

ACCESS SERVICES
LOS ANGELES COUNTY
EQUAL EMPLOYMENT OPPORTUNITY PLAN

OCTOBER 2016 – SEPTEMBER 2019

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INTRODUCTION

This document was prepared pursuant to Proposed FTA Circular 4704.01A Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients and reflects the policies of Access Services.

Access Services is a state mandated local public agency created by Los Angeles County's public transit agencies to administer and manage the delivery of complementary Americans with Disabilities Act (ADA) paratransit service and to coordinate human service transportation agencies as the Consolidated Transportation Services Agency (CTSA). Currently there are forty-five (45) public transit operators serving Los Angeles County that are the member agencies and formal stakeholders of Access Services. The members are listed under **Appendix A**. Access Services is a public agency within the meanings of the California Fair Political Practices Act and the California Open Meetings and Records Act (Brown Act).

Access Services is governed by a nine-member Board of Directors appointed by:

- The County of Los Angeles Board of Supervisors
- City Selection Committee's Corridor Transportation Representatives
- Mayor of the City of Los Angeles
- Governing boards of the municipal fixed-route operators
- Governing boards of the local fixed-route operators
- Los Angeles County Commission on Disabilities
- Los Angeles County Independent Living Centers
- Los Angeles Metro staff
- Local fixed-route operators and municipal fixed-route operators (rotating appointment)

The Board has created two advisory committees, the Community Advisory Committee (CAC) and Transportation Professionals Advisory Committee (TPAC). Both CAC and TPAC have 15 voting members. The Chairs of CAC and TPAC serve as ex-officio members of the Board of Directors.

Access Services executive management team is comprised of the Executive Director, four Deputy Executive Directors and the directors or managers of the following departments: Business Analytics/IT, Customer Relations, Eligibility, Finance Planning & Analysis, Fleet Design, Operations, Planning & Coordination, Procurement & Contract Administration and Training & Development. Access employed seventy-nine (79) individuals during the identified quarter.¹ An organization chart presenting the variety of positions and departments operated by Access Services is included in **Appendix B**.

¹ Employment data used in the Utilization Analysis of this report draws from employment data from July to September 2016 quarter. During that period Access employed seventy-nine (79) employees.

Paratransit dispatch and transportation operations are operated by several contractors (service providers) and eligibility determination services are provided by one contractor. Access Services staff manage the paratransit and eligibility contracts.

**APPROVAL OF
ACCESS SERVICES'
EQUAL EMPLOYMENT OPPORTUNITY PLAN**

For further information regarding this plan, please contact Access Services' Deputy Executive Director of Finance and Equal Employment Officer at the following address:

Hector Rodriguez
Equal Employment Officer
Access Services
P.O. Box 5728
El Monte, CA 91734

Approval of this plan below is by Access Services' Interim Executive Director



Signed _____ Date September 30, 2016
Andre Colaiace, Interim Executive Director

ACCESS SERVICES EQUAL EMPLOYMENT OPPORTUNITY PLAN

1. Policy Statement

Access Services is firmly committed to continuing to administer its personnel policies and conduct its employment practices, including, but not limited to recruitment, recruitment advertising, hiring, promotion, selection for training, transfer, demotion, layoff, termination, rates of pay or other forms of compensation, use of facilities and treatment of employees in a manner which treats each employee and applicant for employment on the basis of merit, experience and other work-related criteria and without regard to race, color, religion, national origin, sex (including gender identity), age, disability, genetic information, veteran status, sexual preference other protected class.

Access enforces its written goals and timetables to eliminate barriers of habit, attitude and training, which undermine the recognition of individual merit, and enforce affirmative action programs where necessary to address the effects of past discrimination, if any. Access' EEO Plan is available for inspection by any employee or applicant for employment upon request.

Access Services' Deputy Executive Director of Finance and EEO Officer, Hector Rodriguez, has been given responsibility to develop and monitor equal employment opportunity programs for Access Services. All management personnel at every level share in the responsibility for promoting a work environment which is free of discrimination.

If any employee or applicant feels that he/she has been discriminated against, he/she has the right to file a complaint alleging discrimination. The employee or applicant can submit a written or verbal complaint to the EEO Officer, Mr. Rodriguez. The EEO Officer, once notified of the complaint, will conduct an investigation concerning the alleged discrimination. Retaliation against an individual who files a charge or complaint of discrimination or participates in an employment discrimination proceeding or similar protected activity is strictly prohibited.

Access is committed to provide reasonable accommodations to applicants and employees who need them because of disability or to practice or observe their religion, absent undue hardship.

The performance of Directors, Managers, and Supervisors is evaluated on the success of the EEO program in a similar fashion as their performance on other agency goals. Access Services supports the achievement of equal employment

opportunity goals which benefits the agency through and recognizes the benefits of full utilization and development of previously underutilized human resources.

Access Services has been successful in providing fair recruitment policies, favorable working conditions, promotions and salary increases without discrimination. Access welcomes any comments or suggestions that would further improve the effectiveness of Access Services' EEO program to achieve these goals. It is by continuing Access' commitment to the successful achievement of EEO goals that Access can receive the benefits of a diverse and pleasant workplace.

2. Dissemination

Internal Dissemination

Access Services' commitment to promoting equal employment opportunities for all applicants and employees is presented prominently in the agency's *Employee Handbook* (Page 3.1) as the first Employee Policy. The Handbook is provided to each employee of Access at the beginning of their employment with the agency. Below is the statement of Access Services' policy and commitment to providing equal employment opportunities to all of its employees and applicants for employment from the *Access Services Employee Handbook* (Revised 4/2016):

It is Access' policy to provide equal employment opportunities for all applicants and employees. Access does not unlawfully discriminate on the basis of race, color, religion, gender, family care status, marital status, Vietnam Veteran status, national origin, ancestry, citizenship, age, physical disability, mental disability, medical condition (including pregnancy, childbirth, or related medical conditions), sexual orientation or any other characteristic protected by state or federal law.

Access also makes reasonable accommodations for applicants and employees with disabilities, and prohibits the unlawful harassment of any individual as defined by state or federal law.

All employment decisions, including, but not limited to, recruitment, offers of employment, promotion, compensation, benefits, layoff, discipline, training, transfer, demotion, termination or any other terms, conditions, or privileges, are made without regard to any protected characteristic.

For more specific information about behaviors constituting unlawful discrimination and/or harassment, please refer to Access' Policy Against Unlawful Harassment.

Following the discussion of Access' commitment to EEO policies, the Employee Handbook also describes Access' regular updates and reviews of its Affirmative Action Plan.

As required by federal law, Access annually prepares an Affirmative Action Plan (AAP), which measures the success of equal employment practices in all areas of employment decisions including, but not limited to, recruitment, offers of employment, promotion, compensation, benefits, layoff, discipline, training, transfer, demotion, termination or any other terms, conditions, or privileges of employment, and social and recreational programs. Each AAP Plan year runs concurrent with the calendar year.

Access abides by and is compliant with Title VI of the Civil Rights Act of 1964. For more information regarding the Affirmative Action Plan or Title VI, please consult the Human Resources Manager.

All Access Services managers and supervisors are aware of Access Services' commitment to EEO policy goals. Access' Interim Executive Director has approved Access' EEO Policy Statement posted in employee break areas.

Management staff meetings take place monthly and management discusses the EEO Plan policy goals and its implementation at least on a quarterly basis.

Access will also conduct all staff meetings to conduct EEO trainings and to seek input on Access' program.

External Dissemination

Access Services provides in all notices of job opportunities, that Access Services is an Equal Opportunity Employer and does not discriminate in its hiring practices.

