

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



September 10, 2021

1 **METROPOLITAN TRANSPORTATION COMMISSION**
2 **BAY AREA TOLL AUTHORITY**
3 **WEDNESDAY, SEPTEMBER 8, 2021, 9:00 A.M.**

4
5 **AMY WORTH, CHAIR:** GOOD MORNING. THIS IS AMY WORTH, CHAIR OF
6 THE BAY AREA TOLL AUTHORITY OVERSIGHT COMMITTEE. AND IT'S MY
7 PLEASURE TO CALL THIS MEETING TO ORDER WHICH IS BEING
8 CONDUCTED UNDER THE GOVERNOR'S EMERGENCY EXECUTIVE ORDER. SO
9 MAY WE PLEASE BEGIN WITH OUR COVID ANNOUNCEMENT? [RECORDED
10 MEETING PROCEDURES ANNOUNCEMENT] DUE TO COVID-19 THIS MEETING
11 WILL BE CONDUCTED AS A ZOOM WEBINAR PURSUANT TO THE PROVISIONS
12 OF THE GOVERNOR'S EXECUTIVE ORDER N-29-20 WHICH SUSPENDS
13 CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS MEETING IS BEING
14 WEBCAST ON THE MTC WEB SITE. THE CHAIR WILL CALL UPON
15 COMMISSIONERS, PRESENTERS, STAFF, AND OTHER SPEAKERS BY NAME
16 AND ASK THAT THEY SPEAK CLEARLY AND STATE THEIR NAMES BEFORE
17 GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA WEBCAST
18 AND ZOOM WITH THEIR CAMERAS ENABLED ARE REMINDED THAT THEIR
19 ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS
20 OF THE PUBLIC PARTICIPATING BY ZOOM WISHING TO SPEAK SHOULD
21 USE THE RAISE HAND FEATURE, OR DIAL STAR NINE, AND THE CHAIR
22 WILL CALL UPON THEM AT THE APPROPRIATE TIME. TELECONFERENCE
23 ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR
24 PHONE NUMBER. IT IS REQUESTED THAT PUBLIC SPEAKERS STATE
25 THEIR NAMES AND ORGANIZATION, BUT PROVIDING SUCH INFORMATION



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1 IS VOLUNTARY. WRITTEN PUBLIC COMMENTS RECEIVED AT
2 INFO@BAYAREAMETRO.GOV BY 5:00 P.M. YESTERDAY WILL BE POSTED TO
3 THE ONLINE AGENDA AND ENTERED INTO THE RECORD BUT WILL NOT BE
4 READ OUT LOUD. IF AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD
5 LIKE TO SPEAK, THEY ARE FREE TO DO SO. A ROLL CALL VOTE WILL
6 BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND ATTENDEES SHOULD
7 NOTE THAT THE CHAT FEATURE IS NOT ACTIVE.

8

9 **CLERK, KIMBERLY WARD:** YOU ARE MUTED.

10

11 **AMY WORTH, CHAIR:** I'LL UNMUTE. AND MAY I PLEASE TURN TO OUR
12 COMMITTEE CLERK FOR THE ROLL CALL, PLEASE?

13

14 **CLERK, KIMBERLY WARD:** GOOD MORNING. COMMISSIONER ABE-KOGA?

15

16 **MARGARET ABE-KOGA, V. CHAIR:** HERE.

17

18 **CLERK, KIMBERLY WARD:** CHAVEZ?

19

20 **CINDY CHAVEZ:** HERE.

21

22 **CLERK, KIMBERLY WARD:** EL-TAWANSY IS ABSENT. COMMISSIONER
23 GLOVER?

24



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1 **FEDERAL D. GLOVER:** PRESENT. MILEY IS ABSENT. COMMISSIONER
2 PAPAN?

3

4 **GINA PAPAN:** HERE.

5

6 **CLERK, KIMBERLY WARD:** RABBIT?

7

8 **DAVID RABBIT:** HERE.

9

10 **CLERK, KIMBERLY WARD:** RONEN?

11

12 **DIR. HILLARY RONEN:** HERE.

13

14 **CLERK, KIMBERLY WARD:** WORTH?

15

16 **AMY WORTH, CHAIR:** HERE. THANK YOU. NEXT UP IS THE PLEDGE OF
17 ALLEGIANCE. I HAVE A FLAG FROM MY GRANDSON AND WOULD LIKE TO
18 INVITE TO YOU JOIN TOGETHER IN THE PLEDGE OF ALLEGIANCE. [
19 PLEDGE OF ALLEGIANCE] "I PLEDGE ALLEGIANCE TO THE FLAG OF THE
20 UNITED STATES OF AMERICA, AND TO THE REPUBLIC FOR WHICH IT
21 STANDS, ONE NATION UNDER GOD, INDIVISIBLE, WITH LIBERTY AND
22 JUSTICE FOR ALL." THANK YOU SO MUCH. NOW, MAY I TURN BACK,
23 KIMBERLY, FOR THE COMPENSATION ANNOUNCEMENT?

24



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1 **CLERK, KIMBERLY WARD:** YES. AS AUTHORIZED BY STATE LAW I AM
2 MAKING THE FOLLOWING ANNOUNCEMENT. EACH MEMBER OF THE BOARD
3 HERE TODAY WILL BE ENTITLED TO RECEIVE \$100 PER MEETING
4 ATTENDED UP TO A MAXIMUM OF \$500 PER MONTH PER AGENCY. THIS
5 AMOUNT IS A PROVIDED AS A RESULT OF CONVENING A MEETING FOR
6 WHICH EACH MEMBER IS ENTITLED TO COLLECT SUCH AMOUNT.

7

8 **AMY WORTH, CHAIR:** THANK YOU VERY MUCH. OUR NEXT ITEM IS THE
9 CONSENT CALENDAR. ARE THERE ANY ITEMS THAT ANY MEMBER OF THE
10 COMMITTEE OR STAFF OR THE PUBLIC WOULD LIKE TO REMOVE FROM THE
11 CONSENT CALENDAR? KIMBERLY, DO YOU SEE ANYBODY IN THE PUBLIC?

12

13 **CLERK, KIMBERLY WARD:** I SEE NO MEMBER OF THE PUBLIC WITH THEIR
14 HAND RAISED.

15

16 **AMY WORTH, CHAIR:** HAVE WE RECEIVED ANY CORRESPONDENCE BEYOND
17 WHAT YOU HAVE ALREADY POSTED?

18

19 **CLERK, KIMBERLY WARD:** I HAVE RECEIVED NOTHING IN RELATION TO
20 THIS ITEM.

21

22 **AMY WORTH, CHAIR:** I'LL ENTERTAIN A MOTION TO ADOPT THE CONSENT
23 CALENDAR.

24

25 **FEDERAL D. GLOVER:** MOVE APPROVAL, GLOVER.



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1

2 **AMY WORTH, CHAIR:** MOVED BY GLOVER.

3

4 **DAVID RABBIT:** SECOND, RABBIT.

5

6 **AMY WORTH, CHAIR:** MOVED GLOVER, SECOND BY RABBIT. KIMBERLY MAY
7 WE HAVE ROLL CALL?

8

9 **CLERK, KIMBERLY WARD:** [ROLL CALL VOTE] THANK YOU. THE MOTION
10 PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT.

11

12 **AMY WORTH, CHAIR:** THANK YOU SO MUCH. OUR NEXT ITEM IS 5A,
13 INFORMATIONAL ITEM, IT'S THE FASTRAK CUSTOMER SERVICE CENTER
14 STATE OF OPERATIONS AND UPDATE. AND IT'S MY PLEASURE TO TURN
15 TO STAFF FOR THE UPDATE ON THE CUSTOMER SERVICE CENTER.

16

17 **MONICA SERRANO:** THANK YOU. MY NAME IS MONICA SERRANO, FASTRAK
18 COORDINATOR FOR OPERATIONS. EARLY THIS SUMMER I HAD AN
19 OPPORTUNITY TO PRESENT ON THE CUSTOMER SERVICE CENTER STATE OF
20 OPERATIONS AT THE JUNE BATA OVERSIGHT MEETING, AND I AM HERE
21 TODAY TO PROVIDE UPDATE ON THE CURRENT STATE OF THE FASTRAK CC
22 AND PROGRESS THAT HAS BEEN MADE ON IMPROVING THE CALLER
23 EXPERIENCE, SPECIFICALLY AS IT RELATES TO CALL WAIT TIMES. I
24 AM ALSO PLEASED TO SHARE THAT AT TODAY'S PRESENTATION, WE WILL
25 HAVE AN OPPORTUNITY TO HEAR FROM OUR FASTRAK CSC SUPPLIER



