



WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

MetroAccess Business Model

Finance and Administration Committee

December 1, 2011



Purpose

- Review performance criteria for solicitation, outlining substantial public participation in their development
- Present business model
- Report progress on procurement timetable





Public Participation

A robust campaign of stakeholder vetting was a critical first step in our process:

- Vendor conference on industry best practices
- Town Hall meetings hosted by Metro's Accessibility Advisory Committee
- Focus Groups with randomly selected customers, disability advocacy organizations, peer transit agencies





Public Participation: Findings

From the Town Hall meetings, some common themes emerged:

- Improve quality assurance for call center operations
- Improve scheduling efficiency
- Improve communication with customers
- Complexity of fare structure





Public Participation: Findings

Focus groups concentrated on service reliability, safety, and customer service – customers indicated that:

- The service is a good value overall and is critical to their independence and quality of life
- Some inconsistency observed in the provision of door-to-door service
- Scheduling efficiency on shared rides could be improved





Performance Criteria for New Contract

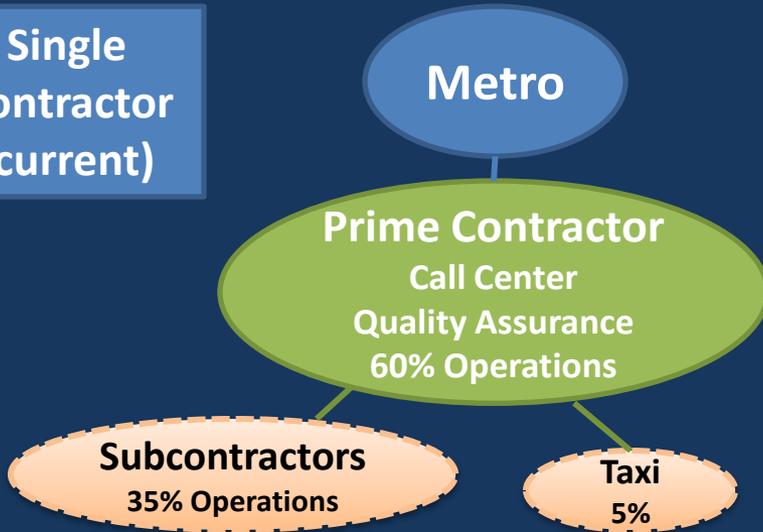
The MetroAccess team, in coordination with stakeholders, developed key requirements for the new paratransit business model:

- Safety, service reliability, and customer focus
- Affordability, optimizing efficiencies
- Scalable pricing structure
- Leverages Metro's buying power and technology
- Consistent, high quality vehicle maintenance
- Accountability and brand integrity



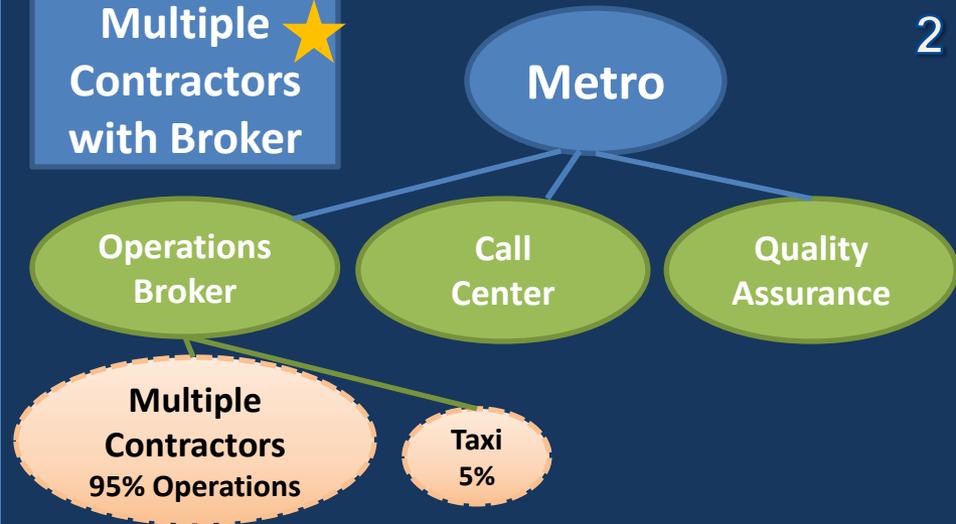
Paratransit Business Models

Single Contractor (current)



