

**HOLLYWOOD**

# access

Fiscal Year 2016-2017





SANTA MONICA

★ YACHT HARBOR ★  
SPORT FISHING ★ BOATING ★  
cafes

SANTA MONICA PIER  
WEIGHT LIMIT  
10 TONS

PIER PARKING LOT  
WEIGHT LIMIT  
3 TONS

NO  
BUSES  
OR VEHICLES  
OVER 20 FEET

SANTA MONICA PIER  
Pier

## Mission & Vision

### Mission

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

### Vision

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

We accomplish this vision by:

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

## Access Values

### Leadership

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

### Responsiveness

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

### Respect

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

### Professionalism

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

### Quality

Deliver results that exceed our customers' expectations.

# Executive Director's Message



Fiscal year 2017 was filled with challenges and accomplishments as Access and its providers continued to provide quality and dependable ADA paratransit service to people with disabilities in Los Angeles County.

One of the highlights occurred on November 2016 when Los Angeles County voters approved the adoption of Measure M, a sales tax initiative to support transportation and transit improvements in Los Angeles County. For the first time in its history, Access Services will receive a dedicated portion of a countywide sales tax to improve the services it provides to its customers. Some other highlights are detailed in this report, including the opening of our beautiful new eligibility facility in the City of Commerce as well as the preliminary results of our Comprehensive Operational Review (COR) conducted by the consulting firm of Nelson\Nygaard.

Looking forward to FY 18, the Agency will be taking many of the COR's recommendations (as well as suggestions that came out of a Federal Transit Administration ADA Compliance Review in August of 2017) and revising the Agency's five-year strategic plan. This document will serve as a road map for implementing a number of projects including:

- > A continued focus on safety and emergency preparedness to ensure we are providing the safest service possible to our customers.
- > A number of information technology projects, including on-line reservations and applications,

as well as the introduction of a smart phone application called, "Where's My Ride," that will allow customers to track their trips and then rate them after they are completed.

- > The development of a real estate plan to give Access control of its facilities moving forward. The Commerce eligibility facility is the first main facility in Access' history to be controlled by the Agency.

I look forward to hearing your thoughts on our strategic plan and we welcome input from all of our stakeholders.

I would like to thank the Board of Directors, Member Agencies and our customers for their continued support of Access Services. I would also like to thank our providers and their employees for all of their efforts on behalf of our customers.

Sincerely,

A handwritten signature in black ink, appearing to read "Andre Colaiace". The signature is fluid and cursive.

Andre Colaiace  
Executive Director

# Access Services Board of Directors

Fiscal Year 2016-2017



**Nalini Ahuja**  
**Chair**  
Los Angeles County  
Metropolitan Transportation  
Authority (Metro)



**Martin Gombert**  
Los Angeles County  
Local Fixed Route Operators



**Dolores Nason**  
**Vice Chair**  
County of Los Angeles  
Board of Supervisors



**Angela Nwokike**  
Los Angeles County  
Independent Living Centers



**Kim Turner**  
**Treasurer**  
Los Angeles County Municipal  
Fixed Route Operators



**John B. Troost**  
Los Angeles County  
Commission on Disabilities



**Theresa De Vera**  
**Secretary**  
City of Los Angeles  
Mayor's Office

## Ex Officio Members



**Doran Barnes**  
City Selection Committee  
Corridor Transportation Reps.



**Michael Conrad**  
**Chair**  
Community Advisory Committee



**Valerie Gibson**  
Los Angeles County  
Local Fixed Route Operators



**Gracie A. Davis**  
**Chair**  
Transportation Professionals  
Advisory Committee

# Transportation Professionals Advisory Committee (TPAC)

## Fiscal Year 2016-2017

**Gracie A. Davis**

**Chair**

Orange County  
Transportation Authority

**Linda Evans**

**Vice Chair**

Los Angeles Department  
of Transportation

**Diane Amaya**

Beach Cities Transit

**Aida Douglas**

Long Beach Transit

**Kathryn Engel**

Glendale Beeline

**Evelyn Galindo**

South Central Los Angeles  
Regional Center

**Giovanna Gogreve**

Los Angeles County  
Metropolitan Transportation  
Authority (Metro)

