



Massachusetts Bay Transportation Authority

The RIDE Update

Fiscal and Management Control Board

February 10, 2020

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Summary

This presentation will cover:

- A review of The RIDE's overall system performance
- An overview of the software transition
- An update on the dedicated service provider transition
- A summary of on-demand pilot statistics and upcoming changes



System Performance Update

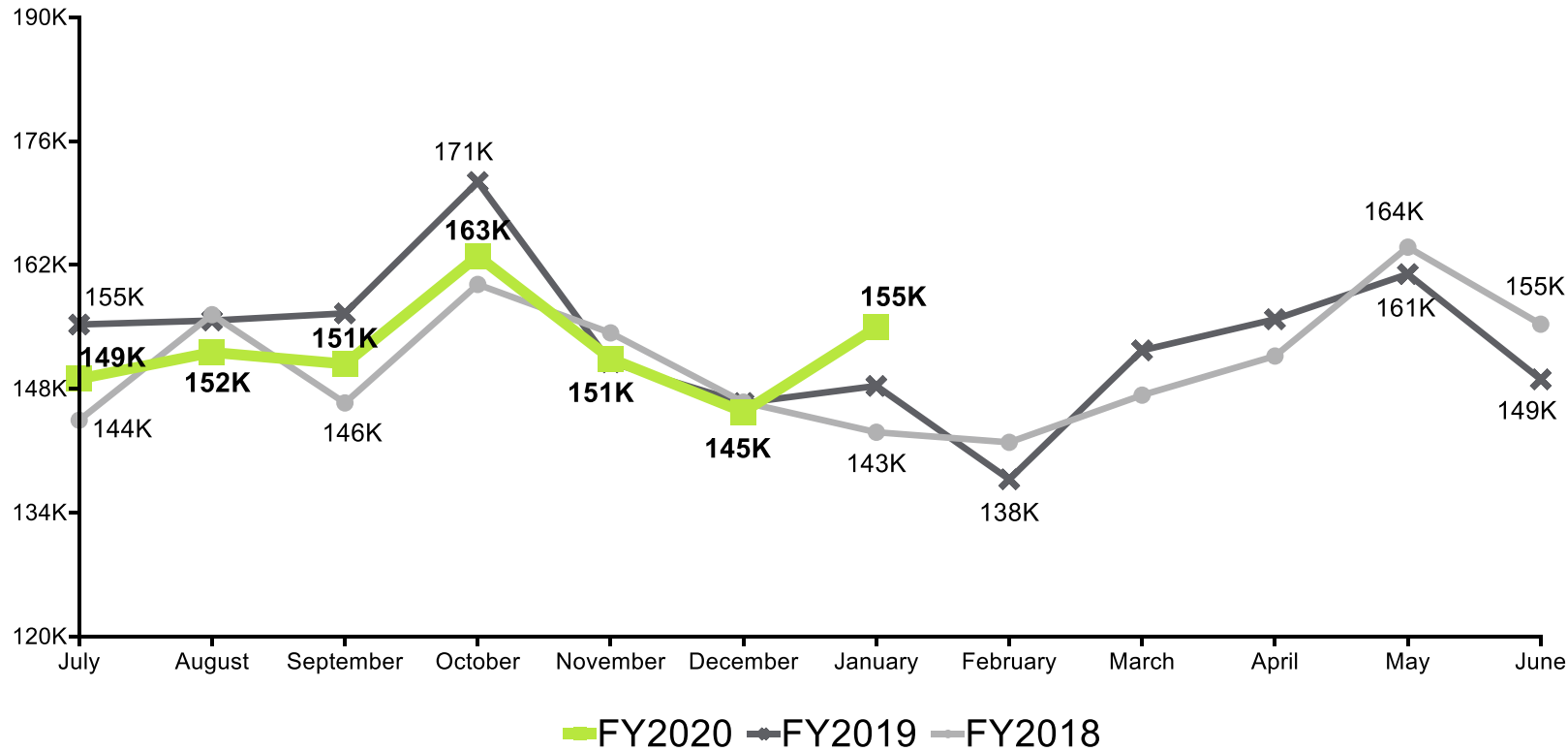
Performance has normalized but full progress expected after transitions

- System performance has normalized over the last six months
- Shifted focus on reliability and high on-time performance during transition months
- Implemented operational improvements but has not seen the full expected progress yet
- Upcoming initiatives to improve service:
 - Implement software system
 - Implement dedicated service provider contracts
 - Implement adjusted penalty structure for TRAC
 - Continue to improve TRAC operations



16% of all Paratransit trips now occur on non-dedicated service providers

One-Way Registered Passenger Trips (Both Dedicated and On-Demand)

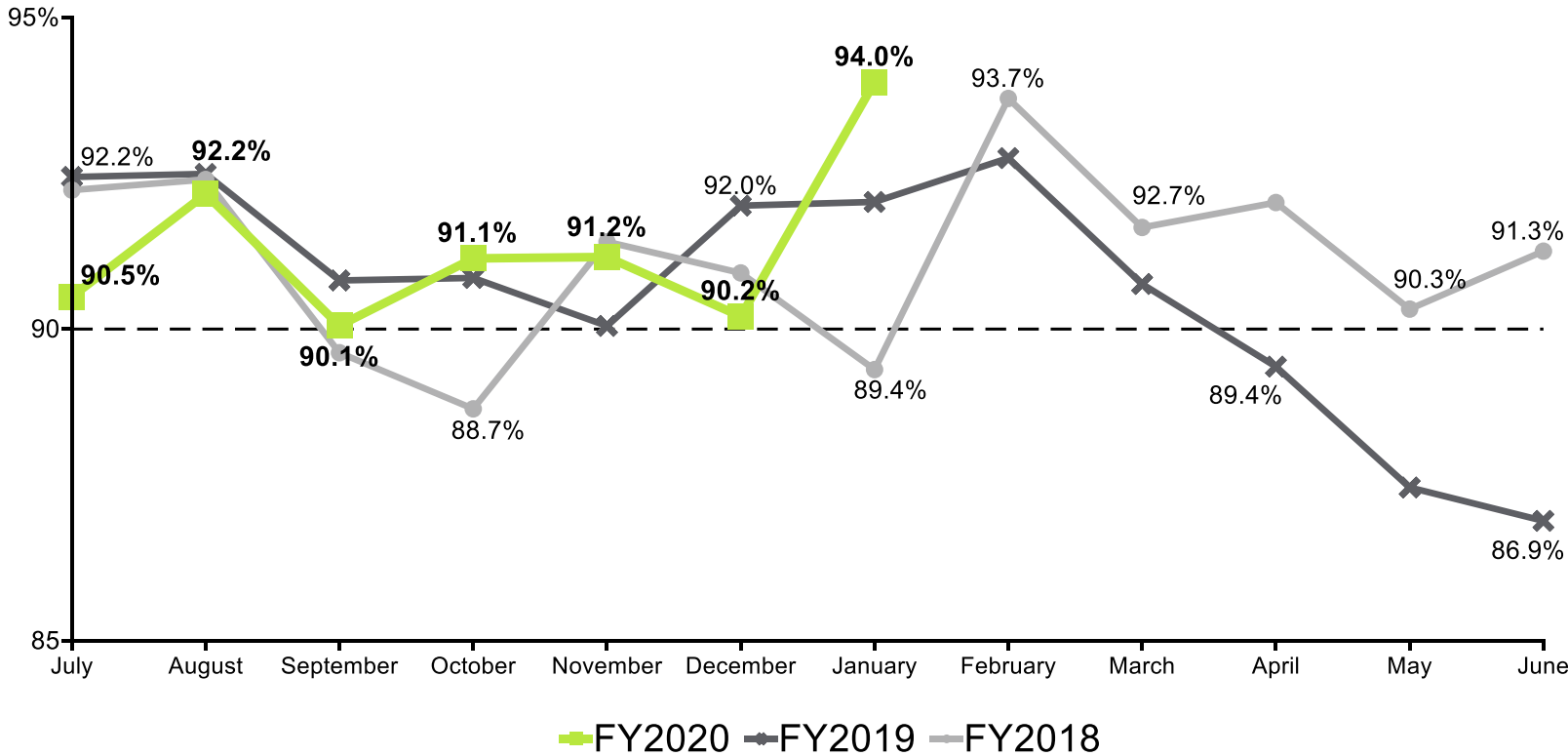


- **Total ridership: down 1.6%**
 - **Dedicated: down 4.6%**
 - **Non-dedicated: up 53.4%**
- **In-line with the RIDE's overall strategy, non-dedicated (On-demand) service is becoming a bigger share of paratransit trips:**
 - 16% of all trips currently
 - 11% of all trips in FY19
 - 6% of all trips in FY18



