# AGENDA
## COMMUNITY ADVISORY COMMITTEE (CAC) MEETING

**Tuesday, October 14, 2014**  
1:00pm - 3:00pm  
Los Angeles County MTA  
Union Station Conference Room, 3rd Floor  
One Gateway Plaza,  
729 Vignes Street, Los Angeles CA 90012

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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 Community Advisory (CAC) 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://asila.org. Documents, including Power Point handouts distributed to CAC by staff or CAC members at the meeting will simultaneously be made available to the public. Two opportunities are available for the public to address the CAC during a CAC meeting: (1) before a specific agendized item is debated and voted upon regarding that item and (2) 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 CAC secretary. 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 CAC 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 CAC may direct staff to investigate and/or schedule certain matters for consideration at a future CAC Meeting.

"Alternative accessible formats available upon request."
CALL TO ORDER

Chairperson Arrigo called the meeting to order at 1:02 p.m.

ROLL CALL

CAC Members Present: Maria Aroch, Michael Anthony Arrigo, Kurt Baldwin, Dov Cohen, Phyllis Coto, Tina Foafoa, Dina Garcia, Terri Lantz, Liz Lyons, and Howard Payne.

CAC Members Absent: Marie-France Francois, Jesse Padilla and Nan Stoudemire.

Board Members Present: Theresa DeVeria.


Guests: Cleo Ray (Access Customer), Victor Garate (Global Paratransit), Gordon Cardona (Access Customer), Giovanna Gogreve (Metro), Artemio Ambrosio (Access Customer), Bill Zuke (Access Customer), Nicole Cavalino (Mobility Management Partners), Frank Lucas (CTI), Karina Moreno (CTI), Mary Griffieth (Access Customer).

INTRODUCTIONS

Chairperson Arrigo welcomed the members, staff and guests to the meeting and asked that everyone introduce themselves.
He also welcomed former CAC members Ms. Nicole Cavalino and Ms. Mary Griffieth to the meeting.

**REVIEW & APPROVAL OF THE CAC MEETING MINUTES FROM AUGUST 12, 2014**

Motion: Member Payne.

Second: Member Lyons.

Abstentions: None.

Minutes were approved.

**GENERAL PUBLIC COMMENT**

None.

**REPORT FROM BOARD OF DIRECTORS**

Director DeVera gave a brief update on the August 25, 2014 Board Meeting. She announced that the Board approved a new slate of officers and said that everything else on the agenda was mostly related to funding issues.

She concluded her report by thanking the CAC for their work on the TAP card and said that she looked forward to the changes that will be implemented.

**OFFICER ELECTIONS FOR 2014-2015 TERM**

Access Services Senior Manager Customer Service, Ms. Sherry Kelley requested that this item be moved to later in the meeting pending the arrival of a few more committee members.

**CAC MEMBERSHIP APPOINTMENTS**

Ms. Kelley requested that this item also be moved to later in the meeting.
TAP CARD UPDATE

Chairperson Arrigo introduced Access Chief Operating Officer, Mr. F Scott Jewell to give a brief update on the TAP card changes.

Mr. Jewell stated that a few months back he attended a CAC Meeting and talked about some of the proposed changes to the Access Tap card. He said that the some of the changes discussed was the elimination of the Visa portion and some additional changes to the card design.

He explained that at last month’s Board meeting, the board unanimously approved the elimination of the Visa portion and made some suggestions in addition to recommendations made by this committee.

Mr. Jewell stated that the new card design was simplified by making the customer name and ID number more visible. He explained that the Board suggested that the size of the picture be enlarged while keeping the rest of the information large and visible.

He stated that one of the recommendations from this committee was to have the Reservations and Customer Service phone numbers in well-defined, visible print on the back of the card.

Mr. Jewell continued his presentation by stating that the Tap Item Card item will be going to the Board this month for approval and will include the reimbursement agreement for the pricing of the new card. He explained that the card cost will be $4.50 plus postage increasing the cost to approximately $5.00 per card. He said the transition to the new card is scheduled to begin in November/December of this year. Lastly, he explained that Access will be providing information to customers that use the Visa part of the card on what to do with the funds on the card.

Member Payne asked if changes will be made to the debit side of the card.
Mr. Jewell responded that the debit feature will not be on the new card however said that customers can still pay with major credit cards on Access vehicles.

Member Cohen asked what the process is if a customer requests a replacement card and does not receive it.

Mr. Jewell responded that the customer should contact Customer Service if the card does not arrive within a few weeks and said that it usually takes about 5 to 6 business days to process the request.

Member Foafoa expressed her support for the new card design and asked if information could be added in braille for persons with visual disabilities.

Mr. Jewell responded that Access is looking into some options for persons with visual disabilities and said that one option is attaching a sticker to the card with the information in braille.

Member Coto asked if the Customer Service phone number will be printed on the card.

Mr. Jewell responded that the Reservations and Customer Service phone numbers will be printed on the card.

PUBLIC COMMENT ON ITEM 8

Access customer Mr. Gordon Cardona asked if the new Tap Card will work on the Metro turnstiles.

