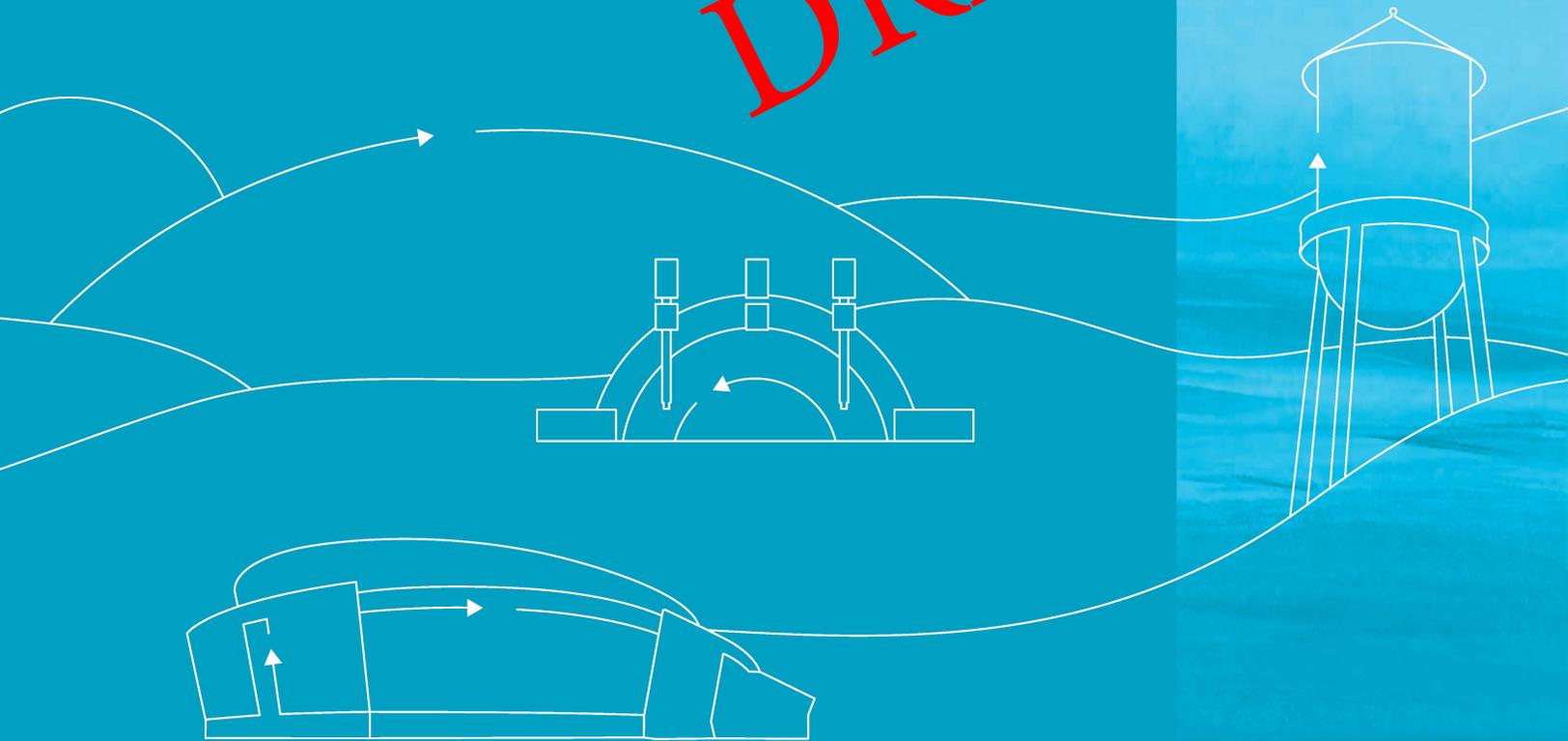


SHORT RANGE STRATEGIC PLAN

DRAFT



Board of

DIRECTORS

Martin Gombert

Chair

Los Angeles Local Operators

Theresa DeVera

Vice Chair

City of Los Angeles Mayor's Office

Doran J. Barnes

Secretary

City Selection Committee's Corridor
Transportation Reps.