OTP has met or exceeded 90% for the last six months

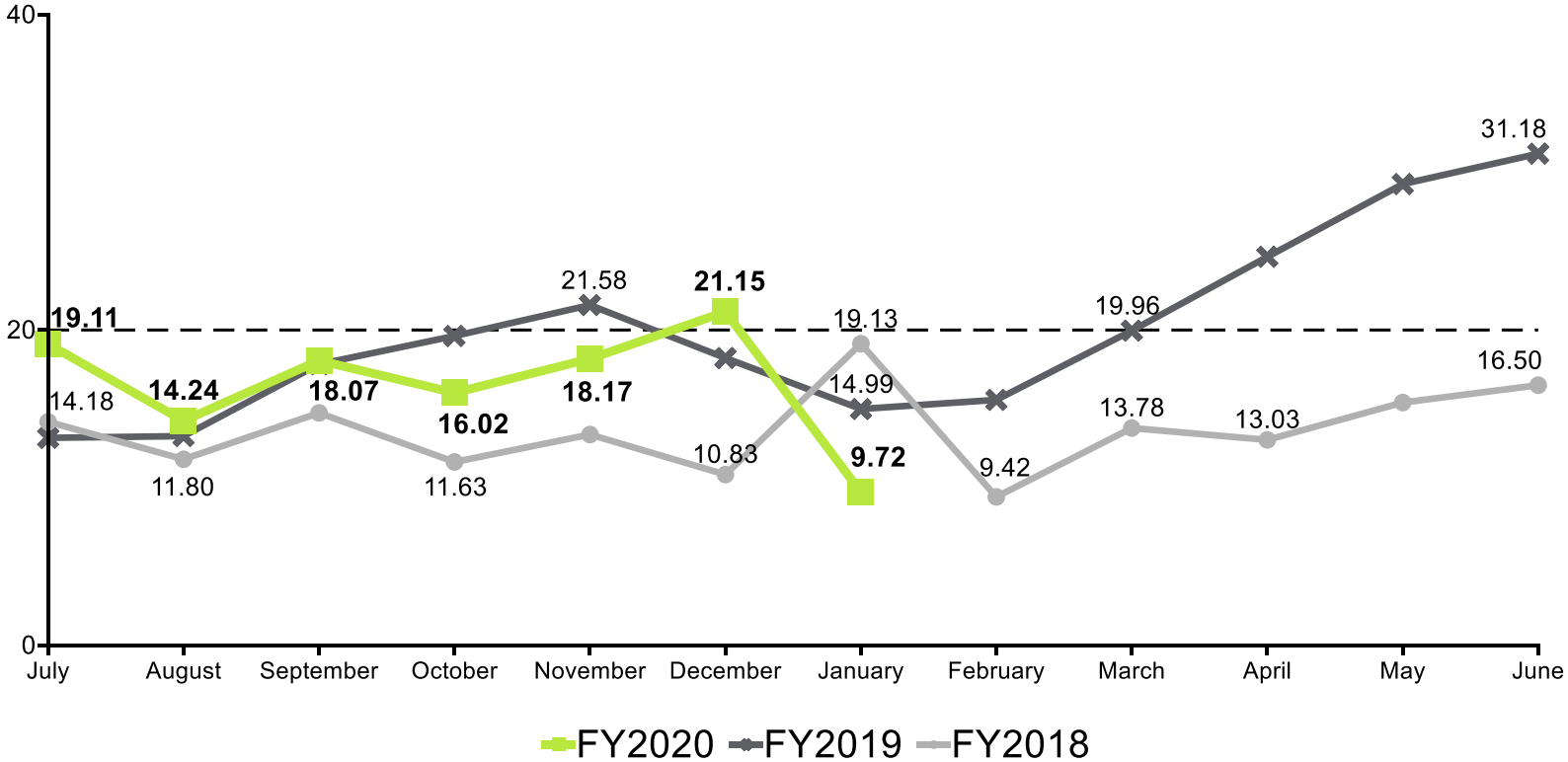
On-Time Performance (% within 15 min)



- **OTP** continues to stay **above 90%** since drops in April-June 2019
- **Highly focused on OTP** during **transition** months
- Worked to improve OTP by:
 - Improving **on-time pull-outs** (from 60% to 74% since Sept.)
 - Driving **adhere to required hours** (from 12% to 4% missing hours since July)
 - Making better **use of Lyft and Curb** in the call center (averaging 35 trips/day)

