.2 Mission

Assist San Diego County residents with barriers to mobility to achieve independence through coordination of transportation services.

FACT provides services that assist San Diego County residents who do not have access to convenient and affordable transportation. FACT maintains a database of all transportation services in the County. The Mobility Coordinator staff assist callers with identifying the best travel option to suit their ability and needs. FACT meets the gaps identified by SANDAG in the regional transportation networks by operating a demand response service named RideFACT. RideFACT is subsidized with SANDAG grants and priced affordably for users. RideFACT is primarily for seniors and people with disabilities due to the scope of the available funding. When possible, rides are offered to other demographic groups who are faced with mobility barriers – veterans, low-income individuals, and students. FACT also operates fee based contracted Agency Transportation services for municipal agencies, hospitals and other organizations that need cost effective transportation for clients.

1.3 Service Highlights

The chart below provides a snapshot of FACT services and their development during the last 3 Fiscal Years (FY)
1.4 Governance

FACT is governed by a Board of Directors that seats up to eleven (11) regular positions as well as two (2) ex-officio positions. Currently the Board has nine (9) members; including one member who is appointed from the SANDAG Transportation Committee.

The Board appoints FACT’s Executive Director, who administers the agency and reports to the Board. The Council on Access and Mobility (CAM) is an advisory committee to the FACT Board. The Board also appoints other advisory committees, such as the Finance Committee and Service Development Committee to handle specific matters.
BOARD OF DIRECTORS
Hon. George Gastil Chair
Hon. John Aguilera Vice Chair
LaVonna Connelly Secretary
Hon. Phil Monroe Treasurer
Hon. Bob Campbell
Hon. Jewel Edson
Susan Hafner
Hon. Kellie Hinze
Hon. Dave Roberts

Executive Director
Arun Prem

Operations Director
Meagan Schmidt

Office Manager
Cynthia Pedersen

Accountant
Julius Burgos

CAM Council on Access and Mobility

Grants Management Analyst
Budd Anderson

Invoice Analyst
Ali Poorman

Mobility Coordinator
Kalin Alston

Lead Mobility Coordinator
Jonathan Albarran

Mobility Coordinator
Christian Hernandez

Mobility Coordinator
Anita Martinez

FACT BUSINESS PLAN UPDATE 2022-2027
A) Board of Directors:

- Hon. George Gastil: Board Chair — Councilmember, City of Lemon Grove
- Hon. John Aguilera: Board Vice Chair — former Councilmember, City of Vista
- Hon. Phil Monroe: Board Treasurer — former Councilmember, City of Coronado
- LaVonna Connelly: Board Secretary — Service Coordination, The Salvation Army Silvercrest Senior Residence
- Hon. Bob Campbell — former Councilmember, City of Vista
- Hon. Jewel Edson — Mayor, City of Solana Beach
- Susan Hafner — Principal, Multimodal Solutions
- Hon. Kellie Hinze – Deputy Mayor, City of Encinitas
- Hon. Dave Roberts — former County Board Supervisor, District 3

FACT Board of Director meetings are held on the fourth Thursday of each month.

B) Council on Access and Mobility (CAM)

The Council on Access and Mobility currently has 33 members. CAM represents a cross section of transportation interests in San Diego County. CAM’s membership composition includes Government Agencies & Public Transit Providers, Non-Profit Specialized Transportation Providers, Private Sector Transportation Providers & Consultants, Faith Based Providers, Hospitals & Medical Center Transportation Providers, and Rural Transportation Representatives. Riders and other members of the public participate in meetings regularly. CAM typically meets every other month, alternately in North County and in South County. CAM’s Mission is to “Promote coordination of transportation resources and services in San Diego County”.

C) Staff

FACT is managed by the Executive Director who is responsible for FACT’s programs, developing partnerships with other agencies, overseeing staffing, and planning meetings of the FACT Board. The Executive Director manages a 9-member team including the Operations Director, Grants Management Analyst & Human Resource Manager, Office Manager, Invoice Analyst, Lead Mobility Coordinator, 3 Mobility Coordinators, and a part time Accountant.
Chapter 2: Specialized Transportation Needs

2.1 Regional Transportation Needs

FACT participates in SANDAG workshops and surveys and provides input to the Regional Short-Range Transit Plan & Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan). The Coordinated Plan provides a five-year implementation plan for public transit and specialized transportation. It establishes a regional strategy to provide transportation to recognized transportation-disadvantaged groups, including seniors, individuals with disabilities, and persons with limited means. The plan also combines the regional requirement for a Short-Range Transit Plan with the federal requirement for a Coordinated Plan into one planning document. The Coordinated Plan includes priorities for funding and implementation related to federal and local grants available for specialized transportation projects.

On July 17, 2020, the SANDAG Transportation Committee adopted the Final 2020 Coordinated Plan. The Plan identified unmet transportation needs for urban, suburban, and rural areas of San Diego County. It evaluated existing transportation services, public, private, and social service providers, and prioritized strategies to provide transportation to sensitive population groups including individuals with disabilities, seniors, low-income individuals, and veterans. The following is a summary of the transportation needs.¹

- **Individuals with Disabilities** — Individuals with disabilities are identified as any persons with physical, developmental, behavioral, mental, visual, and/or hearing impairments. According to the 2018 American Community Survey (ACS) 1-year Estimates, 9.8% of the residents within the San Diego region have a disability. The transportation needs of disabled individuals vary based on each individual’s impairment. In all cases, however, access to transportation is a necessity for disabled individuals to fulfill basic daily needs; access healthcare, education, and work; and maintain their mental and physical well-being. Individuals with disabilities often are at a disadvantage in that their impairment may impede their placement in the workforce as well as access to further education. This leads to higher rates of unemployment, undereducation, and poverty among disabled individuals. Providing appropriate transportation options, including paratransit to access medical, social, and work/education-related destinations is critical in addressing the needs of a population

¹ 2020 Coordinated Plan. Chapter 4 “An Assessment of Transportation Needs”
that most likely is either transit-dependent or reliant on other specialized transportation programs. Considerations for providing specialized transportation to individuals with disabilities include, but are not limited to, accommodations for mobility devices (e.g., wheelchairs, canes, scooters), service animals, and Personal Care Attendants; assistance with ride scheduling; sensitivity to long waits/long travel schedules and adverse weather conditions (as it may relate to medical conditions); and protective infrastructure.

- **Seniors** — According to SANDAG Current Estimates, seniors ages 65 years or older comprise 14.43% of the total population in San Diego, while those who are 85 and older make up 1.98% of the entire population and represent 12% of the senior population (ages 65 and older). Based on SANDAG Forecast data, the number of seniors ages 65 and older is expected to increase by more than double by 2050. The number of Seniors ages 85 and older is anticipated to nearly quadruple by 2050. Transportation needs of seniors include both emergency and non-emergency medical, nutrition-based, social (visiting family, seeing a play, etc.), and civic (volunteering, attending religious or community events, etc.) trips. Specific transportation needs for seniors, such as type and level of service, vary by individual.

- **Low-income Individuals** — Persons living at or below 200% of the poverty line are recognized as low-income. According to the 2018 ACS 1-year Estimates, 27.32% of San Diego County residents are low-income. One of the biggest challenges for low-income individuals is limited access to transportation. They often do not have access to a vehicle and/or rely on public transportation to meet their trip-making needs. Without adequate public transit, low-income individuals often spend disproportionate amounts of time and money to access education, jobs, and recreation, which can prevent them from climbing out of poverty. Low-income individuals require greater regional connectivity to ensure access to employment throughout the county.

- **Veterans** — San Diego County is home to over 208,000 veterans. Individuals with service-connected disabilities may require access to healthcare, rehabilitative services, other independent living services, and job-related trainings. Veteran transportation programs should consider flexible and resource-efficient programs that strive to reach the multitude of needs experienced by this population.

