



**Massachusetts Bay
Transportation Authority**

The RIDE Access Center (TRAC) Update

July 31, 2017



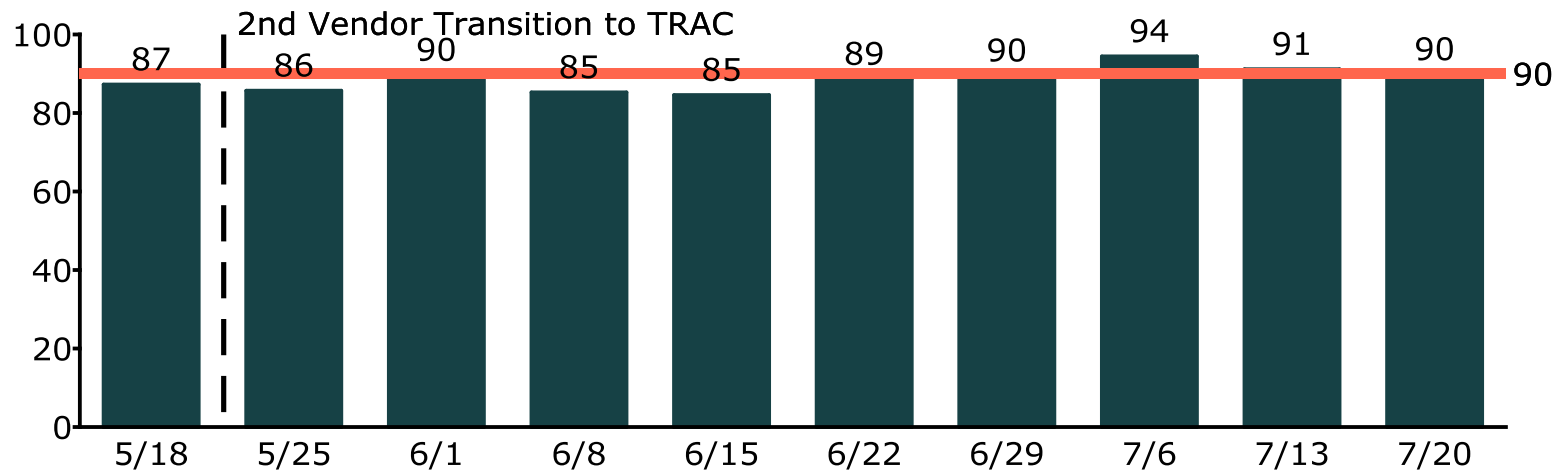
Overview

- The RIDE Access Center (TRAC) consolidates reservations, scheduling, and dispatching functions of the three regional RIDE providers
- Goal of TRAC is to improve the experience of RIDE customers by:
 - Improving accountability
 - Enabling the MBTA to offer more travel options to each customer
- Today's presentation will update:
 - TRAC performance
 - Customer concerns
 - Transition challenges related to the still new Access Center
 - Staff efforts to improve service
- Board feedback is welcome and no action is required at this time



On time performance has recovered back to expected levels...

On Time Performance (% within 15 minutes)