**Sebastian Hernandez**

City of Pasadena

**Eric Hoch**

Santa Monica's  
Big Blue Bus

**James Lee**

Torrance Transit

**Jose L. Medrano**

Montebello Bus Lines

**Kevin Parks-McDonald**

Foothill Transit

**Jesse Valdez**

East Los Angeles  
Regional Center

**Frazier Watts**

G-Trans, Gardena

# Community Advisory Committee (CAC)

## Fiscal Year 2016-2017

**Michael Conrad**

**Chair**

**Maria Aroch**

**Vice Chair**

**Michael Anthony Arrigo**

**Olivia Almael**

**Kurt Baldwin**

**Wendy Cabil**

**Gordon Cardona**

**Chaplain Dov Cohen**

**Tina Foafao**

**Marie-France Francois**

**Dina Garcia**

**Rachele Goeman**

**Terri Lantz**

**Elizabeth Lyons**

**Jesse Padilla**



# Superior Service Award Recipients

## Fiscal Year 2016-2017

### July 2016

**Noemi Mejia**

Lead Dispatcher

### August 2016

**Michael Moore**

Driver

### September 2016

**Cynthia Pritchett**

Maintenance Worker

### October 2016

**Trent Dennis**

Driver

### November 2016

**Regina McCay**

CSR

### December 2016

**Brenda Ruiz**

Driver/Trainer

### January 2017

**Nancy Solis**

Driver

### February 2017

**Marcos Mendez**

Technician

### March 2017

**Cliovis Forrester**

Driver

### April 2017

**Mikaelian Vardan Babajan**

Driver

### May 2017

**Thomas Washington**

Driver

### June 2017

**Albert Gastine**

Driver

# Access Services Contract Service Providers

## Fiscal Year 2016-2017

### Antelope Valley Region

**Laura Moreno**

Keolis

### Eastern Region

**Dawn Boulden**

San Gabriel Transit

### West/Central Region

**Michael Fricke**

California Transit, Inc.

### Santa Clarita Region

**Adrian Aguilar**

Santa Clarita Transit

### Southern Region

**Luis Garcia**

Global Paratransit, Inc.

### Northern Region

**Nader Raydan**

MV Transportation, Inc.

# Access Services Member Agencies

## Fiscal Year 2016-2017

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

## Spirit of Accessibility Award 2017

Access is pleased to award Ms. Terri Lantz Access' 2017 Spirit of Accessibility Award. The Spirit of Accessibility Award was established in 2000 to recognize the achievements of individuals and organizations involved in making accessible public transportation in Los Angeles County a reality.

Client Rights' Advocate Terri Lantz has worked at United Cerebral Palsy offices throughout Los Angeles, Ventura and Santa Barbara Counties for over 44 years. For the past 15 years, Terri has developed, coordinated and facilitated UCPLA's Parent Support & Advocacy Groups, UCPLA adult day programs and self-advocacy groups; networked and collaborated with national, state and local organizations and agencies; coordinated grassroots legislative advocacy; and provided information, resources and referrals for UCPLA throughout the County.



*Terri Lantz*

Accessible transportation has always played a critical role in Terri's advocacy efforts. She collaborated with the Los Angeles County Transportation Commission (LACTC), Metro's predecessor agency, to test the first accessible public bus. She also played a key role in Access Services' history by attending the very first meetings when its offices were still in downtown Los Angeles. She later served on Access' Quality Services Subcommittee (QSS), Ad Hoc Committee and currently is an active member of Access' Community Advisory Committee (CAC).

Terri has developed and implemented a wide range of programs including the first model UCP Afterschool Program designed for children with developmental disabilities, which included individualized transportation training and school buses traveling to designated UCPLA after-school locations.