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1 DIRECTLY. THEY HAVE SOME EXCITING NEWS ABOUT A LAUNCH OF THE
2 NEW FACILITY THAT HAS MADE SOME POSITIVE IMPACT ON REDUCING
3 THOSE WAIT TIMES. AND AFTER THE PRESENTATION, WE WILL BE HAPPY
4 TO TAKE ANY QUESTIONS. SLIDE TWO, PLEASE. BEFORE WE DIVE
5 INTO THE OPERATIONAL TRENDS AT THE CSC, I WANT TO REMIND YOU
6 OF WHAT WE PRESENTED IN JUNE AND TO ADD CONTEXT FOR WHAT WE
7 WILL PRESENT TODAY. AT THE JUNE MEETING, WE SHARED INFORMATION
8 REGARDING THE INCREASE IN CALL AND E-MAIL VOLUMES THAT
9 RESULTED FROM BATA'S TRANSITION TO ALL ELECTRONIC TOLLING. THE
10 INCREASED NUMBER OF CUSTOMER CONTACTS COMBINED WITH THE
11 STAFFING CHALLENGES RESULTED IN A DEGRADED CUSTOMER EXPERIENCE
12 WITH LONGER WAIT TIMES. THIS SLIDE IS A REMINDER THAT THE
13 PANDEMIC IS STILL HERE, AND AS THIS PHOTO SHOWS, CONDITIONS
14 FOR WORKING IN THE CALL CENTER ARE STILL NOT IDEAL. AGENTS
15 MUST FOLLOW PRACTICES TO PROTECT FROM COVID INCLUDING WEARING
16 MASKS AT ALL TIMES INCLUDING WHILE TAKING PHONE CALLS WITH THE
17 HEADSET AND JUGGLING THE ADDITIONAL DEMANDS OF THE PANDEMIC ON
18 THEIR WORK AND PERSONAL LIVES. FORTUNATELY WE ARE MAKING
19 IMPROVEMENT IN PERFORMANCE EVEN IN THIS TOUGH ENVIRONMENT
20 LET'S LOOK AT THE ACTIONS WE'RE TAKING. NEXT SLIDE. CALL
21 VOLUMES CONTINUE TO BE A CHALLENGE FOR THE CALL CENTER,
22 OVERALL CALLS REMAIN SIGNIFICANTLY HIGHER THAN IN YEARS PAST.
23 AT THE JUNE OVERSIGHT MEETING WE DISCUSSED AN EXPONENTIAL
24 INCREASE IN PHONE CALLS POST ALL ELECTRONIC TOLLING IN JANUARY
25 AND WE WANTED TO PROVIDE A FULL UP ON THE CURRENT CALL VOLUME



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1 TREND AND PROVIDE CONTEXT ON TYPES OF QUESTIONS THAT ARE BEING
2 SERVICED IN THE CALL CENTER. ON THIS SLIDE, WE BROKE OUT THE
3 CALLS INTO TWO METHODS CUSTOMERS CAN INTERACT WITH THE CALL
4 CENTER TO RESOLVE THEIR QUESTIONS. THE FIRST GRAPH TITLED
5 INTERACTIVE VOICE RESPONSE THESE ARE THE CALLS WHERE CUSTOMERS
6 ARE ABLE TO UTILIZE A SELF-SERVICE FEATURE IN IVR. THEY CAN
7 HEAR FASTRAK ACCOUNT BALANCES PAY THEIR INVOICE, HEAR
8 LOCATIONS TO PAY IN CASH, AND I DID WANT TO SHARE THIS SELF-
9 SERVICE OPTION, IS FULLY ACCESSIBLE IN ENGLISH AND SPANISH.
10 THE SECOND GRAPH SHOWS THE CALLS WHERE CUSTOMERS ARE REQUEST
11 OTHER THE HELP OF A CUSTOMER SERVICE REPRESENTATIVE. LOOKING
12 AT THE REDLINE IN THE SECOND GRAPH, WE CAN SEE THAT THESE
13 AGENT ASSISTED CALLS CONTINUE TO REMAIN HIGH AND COMPARATIVELY
14 MUCH HIGHER THAN IN YEARS PAST. SLIDE FOUR, PLEASE. MOST CALL
15 TYPES ARE RELATED TO SETTING UP AND MANAGE FASTRAK ACCOUNTS
16 AND QUESTIONS RELATED TO INVOICES AND VIOLATIONS. FASTRAK
17 ACCOUNT AMENDMENT MAKE UP 42 PERCENT OF THE PHONE CALLS AND
18 FOR EXAMPLE, TO OPEN A NEW FASTRAK ACT TAKES 20 MINUTES.
19 INVESTING AND EDUCATING CUSTOMERS ON THE FASTRAK HELPING THEM
20 OPEN ACCOUNTS RESULT IN LONGER CALL LENGTHS AVERAGING 6 TO 10
21 MINUTES. THAT BEING SAID, THERE IS A SIMULTANEOUS EFFORT TO
22 HELP ENSURE OUR SELF-SERVICE SERVICING CHANNELS SUCH AS OUR
23 WEB SITE ARE USER FRIENDLY TO HELP DIRECT SOME OF THOSE CALLS
24 TO THOSE CHANNELS. WE'RE FOCUSING ON EDUCATIONAL TOOLS THAT
25 WILL HELP ADDRESS SOME OF THE TOPICS THAT DRIVE THE CALLS WE



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1 RELEASED EIGHT HOW TO VIDEOS WITH TOPICS SUCH AS FOUR WAYS TO
2 PAY, WHICH, HOW TO SELECT THE APPROPRIATE TOLL TAG, THESE NEW
3 VIDEOS ARE GEARED AT REDUCING CALL VOLUME THROUGH PROACTIVE
4 EDUCATION. NEXT SLIDE, PLEASE. WE WANTED TO PROVIDE AN UPDATE
5 ON THE STAFFING IN PLACE TO RESPOND TO THE INCREASE IN AGENT
6 REQUESTED CALLS I MENTIONED EARLIER. AFTER EXHAUSTING EFFORTS
7 TO MAXIMIZE STAFFING AND MOVE ELIGIBLE STAFF TO WORK-FROM-
8 HOME, CONDUIT DETERMINED THAT EXISTING REAL ESTATE WAS
9 INSUFFICIENT FOR THE STAFFING LEVELS REQUIRED TO MEET THE
10 INCREASED CALLER DEMAND, AND ADDITIONALLY CONDUIT NEEDED TO
11 FIND A LOCATION WITH A STRONGER BILINGUAL SOURCING GOAL
12 ABSENTEEISM IS STILL AT AN UNPRECEDENTED HIGH. THE GRAPH IN
13 GREEN REPRESENTS THE ACTUAL NUMBER OF AGENTS THAT ARE ON THE
14 PHONES. THIS EXCLUDES THE AVERAGE OF 30 TO 40 PERCENT STAFF
15 THAT CALL OUT DAILY. WE HAVE GOOD NEWS TO SHARE, THIS PAST
16 JUNE CONDUIT WAS ABLE TO ON-BOARD A FACILITY IN BAKERSFIELD
17 CALIFORNIA THE ADDITION OF THE BAKERSFIELD LOCATION ALLOWED
18 CONDUIT TO GROW STAFFING NUMBERS BY 70 AGENTS. GOAL IS TO MEET
19 KEY PERFORMANCE INDICATORS BY ANSWERING CALLS WITHIN THREE
20 MINUTES 95% OF THE TIME. CONDUIT ANTICIPATES MEETING THAT KPI
21 IN NOVEMBER, AND IN THE INTERIM THEY'RE LOOKING TO REDUCE WAIT
22 TIMES TO BELOW TEN MINUTE IN SEPTEMBER. EVEN WITH THE
23 INCREASE IN THE CALL VOLUME WE SAW IN THE PREVIOUS SLIDE, WITH
24 THE ADDITION OF BAKERSFIELD WAIT TIMES DROPPED TO UNDER 30
25 MINUTE FOR THE FIRST TIME THIS SUMMER. AND THIS PAST WEEK AN



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1 ADDITIONAL 60 NEW HIRES BEGAN TAKING PHONE CALLS WHICH HAS LED
2 TO AN AVERAGE WAIT TIME TO AROUND TEN MINUTE FOR THE FIRST
3 WEEK OF SEPTEMBER. IN ADDITION TO THE CALL CENTER SUPPORT,
4 WE'RE HAPPY TO SHARE THAT EFFECTIVE SEPTEMBER 1ST, THE WALK-IN
5 CENTER IN THE BEALE STREET BUILDING IS OPEN FOR IN-PERSON
6 CUSTOMER SUPPORT. NEXT SLIDE, PLEASE. ENSURING THAT WE'RE
7 MEETING THE NEEDS FOR CALLERS REGARDLESS OF WHAT LANGUAGE THEY
8 SPEAK IS A PRIORITY. SPANISH, BY FAR, IS THE LARGEST PERCENT
9 OF LANGUAGE CALLS THAT ARE RECEIVED IN THE CSC. IN JULY 2021,
10 THE CSC RECEIVED 29,000 SPANISH CALLS WHICH WAS 16% OF THE
11 CALL VOLUME. WITH 23% OF THE OVERALL PHONE STAFF BEING
12 BILINGUAL, THEY CAN MEET ALMOST ALL OF THE SPARK CALL DEMAND
13 UTILIZING INTERNAL SPANISH SPEAKING CONDUENT STAFF. BATA AND
14 CONDUENT STAFF REVIEWED THE DATA WEAKLY AND WE CONFIRM THE
15 SPANISH SPEAKING WAIT TIMES ARE NOT HIGHER THAN ENGLISH
16 SPEAKING CALL WAIT TIMES. SUPPORT FOR CALLS RELYING ON
17 LANGUAGE TRANSLATION SERVICE FOR CALLS OTHER THAN ENGLISH AND
18 SPANISH, IN 2021 THE CSC CALLS IN 32 DIFFERENT LANGUAGES
19 UTILIZING THIS LANGUAGE TRANSLATION SERVICE. NEXT SLIDE,
20 PLEASE. I'M NOT GOING TO TALK THROUGH THESE INDIVIDUALLY BUT
21 WANT TO SHARE SOME IMPROVEMENTS THAT HAVE BEEN IMPLEMENTED TO
22 FURTHER IMPROVE CUSTOMER SERVICE SATISFACTION. WHICH CUSTOMERS
23 LEAVE A SURVEY REGARD OTHER THEIR INTERACTION WITH THE WEB
24 SITE, E-MAIL, OR CHAT, THEY CAN LEAVE FREE FORM COMMENTS ON
25 THEIR INTERACTION. BOTH BATA AND CONDUENT STAFF ANALYZE THESE