Mr. Jewell responded that the card will still be a Tap card and can also be used to ride on the Free Fare Program.

Access customer Ms. Cleo Ray expressed her thanks to Access and to the committee for their work on the Tap Card changes. She said that she began attending the CAC meetings because of issues with the Tap card.
Member Cohen thanked Member Lantz on behalf of the committee for leading the Tap Card Subcommittee and for not giving up even when the changes seemed impossible.

Member Lantz thanked all of the customers who spoke up about this issue and to the committee members for their participation. Lastly, she thanked Access for listening to the customers and also thanked Ms. Giovanna Gogreve from Metro for her help.

**FLEET FORMULA**

Chairperson Arrigo introduced Access Services Analyst, Ms. Melissa Thompson to give a brief update on the Fleet Formula.

Ms. Thompson stated she attended today’s meeting to give a brief presentation on the Fleet Formula that she and Access Services Project Administrator, Mr. Alfredo Torales have been working on over the past few months.

She explained that the Fleet Formula was developed to create a standard method for determining vehicle needs for each provider. She stated that a fleet formula will assist with the development of capital planning based on actual and projected ridership increases.

Ms. Thompson stated that a few months ago she came to the CAC and presented a proposed fleet formula with the basis of the formula being “peak trips.” She explained that based on the feedback from this committee and from TPAC, staff decided to make some changes and create a more simple and transparent formula.

She explained that the second proposal was based on the provider contracts. She said that staff looked at the number of vehicles allocated by region in the original contracts and also looked at the average monthly trips the region was performing at that time the contracts were signed. She stated that by taking the number of vehicles and the average number of monthly trips, a ratio of trips per vehicle can be determined. She displayed a slide showing how the formula was applied by provider.
Ms. Thompson said that using the formula, the projected need based on the 400 trips/vehicle ratio was very close. She explained that with the exception of the West Central Region and Antelope Valley, the number of vehicles is more than the projected need and said that the recommendation is to maintain the fleet size until the demand catches up.

She concluded her presentation by stating that this formula was presented to the providers and to TPAC in August. She said that the item will be presented to the Board later this month.

Member Baldwin stated that the ridership in the Antelope Valley region is growing faster than in other areas so it makes sense that there are more vehicles than the projected need. He asked if the West Central was experiencing the same issue.

Ms. Thompson responded that in terms of the West Central Region’s number of vehicles being higher, she explained that the contract was signed in 2008 and a lot of time has passed since then.

Member Baldwin mentioned that based on the formula the number of vehicles for the Southern Region will be short and the West Central Region will have more than the projected need. He asked if some of those vehicles could be shifted from the West Central to the Southern Region or was the plan to keep the 20 extra vehicles there.

Ms. Thompson stated the purpose of the formula is not to take away from any particular provider or negatively impact the daily operation. She said that in terms of the Southern Region, Access is monitoring the projected need and will address any vehicle shortage issues.

Member Baldwin stated that Ms. Thompson mentioned in her presentation about the provider waiting for the ridership to catch up to the number of vehicles and said that he could see that situation occur in the Antelope Valley. He asked again if staff anticipated the same situation occurring in the West Central Region.
Ms. Thompson responded that West-Central Region is not experiencing the same growth as in the Antelope Valley however said that the overall system has experienced growth.

The discussion continued regarding the potential vehicle overage and shortages based on the Fleet Formula numbers displayed on the slide.

Ms. Thompson concluded her presentation by stating that the contractors also have dedicated vehicles that they have purchased to utilize for Access trips in addition to some taxi resources.

Member Baldwin stated that the numbers on the chart do not reflect the additional resources.

Mr. Jewell explained that this was a new structure in terms of capital planning and said that the information presented reflects the capital planning through this fiscal year. He said that for the next fiscal year, the new HDR projections will be based on this formula so that the contractors demand will meet the number of vehicles they are supposed to have.

Member Coto asked how many people can the largest Access vehicle transport.

Mr. Jewell responded that the larger vehicles hold from 12 to 15 people.

Member Coto asked how many large vehicles are in the Access fleet.

Mr. Jewell responded that he did not have that information with him.

Member Lantz asked if the Southern Region would be the first provider to receive new vans.

Mr. Jewell responded that vehicles are replaced based upon the age and number of miles and said that vehicles with the highest mileage are replaced first.
Member Lantz mentioned that the Southern Region has some vehicles that have been well used and need to be replaced.

**OFFICER ELECTIONS FOR 2014-2015 TERM**

Chairperson Arrigo introduced Access Manager of Customer Service, Ms. Sherry Kelley to discuss the Officer Elections.

Ms. Kelley stated that at the last meeting, a Nomination Subcommittee was formed that included members Cohen, Faafoa and Aroch. She explained that the subcommittee’s task was to contact the members and develop a slate of candidates for Chair and Vice Chair positions.

She mentioned that a slate was developed however pointed out a correction on the agenda item. She clarified that Dov Cohen was running for Chair and Terri Lantz for Vice-Chair and opened up the floor for any additional nominations from the committee.

