



Facilitating Access to Coordinated Transportation

Meeting Agenda and Notice  
**FACT Board of Directors Retreat**  
**March 27, 2014, 8:30 am - 1:00PM**

**Escondido Chamber of Commerce**  
720 N Broadway, Escondido, CA 92025

## **AGENDA**

**8:30 am light breakfast**  
**9:00 am call to order**

1. Welcoming remarks by Board Chair  
INFORMATION
2. Introductions  
INFORMATION
3. Public Comment  
INFORMATION
4. Approval of February 28, 2014 Board Meeting minutes p-2  
ACTION

### **PART A SERVICES - GROWTH and PROJECTIONS**

5. GROWTH p-9 INFO/ACTION
  - Scope & level of newly implemented services
  - Discussion of potential new service options
6. FACT services update and DRAFT 5-year service projections P- 13  
INFO/ACTION
7. Board member feedback  
INFORMATION

**10:00 am - break**

### **PART B OUTREACH & FINANCIAL OVERVIEW**

8. OUTREACH - reaching key regional stakeholders P-15  
ACTION
9. Financial Summary P- 18
  - DRAFT 5-year Mobility Mgt. expense & revenue projectionsINFO/ACTION
10. Board member feedback  
INFORMATION

**11:30 am - break & working lunch**

### **PART C ORGANIZATION ISSUES AND PRIORITIES**

11. Governance, Board Committees - Finance, Budget, etc. p-20  
INFO/ACTION

- 12. Report on FY 2013-14 goals; proposed FY 2014-15 goals ACTION p-21
- 13. FACT 2015-2020 Business Plan Update ACTION P-24
- 14. Board member feedback INFORMATION

**1:00PM adjourn**



**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**

February 27, 2014

Encinitas City Hall

505 S. Vulcan Avenue, Encinitas, CA 92024

Board Members Attending	Bob Campbell, Susan Hafner, Phil Monroe, Hon. John Aguilera, Hon. Tony Kranz, Hon. Dave Roberts, LaVonna Connelly, Norine Sigafoose
TAC Members Attending	Danielle Kochman-SANDAG
Board Members Absent	None
Staff Attending	Arun Prem, Meagan Schmidt, Budd Anderson, Oswaldo Perez
Public/Guests	See sign-in sheet
Introductions	Dave Roberts called the meeting to order at 9:04 AM. Introductions were made.
Approval of Jan 23 Board Meeting Minutes	<b>Motion to approve the January 23, 2014 Board Meeting minutes made by Tony Kranz. Second by Phil Monroe. The motion passed unanimously.</b>
Public Comment	None
Board Chair's Report	Dave discussed the FACT Board Retreat. He mentioned he was working on a County Board of Supervisors letter acknowledging FACT as the CTSA. Dave described the 211 Annual Luncheon that he and Bob attended.
HHSa - Live Well San Diego Proclamation	<p>Dave said FACT endorsed the Live Well San Diego (LWSD) initiative at the Annual Meeting. He introduced Chuck Mathews of Health and Human Services Agency (HHSa) and discussed the LWSD Initiative. LWSD presented FACT with a County proclamation. Dave said February 27<sup>th</sup> would be designated as FACT day in San Diego County. Mr. Mathews thanked the Board for their leadership and FACT for partnering with LWSD. He said he looked forward to a longstanding partnership. Dave said FACT was thrilled to be a partner of LWSD. Tony Kranz mentioned that LWSD presented at the Healthy Encinitas event. Bob Campbell said the Lake San Marcos community was working with LWSD and would soon pass a joint resolution. Chuck introduced Carey Riccitelli who leads the HHSa community team in North County and indicated that she was available to discuss LWSD and other HHSa information.</p> <p>Phil encouraged LWSD to work with individuals and solicit poster people to</p>

advertise the initiative. He said it would be helpful to promote individual stories of healthy living. Dave discussed the significant increase in participation between the 2013 Love Your Heart event and the 2014 event. He said the County was working on a policy to limit e-cigarette use similar to cigarette restrictions as well as a voluntary health monitoring program. LaVonna discussed the County's leadership academies that train resident leaders in healthy living and other important community issues. She said the leaders implement projects to improve local communities and train residents in healthy living. Phil recommended replacing cookies with fruit or healthier options at future FACT Board Meetings to coincide with the initiative.

The Board thanked HHSA for attending the Board Meeting and presenting FACT with the proclamation.