2.2 Existing Transportation Services
San Diego County has public transit services that are operated by Metropolitan Transit System (MTS) and North County Transit District (NCTD). MTS serves Central, Eastern, and Southern areas of the county, and NCTD serves North and Northeastern parts of the county. The two agencies together provide fixed-route services, complementary ADA Paratransit, light rail, and commuter rail services: The Coaster and Sprinter. Private and social service transportation providers also serve seniors, people with disabilities and persons with limited means through various programs, including volunteer driver programs, the traditional directly operated van services as well as subsidized taxi services. For a comprehensive list please refer to FACT’s database of transportation programs at www.factsd.org.
2.3 Regional Transportation “Gaps”

The Coordinated Plan outlines regional transportation “gaps” for people with disabilities, persons with limited means and seniors\(^2\). These gaps reflect geographic areas lacking adequate public, private and social service transportation. Gaps were identified in the following cities/regions:

<table>
<thead>
<tr>
<th>Bonita</th>
<th>La Mesa</th>
<th>San Carlos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlsbad</td>
<td>Linda Vista</td>
<td>San Marcos</td>
</tr>
<tr>
<td>Carmel Mountain</td>
<td>Oceanside</td>
<td>Santee</td>
</tr>
<tr>
<td>Carmel Valley</td>
<td>Otay Mesa</td>
<td>Scripps Ranch</td>
</tr>
<tr>
<td>Chula Vista</td>
<td>Otay Ranch</td>
<td>Sorrento Valley</td>
</tr>
<tr>
<td>Clairemont Mesa</td>
<td>Poway</td>
<td>South El Cajon</td>
</tr>
<tr>
<td>Del Mar</td>
<td>Ramona</td>
<td>Spring Valley</td>
</tr>
<tr>
<td>El Cajon</td>
<td>Rancho Bernardo</td>
<td>Tierrasanta</td>
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<td>Encinitas</td>
<td>Rancho Penasquitos</td>
<td>Tri-City</td>
</tr>
<tr>
<td>Kearny Mesa</td>
<td>Sabre Springs</td>
<td>Vista</td>
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<tr>
<td>La Jolla</td>
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<td>University City</td>
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<tr>
<td>Lakeside</td>
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</tbody>
</table>

These gap areas have significant impacts on sensitive populations who are often dependent on transit for regional services. An overriding need in San Diego County is for regional and intercity transportation options, particularly for seniors and other transportation disadvantaged groups. FACT’s services are aimed at closing these gaps.

2.4 Closing Gaps in Transportation Network

San Diego County has numerous areas that represent gaps in transportation services (Section 2.3) The gaps occur due to inadequate services or services that are not suitable or affordable for residents. Filling the gaps is identified as a high-level priority in SANDAG’s Coordinated Plan. Many suburban and rural sections of San Diego do not have conveniently located transit options. The taxicab type services are very limited or nonexistent in communities like Ramona and Fallbrook. Since most transit and on-demand services are more readily available in densely populated regions of the County, it is expensive to serve the mobility needs in the gap areas. FACT addressed this regional issue by creating a transportation Brokerage comprising local taxicab services, including LYFT, Yellow Cab of San Diego, and some non-profit transportation

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\(^2\)2020 Coordinated Plan, Chapter 5 “Strategies and Projects to Address Transportation Gaps”
providers. The brokerage created a readily available pool of services that are geographically diverse and can now serve any area of the County cost effectively with real-time, or prearranged trips. The brokerage and supporting infrastructure created by FACT has made it possible to serve any community in the County, as well as scale the available transportation services according to the level of demand in any community. FACT is working with SANDAG and with various Cities and organizations to fund increased levels of services for residents in the gap areas.

2.5 COVID-19 Related Needs and Service Demand
Initially due to the unknowns and safety concerns related to the COVID-19 pandemic, FACT’s ridership drastically decreased. As the situation unfolded and safety guidelines were developed demand for passenger trips began to increase. Demand for alternative services (non-passenger trips, e.g., meal deliveries) developed due to stay at home orders impacting seniors and persons with disabilities. Many specialized transportation providers shut down or cut back services during the pandemic and did not offer alternative accommodations. FACT offered fare-free passenger trips in addition to coordinating with 2-1-1 San Diego, County of San Diego, and other stakeholders to provide meal deliveries, trips to testing and vaccination sites, and trips for essential workers. Social distancing and sanitation guidance on transporting passengers, such as cash handling and ride sharing procedures impacted how services were provided as well as FACT’s cost per trip. (See Chapter 3, Section H - COVID-19 Response, Coordination, and Special Services)

2.6 Social Equity
A major part of SANDAG’s 2021 Regional Plan framework focuses on improving Social Equity in San Diego County. “Social equity” is a shorthand term SANDAG uses for an overarching goal that combines the concepts of environmental justice, the federal laws in Title VI of the Civil Rights Act, and various other federal and state laws intended to promote an equitable distribution of the benefits and burdens resulting from SANDAG policies, programs, and projects.” SANDAG is working toward a transportation system that will improve air quality and provide access to basic needs, opportunities, and quality healthcare for our most underserved populations, including people of color, people of limited incomes, and seniors. Every segment of society should benefit from public transportation services. SANDAG has highlighted the importance of diversity and inclusion in the planning and decision-making process, meaningful data collection, and that strategies are measurable to ensure outcomes are beneficial.

This initiative coincides with FACT’s mission to “assist San Diego County residents with barriers to mobility to achieve independence through coordination of transportation services”. FACT follows all federal and state laws and as a subrecipient of FTA funds FACT is required to have a Title VI Plan. Title VI states that: No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance (See Appendix 3 – Web links for a link to FACT’s Title VI plan). Social equity takes it a step further by including seniors, people of limited income,
and those living in areas disproportionately impacted by poor air quality. FACT is dedicated to improving equity and access in San Diego County’s transportation system.
Chapter 3: FACT Services and Programs

3.1 Consolidated Transportation Services Agency (CTSA) for San Diego County

In 2006 SANDAG designated FACT the Consolidated Transportation Services Agency (CTSA) for San Diego County. It is a designation under State law with a mandate to coordinate transportation services. During FY 2018-19 FACT and SANDAG worked together to update the CTSA Service Agreement, including revising the scope and definition of CTSA services and adding deliverables/performance measures. The CTSA status enables FACT to claim State Transportation Development Act (TDA) 4.5 funds. FACT receives 2% of the 5% regional TDA 4.5 apportionment for Community Transit Services (TDA Allocation, Table 5-1). The Annual Work Plan identifies the activities and includes a budget that conforms to FACT’s TDA apportionment (CTSA Work Plan, Appendix 1).

The CTSA mandate includes coordination of services for low-income individuals, youth, veterans, as well as other transportation disadvantaged populations, including persons with disabilities and seniors.

The updated CTSA Service Agreement prioritizes FACT’s services that are recognized as CTSA activities as either Core, or Other services. TDA funds may be used for “Other” services, including transportation after the Core service needs are met.

3.2 Core CTSA Services

A) Transportation Provider Database Management

FACT maintains a database of public, private, and social service transportation services available in San Diego County. FACT manages the database by updating provider information and incorporating new services. The database includes 186 transportation services; these include public, private, social service, and volunteer driver transportation programs. (Link to List of Providers, Appendix 3).

B) Telephone and Web Referrals

FACT’s database of transportation providers can be accessed by visiting www.factsd.org. FACT’s website features an online trip planner (FIND A RIDE) that identifies services based on the riders’ trip specifications. FIND A RIDE allows riders to find programs that meet their unique needs, for example programs that service seniors or low-income individuals, or offer wheelchair accessible vehicles. FACT
staff use the database to provide toll free telephone referrals that match the appropriate transportation service with the specific needs of the customer.

