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 Services 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

After over 20 years in paratransit, the one thing I am familiar with is reinvention. Every night, after the Access reservation lines close at 10:00 p.m., our providers and their staffs (with help from a very robust computer network) start fresh with a new set of trips for the next day. In our business, change is the one constant we can count on and, as the service expands, it’s coming faster and faster. The fact that Access now transports more trips on an average day than we provided in our entire first year is unbelievable.

As Access celebrates our 20th Anniversary, we have started to reinvent ourselves so that we will be able to continue serving our customers and member agencies well for many years to come, including:

> Restructuring and reorganizing the Agency’s staffing to ensure we can respond to tomorrow’s challenges. This includes new positions in finance, safety, data analysis and information technology, as well as bringing in some talented people to fill leadership roles.

> Continuing to do what we’ve done for the last twenty years: experiment with cutting edge ideas and innovations. We have several different grant-funded operational programs, such as Access to Work, up and running and are coordinating the region’s Volunteer Driver Programs. Access has been in the “clouds” for years with our computer network and we are now focusing on how to use all the data to manage our services in real time.

> Starting a dialogue in the County about including transportation funding for seniors and people with disabilities in any upcoming sales tax ballot initiative.

This is an exciting time at Access and I am proud to have been a part of it for over 20 years. Most importantly, I would like to thank all of our customers, our member agencies, and our providers for their support and dedication in making Access the best of the best. We couldn’t have done it without you!

Shelly Lyons Verrinder
Executive Director
From Point A to the V.A. Dov uses Access to coordinate transportation to cultural and sporting events for disabled veterans.
Access Services Board of Directors  
Fiscal Year 2012-2013

Doran Barnes  
Chair  
City Selection Committee  
Corridor Transportation Reps.

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

Joseph Stitcher,  
Treasurer  
Los Angeles County  
Municipal Operators

Theresa DeVeria  
Secretary  
City of Los Angeles  
Mayor’s Office

Jano Baghdanian  
Los Angeles County Local  
Fixed Route Operators

Hector Guerrero  
Los Angeles County  
Metropolitan Transportation Authority (Metro)  
April 2013 to August 2013

Martin Gombert  
Los Angeles County Local  
Fixed Route Operators

Angela Nwokike  
Los Angeles County  
Independent Living Centers

James Jones  
Access Services Legal Counsel  
Jones & Lester, LLP

Board Members that also served in 2012/13

James Woodson  
Los Angeles County  
Metropolitan Transportation Authority (Metro)  
Served from June 2012 to March 2013

Kurt Hagen  
Los Angeles County  
Commission on Disabilities  
Served until August 2012
Transportation Professionals Advisory Committee (TPAC)
Fiscal Year 2012 - 2013

