

# access

**BOARD OF DIRECTORS MEETING**  
**Monday, October 18, 2021**  
**General Session: 12:00 p.m.**  
**Closed Session: Immediately Following**

**\*Webinar - please see note below**

## **MISSION STATEMENT**

*Access Services promotes access to all modes of transportation and provides quality and safe ADA paratransit service on behalf of public transit agencies in Los Angeles County.*

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	<u>DISPOSITION</u>
1. <b>CALL TO ORDER</b>	ACTION
2. <b>REVIEW &amp; APPROVAL OF MINUTES FROM THE BOARD MEETING ON JUNE 21, 2021</b> (page 7) [Staff Recommendation: Approve minutes as written.]	ACTION [Vote Required: majority of quorum by roll call]
3. <b>REVIEW &amp; APPROVAL OF MINUTES FROM THE BOARD MEETING ON JULY 19, 2021</b> (page 15) [Staff Recommendation: Approve minutes as written.]	ACTION [Vote Required: majority of quorum by roll call]
4. <b>REPORT FROM EX-OFFICIO BOARD MEMBERS</b>	INFORMATION
5. <b>GENERAL PUBLIC COMMENT</b>	INFORMATION
6. <b>SUPERIOR SERVICE AWARD</b>	PRESENTATION

7. **CONSENT CALENDAR**

**ACTION**  
[Vote Required:  
majority of quorum by  
roll call]

**Items reviewed and approved by the Planning and Development Committee:**

- a) Consideration to Extend Term and Increase Funds - Financial Reporting Enterprise Resource Planning (ERP) Software Contract (AS-3753) (page 17)  
[Staff Recommendation: Authorize a five-year contract extension with Oracle through February 11, 2027 and an increase of funds of \$367,286.40.]
  
- b) Consideration to Approve Renewal of Agency Insurance Policies (page 19)  
[Staff Recommendation: Approve the purchase of various Agency insurance policies, including property, general liability, executive management liability and workers' compensation insurance for a not-to-exceed amount of \$600,000.]

**Items reviewed and approved by the External/Stakeholders Relations Committee:**

- c) Consideration to Extend Term and Increase Funds - Travel Training Services Contract (AS-4051) (page 20)  
[Staff Recommendation: Authorize an additional \$894,084 in funds and the extension of term for the period of March 1, 2022 through February 28, 2023 for travel training services with Mobility Management Partners (MMP).]
  
- d) Consideration to Approve Transportation Professionals Advisory Committee Member Reappointments (page 24)  
[Staff Recommendation: Approve the reappointment of the following eight (Group A) members as stated in the Board item.]

**Item neither reviewed nor approved by any Committee:**

- e) Consideration to Approve Resolution to Continue Public Meetings through Teleconferencing (page 25)  
[Staff Recommendation: Approve the following resolution - "The Access Board of Directors has reconsidered the circumstances of the state of emergency; and the following circumstances exist: (i) The state of emergency continues to directly impact the ability of the members to meet safely in person; and (ii) State or local officials continue to impose or recommend measures to promote social distancing. Hence, teleconferencing for Access Board and committee meetings will continue for the next thirty (30) days."]

**[Staff Recommendation: Approve the Consent Calendar]**

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|-----|---|--|
| 8.  | <b>CONSIDERATION TO AWARD ANTELOPE VALLEY REGION SERVICE PROVIDER CONTRACT (AS-4143)</b> (page 26)<br><br>[Staff Recommendation: Authorize staff to execute Contract No. AS-4143 for transportation services in the Antelope Valley Region service area for a five (5) year and six (6) month base period beginning November 1, 2021 and ending on April 30, 2027 (with revenue service beginning on May 1, 2022) with First Transit, Inc. in an amount not to exceed \$105,091,953.] | ACTION<br>[Vote Required:<br>majority of quorum by<br>roll call] |
| 9.  | <b>CONSIDERATION TO APPROVE DIVERSITY, EQUITY &amp; INCLUSION (DEI) PLAN</b> (page 34)<br><br>[Staff Recommendation: Approve the attached draft Diversity, Equity and Inclusion plan.]  | ACTION<br>[Vote Required:<br>majority of quorum by<br>roll call] |
| 10. | <b>CONSIDERATION TO APPROVE SHORT RANGE STRATEGIC PLAN (FY2022 - FY2026)</b> (page 46)<br><br>[Staff Recommendation: Approve the five-year Strategic Plan.]   | ACTION<br>[Vote Required:<br>majority of quorum by<br>roll call] |
| 11. | <b>TECHNOLOGY UPDATE</b>  | PRESENTATION   |
| 12. | <b>COVID-19/OPERATIONS UPDATE</b>   | PRESENTATION   |
| 13. | <b>UPCOMING BOARD ITEMS</b> (page 49)   | INFORMATION  |
| 14. | <b>EXECUTIVE DIRECTOR'S REPORT</b>  | INFORMATION  |
| 15. | <b>BOARD MEMBER COMMUNICATION</b>   | INFORMATION  |
| 16. | <b>NEW BUSINESS SUBSEQUENT TO THE POSTING OF THE AGENDA</b>   | DISCUSSION/<br>POSSIBLE<br>ACTION                                |
| 17. | <b>PUBLIC COMMENT WITH RESPECT TO CLOSED SESSION ITEMS</b>  | INFORMATION  |
| 18. | <b>CLOSED SESSION:</b><br><br>A) PUBLIC EMERGENCY (COVID-19), GC sec. 54957(a)<br>B) CONFERENCE WITH LEGAL COUNSEL: CAL. GOV. CODE §54956.9<br>1. Anticipated Litigation: Gov. Code §54956.9 (b)<br>i. Significant exposure to litigation pursuant to subdivision (b) of Gov. Code §54956.9 (b) a situation where, based on the advice of counsel considering "existing facts and circumstances," there exists a "significant exposure to litigation" (one case).                     | DISCUSSION/<br>POSSIBLE<br>ACTION                                |

C) CALIFORNIA GOV. CODE §54957 - PERSONNEL MATTERS:  
PUBLIC EMPLOYEE EVALUATION - Appointment,  
employment, evaluation of performance, discipline, or  
dismissal of a public employee - Executive Director, Deputy  
Executive Director, Chief Operations Officer.

19. **ADJOURNMENT**

**ACTION**

Access Services does not discriminate on the basis of disability. Accordingly, Access Services seeks to ensure that individuals with disabilities will have an equal opportunity to participate in the range of Access Services events and programs by providing appropriate auxiliary aids and services for communications. Primary consideration is given to the request of individuals with disabilities. However, the final decision belongs to Access Services. To help ensure the availability of any auxiliary aids and services you require, please make every effort to notify Access Services of your request at least three (3) business days (72 hours) prior to the meeting in which you wish to utilize those aids or services. You may do so by contacting (213) 270-6000.

Note: Access Services Board meetings are held pursuant to the Ralph M. Brown Act [Cal. Gov. Code §54950] and are open to the public. The public may view and obtain all written information supporting this agenda provided to the Board both initially and supplementally prior to the meeting at the agency's offices located at 3449 Santa Anita Avenue, El Monte, California and on its website at <http://accessla.org>. Documents, including Power Point handouts distributed to the Board members by staff or Board members at the meeting, will simultaneously be made available to the public. Three opportunities are available for the public to address the Board during a Board meeting: (1) before closed session regarding matters to be discussed in closed session, (2) before a specific agenda item is debated and voted upon regarding that item and (3) general public comment. The exercise of the right to address the Board is subject to restriction as to time and appropriate decorum. All persons wishing to make public comment must fill out a goldenrod Public Comment Form and submit it to the Secretary of the Board. Public comment is generally limited to three (3) minutes per speaker and the total time available for public comment may be limited at the discretion of the Chairperson. Persons whose speech is impaired such that they are unable to address the Board at a normal rate of speed may request an accommodation of a limited amount of additional time from the Chair but only by checking the appropriate box on the Public Comment Form. Granting such an accommodation is at the discretion of the Chair. The Board of Directors will not and cannot respond during the meeting to matters raised under general public comment. Pursuant to provisions of the Brown Act governing these proceedings, no discussion or action may be taken on these matters unless they are listed on the agenda, or unless certain emergency or special circumstances exist. However, the Board may direct staff to investigate and/or schedule certain matters for consideration at a future Board of Directors Meeting and the staff may respond to all public comments in writing prior to the next Board meeting.

Alternative accessible formats are available upon request.

## \*NOTE

### NOTICE OF ALTERNATIVE PUBLIC COMMENT PROCEDURES

Pursuant to temporary revised Brown Act requirements, Board members will be participating via webinar. The public may submit written comments on any item on the agenda - 1) through email by addressing it to - [board@accessla.org](mailto:board@accessla.org) or 2) via US Postal mail by addressing it to - Access Services Board Comments, PO Box 5728, El Monte CA 91734. Please include your name, item number and comments in the correspondence. Comments must be submitted/received no later than 10:00 am on Monday, October 18, 2021 so they can be read into the record as appropriate.

The public may also participate via the Zoom webinar link, or by teleconference. Please review the procedures to do so as follows -

#### How to Provide Public Comment in a Board Meeting via Zoom

##### Online

1. Click the Zoom link for the meeting you wish to join. Meeting information can be found at: [https://accessla.org/news\\_and\\_events/agendas.html](https://accessla.org/news_and_events/agendas.html). Make sure to use a current, up-to-date browser: Chrome 30+, Firefox 27+, Microsoft Edge 12+, or Safari 7+. Certain functionality may be disabled in older browsers including Internet Explorer. You may also use this direct link - <https://us06web.zoom.us/j/81192225840>
2. Enter an email address and your name. Your name will be visible online while you are speaking.
3. When the Board Chair calls for the item on which you wish to speak, click on "raise hand." Speakers will be notified shortly before they are called to speak. Mute all other audio before speaking. Using multiple devices can cause audio feedback.
4. Please note that the "Chat" feature is not enabled during the meeting for general public attendees. If you cannot use the "raise hand" feature, then please submit a written comment as outlined above.
5. When called, please limit your remarks to three minutes. An audio signal will sound at the three-minute mark and the Chair will have the discretion to mute you at any point after that. After the comment has been given, the microphone for the speaker's Zoom profile will be muted.

Note: Members of the public will not be shown on video.