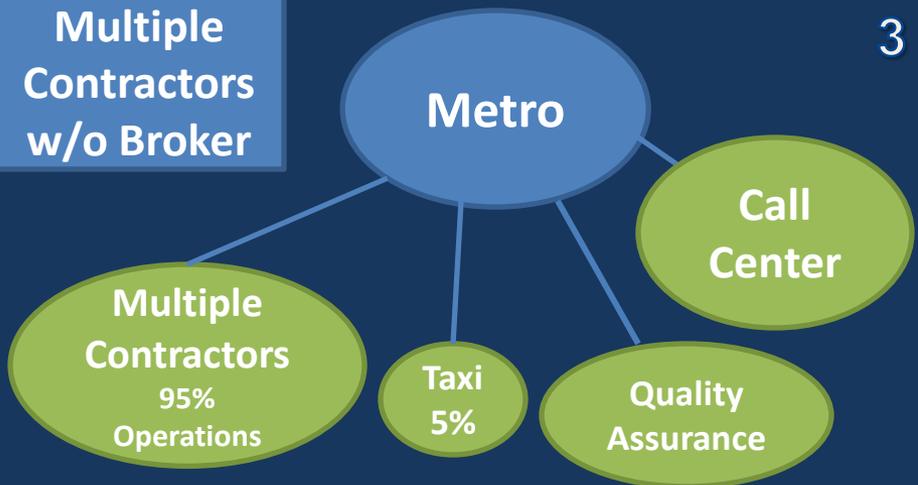
1

Multiple Contractors with Broker



2

Multiple Contractors w/o Broker



3

In House



4

● Direct Relationship to Metro ● Indirect Relationship



Business Model Evaluation

The multiple contractor with broker model meets all of the requirements

	Current Model ¹	Multiple with Broker ² 	Multiple w/o Broker ³	In House ⁴
Safety, service reliability & customer service focused	✓	✓	✓	✓
Affordability, optimizing efficiencies	✓	✓		
Scalable pricing structure	✓	✓	✓	
Leverages Metro's buying power & technology	✓	✓	✓	✓
Consistent, high quality vehicle maintenance	✓	✓	✓	✓
Accountability & brand integrity		✓	✓	✓



Business Model Evaluation

Customer, Vendor, and Internal Perspectives

	1	Multiple with Broker 	3	4
	Current Model	Multiple with Broker	Multiple w/o Broker	In House*
Stakeholder Approval, Customers	★	★★★	★★	
Stakeholder Approval, Vendors	★★★★	★★	★★★	
Industry Prevalence**	★	★★★	★★	
Cost	\$	\$	\$\$\$	\$\$\$\$\$

*Only one agency operates its service in-house

**Industry comparison conducted among similarly situated properties



Operational Benefits of Selected Model

The new model will build in accountability:

- Scheduling Efficiency – no single entity creates own schedules; call center and street operations separated
- Call Center – managed independently from street operations, measured by Quality Assurance contractor, and poised for use of enterprise-wide performance standards
- Street Operations – safety, on-time performance, customer service, and maintenance managed by Operations Broker, and evaluated by Quality Assurance contractor



Financial Benefits of Selected Model

The new business model conforms to the MetroAccess multi-year budget, and saves cost by:

- Separating functions to establish checks and balances for optimal transparency and accountability
- Leveraging competition among multiple entities
- Ensuring long-term stability of system by anchoring infrastructure to WMATA foundation
- Unbundling commodities best provided by WMATA to create “level playing field” for bidders
- Aligning MetroAccess business model to one more prevalent among similarly sized paratransit services



Procurement Time Line

Exercise Final Option on MV contract
begin 7/1/11, complete 6/30/13

Conduct Stakeholder Meetings
begin 7/1/11, complete 10/31/11

Present Business Model Concept to Board
begin 7/1/11, complete 12/1/11

Issue RFP and Receive Proposals
begin 3/31/12, complete 6/1/12

Evaluate Proposals
begin 6/1/12, complete 8/31/12

Best-and-Final Review, Contract Award
begin 9/1/12, complete 12/31/12

Start-Up Preparation and Contract Transition Period
begin 1/1/13, complete 6/30/13

Begin New Contracts
begin 7/1/13

★ ← We are here
and on schedule





Next Steps

Plan for Transition of Services

Task	Start Date	Completion Date
Present Business Model Concept to Board	7/1/11	12/1/11 
Best-and-Final Review, Contract Award	9/1/12	12/31/12
Start-Up Preparation and Contract Transition Period	1/1/13	6/30/13
Begin New Contracts	7/1/13	

- Lessons learned – last transition was three months with wholesale change in call center, fleet, and operating policy
- New schedule allows six months for staggered start-up of contracts
- No conversion of software, customer data, or fleet necessary
- Start-up period to include robust customer communication plan