The RIDE Access Center (TRAC) Update

June 26, 2017

The RIDE Access Center (TRAC) Update: Overview

- The consolidation of RIDE call centers is designed to improve the experience of RIDE customers by improving accountability and enabling the MBTA to offer more travel options to each customer.

- This presentation will review customer concerns and the transition challenges related to the still new Access Center, and present staff efforts to improve service.

- Board feedback is welcome.

The RIDE Access Center (TRAC) Update: Background

- TRAC, run by Global Contact Services (GCS), will consolidate the reservations, scheduling, and dispatching of the three regional providers

- This consolidation will **improve the customer experience, driving transparency and accountability,** and generate savings to the MBTA

- TRAC has already transitioned two of the three vendors; it now handles roughly **4,000 of the 7,000 daily trips**

- Customers have voiced legitimate concerns regarding **transitional challenges,** including impacts on their **pick-ups/drop-offs** and **call center hold times**

- The **MBTA is working diligently to address these concerns** and **meet customer expectations**

Transition Challenges

- Driver Availability

- Project Management

- Staffing
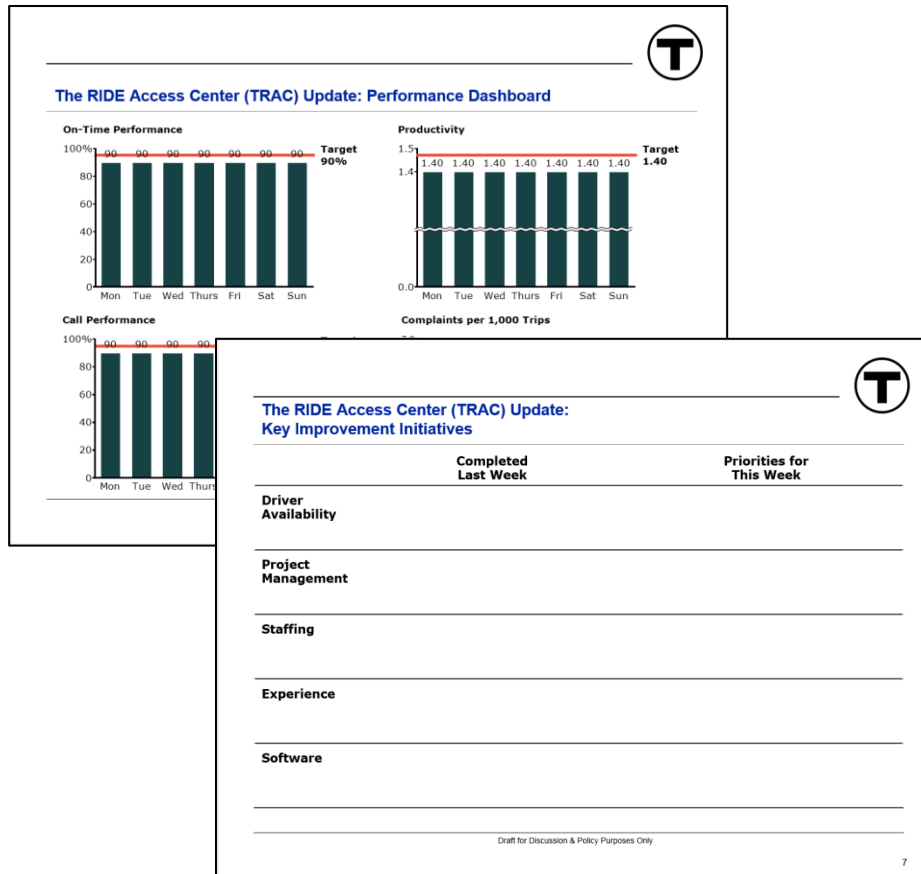
- Staff Experience

- Software

Customer Concerns

- Promptness of Pick-Up/Drop-Off (Late and Missed Trips)

