

TotalTransit



**Additional Information to Supplement Total
Transit's Proposal for Sun Shuttle Fixed-
Route and Sun Shuttle Dial-a-Ride Public
Transportation**

**The Regional Transportation Authority of
Pima County (RTA)**

Letter of Transmittal

February 24, 2017

Ms. Teresa Ruiz
RTA Procurement Officer
The Regional Transportation Authority of Pima County
1 E. Broadway Blvd.
Suite # 401
Tucson, AZ 85701

RE: RFP for Sun Shuttle Fixed-Route and Sun Shuttle Dial-a-Ride Public Transportation

Dear Ms. Ruiz:

On behalf of the entire Total Transit Enterprises (Total Transit) team of transportation professionals, thank you for your business over the past several years, and for this opportunity to provide additional information regarding how we maintain high levels of customer satisfaction.

As support for our description of our customer service policies and procedures, we have included some anecdotal evidence of our success stories, as well as examples from our current operations providing service to the RTA's customers.

However, Total Transit believes that the RTA and your customers deserve a truly unique and rewarding transportation experience. That experience begins with thoughtful and experienced leadership.

On April 1, 2017, Mr. Steve Hamelin, with over two decades of providing operational leadership to high functioning teams in the delivery of demand response, Dial-a-Ride, paratransit, and fixed route operations for both Public and Private entities, will assume responsibility for all Total Transit operations in the Tucson area. His resume is available upon request.

Steve is skilled in creating cultures and building teams that, deliver platinum level service, preemptively anticipate customer needs, and create an enjoyable passenger experience while operating with accountability, integrity, and transparency.

We believe this move will create a marked difference in the overall responsiveness and level of innovative approaches utilized to deliver transportation services across the region.

We look forward to hearing from you and your team following your evaluation. If there is any need for clarification, or if any additional questions should arise regarding our proposal, please contact me at your convenience at 602-200-5501 ext. 1652 or jmullen@totaltransit.com.

Sincerely,

Total Transit Enterprises



Jerry Mullen
Vice President of Operations

Clarifications Regarding Total Transit's Approach to Maintaining High Customer Satisfaction

1. *On-time performance at both the system and individual customer level is a top priority for this contract. Please state how your firm intends to ensure on-time performance will be consistently achieved. Specific operational details are encouraged.*

As the current provider of RTA's Sun Shuttle and Sun Shuttle Dial-a-Ride services, Total Transit recognizes the need for attention in the area of on-time performance. The transition of implementing measures to improve and maintain consistent performance has already begun. We will continue our commitment to providing professional and safe transportation for the RTA's passengers, with improved service that meets and exceeds the expectation of on-time performance.

A major component of our new approach is the monitoring of imminent arrival events within our new technology platform to make needed adjustments prior to service delivery becoming compromised. Should our service times begin to trend toward an unacceptable level, our operations staff will make timely fleet, driver, and scheduling adjustments to ensure the on-time performance is maintained at a constant above-acceptable measure. Recently, in these events, we have been, and will continue to make the following service adjustments, including but not limited to:

- Increase Dial-a-Ride fleet size to match passengers trip needs,
- Distribute manifested routes and dedicated drivers for specific troubled areas and times,
- Throttle trip dispatch lead times to offer next trips to vehicles earlier during peak demand periods, while not affecting passengers' schedules,
- Deploy emergency relief vans on stand-by from our Transit Operations fleet to be operated by employees to service multiple passengers we identify as potentially being late,
- Receive reinforcement vehicles and Dial-a-Ride drivers from our Phoenix operations for specified coverage issues,
- Utilize demand response shared-ride dispatching to increase vehicle utilization efficiencies in real-time,
- Create area- and type-specific vehicle fleets to focus 100% on servicing troubled areas (such as, a fleet to service only outlier areas or a fleet consisting of wheelchair-accessible vehicles only), and
- Reassign a trip from a driver who is too far away and send it to a driver who is closer within seconds.
- Adjust new driver training dates and times to increase number of qualified drivers.

2. *Proper driver training and sensitivity to the nature of the work should be a top priority. Please state how drivers are trained, coached, and monitored on an ongoing basis to a) ensure excellent customer service during trips, e.g. door-to-door service, awareness of customer's unique needs, and b) ensure high operational performance, e.g. on-time performance and fare collection.*

The safety of the passengers, the driver and the public is Total Transit's top priority, but a close second highest priority is the delivery of excellent and consistent customer service. To ensure the best customer service during each trip, all drivers are required to complete pre-contract and annual training, all of which focuses on ADA sensitivity, door-to-door service, and defensive driving. Further, we will be instituting quarterly refresher training as well as, distributing daily safety tips.

