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Memorandum

Agenda Item No. 6

TO: Operations Committee

DATE: December 6, 2013

FR: Executive Director

W.I. 1252

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

At the Committee's October meeting, staff provided a status report on FasTrak[®] Regional 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.

This memorandum provides an update on the CSC operations over the past two months. The Bay Area Toll Authority (BATA) and Golden Gate Bridge, Highway and Transportation District (GGB) staff continue to work closely with Xerox State and Local Solutions, Inc. (Xerox): the CSC contractor, to identify and address operational issues, particularly those affecting customers and to ensure the CSC is running as efficiently as possible.

Background

The FasTrak Regional CSC has been in operation for eight years since May 2005 when Xerox, (then ACS State and Local Solutions) under contract to BATA and in partnership with GGB, consolidated the operations of the Caltrans CSC and the GGB CSC into a single system to provide more convenient services to Bay Area FasTrak customers. As part of that operation, Xerox launched a fully functional website, standardized the customer policies, improved timeliness of customer communications, and deployed DMV registration holds to increase violation payments. The operations were consolidated in a single location at the Embarcadero in San Francisco that houses the call center and processing work as well as the in-person services.

Over the years, Xerox has deployed new functions at the request of BATA, including selling tags at retail locations, adding FasTrak payment for San Francisco Airport (SFO) parking, providing transaction processing for Express Lanes, and supporting carpool tolling. Since Xerox's contract began the program has grown from 450,000 FasTrak accounts in 2005 to 1.4 million accounts today. During this time, Xerox has provided services that met contractual performance requirements and has had only occasional failures in meeting contractual monthly performance standards. As part of the Regional CSC operation, Xerox agreed to modify its system to accommodate GGB's plans to deploy AET.

On March 27, 2013, the AET program was fully launched at the Golden Gate Bridge. As discussed at this Committee's prior meetings, the AET launch resulted in extraordinarily high volumes of calls to the FasTrak customer service center (see Attachment A) and high traffic on

the website, which stressed the back-end systems. As previously reported, Xerox has taken many actions to stabilize the system and address operational problems at the CSC, including upgrading equipment and hiring a significant number of additional customer service representatives (CSRs). These actions have helped Xerox move back to meeting contract performance standards since September 2013.

Current Call Performance

Call volumes and call duration are higher now than prior to AET implementation but trending downward. Staff believes that trends have not yet reached steady state (see Attachment A) and anticipates reduced call durations as the new CSRs become more seasoned.

Xerox and BATA staff are analyzing available data to determine the nature of the calls and what is driving talk time. This will enable the CSC to identify areas that need additional attention to improve customer service and operational efficiency. Xerox is providing ongoing training to more recently hired CSRs so that they can address AET customer issues more effectively. Attachment B shows summary of current call breakdown by category.

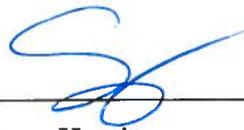
Xerox has also engaged its research group to perform data mining in order to determine how to encourage use of automated telephone and web services.

Key Performance Indicators

The 2005 CSC contract includes payment penalties for not meeting performance standards. The performance standards were suspended from April to July to accommodate anticipated initial AET start-up adjustments. The penalties are now back in force and were assessed at approximately \$25,000 per month when the call performance was not met. Staff continues to monitor performance 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 achieve a greater level of stability so that they can continue to meet performance standards.

Call Center Relocation

It should be noted that the 2005 Xerox CSC contract is set to expire in June 2014 and the existing Xerox-leased facility on Embarcadero in San Francisco also will expire at that time. Due to this lease termination, Xerox is in the process of securing a new location that will house the CSC for operations under the new contract until 375 Beale is ready for occupancy in 2015. This will require two relocations of CSC staff and systems. Staff will work closely with Xerox to ensure that upcoming facility relocations do not cause excessive disruptions to the operations and customer service. Staff will bring further updates to this Committee in early 2014 regarding the status of the CSC operations.

