

## Board Box

December 2019

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December 31, 2019

TO: BOARD OF DIRECTORS  
FROM: MELISSA MUNGIA, BUSINESS 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	Sep-19	Oct-19	Nov-19	YTD
Vehicle Trips		311,868	336,027	302,074	1,580,096
Passenger Trips		397,504	429,003	387,677	2,024,594
Backup Trips		81	95	58	426
No Shows		2.8%	2.8%	2.6%	2.7%
On Time Performance (Next Day Trips)	≥ 91%	88.7%	91.8%	91.9%	91.2%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.26%	0.14%	0.07%	0.14%
Excessively Long Trips	≤ 5%	3.4%	3.0%	3.3%	3.4%
Missed Trips	≤ 0.75%	0.71%	0.61%	0.38%	0.53%
Denials	≤ 0	2	2	2	8
On Time Performance (Access to Work)	≥ 94%	92.3%	94.3%	94.0%	94.8%

### Call Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
<i>Reservations</i>					
Answered Calls		260,959	269,433	251,488	1,286,496
Average Initial Hold Time	≤ 120 sec	89	89	67	81
Calls On Hold > 5 Minutes	≤ 5%	4.7%	4.3%	2.6%	4.2%
<i>Estimated Time of Arrival (ETAs)</i>					
Answered Calls		51,921	51,145	47,262	248,804
Average Initial Hold Time		86	88	75	81
Calls On Hold > 5 Minutes	≤ 10%	5.3%	5.5%	4.1%	4.8%

### Complaints/Commendations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Complaints Per 1,000 Trips	≤ 4.0	3.5	2.4	2.1	2.7
Commendations Per 1,000 Trips		1.2	1.2	0.9	1.1

### Safety

	Goal	Sep-19	Oct-19	Nov-19	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.34	0.24	0.24	0.22
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.71	0.91	0.74	0.72
Miles Between Road Calls	≥ 25,000	49,272	78,757	51,062	59,558

# Antelope Valley Region

## Trip Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
Vehicle Trips		14,159	14,349	13,052	69,390
Passenger Trips		19,808	19,500	18,143	94,831
No Shows		2.5%	2.7%	2.5%	2.5%
On Time Performance (Next Day Trips)	≥ 91%	87.0%	91.7%	92.5%	90.6%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.50%	0.12%	0.05%	0.17%
Excessively Long Trips	≤ 5%	4.3%	3.6%	2.8%	3.3%
Missed Trips	≤ 0.75%	2.31%	1.77%	1.06%	1.36%
Denials	≤ 0	0	0	0	0
On Time Performance (Access to Work)	≥ 92%	88.9%	91.7%	60.0%	84.3%

## Call Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
<i>Reservations</i>					
Answered Calls		8,321	9,342	8,589	44,957
Average Initial Hold Time	≤ 120 sec	40	30	31	53
Calls On Hold > 5 Minutes	≤ 5%	2.0%	0.8%	1.4%	5.9%

<i>Estimated Time of Arrival (ETAs)</i>					
Answered Calls		4,104	4,144	3,995	19,818
Average Initial Hold Time		59	35	72	53
Calls On Hold > 5 Minutes	≤ 10%	4.6%	2.2%	6.6%	3.9%

## Complaints/Commendations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Complaints Per 1,000 Trips	≤ 4.0	3.7	2.8	1.7	2.9
Commendations Per 1,000 Trips		0.9	0.9	0.6	0.8

## Safety

	Goal	Sep-19	Oct-19	Nov-19	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.52	0.50	0.00	0.54
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.65	0.00	0.00	0.21
Miles Between Road Calls	≥ 25,000	13,787	13,225	23,930	15,018

## Contractual Requirement

## Eastern Region

### Trip Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
Vehicle Trips		91,355	99,289	89,103	463,665
Passenger Trips		118,496	129,002	115,670	604,506
No Shows		2.7%	2.5%	2.6%	2.5%
On Time Performance (Next Day Trips)	≥ 91%	85.5%	90.3%	90.7%	89.4%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.52%	0.20%	0.15%	0.26%
Excessively Long Trips	≤ 5%	1.6%	1.4%	1.3%	1.3%
Missed Trips	≤ 0.75%	1.03%	0.98%	0.42%	0.73%
Denials	≤ 0	1	0	0	2
On Time Performance (Access to Work)	≥ 95%	87.4%	92.3%	92.9%	92.2%

### Call Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
<i>Reservations</i>					
Answered Calls		73,250	73,784	69,633	359,073
Average Initial Hold Time	≤ 120 sec	70	62	29	59
Calls On Hold > 5 Minutes	≤ 5%	5.7%	4.6%	1.2%	4.4%

