

DARTS Review



General Issues Committee Presentation
September 23, 2014

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Hamilton

Background

- The City of Hamilton provides specialized paratransit transportation services.
- Contracted to the Disabled and Aged Regional Transportation System (DARTS).
- DARTS uses City owned buses driven by DARTS employees supplemented by vehicles and drivers provided by Veterans Transportation Inc. (VETS), under subcontract to DARTS, vans leased by DARTS and taxis.



Direction approved by Hamilton City Council on September 11, 2013:

- Answer seven specific questions.
- Perform consultation with 11 specific stakeholder groups.
- Consider an on-demand service delivery model in the analysis.



Question 1

Are programs,
activities or
processes
achieving desired
objectives?



Objective	Achieved In 2013?
Primary – Provide an accessible, shared-ride, door-to-door transportation service from one accessible building entrance to another accessible building entrance.	Yes
Secondary – Meet objectives outlined in the <i>Accessibility for Ontarians with Disabilities Act</i> .	Yes
Secondary – Comply with requirements stipulated in the <i>Master Operational Agreement</i> . Requirements not achieved include: <ul style="list-style-type: none"> • On-time pick up; • Kilometres driven per hour; • % of subscription trips; • Complaints; and • Passenger trip duration reporting. 	No



Question 2

Are there appropriate measures in place to assess performance?



- Many appropriate measures exist in the *Master Operational Agreement* to assess DARTS' performance.
- Additional complaints management and call centre performance measures are needed to monitor complaints and areas of customer dissatisfaction. Examples of such measures include:
 - Number of complaints per 1,000 trips performed per month; and
 - Percentage of calls answered within a targeted time frame deemed appropriate by management.



Question 3

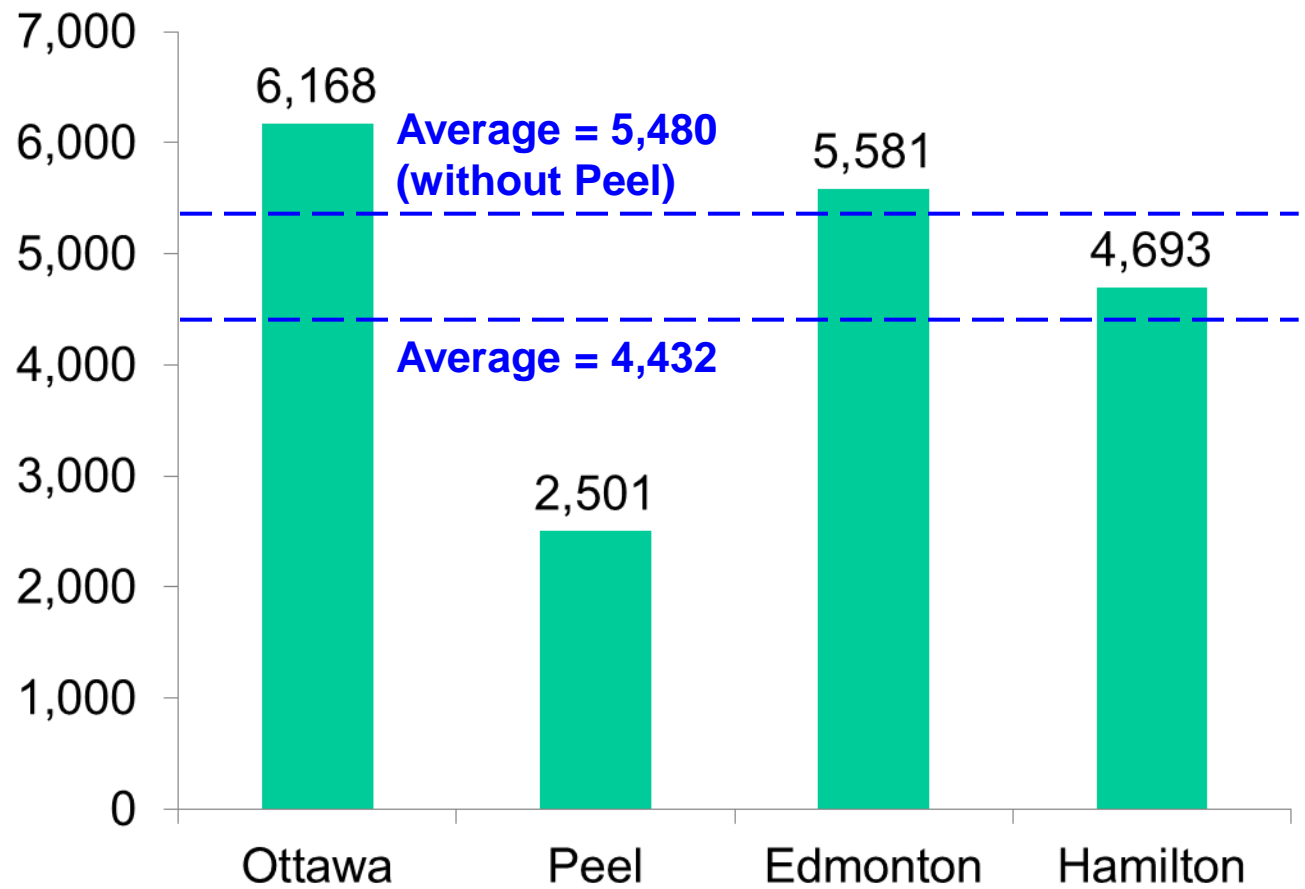
Are resources
being utilized to
their greatest
productive
capacity?



