



Board of Directors Meeting Agenda
April 29, 2021 9:00am
<https://us02web.zoom.us/j/88137482289>

Meeting call to order, Introductions

9:00 am

1. Public Comment **INFORMATION**

CONSENT ITEMS

2. March 2021 Board Meeting Minutes p- 2 **ACTION**
3. Financial Updates February 2021 p-7 **INFORMATION**
4. FACT Services Updates p-9 **ACTION**
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5. FACT Business Plan Updates P-13 **INFORMATION**
6. Conversation with Hon. Raul Campillo, Council member, City of San Diego, Dist. 7 and Hon. Jill Galvez, Council member, City of Chula Vista, Dist. 2.
7. Response to RideFACT Ridership Trend and Potential Demand **INFORMATION**
- Update on rate of growth in demand for RideFACT
 - Request to SANDAG for CRRSAA 2021 - Section 5310 funds
 - California Small Business COVID-19 Relief Grant Program
 - Meeting with Mayor Blakespear, SANDAG
8. Executive Director's Report: p-15 **INFORMATION**
- Alameda CTC Joint PAPCO + ParaTAC
 - Code of Conduct Committee update
 - Finance/Budget Committee Meeting in May
 - Board Retreat Agenda – Equity and Inclusion, RideFACT Demand, Recovery
 - CalACT Spring 2021 Conference Presentations

CLOSED SESSION

9. ED Review Committee Report
END CLOSED SESSION

10. Board Member Updates **INFORMATION**

ADJOURNMENT

FACT's Mission- *Assist San Diego County residents with barriers to mobility to achieve independence through coordination of transportation services*

FACT Board of Directors Meeting Minutes

March 25, 2021

Zoom Meeting

Board Members Attending	Hon. Jewel Edson, Hon. Phil Monroe, Hon. Bob Campbell, LaVonna Connelly, Hon. John Aguilera, Hon. George Gastil, Hon. Kellie Hinze, Susan Hafner
Board Members Absent	Hon. Dave Roberts
Staff Attending	Arun Prem, Meagan Schmidt, Budd Anderson, Julius Burgos, Cynthia Pedersen
Public/Guests	Hon. Jack Shu, Council Member, City of La Mesa; Brian Lane, SANDAG
Public Comments	
CONSENT ITEMS: February 2021 Board Meeting Minutes/ Financial Updates January 2021/ Report on Brokerage Vehicle Safety Inspections/ Reschedule April Board Meeting Date to April 29th	Hon. George Gastil called the meeting to order at 9:00 am. Regarding Consent Items: February 2021 Board Meeting Minutes, Financial Updates January 2021, Report on Brokerage Vehicle Safety Inspections, and Reschedule April Board Meeting Date to April 29th, 2021, Hon. Kellie Hinze moved to approve. Hon. Phil Monroe seconded the motion. The motion passed unanimously.
FACT Services Updates – 250,000 Rides Completed	Arun said that the completed 250,000 rides is a huge milestone for FACT and presented numbers and graphs from exactly 10 years ago. The graphs included rides booked and telephone/email referrals from FY 2010 and 2011, with December 2010 RideFACT monthly passenger trips totaling 37. This presentation was contrasted to current RideFACT and Contracted trips through January 2021, with numbers at record levels in December 2020 of 4,624. George thanked Arun for recognizing this notable milestone.

