



## MEMORANDUM

To: John Rochford and Michael Glauner  
 From: Richard Weiner and Terra Curtis  
 Date: July 19, 2016  
 Subject: Peer Summary Memo

---

### PURPOSE

To assist King County Metro in understanding the opportunities and constraints associated with different paratransit service delivery models, the Nelson\Nygaard team surveyed nine peer agency systems on their current and planned service contracting strategies. In addition, the team obtained information about innovative strategies that have been used to shift riders from paratransit to other transportation options.

### KEY HIGHLIGHTS

#### Peers and Methodology

The team presented a list of potential peer systems that could be included in our sample, and revised this list based on input from King County staff. In addition, we submitted and revised an interview protocol that would be used in our contacts with staff from each agency. It was determined that in order to make the best use of the team's time, we would focus more on potentially interesting aspects of service delivery and contracting, rather than ensuring that the same level of context-setting information was available for each system. Following are the agencies that were included in the peer review, together with some basic information that can provide a context for comparison to King County Metro's Access program:

	Population Served	Total Ridership	Operating Cost
King County Metro - Access	PLEASE INSERT		
Boston – The Ride	2.5 million	2.1 million	\$90.1 million*
Chicago – Pace Paratransit	NA	4.2 million	\$158.6 million
Dallas – DART Paratransit	2.3 million	771,000	\$24.29 million**

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

Denver – Access-a-Ride	3 million	715,000	\$35 million
Houston – MetroLift	2.5 million	1.9 million	\$48.9 million
New York City – Access-A-Ride	<b>AWAITING INFORMATION</b>		
Orange County – OCTA Access	NA	1.5 million	\$42 million
Portland – LIFT	1.5 million	760,000	\$21.9 million
Washington DC – MetroAccess	3.4 million	2 million	\$87 million

\*Excludes eligibility \*\* Contracted costs only

## Service Models

The following tables provide an overview of the division of responsibilities between transit agencies and contractors. Greater detail is provided in each of the peer system descriptions.

Peer	Contracted Services			Agency
	Call Center	Service Providers (#)	Other	
Boston	<i>Moving in this direction in 2017</i>	(3) Reservations, scheduling, dispatch, capital (some vehicles, ops base)	Eligibility	Capital (most vehicles, scheduling software)
Chicago (city)		(3 zone-based) (1 subscription) Reservations, scheduling, dispatch, capital (vehicles, ops base)	Eligibility	Capital (scheduling software)
Chicago (suburbs)	Reservations, scheduling, dispatch for some suburbs	(multiple – taxis, human service agencies) Reservations, scheduling, dispatch for some suburbs	Eligibility	Capital (vehicles, scheduling software)
Dallas		(1 with subcontractor) Reservations, scheduling, dispatch, capital (vehicles, ops base, scheduling software)		Eligibility

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

Peer	Contracted Services			Agency
	Call Center	Service Providers (#)	Other	
Denver	(1) Reservations, scheduling, dispatch (taxis)	(3 dedicated) Dispatch, capital (ops base)  (2 non-dedicated) Dispatch, capital (vehicles)	Eligibility	Capital (vehicles, call center site, scheduling software)
Houston		(2) Non-ADA reservations, scheduling, dispatch, capital (vehicles, ops base, scheduling software)	Eligibility, bus washing	ADA reservations, scheduling, dispatch, capital (vehicles, call center site, ops base, scheduling software)
Orange County		(1) Reservations, scheduling, dispatch, capital (vehicles for evening/weekend)	Eligibility, Social Service Agencies	Capital (vehicles, call center site, ops base, scheduling software)

Peer	Contracted Services			Agency
	Call Center	Service Provider (#)	Other	
Portland	(1) Reservations, scheduling, dispatch	(1) Trips	Maintenance Eligibility	Capital (vehicles, call center site, ops base, scheduling software)
Washington DC	(1) Reservations, scheduling, dispatch	(3) Capital (vehicles, call center site, ops base, scheduling software)	Quality Assurance	Eligibility (augmented by contractor)
<i>King County</i>	<i>(1) Reservations, scheduling, dispatch</i>	<i>(2)</i>	<i>Eligibility</i>	<i>Capital (vehicles, call center site, ops base, scheduling software)</i>

## Highlights from Peer Review

Following are some of the findings from the peer review that pertain to key issues identified by Metro staff as relevant to the upcoming service contract renewals.

### Service Models

- Boston: Migration to contracted centralized call center (CCCC). Eliminating zone structure and introducing non-dedicated service providers for ADA paratransit trips
- Dallas: Turnkey service contract, including providing the fleet and subcontracting with a taxi company which provides the majority of trips, probably using dedicated vehicles
- Denver: One call center contract, with scheduling and limited dispatching, and contracts with three service providers. (Was five, but reduced to three to achieve overhead cost savings.)
- Houston: Although analysis of a turnkey contract suggested potential cost savings, the Board decided to stay with the hybrid model (in-house call center staff) because of the added control
- Houston: A very large contract with a cab company for dedicated minivan service is considered a key element in cost control
- Chicago: Planned centralized scheduling and limited dispatch model is intended to reduce inefficiencies resulting from zonal structure and significant deadheading
- Portland: Moved away from separate contractors for call center and service provision due to consolidation in the industry
- Orange County: Large provider subcontract with a taxi company for dedicated-vehicle service at low-volume times produces significant cost savings
- Several agencies have a role in quality assurance, at least complaint intake and coordinating the investigation and response. (Dallas, Chicago, Houston, WMATA)
- Major roles for taxi companies depend on dedicated vehicle operations, or at least a sufficient volume of work to create driver buy-in.

### Contract Structure and Payment Terms

- Boston: To avoid overloading schedules due to per trip payment, MBTA balanced the per-trip rate structure with significant late and missed trip penalties
- Boston: To minimize risk to providers under CCCC model, service provision will be paid per vehicle hour and CCCC will be paid cost plus fixed fee
- Dallas: Fixed monthly rate for scheduling/dispatch; per-trip rates to cover variable costs
- Houston: Per-vehicle revenue hour rate goes down if hours exceed 110% of the contract base amount), goes up if hours fall below 85% of the contract base amount
- Chicago: Scheduling center payment structure is based on fixed rates per staff category, rather than an overall fixed rate

- Chicago: Splitting the overall contract into contracted zones allowed for more manageable sized contracts that local companies could bid on, rather than being limited to national companies
- Maintenance contractor is paid per mile, which reflects how preventive maintenance is scheduled, creates incentives to reduce unscheduled maintenance (Portland)
- Call or coordination center contracts are paid based on some variation of actual cost or per call (WMATA), never per vehicle hour.

### **Alternative Services to Shift Ridership and Meet Other Goals**

- For proposed TNC service, customers without smart phones will be offered a “concierge service” option – call to reserve the ride (Boston). A similar arrangement is planned in Washington DC.
- Premium charges for same day trips, out of service area trips, specific vehicle preferences (multiple cities)
- Denver and Chicago suburbs: Call-n-Ride demand-response/zone-based, first mile/last mile service often funded in partnership with local jurisdictions
- When considering TNCs, concern about driver payment/labor conditions, lack of availability to children, lack of wheelchair accessibility, business model viability, insurance (multiple cities)
- Transit agencies insulate themselves from risk of contracting taxi service (e.g. driver training, customer service issues, etc.) by requiring proof of training (or conducting themselves), requiring a system that allows only qualified drivers to participate, assigning enough trips to make participation in training worthwhile.
- IT provisions vary considerably in service contracts. Transit agency control of infrastructure is needed to ensure effective oversight and continuity when changing contracts.