Member Lantz mentioned that Chairperson Arrigo was recommended to continue serving as Chair however the bylaws restrict a member from serving more than two consecutive terms as an officer.

Ms. Kelley thanked Chairperson Arrigo for his dedication and service to the CAC.

Member Coto nominated Member Baldwin for Chair.

Member Baldwin thanked Member Coto but declined the nomination.

Ms. Kelley asked for a show of hands from the committee members in favor of Member Cohen for Chair.

All of the members present were in favor. There were no opposed and no abstentions.

Ms. Kelley asked for a show of hands from the members in favor of Member Lantz for Vice-Chair.
All of the members present were in favor. There were no opposed and no abstentions.

Ms. Kelley welcomed Chaplain Dov Cohen and Ms. Terri Lantz as Chair and Vice-Chair of the CAC.

Member Cohen stated that he and Member Lantz agreed that if elected as officers, they would officially appoint Member Arrigo as the official “ambassador” of the CAC.

Member Coto expressed her support for the selection of Chair and Vice Chair however said that she would like to see more members willing to serve as officers.

Member Cohen agreed with Member Coto and said that he and Member Lantz encouraged the committee to be fully engaged and participate in the areas that they are most interested in.

Ms. Kelley stated that one of the issues mentioned that limited the interest in officer positions was regarding the member’s schedules.

Chairperson Arrigo stated that each person on the committee has played an important role and Access is proud to have every member on the CAC. He thanked the committee for doing a great job and said that he has enjoyed working with everyone.

CAC MEMBERSHIP APPOINTMENTS

Access Services Manager of Customer Service, Ms. Sherry Kelley stated that there are two vacancies on the CAC and the Nomination Subcommittee reviewed applications to identify candidates. She stated that the selection criteria was to look for applicants who could represent our customers based on their disability and scope of influence. She stated that subcommittee included members Baldwin, Lantz, Mr. Foster and Ms. Kelley. She said that the two individuals selected are Mr. Michael Conrad and Ms. Wendy Cabil.

She stated that Mr. Conrad was unable to attend today’s meeting due to health issues but said that he sends his best and looks
forward to working with the committee. She explained that Ms. Cabil was also unable to attend today’s meeting however she represents the Antelope Valley area and has been actively attending the CAC meetings.

Motion: Member Baldwin made a motion that the CAC approve the Subcommittee Recommendation and that the recommendation be presented to the Board for approval.

Second: Member Lyons.

Discussion: Member Coto stated that she worked with Ms. Cabil on many occasions and said that Ms. Cabil has experience working with Mental Health Recovery and will be an asset to the committee.

Member Lantz stated that she was happy that the committee will have additional representation from the Antelope Valley Region along with Member Baldwin whose agency also represents that region. She said it was a difficult decision for the subcommittee to make being there were several qualified candidates.

Chairperson Arrigo asked Member Baldwin to restate his motion.

Member Baldwin made a motion that the CAC approve the Subcommittee Recommendation and that the recommendation be presented to the Board for approval.

Director DeVerla suggested that a brief bio of the two CAC appointees be added in the Board Item.

Pass/Fail: Motion passed.
ACCESS TO WORK UPDATE

Access Services Planner, Mr. Eric Haack gave a presentation that provided an update of the Access to Work program and also summarized the results of a recent mail-in customer survey of Access to Work customers.

The Access to Work Program began in 2012 with funding assistance from Federal JARC and New Freedom grants.

The results of the Access to Work mail-in Customer Survey were positive. A majority survey respondents (65%-75%) provided that Access to Work helped them reliably reach their employment and was a service that was crucial to them keeping their employment.

Member Lyons mentioned that the program allows the customer to go to and from work however asked if the person can add another trip. She also asked if this program could be used to go to and from school.

Mr. Haack responded that if the customer wants to book another ride in between the Access to Work trips, he/she would need to go through the normal reservations process. He explained that the Access to Work Program is similar to Steady Ride in that the customer has a ride going to and from the same location at the same time every day without having to call. He said that the only reason the customer has to call reservation is to cancel a trip.

He stated that in terms of someone going to school using Access to Work, the program can only be used going to and from a school for job training.

The discussion continued regarding the use of Access to Work to attend school preparing for a future job.

Member Baldwin asked for more information regarding the three year length of the grant.
Mr. Haack responded that Access to Work is a three year grant however it can be extended as long as the funds are not exhausted.

Member Baldwin said he hoped the program continues because based on the participant’s responses in the survey, a lot of customers will lose their job when the program ends. He suggested that a contingency plan is developed.

Chairperson Arrigo expressed his support for the program and said that the program helps people get off disability and back to work.

Member Cohen said that he had a question not related to this program but asked if a program is being looked at based on the customer’s requested drop off time rather than the pick-up time.

Ms. Haack responded that the Access to Work program is itself an experiment with using a destination based pick up time with its 150 customers. He said that it was uncertain in regards to the future however said it is an option that can be considered.

**PUBLIC COMMENT ON ITEM 10**

Ms. Nicole Cavalino asked if there are other referral systems available that can be utilized once the Access to Work funding ends that allows people to access travel training. She said that it would be a good idea to consider since the customers already have Access eligibility.