Wayne Wassell
Chair
Metro

Ian Dailey
Vice Chair
Torrance Transit

Diane Amaya
Beach Cities Transit

Kathryn Engel
Glendale Beeline

Linda Evans
Los Angeles Department of Transportation

Gracie A. Davis
Orange County Transportation Authority

Kevin McDonald
Foothill Transit

Jesse Valdez
East Los Angeles Regional Center

Ernie Crespo
Santa Monica’s Big Blue Bus

Evelyn Galindo
South Central Los Angeles Regional Center

Valerie Gibson
City of Pasadena

Shirley Hsiao
Long Beach Transit

Jose L. Medrano
Montebello Bus Lines

Darren Uhl
Culver City Senior and Social Services

Community Advisory Committee (CAC)
Fiscal Year 2012 - 2013

Michael Anthony Arrigo
Chair

Phyllis Coto
Vice Chair

Maria Aroch
Terri Lantz

Kurt Baldwin
Howard Payne

David “Dov” Cohen
Mildred “Nan” Stoudenmire

Tina Foafoa
Freddi Segal-Gidan

Marie-France Francois
Monique Watts

Dina Garcia

Maggie Kavarian
Access Services Member Agencies
Fiscal Year 2012-2013

1. City of Alhambra
2. City of Baldwin Park
3. City of Bell Gardens
4. City of Bellflower
5. City of Burbank
6. City of Calabasas
7. City of Carson
8. City of Cerritos
9. City of Commerce
10. City of Compton
11. City of Cudahy
12. City of Downey
13. City of Duarte
14. City of El Monte
15. City of Glendale
16. City of Huntington Park
17. City of Inglewood
18. City of La Cañada Flintridge
19. City of Lawndale
20. City of Lynwood
21. City of Monterey Park
22. City of Paramount
23. City of Pasadena
24. City of Rosemead
25. City of Sierra Madre
26. City of West Covina
27. City of West Hollywood
28. City of Westlake Village
29. Antelope Valley
   Transit Authority
30. Beach Cities Transit
31. Culver CityBus
32. Foothill Transit
33. Gardena Municipal Bus Lines
34. Long Beach Transit
35. Los Angeles City Department
   of Transportation
36. Los Angeles County
   Department of Public Works
37. Los Angeles County
   Metropolitan Transportation
   Authority (Metro)
38. Montebello Bus Lines
39. Norwalk Transit
40. Palos Verdes Peninsula
   Transit Authority
41. Santa Clarita Transit
42. Santa Monica’s Big Blue Bus
43. Torrance Transit
From Point A to Teach. Robert (and Rose) ride with Access to teach Assistive Technology to people with visual disabilities.
Superior Service Award Recipients
Fiscal Year 2012 - 2013

July 2012
Mary Volio
Driver
Diversified Transportation

August 2012
Steve Boyadjian
Driver
San Gabriel Transit

September 2012
Carol Bravo
Transit Evaluator Supervisor
CARE Evaluators

October 2012
Antonio Gonzalez
Driver
California Transit, Inc.

November 2012
Laura Garcia
Reservationist
Global Paratransit, Inc.

December 2012
Chan Mun Park
Driver
MV Transportation

January 2013
Heriberto Diaz
Driver
Global Paratransit, Inc.

February 2013
Chris Garcia
Driver
Santa Clarita Transit

March 2013
Cristobal Simon
Driver
California Transit, Inc.

April 2013
William Aceves
Driver
San Gabriel Transit

May 2013
Pierre Moss
Transit Mobility Specialist
CARE Evaluators

June 2013
Jose Diaz
Driver
MV Transportation

Access Services Contract Service Providers
Fiscal Year 2012 - 2013

Northern Region
Nader Raydan
General Manager
MV Transportation

Eastern Region
Stacey Murphy
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
As Access Services celebrates its 20th anniversary, it is important to recognize individuals who have had a profound impact on improving access to public transportation for people with disabilities, not just in Los Angeles County, but also in California and throughout the United States.

As a charter member of Access’ Community Advisory Committee and later a member of Access’ Board of Directors, Richard Devylder has played a prominent role in ensuring that persons with disabilities are able to live independently.

Born without arms and legs, Richard exemplifies what it means to be productive and to live life beyond physical limitations. According to a Los Angeles Times profile, Richard started swimming when he was just a year old. At seven, he told his mother to throw away two prosthetic arms “that were supposed to make my life better.”

Richard credits his family for helping him accept his disabilities and being instrumental in helping him make his own decisions.

After graduating from Cal State University Long Beach, Richard began his career at Southern California Rehabilitation Services Inc. from 1992 to 1998 and at CSULB from 1998 to 2000. He served as Executive Director of the Dayle McIntosh Disability Resource Center from 2000 to 2003, and was appointed Deputy Director of Independent Living and External Affairs at the California Department of Rehabilitation from 2003 to 2008.

In 2010, President Obama appointed Devylder as the first Senior Advisor for Accessible Transportation at the U.S. Department of Transportation, where he advised on effective policy strategies to ensure all modes of transportation are accessible and integrated to meet the diverse functional needs of the public.

On June 2013, Richard Devylder was appointed by Governor Jerry Brown to lead the Office for Access and Functional Needs at the California Governor’s Office of Emergency Services.
The Jerry Walker Commitment to Quality Service Award is designed to honor and celebrate those individuals who have demonstrated a dedication to providing quality service along with a positive and professional attitude that exceeds the expectations of our customers.