Access Services' recruitment methods are focused upon drawing candidates from the largest available source of candidates possible. Job listings outside of the agency are posted with a variety of sources. Access currently advertises notices of job opportunities in a variety of large-audience, race-neutral and (when appropriate) industry-specific internet locations. Locations used for job postings include the Access Services website, the Access Services list-serve group, recruitment websites such as LinkedIn.com, Monster.com, CareerBuilder.com, ZipRecruiter and CraigslistLA.com; industry-specific websites such as TransitTalent.com, Passenger Transport, COMTO and WTS as well as advertising open positions with the California State Employment Development Department (EDD).

Included in every job announcement, is the statement of the policy that Access Services is an EEO employer. (See Appendix C)

3. Designation of Personnel Responsibilities

As part of Access Services' efforts to ensure equal employment opportunities to all individuals, Access Services has designated specific responsibilities to various staff. To that end, the Interim Executive Director, the EEO Officer, Deputy Executive Directors, the Deputy Executive Director of Human Resources and those employed as supervisors and managers have undertaken the responsibilities described below.

Interim Executive Director

The primary responsibility and accountability for implementing the Equal Employment Opportunity program rests with the Interim Executive Director, Andre Colaiace. This person is responsible, through the EEO Officer, Deputy Executive Directors and Deputy Executive Director of Human Resources for adherence to Access Services' policy of equal employment opportunity and affirmative action.

EEO Officer and Deputy Executive Director of Finance

Access' Deputy Executive Director of Finance, Hector Rodriguez, is responsible for overall supervision of the Equal Employment Opportunity Program. Mr. Rodriguez, as EEO Officer, ensures that the Interim Executive Director, Deputy Executive Directors and department managers and supervisors adhere to all relevant policies and procedures as part of Access Services' Equal Employment Opportunity Plan. Successful implementation of this program is a basis for evaluating the EEO Officer's effective work performance. Mr. Rodriguez was designated as the EEO Officer as he meets the requirements for such a position set forth in FTA Circular 4704.1A:

1. Sensitivity to and awareness of the ways in which discrimination occurs;
2. Commitment to the EEO Program goals and objectives;
3. Knowledge of civil rights laws, policies, rules, regulations and guidelines; and
4. Sufficient authority and ability to work and communicate with other department heads to achieve EEO goals and objectives.

The EEO Officer's responsibilities include, but are not limited to, the following:

1. Developing the EEO Policy statement and EEO Plan;
2. Assisting management in collecting and analyzing employment data, identifying problem areas setting goals and timetables and developing programs to achieve such goals;

3. Designing, implementing and monitoring internal audits and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed;
4. Reviewing the agency's nondiscrimination plan with all managers and supervisors to ensure that the policy is understood and followed in all personnel activities;
5. Periodically review employment practices and policies such as those associated with hiring, promotion and training as well as complaint policies in cooperation with the human resources division
6. Reporting at least quarterly to the Interim Executive Director on each department's progress in relation to the agency's goals and on contractor and vendor compliance
7. Serving as a liaison between Access and Federal, state, and local governments, regulatory agencies, minority, women, disability organizations and other community groups
8. Maintaining awareness of current EEO laws and regulations and ensuring the laws and regulations affecting nondiscrimination are disseminated to responsible officials
9. Lead investigations of complaints of discrimination
10. Provide EEO trainings for employees and managers
11. Advise employees and applicants of available training programs and professional development opportunities and the entrance requirements
12. Audit postings of the EEO Policy statement to ensure compliance information is posted and up-to-date

Deputy Executive Directors and Deputy Executive Director of Human Resources

The Deputy Executive Directors and Deputy Executive Director of Human Resources share responsibility for ensuring the directives of the Interim Executive Director and EEO Officer are implemented. The duties of the management staff include, but are not limited to the following:

1. Participating actively in periodic audits of all aspects of employment to identify and to remove barriers obstruction the achievement of specified goals and objectives;
2. Holding regular discussions with other managers, supervisors and employees to ensure agency policies and procedures are being followed;
3. Work with the EEO Officer to maintain and update the personnel database for generating reports required for the nondiscrimination program;
4. Cooperate with the EEO Officer in review of information and investigation of complaints;
5. Encourage employee participation to support the advancement of the EEO Plan (ex. Professional development, career growth opportunities, posting promotional opportunities, shadowing, mentoring);

4. Utilization Analysis

As part of Access' Equal Employment Opportunity Plan, Access has conducted the following Utilization Analysis of minorities and women employed by Access Services by job categories. Included in this analysis is an Availability Analysis which compares Access' employee population compared to populations County-wide or nation-wide.

Table 1 provides a summary of Access' current (September 2016) employment numbers. **Appendix D** contains the source EEO and Affirmative Action reports compiled for Access.

The purpose of this utilization analysis is to identify those job categories where there is an underutilization and/or concentration of minorities and women in relation to their availability in the relevant labor market. This also establishes a framework for goals and timetables and other affirmative actions to correct employment practices (if any) that contributed to any identified absence, underutilization or concentration of minority and/or women employees.

The "Work Force Analysis" for Access Services is contained in **Table 1**. For each job category, the analysis includes the rates of pay for each job category, as well as a breakdown of the total number of employees by gender and by ethnic group. Descriptions for all job positions employed by Access Services are available from the Deputy Executive Director of Human Resources.

What **Table 1** presents is that Access Services does have a diverse work force which reflects the larger Los Angeles County community from which its employment base is drawn. In each of the job category cases, there are areas where there could be efforts made to increase the representation of women and/or minority employees in certain job categories.

In areas where there could be a greater representation of minority or women employees, changes that would eliminate any underutilization are very small numbers, between zero additional employees to as many as four (4) employees, depending upon the job category.

In the sections ahead, there is discussion associated with Access' goals and timetables going forward.

Access Services is committed to identifying any underutilization and, if any is found measures to correct the issue will be implemented. The goals that will be

**TABLE 1
CURRENT ACCESS SERVICES EMPLOYMENT STATISTICS
(SEPTEMBER 2016)**

Job Categories	Salary	Current Employee Numbers as of September 2016															Current Percentage		Availability Factor		Percent of Underutilization			
		All Employees			Minority Employees												Minority	Female	Minority	Female	Percent Minority	Number Minority	Percent Female	Number Female
		Total	Male	Female	Male						Female													
					White	Black	Hispanic	Asian / Pacific Islander	American Indian	Recognized Dual Race	White	Black	Hispanic	Asian / Pacific Islander	American Indian	Recognized Dual Race								
Executive & Senior Officials & Managers*	\$130,000 - \$258,000	6	5	1	3	0	1	1	0	0	0	1	0	0	0	0	50.0%	16.7%	26.9%	50.8%	-23.1%	-1	34.1%	2
First & Mid-Officials/Managers**	\$82,000 - \$130,000	9	6	3	2	0	0	3	0	1	0	1	0	1	0	0	77.8%	33.3%	48.0%	51.3%	-29.8%	-3	18.0%	2
Professionals**	\$46,000 - \$98,000	11	9	2	2	1	3	3	0	0	0	0	0	2	0	0	81.8%	18.2%	48.0%	51.3%	-33.8%	-4	33.1%	4
Technicians**	\$27,000 - \$52,000	4	3	1	0	0	2	1	0	0	1	0	0	0	0	0	75.0%	25.0%	48.0%	51.3%	-27.0%	-1	26.3%	1
Administrative Support & Service Workers**	\$23,000 - \$46,000	49	22	27	2	9	9	0	1	1	2	10	12	1	2	0	91.8%	55.1%	48.0%	51.3%	-43.8%	-21	-3.8%	-2
TOTAL		79	45	34	9	10	15	8	1	2	12	12	4	3	0	84.8%	43.0%	48.0%	51.3%	-36.8%	-29	8.3%	7	

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

Notes:

* - Executive Availability Factor calculated against National census numbers.

** - Managers, Professionals, Office & Clerical Job Categories Availability Factor calculated against Los Angeles County Census population numbers.

established will be meaningful, measurable and realistic. They will be attainable and flexible targets, not quotas, which are prohibited by law. Goals may be revised to accommodate changes that impact Access Services' workforce.