She has been honored for her advocacy numerous times, including: UCPLA 2017 Art of Care Award; 2014 Service Award from the Culver City City Council; 2010 Disability Rights' California Certificate for service; 2007 L.A. Commission on Disabilities Third District awardee; 1990 UCPA National Award for Innovative Program Design for Supported Employment Program; and 1989 City of Los Angeles Commendation from Los Angeles Mayor Tom Bradley.

Terri is an alumna of CSULA and UCLA. Her family includes her husband of 42 years, a son and daughter-in-law, a daughter and her large rescue dog in addition to her large UCPLA extended family.

## Jerry Walker Commitment to Quality Service Award 2017

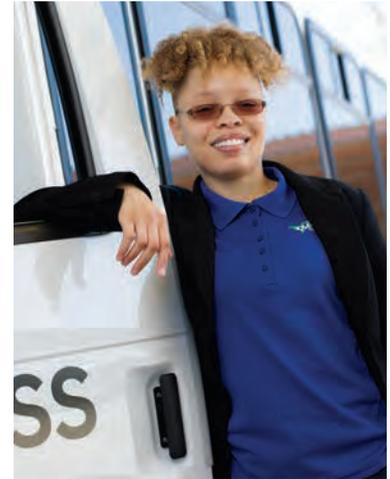
Access Operator Princess Craig has been part of Santa Clarita Transit's Access service since 2013. During this time, Princess has displayed multiple attributes that have delivered the highest quality of service to Access customers. The management team and her customers know Princess as an exceptional employee. During her tenure with the agency, Princess has maintained good attendance, an exceptional safety record and excellent customer service skills. She has always maintained a positive attitude towards customers, as well as internal team members.

Princess is known for being candid and professional; however, this does not affect her outgoing nature. She always greets her passengers with a friendly, "Hello," as they board and a sincere, "Thank You," as she drops them off at their destinations. Princess leaves her seat at every pick up to assist customers and their belongings to safely board on and off the vehicle.

She has maintained an excellent on time performance of 96% on a monthly basis. Whenever she is running late on her route, she takes the initiative to advise dispatch to contact her customers and let them know she is running behind. On many occasions, Princess has rescheduled her lunch break to accommodate customers to make sure they are being picked up and dropped off in a timely manner. Princess demonstrates the highest quality of service every day by simply caring about the service and customers. Her strong work ethic and dedication have led her to achieve the prestigious Operator of the Month award for the division.

During her spare time, Princess likes to watch and play football, chess and card games. As a way to stay fit, she likes to practice kickboxing and work on her cardio.

**Congratulations, Princess!**



*Princess Craig*

## Access Introduces New Eligibility Process and Facility

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Access revised its eligibility determination process in FY 2017.

In February 2015, Access Services contracted with Delta Services Group, Inc. to conduct a Comprehensive Operational Review of Access' eligibility processes. After the completion of the review, improvements to the process were identified and integrated into a new Request for Proposals which was issued in late 2016. In February 2017, Access awarded a contract to MTM, Inc. to provide eligibility determination services for Access.

MTM is a nationally recognized firm whose client base includes health care and transit contracts with state and county governments, departments for aging, public transit agencies, community groups, and Managed Care Organizations. MTM has implemented their "On the Move" program to manage the eligibility process, which draws upon their extensive functional assessment and travel training

background, as well as a thorough understanding of ADA paratransit eligibility requirements.

In addition to a new process and contractor, Access successfully opened its new Eligibility Center in Commerce. The 17,460 square foot facility features an indoor assessment center, 20 interview cubicles and sufficient workspace for over fifty employees. The facility will normally handle 120 to 160 evaluations per weekday. The entire project, from demolition to occupancy, took three (3) months. Access collaborated with its project management partner, JLL, the general contractor, Norm Wilson and Sons, and a variety of other vendors and staff that made this a reality in a short time frame.









# Comprehensive Operational Review (COR)

In FY17, Access retained Nelson\Nygaard Consulting Associates to conduct a Comprehensive Operational Review of the operational paratransit functions of the agency.