Mr. Haack responded that Access is actively looking for other grants to continue this program. He said that Access has been allowed to extend the program an additional three years with a second Federal grant.

Access customer Ms. Julie Gaona asked if the customer still needs to call reservations daily even if the person is going to the same place and same time.
Mr. Haack responded if a customer has a set schedule (for example: Monday-Friday) an application can be submitted and if the person meets the income requirement, a reoccurring trip will be set-up.

Member Lantz asked how many people are currently enrolled in the program.

Mr. Haack responded that approximately 150 customers are enrolled and Access to Work is providing about 3,500 trips a month.

Access customer Mr. Artie Ambrosio asked how the Access to Work Program affects regular Access trips on a daily basis.

Mr. Haack responded that so far there has been no negative impact of this program to the overall service. Access was able to receive additional vans for the Access to Work program and the providers currently use those vans for both regular Access and Access to Work trips. In this way, there has been some added capacity through Access to Work.

Member Baldwin asked what the capacity was for expansion.

Mr. Haack responded that there is availability on the program and at a recent meeting team meeting there was a discussion on possible outreach options for the program.

Chairperson Arrigo thanked Mr. Haack for his presentation.

ADDITIONAL QUALITY SERVICES SUBCOMMITTEE APPOINTMENT

Access Services Community Relations Analyst, Mr. Rycharde Martindale-Essington stated that he was at today’s meeting seeking the CAC’s approval to appoint Ms. Aisha McKinney to the QSS.

He explained that the QSS is a subcommittee of the CAC and the committee’s purpose is to look at issues related to the quality of the service Access provides and bring those issues to the CAC for
review. Lastly, he stated that the QSS members include customers, providers, and Access staff.

Motion: Member Coto made a motion to approve staff’s recommendation and appoint Ms. Aisha McKinney to the Quality Services Subcommittee.

Second: Member Lyons.

Discussion: Member Coto asked Mr. Martindale-Essington to provide some background about Ms. McKinney.

Mr. Martindale-Essington stated that she is visually impaired and uses a service animal. Ms. McKinney is working with the department of rehabilitation to become a counselor.

Member Coto asked what the process is to submit topics for discussion at the QSS meetings. She mentioned an issue regarding buses being slippery and the drivers not driving cautiously.

Mr. Martindale-Essington responded that the topics could be submitted by phone or email.

Member Lyons asked how to go about getting a CAC application.

Mr. Martindale-Essington responded that the applications are available online or can be requested by phone.

Pass/Fail: Motion passed.

SUBCOMMITTEE UPDATES

Member Lantz stated that Tap Card Subcommittee’s work is done.

Chairperson Arrigo stated that Service Animal Subcommittee met after last month’s CAC meeting and Geoffrey Okamoto mentioned
planning a meeting at the Braille Institute. Chairperson Arrigo said that the subcommittee discussed adding a note in the customer’s file with the service animal’s size. He also mentioned that staff was looking at contacting the two major Guide Dog Companies to provide a training. Lastly, he said that the subcommittee is working on the issue regarding limited space in the Prius’.

Member Lantz stated that at the last meeting it was mentioned that only two people will ride in the back of a sedan which should reduce the overcrowding issue when there is a service animal.

The discussion continued regarding service animals. Member Lantz mentioned that another issue brought up was regarding service animals needing to use “the great outdoors” during long trips on Access.

Chairperson Arrigo stated that the dogs go through extensive training programs.

**Member Lantz** stated that like people, the dogs sometimes “just have to go.”

Member Baldwin suggested a broader discussion regarding this topic because this issue applies not only to service animals but to the customers and drivers as well. He stated that there should be a policy addressing this issue for drivers, customers and service animals.

Member Cohen stated that he has experienced two occasions where customers have had to use the restroom while on an Access vehicle. He said that both times, the drivers contacted dispatch to get the approval to stop and wait for the customer.

Member Baldwin asked if there was a policy in place.

Member Lantz stated that as a result of the discussion at the subcommittee meeting, staff was asked to provide a policy so that it is clear to everyone how this situation should be handled.
MEMBER COMMUNICATION

Member Coto stated that she would like the issue of safety on busses to be discussed at either the CAC or QSS meeting or that a subcommittee be developed to address this topic. She also suggested that a CAC retreat be planned to discuss the direction and needs of the committee.

Member Lyons agreed with Member Cohen’s earlier comment regarding the option of rides being scheduled based on the desired destination arrival time.

Member Garcia reminded the committee that CALIF is hosting an advocacy class starting today that will provide information about advocacy and the ADA. She said that the course will be a 10 week training and said that everyone was welcomed to attend.

Member Cohen began his comments by thanking everyone for voting for him and said that he and Member Lantz with the help of Ambassador Arrigo will continue to do whatever they can to contribute to the committee. He invited all of the members to get involved and bring up topics and ideas to the table. Lastly, he thanked Chairperson Arrigo for these past two years of service.

Member Aroch welcomed Ms. Kelley to the CAC.