Lee Burner

Treasurer

Los Angeles Municipal Operators

Adrian Aguilar

Los Angeles Municipal Operators

Andrew Del Castillo

Los Angeles County Independent Living
Centers Collaboration

Dolores Nason

County of Los Angeles, Board of Supervisors

John B. Troost

Los Angeles County Commission
on Disabilities

Jonaura Wisdom

Los Angeles County Metropolitan
Transportation Authority

Legal Counsel

Vince Ewing

Alvarez-Glasman & Colvin

Executive

TEAM

Andre Colaiace

Executive Director

Hector Rodriguez

Deputy Executive Director

Mike Greenwood

Chief Operations Officer



**Community Advisory
Committee**

Rachele Goeman, *Chair*

Marie-France Francois

Gordon Cardona, *Vice Chair*

Terri Lantz

Olivia Almalel

Jesse Padilla

Maria Aroch Aguilar

Bhumit Shah

Michael Anthony Arrigo

Scott Barron

Wendy Cabil

Michael Conrad

Tina Fofoa



Transportation Professionals Advisory Committee

Gracie Davis

Chair

Orange County
Transportation Authority

Luz Echavarria

Vice Chair

Los Angeles Department
of Transportation

Diane Amaya

City of Redondo Beach,
Beach Cities Transit

Richard Aparicio

City of Montebello,
Montebello Bus Lines

Silva Baghdanian

City of Glendale,
Glendale Beeline

Nicole Carranza

Pomona Valley
Transportation Authority

Eric Hoch

City of Santa Monica,
Big Blue Bus

Kellie S. Irving

City of Long Beach,
Long Beach Transit

Fayma Ishaq

Los Angeles County Metropolitan
Transportation Authority

James Lee

City of Torrance,
Torrance Transit

Kevin Parks McDonald

Foothill Transit

Trini Ramirez

City of Pasadena,
Department of Transportation

Martin Tompkins

Antelope Valley
Transportation Authority

Jesse Valdez

Eastern Los Angeles
Regional Center

Frazier Watts

City of Gardena,
GTrans

FPO



Table of

CONTENTS

Access Services’ Board of Directors, CAC, and TPAC Membership.....	??
Mission and Vision Statements of Access Services.....	??
Values of Access Services	??
Preparing for the Next Five Years – Introduction to Access’ Five Year Strategic Plan	??
Plan Development.....	??
Agency Improvements Since the Prior Five Year Strategic Plan.....	??
About Access Services	??
Meeting the Challenges to Come, FY 2022-FY 2026	??
Growth in Demand	??
Growth in Eligibility Demand.....	??
Providing Improved Customer Information.....	??
Enhanced Limited English Proficiency (LEP) Communications	??
Regulatory Changes Impacting Access’ Services	??
Impact of AB-5	??
Minimum Wage and Wage Compression Concerns.....	??
Changes to ADA Regulations	??
Drug and Alcohol Rule Enforcement.....	??
Alternative Fuel Regulatory Requirements.....	??
Agency Oversight Challenges.....	??
Hiring and Retaining Qualified Employees	??
Administrative Facilities: Lack of Space in El Monte Location	??
Contractor Facilities	??
Goals of Access Services – FY 2022 - FY 2026.....	??
Proposed Projects for Fiscal Years 2022-2026: Expanding Funding Opportunities	??
Grant Funding	??
Medi-Cal Funding Assistance	??
Proposed Projects for Fiscal Years 2022-2026: Improving Access’ Service	
Through New Technology.....	??
Improve and Expand On-Line Apps (WMR/On-Line Reservations).....	??
Real-Time Dashboard.....	??
Autonomous Vehicle Feasibility Study	??
Electric Vehicle Development.....	??
Proposed Projects for Fiscal Years 2022-2026: Improving Access Customer	
Information and Services	??
Multiple Languages for Eligibility and Outreach Information.....	??
Improve Customer Information	??
Electronic Fare Media Option.....	??

Table of Contents cont'd.

Proposed Projects for Fiscal Years 2022-2026: Developing and Strengthening Partnerships	??
Access to Serve as a Resource/CTSA Hub	??
Support Innovative Transportation Options (i.e. Micro-Transit Pilots)	??
Proposed Projects for Fiscal Years 2022-2026: Designing Security to Ensure Continuity of Service Delivery	??
IT Redundancy.....	??
Cyber-Security Enhancements.....	??
Staff Succession Planning	??
Proposed Projects for Fiscal Years 2022-2026: Acquiring Physical and Human Resources Sufficient to Oversee Expanding Access Service	??
Increase Administrative Employee Headcount	??
Administrative Office – Facilities	??
Contractor Facilities.....	??
Access Fleet Expansion.....	??