2-1-1 MOU	<p>Arun introduced Peter Battistel, Claire Oksayon, and Camey Christenson of 2-1-1. He said Peter would be the 2-1-1 lead for the initial phase of Veterans Transportation and Community Living Initiative (VTCLI). He summarized the VTCLI grant and the partnership between FACT, 2-1-1, and SANDAG. He said the overall objective of the grant was to improve mobility for Veterans and their families by providing accessible transportation information. The grant provided capital funding to purchase technology including software and hardware including a directory of resources, one click transportation website, one call transportation phone service, a free mobile app, and interactive kiosks at key locations throughout the County. The agreements between 2-1-1 and SANDAG and the FACT and 2-1-1 MOU were completed. The proposed MOU would establish the funding distribution and sharing of responsibility between FACT and 2-1-1; SANDAG would provide oversight and administration.</p> <p>Arun said the Scope of Work and Funding Agreement would be signed once approved by the FACT Board. The budget for FACT's subcontracted services was \$187,703 which includes FACT's \$25,000 portion of the match. He said FACT would use the funds for a mobility assessment, brokerage hardware/software, and telecommunication upgrades including the inContact system 2-1-1 uses. Peter would lead the assessment of FACT's and 2-1-1's technologies and potential integration of technologies. Specific items and the exact cost were not detailed in order to allow flexibility in FACT's assigned portion of the funding to accommodate unanticipated or changing needs.</p> <p>Arun reviewed the Scope of Work. In phase 1 FACT would assist 2-1-1 to conduct an inventory of transportation services and a comprehensive needs assessment; and participate in a local steering committee, key stakeholder group, and community outreach events. In phase 2 FACT would purchase software, telephone hardware/software; explore colocation/integration of call centers, participation in mobility management training, and provide mobility management services. In phase 3 FACT would assist in the overall project evaluation. The total anticipated term of the project would be 21 months after the start. He said the kick off meeting took place with 2-1-1 on February 26, 2014 and included a review of all the tasks and responsibilities.</p> <p>LaVonna recalled that there was a portion of the grant that was designated to helping non-Veterans including an assessment on older adults. She asked if this was still incorporated into the project. Arun said both agencies did not want to limit resources exclusively for Veterans. Camey said at the Federal level the understanding was to integrate Veteran's needs and the services offered with the entire community. Phil</p>
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	<p>thanked Bob for championing 2-1-1 and bringing partners to the table. Phil asked if implementing an app was the best approach since websites have improved significantly making them more accessible and easier to update.</p> <p>Dave asked what the asterisk on page one of the Scope of Work corresponded to. Arun said he would have to look into it and get back to the Board. LaVonna said it may correspond to the paragraph on the bottom of the VTCLI Fund Transfer Agreement regarding the project total being adjusted. Dave asked what the explore co-location and/or integration of 2-1-1 San Diego and FACT’s call center bullet point referred to. Arun said it referred to past discussion with 2-1-1 regarding potentially establishing a joint agency call center in the North County area. He said it may be more feasible to integrate agency services virtually. Dave indicated that the document said that 2-1-1 and FACT would provide 24/7 service and asked if FACT was staffed to perform 24/7 service. Arun said between 2-1-1 and FACT a 24/7 call center would be provided. He indicated that FACT calls would be routed to 2-1-1 during off hours. He said it could be reworded to be clearer. Dave indicated that FACT’s name was spelled incorrectly on the third page of the Subcontractor Scope of Work.</p> <p><b>Motion to approve the proposed agreement and authorize the Executive Director to sign the agreement with changes indicated by the Board made by Phil Monroe. Second by LaVonna Connelly. The motion passed unanimously.</b></p> <p>Dave commended 2-1-1 on holding a phenomenal annual luncheon. Arun thanked 2-1-1 for inviting him and appreciate the strong relationships 2-1-1 had built. He said he looked forward to working on the VTCLI project with 2-1-1. Bob thanked 2-1-1 for recognizing FACT as a partner at the luncheon. He asked 2-1-1 to comment on their relationship with technology companies and how their services would tie into the VTCLI project. Camey said an RFP would hopefully be issued within the next two weeks in order to conduct the technology assessment. The project would capitalize on the relationships 2-1-1 has established with recognized IT vendors and consultants. Peter said due to the amount of money and opportunity available the project would attract major IT vendors.</p>
<p>Board retreat planning</p> <ul style="list-style-type: none"> <li>• Planning committee report</li> </ul>	<p>At the January Board Meeting the Board appointed a committee to help plan the Board Retreat. The committee included Phil and LaVonna. Arun summarized the Board Retreat purpose. On February 13, 2014 the committee met and discussed the location, the theme, the agenda items, and the format of the meeting. Staff visited the Escondido Chamber of Commerce facility to review the room and the facility. He said the 2013</p>

retreat focused on FACT's funding, grants, service projections, and expense projections for a five year period. From a five year perspective there was uncertainty regarding funding for the last two years. During the committee meeting they discussed the importance of sustainability and growth. Phil added that the retreat gave the Board an opportunity to dialogue around issues that were limited by time constraints at regular Board Meetings. He said the committee discussed putting a brief together regarding FACT and outline organizations that should hear the brief. He said FACT should leverage Dave's role as County Supervisor in making the presentations. He said the committee decided with the Board's approval, that FACT staff would put together a draft presentation that would be brought to the Board for feedback. He complimented FACT staff for keeping the Business Plan a living document. He appreciated hearing from RideFACT riders who attended Board Meetings and encouraged Board members to ride with RideFACT to the Board Retreat if feasible. LaVonna said defining the CTSA and acknowledging FACT as the CTSA should be included in the presentation. She added that the language should be in simple terms and she was happy to help with the process. Dave said the retreat would be held at 720 N. Broadway in Escondido at the Escondido Chamber of Commerce on March 27, 2014. He mentioned that a guest speaker was not needed.

Bob announced that on March 13, 2014 Supervisor Bill Horn would be giving the State of North County San Diego address. He said he would accompany several Board members from the Lake San Marcos Community Association and use RideFACT to get to the event. Dave said the event was at 10 AM at MiraCosta College in Oceanside, and he was the Master of Ceremonies. Bob said he hoped to have a FACT vehicle remain at the event for exposure and encouraged Dave to mention FACT during the event.