<p>Response to RideFACT Ridership Trend and Potential Demand</p>	<p>Arun said that demand for RideFACT transportation, which fell during March and April 2020, has since recovered and the rate of growth during the current fiscal year (since July 2020) is unsustainable. Numerous factors that contributed to the demand in RideFACT rides include:</p> <ul style="list-style-type: none"> • Free Fares – Beginning in April 2020. • “Open” eligibility – Beginning in April 2020 • Meal deliveries for low-income seniors – Beginning in April 2020 • Volunteer driver, transit services impacted (drop in public transportation services) • Sharp rise in referrals to FACT • Increases in Cost-per-trip and Trip-Length • Demographics <p>The free fare was accompanied by expanding eligibility to essential workers and those in needs of essential services. Free meal deliveries to low-income seniors were coordinated with 2-1-1 and were not expected to last beyond a few weeks. Additionally, the volunteer driver systems in San Diego county were heavily impacted due to most volunteer drivers being older and not able to or willing to provide transportation services due to health and safety related concerns.</p> <p>Although a decrease in growth was seen in January 2021 after six months of increasing demand, FACT continues to receive a high rate of referrals since the beginning of the pandemic.</p> <p>Additionally, the ridership data shows increases in cost per trip and the average length of the ride. In November 2020, the average cost per RideFACT trip was \$21.00 and the average trip length was 10.5 miles. The cost per trip rise is attributed to a combination of Fare Free service and fewer free rides (A-trips on FACT owned vehicles) being performed by the vendors. Other factors include some of the vehicles are older and in process of aging out of the fleets, and RideFACT funding is flat and capped.</p> <p>FACT ridership has been on a slow growth increase in the last few years, with sharp growth in December 2020, a 67% increase in rides compared to December 2019. Rides in January and February declined, but continue at a 36% increase over 2019 with projections at the same rate for the foreseeable future.</p> <p>In order to meet and manage the demand for this growth in service, FACT is pursuing options for additional funding from State, SANDAG and other potential solutions to offset any budget shortfall. Considering the possible reduction in rides, Phil Monroe and Meagan Schmidt reviewed and presented a breakdown of ridership by trip purpose, in Year 2020. Medical and Dialysis trips were the highest</p>
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rides in demand, followed by essential workers and food deliveries. This analysis indicates that despite eliminating food deliveries and reinstating fares to essential workers, the growth in demand remains high due to the senior demographic and continued trip growth for medical purposes. Overall, nontraditional trips comprised of essential workers, food delivery and shopping trips created higher demand during the pandemic.

To manage demand, capping rides due to high ridership and limited budget is a practical option. The number of round trips taken by riders was presented in graphs detailing purpose and frequency per month. Phil expressed concern for limiting access to rides and LaVonna concurred, specifically with regards to dialysis trips. Arun said that imposing flat caps or limiting the number of rides per individual would be based on software capabilities. Jewel asked for more details in the ridership numbers from 2019 to 2020 to compare the increase in demand. She said the County should play a larger part in funding and reimbursing FACT for the cost of increased ride demand. Brian Lane asked if capped riders could be asked to pay the full fare rather than pay a subsidized fare for rides above their cap.

Arun said that on March 11, George, Jewel and he met with Hasan Ikhata, Julie Wiley, Jenny Russo and Brian Lane to request additional funding. A follow-up meeting is scheduled for March 30 to continue the discussion for this request. Arun said letters were sent to the County Board of Supervisors requesting Community Enhancement Grants for special services. FACT also applied for a \$25,000 grant from a State COVID Relief Fund for small businesses and nonprofits.

George and LaVonna said that in regard to caps, they would welcome a wait-and-see approach to see if demand levels off after eliminating meal deliveries and charging fares to essential workers. Susan Hafner suggested a passenger survey to see if there is interest in riders paying for ride service. George said that waiting another month to decide about caps seems valid. LaVonna said that Arun should have the option to cap rides per day if he deems it necessary to stay in budget. George said he agreed that Arun should have the authorization to make the call to cap the rides, as he would consult the Board before doing so. Susan asked at what number rides would be capped and for more detail. She said that allocating trip purpose can complicate future funding and grants. Arun said the budget for RideFACT has been flat for many years while the trip costs have increased. He said that he is in favor of implementing a flat cap of 100 daily rides, similar to one used in the past which lasted several months.

Phil said that based on the elimination of food delivery, pharmacy, and other types of trips as of March 15, the cap could be higher. Susan said that the cap could be

