

The Conversion to All-Electronic Tolling: *Communicating the Transition to Your Toll Collectors*

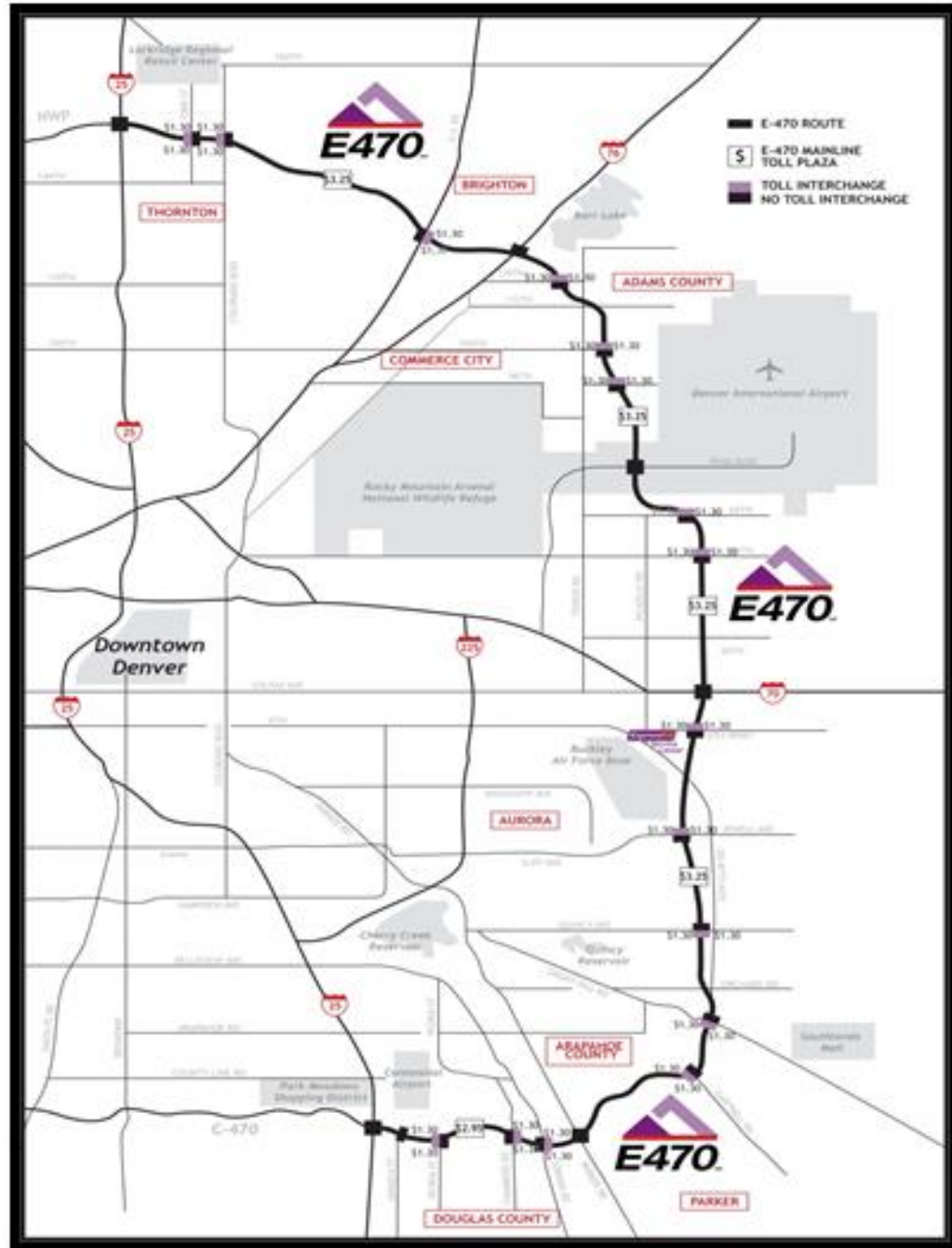


*The elimination of cash
toll collection at E-470*

Benton Greer
Parsons Brinckerhoff



E-470/Parsons Brinckerhoff



- E-470 Toll Road is approximately 47 miles long and comprises the eastern half of a beltway around Metro Denver
- E-470 Public Highway Authority is a regional highway authority established by the three counties and five cities the toll road runs through
- Parsons Brinckerhoff has been the toll operations services contractor since 1997



