BOARD OF DIRECTORS MEETING
THURSDAY, OCTOBER 15, 2015
Closed Session: 12:30
General Session: Immediately Following
The meeting is expected to end by or before 2:30 p.m.

BOB HOPE PATRIOTIC HALL
1816 SOUTH FIGUEROA STREET
LOS ANGELES, CA  90015

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.

DISPOSITION

1. CALL TO ORDER

2. PUBLIC COMMENT WITH RESPECT TO CLOSED SESSION ITEMS

3. CLOSED SESSION

   A) CONFERENCE WITH LEGAL COUNSEL: CAL. GOV. CODE §54956.9

      1. Anticipated Litigation: Gov. Code §54956.9 (b)

         (i) Significant exposure to litigation against the Agency

      2. Initiation of Litigation: Gov. Code §54956.9 (c)

   B) CALIFORNIA GOV. CODE §54956 - REAL PROPERTY

      Conference with Real Property Negotiators
      Property: Eligibility Center
      Agency Negotiator: Shelly Verrinder
      Negotiating Parties: Access Services - Prologis
      Under Negotiation: price and terms
4. REVIEW & APPROVAL OF MINUTES FROM THE BOARD MEETING ON SEPTEMBER 28, 2015 (page 4)
   [Staff Recommendation: Approve minutes as written.]

5. REPORT FROM EX-OFFICIO BOARD MEMBERS
   INFORMATION

6. GENERAL PUBLIC COMMENT
   INFORMATION

7. CONSIDERATION TO APPROVE THE AWARD OF A CUSTOMER SERVICE CENTER SERVICES CONTRACT (AS-3955) (page 10)
   [Staff Recommendation: Authorize staff to execute a contract with ALTA Resources (ALTA) in an amount not to exceed $7,610,880 with the contract start-up phase beginning November 1, 2015 and a go-live date of January 19, 2016. The base term will be for a period of three years, three months through January 31, 2019 with an additional two, two year options subject to future Board approval.]

8. EXECUTIVE DIRECTOR’S REPORT
   INFORMATION

9. BOARD MEMBER COMMUNICATION
   INFORMATION

10. NEW BUSINESS SUBSEQUENT TO THE POSTING OF THE AGENDA
    DISCUSSION/POSSIBLE ACTION

11. 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 to facilitate communication. In determining the type of auxiliary aids and services for communication that will be provided, primary consideration is given to the request of the individual with disabilities. However, the final decision belongs to Access Services. To help ensure availability of those 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 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 agendized 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 yellow Public Comment Form and submit it to the Secretary to 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 the 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 in 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 will respond to all public comment in writing prior to the next board meeting.

“Alternative accessible formats available upon request.”
1. **CALL TO ORDER**

Meeting called to order by Chair Doran Barnes at 1:39 p.m.

**BOARD MEMBERS PRESENT REPRESENTING A QUORUM**

Present: Chair Doran Barnes, Vice Chair Dolores Nason, Treasurer Martin Gombert, Directors Angela Nwokike, Valerie Gibson, John Troost, Nalini Ahuja, and Kim Turner. Ex-Officio: CAC Chair Chaplain Dov Cohen, and Access Services Legal Counsel Jim Jones.

**BOARD MEMBERS EXCUSED FROM THE MEETING**

Not Present: Secretary Theresa DeVera and Ex-Officio TPAC Chair, Linda Evans.

2. **BOARD OFFICER ELECTIONS**

Recommendation: Elect Officers [Chairperson, Vice Chairperson, Executive Director, Secretary, Treasurer] as provided in Bylaws Article VII B to serve for a term beginning September 28, 2015 and ending June 30, 2016 or the election of their successor, whichever last occurs.]

a) Motion to suspend the term limit policy for Chair, Vice Chair, Secretary, and Treasurer.

   **Motion made by Director John Troost, Seconded by Director Angela Nwokike. Via Voice Vote all were in favor, motion passed.**

b) Motion to approve the slate of Board Officers.