## DETAILED FINDINGS FOR EACH PEER SYSTEM

Figure 1 Boston – MBTA

BOSTON		
Service Characteristic	Element/Descriptor	Statistic (FY 2015)/Notes
<b>Service Area</b>	Municipalities	60 cities and towns
	Area	712 square miles
	Population	2.5 million
	Type	Urban/suburban
	Single or Multiple Bases	Multiple (3)
<b>Ridership</b>	ADA customers only	1.8 million trips
	Total (incl. companions, PCAs)	2.1 million trips
<b>Revenue Hours</b>	First p/u to last d/o less breaks	1.48 million RVHs
<b>Operating Cost</b>	Total paid to contractors; excludes eligibility function; 27% of the vehicles operated are owned by the contractors and are included in their variable rate	\$90.1 million
	Net Cost (less fare revenue)	\$84.3 million
<b>Service Model</b>	<p>Three service providers respectively providing service in three zones with an overlapping core area. These contractors provide turnkey services. Customers going to/from zones must call carrier assigned to that zone; while customers in the core area making an intra-core area trip may call any of the three carriers. Zone to zone trips beyond a buffer zone and that do not involve the core area require a transfer</p> <p>Currently migrating to a centralized call and control center model. Mobilization begins 7/1/16; phased transition to be completed 9/30/17. Once the last phase has been completed, the zones and required transfers will be eliminated, and the use of non-dedicated service providers (serving ADA paratransit trips) will be introduced.</p> <p>Non-ADA Taxi and TNC subsidy programs (for specific ADA customers) are currently being introduced as pilot programs. The taxi subsidy program, with 5 taxi companies participating, provided about 6,000 trips in its first year. The TNC subsidy program (at the moment with only Uber participating) will begin 7/1/2016).</p>	
	Number of service providers	3; one of the three uses a taxi subsidiary, but most of the taxis used are assigned to taxi runs; very few taxis are used on a non-dedicated basis
	Call center contractor?	Not currently, but migrating to that model
	Other contractors?	Eligibility contractor, which also provides the eligibility center facility

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>BOSTON</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic (FY 2015)/Notes</b>
	Dispatching and handling customer's same-day issues	Currently the three service providers, but will move to a centralized call center
<b>Service Providers Payment Structure</b>	Split: monthly fixed cost reimbursement plus a per trip rate that covers variable costs. Will change to per RVH under the centralized call center model	
<b>Successful elements of contracts</b>	<p>1. When the MBTA migrated years ago from a brokerage contract to four zone-based turnkey operations contracts years ago, the MBTA moved to split rate structure including covering contractors' fixed costs with a fixed monthly fee and reimbursing contractors variable costs with per trip rates. Knowing that the contractors might be induced to jam the run schedules to maximize revenue, the MBTA decided to balance the per trip rate structure with significant late and missed trip penalties. The late trip penalty, which kicks in after a 10% grace, is equivalent to the per trip payment rate, while the missed trip penalty is twice that for every late trip. This balancing has worked over the years and has led to high OTP figures during most of this period.</p> <p>2. Under the Centralized Call Center Contract (CCCC) model, such penalties will be shared between the CCCC manager and the service providers. (<u>See detail after the table.</u>) The results of this are yet to be seen however because the CCCC is just now being implemented. Also, under the CCCC, the service providers will now be reimbursed on a per hour basis (to minimize their risk).</p> <p>3. In the RFPs, the MBTA provided – and collected from -- each proposer a detailed spreadsheet that required line item costing, which rolled up to the fixed cost or variable cost reimbursement rate (see above), and provided for two sets of rates (current structure and under the CCCCC model) which helped the MBTA with the go/no-go decision on whether to migrate to the CCCC model. The line item costing also helped pin-point outlier costs and where proposers made incorrect assumptions or where proposers tried to compensate for risk.</p> <p>4. The migration to the CCCC model is meant to reduce costs via (1) better, more efficient run structures, (2) reducing service duplication in the core area and eliminating transfers; (3) adding NDSPs; and (4) eventually increasing competition. It should also improve service quality by (1) providing a centralized point of contact for customers; and (2) allowing the CCCC to shift the volume of work among the service providers based on performance, thereby enhancing mid-contract competition. It is also envisioned that the CCCC may eventually take over the management of the (non-ADA) subsidy programs.</p>	
<b>Level of effort for monitoring service providers</b>	Director and Assistant Director Manager, Contract Operations and Contract Administrators Manager, Contract Administration, and Administrative Staff	2 4 (5 when CCCC is implemented) 5
<b>Incentives/Penalties</b>	Service Providers CCCC Manager	See detail below See detail below
<b>RFP/Contract available?</b>	Service Provider CCCC	Yes/Yes Yes/Soon

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>BOSTON</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic (FY 2015)/Notes</b>
<b>Alternative Services</b>	Transit free fare program pilot  Taxi Subsidy Program pilot TNC Subsidy Program pilot	Grandfathered for participating customers before 2012  Implemented in 2015 To be implemented on 7/1/2016
<b>TNC Subsidy Program</b>	Subsidy: For each eligible trip, the customer will be charged the following from their MBTA fare account: Trips up to \$15 fare: \$2 Trips with fares between \$16 and \$30: \$4 Trips with fares over \$30: the overage above \$30 The TNC will then bill the MBTA either \$15 or \$30 for each eligible trip. Hence, the MBTA subsidy will be either \$13 or \$26. The TNC will provide a “concierge” service for customers without a smart phone.	
<b>First-mile last mile services</b>	No	
<b>Changes in fixed-route service</b>	Generally, The RIDE is provided daily from 5:00am to 1:00 am throughout the member towns. The service hours mirror and for some routes exceed fixed route service days and hours. For trips with an origin or destination beyond the ¾ mile fixed route corridors, a premium service fare (currently \$5.00 vs. the regular \$3.00) is charged. Hence, changes in fixed-route service hours has no effect. Elimination of a route may trigger the need to charge a premium fare. [Same-day requests, accepted on a space available basis only, are also charged a premium service fare.]	
<b>Cost sharing arrangements with human service agencies</b>	None	
<b>Partnerships with other agencies</b>	Only transfer arrangements with neighboring transit agencies	
<b>Customer satisfaction survey</b>	Such a survey has really never been undertaken; but one is scheduled to be undertaken in the summer of 2016 (as a baseline, prior to the CCCC being implemented.)	
<b>Trip Types</b>	ADA paratransit trips only, although some trips are being diverted to non-ADA subsidy programs	
<b>Trip Reservations</b>	Customers may place a trip request 1-14 days in advance. (New) same-day requests are accommodated only on a space available basis. Reservations function is currently undertaken by the 3 service providers. Function is shifting to CCCC manager, with the new model being implemented in 2016-2017	
<b>Trip Scheduling</b>	Currently undertaken by the 3 service providers. See above. All three employ a separate scheduling staff.  Service providers do not do real-time scheduling (when the customer is on the phone immediately after the trip requests is booked).  Scheduling function is accomplished using a combination of ADEPT’s “batch” trip scheduling, re-optimization, and individual trip insertions, performed by the schedulers the day before the trip.	



