

Independent Review of MetroAccess

Joint TPB Access for All and Human Services
Transportation Coordination Task Force Meeting
September 18, 2008

Agenda

- Summary of Review Scope and Approach
- Key Findings and Recommendations
- Questions/Comments

Primary Review Areas

- Service Quality and Performance Monitoring
- Eligibility Determinations
- Rider Input and Customer Service
- Policy and Planning

Approach

- Requested and Reviewed Detailed Data and Information From WMATA and MV Transportation (46 Items Total)
- Stakeholder Input
 - Telephone Interviews with 14 Riders, Advocates and Agency Representatives
 - May 21 Stakeholder Meeting
- On-Site Review of Operation July 15-16
- Follow-Up and Data Collection As Needed

Service Quality and Performance Monitoring

Call Center Staffing and Performance

- Significant Increases in Reservations and Dispatching Staff
- Increased Management and Supervision
- One More Scheduler Recommended (1)

	Dec 06	Jul 08
Reservationists	27	42
Dispatchers	14	45
Schedulers	4	5
Managers/ Supervisors	4	14
Other	2	9
Totals	51	115

Improved Call Center Organization

- Separate “Where’s My Ride?” Unit
- No-Show Desk
- Trainer and Expanded Training Facility
- Additional LED Displays to Monitor and Manage Performance and Calculate Annual Turnover Rates

“Where’s My Ride?” Unit



No-Show "Desk"