Member Baldwin announced that next year is the 25th Anniversary of the ADA and said that there will be a lot of activity throughout the country leading up to that event in July. He suggested that Access look into being involved since the ADA is the reason why Access is here.

He also stated that the next Paratransit Rider’s Coalition meeting will be held next Tuesday and asked that anyone interested contact him for more information. He said that the focus of the meeting will be regarding overall communication and how information is transferred from reservationist to the dispatcher, to the driver etc. He said this topic has been discussed at previous CAC and QSS meetings however said that there is still no clear picture. He
requested that this issue be brought back for discussion to find ways to improve the service.

Member Cohen suggested that next year’s Annual Meeting theme be based on the 25th Anniversary of the ADA.

Member Lyons announced that the Special Olympics World Games will be held in Los Angeles next year and suggested that Access get involved in the activities.

Member Lantz stated that it was great to see everyone stepping up and contributing in the different areas of their expertise. Lastly, she stated that she enjoyed serving with Chairperson Arrigo and looked forward to serving with Member Cohen.

Member Arrigo thanked Member Lantz for her support and the entire committee for their participation.

NEW BUSINESS RAISED SUBSEQUENT TO POSTING OF AGENDA

Member Coto announced that there will be a festival for the hearing impaired on September 27th at City Hall and said that there will be art exhibits, fashion shows and music for all ages.

Access customer Mr. Artie Ambrosio requested that the issue of people travelling with oxygen tanks be looked into by the committee. He said that many disabilities are discussed however he felt that his particular disability was being overlooked. Ms. Kelley asked Mr. Ambrosio to stay after the meeting and a staff person would speak with him.

ADJOURNMENT

Member Lantz made a motion to adjourn the meeting in memory of Access customer Mr. Brian Ford.

The meeting was adjourned at 2:39 p.m.
OCTOBER 14, 2014

TO: ACCESS COMMUNITY ADVISORY COMMITTEE
FROM: F SCOTT J EWELL, CHIEF OPERATING OFFICER
RE: COMPREHENSIVE OPERATIONAL REVIEW

ISSUE:

Access will be issuing a Request for Proposals (RFP) for a comprehensive review of key operational functions. Accordingly, staff is soliciting feedback from stakeholder committees on the scope of work for this review.

RECOMMENDATION:

Review and provide feedback on the scope of work.

BACKGROUND:

In June 2013, the Metro Board of Directors authorized an independent review of Access Services. The final report contained 13 findings that resulted in 12 recommendations. While most of the recommendations have been closed, it was decided that following three would be addressed by engaging an outside consulting firm:

Recommendation #7:

Access Services should review industry best practices for controlling and containing costs strategies identified from the literature, research and best practices survey responses and determine the feasibility of implementing them for Access Services.
Recommendation #10:

Access Services should evaluate whether centralizing the reservations and/or routing function would lead to greater system efficiency.

Recommendation #11:

Access Services should develop a long-term service strategy that considers alternatives to the current model including a County-wide model that utilizes a larger bench of contractors.

In the development of the scope of work it became apparent that limiting the range of the review to the above recommendations would not fully encapsulate the operational challenges that have grown over the years. Therefore the scope of work for this review has been expanded to look at key operational functions of Access, allowing for the development of a comprehensive framework that will meet the agency’s needs into the future.

Feedback from both the Community Advisory Committee and the Transportation Professionals Advisory Committee will be taken into consideration and appropriately included in the scope of work. It is anticipated that this RFP will be issued in October 2014 and awarded at the January 2015 Board of Directors meeting.
Introduction

Access Services ("Access") is the designated agency in Los Angeles County for coordinating and providing complementary paratransit services under the Americans with Disabilities Act (ADA) on behalf of 44 member municipalities and public transit agencies. Access Services has been providing ADA Paratransit service in Los Angeles County since 1994. Initially structured as a demonstration project, Access Services has grown to encompass six service areas, seven service contractors, over 600 dedicated vehicles, in excess of 1,000 certified taxis, and almost 144,000 eligible riders. Service contractors provide an average of 10,000 trips a weekday (almost 4 million trips/year).

A. Background

i. ADA

1. The Americans with Disabilities Act of 1990 (ADA) guarantees equal opportunity for individuals with disabilities in employment, public accommodations, transportation, state and a local government services and telecommunications. The transportation provisions of the ADA are focused on acquisition of sufficient accessible vehicles by public and private entities, requirements for complementary Paratransit service by public entities operating a fixed-route system and provision of
nondiscriminatory accessible transportation service.

(2) The ADA mandates that each public entity operating a fixed-route system (a system that picks up and discharges passengers on a regularly published schedule) is to provide or assure there is provided paratransit service, such as a dial-a-ride type service, to individuals with disabilities who are unable to use the fixed-route service. The paratransit service must be comparable to the level of service provided to individuals without disabilities who use the fixed-route system. The Paratransit service is intended to complement the fixed-route system in terms of area served and time of service. It is to service strictly defined categories of individuals with disabilities.