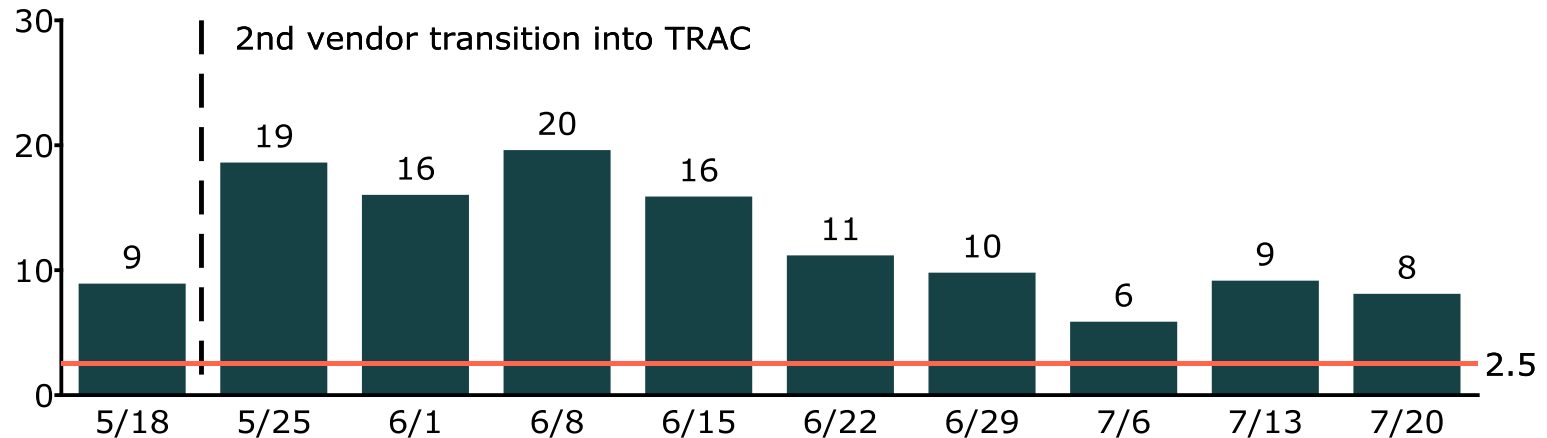
Improvement Initiatives Under Way

- Hired **Night Dispatcher** (improves scheduling and dispatching)
- Changed **site leadership** (removed GM, promoted AGM)
- Provided **software training** for all employees
- **Shifted trips** to providers with extra capacity



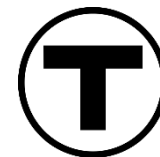
...but missed trips continue to cause concern despite improvement

Missed Trips (per 1,000 trips)



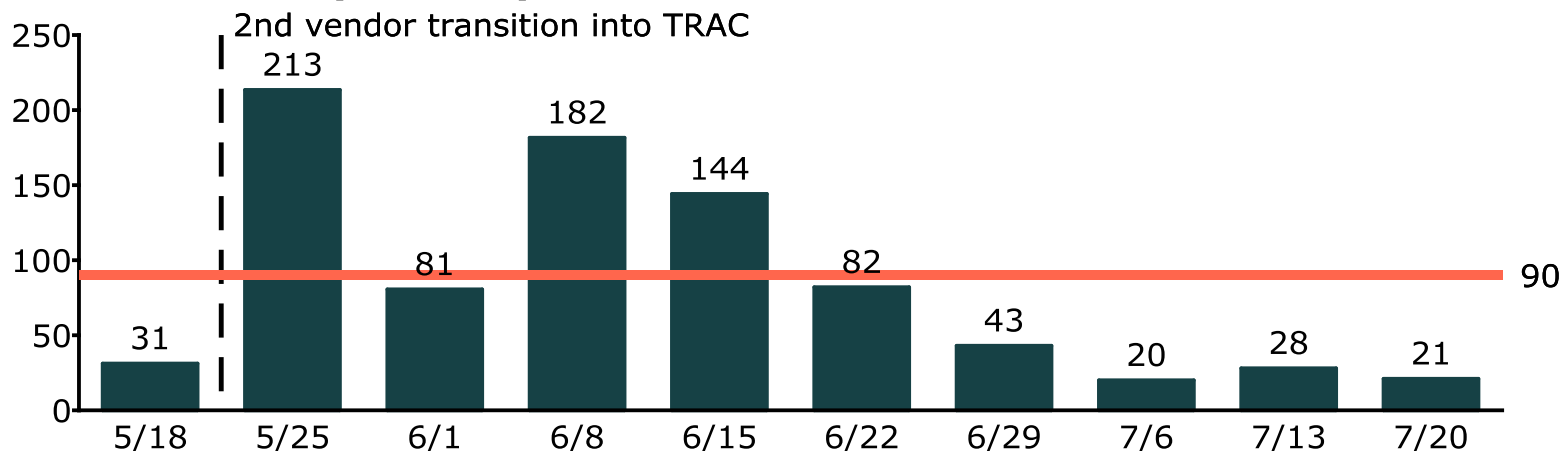
Improvement Initiatives Under Way

- Integrating **Lyft's Concierge booking tool**
- Procured and rolling out a **Taxi pilot program**
- **Shifting trips** to providers with extra capacity
- Reducing **driver call-outs**



Overall call wait times have decreased significantly over time...

Call Wait Time (seconds)