Danielle Kochman reminded the Board that FACT was scheduled to give a CTSA update to the SANDAG Transportation Committee on April 4, 2014 at 9 AM. She asked if this was too close to the Board Retreat and whether it should be rescheduled. She said the next meeting available would be April 18, 2014. Dave said the 4th was okay for him, but the 18th would not work. The Board and Arun agreed to keep the presentation scheduled for April 4th.

Arun said the opportunity for Board Members use RideFACT was not limited to the Board Retreat. He felt that trying RideFACT would give the Board a more intimate understanding of the service. Meagan Schmidt briefly described how to use RideFACT.

FACT Business Plan updates and review of draft	Arun said the Business Plan has been a standing item on the agenda for the past couple of months. He said a table was provided per the Board's request comparing the contents of the old plan to the update. The draft was provided for the Boards review. He said the expense projections and the service projections were not available, but would be brought to the Board Retreat for discussion.
<p>FACT Services updates:</p> <ul style="list-style-type: none"> <li>• RideFACT</li> <li>• Foster youth transportation contract update</li> </ul>	<p>Arun said the San Diego County Office of Education (SDCOE) Foster Youth Transportation contract had been implemented. He said 2 out of 6 drivers were certified to perform the transportation. The service started ahead of the proposed March 1, 2014 start date and 3 students were using the service. No problems had occurred and the full scale service would begin March 1st.</p> <p>Arun said discussion with NCTD and First Transit were ongoing and there was no firm commitment for how many trips FACT would perform. He said he was meeting with First Transit on March 4th and an update would be provided at the Board Retreat. During the last Board Meeting the Board authorized Arun to negotiate and sign a contract with First Transit when they were ready. FACT had submitted rates to First Transit and from the initial feedback it seemed that the rates were reasonable. He said First Transit would most likely outsource 6.8% to 7% of the total annual trips (12,000 one-way trips); which would almost double the amount of trips performed by FACT. He said one additional staff person would be needed to accommodate the increase. The calls would be taken by First Transit and a log of trips would be sent to FACT daily for dispatching.</p> <p>Arun reviewed RideFACT statistics for December 2013. The total number of trips provided in December was 1,585. The average cost per trip for December was \$11.32. He explained that there were several different cost structures incorporated into the average cost as a result of the Poway contract, SDCOE contract, and the SANDAG funded services. As of next month the reporting would separate the cost of purchasing trips through vendors from the rides performed on FACT owned vehicles or contracts with varying administrative costs. He compared monthly referrals for 2010 through 2013. He said referrals were not growing because services FACT referred to were not growing. Phil said there was a gap between the number of calls received, the number of rides performed, and the number of referrals given. Arun said the gap reflected the number of rides booked but not performed in December. Meagan said the gap also reflected cancellations and no shows.</p> <p>The FACT video was shown. LaVonna said the video was a very effective tool. Susan said she appreciated the numerical references in the video.</p>



	<p>Phil question the comparison of FACT’s cost to the national average because FACT uses grant funding (tax payer money) to purchase vehicles in order to lease the vehicles in exchange for free rides. Arun said he took that into consideration, but felt that it would not skew the average cost significantly. He said he was ok with the average cost representation. Susan said FACT should be prepared to defend this statement, but a majority of the programs included in the national average are tax payer supported. She said the point of comparison was cost per trip and the fact that First Transit was willing to contract with FACT was a testament to the low cost of FACT’s trips.</p> <p>Dave said that when he spoke at the Foster QPI conference the group was unaware of the Foster Youth Transportation service. He said he referred the group to Arun for information. Dave said there were four upcoming QPI sessions that did not include any transportation information. He felt there were connection points that FACT should be making regarding its services. Arun said he was in discussion with Chuck Mathews regarding possibly setting up an informational event. He said SDCOE had an outreach plan that would be implemented when the service was in place.</p>
<p>New CAM appointments</p>	<p>Arun provided a summary on the Council On Access and Mobility (CAM). Due to the growing interest in joining CAM the committee decided to increase the amount of seats from 25 to 30. CAM approved Judi Bonilla – We Get Around!, Bruce P. McGrath – AAA Transport, and Vivian Radam – Access to independence as CAM members at the February CAM meeting. Staff requested the Board to approve adding 5 seats to CAM which would increase the capacity from 25 to 30 and approve the CAM and Staff recommendation to appoint 3 new members. Biographies were provided for each candidate.</p> <p><b>Motion to approve adding 5 seats to CAM which would increase the number of seats from 25 to 30 and approve CAM/Staff recommendation to appoint three new CAM Members made by Susan Hafner. Second by Norine Sigafoose.</b> Phil said he would like to hear from each appointee. Bruce and Vivian introduced themselves and provided a review of their organizations and their interaction with FACT. Judi Bonilla was unable to attend the meeting. Vivian described a situation in which FACT was able to assist one of her clients. <b>The motion passed unanimously.</b></p> <p>Dave discussed the Toussaint Academy, a group home that has served homeless youth in San Diego County. He said the home provided housing for 26 homeless youth who remained out of foster care. He said some of the children relied on public transit to travel to school and had no</p>