(3) The ADA requires each public entity to establish a certification process for determining ADA Paratransit eligibility. The eligibility criteria are designed to limit ADA Paratransit eligibility only to those individuals whose disabilities prevent them from using a fixed-route system for some or all of their trips.

ii. **Access Services**

(1) Access Services is an entity formed by the regional transportation planning authority for Los Angeles County as a non-profit public benefit corporation, designated as the consolidated transportation services agency for the county under Government Code §15975, and charged with administering a countywide coordinated paratransit
plan adopted pursuant to Section 37.141 of Chapter 49 of the Code of Federal Regulations and, pursuant to Government Code 15975(f), a public agency within the meaning of Government Code §811.2, it is entitled, among other things, to the immunities set forth in Government Code §§ 815.6, 818 and 818.6. Complementary ADA paratransit service is federally mandated under 42 U.S.C. 12143. Access is provided under the Los Angeles County Coordinated Paratransit Plan first approved by the Federal Transit Administration (“FTA”) and the Fixed Route Operators in 1992, and amended from time to time since then. The Access service area extends for more than 1,900 square miles. Access provides more than 10,000 trips per day on an average weekday and has more than 144,000 customers (persons with disabilities) that are eligible to use the service.

(2) The mission statement of Access is as follows: 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.

(3) Access’ funding sources are the local Proposition C sales tax, Federal Transit Administration Section 5310 (a) (1) and 5310 (a) (2) grants, passenger fares and other associated sources.

(4) For purposes of the proposed Contract, Access is a public entity within the meaning of Government Code § 811.2
and entitled to the immunities provided by Government Code for public entities including, without limitation, those of Government Code §§ 818 and 818.8.

iii. Agency Structure

(1) Access is an agency that is composed of administrative and operational functions.

(a) Administrative functions include executive management, planning, information technology, human resources, safety, risk management, fleet design and acquisition, procurement, finance and administrative services.

(b) Operational functions include paratransit operations, eligibility and customer service.

(i) Operational functions are structured in general as contracted-out services with agency management/oversight.

B. Project Goals

Access has begun the process of evaluating its operational functions to ensure that its structure utilizes industry best practices in the current provision of services as well as to meet future needs. To fully address this process Access is seeking the professional services of a consultant to conduct a Comprehensive Operational Review (COR) of the operational functions of the Agency.
The goals of the review for each of the operational functions are as follows -

i. Assessment of existing systems, including their delivery, efficiency, and attainment of performance indicators;

ii. Identification of improved efficiencies;

iii. Quantification of cost to provide current functions considered above and beyond ADA guidelines. The consultant will provide assistance and direction in the assessment and evaluation of the strengths and weaknesses of the current services provided by Access.

C. Operational Functions and Key Assessment Areas

To attain the goals of this review the consultant will address each of the following operational functions and assess the key areas listed for each. The key areas are not to be considered a definitive list but rather a foundation for the review.

i. Eligibility

The Eligibility function encompasses the Agency’s responsibility to meet ADA requirements to determine an individual’s eligibility to use the regional ADA paratransit service.

(1) Current Structure

Eligibility is comprised of the following components -

- Eligibility determination process - an out-sourced contract at a single facility that conducts in-
person functional and recertification transit evaluations.

- Appeal determination process - out-sourced contract(s) specific to a range of disabilities that conduct appeals of individuals who have been denied ADA paratransit service through eligibility determination

- Eligibility management - in-house staff tasked to provide Agency oversight of the eligibility and appeal process

(2) Key Assessment Areas

The following are areas that have been identified for assessment as related to eligibility -

- Structure

  Should eligibility be centralized in the processing of interviews and appeals?
  Should all aspects be in-house, out-sourced, or a mix of both?
  Should there be more than one eligibility determination contractor or location?
  Should there be a charge to the individual for transportation to/from the in-person functional assessment?
  Is the technology used by eligibility service effective?
• Process

Should in-person functional assessments be changed to a two-tier system? -

Initial Administrative Review - no need for in-person functional assessment where the need is immediately evident
In person Assessment for those who are unable to be determined in initial administrative review

Is a “built-up” environment versus a “natural” environment more effective for in-person functional assessments?

Should length of eligibility be changed? (length could vary by the following factors)

Age (e.g. 10 years for those applicants over 75)
Eligibility category (longer Eligibility Length for Unrestricted vs. Restricted)

Should travel training be more integrated into the eligibility process?
Should the factors for paper recertification vs. in-person recertification be modified?
What value does eligibility provide to the rider?

• Management

Is the current in-house management structure
sufficient to meet the oversight needs of the Agency?
Are existing key performance indicators structured appropriately and reflective of the operating environment?

ii. Paratransit Operations

The paratransit operations function encompasses the Agency's responsibility to provide ADA transportation service to any location within \(\frac{3}{4}\) of a mile of any fixed-route bus operated by the Los Angeles County public fixed-route bus operators and within \(\frac{3}{4}\) of a mile around Metro Rail stations during the hours that the systems are operational. Service is scheduled on a next day model 24 hours a day over much of the service area; however, service hours for a particular trip depend upon the corresponding fixed-route service. Service is primarily provided as curb to curb to destination without transfers. The area of service is divided into six (6) regions. Service is provided using a combination of accessible vans and small buses depending upon trip demand and the need for a lift or ramp-equipped vehicle. Service area providers provide additional vehicles to handle peak periods and growth in demand. Service provider supplied or subcontractor vehicles do not need to be dedicated to Access nor do they require employee drivers.
(1) Current Structure

Paratransit Operations is comprised of the following components -

- Service Area Providers - Each service area has one primary out-sourced contract that is accountable and accepts responsibility for all aspects of the service, including to coordinate, dispatch and provide either directly or through subcontractor(s)/independent contractors(s) all of the service that originates within the area.