30+ min. late pick-ups remain below target, but higher than previous

Pick-Up 30+ min Late per 1,000 Trips

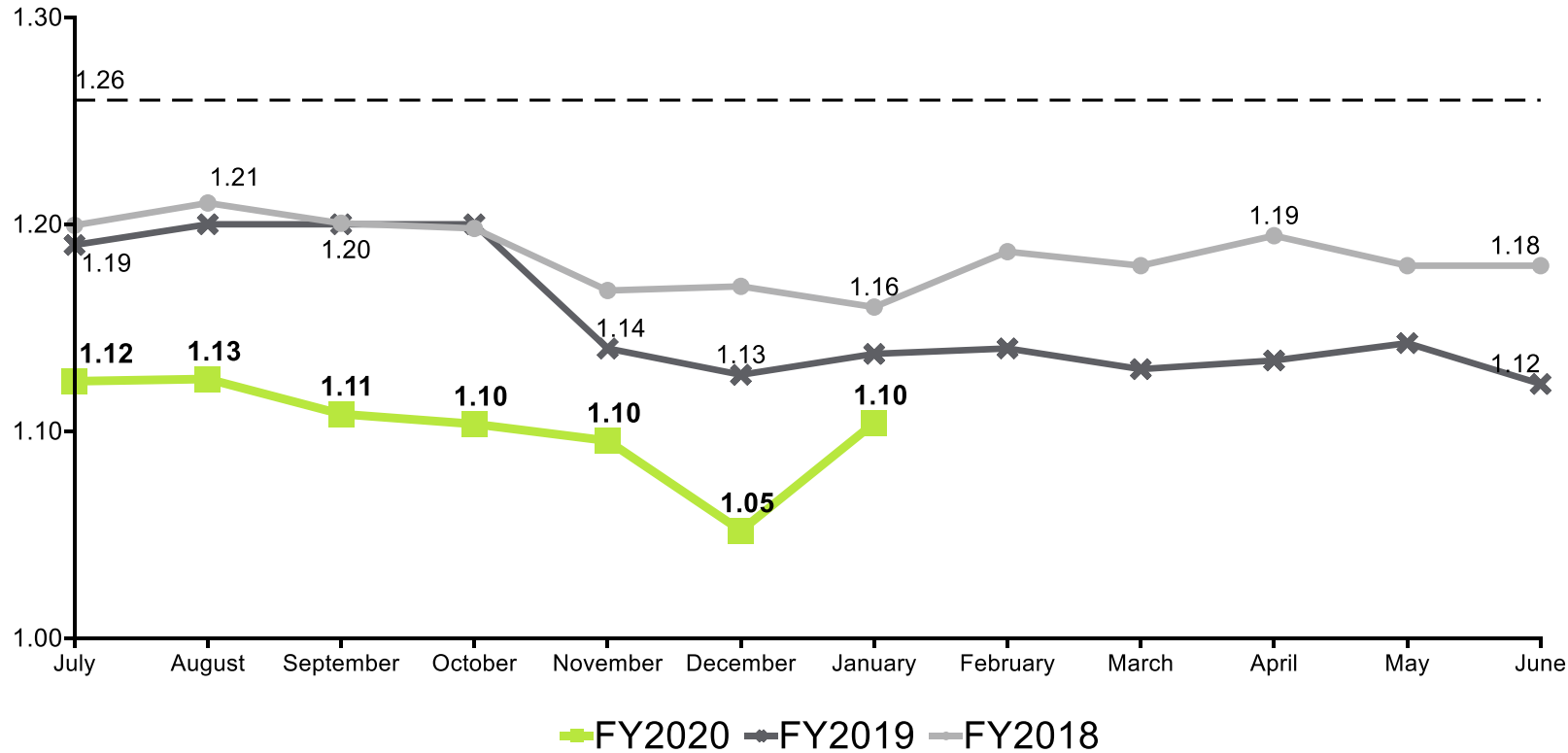


- Reasonable amount of trips that are not picked up extremely late
- Below threshold except for December
- Continue to look at and improve pick-ups greater than 30 minutes
- Increasing contractual focus going forward on most sever late trips (working to eliminate over 1+ and 2+ hours late pick-ups)



Productivity dropped due to lower ridership, higher OTP, and use of NDSPs

Registered Passengers per Revenue Hour

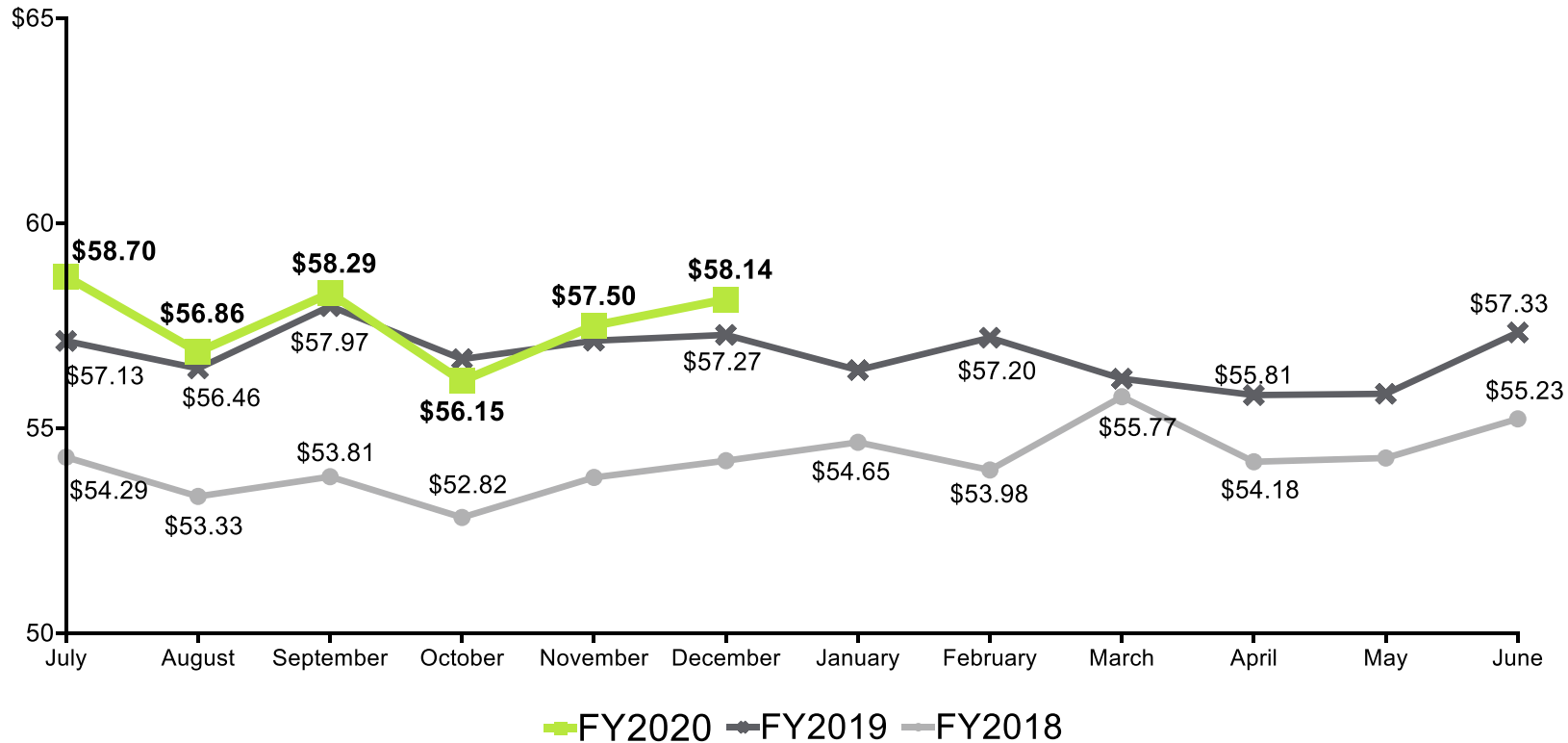


- Productivity is down by 3.5% year over year
- **Excess revenue hours** during transition months to **focus on OTP**
- **4.6% drop in dedicated ridership** reduces opportunities to share trips – this reduces productivity
- Now that NDSPs make up **16%** of trips, **DSP productivity** doesn't tell the full financial picture



NDSPs helped control overall costs per trip increases

Cost per Trip (Both Dedicated and On-Demand)



