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COMMISSION

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Memorandum

TO: Operations Committee

DATE: June 7, 2013

FR: Executive Director

W.I. 1252

RE: FasTrak® Customer Service Center Impacts from All-Electronic Tolling (AET)

This memorandum provides an update on the current FasTrak® Customer Service Center (CSC) operations and the impact from the All Electronic Tolling (AET) program that went into full operation at the Golden Gate Bridge in April.

Under BATA's current contract with Xerox State and Local Solutions, Inc. (Xerox) for the FasTrak® Customer Service Center (CSC),¹ a contract change order was executed in March 2012 to make modifications to the CSC system and operations in order for the Golden Gate Bridge Highway and Transportation District (GGB) to remove cash toll collectors and deploy AET. These changes included adding a License Plate Account which did not require a toll tag and a Toll Invoice payment method where the vehicle owner was billed after the toll crossing. A network of kiosks to support cash payment transactions was also implemented.

AET was deployed at the beginning of February 2013 as a "soft launch" where the License Plate Account and Toll Invoicing were used, but toll collectors were still in the lane. On March 27, 2013 the AET program was fully launched and the toll collectors were removed from the toll booths at the Golden Gate Bridge.

While the month of April went well, the month of May saw impacts from Xerox's tardy processing of AET payments and a corresponding degradation in customer service to both AET and FasTrak® customers. In the first week of June the average wait time for calls to the CSC has increased to eight minutes from under one minute on average between January and April. A number of issues have contributed to high call volume and performance issues. Xerox accumulated a large batch of 55,000 toll invoices and mailed them in late April/early May. This resulted in a spike in calls to the FasTrak® CSC and exceedingly high demand on the FasTrak® web site and back-end systems. There were additional challenges for customers paying their invoices, including: 1) envelopes were not easily recognized and sometimes discarded, resulting

¹ BATA's current contract, originally executed on December 31, 2003, is set to expire on June 30, 2014. BATA's new contract with Xerox, dated March 27, 2013, calls for Xerox to make design changes to the FasTrak® CSC and to commence CSC Operations when the previous contract expires.

in subsequent violation notices, 2) violation notices were sent too quickly, sometimes while invoice payments were in the mail and being processed.

The table below shows the volume of calls to the CSC and the call answering performance for the past five months.

	January	February	March	April	May
Total Calls	125,199	114,416	146,921	167,955	183,684
Calls to Customer Service Representatives	69,981	63,417	76,975	86,427	93,802
% Answered in 1 min	86%	85%	82%	84%	44%
% Answered in 2 min.	94%	93%	92%	94%	58%
Abandoned	763	795	1,172	1,155	5,825
Average Wait Time	0:23	0:25	0:30	0:27	2:16

When GGB negotiated the contract change order to implement AET, certain penalties associated with meeting key performance indicators (KPIs) in the contract were waived for four months following implementation. Xerox nevertheless had an obligation to meet the terms of the change order to deliver AET effectively, while still supporting the rest of its customer service responsibilities. All KPIs will be in force again in August.

Staff is working aggressively with GGB staff and Xerox to implement fixes and are monitoring calls and incoming correspondence daily. Xerox is hiring additional staff to process the backlog of incoming checks, making web changes to facilitate invoice payment, and improving the automated phone system and web navigation to provide information and services more quickly. With the resources in place and coming on board, it is our understanding that Xerox will work through this invoice and payment backlog and associated peak in customer inquiries in the next two weeks. At that point we hope to have stabilized and can further assess the long term impacts of the AET volumes.

In the department of “silver linings” we note that the AET program has been successful in motivating customers to open FasTrak[®] accounts. Over the three months of March, April and May a total of 83,000 FasTrak[®] accounts were opened and the Golden Gate Bridge has increased its share of drivers using FasTrak[®] to 92% during peak periods.



Steve Heminger

SH:bz