- Paratransit operations management - in-house staff tasked to provide Agency oversight of the paratransit operations

(2) Key Assessment Areas

The following are areas that have been identified for assessment as related to paratransit operations -

- Structure

  What factors should be utilized to determine the optimum size and geographical boundary of a service area? 
  Should any of the existing service areas be restructured? 
  Should the methodology of service delivery be more centralized or diverse? 
  Should a different model involving brokerage
services (actual and/or virtual) be explored?
Should service area provider vehicles be routed by service area or regionally?
Should aspects of the service areas providers be centralized? i.e. reservations, routing/scheduling, dispatch, maintenance, etc.
Should a transfer system be put into place for long trips?
Is technology used by paratransit operations effective?

• Process

Should the process for service delivery be modified in terms of -

- Reservations Hours - shortened or extended?
- Share-ride routing/duration - defined standard as a guidance for a comparable trip to fixed route
- Pick-up window - impact of longer/shorter than twenty (20) minutes

Are there more effective methods for making, managing, and monitoring service delivery?

What value does paratransit operations provide to the rider?

• Management
Is the current in-house management structure sufficient to meet the oversight needs of the Agency?
Are existing key performance indicators structured appropriately and reflective of the operating environment?

iii. Customer Service

The customer service function addresses the Agency’s need to provide responsive service in terms of information to the public, support for service issues, and be a source of information on the other operational functions.

(1) Current Structure

Customer Service is comprised of the following components:

- Customer Service – a combination of in-house staff and an out-sourced contract that processes - 1) Commendations, complaints and general service inquiries, 2) Applications and Eligibility requests, and 3) Access TAP card replacements

- Operations Monitoring Center (OMC) - a combination of in-house staff and an out-sourced contract that processes - 1) Real time customer assistance issues, 2) Service area provider assistance requests, and 3) risk management
issues

- Customer Care - in-house staff that handle complaints processing (follow up & investigations)

- Mobility Management - in-house staff that provides referral services for individuals that do not qualify or receive restricted eligibility for Access Services. Also provides transportation options for local frequent trip users and provides outreach for community events and large trip generators.

(2) Key Assessment Areas

The following are areas that have been identified for assessment as related to eligibility -

- Structure

  What components of customer service should be in-house or out-sourced?
  Should the components of customer service be realigned?
  Are the existing components of customer service capable of handling the increased demand of calls?
  What are appropriate staffing levels for each of the components?
  Is the technology used by customer service
• Process

Should the process of handling customer service issues be changed?

What value and/or return does the current process of handling customer service issues add to the improvement of the operational functions of the agency?

Are customer service staff empowered to interact and react to customer service issues?

Should outreach and mobility management be more closely aligned within customer service or eligibility?

What value does customer service provide to the rider?

• Management

Is the current in-house management structure sufficient to meet the oversight needs of the Agency?

Are existing key performance indicators structured appropriately and reflective of the operating environment?

D. Tasks

i. Task 1: Study Management

(1) The consultant will work with Access and its designees
to develop the study management program. The consultant will submit a detailed work program and schedule showing key milestones. The management program will define project roles, staff assignments, meeting dates, and due dates and formats for deliverables.

(2) The consultant will report to the Access designee and will coordinate task work with agencies and individuals designated by Access. The consultant will be expected to communicate proactively with all parties. The consultant will provide a project manager who will serve as the main point of contact, attend meetings and be responsible for the timely delivery and professional quality of all products. The consultant will obtain consent from Access for any changes in lead personnel on the study.

ii. Task 2: Stakeholder Involvement

(1) The consultant will direct activities to insure that study progress and recommendations are reported to Access Board members and its advisory committees.

(2) This task includes two presentations each to the Access Board, Community Advisory Committee (CAC) and Transportation Professionals Advisory Committees (TPAC) on dates to be determined by Access.

(3) This task includes one introductory briefing with the Access designee. Additional separate detailed
briefings with the designee on specific updates and recommendations will be held at later stages of the study. The consultant will identify and coordinate with Access and its designees on input into the study process which will include but not be limited to surveys completed within the last year.

iii. Task 3: Existing Conditions and Analysis of Operational Functions

(1) This study will document and analyze existing conditions of Access’ operational functions. The consultant will produce a draft and final report that addresses the following topics:

(a) Task 3A: Technical Data Gathering and Analysis

(i) The report should describe Access’ current operational functions. The report should summarize relevant information for each of the functions.

(ii) The report should list performance metrics for evaluating relative measures of efficiency and productivity of the operational functions, including but not limited to:

1. Eligibility

   a. Total certifications, eligibility types, processing time (21-day limit), number and type of appeals, certification transportation
efficiency, etc.