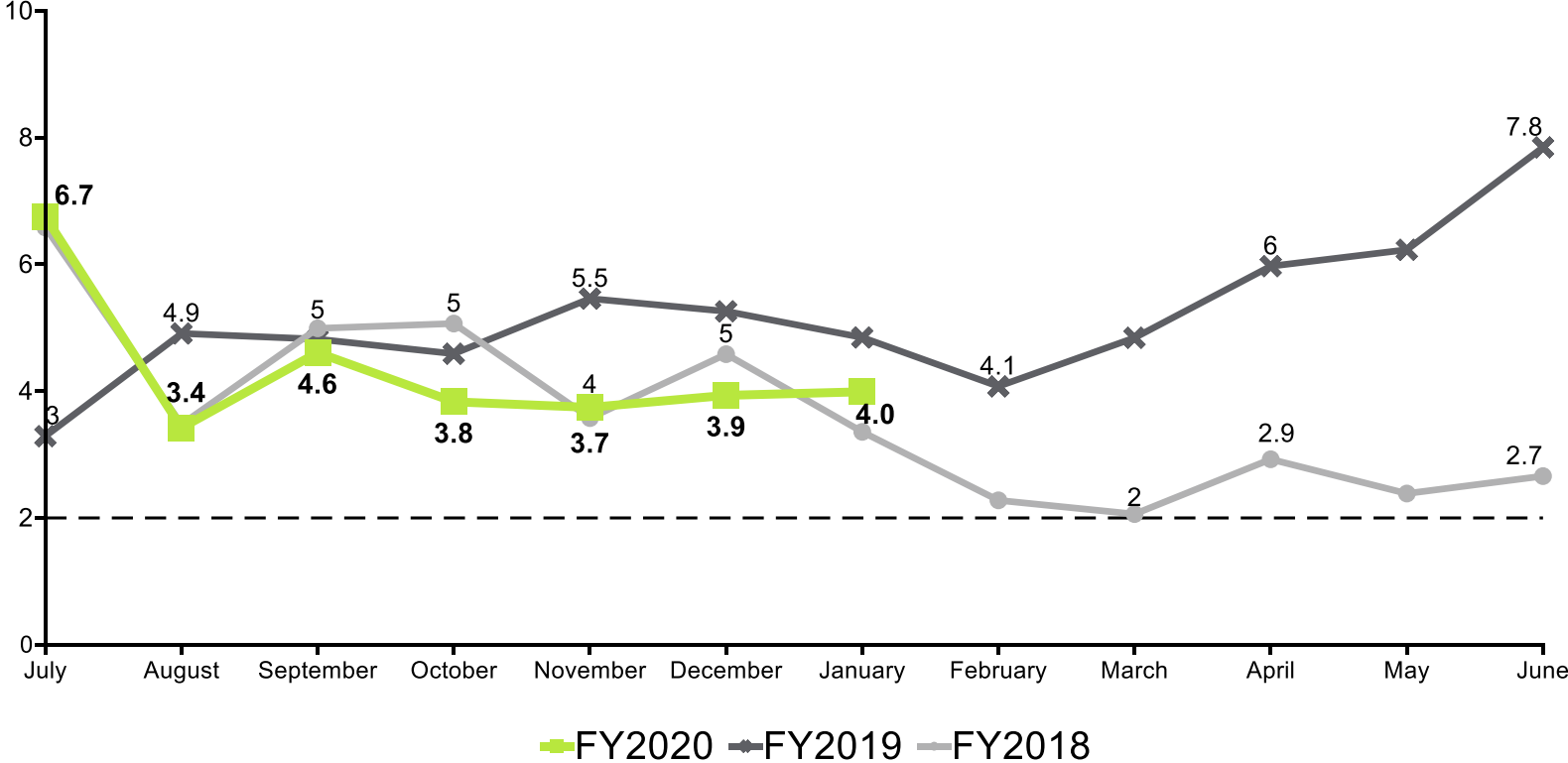
- NDSP increases in **share of trips** and having **lower costs** helped **offset contractual DSP rate increases**
- Overall per trip costs are up 1% year over year (\$57.55 vs. \$58.18)
- At same time, **DSP per trip costs are up 5%** (\$61.61 vs. \$64.47)
- Now that NDSPs make up 16% of trips, **cost per trip is a better proxy for financials than productivity**

* Cost per trip includes NDSP per-trip costs plus DSP variable, fixed, and fuel costs. Excludes call center (~\$7/trip), vehicle purchase (~\$2/trip), eligibility center (~\$1/trip), or OTA wages and professional services costs.



Complaints remain lower than previous years

Customer Issues per 1,000 Trips

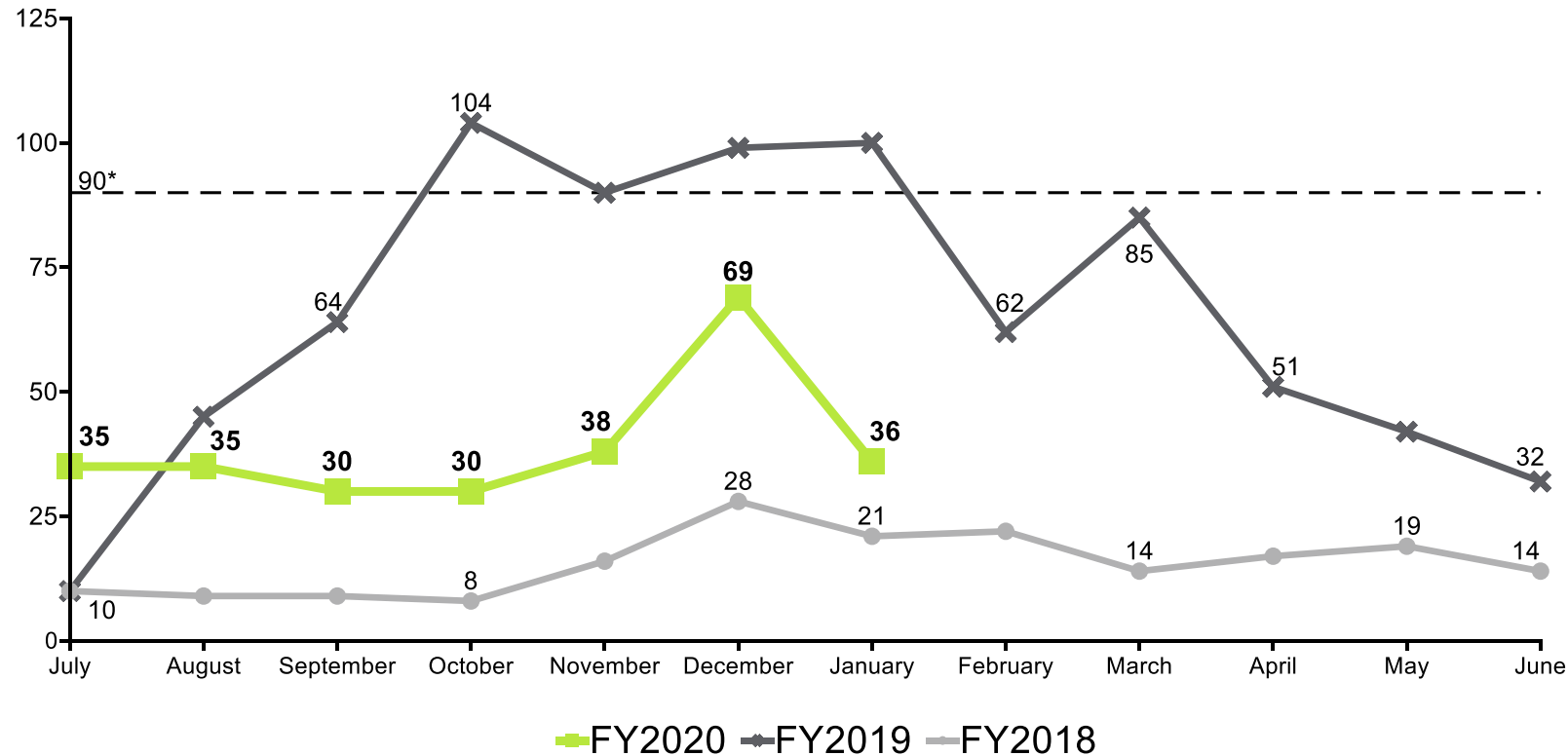


- **Complaints stabilized** in the last four months due to **higher OTP**
- **Top three issues:**
 - 32%: Problem with driver
 - 26%: Dispatch problem
 - 11%: Scheduling problem
- **Further improvements to complaint process** (intake, investigation, and categorization) expected post software go-live



Reservations average speed of answer has been below FY19 levels

Reservations Average Speed of Answer (seconds)