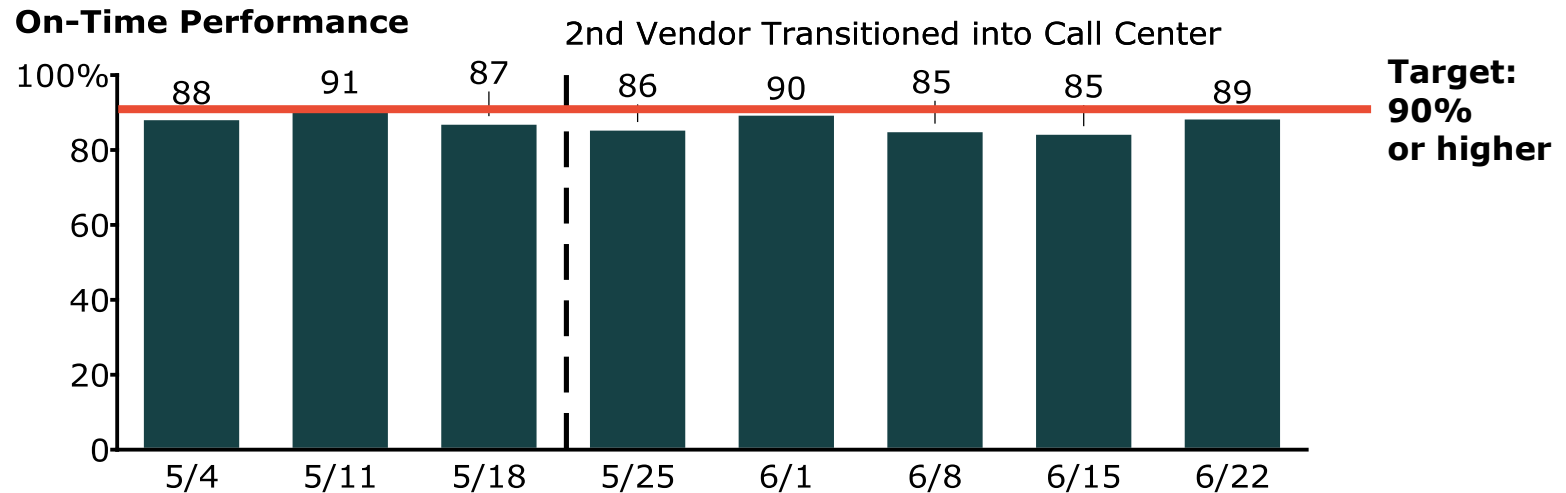- Reservations and Scheduling (Call Center Hold Times)

The RIDE Access Center (TRAC) Update: Weekly Update Process

- The FMCB will receive a weekly update on TRAC's implementation progress

- The update will highlight:

  - Key **performance metrics** and their trends over time

  - **Milestones and improvement initiatives** recently completed

  - Milestones and improvement initiative **priorities for the coming week**

The RIDE Access Center (TRAC) Update: Performance Dashboard – On-Time Performance

On-Time Performance

2nd Vendor Transitioned into Call Center

Target: 90% or higher

Chart showing On-Time Performance percentages by week:
- 5/4: 88
- 5/11: 91
- 5/18: 87
- 5/25: 86
- 6/1: 90
- 6/8: 85
- 6/15: 85
- 6/22: 89

Y-axis: 0, 20, 40, 60, 80, 100%
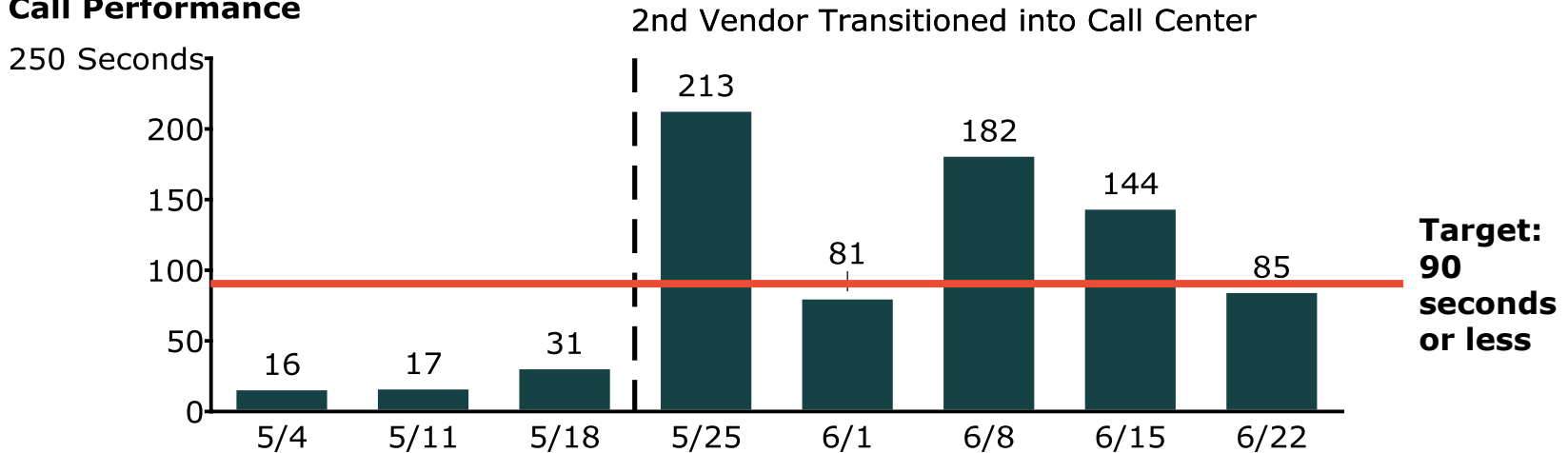

What is On-Time Performance?