Ricky Bachan started his stellar career as a driver for MV Transportation in 1993 when he moved from New York to Los Angeles. As the Dial-a-Ride service was being launched in Santa Clarita, Ricky noticed the opportunity to do what he loved to do most: help people. For Ricky, excellent customer service extends itself beyond transporting a customer safely from one place to another. It’s about understanding the customer’s expectations and needs and being sympathetic and apologetic when things don’t go as planned.

Ricky has always carried a special place in his heart for the senior and disabled community. So much so, that when Ricky goes on vacation he makes sure his relief operator knows exactly how to assist each passenger so they are comfortable with the service. When Ricky was asked about his performance at work he made it very clear that his actions of kindness and compassion are for the good of others. Ricky’s main goal is to assure his customers are treated with dignity and respect, just as he treats his family.

Driven by his passion to help people and treat every customer like family, Access is proud to recognize Ricky Bachan with the 2013 Jerry Walker Commitment to Quality Service Award.

Congratulations Ricky!
Remembering Access

On March 31st 1994, Access Services Inc., was born. Over the past twenty years this agency has gone from serving the City of Pomona and its neighboring cities to the entire County of Los Angeles.

There have been a number of employees and partners who have been here since the beginning, including Executive Director Shelly Verrinder, Pomona Valley Transportation Authority (PVTA) Administrator George Sparks, Donna Cisco, David Foster, Norma DeAlba, Steve Montes and Vince Calderon. We asked these individuals to take us back in time to the very beginning of Access.

George Sparks
The LACTC (a predecessor agency to Metro) contracted with PVTA in the San Gabriel Valley because we had operating contracts. They wanted to see what would work. In September, 1991, we went live and waited. We didn’t have a rider for two weeks! From 1991 to 1994 we ran a service called MetroAccess which went from the San Gabriel Valley into downtown Los Angeles.

David Foster
Operations
Our scheduling policy way back then was that you could call anywhere between 45 minutes to a day before a trip. A customer could call 45 minutes or so before a trip, and sometimes the vehicle could be there in 15 minutes.

Shelly Verrinder
One of the main contracts that PVTA had was with a company called Mayflower. I was brought into Mayflower in 1993 and my boss told me it would be an easy job and I could read the paper all day. I’m still waiting to read that paper.

Vince Calderon
The Office
(East Third St. Pomona, CA)
Our office was in Pomona, and our building was actually a little, small house that was converted into an office. It was separated from the main building. We called it the little house on the prairie.
Steve Montes
People would call our office to schedule their trips and, across the hallway, was our dispatch office. Calls came in and we would use paper tickets that would tell us about their trips back then.

Donna Cisco
In 1993, I came from another contractor where my main job was counting fares. Soon after I joined the project, I was in charge of payroll (done manually of course) for 140 people! Early on, you were thrown into the fire and you found out quickly what you were made of.

Vince Calderon
Back in the early days, you could take a trip and they would wait for you for your return trip. Some riders were even running a business out of Access vehicles. This one rider was selling meat, and she would use the service to transport herself to do her business.

Norma DeAlba
Customer Outreach
When I first started, we were doing everything. We did certification, dispatching, and scheduling evaluations for the customers. We were actually begging people to go do evaluations. Almost like telemarketers. We had this huge camera that we carried everywhere, and it would print out the ID right then and there. Literally hot off the press. Do your evaluation, get your card, and there you go, you were eligible.
From Point A to 30-Love. Connie rides with Access to work during the week, and to the tennis courts on the weekends.
2013: A Year of Accomplishments

In 2013, Access drivers drove 39.2 million miles transporting almost 3.5 million passengers safely to destinations around Los Angeles County. And while the Agency’s main focus was on delivering safe, efficient paratransit service, Access staff was also hard at work on other interesting projects during 2013.

> Our Parents with Disabilities program launched in December 2013 after several months of planning and preparation in conjunction with consultant, provider and operations staff. This program, funded with federal New Freedom grant funds, will provide additional services for people with disabilities who are caring for young children.