   - Chair - Doran Barnes
   - Vice Chair - Dolores Nason
   - Treasurer - Martin Gombert
3. PUBLIC COMMENT WITH RESPECT TO CLOSED SESSION ITEMS

No public comments.

4. CLOSED SESSION REPORT

No reportable action was taken with respect to any pending or threatened litigation and potential initiation of litigation.

The Board discussed personnel issues with respect to the evaluation of the Executive Director. Legal Counsel, Jim Jones stated that the evaluations were received and would remain part of the confidential record and during these proceeding the outcome will be discussed.

The Board also discussed negotiating authority with respect to a lease of property for use as an eligibility center. Negotiating authority was granted, the nature and scope and the extent of that authority is confidential until transactions are finalized and at that time it will be reported in open session.

5. SUPERIOR SERVICE AWARD

The Superior Service Award recipient for the month of September 2015 was not present to receive the award. Chair Doran Barnes stated that the award would be presented at a future meeting.

6. REVIEW & APPROVAL OF THE BOARD MEETING MINUTES

Approval of the minutes from the regular Board of Directors meeting held on Monday, August 24, 2015.

Motion made by Vice Chair Dolores Nason to approve the minutes, seconded by Director Angela Nwokike. Via Voice Vote all were in favor, motion passed.

7. REPORT FROM EX-OFFICIO BOARD MEMBERS

Chaplain Dov Cohen, Chair of the Community Advisory Committee (CAC), stated that due to time constraints he just wanted to mention that the CAC had been very aggressive with gathering letters regarding the new fare system.
8. GENERAL PUBLIC COMMENT

Jember Carcamo made public comment by stating that he had been receiving late rides for the past 45 days and his rides had been arriving over an hour late on several occasions. Mr. Carcamo added that he felt that he was not being treated with respect by some drivers and staff. He stated that when he called the provider and requested to speak to a supervisor they would tell him to call customer service because he had to follow the procedures. Mr. Carcamo concluded his public comment by stating that some of the administrative staff have been ignoring his phone calls. He asked for a resolution to these matters.

9. CONSENT CALENDAR

Recommendation: Approval of all items on the consent calendar, (list of items provided below):

8-a Consideration to Appoint Community Advisory Committee (CAC) Members and Amend By-Laws
8-b Consideration to Approve Reappointment of Transportation Professionals Advisory Committee (TPAC) Members
8-c Consideration to Extend Term and Increase Funds - Telephone Maintenance and Services Contract (AS-3032)
8-d Consideration to Renew Agency Insurance Policies for Fiscal Year 2015/16
8-e Consideration to Amend Scope of Work - Santa Clarita Service Provider Contract (AS-2602)
8-f Consideration to Extend Term - Mobility Device and Marking Contract (AS-2853)
8-g Consideration to Authorize the Purchase of up to 50 Vehicles for Paratransit Service (AS-3954)

Motion made by Director John Troost to approve all the items on the consent calendar, Seconded by Director Valerie Gibson. Via roll call vote all were in favor, motion passed

10. CONSIDERATION OF EXECUTIVE DIRECTOR COMPENSATION

Recommendation: Approve the recommendation to be presented by the Compensation Committee of the Board.

Access Service legal counsel Jim Jones stated that since the board in closed session had unanimously granted negotiating authority to the Compensation Committee with regard to certain specific salary and benefits adjustments and the Compensation committee had negotiated the compensation adjustments within the limits of the authority granted, a separate vote during
open session was not needed at this time. He announced that the ED’s salary would increase to $250,000 per annum and the 403(b) contribution would increase to $24,000 per year. All other terms and conditions would remain the same.

11. **CONSIDERATION TO APPROVE ACCESS SERVICES FIVE YEAR STRATEGIC PLAN (2015 – 2020)**

Recommendation: Forward the draft Strategic Plan for review at the Board Retreat scheduled on November 3, 2015.