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1 COMMENTS TO IDENTIFY OPPORTUNITIES FOR IMPROVEMENT. IN
2 ADDITION POSTING THE HOW-TO VIDEOS I MENTIONED EARLIER ON THE
3 WEB SITE, THE E-MAIL AND CHAT TEAMS HAVE RECENTLY BEGUN
4 UTILIZING THE VIDEOS IN THEIR WRITTEN INTERACTIONS TO IMPROVE
5 FIRST-CALL RESOLUTION. CONDUENT IS ALSO IN THE PROCESS OF
6 INVESTING BEST-IN-CLASS SOFTWARE TECHNOLOGY THAT WILL ALLOW
7 FOR BETTER CALL MONITORING. THIS NEW TECHNOLOGY INCLUDES
8 TOOLS SUCH AS SENTIMENT MEASURING, FOR EXAMPLE, A MANAGER CAN
9 BE NOTIFIED IN REALTIME, IF THE TONE OR DEMEANOR OF THE CALL
10 CHANGES, AND THEY CAN STEP IN TO ASSIST. IT ALSO ALLOWS FOR
11 IMPROVED COACHING AS CALL CENTER MANAGEMENT CAN NOW MONITOR
12 CALLS BOTH THROUGH AUDIO AND THROUGH VISUAL, WHICH WILL HELP
13 COACH AGENTS WITH SCREEN NAVIGATION. I WOULD LIKE TO TURN IT
14 TO SCOTT, NOW, I'LL INTRODUCE SCOTT DOERING FROM CONDUENT.
15 SCOTT HAS BEEN IN THE TOLLING INDUSTRY FOR 22 YEARS, AND IS
16 VICE PRESIDENT AND GENERAL MANAGER. SCOTT HIS OVERSIGHT OF
17 CONDUENT'S TOLLING OPERATIONS. WE WILL PROVIDE AN UPDATE ON
18 THE NEW BAKERSFIELD LOCATION, AS WELL AS AN OVERVIEW OF THE
19 PROGRESS AND INITIATIVES THEY HAVE IN PLACE TO DRIVE RECOVERY.
20 OVER TO YOU, SCOTT.

21

22 **SCOTT DOERING:** MY NAME IS SCOTT I AM THE VICE PRESIDENT
23 GENERAL MANAGER FOR TOLLING AND HAVE THE PRIVILEGE OF RUNNING
24 YOUR REGIONAL CUSTOMER SERVICE CENTER FOR FASTRAK AND HAVE
25 BEEN IN PARTNERSHIP WITH BATA FOR QUITE A FEW YEARS. I WANT TO



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1 PROVIDE AN UPDATE ON THE YOU BAKERSFIELD PROJECT. AS I WALK
2 THROUGH POINTS FOR YOU I WANT TO DETAIL WHAT YOU'RE SEEING ON
3 THE SCREEN THERE. TWO TREND LINES THE BLUE LINE REPRESENTS
4 CALLS INTO FASTRAK YELLOW LINE REPRESENTS CALL WAIT TIMES
5 NOBODY WANTS TO BE ON A CALL FOR AN HOUR, EVEN FOR SOMETHING
6 TRIVIAL. ON AVERAGE THIS WAS DRIVING VERY LONG WAIT TIMES IN
7 EARLY SUMMER. THE GREEN BAR REPRESENTS WHEN BAKERSFIELD
8 STARTED TAKING PRODUCTION PHONE CALLS AND THE PURPLE LINE
9 REPRESENTS WHERE WE WERE LAST WEEK JUST TO GIVE YOU AN IDEA,
10 THE PURPLE LINE IS PROJECTIONS AND THE LEFT LINE IS ACTUALS.
11 WITH THAT INFORMATION, I WANT TO HIGHLIGHT SOME OF THE IMPACTS
12 ABOUT THE GLOBAL PANDEMIC. AND I THINK EVERYONE SEES THIS IN
13 THEIR DAILY LIFE AND INTERACTIONS IT HAS CAUSED WORKFORCE
14 CONCERNS GLOBALLY AND WE HAVE HAD TO MAKE ADJUSTMENTS TO
15 OPERATIONS. AS REQUIRED BY CDC WE HAD TO PUT IN PLACE
16 SAFEGUARDS FOR EMPLOYEES AS WELL AS INTERACTIONS WITH
17 CUSTOMER, INCLUDING SOCIAL DISTANCING, WEARING MASKS FULL-TIME
18 ONSITE NURSE TO PERFORM TEMPERATURE CHECKS. IF YOU GO INTO THE
19 FACILITY, YOU FILL OUT A FORM, THEY TAKE YOUR TEMPERATURE ALL
20 NEW PROTOCOLS AND DETAILED REPORTS FOR CITY AND STATE AS WELL
21 AS CONDUENT HAS DETAILED REPORTING REQUIREMENTS. IN ADDITION
22 THESE MANDATES AND GOOD PRACTICE THIS BECAME FACTORS IN
23 OPERATION WHEN MOVING TO ALL ELECTRONIC, WHEN YOU LOOK AT THE
24 ECONOMIC CRISIS WE'RE OPERATING AT MORE THAN TWO TIMES OF
25 TRADITIONAL CALL VOLUME, MET MIDDLE OF THE PANDEMIC, CALL



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1 VOLUMES WERE AT HISTORIC HIGHS. WHEN THE PANDEMIC STARTED
2 CONDUENT WORKED WITH BATA, EXECUTIVE STAFF, ANDY, AND CAROL
3 AND MONICA AND BETH TO WALK THROUGH THE REQUIREMENTS FOR THE
4 TEAM TO WORK-FROM-HOME. THE CALL CENTER WAS THE LAST TEAM TO
5 GO BUT AS YOU CAN IMAGINE WORK-FROM-HOME CAN BE PROBLEMATIC
6 ESPECIALLY FOR CALL CENTER ACTIVITIES SOME EMPLOYEES DID NOT
7 HAVE A GOOD HOME ENVIRONMENT, THE KITCHEN TABLE DOESN'T WORK
8 VERY WELL FOR TAKING CALLS FOR FASTRAK. WE BEGAN A SEARCH FOR
9 AN ADDITIONAL FACILITY. OUR GOAL WAS TO FIND A FACILITY TO
10 ALLOW SOCIALLY DISTANCING, WHICH IS KEY, AND ALSO WOULD WORK
11 WITH THE BATA PROGRAM AT A SCALE, AND BE THE RIGHT DEMOGRAPHIC
12 RESOURCE POOL THAT MET THE PROGRAM. WE NEW SPANISH WAS A
13 CRITICAL SKILL AND WE WANTED A RESOURCE FOR THAT. WE DECIDED
14 TO LEVERAGE OUR OFFICE IN BAKERSFIELD VERY RECENTLY AND IT'S
15 EXPANDED TO ALMOST UP TO 1200 SEATS. IT GIVES US THE ABILITY
16 TO SOCIALLY DISTANCE, SCALE, AND SUPPORT LARGE-SCALE TRAINING
17 FOR A LARGE GROUP, YOU CAN ACTUALLY TRAIN 90 TO 100 PEOPLE AT
18 A TIME WHICH IS KEY. THE MODERN CALL CENTER IS READY TO GO THE
19 MOBILE CALL CENTER WAS PRETTY QUICK TO SUPPLEMENT CALL VOLUMES
20 AND 2021 WAS WHEN IT FIRST KICKED OFF THIS FACILITY HAS SPACE
21 CAPABILITY TO EXPAND FURTHER AS FURTHER NEEDS OF THE BATA
22 PROGRAM REQUIRES. WE UTILIZE FIVE DEDICATED RECRUITERS. WHICH
23 IS HIGH GIVEN THE DYNAMICS OF THE PANDEMIC AND AN AGGRESSIVE
24 RECRUITING PLAN TO TARGET RESOURCES. WE OFFER COMPETITIVE
25 SALARIES HIGHER THAN THE MARKET AREA, TO ON-BOARD ADDITIONAL



