Comprehensive Operational Review
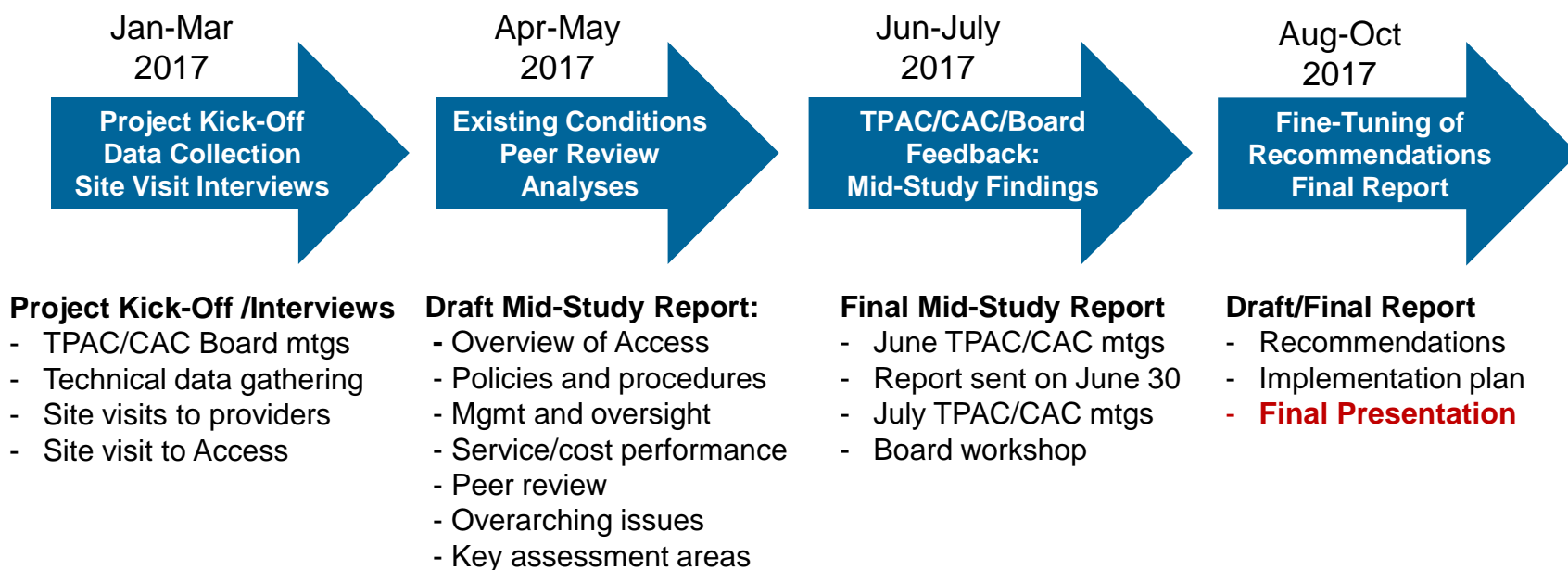## Final Report Presentation

access

NELSON NYGAARD

October 2017

Presentation Agenda

- Project Review
- COR Final Recommendations
  - Status Quo
  - Short Term
  - Long Term

- Questions and Answers

Project Review

Jan-Mar 2017

Project Kick-Off Data Collection Site Visit Interviews

Apr-May 2017

Existing Conditions Peer Review Analyses

Jun-July 2017

TPAC/CAC/Board Feedback: Mid-Study Findings

Aug-Oct 2017

Fine-Tuning of Recommendations Final Report

Project Kick-Off /Interviews
- TPAC/CAC Board mtgs
- Technical data gathering
- Site visits to providers
- Site visit to Access

Draft Mid-Study Report:
- Overview of Access
- Policies and procedures
- Mgmt and oversight
- Service/cost performance
- Peer review
- Overarching issues
- Key assessment areas

Final Mid-Study Report
- June TPAC/CAC mtgs
- Report sent on June 30
- July TPAC/CAC mtgs
- Board workshop

Draft/Final Report
- Recommendations
- Implementation plan
- **Final Presentation**

Key Findings

- Access has a **very low cost per trip** compared to its peers

- Access contractors are mostly **meeting KPI targets**

- Access has a **robust and effective contractor management** and oversight program

- **Inter-region trip** reservations and ETA requests require a **multi-step process** for some customers

- Contractors are having **difficulty hiring and retaining drivers**

- **High facility costs are restricting competition** for Access service contracts