**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>BOSTON</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic (FY 2015)/Notes</b>
	Major scheduling parameters: Scheduling window = 30 minutes. Maximum on-board travel times = 60 minutes (not ADA compliant). Confirmation calls go out to customer – via the IVR system – in the evening.	
<b>Radio Dispatch</b>	Currently undertaken by the 3 service providers. See above. All three employ a separate dispatch staff.	
<b>Handling of Customer's Same Day Issues</b>	Varies among the providers: can be handled by dispatchers, dispatch assistants and/or reservations staff	
<b>Complaint Handling</b>	MBTA staff	
<b>Eligibility</b>	TREC (The RIDE Eligibility Center) contractor	
<b>Eligibility Outcomes</b>	Unconditionally eligible    75.4% Not Eligible                    3.7% Conditionally Eligible        10.1% Temporarily Eligible         10.9%	
<b>Trip-by-trip operationally in practice?</b>	No; awaiting implementation of CCCC model	
<b>Site evaluations and contractor monitoring</b>	MBTA	
<b>IT Management</b>	MBTA/IT Contractor/Stratagen	

**Figure 2 Dallas – DART**

DALLAS		
Service Characteristic	Element/Descriptor	Statistic (FY 2015)/Notes
<b>Service Area and Daily Hours</b>	Municipalities	Dallas County plus 13 cities and towns
	General Hours	5am to 11pm; if somebody calls and wants to take a trip after 11 within the ¾ mile corridors, a service will be provided; beyond ¾ mile corridor – 5am to 11 am; if FRT beyond,
	Area	700 square miles
	Population	2.3 million (2010 census)
	Type	Urban
	Single or Multiple Bases	Single base for ADA contractor; Taxi company operates from a separate facility
<b>Ridership</b>	ADA customers only	707,961 trips
	Total (incl. companions, PCAs)	771,317 trips
	% of ADA trips on taxis runs (not really non-dedicated; all taxis used are accessible	61.4%
<b>Revenue Hours (2015)</b>	First p/u to last d/o less breaks	540,000 RVHs
<b>Productivity</b>	Actual Productivity (Trips)/Total Hours	1.30
<b>On-Time Performance</b>		92%
<b>Telephone Performance</b>	Reservations call length	3:02 talk time
	Reservations avg. wait time	:26 wait time average
<b>Operating Cost (2015)</b>	Total paid to MV - includes fixed costs (scheduling/WMR), trip costs, exclusions, and Flex/On-Call	\$24.29 million
	Net Cost (less fare revenue and LDs)	\$23.73 million
<b>Service Model</b>	MV is DART's operational "broker" but MV really provides turn-key contract services, operating its own fleet, with a subcontractor, Yellow Cab. MV provides reservations, and scheduling for all trips. It schedules trips onto its own fleet – and provides dispatching for those trips, and assigns other trips to its one subcontractor, Yellow Cab. MV assigns Yellow Cab trips which Yellow Cab then dispatches itself. MV/Yellow Cab trips are split 40 (MV)/60 (Yellow). MV is the point of contact for same-day issue handling, which includes the Where's My Ride center.	
	Number of service providers	1 (MV) is an operating broker with one taxi subsidiary (Yellow Cab)

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>DALLAS</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic (FY 2015)/Notes</b>
	Call center contractor?	MV provides all reservations and scheduling, as well as Where's My Ride/dispatch.
	Other contractors?	None
	Dispatching and handling customer's same-day issues	MV Where's My Ride handles same day issues.
<b>Service Providers Payment Structure</b>	Split. Fixed monthly rate for fixed costs related to scheduling and dispatch call centers. Per trip rate covers variable cost.	
<b>Successful elements of contracts</b>	2+5 contract when change of service model from previous in-house call-center; MV had to hit all the KPIs during the pilot program before DART would agree to the 5 year ensuing contracting. DART believes that the service change from in-house call center functions to outsourcing those function as part of the "brokerage" contract was instrumental in the huge savings realized (approx. 32%)	
<b>Impacts of broker contract on unit cost and/or service quality</b>	Since the change in service provider in FY13, quality overall has generally improved. On-time percentage has increased, accidents have decreased. KPI's overall have improved vs. previous contract. The contractor change also had a significant cost savings of nearly \$90 million over the 7-year contract period.	
<b>Level of effort for monitoring contractor(s)</b>	DART employs 20 contract compliance field supervisors along with one Manager, two Assistant Managers, two QA personnel, and three Operations Contract Compliance employees.	
<b>Types of Incentives/Penalties</b>	Liquidated damages for not meeting KPIs including OTP, call performance, trip denials, complaints, average ride time, accidents (see detail below)	
<b>RFP/Contract available?</b>	Yes; per a formal request	
<b>Alternative Services</b>	DART MMS oversees Innovative Services including DART On-Call (modeled after Denver's Call-N-Ride). Managed by MV. DART is looking to replace one of the unproductive zones with Uber – still in planning stage. Worried about insurance.	
<b>TNC Subsidy Program?</b>	None.	
<b>How does ADA paratransit service adapt to changes in fixed-route service</b>	ADA services are not typically affected by changes in fixed-route services in terms of area or hours. ADA service would typically only change due to a member city leaving DART or a new city joining DART.	
<b>Cost sharing arrangements with human service agencies</b>	None	
<b>Customer satisfaction survey?</b>	Yes, travel ambassadors random make calls daily; now calling new riders	
<b>Trip Types</b>	ADA paratransit trips only	
<b>Trip Reservations</b>	Customers may place a trip request 1 -2 days in advance (4 days on Thursday/Friday). No same-day requests are taken.	

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>DALLAS</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic (FY 2015)/Notes</b>
<b>Trip Scheduling</b>	Batch scheduling using Trapeze. Pre-arrival calls are made to customers 10 minutes before p/u based on real-time location	
<b>Radio Dispatch</b>	MV dispatches their vehicles, Yellow Cab dispatches taxis.	
<b>Handling of Customer's Same Day Issues</b>	MV handles same-day issues via Where's My Ride. DART Customer Relations team handles escalated issues.	
<b>Complaint Handling</b>	DART internally-operated	
<b>Eligibility</b>	DART internally-operated	
<b>Eligibility Outcomes</b>	Unconditionally eligible    31.4% Not Eligible                    18% Conditionally Eligible        50.6%	
<b>Trip-by-trip operationally in practice?</b>	No	
<b>Site evaluations and contractor monitoring</b>	DART QA staff is on-site at contractor facility. Contract Compliance Field Supervision conducts monitoring in the field.	
<b>IT Management</b>	All contractor systems are managed by MV themselves.	