Specifically, the goals of the review were to:

1) Evaluate the existing paratransit functions, including the costs, delivery, efficiency, and performance measures; 2) Assess and quantify the current functions considered above and beyond ADA guidelines; and 3) Identify solutions and recommendations for improved operational efficiencies based on the operational review and industry best practices.

As part of this effort, the Nelson\Nygaard team:

- > Reviewed and analyzed a vast amount of reports and data, including a month of raw trip data from October 2016.
- > Conducted in-person, daylong visits to each of the six Access Paratransit contractors.
- > Conducted a two-day visit to Access' headquarters in El Monte during which the consulting team interviewed management and staff from each major monitoring/oversight function.
- > Assessed strengths and areas of opportunity of the system as a whole, the current service model, and the functions performed by each contractor and the management oversight functions.

- > Conducted a peer review, comparing Access Services with 12 other large ADA paratransit systems with respect to key performance indicators and unit costs.
- > Attended various meetings of the Community Advisory Committee (CAC), Transportation Professionals Advisory Committee (TPAC), and the Board of Directors to present findings and solicit input and feedback.
- > Published a Mid Study Report with detailed analysis on service quality, cost efficiency, oversight functions, performance standards, fleet mix and allocation, technology, and alternative service models.
- > Published a Final Report with short and long term recommendations to improve the cost efficiency and quality of the service.

Staff has already implemented some of the short-term recommendations, such as adopting and modifying Access' performance measures. The Final Report can be found on our website at: [accessla.org/about\\_us/publications](http://accessla.org/about_us/publications).



## Access' Commitment To Safety Makes Major Strides in FY 2017

**F** For the first time since Access took full responsibility for vehicle insurance in 2009, the agency saw a reduction in the vehicle liability insurance premium in FY17. This unprecedented news was a confirmation of the great work of Access' service contractors and in-house safety and operations staff.

A cornerstone of Access' safety program is the Safety Steering Committee (SSC), which includes both Access staff and representatives from the safety, training, and risk management departments of each of our service contractors. During the year, the committee helped implement a safe driving campaign that focused on intersection safety and hosted a series of guest speakers to educate attendees including representatives from the Los Angeles County Department of Mental Health, the Los Angeles County Sheriff's Department and the California Highway Patrol.

Emergency preparedness and emergency management continued to be an important focus at Access. Highlights for the year included:

- > Development, in conjunction with our service contractors, of a new driver training module that focused on preparedness and how to handle various emergencies that can occur on the streets of Los Angeles County;

- > Growth in the relationship with the City of Los Angeles' Emergency Management Department; and;
- > Participation in several emergency planning exercises, including one hosted by LA Metro and another hosted by Access.

Other accomplishments included:

- > The Road Safety Inspector program conducted nearly 1,900 driver observations on the streets of Los Angeles County and performed almost 60 in-depth root cause reviews of incidents and collisions.
- > The Agency successfully passed an FTA Drug and Alcohol Audit.
- > Finally, Access completed installation of the next generation of Smart Drive video technology on more than 800 vehicles. The new system includes the use of extended recording capabilities that has made a significant impact on Access' ability to investigate collisions and incidents.





# Operations Report

Fiscal Year 2016-2017

# A

Access enjoyed a challenging but productive year. The agency completed two important procurements for paratransit services for the West Central Region and eligibility services.

Over the course of fiscal year 2017, Access transported nearly 4.4 million passengers in Los Angeles County, which represents a modest 1.3% increase from fiscal year 2016. Staff conducted extensive outreach with community groups and a dozen meetings were held to obtain feedback.

In spite of some of the challenges providers experienced transitioning to new technology, Access was able to meet and exceed all established performance goals. On-time performance was 91.4%, exceeding the standard of 91%. Excessively late trips were below the standard 0.10%, at 0.09%.

Call center performance remained steady, with Average Initial Hold Times and Calls On Hold Over 5 Minutes, both meeting standards at 83 seconds and 4.5%, respectively. Service Complaints remained below the target of 4 per 1,000 trips.