5. Goals and Timetables

Access has developed goals and timetables as a management tool to assist in the optimum utilization of human resources. These timetables are presented to maximize the utilization of employment resources within Access. There were no significant observed areas of underutilization which indicated preexisting unfair employment practices. However, it is a goal of Access to encourage all of its employees to seek promotion and professional improvement and to stay with the agency.

Tables 2 and **3** present Access' future timetables and goals with respect to efforts to encourage representation among minority and female employees to reflect their representation in the region or nation.

Access' primary goal will be to hire and promote the best and most qualified person for a job opening.

As part of preparing Access' Equal Employment Opportunity Plan, a factor that is to be recognized during hiring processes is those areas where there is underrepresentation of minority and/or female employees.

Access, historically, has had a work-place which, fortunately, does not see a great amount of employee turn-over. Though there will be position openings in the years ahead.

Table 2 shows short-term goals for Access' efforts to hire employees and address areas of underrepresentation in the period from October 2016 and September 2017.

Table 3 shows Access' long-term goals over the next four years (to 2020) and what Access can do to reduce some minor underrepresentation in certain employment category areas.

FTA Circular 4704.1A indicates that short-term goals should be set in "numerical" terms, as is shown in **Table 2**. Circular 4704.1A also states that long-term goals may be presented in percentage form or in numerical terms. Due to an anticipated low number of new hires joining Access, **Table 3** presents the long term goals in numeric terms similar to **Table 2** and not in percentage terms.

The goals and timetables put forth are not rigid and inflexible, but are targets that should be reasonably attainable.

Assessment of 2013-2016 Goals and Timetables

In reviewing Access Services' previous EEO Plan from 2013 to 2016, Access has demonstrated its long-standing commitment to supporting the employment of minority and female employees. In the 2013-2016 EEO Plan, Access did not record an underrepresentation of minority employees and that remains the same in this 2016-2019 EEO Plan.

With respect to female employees, Access did record some underrepresentation of women at Executive, Manager and Professional levels in the 2013-2016 EEO Plan. A factor that is a reason for this underrepresentation appearing in this 2016-2019 EEO Plan, is that turn-over at these levels of Access Services, has historically been very low and employees at Professional or higher levels of employment tend to have long employment tenures with Access.

That said, as openings have become available at the Professionals level, Access has found minority and female candidates who have been the best qualified for open positions and Access has hired those candidates. Also, recent separations of employees at the Executive level at Access have opened future opportunities to recruit minority and female candidates at Access in levels of employment which have traditionally had very low turn-over.

6. Assessment of Employment Practices to Identify Causes of Underutilization: Affirmative Action to Remedy Problem areas

1. Recruitment and Employment Selection Procedures

Access Services' recruitment methods are focused upon drawing candidates from the largest available source of candidates possible. Job listings outside of the agency are posted with a variety of sources. Access currently advertises notices of job opportunities in a variety of large-audience, race-neutral and (when appropriate) industry-specific internet locations. Locations used for job postings include the Access Services website, the Access Services list-serve group, recruitment websites such as LinkedIn.com, Monster.com, CareerBuilder.com, ZipRecruiter and CraigslistLA.com; industry-specific websites such as TransitTalent.com, Passenger Transport, COMTO and WTS as well as advertising open positions with the California State Employment Development Department (EDD).

Included in every job announcement, is the statement of the policy that Access Services is an EEO employer. (See sample employment announcement in **Appendix C**)

2. Seniority Practices and Provisions

Access Services encourages those within the agency to seek promotion and to that end, Access Services has introduced measures to promote leadership skills amongst its employees so that they may achieve higher goals within the organization. Open positions are posted for all Access employees to see and to apply for. Any interested candidate who applies for a position is interviewed and provided the same opportunity to prove their capabilities of being the best qualified candidate for the open position.

All of Access Services' promotion practices are done following the principal rules spelled out in the agency's *Employee Handbook*, stating that Access Services will not unlawfully discriminate on the basis of race, color, religion, gender, family care status, marital status, Vietnam Veteran status, national origin, ancestry, citizenship, age, physical disability, mental disability, medical condition (including pregnancy, childbirth, or related medical conditions), sexual orientation or any other characteristic protected by state or federal law.

3. Procedures and Practices Regarding Compensation and Benefits

"FTA requires agencies to provide a description of wages and salary levels, and other forms of compensation and benefits policies and procedures." (FTA C 4704.1A p. 2-9). This analysis evaluates the impact of the agency's compensation and benefits practices on any protected class. Access' Employee Handbook does contain sections that discuss Compensation Policies and Employee Health and Related Benefits. These sections describe the benefits available to all employees of Access Services and the practices they need to adhere to in order to ensure they receive their full compensation for work performed.

Access Services also follows a Board-approved Annual Compensation Range and Pay Grade Level that is sent to CalPERS. This document is updated annually. A copy of this report to CalPERS is contained in **Appendix E**

4. Disciplinary Procedures: Discharge; and Termination

Contained in the *Access Services Employee Handbook* (rev 4/2016), are details describing the agency's policies associated with employee discipline, termination and the rules of conduct expected from all employees in the workplace setting. All practices which involve employee discipline and/or termination are covered by the agency's rules of Equal Employment Opportunity and Affirmative Action plan for the agency. No disciplinary or termination decision is made on the basis of race, color, religion, gender, family care status, marital status, Vietnam Veteran status, national origin, ancestry,

citizenship, age, physical, disability, mental disability, medical condition, sexual orientation or other characteristic protected by state or federal law. Please see the *Access Services Employee Handbook* (rev. 4/2016), for further discussion of Termination, Discipline and Rules of Conduct, please see the Handbook section of the same name.

Access' current employment community indicates only minimal difference from regional or national percent representation of minority and female candidates available in the target job market.

That combined with Access' printed and enforced policies prohibiting discrimination and encouraging employee promotion from within, presents a narrative of an agency actively encouraging greater participation from its workforce and seeking out the most skilled and talented employee from throughout the region, irrespective of gender, ethnic background or any other protected category.

Nevertheless, Access will continue to monitor its employment practices and its efforts to achieve its goals to have greater representation throughout its workplace at all levels of employment in the agency.

5. Accessibility of Employment Opportunities to Minorities and Women

Access Services is an Equal Opportunity employer. Job announcements for available positions are distributed to a number of job posting outlets that are accessible to large communities. As mentioned above, Access Services provides job listing information for such agencies as the California Employment Development Department, job posting websites and newsletters and the Access Services website.

6. Analysis of Recent Employment Changes

Table 4 presents employment changes undergone over the past quarter (July 2016 to September 2016) to show the number of applicants for new employment or promotion or transfer who are from either minority or female. Additionally, individuals who during the same annual period who were subject to involuntary termination are also presented in an effort to determine whether an unacceptable pattern of new hires, promotions or terminations exists at Access Services.