##### By phone

1. Call the Zoom phone number and enter the webinar ID for the meeting you wish to join. Meeting information can be found at: [https://accessla.org/news\\_and\\_events/agendas.html](https://accessla.org/news_and_events/agendas.html)
2. You can also call in using the following information -
3. Dial (for higher quality, dial a number based on your current location):
4. US: +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 301 715 8592 or +1 312 626 6799 or +1 929 205 6099 or 833 548 0276 (Toll Free) or 833 548 0282 (Toll Free) or 877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)  
Webinar ID: 811 9222 5840
5. When the Board Chair calls for the item on which you wish to speak, press \*9 to raise a hand. Speakers will be notified shortly before they are called to speak. Speakers will be called by the last four digits of their phone number. Please note that phone numbers in their entirety will be visible online while speakers are speaking.

6. If you cannot use the "raise hand" feature, the please submit a written comment as outlined above.
7. When called, please state your name and limit your remarks to three minutes. An audio signal will sound at the three-minute mark and the Chair will have the discretion to mute you at any point after that. After the comment has been given, the microphone for the speaker's Zoom profile will be muted.



**STATEMENT OF PROCEEDINGS FOR THE  
MEETING OF THE ACCESS SERVICES  
BOARD OF DIRECTORS**

**Webinar**

**June 21, 2021**

**12:00 p.m.**

**1. CALL TO ORDER**

Meeting was called to order by Chair Nason at 12:03 p.m.

**BOARD MEMBERS PRESENT REPRESENTING A QUORUM**

Present: Chair Dolores Nason, Vice Chair Martin Gombert, Treasurer Doran Barnes, Secretary Theresa De Vera, Directors Lee Burner, Andrew Del Castillo, John Troost and Jonaura Wisdom.

**BOARD MEMBER(S) EXCUSED FROM THE MEETING**

Not Present: Valerie Gibson

**2. REVIEW & APPROVAL OF MINUTES FROM THE BOARD MEETING ON APRIL 19, 2021**

Recommendation: Approval of minutes as written.

**Motion made by Secretary De Vera to approve the minutes, seconded by Vice Chair Gombert. Via Roll Call Vote, all were in favor, motion passed.**

**3. REPORT FROM EX-OFFICIO BOARD MEMBERS**

CAC Chair Goeman was not able to attend the meeting but Veronica Guzman-Vanmarcke read the report on her behalf. This report is for the April meeting. Bill Tsuei gave a presentation on the accessible electric vehicle project. The CAC members asked questions, such as how long the vehicle could travel with one full charge, the size of the vehicle, and the budget to make this pilot happen. Member Hagen made a motion that the CAC supports this recommendation, with a caveat that if the project is funded, this issue will return to the CAC to make sure that they have a strong plan on gathering information and input from riders. The CAC also heard presentations from Eric Haack on the Access technology survey and the Where's My Ride app from Thomas Lee. In May, project administrator Mayra Perez-Calderon presented the Superior Service Award to Daisy Lojero from Alta Resources and Rycharde Martindale gave a presentation on the member selection subcommittee that met after the vacancy of Kurt Baldwin. The candidate chosen to be in the CAC was Kimberly

Hudson. In June, Hector Rodriguez presented the FY2021 budget to the CAC members. A discussion ensued concerning how the budget was being utilized and how demand in ridership might affect this budget proposal. Rycharde Martindale presented on the no-show policy and letters that go out to the riders regarding this policy. There was also discussion on the officer nominating committee. Rycharde Martindale requested three volunteers for this committee.

TPAC Vice Chair Diane Amaya reported that the TPAC met on June 10, 2021. The committee discussed the following items. Director of Planning and Coordination Matthew Avancena reported that Access staff assisted the city of Santa Monica and LA Metro with the ADA portion of their triennial reviews. He was pleased to report that there were no findings. Mr. Avancena also noted that the Parents with Disabilities program will restart in August. He concluded his report with an update on Rider 360 2.0. Deputy Executive Director Hector Rodriguez presented the Access budget for fiscal year 2022. He discussed the budget process and highlighted accomplishments for the current year. IT project manager, Thomas Lee, provided an update on the Where's My Ride application. The new app upgrades will feature enhanced visual elements for an improved user interface. It will be tested among a small group of riders during a pilot phase. Emergency Management Coordinator Matthew Topoozian presented a COVID-19 update. He discussed communication tools used to inform riders about service changes. Lastly, he stated that the emergency operations center fully demobilized on May 28th. CTSA analyst Melissa Lucero provided an update on the CTSA Extension Program. She presented an overview of the learning and development program, including upcoming trainings. Ms. Lucero also shared information regarding the 2021 Joe King Memorial Scholarship. Matthew Avancena discussed TPAC officer elections.

#### **4. GENERAL PUBLIC COMMENT**

Kim Hudson made a public comment by introducing herself. The CAC voted in June to approve her to serve on the committee, and she is looking forward to working with the CAC to improve the experience for riders.

Leila Procopio-Makuh made a public comment by stating that she represents LPM Consulting, Inc. She wanted to renew my commitment to Access, to do the best they can to continue to uphold the trust that the agency has placed in her. She has had the pleasure of working with some of the Board members, past and present, on Drug and Alcohol program compliance issues. She has assisted Access staff, as well as the Drug and Alcohol staff of the many service providers they contract with in navigating through hundreds of pages of federal regulations, amendments, and ever-changing interpretations. She has successfully shepherded clients, including Access, LA Metro, Long Beach Transit, and many others through FDA compliance audits, training reviews, and state management reviews.

Mel Bailey made a public comment by stating that he has been having problems with MV, as it relates to their abusive and retaliatory practices and violations of several policies. He asked once again, if an independent audit can be done. Secondly, the policy that Access has, as it relates to warning letters, seems to be a little antiquated, because it doesn't include dialogue as it relates to a person's mental health at the time. He also thanked Global Paratransit as he was able to speak with Mr. Louis Garcia and Robert, they have two drivers, Candice Sherman and Charles, that are doing a great job. He also spoke to Rycharde Martindale, and he is an asset to the organization.



## **5. SUPERIOR SERVICE AWARD PRESENTATION**

Senior Operations Service Monitor Jessica Volanos introduced the Superior Service Award winner Carmen Marquez.

### Public Comments

Mel Bailey made a public comment by stating that the Superior Service Award was his favorite part of the meeting and thanked Carmen for her service.

Yael Hagen made a public comment by stating that she was very moved by Carmen's story and dedication. She thanked her for her service.

## **6. CONSENT CALENDAR**

Recommendation: Approval of all items on the Consent Calendar.

### CONSENT CALENDAR

- a) Consideration to Approve Disadvantaged Business Enterprise Goal
- b) Consideration to Award Drug and Alcohol Consulting Services Contract
- c) Consideration to Add Funds - Rider360 Version 2.0 Services Contract
- d) Consideration to Approve Procurement Threshold Changes
- e) Consideration to Award Website Contract
- f) Consideration to Approve Community Advisory Community Appointment (CAC)

Public Comment: None.

**Motion made by Treasurer Barnes to approve Consent Calendar items 6-a, b, c, d, e, and f, seconded by Director Burner. Via Roll Call Vote - all were in favor, motion passed.**

## **7. CONSIDERATION TO EXTEND TERM AND INCREASE FUNDS - EASTERN REGION SERVICE PROVIDER CONTRACT (AS-3421)**

Senior Manager of Finance and Planning, Bruce Frink and Operations Manager, Rogelio Gomez introduced this item.

Public Comment: None.

### Board Member Comments

Secretary De Vera stated that she has been with Access for 23 years. SGT is her home destination provider. Her personal experience has been very positive. Many times, the drivers asked her how her mother was doing. They always made positive comments about her mother and that gave her the strength to know that her mom's legacy also touched the drivers. The fact that SGT steps up and provides most of the drive through vaccinations and the in-person eligibility is commendable.

**Motion made by Secretary DeVera to approve item, seconded by Vice Chair Gombert. Via Roll Call Vote - all were in favor, motion passed.**

**8. CONSIDERATION TO EXTEND TERM AND INCREASE FUNDS - SANTA CLARITA SERVICE PROVIDER CONTRACT (AS-4064)**

Senior Manager of Finance and Planning, Bruce Frink and Operations Manager, Rogelio Gomez introduced this item.

Public Comment: None.

Board Member Comments

Vice Chair Gombert asked if Santa Clarita Transit has always operated this contract. Director of Administration F Scott Jewell responded that when they expanded service up to the Santa Clarita region, they entered into a partnership with the city of Santa Clarita that allowed Access to utilize their facility, host Access vehicles and for Santa Clarita to provide services.

**Motion made by Vice Chair Gombert to approve item, seconded by Director Troost. Via Roll Call Vote, all were in favor, motion passed.**

**9. CONSIDERATION TO AMEND BUDGET FOR FISCAL YEAR 2020/21**

Deputy Executive Director Hector Rodriguez gave a presentation on the item.

Public Comments

Mel Bailey made a public comment by stating that he had a question for those who are not privy to all of the acronyms, it would be a little bit helpful to explain them. For all those who are visually impaired, because they're not readable charts through Zoom. Being over budget in a couple of areas could stem from the COVID 19 shut down.

Board Member Comments

Director Wisdom asked for clarification if it was up to \$15 million, not adding the entire \$15 million. Hector Rodriguez responded that that was correct.

Director Burner asked if it was up to \$15 million. He thought he heard \$12 million and then there was another \$3 million that adds up to \$15 million. Hector Rodriguez responded that he initially requested \$12 million, of the \$15 million reserve.

**Motion made by Director Burner to approve item, seconded by Director Del Castillo. Via Roll Call Vote, all were in favor, motion passed.**

## 10. CONSIDERATION TO APPROVE PROPOSED BUDGET FOR FISCAL YEAR 2021/22

Deputy Executive Director Hector Rodriguez gave a presentation on the item.

### Public Comments

Mel Bailey made a public comment by stating that the budget from last year was in the midst of COVID and therefore he thought they would have taken that into consideration with the budget from 2020 to 2021. Therefore, he thought there would have been supplemental finances that would have carried over. According to Mr. Bailey's calculations, the capital percentages did not add up to a hundred percent.

Yael Hagen made a public comment by stating that she was concerned about the 70% ridership projections. She believes that is very low and would like to encourage staff to get more creative in giving people more current and accurate overall picture of what transportation systems and transportation programs are available throughout LA County. Some of the rideshare options for example if they are seniors, there is senior transportation as an option for them to use. Access should disseminate this information to the riders.

### Board Member Comments

Treasurer Barnes made a comment by stating that as they move into the next budget year, it is a time of great uncertainty and he knows that the team will be looking closely at how things evolve. As a Board, they need to make sure they are continuing to monitor changes as they move through this next phase of the pandemic and the economic changes. The budget represents where they think things are going, but he also thinks they need to be well aware that things can change. He is also very pleased to see that the cybersecurity position is being added.

