



Meeting Agenda and Notice  
**FACT Board of Directors Retreat**  
**February 5, 2015, 12:00 Noon**  
**SD County Operations Center**  
**5560 Overland Avenue, Room 172**

11:45 pm LUNCH

12:00 PM **PART A** - INTRODUCTIONS and MEETING CALL TO ORDER

1. Welcoming remarks by Board Chair, Retreat Planning Committee  
INFORMATION
  - Retreat Goals
2. Public Comment  
INFORMATION
3. Approval of December 2014 Board Meeting minutes p-2  
ACTION
4. Community Enhancement Grant Application p-10  
ACTION
5. MTS Vehicle donations and Lease of FACT owned vehicle p-11  
ACTION

12:15 PM **PART B** - SERVICES - GROWTH, DEMAND MANAGEMENT

6. New RideFACT video  
PRESENTATION
7. Contracted services Updates, new service proposals p-12  
INFO/ACTION
8. RideFACT service update p-17 INFO/ACTION
  - Statistical overview of FACT data
  - Service Development Committee report
  - Rider Acknowledgement

1:40 PM **PART C** - VETERANS MOBILITY - COLLABORATION WITH 211 and SANDAG

9. Discussion on current and potential collaboration with 2-1-1 p-23  
INFO/ACTION
  - VTCLI Project overview, status, next steps
  - Assisting (dialysis) riders with MediCal eligibility
  - Process for FACT becoming NEMT transportation provider

2:20 PM **PART D** - 5 YEAR RIDERSHIP, EXPENSE AND REVENUE PROJECTIONS

10. DRAFT 5-year service projections p-24  
INFO/ACTION
11. DRAFT 5-year expense and revenue projections p-25  
INFO/ACTION

3:10 PM **PART E** - ORGANIZATION, PRIORITIES

- 12. Review of FACT Governance - Board, CAM, TAC  
INFO/ACTION p-27
- 13. Business Plan updates  
INFO/ACTION p-28
- 14. Board member feedback  
INFORMATION

4:00 PM Adjournment; optional facility tour



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

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**FACT Board of Directors' Meeting Minutes  
December 16, 2014**  
County of San Diego Administration Center, RM 302  
1600 Pacific Highway, San Diego, CA 92101

Board Members Attending	Hon. Dave Roberts, Phil Monroe, Hon. Tony Kranz, LaVonna Connelly, Bob Campbell, Hon. John Aguilera, Hon. George Gastil
TAC Members Attending	Janelle Carey-MTS, Kim Thorp-NCTD
Board Members Absent	Norine Sigafoose, Susan Hafner
Staff Attending	Arun Prem, Meagan Schmidt, Budd Anderson, Oswaldo Perez, Noah Minner, Dorothy Harris, Leticia Corona, Jonathan Albarran
Public/Guests	See sign in sheet
Introductions	A meet and greet over refreshments took place at 8:30AM. Chair Dave Roberts called the meeting to order at 9:00AM. Introductions were made. Dave thanked guests for attending FACT's Annual Meeting and celebrating another year of accomplishments.
Approval of November 20, 2014 Board Meeting minutes	<b>Motion to approve the November 20, 2014 Board Meeting minutes made by LaVonna Connelly. Second by Tony Kranz. The motion passed unanimously.</b>
Public Comments	None
Board Chairs Report <ul style="list-style-type: none"> <li>• 2014 Year in review</li> <li>• New RideFACT video</li> <li>• 2014 Annual Report</li> </ul>	Dave reviewed FACT's governance and explained that FACT was required to have elected officials serve on the Board. He discussed the Council on Access and Mobility (CAM), an advisory committee to the FACT Board of Directors. CAM's mission is to "Promote coordination of transportation resources and services in San Diego County". He reviewed CAM members consisting of transportation service providers, planning and transit agencies, consultants, and community members. CAM meetings are held bi-monthly, alternately in North and South County. He discussed the Technical Advisory Committee (TAC), an advisory committee to the FACT Board of Directors. He said TAC members attend Board Meetings and meet with FACT staff to review programs and projects. He reviewed TAC members which include Janelle Carey-MTS, Danielle Kochman-SANDAG,

Lois Knowlton-Friends of ADHCC, and Kim Thorp-NCTD.

FACT's 2015-2020 Business Plan was approved by the Board in May 2014. Dave explained that the Business Plan addressed the current status of FACT's services, collaborations, and proposals. Significant updates to the Business Plan included growth in contracted transportation services, FACT's vehicle leasing program, vehicle donations to non-profits, and veterans' mobility. He indicated that FACT provided transportation services for seniors, persons with disabilities, and low income individuals. He said the progress since FACT's formation was phenomenal and was a testament to the dedication of the Board, staff, and partners. He said in 2014 FACT welcomed Lemon Grove City Council member Hon. George Gastil to the Board and Jonathan Albarran and Dorothy Harris to staff as Mobility Coordinators. He indicated that CAM added 6 new members including Bruce McGrath-AAA Transport, Vivian Radam-Access to Independence, Judi Bonilla-We Get Around, Craig Jones-Interfaith Community Services, Bill York-2-1-1 San Diego, and Lois Knowlton-Friends of ADHCC.

Dave reviewed several slides with images of events that took place throughout the year and discussed the highlights of 2014. He said FACT provided transportation for the Poway Adult Day Health Care Center (PADHCC) since January 2013; over 7,200 one way trips to date. FACT provided service for the City of Oceanside's Van Service since September 2013; 3,400 one-way trips to date. FACT provided transportation for NCTD's lift program as a subcontractor to First Transit since March 2014; 2,800 one-way trips to date. FACT provided transportation for the San Diego County Office of Education (SDCOE) Foster Youth program beginning March 2014; 930 one-way trips to date. He explained that the Foster Youth program allowed students to attend their home school after being relocated to a foster home.

Dave said FACT had 12 transportation brokerage providers including 4 non-profits. YF Transport and Home of Guiding Hands joined the brokerage in 2014. FACT received two (2) 2013 small busses and one (1) 2009 medium bus from Caltrans in 2014. As a nonprofit, FACT leased or donated vehicles to transportation providers in order to support FACT's services and enhance transportation in the region. He described FACT's process for allocating vehicles. FACT provided 11,229 one-way trips in 2014 at an average cost of \$19.21; the average one-way trip length was 11.9 miles. FACT provided service in all 18 incorporated cities in San Diego County. He said FACT provided transportation for 1,730 unduplicated RideFACT users; 42,685 total (RideFACT and contracted services) one-way trips since 2012.