Motion made by Director Kim Turner to approve staff recommendation, Seconded by Director Valerie Gibson. Via Voice Vote all were in favor, motion passed.

12. **CONSIDERATION TO EXTEND TERM, INCREASE FUNDS, AND REVISE SCOPE OF WORK – ELIGIBILITY DETERMINATION CONTRACT (AS-2441)**

Recommendation: 1) Authorize a six (6) month extension to the contract from January 1, 2016 through June 30, 2016, 2) Authorize an additional $2,276,772 in funds thereby increasing the maximum contract value from $21,900,460 to $24,177,232, 3) Authorize an amendment to the scope of services of contract AS-2441 to remove the Mobile Evaluation Unit (MEU), and one Customer Service Representative (CSR).

Motion made by Vice Chair Dolores Nason to approve staff recommendation, Seconded by Treasurer Martin Gombert. Via Roll Call Vote all were in favor, motion passed.

13. **CONSIDERATION TO APPROVE PARTICIPATION IN LOS ANGELES COUNTY’S MEDI-CAL ADMINISTRATIVE ACTIVITIES PROGRAM**

Recommendation: Receive and File.

Chair Doran Barnes reminded the Board that this was an information item only and no action was needed.

14. **ROUTING PRESENTATION**

Chair Doran Barnes reminded the Board that this was an information item only and no action was needed.

15. **STATUS UPDATE ON METRO’S REVIEW OF ACCESS SERVICES**

Chair Doran Barnes reminded the Board that this was an information item only and no action was needed.

16. **EXECUTIVE DIRECTOR’S REPORT**

Shelly Verrinder, Executive Director, began her report by stating that the on-time performance was running below standard due to a couple of issues; the start of school and the minimum wage increase in California which was affecting Access driver recruitment. Ms. Verrinder added that staff was working hard to improve the on-time performance and service will improve soon due to a few modifications to the system over the last week.

Ms. Verrinder also reported on the latest information regarding the dynamic fare system. She stated that as of last week there were 193 total comments submitted to the Federal Registry Docket with one set of comments that contained over 150 signatures. Ms. Verrinder added that out of the 193 comments 153 were supportive, 26 were against (none of these individuals were from Los Angeles County), and 14 of the comments were not related to the dynamic fare change. Ms. Verrinder stated that staff expects the count to go up because it appeared that mailed comments took longer to post. When the Docket comments were all posted there will be an article in Access Services “Behind the Scenes” Newsletter.

Ms. Verrinder concluded her report by stating that staff was currently reviewing the eligibility process because the C.A.R.E. Evaluators contract was due to expire soon. She added that there was also an announcement circulating that Delta Services Group, which was a consultant hired by Access was hosting a vendor forum on eligibility and best practices on Wednesday, October 21, 2015 from 9:00 to 3:00 p.m. the link to the Access website for those interested in attending.

**BOARD MEMBER COMMUNICATION**

Chaplain Dov Cohen stated that he was looking forward to the November Board Retreat as well as the October 13, 2015 CAC meeting.

Director John Troost thanked staff for providing the Routing presentation which was very informative and educational. He also thanked staff for participating in the Los Angeles County Commission on Disabilities 24th Annual Access Award Luncheon that was coming up on Monday, October 19, 2015.

Vice Chair Dolores Nason informed everyone that the month of October was Disability Awareness Month and there would be many events occurring during the month of October. She also stated that it also seemed like the Board was going to be very busy at the November 3, 2015 Board Retreat.

Chair Doran Barnes reminded everyone about the remaining Board meetings scheduled for 2015. He stated that the Membership/Board meeting was scheduled for Thursday, October 15, 2015, the Board Retreat on Tuesday, November 3, 2015, and the final Board meeting for 2015 would be held on
Monday, December 14, 2015. If there were any special items that needed the Boards attention there could be a special Board meeting held but he did not anticipate that happening at this time.