Some other highlights included:

- > Access re-introduced performance penalties into provider contracts, and introduced several new standards designed to enhance rider experience and safety.

- > Several technology enhancements were integrated over the year, which will greatly improve the rider experience and service delivery. Major implementations include a Trapeze upgrade in the Northern Region, and a platform transition to Trapeze in the Southern Region. Providers are working to replace MDTs with tablets in all vehicles, and soon all riders will be able to take advantage of the Where's My Ride (WMR) application, and receive callouts via text message.
- > Another highlight of FY17 was the development of a new and improved stand sign, and the addition of stands at popular rider destinations. During the year, a dozen new stands were added at UCLA, Rancho Los Amigos National Rehabilitation Center, Cal Poly Pomona, Los Angeles County USC Medical Center Cedars Sinai Medical Center and other locations.



**access**

**Union  
Station  
East**

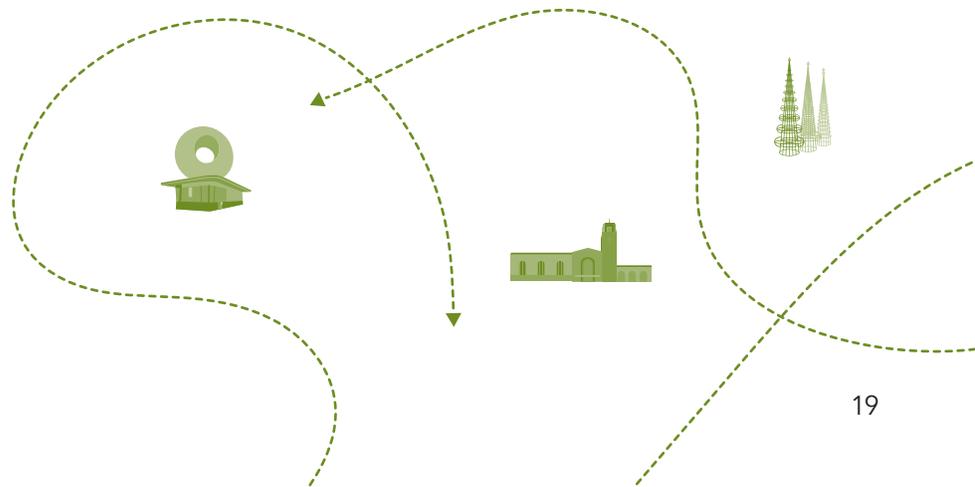
Gateway Center

**Stand** 



## System-Wide Service Data

	FY 15-16	FY 16-17	% Change
Total passengers	4,334,872	4,389,944	1.3%
Total trips	3,351,612	3,422,166	2.1%
Total miles	44,492,053	43,587,290	-2.0%
Contract revenue miles	30,665,183	31,245,190	1.9%
Contract revenue hours	1,597,395	1,628,155	1.9%
Average trip distance	9.15	9.13	-0.2%
Passengers per hour	2.71	2.70	-0.6%
On-time performance	90.7%	91.4%	0.8%
Excessively late trips	0.13%	0.09%	-30.8%
Service complaints per 1,000 trips	3.3	3.8	15.2%
Average initial hold time (seconds)	89	83	-6.7%
Calls on hold over 5 minutes (percent)	4.6%	4.5%	-2.2%
Preventable collisions per 100,000 miles	0.55	0.64	16.8%
Certified riders	175,742	171,275	-2.5%





# Financial Data - Fiscal Years 2016-2017

## Revenues and Expenses (year ended June 30, 2017, unaudited)

### Operating Revenues

Section 5310 STP & other FTA funds	\$70,199,484
Prop C (discretionary funds)	81,820,343
Passenger fare revenues	9,971,132
Gain on disposal of assets	596,996
Interest revenue	8,795
Other revenue	73,823
Section 5316 & 5317 funds	3,162,053
<b>TOTAL REVENUES</b>	<b>\$165,832,627</b>