	<p>Dave discussed FACT’s FY 2015 Initiatives as follows: continued growth in contracted services to diversify FACT’s revenue base, increased rides using FACT owned vehicles, implementation of Veterans Mobility project in collaboration with 2-1-1 and SANDAG, purchase scheduling and dispatching software, and continued growth of the brokerage. He said FACT was anticipating 2 major service contracts in FY 2015. He explained that the leased vehicles allowed FACT to provide more trips for seniors and persons with disabilities. The implementation of the Veterans Mobility project would include upgrades to FACT’s telephone equipment, integration with 2-1-1’s database/data management systems, and fund FACT’s brokerage software. FACT would issue an RFP for procurement of brokerage software in early 2015. He said FACT would like to add additional brokerage providers in order to increase service capacity. He discussed the 2016-2020 FACT Business Plan that would be updated in 2015.</p> <p>A draft of FACT’s new video was presented. Dave said it was the first time he had seen the video and was pleased with the results. He mentioned that there were a number of people in his neighborhood that used FACT’s services. It was wonderful that FACT could accommodate their transportation needs. He requested that staff stand for a round of applause for their great work throughout the year. On behalf of the Board, Dave thanked staff for their dedication and hard work in making FACT a continued success. He said FACT produced a wonderful annual report and encouraged guests to review and share the report with interested parties.</p>
<p>Keynote Address</p> <ul style="list-style-type: none"> <li>Gregory E. Knoll, Esq., Executive Director and Chief Counsel Legal Aid Society of San Diego</li> </ul>	<p>Dave introduced Gregory E. Knoll, Esq., Executive Director and Chief Counsel for the Legal Aid Society of San Diego, as the keynote speaker. Dave discussed Greg’s background and how he was introduced to the Legal Aid Society of San Diego. He said FACT was interested in healthcare developments related to the Affordable Care Act (ACA) and how it affected FACT as a nonprofit transit provider. Greg was an expert on the topic and Dave encouraged Board Members to ask questions after hearing him speak.</p> <p>Greg said he was impressed by how far FACT had come and applauded the efforts of staff, the Board, and partners. He said hopefully his presentation would start a dialogue in regards to how FACT could play a role in healthcare related transportation. He said while the ACA itself did not provide transportation services, some of the other programs were better equipped, such as Cal MediConnect. Cal MediConnect is a program that promotes coordinated health care delivery to seniors and people with disabilities who are dually eligible for Medi-Cal and Medicare. He said the movement benefited the poorest and sickest people in San Diego by</p>

moving them into a manage care plan for their long term service needs. He explained that the Legal Aid Society had been designated as the health consumer assistance organization to coordinate these activities state wide. He defined and discussed Non-Emergency Medical Transportation (NEMT) and Non-Medical Transportation (NMT). He discussed Early Periodic Screening, Diagnosis, and Treatment (EPSDT) and eligible beneficiaries. He explained that case management services were responsible for taking care of transportation needs for beneficiaries.

Greg discussed the Centers for Medicare & Medicaid Services (CMS). CMS issued a guidance entitled “EPSDT: A Guide For States: Coverage In The Medicaid Benefits For children and Adolescents, EPSDT”, which provided the following provisions regarding transportation for eligible members: Appointment scheduling assistance, necessary transportation to and from medical appointments, and reimbursement for mileage. He said NEMT was a covered Medi-Cal benefit subject to utilization controls. NMT was not required for non-EPSDT members per the Medical Care Plan (MCP) boilerplate contract. MCP’s may voluntarily choose to provide transportation and must inform all members in writing the procedures for obtaining NMT as well as conditions under which it is available. He said NEMT was a covered service for EPSDT, Medi-Cal MCP, and Cal MediConnect beneficiaries. He reviewed the limitations, authority, and enforcement of NEMT for each plan. He said NMT was a covered service for EPSDT and Cal MediConnect beneficiaries, but not for Non-EPSDT beneficiaries. He reviewed the limitations, authority, and enforcement of NMT for each plan.

Greg explained that there was a survey conducted on manage care plans in which 21 out of 21 plans surveyed reported having processes in place to evaluate beneficiaries’ physical and mental conditions that could require NEMT. 17 out of 21 health plans surveyed reported having a contracted network for NEMT and the 4 plans that did not have a network were in the process of contracting with a vendor or were utilizing only qualified Medi-Cal providers. He indicated that NEMT was not covered under the ACA, only emergency transportation. California only requires emergency transportation and does not expand the ACA essential benefits to include other forms of transportation. According to an informal study of insurance companies offering San Diego County Covered California health plans, only Sharp offered NEMT and was limited to certain locations, for seniors, and for persons with disabilities. He said each plan required a lot of advocacy at the state level in order to push for transportation to be an open and available benefit to all beneficiaries.

Phil asked how transportation providers became Medi-Cal qualified. Greg

said there were certain provisions in the code specifying eligible providers; this usually included ambulances and ADA vehicles, but not private vehicles or taxicabs. Phil asked if Medi-Cal and Cal MediConnect recipients were means tested. Greg said there were eligibility criteria which included income level. Phil asked if dialysis transportation was classified as NEMT or emergency transportation. Greg said end stage renal disease (ESRD) is exempted from the Cal MediConnect program and dialysis treatment should qualify for both NEMT and emergency transportation. Phil asked if the Consumer Center for Health Education and Advocacy (CCHEA) was a source for compensating dialysis transportation. Greg said the CCHEA was not a source for paying for dialysis transportation, but was a source for advocacy. He indicated that all the managed care plans were contracting with or looking to contract with transportation providers because they now had the responsibility to provide transportation. In respect to copay, Phil asked what happened when a beneficiary exceed their yearly trip limit. Greg said beneficiaries would be required to pay a small copay of \$3 to \$5 or they could advocate with their doctor and managed care plan for extra trips due to medical needs.

Bob asked Greg if there was a state or states FACT could reference that worked constructively with the ACA. Greg said he did not want to give the impression that California was not a leading ACA state because it was. He said off the top of his head he could not recall exactly which states work well with the ACA to cover transportation; he mentioned Missouri and Massachusetts. He said California already received a waiver and would most likely not go back to amend it. Medi-Cal funding for transportation would be included under intensive case management in the advocacy related to a 5 year waiver effective later in 2015. Bob Prath asked what made a Medi-Cal transportation provider certified and if there was anything preventing FACT from contracting directly with managed care plans. He also asked who would benefit from the cost savings if managed care plans contracted with FACT. Greg said the state would benefit from the cost savings. He noted that managed care plans were not experienced in providing these additional services. He said if FACT could demonstrate the cost savings and guarantee service, managed care plans may choose to contract with FACT. LaVonna asked how transportation advocacy was received and whether there was resistance or openness to the discussion. Greg said the topic was generally embraced at meetings, but most of the enthusiastic participants were at the local level and not the ones making the funding decisions. LaVonna asked if there was a good forum for FACT to participate in and present FACT's services. Greg said the CCHEA met the first Wednesday of each month at the San Diego Medical Society. Arun thanked Greg for his presentation. He discussed Molina Healthcare