- Capacity constraints exist in the call centre which is having a detrimental effect on customer service.
- DARTS may have capacity on existing vehicles to transport additional passengers. Effective scheduling is needed to optimize routes and meet service expectations.



Number of Passengers per Available Vehicle



- Maintenance staff and fuellers/cleaners may have capacity to perform more work.
- DARTS may have additional capacity to investigate passenger complaints through the use of technology and sound resolution processes.



Question 4

Are there opportunities to achieve objectives at a lower cost or increased revenue?



- Cost-saving opportunities exist at DARTS.
- Expenses totalling \$50,000 were incurred in 2013 that do not contribute directly to the provision of trips or demonstrate effective cost consciousness.
- Cost savings of \$27,000 could have been realized in 2013 by reimbursing business mileage as opposed to providing management with corporate vehicles.



- Additional trip billings amounted to an excess of approximately \$116,000 in 2013 as a result of fixed administrative costs and invoicing methods.
- The budget is not being used to its full potential to manage costs.
- Cost savings of any magnitude may only be possible by changing how services are provided to passengers.



Question 5

Is the
fleet makeup
(mix of vehicles)
correct?



- Consultant commended DARTS on the type of buses in service.
- Consultant recommended greater use of sedan taxis.



2013 Unaccommodated Trips

Type of Unaccommodation	Ambulatory Trips	Non-ambulatory Trips	Total Trips
Wait List Trips	1,991	6,987	8,978
Same Day Requests	607	1,153	1,760
Refusals	44	53	97
Denials	6	30	36
Total	2,648	8,223	10,871