Director Burner asked for clarity, concerning the replacement of the vehicles or the addition of vehicles. Hector Rodriguez responded that the vehicles were simply being replaced. Policy-wise, Access should replace vehicles at 250,000 miles. They have about one hundred vehicles that exceeded that mileage so they are actually behind schedule in replacing vehicles because they have not been available.

**Motion made by Treasurer Barnes to approve item, seconded by Director Burner. Via Roll Call Vote, all were in favor, motion passed.**

## 11. COVID-19/OPERATIONS UPDATE

Chief Operations Officer Mike Greenwood gave a presentation on the item.

### Public Comments

Mel Bailey made a public comment by stating that he shares Mike Greenwood's sentiments as it relates to being optimistic, as it relates to the decline in COVID. He pointed out that within the past week, they did get a notification that there has been a slow and steady rise in positive COVID cases. At the last Board of Directors meeting there were over 20 people that expressed their discontent

with going into shared rides. He also encouraged drivers and/or other riders to not shame those that are not vaccinated. He can't see the chart so he asked if they can do a little more explanation with the numbers.

Yael Hagen made a public comment by stating that she echoed the comments about the presentation. It was a wonderful presentation and she thanked Mike Greenwood. She is thrilled that they have taken a look at lessons learned and what they can carry on or learn about how things operated doing this particular emergency. She believes it will be important, especially on the discussion of same-day rides and the push to have those services continue in some capacity. They learned a lot of patterns about ridership and she thinks they have learned a lot about the needs of the community.

## **12. UPCOMING BOARD ITEMS**

Director of Administration F Scott Jewell stated that the Board Operations Committee meeting will take place in July. The July/August Board cycle for the committee meetings are tentatively scheduled for the 19th of July and then the full Board meeting on the 16th of August. In addition, they will be discussing a scheduled Board retreat that will occur on August 4th, and the details related to that will be discussed at the committee meeting next Monday. On August 23, there will be another Board Operations committee meeting. The schedule for items to be heard by the Board is usually light in July and August, so they will discuss that issue related to that next Monday also.

## **13. EXECUTIVE DIRECTOR'S REPORT**

Executive Director Andre Colaiace stated that Access will be hosting a virtual county-wide community meeting for the customers on Saturday, July 31st. They will be presenting on a number of different topics to inform customers of recent changes, technology options, and also answer any questions they might have about the service. They will be publicizing this meeting through the usual channels, including the website, seat drops and Where's My Ride. He spoke a bit about their fleet electrification project. Zero emission electric buses are becoming more common in fixed route bus fleets, but they are not being deployed in paratransit services that serve people with disabilities. They are in the process of developing a pilot program to explore the possibility of converting some of their vehicles, which are currently a combination of gasoline and natural gas, to electric propulsion systems. With the reintroduction of earmarks in Congress, they recently submitted a \$3.1 million proposal for an accessible fleet electrification pilot project to Congresswoman Grace Napolitano's office. The good news is that they were informed that the Congresswoman submitted Access' request to the House Transportation and Infrastructure Committee for consideration. The bad news, unfortunately, is that the project did not make it into the final bill, given the overwhelming demand for funding. He wanted to thank the Congresswoman publicly for her advocacy and let the Board know they will continue to look for other sources of funding for this important project. Finally, while Director Gibson could not attend today, he wanted to publicly take this opportunity to thank her for serving another term on the Access Board of Directors. Director Gibson is a constructive and wise voice for this agency and its customers, and they appreciate her service.

#### **14. BOARD MEMBER COMMUNICATION**

Treasurer Barnes thanked the staff for being flexible and for changing service as the need called for. Certainly lessons are still to be learned and certainly vigilance is still be practiced. Second item, he thanked Director Gibson who just rejoined them and yet the two years have come and gone. It has been a pleasure working with her and he looks forward to continuing to work with Director Gibson on a variety of other regional projects going forward.

Director Del Castillo commended staff for implementing the transition to reopening as smoothly as possible. On a personal note, he wanted to thank F Scott and the Access staff for continuing to procure their materials for Board meeting preparation in an accessible format, ready to go as far as agendas and Board presentation materials. He wonders how much of that material, is available to the general public, because that might indeed be helpful. He knows that it is in a very accessible screen reader friendly format, especially at least most if not all of the charts are accessible tables. As far as PowerPoint presentations, he knows PowerPoint is somewhat accessible, and at the school classes that he is attending for his master's degree, he is using an automated service as part of the school. PowerPoints can be rendered in HTML format. He can make inquiries of how the school does that and how that can be made available perhaps for Access's needs.

F Scott Jewell responded by stating that the materials presented or given to the Board are released concurrently on the website in an accessible format. In addition, if anybody sends in a request for an accessible format once we release the agenda, that is then generated. Usually those type of requests that they receive for braille are generated and then mailed to the individual. In addition, if somebody requests to have an agenda mailed to them, they will do so upon request on an as needed basis. In case of the PowerPoints, the slides for the meetings are released to the public at the same time that they are sent to the Board. He is interested in taking a look at the application that they are utilizing through his school, because if there is a way to enhance communication and accessibility, he would be more than interested in providing that in an effective manner.

Secretary De Vera stated she wanted to wish all the fathers a very belated happy Father's Day. She thanked staff and providers for all their hard work in assessing day-to-day situations with the ongoing changes to the service. As Dodger Stadium reopened she felt so bad for her driver because they had deal with Dodger traffic on reopening. She wonders if they can look into Fastrak in and around Dodger Stadium.

Vice Chair Gombert thanked Access staff members for their hard work over the past 12 months.

Chair Nason said "ditto" to everything Director Barnes said. The Disabled Resources Center, where she is an Executive Director, is having their once a year fundraiser where they recognize people in the community that have helped people with disabilities. It will take place on July 22nd from 7:00 to 8:15, and it's going to be held virtually. For the first time, in the 45 year history of the agency, it's going to be free. She hopes everyone will buy raffle tickets, as they have some wonderful prizes.

#### **15. NEW BUSINESS SUBSEQUENT TO THE POSTING OF THE AGENDA**

No new business was heard subsequent to the posting of the agenda.

**16. PUBLIC COMMENT WITH RESPECT TO CLOSED SESSION ITEMS**

Mel Bailey made a public comment by asking if he could have someone call him back with the Disability Resource Center phone number.

**17. CLOSED SESSION REPORT**

Legal Counsel Vince Ewing stated that no action was taken by the Board during Closed Session.

**18. ADJOURNMENT**

**Motion made by Director Wisdom, seconded by Secretary DeVera to adjourn.**

The meeting adjourned at 1:59 p.m.

Approved

\_\_\_\_\_  
Doran J. Barnes, Secretary

\_\_\_\_\_  
Date



**STATEMENT OF PROCEEDINGS FOR THE  
MEETING OF THE ACCESS SERVICES  
BOARD OF DIRECTORS**

**Webinar**

**July 19, 2021**

**12:00 p.m.**

**1. CALL TO ORDER**

Meeting was called to order by Chair Nason at 12:03 p.m.

**BOARD MEMBERS PRESENT REPRESENTING A QUORUM**

Present: Chair Dolores Nason, Vice Chair Martin Gombert, Treasurer Doran Barnes, Secretary Theresa De Vera, Directors Adrian Aguilar, Lee Burner, Andrew Del Castillo, John Troost and Jonaura Wisdom.

**BOARD MEMBER(S) EXCUSED FROM THE MEETING**

Not Present: None

**2. BOARD OFFICER ELECTIONS**

Recommendation: Elect officers to the Board of Directors as per the requirement of the Access Services Bylaws for an approximate one-year term beginning July 19, 2021 and ending June 30, 2022 or the election of their successor, whichever last occurs.

Slate of Officers:

Chairperson: Martin Gombert    Vice Chair: Theresa DeVera  
Treasurer: Lee Burner        Secretary: Doran J. Barnes  
Executive Director: Andre Colaiace

**Motion made by Director Troost to approve the slate of officers, seconded by Director Wisdom. Via Roll Call Vote, all were in favor, motion passed.**

**3. GENERAL PUBLIC COMMENT**

There was no general public comment.

**4. CONSENT CALENDAR**

Recommendation: Approval of all items on the Consent Calendar.

CONSENT CALENDAR

a) Consideration to Approve City of Artesia Membership

Public Comment: None.

**Motion made by Vice Chair DeVera to approve the Consent Calendar seconded by Director Nason. Via Roll Call Vote - all were in favor, motion passed.**

**5. PUBLIC COMMENT WITH RESPECT TO CLOSED SESSION ITEMS**

Yael Hagen made a public comment by thanking Dolores for all her hard work and leadership with the Board, and that she's looking forward continuing to work with the Board going forward.

**6. CLOSED SESSION REPORT**

Legal Counsel Vince Ewing stated that no action was taken by the Board during Closed Session.

**7. ADJOURNMENT**

**Motion made by Director Wisdom, seconded by Director Del Castillo to adjourn.**

The meeting adjourned at 1:09 p.m.

Approved

\_\_\_\_\_  
Doran J. Barnes, Secretary

\_\_\_\_\_  
Date



SEPTEMBER 13, 2021

**TO: BOARD OF DIRECTORS**

**FROM: BRUCE FRINK, SENIOR MANAGER, FINANCE  
BRIAN SELWYN, MANAGER OF PROCUREMENT AND CONTRACT  
ADMINISTRATION**

**RE: CONSIDERATION TO EXTEND TERM AND INCREASE FUNDS - FINANCIAL  
REPORTING ENTERPRISE RESOURCE PLANNING (ERP) SOFTWARE CONTRACT (AS-  
3753)**

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**ISSUE:**

Board approval is required to increase funds and extend the term of Contract AS-3753 with Oracle America, Inc. (Oracle) for a period of five years. This item was reviewed and approved by the Planning and Development Committee.

**RECOMMENDATION:**

Authorize a five-year contract extension with Oracle through February 11, 2027 and an increase of funds of \$367,286.40.

**IMPACT ON BUDGET:**

This action will result in an increase in the previously approved contract amount of \$445,343.95 to \$812,630.35. This action is consistent with Access' approved budget for Fiscal Year 2021/2022, and will be programmed in subsequent budget years.

The funding for this extension comes from the Proposition C Discretionary Fund.

**ALTERNATIVES CONSIDERED:**

An assessment was made of whether to issue a formal solicitation for this financial software ERP system and it was determined that maintaining the existing relationship with the current software provider was preferable. Staff determined that continuing our relationship with the current contractor would prevent any unnecessary disruption in service, which is critical to ensuring the stability and functionality of Access' financial management processes. Staff may, at its sole discretion, seek approval of the Board in October 2021 to change the period of performance from five years to three years with a corresponding reduction in fees, if negotiations for the five-year term are not deemed acceptable to staff.