	<p>purchasing a high volume NEMT transportation. He noted that FACT was unaware of the contract opportunity at the time of the bid, but since then he discussed the benefit of FACT's services with HHSa and Molina staff who expressed interest in working with FACT at the next available opportunity.</p> <p>Dave thanked Greg for speaking and presented him with a gift for being FACT's Annual Meeting keynote speaker.</p>
<p>FACT Annual Financial Audit and SANDAG/TDA Audit for FY 2014</p>	<p>Arun indicated that FACT's FY 2014 TDA and internal audits went well. He said the internal audit report was available and the TDA audit report would be ready in a few days. Dennis Randall (FACT CPA) reviewed highlights from the audit process. Sonnenberg &amp; Co. CPA's rendered an unqualified opinion which stated that FACT's financial statements fairly presented the assets, liabilities, and results of operations for FACT for the fiscal year. He said total assets increased by \$217,720 and net assets increased by \$148,702. Net assets included unrestricted net assets of \$174,534 and temporarily restricted net assets of \$108,081. Grants, contracts, and other income increased by 62%; and programs services expenses increased by almost 50%. Despite these increases, management and general expenses remained almost the same at \$88,140 for FY 2014 compared to \$87,227 for FY 2013. He indicated that the final TDA audit report had not been received.</p> <p>Arun reminded the Board that they approved discontinuing the Board member signature requirement on all checks over \$1,000. The auditors recommended providing Board members access to online banking information in order to monitor FACT's finances. Staff requested the Board to approve the DRAFT Financial Audit Report, and review the audit recommendation regarding the monitoring of FACT's bank accounts by Board members. Phil said he did not see the need for online account monitoring by the Board because a list of expenditures was available each month for Board review. Arun explained that it was a recommendation from the audit report, but was not mandatory. John agreed with Phil and felt that a printed statement of monthly expenditures for Board review was sufficient. He said the number of people allowed to access online banking should be kept to a minimum. Dave asked if it would look bad for a non-profit Board not to comply with audit recommendation. Dennis said it depended on the recommendation and indicated that all past audit recommendations had been minor in nature and were not mandatory. Dave mentioned that he had served on many non-profit Boards and never had online banking access as a Board member. Dennis noted that the Board was provided with financial statements and a check registry each month as well as had access to FACT's books at any time. Dave proposed</p>



	<p>inviting the auditors to a FACT Board Meeting to clarify the rationale for the recommendation. Phil suggested informally conveying to the auditors that there was push back from the Board regarding the recommendation. John said since there were no significant findings during the audit, he did not understand the need for the recommendation. He suggested clarifying FACT’s alternative oversight process for the auditors to determine if it was sufficient or not.</p> <p>Tony said the recommendation was to provide Board Officers access to online banking and not the entire Board. He felt that the purpose of the recommendation was to establish a process to verify that check registries matched online bank balances. Being able to verify that the bank balance matched the monthly reports was an extra step to ensure FACT was not subject to fraud. There may be a better alternative to Board members monitoring online banking, but he understood the intent of the recommendation. Phil felt that if the recommendation were adopted, then Board Officers should review banking information twice a month and report back to the Board with any findings. He said Board officers may neglect monitoring the accounts if it was not mandatory. LaVonna asked if the auditors were aware of FACT’s check registry. Arun confirmed.</p> <p><b>Motion to approve the Draft 2014 Financial Audit Report and review the audit recommendation regarding monitoring of FACT’s bank accounts by the Board which included the following: researching online banking procedures, expanding on the auditor’s rationale for the recommendation, and informing the auditors that there was pushback from the Board regarding the audit recommendation made by Tony Kranz. Second by George Gastil. The motion passed unanimously.</b></p>
<p>Annual Board of Directors Retreat - proposed date and location</p>	<p>Staff requested the Board review the feasibility of holding a Board Retreat on Thursday, February 26, 2015. Bob said he would not be available February 26, 2015 and would return March 7, 2015. Dave suggested holding the meeting before February 1, 2015 and asked if that would work for staff. Arun felt that it may be too soon considering the amount of planning required. He mentioned that staff’s recommendation included the formation of a Retreat Planning Committee to help plan the agenda. He noted that Danielle Kochman indicated that she would not be able to attend in March. Phil asked why the Retreat could not be held in April. Dave said there were several service issues that needed to be addressed sooner rather than later. Dave appointed Bob, LaVonna, and George to the Retreat Planning Committee; Bob was designated Chair of the committee. Bob proposed Thursday, February 5, 2015 as the Retreat date and recommended canceling the regular January and February Board</p>

	<p>Meetings. Dave asked if the Retreat could take place from 12-5PM.</p> <p><b>Motion to approve holding FACT’s 2015 Board of Directors’ Retreat on Thursday, February 5, 2015 from 12PM to 5PM at the County Operations Center in San Diego and the Retreat Planning Committee appointments made by Dave Roberts. Second by Phil Monroe. The motion passed unanimously.</b></p> <p>LaVonna noted that the cancellation of the January and February 2015 Board Meetings was not included in the motion.</p> <p><b>Motion to approve cancelling the January 22, 2015 and February 26, 2015 Board Meetings made by Dave Roberts. Second by Tony Kranz. The motion passed unanimously.</b></p>
<p>Executive Director’s Report</p>	<p>Arun thanked 2-1-1 for their call center support which allowed FACT staff to attend the Annual Meeting. He recognized AAA Transport and CityLink Foundation for sponsoring the meeting. He mentioned that the Metropolitan Transit System (MTS) Board agreed to work with FACT to donate 10 used vehicles to local non-profits. Arun thanked the FACT team for planning and setting up the Annual Meeting. Dave thanked staff for all their hard work.</p>
<p>Board Officer Elections</p>	<p>LaVonna announced the FACT Board Officer nominations for 2015 as follows: Dave Roberts-Chair, Bob Campbell-Vice Chair, Susan Hafner-Treasurer, and LaVonna Connelly- Secretary.</p> <p><b>Motion to elect Board Officers for 2015 made by LaVonna Connelly. Second by John Aguilera. The motion passed unanimously.</b></p> <p>Dave thanked the Board Officers Nominating Committee for their nominations.</p>
<p>Board Member Comments; closing remarks</p>	<p>Phil hoped that the Board Retreat would include a detailed discussion on dialysis transportation. Tony thanked Dave and the County for hosting the Annual Meeting. He indicated that Encinitas Mayor Teresa Arballo Barth had retired and suggested contacting her to gauge her interest in serving on the FACT Board again. LaVonna said it had been a great year for FACT. She thanked staff for their hard work, the Board for their ongoing dedication, AAA Transport and CityLink for sponsoring the meeting, and guests for attending the meeting. George said he was delighted to be on the Board and at the meeting. Bob said Board members including himself were frustrated during the early years at FACT because they saw growing expenses while not performing any rides. He said Arun pulled things together and obtained the right people to grow services while maintaining</p>

	<p>expenses. He thanked FACT staff and partners for their diligence and effort in getting FACT where it was today. He said he was proud to be affiliated with FACT and delighted to see how the service has benefited the community. John said Bob’s comments mirrored his feelings and added that doubling assets, increasing revenues, and serving increased users was a testament to FACT’s success. He said he was impressed by the work staff had done and thanked Dennis for keeping FACT’s financials in line. He wished everyone a Merry Christmas and a Happy New Year. Dave thanked Board Members for their service. He recognized staff and thanked members of the public for their continued support of FACT. He thanked guests for attending and encouraged them to stay for refreshments and conversation.</p>
Adjournment	The meeting adjourned at 10:34AM.