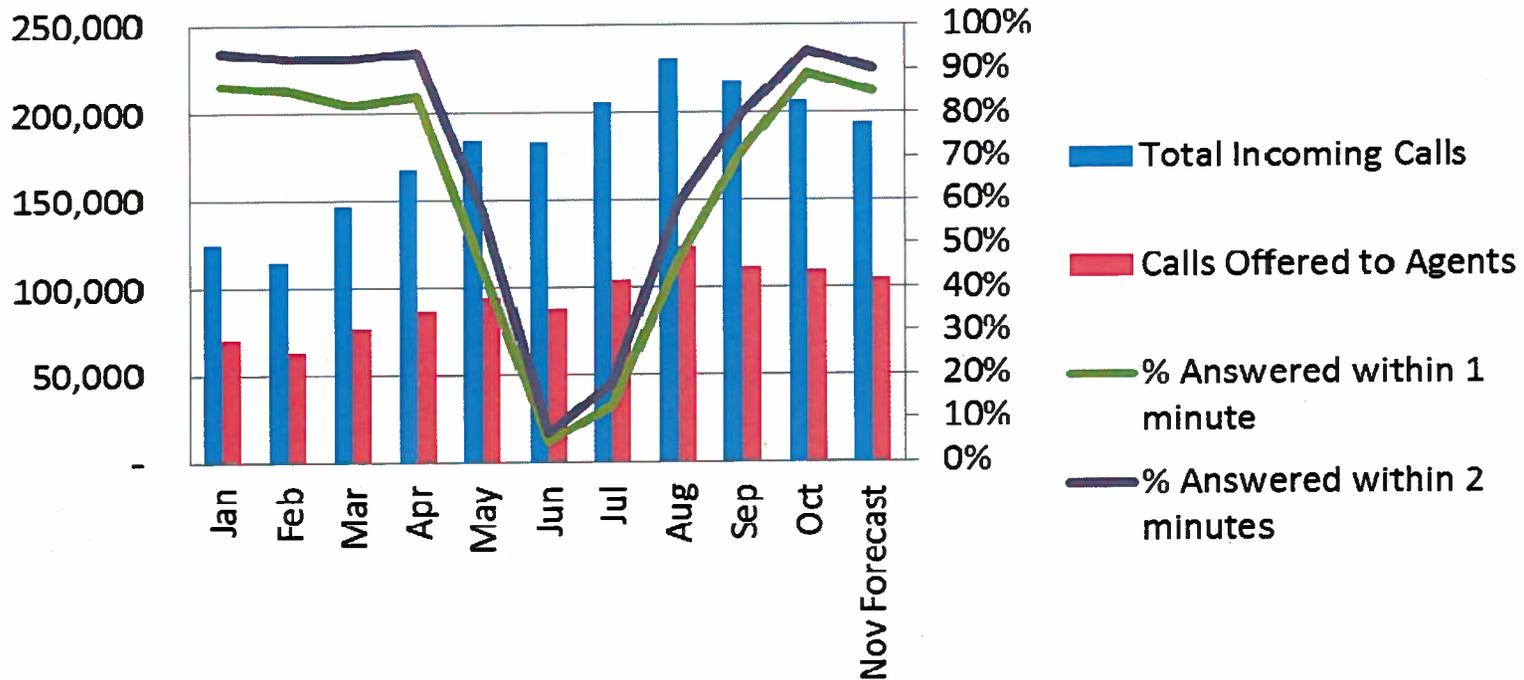


Steve Heminger

SH:bz

Attachment A
FasTrak Customer Service Center
Call Answering Performance

CSC Call Answering Performance
January to November 2013



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Avg Wait Time	0:23	0:25	0:30	0:27	2:16	8:00	6:00	2:03	1:17	0:21	0:32
Avg Talk Time	3:49	3:51	4:01	4:06	4:14	4:29	4:42	4:31	4:15	4:23	4:14

Attachment B
FasTrak Customer Service Center
Call Categories

Category of Call	Percent
FasTrak Account	40%
FasTrak Accountholder with Violation Issue	15%
Violator	15%
AET (Invoice or License Plate Account Issue)	12%
AET Transaction that has Escalated to Violation Issue	18%