	<p>knowledge of other transportation resources. He said this was another connection that SDCOE and FACT should look into. Tony asked why the children were not placed in foster homes. Dave said they had made the decision to keep their connection with their biological families who were homeless and not to enter into the foster system; which is why the group home was established. LaVonna mentioned looking into the McKinney Vento Homeless Education Assistance Act to see what it covered regarding transportation.</p>
<p>Executive Director Report</p>	<p>Arun said every year Board members sign a conflict of interest statement. The conflict of interest statement was provided for Board members to sign. He said separating the Brown Act requirement from the Conflict of Interest policy may ensure that all Board members sign the document so FACT has it on file; he requested Board feedback.</p> <p>At the January Board Meeting there was an issue brought up by Phil regarding quorum and how many members were required to vote on an item. Arun clarified that once quorum was established Board members were able to vote on an item even if members departed from the meeting or abstained; an item could pass with a majority vote of Board members voting.</p> <p>At the January Board Meeting Arun had informed the Board that Caltrans found additional funding to award FACT thirteen 5310 vehicles that FACT was originally denied. Arun said a recent update from Caltrans indicated that their reconciliation of funding indicated that the amount of vehicles would be a lot smaller.</p> <p>Arun said the Software committee met on February 19th to review a presentation from Steve Ewart of RideScheduler. He said the committee was interested in the presentation but were not completely convinced the software could accommodate FACT's brokerage needs. The committee requested that Steve mock up special modules that could accommodate FACT's brokerage procedures. Arun said last year's software procurement was abandoned because the products reviewed did not conform to the brokerage process FACT followed. The committee decided to look at the option of developing custom software.</p> <p>Arun announced that Franco Coniglione, one of the three FACT Mobility Coordinators, would be leaving FACT. He said the job description was posted on FACT's website and sent to the CAM email list. Arun said the job description would be sent to the Board for reference.</p> <p>Arun thanked John and Tony for their help in scheduling a presentation on FACT services before the NCTD Board on March 20th. Arun said the Board</p>

	recommended presenting the Annual Meeting presentation and the FACT video to the NCTD, MTS, and SANDAG Boards and SANDAG TAC. A copy of the presentations was handed out to the FACT Board.
Review of Financial Statements	Arun said the review of the financial statements was a standing item and asked the Board if they had any questions. John noticed that the software/IT item was under budget and asked if that funding would carry over and build into the next year. Arun said the software budget would carry over into the next year but the funding would not build. He mentioned that the VTCLI grant would provide additional funding for the project which is one of the reasons FACT has not rushed into purchasing software.
Board Member Comments / proposed agenda items	<p>Bob discussed the issue of transporting riders to medical marijuana dispensaries because under federal law marijuana was illegal; he highlighted FACT's use of federally funded 5310 vehicles. He requested feedback and insight on the issue and how FACT should respond to such requests. Tony said he read that the federal government's position on medicinal marijuana has become more relaxed. Susan said it was federal operating policy not to request trip purpose so that excluded FACT from any liability. Susan said call takers could review address locations and determine their destination, but are not supposed to ask trip purpose. Arun said FACT did not request trip purpose, but it may be determined by the trip address or if the caller volunteers the information.</p> <p>Arun passed out a mileage reimbursement sheet for Board members to claim reimbursement for 2013 for travel to meetings. He asked Board members to sign next to their name if they agreed with the amount and would like to be reimbursed.</p>
Adjournment	Dave thanked FACT staff for the wonderful work they have done. He said he appreciated having the full Board at the meeting. He reminded the group about the Board Retreat on March 27, 2014. The meeting adjourned at 10:55 am.

**ITEM #5**

**TO: BOARD OF DIRECTORS**  
**FROM: Arun Prem, Executive Director**

**RE: GROWTH**  
**1. Scope and level of newly implemented services**  
**2. Discussion of potential new service options**  
**3. Sustainability**

**ISSUE:**

This Item is a continuation of ongoing discussions responding to FACT's desire to meet the mobility needs of San Diego County residents in a consistent and cost effective manner. In order to sustain and expand services to all those in need, it is important for FACT to have a stable revenue base; this item includes an update on the newly implemented services that help generate new revenues.

**BACKGROUND:**

During the recent 18-month period several new services were implemented. Brokered transportation services were initially tested with the Poway pilot service contract in December 2012 and found to be viable. The Brokerage Implemented by FACT in early 2012 provided the basis for contracted services. The Brokerage created a pool of vendors who compete for bulk transportation business generated through FACT's outreach and coordination. There are thirteen vendors in the brokerage at this time. Yellow Cab is expected to join the Brokerage in the near future. There is increasing interest in the transportation vendor community in joining the Brokerage.

Due to FACT's visibility and it's history as CTSA, it is viewed as a credible source for purchased transportation by many agencies that need transportation as a way to connect with their clients, particularly those who need dial-a-ride and accessible transportation. This item describes the new services that were recently implemented as well as potential for other new services in future:

**Part 1      Scope and Level of Newly Implemented Services:****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 amount is \$ 66,150 for an 11-month contract ending June 30, 2014. This service is available to Oceanside residents for trips within the city and neighboring cities and some medical destinations. Approximately 1,000 clients are pre registered to use this service.