**Figure 3 Denver – RTD**

<b>DENVER</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic/Notes</b>
<b>Service Area</b>	Municipalities	Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson Counties, within ¼ mile of RTD fixed-route
	Area	2,340 square miles
	Population	3 million
	Type	Urban
<b>Ridership</b>	ADA customers only	
	Total (incl. companions, PCAs)	715,458
<b>Operating Cost</b>		\$35 million
<b>On-time performance</b>	83% (vehicle arrives within 30 minutes scheduled pick-up window)	
<b>Call center performance</b>	Average talk time: 3 minutes, 19 seconds Average hold time: 1 minute, 47 seconds	
<b>Vehicles</b>	ADA dedicated service: 323 vehicles Peak pull-out: 220 vehicles	
<b>Service Model</b>	<p>RTD contracts with three service providers for its Access-a-Ride- service. These service providers are responsible for dispatching and day-to-day operations of ADA service using agency-purchased vehicles. The providers are also responsible for maintenance.<sup>1</sup></p> <ul style="list-style-type: none"> <li>▪ MV Transportation</li> <li>▪ Horizon Coach Lines</li> <li>▪ Via Mobility Services</li> </ul> <p>These contracts are for three years (through end of 2016), with two one-year options for a 5-year term, with a cumulative not-to-exceed cost of \$145,700,972 for Access-a-Ride service and \$28,125,117 for Access-a-Ride fuel, for a total not-to-exceed amount of \$173,826,089. The contract amounts by service provider are as follows: MV Transportation - \$66,279,862 for service, \$14,062,559 for fuel, for a total not-to-exceed amount of \$80,342,421; Horizon Coach Lines - \$42,484,584 for service, \$7,031,279 for fuel, for a total not-to-exceed amount of \$49,515,863; and Via Mobility Services - \$36,936,526 for service, \$7,031,279 for fuel, for a total not-to-exceed amount of \$43,967,805. RTD also has a contract for the provision of Access-a-Ride services with non-dedicated (contractor provided) vehicles with Transdev (formerly Veolia). This contract is for three years, with two one-year options for a total 5-year, not-to-exceed amount of \$9,811,727. Fuel for this contract is included in the total contract price. These proposals represent the most responsive and responsible</p>	

<sup>1</sup> 2013, November 19. RTD Operations and Customer Service Committee Meeting Minutes. Available at [http://rtd.ig2.com/Citizens/Detail\\_Legifile.aspx?ID=1757&highlightTerms=%22mv%20transportation%22](http://rtd.ig2.com/Citizens/Detail_Legifile.aspx?ID=1757&highlightTerms=%22mv%20transportation%22).

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

DENVER		
Service Characteristic	Element/Descriptor	Statistic/Notes
	<p>proposals received in response to Request for Proposals (RFP) 13-DH-035, to provide Access-a-Ride Services.<sup>2</sup></p> <p>Separately, RTD contracts with these cab companies:</p> <ul style="list-style-type: none"> <li>▪ Transdev, operating Yellow Cab, which accepts spillover trips shifted from the ADA service (also known as the non-dedicated service provider or NDSP). According to the RFP, at least 25% of Transdev’s vehicles for this service must be wheelchair-accessible.</li> <li>▪ Metro Taxi, Yellow Cab, and Union Cab are cab companies providing the Access-a-Cab user-side subsidized taxi service. The call center takes reservations requests and handles scheduling with taxi companies.</li> </ul> <p>RTD also has a call center contract (operated by First Transit) for the Access-a-Ride service, which handles reservations and dispatching. The transit agency is responsible for the purchase of vehicles, providing the call center location, and procuring the scheduling software. These contracts are separate from the Call-n-Ride service, which is a demand-responsive first/last mile service open to the general public.</p> <p>There are no service zones.</p>	
	Number of service providers	3
	Call center contractor?	1
	Other contractors?	None
	Dispatching and handling customer’s same-day issues	Service providers
<b>Service Providers’ Payment Structure</b>	Compensation based on scheduled trips; total compensation capped at \$9,811,727. Cost per trip ranges from \$37.40 in year 1 to \$40.48 in year 5 (provided by proposer).	
<b>Successful elements of contracts</b>	In its early Access-a-Ride service, RTD relied on just one service provider. Because this service provider experienced internal failures resulting in a loss of service, RTD changed its approach to contracting with multiple service providers. The agency had used as many as five, but reduced the set to four and then to three to achieve overhead cost savings (estimated at \$4.5 to \$5.0 million) associated with fewer management teams and facilities. The RFP requested proposals for providing 50%, 25%, and 1/6 <sup>th</sup> of the required operations and maintenance in order to allow the agency to combine the most cost effective providers. <sup>3</sup>	
<b>Alternative Services</b>	<b>Call-n-Ride</b> (current service). RTD operates Call-n-Ride, which is a demand-responsive, zone-based, first/last-mile service provided on cutaways and is	

<sup>2</sup> 2013, November 26. RTD Board of Directors Meeting. Available at [http://rtd.iqm2.com/Citizens/Detail\\_Meeting.aspx?ID=1240](http://rtd.iqm2.com/Citizens/Detail_Meeting.aspx?ID=1240).

<sup>3</sup> 2013, November 19. RTD Operations and Customer Service Committee Meeting Minutes. Available at [http://rtd.iqm2.com/Citizens/Detail\\_LegiFile.aspx?ID=1757&highlightTerms=%22mv%20transportation%22](http://rtd.iqm2.com/Citizens/Detail_LegiFile.aspx?ID=1757&highlightTerms=%22mv%20transportation%22).

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

DENVER		
Service Characteristic	Element/Descriptor	Statistic/Notes
	<p>open to the general public. These services are often funded in partnership with local jurisdictions.</p> <p><b>Vanpools</b> (potential future service). RTD is looking into a vanpool program to coordinate trips for people with disabilities going to job training sites; will include incentives to mitigate individual trip requests sending multiple vehicles to the job center at similar times; incentive structure TBD.</p>	
<b>Taxi/TNC Subsidy Program</b>	<p><b>Access-a-Cab</b> (current service). A supplemental service to the ADA mandated Access-a-Ride service offering a user-side subsidy for taxi trips, targeted at short trips (participant pays \$2 for \$14 worth of taxi fare).</p> <p><b>Future programs.</b> Centennial City—in which RTD currently operates a Call-n-Ride service—will launch a pilot service with Lyft on August 1, 2016 to improve connections for the 130,000 employees in the Denver Tech Center. This service will overlap with the Call-n-Ride service already in place, and RTD is not an official partner in this process but will monitor outcomes.</p> <p>Separately, RTD is in conversation with Lyft about testing a Call-n-Ride supplemental service in other zones. The zones have not yet been identified, but the two services would be offered together, at least in the short-term, because of the following concerns/constraints of TNC service:</p> <ul style="list-style-type: none"> <li>▪ Driver payment/labor conditions</li> <li>▪ Lack of availability to children under age 18</li> <li>▪ Lack of wheelchair accessibility</li> <li>▪ Business model viability</li> </ul>	
<b>First-/last-mile services</b>	See Call-n-Ride description above.	
<b>Changes in fixed-route service</b>	<p>If a fixed-route is warranted under RTD’s minimum service criteria, then they provide complementary ADA service on Access-a-Ride. If a fixed-route falls below these minimum service criteria, then RTD ceases fixed-route service and, in general, stops serving ADA-eligible individuals within the ¾-mile buffer of the old route. Some cases are evaluated on an individual basis to determine if an individual will continue to be served by Access-a-Ride, but the agency shies from grandfathering users due to confusion/lack of fairness to potential new riders within the old service areas. RTD service planners do not account for additional cost of ADA service when planning new fixed-routes.</p>	
<b>Cost sharing arrangements with human service agencies</b>	<p>RTD facilitated coordination between Access-a-Ride, Call-n-Ride, and a local non-profit service providing transportation for seniors and people with disabilities in Longmont. RTD secured grant funding to employ a person to coordinate trip requests across these three services, essentially functioning as a broker. This coordination currently is done manually because there is no sharing of the scheduling system software, although efforts are underway to ensure Route Match and DemandTrans scheduling systems coordinate in the future. This coordination has slightly increased productivity in the community with approximately 50 trips/day.</p> <p>RTD is also looking into vanpool program for serving job sites described above.</p> <p>RTD also shares costs (about \$1 million/year) with local non-profits that provide services to seniors and people with disabilities; in some cases, these are in communities where RTD has no other service.</p>	