> The Southern California Volunteer Driver Coalition celebrated its second year of existence and continued to work on encouraging the development of Volunteer Driver Programs in Los Angeles County.

> Access received the maximum grant award from the California Department of Transportation (CALTRANS) in its competitive 5310 grant application process. Access will use the funds to purchase replacement accessible minivans.

> Operations staff fully implemented our Access to Work program, which is being funded by a federal Job Access/Reverse Commute (JARC) grant. This program helps eligible Access customers by allowing them to schedule trips to their desired arrival time (rather than a pick up time). In addition, there is a lower fare for the program. In 2013, 147 customers took advantage of this program and took over 17,400 trips.

> Access began working with Metro to develop special programs to help returning veterans apply for Access Services. These efforts are being funded by a $2 million Veterans Transportation and Community Living Initiative Grant from the Federal Transit Administration.

> Access began working with Metro on a Bus Stop Accessibility Study that will be creating a database of every bus stop in Los Angeles County.

> Access’ safety programs continued to produce results. In FY 13, the Agency had 1.2 claims per 100,000 revenue miles, which was near its all-time low. More importantly, claim payments reached an all-time low. While the Agency’s insurance program mandated a reserve of $1.4 million, less than $400,000 has been paid out in claims.
Safer Journeys, Every Day in 2013

Access Services’ commitment to safety has never been stronger and new milestones were reached in 2013.

> A new facility inspection program was kicked off mid-year in which staff began regular inspections of the agency’s administrative offices and provider facilities. Access’ facility inspection program is based on OSHA standards and examines key areas including employee training, shop equipment safety and maintenance, required postings, injury logs, chemical and flammable material storage, personal protective equipment (PPE), and forklift safety. Each of Access’ seven provider facilities was checked in 2013 and each inspection resulted in a detailed report identifying areas for improvement and best practices. Overall, the program ensures a safe environment for Access’ employees, visitors, providers, customers, and equipment.

> A peer review of large paratransit agencies was also conducted to gauge Access’ strengths and weaknesses regarding safety and driver training. To measure Access’ progress against the rest of the industry, 10 paratransit agencies from around the country (including New York, Washington D.C., Portland, Seattle, Dallas, and Oakland) participated in a peer review survey focused on safety, training, emergency preparedness, and key metrics. Access compared well in many areas, sets the industry standard in some categories, and could consider changes in a few other areas. The information was extremely useful to charting a safety path over the next year.

> SmartDrive was implemented at MV Transportation, completing the fleet’s installation of the video monitoring system. Now that SmartDrive is in use at all Access properties (except Santa Clarita), we have a clear picture of our driver performance. Almost 700,000 event clips were reviewed in 2013, which helped provider staff investigate incidents and coach drivers on safe driving practices. In 2014, a new coaching methodology will make coaching even easier as we hone in on the riskiest driving behaviors, such as speeding and not making complete stops.

> Finally, the agency implemented new metrics to measure safety. An immense amount of SmartDrive data is now available to help in this endeavor. Cell phone use has declined more than 88% in the past three years; near collisions have declined 57% over the same time period; and Category 4 (the most serious) events have declined 57% over the same period. The other key metric developed in 2013 is the agency’s collision rate, as measure by collisions per 100,000 miles - the industry standard. The agency’s collision rate in 2013 was 1.41 and will be reported, along with other safety metrics, in the monthly Board Box starting in 2014.

While 2014 promises continued safety excellence, 2013 was surely a banner year!
From Point A to CARE. Ezekial works to ensure that every customer's experience at the CARE Evaluation Center is a smooth one.
Over the course of fiscal year 2012-2013, Access Services transported more than 3.4 million passengers in Los Angeles County, representing a 6.3% increase from fiscal year 2011-2012. While service demand continues to climb, Access was presented with a disproportionate increase in demand for the Southern and Antelope Valley regions. During this fiscal year Access was certainly challenged to maintain service continuity throughout the county. In addition to a substantial increase in ridership, Access regional teams faced many challenges throughout the year, including the implementation of new routing software in the Northern region and expanding driver staff.