MISSION & VISION

Mission

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.

Vision

Access Services serves the community as the leader in promoting accessible and innovative transportation solutions.

We accomplish this vision by:

- > Providing quality, efficient, safe and dependable ADA paratransit service.
- > Leading the national dialogue as an advocate for universal access to transportation.
- > Partnering with other entities to secure alternate funding sources and legislation that expands transportation options.

VALUES

Leadership

Develop and implement innovative ideas as part of a nationally recognized team.

Responsiveness

Be sensitive to the needs of our customers and respond to their requests in a timely manner.

Respect

Treat all customers the way we, ourselves, would want to be treated.

Professionalism

Demonstrate a measured and expert approach to the business at hand.

Quality

Deliver results that exceed our customers' expectations.

About

ACCESS

Access Services is the country's second-largest paratransit provider. Access Services is the public transit agency that provides American with Disabilities Act (ADA) paratransit services across Los Angeles County and administers the County's Coordinated Paratransit Plan on behalf of the County's forty-five (45) public fixed route operators.

Access provides next day, curb to curb transportation services for eligible riders who, due to a disability, are unable to utilize fixed route bus and light rail services independently. Although Access' paratransit service is an alternative mode of flexible passenger transportation that does not follow fixed routes or schedules, Access is required to operate in all areas serviced by fixed routes and during times when fixed route service is in operation.

The service area for Access, is defined by the fixed route services that operate in Los Angeles County. Access provides service up to three quarters of a mile from fixed route services operated by Access' partner agencies.

Access' service area is comprised of six regions served by separate contractors: Santa Clarita, Antelope Valley, Northern, Eastern, West-Central, and Southern regions. Across these six regions, Access provides paratransit service in almost all of the urbanized areas of the 4,751 square miles of Los Angeles County.

In FY 2019, Access performed over 4.5 million passenger trips and 3.5 million vehicle trips. This was an increase from performing 4.4 million passenger trips and 3.4 million vehicle trips in Fiscal Year 2018.

Despite steady increases in demand, Access and its contractors have continued to provide safe and reliable transportation for its customers. On time performance has remained steady at 92%. Access has also introduced many system-wide improvements that have resulted in reductions in the number of calls on hold in excess of five minutes and positively impacted the metric of miles between road calls for paratransit vehicles.

In addition to Access' paratransit service, Access also acts as the Los Angeles County Consolidated Transportation Services Agency (CTSA), a state mandated facilitator charged with the development and implementation of regional coordination of social service transportation to seniors, persons with disabilities, youth, and low-income disadvantaged persons.

Access Services is governed by a nine-member Board of Directors. Access also has two advisory committees: 1) the Community Advisory Committee (CAC) made up of customers and social service professionals; and 2) the Transportation Professionals Advisory Committee (TPAC) made up of public transit professionals and social service agency staff. Both committees have fifteen voting members.

About Access cont'd.

Access' staff receives guidance from the Board and advisory committees. Day-to-day operations of Access' service are led by an Executive Director and other management staff. Access employs seventy-one (71) staff members who are dedicated to ensuring that quality service is provided by Access' contractors to its customers.



FPO

Preparing for the Next Five Years

Introduction to Access' Five Year Strategic Plan

The years ahead for Access Services are filled with opportunities. New technologies have developed to improve the customer experience and Access has put in place practices to ensure services remain safe and reliable for its customers.

In the years ahead, Access also anticipates a number of challenges that, if not planned for, could threaten the quality, safe paratransit our customers have come to expect. It is for this reason that Access has developed this Strategic Plan.

Access' Five Year Strategic Plan proposes major initiatives that the agency intends to pursue over the next five years (FY 2022 to FY 2026). This Plan will describe the anticipated challenges the agency foresees in its future and introduce the projects and programs that Access intends to pursue in order to address the expected challenges. Some projects may take many years to implement, and it is for this reason they are included in this multi-year planning report.

Plan Development

In preparing this Strategic Plan, Access staff from all departments were consulted as to the anticipated challenges they saw in Access' future as well as what programs would lessen the impact of these challenges. From these multiple meetings across different departments, an initial list of agency priorities was developed. Input has also been sought from Access' Board of Directors, Community Advisory Committee (CAC) and Transportation Professionals Advisory Committee (TPAC).