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>DENVER</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic/Notes</b>
<b>Partnerships with other agencies</b>	None	
<b>Trip Types</b>	ADA paratransit and Access-a-Cab supplemental service.	
<b>Trip Reservations</b>	Call center contractor using RTD's scheduling system software.	
<b>Trip Scheduling</b>	Call center contractor using RTD's scheduling system software.	
<b>Radio Dispatch</b>	Service providers.	
<b>Handling of Customer's Same Day Issues</b>	Service providers.	



**Figure 4 Houston – METRO**

HOUSTON		
Service Characteristic	Element/Descriptor	Statistic (FY 2015)/Notes
<b>Service Area</b>	Metro Houston (Houston + 14 cities + unincorporated areas)	
	Area	557 square miles + 215 sq.-mi. non-required area
	Population	2.5 million
	Type	Urban/suburban
<b>Ridership</b>	Total (incl. companions, PCAs) (FY 2016)	1,901,000 ADA trips 65,371 non-ADA trips (same-day changes)
<b>Revenue Hours</b>	First p/u to last d/o less breaks	RVHs
<b>Operating Cost</b>	MV (now First Transit)	\$15.6 million
	Yellow Cab - dedicated minivans	\$19.6 million
	Yellow Cab – supplemental	\$4.3 million
	Total NTD DR ADA-related Op. Exp.	\$44.3 million
	Total NTD ADA-related Taxi Op. Exp.	\$4.6 million
	Operating Cost per Trip	Approx. \$26.89 (FY 2016)
<b>On-time Performance</b>	90% average. On-time = 0 to 30 minutes after scheduled pickup or zero minutes past an appointment time.	
<b>Call center performance</b>	Average talk time: 2:37 Average hold time: 2:30	
<b>Vehicles</b>	422 total, including approx. 191 cutaways purchased by Metro. The balance are wheelchair accessible minivans owed by Yellow Cab and/or drivers.	
<b>Service Model</b>	<p>Houston Metro employees are responsible for reservations, scheduling, and dispatch.</p> <p>Service is provided by two contractors:</p> <ol style="list-style-type: none"> <li>1. First Transit operates cutaway vans. (Until 2015, MV had this contract.)</li> <li>2. Greater Houston Transportation Corp. (Yellow Cab) provides three kinds of service:                             <ul style="list-style-type: none"> <li>Dedicated, wheelchair-accessible minivans, which carry about 60% of trips.</li> <li>Non-dedicated taxis provide backup service, mainly in peak hours, amounting to about 11% of trips.</li> <li>Supplemental non-ADA service, directly arranged by passengers.</li> </ul> </li> </ol> <p>There are no zones.</p>	
	Number of service providers	2
	Call center contractor?	In-house
	Other contractors?	Eligibility contractor Bus washing

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>HOUSTON</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic (FY 2015)/Notes</b>
	Dispatching and handling customer's same-day issues	In-house call center staff. Also contractors have staff located at the call center who provide radio assistance to drivers.
<b>Service Providers' Payment Structure</b>	Rate per revenue vehicle hour. Minivans cost about \$38 per hour, cutaways cost about \$44 per hour. Rate goes down if hours exceed 110% of contract base amount. Rate goes up if hours fall below 85% of contract base amount.	
<b>Successful elements of contracts</b>	<p>This service model has been in place as long as current staff can remember. In 2015, an RFP was issued that allowed contractors to bid on turnkey service or selected functions. It was determined that the turnkey option would save about \$12 million (about 4%) over 5.5 years. However, the Board voted unanimously to retain the current "hybrid" arrangement because of the additional control and ability to respond to service issues that it gives Metro. Savings from the turnkey contract would have been partially offset by adding 8 additional staff for contract compliance and monitoring and possible pension payouts from existing call center staff who chose that option instead of accepting an offer with the contractor.</p> <p>The very large contract with Yellow Cab for dedicated minivan service is considered a key element of cost control. These vans are leased or owned by independent contractor drivers who are paid per vehicle hour, pay their own fuel and maintenance cost, and take the vehicles home. Metro schedules the trips and the driver determines when they need to leave home. Peak hour "backup taxi" service avoids over scheduling dedicated vehicles. Metro reports that the minivans have better on-time performance than cutaways, due to faster loading and unloading. Also, they have lower driver turnover.</p>	
<b>Level of effort for monitoring service providers</b>	In addition to admin staff, there are 29 people dedicated to contract compliance and monitoring.	
<b>Incentives/Penalties</b>	OTP, accidents, complaints, driver turnover, late pullouts	
<b>RFP/Contract available?</b>	Probably.	
<b>Alternative Services</b>	Taxi Subsidy Program (MetroLift Subsidy Program): Customer pays \$1.00, Metro pays next \$8.00, customer pays anything over \$9.00. Yellow Cab is the only provider. Drivers are part of FTA drug testing. ADA eligible individuals can ride fixed-route buses and light rail for free.	65,000 trips/year
<b>Changes in fixed-route service</b>	Service area exceeds ADA requirements. Service beyond the ADA area has slightly shorter hours, but still 5:00 AM to 11:30 PM weekdays, slightly shorter weekends.	
<b>Trip Reservations</b>	Metro staff. Next day only. Live agents 8:00 AM– 5:00 PM Monday – Friday. On weekends customers may call dispatch or use automated phone or web reservations, which are available 5:00 AM – 5:00 PM every day.	
<b>Trip Scheduling</b>	Metro staff.	

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>HOUSTON</b>		
<b>Service Characteristic</b>	<b>Element/Descriptor</b>	<b>Statistic (FY 2015)/Notes</b>
<b>Radio Dispatch</b>	Metro staff. Metro staff do all trip movement and all customer contact. Providers have staff at Metro's call center who provide assistance to drivers, e.g. route finding.	
<b>Handling of Customer's Same Day Issues</b>	Metro staff	
<b>Eligibility</b>	A contract with a medical center for eligibility assessment service was awarded in March 2015. Subject of a recommendation as part of "MetroLift Moving Forward".	
<b>Trip-by-trip operationally in practice?</b>	Subject of a recommendation as part of "MetroLift Moving Forward". Does not appear to have been implemented yet.	