Upon any complaint or witnessed issue with a driver's performance, an immediate review of the situation and driver's actions is conducted and documented. Each situation is viewed as an opportunity to speak to the driver, not only concerning what the reported issue was, but also regarding other aspects of customer service. Also, driver performance is continuously monitored during site observations and ride-along sessions with qualified trainers.

To ensure the drivers' operational performance is exceeding RTA's and Total Transit's expectations, metrics such as on-time performance, safety milestones, and customer comments and complaints are posted throughout the Total Transit facility to reinforce good, safe, customer-centric behaviors. Drivers also receive performance information through email, text messages, and phone conversations.

To address the awareness of customer's unique needs, our new AutoCab dispatch system provides detailed client profiles, which handle specific client attributes such as the reliance on mobility aids. Unlike our current system, these attributes are built-in to AutoCab so that when traveling, the client profile for the passenger is matched with the best qualified vehicle and driver to perform the job. Furthermore, when a driver receives a passenger manifest, it includes all of these details in a way that complements the passenger experience.

Currently, we use Mobile Data Terminals (MDT) with a fixed screen size and information limits, so much of the information going to the driver needs to be abbreviated and arranged based on MDT layout. With our new system, the passenger and trip information is delivered via a 4th generation mobile app that allows the driver to drill down from the basic trip information to see details as well as receive highlighted information on important passenger attributes at the time they are needed. For example, the driver will only receive the specific pick-up information upon accepting the trip, but once arriving at the pick-up location, the app notifies the driver about any special needs assistance that a passenger requires.

Tracking measures for fare collection, passenger no-shows, and on-time performance are also in place and shared with our teams, allowing us to better assist the drivers with their performance. For example, when auditing trip data to improve service performance for a certain passenger or location, should it be found that a driver's actions caused a trip to be late (such as, taking too much time to pick up a passenger or stopping elsewhere prior to picking up), a supervisory employee will speak to that driver to explain how the driver affected our overall service and the correct way he or she should perform the service. Should this behavior continue, the driver can be suspended, or ultimately relieved of duty.

To reward drivers for good customer service performance, drivers participate in a rewards program that is based on good customer ratings and positive feedback.

3. *An excellent customer experience starts in the call-center. Please state how your firm intends to maintain a high-level of call center customer service for both initial reservations, and for follow-up support once a trip is scheduled or in progress. Also, please give us 3 actual examples within the last 3 years of call-center operational or organizational issues identified through customer service complaint(s) and give a detailed explanation of how they were resolved.*

Total Transit is pleased to advise the RTA that in the 3rd quarter of 2017, we will be deploying a separate call center operation independent of and exclusive from the Veyo call center that currently handles all of our call center activities. This will enhance our ability to control call center agent responses and improve the protocols of problem resolution to include escalation scenarios. Our intent is to create a culture with a high degree of customer-centric focus that is responsive, helpful, and friendly.

We believe the customer experience begins with that first call center agent interaction and carries through to the safe, on-time delivery of each passenger. Standard operating procedures are currently being developed to define the consistent behaviors Total Transit expects to ensure a positive customer service experience.

Excellent customer service in the call center starts with understanding staffing needs and adequately planning for success. Total Transit has a long and successful track record for meeting and exceeding KPIs for customer-facing telephony metrics. With the implementation of new technology and focused training we intend to do better. Below is a brief overview of how Total Transit will be ramping up for new business and meet or exceed call volume demands:

- As mentioned, step one is to understand call center demand and staff the call center for success. Key metrics include understanding the telephony KPIs for speed of answer and maximum abandonment rates; from there, coupled with average handle time, we can readily determine how many agents are needed to meet the desired KPIs.
- Staffing is only an initial component for a call center's success - agents must be properly trained and have the necessary resources to provide award-winning customer service. Agents will typically undergo 80 hours of training before they earn a skillset for a particular account. Agents are trained to provide basic customer service including: scheduling, modifying, and cancelling a trip, as well as providing customers with real-time ETAs for "where's my ride" inquiries. Additionally, we will focus on problem resolution and escalation procedures where supervisors will be specifically trained in crisis and conflict resolution methodologies should they be needed.
- Total Transit has a first-call resolution (FCR) policy. Simply put, that means agents are also trained to handle 99% of all customer inquiries, including customer grievances and complaints. This greatly benefits the customer because their issues may be addressed immediately without being transferred from one agent to another, or even to another department. If the customer elects to speak with a supervisor, agents are trained to politely reassign the call to an escalation team where a higher skilled team member will develop a resolution for the customer issue. If this team cannot solve the problem immediately during the call, we will promptly and automatically process a formal complaint on behalf of the customer.
- Our new AutoCab system has a fully integrated telephone system with a fully featured contact center (ACD) and interactive voice response (IVR). These tools all run on the latest cloud technology provided by Microsoft Azure and Amazon Web Services (AWS) to provide an end-to-end transportation management solution. The advantage of a

single, integrated platform resides in a cohesive customer experience from the point of initial contact via a telephone call to the point where the customer arrives safely at their destination.