**ITEM # 4**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director and Oswaldo Perez, Grants Management Analyst**

**RE: County Community Enhancement Grant Application and Resolution**

**ISSUE:**

Staff seeks Board approval to submit a grant application for FY 2015-16 Community Enhancement funds.

**BACKGROUND**

The County of San Diego offers Community Enhancement funding to organizations for activities that promote and generate tourism and/or economic development at the regional and community levels.

If awarded, this grant will support a second Travel Connections information event hosted by FACT in District 3.

**RECOMMENDATION:**

Staff requests the Board for:

- Authorization to submit one grant proposal for FY 2015-16 Community Enhancement Funding, and
- Approval of Board resolution to accompany grant application

**ITEM # 5**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director**

**RE: Vehicles - MTS vehicles donation; lease of one FACT owned minivan**

**ISSUE:**

Staff requests feedback on two proposals related to vehicles:

- MTS has offered to collaborate on donation of 10 used vehicles (small buses) to nonprofit agencies in the MTS service area
- FACT has one used minivan available for lease; staff has selected a recipient

**BACKGROUND:**

MTS - Retired vehicle donations - In December 2014 the MTS Board approved lease of 10 used vehicles to nonprofit agencies that provide transportation to persons with disabilities in the MTS service area. MTS has asked FACT to partner with it in donating the vehicles.

As in the past, FACT will solicit applications for eligible recipients and work with a review committee to select recipients for the vehicles.

During the Board discussion (date, month) on the cost of administering the donations as well as follow up and data reporting, the Board recommended an annual fee for the recipients to offset the expenses.

FACT may ask the recipient to pay \$500 per vehicle/year fee to cover the cost of administering the program.

Lease of FACT owned used Minivan - The minivan was originally leased in April 2013 and recalled during late 2014. FACT recently held initial discussions with another Brokerage transportation service provider - Renewing Life, for the lease of the vehicle. Renewing Life is a nonprofit, based in the City of San Diego. The leased vehicle will enhance FACT's capacity to perform cost effective ambulatory and accessible trips for RideFACT and potentially other contracted services.

**RECOMMENDATION**

Staff seeks authorization from the Board to:

- Donate 10 small buses to non profits as per the recommendations of the review committee
- Lease one FACT owned minivan to Renewing Life

**ITEM # 7**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director, Meagan Schmidt,  
Operations Manager**

**RE: Contracted Service Updates, and New Service  
Proposals**

**ISSUE**

This item includes an update on existing contracted services, and seeks Board input on some potential contracted services

**BACKGROUND**

Contracted services became feasible due to the successful implementation of FACT's brokerage in 2012.

In 2013 and 2014 FACT began providing contracted services for the Poway Adult Day Health Care Center, City of Oceanside, SD County Office of Education (Foster youth transportation) and First Transit, in that order.

The brokerage saw steady growth in the number of participants and consequently in the capacity for contracted services that FACT could offer to agencies interested in purchasing transportation. Some of the contracts like Poway and First Transit were attractive to vendors due to the potential for growth in demand and the opportunities for stable and regular services, which would provide them with a predictable revenue source. FACT was able to manage the pricing of trips to create value for the purchasers as well as sellers. As evidenced by the response from the vendor community, the interest in FACT as a broker has grown due to contracted services growth.

The following sections describe the contracted services currently being provided:

**1 EXISTING CONTRACTED SERVICES:**

The earnings from all contracted services do date (through December 2014) were \$203,453 (gross). The earnings were less than expected due to several start up issues and others that came up during implementation – the trip volumes on most contracts were below projections. There were long delays during the start up of the SDCOE contract. The First Transit contract ridership projections were not met after the first 4 months of service; ridership on First Transit (LIFT) were far below expected during fall and winter months and continued to be low. The unavailability of FACT’s Section 5310 funded minivans for most of the second half of 2014 had a major impact on the returns from all the contracted services. It was planned that Oceanside, Poway and First Transit would be serviced mainly by 5310 vehicles – whereby FACT’s payments to the subcontractor would be in kind. In this scenario all of the contract revenue would contribute towards FACT’s income. However we were unable to get the vendor to honor the lease agreement and had to purchase the bulk of trips for the contracted services through the brokerage. As of today all the FACT owned vehicles have been reassigned and subject to new lease agreements making them available for contracted services at FACT’s discretion. FACT was awarded 7 additional new accessible minivans in the recent SANDAG grants recommendations forwarded to the Transportation Committee.

### **1.1 City of Oceanside Senior Van Service:**

In August 2013, FACT was awarded a contract to provide transportation for the City of Oceanside’s Senior Van Shuttle. The contract was recently extended through June 2015. The contract amount is \$73,500.

Service was implemented in September 2013.

### **1.2 SDCOE Foster Youth transportation contract**

The San Diego County Office of Education (SDCOE) contracted with FACT to provide transportation for eligible foster youth in December 2013. Service was implemented in February 2014.

The SDCOE received a grant that funds efforts to enable foster youth to continue to attend the “home” school after they are relocated to foster homes. The agreement between SDCOE and FACT involves getting drivers qualified for the special requirements and proving trips from home to school and back.

Recently SDCOE decided to split the contract between multiple vendors.

### **1.3 Poway Adult Day Health Care Transportation Service Contract**

In January 2013 FACT entered into an agreement with Poway ADHCC to provide transportation to approximately twenty four (24) of the Centers clients. The clients are all seniors who are unable to use other modes of

public transportation due to varying degrees of physical and/or cognitive disabilities. The agreement involved transportation of clients from their homes to the Center in the morning and back home during the afternoon. Due to the large group of clients, FACT was able to work with a provider to group riders on a few buses in a cost effective manner.

As of August 1, 2014 FACT has provided the service with the help of a new contractor, Safety First.