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1 91 CSRS WITHIN THREE WEEKS WHICH WAS INCREDIBLE ALONG WITH 14
2 LEADERSHIP TEAM MEMBERS IN THE BEGINNING. FIRST GOING INTO
3 PRODUCTION IN MID-JULY THIS HAS IMMEDIATE IMPACT BY REDUCING
4 CALLING WAIT TIMES BY 48% COMPARED TO JUNE WHICH LET US KNOW
5 WE'RE ON THE RIGHT TRACK. THE SECOND NEW HIRE TEAM IN THE
6 BAKERSFIELD CLASS IS 42CSRS AND IS JOINING TEAMS ON THE PHONE.
7 WE'RE SEEING FURTHER IMPROVEMENTS TO CALL RESPONSE TIME AS
8 MONICA OUTLINED IN TERMS OF PERFORMANCE LAST YEAR AND OUR
9 CURRENT TRAJECTORY. WITH THE INCEPTION OF THE TEAM, THE CHANGE
10 REQUIRED REQUIRE A MORE DIVERSE SPANISH SPEAKING TEAM WE
11 PLACED EMPHASIS ON HIRING BILINGUAL. OUR EMPLOYEES RESPONDED
12 TO THE INTERACTIONS, AND WE HAVE A REALLY STRONG SPANISH
13 SPEAKING RESOURCE POOL IN BAKERSFIELD, WHICH MANAGES 16% OF
14 THE CALLERS WHO ARE SPANISH SPEAKING AND WE HAVE 22% OVERALL
15 STAFF THAT HAVE BILINGUAL CAPABILITIES AND WE OFFER PAY
16 ADDITIONAL FOR THOSE WITH THE SKILL SET SO WE'RE ABLE TO
17 ATTRACT THE RIGHT TALENT FOR THE TEAM. WE CONTINUE TO EXPAND
18 THE FACILITY UNTIL PERFORMANCE STANDARDS ARE ACHIEVED AND
19 WE'RE KEEPING BATA STAFF, AS I SAID, TO MEET PERFORMANCE, AND
20 BAKERSFIELD HAS BEEN KEY TO RECOVERY OPERATIONS. AS MENTIONED
21 ABOUT THE GOAL, IT'S AMAZING, AS I LOOK AT THIS, I HAVE NEVER
22 SEEN ATTRACTING AND RETAINING TALENT SO DIFFERENT TODAY. THERE
23 ARE FACTORS BETWEEN EMPLOYEE CONCERNS ABOUT COMING INTO THE
24 OFFICE, NEEDING TO WORK-FROM-HOME, ALL THE ISSUES ABOUT
25 UNEMPLOYMENT BENEFITS AND THINGS THAT DRIVE ECONOMIC



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1 DECISIONS. WHEN THEY HAVE TO GO INTO THE OFFICE, THEY HAVE TO
2 WORRY ABOUT HEALTH CARE OTHER AND THINGS. ECONOMICS DRIVE
3 COMPLEX ISSUES FOR EMPLOYEES AND WE SEE THIS TREND IN OUR
4 HIRING OVER AT BEALE AS WELL AS BAKERSFIELD. WE FOCUS ON
5 RECUSING IN THREE AREAS ATTRACTING DEVELOPMENT AND CULTURE. WE
6 HAVE RECRUITERS IN BAKERSFIELD AND CONTINUE TO HAVE THAT IN
7 BAKERSFIELD. WE'RE SEEING ATTRITION AND ARE KEEPING RECRUITING
8 STAFF DRIVING IN NEW TALENT FROM ACROSS THE BOARD. WE HAVE A
9 STRONG CALL CENTER TEAM, AND WE HAVE A GROWTH FOR DEVELOPMENT
10 OF STAFF. WE DEVELOP ALL JOB LEVELS WITHIN THE COMPANY, WE
11 WANT EVERYONE'S CAREER -- SO, WE WANT TO BE ABLE TO GIVE A
12 CAREER PATH TO GROW. BONUSES AND CREATION LEVEL EXPERIENCE. WE
13 DON'T WANT OUR CUSTOMERS TO BE UNSATISFIED. EXPERIENCED TEAM
14 MEMBERS MEANING WE'RE DELIVERING RESPONSE TO CALLS MUCH
15 BETTER. SO WE HAVE LEARNED FROM THE PAST YEAR THAT PEOPLE
16 DON'T FIT THE COOKIE CUTTER ENVIRONMENT. A LOT OF PEOPLE HAVE
17 FLEXIBLE WORK SCHEDULES TO CREATE WORK LIFE BALANCE DURING THE
18 PANDEMIC. SPOUSES ARE AN ISSUE GOING FORWARD. WE WANT TO
19 PROMOTE WORK LIFE BALANCE. CONDUENT IS COMMITTED TO THE BATA
20 FASTRAK PROGRAM AND WE ARE COMMITTED TO EXCEEDING ALL THE
21 PERFORMANCE METRICS. WE LOOK AT THIS AND THANK THE BATA
22 EXECUTIVE TEAM FOR PARTNERING WITH CONDUENT. THIS HAS BEEN A
23 HURDLE KEEPING EVERYBODY ACROSS THE BOARD SAFE AT THE SAME
24 TIME DELIVERING THE HIGH LEVEL OF QUALITY THAT YOU EXPECT.
25 WE'RE GOING TO KEEP BUILDING THIS EXTRAORDINARY PROGRAM. AND



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1 WE WANT TO THANK YOU FOR THE OPPORTUNITY TO CHAT WITH YOU
2 TODAY. MONICA, BACK TO YOU.

3

4 **MONICA SERRANO:** THANK YOU, SCOT. WE WERE VERY GLAD TO BE ABLE
5 TO PROVIDE AN UPDATE AS A JUNE FOLLOW UP SUCH TO OUR JUNE
6 PRESENTATION. WITH SERVICES AND HIGH VOLUME OF CALLS. WE ARE
7 HAPPY TO REPORT THAT STAFFING HAS INCREASED AND WAIT TIMES ARE
8 TRENDING POSITIVELY. AND WE WILL RETURN IN DECEMBER TO SHARE
9 ANY UPDATES ON THE FURTHER RECOVERY PROGRESS. WE CAN TAKE ANY
10 QUESTIONS NOW.

11

12 **AMY WORTH, CHAIR:** FIRST OF ALL, MONICA, IF I MAY SAY TO YOU
13 AND YOUR TEAM AND ALL THOSE AT MTC AND BATA WHO WORKED SO HARD
14 ON THESE, THANK YOU SO MUCH. THESE NUMBERS AND CHARTS ARE
15 INCREDIBLE. YOU ARE A LONG TIME CUSTOMER SERVICE PROFESSIONAL.
16 I HAVE NEVER SEEN A TURN AROUND THIS FAST. WHEN WE LOOK AT THE
17 CHALLENGE OF 25 TO 30% OF OUR CUSTOMERS THAT USE CASH ALL OF A
18 SUDDEN TO AN INVOICE SYSTEM, IT'S JUST A HUGE, HUGE PROCESS.
19 AND OF COURSE, THE EMPLOYMENT ISSUES ARE, ACROSS THE COUNTRY
20 CONTINUE TO BE A HUGE CHALLENGE. I WANT TO SAY THANK YOU, AND
21 I SEE COMMISSIONER PAPAN HAS HER HAND RAISED, AND THEN THERESE
22 MCMILLAN, AND NICK. SO KEEP YOUR HAND UP, AND I WILL CALL ON
23 EACH PERSON HERE. COMMISSIONER PAPAN?

24



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1 **GINA PAPAN:** MADAM CHAIR, WOW, CONGRATULATIONS. AWESOME WORK.
2 WONDERFUL PROGRESS. THANK YOU SO MUCH. I HAD TWO QUICK
3 QUESTIONS HERE. ONE OF YOUR FIRST SLIDES SHOWED THE AUTOMATED
4 RESPONSE AND THEN THE SECONDARY ONE WAS THE REAL LIFE. IS
5 THERE A NEXUS BEING DONE? BECAUSE I CAN JUST IMAGINE, PERSONAL
6 EXPERIENCE HERE, YOU KEEP DOING THE AUTOMATED THING, GET
7 REALLY FRUSTRATED AND END UP CALLING A REAL PERSON. SO I
8 WONDERED IF YOU TRACKED THAT INFORMATION? BECAUSE THAT HAPPENS
9 TO ME ONCE IN A WHILE. IS THAT BEING DONE? OR COULD WE DO
10 THAT?