- The IVR technology can use the customer's telephone number or other identifying information to quickly verify eligibility and arrange, modify, or cancel transportation based on previous scheduling data. If more information is needed, the call is passed to live call center agents who immediately see a pop-up screen of the customer's profile and current trip status. Once the schedule is confirmed for the customer, the IVR can provide notification calls, email, or text messages to remind the customer on the night before and prior to their transport time, allowing confirmation or a change in scheduled transport.
- All data surrounding the customer profile and specific transportation schedules is stored in a single database that tracks every change so that communication between the customer, call center staff, and drivers is always complete, consistent, and up to date. Additionally, these technology tools, including the contact center, dispatch platform, and IVR all serve to enhance automation and communication so that every customer is served quickly, even when challenging incidents such as traffic jams or unforeseen events hamper the operation.

Here are three actual examples of how customer issues were resolved:

1. **Communicating effectively with customers:** we let customers know we care. Customers who submit a complaint receive a call back from a supervisor or manager with a resolution, when a callback is requested. Effective and consistent communication is essential. We follow-up on grievances and complaints using the SalesForce Service Cloud.

Example: One complaint that a facility had with the DAR service for years was the handling of pick-ups from the Tucson Hotel for their annual Christmas party. Because this pick-up location was different than usual, the standard means of dispatching vehicles to their location caused much confusion for the passengers, staff, and drivers.

Prior to the most recent Christmas event, one of the facility's coordinators reached out to our account supervisor to see if we could do anything to make the transportation smoother than previous years to transport their 60 clients. We developed an action plan that involved operations staff at the hotel to match up the passengers with drivers as the trips were being dispatched. If any issue occurred, the operations team immediately communicated to the call center, who in turn made the necessary corrections, which avoided any delays in service. The goal was to have all passengers picked up by 3:30 pm, and because of this hands-on coordination between departments, we picked everyone up by 3:29 pm. The facility coordinator expressed that it was the best transportation experience for all involved during this annual event.

2. **Pre-assignment of customers to drivers:** In some cases where a customer is having a difficult time with transportation, Total Transit may "pre-assign" a customer to a specific driver. Many times, this can avoid experiencing a complaint altogether, or resolve high visibility complaints allowing us to immediately close the gap on service issues for a specific customer. In turn, we look at how the root cause may impact other customers,

and implement global changes to provide better service for the entire community; essentially resolving repeat challenges within the system before they occur.

Example: A dialysis patient had a pick-up time three times a week at 4:00 a.m., which is outside of standard service hours. Typically, at this time, our DAR qualified drivers are not yet working, so picking this passenger up on time had proven difficult. This caused the passenger to complain since this transportation was vital and it was not reliable. To solve this problem, the Tucson call center supervisor worked to adjust the dispatching times as well as alert drivers of this passenger's trips. In conjunction, our account supervisor personally contacted drivers to find those who would adjust their schedules to be available for this passenger. They secured two dedicated drivers, one to serve as the main driver and the other to serve as the relief driver, and since then, this formerly unhappy customer has called in several times to thank the team for their efforts.

- 3. Responding to driver behavior complaints:** Occasionally we will receive a complaint that a driver was negligent. Because Total Transit expects accountability to be taken on the part of every employee, cases involving driver behavior are thoroughly investigated any time complaints are filed. When a grievance is substantiated, the complaint is reviewed with the driver, and appropriate action is taken immediately. Often times, a driver grievance or complaint is self-reported. In those cases, we rely on positive coaching to prevent re-occurrence.

Example: On one occasion, at a pick-up outside of Tucson Mall, the wheelchair-accessible vehicle driver inadvertently neglected to load the passenger's walker into the van, and drove to the passenger's home. After assisting the passenger to their door and discussing what he'd done, the driver returned to the mall to search for the walker. Unfortunately, he was unable to locate it. The driver advised the passenger to report this to our call center and said he would do the same to ensure there was proper documentation and a solution would be developed. Upon hearing of the incident, the operations manager worked with the call center to get all of the passenger's details. He then purchased a new walker and personally delivered it to the passenger's home.