#### **1.4 ADA Paratransit service (LIFT):**

In February 2013, FACT's Board authorized staff to follow up in order to enter into agreement with First Transit (FT). Under the proposed agreement FACT would provide LIFT trips as subcontractor to FT. LIFT is a specialized 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. Under this agreement fact would provide curb to curb transportation for NCTD clients as a subcontractor to FT, the contractor for LIFT service.

FACT signed the agreement in mid-March 2014. The term of this contract is unspecified and may continue through the end of the contract between FT and NCTD, which has a 3.5 year term. It was anticipated that FACT would dispatch 40-50 LIFT trips on average daily, to its sub contractors.

This arrangement represented a new source of revenue for FACT, similar to group trips and on-demand trips already being provided under other service contracts. Due to the potential for high volume of service, this contract is expected to have greater impact on FACT's operations (including staffing, business hours, days of service) and revenues over the next 3 years. In order to prepare for this new service start-up FACT hired a full time Mobility Coordinator in late March 2014. The service was implemented on March 31, 2014.

This contract has had a lot of volatility in the number of rides needed, recently demand has been extremely low or none on most days. In spring, public transportation demand usually goes up significantly - accordingly, we expect some of the LIFT service demand will recover during the next few months.

## **2 Net Impacts of Contracted Services**

From a number of indicators, it seems at this point that contracted services have had a positive net impact on the Agency. The overall volume of trips has grown significantly from year to year. Overall revenues, volume of service as well as FACT's overall budget have seen a sharp increase. There are a number of intangible impacts of the growth in contracted services:

- Improved perception of FACT
- Greater awareness of FACT's services



- Interest from transportation providers
- Interest from agencies that need cost effective transportation services
- Greater leverage in new and ongoing contract negotiations
- Greater capacity in FACT's Brokerage

During the discussion on the Budget for FY 2014-15 Board members expressed interest in the net impacts on FACT from the various contracted services.

Identifying net impacts from contracted services was problematic due to a number of factors:

- The contracted services are not homogenous
- Contracted services have a relatively short history
- The cost and price structures vary between services
- The fixed expenses are shared between referrals, contracted services and other mobility and administrative services

In order to better understand the net impacts of the contracted services, a matrix showing income and expenses from all contracted services for calendar year 2014 was developed. A percentage of the fixed expenses was allocated to each service. The "Net" revenue from the contract was determined after adding the allocated expenses to the cost of purchased transportation.

The information will be presented for the Board's review during the Retreat.

### **3 Potential for growth of Contracted Services**

While the preceding discussion strengthens the rationale for expanding contracted services there are several strategic issues that need to be discussed:

- Office space - the current office space can accommodate one additional staff. The office space lease is effective for 4+ years, however it may not be extended and FACT may outgrow it sooner if unexpected growth occurs in the meantime.
- Personnel - a large contract similar to LIFT may require an additional full time staff person to handle the additional phone calls for customer service, reservations and dispatching. FACT needs a full time accounting and payroll staff person. Although the current arrangement with Dennis is effective, there is need for additional regular hours.
- All contracts services have relatively short-term commitments - the LIFT contract has a limited term since First Transit's contract with NCTD is through 2017 (approx. 3.5 years).
- Lack of long term funding commitments - FACT's administrative and mobility management expenses are still partially dependent upon TDA and SANDAG

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grants. Until the contracted service grow significantly FACT will continue to be financially unsustainable in the long run. As the staffing, administration and liabilities grow, the sustainability issue is becoming more critical.

- Need for diversification of service mix - the current services depend upon availability reasonably priced trips and sufficient transportation capacity. There are currently two major service providers in the FACT brokerage system, which makes the brokerage vulnerable. Over the last two years through leasing of vehicles and contracts for new services FACT has been able to expand the capability of these providers. However there is still no redundancy in the brokerage and the dependence on a limited number of providers is a concern.
- Reimbursements for Medicaid and Dialysis trips - the Dialysis transportation represent a challenge for RideFACT's capacity - however it is a potential opportunity for funding if FACT can get reimbursements for the trips from DHHS or the Dialysis providers. Most FACT riders are seniors and are using RideFACT for medical appointments - which could qualify the trips as Medicaid funded (NEMT) transportation. 211 recently initiated a discussion on the potential for referring FACT clients to the Medicaid transportation eligibility process with help from 211. Medicaid transportation providers are required to go through a State application process and if FACT could become a qualified provider, it would enable FACT to claim the full cost of NEM transportation from the Medicaid program.

## **Part 2 Discussion of Potential New Service options:**

The discussion on new services represents some specific inquiries received by FACT during the last year. The implementation of new FACT services has led to greater awareness of the potential for other services that are either related or more diverse in scope. Most of the routine inquiries received by us are for services similar to those already provided - those requested were not referenced in the following information:

- 1 **Expansion of Poway Contract** - The Poway Adult Day Healthcare Center recently enquired about additional transportation service for 50 clients. According to the preliminary query approximately 500 additional one-way trips a week may be needed. FACT has determined that the brokerage providers have the capacity and interest in handling the additional trips.
- 2 **Early Discussions with Uber** - contracted to dispatch real time rides for seniors and persons with disabilities on behalf of Uber. Uber describes itself as an app based ridesharing service - it is a San Francisco based corporation with services operating in most US cities and number of other countries. The services include on demand taxi type service and Uber Black - which resembles limo service. Recently Uber introduced Uber Assist for seniors and Uber Wave for persons with disabilities. Due to the shortage of accessible vehicles in the San Diego region Uber initiated contact with FACT in order to get FACT to assist with finding trips to respond to the demand for accessible rides.

Uber staff Nicole Cooper, Marketing Manager, attended CAM meeting in December and expressed interest in dispatching ride requests to FACT in the near term. A follow up meeting is planned to discuss the proposal in more detail.

- 3 **Potential for partnering First Transit for service in MTS service area** - this preliminary discussion was initiated by MTS staff in late 2014. The MTS paratransit service projections showed a likelihood of significantly higher than average increase in the near future; in order to plan to meet the growth in demand cost effectively, MTS was considering FACT's brokerage as a means to purchasing trips through the contract with First Transit. FACT provided MTS with details about the brokerage's capacity, the existing rate structure for the First Transit contract and other details in response to queries.

There is potential for collaboration with MTS on providing very long trips, certain recurring trips that are costly with their current rates, as well as "transfer trips" for people continuing their travel outside the MTS service area.

- 4 **Mobility Management Consulting** There have not been new requests for consulting services in the last year, however this remains a viable option for generating new revenues in future.

- 5 **Call Center Services**

FACT has a call center that is efficient and experienced with transportation referrals. There is need in San Diego for purchased call center services for transit providers. The current staff could be easily adapted for referrals to transit services or other related information and referral services. We have not received inquiries recently regarding call center services recently. Due to the expansion in contracted services our capacity to provide this service is limited at this time.