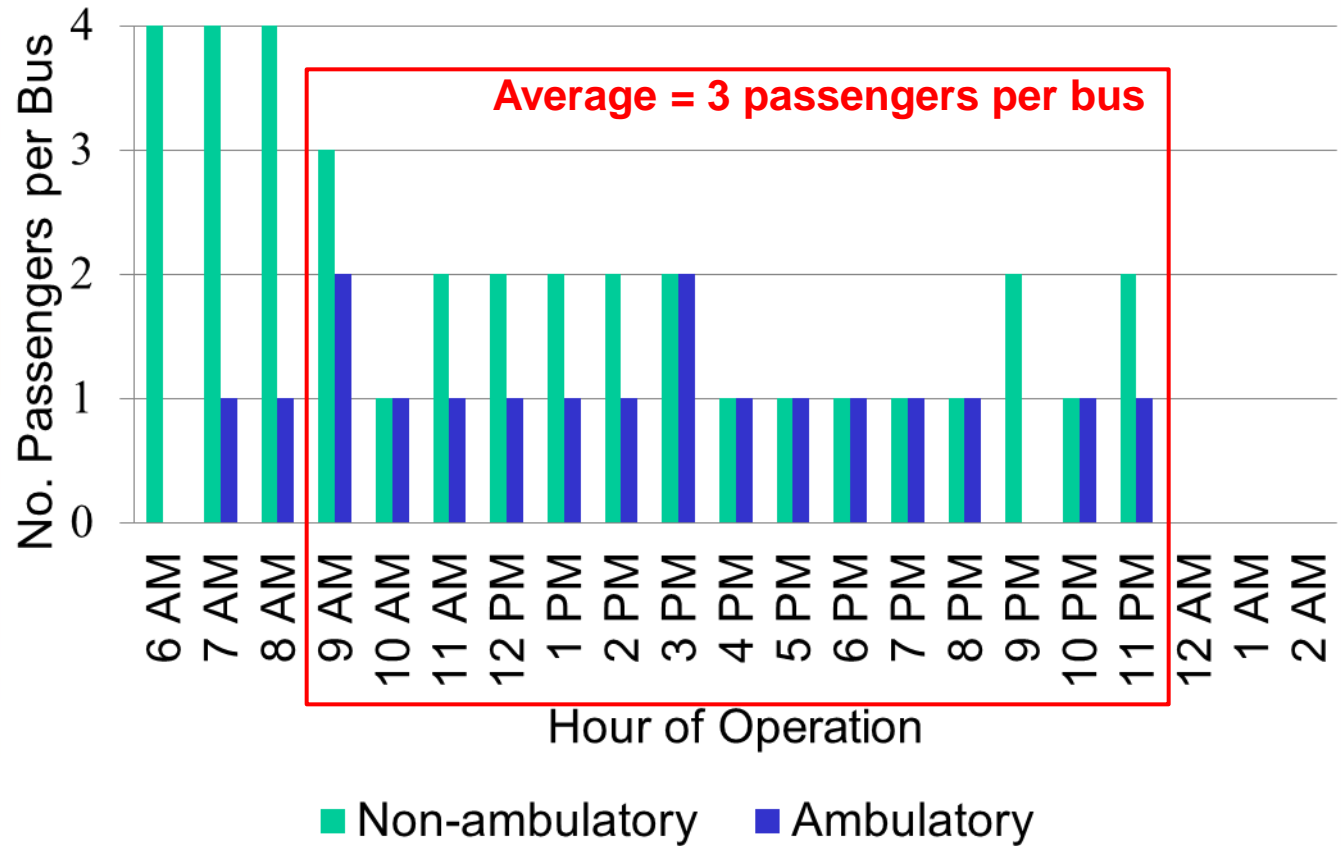
76% of unaccommodated trips are non-ambulatory



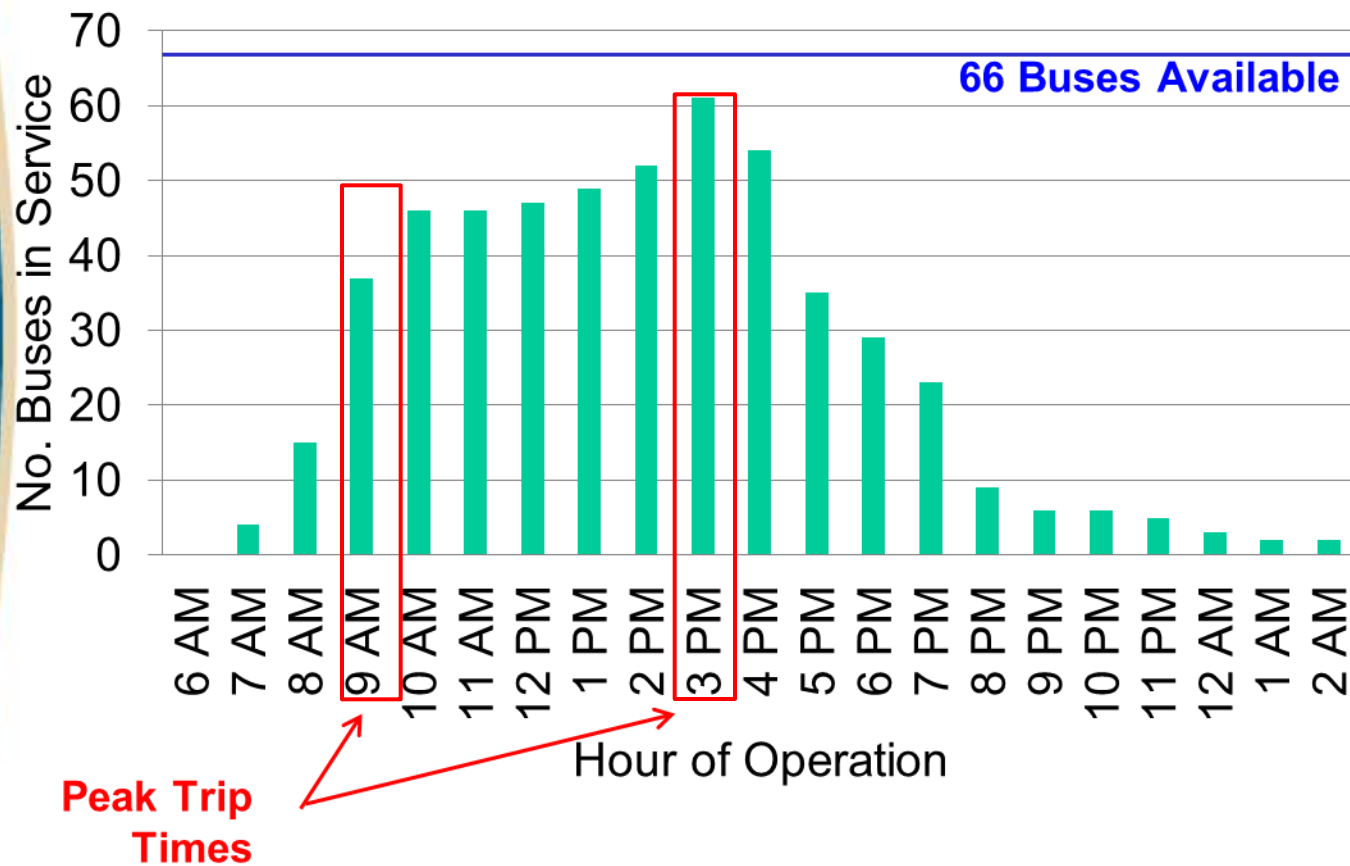
- Adding lower occupancy accessible vans may increase capacity and lower capital and operating costs.
- The fleet configuration may be changed to lower costs and improve service availability.