	<p>adjusted as deemed necessary by Staff and upon review by the Board. Hon. Bob Campbell said that Arun should reach out to the Board at any time to adjust the number if it doesn't seem workable. Arun said that the suggestions put forth were a good direction and appreciated that the numbers are adjustable.</p> <p>Susan Hafner motioned to approve an interim three-month ride cap at 100 rides per day, with the option to adjust the number of rides based on data analysis provided by Staff. LaVonna Connelly seconded the motion. The motion passed unanimously.</p> <p>Arun thanked the Board for the discussion and supporting the motion.</p>
<p>Conversation with Hon. Jack Shu</p>	<p>Hon. Jack Shu, Councilmember, City of La Mesa, was introduced. He said he looks forward to learning more about FACT's constraints in providing services to the most needy. Hon. Shu said that SANDAG recently released an equity statement and as a member of SANDAG's Board, applying the equity statement into services that SANDAG provides are priorities. He said that at the SANDAG Board Meeting in April, he will be introducing a resolution with broad goals to the new Regional Transportation Planning Committee with regards to the 5 Big Moves.</p> <p>Arun said he appreciates the perspective that Hon. Shu brings to the SANDAG Board with respect to a unifying approach and a more cohesive funding ideology with less struggle for specialized transportation funding of nonprofits in the region.</p> <p>Hon. Shu said that transportation is changing quickly because of technology and different on-demand services should be utilized. George and Arun thanked Hon. Shu for attending the meeting. Hon. Shu thanked everyone for inviting him and said he looks forward to getting to know FACT better and the services provided to La Mesa and the entire region.</p>
<p>Executive Director's Report</p>	<p>With regards to the Executive Director Review Committee, Arun said LaVonna, Susan and Bob are working on the report and will meet soon. He said ASAC Joint Committee met recently, led by Mayor Sotelo-Solis of National City, who is a proponent of group meetings to share information.</p> <p>Arun said SANDAG announced FACT's TDA allocation increased for FY 2022 by approximately \$8,000 due to increased tax collection in the State. He said that FACT was awarded approximately \$35,000 to the CalTrans CRRSAA Rural Section 5310 fund. These were special COVID Relief funds, and we are not sure if they can be used for operations.</p>

Board Member Updates/Proposed Agenda Items	George said that he enjoys working on the Board of MTS. Phil said he continues to enjoy his volunteer time at the COVID vaccination clinic in Coronado. Arun thanked everyone for their input and support. George said that when times are hard, they are always better when you have good people who can work together.
ADJOURNMENT	The meeting was adjourned at approximately 10:45 am.

ITEM #3

TO: Board of Directors

FROM: Arun Prem, Executive Director & Julius Burgos, Accountant

RE: Financial Updates – February 2021 Financial Summary

ISSUE:

BACKGROUND

Balance Sheet vs Prev Year Comparison

February 2021 Financial Report

Compared to last year \$218,792.06 is in the bank, 26% less than the previous year.

- FACT is invoiced through February 2021 and has 104% more outstanding than previous year.
- Accounts Payables were 7% more than previous year.
- Total Assets were 34% more than the previous year.

The balance sheet through February 2021 remains consistent and is stable between both years. Timely invoicing, receivables, and better cash flow management overall continues.

PPP Loan Status

The PPP Loan was approved and deposited into our bank creating a Liability for the same amount of \$111,300.00. The loan will be fully forgiven if the funds are used for payroll costs, interest on mortgages, rent, and utilities. FACT's loan forgiveness will expire at the end of this calendar year. All PPP loans have an interest rate of 1% if not forgiven and used. FACT recently had \$44,520.00 forgiven which is the allowed 40% for non-payroll operating costs.

Accounts Receivable Status

\$493,688.14 is outstanding by (9) customers. Of the o/s amount, \$479,013.64 is 60 days or less, \$5,895.67 is less than 90, and \$8,778.63 is over 90 days due by (4) customers. Every Customer was notified of the outstanding balance and a great deal has been received already.

Profit & Loss Budget vs. Actual Report – February 2021

Income thru February 2021 was 23.2% over budget due to a couple factors:

1. Continued increase in RideFACT rides and meal deliveries
2. Lower demand for Contracted Services

Overall Expenses were 24.24% over budget due to the following factors:

- Lower demand of Contracted Rides continues
- Continued Increase in Rides for RideFACT and meal deliveries
- Additional Skyriver IT and DocuSign Services
- Indeed Hiring Services ordered
- Increase for Annual Meeting Postage and MailChimp
- Increase for after hour dispatch and Layer Seven
- 1099-NEC reporting fees for 2020 Subcontractors

Net Income through February 2021 has a positive balance of \$36,937.56.

