



PROFILE

The Customer

- Large refinery
- Location: Texas Gulf Coast
- Campus size: 300 acres
- Personnel in regular operations: 500

Challenges

- 4,700 turnaround workers, 10x normal capacity, stretched facility infrastructure
- No traffic flow plan in place
- Contractors assigned to transport personnel lacked necessary screening, certification, licenses and insurance
- Inevitable road congestion would tax productivity and increase risks
- Off-site parking space was inadequate and lacked organization
- No defined contingency plan for unexpected changes

Solution

- Onpoint planned and managed all transportation logistics
- Comprehensive Parking Plan
- Fleet of 23 Onpoint buses
- Team of Onpoint professional drivers
- Additions, enhancements to offsite lots

Results

- Productivity savings of \$2.1 million (per customer analysis)
- Reduced on-site traffic from 130 vehicles to 23 buses
- Reduced risk exposure
- Optimal on-site transportation flow
- Increased safety and efficiency
- On-time project delivery

Large Refinery Realizes Productivity Savings of \$2.1 Million with Centralized Workforce Transportation

On the eve of a major turnaround, the management team at a large Texas refinery began to rethink its transportation plan—or lack of one. Within these months, thousands of workers would descend on their site. The original thinking was to have contractors move their own workers between offsite parking lots and plant units where services were performed.

A Small Approach to a Big Challenge

The affinity to that decentralized approach was based on the facility's prior success with nested contractors and smaller turnarounds. By contrast, the upcoming turnaround was much larger, requiring 76 mechanical contractors and sub-contractors. At each shift change, an estimated 130 trucks, vans and buses—driven by contractors' employees who were most likely unlicensed, underinsured and unfamiliar with the plant layout—would be transporting 4,700 personnel around the plant daily.

“Three months prior to the start, we realized that transportation wasn’t adequate. We reached out to Onpoint, and they exceeded our expectations. The smooth flow, cost and time savings, and performance all contributed to a successful turnaround.”

– Turnaround Manager, Large Texas Refinery

With no clear plan or path for traffic flow, inevitable traffic congestion at facility gates, on facility roads, and around units being serviced would stretch the facility's infrastructure beyond capacity. Excess personnel transport vehicles would bottleneck operations areas, creating road blocks, prohibiting equipment/material movement, and setting the stage for vehicle accidents and personnel injuries.

Initial plans called for parking the transport vehicles around the serviced units during the shifts, but this added congestion would slow personnel, equipment, and materials movement. Additionally, workforce parking needs far exceeded existing offsite lot capacity.

It was estimated that the inefficiencies of decentralized transportation would cost the plant nearly 45 minutes of production per worker per shift for the duration of the turnaround – about 3,500 man hours per day.

Realizing that their past approach was unscalable, the management team asked Onpoint to step in with workforce transportation solutions.

“Significant risks and inefficiencies exist within the contractor workforce transportation process. Onpoint provides optimal solutions to this underserved market need.”



Place Onpoint in the Driver’s Seat for Your Next Turnaround

If your approach to turnarounds is efficiency-driven and risk-averse, Onpoint will steer your Workforce Transportation plan in the right direction, enabling you to stay focused on the turnaround at hand.

- ✓ **Dedicated Professional Drivers** who are fully screened, work-site ready, and hold a required Commercial Driver’s License.
- ✓ **Reliable Vehicle Fleet** that’s DOT-compliant, well-maintained and rigorously inspected.
- ✓ **Proper Insurance Coverage** for transporting workforce personnel.
- ✓ **Logistical Planning Expertise** to maximize traffic flow efficiencies.
- ✓ **Coordination with all Personnel** to ensure the success of established transportation protocol.
- ✓ **Increased Time on Tools** for your turnaround contractors.
- ✓ **Shared Commitment to Safety and Compliance** at every turn.

Onpoint Forges Ahead with Site-Wide Coordination, Formal Plan

Onpoint’s workforce transportation planning began with a needs assessment that incorporated input from many facility managers and stakeholders. Key components of the new, centralized program included:

- Work with turnaround manager to develop unit shift schedules that minimized lost production time
- Coordination with unit planners to optimize transportation efficiency
- Synchronized transportation routes that minimized travel times and interaction with other traffic and workflows
- Creation of a Parking Plan document that was approved and adopted by facility personnel, communicated to all contractors, and utilized during the turnaround audit
- Coordination with multiple departments to ensure site-wide commitment to the Parking Plan
- Development of a temporary parking lot, including design, grading, layout, timber placement and traffic flow diagrams
- Design of specific traffic flows on existing lots to expedite turnover
- Compliance with federal, state and site security standards

Driving Results

Through staggered schedules, route structures and other mechanisms, Onpoint successfully reduced the equipment and manpower necessary to transport personnel throughout the turnaround, including an 83% reduction in transport vehicles.

Reduced congestion served as a catalyst for greater project efficiency, allowing the plant to recapture an estimated 30 minutes of lost production time per worker per shift.

Implementation of the controls recommended by Onpoint expedited movement of personnel from lots. This was the facility’s largest turnaround, yet the plant did not experience the level of congestion on adjacent roadways that had occurred on smaller projects.

Based on a composite rate provided by the plant’s management team, a productivity savings of \$2.1 million was realized with the implementation of Onpoint’s centralized transportation approach.

INCREASE EFFICIENCY AND MINIMIZE RISK

Onpoint’s Enhanced Site Logistics keeps your project moving and increases time-on-tools. We’ve successfully executed over 2.8 million contractor transports and movements for turnarounds and capital projects.

For logistics consulting, planning, and personnel transportation, make Onpoint your first call.

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