11

12 **MONICA SERRANO:** WE COULD DO THAT. WE HAVEN'T STARTED TRACKING
13 THAT. WE HAVE LOOKED INTO WHY PEOPLE ARE OPTING TO TALK TO AN
14 AGENT VERSUS JUST PAYING AN INVOICE, AND WE FOUND THAT IT
15 HAPPENS FREQUENTLY WHEN PEOPLE HAVE MULTIPLE INVOICES TO PAY,
16 AND THEY DON'T WANT TO ENTER EACH ONE, OR THEY ARE CALLING
17 ABOUT A SERIES OF TRANSACTIONS, AND THEY DO NOT REMEMBER IF
18 THEY CROSSED. AND SO THAT I WANT TO HEAR MORE INFORMATION
19 ABOUT THOSE. SO, THAT'S WHY WE'RE INVESTING TIME TO HAVE THEM
20 SIGN UP FOR AN ACCOUNT. TO TRY AND PREVENT SOME OF THESE
21 CALLS. SO THAT'S WHY IT'S TAKING A LITTLE BIT LONGER.

22

23 **GINA PAPAN:** OKAY. GREAT. THE SECONDARY ONE, I THINK MANY OF US
24 ON THE CITY COUNCIL WOULD BE VERY INTERESTED IN THAT DEMEANOR
25 EVALUATION. THAT SOUNDED VERY INTERESTING. SO, THANK YOU SO



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1 MUCH. I REALLY APPRECIATE ALL THE WONDERFUL WORK YOU'RE DOING.
2 THANK YOU.

3

4 **AMY WORTH, CHAIR:** GREAT. THANK YOU. UNDERSTANDING THE DYNAMICS
5 REALLY HELPS US REACH THOSE CUSTOMER NEEDS. GREAT QUESTION.
6 THERESE MCMILLAN?

7

8 **THERESE MCMILLAN:** WHY DON'T I GO AFTER COMMISSIONER
9 JOSEFOWITZ?

10

11 **AMY WORTH, CHAIR:** OKAY. COMMISSIONER JOSEFOWITZ?

12

13 **NICK JOSEFOWITZ:** THANK YOU. I HOPE THEY DON'T DEPLOY SENTIMENT
14 ANALYSIS ON OUR MEETINGS, BECAUSE THEN WE MIGHT HAVE A LOT OF
15 INTERVENTIONS. OBVIOUSLY, THIS IS GREAT PROGRESS, AND I THINK,
16 YOU KNOW, MONICA, AND ANDY, AND THERESE, LIKE, THIS IS -- IT'S
17 REALLY GREAT THAT WE FOCUSED SO MUCH ON THIS. I DID WANT TO
18 JUST KIND OF HIGHLIGHT, THOUGH, THAT DESPITE THE ROSY TAIL ON
19 THE CONDUENT GRAPH, WE'RE STILL AT-MINUTE AVERAGE WAIT TIMES
20 LAST TIME WE CHECKED, AND THE GOAL IS TO GET TO TWO MINUTES
21 AND 30 SECONDS BY END OF SEPTEMBER. I AM HOPING WE CAN GET
22 DOWN THAT CHART. AS OF TODAY, 30 MINUTES IS STILL A REALLY,
23 REALLY, REALLY LONG TIME TO WAIT ON A PHONE CALL TO ACCESS A
24 CUSTOMER SUPPORT AGENT. IS THAT RIGHT, MONICA? DID I READ THE
25 GRAPHS CORRECTLY



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1

2 **MONICA SERRANO:** YES. CORRECT THE AVERAGE IS 29 MINUTE IN
3 AUGUST. BUT LAST WEEK AN ADDITIONAL 60 AGENTS GRADUATED,
4 BETWEEN -- THERE WAS 40 IN BAKERSFIELD AND THERE WAS ANOTHER
5 CLASS IN SAN ANTONIO AND SAN FRANCISCO, WHERE THEY STARTED
6 TAKING CALLS LAST WEEK AND WAIT TIME DROPPED TO UNDER TEN
7 MINUTES AND WE EVEN HAD ONE DAY WHERE IT WAS UNDER FOUR
8 MINUTES. IT WILL BE UNDER TEN MINUTES BY THE END OF SEPTEMBER.
9 YESTERDAY, THE DAY AFTER THE HOLIDAY, TYPICALLY THAT'S A
10 REALLY ROUGH DAY, BUT IT WAS ACTUALLY UNDER 22 MINUTES
11 YESTERDAY SO EVEN AFTER THAT TOUGH DAY, WE'RE FEELING PRETTY
12 POSITIVE. AS LEAST BEING UNDER TEN MINUTES FOR THIS MONTH.

13

14 **NICK JOSEFOWITZ:** THAT'S REALLY GREAT. I'M GLAD. THAT HELPS
15 PROVIDE MORE CONTEXT. I THINK IF YOU COME BACK IN DECEMBER IT
16 WOULD BE REALLY GREAT, ON THOSE CHARTS, TO SHOW, KIND OF LIKE
17 A BOX CHARTS OR CHARTS INCLUDING DIFFERENT THINGS, LIKE, NOT
18 JUST AVERAGE BUT STANDARD DEVIATIONS ON EITHER SIDE, YOU CAN
19 HAVE AN AVERAGE AND COULD HAVE LIKE 10% OF CALLERS HAVING TO
20 WAIT TWO AND A HALF HOURS. THAT'S ALSO IMPORTANT INFORMATION
21 TO KNOW. STEP ONE, GET THAT AVERAGE DOWN. YOU'RE DOING A GREAT
22 JOB ON THAT, AND STEP TWO, GET RID OF THOSE AND FIGURE OUT THE
23 LAGGING SUPER LONG WAIT TIMES. THAT'S GREAT. DO YOU HAVE A
24 SENSE OF HOW YOU CAN GET THE CUSTOMER SATISFACTION RATINGS UP?
25 IS THIS JUST LIKE YOU'RE NEVER GOING TO BE PARTICULARLY



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1 SATISFIED WHEN YOU CALL TO PAY AN INVOICE, YOU KIND OF CAN'T
2 ASPECT PEOPLE TO FIND THAT AN ENJOYABLE EXPERIENCE.

3

4 **MONICA SERRANO:** THAT'S TRUE PEOPLE DON'T USUALLY ENJOY PAYING
5 BILLS. SOME CAUSES FOR THE CUSTOMER IS CONFUSION WE CAN ALWAYS
6 DO A BETTER JOB OF HELPING PEOPLE UNDERSTAND WHEN THEY'RE
7 DOING, UNDERSTANDING THE PROCESS, MAKING SURE THEY'RE AWARE OF
8 THE ACCOUNTS THAT ARE AVAILABLE, WITH THE FEEDBACK THAT WE
9 GET, THE FREE FORM COMMENTS ARE DEFINITELY, SORT OF, MY
10 FAVORITE THING TO READ BECAUSE WE CAN FIGURE OUT WHAT PEOPLE
11 ARE SAYING AND WE CAN FIGURE OUT WHAT EDUCATIONAL
12 OPPORTUNITIES ARE THERE. SO, IF WE FIND THAT THEY'RE CON FUSED
13 ABOUT HOW TO OPEN UP A FASTRAK ACCOUNT, CONFUSED ABOUT HOW
14 EXPRESS LANES WORK IT'S OUR JOB TO PROVIDE THOSE EDUCATIONAL
15 TOOLS AND THAT WILL HELP WITH CUSTOMER SATISFACTION.

16

17 **NICK JOSEFOWITZ:** GOOD. WE CAN PRACTICE ON THAT, IF YOU CAN
18 EXPLAIN IT TO US, I AM SURE WE CAN EXPLAIN IT TO THE REST OF
19 THE BAY AREA. I HAVE ONE LAST QUESTION. HOW ARE YOU SEEING,
20 LIKE, THE, SORT OF, ABILITY TO CONVINCING PEOPLE ON THE PHONES
21 TO TAKE UP FASTRAK? AND HOW CAN WE KIND OF TRY AND -- YOU
22 KNOW, WHAT ARE WE SEEING IN TERMS OF, YOU KNOW, TRYING TO GET
23 TO WHAT THE GOAL IS -- I DON'T KNOW WHAT THE GOAL IS -- 100%
24 FASTRAK PENETRATION, WHATEVER THE IT IS?

25



September 10, 2021

1 **MONICA SERRANO:** I WOULD SAY A LITTLE BIT OF A MIXED BAG. I
2 THINK WE CAN DO BETTER AT EXPLAINING WHY SIGNING UP FOR A
3 FASTRAK ACCOUNT IS MORE CONVENIENT. I WOULD LIKE TO SEE THOSE
4 NUMBERS GO UP. BUT, WE DO SEE THAT IT'S HAPPENING, BECAUSE WE
5 CAN TELL BY THE INCREASE IN THE LENGTH OF THE CALLS. SO, WE'RE
6 LOOKING AT, YOU KNOW, FOR EXAMPLE, THESE OPENING ACCOUNT CALLS
7 TAKE ABOUT 20 MINUTES. WE DO SEE THAT GOING UP. WE CAN HEAR IT
8 ON THE PHONE CALLS. SO WE KNOW IT'S HAPPENING, BUT THINK WE
9 COULD DO A LITTLE BIT BETTER ON THOSE.

10

11 **NICK JOSEFOWITZ:** OKAY. I THINK THAT -- SO, CONGRATULATIONS,
12 THIS ALL SEEMS TO BE MOVING IN THE RIGHT DIRECTION, AND I HOPE
13 THAT WE CAN SUSTAIN THE PROGRESS.