<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		12,708	12,135	11,083	58,743
Average Initial Hold Time		72	72	28	62
Calls On Hold > 5 Minutes	≤ 10%	6.5%	6.5%	1.4%	5.1%

### Complaints/Commendations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Complaints Per 1,000 Trips	≤ 4.0	5.1	3.2	2.7	3.6
Commendations Per 1,000 Trips		1.6	1.4	1.1	1.4

### Safety

	Goal	Sep-19	Oct-19	Nov-19	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.44	0.09	0.20	0.18
Preventable Collisions Per 100,000 Miles	≤ 0.50	1.20	0.78	0.69	0.71
Miles Between Road Calls	≥ 25,000	59,444	60,417	46,538	68,512

### Contractual Requirement

# Santa Clarita Region

## Trip Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
Vehicle Trips		4,121	3,912	3,534	19,313
Passenger Trips		4,862	4,625	3,847	22,679
No Shows		2.4%	2.1%	2.1%	2.3%
On Time Performance (Next Day Trips)	≥ 91%	89.7%	91.9%	92.4%	92.0%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.19%	0.15%	0.16%	0.12%
Excessively Long Trips	≤ 5%	3.9%	3.5%	3.5%	3.2%
Missed Trips	≤ 0.75%	0.75%	0.67%	0.55%	0.69%
Denials	≤ 0	1	0	0	1
On Time Performance (Access to Work)	≥ 94%	-	-	-	-

## Call Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
<i>Reservations</i>					
Answered Calls		4,094	3,450	2,841	16,689
Average Initial Hold Time	≤ 120 sec	183	44	42	81
Calls On Hold > 5 Minutes	≤ 5%	13.6%	1.0%	1.2%	4.5%

<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		571	608	552	2,825
Average Initial Hold Time		99	89	64	82
Calls On Hold > 5 Minutes	≤ 10%	5.3%	5.1%	3.6%	4.8%

## Complaints/Commendations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Complaints Per 1,000 Trips	≤ 4.0	0.2	1.3	1.1	0.6
Commendations Per 1,000 Trips		0.0	1.3	0.3	0.4

## Safety

	Goal	Sep-19	Oct-19	Nov-19	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.00	0.00	1.72	0.52
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.00	0.00	0.00	0.00
Miles Between Road Calls	≥ 25,000	36,452	23,849	58,187	192,118

Contractual Requirement

## Northern Region

### Trip Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
Vehicle Trips		53,729	57,546	52,288	274,365
Passenger Trips		65,849	72,696	66,763	343,763
No Shows		2.2%	2.5%	2.1%	2.2%
On Time Performance (Next Day Trips)	≥ 91%	91.0%	91.7%	91.8%	92.0%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.13%	0.18%	0.06%	0.08%
Excessively Long Trips	≤ 5%	5.0%	4.8%	5.0%	4.8%
Missed Trips	≤ 0.75%	0.43%	0.42%	0.29%	0.33%
Denials	≤ 0	0	1	0	1
On Time Performance (Access to Work)	≥ 94%	94.2%	94.1%	91.6%	95.2%

### Call Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
<i>Reservations</i>					
Answered Calls		42,586	46,517	42,202	210,950
Average Initial Hold Time	≤ 120 sec	104	133	120	121
Calls On Hold > 5 Minutes	≤ 5%	3.0%	4.2%	3.2%	4.2%
<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		6,754	7,174	6,996	34,395
Average Initial Hold Time		108	114	109	105
Calls On Hold > 5 Minutes	≤ 10%	3.8%	3.6%	3.0%	3.3%

### Complaints/Commendations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Complaints Per 1,000 Trips	≤ 4.0	1.9	1.7	1.6	1.8
Commendations Per 1,000 Trips		1.1	1.3	0.8	1.2

### Safety

	Goal	Sep-19	Oct-19	Nov-19	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.29	0.14	0.31	0.17
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.29	0.99	0.05	0.73
Miles Between Road Calls	≥ 25,000	138,387	364,078	63,520	94,040

### Contractual Requirement

## Southern Region

### Trip Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
Vehicle Trips		101,495	110,451	97,654	513,772
Passenger Trips		126,254	136,723	121,972	640,875
No Shows		3.0%	2.8%	2.6%	2.9%
On Time Performance (Next Day Trips)	≥ 91%	91.3%	93.7%	93.3%	92.9%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.02%	0.02%	0.01%	0.02%
Excessively Long Trips	≤ 5%	5.5%	4.8%	4.4%	4.7%
Missed Trips	≤ 0.75%	0.39%	0.30%	0.27%	0.30%
Denials	≤ 0	0	1	1	3
On Time Performance (Access to Work)	≥ 92%	94.6%	95.5%	97.3%	96.4%