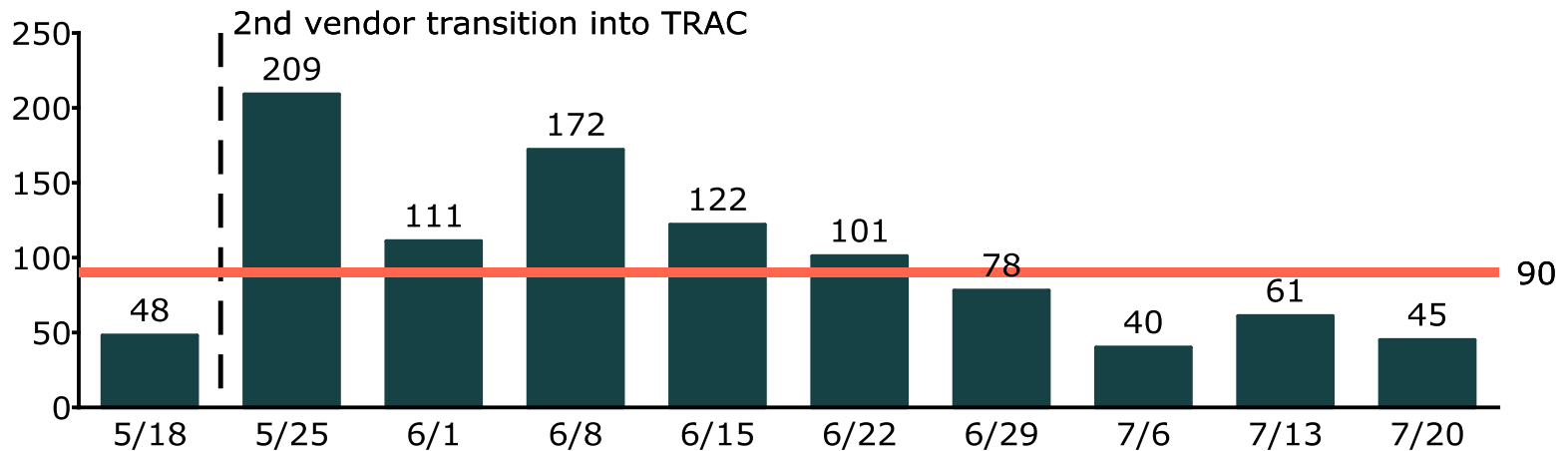
Improvement Initiatives Under Way

- Hiring **additional Customer Advocates** (reservationists)
- **Improving performance** (leads to fewer “where’s my RIDE” calls)
- **On-boarded Accenture** project management and assessment team
 - Focused on diagnosing and addressing areas of improvement across hiring, training, staffing, quality assurance, and complaint resolution



...although wait times to talk with dispatchers still have room for improvement

Dispatch Only Call Wait Time (seconds)



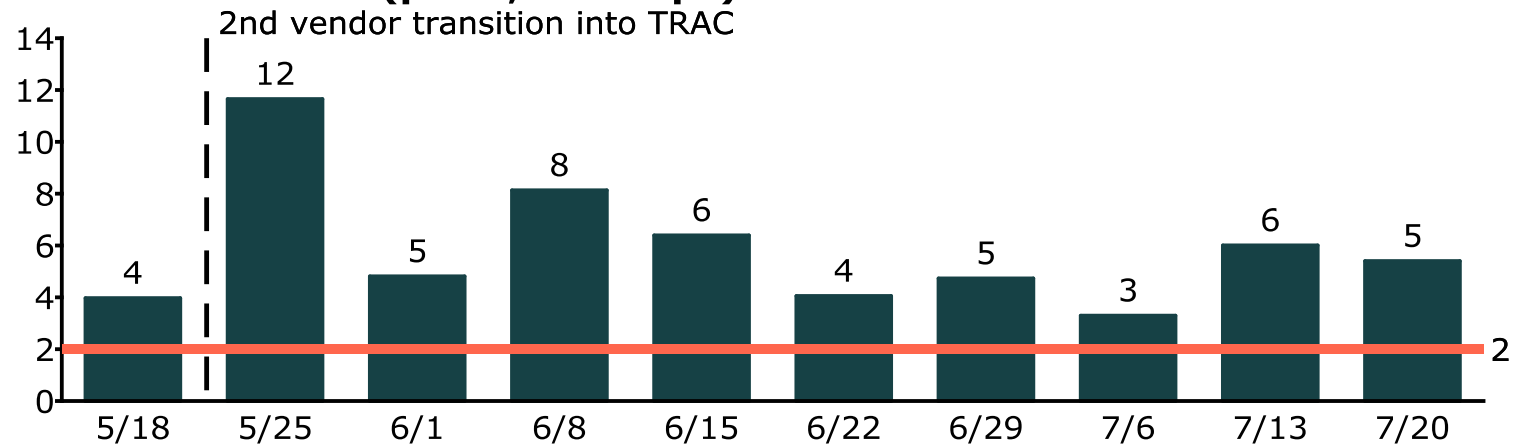
Improvement Initiatives Under Way

- Hiring **additional Dispatchers and Dispatch assistants**
- Integrating **dispatch best practices** during 3rd vendor transition
- Providing additional **software tools** and **non-dedicated capacity**



Customer issue volume has improved, but is still above expectations

Customer Issues (per 1,000 Trips)

