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# Board Box

January 2019

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**January 28, 2019**

**TO: BOARD OF DIRECTORS**  
**FROM: MELISSA MUNGIA, DATA ANALYST**  
**RE: KEY PERFORMANCE INDICATORS**

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**ISSUE:**

The following pages provide a summary of the Key Performance Indicators for:

- Operations and Safety
- Eligibility and Appeals
- Customer Service

## System

### Trip Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
Vehicle Trips		313,329	279,806	263,452	1,733,126
Passenger Trips		402,893	361,716	342,602	2,248,557
Backup Trips		12	28	18	118
No Shows		3.3%	3.3%	3.5%	3.4%
On Time Performance (Next Day Trips)	≥ 91%	91.8%	92.0%	92.3%	92.4%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.04%	0.09%	0.07%	0.06%
Excessively Long Trips	≤ 5%	5.1%	5.1%	4.4%	4.6%
Missed Trips	≤ 0.75%	0.65%	0.65%	0.58%	0.63%
Denials	≤ 0	0	3	0	4
On Time Performance (Access to Work)	≥ 94%	94.5%	94.4%	95.5%	95.4%

### Call Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
<i>Reservations</i>					
Answered Calls		281,988	259,601	251,274	1,579,398
Average Initial Hold Time	≤ 120	103	77	75	86
Calls On Hold > 5 Minutes	≤ 5%	5.9%	3.7%	3.0%	5.0%
<i>Estimated Time of Arrival (ETAs)</i>					
Answered Calls		62,661	57,480	53,281	331,798
Average Initial Hold Time		99	90	76	97
Calls On Hold > 5 Minutes	≤ 10%	6.6%	5.7%	4.1%	7.4%

### Complaints/Commendations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Complaints Per 1,000 Trips	≤ 4.0	4.7	4.2	3.3	3.9
Commendations Per 1,000 Trips		1.7	1.6	1.6	1.6

### Safety

	Goal	Oct-18	Nov-18	Dec-18	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.31	0.17	0.21	0.23
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.64	0.82	1.07	0.86
Weighted Preventable Collisions Per 100,000 Miles		0.50	0.66	0.79	0.70
Miles Between Road Calls	≥ 25,000	53,605	42,538	45,533	40,946

## Antelope Valley Region Trip Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
Vehicle Trips		14,947	12,677	11,995	80,652
Passenger Trips		19,178	16,573	15,869	105,642
No Shows		2.5%	3.1%	2.9%	2.8%
On Time Performance (Next Day Trips)	≥ 91%	91.9%	91.7%	91.8%	92.1%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.05%	0.10%	0.14%	0.06%
Excessively Long Trips	≤ 5%	2.0%	2.1%	2.3%	2.0%
Missed Trips	≤ 0.75%	0.71%	0.95%	0.86%	0.88%
Denials	≤ 0	0	1	0	1
On Time Performance (Access to Work)	≥ 92%	100.0%	100.0%	93.8%	97.4%

## Call Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
<i>Reservations</i>					
Answered Calls		9,748	9,274	9,699	54,951
Average Initial Hold Time	≤ 120	97	116	109	87
Calls On Hold > 5 Minutes	≤ 5%	4.4%	5.6%	4.9%	3.7%

<i>Estimated Time of Arrival (ETAs)</i>					
Answered Calls		3,209	2,983	3,087	18,225
Average Initial Hold Time		47	50	53	45
Calls On Hold > 5 Minutes	≤ 10%	1.9%	2.3%	3.6%	2.0%

## Complaints/Commendations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Complaints Per 1,000 Trips	≤ 4.0	2.3	2.5	2.0	2.2
Commendations Per 1,000 Trips		1.3	1.7	1.5	1.8

## Safety

	Goal	Oct-18	Nov-18	Dec-18	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.00	0.00	0.00	0.10
Preventable Collisions Per 100,000 Miles	≤ 0.50	1.09	1.25	0.00	0.59
Weighted Preventable Collisions Per 100,000 Miles		0.95	1.09	0.00	0.57
Miles Between Road Calls	≥ 25,000	183,809	26,763	25,797	30,763

Contractual Requirement

## Eastern Region Trip Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
Vehicle Trips		93,932	84,654	78,737	516,631
Passenger Trips		123,557	111,690	104,759	684,307
No Shows		2.5%	2.5%	2.7%	2.5%
On Time Performance (Next Day Trips)	≥ 91%	91.6%	91.6%	92.5%	92.9%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.01%	0.09%	0.03%	0.03%
Excessively Long Trips	≤ 5%	1.2%	1.3%	1.1%	1.1%
Missed Trips	≤ 0.75%	0.32%	0.39%	0.34%	0.28%
Denials	≤ 0	0	1	0	1
On Time Performance (Access to Work)	≥ 95%	95.1%	94.5%	94.3%	95.3%