**RECOMMENDATIONS:**

Staff requests feedback on current and potential contracted services

**ITEM # 8**

**TO: BOARD OF DIRECTORS**

**FROM: Service Development Committee Arun Prem,  
Executive Director and Meagan Schmidt,  
Operations Manager,**

**RE: RideFACT SERVICE UPDATE**

**ISSUE:**

This item includes updates on:

- FACT data from the most recent calendar year - a statistical overview and analysis of variance
- *Service Development Committee* discussions regarding managing RideFACT demand in view of the limited operating funds, and
- Rider acknowledgement form, and
- Rider Survey

## BACKGROUND:

### 1 STATISTICAL REVIEW OF FACT DATA:

As the RideFACT service and some of the contracted service mature the ridership growth has begun to stabilize. The initial rapid growth trend has been replaced by a more consistent ridership pattern.

With help from Phil Monroe, staff plotted the data from the most recent calendar service year to study the variance in the statistics. The level of variance and its frequency observed over a period of time indicate the overall status of an organization.

The accompanying power point illustrates the variance in FACT's data and explains its implications.

### CONTRACTED SERVICES UPDATE

Oct-14		Nov-14		Dec-14
ONE-WAY TRIPS	SERVICE	ONE-WAY TRIPS	SERVICE	ONE-WAY TRIPS
392	First Transit	365	First Transit	61
460	Poway	353	Poway	391
380	Oceanside	321	Oceanside	350
115	SDCOE	73	SDCOE	78
1,347	TOTAL	1,112	TOTAL	880

### RideFACT Service statistics - July 2012 through December 2014

FISCAL YEAR 2012-13									
RideFACT	1 way trip reque	Referrals out	Referrals to RideFA	RideFACT Trips (less	Cancelled rides	No shows	Pending	Av Trip cost	Av Trip leng

	sts		CT	Poway, Oceanside)					th (Mi)
Jul-12	416	203	213	142	17	2	0	\$24.86	13.8
Aug	642	226	416	368	47	3	0	\$21.53	12.4
Sep	653	169	484	403	45	6	30	\$18.94	10.9
Oct	1,073	203	870	684	87	16	83	\$21.93	10.9 2
Nov	1,184	179	1,005	535	133	8	329	\$21.30	10.6
Dec	1,004	138	856	467	98	12	274	\$26.35	11.6
Jan-13	1,444	226	1,218	831	134	22	212	\$19.77	12.6
Feb	1,289	176	1,113	671	108	35	272	\$18.77	13.2
Mar	1,426	196	1,230	885	124	27	163	\$16.70	12.6
Apr	1,753	162	1,591	955	178	23	392	\$18.25	12.6
May	1,758	224	1,534	1,055	108	15	346	\$14.89	12.2
June	1,899	140	1,759	1,132	169	13	428	\$11.25	11.9
<b>SubTotal</b>	<b>14541</b>	<b>2242</b>	<b>12289</b>	<b>8128</b>	<b>1248</b>	<b>182</b>			

FISCAL YEAR 2013-14									
Jul-13	2,067	194	1,873	1,203	157	26	473	\$16.74	12.2
Aug	2,308	162	2,146	1,395	154	26	559	\$16.95	12.7
Sep	2,608	115	2,493	1,486	163	37	787	\$20.43	12.1
Oct	2,655	165	2,490	1,696	244	63	469	\$21.06	12
Nov	2,582	170	2,412	1,568	180	27	630	\$21.39	12.2
Dec	2,389	115	2,274	1,585	198	42	445	\$20.77	12.1
Jan-14	2,690	174	2,516	1,653	197	48	617	\$16.3	11.7

								1*	
Feb	2,570	140	2,430	1,577	180	41	628	\$19.45	11.7
Mar	2,725	120	2,605	1,683	181	26	682	\$19.52	12.2
Apr	2,711	151	2,560	1,633	238	32	644	\$18.97	12.1
May	2,970	154	2,816	1,787	263	36	689	\$19.53	11.7
June	3,009	214	2,795	1,770	315	40	621	\$19.68	11.5
<b>FISCAL YEAR 2014-15</b>									
July	2,763	172	2,591	1,769	198	32	512	\$19.13	11.9
Aug	2,700	140	2,560	870	245	35	588	\$18.15	12.1
Sep	2,768	123	2,645	857	164	53	624	\$18.75	12.1
Oct	2,976	118	2,858	1,038	195	51	619	\$19.63	11.9
Nov	2,702	89	2,613	794	253	47	757	\$20.36	12.3
Dec	2,549	102	2,447	905	310	30	413	\$20.96	13.2
SubTotal	16,458	744	15,714	6,233	1,613	248			
<b>TOTAL</b>	<b>62,283</b>	<b>4860</b>	<b>57,413</b>	<b>33,397</b>	<b>5083</b>	<b>874</b>			

**\*NOTES**

As of January 2014 we are reporting the average per trip cost based only on trips that were purchased from the Brokerage at regular Brokerage rates; those trips comprise the majority of RideFACT trips. July '13 onwards numbers were updated to reflect the new process.

As of August 2014 the Oceanside and Poway trips are not included under RideFACT.

## **2 UPDATES FROM JAN 8, 2015 SERVICE DEVELOPMENT COMMITTEE DISCUSSION:**

On January 8, 2015 the Software and Service Development Committee met and continued discussion on plans to manage demand for RideFACT service.

**LaVonna Connelly and George Gastil (Board members), Danielle Kochman**

**(SANDAG), Bruce McGrath (AAA Transport), Cynthia Sanders (Citylink), and FACT staff - Meagan, Arun, Oswaldo and Budd attended the meeting.**

The committee's discussions are summarized under the various agenda items:

## **2A MANAGING RIDE REQUESTS**

### 2A.1 Limiting number of trips per rider, per month

Danielle reviewed FACT's capacity to provide trips based on the subsidy per trip available as per FACT's projected grant revenues. She stated that approximately 1,160 trips per month could be provided. This would result in approx. 9 trips per unique rider per month; according to the most recent available data there are 127 unique RideFACT riders.

The subcommittee discussed making this an even number with 8 or 10 trips per month so that the rider could more easily keep track of the usage. There was discussion on the potential role that Medicaid could play towards subsidizing eligible trips. Arun said that 2-1-1 recently offered to help with assessing riders for Medicaid eligibility which could allow FACT to claim Medicaid NEMT funds. This will be discussed further during the 211 update.

### 2A.2 Second Tier Pricing Structure for additional trips over the monthly limit

A second tier pricing structure was discussed in order to mitigate the impact on riders who needed more trips than the monthly limit. It was generally agreed that a higher priced option (requiring less subsidy) at a cost that is cheaper than a taxicab ride, should be offered.