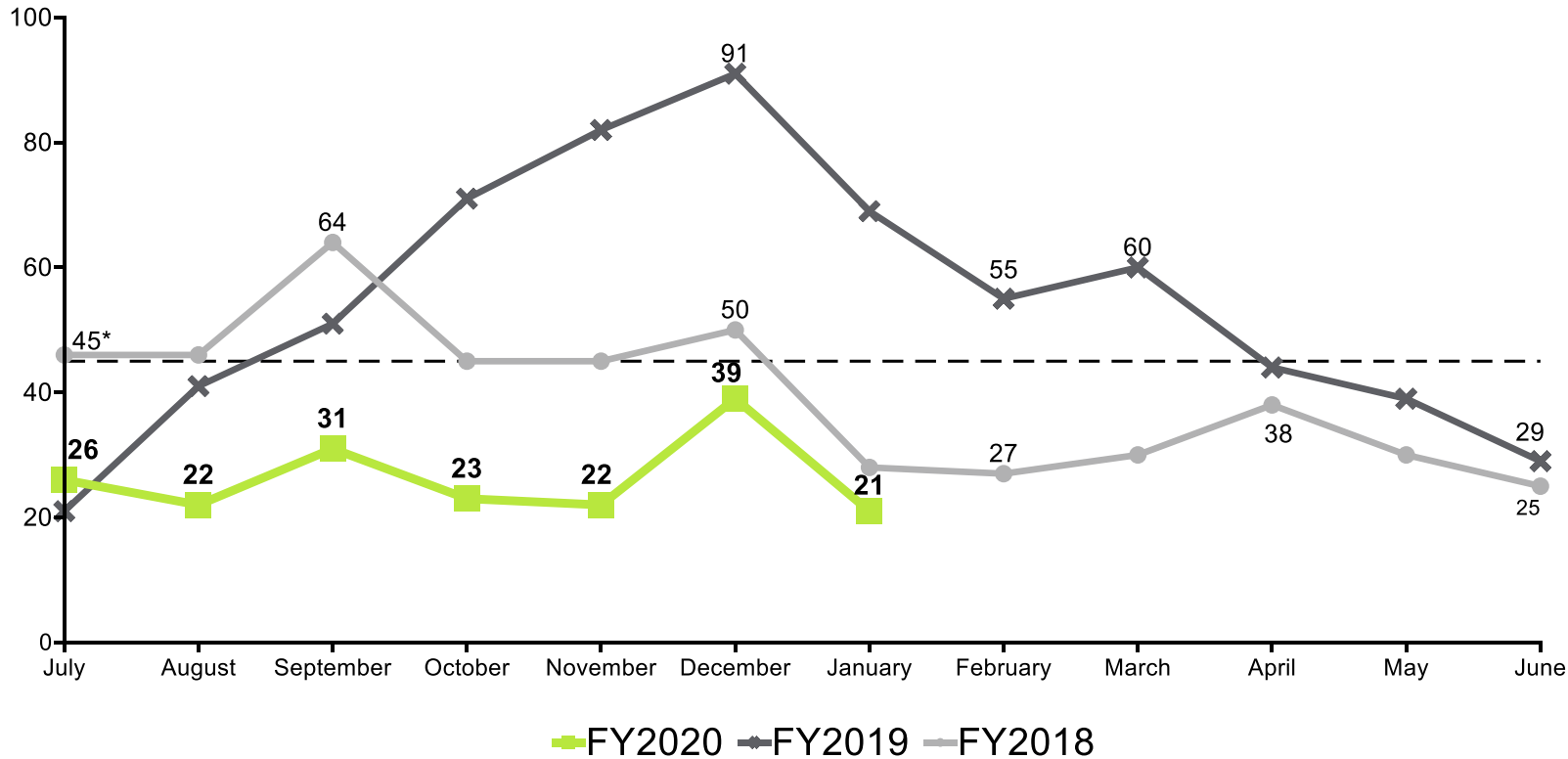


- **FY18** reflects NEXT and GLSS transition to TRAC and **FY19** reflects August VTS transition
- **Relaxed threshold** in new contract (starting June FY18) due to **customer feedback that prioritized speed of answer in dispatch over reservations**
- **December spike** due to TRAC staff shortage cause by **expiring time off** – working to address for next year



Dispatch average speed of answer has been below previous years

Dispatch Average Speed of Answer (seconds)



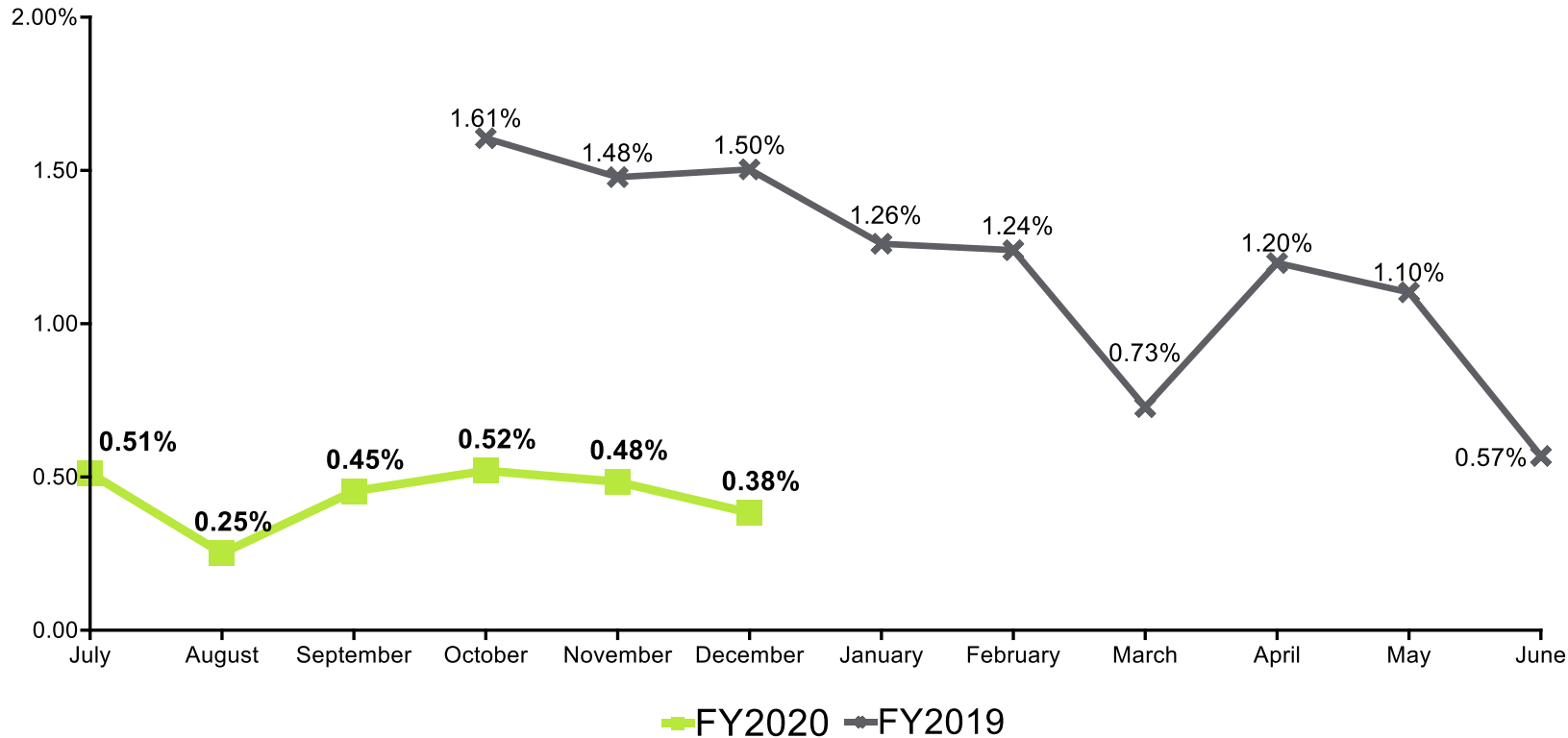
- **FY18** reflects NEXT and GLSS transition to TRAC and **FY19** reflects August VTS transition
- **Tightened threshold** in new contract (starting June FY18) due to **customer feedback that prioritized speed of answer in dispatch over reservations**
- **December spike** due to TRAC staff shortage cause by **expiring time off** – working to address for next year