## Call Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
<i>Reservations</i>					
Answered Calls		77,003	71,941	69,739	433,814
Average Initial Hold Time	≤ 120	102	55	52	79
Calls On Hold > 5 Minutes	≤ 5%	8.9%	3.2%	2.5%	6.6%

<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		10,488	10,248	9,842	59,170
Average Initial Hold Time		67	52	45	59
Calls On Hold > 5 Minutes	≤ 10%	4.4%	3.4%	2.3%	4.3%

## Complaints/Commendations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Complaints Per 1,000 Trips	≤ 4.0	3.3	3.0	3.2	3.0
Commendations Per 1,000 Trips		2.7	2.3	2.2	2.2

## Safety

	Goal	Oct-18	Nov-18	Dec-18	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.09	0.19	0.30	0.23
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.69	0.76	1.30	1.03
Weighted Preventable Collisions Per 100,000 Miles		0.54	0.66	1.03	0.83
Miles Between Road Calls	≥ 25,000	115,436	62,327	166,473	86,913

Contractual Requirement

## Santa Clarita Region Trip Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
Vehicle Trips		3,355	2,961	2,763	18,560
Passenger Trips		3,915	3,484	3,240	21,938
No Shows		3.2%	3.1%	3.7%	3.2%
On Time Performance (Next Day Trips)	≥ 91%	92.7%	94.3%	94.9%	93.8%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.06%	0.07%	0.10%	0.07%
Excessively Long Trips	≤ 5%	3.8%	2.9%	4.1%	3.3%
Missed Trips	≤ 0.75%	1.21%	1.09%	1.03%	1.07%
Denials	≤ 0	0	0	0	0
On Time Performance (Access to Work)	≥ 94%	-	-	-	-

## Call Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
<i>Reservations</i>					
Answered Calls		2,722	2,378	2,415	17,374
Average Initial Hold Time	≤ 120	40	39	41	42
Calls On Hold > 5 Minutes	≤ 5%	1.2%	1.3%	1.6%	1.3%

<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		635	605	520	1,760
Average Initial Hold Time		34	39	52	47
Calls On Hold > 5 Minutes	≤ 10%	2.0%	2.5%	3.1%	2.7%

## Complaints/Commendations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Complaints Per 1,000 Trips	≤ 4.0	0.9	0.7	1.8	0.8
Commendations Per 1,000 Trips		0.0	0.0	0.0	0.4

## Safety

	Goal	Oct-18	Nov-18	Dec-18	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.00	0.00	0.00	0.00
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.00	0.00	0.00	0.00
Weighted Preventable Collisions Per 100,000 Miles		0.00	0.00	0.00	0.00
Miles Between Road Calls	≥ 25,000	30,298	26,968	26,407	165,770

Contractual Requirement

## Northern Region Trip Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
Vehicle Trips		55,995	49,400	46,147	306,327
Passenger Trips		69,569	61,889	58,458	385,215
No Shows		2.0%	2.2%	2.5%	2.2%
On Time Performance (Next Day Trips)	≥ 91%	91.5%	90.8%	92.5%	91.7%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.07%	0.10%	0.08%	0.08%
Excessively Long Trips	≤ 5%	6.2%	6.0%	5.1%	5.8%
Missed Trips	≤ 0.75%	0.34%	0.38%	0.37%	0.36%
Denials	≤ 0	0	0	0	0
On Time Performance (Access to Work)	≥ 94%	93.6%	95.5%	96.5%	95.2%

## Call Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
<i>Reservations</i>					
Answered Calls		46,987	43,556	41,123	260,614
Average Initial Hold Time	≤ 120	104	116	96	99
Calls On Hold > 5 Minutes	≤ 5%	3.0%	3.6%	3.1%	2.8%
<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		7,433	7,449	6,667	42,698
Average Initial Hold Time		99	110	103	83
Calls On Hold > 5 Minutes	≤ 10%	3.0%	4.5%	3.0%	3.6%

## Complaints/Commendations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Complaints Per 1,000 Trips	≤ 4.0	2.0	2.4	2.1	2.2
Commendations Per 1,000 Trips		1.0	1.3	1.5	1.3

## Safety

	Goal	Oct-18	Nov-18	Dec-18	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.28	0.00	0.48	0.20
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.99	0.78	1.12	0.88
Weighted Preventable Collisions Per 100,000 Miles		0.78	0.58	0.88	0.70
Miles Between Road Calls	≥ 25,000	140,742	160,762	51,986	74,783