Occupancy Rate on May 12, 2014



Buses in Service on May 12, 2014



- 83% (8300 trips) of same day requests were accommodated.
- DARTS should explore ways to increase flexibility and response time and improve use of its available fleet for accommodating more same day service.



- The fleet makeup needs to come to an ideal balance that will provide the lowest cost service and satisfy the most passenger requests.
- Running models in Trapeze will assist management in making informed decisions on how fleet changes can impact the service.



Question 6

Why have complaints increased?

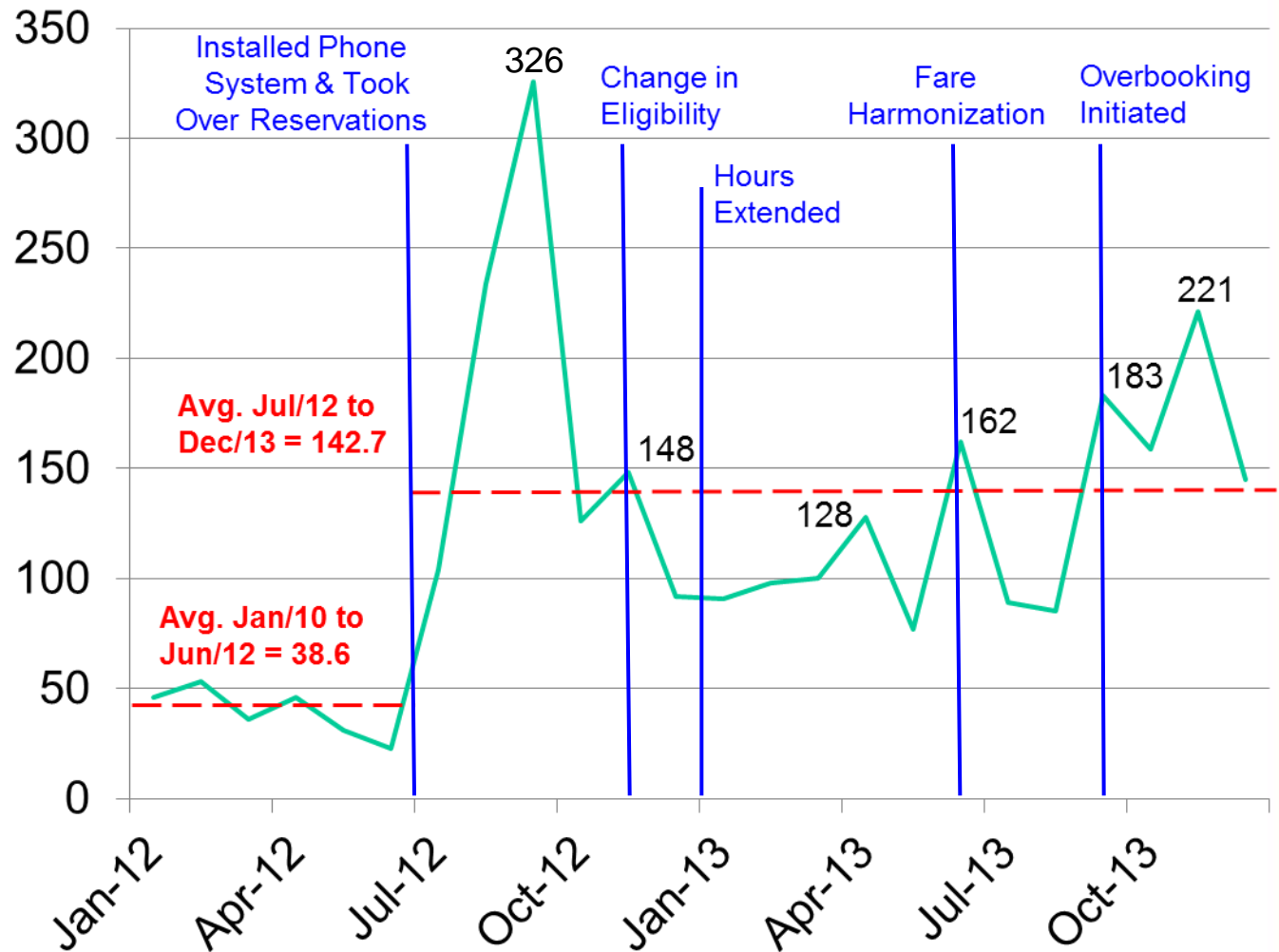


Complaints Pertaining to DARTS' Performance

Complaint Category	2010	2011	2012	2013
On Street Service	202	378	451	727
Scheduling	61	159	172	336
Dispatch	41	69	264	245
Reservations	0	-	286	219
Customer Service	4	10	-	11
Total Complaints	308	616	1,173	1,538
Number of Trips Performed by DARTS	297,246	298,434	301,611	331,336
Number of Complaints Per 1,000 Trips	1.0	2.1	3.9	4.6



Total Complaints by Month – DARTS Only



- Categories with the largest number of complaints 2013 (DARTS only)
 - Pick up/Drop off outside window 26%
 - Scheduling of on board time 13%
- DARTS does not determine the root cause of a complaint. As a result, DARTS does not develop and implement strategies to reduce specific types of complaints.
- ATS and DARTS need to revisit the entire complaints management process and responsibilities.



Question 7

Why has the number of staff increased and the services declined?



- Between 2007 and 2013, staff levels have increased by a head count of 45 employees or 33%.
- Biggest increases are in the drivers and call centre staff groups.



- Staffing has risen due to increases in service demand (more calls, more vehicles, more trips) and transitioning service responsibilities from the City to DARTS.
- Service output measures indicate an overall increase in service levels or achievement of service level expectations.