**Figure 5 Orange County – OCTA**

<b>ORANGE COUNTY</b>	
Service Characteristic	Fiscal Year 2015-16 Data
Service Area	Urbanized portions of Orange County, CA
Ridership	1,446,000 ADA riders including PCAs and companions 102,000 non-ADA trips (same-day taxi) Also trips carried by human service agencies.
Revenue Hours	2.11 passenger trips per revenue vehicle hour 685,000 revenue vehicle hours
Operating Cost	\$42 million (for service provision) (\$42.38 per trip, apparently including non-contract costs. \$55.95 for “primary service” using OCTA vehicles operated by MV and \$35.78 using vehicles owned and operated by taxi subcontractor)
On-time Performance	94% within 30 minute window
Call center performance	Penalty applies if average hold time over 90 seconds. In FY 2016, 81% of calls were within this limit. Average talk time approx. 4 minutes
Vehicles	248 total, 223 peak pullout
Service Model	One turnkey provider (MV) is responsible for reservations, scheduling, dispatch, and vehicle operations. The turnkey contractor subcontracts with a taxi company to operate all service after 6:00 PM, all Sunday service, all Saturday service after 2:00 PM, and overflow at all times. 25% of trips assigned to taxis. Actually most of these trips are carried by vehicles operated by a taxi company, but dedicated entirely to ACCESS paratransit.
Service Providers’ Payment Structure	Per vehicle service hour (first pickup to last drop-off)
Successful elements of contracts	Subcontracted taxi service is less expensive than primary contract service and has good customer satisfaction.
Level of effort for monitoring service providers	Approximately 3 FTEs.
Incentives/Penalties	See attached contract provisions.
RFP/Contract available?	Yes.
Alternative Services	Same-day taxi service—102,000 trips. Reservations are made through the ACCESS reservations number. OCTA pays for five miles. Customer pays \$3.60 (same as ACCESS fare) plus anything over five miles. OCTA also administers the Senior Mobility Program that provides grants to cities to operate services for seniors.
Cost sharing arrangements with human service agencies	Contracts with Office on Aging for day center trips and with Regional Center for workshop trips.

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

ORANGE COUNTY	
Service Characteristic	Fiscal Year 2015-16 Data
Partnerships with other agencies	Office on Aging Regional Center Cities (for Senior Mobility Program)
Trip Reservations	Contractor
Trip Scheduling	Contractor
Radio Dispatch	Contractor. Taxi subcontractor has some involvement too.
Handling of Customer's Same Day Issues	Contractor

**Figure 6 Chicago – Pace**

<b>CHICAGO</b>	
Service Characteristic	Calendar Year 2015 Data
<b>Service Area</b>	Chicago: City of Chicago and close-in suburbs Suburban: Suburban cities of counties around Chicago
<b>Ridership</b>	Chicago: 3,186,440 ADA riders including PCAs and companions Suburbs: 942,385 ADA riders including PCAs and companions
<b>Revenue Hours</b>	Chicago: 1,866,412 Suburbs: 479,606
<b>Operating Cost</b>	Chicago: \$129,360,000 Suburbs: \$29,232,000
<b>On-time Performance</b>	Chicago: 89% (pickup no more than 20 minutes after scheduled time) 84% for appointments (at or before scheduled appointment time) Suburbs: 94%(pickup no more than 20 minutes after scheduled time) 88% for appointments
<b>Call center performance</b>	Minimum requirement: 75% of calls shall be on hold no more than 150 seconds during any given hour of the day.
<b>Vehicles</b>	Chicago service: 756 contractor-owned vehicles Suburban service: 503 Pace-owned vehicles
<b>Service Model</b>	Chicago: Three turnkey contracts. Each contractor provides trips throughout the service area for customers living in one of three zones. A fourth contractor provides mostly subscription and some inter-zone trips.  Suburbs: Various arrangements in each of six counties. The largest program serves the western suburbs with a centralized call center that coordinates service provided by multiple contractors, including taxis and human service providers.  A modification to Chicago operations is planned under which contractors will continue to take reservations, but a central coordinator will be responsible for scheduling and same-day “facilitation” (fielding ETA calls from passengers and working with provider dispatchers to modify trip assignments as needed).  Pace provides Trapeze and data communications for all providers and provides vehicles for suburban operators only.  Regional Transportation Authority conducts eligibility screening.
<b>Service Providers’ Payment Structure</b>	Per vehicle service hour (first pickup to last drop-off)
<b>Call Center Payment Structure</b>	The western suburban call center (and planned Chicago scheduling center) are paid fixed rates per staff hour for each category of staff, e.g. \$x per full-time reservationist hour, \$y per full-time “facilitator” hour, etc.
<b>Successful elements of contracts</b>	Splitting Chicago in zones allows contracts to be of a manageable size that allows multiple local firms to participate in service provision. The last procurement was conducted under favorable market conditions resulting in good rates. Pace’s control of Trapeze and very active contract management gives it the ability to avoid contractors under-scheduling to inflate billings.

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>CHICAGO</b>	
<b>Service Characteristic</b>	<b>Calendar Year 2015 Data</b>
	The Chicago control center is planned to reduce inefficiencies that result from zonal providers deadheading back to their home zone and to allow more flexible movement of trips among runs when vehicles are operating beyond the home zone. Customers may benefit from better coordination of inter-provider transfers which are required when travelling between the Chicago service area and suburban service areas. Pace may also experiment with scheduling some Chicago trips on taxicabs for the first time.
<b>Level of effort for monitoring service providers</b>	Chicago: Total admin. cost of \$5.7 million out of \$129 million total operating cost. (See detail below.) Staff are assigned to technology support, data management, complaint investigation, contract compliance, billing, operations support for each of the four service providers, and management of two alternative services (Mobility Direct and Taxi Access Program)  Suburbs: Total admin. cost of \$0.7 million out of \$29 million total operating cost. (See detail below.)
<b>Incentives/Penalties</b>	Liquidated damages for productivity, on-time performance, missed trips, long telephone hold times, failure to communicate transfers, not following call taking procedures, improper maintenance of Pace-owned vehicles.
<b>RFP/Contract available?</b>	Call center scope provided separately. Provider contract is also available.
<b>Alternative Services</b>	Taxi Access Program: Taxi subsidy in City of Chicago only. Riders pay \$5 for ride value up to \$13.50, up to 30 trips per week, maximum four per day. Uses swipe cards.  Mobility Direct: Pace contracts with Chicago taxi companies to provide subscription trips for customers who have requested this option, within the City of Chicago only.
<b>First-mile last mile services</b>	No service specific to people with disabilities. “Call-n-ride” services operate in eight suburban areas feeding commuter rail stations and bus transfer locations. There have been discussions with Uber about providing service of this type.
<b>Changes in fixed-route service</b>	Pace makes additions in Trapeze whenever fixed-route service is added.
<b>Cost sharing arrangements with human service agencies</b>	No “cost sharing”, but some agencies pay the regular fare for workshop trips for their clients. In some suburban counties, “mobility managers” direct trips to ADA or human service providers.
<b>Partnerships with other agencies</b>	Pace manages all ADA paratransit in the Chicago region for itself and for the Chicago Transit Authority. The Regional Transportation Authority (the regional funding agency) is responsible for contracted eligibility screening, an arrangement that was established at a time when CTA managed its own paratransit. Pace also operates general public dial-a-rides in several suburban counties, and contracts for mobility management services in several counties.
<b>Customer satisfaction survey</b>	About four years ago. Key rider concerns were late arrivals and indirect routing.
<b>Trip Reservations</b>	Chicago: Service providers.  Suburbs: Mobility managers in some counties, providers in others.  ADA trip reservations are taken one day in advance, 6:00 AM to 6:00 PM.
<b>Trip Scheduling</b>	Chicago: Service providers. Plans are to shift this responsibility to a new control center operator.