* Goal changed to Cumulative Service Level in new contract starting June FY18 for 80% of calls to be answered within 45 seconds



Trips with excessive travel times have substantially dropped

Excessive Travel Time (% of Scheduled Trips)*



- Guidance provided by FTA review to begin tracking metric starting in **October 2018**
- **Significant reduction** in trips exceeding threshold in **FY20**
- **Areas to reduce excessive times:**
 - Speed settings
 - Driver run cuts
 - Dispatch training
 - Use of NDSPs
 - New software system



Software Transition

Status of progress toward go-live

IN PROGRESS

Successful testing of all software and hardware components

IN PROGRESS

Call center staff and drivers trained to proficiency

Additional staffing secured during transition for drivers and call center

Routematch support staff and MBTA on site during transition

Validation of accuracy of reporting for FTA and TRAC reports

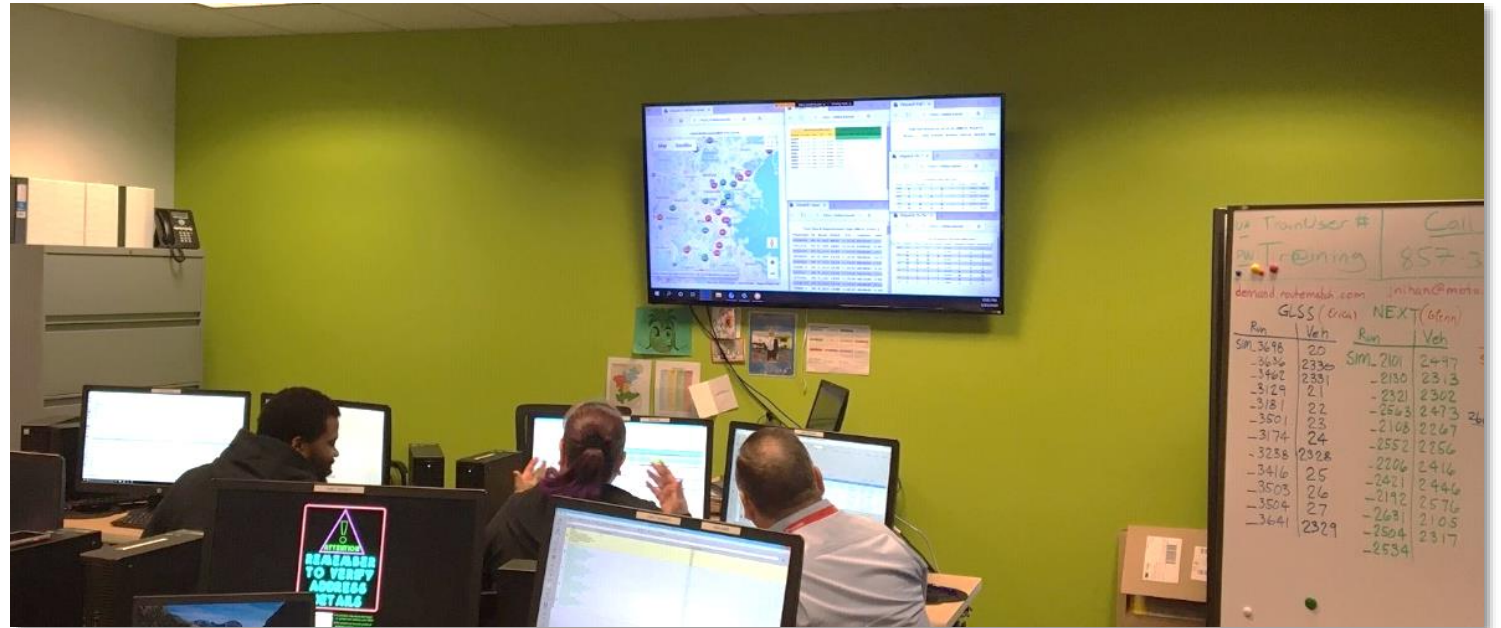
Provide ongoing communication to all customers and key stakeholders

Completion and testing of post go-live fallback plan

We will not transition until all items on the checklist are complete and we are ready for go-live

All stakeholders continue to engage in the software implementation

- Twice weekly **multi-vehicle simulations** with Routematch, service providers, MBTA, and TRAC
- **Daily exercises** for training and testing of over 1,000 TRAC staff and drivers
- Daily sync between trips in current and future system for **side-by-side scheduling analysis**
- **Ongoing customer engagement** including customer transition awareness survey
- Development of **new automation features** to reduce staff workload



The team is progressing toward a late-winter go-live

Transition Concerns

Communication and mitigation plans are in place for:

- Increased **travel times**
- Different **passengers / drivers combinations**
- Confusion with **new notifications**
- Initially **longer call hold times / reduced OTP**
- Confusion with **upgraded self service features**
- **Pick-up location** issues

Go-Live Process

Before go-live:

- Complete go-live checklist prior to final approval
- Conduct simulations for training purposes
- Execute go-live communication plan to customers and key stakeholders

After go-live:

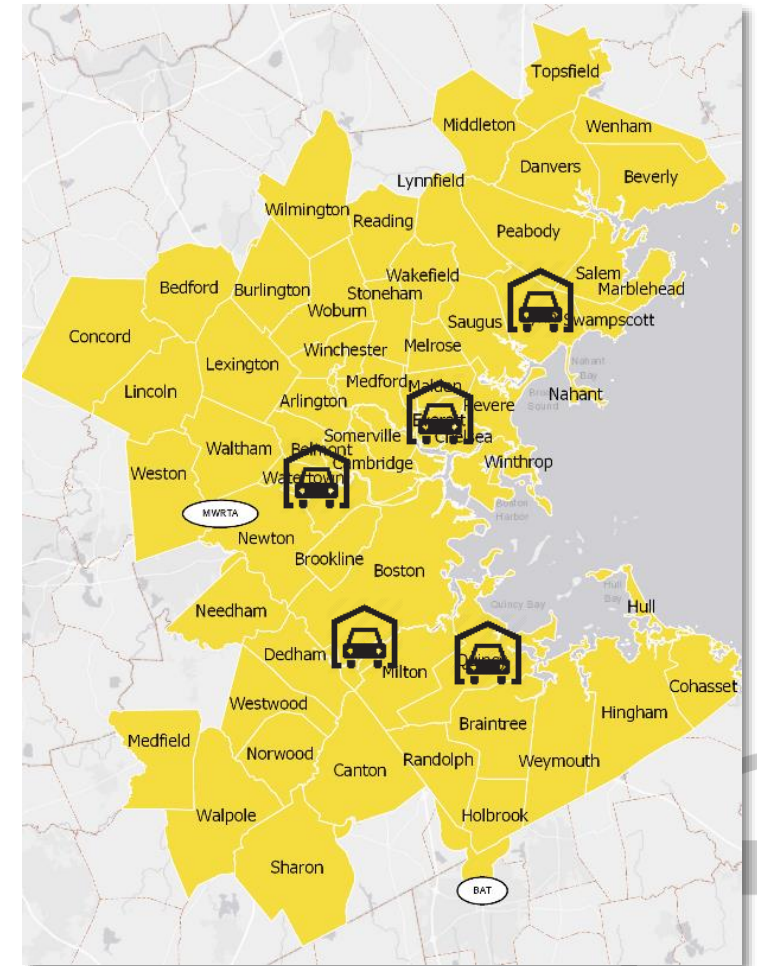
- Report back on KPIs (go-live plus 1 month, quarterly afterwards)