As **Table 4** demonstrates, over 50% of the candidate applications received for employment were from minority applicants. In the category of individuals whose employment was terminated between July 2016 and September 2016,

Table 4
Selection, Promotion and Termination Statistics
(July 2016 to September 2016)

Job Category	All Employees			Applicants for Employment		
	Total	Minority	Female	Total	Minority	Female
Executive & Senior Officials & Managers	6	3	1	0	0	0
First & Mid-Officials/ Managers	9	7	3	0	0	0
Professionals	11	9	2	0	0	0
Technicians	4	3	1	9	5	0
Administrative Support & Service Workers	49	45	27	0	0	0
Total Employees	79	67	34	9	5	0

Job Category	All Employees			Applicants Hired		
	Total	Minority	Female	Total	Minority	Female
Executive & Senior Officials & Managers	6	3	1	0	0	0
First & Mid-Officials/ Managers	9	7	3	0	0	0
Professionals	11	9	2	0	0	0
Technicians	4	3	1	1	1	0
Administrative Support & Service Workers	49	45	27	0	0	0
Total Employees	79	67	34	1	1	0

Job Category	All Employees			Applicants for Promotion*		
	Total	Minority	Female	Total	Minority	Female
Executive & Senior Officials & Managers	6	3	1	1	1	0
First & Mid-Officials/ Managers	9	7	3	2	1	0
Professionals	11	9	2	2	2	0
Technicians	4	3	1	0	0	0
Administrative Support & Service Workers	49	45	27	1	1	1
Total Employees	79	67	34	6	5	1

Job Category	All Employees			Employees Separated		
	Total	Minority	Female	Total	Minority	Female
Executive & Senior Officials & Managers	6	3	1	2	0	2
First & Mid-Officials/ Managers	9	7	3	0	0	0
Professionals	11	9	2	0	0	0
Technicians	4	3	1	1	0	1
Administrative Support & Service Workers	49	45	27	14	14	10
Total Employees	79	67	34	17	14	13

* 'Promotion' includes Transferred to another division which may or may not serve as a promc

the majority of those were minority and/or women. Four (4) of the 14 separations were voluntary and the remaining 10 were due to the business decision to outsource our Customer Service Call Center and/or organizational leadership changes. In reviewing these fourteen (14) separations with the Deputy Executive Director, Human Resources, there is no demonstrative racial or gender based bias supporting such choices and in each case of separation, documentation exists as to Access Services' reasons for releasing such employees of their service to Access Services. In reviewing the results on **Table 4**, the pattern of new hire applicants, promotions and terminations is not a reflection of the race or gender of the individual. However, it is apparent that Access does succeed in having minority and women applicants apply for and receive promotions during their employment with Access.

7. Monitoring and Reporting System

An important part of Access' successful EEO Program is the ongoing monitoring and reporting system. Access Services has established an effective and workable internal monitoring and reporting system to ensure that EEO and Affirmative Action goals are met within the agency.

Access Services' monitoring and reporting system serves a number of purposes: (1) Assessing Access' and its providers' EEO accomplishments; (2) Allowing Access to evaluate its EEO program and that of its providers between over the course of a year to monitor how effectively established goals are being met; (3) Identify those areas where goals have not been met; and (4) Providing a valid basis to develop/adjust future projections.

Annually, Access Human Resources staff and Provider staff will be asked to complete a table (a copy of which is contained in **Appendix F**) showing their employment changes over the past year. This will provide an opportunity to quickly identify if Access or its providers are meeting their established EEO goals or if there need to be an adjustment of their EEO program plans.

In addition to these updates, the EEO Officer and Human Resources Manager are responsible to provide annual updates to Access' Affirmative Action Plan in accordance with Access Services' policy. Also, as discussed in Section 3 of this EEO Plan, the EEO Officer will be responsible for conducting periodic audits of employment practices in order to ensure compliance with EEO target goals.

Finally, annual physical audits will take place at provider locations to ensure that at those work environments, proper EEO policy postings are in place and all other employment site requirements are being met.

All management staff members are responsible for enforcement of the goals of the EEO Plan. Management staff of Access Services meets monthly. During these meetings any issues involving EEO and Affirmative Action are discussed and responded to in order to ensure Access Services is not operating contrary to its EEO and Affirmative Action guidance. At a minimum, these matters are discussed on a semi-annual basis.

Monitoring of Providers

Access Services has required each of its sub-contracting providers to prepare and share EEO Plans for each of their employment centers. The provider EEO plans are designed to be effective for the same period as Access Services' EEO Plan (December October 2016 to September 2019).

Access maintains copies of all provider EEO plans and performs reviews to ensure that those EEO plans comply with FTA guidelines established in Circular 4704.1A.

APPENDIX A
ACCESS SERVICES
MEMBER AGENCY LIST

**Access Services Member Agencies
FY 2016-2017**

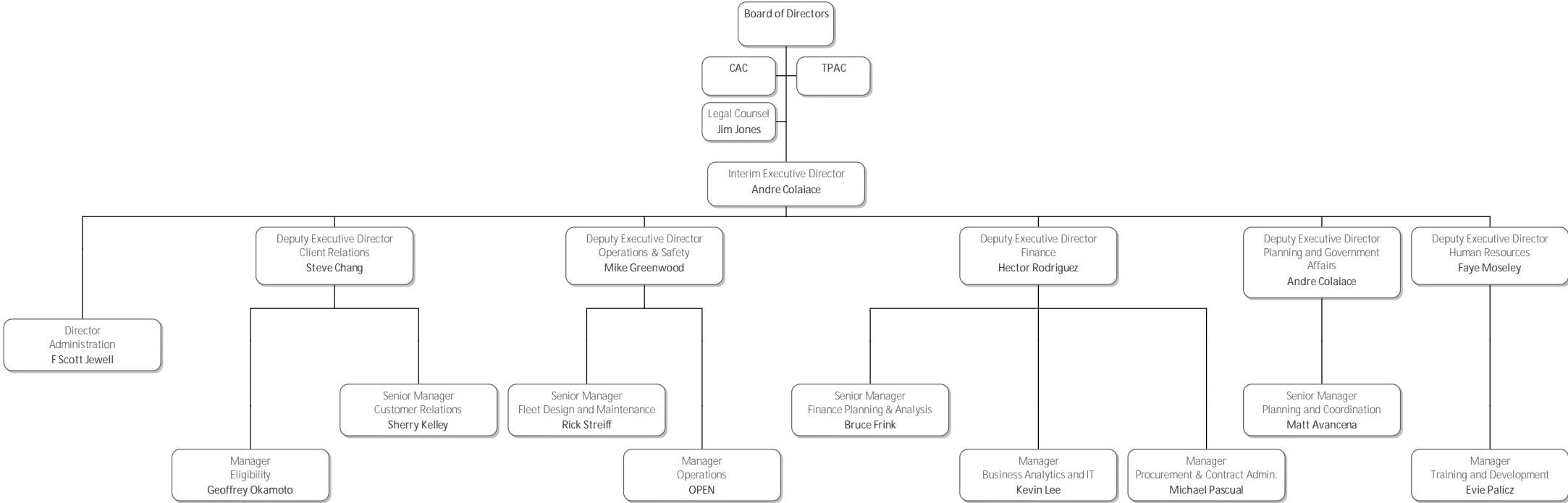
- | | | | |
|-----|------------------------------|-----|---|
| 1. | City of Alhambra | 27. | City of West Covina |
| 2. | City of Baldwin Park | 28. | City of West Hollywood |
| 3. | City of Bell | 29. | City of Westlake Village |
| 4. | City of Bell Gardens | 30. | <u>Antelope Valley Transit Authority</u> |
| 5. | City of Bellflower | 31. | <u>Beach Cities Transit</u> |
| 6. | City of Burbank | 32. | <u>Culver CityBus</u> |
| 7. | City of Calabasas | 33. | <u>Foothill Transit</u> |
| 8. | City of Carson | 34. | <u>Gardena Municipal Bus Lines</u> |
| 9. | City of Cerritos | 35. | <u>Long Beach Transit</u> |
| 10. | <u>City of Commerce</u> | 36. | <u>Los Angeles City Department of
Transportation</u> |
| 11. | City of Compton | 37. | Los Angeles County Department of
Public Works |
| 12. | City of Cudahy | 38. | <u>Los Angeles County Metropolitan
Transportation Authority (METRO)</u> |
| 13. | City of Downey | 39. | <u>Montebello Bus Lines</u> |
| 14. | City of Duarte | 40. | <u>Norwalk Transit</u> |
| 15. | City of El Monte | 41. | Palos Verdes Peninsula Transit
Authority |
| 16. | City of Glendale | 42. | <u>Santa Clarita Transit</u> |
| 17. | City of Huntington Park | 43. | <u>Santa Monica's Big Blue Bus</u> |
| 18. | City of Inglewood | 44. | <u>Torrance Transit</u> |
| 19. | City of La Cañada Flintridge | 45. | Arcadia Transit |
| 20. | City of Lawndale | | |
| 21. | City of Lynwood | | |
| 22. | City of Monterey Park | | |
| 23. | City of Paramount | | |
| 24. | City of Pasadena | | |
| 25. | City of Rosemead | | |
| 26. | City of Sierra Madre | | |