14

15 **AMY WORTH, CHAIR:** GREAT. GREAT. THANK YOU, NICK, FOR THOSE
16 QUESTIONS, DRILLING IN INTO WHERE WE'RE HEADED. MAY I TURN TO
17 OUR CHAIR, CHAIR PEDROZA?

18

19 **ALFREDO PEDROZA:** THANK YOU, CHAIR WORTH. I WANT TO ECHO THE
20 GRATITUDES FOR THE TURN AROUND. I THINK WE'RE ON A PATH
21 RECOGNIZING OUTCOMES AND THAT FEES PEOPLE ARE WAITING. NOT
22 THAT WE NEED THE FOLKS THAT ARE ANSWERING THE PHONE TO BECOME
23 SALES FOLKS BUT I THINK IT'S OPPORTUNITY TO TALK ABOUT THE
24 BENEFITS OF FASTRAK CONVERSION BECAUSE IT'S A MUTUAL INTEREST
25 IN TERMS OF CALLS THAT ARE BEING GENERATED. PICKING UP WHERE



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1 VICE CHAIR LEFT OFF, IS THERE ADDITIONAL TRAINING THAT'S BEING
2 PROVIDED OR A WAY TO MEASURE THAT? THAT'S A KEY INDICATOR TO
3 DECREASE CALL VOLUME BUT ALSO IN TERMS OF CUSTOMER SERVICE.
4 THAT'S ONE QUESTION.

5

6 **MONICA SERRANO:** SO, THERE IS A QUALITY EVALUATION FORM. WHEN
7 AN AGENT TAKES THE CALL WE EVALUATE THE CALL. ONE OF THE CALL
8 REQUIREMENTS ON THERE IS THAT WE OFFER -- YOU ADVISE THE
9 CUSTOMER -- ADVISE THE CALLER ABOUT A FASTRAK ACCOUNT. THAT IS
10 ACTUALLY A QUALITY ITEM. IF I AM AN AGENT, A TAKE A PHONE CALL
11 SOMEONE CALLS AND HAS A QUESTION ABOUT TRANSACTION, IT'S PART
12 OF MY PERFORMANCE EVALUATION, CALL EVALUATION, THAT I BRING UP
13 AN ACCOUNT. SO WE DID IMPLEMENT THAT A COUPLE OF MONTHS AGO TO
14 MAKE SURE THE AGENTS WERE INVESTING THAT TIME. AND SO THERE IS
15 SOME COACHING THAT CONTINUES TO HAPPEN. WE ALSO PROVIDED THEM
16 WITH A SCRIPT SO THEY WOULD SAY, DURING THE CALL, ABOUT
17 ENCOURAGING THEM TO SIGN UP.

18

19 **ALFREDO PEDROZA:** GOT IT. AND IF THERE IS MORE TRAINING THAT WE
20 CAN DO, BECAUSE IT'S SUCH A CRITICAL OPPORTUNITY IN THAT
21 MOMENT WHEN THEY'RE ON THE PHONE, TO TRY TO ADDRESS THE
22 IMMEDIATE NEED BUT ALSO ONGOING NEED. SO, THANK YOU FOR THAT,
23 MONICA. AND ALSO DO WE HAVE A CALL BACK FEATURE WHEN SOMEONE
24 CALLS. ARE THEY ACTUALLY WAITING? OR DO WE GENERATE A CALL
25 BACK?



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1

2 **MONICA SERRANO:** CONDUENT DOES NOT HAVE A TRUE AUTO DIALER
3 SYSTEM. THE TRUE AUTO DIALER IS WHERE YOU CAN PUT IN YOUR
4 PHONE NUMBER AND IT CALLS YOU BACK. SO WHAT THEY DID HAVE WAS
5 A SYSTEM WHERE YOU COULD GO ON, SORT OF, ON A QUEUE AND THEN
6 AGENTS WOULD MANUALLY CALL. SO, ON SATURDAYS, OR, LIKE, THEY
7 WOULD MANUALLY CALL. THAT'S A LITTLE INEFFICIENT IN THAT
8 YOU'RE CALLING PEOPLE AND THEY MAY NOT ANSWER. WHERE TRUE AUTO
9 DIAL THE PERSON ANSWERS, AND YOU ASK THEM ABOUT FASTRAK. WE
10 DID IMPLEMENT, WE HAD A WHILE DURING BUSY TIMES, BUT THE
11 STRUGGLE WAS, WE DIDN'T HAVE A LOT OF STAFF, SO IF YOU ARE
12 GOING TO PROMISE TO MAKE A CALL BACK, YOU BETTER CALL BACK,
13 RIGHT? WE DIDN'T WANT TO MAKE A PROMISE WE WEREN'T SURE WE
14 COULD FULFILL, THE NEW TECHNOLOGY THAT CONDUENT IS GETTING IS
15 CALLED "NICE" IT OFFERS TOOLS, SENTIMENT MEASURING AND AI,
16 THAT OFFERS A TRUE AUTO DIALER FUNCTION WHERE WE CAN MAKE IT
17 SO THAT IT WILL -- YOU COULD PUT IN YOUR PHONE NUMBER AND IT
18 WILL CALL BACK AND THE PERSON HAS TO ANSWER, AND IT ASKS DO
19 YOU STILL HAVE FASTRAK AND IT TRANSFERS TO A LIVE AGENT. WE
20 ARE LOOKING AT LAUNCHING THAT, TARGET DATE IS IN DECEMBER.

21

22 **ALFREDO PEDROZA:** THE QUESTIONS ABOUT ADDING THAT FEATURE IN
23 THE LAUNCH DATE OF SEPTEMBER?

24



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1 **SCOTT DOERING:** THAT'S ABSOLUTELY SURE. WE HAVE BEEN MORNING
2 AND LISTENING IN ON PHONE CALLS YOU MENTIONED, THERE WAS LAST
3 WEEK WHERE SOMEONE WAS DRIVING FROM BAKERSFIELD TO A FASTRAK
4 ACCOUNT. THAT'S SOMETHING WE EXPECT TO SEE AS PEOPLE ARE
5 MOVING TO ELECTRONIC SMOOTHER OPERATIONS, BETTER CUSTOMER
6 SATISFACTION, PEOPLE HAVING TO CALL AND DEAL WITH AN INVOICE
7 IS A STRIKE POINT.

8

9 **ALFREDO PEDROZA:** I APPRECIATE THE WORK MONICA. I THINK WE GET
10 IMPORTANT DATA TOO WHEN FOLKS ARE NOT CHOOSING TO CONVERT TO
11 FASTRAK OR ENROLL IN FASTRAK, AND WHY. THAT INVENTORY AND
12 RESPONSE I THINK IT'S VALID IF THERE IS RESISTANCE. IT WOULD
13 BE INTERESTING TO SEE THE DATA IN DECEMBER. THANK YOU.

14

15 **AMY WORTH, CHAIR:** GREAT. THANK YOU, CHAIR. MAY I TURN TO
16 THERESE, OUR EXECUTIVE DIRECTOR. AND I SEE WE HAVE TWO PUBLIC
17 COMMENTS, TOO, AND WE LOOK FORWARD TO HEARING FROM THE PUBLIC.

18

19 **THERESE MCMILLAN:** THANK YOU, CHAIR WORTH. I JUST WANTED TO,
20 AGAIN, OBSERVE THAT, WITH THIS CRITICAL CUSTOMER-FACING
21 RESPONSIBILITY, I THINK WE ARE ALL REALLY APPRECIATING THE
22 FACT THAT A PARTNER, A TRUE PARTNERS APPROACH IS ABSOLUTELY
23 CRITICAL, SO I WANTED TO THANK SCOTT FOR BEING HERE WITH US.
24 AN EXCELLENT PRESENTATION FROM MONICA, AND JUST TO UNDERSCORE
25 THAT, YOU KNOW, AS WE HAVE ALL OBSERVED, SEEING REALLY GOOD



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1 PROGRESS AND TRAJECTORY. WE'RE GOING TO BE ON THIS AS A TOP
2 PRIORITY GOING FORWARD, AND YOU KNOW, ANTICIPATE SIMILAR
3 PARTNERED PRESENTATION ON STATUS, AND PERFORMANCE, AND
4 ACHIEVEMENTS, YOU KNOW, IN THE FUTURE, AND, AGAIN, THANK THE
5 TEAM FOR KEEPING THIS FRONT AND CENTER FOR SOMETHING THAT
6 CLEARLY IS IMPORTANT, FOR ALL OF US. THANK YOU.

7

8 **AMY WORTH, CHAIR:** THANK YOU, THERESE. I KNOW THIS HAS BEEN AN
9 ALL-HANDS-ON-DECK EFFORT. THANK YOU FOR THOSE COMMENTS. LET
10 ME TURN TO THE PUBLIC. KIMBERLY DID WE RECEIVE ANY WRITTEN
11 COMMENTS ON THIS ITEM?