Since September 2013, FACT has invoiced City of Oceanside for 1,238 trips for \$13,732.77.

The feedback from the City of Oceanside staff has been positive and it appears likely that the contract will be extended in future.

**SDCOE Foster Youth transportation contract**

The San Diego County Office of Education (SDCOE) recently contracted with FACT to provide this new service. 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.

This agreement was completed in December 2013 and service implemented in February 2013. Trips for this service are procured from two brokerage vendors - CityLink and Care4U Mobility.

FACT proposed a flat per mile rate for transportation based on quotes received from vendors with an add-on for FACT’s administrative expenses and overheads.

The value of the contract is \$150,000 for a term ending in September 30, 2014. SDCOE has indicated that it is likely that the contract may be extended if more funds becomes available.

Since this contract was implemented recently, revenue and service statistics are not available at this time.

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

In January 2013 FACT entered into an agreement with Poway ADHCC in order 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.

Poway ADHCC owns and operates several grant-funded vehicles for their remaining clients. The Center has added many new clients to the FACT service due to the relatively low cost of transportation compared to their own service.

The agreement was preceded by a one month pilot during which FACT ran the service in orders to review the feasibility. FACT provides the trips using Sol transportation as the sub contractor.

This contract generated approx. \$60,000.00 net revenue for FACT during the first completed year of service (calendar 2013).

### **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 is anticipated that FACT will dispatch 40-50 LIFT trips on average daily, to its sub contractors.

FACT presented First Transit with a proposal based on purchasing the transportation through its Brokerage at a negotiated per mile upon rate. The cost of the purchased trips would be passed on to FT along with a mark-up for FACT.

In preparation for this contract, FACT negotiated with several Brokerage providers - AAA Transport, Safety First, Care4U Mobility and Sol, to be able to offer the best available rates to FT. We plan to use FACT owned vehicles operated by Sol Transportation to provide the accessible trips to the extent possible. FACT would receive the trip requests from First Transit the day before, and forward those to the subcontractor(s), who would dispatch the trips the following day.

This arrangement represents 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 volume of service, this contract would have greater impact on FACTs operations (including staffing, business hours, days of service) and revenues. In order to prepare for this new service start-up FACT will hire a new Mobility Coordinator (full time, temporary) in late March 2014. The service is expected to commence on Monday March 31, 2014.

FACT is working with FT and the Brokerage providers to implement services as of March 31, 2014.

## **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:

### **Mobility Management Consulting:**

There is a growing demand in the paratransit and specialized transportation services industry for cost effective solutions as transportation agencies cope with growing need for specialized transportation. As demographics move towards an American society with greater proportions of seniors the need for

brokered transportation is expected to grow – brokerage services offer the advantage of sharing existing vehicles and infrastructure and therefore tend to be cost effective compared to other options. While a relatively recent phenomenon in senior services, the brokered transportation model has been used in medical transportation and proved to be effective.

The ability to implement and manage a brokerage is a marketable experience. As more agencies embrace brokered transportation it is anticipated that some will implement in-house brokerages similar to FACT’s Brokerage, and will need consulting assistance with planning and managing the process.

The demand for these services can be sporadic and the clients may or may not be based in San Diego. The pricing and cost effectiveness of projects is not known at this time.

**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 services, as was the case with the 2-1-1 call center. We have received general inquiries regarding our readiness for handling call center based services.

**Agency transportation contracts outside San Diego:**

The brokerage based transportation model is portable to other communities and could be replicated successfully in another environment through partnerships with local agencies.

**RECOMMENDATIONS:**

**Staff requests the Board to:**

- **Review the potential new service in view of FACT’s Mission**
- **Provide recommendations/feedback regarding current and potential contracted services**

**ITEM #6****TO: BOARD OF DIRECTORS****FROM: Arun Prem, Executive Director****RE: Services update and DRAFT 5-year service projections****ISSUE:**

This item presents a monthly services update and DRAFT 5-year service projections for the Board's review (projections enclosed as attachment). The projections include RideFACT and all presently provided contracted services.

Upon approval the projections will be included in the Business Plan.