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

<b>CHICAGO</b>	
<b>Service Characteristic</b>	<b>Calendar Year 2015 Data</b>
	Suburbs: Mobility managers in some counties, providers in others.
<b>Radio Dispatch</b>	Chicago: Service providers. Plans are to shift portions of this responsibility to a new control center operator. (See “facilitation” under Service Model.) Suburbs: Mobility managers in some counties, providers in others.
<b>Handling of Customer’s Same Day Issues</b>	Chicago: Service providers. Plans are to shift portion of this responsibility to a new control center operator. Suburbs: Mobility managers in some counties, providers in others.
<b>Complaints</b>	Pace receives all complaints and coordinates investigation
<b>Eligibility</b>	Regional Transportation Authority (contracted)
<b>Trip-by-trip operationally in practice?</b>	No



**Figure 7**      **Portland – TriMet**

PORTLAND		
Service Characteristic	Element/Descriptor	Statistic/Notes
<b>Service Area</b>	Municipalities	Within ¾-mile of TriMet fixed-route services in 29 municipalities through Clackamas, Multnomah, Washington, and Yamhill counties.
	Area	533 square miles
	Population	1.5 million
	Type	Urban/suburban
	Single or Multiple Bases	2
<b>Ridership</b>	ADA customers only	
	Total (incl. companions, PCAs)	758,614
<b>Operating Cost</b>		\$21,894,648
<b>On-time performance</b>	91.9%	
<b>Call center performance</b>	Average talk time: 4 minutes Average hold time: 1 minute 12 seconds	
<b>Vehicles</b>	268 total (226 peak pull-out)	
<b>Service Model<sup>4</sup></b>	TriMet has three separate contracts for its Accessible Transportation Program—one service provider (First Transit), one call center provider (also First Transit), and one maintenance provider (Penske Truck Leasing). The call center is co-located at TriMet’s main administration building, the “Nela Facility.” As the call center manager, First Transit handles trip reservations, scheduling, and dispatching. Ride Connection—a local non-profit—provides transportation to seniors, people with disabilities, and low-income individuals in several small communities within TriMet’s service area. They provided over 500,000 trips to over 2,000 individuals last year. <sup>5</sup> While they serve the same target population as LIFT, it is not known how many of those trips would have been served by the ADA service had Ride Connection not met their demand; TriMet is interested in studying this shift further.	
	Number of service providers	1 (First Transit, dedicated) 1 (Broadway Cab, non-dedicated)
	Call center contractor?	1 (First Transit)
	Other contractors?	Maintenance (Penske Truck Leasing)

<sup>4</sup> 2016, April 27. TriMet Board of Directors Meeting. Available at <https://trimet.org/pdfs/meetings/board/2016-04-27/res-16-04-23.pdf>.

<sup>5</sup> <https://rideconnection.org/about-us>

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

PORTLAND		
Service Characteristic	Element/Descriptor	Statistic/Notes
	Dispatching and handling customer's same-day issues	Call Center Contractor (First Transit)
<b>Service Providers' Payment Structure</b>	<p><b>The dedicated service provider</b> is paid <b>per service hour</b>. TriMet has considered structuring payment by trips or by revenue hours in the past, but has always settled on service hour as the best structure for their model. Service hour is fair to the provider (which does not handle scheduling; also includes deadhead segments) and supports good customer service (no incentives to increase trips).</p> <p>TriMet used to require separate contractors for service provision and call center activities, but found that they had to allow for both given consolidation in the industry. The <b>call center contract</b> is paid as a <b>cost-plus model</b>, in which the proposer submits their best-and-final offer with a staffing plan and is allowed to add staff as needed with TriMet approval, all under a not-to-exceed contract amount.</p> <p><b>The maintenance contractor</b> is paid <b>per mile</b>, which reflects how preventative maintenance schedules are generated.</p>	
<b>Successful elements of contracts</b>	<p>Currently, indirect staffing (e.g. supervisors, window dispatchers, etc.) are not included in the per-service hour rate and instead are included in a separate fee. Direct staff include operators and trainers. This payment structure was created to promote staffing stability (e.g. if there is inclement weather and service hours dip, the agency does not want the contractor to lay off staff until demand picks back up).</p> <p>The agency contracts directly with Broadway Cab for service on ADA spillover trips. Approximately 13% of LIFT service in FY2015 was provided using taxis. They chose to contract directly with Broadway, rather than allowing a subcontract with First Transit, due to past customer service complaints and a desire to have more direct oversight of non-dedicated service.</p> <p>The risk of having the same contractor provide service as call center activities has been mitigated by the fact that First Transit has separate reporting structures internally for these activities and also by co-locating the call center, vehicle operations center, and LIFT's administration/contract compliance staff.</p> <p>Setting up the maintenance contract per-mile creates an incentive to reduce unscheduled maintenance, which also helps the maintenance provider operate more efficiently.</p>	
<b>Level of effort for monitoring service providers</b>	LIFT contract monitoring staff are co-located with the call center and vehicle operations center (the "Nela Facility").	
<b>Incentives/Penalties</b>	<p><b>Service Providers:</b> incentive/disincentive program for maintaining adequate workforce to perform LIFT service. Includes monthly review of run splits, uncovered service/delays, and repeated operator failures. Corrective Action Plan developed for repeated failures; \$1,000/day fine for each day requirements of plan not met. \$1,000/day fine for liquidated damages for each day identified deficiencies not met. If LIFT Transportation Contractor meets or exceeds both the pullout standard (98%) and on-time pickup goal (94.5%), and has zero preventable accidents during a month, TriMet will pay an incentive of \$2500.</p> <p><b>Call Center:</b> Similar to service providers; monthly review of staffing availability and phone response; substandard service requires development of Corrective</p>	

PORTLAND		
Service Characteristic	Element/Descriptor	Statistic/Notes
	<p>Action Plan; \$1,000/day fine for failure to meet requirements of action plan; \$1,000/day for liquidated damages; additional disincentives for staffing constraints and incentives for achieving lower call wait times, higher passengers per hour, no increase in % of rides assigned to cabs, and no decrease in OTP</p> <p><b>Maintenance:</b> Disincentives for missed pull-outs due to maintenance-related problems, on-time preventative maintenance, vehicle miles between road calls, and maintenance record keeping. Incentive for average vehicle miles between road calls being above 30,000.</p>	
<b>RFP/Contract available?</b>	Contract available through official records request	
<b>Alternative Services</b>	<p>TriMet is not an official partner, but is following the City of Portland’s work with TNCs. To be able to operate within the City of Portland, TNCs must provide wheelchair accessible service, which Lyft currently provides on-demand through contracts with Radio Cab and Green Cab &amp; Shuttle,<sup>6</sup> and Uber provides on-demand through a contract with First Transit.<sup>7</sup></p> <p>TriMet has entered all MAX (light rail) stops into its Trapeze system as common destinations, which eases LIFT trip reservations to MAX.</p>	
<b>Taxi/TNC Subsidy Program</b>	There is no taxi or TNC subsidy program in place.	
<b>First-/last-mile services</b>	TriMet’s mobile ticketing app allows integration of Lyft and Car2Go (car share) to address some first/last-mile issues.	
<b>Changes in fixed-route service</b>	<p>When TriMet cuts a line, they look at people affected on a case-by-case basis and grandfather people in depending on their situation. They won’t grandfather people in who are traveling to the impacted area, but will if they live there.</p> <p>In the case where a municipality pulls out of the transit district, TriMet has limited options, but often works with local transit providers or Ride Connection to cover these individuals (other transit agencies include Canby Area Transit, City of Portland, Mount Hood Express, Sandy Area Metro, South Clackamas Transit District, South Metro Area Regional Transit).</p>	
<b>Cost sharing arrangements with human service agencies</b>	Agreement with Oregon Department of Human Services to pass through Medicaid funds used for medical non-work rides for developmentally disabled individuals; customers have to be in a vocational program and Medicaid-eligible; TriMet receives some reimbursement for these rides; this program has been around since the 90s but its future is uncertain.	
<b>Partnerships with other agencies</b>	See description above regarding ADA service area impacts when fixed-routes are eliminated	
<b>Trip Types</b>	ADA paratransit	
<b>Trip Reservations</b>	Call center manager	
<b>Trip Scheduling</b>	Call center manager	
<b>Radio Dispatch</b>	Call center manager	