FACT continues to update the website to improve the functionality, appearance, and search visibility/site traffic.

FACT joined 2-1-1 San Diego’s Community Information Exchange (CIE) in April 2020. The CIE is an ecosystem comprised of multidisciplinary network partners that use a shared language, a resource database, and an integrated technology platform to deliver enhanced community care planning. Care planning tools enable partners to integrate data from multiple sources and make bi-directional referrals to create a shared longitudinal record. By focusing on these core components, a CIE enables communities to shift away from a reactive approach to providing care toward proactive, holistic, person-centered care.

**C) Maintain an Active Council on Access and Mobility (CAM)**

As the CTSA, FACT manages an advisory council that serves as a forum for regional mobility. The Council on Access and Mobility (CAM) meets monthly and covers a diverse range of agenda items during meetings:

- Legislative updates
- Transportation services
- Funding opportunities
- Service gaps
- Technical training
- Coordination opportunities
- CTSA services
- Emergency planning/response

**3.3 FACT Transportation Services**

FACT’s transportation services have played an important role in closing regional transportation “gaps” identified in SANDAG’s Coordinated Plan, discussed in Chapter 2. FACT’s subsidized RideFACT dial-a-ride service and contracted agency services have provided trips for people with disabilities, seniors, and persons with limited means in these geographic areas lacking adequate public, private and social service transportation.

Other gaps pertain to limited or no availability of affordable services on weekends, during late hours and in real time (on-call). In 2019 FACT expanded its capacity for providing transportation services round the clock. To address this need FACT entered into an agreement for operations and call-center support with the non-profit agency Charitable Adult Rides & Services (CARS) in January 2020.
CARS call-center staff is available 24/7 and handles FACT’s overflow telecommunications needs. CARS answers phones when FACT transportation services are operating outside of normal business hours as well as on the weekends or when all FACT agents are on the line with other callers. The back-up service provided by CARS includes ride scheduling and customer support. CARS agents handled over 10,000 calls from March 2020-2021 contributing to over 52,000 incoming calls for FACT services.

A) Transportation Brokerage
In December 2011, the FACT Board approved the implementation of a unique in-house transportation brokerage. In 2012, FACT established a pool of transportation vendors to procure trips competitively. These vendors comprise the Brokerage, which includes for-profit, non-profit, social services transportation providers, and transportation network companies (TNC’s). The brokerage model promotes sustainable, cost-effective transportation in all San Diego County. FACT uses the Brokerage to purchase trips for the RideFACT program and for contracted agency services. The Brokerage has service providers who are geographically dispersed and effectively cover all 18 cities as well as numerous unincorporated and rural communities; it currently has 9 vendors. FACT continues to encourage new vendors to join the brokerage to expand service capacity and maintain competitive rates. Inclusion of nonprofit vendors and FACT owned vehicles in the Brokerage has helped to reduce transportation expenses.

FACT uses Ecolane software to dispatch rides to brokerage vendors. Vendors have access to an online portal to review trip requests and report service data. The software assists with trip scheduling, dispatching, tracking, invoicing, and reporting.

B) RideFACT Transportation
RideFACT is a dial-a-ride service for those seniors and persons with disabilities who have limited transportation options. It is a shared ride service available 7 days a week from 7am – 8pm for any trip purpose. Reservations can be made Monday – Friday from 8am to 4pm. Riders pay a mileage-based fare between $2.50 and $10 per one-way trip. RideFACT is the only subsidized specialized transportation operating throughout San Diego County.

FIGURE 3-1 illustrates FACT’s referral process. When no other services are available, FACT offers its RideFACT transportation service.
3.4 Contracted Agency Transportation Services

The services FACT provides as a contractor for Cities and agencies have helped reduce gaps in services in areas that were underserved. These services have improved mobility for seniors and people with disabilities and improved access to healthcare.

In 2019 Circulate San Diego prepared a report, “Leveraging FACT”- based on FACT’s impact on mobility in San Diego County”. According to the report, “By providing more rides with limited funding through the brokerage, as well as promoting consistent prices and policies across jurisdictions, local jurisdictions, hospitals, and even the private sector could benefit from cost effectively serving the growing senior population and people with disabilities”.

A) The City of Oceanside Senior Transportation Van Service

Since September 2013, FACT has provided contracted on-demand transportation services for the City of Oceanside Solutions for Seniors on the Go program, under a service agreement. Seniors are preapproved by City of Oceanside staff through a registration process. There are roughly 2,900 seniors approved to ride the service at this time. FACT has invoiced City of Oceanside for 34,114 trips from September 2013 to March 2021. The service area includes Oceanside as well as medical centers in the neighboring cities of Encinitas, Carlsbad, San Marcos, and Vista. Oceanside was not awarded STGP funds for Cycle 11 which covers FY 22 and FY 23. This service was suspended as of April 30, 2021.

B) NCTD LIFT ADA Paratransit Service

Since March 2014, FACT has provided trips for NCTD’s LIFT program as a subcontractor. LIFT is the complementary ADA paratransit service required as per Americans with Disabilities Act (ADA) for persons with disabilities, for travel within the service area covered by NCTD’s bus and rail services.
As of July 1, 2017 MV Transportation replaced First Transit as the LIFT contractor. FACT signed a new subcontractor agreement with MV, which has been in effect since October 23, 2017. This agreement has been inactive since November 2018. FACT is continuing discussions with NCTD on plans for providing rides to the ADA paratransit eligibility site and implementing a same day taxi service for paratransit eligible riders.

C) Tri-City Medical Center (TCMC)
FACT began providing on-demand rides for Tri-City patients in December 2016. FACT assists patients traveling from the hospital to their homes or to other medical facilities. Additional post-discharge transportation to pharmacies and treatments is also provided. FACT has provided 4,428 trips for Tri-City patients between December 2016 and March 2021. In July 2020 FACT began providing additional services to Tri-City’s Behavioral Health clinic. 439 rides were provided through March 2021.

D) City of San Marcos
The City of San Marcos contracts with FACT to provide transportation for eligible seniors within San Marcos city limits as well as for medical purposes outside of the city within a 20-mile radius. This service was implemented in February 2018. FACT has provided 3,264 trips from February 2018 to March 2021. There are approximately 175 registered riders.

E) County of San Diego HHSA
In November 2018 FACT contracted with The County of San Diego Health and Human Services Agency (HHSA) to transport homeless individuals (symptomatic and asymptomatic) to and from shelters/hotels, clinics, and other sites. The trips are ongoing. FACT staff worked with the County and vendors regarding training and Personal Protective Equipment needed for this service. These trips were not requested between early September and November 2020. Trips resumed in December 2020. This contract is in year 3 with an option to extend up to 1 more 1-year term. 587 trips have been performed under this contract from late November 2018 through March 2021.

F) Scripps Health
FACT’s service agreement with Scripps Health began January 15, 2020; 562 trips were provided through the end of March 2021. FACT transports discharged patients to pharmacies, their residences and/or to hospitals outside of San Diego County. Trips are delivered on demand and include curb-to-curb, door-to-door, and door-through-door services. Scripps would like FACT to expand to 4 other locations. FACT currently provides trips for 2 locations, Scripps Mercy Hospital Hillcrest and Chula Vista.
G) City of Escondido Nutrition Program
FACT provides transportation to/from the City of Escondido’s senior lunch nutrition program Monday-Friday. Service began November 1, 2019. Initial contract term was November 2019 – June 2020. FACT provided 4,129 trips between November and March 2020. Trips were paused in mid-March due to COVID-19. FACT met with Escondido staff to review the contract terms in mid-July and signed an amendment in August extending the contract through June 2021. The service is scheduled to resume in June 2021.