### Operating Expenses

Purchased transportation	\$119,263,536
Salaries and related expense	7,708,060
Insurance	6,592,547
Eligibility and appeals	6,477,223
Communications (telephone and data transmission)	2,260,083
Contracted customer service	2,127,938
NW and telecom maintenance	1,633,356
Professional services	1,477,236
Rent	637,000
Travel training	588,569
Publications/printed materials/copying	531,818
Promotions/events	335,155
Tether pilot program	268,374
Postage/mailing	255,999
Security	200,000
Vehicle costs	155,553
Travel and conference	126,476
Other expense	112,069
Other related employee expense	98,242
Repair and maintenance	52,353
Office supplies	45,614
Temporary personnel	25,356
Board compensation	19,766
Business meetings and meals	3,182
<b>TOTAL EXPENSES (before depreciation)</b>	<b>\$150,995,505</b>
Net change in unfunded defined benefit plan	\$965,663
Depreciation	7,733,827
<b>TOTAL EXPENSES (after depreciation)</b>	<b>\$159,694,995</b>
<b>Change in net assets</b>	<b>\$6,137,632</b>

### Operating Expenses (contd.)

Net assets, beginning of year, as previously reported	\$8,308,742
Cumulative effect of applying a change in accounting principle	
<b>Net assets (beginning of year, as adjusted)</b>	<b>\$8,308,742</b>
<b>Net assets (end of year)</b>	<b>\$14,446,374</b>

### Balance Sheet (current assets)

Cash and cash equivalents	\$22,919,317
Accounts receivable	71,958
Grants receivable	4,309,164
Due from LACMTA	389,574
Prepaid expenses and other assets	7,125,031
<b>TOTAL CURRENT ASSETS</b>	<b>\$34,815,043</b>

### Property and Equipment

Fixed assets	\$47,273,472
A/D - Fixed assets	(30,632,775)
<b>TOTAL PROPERTY AND EQUIPMENT</b>	<b>\$16,640,697</b>
<b>OTHER LONG TERM ASSETS</b>	<b>\$66,654</b>
<b>TOTAL ASSETS</b>	<b>\$51,522,394</b>

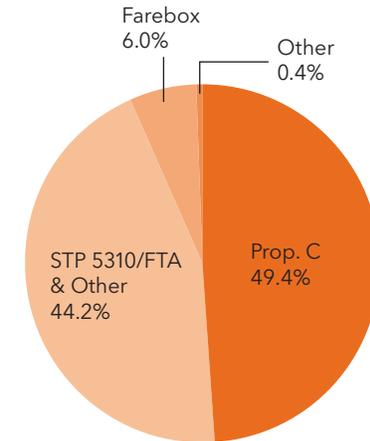
### Liabilities and Net Assets (current liabilities)

Accounts payable-trade	\$4,439,013
Contractors payable	12,299,263
Self insurance accruals	4,292,099
Unfunded defined benefit plan liability	3,184,726
Accrued expenses	2,002,159
Deferred support	10,608,545
Deferred revenue	250,212
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$37,076,017</b>

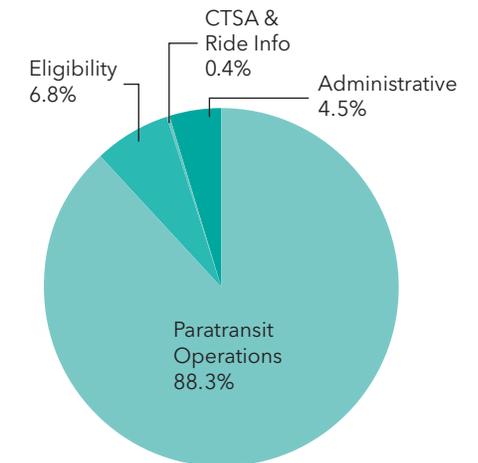
### Commitments and Contingencies

<b>TOTAL NET ASSETS</b>	<b>\$14,446,376</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$51,522,393</b>

### Funding Sources



### Expenses by Program





**Access Services**  
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