Stakeholder Consultation

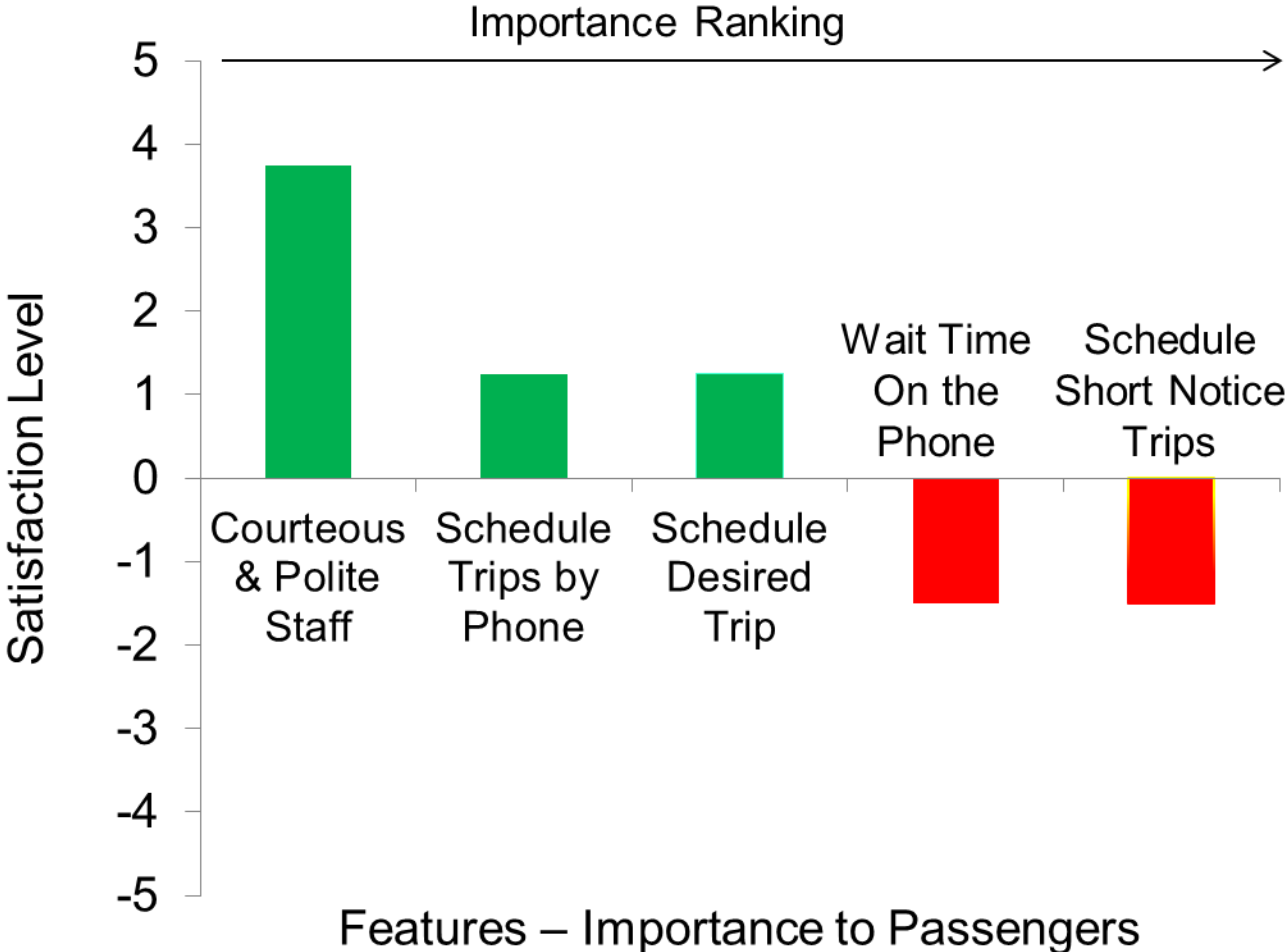


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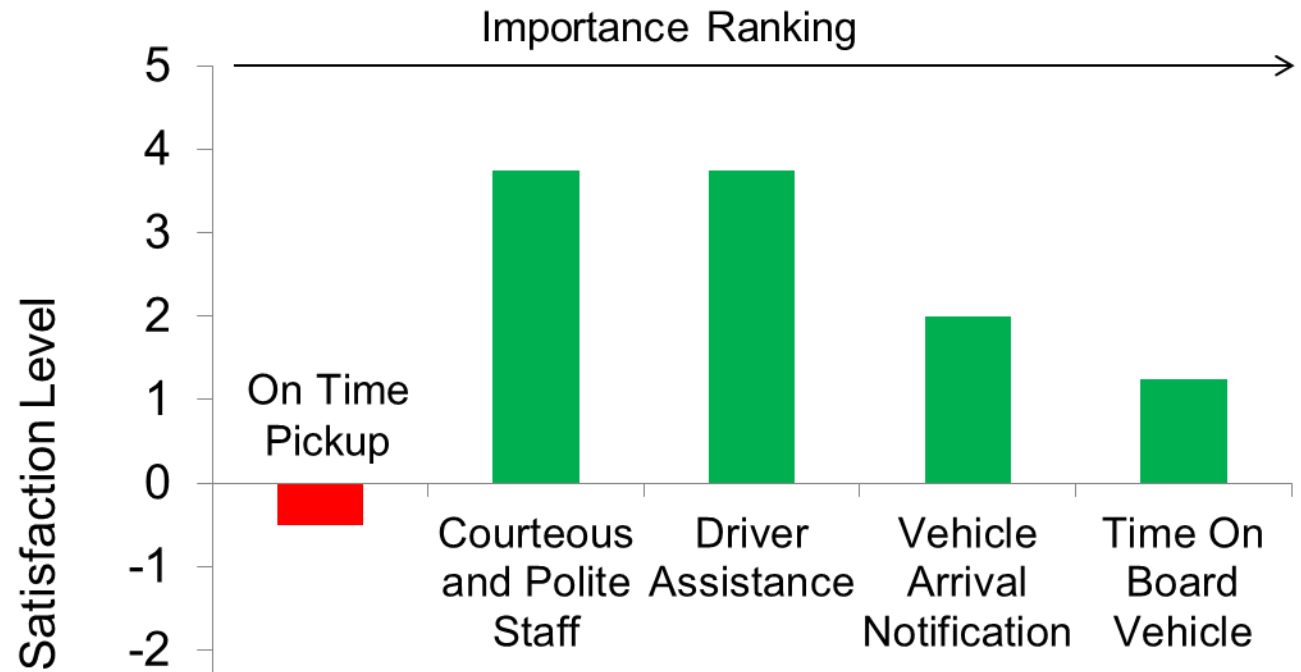
- Surveys were distributed to the 11 stakeholder groups as directed by Council (DARTS management, DARTS staff and City staff were excluded).
- In total, 363 surveys were distributed. Audit Services received 142 replies resulting in a 39% response rate.
- User (passengers, programs, long term care facilities, health agencies) survey questions were focused on service expectations and satisfaction levels.