H) The Parkinson’s Association of San Diego
The Parkinson’s Association of San Diego (PASD) contracts with FACT to provide transportation for neurological medical appointments, support groups and Parkinson’s Association related events for their clients. This contract has a term through September 1, 2021. From June 2018 to March 2021, 180 trips have been provided. These trips were paused with the outbreak of COVID-19.

I) Gary Mary WestPACE
FACT signed an agreement for services with Gary Mary WestPACE in early May 2021. FACT will provide a portion of WestPACE’s transportation services when appropriate for their clients to/from medical appointments and other essential trips, including subscription dialysis appointments. This contract is valid for 1 year.

J) Past Agency Services Contracts: 
- Poway Adult Day Health Care Center
- Foster Youth Student Transportation (County Office of Education)
- Braille Institute
- ElderHelp Seniors-A-Go-Go Program
- St. Paul’s P.A.C.E

3.5 COVID-19 Response, Coordination, and Special Services
In response to demand related to the COVID-19 Pandemic, FACT coordinated with 2-1-1 San Diego and the County of San Diego to provide meal deliveries, trips to testing and vaccination sites, and trips for essential workers. FACT continued to offer passenger trips with limited ridesharing due to social distancing guidance. FACT eliminated cash fares to prevent social interaction and help individuals financially impacted by the pandemic with transportation. The following is a summary of FACT’s COVID-19 related services:

---

3 See Business Plan 2021-2026 and prior plans for details.
- **County Aging & Independence/2-1-1 Meal Delivery Trips** – FACT staff provides transportation assistance to social service agencies who provide meals for people sheltering at home during the pandemic. FACT staff worked with 2-1-1 and County Aging and Independence services to assess the need for meal delivery and gaps in the current services provided throughout San Diego County. FACT joined the Community Information Exchange (CIE) platform to receive direct referrals for meal deliveries. FACT’s vendors pick up meals and deliver them to various residences throughout the County as directed. FACT offered similar assistance to cities and other agencies through CAM and outreach to San Diego County Supervisors. For the months of April ‘20 – March ‘21, 3,282 of these special trips were provided. This service ended March 9, 2021

- **Special CAM COVID-19 Teleconferences** – During the COVID-19 Pandemic FACT held weekly virtual conference calls beginning March 24, 2020 to stay connected, share agency updates and best practices, and discuss important issues related to the novel coronavirus outbreak. CAM discussed safety protocols, pandemic response services, PPP equipment, inter agency coordination, and numerous pandemic related issues. The meetings are led by SANDAG and FACT staff. As the situation progressed, members decided to meet on a monthly schedule, which remains in effect to date. The attendance has ranged between 25 and 55 participants. Currently CAM is focused on vaccination and return to work issues.

### 3.6 Grant Project Partnerships

FACT will continue to pursue grant project partnerships to secure additional funding and access grant program funding not available to FACT as a subrecipient. FACT is not a direct recipient of FTA funds which limits its eligibility to apply for most FTA grants. FACT has partnered with direct recipients, such as SANDAG and Caltrans to submit applications. FACT has also partnered with other agencies, such as 2-1-1 and Tri-City Medical Center to apply for funding. In 2020 FACT partnered with NCTD, ARS, Vista Community Clinic, and Universidad Popular to apply for Sustainable Transportation Equity Project (STEP) funding; the project was not awarded.

*Past Grant Partnership Contracts* 3

- VTCLI Grant Project
- Rides to Wellness Grant Project

### 3.7 Grant Funded Vehicles

FACT has been successful in acquiring FTA Section 5310 program funds (capital) through SANDAG and Caltrans, and FTA 5339 (b) funds (capital) through Caltrans to purchase wheelchair accessible vehicles. These vehicles are used in FACT’s services to provide transportation for seniors and persons with disabilities. San Diego County has negligible levels of wheelchair accessible private taxicabs and social services transportation. FACT has helped to increase the availability of accessible services using these vehicles. Currently 17 FACT owned accessible vehicles are in service in the County.
A) Vehicle Sharing Program
FACT leases vehicles to taxicab services providers in its Brokerage. FACT also shares vehicles with non-profit and municipal agencies who serve seniors and individuals with disabilities. FACT’s vehicle fleet includes 15 minivans and 2 bus cutaways. FACT currently has MOUs with 7 organizations for shared use of its vehicles.

B) Recently Awarded Vehicles
FACT partnered with Caltrans to submit an FTA 5339 (b) application for cycles FY 2018 and FY 2019. FACT’s FY 2018 project was awarded $312,027 and its FY 2019 project was awarded $466,883. FACT plans to purchase 13 accessible low-floor minivans and 2 cutaway buses in late 2021. FACT staff is working with the FTA 5339 Program Manager on the standard agreement, funding availability, and vehicle procurement process. According to the Program Manager final FTA approval of FACT’s projects is anticipated around summer 2021. FACT is planning on holding a vehicle workshop in summer 2021 to provide information on the vehicles, selection process, and solicit interest from service providers interested in operating the vehicles on behalf of FACT.

FACT will continue to apply for expansion or replacement vehicles as needed through Federal Transit Administration (FTA), Caltrans, SANDAG, and other grant programs.

C) Vehicle Safety Program
FACT hires a consultant to physically inspect all grant funded vehicles and all other vehicles used in FACT services annually. Vehicles funded by Caltrans and SANDAG are also inspected approximately every three years by the corresponding agency staff. FACT staff works with vendors to rectify any reported issues. A vehicle inspection took place from mid-2020 to early-2021 and another inspection is scheduled for summer 2021.

D) Vehicle Retirement
FACT donates its older vehicles to local non-profits or offers them to vendors based on market value. The funds generated from the sale of vehicles are reinvested in FACT’s transportation services. FACT has donated 14 retired vehicles to local non-profit agencies who continue to use them to serve San Diego County residents. FACT disposed of 5 retired vehicles in 2020 and 2021.

3.8 Coordinated Outreach
FACT works with numerous transportation affiliated groups and is a member of the San Diego County Volunteer Driver Coalition, Alliance for Regional Solutions (ARS), Women in Transportation Seminar (WTS), Circulate San Diego, and SANDAG committees. FACT is also a member of the American Public Transportation Association (APTA) and the California Association for Coordinated Transportation (CalACT). FACT staff participates in Metropolitan Transit System (MTS) and North
County Transit Districts (NCTD) ADA review meetings. Staff attends City Council Meetings, County Board of Supervisor Meetings, and other regional planning meetings as needed.

Since 2013, FACT has been a partner organization in the County of San Diego’s Live Well Program. In early 2020 FACT joined the web-based Community Information Exchange (CIE) managed by 2-1-1 of San Diego, which allows FACT to coordinate and exchange data seamlessly with all CIE members in San Diego who are mostly social services providers, including 2-1-1.

3.9 Service Statistics

FIGURE 3-2 FACT STATISTICS (FY 2019 & FY 2020)

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total one-way trips</td>
<td>37,392</td>
<td>40,061</td>
</tr>
<tr>
<td>RideFACT</td>
<td>28,628</td>
<td>28,455</td>
</tr>
<tr>
<td>Contracted Agency Services</td>
<td>8,764</td>
<td>11,606</td>
</tr>
<tr>
<td>AVERAGE Purchase Cost of one-way trip</td>
<td>$12.82</td>
<td>$14.70</td>
</tr>
<tr>
<td>AVERAGE trip length (miles)</td>
<td>10.22</td>
<td>9.5</td>
</tr>
<tr>
<td>% of Trips for Seniors</td>
<td>79%</td>
<td>76%</td>
</tr>
<tr>
<td>% of Trips for Individuals with Disabilities</td>
<td>53%</td>
<td>53%</td>
</tr>
<tr>
<td>% of Trips for Medical purposes</td>
<td>64%</td>
<td>58%</td>
</tr>
</tbody>
</table>

FIGURE 3-3 RIDEFACT AND CONTRACTED TRIPS (July 2017– June 2020)
FIGURE 3-4 MONTHLY AVERAGE TRIP LENGTH (July 2017 – June 2020)

Average one-way trip length (monthly)

FIGURE 3-5 MONTHLY AVERAGE COST (July 2017 – June 2020)

Average cost per one-way trip (monthly)
Chapter 4: Proposed Services and Programs

FACT will continue to pursue partnership opportunities that will improve connectivity and accessibility, consolidate resources, help with sustaining essential services to meet regional needs, and generate additional revenues.