Dedicated Service Provider Transition

Significant time has been invested to make the transition a success

- Ongoing **weekly transition meetings** with providers' local and corporate staff
- Agreed-upon transition **process to hire and onboard drivers** from one outgoing provider to the two remaining providers
- **Facilities identified** at Watertown, Hyde Park, Quincy, Everett and Lynn
- **126 Ford Flex delivered** and in process to be equipped with in-vehicle technology



The DSP transition is progressing towards an early summer launch

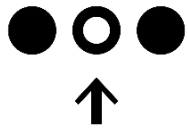
- Complete Facilities Planning Process
- Have vendor mobilization teams on site and MBTA support staff assigned
- Complete the software implementation and ensure service is stabilized
- Set up all required new facilities
- Retain, hire, onboard, and train personnel (management staff and drivers)
- Deliver and fit-out of new paratransit vehicles required for service
- Provide ongoing communication to all stakeholders (existing vendors, R-TAG, communities)
- Ensure customers are informed about and ready for the transition

The vendor transitions will not occur until all items on the checklist are complete



On-Demand Pilot and Non-dedicated Service Provider Procurement

Since October 2016, the pilot has become a valued customer option



Improved Choice

4,317

Customer sign-ups

63

Cities and towns visited

16%

Of all paratransit trips



Increased Mobility

11%

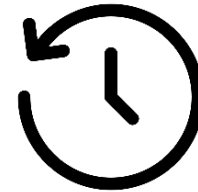
Active customers on pilot

491K

Trips taken in the pilot

24K

Last month's trip count



Customer Savings

14%

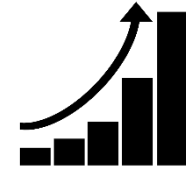
Customer cost savings/trip

5-12 min

Average wait time

23 min

Average trip time saved



Program Growth

10,000

Trips after six months

100,000

Trips after 18 months

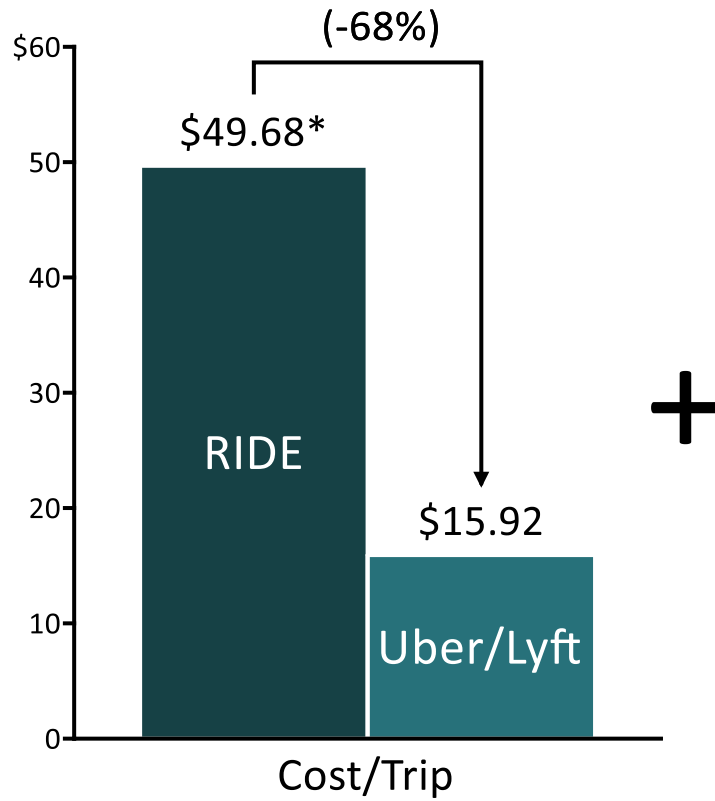
400,000

Trips after 37 months



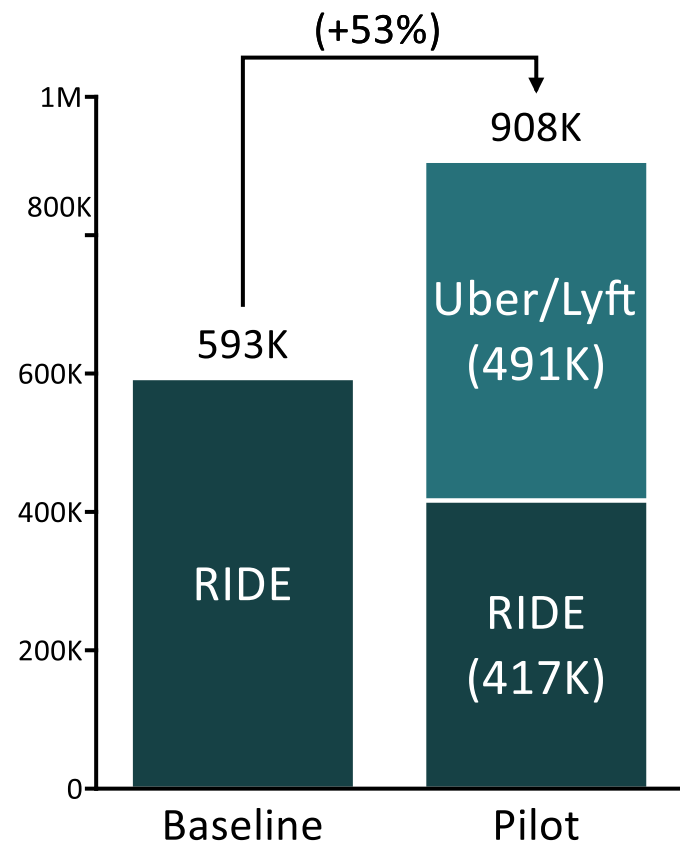
The pilot delivers lower costs and increased mobility

Weighted Average Variable Per-Trip Cost



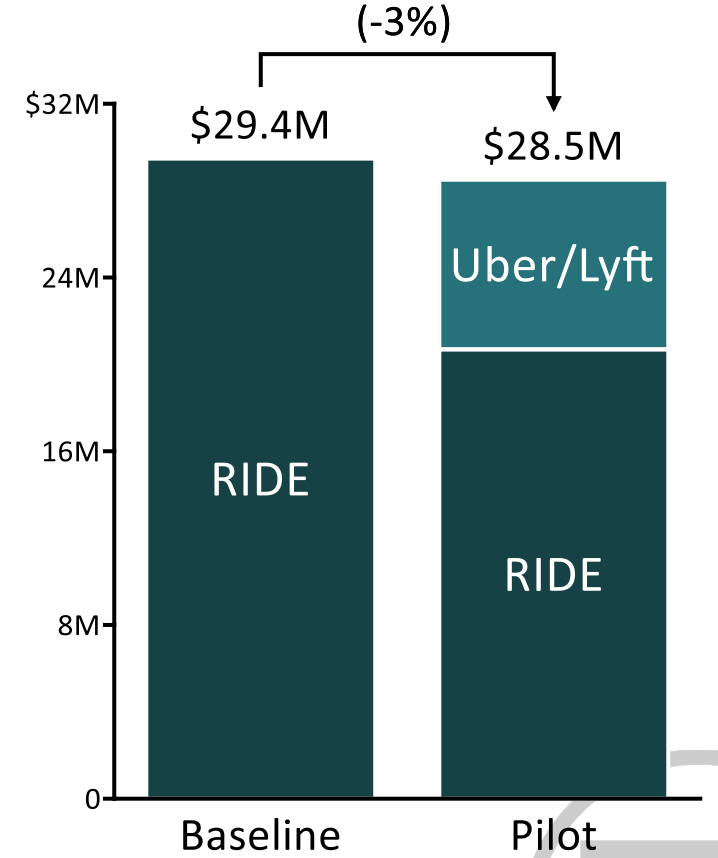
+

Total Trips



=

Total Pilot Member-Related Costs



* Weighted average across all years of pilot. Estimate uses variable cost and fuel cost of dedicated service providers (no fixed cost).