**BACKGROUND:****RideFACT Service statistics for July 2012 - January 2014:**

<b>RideFACT</b>	<b>One way trip requests</b>	<b>Referrals-external</b>	<b>Referrals to RideFACT</b>	<b>RideFACT Trips One way</b>	<b>Cancelled rides</b>	<b>No shows</b>	<b>Pending rides</b>	<b>Av. trip cost</b>	<b>Av trip Length (miles)</b>
<b>FISCAL YEAR 2012-13</b>									
<b>Jul 2012</b>	<b>416</b>	<b>203</b>	<b>213</b>	<b>142</b>	<b>17</b>	<b>2</b>	<b>0</b>	<b>\$24.86</b>	<b>13.8</b>
<b>Aug</b>	<b>642</b>	<b>226</b>	<b>416</b>	<b>368</b>	<b>47</b>	<b>3</b>	<b>0</b>	<b>\$21.53</b>	<b>12.43</b>
<b>Sep</b>	<b>653</b>	<b>169</b>	<b>484</b>	<b>403</b>	<b>45</b>	<b>6</b>	<b>30</b>	<b>\$18.94</b>	<b>10.89</b>
<b>Oct</b>	<b>1,073</b>	<b>203</b>	<b>870</b>	<b>684</b>	<b>87</b>	<b>16</b>	<b>83</b>	<b>\$21.93</b>	<b>10.92</b>
<b>Nov</b>	<b>1,184</b>	<b>179</b>	<b>1,005</b>	<b>535</b>	<b>133</b>	<b>8</b>	<b>329</b>	<b>\$21.30</b>	<b>10.6</b>
<b>Dec</b>	<b>1,004</b>	<b>138</b>	<b>856</b>	<b>467</b>	<b>98</b>	<b>12</b>	<b>274</b>	<b>\$26.35</b>	<b>11.6</b>
<b>Jan 2013</b>	<b>1,444</b>	<b>226</b>	<b>1,218</b>	<b>831</b>	<b>134</b>	<b>22</b>	<b>212</b>	<b>\$19.77</b>	<b>12.6</b>
<b>Feb</b>	<b>1,289</b>	<b>176</b>	<b>1,113</b>	<b>671</b>	<b>108</b>	<b>35</b>	<b>272</b>	<b>\$18.77</b>	<b>13.2</b>
<b>Mar</b>	<b>1,426</b>	<b>196</b>	<b>1,230</b>	<b>885</b>	<b>124</b>	<b>27</b>	<b>163</b>	<b>\$16.70</b>	<b>12.6</b>
<b>Apr</b>	<b>1,753</b>	<b>162</b>	<b>1,591</b>	<b>955</b>	<b>178</b>	<b>23</b>	<b>392</b>	<b>\$18.25</b>	<b>12.6</b>
<b>May</b>	<b>1,758</b>	<b>224</b>	<b>1,534</b>	<b>1,055</b>	<b>108</b>	<b>15</b>	<b>346</b>	<b>\$14.</b>	<b>12.2</b>



								<b>89</b>	
<b>June</b>	<b>1,899</b>	<b>140</b>	<b>1,759</b>	<b>1,132</b>	<b>169</b>	<b>13</b>	<b>428</b>	<b>\$11.25</b>	<b>11.9</b>
<b>SubTotal</b>	<b>14,541</b>	<b>2,242</b>	<b>12,289</b>	<b>8,128</b>	<b>1,248</b>	<b>182</b>			
<b>FISCAL YEAR 2013-14</b>									
<b>Jul 2013</b>	<b>2,067</b>	<b>194</b>	<b>1,873</b>	<b>1,203</b>	<b>157</b>	<b>26</b>	<b>473</b>	<b>\$10.84</b>	<b>12.2</b>
<b>Aug</b>	<b>2,308</b>	<b>162</b>	<b>2,146</b>	<b>1,395</b>	<b>154</b>	<b>26</b>	<b>559</b>	<b>\$10.91</b>	<b>12.7</b>
<b>Sep</b>	<b>2,608</b>	<b>115</b>	<b>2,493</b>	<b>1,486</b>	<b>163</b>	<b>37</b>	<b>787</b>	<b>\$12.78</b>	<b>12.1</b>
<b>Oct</b>	<b>2,655</b>	<b>165</b>	<b>2,490</b>	<b>1,696</b>	<b>244</b>	<b>63</b>	<b>469</b>	<b>\$12.68</b>	<b>12.0</b>
<b>Nov</b>	<b>2,582</b>	<b>170</b>	<b>2,412</b>	<b>1,568</b>	<b>180</b>	<b>27</b>	<b>630</b>	<b>\$11.15</b>	<b>12.2</b>
<b>Dec</b>	<b>2,389</b>	<b>115</b>	<b>2,274</b>	<b>1,585</b>	<b>198</b>	<b>42</b>	<b>445</b>	<b>\$11.32</b>	<b>12.1</b>
<b>Jan 2014</b>	<b>2,690</b>	<b>174</b>	<b>2,516</b>	<b>1,653</b>	<b>197</b>	<b>48</b>	<b>617</b>	<b>\$16.31*</b>	<b>11.7</b>
<b>SubTotal</b>	<b>17,299</b>	<b>1,095</b>	<b>16,204</b>	<b>10,586</b>	<b>1,293</b>	<b>269</b>			
<b>TOTAL</b>	<b>31,840</b>	<b>3,337</b>	<b>31,380</b>	<b>18,714</b>	<b>2,541</b>	<b>451</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. Other trips require a variety of pricing mechanisms that are a combination of subsidies and payments:

- Poway trips are based on a flat per-trip rate
- Section 5310 vehicle trips are free unless the trip length exceeds 15 miles. FACT pays for the additional trips based on a per mile rate.
- Trips for Oceanside contract are purchased from Sol (free) and from other Brokerage vendors
- SDCOE and First Transit trips are purchased at special negotiated per mile rates.

**RECOMMENDATION**

**Staff requests Board members to provide feedback and recommendations in order to finalize the service projections and incorporate them in the Business Plan update.**

**ITEM #8**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director**

**RE: OUTREACH - Reaching Key Regional Stakeholders**

**ISSUE:**

The year 2013 marked a critical year in FACT's growth and maturity. Several programs and services were implemented successfully.