Danielle suggested doubling the fare for these trips. Another option suggested was to establish a flat, relatively higher fare up to a certain mileage (to be set above the average RideFACT trip length of 11 miles), with an additional per mile rate for trips exceeding the base mileage. A third option with a flat per mile rate was also discussed.

Summary of Recommendations:

#### Monthly limits on individual trips

- Limit trips per rider to 8 or 10 trips per month
- Notify riders and dialysis centers in advance

#### Second Tier fare structures for discussion:

- Double the fare (from \$2.5 - \$10 to \$5 - \$20)
- Flat base fare for up to 11 miles + a per mile fare for additional miles
- a flat per-mile rate

## **2B MANAGING COST PER RIDE**

### Determining how many providers to call before denying a trip

The subcommittee discussed the appropriate number of brokerage providers to be contacted before FACT staff may deny a trip request. In practice, the lowest cost provider is contacted first and if the trip is not accepted the next provider is contacted, and so on. There are large differences in rates between some providers and there are limited numbers of providers available in some parts of the RideFACT service area.

Danielle cautioned FACT about compliance with Title VI (Civil Rights Act) and warned against any policy that would have an unfair impact on riders concentrated in certain parts of the service area.

The subcommittee recommended that a minimum of 2 providers be contacted per trip request and that a “yes” or “no” response from providers be documented before denying a trip request.

- It was recommended that FACT staff contact a minimum of 2 brokerage providers if possible, in the service area for the requested trip before denying the trip request.

- If a “no” response is received from both providers (providers declined ride request), the mobility coordinators would deny the trip request.

In order to ensure that trip requests are not ignored by providers, if a provider doesn’t respond, FACT staff will contact the provider and confirm whether the trip was declined.

## **2C MANAGING EXPECTATIONS - Rider Acknowledgement form**

The draft rider acknowledgement is intended to inform the rider about the limited nature of FACT’s obligations to accept trip requests. A secondary purpose is to inform riders about the code of conduct.

Due to the increasing expectation from regular riders that FACT was obligated to meet each trip request, staff request the Board to consider a “contract” that explains FACT’s mission, and preempts expectations of unlimited service. FACT is not mandated to meet every trip request the document would explain that trip denials and cancellations are possible and occasionally to be expected in FACT’s service model. With increasing levels of service here is also increase in incidences of riders using abusive language and epithets during conversations with Fact staff and provider staff.

A preliminary DRAFT was reviewed with the committee; the committee approved the concept and provided feedback for a second draft and directed staff to make it shorter and simpler.

Danielle suggested changing the language to say that FACT “does not provide ADA paratransit” instead of “it is not subject to ADA regulations”.

LaVonna suggested using simpler language so that the average rider would be able



to clearly understand the purpose of the acknowledgement, expectations of both the RideFACT service and rider conduct. George suggested clarifying to the riders that FACT will assess the appropriateness of the RideFACT service based on their specific trip request. Danielle asked that the positive aspects of the service be mentioned before the language disclaiming the perceived obligations of FACT.

**Updated version of the Rider Acknowledgement Form:**

FACT is a nonprofit agency operating within San Diego County. We provide RideFACT transportation to assist seniors and occasionally others who are unable to find suitable transportation.

We began providing transportation in 2010. So far, we have provided over 50,000 trips for medical, social or other purposes.

This document briefly explains our service. We ask that you read this document and sign it if you would like to request transportation.

(All riders must sign this Acknowledgement to be able to request transportation after June 1, 2015)

Acknowledgement

I understand that RideFACT transportation is paid for by tax dollars - as a rider pay a very small share of the cost. Therefore RideFACT transportation is only offered to those individuals who have no other suitable means of transportation.

I also understand that FACT cannot guarantee that a trip will be available when I request it. Occasionally trips that have been confirmed may arrive late or be canceled due to reasons beyond FACT's control.

Code of Conduct:

"All RideFACT staff and riders shall act with respect towards others, observing their privacy and safety. Physical or verbal harassment or abuse of any kind towards staff, contractors or riders will not be tolerated and will result in the participant being asked to leave the program."

I have read the above statements. I agree to comply with FACT's policies and Code of Conduct.

\_\_\_\_\_  
Please Print Full Name

\_\_\_\_\_  
Date

\_\_\_\_\_

Signature

## **2D MEASURING SERVICE QUALITY - DRAFT on-board Customer survey card**

FACT staff discussed a rider survey card that would be available to riders during travel. A draft was reviewed with the committee. Brokerage providers were willing to carry the customer service cards on their vehicles and some providers had experience in managing the survey process from other contract requirements. FACT staff Dorothy Harris worked on the DRAFT. After several edits were incorporated, an updated version of the survey was prepared. Then new version of the card is concise and has more user friendly language.

A mock up of the survey card will be presented for review during the meeting

### **RECOMMENDATION**

Staff requests Board members to provide feedback and recommendations in order to revise and/or implement recommendations made by the Service Development Committee

**ITEM # 9**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director**

**RE: Discussion on current and potential collaboration with  
2-1-1 San Diego**

**ISSUE:**

This item includes and update on ongoing collaboration with 2-1-1 for implementation of the Veterans Mobility (VTCLI) grant.

- Bill York, COO, 2-1-1 will present an update on the VTCLI project and discuss potential for Medicaid funding for FACT's eligible trips.
- 2-1-1 will discuss the potential for referring FACT callers to a Medicaid transportation eligibility review.
- Cynthia Sanders (CityLink) will make a brief verbal presentation on the Medicaid Non Emergency Medical Transportation (NEMT) program eligibility process for transportation providers

**ITEM # 10**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director, and Oswaldo Perez,  
Grants Analyst**

**RE: DRAFT of updated 5-year service projections**

**ISSUE:**

The service projections (enclosed with agenda email) were updated to reflect the changes in trip projections due to recently acquired and leased vehicles, as well as SANDAG grant recommendations that were announced recently.

Grant awards recommendations by SANDAG staff prepared during January 2015:

Admin (Mobility Management)  
\$600,000 (1.5 years)

RideFACT Trip Reimbursement  
\$800,000 (2 years; \$400K per year)

Vehicles (7 minivans)  
\$270,000 (Purchase up to 3 minivans in Year 1; up to 4 minivans in Year 2)

**TOTAL Awards (SMG & 5310):  
\$1,670,000**

The availability of 7 new accessible minivans will enhance FACT's ability to provide accessible trips for contracted services and existing riders, and reduce FACT's overall transportation expenditures.

The availability of \$800,000 for RideFACT trip reimbursements has been reflected in the updated trip projections.

