



# **Working for New Jersey**

## **Two Years of Progress**

**New Jersey Turnpike Authority**

**July 12, 2004**



# **FIXING E-ZPASS: TWO YEARS LATER**

## **EXECUTIVE SUMMARY**

On July 11, 2002 Governor James E. McGreevey issued a plan of reform to completely rehabilitate the technologically and financially failing E-ZPass program. Called “E-ZPass: A Plan That Works For New Jersey,” it served as a road map that would ultimately restore the credibility and convenience that E-ZPass had promised to motorists with its introduction in 1999.

Two years later E-ZPass is not only restored to its full capability, but has proven to be an effective and powerful component of the administration’s efforts to fight traffic and congestion.

Once an industry laughingstock, E-ZPass in New Jersey now boasts one of the lowest violation rates in the nation. Its stability and reliability has allowed for the expansion of the program to include Express E-ZPass – a program that would never have been available under the previous technology used to operate the system.

July 11, 2002 was the turning point. With the firing of the previous E-ZPass provider and the hiring of ACS State and Local Solutions as the new contractor, the foundation was set for Governor McGreevey’s reforms to be put into place.

The emphasis to improve the E-ZPass customers’ overall experience became the center point of the contract negotiations with ACS. Each and every component of the E-ZPass system would ultimately have an affect on motorists and a margin for error for operation of the new system was non-existent as a result of the previous vendor’s failings and loss of customer confidence.

In March of 2003 the new E-ZPass system went into full operation and immediately showed that reforming the system was possible and customers would recognize the dramatic improvements.

Despite years of failure more than 150,000 customers signed up for New Jersey’s E-ZPass system in its first year of operation and overall E-ZPass penetration on the New Jersey Turnpike and Garden State Parkway increased more than 4 percent to 64.6 percent and 58.5 percent respectively.

In 2003 a total of 486,059,886 E-ZPass transactions took place on the Turnpike and Parkway – 100 million more than the previous year. But this time a system was in place to meet the demand.

The new ACS-operated customer service center handled more than 2.7 million customer calls in 2003 – almost triple the number of the previous vendor. And, despite the surge in customer interest and calls, response times to those calls dropped to just over one minute – a great improvement over the more than 14 minutes customers once had to endure. As a result of the improved response times, call abandonment by frustrated customers is now below one percent versus the previous 29 percent average.

An additional convenience for customers under the new system comes from the increased web site presence – a resource that was sorely lacking under the previous operator. Now customers have the ability to check accounts, make payments, change information, and request new transponders at any time of the day. In the first nine months of availability more than 1.6 million customers took advantage of this service.

The main reason for the dramatic improvement in customer service comes from the demand for accountability in contractual negotiations. Strict performance standards were established that put a financial penalty in place in the event they weren't met. Further, common sense solutions were put into place to ensure easy access for customers and easy response for service providers including:

- **COMBINED CUSTOMER SERVICE/VIOLATIONS PROCESSING FACILITIES**  
Previously, the two service centers were separate. Customers were referred from one to the other, and the centers did not share any customer information. This cost customers added time to resolve their issues.
- **EXPANDED CUSTOMER SERVICE CENTER HOURS**  
Customer Service Center operating hours were expanded, from the original hours of 7 a.m. to 5 p.m. Monday to Friday, to 7 a.m. to 7 p.m. Weekend hours were added on Saturdays from 8 a.m. to 2 p.m.
- **REGIONAL CUSTOMER SERVICE CENTERS**  
In order to better serve the New Jersey E-ZPass customers, additional customer service centers have been established in the southern part of the state. A full service walk-in center is in operation at the Delaware River Port Authority Customer Service Center in Camden, and a satellite center has been opened at the John Fenwick Service Area on the New Jersey Turnpike.
- **PERFORMANCE STANDARDS AND MONTHLY REPORT CARD**  
ACS is held to an unprecedented level of accountability with measurable standards established and enforced – as opposed to the previous system. Customer wait times, internal decision-making, and customer correspondence response times are all subject to established standards. Failure to maintain these standards can result in financial sanctions. The dramatic spike in new customers shows that customer service is being maintained at the proper levels.
- **READ AND REVIEW OF EACH IMAGE**  
For quality control purposes, two separate individuals will read and review license plate images of potential violators as opposed to only one person under the current vendor. As a result hundreds of thousands of bogus violation notices each month are a thing of the past.



## **SUCCESS: HOW WE GOT HERE**

A central component in the New Jersey E-ZPass remediation program was to establish a detailed assessment of the physical inventory of all 320 dedicated E-ZPass lanes on both the New Jersey Turnpike and Garden State Parkway. This baseline activity commenced early in August 2002 – prior to a formal contract being signed with ACS in order to expedite the repair process. It was completed in late November 2002.