### Call Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
<i>Reservations</i>					
Answered Calls		85,124	87,515	81,169	419,923
Average Initial Hold Time	≤ 120 sec	109	112	99	95
Calls On Hold > 5 Minutes	≤ 5%	3.9%	4.5%	4.5%	3.7%
<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		19,405	18,885	16,988	93,225
Average Initial Hold Time		101	109	114	98
Calls On Hold > 5 Minutes	≤ 10%	4.9%	6.2%	7.2%	5.5%

### Complaints/Commendations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Complaints Per 1,000 Trips	≤ 4.0	3.1	2.1	2.0	2.4
Commendations Per 1,000 Trips		0.9	1.1	0.8	0.9

### Safety

	Goal	Sep-19	Oct-19	Nov-19	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.17	0.45	0.33	0.25
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.58	1.63	0.95	0.97
Miles Between Road Calls	≥ 25,000	39,899	184,358	38,437	59,849

### Contractual Requirement



## West Central Region

### Trip Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
Vehicle Trips		47,009	50,480	46,443	239,591
Passenger Trips		62,235	66,457	61,282	317,940
No Shows		3.7%	3.6%	3.6%	3.7%
On Time Performance (Next Day Trips)	≥ 91%	86.1%	90.5%	90.8%	89.5%
Excessively Late Trips (45+ min late)	≤ 0.10%	0.43%	0.23%	0.10%	0.23%
Excessively Long Trips	≤ 5%	3.3%	3.0%	3.0%	3.0%
Missed Trips	≤ 0.75%	0.85%	0.67%	0.49%	0.69%
Denials	≤ 0	0	0	1	1
On Time Performance (Access to Work)	≥ 91%	94.0%	97.3%	96.9%	97.6%

### Call Performance

	Goal	Sep-19	Oct-19	Nov-19	YTD
<i>Reservations</i>					
Answered Calls		47,584	48,825	47,054	234,904
Average Initial Hold Time	≤ 120 sec	70	63	30	60
Calls On Hold > 5 Minutes	≤ 5%	5.9%	4.6%	1.1%	4.5%
<i>Estimated Time of Arrival (ETA)</i>					
Answered Calls		8,379	8,199	7,648	39,798
Average Initial Hold Time		69	67	29	59
Calls On Hold > 5 Minutes	≤ 5%	5.8%	5.5%	1.1%	4.5%

### Complaints/Commendations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Complaints Per 1,000 Trips	≤ 4.0	3.4	2.6	1.9	2.8
Commendations Per 1,000 Trips		1.4	1.3	1.0	1.2

### Safety

	Goal	Sep-19	Oct-19	Nov-19	YTD
Preventable Incidents Per 100,000 Miles	≤ 0.25	0.51	0.17	0.00	0.17
Preventable Collisions Per 100,000 Miles	≤ 0.50	0.60	0.17	0.74	0.46
Miles Between Road Calls	≥ 25,000	58,602	95,978	253,661	75,370

### Contractual Requirement

## Eligibility and Appeals

### Eligibility

	Goal	Sep-19	Oct-19	Nov-19	YTD
Eligible Customers		148,444	148,105	147,597	147,597
Total ADA Evaluations Performed		3,798	5,533	4,104	23,208
Days From Application to Decision (avg)	≤ 21	7	5	5	5

### In Person Evaluations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Unrestricted		1,754	1,830	1,427	8,501
Restricted		683	746	610	3,604
Temporary		177	229	171	945
Not Eligible		286	263	260	1,530
Total		2,900	3,068	2,468	14,580

### Paper Evaluations

	Goal	Sep-19	Oct-19	Nov-19	YTD
Unrestricted		898	2,465	1,636	8,628
Restricted		0	0	0	0
Temporary		0	0	0	0
Not Eligible		0	0	0	0
Total		898	2,465	1,636	8,628

### Appeals

	Goal	Sep-19	Oct-19	Nov-19	YTD
Appeals Performed		147	88	83	534
Days From Appeal to Decision (avg)	≤ 30	4	7	7	6

## Customer Service

### Phone Statistics

#### Customer Service

	Goal	Sep-19	Oct-19	Nov-19	YTD
Customer Service Calls		31,744	32,966	25,084	153,613
Average Initial Hold Time	≤ 180 sec	56	25	37	52
Calls On Hold > 5 Minutes	≤ 10%	6.0%	1.5%	3.1%	5.1%
Call Duration	≤ 300 sec	274	258	254	267
Calls Abandoned	≤ 10%	2.5%	1.1%	1.5%	2.2%

