



# 2016 Access Services Annual Report

Working together for our customers.



access

Fiscal Year 2015-2016

## 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



Access Services has successfully provided safe, quality and efficient ADA paratransit services to people with disabilities in Los Angeles County for over 20 years. In order to continue doing so in the future, Access must plan ahead to meet future trip demand. On our

busiest days, we are currently providing over 13,000 trips. We have to ask ourselves: How will we provide 25,000 trips in a day?

The Agency laid a foundation for this in FY 2016 with the adoption of a five-year strategic plan. This document, which will be updated on an annual basis, will serve as a guide as Access plans for the future. In addition, in FY 2017, Access will be working on a number of other initiatives that will help move the Agency forward:

- > For the first time in 10 years, Access will be undertaking a Comprehensive Operational Review that will study the Agency's structure and its operations and make recommendations about how Access can improve the quality of its services and meet future demand.

- > Access has proposed to remake its paratransit eligibility process to better integrate mobility management best practices. We want to make sure that potential applicants for Access are also informed of all the other transportation options available to them in Los Angeles County, to match individuals with the services that best meet their needs. We expect to have this new process in place by July 1, 2017 at a new facility in Commerce.
- > Access will also be conducting a Customer Satisfaction Survey to measure whether the service is meeting our customers' expectations. We look forward to sharing the results in 2017 with our stakeholders and using this survey as a tool to improve the services Access provides.

While 2017 will be a busy year full of changes, I believe that we are laying the foundation for a stronger Agency going forward. I would like to thank the Board of Directors, Member Agencies and our customers for their support of Access Services.

Sincerely,



Andre Colaiace  
Interim Executive Director

# Access Services Board of Directors

## Fiscal Year 2015-2016



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



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



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



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



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



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



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



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



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

### Ex Officio Members



**Chaplain Dov Cohen**  
*Chair*  
Community Advisory  
Committee



**Linda Evans**  
*Chair*  
Transportation Professionals  
Advisory Committee

# Transportation Professionals Advisory Committee (TPAC)

## Fiscal Year 2015-2016

**Linda Evans**

**Chair**

L.A. Department of  
Transportation

**Gracie Davis**

**Vice Chair**

Orange County  
Transportation Authority

**Diane Amaya**

Beach Cities Transit

**Kathryn Engel**

Glendale Beeline

**David Feinberg**

Santa Monica's  
Big Blue Bus

**Evelyn Galindo**

South Central Los Angeles  
Regional Center

**Giovanna Gogreve**

Los Angeles County  
Metropolitan Transportation  
Authority (Metro)

**Sebastian Hernandez**

City of Pasadena

**James Lee**

Torrance Transit

**Jose Medrano**

Montebello Bus Lines

**Kevin Parks McDonald**

Foothill Transit

**Dana Pynn**

Long Beach Transit

**Jesse Valdez**

East Los Angeles  
Regional Center

## Community Advisory Committee (CAC)

### Fiscal Year 2015-2016

**Chaplain Dov Cohen**

**Chair**

**Terri Lantz**

**Vice Chair**

**Maria Aroch**

**Michael Anthony Arrigo**

**Kurt Baldwin**

**Wendy Cabil**

**Michael Conrad**

**Phyllis Coto**

**Tina Fofoa**

**Marie-France Francois**

**Dina Garcia**

**Elizabeth Lyons**

**Jesse Padilla**

**Howard A. Payne**



# Superior Service Award Recipients

## Fiscal Year 2015-2016



### July 2015

#### All Staff

Diversified Transportation

### August 2015

#### Sarkis Bagdasaryan

Mechanic Supervisor

### September 2015

#### Linda Brown

Records Clerk

### October 2015

#### David Acosta Jr.

Dispatcher

### November 2015

#### Michael Jackson

Reservationist

### December 2015

#### Shawn Hartley

Driver

### January 2016

#### Lee Belter

Driver

### February 2016

#### Eugene Barnett

Road Supervisor

### March 2016

#### Howard Martin

Call Center Supervisor

### April 2016

#### Fernando Lopez

Road Supervisor

### May 2016

#### Maria Michel

Driver

### June 2016

#### Charles Berger

Utility Staff

## Access Services Contract Service Providers

### Fiscal Year 2015-2016

#### Northern Region

Nader Raydan  
General Manager  
MV Transportation

#### Eastern Region

Dawn Boulden  
General Manager  
San Gabriel Transit

#### West/Central Region

Mike Fricke  
General Manager  
California Transit, Inc.