The baseline teams conducted the inventory by visiting all 320 dedicated E-ZPass lanes to measure the physical relationships of the lane equipment, document the lane software deployed, radio frequency (RF) controller equipment, loops, signage, and the booth equipment in each lane. All of the equipment for the Automatic Vehicle Identification (AVI) system, the Automatic Vehicle Classification (AVC) system and the Violation Enforcement System (VES) was identified and documented.

During this process more than 6,000 photos were taken and a detailed database was developed to account for and correlate all necessary data. This information was then compared with detailed design drawings and specifications in New Jersey's original RFP and contract specifications to identify any anomalies, inconsistencies or potential problems on a lane-by-lane basis. This information was used to ensure that the lane remediation activity addressed lane-specific issues and to provide a single comprehensive source of lane specific information.



## THE RESULTS OF OUR EFFORTS

Improved technology, better management, an upgraded database, and regular customer outreach have taken E-ZPass from a trouble-plagued service to a leader in the electronic toll collection industry.

The improvement in the true E-ZPass violation rate is the strongest argument for our success. As traffic on the roadways increased, the new and improved system resulted in a dramatically lower violation rate.

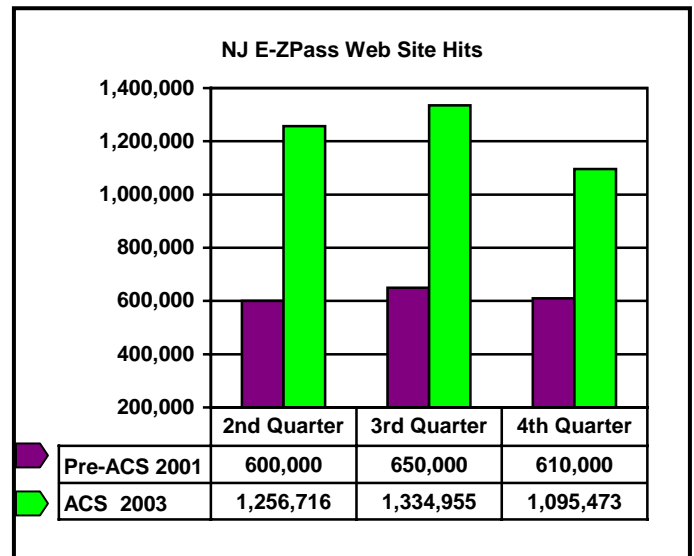
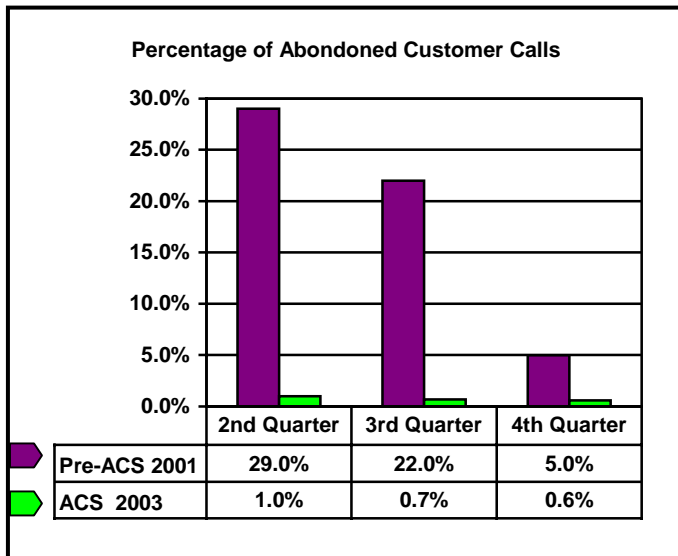
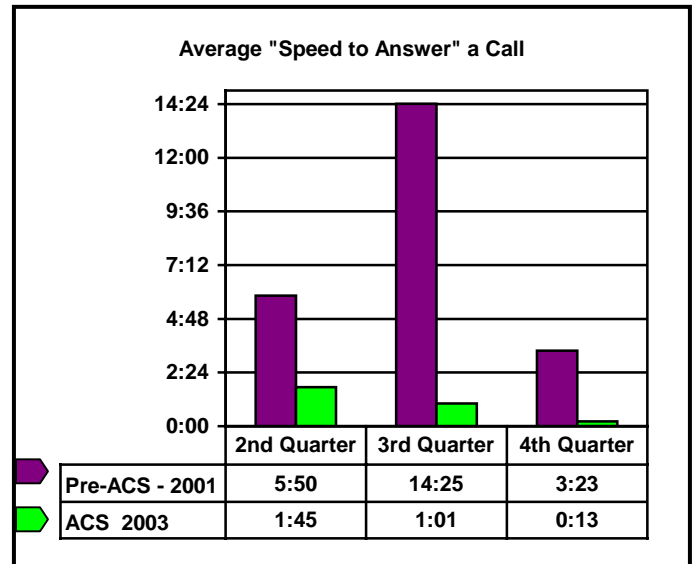
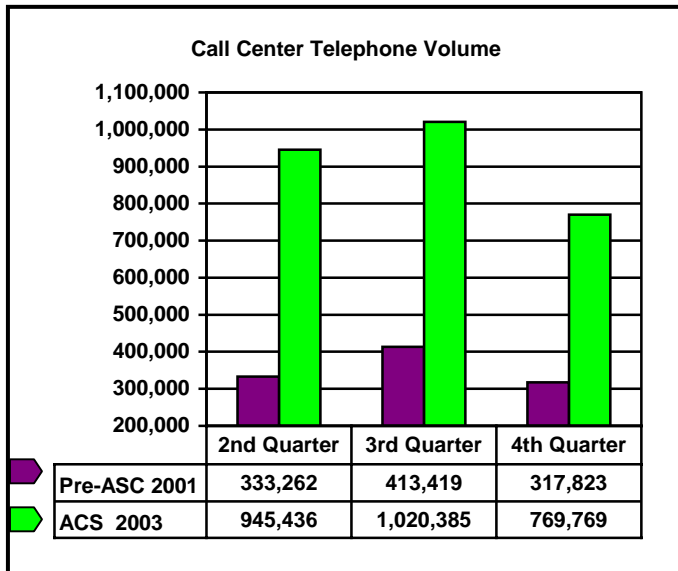
<b>2002 E-ZPass Transactions</b>		<b>Violation Rate</b>
Turnpike	<b>140,494,837</b>	<b>5.75%</b>
Parkway	<b>214,097,188</b>	<b>7.57%</b>
		<hr/>
	True violation rate	<b>6.6%</b>