In spite of these challenges, Access was able to maintain high service quality in fiscal year 2012-2013. On-time performance was 90.31%, just shy of the 91% standard. Category “Late 4”, (hour late) trips were kept below our 0.10% standard at 0.08%, consistent with performance from last fiscal year. Only 3.2 service complaints were recorded for every 1,000 trips, continuing the decreasing complaints trend from previous years. With respect to call statistics, the average hold time in the reservation centers was 77 seconds, well below the 120 second standard.

Progress in the face of challenge is what motivates Access to provide the best ride experience possible for our customers. Access regional teams continue to focus on innovative solutions to tackle challenges that hinder service performance. Through programs such as the Annual Safety Roadeo, the Driver Incentive Program and the Superior Service Award, Access strives to recognize the qualities in contractor staff that enhance our customer’s experience traveling with Access.

### System-Wide Service Data

<table>
<thead>
<tr>
<th></th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Passengers</td>
<td>3,275,021</td>
<td>3,481,204</td>
<td>6.3%</td>
</tr>
<tr>
<td>Total Trips</td>
<td>2,518,053</td>
<td>2,677,808</td>
<td>6.3%</td>
</tr>
<tr>
<td>Total Miles</td>
<td>36,526,152</td>
<td>39,219,810</td>
<td>7.4%</td>
</tr>
<tr>
<td>Contract Revenue Miles</td>
<td>22,991,397</td>
<td>24,655,508</td>
<td>7.2%</td>
</tr>
<tr>
<td>Contract Revenue Hours</td>
<td>1,139,296</td>
<td>1,221,257</td>
<td>7.2%</td>
</tr>
<tr>
<td>Average Trip Distance</td>
<td>9.13</td>
<td>9.21</td>
<td>0.8%</td>
</tr>
<tr>
<td>Passengers per Hour</td>
<td>2.87</td>
<td>2.85</td>
<td>-0.8%</td>
</tr>
<tr>
<td>On-Time Performance</td>
<td>91.18%</td>
<td>90.31%</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Hour Late Trips (Late 4)</td>
<td>0.08%</td>
<td>0.08%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Service Complaints per 1,000 Trips</td>
<td>3.17</td>
<td>3.2</td>
<td>0.9%</td>
</tr>
<tr>
<td>Average Initial Hold Times (seconds)</td>
<td>53</td>
<td>77</td>
<td>45.3%</td>
</tr>
</tbody>
</table>
Financial Data - Fiscal Year 2012-2013

Revenues and Expenses (Year ended June 30, 2013)