## **EFFECT OF APPROVAL OF STAFF RECOMMENDATION:**

If this staff recommendation is approved by the Board, staff would be authorized, but not required, to negotiate and enter into a written contract amendment upon terms and conditions no less favorable to Access than those proposed above. Access would not be legally bound to the contract amendment herein proposed unless and until it is incorporated into a formal written agreement that is executed by all parties thereto and approved as to form by this entity's legal counsel.

## **BACKGROUND:**

The original contract with Oracle America, Inc. was approved by the Board in November, 2014 as part of the Financial Software ERP Migration project. Oracle was selected as the application software provider.

Access currently holds twenty (20) user licenses which are used primarily by the Accounting and Procurement staff at Access. No additional licenses are required at this time nor do any software modules need to be added.

Since implementing the Oracle ERP Cloud, the agency has recognized numerous improvements over its previous financial management system. This has included the following: 1) the ERP Cloud platform has enabled the agency to have a secure system that is routinely being updated with the latest enhancements from Oracle; 2) it has streamlined the procurement and accounts payable approval work flow process and eliminated the majority of the recordkeeping functions by storing most of the documents within Oracle's database; 3) it has greatly reduced the number of hours staff needs to spend in providing data and reports to outside auditors; and 4) financial reports can be customized to meet the agency's needs and are readily available online to authorized staff.

OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: HECTOR RODRIGUEZ, DEPUTY EXECUTIVE DIRECTOR**

**RE: CONSIDERATION TO APPROVE RENEWAL OF AGENCY INSURANCE POLICIES**

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**ISSUE:**

Board approval is requested to purchase various Agency insurance policies for the policy year beginning November 1, 2021. This item was reviewed and approved by the Planning and Development Committee.

**RECOMMENDATION:**

Approve the purchase of various Agency insurance policies, including property, general liability, executive management liability and workers' compensation insurance for a not-to-exceed amount of \$600,000.

**IMPACT ON BUDGET:**

The approved budget for Fiscal Year 2021/22 includes the cost of these policies. The funding for these policies comes from Prop C 40% Discretionary funds. The cost of the policies for the current year is \$511,249. However, staff is expecting some increases in certain policies, such as cyber security insurance.

**ALTERNATIVES CONSIDERED**

No alternatives were considered. In order to protect the agency from liability, it is necessary to purchase these policies on an annual basis.

**EFFECT OF APPROVAL OF STAFF RECOMMENDATION:**

If this staff recommendation is approved by the Board, the staff would be authorized, but not required, to purchase the above policies at terms no less favorable to Access than those proposed above.

**BACKGROUND:**

SullivanCurtisMonroe (SCM), Access' insurance broker, is in the process of soliciting quotes for the various insurance policies. Upon Committee approval, staff will authorize SCM to purchase the policies with an effective date of no later than November 1, 2021, and November 30, 2021 for the Workers' Compensation policy. Staff will bring this item to the December Board of Directors meeting for ratification.

OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: ERIC HAACK, STRATEGIC PLANNER  
MATTHEW AVANCENA, DIRECTOR, PLANNING AND COORDINATION**

**RE: CONSIDERATION TO EXTEND TERM AND INCREASE FUNDS - TRAVEL TRAINING SERVICES CONTRACT (AS-4051)**

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**ISSUE:**

Board approval is necessary to exercise the second and final option year for the travel training services contract. This item was reviewed and approved by the External/Stakeholder Relations Committee.

**RECOMMENDATION:**

Authorize an additional \$894,084 in funds and the extension of term for the period of March 1, 2022 through February 28, 2023 for travel training services with Mobility Management Partners (MMP).

**IMPACT ON BUDGET:**

Due to the ongoing impacts of the COVID-19 pandemic on travel training services, staff projects a balance of \$37,370 from the completion of the existing contract term that can be rolled over into the final option year. The additional funds are needed to provide a full year of funding based upon the projected activities. In total, this will increase the not-to-exceed contract value of \$2,907,009 to \$3,801,093. The rates below reflect a 3% increase over current rates.

The cost for these services is programmed in the current FY 2022 budget and will be programmed for the next fiscal year budget. Funding comes from Proposition C 40% and Measure M sales tax funds.

**ALTERNATIVES CONSIDERED:**

The Board, at its option, could request that travel training services be discontinued or be resolicited so that staff can develop a modified travel training model that would reflect the post-pandemic normal. Staff does not recommend this alternative because the contractor (MMP) has been proactively working with staff to develop new travel training methods to address the safety of customers. The new travel-training model has since been implemented and is detailed below. Overall, staff believes the travel-training program has led to significant savings for the Agency while enhancing transportation options for its customers.

## **EFFECT OF APPROVAL OF STAFF RECOMMENDATION:**

If this staff recommendation is approved by the Board, staff would be authorized, but not required, to negotiate an amendment to the written contract with MMP upon terms and conditions no less favorable to Access than those proposed above. Access would not be legally bound to the contract changes unless such changes are incorporated into a formal written agreement executed by all parties thereto and approved as to form by this entity's legal counsel.

## **BACKGROUND:**

Access Services has had a Travel Training Program since 2005. Access' principal focus has been on one-on-one (or individual) travel training sessions. The trainings provide instruction and in-the-field experience to Access-eligible customers to develop the skills and confidence necessary to use accessible fixed route public transportation.

Access requires MMP to perform three-hundred (300) one-on-one travel training sessions for eligible customers, up to twelve (12) group travel training workshops and twelve (12) outreach events annually. In addition, MMP conducts 19,500 annual calls to customers who have completed in-person eligibility or renewed their eligibility by mail or in-person. These calls ask the customer if they would be interested in information about services other than Access, such as fixed route transit or local Dial-a-Ride services.

As part of these calls, MMP staff also calls Access customers who are enrolled in the Medi-Cal health insurance program to inform them of free transportation benefits that are available through their Managed Care Program. The Medi-Cal calls that MMP conducts are partially reimbursable from Medi-Cal, thus allowing Access to offset some of the costs of the contract.

## **Travel Training Impact on Customer Travel Behavior**

Access staff performed an analysis of customers who had completed in-person Travel Training between 2012 and 2019. During the eight-year period, 1,715 Access customers completed one-on-one travel training sessions.

Using TAP data, staff looked at how often customers took fixed route trips and how often they took trips on Access Services.

Some of the conclusions that came from this analysis were as follows:

- 1) The majority of customers who completed travel training continued to use fixed route services for their trips, not just months, but also many years after their training ended. For example, 75% of customers who completed travel training continued to take fixed route, either exclusively or in combination with Access trips, the year after their training. Half (or 50%) of the customers continued to take fixed route, either exclusively or in combination with Access trips, four (4) years after their training had ended, and 37% of those trained were still using fixed route service for some or all of their trips seven (7) years after their training.
- 2) Only 10% of customers who completed travel training continued to take Access Services and had no record of taking any fixed-route trips. This percentage is very stable year over year,

never rising higher than 12% (three years after training) and not dropping below 8% (seven years after training).

- 3) Travel trained customers who did take Access trips following their training, took paratransit less frequently than active Access customers who had not gone through travel training. The average Access-using customer takes between eight (8) and nine (9) trips on Access each month. For customers who use Access after Travel Training, they take just over four (4) trips per month. Part of the reason for taking fewer paratransit trips may be because they are able to reach some of their desired destinations using fixed route (which is free through the Access Free Fare program), and not rely exclusively on Access for all of their trip needs.
- 4) Between 50% (one year after training) and 70% (seven years after training) of travel trained customers have no record of taking any Access paratransit trips in the years after they received travel training.

### **Impact of COVID-19 Pandemic**

Travel Training activities were severely impacted by the COVID-19 pandemic and subsequent Safer-at-Home guidelines issued at the local and statewide levels.

Access staff and MMP agreed to an initial suspension of one-on-one Travel Training activities in light of the potential risk the COVID-19 virus could have on MMP staff and Access customers.

Following this suspension of services, MMP and Access started to work on methods to safely restart Travel Training activities and - in the alternative - to develop a modified Travel Training model.

#### Two-Part Training: Virtual/In-Person Training

Access and MMP agreed that the traditional Travel Training instruction would be split into two parts. The first part would consist of virtual instruction via Zoom or a similar on-line platform, in which travel trainers would provide information about public transit. This instruction would include information about how to use any public transit service, and be specifically tailored to the candidate receiving the instruction.

Specific information would be provided, including the nearest bus stop to a candidate's home; the frequency of bus service; and how that candidate could use that bus route to reach a desired destination. Information would be presented as step-by-step instructions, including imagery from aboard the bus identifying landmarks.

When the virtual component of the training is completed, the training would end until the candidate is ready to complete the actual in-person training.

In follow-up calls with travel training candidates, a number of these individuals did not want to move forward with in-person training due to ongoing pandemic restrictions. In July 2021, MMP and Access conducted a telephone survey of customers who had completed the part one (virtual) training. Of the respondents to the survey (57 of 100), approximately 60% indicated that they would be willing to participate in in-person training when Access deems it safe to do so.

Access modified its contractual agreement with MMP to address this two-part training concept. Access provides partial payment of services for virtual training (30%) and the remaining balance upon completion of the in-person element (70%).

To date, MMP has performed 217 virtual trainings.

**The planned services under the final option year are as follows:**

**COSTS FOR OPTION YEAR 2**

Cost Category			Maximum Number	Total Cost
Monthly Fixed Costs		\$25,320.39	12	\$303,844.68
Travel Training Services				
	Virtual	\$456.86	300	\$137,059.20
	In-Person	\$1,066.02	300	\$319,804.80
	Total	\$1,522.88	300	
Group Travel Training		\$1,716.29	12	\$20,595.48
Outreach Meetings		\$0.00	12	\$0.00
Call-Center Calls		\$7.70	19,500	\$150,150.00
<b>Maximum One Year Costs</b>				<b>\$931,454.16</b>

OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: MATTHEW AVANCENA, DIRECTOR, PLANNING AND COORDINATION**

**RE: CONSIDERATION TO APPROVE TRANSPORTATION PROFESSIONALS ADVISORY COMMITTEE (TPAC) MEMBER REAPPOINTMENTS**

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**ISSUE:**

Eight Transportation Professionals Advisory Committee (TPAC) members have terms that will expire on October 28, 2021. The reappointments recommended below are for two-year terms beginning October 2021. These terms will expire in October 2023.

**RECOMMENDATION**

Approve the reappointment of the following eight (Group A) members.