FACT is in the process of reaching out to all medical service providers, Cities and agencies that need transportation to assist clients. These transportation services are priced based on the brokerage rates available to FACT and in general a markup is applied to the cost to account for expenses.

4.1 SANDAG’s 5 Big Moves and Flexible Fleets

SANDAG’s Transportation Vision - the 5 Big Moves includes the following: Complete Corridors, Transit Leap, Mobility Hubs, Flexible Fleets, and the Next OS. Due to the nature of FACT’s Brokerage, FACT is positioned to provide most services included under Flexible fleets. SANDAG considers the following features as Flexible Fleets:

- **Micromobility**: FACT’s brokerage has a variety of vehicle types and could accommodate microtransit in future.

- **Rideshare**: Current services offered by FACT use shared rides and our contracts promote ridesharing due to price and fare-based incentives.

- **Microtransit**: FACT has had preliminary discussions with NCTD and City of Encinitas regarding proposed microtransit services and has the capacity and management skills needed for these operations. FACT has experience with operating shuttle services for agency clients.

- **Ridehailing**: One of FACT’s priorities is to introduce a ridehailing/booking app into the service mix.

- **Last Mile Delivery**: A brokerage based last mile service is a cost effective and efficient way to address this connectivity with fixed route or rail.
FACT plans to develop its brokerage and services to support SANDAG’s vision of Flexible Fleets including but not limited to embracing new technology, developing real-time services, and accommodating regular multi-passenger shuttle services. As the Regional Plan details emerge, FACT and SANDAG staff will continue to engage in discussion over the involvement of FACT as the CTSA and potential service provider.

4.2 Services for Rural and Underserved Areas

Using SANDAG’s Coordinated Plan data FACT will continue to help serve identified areas lacking adequate public, private and social service transportation. Rural communities face challenges in accessing safe, affordable, and reliable methods of transportation. The main barriers to transportation in rural areas include Distance and low Population Density. Lower population density in rural areas often leads to lower ridership for fixed transit routes and a smaller tax base to fund maintenance and repair of transportation system. Serving rural area communities efficiently is challenging due to the sparse demand and distance in relation to Brokerage vendor’s locations and deadhead miles involved resulting in a high cost per trip. Due to the challenges of providing transportation in rural areas, there are no low-cost services and very few services in general serving these communities. As a result, income is a barrier to accessing affordable transportation in rural areas.

In January 2012, the RideFACT service began providing trips to seniors in Escondido, Rancho Bernardo, and Poway. In June 2012, RideFACT was expanded to all cities in San Diego County and Ramona, the Country Estates, and Spring Valley. FACT services have continued to expand serving additional areas including Fallbrook, Bonsall, Camp Pendleton, and Lakeside, as well as the nonurban (rural) areas of Valley Center, Rainbow, Alpine, and Jamul.

SANDAG administers the FTA 5310 Urban funding and Caltrans administers the FTA 5310 Rural funding for San Diego County. To serve rural areas, FACT applies for 5310 funding through Caltrans. FACT also applies for FTA 5310 funding and FTA 5339 (b) funding to replace retired vehicles and expand its vehicle fleet to serve rural areas. FACT will continue to develop the brokerage, coordinate with rural area communities, and pursue other funding sources to better serve rural communities.

4.3 Technical Assistance Workshops

FACT will continue to host workshops and regional mobility forums. The workshops will assist specialized services operators and stakeholders in planning for the transportation needs in the region. Staff collects CAM member feedback and develops a list of workshop topics prioritized according to the feedback. Most CAM meetings include a speaker/s who provide training and education related to mobility.
4.4 Medical Transportation Coordination

Transportation for healthcare has played a major role in FACT’s operations. In FY 2020 58% of trips were provided for medical purposes.

FACT has been working with healthcare providers, hospitals, and dialysis centers to engage them in the process of coordinating services to reduce their expenses and optimize the impacts of their services for customers. The medical transportation services predominantly assist seniors and persons with disabilities. In December 2016 FACT established an agreement with Tri-City Medical Center to provide transportation for discharged patients. A similar service contract was established with Scripps Health beginning January 15, 2020. (See section 3.4 for contracts details). During the COVID-19 pandemic FACT temporarily offered free transportation to all essential workers including those in medical field.

FACT was approved to claim reimbursement for Medi-Cal Administrative Activities (MAA) for arranging and providing Non-Emergency Medical Transportation (NEMT) and Non-Medical Transportation (NMT) to Medi-Cal covered service facilities. Due to changes in State law the reimbursement is no longer feasible.

4.5 Emergency Transportation Services

A) Coordination with OES

FACT has been collaborating with the County Office of Emergency Services (OES) to assist with emergency response transportation. FACT created a working document to develop an inventory of agency vehicles in San Diego County that could possibly be utilized for emergency response transportation.

B) Pandemic Response/Non-traditional services

In late 2019 and early 2020 the Novel Coronavirus (COVID-19) pandemic changed the way San Diego County operated services. Shelter in place, social distancing, and essential business orders issued by the government resulted in a decrease in trip demand for RideFACT passenger and contracted services but created a need for non-traditional services such as grocery and food delivery. Due to the unprecedented circumstances, there was very little preparation and planning in place. The outbreak also led to a shortage of required supplies to keep services running safely based on CDC guidelines. Lack of supplies included face masks, disinfectant cleaner and soap, hand sanitizer, and gloves.

The community came together to share resources and adapted services to meet the needs of riders during the changed environment; the situation highlighted the importance of proactive emergency planning and increased coordination. FACT will continue to engage CAM members, OES, and other transportation stakeholders regarding proactive emergency planning in general as well as in response to pandemics specifically.
4.6 ADA Paratransit and Other Public Transit Contracting Opportunities

FACT has performed ADA paratransit trips for North County Transit District’s (NCTD) LIFT program as a subcontractor since 2014. FACT will continue to pursue contracting and subcontracting opportunities with public transit agencies as they arise. In March 2019 First Transit issued a Request for Proposals (RFP) for ADA Taxi Services to perform ambulatory trips for MTS Access. FACT submitted a proposal on May 23, 2019. This proposal was not successful. FACT is in discussion with NCTD regarding potential services for eligibility sites and same day paratransit ride program.

4.7 Other Potential Service Contracts

- **Encinitas Circulator Service**
  An unsolicited proposal for 4 local circulator routes was submitted to the City of Encinitas during May 2016. FACT’s proposal did not elicit a response. During January 2021 staff at Encinitas resumed discussions regarding a potential community circulator or microtransit service and reviewed FACT’s services and capacity. Encinitas staff plan to stay in contact with FACT as the plans for the service move forward.

- **City of Vista Medical Trips**
  The City of Vista contacted FACT staff regarding trips to medical facilities outside of the City of Vista boundaries. The proposal is currently under review by Vista.