- **Definition:** Arrival at pick-up/drop-off location within 15 minutes of scheduled time
- **Factors:** Driver staffing, route structures, scheduling, dispatching, traffic/road conditions
- **Industry Average:** 90-92% within 30 minutes
- **Pre-TRAC Average:** 88-93% within 15 minutes
- **Post-TRAC Goal:** 90% within 15 minutes (*Note: stricter than industry standard*)

> **Performance has dropped slightly, but is being addressed via increased driver staffing, run restructuring, and improved dispatching**

Call Performance

2nd Vendor Transitioned into Call Center

Chart showing Call Performance in Seconds (y-axis 0 to 250 Seconds):
- 5/4: 16
- 5/11: 17
- 5/18: 31
- 5/25: 213
- 6/1: 81
- 6/8: 182
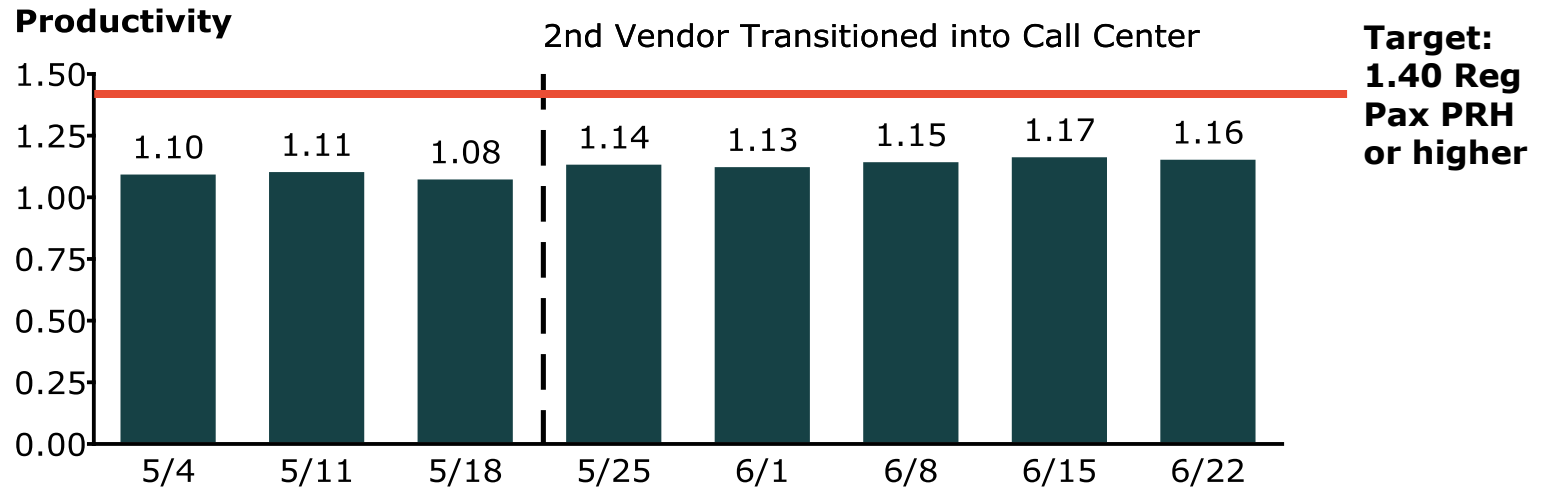- 6/15: 144
- 6/22: 85

Target: 90 seconds or less

What is Call Performance?

- **Definition:** Average speed to answer (ASA) – number of seconds to answer a customer's call
- **Factors:** Customer advocate staffing, daily trip variability, service disruptions
- **Industry Average:** 45 seconds or less ASA
- **Pre-TRAC Average:** no data available
- **Post-TRAC Goal:** 90 seconds or less ASA and 5% or fewer calls with ASA greater than 5 minutes

> **Service disruptions and staffing levels have increased hold times, but additional hires and improved performance have begun to help**

The RIDE Access Center (TRAC) Update: Performance Dashboard – Productivity

Productivity

2nd Vendor Transitioned into Call Center

Target: 1.40 Reg Pax PRH or higher

| Date	Value
5/4	1.10
5/11	1.11
5/18	1.08
5/25	1.14
6/1	1.13
6/8	1.15
6/15	1.17
6/22	1.16

What is Productivity?