Added Supervisors

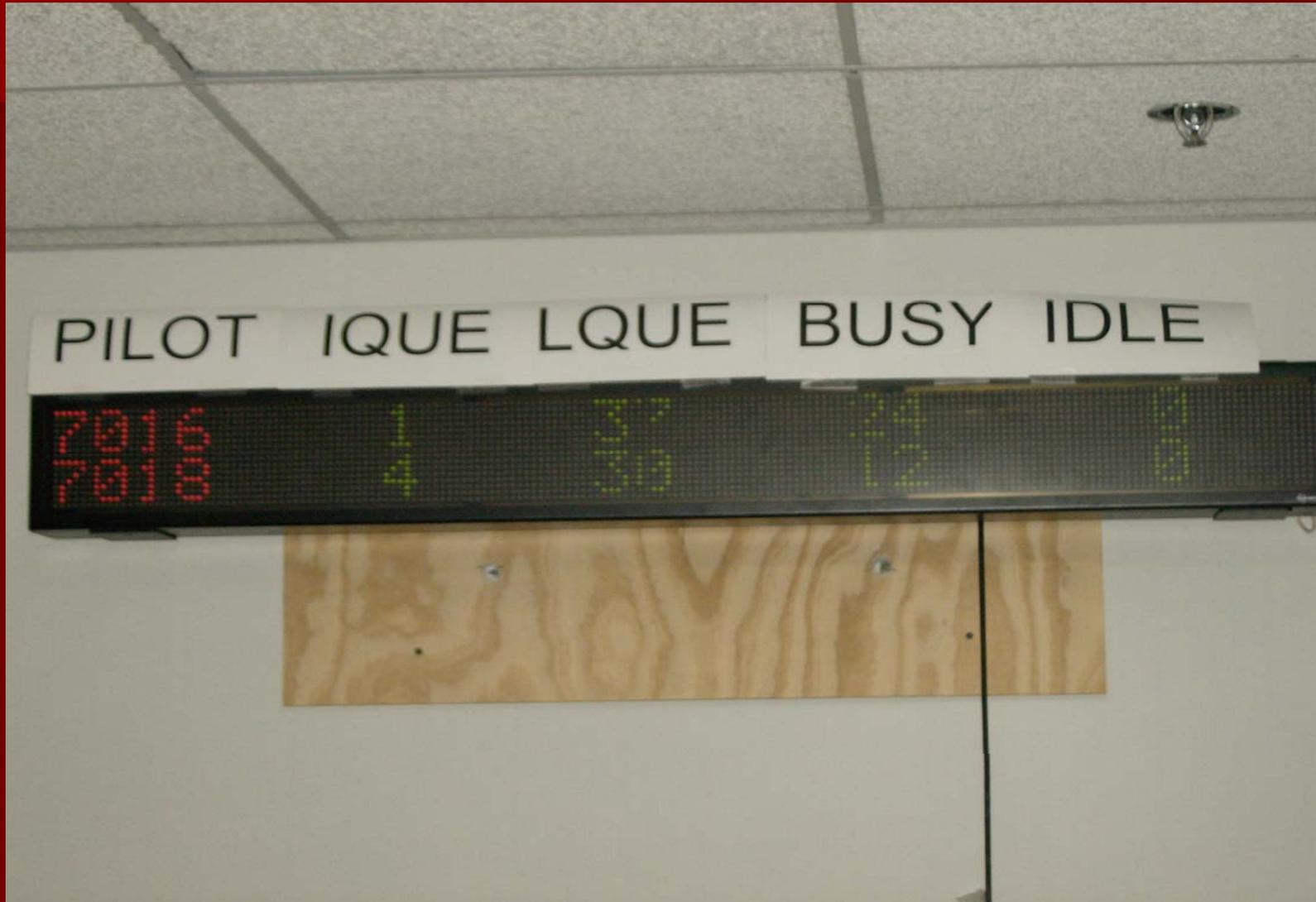


DRAFT

Main Call Center Supervisor



Hold Time LED



Late Ride/Unperformed Trips LEDs



Call Center Training Room



Call Center Performance

- 90% of Trip Reservation Calls Answered in 2 Minutes or Less. Longest Hold in Sample Week was 9:06
- 97% of "Where's My Ride?" Calls Answered in 2 Minutes or Less. Longest initial Hold was 8:51
- Some Secondary Holds In "Where's My Ride?" Unit as Trip Information is Gathered
- More "Proactive Dispatching"
- On-Time Pick-Up Performance Increased From 90.9% in First 6 Months of 2006 to 95.6% in FY 2008
- No-Shows Reduced From 6.7% in FY 2007 to 3.6% in FY 2008
- Missed Trips Reduced From 0.74% in FY 2007 to 0.28% in FY 2008

Challenges – Staff Turnover

- 121% Annual Reservationist Turnover
- 89% Annual Dispatcher Turnover
- Challenges of the Jobs
- Limited Compensation (Fringe Benefits in Particular)
- Focus on Retaining Quality, Experienced Call Center Staff Now Needed (4)

Challenges – On-Time Drop-Offs and Very Early Pick-Ups

- Focus is on Late Pick-Ups. No On-Time Drop-Off or Early Pick-Up or Drop-Off Standard (8)
- 81% of the Drop-Offs Early or On-Time
- 53% of Drop-Offs 31+ Minutes Early and 28% 46+ Minutes Early
- Very Early Pick-Up Times Given

Challenges – Travel Times and Routing

- 83.2% of Trips Made in 60 Minutes or Less
- 94.4% of Trips Made in 90 Minutes or Less (5.6% 91+ Minutes)
- Analysis of 30 Very Long Trips (91+ Minutes) Indicated 33% Were Circuitous and Excessively Long (1.8% of All Trips)

Travel Time Parameters

- “Global Maximum” is 90 Minutes
- “On-Board Time Matrix” (OBT Matrix) is 60-180 Minutes
- OBT Matrix Over-Rides Global Maximum
- Revise Parameters (7)

On-Board Time Matrix

Direct Ride Time	Maximum Allowed Ride Time
0-30 Minutes	60 Minutes
31-45 Minutes	120 Minutes
46-60 Minutes	120 Minutes
61-75 Minutes	180 Minutes
76+ Minutes	180 Minutes

Vehicles

- Fleet Increased From 334 Vehicles in December 2006 to 493 Vehicles in July 2008
- Spare Ratio Increased From 4% to 9%
- A Spare Ratio of 15% is Recommended
- Add 29 Vehicles as Soon as Possible to Increase Spare Ratio (2)

Drivers and Driver Turnover

- Workforce Increased From 573 in 2006 to 804 in July 2008
- 1.5 Drivers per Run Now Versus 1.16 in 2006
- Very High Annual Post-Training Turnover of About 111%
- Some Concerns Expressed with Driver Experience and Attitude
- Reducing Turnover Should be a Priority to Improve Efficiency and Service Quality; 11 Recommendations Included (4)

Complaint Handling - Findings

- Same System For All WMATA Customers
- New Tracking Systems Installed (Trapeze COM)
- Office of Customer Service Staffed Weekdays Only From 8-5. No Messages on Weekends
- Review of 30 Randomly-Selected Complaints Shows Primary Cause of problem Identified and Responses Provided Within 4 Days; Corrective Actions Often Not Documented in System
- Calls to the Complaint Line Indicated Long Hold Times – 5:54 Average; Up to 21 Minutes