#### Operations Monitoring Center

	Goal	Sep-19	Oct-19	Nov-19	YTD
Customer Service Calls		10,845	10,464	9,338	49,494
Average Initial Hold Time	≤ 180 sec	80	51	47	70
Calls On Hold > 5 Minutes	≤ 10%	9.3%	4.7%	4.4%	7.2%
Call Duration	≤ 300 sec	369	380	376	375
Calls Abandoned	≤ 10%	6.3%	4.4%	4.4%	5.7%

#### Contractual Requirement

December 31, 2019

TO: BOARD OF DIRECTORS

FROM: HECTOR RODRIGUEZ, DEPUTY EXECUTIVE DIRECTOR

RE: FINANCIAL REPORT FOR NOVEMBER 2019

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Approved FY 2019/20 Budget to Actual Fiscal Year-to-Date Comparison:

- Passengers: 6.0% over budget
- Contract Revenue Miles: 7.8% over budget
- Trips: 10.5% over budget
- Total Eligibility Evaluations: 16.3% under budget
- Average Trip Distance: under budget by 0.23 miles at 9.06 miles
- Total cost per Passenger(before depreciation):0.2% under budget at \$39.81
- Administration Function is 0.8% over budget
- Eligibility Determination Function is 6.8% under budget
- Purchased Transportation Function is 7.3% over budget
- Paratransit Operations Function is 1.4% over budget

Attached are the following reports for your review:

- Statistical Comparison: November 2018 to November 2019
- 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 November 2019

	Cost	YTD Actual	YTD Budget	Variance	% Over / (Under) Budget	% Over/ (Under) Prior Yr
Purchased Transportation	83.0%	\$66,923,264	\$62,360,896	\$4,562,368	7.3%	16%
Paratransit Operations	8.8%	\$7,098,783	\$7,000,604	\$98,179	1.4%	9%
Eligibility Determination	4.0%	\$3,252,353	\$3,491,390	(\$239,037)	-6.8%	2%
CTSA/Ride Information	0.2%	\$188,940	\$196,163	(\$7,223)	-3.7%	31%
Administration	3.9%	\$3,128,544	\$3,104,454	\$24,090	0.8%	11%
Total Exp before Depreciation		\$80,591,884	\$76,153,507	\$4,438,377	5.8%	14%

## Statistics – For the YTD Period Ended November 2019

	YTD Actual	YTD Budget	Variance	% Over / (Under) Budget	% Over/ (Under) Prior Yr
Total Eligibility Evaluations	23,208	27,742	(4,534)	-16.3%	-7.1%
Number of Passengers	2,024,594	1,909,934	114,660	6.0%	6.2%
Number of Contract Revenue Miles	14,311,568	13,273,516	1,038,052	7.8%	4.0%
Number of Trips	1,580,096	1,429,372	150,724	10.5%	7.5%
Average Trip Distance	9.06	9.29	(0.23)	-2.4%	-3.3%
Purchased Transportation Cost					
Cost per Trip	\$42.35	\$43.63	(\$1.28)	-2.9%	7.8%
Cost per Passenger	\$33.06	\$32.65	\$0.41	1.3%	9.1%
Cost per Contract Rev Mile	\$4.68	\$4.70	(\$0.02)	0.0%	11.7%
Total Cost per Passenger before Depreciation	\$39.81	\$39.87	(\$0.06)	-0.2%	7.8%

## Budget Results for FY 2019/2020

### For YTD Period Ending November 2019

	YTD Actual	YTD Budget	Variance	% Over/ (Under) Budget	% Over/ (Under) Prior Yr
Revenue					
Passenger Fares	\$4,697,551	\$4,228,668	\$468,883		
Other Revenue	\$277,282	\$220,399	\$56,883		
Total Revenue	\$4,974,833	\$4,449,067	\$525,766	11.8%	9%
 Total Exp before Capital	 \$80,591,884	 \$76,153,507	 \$4,438,377	 5.8%	 14%
Capital Expenditures					
Vehicles	\$826,603	\$1,715,258	(\$888,655)		
Other Capital Expenditures	\$51,691	\$0	\$51,691		
Total Capital Expenditures	\$878,295	\$1,715,258	(\$836,963)	-48.8%	-73%
 Over/(Under) Budget Nov 2019			 \$3,601,414		

## YTD Cost Per Passenger before Depreciation and Capital Cost