12

13 **CLERK, KIMBERLY WARD:** WE RECEIVED NOTHING IN WRITING FOR THIS
14 PARTICULAR ITEM. DO YOU WANT ME TO CALL -- TWO MINUTES?

15

16 **AMY WORTH, CHAIR:** YES. THANK YOU.

17

18 **CLERK, KIMBERLY WARD:** FIRST SPEAKER LAST FOUR DIGITS ARE 9209.
19 PLEASE UNMUTE. YOU HAVE TWO MINUTES.

20

21 **SPEAKER:** HELLO?

22

23 **CLERK, KIMBERLY WARD:** HI. WE CAN HEAR YOU.

24



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1 **SPEAKER:** OKAY. GOOD MORNING. FOR THE RECORD MY NAME IS
2 CLARENCE FISHER. MY CONTACT PHONE NUMBER IS AREA CODE
3 5105025675 PHONE I HAVE LIVED AT MY CURRENT ADDRESS FOR 11
4 YEARS NOW. I HAVE BEEN AWAY FOR A WHILE BUT STARTING TO GO
5 THROUGH MONTHS OLD MAIL AND I AM CONCERNED THAT I AM RECEIVING
6 BRIDGE TOLL EVASION NOTICES AT MY ADDRESS ADDRESSED TO AN
7 INDIVIDUAL THEY DON'T KNOW. I AM CONCERNED THAT THE LICENSE
8 PLATE OF THESE NOTICES ARE NOT CONNECTED TO ANY VEHICLE AT MY
9 ADDRESS UNLESS IT WAS HISTORICALLY 11 YEARS AGO. SINCE THIS
10 MEETING IS REMOTE I'M UNABLE TO JUST HAND THESE NOTICES OVER
11 TO SOMEONE. I WOULD LIKE TO BE CONTACTED BY AN APPROPRIATE
12 INDIVIDUAL WHOM I CAN E-MAIL THESE EVASION NOTICES WHO CAN
13 THEN TURN THEM OVER TO THE INDIVIDUAL AT A CORRECT BUT
14 ADDRESS. I AM CONCERNED IF I AM RECEIVING SUCH TOLL EVASION
15 FOR VEHICLES DON'T EVEN HAVE HOW MANY OTHER PEOPLE ARE
16 RECEIVING SUCH NOTICES TOO, WHERE THE APPROPRIATE PERSON WHO
17 SHOULD BE RECEIVING THESE NOTICES ARE NOT. MANY PEOPLE ARE
18 WILLING TO PAY, BUT YOU ARE NOT CONTACTING THEM AT THEIR
19 CORRECT ADDRESSES, HOW CAN THEY PAY? THANK YOU.

20

21 **CLERK, KIMBERLY WARD:** THANK YOU, MR. FISHER.

22

23 **AMY WORTH, CHAIR:** THANK YOU FOR YOUR COMMENTS. WE'LL FOLLOW UP
24 WITH YOU, MR. FISHER AND GET A WAY FOR YOU TO GET THOSE TO US.
25 THANK YOU.



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1

2 **CLERK, KIMBERLY WARD:** THANK YOU. ALETA DUPREE.

3

4 **SPEAKER:** ALETA DUPREE SHE AND HER FOR THE RECORD. I'M ON A NEW
5 JERSEY BUS. WE JUST WENT THROUGHOUT LINCOLN TUNNEL. I WANT TO
6 ENSURE OUR CUSTOMER SERVICE IS WELCOMING. AND I'M LOOKING
7 FORWARD TO US GETTING THE AUTO DIALER SETUP, BECAUSE I HAVE
8 HAD TIMES WHEN I HAVE WAITED A LONG TIME TO -- FOR CUSTOMER
9 SERVICE. AND, IT'S NOT EASY. BUT, CERTAINLY, I THINK A LOT OF
10 PEOPLE ARE CALLING, BECAUSE THIS IS NEW, AND ANYTHING NEW IS
11 GOING TO HAVE A LOT OF QUESTIONS THAT YOU CAN'T REALLY ANSWER
12 VERY WELL ON A WEB SITE. THERE IS A LOT OF NUANCES AND GRAY
13 AREAS. I HOPE THAT WE CAN GET MORE PEOPLE. I USED TO DO THIS
14 TYPE OF WORK. IT'S A GOODS WORK TO DO, AND IT PAYS GOOD. AND
15 I'M HAPPY THAT WE'RE GETTING SOME EMPLOYMENT IN CALIFORNIA.
16 SO, I LOOK FORWARD TO CONTINUED REPORTS ON THIS MATTER. NOBODY
17 SHOULD HAVE TO WAIT A LONG TIME. WE JUST NEED TO GET SOME MORE
18 PEOPLE, AND AN AUTO DIALER, AND SOME MORE ASSISTANCE. THANK
19 YOU.

20

21 **AMY WORTH, CHAIR:** ALETA THANK YOU FOR YOUR COMMENTS.

22

23 **CLERK, KIMBERLY WARD:** THANK YOU. NEXT SPEAKER IS VEDA FLOREZ,
24 PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

25



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1 **SPEAKER:** GOOD MORNING. THIS IS VEDA FLOREZ, A MEMBER OF THE
2 PUBLIC ADVISORY COUNCIL FROM MARIN COUNTY. I AM PLEASED TO SEE
3 THE INVESTMENT ATTEMPT MADE TOWARDS FASTRAK CUSTOMER SERVICE.
4 I HAVE BEEN AN OPPONENT OF THE SYSTEM THIS SUMMER HAVING
5 EXPERIENCE SAID A SITUATION THAT WAS INTOLERABLE WITH ONE OF
6 MY NEIGHBORS. SO I AM HAPPY TO SEE THAT MTC IS REALLY MOVING
7 FORWARD AND LEANING INTO MAKING THE CHANGES. I JUST HOPE THAT,
8 AT OUR REPORTED DECEMBER, THAT WE CAN REALLY SEE AN EFFECTIVE
9 CHANGE, AND THEN BE ABLE TO PIVOT IF THE CHANGE ISN'T IN THE
10 TRAJECTORY THAT WE ANTICIPATE. SO, THANK YOU VERY MUCH, AGAIN,
11 AND HAVE A GOOD DAY.

12

13 **AMY WORTH, CHAIR:** GREAT. THANK YOU, VEDA, FOR YOUR COMMENTS,
14 AND FOR YOUR SERVICE. DO WE HAVE ANY OTHER COMMENTS,
15 KIMBERLY?

16

17 **CLERK, KIMBERLY WARD:** SEEING NO RAISED HANDS, MADAM CHAIR.

18

19 **AMY WORTH, CHAIR:** WITH THAT I'LL CLOSE PUBLIC COMMENT AND
20 BRING IT BACK TO THE COMMITTEE FOR FURTHER COMMENTS? YES,
21 COMMISSIONER CHAVEZ?

22

23 **CINDY CHAVEZ:** THANK YOU. JUST VERY BRIEFLY, ONE OF THE
24 SPEAKERS SPURRED THIS FOR ME, I THINK CHAIR PEDROZA'S POINT
25 ABOUT HOW TO MAKE THE CONVERSION FROM GETTING PEOPLE TO BECOME



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1 FASTRAK CUSTOMERS, ONE OF THE INCENTIVES COULD BE ON REDUCTION
2 IN A FEE SOMETHING LIKE THAT, IF WE COULD TAKE A LOOK AT THAT,
3 AND I WOULD LOVE TO HEAR ABOUT THAT IN DECEMBER, AND SECOND,
4 WHEN YOU COME BACK IN DECEMBER, IF YOU ARE INTERESTED IN
5 LOOKING AT THE WAGE SCALES THAT ARE OFFERED TO FOLKS AND JUST
6 BETTER UNDERSTAND THAT STRATEGIES FOR BRINGING FOLKS ON BOARD
7 AND KEEPING THEM ON BOARD. AND I THINK SCOTT THE POINT YOU
8 RAISED ABOUT THIS BEING AN UNPRECEDENTED TIME IN TERMS OF
9 HIRING, THE WHOLE WORLD IS SCRATCHING THEIR HEAD TRYING TO
10 FIGURE THIS OUT. I DON'T ENVY YOUR POSITION, BUT I AM
11 INTERESTED IN, AS THE ECONOMY SHIFTS, HOW TO KEEP THE BEST AND
12 BRIGHTEST IN THE CALL CENTER, AND ONE OF THE WAYS TO DO THAT
13 IS UNDERSTANDING HOW PEOPLE ARE BEING INCENTIVIZED TO JOIN AND
14 STAY.

15

16 **AMY WORTH, CHAIR:** THANK YOU. SCOTT, DO YOU WANT TO ADD
17 ANYTHING TO THAT QUESTION? I KNOW WE'RE GOING TO GET
18 INFORMATION BACK. AGAIN, WE APPRECIATE YOUR BEAT ON THE CALL,
19 TODAY. IF THERE IS ANYTHING YOU WANT TO AMPLIFY IN TERMS OF
20 YOUR EFFORTS TO RECRUIT AND RETAIN STAFF BEYOND WHAT YOU SHARD
21 TODAY? SCOTT, YOU'RE MUTED.