As per recent discussions at FACT Board meetings, FACT's services are not yet recognized in San Diego County with respect to their availability, or the value they offer to residents. The Board strongly felt that outreach was important to create awareness of the significance of the services.

It was also felt that FACT's ongoing concerns about the value of the mobility services for the community and the need to sustain the services could be mitigated by communicating clearly with stakeholders.

Board members and the Retreat Planning Committee recommended that a comprehensive, organized effort be made to develop and communicate FACT's "story" to stakeholders with the help of compelling data.

Board Chair Dave Roberts emphasized FACT's Consolidated Transportation Services Agency (CTSA) status; FACT needs to build awareness of the CTSA role and the significance of the CTSA designation. San Diego County and SANDAG Plans and documents that pertain to transportation do not refer to the CTSA consistently.

**BACKGROUND:**

During the 2012 retreat FACT Board members recognized that outreach needed to be prioritized in order to generate support for FACT services. The need for outreach was recognized during the discussion and it was included in the priorities. During 2012-13 FACT participated in various in meetings with several County and regional groups. There was also a push to create awareness in the service provider community in order to get support for the new FACT brokerage. The outreach led to several providers joining the brokerage. The outreach also lead to contracting inquiries from City of Oceanside as well as several adult day care service providers, including Poway.

In December 2013, Board members recommended that the outreach efforts include the new FACT video completed in January 2014, as well as data pertaining to FACT services - particularly brokerage and RideFACT, that had shown sustained growth and cost effective operations over a consecutive 18 month period since implementation of RideFACT Countywide in July 2012.

## 1. Retreat Planning Committee Feedback

The Board recommendation was echoed by the Board appointed Retreat Planning Committee (LaVonna Connelly, Phil Monroe). The Committee proposed a sustained effort to reach the key stakeholders and decision makers in the County. The Committee strongly felt that FACT's Board could be a valuable resource in staff's outreach efforts and recommended active Board member involvement in the process. The committee recommended that an outreach plan be developed during the 2014 Board Retreat; the plan would detail involvement by Board members and list specific outcomes.

During a preliminary discussion of the 2014 Retreat agenda, it was also recommended that FACT make presentations before SANDAG Board and Committees, and NCTD and MTS Boards. Staff requested Board members to assist with the requests. As of date the SANDAG Transportation Committee meeting presentation was confirmed for April 4 and later canceled. Vice Chair Bob Campbell made a presentation on FACT's role and services before the NCTD Board on March 20<sup>th</sup>.

The presentation materials are included in the Board Retreat agenda for review by the full Board.

## 2. Integration of CTSA role and designation in County and SANDAG Plans

During late 2013 Chair Dave Roberts initiated a review of County and SANDAG plans pertaining to transportation in order to ensure that the CTSA role of FACT was recognized where appropriate. It appeared that the discussions on transportation did not cite the CTSA consistently due to lack of awareness about the CTSA designation and role.

During the CTSA audit in year 2013, the independent auditors reviewed compliance with CTSA obligations as part of the requirement for receiving State (Article 4.5) funds. FACT was found to be in compliance with the CTSA obligations and the requirements of the SANDAG contract. However the auditors were unable to distinguish between the CTSA functions under the SANDAG contract and similar functions performed by FACT outside of the SANDAG contract and using other revenues. Due to the misunderstanding about CTSA's role, initial audit recommendations included separate accounting for TDA 4.5 funds and all other funds. Eventually the recommendation was removed from the audit report.

The clearer understanding of the CTSA role continues to be a challenge. A sustained outreach process would assist with demystifying the CTSA and explain its value to the transportation community.

### 3. Sustaining FACT services in future years

During 2012 and 2013, during FACT's Board of Directors Retreats, sustainability was identified as a significant priority in view of the fact that there is a limited dedicated revenue stream for FACT's fixed expenses. The FIXED/mobility management expenses (call center, facility and overhead expenses) are paid for by discretionary federal New Freedom grant funds and some dedicated state Transportation Development Act (TDA Article 4.5) funds. The VARIABLE/purchased transportation expenses were mainly paid for by local SMG grants and federal New Freedom and Section 5310 funds all of which are discretionary and competitive grants. The timing of the grant cycles as well as the outcomes of the competitive process present ongoing uncertainty regarding FACT's future staffing and services.

During 2013-14 FACT staff continued the dialogue with SANDAG officials to make a case for funding CTSA's fixed expenses on an ongoing basis. As CTSA, FACT supports the development and implementation of the SANDAG Coordination Plan. Over time the efforts have grown in scope yet the CTSA funding has remained constant at 2% of the senior transportation funding for San Diego County. While the 2% apportionment grows with growth in local tax returns, it is adversely impacted during economic downturns.

Staff shared 5-year expense and revenue projections with SANDAG. The projections showed FACT's fixed expenses compared with revenues over the next 5 years. The projections also showed that the near term expenses (next two years) were funded by a variety of grants and some unspent CTSA funds, however during years 3 through 5 there was inadequate funding to meet the fixed expenses (A 5-year DRAFT of fixed expense and revenue projections is included under Item #9).

FACT worked with SANDAG staff during the last year to explore funding options to reach a baseline funding commitment of approx. \$500,000 for the next five years to be able to plan to provide mobility management services.