- Martha D'Andrea, Glendale Beeline
- Jesse Valdez, East Los Angeles Regional Center
- Gracie Davis, Orange County Transportation Authority
- Fayma Ishaq, Metro
- Kevin Parks McDonald, Foothill Transit
- Diane Amaya, Beach Cities Transit
- James Lee, Torrance Transit
- Ariel Bianca Moreno, Los Angeles Department of Transportation

**IMPACT ON BUDGET**

None

**BACKGROUND**

TPAC was created in September 2001 by the Access Services Board of Directors to provide input regarding operational and policy issues. TPAC is comprised of two sets of members, Group A and Group B, which serve two-year terms. Group A members have term expiration dates which occur in odd numbered years. Group B members have term expiration dates which occur in even numbered years. TPAC meets bi-monthly and is comprised of representatives from social service, community transportation and fixed-route transportation providers.



OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: F SCOTT JEWELL, DIRECTOR OF ADMINISTRATION**

**RE: CONSIDERATION TO APPROVE RESOLUTION TO CONTINUE PUBLIC MEETINGS THROUGH TELECONFERENCING**

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**ISSUE:**

Pursuant to recently enacted state law (Assembly Bill 361), Board approval is required to continue meeting through teleconferencing (virtually).

**RECOMMENDATION**

Approve the following resolution - "The Access Board of Directors has reconsidered the circumstances of the state of emergency; and the following circumstances exist: (i) The state of emergency continues to directly impact the ability of the members to meet safely in person; and (ii) State or local officials continue to impose or recommend measures to promote social distancing. Hence, teleconferencing for Access Board and committee meetings will continue for the next thirty (30) days."

**IMPACT ON BUDGET**

None

**BACKGROUND**

During the pandemic, the Access Board and its committees have been able to meet via teleconference (virtually) due to a State of California executive order that suspended certain Brown Act provisions. While that order has expired, recently enacted state legislation (AB 361), allows for the continuation of virtual meetings provided that the Board makes the determination as stated in the above recommendation. This determination must be made by the Board every 30 days.

Under current Los Angeles County Department of Health guidelines, masking is required indoors regardless of vaccination status in public and office settings when there is more than one (1) person in a room. In addition, social distancing for indoor operations and events is still recommended. These directives provide justification for the above recommendation.

Due to the thirty-day requirement, staff will schedule Special Board Meetings to renew the resolution as appropriate.

OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: MIKE GREENWOOD, CHIEF OPERATIONS OFFICER  
BRUCE FRINK, SENIOR MANAGER OF FINANCE  
KIMBERLIE NIMORI, PROCUREMENT COORDINATOR**

**RE: CONSIDERATION TO AWARD ANTELOPE VALLEY REGION SERVICE PROVIDER CONTRACT (AS-4143)**

**ISSUE:**

Board approval is required to execute a contract for specialized ADA paratransit services in the Antelope Valley Region. This item was reviewed by the Performance Monitoring Committee.

**RECOMMENDATION:**

Authorize staff to execute Contract No. AS-4143 for transportation services in the Antelope Valley Region service area for a five (5) year and six (6) month base period beginning November 1, 2021 and ending on April 30, 2027 (with revenue service beginning on May 1, 2022) with First Transit, Inc. in an amount not to exceed \$105,091,953.

**IMPACT ON BUDGET:**

This action is consistent with the budget estimates for the proposed contract’s base term. Trip volume utilized in producing cost proposals was based on the projected number of trips calculated by Access’ paratransit demand consultant HDR Engineering, Inc. Contract payment terms will include start-up costs and the rates listed below. Subject to Board approval, the contract may be extended for up to an additional four (4) years in one (1) year increments. The proposed rates of compensation are as follows:

Contract Year	Monthly Fixed Rate	ADA & Access-to-Work Per Trip Rate	Eligibility, & Out-of-Service Area Rates
1	\$506,020	\$37.49	\$37.49
2	\$562,835	\$39.36	\$39.36
3	\$639,095	\$41.00	\$41.00
4	\$703,666	\$42.67	\$42.67
5	\$788,866	\$44.40	\$44.40

Contract Year	Transfer Trips	Emergency Services	Parents with Disabilities
1	\$37.49	\$63.93	TBD
2	\$39.36	\$67.10	TBD
3	\$41.00	\$69.90	TBD
4	\$42.67	\$72.75	TBD
5	\$44.40	\$75.70	TBD

**ALTERNATIVES CONSIDERED:**

No alternatives were considered as the current contract has no option years available. However, the Board may choose to extend the current contract on a limited term basis to re-procure the solicitation or allow for additional negotiations. Should the Board choose to extend the current contract, it is important to note that funding for the contract extension would likely have to be solely through local sales tax funds, due to applicable Federal requirements.

**EFFECT OF APPROVAL OF STAFF RECOMMENDATION:**

If the Board approves the staff recommendation, staff would be authorized, but not required, to negotiate and enter into a written contract upon terms and conditions no less favorable to Access than those proposed above. Access would not be legally bound to the contract herein proposed unless and until it is incorporated into a formal written agreement executed by all parties thereto and approved as to form by this entity’s legal counsel.

**BACKGROUND:**

Keolis Transit Services, LLC currently provides service in the Antelope Valley Region under Contract No. AS-3116; this contract ends April 30, 2022. In order to continue this service, Access issued a Request for Proposals (RFP) on March 9, 2021.

**Scope of Work Changes**

The RFP made changes to the Scope of Work currently in place in the Antelope Valley Region, including:

**Key Performance Indicators (KPIs)**

1. Excessively Late Trips - changed standard from 0.10% to 0.00% with liquidated damages assessed for each occurrence.
2. Missed Trips - the standard remains at 0.75% but *preventable* missed trips will result in liquidated damages assessed for each occurrence.

**Liquidated Damages**

1. Additional liquidated damages were added to address issues that result in poor service quality and responsiveness.

## **Staffing requirements**

1. Added several manager positions to the required staff to focus on service quality.
2. Added additional Road Supervisor positions (increasing from four (4) to eight (8) positions). Road Supervisors respond to collisions and incidents, as well as perform critical passenger transport to avoid late and missed trips.
3. Added a Warranty & Parts Clerk position to be responsible for the management of parts, inventory, and all manufacturer warranty claims. This is a critical position needed to meet federal guidelines, as well as properly manage maintenance costs.

## **Training Hours**

1. The new contract requires minimum training hours for drivers, dispatchers, road supervisors, and call takers. New drivers, for example, will complete a minimum of 90 hours of training prior to being certified for service.

## **Other Enhancements**

1. Added a cyber-security plan requirement to ensure the contractor is consistent with Access' internal policies to protect customer data.
2. Added a continuity of operations plan requirement to ensure the contractor's ability to maintain operations in the event of a wide variety of disruptions, including natural and man-made disasters.
3. Added a security plan requirement to ensure the safety of Access' vehicle assets, as well as the safety of contract and non-contract employees.

## **Procurement Overview**

On March 9, 2021, Access issued Request for Proposals (RFP) No. AS-4143 to retain a qualified transportation service contractor to operate in the Antelope Valley Region. A Pre-Proposal Meeting was held virtually on March 31, 2021. Approximately 35 people attended the virtual meeting. Access issued six addenda to provide additional information, respond to proposer questions and extend the proposal due date.

Both printed and electronic proposals were due on June 4, 2021. Access received proposals from the following firms:

1. First Transit, Inc. (First Transit)
2. Keolis Transit Services, LLC (Keolis)
3. On-Demand Transportation Solutions, LLC

Two of the three proposals submitted were deemed responsive and the proposers responsible. The proposal submitted by On-Demand Transportation Solutions, LLC was deemed non-responsive as it did not include the required bid bond or evidence of bonding capability/capacity.

An evaluation panel was convened and a comprehensive technical evaluation followed. The evaluation panel consisted of five members: three Access staff from the Operations department, one Access staff from the Government Affairs & Outreach department and one external technical expert from the Orange County Transportation Authority. In addition, three non-voting internal subject matter experts from Access' Finance department, Fleet Design & Maintenance department,

and Information Technology department examined the proposals and reported their findings to the evaluation panel.

The proposals were evaluated based on the following evaluation criteria and associated weights:

	<b>Evaluation Criteria</b>	<b>Maximum Points</b>
1.	Quality of Technical Approach	15
2.	Staff Qualifications and Availability	10
3.	Quality of Proposed Operating Facility	5
4.	Employee Pay and Benefits	20
5.	Financial Qualification of Proposer	5
6.	Proposer's Paratransit Operating Experience	15
7.	State Mandated Bidding Preference	10
8.	Cost/Price Proposal	20
	<b>TOTAL</b>	<b>100</b>

During the period from June 7, 2021 through August 13, 2021, the evaluation panel conducted its independent evaluation of the proposals.

Best and Final Offers (BAFOs) were requested from both proposers. Based on the evaluation criteria and the BAFOs submitted, First Transit ranked the highest. A summary of scores is set forth below.

<b>Evaluation Criteria</b>	<b>First Transit</b>	<b>Keolis</b>
1. Quality of Technical Approach	13.35	12.00
2. Qualifications and Availability of Proposed Staff	9.30	7.70
3. Quality of Proposed Operating Facility	3.75	4.55
4. Employee Pay and Benefits	16.80	16.00
5. Financial Qualifications of Proposer	5.00	2.80
6. Proposer's Paratransit Operating Experience	13.65	12.15
7. State Mandated Bidding Preference	10.00	10.00
8. Cost/Price Proposal	18.81	20.00
Total	90.66	85.20

First Transit’s price has been determined to be fair and reasonable based upon an independent cost estimate (**ICE**), competition, financial analysis, fact-finding, negotiations, and best and final offers. Proposer prices for the five-year base term are set forth below.

**Table 1**

Proposer	ICE	Original Price	BAFO
1. First Transit	\$98,970,967	\$98,625,026	\$105,091,953
2. Keolis	\$98,970,967	\$102,057,790	\$98,835,047

First Transit’s proposal includes two DBE subcontractors. The first DBE subcontractor, JCM and Associates, Inc. (dba Blue Goose Uniforms)<sup>1</sup>, would supply driver and staff uniforms and the second DBE subcontractor, Islas Tires <sup>2</sup>, would supply tires.