#### Southern Region

Luis Garcia  
General Manager  
Global Paratransit, Inc.

#### Antelope Valley Region

Laura Moreno  
General Manager  
Diversified Transportation

#### Santa Clarita Region

Adrian Aguilar  
Transit Manager  
City of Santa Clarita

#### Eligibility

David Lee  
General Manager  
CARE Evaluators

# Access Services Member Agencies

## Fiscal Year 2015-2016

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

## Spirit of Accessibility Award 2016

Access is pleased to award Congresswoman Grace Flores Napolitano Access' 2016 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.

Access and its customers are deeply appreciative of the Congresswoman's efforts to include language in the Fixing America's Surface Transportation Act (FAST Act), which allowed Access to continue using the tiered, distance-based coordinated fare system that has been in place for the last 20 years. The Congresswoman and her staff understood that changing this simple fare system to a more complicated "dynamic" fare system would have made Los Angeles County's paratransit system less usable for its customers.

In addition to the coordinated fare language, Congresswoman Napolitano was able to secure major infrastructure-related victories for California and, as a result, the Golden State will receive over \$26 billion to fix roads, bridges, and transit systems. \$450 million per year will go to the Los Angeles region for transit funding, benefiting Foothill Transit, LA Metro, and Metrolink.

Congresswoman Napolitano represents California's 32nd District, and is currently serving her 9th term. Located in Los Angeles County, her district covers cities and communities across the San Gabriel Valley, including El Monte (where the Access headquarters is located), West Covina, Covina, Baldwin Park, Azusa, Duarte, Irwindale, Industry, La Puente, Avocado Heights, West Puente Valley, Valinda, Glendora, San Dimas, La Verne and Monrovia.

Congresswoman Napolitano is the most senior California member of the U.S. House Committee on Transportation & Infrastructure. She is also the ranking Democrat on the Subcommittee on Water Resources and Environment, which oversees the EPA's Clean Water Act and US Army Corps of Engineers water programs.



***Congresswoman  
Grace F. Napolitano***

## Jerry Walker Commitment to Quality Service Award 2016

The Jerry Walker Commitment to Quality Service Award is designed to honor the late Jerry Walker's contributions to Access Services and the customers we serve. This award recognizes an employee who best demonstrates Jerry's dedication to providing high quality service to every Access customer when he served as the General Manager for San Gabriel Transit.

Access is pleased to present this award to Aurora Delgado, who began her career with California Transit, Inc. (CTI) in 2007 as a driver and was a member of the first CTI training class. General Manager Mike Fricke says that he knew there was something special about Aurora during her training. Aurora is a dedicated worker who goes above and beyond the call of duty, and is always willing to help her peers.

Aurora has been promoted several times and has held many positions at CTI. She's been a driver, behind-the-wheel trainer, road supervisor, and safety trainer. In her current role, as the transportation coordinator at Braille Institute of Los Angeles, she facilitates the drop-offs and pick-ups of nearly 200 limited and no-vision riders each day. Braille is Access' largest trip generator, and Aurora assists the Braille staff and students with various service issues that arise during the day. Aurora is recognized as a helpful, friendly problem solver by Access, Braille staff and the riders who interact with her.

Aurora Delgado's professionalism, patience, and poise demonstrates high standards and she exemplifies the true spirit of the Jerry Walker Commitment to Quality Service Award.

**Congratulations Aurora, well done!**



**Aurora Delgado**  
*California Transit, Inc. (CTI)*



## 5 Year Strategic Plan

In the coming years paratransit demand is expected to grow along with the number of individuals applying for Access and seeking paratransit eligibility. Access also expects that its costs will continue to increase in response to growing demand.