Throughout this Plan's development, Access staff will continue to seek input from its Board, advisory committees, and staff to further refine the goals of the agency. Once complete, the Strategic Plan will be a "living document". The goals of the agency will be revisited and updated annually. The annual revisions of the Strategic Plan will be presented to Access' Board and advisory committees. Annual revisions will provide updates on projects and introduce new projects that the agency proposes to pursue.

Agency Improvements Since the Prior Five Year Strategic Plan

Access developed its first Strategic Plan five years ago in FY 2015. That Plan provided an overview of programs for the agency to pursue from FY 2016 to FY 2020. Over the past five years, Access has made improvements that have made using Access easier for its customers while also focusing on initiatives to reduce Agency costs.

Since the adoption of the last Strategic Plan, Access introduced its first mobile application and on-line reservation system. The Where's My Ride mobile application provides Access customers with the ability to track and meet their vehicle; reduces the number of customer calls regarding a vehicle's location; and reduces the number of missed trips.

On-Line Reservations was described as a goal in Access' first Strategic Plan, and was rolled out in FY 2018 in three of Access' four Los Angeles basin regions. With this application, customers were given an option to reserve Next Day trips on Access

without having to place a telephone call to a reservationist. The on-line reservations feature and the Where's My Ride application changed (and improved) the way Access' customers were able to utilize the paratransit service while also reducing the number of phone calls our contractors have to handle every day.

On-board safety was another prominent goal presented in the FY 2016-FY 2020 Strategic Plan. Access has since executed on its goals of expanded video recording capabilities on its dedicated fleet of vehicles. Access now has more advanced video recording devices on its vehicles for the safety of its customers, employees, and general public which record events both inside and outside of the vehicle in the event of an incident.

Another goal of the first Strategic Plan was to take an extensive look at Access' Operations to see if there were opportunities for improvement in how Access operates. In FY 2017 and 2018 Access enlisted the assistance of a consultant to perform a Comprehensive Operational Review of Access' operations. This review helped Access identify those areas where improvement could be introduced and how to best to execute those improvements.

Dedicated funding for Access was a major goal for Access in its previous Strategic Plan. Access worked closely with its partners at L.A. Metro to support passage of the Measure M sales tax measure, which, for the first time, contained dedicated funding for paratransit. The sales tax measure (referred to as Measure R2 in the previous Strategic Plan),

passed in FY 2017 and has helped Access fund service improvements such as enhanced Key Performance Indicators; increased transfer trip service between the Santa Clarita and Antelope Valleys and the Los Angeles basin; as well as funding for the expansion of Access' Parents with Disabilities Program.

These achievements were realized because of the dedicated work of Access staff, the Board of Directors, our advisory committees and partner agencies. Similarly, this Strategic Plan (FY2022 - FY2026) will identify those projects the agency wishes to achieve, but which may take many months or years to fully implement. Access looks forward to the future and the opportunity to improve its services for our customers and the region.

About Access Services

Access Services is the country's second largest Americans with Disabilities Act (ADA) paratransit agency, administering Los Angeles County's Coordinated Paratransit Plan on behalf of forty-six (46) public fixed route operators. In FY 2019, before the impacts of the COVID-19 pandemic, Access performed over 4.5 million passenger trips and 3.5 million vehicle trips. In addition to Access' paratransit service, Access also acts as the Los Angeles County Consolidated Transportation Services Agency (CTSA), a state mandated facilitator charged with the development and implementation of regional coordination of social service transportation to seniors, persons with disabilities, youth, and low-income disadvantaged persons.

access

Trip List



Current Trips

Trip# 8346861

Sep 19 - 12:00 PM



14901 RINALDI ST



6833 FALLBROOK AVE



Trip# 8346861

Sep 19 - 12:00 PM

Vehicle Number: 66
Vehicle Type: Sedan
Company: Beverly Hills Cab
Device: Crutches



Driver Name

Trip# 8346861

Sep 19 - 12:00 PM



14901 RINALDI ST



6833 FALLBROOK AVE



Trip History

Meeting the Challenges to Come

FY 2022-FY 2026

Over the last 25 years, Access Services has always prided itself on providing safe and reliable paratransit services to over 125,000 eligible customers across Los Angeles County. Access has made changes to its service in order to improve system performance, enhance the customer experience, and reduce the barriers customers face with their transportation needs.