Contractual Requirement

## Southern Region Trip Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
Vehicle Trips		97,305	86,793	82,751	544,267
Passenger Trips		122,548	109,346	104,704	689,995
No Shows		4.8%	4.7%	4.7%	4.7%
On Time Performance (Next Day Trips)	≥ 91%	91.7%	92.8%	91.7%	91.7%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.05%	0.10%	0.08%	0.11%
Excessively Long Trips	≤ 5%	9.6%	9.6%	8.3%	8.4%
Missed Trips	≤ 0.75%	1.27%	1.16%	0.95%	1.20%
Denials	≤ 0	0	1	0	2
On Time Performance (Access to Work)	≥ 92%	94.3%	92.8%	95.8%	95.1%

## Call Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
<i>Reservations</i>					
Answered Calls		91,011	82,150	79,807	507,753
Average Initial Hold Time	≤ 120	106	86	96	91
Calls On Hold > 5 Minutes	≤ 5%	3.5%	4.5%	3.9%	4.1%
<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		33,285	28,912	26,224	166,584
Average Initial Hold Time		124	118	100	129
Calls On Hold > 5 Minutes	≤ 10%	8.2%	7.7%	5.3%	10.0%

## Complaints/Commendations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Complaints Per 1,000 Trips	≤ 4.0	9.3	7.5	4.9	6.8
Commendations Per 1,000 Trips		1.3	1.0	1.2	1.3

## Safety

	Goal	Oct-18	Nov-18	Dec-18	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.71	0.27	0.09	0.35
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.47	0.99	0.94	0.81
Weighted Preventable Collisions Per 100,000 Miles		0.38	0.79	0.66	0.68
Miles Between Road Calls	≥ 25,000	23,899	24,211	27,388	23,322

Contractual Requirement



## West Central Region

### Trip Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
Vehicle Trips		47,795	43,321	41,059	266,689
Passenger Trips		64,126	58,734	55,572	361,460
No Shows		3.8%	3.8%	4.0%	3.8%
On Time Performance (Next Day Trips)	≥ 91%	91.7%	91.9%	92.7%	92.7%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.03%	0.07%	0.07%	0.04%
Excessively Long Trips	≤ 5%	4.2%	4.2%	3.6%	3.5%
Missed Trips	≤ 0.75%	0.47%	0.41%	0.41%	0.37%
Denials	≤ 0	0	0	0	0
On Time Performance (Access to Work)	≥ 91%	94.6%	95.5%	96.9%	97.4%

### Call Performance

	Goal	Oct-18	Nov-18	Dec-18	YTD
<i>Reservations</i>					
Answered Calls		54,517	50,302	48,491	304,892
Average Initial Hold Time	≤ 120	101	54	51	80
Calls On Hold > 5 Minutes	≤ 5%	8.8%	3.1%	2.1%	6.8%
<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		7,611	7,283	6,941	43,361
Average Initial Hold Time		71	53	48	61
Calls On Hold > 5 Minutes	≤ 5%	5.2%	3.3%	2.6%	4.6%

### Complaints/Commendations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Complaints Per 1,000 Trips	≤ 4.0	2.3	2.9	2.1	2.4
Commendations Per 1,000 Trips		1.8	1.7	1.8	1.6

### Safety

	Goal	Oct-18	Nov-18	Dec-18	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.00	0.19	0.00	0.06
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.34	0.56	1.19	0.77
Weighted Preventable Collisions Per 100,000 Miles		0.26	0.38	0.79	0.58
Miles Between Road Calls	≥ 25,000	116,202	59,236	45,782	46,537

Contractual Requirement

## Eligibility and Appeals

### Eligibility

	Goal	Oct-18	Nov-18	Dec-18	YTD
Eligible Customers		153,550	152,273	151,647	151,647
ADA Evaluations Performed		3,469	2,681	2,098	17,902
Days From Application to Decision (avg)	≤ 21	7	6	6	8

### Eligibility Determinations

	Goal	Oct-18	Nov-18	Dec-18	YTD
Unrestricted		1,915	1,463	1,169	9,500
Restricted		974	708	542	4,759
Temporary		248	167	151	1,175
Not Eligible		512	343	236	2,648
Total		3,649	2,681	2,098	18,082

### Appeals

	Goal	Oct-18	Nov-18	Dec-18	YTD
Appeals Performed		248	201	177	1,162
Days From Appeal to Decision (avg)	≤ 30	7	9	13	10

## Customer Service

### Phone Statistics

#### Customer Service

	Goal	Oct-18	Nov-18	Dec-18	YTD
Customer Service Calls		35,316	27,416	24,791	189,089
Average Initial Hold Time	≤ 180 sec	95	104	99	94
Calls On Hold > 5 Minutes	≤ 10%	9.3%	9.8%	10.1%	9.0%
Call Duration	≤ 300 sec	268	271	275	269
Calls Abandoned	≤ 10%	3.1%	3.2%	3.3%	3.1%