Faced with these challenges, Access' staff drafted the Access Services Five Year (2016-2020) Strategic Plan. The Plan sets forth a number of goals that are designed to respond to increasing demand for paratransit trips while at the same time improving the customer experience and ensuring that Access will have sufficient sources of funding. This will ensure that Access will continue to provide safe and reliable service to its customers.

Among some of the improvements that Access will be undertaking are the development and launch of a mobile app that will allow customers to book future trips and to track the approach of their vehicles. Access will also be undertaking a Comprehensive Review of the agency's operations and will be pursuing new funding sources such as Medi-Cal reimbursement for eligible trips.

This first Strategic Plan will help guide the agency going forward, helping to make Access a better system for its customers and the many people behind the scenes that help to ensure safe and reliable service.



## Regional Paratransit Fares

On December 4, 2015, President Obama signed into law the Fixing America's Surface Transportation (FAST) Act, which included a legislative victory for Access and its customers.

Section 3023 of the FAST Act allows Access to maintain its two-tier, coordinated paratransit fare system, which has been in existence for over 20 years and is widely supported by the disability community. This achievement would not have been possible without the support of Congresswoman Grace F. Napolitano and many other members of the Los Angeles County Congressional delegation in addition to the advocacy of customers and community members who took time to attend community meetings, submit comments, and write letters supporting the legislation.

The issue stemmed from recent triennial reviews of some fixed route providers in Los Angeles County in which the Federal Transit Administration (FTA) found that some ADA paratransit fares exceeded twice the comparable fixed route fare. (ADA regulations provide that fares for ADA paratransit trips should not exceed twice the fare of a comparable fixed route trip.). In order to have satisfied the regulations, Access would have needed to review each paratransit trip request against its fixed route equivalent and then compared that paratransit fare against the fixed route fare to ensure it complied with the regulatory requirement.

After hearing feedback from customers and stakeholders, the Access Board of Directors directed staff to 1) design and implement a new fare system that was compliant with the regulations, and 2) concurrently seek legislative and/or regulatory relief. When the new fare system was proposed for implementation, it was not supported by the disability community because fares for the same or similar trip could be different depending on a number of factors.

Seeking regulatory relief, Access filed a petition for rulemaking asking the Department of Transportation to clarify its regulations regarding ADA paratransit fares for coordinated paratransit systems like Access. The Department received numerous comments to the public docket, several with multiple signatures, and many from individuals and groups representing people with disabilities in Los Angeles County, including Regional Centers, Independent Living Centers, United Cerebral Palsy Los Angeles, and patients at the Rancho Los Amigos National Rehabilitation Center. However, before the new fare system was scheduled to start on January 1st, the FAST Act was signed into law, allowing Access to keep its fare system.





## Customer Service Update

During most of its history, Access has outsourced all or a substantial part of its customer service call center functions. As part of a review of its customer service function, it was recommended that Access could provide better quality service by completely contracting out customer service to a professional call center.

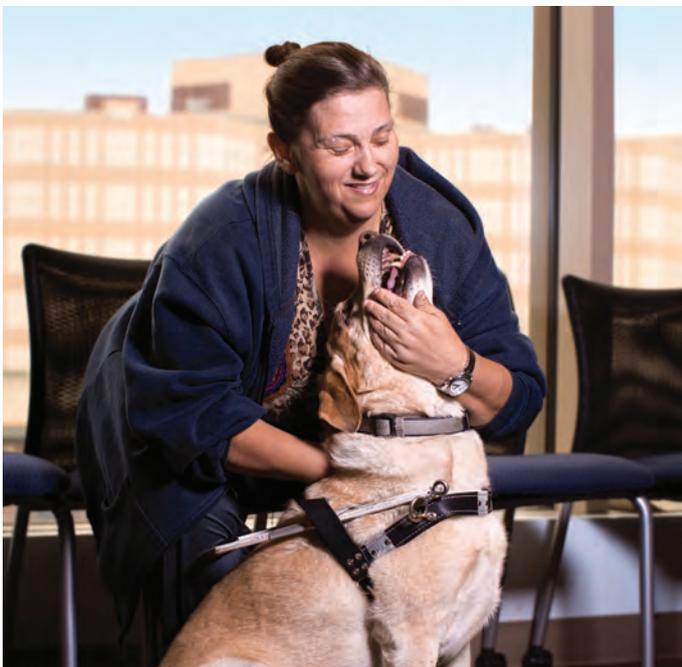
In February 2016, the Access Board approved a contract award to Alta Resources to provide customer service call center operations. Access began the transition of customer service functions previously operated at Access Services, San Gabriel Transit and Southland Transit on April 1, 2016, and completed the transition on the target date of September 12, 2016.