22

23 **SCOTT DOERING:** NOTHING TO ADD.

24



September 10, 2021

1 **AMY WORTH, CHAIR:** HUGE THANK YOU TO STAFF. IT'S BEEN A HUGE
2 ALL HANDS ON DECK EFFORT. AND WE HAVE GOTTEN SOME GOOD
3 QUESTIONS TODAY TO GET TO THE POINT NEXT PHASE. I WANT TO
4 THANK EVERYONE FOR YOUR WORK. THIS POINTS OUT THE FACT THAT
5 THE COST THAT THE BAY AREA TOLL AUTHORITY INCURS IN TERMS OF
6 DELIVERING THIS PROGRAM. AS YOU KNOW, WE HAVE LOST A
7 TREMENDOUS AMOUNT OF FUNDS DURING COVID THROUGH LOST TOLL
8 REVENUE, AND APPROPRIATELY MOVED THE TOLL TAKERS OUT OF THE
9 TOLL BOOTHS, AND MOVED THAT EFFORT INTO THE, SORT OF, THE BACK
10 ROOM, AND OBVIOUSLY ALSO NEEDED TO OPEN UP THE NEW CALL CENTER
11 TO BE ABLE TO REALLY ACCOMMODATE THE FACT THAT, YOU KNOW, 25
12 TO 30% OF OUR USERS, WE CONVERTED, WE NEEDED TO CONVERT FROM
13 CASH TO INVOICE. AND SO I THINK WE BROUGHT SOME GOOD
14 SUGGESTIONS TODAY. AND RECOGNIZING THAT THERE -- IT TAKES
15 SIGNIFICANT RESOURCES TO DO THIS AND TO DO IT EFFECTIVELY.
16 WHICH, THESE TRENDS LOOK FANTASTIC. SO SCOTT, I WANTED TO
17 THANK YOU FOR YOUR PARTNERSHIP TO CONDUENT OBVIOUSLY WHAT YOU
18 HAVE DONE IN TERMS OF OPENING UP THE ADDITIONAL CALL CENTER,
19 ACTIVELY RECRUITING, I THINK THE BILINGUAL EFFORTS ARE
20 EXTREMELY IMPORTANT ALSO, AND THANK YOU VERY MUCH FOR BEING ON
21 OUR MEETING TODAY AND FOR YOUR CONTINUED PARTNERSHIP WITH
22 THIS. AND REALLY WANT TO THANK OUR BATA TEAM.
23 MONCHARACTERISTIC THANK YOU VERY MUCH FOR THE SUPERB
24 PRESENTATION. AND YOUR INCREDIBLE WORK ON THIS. WE LOOK
25 FORWARD TO NEXT STEPS IN TERMS OF REACHING OUR GOALS OF



September 10, 2021

1 SIGNIFICANTLY REDUCING CALL TIMES, AND ALSO BRINGING MORE AND
2 MORE PEOPLE INTO HAVING THE -- ACTUALLY THE FASTRAK
3 TRANSPONDER. THANK YOU TO EVERYONE. WITH THAT, WE'LL MOVE TO
4 OUR NEXT ITEM, WHICH IS PUBLIC COMMENT. DO WE HAVE ANY PUBLIC
5 COMMENT? FOR OUR MEETING TODAY?

6

7 **CLERK, KIMBERLY WARD:** UH-HUH. WE DID RECEIVE ONE WRITTEN
8 PUBLIC COMMENT FROM ALETA DUPREE THAT HAS BEEN POSTED TO THE
9 ONLINE AGENDA AND DISTRIBUTED TO COMMISSIONERS. I SEE ALETA
10 DUPREE WITH HER HAND RAISED. UNMUTE YOURSELF. YOU HAVE TWO
11 MINUTES MS. DUPREE.

12

13 **SPEAKER:** THANK YOU. ALETA DUPREE, SHE AND HER FOR THE RECORD.
14 I'M SITTING IN THE HOTEL LOBE. THIS IS IMPORTANT TO ME. I CAN
15 COMMUNICATE WITH YOU FROM BUSES, TRAINS, TUNNELS, HOTELS,
16 WALKING DOWN THE STREET, AS LONG AS I HAVE AN INTERNET
17 CONNECTION. I AM GRATEFUL FOR THAT. I'M INTERESTED IN MEETING
18 IN PERSON SOMETIME. THERE IS A LOT OF THINGS YOU DON'T GET.
19 THERE IS A LOT BEING DONE WITH OPEN ROAD TOLLING AND VIRGINIA
20 IS COMING ALONG, I RODE THROUGH THE LINCOLN TUNNEL, DON'T SEE
21 EVIDENCE OF WORK THERE, BUT HAVEN'T HEARD MUCH ABOUT THAT. I
22 APPRECIATE THE FACT THAT WE'RE BEING TRANCE IMPORTANT WITH OUR
23 WORK NOT THAT OTHER AGENCIES ARE NOT, BUT I THINK WE'RE
24 DEFINITELY GOING ABOVE AND BEYOND WHAT TRANSPARENCY ORDINARILY
25 REQUIRES, AND I APPRECIATE THAT. I WOULD LIKE TO SEE MORE



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1 PEOPLE DO FASTRAK. THE BIGGEST ISSUE IS ABOUT FREQUENCY. I
2 HAVE A CLIPPER CARD BECAUSE I RIDE IN SAN FRANCISCO A LOT BUT
3 I DON'T HAVE A FREEDOM CARD IN PHILADELPHIA BECAUSE I ONLY
4 USED IT ONCE IN 30 YEARS. INCENTIVES ARE GOOD. I REALLY LOOK
5 FORWARD TO MEETING AGAIN IN PERSON SOON. APPRECIATE IT. THANK
6 YOU.

7

8 **AMY WORTH, CHAIR:** THANK YOU FOR YOUR COMMENTS.

9

10 **CLERK, KIMBERLY WARD:** VEDA FLOREZ, PLEASE UNMUTE YOURSELF. YOU
11 HAVE TWO MINUTES.

12

13 **SPEAKER:** THANK YOU. AGAIN, THIS IS VEDA FLOREZ FROM THE PUBLIC
14 ADVISORY COUNCIL. AS WE LOOK AT FASTRAK, I'M HOPING WE CAN
15 FIGURE OUT A WAY TO CREATE A PAYMENT PLAN. I KNOW THAT MANY
16 UNDERSERVED AND CULTURES FROM AROUND THE BAY AREA DO NOT HAVE
17 OPPORTUNITIES FOR CREDIT. SO, THAT'S WHY PAYING CASH AT THE
18 TOLL WAS SO IMPORTANT. BUT DUE TO OUR CHANGING HEALTH
19 CIRCUMSTANCES, I UNDERSTAND THE NEED TO GO TO AUTOMATIC
20 TOLLING. THAT BEING SAID, MANY PEOPLE FROM UNDERSERVED
21 COMMUNITIES DON'T HAVE CREDIT CARDS, THEY WORK ON A CASH ONLY
22 BASIS. SO WHEN THE TOLLS BECOME UP INTO THE \$50 RANGE WHEN
23 THEY DON'T PAY ATTENTION TO THEM FOR A NUMBER OF REASONS OR
24 DON'T GET THEIR MAIL, IT'S REALLY IMPORTANT THIS A PAYMENT
25 PLAN IS OUT THERE FOR THEM TO TAKE ADVANTAGE OF. AND I HOPE



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1 THAT YOU CAN CONSIDER THAT AS ONE OF YOUR PLANS FOR THE
2 FUTURE. AND WHEN YOU COME BACK IN DECEMBER CAN YOU GIVE US AN
3 UPDATE ON A PAYMENT TOLLING PLAN? THANK YOU VERY MUCH.

4

5 **AMY WORTH, CHAIR:** VEDA, THANK YOU VERY MUCH, FOR THOSE
6 COMMENTS. AND WE WILL BE BRINGING BACK SOME OF THAT
7 INFORMATION IN DECEMBER, AS A MATTER OF FACT CURRENTLY LOOKING
8 AT SOME OF THOSE UNDER LYING ISSUES AROUND HOW WE DO THE
9 BANKING AND THE TOLLING PROGRAM. SO, THANK YOU. ARE THERE ANY
10 OTHER PUBLIC COMMENTS, KIMBERLY? I DON'T SEE ANY ON MY END.

11

12 **CLERK, KIMBERLY WARD:** NO. I SEE NO ADDITIONAL RAISED HANDS.

13

14 **AMY WORTH, CHAIR:** THANK YOU EVERYONE FOR YOUR REPORTS AND THE
15 QUESTIONS AND DISCUSSION. WITH THAT WE'LL ADJOURN TO OUR NEXT
16 MEETING WHICH WILL BE WEDNESDAY OCTOBER 13TH. AND THE LOCATION
17 TO BE ANNOUNCED IN THE PROPER CONTEXT OF PUBLIC NOTICE
18 PROVISIONS. SO, THANK YOU VERY MUCH EVERYONE. [ADJOURNED]

19



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