As Access looks ahead to the next five years, there are challenges that the agency anticipates that could affect Access' ability to continually improve the service that its customers rely upon. A primary focus of this Strategic Plan is to identify those challenges and to develop responses to ensure continued customer satisfaction with Access' services.

The challenges that Access foresees fall into the following categories:

- > Growth in Demand
- > Providing Improved Customer Information
- > Regulatory Changes Impacting Access' services
- > Agency Oversight challenges

Growth in Demand

Paratransit Trip Demand

Over the next five years, and beyond, the number of persons with disabilities seeking transportation from Access Services and similar resources is expected to grow. For much of Access' history (not including the COVID-19 pandemic), the agency has seen steady growth year over year.

The Agency's contractors will have to be able to hire enough qualified personnel or subcontractors to service this demand. In addition, both Access and its contractors will have to be able to purchase enough vehicles (both accessible and non-accessible) to serve customers.

Growth in Eligibility Demand

Related to the expected growth in trip demand, Access expects that there will be a corresponding increase in the number of individuals seeking to apply for paratransit eligibility. This will put additional stress on Access' existing eligibility processes to ensure determinations on an applicant's eligibility are made in a timely, compliant fashion.

Providing Improved Customer Information

Enhanced Customer Communications

Paratransit, although related to fixed route transit, has its own unique processes and regulations. These elements often generate confusion from individuals seeking to apply for Access and from existing Access customers. Access will take steps to streamline processes for customers and applicants while also expanding how the agency presents information about itself on different platforms, from new written materials to informational videos.

Enhanced Limited English Proficiency (LEP) Communications

In addition, Access has made its important information available in both English and Spanish, the most spoken languages in Los Angeles County. In recent years, Access has seen growing demand from its service from individuals whose primary language is neither English nor Spanish. While Access provides an on demand Language Line Service that allows customers to interact with Access using any language, Access should look at developing additional strategies for communicating with different communities in Los Angeles County.

Regulatory Changes Impacting Access' services

Impact of AB5

Assembly Bill 5 (AB 5), signed into law in 2019, codified a California Supreme Court decision that made significant changes to whether someone should be considered an employee or an independent contractor.

An unintended consequence of this legislation is the added strain it has placed on taxi companies, already battered by the emergence of Uber and Lyft, which have traditionally used independent contractors. Before COVID-19, Access' contractors relied heavily on taxi companies to provide approximately 50% of all of Access' daily trips.

AB 5 could dramatically reduce the number of taxi drivers providing taxi subcontracting services for Access, due to these taxi companies leaving the taxi market, and thus

putting greater strain on Access' remaining resources to meet growing paratransit demand. (In addition, because of the COVID-19 pandemic, it is uncertain if taxi drivers who left the transportation industry will return as Access' ridership returns to normal levels. Further, it is known that several taxi companies have entirely ceased operations and are no longer in business.)

Minimum Wage and Wage Compression Concerns

Minimum Wage Rules and Wage Compression changes have resulted in increases in costs associated with newly-hired employees and the resultant wage compression: wages of existing employees increase in order provide a competitive and fair salary for all employees. The result of these changes is an increase in overall operational expenses in order to remain competitive and to attract new employees to the paratransit workforce.

Changes to ADA Regulations

Modifications to the Americans with Disabilities Act (ADA) regulations could occur. Although past regulatory changes have generally improved services for the customer, these changes also increased costs to the agency.

Drug and Alcohol Rule Enforcement

Meeting Drug and Alcohol Testing Program requirements is becoming more challenging because of (a) the growing number of persons in the drug testing pool, (b) the increased usage and acceptance of legal

medical and recreational marijuana, and (c) increased testing requirements imposed by the FTA. It is expected there will be more tests with positive results, limiting access to potential employees.

Alternative Fuel Regulatory Requirements

California has set deadlines for fixed route services to transition to electric, zero-emission vehicles. This requirement, at this time, does not extend to smaller paratransit vehicles. Access, however, has historically committed itself to being an early adopter of alternative fueled vehicles and will seek to introduce new options for its capital fleet in advance of possible regulatory changes.

Agency Oversight Challenges

Hiring and Retaining Qualified Employees

Access depends on the hiring and retention of qualified employees to ensure Access is able to fulfill its main purpose of facilitating and overseeing quality paratransit in Los Angeles County.