The County grant is still pending as of February 2021 but was awarded on 03/16/21 for \$18,000.00. Condensed Grant Balances Remaining

- Total funding available for all grants through February 2021 is \$1,478,101.85.
- CTSA Funds have been allocated through February 2021 totaling \$93,500.00.
- CTSA's temporarily restricted net assets through February 2021 remains at \$236,577.00.
- Unrestricted Net assets through February 2021 totaled \$175,953.72.
- Total Equity as of February 28, 2021 has increased to \$446,548.07.

RECOMMENDATION: NONE

ITEM #4

TO: BOARD OF DIRECTORS

FROM: Meagan Schmidt, Director of Operations

RE: FACT Services update

ISSUE:

This item presents a monthly RideFACT and agency services update.

BACKGROUND:

	February	March
SERVICE	ONE-WAY TRIPS	ONE-WAY TRIPS
County COVID-19	0	0
Scripps	21	21
Escondido	0	0
County HHSA TB	14	4
San Marcos	73	82
Oceanside	160	226
Parkinson's Assoc.	2	2
Tri-City ER	62	59
Tri-City BH	71	94
MV	0	0
Other	0	0
RideFACT	3,447	2,637
TOTAL	3,850	3,125

Special Services

FACT began providing on demand transportation at the request of the County the week of March 16th, 2020 to transport homeless individuals (symptomatic and asymptomatic) to and from shelters/hotels and other sites as requested by County staff. FACT has provided 299 trips through January. These trips were not requested between early September – November 2020. Trips resumed in December. FACT/County Aging & Independence/2-1-1 Meal Delivery Trips – FACT staff reached out to 2-1-1 in early April 2020 to offer transportation assistance to social service agencies who may have need of utilizing FACT’s brokerage to provide meal pickup and delivery. FACT staff worked with 2-1-1 and County Aging and Independence staff to assess the need for meal delivery and gaps in the current services provided throughout San Diego County. Within one week FACT was able to train and gain access to the Community

Information Exchange (CIE) platform to receive direct referrals for meal delivery. FACT's vendors pick up meals Tuesday and Thursday mornings and deliver to various residences throughout the County. FACT has 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 trips were provided. This service ended March 9, 2021.

Scripps Health

FACT's service agreement with Scripps Health began January 15, 2020; 562 trips were provided through the end of March. FACT brokerage vendors are transporting 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. FACT met with Scripps in mid-July to review options for extending the agreement to provide trips. Scripps would like FACT to expand to 4 other locations and a new amendment was signed. FACT currently provides trips for 2 locations, Scripps Mercy Hospital Hillcrest and Chula Vista.

City of Escondido

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 and have not resumed as of yet. 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.

County HHSA

This service provides trips for the County to non-contagious Tuberculosis patients from their residences to clinics for treatment. Trips may be scheduled in advance or requested up to 2 hours before the time of trip service. 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 between late November 2018 through March 2021.

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; a new amendment was signed in September. Between June 2018 – March 2021, 180 trips have been provided. These trips were paused with the outbreak of COVID-19 through June.

City of San Marcos

Catch a Ride! provides transportation for eligible seniors 60+ within San Marcos city limits as well as for medical purposes outside of the city within a 20-mile radius.

FACT has provided 3,264 trips between February 2018 – March 2021. There are approximately 175 registered riders. FACT has signed Amendment 3 to extend the contract through June 2021.

MV NCTD LIFT Service

No trips were performed.

Tri-City Contracts – Emergency Room & Outpatient Behavioral Health

FACT began transportation services for Tri-City Medical Center in December 2016. Discharged patients from the Emergency Room are provided with rides to their residence.

FACT has provided 4,428 trips for Tri-City patients between December 2016 – March 2021. Tri-City’s Chief Operations Officer reached out to FACT regarding an additional service need for a Behavioral Health clinic. FACT began this service on 7/15/2020; 439 rides were provided in July – March 2021.

City of Oceanside Senior Van Service

Contracted service for Oceanside began in September 2013. FACT has invoiced City of Oceanside for 34,114 trips from September 2013 – March 2021. Approximately 2,900 clients are registered to use this service.