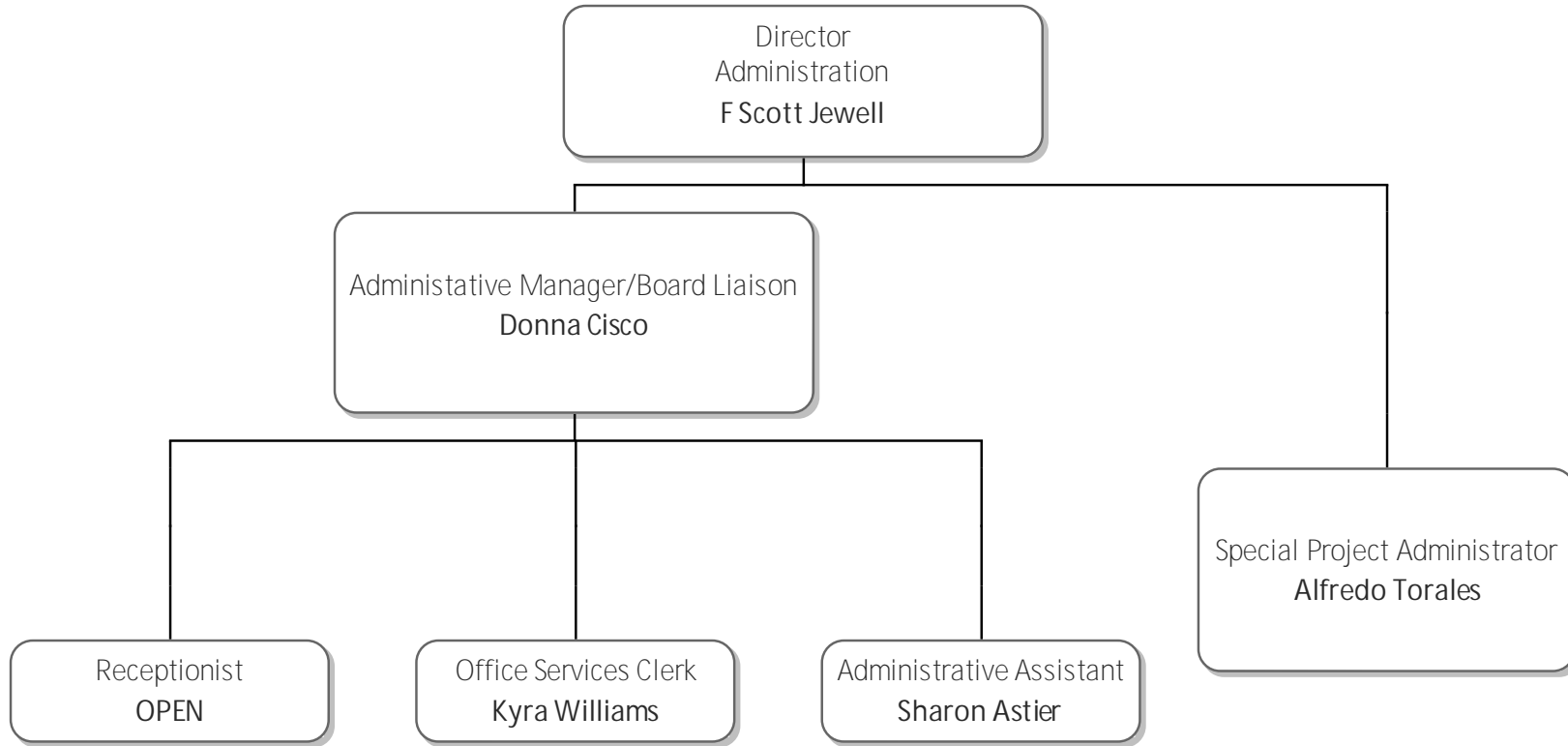
Underlined denotes FTA grantee

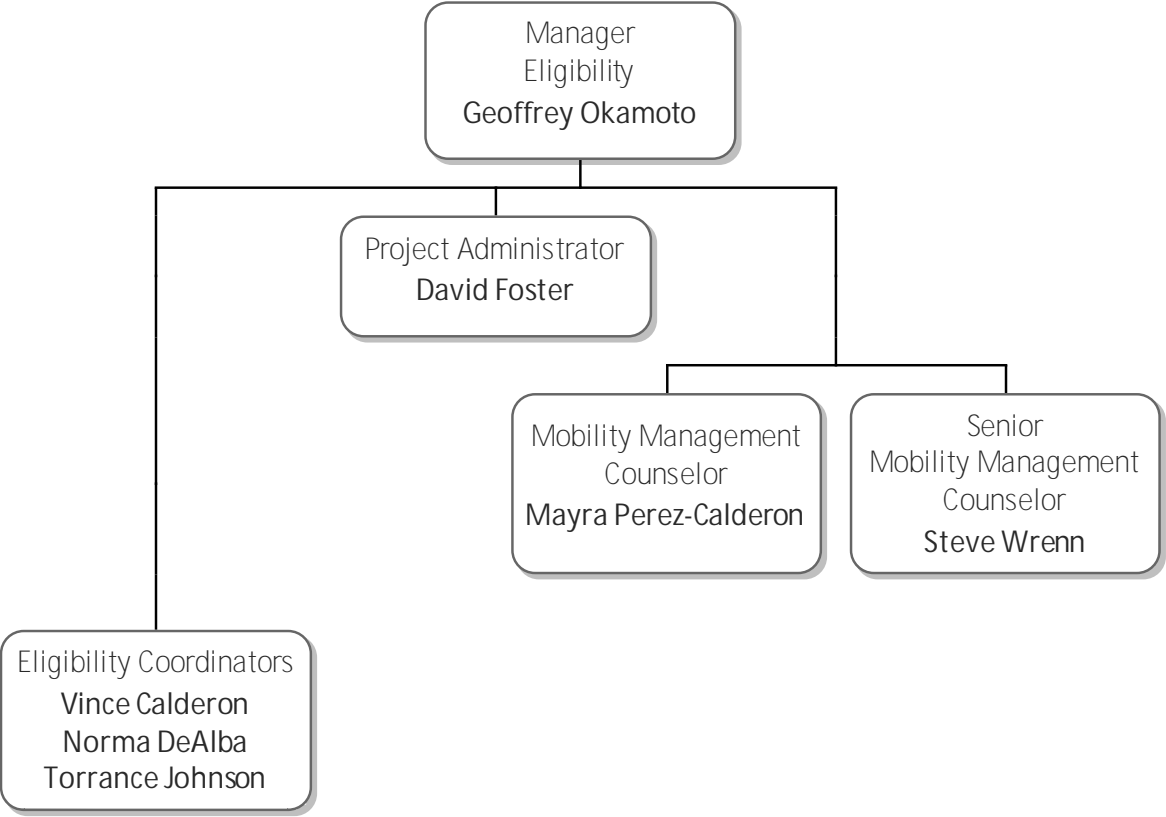
Rev. 9/2016

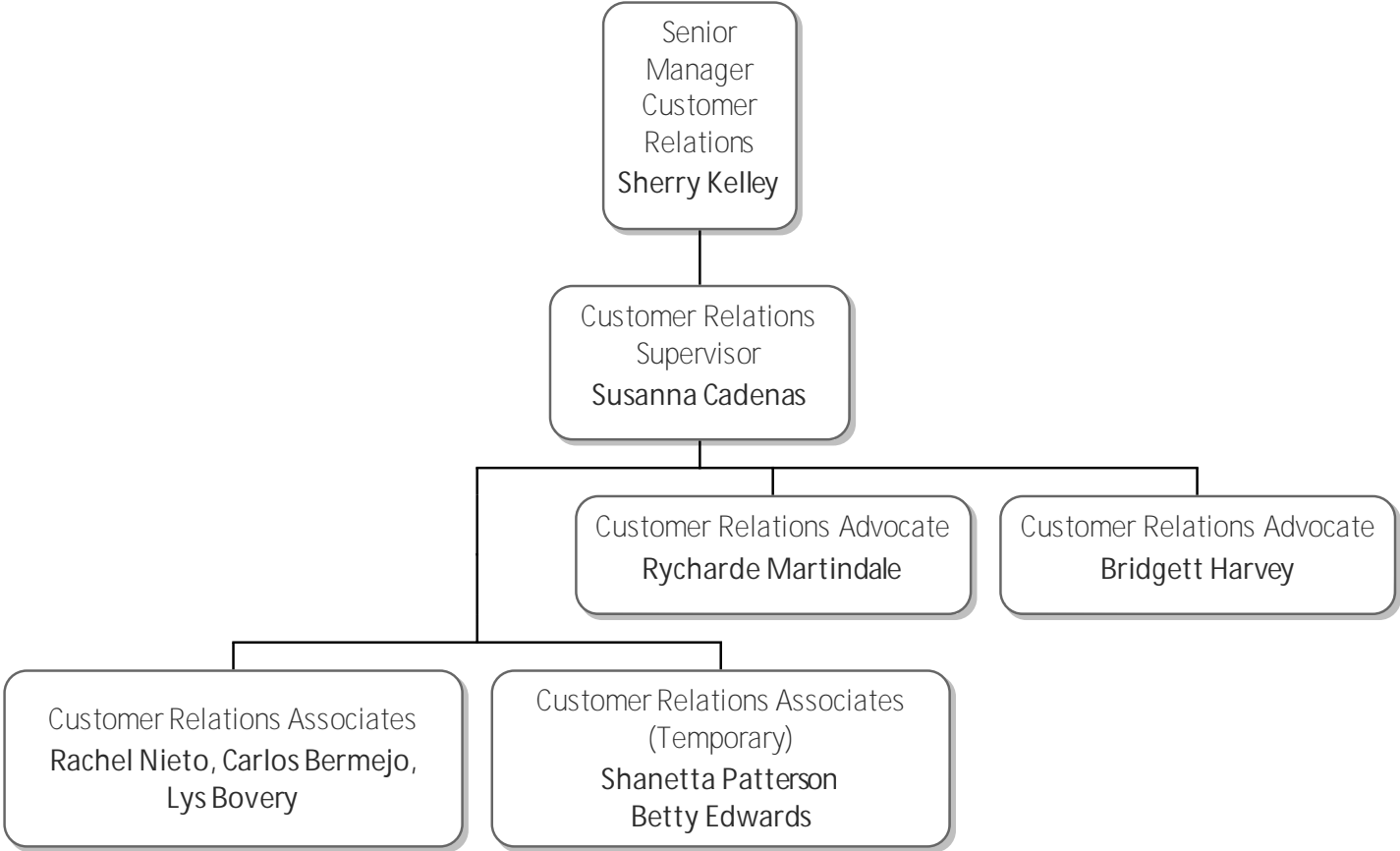
APPENDIX B
ACCESS SERVICES
ORGANIZATION CHARTS