4.8 Projects Deferred for Future Consideration

Due to FACT’s present budgetary constraints and priorities, the following projects are being deferred for future consideration:

- **Centralized Dispatch Center and Maintenance Program**
  A centralized maintenance facility for FACT vendors and partners would be a benefit. FACT is working with local agencies to assess the potential for a coordinated maintenance program. FACT’s brokerage vendors present a ready market for a reasonably priced and centrally located maintenance facility or program. In August 2017 FACT distributed a survey to gauge transportation stakeholder interest in partnering on a centralized vehicle maintenance program. FACT has discussed the program with CAM participants and local businesses. Currently FACT has not identified any funds or organization that is qualified, has resources, and is willing to establish a coordinated maintenance program for local transportation providers.

- **Volunteer Driver Program Resource Allocation**
  FACT does not have flexible or operating funds to aid the volunteer driver programs as envisioned during the early years.

The following projects are available through other organizations and/or no longer being considered by FACT:

- **Travel Training**
  Due to other regional services offering specialized services to seniors, this project has been prioritized lower. Travel training is the professional practice of teaching people to travel
independently on public transportation. Travel training is most often provided for older adults or for people who have cognitive or physical disabilities other than blindness or low vision.

- **Older Driver Wellness Program**
  Older driver wellness trainings in San Diego County are available through the AARP CarFit program.

- **Guaranteed Ride Home Program**
  The regional Guaranteed Ride Home (GRH) program is a service provided by iCommute, the regional commuter services program, and sponsored by SANDAG.
Chapter 5: Funding

5.1 Current Revenue Sources

A) Grants

FACT’s grant funding is comprised of dedicated State Transportation Development Act Article (TDA) 4.5 funds as well as discretionary sources that include FTA and regional grants.

FACT is not a direct recipient of FTA funds, which limits its eligibility to apply directly for most federal transportation funds. To access funding through FTA competitive grant programs FACT has to apply through a direct recipient grant program or apply for a grant in partnership with a direct recipient. The most significant sources of funding for FACT are FTA Section 5310 and SANDAG TransNet Senior Mini-Grant (SMG) grants. 5310 funds are discretionary and awarded through a competitive process administered by Caltrans for rural funding and by SANDAG for urban funding. Senior Mini Grant (SMG) funds, administered by SANDAG, are also competitively awarded. FACT has successfully funded its service operations, mobility management services, and capital purchases (vehicle) through these sources, but the funding is not guaranteed. The amount of funding available each cycle through the SMG and 5310 programs fluctuates and competition for these limited funds has significantly increased. These programs also have a cap on how much money can be awarded to a project and/or organization.

Two percent of five percent of regional TDA funds for Community Transportation Services are committed to FACT as per the CTSA contract with SANDAG. TDA funds vary based on the status of tax revenues; FACT’s FY 2021 allocation was $141,212 and FY 2022 claim amount is $146,383. FACT’s CTSA (TDA) funds are not indexed for growth. One of the requirements of the CTSA contract is to look for revenue to implement or increase services. Due to the short-term and uncertain nature of discretionary grants, FACT is not able to plan for long range programs. According to the FY 2016-18 Triennial TDA Performance Audit of SANDAG, “the action to identify and pursue additional funding sources to support CTSA activities is on-going by both agencies and remains to be implemented”.

In response, SANDAG and FACT staff worked together to identify additional and sustainable funds. SANDAG staff proposed allocating a percentage of Specialized Transportation Grant Program (STGP) funding to FACT. This recommendation was reviewed and recommended by the TransNet Independent Taxpayer Oversight Committee and SANDAG Transportation Committee. The allocation was subject to SANDAG Board approval. In July 2020, the SANDAG Board of Directors approved an allocation of 25%
of available STGP Cycle 11 funding to the Consolidated Transportation Service Agency for mobility management (See Table 5-1, Mobility Management, and Cycle 11 for funding amount).

The COVID-19 pandemic had a substantial impact on FACT’s services and operating budget. COVID-19 related demand, budget impacts, and requests for additional funding are discussed in Chapter 6 under Demand Management.

TABLE 5-1: SOURCES AND STATUS OF FACT FUNDING

<table>
<thead>
<tr>
<th>TDA 4.5</th>
<th>Program Name</th>
<th>Total Funding</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>TDA 4.5 2020-21</td>
<td>CTSA Activities</td>
<td>$141,212</td>
<td>ACTIVE</td>
</tr>
<tr>
<td>TDA 4.5 2021-2022</td>
<td>CTSA Activities</td>
<td>$146,383</td>
<td>CLAIM SUBMITTED</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Capital</th>
<th>Program Name</th>
<th>Total Funding</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>FTA Section 5310</td>
<td>Transportation for Individuals with Disabilities (7 accessible vehicles)</td>
<td>$315,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td>FTA Section 5310</td>
<td>Transportation for Individuals with Disabilities (13 accessible vehicles)</td>
<td>$598,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td>FTA Section 5310 FY 13-14</td>
<td>Transportation for Individuals with Disabilities (7 accessible vehicles)</td>
<td>$257,349.95</td>
<td>ACTIVE</td>
</tr>
<tr>
<td>Senior Mini-Grant FY 16-17</td>
<td>Disabilities (7 accessible vehicles)</td>
<td>$60,000</td>
<td></td>
</tr>
<tr>
<td>FTA Section 5339 (b)</td>
<td>Accessible Vehicle Replacement and Expansion in San Diego County (5 mini-vans and 1 Bus Cutaway)</td>
<td>$312,027 (match will be covered by toll credits)</td>
<td>AWARDED</td>
</tr>
<tr>
<td>FTA Section 5339 (b)</td>
<td>Accessible Vehicle Replacement and Expansion in San Diego County (8</td>
<td>$466,883 (match will be covered by toll credits)</td>
<td>AWARDED</td>
</tr>
</tbody>
</table>

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4 See Business Plan 2021-2026 and prior plans for past funding.
### Mobility Management

<table>
<thead>
<tr>
<th>Grant</th>
<th>Program Name</th>
<th>Total Funding</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTA Section 5310 FY 17,18,19</strong></td>
<td>Administration of Elderly &amp; Disabled Transportation</td>
<td>$355,737</td>
<td>ACTIVE</td>
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<tr>
<td><strong>Senior Mini-Grant FY 20</strong></td>
<td></td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>FTA Section 5310 FY 17</strong></td>
<td>The Brokerage of Multi-Jurisdictional Transportation</td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>Senior Mini-Grant FY 21</strong></td>
<td></td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>FTA Section 5310 FY 18</strong></td>
<td></td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>Senior Mini-Grant FY 20</strong></td>
<td>Expansion of CTSA activities</td>
<td>$100,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>FTA Section 5310 FY 17</strong></td>
<td></td>
<td>$100,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>Senior Mini-Grant FY 21</strong></td>
<td></td>
<td>$100,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>FTA Section 5310 FY 18</strong></td>
<td></td>
<td>$100,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>FTA Section 5310 (Cycle 11, Y1)</strong></td>
<td>25% allocation of Cycle 11 STGP funding for Mobility</td>
<td>$519,035</td>
<td>AWARDED</td>
</tr>
<tr>
<td><strong>Senior Mini Grant (Cycle 11, Y1)</strong></td>
<td>Management CTSA activities</td>
<td>$402,113</td>
<td>AWARDED</td>
</tr>
<tr>
<td><strong>FTA Section 5310 (Cycle 11, Y2)</strong></td>
<td></td>
<td>$535,309</td>
<td>AWARDED</td>
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<tr>
<td><strong>Senior Mini Grant (Cycle 11, Y2)</strong></td>
<td></td>
<td>$418,637</td>
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</table>