RideFACT & Contracted Service statistics ytd for fiscal year July 2019 – March 2021

CTSA, RideFACT & Contracted Service Data	Web hits	Referrals	Programs in Database	New Agencies in Database	Total Requests for RideFACT Trips	RideFACT Trips Provided	RideFACT Trips Unable to Provide	Contracted Trips Provided	Total Trips	RideFACT Avg Mileage	RideFACT Avg Trip Cost
July	823	108	176	2	2,515	2,455	60	771	3,226	9.6	\$13.29
August	948	90	177	1	2,424	2,365	59	844	3,209	9.1	\$11.47
September	1,157	129	179	2	2,757	2,621	136	674	3,295	9.3	\$11.88
October	1,263	139	180	1	2,952	2,735	217	781	3,516	9.5	\$12.63
November	1,089	122	180	0	2,652	2,388	264	1,452	3,840	9.8	\$14.38
December	1,052	82	180	0	2,636	2,508	128	1,572	4,080	9.4	\$14.86
20-Jan	1,372	132	176	0	2,994	2,849	145	1,680	4,529	10.1	\$13.99
February	1,237	138	176	0	2,693	2,608	85	1,567	4,175	9	\$15.30
March	1,650	141	177	1	2,015	1,931	84	988	2,919	8.8	\$13.95
April	1,720	347	183	6	1,586	1,555	31	383	1,938	8.8	\$15.29
May	1,253	384	183	0	2,082	2,024	58	473	2,497	10.2	\$18.65
June	1,392	297	185	2	2,502	2,416	86	421	2,837	10.2	\$20.60
Subtotal	14,956	2109	185		29,808	28,455	1353	11,606	40,061		
July	1,510	304	180	-5	3,202	3,096	106	447	3,543	10.3	\$21.12
August	1,571	300	181	1	3,623	3,371	252	459	3,830	9.5	\$20.64
September	1,625	312	181	0	3,924	3,617	307	457	4,074	10	\$21.13
October	1,839	426	185	4	4,419	4,035	384	436	4,471	10.3	\$22.32
November	1,591	488	189	5	4,102	3,716	386	453	4,169	10.5	\$21.39
December	1,488	515	189	0	4,638	4,191	447	433	4,624	11	\$22.45
January	1,480	466	189	0	4,270	3,891	379	361	4,252	11	\$22.40
February	1,569	310	189	0	3,809	3,447	362	403	3,850	10.5	\$19.78
March	2,042	189	189		2,978	2,637	341	488	3,125	9.5	\$19.79
Subtotal	14,715	3310	189	10	34,965	32,001	2964	3,937	35,938		
TOTAL	189,927	8,918	189			169,026	8,266	85,691	254,717		

**RECOMMENDATION:
NONE.**

ITEM #5**TO: BOARD OF DIRECTORS****FROM: ARUN PREM, EXECUTIVE DIRECTOR, and BUDD ANDERSON, GRANTS MANAGEMENT ANALYST****RE: Review of FACT's Business Plan Updates YEAR 2022-2027****ISSUE:**

FACT's CTSA contract with SANDAG requires an annual update of the Business Plan. The current Business Plan update (2021-2026) was approved in July 2020.

The below table summarizes the proposed 2022-2027 Business Plan updates. This item provides an opportunity for the Board to review the areas where staff plans to make updates to existing Plan elements or introduce new ones.

Timeline: Staff will send the DRAFT Plan to the Board in mid-May 2021 for review and feedback. The DRAFT plan will be included on the agenda for discussion at the May Board Meeting. Staff will seek Board approval of the plan at the June or July Board meeting.