Recommendations Overview

- **Status Quo:** No Change
  - Maintain Current Reservations Hours
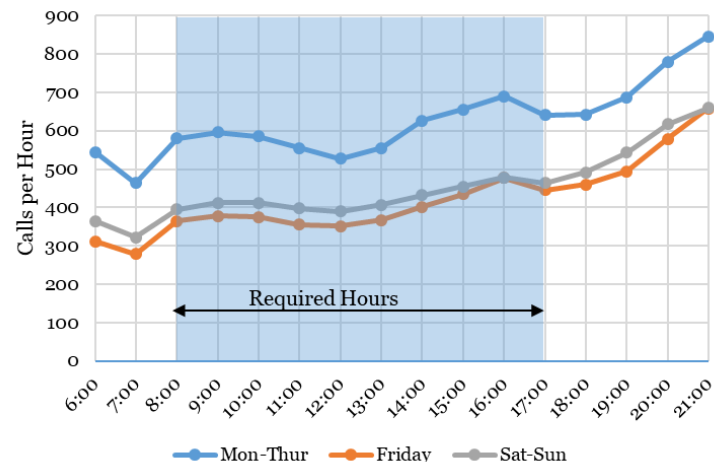 - Maintain Current Service Area

- **Short Term:** End of FY18
  - Expand/Modify Management Oversight Staff, Functions, & Tools
  - Modify Policies and Practices
  - Improve Contractor Procurement Process

- **Long Term:** Additional Planning Needed
  - Centralize Call Center Functions
  - Transition to a Single Software Platform
  - Operationalize Conditional Eligibility
  - Monitor Non-ADA Alternative Services

Status Quo Recommendations

Access should maintain current reservations hours

- Decreasing hours would require additional staff, negating any potential cost savings
- Highest call volumes are after business hours

Access should maintain current service area

- Expanding service area adds few new passengers or destinations
- Could increase costs through long trip lengths & admin
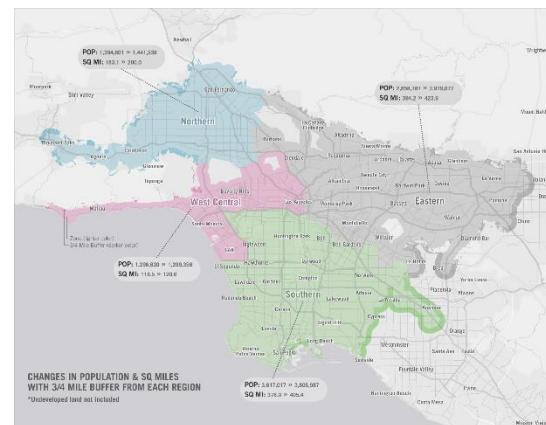
Management Oversight

- Increase fleet design and maintenance group staff
- Activate SmartDrive audio function, pending legal review
- Limit OSM call reviews to new reservationists/problem areas
- Expand designated pick-up location sign program
- Conduct an internal wage review analysis for Access staff

Policies and Practices

- Retrain contractors on responding to early ETA calls
- Revise subscription trip policy
- Increase penalties when trips must be served by OMC
- Add a starter at the Olive View transfer point
- *Implement a new Fleet Allocation Methodology*

Policies and Practices

Access should revise its fleet allocation methodology – basing allocation on fleet utilization rather than total trips

- Access contractors are increasingly using taxis to serve trips
- Dedicated vehicles are therefore underutilized by contractors
- Contractors can provide the **same level and quality of service** with fewer vehicles
- Fleet allocation should be based on actual vehicle utilization
- Will reduce capital costs for Access – while **ensuring that vehicles will be available** if contractors adjust their service mix in the future

Contractor Procurement Process

- Revise contractor evaluation process

- Conduct a review of driver wages

- *Transfer responsibility for providing operational facilities to Access*

- Adopt or revise key performance indicators

Contractor Procurement Process

Access should consider assuming responsibility for providing operating and maintenance facilities

- High industrial land costs limit new bidders for Access service contracts
- Options:
    - Purchasing or entering into long term lease agreements
    - Including a contract provision to assume facility ownership/leases from a contractor
- Conduct a facility needs survey and real estate market analysis for each region

Centralize Call Center Functions

Access should consider establishing a centralized call center for LA Basin regions

- Would perform reservations, provide customers with confirmed pick up time, and handle ETA requests
- Simplifies the customer experience, eliminating call transfers
- Requires single software platform or development of links
- Savings would cover cost of establishing call center
- Lays groundwork for centralized call and control center

Transition to a Single Software Platform

Access should consider transitioning to a single software platform for paratransit functions

- Allows for a common trip database, enabling contractors to be aware of (and potentially share) trips across regions
- Simplifies the process of establishing a centralized call (and control) center
- Contractors have already unified software:
    - SGT/CTI : 5M
    - Global/MV: Trapeze

Operationalize Conditional Eligibility

Access should operationalize conditional eligibility at the time of reservation

- Trip eligibility should be determined at the time of reservation
- Provides customers with more complete eligibility information
- Staff conduct site visits only at customers' most frequent trips
- Significantly reduces the number of ineligible trips served

Monitor Non-ADA Alternative Services

Access staff should monitor non-ADA alternative service programs elsewhere

- Same-day, on-demand service option
- Could be provided by TNCs or taxis
- Lower cost per trip to agency
- Cost savings if cost of new trips does not exceed cost savings from transitioning existing trips