17. **NEW BUSINESS SUBSEQUENT TO THE POSTING OF THE AGENDA**

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

18. **ADJOURNMENT**

   Motion made by Director Nalini Ahuja, Seconded by Vice Chair Nason. Via Voice Vote all were in favor, motion passed. The meeting adjourned at 2:51 p.m.

Approval

__________________________  ______________________
Theresa DeVera, Secretary           Date
TO: BOARD OF DIRECTORS

FROM: STEVE CHANG, DEPUTY EXECUTIVE DIRECTOR OF CLIENT RELATIONS
      SHERRY KELLEY, SENIOR MANAGER OF CUSTOMER SERVICE

RE: CONSIDERATION TO APPROVE THE AWARD OF A CUSTOMER SERVICE CENTER SERVICES CONTRACT (AS-3955)

ISSUE:

Board approval is needed for the selection of a contractor to provide Customer Service Center Services.

RECOMMENDATION:

Authorize staff to execute a contract with ALTA Resources (ALTA) in an amount not to exceed $7,610,880 with the contract start-up phase beginning November 1, 2015 and a go-live date of January 19, 2016.

The base term will be for a period of three years, three months through January 31, 2019 with an additional two, two year options subject to future Board approval.

IMPACT ON BUDGET:

The recommended action is within the anticipated budget for Fiscal Year 2015/2016 and will be appropriately budgeted in subsequent fiscal years. The increase in calls due to the implementation of Dynamic Fare have been included in the not-to-exceed amount.

Funding for these services has been allocated from Proposition C 40% Discretionary Funds.

Overall Cost Analysis - Current Model (Partial Out-Source) versus Full-Outsourcing
At current call levels, this agency expects to spend approximately $2.72 million to operate these services. Allowing for staff to oversee the contract, the expected expenditure for comparison purposes is $2.417 million. The proposed contractor has an annual cost of $2.220 million (current call level comparison) inclusive of capital costs. This would result in net annual savings of $197,000 per year. The savings of outsourcing
would dramatically increase as call volume increases as their pricing becomes even more competitive at the higher call volume levels.

**ALTERNATIVES CONSIDERED:**

A comprehensive review of the customer service function was conducted by McCloud Transportation and Associates, LLC. The review identified a number of recommendations, including the need to redesign and/or consolidate the customer service functions by potentially further outsourcing the work either in part or whole to a third party contractor. This recommendation was best addressed by the issuance of a Request for Proposals.

The other alternative considered was to continue with the current business model. Staff does not recommend this alternative as the annual cost is higher than the proposed recommendation, additional office space would be required and it would also provide a lower level of customer service (i.e. longer initial hold time, no IVR/web chat functionality) in comparison to the recommended alternative.

**EFFECT OF APPROVAL OF STAFF RECOMMENDATION:**

If this recommendation is approved, staff will be authorized, but not required, to negotiate and enter into a contract with ALTA under terms that are no less favorable to Access than those proposed herein. Access would not be legally bound to this contract unless 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:**

Through a number of public meetings and stakeholder input, Access identified the need to conduct comprehensive reviews of key functions to identify efficiencies as well as managing double digit growth in service. One of these functions included Customer Service which was independently evaluated by the consulting firm McCloud Transportation Associates, LLC. The results of the review confirmed that Fiscal Year 2016 presents major challenges with the projected increase in calls, due to the implementation of three significant policies; Beyond the Curb, Reasonable Modification, and Dynamic Fare, with a potential impact of over 100,000 additional calls and associated increase in staff.

In the current state, there is a mix of customer service and OMC functions at Southland Transit, San Gabriel Transit and Access. Staff analysis of the recommendations arising from the comprehensive review and the projected increase in call volume has led staff to recommend the alignment of all customer service functions to attain efficiencies and to sustain year over year projected growth.

Accordingly, a request for proposals was issued on June 30, 2015. On August 19, 2015, four proposals were received. The four proposers were ALTA, Medical Transportation
Management, Inc., Southland Transit and Total Transit. The proposals were evaluated and interviews were conducted on August 31, 2015.