**ITEM # 11**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director, and Oswaldo Perez,  
Grants Analyst**

**RE: DRAFT of updated 5-year expense & revenue  
projections**

**ISSUE:**

**(SOME OF THE MISSING INFORMATION IN THIS ITEM - SHOWN IN  
HIGHLIGHTS - IS NOT AVAILABLE AT THIS TIME; IT WILL BE  
AVAILABLE DURING THE BOARD MEETING/RETREAT)**

DRAFT 5-year projections for FACT's mobility management expenses (fixed costs) including salaries and overheads. The projections of fixed expenses compared against available revenues quantify FACT's sustainability status (pls. refer to enclosed attachment labeled 5-year expense projections).

**BACKGROUND:**

Total fixed costs include salaries, facilities, consultant costs, equipment and all overhead expenses; the revenues include all grants/funds that are approved and presumably available during the next five years to pay for the fixed expenses. The difference indicates deficits that will pose challenges in balancing the budget in future.

Since 2010 FACT has continued to expand operations in order to meet the project commitments made in the initial grant awards, NF 06, 07 and 08 as well as SMG - some of the commitments included hiring adequate staff, implementing senior transportation services and updating the business plan and transportation database. New services were implemented at an accelerated pace during FY 2011 through FY 2014. During this time the total staffing increased from 2.2 to 8 FTEs. Related expenses for leased office space, utilities, salaries and employee benefits etc. have continued to increase.

The RideFACT service projections over the next 2 years require that staffing levels be maintained and possibly increased to keep up with the demand for trips, referrals and contracted services.

In view of the short-term nature of the grants that sustain FACT, it is not possible to plan for more than 1 to 2 years ahead for staffing and service delivery. In view of the Board's desire to make FACT services available to more San Diegans, the projections were developed in order to present a status update on FACT's finances.

The enclosed expense projections include all of FACT's expenses except capital grants and purchased transportation. The corresponding revenue projections also include revenues that are approved for fixed expenses only. The difference between the expenses and revenues increases as we move forward in the timeline due to the short-term nature of our grants. The projections predict budget deficits beginning possibly in year X; the size of the deficits grows in out years.

Based on the history of FACT funding it is anticipated that the deficits may be met by future New Freedom grants. However there is growing uncertainty with respect to the level of funding available from USDOT grants in the near future. Even if the uncertainty of the federal funding scenario were resolved, it is incumbent upon FACT to work towards a more reliable and predictable funding structure for the future. According to feedback received from recent grants review process the competition for SANDAG funds has intensified and FACT was fortunate to receive a larger than expected share of the available funds during this round of grants.

As seniors and other vulnerable constituencies in San Diego become reliant on RideFACT and other FACT services it is important to work towards maintaining the service levels.

The expense and revenue projections present baseline funding levels that can be used to plan for FACT's budget needs. It is imperative that in addition to traditional sources, all available funding sources be considered in this effort.

According to the 5-year expense and revenue projections FACT needs to secure an average of approx. \$ [redacted] per year (plus annual cpi and adjusted for growth) during each of the next 5 years to be able to continue to provide RideFACT rides, Referrals and all the services that FACT provides at this time. In order to ensure that San Diego residents continue to have their transportation/mobility needs met at current service levels, the baseline funds are needed to maintain staffing and facilities and to pay for fixed overheads. In order to continue to provide services cost effectively, and to plan for future services, a stable and reliable funding mechanism is preferable to the status quo. It is conceivable that if FACT is not able to secure mobility management grants during FY [redacted] to maintain its baseline staffing and expenses, services may need to be scaled back which would adversely impact low income seniors and other vulnerable populations in San Diego.

For most nonprofits, the scenario represented by the expense and revenue projections is not unusual. FACT is a nonprofit yet operates in some ways as a transportation agency due to its services being available to the general public and similar to a municipal or local dial-a-ride service.

Where possible it may be necessary for FACT to emulate the typical transit agency funding process which is relatively more stable and predictable.

#### RECOMMENDATION:

Staff requests Board for input regarding the information presented in this item.

**ITEM # 12**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director**

**RE: Review of FACT Governance - Board, CAM and TAC**

**ISSUE:**

Staff requests the Board to review:

- Governance - Board, CAM and TAC
- Board appointed Committees - status and new appointments

**RECOMMENDATION:**

Staff seeks Board input on Governance and Board Committees.

**ITEM # 13**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director and Oswaldo Perez, Grants Analyst**

**RE: DRAFT FACT 2016-2021 Business Plan Update**

**ISSUE:**

FACT's CTSA contract with SANDAG requires an annual update of the Business Plan. The current Business Plan update (2015-2020) was approved in May 2014.

This item provides an opportunity for the Board to review preliminary updates that will be incorporated into the 2016-2021 Business Plan Update and provide input prior to finalizing the update. New projects/proposals are underlined in the following list.

**BACKGROUND:**

FACT 2016-2021 Business Plan Update will include the following revisions to projects/status:

**FACT Services:**

- Section 3.3 FACT and 2-1-1 Database Integration
- Section 3.4 FACT Transportation Brokerage
- Section 3.7 Compliance Program & Title VI Plan

**Contracted Services:**

- Section 3.8 Poway Adult Day Health Care Center Transportation
- Section 3.9 Oceanside Senior Transportation Van Service
- Section 3.10 Foster Youth Student Transportation (SDCOE)
- Section 3.11 LIFT Paratransit Service (NCTD/First Transit)

**Coordinated Transportation Services:**

- Section 3.12 Donating Paratransit Vehicles to Local Non-Profits
- Section 3.13 Leasing FACT-owned Vehicles to Service Providers
- Section 3.14 Purchase of 5310 Vehicles

**Projects Implemented - during FY 2014-15:**

- Section 3.3 FACT and 2-1-1 Database Integration
- Section 3.13 Leasing FACT-owned vehicles to service providers
- Section 4.1.9 Veterans' mobility initiatives - coordination with SANDAG and 2-1-1

**Proposed Short Term Services (1-2 Years)**

- Section 4.1.2 Trip Management Software Procurement
- Section 4.1.3 Expansion of RideFACT to nonurban areas
- Section 4.1.7 Technical Assistance workshops



Section 4.1.8      MTS Access Paratransit Service

**Proposed Long Term Services (3-5 years)**

Section 4.2.1      Medical/Dialysis Transportation Coordination

Section 4.2.2      MediCal/Medicaid Transportation Provider

**Potential Short-Term Funding Sources**

Section 5.2.1      Agency Contracts

Section 5.2.4      Small Grant Programs and Awards

**Service Projections**

Updated 5-year budget and ridership projections; identify trends in demand and propose strategies to manage demand to fit within service projections.

FACT updates the Business Plan annually to maintain the plan as a current reference. This plan is the fifth update to the original Business Plan adopted in 2009.

(After the various DRAFT Business Plan elements are approved, staff will incorporate the final products in the Update and finalize the plan)

**RECOMMENDATION:**

**None**