Challenges to this include:

Competition for talented employees from other public entities and private employers who may offer better pay and benefits than Access.

Recent employment trends have shown a reduction of new job seekers choosing to enter public service. This trend further reduces the available pool of qualified employees who may join Access' team.

As a small agency of approximately 70 employees with low employee turnover, advancement and promotional opportunities within Access can be limited.

Access at present does not have a defined Succession Plan in place. Such a plan would be useful in the event that certain staff members with decades of experience retire from Access while having critical agency responsibilities.

Administrative Facilities: Lack of Space in El Monte location

Access' administrative offices are currently housed in an office in El Monte, California which is owned and operated by Metro. Access has been at these offices since 2010.

Access' current workforce has expanded to the point where no additional space is available for new staff. With anticipated growth in staffing levels, continuing to operate in too small of an office could impact the ability to adequately oversee growing paratransit services.

Contractor Facilities

Access has historically required that its service contractors own or lease their operating facilities. In Access' early years, when this type of real estate was more widely available, this proved effective in keeping agency costs low without having a negative impact on service contract bids.

At this time, there are a number of anticipated challenges associated with Access not having ownership or control of service contractor sites:

By already owning or controlling their facilities, existing contractors have a significant advantage during contract bids that limits competition.

Existing contractor sites might not be adequate to serve the growing demand for paratransit services.

- > Access cannot maintain control over research and development of new vehicles, permitting staff to test alternative fuel vehicles and assist in the training of maintenance personnel unfamiliar with the newest technology.
- > Access is limited in its ability to develop or install alternative fuel stations on service contractor sites.

FPO



Goals of Access Services

FY 2022 - FY 2026

Access Services is looking to the future with the goal of continuing to be an innovator and leader in paratransit services. Anticipating the challenges associated with growing demand, changing regulations and expected difficulty in overseeing this growing service, Access has developed a series of projects designed to improve services for our customers, expand transportation options throughout the region, and establish Access' ability to continue to provide safe and reliable paratransit service well into the future.

The projects listed in this Strategic Plan are grouped into six categories:

- > Expand Funding Opportunities
- > Improve Access' Service through New Technology
- > Improve Access' Customer Information and Services

- > Develop and Strengthen Partnerships
- > Design Security to Ensure Continuity of Service Delivery
- > Acquire Physical and Human Resources to Effectively Oversee Access' Expanding Service

The projects that Access will actively pursue are designed to result in improved services for our customers, improve oversight and coordination of Access' contractors, and the deployment of technological innovations that will improve mobility options regionally.

A responsibility of Access as it seeks to improve its service, is to develop funding partnerships so as maximize the use of Los Angeles County's transportation funds.

Proposed Projects for Fiscal Years 2022-2026: Expand Funding Opportunities

Expand Funding Opportunities

Access over the next five years will actively seek funding partners as well as grant opportunities for proposed projects. Below are some of the goals that Access intends to pursue.

Grant Funding

Access will continue to explore grant funding opportunities for capital projects, such as technology enhancements, innovative vehicle technologies and facilities. Access will also continue to work with its Community Advisory Committee on additional operating enhancements to its services.

Medi-Cal Funding Assistance

Access will continue to explore methods to secure reimbursement from Medi-Cal for eligible Access trips. This will supplement funding for the agency, but also require additional reporting and tracking requirements for the agency.

Proposed Projects for Fiscal Years 2022-2026: Improve Access' Service through New Technology

In recent years, Access has been able to design and implement new technologies for the paratransit industry.

The development of Access' first mobile application (Where's My Ride) followed by the introduction of On-Line Booking expanded opportunities for Access customers to utilize paratransit services. Looking ahead, Access will continue to improve the customer experience and remain an industry leader by designing and developing new technology that will improve service.

Improve and Expand On-Line Apps (WMR/On-Line Reservations)

In FY 2018, the Where's My Ride App was tested with a small number of customers and later rolled-out to most of Access' service regions. A next step will be to expand the roll-out of the Where's My Ride application to the Santa Clarita and Antelope Valley regions. Access' Information Technology Department is also continually updating the app as they receive feedback from customers.

Utilizing a \$330,000 grant from the Department of Transportation, Access is looking to further improve the Where's My Ride application with additional customer features and information.