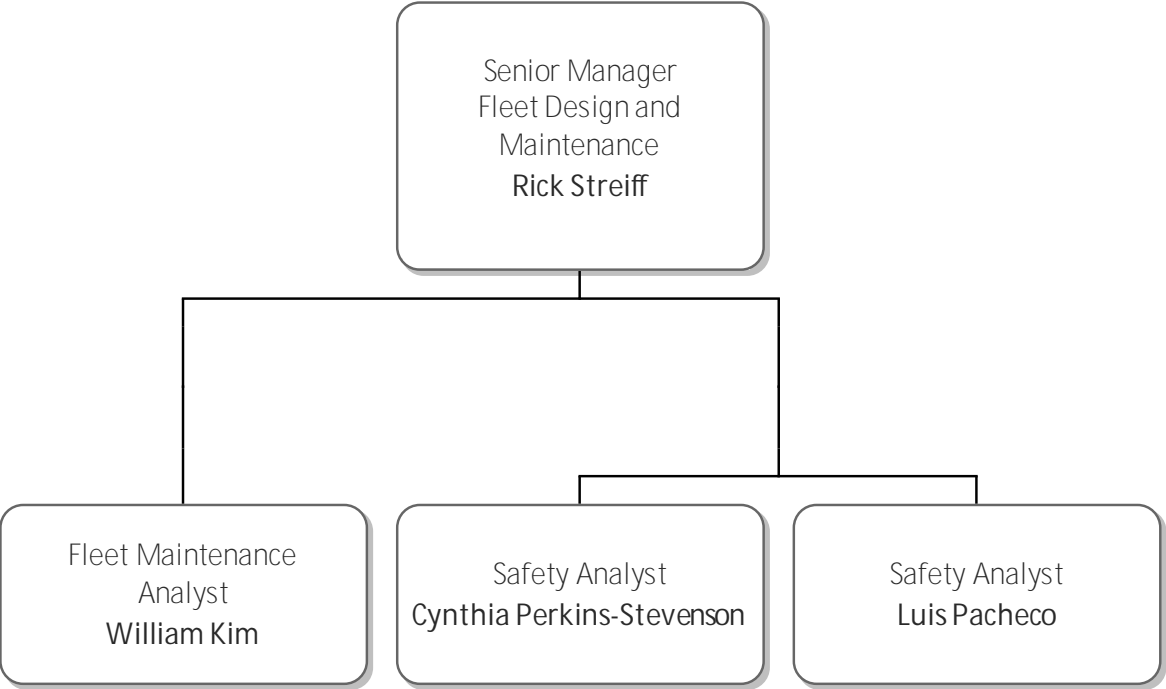
access

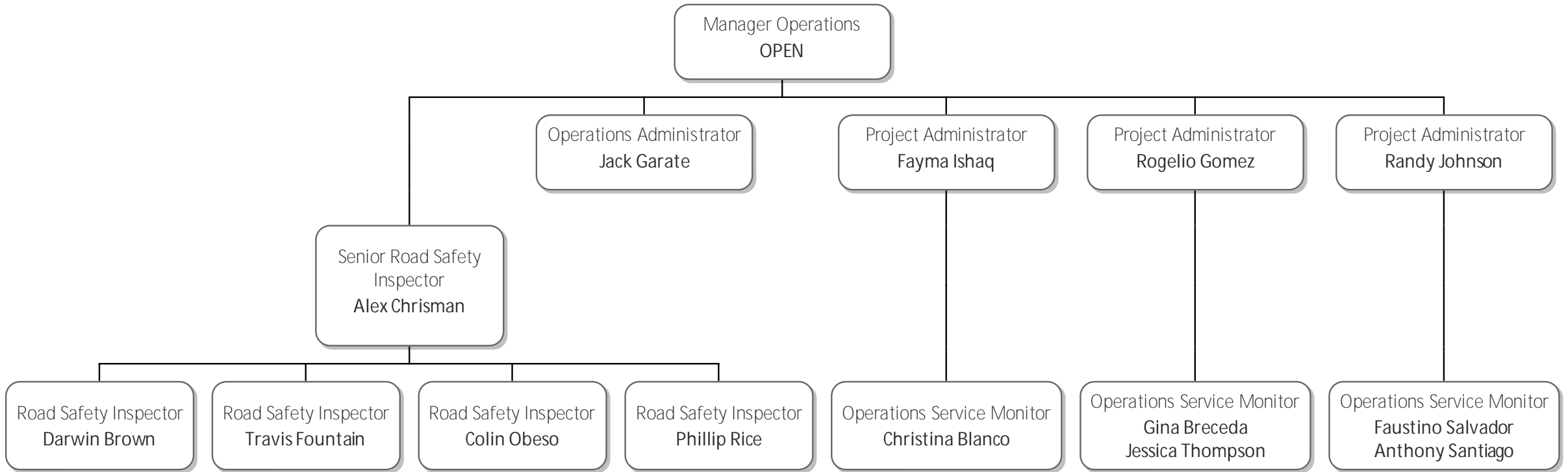












Senior Manager
Finance Planning & Analysis
Bruce Frink

Accounting Supervisor
Rene Arrieta

Senior Accountant
Deon Siu

Accountant
Elizabeth Mayor

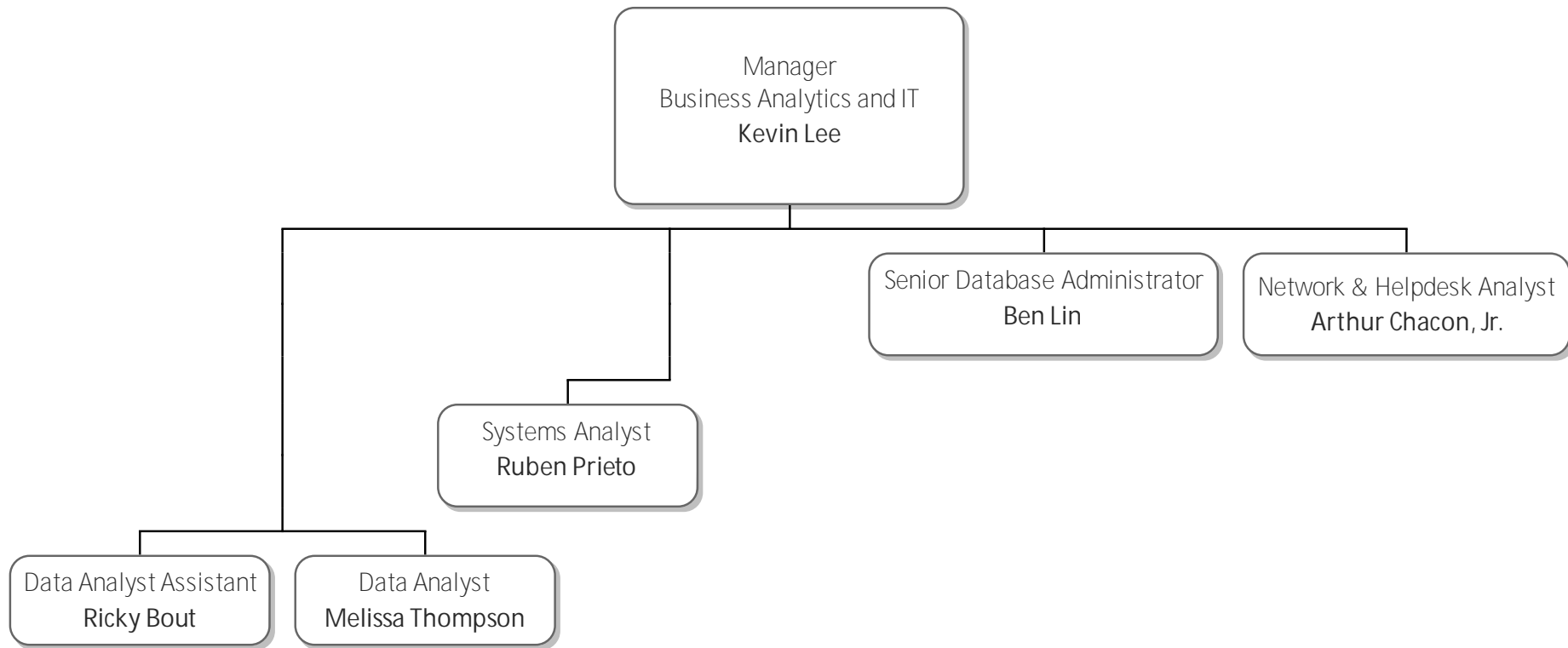
Accounting Clerk
Audrey Cervantes

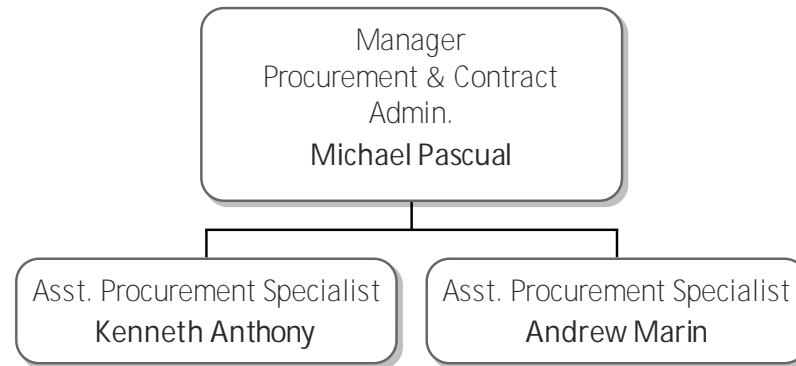
Senior Auditor
Jose Gonzales

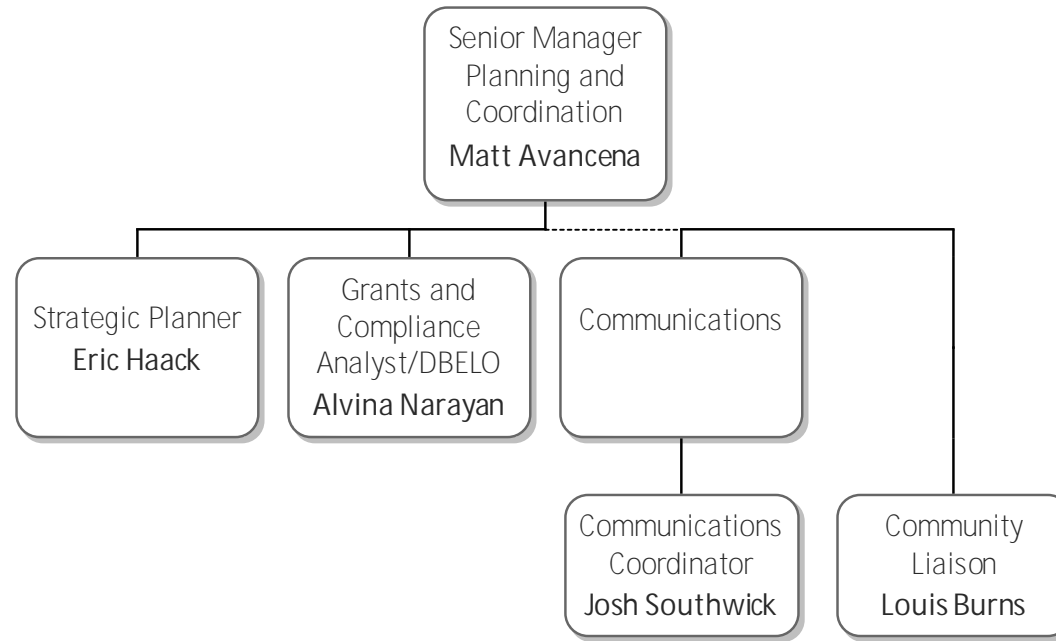
Auditor
Victoria Moore

Risk Management Analyst
Steve Montes

Risk Management Coordinator
Elisa Diaz







Manager
Training and
Development
Evie Palicz

Training and Development
Coordinator
Sherri Adams



APPENDIX C
ACCESS SERVICES
JOB POSTING WITH EEO EMPLOYER NOTICE



Access Services
PO Box 5728
El Monte, CA 91734
213.270.6000
accessla.org

POSITION AVAILABLE
RECEPTIONIST
SALARY RANGE - \$23,000 TO \$33,000

Access Services, the designated administering agency for ADA paratransit in Los Angeles County, located in El Monte, California, is seeking a candidate to fill a Receptionist position. Access Services oversees one of the largest paratransit programs in the United States with an annual budget in excess of \$165 million. In total, Access Services provides more than 3 million rides per year to more than 170,000 qualified disabled riders in a service area of over 1,950 square miles. The agency is also the Consolidated Transportation Services Agency (CTSA) for Los Angeles County.