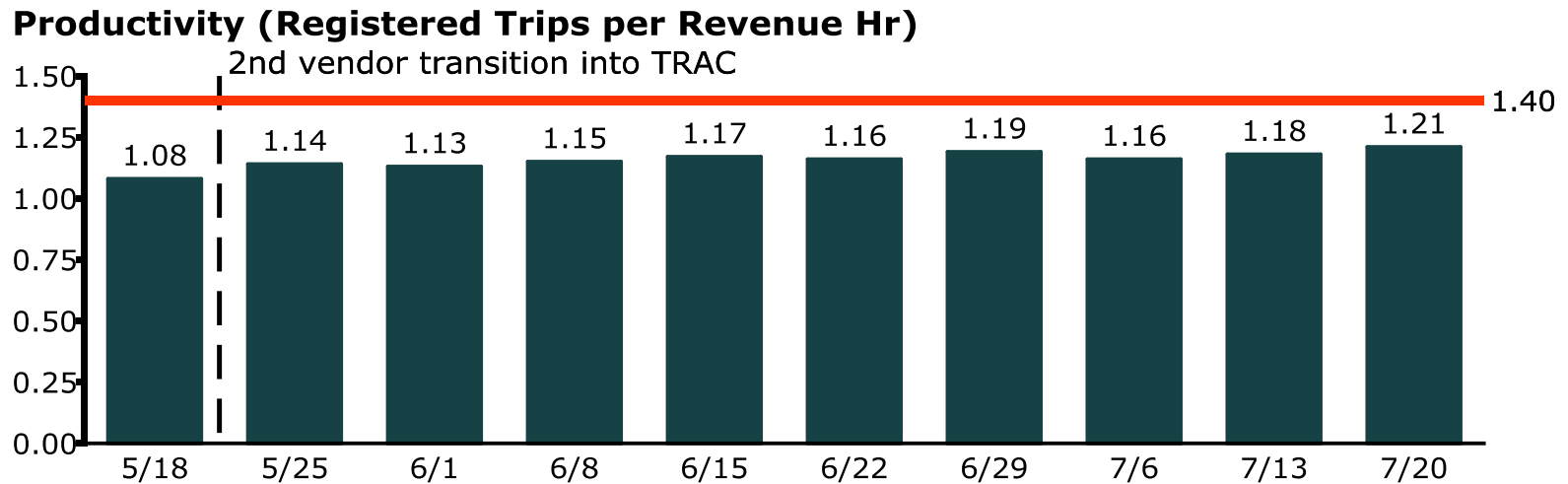


Improvement Initiatives Under Way

- Performing complaint **root cause analysis**
- **Documenting and improving process** for complaint resolution
- **Adding resources** to eliminate the complaint resolution backlog



Productivity should continue improving as the third vendor transitions into TRAC



Improvement Initiatives Under Way

- Identified **lessons learned** from past transitions
- Holding transition **planning meetings**
- Building detailed transition **project plan**
- Identifying **go/no go criteria** for transition



Additional actions are being taken to improve TRAC operations

- Added 2x weekly meetings with TRAC COO
- Hired Accenture as project managers
- Began rapid assessment of TRAC operations
- Continued investing in subject matter expert support
- Continued committing staff and leadership time



Next Steps

- Finalize Accenture evaluation of core TRAC operations
- Develop vendor transition timeline and select updated transition date
- Continue to monitor performance and hold vendors accountable
- Continue to implement key improvement initiatives
- Continue to collaborate with and collect feedback from the Taskforce and other stakeholders



Appendix



Performance Dashboard Definitions

	On-Time Performance	Call Performance	Productivity	Customer Issues
Definition	Arrival at pick-up/drop-off location within 15 minutes of scheduled time	Average speed to answer (ASA) – number of seconds to answer a customer’s call	Registered passenger trips completed per revenue hour (Reg Pax PRH)	Customer issues per 1,000 trips
Factors	Driver staffing, route structures, scheduling, dispatching, traffic / road conditions	Customer advocate staffing, daily trip variability, service disruptions	Route structures, scheduling, dispatching, non-dedicated vehicle usage	On-time performance, customer service, drivers, change
Industry Average	90-92% within 30 minutes	90 seconds or less ASA and 5% or fewer calls with 5 min + ASA	Highly dependent upon characteristics of system (size, geography, etc.)	2 Complaints per 1,000 trips (<i>one complaint may report multiple issues</i>)
Pre-TRAC Average	88-93% within 15 minutes	No data available	1.14-1.17 Reg Pax PRH	2 Issues per 1,000 trips
Post-TRAC Goal	90% within 15 minutes	90 seconds or less ASA and 5% or fewer calls with 5 min + ASA	1.40 Reg Pax PRH	2 Issues per 1,000 trips