Real-Time Dashboard

Access' Customer Relations Department stressed the need for access to real-time trip data in order to address customer concerns and inquiries rapidly. Currently, trip information is available to view by Access representatives in one to two days after the

trip. By developing a method to access this information in real time, the department will be able to improve their approach and better assist customers with immediate issues.

Autonomous Vehicle Feasibility Study

With the assistance of a grant from the Federal Transit Administration, and other private and public partnerships, Access continues to explore the feasibility of implementing an accessible autonomous vehicle pilot service on the streets of Los Angeles.

Electric Accessible Vehicle Development

Access has begun working with automobile manufacturers to improve upon existing electric vehicle technology. The purpose is to adapt this technology to accessible paratransit service. It is Access' intention to incorporate electric accessible vehicles in combination with its existing fleet in the years ahead.

Proposed Projects for Fiscal Years 2022-2026: Improving Access Customer Information and Services

Access' seeks to provide expanded transportation alternatives for its customers, connecting people with necessary destinations to enhance their quality of life.

As demand for paratransit services increases, it is important that Access develop processes to make it easier for customers to utilize the service. These improvements not only assist customers in accessing transportation services, but they also reduce pressure on Access' operations by limiting the number of telephone calls to and from Access' customer service call center.

Multiple Languages for Eligibility and Outreach Information

Access has seen growing interest in persons seeking to apply for paratransit services and to utilize the service who have not previously applied for or used Access. For many of these new customers English or Spanish is not their primary language. As demand grows from non-English/non-Spanish speaking communities, Access will explore producing documents and brochures in additional languages. The benefit of this will be to enhance the understanding of Access' services with these applicants while at the same time reducing the volume of calls to Access' customer service call center and to Access' third party telephone Language Line service.

Improve Customer Information

The Eligibility division noted a benefit in developing and sharing additional and more detailed documents on how to apply for Access and what Access is. This will

help customers or potential customers find information easily and reduce the volume of calls to the call center. A possible solution may be to introduce something similar to a customer "orientation," designed to highlight important parts of how to use Access for one's transportation needs. This "Orientation" may be an on-line video introduction to Access which customers – as needed – could revisit. This information would not necessarily be limited to new applicants to Access, but these new brochures or on-line videos could be developed to address frequently asked questions from existing customers.

Electronic Fare Media Option

Some paratransit systems (for example, the Orange County Transportation Authority's paratransit service), offer an alternative where customers or their caregivers can pay a paratransit fare electronically through a mobile application or on-line. This provides greater flexibility for family members, who may not be in the same household as the Access customer, to pay a customer's fare securely and hassle-free. Access may consider adopting a touchless fare payment system – either at the point of reservation or at the pick-up location.

Proposed Projects for Fiscal Years 2022-2026: Developing and Strengthening Partnerships

Access provides a vital service to persons with disabilities throughout Los Angeles County. Access' success, however, relies on many different agencies and organizations throughout Access' service area and throughout the public transportation industry.

Access, in the next five years, will be looking to strengthen existing partnerships and build new ones. These partnerships can share industry best practices, improve service for our customers, and expand transportation options for our customers and throughout the County.

Access to Serve as a Resource/CTSA Hub

Access is in an ideal position to serve as a hub for agencies seeking to gather more information on training opportunities and current regulatory requirements. Communication among different regions is very important (for Access and other agencies) in order to keep agencies aware of best practices in different regions. Having a statewide CTSA meeting will be a good way to foster and maintain connections among different transit and paratransit groups.

Support Innovative Transportation Options (i.e. Metro Micro Transit Pilots)

L.A. Metro, the Los Angeles Department of Transportation, and other agencies have begun to develop and pilot Micro-Transit projects that expand upon transportation alternatives in different parts of Los Angeles County. These projects, if successful, can ultimately improve on-demand mobility options for Access customers and many other County residents.

Access continues to work closely with agencies that are independently developing these innovative programs and provides support as requested to ensure the success and continuation of these developing programs and to ensure they are responsive to the needs of people with disabilities.

FPO



Proposed Projects for Fiscal Years 2022-2026: Designing Security to Ensure Continuity of Service Delivery

Access has done extensive work over the past five years to enhance its ability to respond to natural and man-made disasters that may strike Los Angeles County. The agency has also expanded upon its partnerships with emergency response agencies and has provided assistance in multiple events, while continuing to provide safe and reliable paratransit services.