POSITION

Reporting to the Administrative Manager/Board Liaison, this position is responsible for answering and routing all incoming calls, providing information about the agency, greeting and directing visitors.

EXAMPLE OF DUTIES

- Answering and routing four incoming phone lines to the appropriate individual or department for a staff of 70-75
- Greeting and directing visitors and providing information about the agency
- Handling incoming and outgoing mail and packages for courier services such as Federal Express; preparing receipts and maintaining logs for incoming packages from vendors
- Maintaining an information database for passenger ride checks, observation reports and contract driver database
- General office clerical support
- Other duties as assigned.

QUALIFICATIONS

- Excellent written and verbal communication skills
- Present a professional image and have a positive attitude
- Sensitivity to effectively interface with disabled and elderly individuals
- Ability to maintain confidentiality

- Knowledge of general office procedures and ability to operate office equipment such as photocopier; fax; postage machine; multi-line phone systems; and personal computer
- Computer literate in MS Outlook, Word, Excel, Access and Liberty

EXPERIENCE AND EDUCATION

High school diploma or general education degree (GED); or one to three months related experience and/or training; or equivalent combination of education and experience

EQUAL OPPORTUNITY EMPLOYER

This notice is for information purposes only; it is not intended to be a job description. Position will be posted until position is filled. Please mail resume to: Access Services, Attn: Human Resources, P.O. Box 5728 El Monte, CA 91734, or fax to (213) 270-6051. Resumes may also be e-mailed to hr@accessla.org.

September 20, 2016

APPENDIX D
ACCESS SERVICES
EEO/AFFIRMATIVE ACTION
REPORT

CO= X399304
 U= X399304

EQUAL EMPLOYMENT OPPORTUNITY
2016 EMPLOYER INFORMATION REPORT
SINGLE ESTABLISHMENT REPORT - TYPE 1

SECTION B - COMPANY IDENTIFICATION

1. ACCESS SERVICES
 P O BOX 5728
 EL MONTE, CA 91734

2.a. ACCESS SERVICES
 P O BOX 5728
 EL MONTE, CA 91734

LOS ANGELES COUNTY

c. Y

SECTION C - TEST FOR FILING REQUIREMENT

1-N 2-N 3-Y DUNS NO.:883300121 EIN :954489711

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 485991 Special Needs
 Transportation

SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS	
	MALE	FEMALE	***** MALE *****						***** FEMALE *****							
			WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES		
EXECUTIVE/SR OFFICIALS & MGRS	1	0	3	0	0	1	0	0	0	1	0	0	0	0	0	6
FIRST/MID OFFICIALS & MGRS	0	0	2	0	0	3	0	1	0	1	1	0	1	0	9	
PROFESSIONALS	3	0	2	1	0	3	0	0	0	0	0	2	0	0	11	
TECHNICIANS	2	0	0	0	0	1	0	0	1	0	0	0	0	0	4	
SALES WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ADMINISTRATIVE SUPPORT	8	12	1	6	0	0	1	1	2	10	0	1	2	0	44	
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SERVICE WORKERS	1	0	1	3	0	0	0	0	0	0	0	0	0	0	5	
TOTAL	15	12	9	10	0	8	1	2	3	12	1	3	3	0	79	
PREVIOUS REPORT TOTAL	16	16	9	12	0	7	1	1	5	13	1	4	2	0	87	

SECTION F - REMARKS

We outsourced our Call Center during this payroll period which resulted in a reduction in force.

DATES OF PAYROLL PERIOD: 09/05/2016 THRU 09/18/2016

SECTION G - CERTIFICATION

CERTIFYING OFFICIAL: FAYE MOSELEY
 EEO-1 REPORT CONTACT PERSON: FAYE MOSELEY
 EMAIL: MOSELEY@ACCESSLA.ORG

TITLE: DEPUTY EXEC. DIR. HUMAN RESOURCES
 TITLE: DEPUTY EXEC DIR. HUMAN RESOURCES
 TELEPHONE NO: 2132706085
 CERTIFIED DATE[EST]: 09/30/2016 06:38 PM

APPENDIX E
ACCESS SERVICES
2016 ANNUAL COMPENSATION RANGES

ACCESS SERVICES

2016 ANNUAL COMPENSATION RANGES AND PAY GRADE LEVELS

BI-ANNUAL PAY SCHEDULE

GRADE	TITLE	MINIMUM	MIDPOINT	MAXIMUM
1	Receptionist	23,000	28,000	33,000
2	Office Services Clerk	26,000	33,500	41,000
3	Accounting Clerk Administrative Assistant Asst. Procurement Specialist Auditor Customer Relations Associate Data Analyst Assistant	30,000	38,000	46,000
4	Auditor Communications Coordinator Eligibility Coordinator Mobility Mgmt. Counselor Operations Service Monitor Risk Management Coordinator Road Safety Inspector Senior Mobility Mgmt. Counselor Training & Development Coordinator	36,000	49,000	62,000
5	Accountant Community Liaison Customer Relations Advocate Data Analyst Safety Analyst Senior Road Safety Inspector	46,000	56,500	67,000
6	Application Developer Customer Relations Supervisor Fleet Maintenance Analyst Grants & Compliance Analyst Network & Helpdesk Analyst Risk Management Analyst Senior Accountant Strategic Planner Systems Analyst	56,000	67,000	78,000
7	Accounting Supervisor Admin. Manager/Board Liaison Operations Administrator Project Administrator Senior Database Administrator	62,000	80,000	98,000
	Manager. Business Analytics & IT Manager, Eligibility Mgr. Procurement & Contracts Admin.			

8	Mgr., Training & Development Sr. Manager, Customer Service Sr. Mgr., Fleet Design & Maintenance Sr. Mgr., Fin., Planning & Analysis Sr. Mgr. Planning & Coordination	<i>82,000</i>	<i>97,500</i>	<i>113,000</i>
9	Director, Administration Director, Finance	<i>103,000</i>	<i>118,500</i>	<i>134,000</i>
10	Deputy Executive Director	<i>129,000</i>	<i>154,500</i>	<i>180,000</i>
11	Interim Executive Director	<i>170,000</i>	<i>214,000</i>	<i>258,000</i>

APPENDIX F

SAMPLE EMPLOYMENT CHANGES TABLE

APPENDIX E
EEO Monitoring and Reporting
Provider Selection, Promotion and Termination Statistics
(Quarterly)

Job Category	All Employees			Applicants for Employment		
	Total	Minority	Female	Total	Minority	Female
Executive						
Managers						
Professionals						
Office & Clerical						
Total Employees	0	0	0	0	0	0

Job Category	All Employees			Applicants for Promotion*		
	Total	Minority	Female	Total	Minority	Female
Executive						
Managers						
Professionals						
Office & Clerical						
Total Employees	0	0	0	0	0	0

Job Category	All Employees			Employees Terminated		
	Total	Minority	Female	Total	Minority	Female
Executive						
Managers						
Professionals						
Office & Clerical						
Total Employees	0	0	0	0	0	0

* 'Promotion' includes Transferred to another division which may or may not serve as a promotion