Managing Demand is an aspect of sustainability that is being studied by FACT staff and the Board with the help of the Service Development Committee. The demand for FACT services is growing rapidly as more potential riders discover the service. RideFACT service data and experience has shown that growth is also fed by medical service providers particularly dialysis centers that refer riders to FACT in order to route new clients to their sites that were otherwise inaccessible or the transportation was cost prohibitive. The dialysis services are the greatest driver of demand for FACT services at the present time.

FACT staff has initiated a dialogue with medical service providers however the response has been limited. It is hoped that with the help of partner agencies including AIS (HHSA) that exercise greater leverage over medical services providers, FACT will be able to negotiate a cost sharing process that will help sustain and expand the much needed transportation.

**RECOMMENDATIONS:**

**Staff requests the Board to provide recommendations/feedback regarding:**

- **DRAFT outreach materials - Powerpoint and Video**
- **A comprehensive outreach plan**

**ITEM # 9**

**TO: BOARD OF DIRECTORS**

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

**RE: Financial Overview**  
• **DRAFT 5-year Mobility Management/CTSA expense &  
revenue projections**

**ISSUE:**

This item presents:

- An overview of year to date financial statements and financial status.
- 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).

\*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.*

*These projections do not include revenues or expenses for capital projects or purchased transportation (variable expenses).*

**BACKGROUND:**

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 2013. During this time the total staffing increased from 2.2 FTEs to 7 ftes. Related expenses for leased office space, utilities, salaries and employee benefits etc. also increased.

The RideFACT service projections over the next 2 years require that staffing levels be maintained or 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 financial status.

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 3; 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. Several changes in the disbursement process for the grants were made in the federal MAP-21 authorization; these changes are not clearly defined at this time and pose additional uncertainties for FACT. 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.

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 (spreadsheet attached), FACT needs to secure an average of approx. \$540,000.00 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 2015-16 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 general more stable and predictable.



**RECOMMENDATION:**

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

**ITEM #11**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director**

**RE: Governance, Board Committees - Finance, Budget, etc.**

**ISSUE:**

Staff requests the Board to review:

- Governance issues related to Board composition, size and potential appointments
- Appointment of Finance/Budget and other committees

**BACKGROUND:**

**RECOMMENDATION:**

**Staff recommends appointment of Board subcommittees for ongoing financial and operations oversight**

**ITEM #12**

**TO: BOARD OF DIRECTORS**

**FROM: Arun Prem, Executive Director**

**RE: Report on FY 2013-14 goals; proposed FY 2014-15 goals**

**ISSUE:**

Review of current fiscal year FY 2013-14 performance, and priorities for next year, FY 2014-15; staff requests Board feedback on information and proposed set of priorities and goals for next year.

**BACKGROUND - Status of Year 2013-14 Goals:**

1. Meeting RideFACT demand in nonurban areas:  
Service was expanded to Fallbrook, Lemon Grove, Spring Valley and Ramona/Estates. Other nonurban areas will be added to the service area during FY 2014-15
2. Expand number of Brokerage vendors to 12  
FACT's Brokerage currently has 13 vendors. Several new vendors have expressed interest in joining.
3. Implement Veterans Mobility (initial phase)  
Mutual agreements were completed in early 2014. The kick-off meeting occurred in February 2014.
4. Implement pilot call-overflow project with 211  
Not prioritized due to other developments. Extended days and services were not offered during FY 2014.
5. Implement brokerage software  
Brokerage model changed over time causing a delay in software procurement. Second round initiated in early 2014.
6. Sustainable funding for RideFACT  
Several new agency service contracts implemented – Poway, Oceanside, SDCOE, First Transit.
7. Outreach/communications with Cities & Officials

Ongoing. Outcomes regularly reported to Board during meetings and weekly updates.

8. Implement 3 new agency transportation service contracts  
Completed - Oceanside, SDCOE, First Transit

**TABLE 1 - Goals for FY 2013-14**

<b>GOALS FY 2013-14</b>	<b>NOTES</b>
Meeting RideFACT demand in nonurban areas	IN PROGRESS
Expand number of Brokerage vendors to 12	COMPLETED
Implement Veterans Mobility (initial phase)	COMPLETED
Implement pilot call-overflow project with 211	IN PROGRESS
Implement brokerage software	*DEFERRED
Sustainable funding for RideFACT	ONGOING
Outreach/communications with Cities & Officials	ONGOING
Implement 3 new agency transportation service contracts	COMPLETED

**TABLE 2 - Goals for FY 2014-15**

<b>GOALS FY 2014-15</b>	<b>NOTES</b>
Expansion of RideFACT Service	ONGOING
Increase Agency Contracts revenue	ONGOING
Implement Veterans Mobility (VTCLI)	ONGOING
Implement pilot call-overflow project with 211	IN PROGRESS
Implement brokerage software	*
Sustainable funding for RideFACT	ONGOING
Outreach/communications with Cities & Officials	*

**RECOMMENDATION:**

**Staff requests the Board to review the priorities and goals for FY 2014-15 and provide feedback to assist with finalizing the recommendations.**

**ITEM #13**

**TO: BOARD OF DIRECTORS**

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

**RE: FACT 2015-2020 Business Plan Update (presentation)**

**RECOMMENDATION:**

**Staff recommends the Board adopt the proposed 2015-2020 Business Plan Update.**