Access now has a unified customer service call center at Alta that delivers improved service and shorter hold times and that will be better able to handle increased call volume in the future. Alta has already improved customer service by reducing average customer response time by 2 minutes. Additionally, the implementation of an After Call Survey indicates that our customers are "very satisfied" with the service that Alta is providing. The Alta/Access partnership has already paid dividends for our customers and we look forward to continuing this partnership into the future.

# 2016 Access Safety Report

## Access continued to promote safety in FY 2016.

The Access Safety Steering Committee (SSC) continued to garner tremendous participation from Access contractors and staff during the year. Areas of concentration included new methods to communicate important safety issues to drivers, identifying the relationship between preventable collisions and new drivers and developing best practices to better serve specific rider groups. The SSC helped guide new safety campaigns that focused on 1) approach and beyond-the-curb assistance to limited and no-vision riders and 2) improved driver understanding of the SmartDrive on-board camera system. The SSC also continued to focus on monitoring safety performance, providing guidance for new policies and procedures, and offering assistance in finalizing safety campaigns and initiatives. During the year, 256 safety incentive awards were issued to 210 drivers.



The Road Safety Inspector (RSI) program continued to grow in size and scope in FY16 with the addition of a Senior Road Safety Inspector. Now comprised of five members, the RSI team completed the following in FY16:

**2,067** Driver Observations  
**2,226** Vehicle Inspections  
**264** Location Evaluations  
**72** Root Cause Reviews

- > A review of all 74 stand sign locations, identification of geocodes and development of stand maps for the busiest locations.
- > Monitoring of special events such as the New Year's Day Rose Parade in Pasadena, the Abilities Expo in Los Angeles, and the Disability Athletics Fair in Walnut.

Emergency Preparedness continued to be an important emphasis at Access as a web page focused on preparedness was added to Access' website ([accessla.org/riding\\_access/emergency\\_preparedness.html](http://accessla.org/riding_access/emergency_preparedness.html)).

Access and its contractors participated in a tabletop exercise in August 2015 that tested staff's ability to respond to service disruptions caused by wildfires and civil disturbances. In November 2015, Access participated in a county-wide preparedness exercise

with the Los Angeles County Office of Emergency Management that tested staff's ability to send resources to transport disabled persons after a simulated anthrax exposure. Finally, Access continued to build relationships in the emergency management community by taking a leadership position within the 15-agency Transportation Mutual Assistance Compact (TransMAC).

Access' focus on safety yielded tangible results in FY16 as insurance claims filed against Access' self-insured retention policy and claim dollars spent dipped significantly. This success can be attributed to the service contractors' continued focus on safety, the elimination of uninsured motorist coverage, and the focus of staff's safety programs and initiatives. At the end of the fiscal year, staff gained Board approval to procure and install the next generation of SmartDrive video technology. The use of extended recording capabilities will further enhance Access' safety capabilities in the years to come.



## Reasonable Modification / Origin to Destination

In March 2015, the U.S. Department of Transportation published its final rule on Reasonable Modification, which mandates that public entities providing fixed route, dial-a-ride and complementary paratransit services make reasonable modifications to policies except where doing so would fundamentally alter the service.

