Arc Mercer Transportation Overview (pre-Covid)

- Operates within Mercer County (229 Square Miles).
- Arc Mercer transports over 1,000 consumers.
- Provides 154,000 passenger trips a year.
- Maintains a fleet of 92 vans & buses.
- Provides 700 daily trips spanning 1.3M passenger miles per year.
- Reduced reliance on Access Link.
- Average cost per passenger trip of $11.
Total Agency Transportation

What is it? And how was it developed?
The Key Facets of TAT

1. CULTURE
2. TRAINING
3. TECHNOLOGY

Total Agency Transportation (TAT)
What are the Goals of TAT?

TO IMPROVE...
- Safety
- Quality of Life
- Communication
- Efficiency
The Challenges of TAT

Like most organizations that undertake transformation initiatives, THE KEY CHALLENGE was overcoming the Culture barriers.

- **Cross-Department** buy-in and ownership of transportation
- Expanding the **DSP mindset**
- Use of external consultants **yielded few learnings**
- **No “off-the-shelf” solutions** – We had to develop our own
- **Technology** – Integrated in QA processes and supported by training.
The Good News...

- We have developed a **Solution & Roadmap**
- We are developing the **Tools & Training**
- We have made mistakes and experienced the **Teachable Moments**
- We want to share our **Knowledge and Experience**
Here’s where we’ve been over the past five (5) years...

Year 0
- Paper Rosters
- Complaints

Year 1
- Paper Map
- Versatrans
- Hub & Spoke
- Drive Cam
- Magnets & Call-out System

Year 2
- GPS
- Child Checkmate
- Global Connect
- ARI Vehicle Mtc

Year 3
- MediRoutes
- Driver App
- Tablets
- Direct Routes
- Enhanced Driver Training
- CTS Process

Year 4
- Traversa
- Software Development
- Development
- Text Alerts
- Rider App
- Trip Assistance

Year 5
- Year 5
Importance of Culture

Creating the right **culture** is the **single most important factor** for TAT to be successful!

- Requires **vision and sustained Leadership**
- Changing the **DSP mindset**
- **Fanatical** focus on safety
- Staff and Union **Buy-in**

- Family Education & Communication for Buy-in
- Extensive use of **Technology** to support the “system” (enabled by **DSP Training**)

**The Arc.**
Mercer
Training

- Transportation Management Meetings:
  - Initially, weekly to teach & reinforce the new culture and resolve conflicts & issues
    - Example: Identified the need to change Residential DSP shifts (30 min) to accommodate drive times.
  - Ongoing, bi-weekly or monthly to maintain culture and assess performance.

- Training of front-line staff:
  - Direct training of staff required (”train the trainer” doesn’t work).
  - On the job training to confirm understanding through demonstration and observation.
  - Ongoing monitoring and feedback.
Technology was deployed to enable and support the TAT “system” (not vice-versa)

SAFETY
- Child Checkmate
- GPS
- Drive Cam
Our first “Routing System” in 2015 (“The Stone Age”)…

- Handwritten Paper Passenger Roster
- No maps or routing strategy
- Minimal Communication
Our next “Routing System” in 2017…

Then we progressed to ‘modern’ maps, pins and
Our **Routing System** in 2019-2020...

Over the past 5 years, we have deployed 3 different routing solutions as none quite met our needs.

After developing a DHS routing strategy, we are developing our own software.
Evolution of Routing & Staff Culture Shift – Phase 1: 9 Fixed Bus Routes and Hub & Spoke Model (Trip times > 2 hours)
Evolution of Routing & Staff Culture Shift – Phase 2: Residential Group Homes Picking up non-residential Consumers (Avg trip time 95 min)

Bus Routes (6)
Non-Residential

Residential Group Home Routes (15)

Enclaves (Xfer Trip from Hub)
Evolution of Routing & Staff Culture Shift – Phase 3: **Direct Routes** (Avg trip time 30 min)

- **Bus Routes (4)**
- **Non-Residential Group Home Routes (17)**
- **Residential Group Home Routes (17)**
- **Enclaves (Xfer Trip from Hub)**

Program Location\Hub
- Group Homes
- Enclaves
Technology – Routing/Dispatch System

- Developing “best-of-breed” software routing system and **Driver & Rider Mobile Applications**
- Streamlined functionality and greater ease-of-use which accelerates DSP learning curve
- **Seamless communication** among Dispatcher, Drivers, Passengers, and Parents/Guardians
Communication - Parent\Guardian

Total Agency Communication (TAC)

- Trip Reminders\Confirmation (two-way)
- Emergency communication (inclement weather, etc.)
- Future
  - Uber-like” mobile app
  - Travel Training Assistance
## Impact on Key Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>2015</th>
<th>2017</th>
<th>2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Avg Consumer Drive Time per Trip Vehicle</strong></td>
<td>2 Hours</td>
<td>95 Min</td>
<td>30 Min</td>
<td>-75%</td>
</tr>
<tr>
<td><strong>Vehicle Accidents per Year</strong></td>
<td>20</td>
<td>3</td>
<td>2</td>
<td>(0 in 2018)</td>
</tr>
<tr>
<td><strong>Total Vehicle Accident Losses</strong></td>
<td>$127K</td>
<td>$20K</td>
<td>$6.5K</td>
<td>-95%</td>
</tr>
<tr>
<td><strong>Avg Loss per Vehicle Claim</strong></td>
<td>$6,500</td>
<td>$6,300</td>
<td>$3,250</td>
<td>-50%</td>
</tr>
<tr>
<td><strong>Cost per Passenger Mile</strong></td>
<td>$2.75</td>
<td>$1.92</td>
<td>$1.35</td>
<td>-49%</td>
</tr>
</tbody>
</table>