### Operations Monitoring Center

	Goal	Oct-18	Nov-18	Dec-18	YTD
Customer Service Calls		13,975	12,079	10,473	72,247
Average Initial Hold Time	≤ 180 sec	73	76	60	68
Calls On Hold > 5 Minutes	≤ 10%	6.7%	6.9%	5.5%	6.3%
Call Duration	≤ 300 sec	400	377	371	397
Calls Abandoned	≤ 10%	5.2%	5.1%	4.9%	4.9%

Contractual Requirement

**January 28, 2019**

**TO: BOARD OF DIRECTORS**  
**FROM: HECTOR RODRIGUEZ, DEPUTY EXECUTIVE DIRECTOR**  
**RE: FINANCIAL REPORT FOR DECEMBER 2018**

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Attached for your review are the draft financial reports for December 2018.

Approved FY 2018/19 Budget to Actual Fiscal Year-to-Date Comparison:

- Passengers: 1.0% under budget
- Contract Revenue Miles: 1.2% over budget
- Trips: 0.2% under budget
- Completed Eligibility Interviews: 9.0% over budget
- Average Trip Distance: over budget by 0.13 miles at 9.38 miles
- Total cost per Passenger (before depreciation): 0.4% under budget
- Administration Function is 3% under budget
- Eligibility Determination Function is 16% over budget
- Purchased Transportation Function is 2% under budget
- Paratransit Operations Function is 1.7% under budget

Attached are the following reports for your review:

- Statistical Comparison: December 2017 to December 2018
- Expenses by Functional Area
- Budget to Actual Comparison of Statistics
- YTD Budget Results
- Graph: YTD PAX Cost Comparison

**Expenses by Functional Area**  
**For the YTD Period Ending December 2018**

	% of Cost	YTD Actual	YTD Budget	Variance	% Over / (Under) Budget	% Over / (Under) Prior Yr
Purchased Transportation	81%	\$67,875,438	\$69,306,244	(\$1,430,806)	-2%	11%
Paratransit Operations	9%	\$7,853,962	\$7,988,366	(\$134,404)	-1.7%	16%
Eligibility Determination	5%	\$4,447,561	\$3,824,960	\$622,601	16%	6%
CTSA/Ride Information	0.2%	\$185,620	\$329,068	(\$143,448)	-44%	154%
Administration	4%	\$3,393,753	\$3,488,931	(\$95,178)	-3%	2%
Total Exp before Depreciation		<b>\$83,756,334</b>	<b>\$84,937,569</b>	<b>(\$1,181,235)</b>	<b>-1%</b>	<b>11%</b>

## Statistics - - For the YTD Period Ended December 2018

	YTD Actual	YTD Budget	Variance	% Over / (Under) Budget	% Over / (Under) Prior Yr
Number of Completed Cert Interviews	18,097	16,596	1,501	9.0%	27.3%
Number of PAX	2,248,289	2,270,374	(22,085)	-1.0%	1.0%
Number of Contract Revenue Miles	16,253,388	16,061,936	191,452	1.2%	2.9%
Number of Trips	1,732,905	1,736,450	(3,545)	-0.2%	2.1%
Average Trip Distance	9.38	9.25	0.13	1.4%	0.8%
<b>Purchased Transportation Cost</b>					
Cost per Trip	\$39.17	\$39.91	(\$0.74)	-1.9%	13.8%
Cost per PAX	\$30.19	\$30.53	(\$0.34)	-1.1%	12.6%
Cost per Contract Rev Mile	\$4.18	\$4.31	(\$0.13)	0.0%	11.0%
Total Cost per Pax before Depreciation	\$37.25	\$37.41	(\$0.16)	-0.4%	7.2%

**Budget Results for FY 2018/2019**  
**For YTD Period Ending December 2018**

	YTD Actual	YTD Budget	Variance	% Over / (Under) Budget	% Over / (Under) Prior Yr
Revenue					
Passenger Fares	\$5,078,919	\$4,751,508	\$327,411		
Other Revenue	\$406,981	\$198,978	\$208,003		
Total Revenue	\$5,485,900	\$4,950,486	\$535,414	10.8%	15%
 Total Exp before Capital	 \$83,756,334	 \$84,937,569	 (\$1,181,235)	 -1.4%	 11%
Capital Expenditures					
Vehicles	\$5,284,227	\$6,000,000	(\$715,773)		
Other Capital Expenditures	\$249,859	\$0	\$249,859		
Total Capital Expenditures	\$5,534,086	\$6,000,000	(\$465,914)	-7.8%	796%
 Over/(Under) Budget December 2018			 (\$1,647,149)		

# YTD COST PER PASSENGER BEFORE DEPRECIATION AND CAPITAL COST