Access successfully launched its Reasonable Modification Program at the start of FY16, which allows customers with disabilities to request a modification to Access' policies, programs and services to ensure they can fully use the paratransit system.

For Access customers to request a reasonable modification, they must fill out a request form detailing what policy they would like modified and explain why they need it in order to use Access. Staff reviews the request and makes a determination on whether it would constitute a fundamental alteration of the service, impose a direct threat to safety, or if the customer can fully use Access without the modification. The most common requests are those that Access is already accommodating. For example, Access already makes modifications to pick-up and drop-off procedures by performing "location evaluations" and designating specific stops at schools, churches, large shopping centers and other locations. Another example is allowing customers to eat, drink, or take medication while on the vehicle if they have a medical condition.

Access also launched Beyond the Curb service in FY16, which requires drivers to offer additional assistance to customers that need help getting to and from the vehicle. The implementation of this service coincided with the U.S. Department of Transportation's clarification

of "origin-to-destination" service, which was defined in the final rule on Reasonable Modification.

Origin-to-destination requires paratransit providers operating a curb-to-curb system, like Access, to provide assistance to those passengers who need assistance beyond the curb in order to use the service.

Working with an ad-hoc committee made up of Access staff, customers, service providers, and member agencies, the policy set basic parameters for the driver to perform the service safely. The driver can assist customers beyond the curb as long as they maintain visual contact of the vehicle at all times, do not leave the vehicle beyond 60 feet, or enter any doors, private residences or buildings. Access evaluates all new customers to determine whether they need this level of assistance on a regular or an occasional basis. Current customers can also apply by filling out a form. After a year, about a quarter of all new customers are found eligible for this assistance on a regular basis. However, less than 5 percent of customers on a given day request Beyond the Curb service.

Staff continues to monitor the type and number of requests for these services to ensure that Access can continue to provide quality and safe ADA paratransit service for all of our customers.





# Operations Report – Fiscal Year 2015-2016

Fiscal Year 2016 was a challenging year for Access as ridership demand continued to grow. Changes to the minimum wage law and an improving economy impacted provider employee retention and hiring. Overall, Access transported more than 4.3 million passengers, a 5.9% increase from FY15, and a 14.2% increase from FY14. Weekday demand for service now exceeds 13,000 scheduled trips on busy days.

Demand for service, combined with a tight labor market, has seen an increase in taxi subcontracting to add capacity during the high demand periods of the day. Forty percent of the service is sub-contracted out and sixty percent is performed by provider employee drivers. In spite of the growth, Access continues to operate a safe and efficient service. On the street, on-time performance

was a fraction away from the goal of 91% at 90.76%. Excessively late trips (referred to as Late 4’s) were slightly above the goal of 0.10% at 0.13%.

In terms of customer service, key performance indicators were favorable as average initial hold time and calls on hold over five minutes for reservations met standard. Also, Access’ service complaint rate declined steadily in FY16.

Considerable focus was made during FY16 to expand outreach to the community. Not only did Access hold community meetings in all six regions in January 2016, but extensive efforts were made to develop relationships at all the regional centers and other major ridership generators throughout Los Angeles County.

## System-Wide Service Data

	FY 14-15	FY 15-16	% Change
Total passengers	4,092,766	4,334,872	5.9%
Total trips	3,157,388	3,351,612	6.2%
Total miles	44,469,025	44,492,053	0.1%
Contract revenue miles	29,266,115	30,665,183	4.8%
Contract revenue hours	1,490,362	1,597,395	7.2%
Average trip distance	9.27	9.15	-1.3%
Passengers per hour	2.75	2.71	-1.2%
On-time performance	91.88%	90.76%	-1.2%
Excessively late trips (late 4)	0.09%	0.13%	44.4%
Service complaints per 1,000 trips	4.0	3.3	-18.3%
Average initial hold time (seconds)	83	89	7.2%