Passengers – Call Centre



Passengers – On Street Service

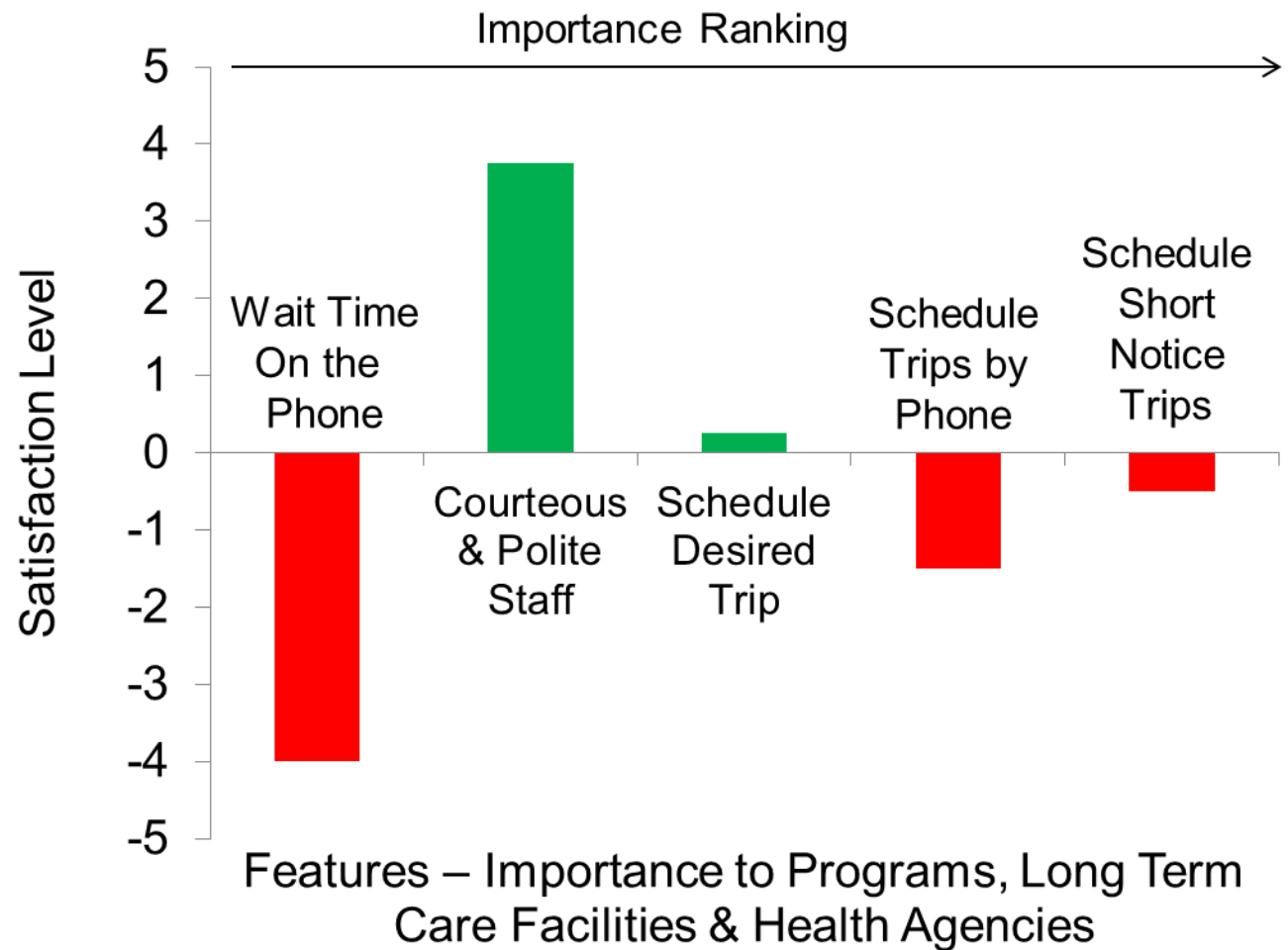


Features – Importance to Passengers

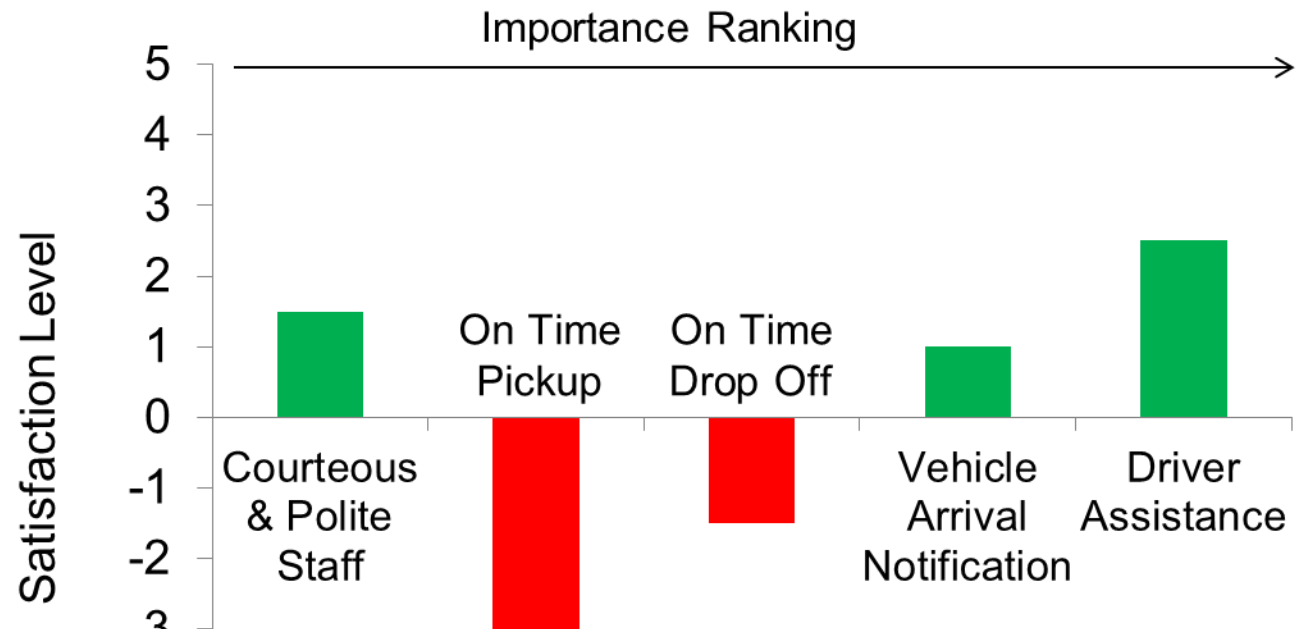


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Programs & Agencies – Call Centre



Programs & Agencies – On Street Service



Features – Importance to Programs, Long Term Care Facilities & Health Agencies



- Other stakeholders were asked questions pertaining to perceived service expectations and satisfaction levels of DARTS users.
- There is a disconnect between actual user (passengers, programs) service expectations and satisfaction as compared to those perceived of the users by the governance group (DARTS Board, Mayor and Councillors).
- Other consultations were held with ACPD and SAC as representatives of special interest groups using DARTS service.
- VETS, CUPE and ATU were also surveyed with responses geared more to their businesses.



- Responses from passengers indicated low expectation of on demand service.
- Responses indicated low level of uptake of on-line booking.
- Survey results can be used to tailor the service to meet the needs of its customers and improve customer satisfaction.



Questions?