<sup>6</sup> <https://help.lyft.com/hc/en-us/articles/213584508-Accessible-Vehicle-Dispatch#or>

<sup>7</sup> <https://newsroom.uber.com/us-oregon/expanding-wav/>

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

PORTLAND		
Service Characteristic	Element/Descriptor	Statistic/Notes
Handling of Customer's Same Day Issues	Call center manager	
Eligibility	TriMet (contracted)	
Site evaluations and contractor monitoring	TriMet ATP staff are on-site with the call center and operations facility.	

**Figure 8 Washington DC – WMATA**

WASHINGTON DC		
WMATA/ Metro Access	Element/Descriptor	Statistic (FY 2015)/Notes
<b>Service Area</b>	Municipalities	DC plus 2 municipalities in Maryland and 5 in Northern Virginia
	Area	1500 square miles
	Population	3.4 million
	Type	Urban/suburban
	Single or Multiple Bases	Multiple - 6 MV -1 (call center) TransDev – 1 First Transit- 2 Diamond -- 2
<b>Ridership</b>	ADA customers only	1.72 million trips
	Total (incl. companions, PCAs)	2.0 million trips
<b>Revenue Hours</b>	First p/u to last d/o less breaks	1.82 million RVHs
<b>Productivity</b>	Total passengers per RVH	1.1
<b>On-Time Percentage</b>	Definition: Vehicle Arrives within 30-minute pick-up window (92.00% represents the minimum performance standard for OTP)	91.93%
<b>Telephone Performance</b>	Average Talk Time	Reservation (0:05:21) Where's My Ride (0:01:21)
	Average Hold Time	<2 minutes
<b>Operating Cost</b>	Total paid to MV (call center mgr)	\$15 million
	Total paid to TransDev (50%) plus non-dedicated service providers (NDSPs)	\$36 million
	Total paid to First Transit (35%)	\$22 million
	Total paid to Diamond (15%)	\$11 million
	Total paid to MTM (quality assurance monitoring plus supplemental eligibility staff)	\$3 million
<b>Total</b>		<b>\$87 million</b>
<b>Service Model</b>	Using Trapeze, MV provides reservations, scheduling, dispatching and customer's same day issue handling TransDev and First Transit split service in DC and Maryland. TransDev also provides service via taxis Diamond provides dedicated service in No. Virginia See splits above MTM provides quality assurance monitoring services WMATA performs eligibility determination function; 3 MTM staff augment WMATA staff	

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

WASHINGTON DC		
WMATA/ Metro Access	Element/Descriptor	Statistic (FY 2015)/Notes
	Number of service providers	TransDev, First Transit, Diamond
	Call center contractor?	Yes. MV
	Other contractors?	MTM: Quality Assurance Also provides three additional eligibility staff, augmenting WMATA's eligibility staff
	Dispatching and handling customer's same-day issues	MV
<b>Call center manager and Service Providers Payment Structure</b>	All rates are based on volume Call center manager (MV): by call volume Dedicated service providers (TD/FT/Diamond): by RVHs NDSPs (TD): by mile Quality assurance monitoring (MTM): (1) by hour for street monitoring; plus (2) by scheduled trips for admin functions	
<b>Successful elements of contracts or practices</b>	1. Instead of having call center manager dictate exact runs to each contractor, service providers do a run cut based on their own capacity and call center molds that into a run structure; gives each party an ownership of the service supply and related ownership of incentives and penalties, e.g., service provider can't blame call center for a poor run structure when it is composed from their input. 2. WMATA has monthly safety meetings with carriers; nationals have learned a lot from the smaller local carrier with respect to risk management techniques.	
<b>Impacts of call center on unit cost and/or service quality</b>	Immediate jump in productivity through tightening of scheduling but without dip in OTP and safety stats	
<b>Level of effort for monitoring contractor(s)</b>	WMATA's Office of MetroAccess Service (23 employees) and Quality Assurance Contractor (MTM – 28 Employees)	
<b>Types of Incentives/Penalties</b>	Refer to contract at link below	
<b>RFP/Contract available?</b>	<a href="http://www.wmata.com/business/procurement_and_contracting/solicitations/view.cfm?solicitation_id=2970">http://www.wmata.com/business/procurement_and_contracting/solicitations/view.cfm?solicitation_id=2970</a> (see bottom of page)	Yes
<b>WMATA-Sponsored Alternative Services</b>	TransportDC, Upcoming RFP for paratransit alternative (TBD)	
<b>How do they work?</b>	Taxi Subsidy	
<b>First-mile last mile services</b>	There is no official partnership with any company to provide First Mile-Last Mile service. There are several commercial ridesharing companies offering discounts and/or promotional deals to Metro customers for such service, but there are no specific	

**ADA RESEARCH AND INNOVATION | PEER REVIEW – DRAFT**  
King County Metro

WASHINGTON DC		
WMATA/ Metro Access	Element/Descriptor	Statistic (FY 2015)/Notes
	deals negotiated by Metro on behalf of Metro riders with any specific company.	
<b>How does ADA paratransit service adapt to changes in fixed-route service</b>	Via service map updates, Trapeze	
<b>Cost sharing arrangements with human service agencies</b>	None	
<b>Partnerships with other agencies</b>	No	
<b>Trip Types</b>	ADA paratransit trips only	
<b>Trip Reservations</b>	Customers may place a trip request 1-7 days in advance. No same day service.	
<b>Trip Scheduling</b>	Real-time scheduling and/or batch? Confirmation calls?	
<b>Radio Dispatch</b>	MV	
<b>Handling of Customer's Same Day Issues</b>	MV	
<b>Complaint Handling</b>	WMATA does initial intake. MTM coordinates investigation and response.	
<b>Eligibility</b>	WMATA supplemented by three MTM staff	
<b>Eligibility Outcomes</b>	Unconditionally eligible    25.29% Not Eligible                    2.4% Conditionally Eligible        63.97% Temporarily Eligible         8.34%	
<b>Trip-by-trip operationally in practice?</b>	No	
<b>Site evaluations and contractor monitoring</b>	QA Contractor and MACS Staff	
<b>IT Management</b>	Shared between WMATA and MV	