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 5310 STP &amp; other FTA funds</td>
<td>$59,981,614</td>
</tr>
<tr>
<td>Prop C-Discretionary funds</td>
<td>56,127,046</td>
</tr>
<tr>
<td>Passenger fare revenues</td>
<td>6,773,034</td>
</tr>
<tr>
<td>Gain on disposal of assets</td>
<td>295,814</td>
</tr>
<tr>
<td>Interest revenue</td>
<td>18,481</td>
</tr>
<tr>
<td>Other revenue</td>
<td>190,835</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$123,386,824</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchased transp svc (net of lease/penalties)</td>
<td>$96,586,743</td>
</tr>
<tr>
<td>Salaries and related expenses</td>
<td>6,482,791</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,725,460</td>
</tr>
<tr>
<td>Eligibility determination</td>
<td>2,888,366</td>
</tr>
<tr>
<td>Communications-telephone/data transmission</td>
<td>1,767,234</td>
</tr>
<tr>
<td>Phone and computer system maint/consulting</td>
<td>1,111,042</td>
</tr>
<tr>
<td>Professional services</td>
<td>1,063,859</td>
</tr>
<tr>
<td>Publications/printed materials/copying</td>
<td>672,574</td>
</tr>
<tr>
<td>Rent - office and equipment</td>
<td>613,121</td>
</tr>
<tr>
<td>Travel training</td>
<td>519,119</td>
</tr>
<tr>
<td>Contracted customer services</td>
<td>354,980</td>
</tr>
<tr>
<td>Postage/mailing/messenger</td>
<td>316,434</td>
</tr>
<tr>
<td>Promotions/events</td>
<td>255,283</td>
</tr>
<tr>
<td>Tether pilot program</td>
<td>195,042</td>
</tr>
<tr>
<td>Security</td>
<td>170,324</td>
</tr>
<tr>
<td>Network support/supplies</td>
<td>94,416</td>
</tr>
<tr>
<td>Other related employee expenses</td>
<td>65,148</td>
</tr>
<tr>
<td>Travel and conferences</td>
<td>59,093</td>
</tr>
<tr>
<td>Vehicle operating costs and registration</td>
<td>56,090</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>45,432</td>
</tr>
<tr>
<td>Office supplies</td>
<td>41,496</td>
</tr>
<tr>
<td>Passenger survey</td>
<td>34,900</td>
</tr>
<tr>
<td>Training program/materials</td>
<td>29,605</td>
</tr>
<tr>
<td>Board and Advisory Committee compensation</td>
<td>26,546</td>
</tr>
<tr>
<td>Business meetings and meals</td>
<td>21,230</td>
</tr>
<tr>
<td>Advertising - legal and procurement notices</td>
<td>16,561</td>
</tr>
<tr>
<td>Other expenses</td>
<td>7,876</td>
</tr>
<tr>
<td>Professional memberships/subscriptions</td>
<td>7,272</td>
</tr>
<tr>
<td>Temporary personnel</td>
<td>3,744</td>
</tr>
<tr>
<td>Equipment/other rental</td>
<td>2,230</td>
</tr>
<tr>
<td>Mileage and parking</td>
<td>1,776</td>
</tr>
<tr>
<td>Translations/interpreters</td>
<td>1,392</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES (before depreciation)</strong></td>
<td><strong>$118,237,179</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,905,828</td>
</tr>
<tr>
<td>Increase in unfunded defined benefit plan</td>
<td>366,269</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$123,509,276</strong></td>
</tr>
<tr>
<td>Change In Net Assets</td>
<td>($122,452)</td>
</tr>
<tr>
<td>Prior period adj. - unfunded pension liab.</td>
<td>(1,956,554)</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>2,260,989</td>
</tr>
<tr>
<td>Net Assets, End of Year</td>
<td>$181,983</td>
</tr>
</tbody>
</table>

Balance Sheet - June 30, 2013

<table>
<thead>
<tr>
<th>Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$18,180,762</td>
</tr>
<tr>
<td>Grant receivable</td>
<td>2,587,104</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>83,392</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>3,257,714</td>
</tr>
<tr>
<td>Due from LACMTA</td>
<td>38,211</td>
</tr>
<tr>
<td>Property and equipment (net)</td>
<td>9,365,563</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$33,512,746</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$577,755</td>
</tr>
<tr>
<td>Payable to contractors</td>
<td>9,353,280</td>
</tr>
<tr>
<td>Accrued salaries and expenses</td>
<td>1,605,383</td>
</tr>
<tr>
<td>Unfunded pension liability</td>
<td>2,322,823</td>
</tr>
<tr>
<td>Self insurance accruals</td>
<td>2,485,196</td>
</tr>
<tr>
<td>Deferred support</td>
<td>16,839,730</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>146,596</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$33,330,763</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>2,504,806</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(2,322,823)</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$181,983</strong></td>
</tr>
</tbody>
</table>

| TOTAL LIABILITIES & NET ASSETS                           | **$33,512,746** |

Funding Sources

- Prop. C: 45.49%
- Paratransit Operations: 89.6%
- Eligibility Determination: 5.6%
- CTSA: 0.3%
- Administrative: 4.5%
- Interest: 0.39%
- Passenger Fares: 5.49%
- Other: 0.02%

Expenses by Program

- Paratransit Operations: 89.6%
- Eligibility Determination: 5.6%
- CTSA: 0.3%
- Administrative: 4.5%
- Interest: 0.39%
- Passenger Fares: 5.49%
- Other: 0.02%

Independent Auditor's Report available on request.