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Memorandum

Agenda Item No. 5

TO: Operations Committee

DATE: September 4, 2013

FR: Executive Director

W.I. 1252

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

At the Committee's July meeting, staff provided a status report on 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 March, and the Group President of Xerox State and Local Solutions, Inc. (Xerox), the CSC contractor, responded to Committee members' questions concerning service degradations occurring after AET's full launch in March 2013

This memorandum provides an update on the CSC operations over the past two months. BATA and Golden Gate Bridge Highway and Transportation District (GGB) staff continue to work closely with Xerox to identify and correct operational issues, particularly those directly impacting customers. While the CSC was not fully back in compliance with performance standards in August, they did make significant progress. Call volumes continue to remain high when compared with levels prior to AET implementation; however, call wait times have been significantly reduced and are now averaging just above two minutes. We expect the contractor to be fully back in compliance for the month of September.

Background

On March 27, 2013 the AET program was fully launched at the Golden Gate Bridge. As discussed at this Committee's July meeting, while CSC performance in April went well, FasTrak[®] customer phone and web services degraded in May, significantly increasing average wait time for calls. (see Attachment A). The high customer traffic on the FasTrak[®] website led to degraded website performance and website outages. Additionally, operational errors further exacerbated these initial growing pains and caused customer confusion which generated more calls to the customer service center.

As reported in July, Xerox took the following actions in May and June to address operational problems and CSC web and phone capacity issues:

- Redesigned the invoice envelope to be more easily identifiable as a toll invoice from the Golden Gate Bridge;
- Modified the invoice format so that the information about payment options and details about automated phone and web services is more prominent;
- Added clearer links on the FasTrak[®] homepage about where to pay invoices online and added messages that invoices could be paid using the automated phone system;

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- Added night shift processors to clear a backlog of invoice check payments;
- Added capacity to automated phone system so that callers do not get a busy message directing them to call back later; and
- Rescheduled some of the system processing jobs that require more system resources to off-peak hours to avoid slowing down the account management system or the web access for customers.

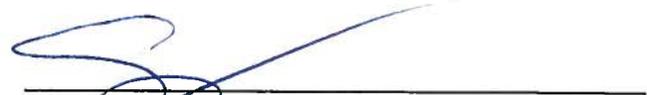
Current Status

In July and August, additional actions were taken by Xerox to address continued wait times and system outages:

1. Hired an additional 25 customer service representatives for expanded CSC hours in the evenings and on the weekends;
2. Expanded system storage capacity to improve performance and ensure fast access to account data;
3. Upgraded equipment for the phone system; and
4. Implemented tools to better monitor and control access to the FasTrak[®] website to improve customer performance.

The above activities have resulted in improved performance, particularly the addition of service representatives to answer more calls. The system has stabilized and, as of late July, there have been no web or system outages.

The CSC contract includes payment penalties for not meeting performance standards, however these were suspended from April to July during the startup months of AET. The penalties are now back in force and will be assessed for the month of August where the call performance was not met. Xerox anticipates being in compliance with the contract performance in September. Staff continues to monitor data on a daily basis and to work with Xerox to ensure that they have sufficient customer service representatives on duty and that back-end systems are stable throughout the remainder of the contract.

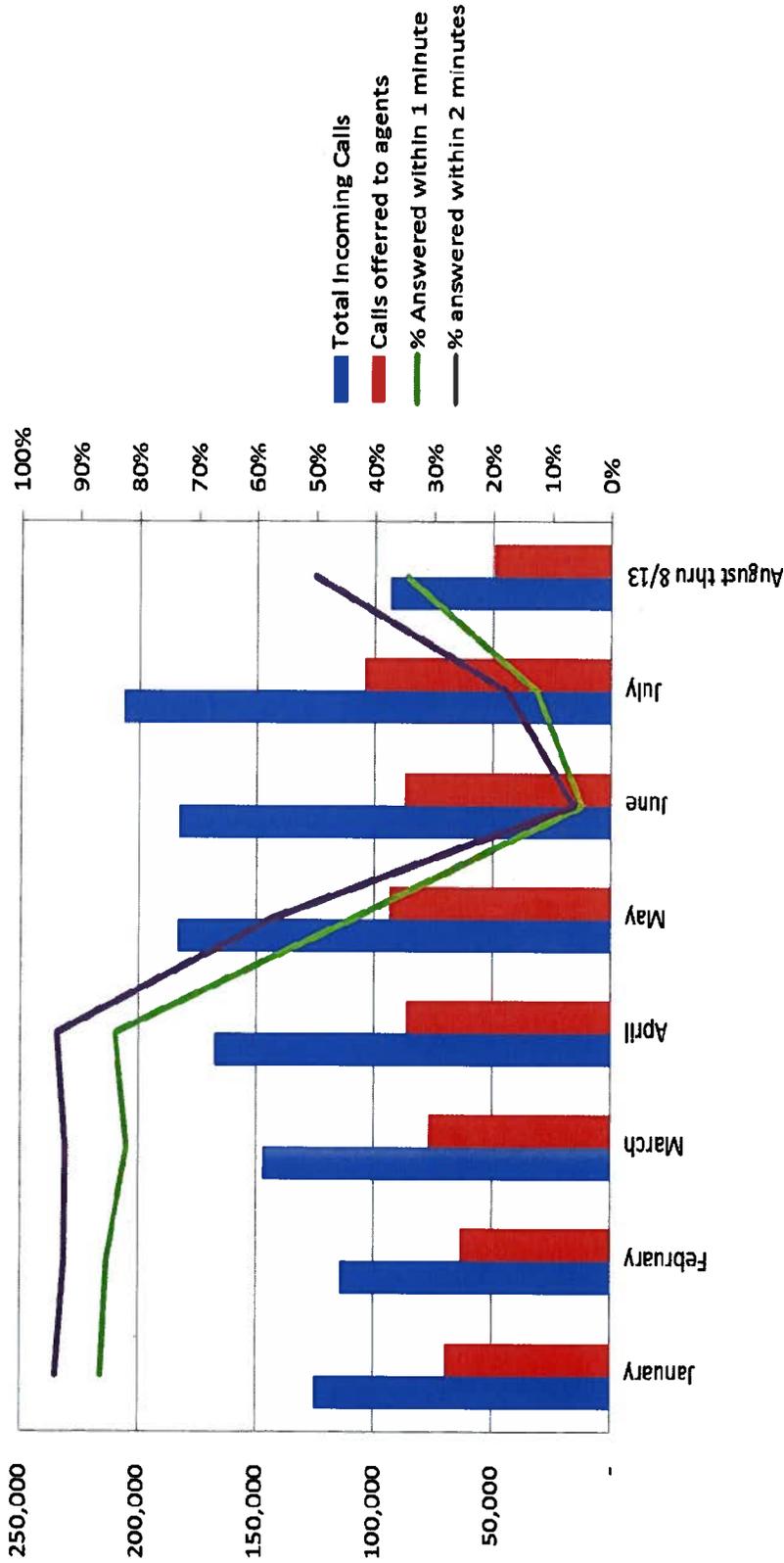


Steve Heminger

SH:bz

Attachment A
FasTrak® Customer Service Center
Call Answering Performance

CSC Call Answering Performance January to August 13, 2013



	January	February	March	April	May	June	July	August
Average Wait Time	0:23	0:25	0:30	0:27	2:16	8:00	6:00	2:03
Average Talk Time	3:49	3:51	4:01	4:06	4:14	4:29	4:42	4:31