### Operating

<table>
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<tr>
<th>Grant</th>
<th>Program Name</th>
<th>Total Funding</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Senior Mini Grant (Cycle 10, Y1)</strong></td>
<td>RideFACT Trip Reimbursement</td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>FTA Section 5310 (Cycle 10, Y1)</strong></td>
<td></td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>Senior Mini Grant (Cycle 10, Y2)</strong></td>
<td></td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>FTA Section 5310 (Cycle 10, Y2)</strong></td>
<td></td>
<td>$200,000</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>Senior Mini Grant (Cycle 11, Y1)</strong></td>
<td>RideFACT Trip Reimbursement</td>
<td>$200,000</td>
<td>AWARDED</td>
</tr>
<tr>
<td><strong>FTA Section 5310 (Cycle 11, Y1)</strong></td>
<td></td>
<td>$200,000</td>
<td>AWARDED</td>
</tr>
<tr>
<td><strong>Senior Mini Grant (Cycle 11, Y2)</strong></td>
<td></td>
<td>$200,000</td>
<td>AWARDED</td>
</tr>
<tr>
<td><strong>FTA Section 5310 (Cycle 11, Y2)</strong></td>
<td></td>
<td>$200,000</td>
<td>AWARDED</td>
</tr>
</tbody>
</table>

### Small Grants

<table>
<thead>
<tr>
<th>Grant</th>
<th>Program Name</th>
<th>Total Funding</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Enhancement (CE) FY 19-20</strong></td>
<td>NEMT and Trips to promote tourism and QOL.</td>
<td>$15,000 (applied for $50K)</td>
<td>ACTIVE</td>
</tr>
<tr>
<td><strong>Community Enhancement (CE) FY 20-21</strong></td>
<td>NEMT and Trips to promote tourism and QOL.</td>
<td>$38,000 (applied for $50,000)</td>
<td>AWARDED</td>
</tr>
</tbody>
</table>
### California Relief Grant Program

<table>
<thead>
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<th>Program Name</th>
<th>Description</th>
<th>Total Funding</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>RideFACT Trip Reimbursement due to Increased demand related to COVID-19</td>
<td>$25,000</td>
<td>AWARDED</td>
<td></td>
</tr>
</tbody>
</table>

### Planning

<table>
<thead>
<tr>
<th>Grant</th>
<th>Program Name</th>
<th>Total Funding</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Transportation Equity Project (STEP)</td>
<td>Planning for a flexible fleets system. Applied in partnership with ARS, NCTD, and VCC.</td>
<td>$200,000</td>
<td>NOT AWARDED</td>
</tr>
</tbody>
</table>

### B) Contracted Agency Services Revenue

FACT has undertaken several contracted agency service initiatives to secure sustainable revenues to meet long range goals and to provide additional services. Current contracts are identified in section 3.4 Contracted Agency Transportation. FACT’s brokerage has made it possible to purchase trips at a low cost for other agencies’ needs. FACT seeks to establish service contracts with agencies to increase the efficiency of its brokerage and ensure its sustainability. FACT charges an administrative fee for contracted agency services.

### 5.2 Potential Funding Sources

#### A) Mobility Management Services

FACT will continue to work with County HHSA and medical transportation service providers including Scripps, Sharp and Palomar Pomerado Health and others to promote cost effective contracted agency transportation services. FACT will assist the medical service providers in assessing the effectiveness of their current transportation services and work with them in exploring other options that would meet their business objectives as well as promote greater mobility for the consumers.

#### B) Small Grant Program Awards

In 2013, FACT was awarded a California Teleconnect Fund, cutting its telecommunication expenses in half. FACT is eligible to participate in the CTF program and receive discounts on eligible telecommunications services. FACT applies annually for County of San Diego Community Enhancement (CE) and Neighborhood Reinvestment program (NRP) grants (see TABLE 5-1 for small grant awards). FACT will continue to pursue other small grant opportunities.

#### C) Proposed County Sales Tax Measure

During a March 29, 2019, meeting with SANDAG Executives FACT was advised that it would be considered for inclusion as a designated recipient in the SANDAG local tax-based funding measure
currently under consideration. This proposal is consistent with actions taken by several counties in support of CTSA services.
FACT has developed service projections to guide funding requests and plan for future years. Overall demand for transportation services is expected to increase throughout the region in response to growing rates of population, housing, and economic growth, as well as changes in demographics and travel behavior. The availability of social services and medical facilities relative to where people live will be a key factor in determining future demand.

FACT will continue providing referrals to ensure riders utilize all available transportation services. Table 6.2 shows projected services in one-way trips and other service units (web hits and referrals), as well as projected funds for operating and mobility management projects.

**Demand Management**

RideFACT has experienced rapid growth since its countywide implementation in June 2012. Ridership reached 2,623 trips by the end of calendar year 2012. Since 2013, FACT’s contracted services have played an increasingly important role in developing the transportation brokerage and generating additional revenue to support FACT’s services. In 2013, ridership for RideFACT and contracted services jumped to 14,462 trips in FY 2013, 22,286 in FY 2014, and 24,803 in FY 2015. In FY 2016 total ridership experienced its first decrease with 20,733 trips, but in FY 2017 total ridership increased significantly with a record of 29,045 trips. In FY 2018 FACT provided a total of 37,334 trips. Ridership in FY 2019 remained stable, slightly increasing to 37,392 total trips. FACT ridership has continued to grow with 40,061 trips provided in FY 2020.

At first the Covid-19 pandemic disrupted operations and lead to a sharp decline in ridership on RideFACT and Contracted Agency Services. FACT began working closely with the County of San Diego and 2-1-1 to meet the new need for meal deliveries related to stay at home health orders. FACT extended service to all residents impacted by COVID-19 traveling for essential purposes. As safety precaution, FACT temporarily eliminated rider fares and discouraged ridesharing to limit social interaction. The demand for meal deliveries and essential transportation was significantly higher than anticipated. Figure 6.1 shows ridership levels and demand by trip purpose during COVID-19 through December 2020.
Higher demand, increased safety protocols, and limitations of other services related to pandemic led to higher-than-normal ridership and an increased cost per trip. To safely keep up with demand, FACT’s cost per trip and monthly billing to SANDAG increased dramatically causing FACT to deplete its Cycle 10 STGP RideFACT operating funds earlier than anticipated. Due to budget limitations, FACT had to reinstate fares, serve only the target population, and instate a 100 trip cap per day. FACT began pursuing other sources of funding to maintain RideFACT service until its Cycle 11 STGP operating funds are available. This included requesting funding from the County of San Diego Community Enhancement Grant program, Caltrans and SANDAG CRRSAA 5310 programs, and State of California Relief Grant Program. (See Table 5-1, for funding status).

In general FACT’s operating funds have remained relatively constant over the past few years. Based on available operating funds and demand, FACT may need to limit the number of trips available per day. For example, in 2018 FACT opted to limit RideFACT service to 100 trips per day based on first come first serve basis over a 12-month period to maintain service throughout the funding timeframe. As mentioned above FACT had to limit trips to 100 per day in response to COVID-19 demand and FACT’s limited operating funds. Contracted services have helped in this regard by providing an opportunity for FACT to partner with agencies to provide transportation on their behalf for a small administrative fee that offsets the cost of trips and generates net revenue for FACT.
Growth Management
Growth management is essential for FACT to sustain its services. FACT will continue working with other transportation providers to streamline the referrals process to improve the outcomes and the customer experience. Agency contracts have allowed FACT to charge administrative fees, providing additional financial support for transportation services. Managing the supply side of trips through the brokerage has been a challenge due to the taxicab industry declining due to competition from services like Uber and Lyft. Operating expenses have also increased for brokerage members causing them to increase their per trip rate (see FIGURE 3-5, MONTHLY AVERAGE COST). With stagnant operating funds and increased per trip costs FACT is unable to sustain service levels and expand services to meet the needs of the growing senior population. FACT is actively researching and pursuing funding to support RideFACT growth. FACT is also looking for funds to develop an app-based ride hailing and reservation systems to meet the demand more effectively.