Over the next five years, Access will seek to expand upon its ability to ensure that paratransit services will not be severely disrupted in the event of a natural or man-made disaster taking place in the Southern California region.

IT Redundancy

Access' Information Technology department will take the lead to develop necessary redundant systems for Access and its contractors to ensure that if and when an unexpected interruption does take place, there will not be a noticeable impact on delivery of service to Access customers.

Cyber-Security Enhancements

For reasons similar to those that apply to the proposed establishment of a redundant infrastructure, I.T. will develop enhanced cyber-security safeguards to reduce the risk of a security breach and/or a service interruption to our customers, while also ensuring that customer data is protected.

Proposed Projects for Fiscal Years 2022-2026: Acquiring Physical and Human Resources Sufficient to Oversee Expanding Access Service

The years ahead for Access promise increased demand for its transportation services and of persons seeking to receive eligibility for the program. This growth in demand is expected to strain the agency's existing employee resources.

Access proposes to work to expand its existing employee base, explore the opportunities for operating facilities for its contractors, and secure additional vehicles to meet projected increases in ridership demand in order to meet growth over the years to come.

Increase Administrative Employee Headcount

With demand for Access' services anticipated to grow over the next half-decade, it is expected that the agency will need to expand its existing staff to better monitor and manage its operations. It is crucial to strategically determine the right staff size to ensure there is sufficient staff to respond to operational needs, compliance matters, and also provide the ability to focus on future agency improvement.

As part of its FY 22 budget, Access proposed four (4) new staff positions focused on enhancing the new technology that Access has adopted (ex. Oracle Database Administrator and Fleet Electronics Technician), and maintaining the transportation system's security and safety (ex. Cyber Security Specialist and an added Road Safety Inspector).

Attracting and Retaining Employees

Ultimately, it is the goal of Access to attract and retain the best team-members to oversee such a crucial service as paratransit for Los Angeles County. When Access is unable to provide stability in its work-force, it impacts the agency's ability to meet its goals and ultimately impacts the service Access provides to its customers.

Access will research compensation and retention best practices across the industry to include: Bilingual pay, education/certification pay, and longevity pay to attract and retain talent. Access will also adopt Diversity, Equity and Inclusion policies to ensure its workforce represents the diversity of Los Angeles County.

Staff Succession Planning

Access will be developing a staff succession plan. This will be useful in the event that certain staff members leave Access or are unavailable for a period of time. In either case, the agency would have trained staff available to take on the responsibilities of the absent staff member(s), and ensure that agency operations may continue without disruption to our customers.

Administrative Office – Facilities

Access' administrative offices have been housed in El Monte, California since 2010. The agency is likely to outgrow this facility soon. At this point, if Access needs to expand its current work-force, it may be unable to do so given the space constraints at its current location.

In the years ahead, Access will seek administrative office facilities to accommodate the growth of the agency. This decision will allow Access to have greater control over its own staff growth, office design and location. The acquisition of a larger and more suitable facility will help Access meet future demand and adequately design its service to meet customer needs.

Contractor Facilities

The current service provider facilities used in Access' service regions are not designed to meet expected demand growth for paratransit services. The current contractor facilities are almost all unable to accommodate additional Access vehicles due to property size limitations. Additionally, none of the facilities are owned by Access, but are either leased or owned by our contractors. The lack of Access owned operating facilities limits Access' ability to utilize these spaces for adaptation to new

fleet types, fueling stations and perhaps most importantly, it hampers competition – and potential contract cost savings – among proposers as the incumbent contractor has a considerable advantage because it controls the existing site.

To remedy these issues, Access is actively exploring the feasibility of controlling the facilities that its contractors operate out of. Access has retained the services of a real estate firm to assist in this effort and is actively looking for properties in Los Angeles County.

Access Fleet Expansion

The combined challenges of a potential reduction in the number of taxi sub-contractors available to support Access, as a result of the impact from the COVID-19 pandemic, the passage of Assembly Bill 5 (AB-5), and projections that Access will experience increases in ridership demand over the next decade, Access is exploring the need to purchase additional accessible vehicles for its fleet. This is to ensure that service quality is maintained and/or improved.

OFFICE PARK

EASTERN AVENUE
ALTOON, PA 15401

117000

FPO



RAM
1500
TRUCK

CA EXEMPT
1534043

access

Access Services
PO Box 5728
El Monte, CA 91734
accessla.org

access