**Financial Analysis**

Access staff analyzed all of the proposals and performed a detailed analysis of the recommended proposer. Table 2 below details the final submitted proposed costs:

**Table 2**

Proposer	Startup Costs (S/U)	Total 5 Year Service Cost (incl. S/U)
First Transit, Inc.	\$811,908	\$105,091,953
Keolis Transit Services, LLC	\$294,306	\$98,835,047

Regarding the variable cost component, staff found that First Transit’s proposed 36.6% increase in the per-trip rate was largely driven by the need to be competitive in the labor marketplace, the potential impact of unionization, particularly in benefits, and the rising cost of fuel. In fact, the average hourly rate for a driver in Year 1 is approximately 30% higher than what was assumed in the last year of the previous contract. Table 3 below provides more detail.

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<sup>1</sup> JCM and Associates, Inc. is also a Small Business Enterprise and Minority Business Enterprise.

<sup>2</sup> Islas Tires is also a Small Business Enterprise.

**Table 3 - Variable Trip Rates**

<b>Region</b>	<b>FY22 Current Rate</b>	<b>FY23 Proposed Rate</b>
Antelope Valley	Keolis \$27.45	First Transit \$37.49
	<b>FY22</b>	<b>FY23</b>
Southern (Global)	\$33.35	\$34.20
Eastern (SGT)	\$34.23	\$36.19
Northern (MV)	\$38.28	\$39.26
West/Central (CTI)	\$34.51	\$35.86
Santa Clarita	\$42.40	\$43.67

Table 4 provides an overview of the Fully Loaded Rate (Fixed and Variable) for each of the six regions. As seen below, the proposed Antelope Valley Region fully-loaded rate would increase by 51% over the current fully-loaded rate. Under the FT proposal, the number of Fixed Staff is more than double the current number of Fixed Staff; this is partially attributable to new Access requirements and partially due to Fixed Labor staffing not keeping pace with the growth of ridership and fleet size, which has more than doubled since the start of the contract. Such an increase in staffing is necessary for the provider to be able to provide the proper level of support for the region.

**Table 4**

<b>Fiscal Year</b>	<b>Santa Clarita</b>	<b>Northern</b>	<b>West Central</b>	<b>Eastern</b>	<b>Southern</b>	<b>Antelope Valley (Proposed)</b>
2022	\$53.70	\$49.84	\$45.94	\$44.72	\$44.02	\$41.52
2023	\$57.15	\$51.66	\$48.24	\$46.57	\$45.07	\$62.53
2024	\$58.03	\$54.24	\$50.65	\$48.70	\$46.10	\$63.78

The significant cost differential between the two proposals is primarily related to labor/benefit costs, with First Transit offering a 17% premium for the Average Hourly Rate in Year 1 and investing over \$4,308 more per driver in Health Benefits than Keolis.

**Table 5**

Variable Cost Staff	First Transit	Keolis
Average Annual Employee Drivers	84	108
Driver Labor per Trip	46 Min/Trip	58 Min/Trip
Average Wage (Year 1)	\$20.41	\$17.37
Overtime Usage	5.3%	5.5%
Avg Cost of Health Benefits/Driver	\$10,995	\$6,687

**The evaluation panel had additional concerns about the Keolis proposal:**

1. Keolis did not elaborate on how it would respond to the effects of increasing ridership as we come out of the pandemic and did not demonstrate a clear understanding of the nature of the challenge, nor did it offer a strategic response to a question posed during their interview regarding their approach to this challenge.
2. Keolis’s proposed General Manager changed during the BAFO process. Although the resume of the newly proposed General Manager includes recent paratransit experience, dating back to 2017, the bulk of this person’s experience is over twenty years old. Given the unique challenges of this service area, combined with the rapidly changing demands of paratransit services, lack of more recent experience was a concern to the evaluation team.
3. Keolis’ proposed driver wage plan was deemed as significantly inferior to First Transit’s plan. Access has learned from many years of experience that keeping the driver ranks fully staffed is a key to achieving high performance on behalf of Access riders.

**Overview of Recommended Proposer**

Headquartered in Cincinnati, OH, First Transit is a national transportation provider specializing in paratransit and fixed route services with decades of experience in California. First Transit currently operates paratransit service in San Diego and San Mateo Counties in California, as well as in Chicago and New Jersey, to name just a few of their areas of operation.

First Transit’s proposal satisfies the Antelope Valley region scope requirements. First Transit’s management approach includes an experienced group of managers, several of whom have worked on Access contracts in the past. A strong layer of external corporate oversight will also ensure compliance and is based in Southern California.

First Transit’s technology approach utilizes multiple redundant systems to limit service downtime. First Transit also has a strong corporate safety culture and an analytics suite that will be available to Access’ management team.



First Transit, in a clear proposal differentiator, offered a superior wage scale for drivers, and an appealing benefits plan, to attract and retain an engaged workforce.

First Transit's proposed facility will be located in the City of Lancaster, and is the same facility currently being used by the incumbent. Prior to move-in, First Transit and the landlord have committed to extensive property improvements that include fencing off the operating yard from an adjacent tenant's operation, the addition of a secondary ingress/egress point, and building improvements to the administrative offices.

OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: ALVINA NARAYAN, MANAGER OF TRAINING AND COMPLIANCE  
MATTHEW AVANCENA, DIRECTOR OF PLANNING & COORDINATION**

**RE: CONSIDERATION TO APPROVE DIVERSITY, EQUITY & INCLUSION (DEI) PLAN**

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**ISSUE:**

At the request of the Board, staff has developed a draft Diversity, Equity and Inclusion (DEI) plan for the Agency. This item was reviewed and approved by the Performance Monitoring Committee.

Members of the Performance Monitoring Committee had the following suggestions for staff which will be incorporated into the final plan:

- Expand the staff demographic statistics to include more detailed categories;
- Track DEI professional development in annual staff performance evaluations;
- Incorporate DEI questions in the customer service survey
- Track the results of the Agency's internship programs in promoting the career development of interns.

Staff is seeking additional Board feedback and approval of the plan.

**RECOMMENDATION:**

Approve the attached draft Diversity, Equity and Inclusion plan.

**IMPACT ON BUDGET:**

There is no impact on the budget.

**BACKGROUND:**

Access is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion. To further this commitment, the Board of Directors requested that Access staff develop a DEI plan for the Agency, which is attached.

Initial concepts were brought to Board Committees earlier in the year for review and comment. Board feedback was received and staff was directed to develop a final DEI policy for Board review.

Staff reviewed plans from other transit agencies and the American Public Transportation Association (APTA) and the California Transit Association (CTA) to assist in the development of Access' plan.

## Access Services Diversity, Equity and Inclusion Plan (Draft, 9/9/21)

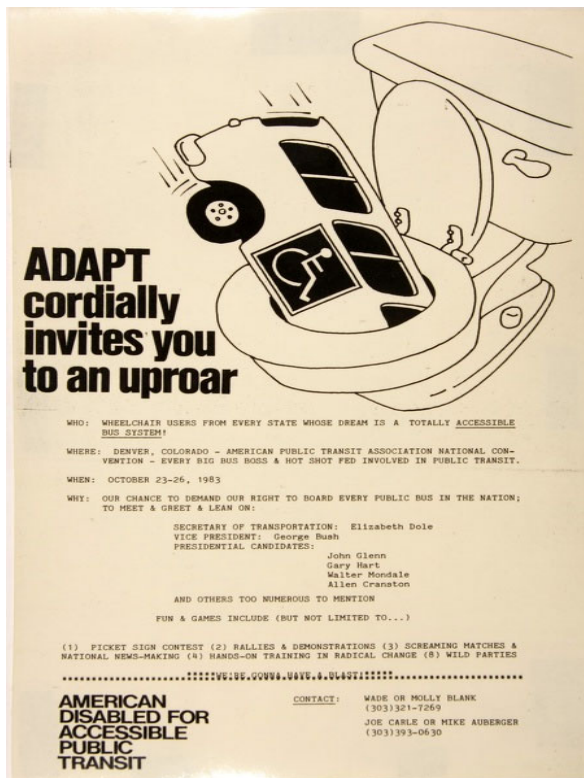
### Introduction

*And today, America welcomes into the mainstream of life all of our fellow citizens with disabilities. We embrace you for your abilities and for your disabilities, for our similarities and indeed for our differences, for your past courage and your future dreams. Last year, we celebrated a victory of international freedom. Even the strongest person couldn't scale the Berlin Wall to gain the elusive promise of independence that lay just beyond. And so, together we rejoiced when that barrier fell.*

*And now I sign legislation which takes a sledgehammer to another wall, one which has for too many generations separated Americans with disabilities from the freedom they could glimpse, but not grasp. Once again, we rejoice as this barrier falls for claiming together we will not accept, we will not excuse, we will not tolerate discrimination in America.*

### Remarks of President George H. W. Bush at the Signing of the Americans with Disabilities Act (July 26, 1990)

Passed in 1990, the Americans with Disabilities Act (ADA) was a landmark civil rights bill whose aim was to bring down barriers that prevented Americans with disabilities from being full and equal participants in society. One of the legislation's most significant accomplishments was its mandate that public transit services be accessible to people with disabilities and a requirement that all fixed-route transit systems create a complementary paratransit system for people whose disability prevents them from using the regular fixed-route bus or rail system.



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Prior to the passage of the ADA, most transit systems - both bus and rail - were not accessible to people with disabilities, particularly those in mobility devices. Disability rights advocates, led by Denver's American Disabled for Accessible Public Transit (ADAPT), began calling on their local systems to purchase accessible buses and staged protests at annual American Public Transportation Association (APTA) meetings

starting in 1983.<sup>3</sup> This activism played a significant role in the passage of the ADA and the creation of the accessible fixed-route and paratransit systems that exist today.

In 1991, the Los Angeles County Transportation Commission (LACTC) (which would soon merge with the Southern California Rapid Transit District (SCRTD)) funded a paratransit pilot project in the Eastern San Gabriel Valley called Metro Access. Subsequently, Access Services, Incorporated was created by the Los Angeles County Metropolitan Transportation Authority (Metro) as a nonprofit public benefit corporation in 1994 to fulfill the requirements of the ADA for a complementary paratransit system for Los Angeles County. Access was created as one of the few coordinated paratransit systems in the United States, fulfilling the ADA paratransit obligations on behalf of over 20 member transit agencies and allowing its customers to travel transfer-free throughout the massive Los Angeles-basin area.

Over 27 years later, the agency, now called Access Services, continues to fulfill the vision of the ADA by serving 46 member transit agencies and continuing to be a national leader in providing safe, effective and innovative paratransit to people with disabilities in Los Angeles County. Despite Access' success in serving an underserved community, it is still imperative that Access Services continue to examine both its external operational practices and its internal practices to ensure its actions are consistent with diversity, equity and inclusion principles and, where possible, go beyond existing federal mandates (e.g. Title VI, EEO, DBE). This plan will examine Access' current practices and successes and also suggest future DEI goals for the Agency. Staff has consulted policies developed by both the American Public Transportation Association and the California Transit Association as a guide in drafting Access' policy.