Complaints - Recommendations

- Add Option to Leave a Message on Weekends (6)
- Improve Development and Documentation of Corrective Actions (5)
(Call Center Position Being Added)
- Increased Staffing or Other Actions to Reduce Hold Times (6)

Service Monitoring

- WMATA Office of MetroAccess Service Positions Dedicated to Service Management and Monitoring Increased From Three in 2006 to 12 in 2008
- 16 Detailed Procedures and Special Reports to Thoroughly Monitor Performance
- Annual Reviews by Independent Consultant to Verify Data Accuracy

Rider Input and Customer Service

Public Information

- Revised Customer Guide
- Customer Guide and Online Information Clear and Accurate
- Expensive Input and Information Related to Recent Change to Door-to-Door Service
- Generally Positive Comments Received on Public Information

Customer Satisfaction Surveys

- Started in July 2007
- Contract With Firm That Specializes in Measuring Customer Satisfaction
- Telephone Survey of 100 Randomly-Selected MetroAccess Riders Each Month
- Quarterly Reports Summarizing Findings
- Satisfaction Ratings Ranging From 75% to 88%: Ride Time, Vehicle Comfort and Drivers Rated Lowest; Safety and Getting to Destination On-Time Rated Highest
- Survey Results Presented to E&D Committee

Accessible Information

- New System-Wide Policy/Instruction Issued March 7, 2008
- Procedures Being Developed by Each Department
- Office of MetroAccess Exploring Ways to Better Use Information About Format Needs in Eligibility Files
- Development and Maintenance of a Master List of Riders Who Need Accessible Formats Recommended (9)

E&D Committee

- Recommended That WMATA Consider Select Members by: (10)
 - Assigning Some Seats to Local Agencies and Organizations and Requesting Member Nominations From Them
 - Assigning Remaining Seats to Local Jurisdictions for “Non-Affiliated” Riders
- Would Address Concerns Regarding Committee Independence and Objectivity

Policy and Planning

Future Service Demand

- Study Completed in December 2007 By Nationally-Recognized Firm
- Ridership Growth of 10.6% to 17.1% Expected From FY 2008 to FY 2010
- Growth of 6.6% to 12.2% Expected From FY 2011 to FY2013
- Study Findings Used to Set FY 2009 Budget Which Provides for a 14.9% Increase

Operating Expenses and Budgets

	Expenses/Budgets
FY03	\$34.5 M (expense)
FY07	\$57.8 M (expense)
FY08	\$62.8 M (budget)
FY09	\$68.2 M (budget)

Capital Planning

- For the First Time, Overall FY 2009 WMATA Capital Budget Included Separate Budget for MetroAccess
- 100 Replacement Vehicles (20% of Fleet)
- 40 Expansion Vehicles (8.1% Growth)
- Recommendation: Increase Number of Expansion Vehicles to Meet Expected 14.9% Growth; Add 29 Vehicles to Reach 15% Spare Ratio
- Develop and Adopt a Formal Long-Term Capital Replacement and Expansion Plan for the MetroAccess Service (3)

Future RFPs and Contracts

- Call Center Staffing and Organization Based on Current Successes (11)
- Expanded Monitoring Based on Current Procedures
- Include Provisions to Ensure Stable, Experienced Workforce (12)
- Include Revised Travel Time Standard
- Include Drop-Off On-Time Standards (Early and Late)

Future RFPs and Contracts, cont.

- Structure Contract to Allow for Regular, Ongoing Growth of Call Center to Meet Demand (11)
- Consider System Design That Is Less Concentrated In A Single Company (12)
- Consider Paying Subcontractors Based on Actual Rather Than Blended Rates (12)

Eligibility Determination

Eligibility Determination - Findings

- Final Determinations Taking Two or More Months
- Limited Availability of Contractor Staffing for Interview/Assessments
- “Temporary Presumptive Eligibility” Automatically Granted When Completed Application Received

Eligibility Recommendations

- Restructure Contracts to Require Dedicated Staffing *OR* Hire Appropriate Professionals In-House (13)
- To Make This Possible, Reduce the Number of Interview/Assessment Sites (13)
- Provide Longer Term Eligibility and Simplified Recertification for Unconditionally Eligible Riders Whose Functional Ability Is Not Expected to Change (14)
- Make Changes With Extensive Public Involvement

Next Steps

- Copy of Full Draft Report Will Be Sent
- Revisions Based on Comments Received
- Present Revised Report to TPB Board on November 19, 2008