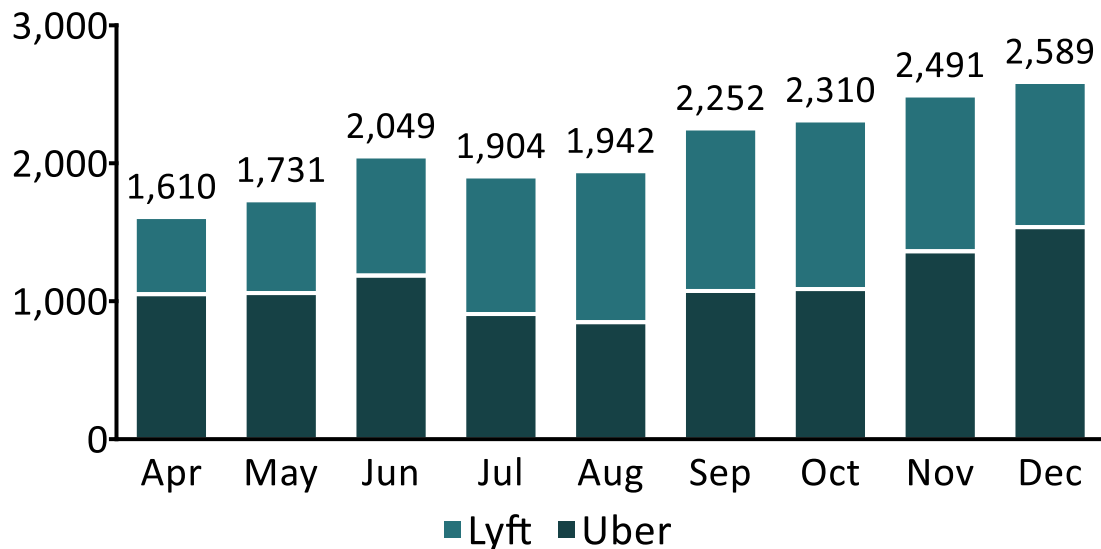


The pilot continues to evolve to better serve our customers

Expansion of WAV Subsidy Pilot

- 18,878 trips during pilot (started last April)
- WAV customers now take 3X more pilot trips
- Discussions between MBTA and MassDOT on future of pilot and associated funding source ahead of March 31st end date

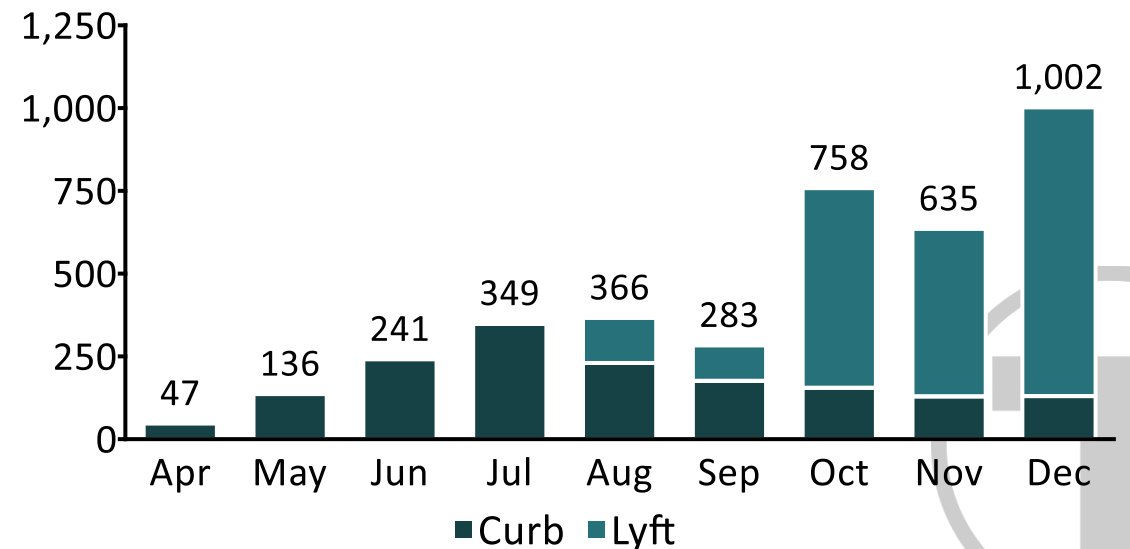
Number of WAV Trips



Integration of TNCs at TRAC

- Provider Options Pilot (POP) allows customers to opt into RIDE trips being placed on TNCs
- 1,002 trips taken on TNCs in December saved the MBTA over \$19K
- Over 800 customers have signed up

Number of POP Trips



Next steps include additional piloting and an upcoming RFP

- Continued use of NDSPs is **in-line with long-term RIDE strategy**
- Plan to **continue to pilot on-demand** portion and **expand use in call center**
- Will take **lessons learned** from the pilot and **develop strong contracts** to drive performance
- **RFI conducted in August 2019** with strong industry participation
- Expected to **issue RFP in February 2020** with implementation over Fall 2020

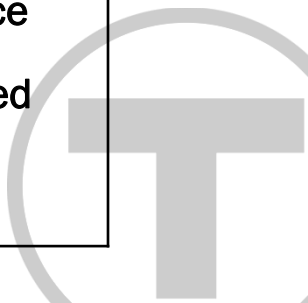


Appendix

The team is working to address all transition issues impacting customers

Although measures are being taken to mitigate all risks and issues, major transitions always create an increased level of risk and concerns for customers

Concern	Facts about Change
Increased Travel Times	<ul style="list-style-type: none">• Software will now accurately schedule based on actual comparable fixed route time, increasing capacity, potentially increasing some travel times, but ensuring not to exceed FTA requirements
Traveling with Different Passengers / Driver	<ul style="list-style-type: none">• Increased scheduling automation will improve routing efficiency and ensure no preferential treatment, but will likely not provide same trip grouping customers might be used to from past
Longer Hold Times	<ul style="list-style-type: none">• Unfamiliarity with a new system likely will initially reduce staff efficiency and performance
Reduced OTP	<ul style="list-style-type: none">• Planned training, additional driver and call center staffing, significant testing, and phased introduction of new features should help speed up the staff learning curve



The team is working to address all transition issues impacting customers

Although measures are being taken to mitigate all risks and issues, major transitions always create an increased level of risk and concerns for customers

Concern	Facts about Change
Confusion with new self-service features	<ul style="list-style-type: none">• Customers will have access to a new web booking platform, future app, and IVR prompts• Proper communication, education, and training will be provided
Confusion with new notifications	<ul style="list-style-type: none">• Three notifications will be sent prior to driver arrival (vs. current 2) to ensure more timely delivery of accurate travel information• Customers will be given a 20 minute pick-up window vs. current “promised time” and ability to be 5 minutes early or 15 minute late• Customers will be provided new notifications to alert of insufficient balances and unused subscriptions prior to any cancellations



Once live, key performance indicators will help measure the project's success

Key performance indicators (KPIs) will be tracked post go-live and reported at go-live plus 1 month and at every 3 month interval after that.

- On-Time Performance
- Productivity
- Cost per Trip
- On-Board Travel Time
- Missed Trip %
- Vehicle Technology Failures
- Call Center Wait Time
- IVR Usage
- Web portal Usage

Any deviations from expectations will be evaluated and addressed.