### External Operations and Practices

As the nation's largest coordinated ADA paratransit system (and 2<sup>nd</sup> largest paratransit system overall), Access Services, from its inception, has gone beyond the federal ADA paratransit regulations. The very act by Metro to create a coordinated paratransit system for Los Angeles County provided a huge benefit to paratransit customers by allowing transfer-free paratransit throughout the Los Angeles basin. (In the absence of a coordinated system, every fixed-route transit system would have had to have formed its own paratransit system which would have created both administrative inefficiencies as well as led to limited mobility within Los Angeles County due to transfers between paratransit systems.)

Over the last five years, Access has continued its tradition of being a national leader in providing quality services to people with disabilities, a traditionally underserved

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<sup>3</sup> *To Ride the Public's Buses*, Edited by Mary Johnson and Barrett Shaw

population who, in Los Angeles County, are made up of one of most diverse populations in the United States.

### Current Practices

### Enhanced Key Performance Indicators

Key Performance Indicators that measure paratransit on-time performance and customer complaints are common in the paratransit field. Until recently, Access had six main Key Performance Indicators, which are as follows:

On Time Performance (Next Day Trips)
Excessively Late Trips (45+ min late)
Denials
Reservations Average Initial Hold Time
Reservations Calls On Hold > 5 Minutes
Complaints Per 1,000 Trips

In consultation with community groups like the CAC and the Aging, Disability and Transportation Network and the Board, Access now has seven additional KPIs, leading to enhanced quality and safety, as follows:

Excessively Long Trips
Missed Trips
On Time Performance (Access to Work)
ETA Calls On Hold > 5 Minutes
Preventable Incidents Per 100,000 Miles
Preventable Collisions Per 100,000 Miles
Miles Between Road Calls

The implementation of these new KPIs provides enhanced paratransit services to people with disabilities, an underserved community, and, before the onset of the COVID-19 pandemic, reduced customer complaints to a record low. Furthermore, the KPIs have been integrated into nearly every regional paratransit contract to ensure equitable service is provided to every part of Los Angeles County. (One contract was awarded before the implementation of the new KPIs.)

### Enhanced and Accessible Technology

Access' recent technology efforts could also be considered an act of equity and inclusion. The Agency has rejected the idea that people with disabilities don't need or want technology. Over the last several years, Access has introduced and implemented several technology enhancements like *Where's My Ride* and *online reservations*, which have made the system more useable for its customers by giving them access to

technology that is taken for granted by the public at large. In addition, the Agency recently redeveloped its website to ensure it is more useable for its customers and compliant with the latest website accessibility guidelines. Furthermore, Access has been on the forefront of new accessible vehicle technology, working with vendors to develop a fully-electric paratransit vehicle as well participating in the development of accessible autonomous vehicle technology.

### Special Programs

Using federal grants, Access has also created specialized programs that help customers get to work and get children to school - activities which are easy if you can drive a car but are harder on a traditional paratransit system. Access' Access to Work program, funded by a federal Section 5316 Job Access Reverse Commute (JARC) grant, assists Access customers who meet certain income requirements get to their jobs. The Parents with Disabilities program, originally funded by a federal Section 5317 New Freedom grant as a pilot program in the Northern Region (San Fernando Valley), helps Access customers get their children to school on time and to school activities. This program, in a modified form, was recently expanded to every region of Los Angeles County.

### Emergency Preparedness

Through partnerships with the Los Angeles County Office of Emergency Management, City of Los Angeles Emergency Management Department and City of Los Angeles Department on Disability, Access' Emergency Preparedness program has raised awareness and put emergency actions into place to assist the disabled community in times of natural and manmade disasters and emergencies.

### Small Business/Disadvantaged Business Enterprise (DBE) Contracting Opportunities

One of the cornerstones of a successful DEI program should be ensuring that businesses from disadvantaged communities are able to compete on a level playing field for agency contracts or have opportunities to become subcontractors on prime contracts. While Access' main FTA-funded "turnkey" operations contracts (which constitute over 90 percent of the Agency's spending), have limited opportunities for subcontracting, the Agency continues to focus on improving and strengthening the Agency's small business and DBE programs.

Over the last year, Access has enhanced its DBE program to improve the participation of diverse firms on Access contracts. Recent enhancements include:

- Requiring prime contractors to list DBE subcontractors in their proposals. In addition, Access now actively monitors the use of these listed DBE subcontractors and requires that prime contractors report DBE subcontractor payments monthly. Prime contractors are prohibited from terminating DBE subcontractors without "good cause". When a termination of a DBE is requested,

the prime contractor must exercise good faith efforts to substitute another DBE subcontractor.

- Including DBE networking as part of pre-proposal meetings. This is being done through video conferencing now, but this facilitates the attendance of DBEs and has increased the participation of DBEs. Access provides time for DBEs to network with primes during the pre-proposal meetings to help them identify potential DBE partners.
- Monitoring and collecting other diverse firm participation, so we have a better understanding of the types of vendors interested in Access contracts. Our proposal and contract forms have been revised to expand the categories of firms being monitored. We now track awards and payments to DBE, SBE, MBE, WBE, DVBE and other firms. This has provided us with a database of diverse firms that are interested in contracting with Access, allowing us to outreach to these firms when new procurement opportunities arise.
- Implementing a web-based award and payment tracking system, which has made reporting easier for contractors and has allowed Access to collect and track data more effectively and efficiently.
- On August 1<sup>st</sup>, Access expanded opportunities for DBEs and small businesses by implementing a small business preference program.

These enhancements have provided Access with the tools to increase opportunities for small businesses, including diverse businesses, and comply with the FTA DBE Program requirement under - "Fostering Small Business Participation" (49 CFR Part 26.39).

### Future External DEI-Related Initiatives and Goals

As the transit industry continues to evolve, Access will continually assess its operations to ensure we exceed, to the extent possible, DEI minimums to provide superior paratransit service to the community we serve. Working with community advocates and the Board, Access will continue to review its practices to ensure they are consistent with DEI principles.

Specific Goals are as follows:

#### Operations

- On an ongoing basis, Access will review operational performance to ensure that equitable service is being provided to each of the regions it serves and to Los Angeles County as a whole.



- At least annually, Access will review its suite of Key Performance Indicators and make modifications as necessary to ensure they are still fulfilling their function to deliver reliable and safe paratransit.
- Access will serve as a resource for its member agencies and others as the region strives for a more inclusive and accessible transportation system.
- Access will continue to engage with its customers and advocacy groups to improve accessible transit options for people with disabilities.
- Access will continue to work with County partners to engage in inclusive emergency planning for the disabled community.

#### Technology

- Access will continue to work to see that all of the recent technological improvements, such as WMR and online reservations, are implemented in every region in Access' service area.
- Access will continue to ensure that its technology offerings, from its website to smart phone applications, meet or exceed requirements for accessibility. Access will continue to solicit diverse feedback when developing and implementing new technologies.

#### DBE Contracting Opportunities

- In the event that Access engages in any construction activities, Access will focus on creating contracting opportunities for DBEs. In addition, staff will include very specific language related to DBE goals in each solicitation to maximize DBE utilization.
- Work with existing contractors to find creative ways to engage DBEs or small businesses to perform paratransit trips.
- Further examine contractual requirements that may impede DBE participation, such as insurance requirements.

#### Customer Surveys

- Ensure that future customer surveys collect essential information about the customers we serve.

#### Internal Operations and Practices

This plan also sought to look at Access' own internal operations through a DEI lens.

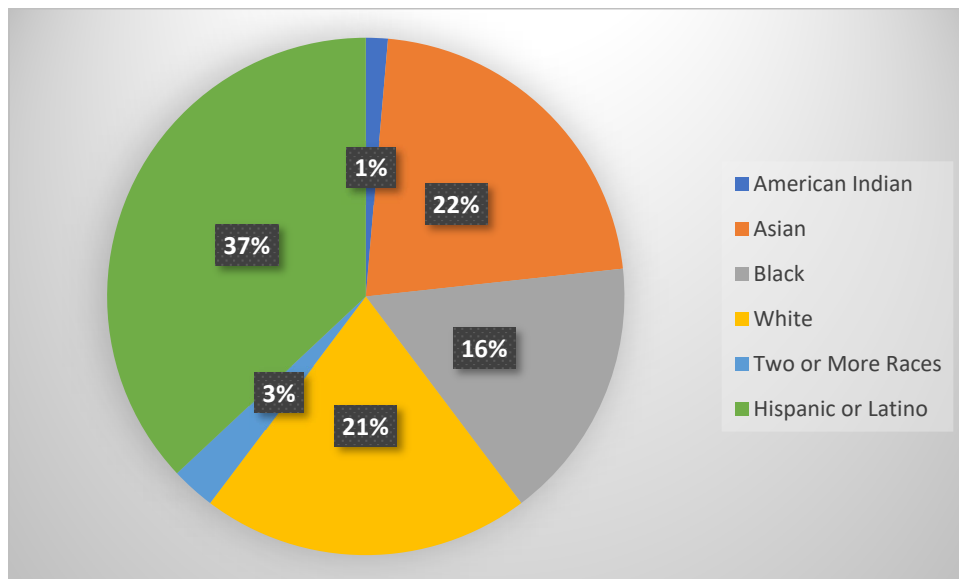
#### Current Practices

## Governance

Diversity, Equity and Inclusion at Access starts at the top with the Agency's governance. Access is one of the only agencies in the United States that reserves two Board seats (out of nine) for advocates for people with disabilities via appointments by the Los Angeles County Commission on Disabilities and the Los Angeles County Independent Living Centers. These seats have historically been filled by persons with disabilities who are also Access customers. Other Access Board seats are and historically have been filled by persons with disabilities and Access customers. Currently, the Access Services Board of Directors is reflective of the diversity of Los Angeles County and the customers that Access serves.

## Ensuring a Diverse Workforce

Access has a workforce that reflects the diversity in Los Angeles County:



Access Services' recruitment methods are focused upon drawing candidates from the largest available source of candidates possible. Job listings outside of the agency are posted with a variety of sources. Access currently advertises notices of job opportunities in a variety of places. Locations used for job postings include the Access Services website (Accessla.org), the Access Services list-serve group, recruitment websites such as LinkedIn.com, Monster.com, CareerBuilder.com, ZipRecruiter and CraigslistLA.org; industry-specific websites such as TransitTalent.com, Governmentjobs.com, Passenger Transport, Conference of Minority Transportation Officials (COMTO) and Women's Transportation Seminar (WTS) as well as advertising open positions with the California State Employment Development Department (EDD).