# Financial Data - Fiscal Years 2014-2015

## Revenues and Expenses (year ended June 30, 2015)

### Operating Revenues

Section 5310 STP & other FTA funds	\$61,542,225
Prop C (discretionary funds)	68,807,210
Passenger fare revenues	9,019,892
Gain on disposal of assets	574,743
Interest revenue	86,208
Other revenue	163,245
Section 5316 & 5317 funds	942,225
<b>TOTAL REVENUES</b>	<b>\$141,135,748</b>

### Operating Expenses

Purchased transportation services (reg & cert trips)	\$105,808,347
Salaries & related expenses	7,594,405
Insurance	5,527,632
Eligibility and appeal contracts	5,187,140
Communications (telephone & data transmission)	2,087,509
Phone & computer system maintenance/license & consulting	1,228,660
Purchased transportation services (Access to Work trips)	1,061,688
Other professional services	876,588
Contracted call center	760,906
Office rent	608,466
Publications/printed materials/copying	600,931
Travel training	573,221
Postage/mailing/courier	335,894
Vehicle costs	258,851
Network support/supplies	233,718
Metro Design Studio/marketing services	216,309
Security expenses (Metro/LASD)	200,000
Purchased transportation services (Adult with Children trips)	190,471
Tether strap and marking program	183,060
Travel and conference	118,224
OMC weekend and holiday services	115,449
Office supplies	55,795
Repairs & maintenance	53,358
Community events and materials	47,015
Education & training seminars	43,349
Board and Advisory Committee compensation	32,740
Customer satisfaction/Free Fare phone survey	28,508
Public notice advertising expenses	14,198
Shuttle service (MTA elevator maintenance)	12,987
Business meetings and meals	11,380

### Operating Expenses (contd.)

Professional memberships	8,296
Annual meeting	7,654
Integrate Access services to 511 (LA Safe)	7,500
Safety incentive program	6,994
Scholarship programs CTSA	6,885
Mileage & parking	5,771
Other expenses (bank fees, tax filing fees, etc.)	2,751
Transportation cost (tethering trips)	2,222
Equipment/other rental	1,751
Subscription/references	325
<b>TOTAL EXPENSES (before depreciation)</b>	<b>\$134,116,947</b>
Decrease in unfunded defined benefit plan	(322,506)
Depreciation	7,018,803
<b>TOTAL EXPENSES (after depreciation)</b>	<b>\$140,813,244</b>
<b>Change in net assets</b>	<b>(86,639)</b>
<b>Net Assets (beginning of year)</b>	<b>(413,383)</b>
<b>Net Assets (end of year)</b>	<b>(500,022)</b>

### Balance Sheet

Cash and cash equivalents	\$12,195,886
Grant receivable	9,049,988
Due from LACMTA	53,093
Prepaid expenses	7,806,154
Accounts receivable	143,124
Property and equipment (net)	17,200,181
<b>TOTAL ASSETS</b>	<b>\$46,448,426</b>
Accounts payable	\$43,427
Payable to contractors	5,697,396
Accrued salaries and expenses	8,370,386
Unfunded pension liability	1,718,331
Self insurance accruals	3,449,695
Deferred support	27,403,073
Deferred revenue	266,140
<b>TOTAL LIABILITIES</b>	<b>\$46,948,448</b>
<b>Unrestricted</b>	<b>(1,718,332)</b>
<b>Temporarily restricted</b>	<b>1,218,310</b>
<b>TOTAL NET ASSETS</b>	<b>(\$500,022)</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$46,448,426</b>

Independent Auditor's Report available on request.

# Financial Data - Fiscal Years 2015-2016

## Revenues and Expenses (year ended June 30, 2016)

### Operating Revenues

Section 5310 STP & other FTA funds	\$65,882,238
Prop C (discretionary funds)	72,916,568
Passenger fare revenues	9,640,950
Gain on disposal of assets	159,012
Interest revenue	93,759
Other revenue	10,877
Section 5316 & 5317 funds	942,225
<b>TOTAL REVENUES</b>	<b>\$149,645,629</b>