E-470 Transition Timeline

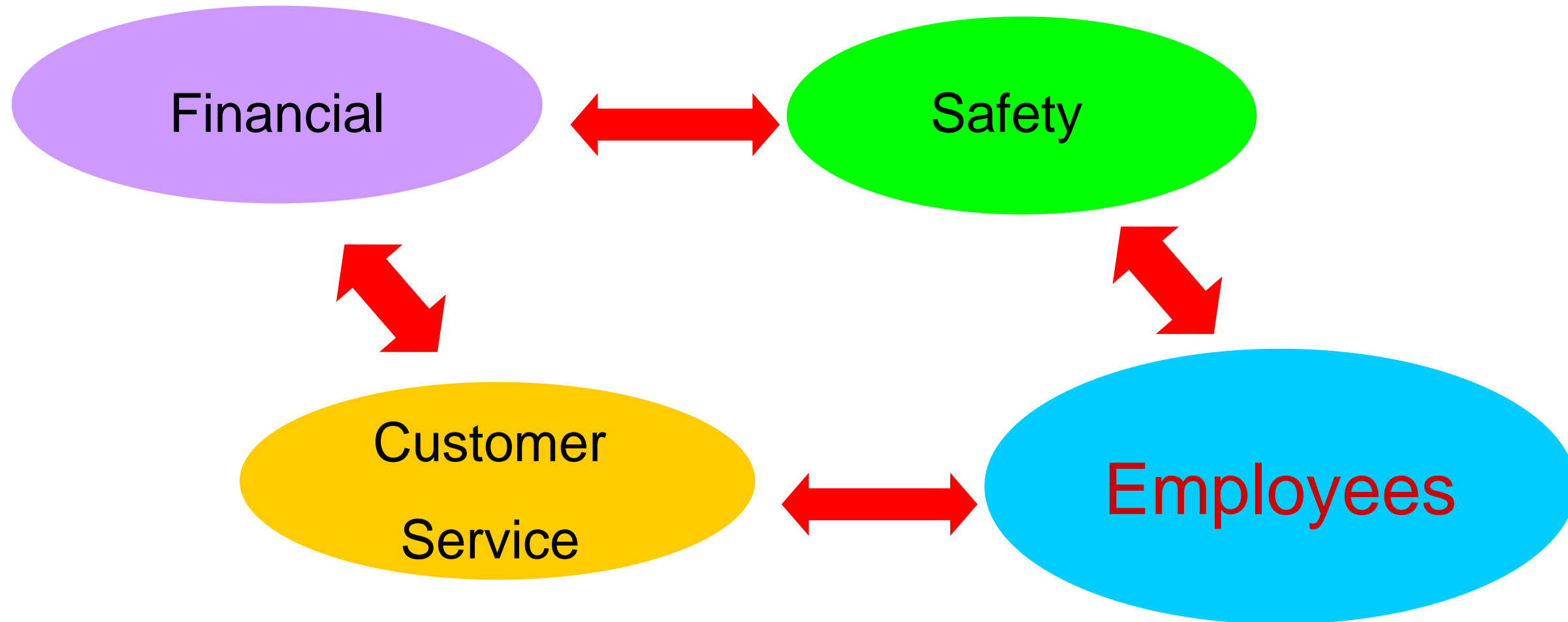
June 2007: Decision made to pursue conversion to cashless toll collection

January 2009: Added option for customers to pay via license plate tolling

July 2009: Eliminated all cash toll collection (manned toll booth lanes and automatic coin machines at ramps)



Factors in the Decision to Go Cashless



WSP

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Why Are These Former Employees Smiling?



Determining Appropriate Media Tools



- Design a communications plan to achieve the most effective way to reach your employees
- The plan may not necessarily involve the use of social media
- Coordinate the plan with the overall transition media plan



Zeroing in on Employee Dynamics



- Impact on employee
 - Job will be eliminated
 - What are options?
 - When will it happen?
- Impact on operations
 - Work morale
 - Productivity
 - Early turnover

Employee Communications Plan

1. Inform employees as soon as decisions are made and ***prior to public disclosure***
2. Integrate general information releases ***with individual one-on-one communications***
3. Develop comprehensive plan to assist employees with transition that includes ***maximum effort to place them*** within or outside of the organization
4. **Determine the most appropriate media resources for employee communications**



Seven-Step Information Rollout:

1. Long-Range Toll Road Operations Plans at E-470

- What is this announcement about?
- How will this affect me?
- How will the new tolling process work?
- Why is this new process being implemented?
- What will happen to me if my job is eliminated?
- What if I don't have the skills to transfer to another department?
- What do I need to do now to prepare for the tolling process change?



Seven-Step Information Rollout (cont.):

2. Notification of transition date

- Addition of license plate tolling followed six months later by elimination of cash tolls

3. Announcement of plans for retention bonus, training options and outplacement services

4. Dissemination of preference survey for each employee to facilitate individual transition planning

- Description of internal transfer options, including testing requirements
- On-site typing and basic computer training
- Access to 3000+ online courses through PB University
- Shadow program to learn about jobs in other departments
- Outplacement service with both group and individual counseling

Seven-Step Information Rollout (cont.):

5. **Additional details on training, outplacement services and retention bonuses**
6. **Formal rollout of career transition services including dates of group presentation and assignment of individual counselors**
7. **Announcement of on-site job fair featuring area employers**



Summary of Transition Benefits Offered:

- Performance-based retention bonuses (one week for each year/partial year of service)
- Professional career transition counseling including tailored job search assistance that continued after transition
- Basis computer skills training
- Online training through PB University for more than 3000 options including complex computer applications, Harvard Management Courses, Microsoft Office applications
- On-site job fair
- On-site interviews by area employers
- Daily job postings from prospective employers displayed at all toll plazas
- Shadow Program to learn about jobs in other departments
- Skills assessment testing to prequalify for future openings in other departments
- Parsons Brinckerhoff provided continuation of health insurance for six months at no cost



Final Results



- 125 affected employees at beginning of six-month transition
- 14 resigned before end of transition
- 111 net employees affected by transition
- 24 placed in other departments (22%)
- 3 had new jobs scheduled as of final transition date (2.5%)
- 33 retiring or not seeking to replace E-470 job (29.5%)
- 11 later returned to work in newly-formed license plate image processing group (10%)
- 40 seeking replacement jobs at time of final transition (and did not later return to E-470) (36%)
- **Very successful post-transition party**
- Zero employment law issues



Why Are These Former Employees Smiling?





Keep driving the road...