BACKGROUND

FACT 2022-2027 Business Plan Update includes the following revisions to projects/status:

CHAPTER	SECTION	DESCRIPTION OF CHANGE/S
Chapter 1	Highlights	Updated FY Overview Chart through FY 2020
	Governance	Updated Organization Chart with Staff, Board, and CAM changes
Chapter 2	COVID-19 Related Needs and Service Demand	New section, 2.5 on the demand generated by impacts of COVID-19
	Social Equity	New section, 2.6 on Social Equity in San Diego County's Transportation system
Chapter 3	Core CTSA Services	Updated Service data and ridership stats
	Contracted Transportation	Updated contract information
	COVID-19 Response, Coordination, and Special Services	Restructured and updated COVID-19 Response, Coordination, and Special Services section
	New Vehicles	Updated information on FACT's 5339 (b) FY 2018 and FY 2019 awards and vehicles to be purchased.
	Coordinated Outreach	Updated association memberships, meetings, councils, and other community groups FACT staff participates in

	Service statistics	Updated the service statistics charts and graphs with FY 20 data
Chapter 4	SANDAG 5 Big Moves	Updated section on SANDAG’s 5 Big Moves and FACT’s involvement in planning and service delivery.
	Pandemics and Non-traditional services	Updated section on responding to pandemics and providing non-traditional services to meet temporary changes to client needs
Chapter 5	Grants	TABLE 5-1 - Removed past funding to streamline plan. Updated FACT’s TDA 4.5 allocation, new STGP allocation, and competitive grant funding.
	COVID-19 Funding Impacts	New section, 5.2 on the impacts of COVID-19 service demand on FACT’s budget.
Chapter 6	Service projections	Updated service projections based on awarded funding and funding limitations. Included COVID-19 impacts on Demand Management.
Appendices	CTSA Work Plan FACT Service Area Map	<ol style="list-style-type: none"> 1. Updated with FACT’s FY 22 CTSA Work Plan 2. Updated with FACT’s FY 20 service/trips map 4. Updated Link to Title VI Plan

RECOMMENDATION:

Staff requests the Board’s feedback on the proposed updates to the 2022-2027 Business Plan.

ITEM #8

TO: BOARD OF DIRECTORS

FROM: Arun Prem, Executive Director

RE: Executive Director's Report

Meetings and Events – March 2021

3/22/2021 Meeting – Mike Wygant, MTS, Arun

3/25/2021 Meeting – D7 Linda Vista Senior Mobility – Justine Murray, Meagan, Arun

3/26/2021 Meeting - SANDAG Board of Directors – Budd, Meagan, Arun

3/29/2021 Meeting – Alameda CTC Joint PAPCO + ParaTAC- Navigating COVID into COVID-19 Recovery – Arun

3/30/2021 Meeting – Request for CRRSAA – SANDAG – Jenny Russo

Meetings and Events – April 2021

4/2/2021 Meeting – Transportation Committee – Meagan, Budd, Arun

4/6/2021 Meeting – Vendor Agreement 20077-6001 – Danna Cotman, Meagan, Arun

4/9/2021 Meeting – SANDAG Board of Directors – Meagan, Arun

4/9/2021 Meeting – FACT – Program Overview with Bayside Ctr– Meagan, Arun

4/9/2021 Meeting – FACT Services in San Diego – Ruth Martin - Office of Supervisor, Nora Vargas George, Arun

4/13/2021 Meeting – APTA Mobility Management Steering Committee – Arun

4/13/2021 Meeting – CAM Monthly Updates – Meagan, Budd, Arun

4/15/2021 Meeting – Reconnecting with West Pace and FACT – Renata Smith, Meagan, Arun

4/16/2021 Meeting – Transportation Committee – Meagan, Budd, Arun

4/16/2021 Meeting – City of Oceanside Program – CJ Palmer, Meagan, Budd, Arun

4/19/2021 Meeting – SANDAG - Chair and FACT Board Re: Funding - Hasan Ikhata, Mayor Catherine Blakespear, Jewel, Kellie, Brian Lane, George, Arun

4/20-22/2021 CALACT 2021 Spring Virtual Conference – Arun, Meagan, Anita

4/22/2021 Webinar - UBER

4/23/2021 Meeting – SANDAG – Board of Directors – Budd, Arun

4/23/2021 Site Tour – NW Chula Vista Development – with Hon. Jill Galvez, Phil, George, Arun

4/27/2021 Meeting - Code of Conduct Subcommittee – Marilyn Greenblatt-JFS, Robert Gebon-CTD, Zachary Rivera-SANDAG, Jay Washburn-SDMTS, Aurelio Pacheco-JFS, Lisa Madsen-SANDAG, Meagan, Budd, Arun