2. Paratransit Operations
   a. Ridership (annual, monthly, daily, by time of day, and estimated unique riders), mileage (deadhead and revenue), operating hours (revenue and deadhead), (comparison with required ADA service hours), passengers per revenue hour, service reliability, on-time performance, denials, etc.

3. Customer Service
   a. Total calls answered, initial hold time, abandonment rates, complaint types and processing time, etc.

(b) Task 3B: Analysis of business process and operational procedures

(i) The report should describe Access’ policies and procedures that guide internal and external decisions for the operational functions. The report should summarize relevant information including but not limited to the following:

1. Infrastructure and properties of the operational functions
2. Staffing levels
3. Diversion of ridership demand
4. Compliance with ADA regulations

5. Efficiency of resources including but not limited to vehicle fleet, equipment and technology

(ii) This study will identify strengths, weaknesses, opportunities and threats of Access’ operational functions. The consultant will conduct site visit observations including but not limited to the following:

1. Customer Service

2. Operations Monitoring Center

3. Eligibility Services

4. Mobility Management

5. Service Area Providers
   a. Reservations
   b. Scheduling/Dispatching
   c. Maintenance
   d. Drivers
   e. Independent Contractors
   f. General Operations Management

(c) Task 3C: Data and Analysis of services required by ADA vs. services above and beyond ADA.

   (i) The report should describe any of Access’ operational functions that exceed ADA
guidelines. The report should also quantify the cost associated with the functions that goes beyond ADA as well as the impact of future developments likely to affect these functions.

(2) All work completed as a part of this task must be approved by Access prior to the commencement of subsequent tasks identified as part of this study. The report should present information in an easy-to-read format.

iv. Task 4: Financial Analysis

(1) The consultant should produce a financial analysis of Access’ existing operational functions.

(2) All work conducted under this task must be approved by Access prior to the commencement of subsequent tasks of this study.

v. Task 5: Peer System Analysis

(1) The consultant will examine Access’ operational functions relative to regional and national peers based on NTD data and related data for the past 5 reporting years, for which data is available at the time of this analysis. The consultant will identify and coordinate with Access on what peer agencies will be used for this analysis.

(2) The consultant will examine the provision of ADA services of the peer agencies for practices or
vi. Task 6: Recommendations for Improved System Efficiency

(1) Upon Access’ approval of earlier tasks, the consultant will synthesize the information and analyses produced during earlier tasks to highlight any areas or functions identified as opportunities for improved system efficiency. This may include recommendations for operational function changes. Any recommended changes must include a cost/benefit analysis in comparison to the existing operational functions.

E. Deliverables

i. Deliverables are listed below. Deliverables must be submitted and approved by Access in sequential order.

- Task 1: Study management plan
- Task 2: Stakeholder Involvement presentations and meeting summaries; Draft and Final reports.
- Task 3: Draft and Final Reports - Existing Conditions and Analysis of Operational Functions
- Task 4: Draft and Final Reports - Financial Analysis
- Task 5: Draft and Final Reports - Peer System Analysis
- Task 6: Draft and Final Reports - Recommendations and Analysis for Improved System Efficiency

ii. Documents and presentation slides should be provided as
PDF and MS Office 2010 files. The consultant should also submit the final versions of all GIS files, graphics, and photos used to produce the deliverables.
### F. Task Breakdown

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<tr>
<th>Task</th>
<th>Description</th>
<th>% of Total Study Effort</th>
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<tbody>
<tr>
<td>1</td>
<td>Study Management</td>
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<tr>
<td>2</td>
<td>Stakeholder Involvement</td>
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<td>3</td>
<td>Existing Conditions and Analysis of Access’ Operational Functions</td>
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OCTOBER 14, 2014

TO: ACCESS COMMUNITY ADVISORY COMMITTEE

FROM: ANDRE COLAIACE, DED, PLANNING/GOVT. AFFAIRS

RE: METRO LOGO INTEGRATION

ISSUE:

The FY 14/15 Memorandum of Understanding (MOU) between Access Services and Metro called on Access to “place a notice in its vehicle design and marketing materials for the purpose of communicating that the Grantee receives financial support through Los Angeles County sales taxes approved by voters.”

Metro has forwarded Access a proposal (attached) to integrate the Metro logo into Access’ marketing materials and vehicles. This proposal is subject to approval by the Access Services Board of Directors.

RECOMMENDATION:

Review and provide feedback on the proposal.

BACKGROUND:

For the reference of CAC, the full text of the relevant section in the MOU is excerpted here:

In conjunction with LACMTA’s Communications - Marketing Department, Grantee shall place a notice in its vehicle design and marketing materials for the purposes of communicating that the Grantee receives financial support through Los Angeles County
sales taxes approved by voters. The vehicle design shall display LACMTA's "Metro" logo on all Grantee-owned vehicles and service vehicles owned/operated by the Grantee's contractors. LACMT A shall approve final logo size and location. The final vehicle design is subject to approval by the Access Services Board of Directors.