The evaluations were conducted in accordance with Access’ Procurement Policy. Technical proposals were reviewed and scored by the evaluation team consisting of a member of Access’ Management staff and two members from outside agencies. Access also engaged professional consulting services in the evaluation of this proposal. Following the qualitative evaluation of proposals, staff recommends ALTA.

The final scores resulting from the evaluation process are as follows:

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<th>Contractor</th>
<th>Technical Score</th>
<th>Cost Score</th>
<th>Total Score</th>
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<tr>
<td>ALTA</td>
<td>70.78</td>
<td>21.14</td>
<td>91.93</td>
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<tr>
<td>Medical Transportation Management, Inc.</td>
<td>64.50</td>
<td>20.85</td>
<td>85.35</td>
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<tr>
<td>Southland Transit</td>
<td>42.70</td>
<td>21.27</td>
<td>63.97</td>
</tr>
<tr>
<td>Total Transit</td>
<td>43.17</td>
<td>25.00</td>
<td>68.17</td>
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ALTA was determined to be the highest scoring, responsive and responsible proposer because they demonstrated the strongest technical qualifications, work plan, and the most extensive expertise in performing similar services. The proposal submitted by ALTA offered the best value; is most advantageous to Access and is recommended for award.

ALTA clearly communicated their understanding of Access’ business needs throughout the procurement process which stood apart from the other proposers. They utilize Lean and Six Sigma strategies in their operation to ensure continuous quality improvements within every process, internally and on behalf of the clients they manage.

ALTA offers combined functions of customer service and the Operations Monitoring Center (OMC) in a single dedicated facility for alignment of our services, ensuring that Access customer needs are met now and in the future for a seamless operation. This consolidation of services will provide many advantages to both Access and its riders. All customer service functions will be handled out of a single location thereby ensuring consistent application of policies and procedures. The response time to initial calls will average three (3) minutes or less versus the current standard of five (5) minutes - an improvement that will directly impact how quickly immediate rider concerns are responded to. In addition, ALTA will implement an Interactive Voice Response system that will allow riders to self-resolve their calls on some issues, such as system disruptions (delays and emergency situations), provide feedback to surveys and receive information on any upcoming agency events. These functions will allow the customer to receive real-time information to hopefully alleviate their frustrations. ALTA will provide a web chat function for those riders who wish to communicate via a real-time on-line interface. In addition, ALTA is offering a full-time General Manager with experience from the Metrolink and OCTA programs to ensure that the firm will hit the ground running during transition.
ALTA’s operating location for this contract will be located in Brea, California. This presents the opportunity for current staff to relocate locally. This location, which has been toured by staff, exhibited a professional environment with ample space for Access’ Customer Service Center. ALTA’s home offices are based in Neenah, Wisconsin, and they have been providing customer management business process outsourcing solutions since 1995. They employ approximately 5,089 people (both regular and seasonal, both full and part time) across locations in Wisconsin, California, Florida and the Philippines. They partner with many world-renowned organizations/brands in a variety of industries, including transportation, service, retail, and renewable energy. For over 50 clients they handle critical customer, consumer and member interactions. ALTA also handles Customer Service functions for the Orange County Transportation Authority (OCTA) and Metrolink since 2001 and 2004 respectively.

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<th>Task</th>
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<tr>
<td>Contract start; Planning &amp; Training</td>
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<tr>
<td>Phase I - Customer Service (STI)</td>
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<td>Phase II - Customer Service (Access)</td>
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<tr>
<td>Phase III - Customer Care (Access)</td>
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<tr>
<td>Phase IV - (OMC Access OMC &amp; SGT)</td>
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As part of this transition Access will be keeping all of its stakeholders - riders, member agencies, and the Board fully apprised of the transition through regular updates. Through this process and beyond staff will continue to work on overall efficiencies and improvements to achieve world class customer service.