FIGURE 6.2– SERVICE PROJECTIONS
Each cycle FACT applies for both SMG and 5310 funding through SANDAG’s STGP program. FACT uses these sources to meet the local match requirement and fully fund its projects.

RideFACT – Operating: Trips for seniors and PWD

<table>
<thead>
<tr>
<th></th>
<th>SMG</th>
<th>5310</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total funding (2 years)</td>
<td>$400,000</td>
<td>$400,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>Approximate number of OWPT</td>
<td>44,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected cost per trip</td>
<td></td>
<td>$18.18</td>
<td></td>
</tr>
</tbody>
</table>

CTSA - Mobility Management Activities for Seniors and PWD
On July 24, 2020 under Item No. 9, the SANDAG Board of Directors approved an allocation of 25% of available STGP Cycle 11 funding to the Consolidated Transportation Service Agency for mobility management. This allocation is currently earmarked for Mobility Management activities and cannot be used for operating expenses.

Mobility Management projects include many different activities that are not quantifiable in relation to units provided (e.g., outreach, training, coordination, and managing FACT’s transportation brokerage). Since there was no Mobility Management application submitted with proposed performance measures, FACT is in the process of working with SANDAG to develop performance measures for the 25% STGP allocation. All past MM activities were reported to SANDAG under FACT’s grant agreements. The number of referrals provided, and web hits generated (website visits) were used as the main performance measures. As an example, the projected number of units proposed in FACT’s last grant application (STGP Cycle 10) are as follows for reference:
**Example:**

<table>
<thead>
<tr>
<th>Approximately Jan 2020 to Dec 2021</th>
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</thead>
<tbody>
<tr>
<td><strong>Approximate number of units</strong></td>
</tr>
<tr>
<td>Referrals provided to RideFACT and Contracted Agency Services</td>
</tr>
<tr>
<td><strong>Approximate number of units:</strong></td>
</tr>
<tr>
<td>Transportation Referrals (60,000) and website FIND-A-RIDE search tool web hits (35,000)</td>
</tr>
</tbody>
</table>
Appendix 1 – CTSA Work Plan

As defined in the Social Services Transportation Improvement Act (AB 120), the CTSA is a public entity responsible for improving transportation services required by social service recipients by promoting the consolidation and coordination of social service transportation services. The scope of CTSA activities include being the regional coordinator of social service transportation information, centralized administration and dispatching, identification, and consolidation of funding sources, coordinated and consolidated training programs and combined purchasing of vehicles, supplies and equipment.

In 2006 San Diego Association of Governments (SANDAG) designated Full Access & Coordinated Transportation, Inc. (FACT) the Consolidated Transportation Services Agency (CTSA) for San Diego County. As the CTSA, FACT works to improve dedicated transportation services for people with disabilities, seniors, social service agencies, health care providers, various organizations, and individuals within San Diego County. FACT is also the planning representative of the social service transportation community and works with the region to develop updates to the Coordinated Plan. FACT has begun the process to update the Business Plan (2022-2027 Business Plan Update) that forms the planning foundation for organizational development and the expansion of coordinated services in the region.

Expenses:

1. One-call/one-click Mobility Center

   Maintain FACT website
   - Maintain FACT website to keep content current, optimized for searching
   - Use website for marketing and outreach

   Maintain transportation provider database
   - Update content of the provider database on an ongoing basis
   - Conduct outreach with potential new providers
   - Optimize website travel planner for finding suitable transportation

   Telephone Referrals
   - Respond to telephone requests for transportation information. Educate callers about transportation options from database.
   - Provide enhanced in-person customer service where necessary to assist with ADA application process or take reservations for other providers, etc.

2. Regional Coordination
Administer Council on Access and Mobility (CAM) and Other Meetings
- Conduct Council on Access and Mobility (CAM) meetings (at least 4 annually) and other meetings related to regional coordination
- Continue outreach to providers: currently 33 CAM members
- Represent CAM during Level 3 or higher emergencies and coordinate disaster response as needed. Coordinate with the County Office of Emergency Services (OES) to ensure effective emergency preparedness planning. Assist OES to develop an emergency response plan.
- Conduct monthly FACT Board of Director Meetings and Board subcommittees as needed

Training/Workshops
- Facilitate a workshop/training on issues of interest to CAM and partners
- Include guest speakers and educational items during CAM meetings

Support for grantees
- Provide letters of support to agencies applying for grants after verifying coordination efforts.
- Assist applicants in finding coordination opportunities
- Form partnerships to apply for grants where appropriate
- Offer compliance related information to grantees

Coordinated Planning
- Provide ongoing technical assistance and support to social service transportation providers and all other interested parties to find solutions to overcome identified barriers to coordination, consolidation and collaboration
- Coordinate and conduct surveys, and assessments, both formal and informal, to determine stakeholder transportation needs, vehicle and other relevant resources and barriers to coordination
- Make presentations to stakeholder groups
- Evaluate coordinated programs for pilot projects leading to regional deployment
- Market services through press releases, brochures, newsletters, newspaper articles, special events, workshops, and community trainings.
- Participation in Social Services Transportation Advisory Council (SSTAC), ADA Review Groups, Alliance for Regional Solutions (ARS), Volunteer Driver Coalition, and Age Well Meetings, etc.
- Attend SANDAG Transportation Committee, SANDAG Board, NCTD and MTS Board, City Council, and County Board of Supervisors meetings as needed.
- Provide input, data, and pictures for the SANDAG Coordinated Plan.

Coordinated transportation and vehicle sharing
- Partner with social service agencies, healthcare providers, cities, County of San Diego, and transit agencies to assist clients in need of transportation.
- Partner with social service agencies, specialized transportation providers, and brokerage partners to share accessible vehicles.
3. **Management of CTSA Activities**

- Disseminate quarterly CTSA FACT Newsletter to ensure ongoing awareness of current related events
- Maintain the CTSA Mailing List
- Complete all required reporting
- Maintain memberships in State and National organizations committed to coordinated transportation and non-profit corporation development: California Association for Coordinated Transportation (Cal-Act), American Public Transportation Association (APTA), etc.
- Travel to conferences and sponsored trainings.
- Annually update FACT’s Business Plan covering the following areas: governance, regional needs assessment, integration of current CTSA work activities, technical assistance and coordination planning, information and marketing initiatives, service contracting and operations programs, policy development and advocacy, trip demand estimation and utilization projections, funding and financial projections.
- Maintain FACT’s staff to ensure capacity to support ongoing programs and services and expansion as per the approved Business Plan.
- Participate in Annual TDA 4.5 Audit, Internal Agency Audit, and Triennial TDA 4.5 Audits
- Report Scope of Work deliverables to SANDAG quarterly

4. **Grant Support**

- Apply for Section 5310, Senior Mini-Grant, and other grant funding to support core CTSA activities
- Provide local match funds as needed to support awarded grant projects

5. **Transportation services**

- Provide RideFACT transportation for seniors, individuals with disabilities, and other underserved vulnerable populations in San Diego County.

All TDA 4.5 funding for the FY 2022 will be used for CTSA activities. FACT was awarded both 5310 and Senior Mini-Grant funding to support these activities.
Appendix 2 – FACT Service Area Map

RIDEFACT AND CONTRACTED TRIPS BY AREA (FY 2020)
Appendix 3 – Website Links

1. List of Service Providers
   https://factsd.org/list-of-service-providers/

2. FACT Equal Employment Opportunity (EEO), Title VI Complaint Procedures, and Non-Discrimination Program
   http://www.factsd.org/non-discrimination-policy/