### Operating Expenses

Purchased transportation services (reg & cert trips)	\$111,043,718
Salaries & related expenses	8,516,757
Insurance	6,501,328
Eligibility and appeal contracts	5,442,540
Communications (telephone & data transmission)	2,222,014
Phone & computer system maintenance/license & consulting	1,211,691
Contracted call center	1,096,933
Purchased transportation services (Access to Work trips)	994,280
Other professional services	954,414
Office rent	608,563
Travel training	525,766
Publications/printed materials/copying	507,890
Purchased transportation services (out of service area trips)	335,379
Purchased transportation services (Adult with Children trips)	279,351
Postage/mailing/courier	268,908
Network support/supplies	216,158
Tether strap and marking program	203,315
Security expenses (Metro/LASD)	200,000
Travel and conference	138,670
Community events and materials	133,233
Vehicle costs	115,026
OMC weekend and holiday services	87,856
Repairs & maintenance	49,197
Board and Advisory Committee compensation	42,840
Office supplies	41,261
Public notice advertising expenses	28,789
Design/marketing services	25,920
Business meetings and meals	17,989
Safety incentive program	12,957
Mileage & parking	9,341

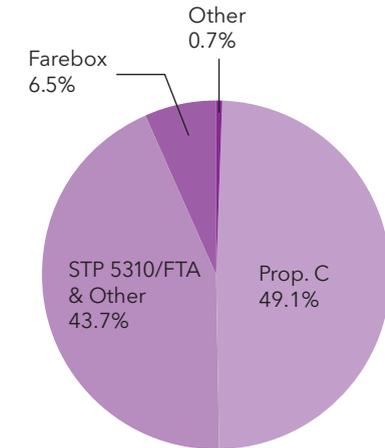
### Operating Expenses (contd.)

Other expenses (bank fees, tax filing fees, etc.)	8,628
Shuttle service (MTA elevator maintenance)	8,585
Professional memberships	8,014
Scholarship programs CTSA	7,980
Integrate Access Services to 511 (LA SAFE)	5,767
Subscription/references	2,695
Equipment/other rental	2,170
Transportation cost (tethering trips)	2,041
Education and training seminars	636
Other	300
<b>TOTAL EXPENSES (before depreciation)</b>	<b>\$141,878,902</b>
Decrease in unfunded defined benefit plan	
Depreciation	6,950,728
<b>TOTAL EXPENSES (after depreciation)</b>	<b>\$148,829,630</b>
Change in net assets	2
<b>Net Assets (beginning of year)</b>	<b>(500,022)</b>
<b>Net Assets (end of year)</b>	<b>(500,020)</b>

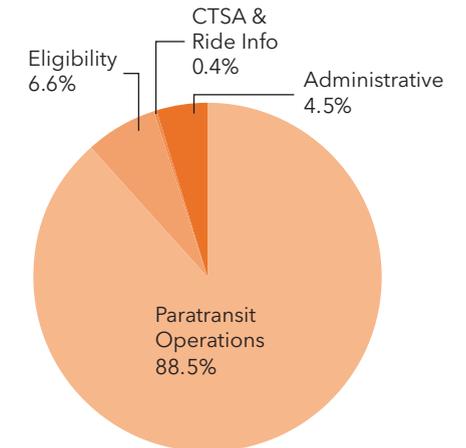
### Balance Sheet

Cash and cash equivalents	\$23,310,181
Deposits	8,227
Due from LACMTA/FTA	9,831,420
Prepaid expenses	7,448,821
Accounts receivable	87,936
Property and equipment (net)	13,783,931
<b>TOTAL ASSETS</b>	<b>\$54,470,516</b>
Accounts payable	\$4,743,559
Payable to contractors	9,462,372
Accrued salaries and expenses	1,009,633
Unfunded pension liability	2,219,063
Self insurance accruals	3,856,841
Deferred support	33,369,999
Deferred revenue	309,069
<b>TOTAL LIABILITIES</b>	<b>\$54,970,536</b>
Unrestricted	0
Temporarily restricted	(500,020)
<b>TOTAL NET ASSETS</b>	<b>(500,020)</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$54,470,516</b>

### Funding Sources



### Expenses by Program





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