- **Definition:** Registered passenger trips completed per revenue hour (Reg Pax PRH)
- **Factors:** Route structures, scheduling, dispatching, non-dedicated vehicle usage
- **Industry Average:** Highly dependent upon characteristics of system (size, geography, etc.)
- **Pre-TRAC Average:** 1.14-1.17 Reg Pax PRH
- **Post-TRAC Goal:** 1.40 Reg Pax PRH

Productivity is at pre-transition levels, but needs significant improvement to achieve expected cost savings

The RIDE Access Center (TRAC) Update:
Performance Dashboard – Customer Issues

Customer Issues per 1,000 Trips

2nd Vendor Transitioned into Call Center

Target: 2 issues or less
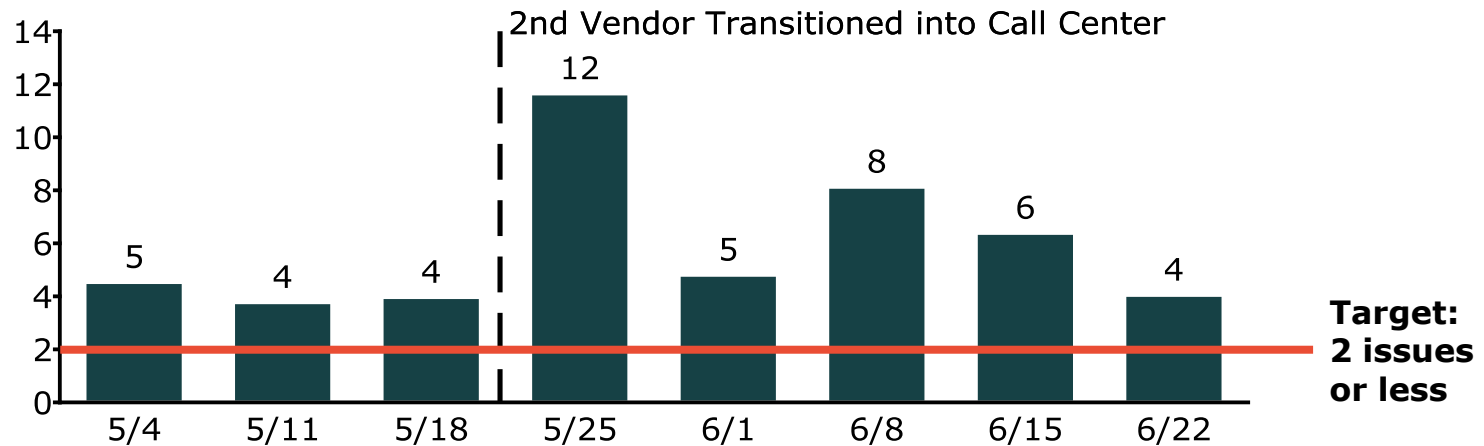
What are Customer Issues?

- **Definition:** Customer issues per 1,000 trips
- **Factors:** On-time performance, customer service, drivers, change
- **Industry Average:** 2 Complaints per 1,000 trips *(one complaint may report multiple issues)*
- **Pre-TRAC Average:** 2 Issues per 1,000 trips
- **Post-TRAC Goal:** 2 Issues per 1,000 trips (*Note: stricter than industry standard*)

Customer issues are above pre-transition levels, but are trending back down as performance and staffing levels have improved

The RIDE Access Center (TRAC) Update:
Key Improvement Initiatives

	Completed Last Week	Priorities for This Week
Driver Availability	• **Shifted trips to GLSS non-profit** • Transferred extra vehicles to VTS • Advanced taxi pilot negotiations • Planned for Lyft Concierge integration	• **Sign taxi pilot program agreement** • Complete Lyft contract amendment to integrate Concierge • Explore use of NEXT vehicles in GLSS boarder towns
Project Management	• **Posted for additional GCS project management staff** • Developed scope for implementation and project management support	• Hire additional GCS project managers • Evaluate scopes of work and select implementation and project management support vendor
Staffing	• **Completed new hire customer advocate training class** • Posted for a night shift Dispatch Manager	• Start next customer advocate hire class • Post jobs to hire additional staff to support RIDE initiatives
Staff Experience	• Developed agenda for 6/26-6/28 in-depth software training classes	• **Hold software training classes for all GCS employees**
Software	• Pulled data to begin process of rebuilding driver run structures	• Complete new run structures and send to service providers for review

The RIDE Access Center (TRAC) Update:
Next Steps

- Continue to implement key improvement initiatives

- Continue to hold GCS accountable by continuing regular in-person meetings and enforcing contractual penalties

- Conduct full evaluation of implementation

- Report on progress during FMCB meetings through the end of July