Pre-pandemic, Access partnered with the Millennium Momentum Foundation to implement an internship program that expressly recruits students from diverse backgrounds to explore a career path in paratransit, develop knowledge and skills with

the ultimate goal of transitioning to full time employment. Access has had great success with this program, and recently hired and promoted a former MMF intern, Onnika Payne, as our Strategic Planner. It is expected that once the pandemic subsidies that Access will restart this partnership if possible.

The most recent EEO analysis of Access' workforce can be found in [Table 1](#).

### Educating Access and Los Angeles County Transit Agency Staff

As the designated Consolidated Transportation Services Agency (CTSA) for LA County, Access has sponsored a number of educational programs focusing on Diversity, Equity and Inclusion for both our own staff and staff from other transit agencies. In recent months we have hosted *Intergenerational Training, Diversity & Inclusion in the Workplace* and a class on *Unconscious Bias*. These classes will be a regular part of the CTSA curriculum moving forward.

### Supporting Diverse Organizations and Staff Education

Access has supported its staff's participation in organizations like APTA, COMTO, WTS, Latinos in Transit (LIT) & ENO to further their education and professional development. In addition, Access has embraced continuing education for its staff members, offering education assistance and supporting scholarship opportunities, particularly through APTA. Access employees have received tens of thousands of dollars in scholarships from APTA to assist with obtaining their college degrees.

### Future Internal DEI-Related Initiatives and Goals

#### Governance

- The Agency should examine and develop as part of its Mission, Vision and Values statement a commitment to DEI principles. This could be a topic at a planned retreat of the Board of Directors.

#### Ensuring a Diverse Workforce

- Although Access has a diverse and representative workforce, Access' recently submitted Equal Employment Opportunity Plan for 2021-2024 identified specific areas of "underutilization" of female employees at the Executive level in the Agency. Access leadership will work with the Manager of Human Resources to develop strategies to ameliorate this underutilization. Access leadership will also work to develop strategies to increase the employment of people with disabilities at the Agency. Challenges to these efforts include the fact that turnover at the Agency historically has been very low and the number of FTEs at the Agency has declined over the last ten years due to the outsourcing of the customer service call center.

- The Director of Administration and the Manager of Human Resources will review Access' Employee Handbook and develop a DEI policy/statement to include in the handbook.
- As soon as practicable, Access will restart its internship program to recruit and develop students from diverse backgrounds into the Agency.
- Access will consult with its contractors to ensure a diverse and representative workforce, particularly for people with disabilities, and look at how it can serve the Los Angeles County community at large as an advocate for employment opportunities for people with disabilities.

#### Educating Access and Los Angeles County

- It is critical for Access to maintain knowledge and awareness of evolving DEI perspectives. Access will continue its education efforts by implementing additional DEI educational opportunities through its CTSA. Providing DEI education opportunities will allow transit professionals to learn about these critical topics in a positive and constructive environment that enables them to take DEI knowledge back to their respective agencies.
- In an effort to advance DEI growth at Access Services, all staff will complete annual educational classes. The DEI classes will further cultivate and advance DEI initiatives amongst staff.

**TABLE 1**  
**CURRENT ACCESS SERVICES EMPLOYMENT STATISTICS (MARCH 2021)**

Job Categories	Salary	Current Employee Numbers as of March 2021															Current Percentage		Availability Factor		Percent of Underutilization			
		All Employees			Minority Employees																			
		Total	Male	Female	Male						Female													
					White	Black	Hispanic	Asian / Pacific Islander	American Indian	Recognized Dual Race	White	Black	Hispanic	Asian / Pacific Islander	American Indian	Recognized Dual Race								
Minority	Female	Minority	Female	Percent Minority	Number Minority	Percent Female	Number Female																	
Executive & Senior Officials & Managers*	\$112,551 - \$305,000	9	9	0	5	1	1	2	0	0	0	0	0	0	0	0	44.4%	0.0%	28.0%	51.3%	-16.4%	-1	51.3%	5
First & Mid-Officials/Managers**	\$89,604 - \$173,086	7	4	3	2	0	1	1	0	1	0	0	2	1	0	0	85.7%	42.9%	47.9%	50.7%	-37.8%	-3	7.8%	1
Professionals**	\$50,265 - \$143,046	26	15	11	3	2	4	5	0	0	0	4	3	5	0	0	88.5%	42.3%	47.9%	50.7%	-40.6%	-11	8.4%	2
Technicians**	\$48,834 - \$85,460	11	7	4	0	0	4	0	0	0	1	1	1	1	0	0	63.6%	36.4%	47.9%	50.7%	-15.7%	-2	14.3%	2
Administrative Support & Service Workers**	\$40,695 - \$85,460	19	8	11	2	3	5	0	1	0	0	1	7	1	0	1	100.0%	57.9%	47.9%	50.7%	-52.1%	-10	-7.2%	-1
<b>TOTAL</b>		72	43	29	12	6	15	8	1	1	1	6	13	8	0	1	81.9%	40.3%	47.9%	50.7%	-32.5%	-26	14.9%	8

	Total	Minority Employees														
		Total			Male						Female					
		Total	Male	Female	White	Black	Hispanic	Asian / Pacific Islander	American Indian	Recognized Dual Race	White	Black	Hispanic	Asian / Pacific Islander	American Indian	Recognized Dual Race
Persons with Disabilities	4	2	2	0	1	1	0	0	0	0	1	0	1	0	0	0
Veterans	2	2	0	0	1	1	0	0	0	0	0	0	0	0	0	

Notes:  
 \* - Executive Availability Factor calculated against National census numbers.  
 \*\* - Managers, Professionals, Office & Clerical Job Categories Availability Factor calculated against Los Angeles County Census population numbers.

OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: ERIC HAACK, STRATEGIC PLANNER  
MATTHEW AVANCENA, DIRECTOR, PLANNING AND COORDINATION**

**RE: CONSIDERATION TO APPROVE SHORT RANGE STRATEGIC PLAN  
(FY2022 - FY2026)**

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**ISSUE:**

Board approval is necessary in order to adopt Access Services' Short Range Strategic Plan for FY 2022-FY 2026. The projects proposed in the Plan are designed to improve service, reduce costs, and ensure future stability for the agency's operations. This item was reviewed and approved by the Planning and Development Committee.

**RECOMMENDATION:**

Approve the five-year Strategic Plan.

**IMPACT ON BUDGET:**

None. Staff will seek Board approval for individual projects identified in the plan.

**BACKGROUND:**

Staff drafted a Short Range Strategic Plan (FY 2022 - FY 2026) for the purpose of presenting proposed projects that Access seeks to execute over the next five years. The projects proposed in the plan are designed to improve service, reduce costs, and ensure the future stability of the agency's operations.

**Access' First Five Year Strategic Plan (FY 2016 - FY 2020)**

Access' first Five Year Strategic Plan (FY 2016 - FY2020) identified anticipated challenges and summarized proposed projects.

A number of projects identified in the first plan were later implemented and are now an integral part of Access' service. Among some of the projects that were identified as

proposed projects in the first plan were to develop a customer mobile phone app which eventually became today's Where's My Ride app. Additionally, on-line reservations was identified as a priority project and has since been implemented in several of Access' service regions.

Other projects identified in the first plan included seeking out new revenue sources, specifically working alongside L.A. Metro towards passage of what would become the Measure M sales tax measure. Measure M did pass and has provided Access with additional operating revenue.

### Anticipated Challenges (FY 2022 - FY 2026)

The new Short Range Strategic Plan (FY 2022-FY 2026) - similar to the prior Strategic Plan - focuses on the next five years and the challenges facing the agency.

Over the next five years, Access anticipates there will be an increase in demand for services, both from additional new applicants and an increase in demand from eligible customers for paratransit trips.

The demand increase will occur alongside a potential reduction in vehicles and drivers available to provide such service. Due to regulatory changes (AB5), and the impact from the COVID-19 pandemic, a number of taxi contractors likely with discontinue their operations.

### Proposed Projects (FY 2022 - FY 2026)

The majority of the Plan is dedicated to identifying multiple projects that Access intends to pursue.

The proposed projects section is divided into six (6) different categories:

- 1) Expand funding opportunities;
- 2) Improve Access' service through new technology;
- 3) Improving Access' customer information and services;
- 4) Develop and strengthen partnerships;
- 5) Design security to ensure continuity of service delivery; and
- 6) Acquiring physical and human resources to effectively oversee Access' expanding service.

The Plan is intended to be a living document that, once approved, will provide stakeholders, partners, customers, and the public with an understanding of Access' proposed projects for the near future and the direction the agency wishes to pursue.

As the world recovers from the effects of the global pandemic, Access is eager to focus upon work that will ensure ongoing safe and reliable service for its customers, while also pursuing policies that will continue to introduce improvements to that service. It is through the process of forward-looking planning that Access intends to improve and remain a valuable resource for people with disabilities in Los Angeles County for many years to come.

The plan is available for review at the following link -

[https://accessla.org/sites/default/files/Publications/DRAFT%202021-2026 Strategic%20Plan.pdf](https://accessla.org/sites/default/files/Publications/DRAFT%202021-2026%20Strategic%20Plan.pdf)



OCTOBER 11, 2021

**TO: BOARD OF DIRECTORS**

**FROM: F SCOTT JEWELL, DIRECTOR OF ADMINISTRATION**

**RE: UPCOMING BOARD ITEMS**

**ISSUE:**

The following items are tentatively scheduled to be addressed by the Board and its committees through December 2021.

**October 25, 2021 - Board Operations Committee**

<b>Agenda Items:</b>	<b>Disposition:</b>
Board Agenda review	Action

**November 15, 2021 - Committee Meetings - Performance Monitoring, Planning and Development and External/Stakeholder Relations**

<b>Agenda Items:</b>	<b>Disposition:</b>
Contract Extension - West/Central Region	Action
Contract Extension - TAP Card Production	Action
Contract Extension - VOIP Services	Action
Contract Extension - Eligibility Services	Action
Contract Extension - Audit Services	Action
CAC Reappointments	Action
Major Vehicle Component Policy	Action

**November 18, 2021 - Annual Meeting**

<b>Agenda Items:</b>	<b>Disposition:</b>
Short Range Strategic Plan	Discussion

**December 13, 2021 - Board of Directors**

<b>Agenda Items:</b>	<b>Disposition:</b>
Committee Items Approval	Action

**December 20, 2021 - Board Operations Committee**

<b>Agenda Items:</b>	<b>Disposition:</b>
Board Agenda review	Action