<b>2003 E-ZPass Transactions</b>		<b>Violation Rate</b>
Turnpike	<b>148,543,937</b>	<b>2.0%</b>
Parkway	<b>337,515,959</b>	<b>1.7%</b>
		<hr/>
	True violation rate	<b>1.8%</b>

# ACS Factoids

Below are "highlighted comparisons" of *E-ZPass* statistics, where data is compared between the pre-ACS period from 2001, and ACS *State and Local Solutions, Inc.*, from 2003.

All **pre-ACS** entries appear in **PURPLE**; All **ACS** entries appear in **GREEN**.



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# Accounts Overview

**March 25, 2003 - May 31, 2004**

## **New Accounts Opened/Accounts Closed**

194,145	Opened
108,229	Closed

## **Methods Used to Open Accounts**

107,746	Web
48,614	Phone-In
25,360	Mail-In
12,425	Walk-In

## **Payment Type Used to Open New Accounts**

183,078	Credit Card
7,018	Check
2,142	Cash
1,907	Non-Revenue

## **Number of Account Replenishments: 10,607,544**

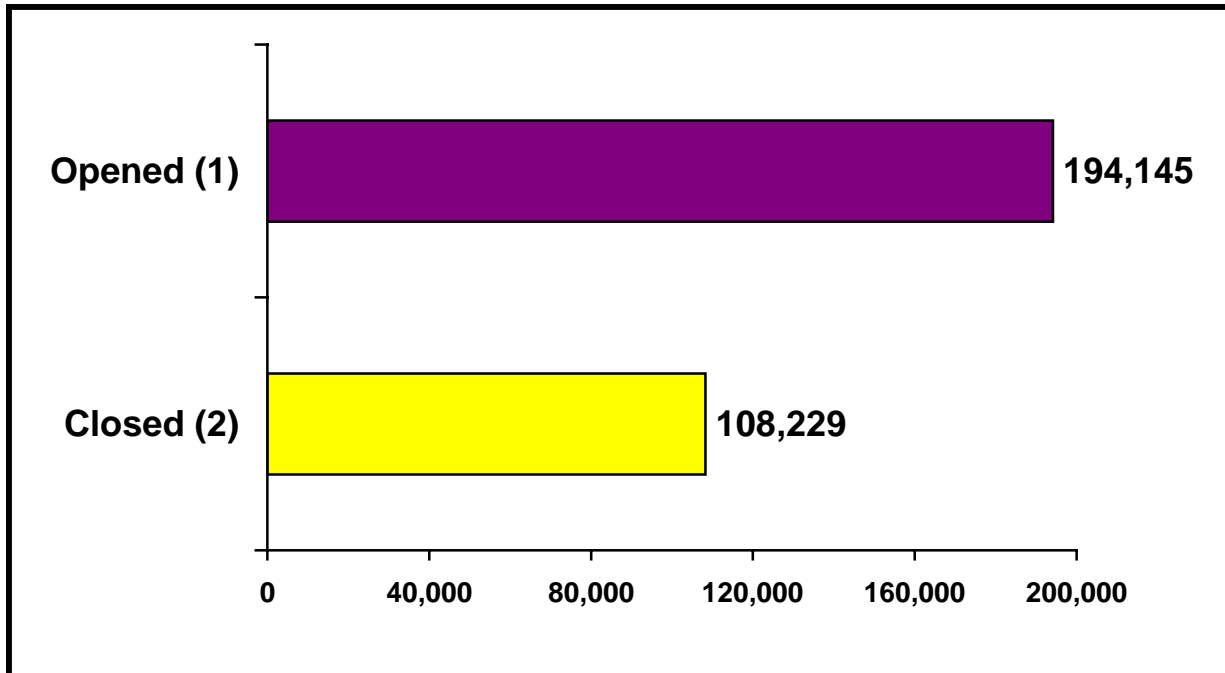
9,963,297	Automatic
228,606	Web
224,306	Mail-In
141,498	Phone-In
49,837	Walk-In

## **Payment Type Used to Replenish Accounts**

10,348,726	Credit Card
258,818	Cash/Check

*Note: The above numbers are provided in descending order for ease of reviewing this overview.  
The graphs on the following pages may differ in order only due to reporting consistency.*

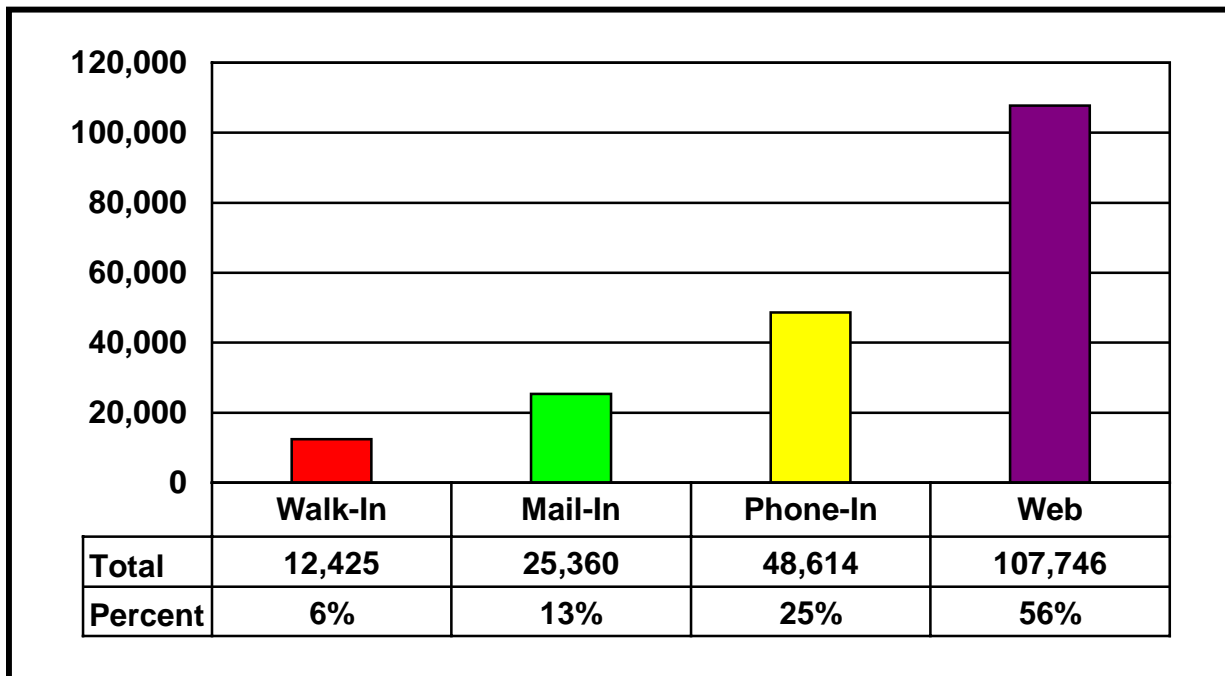
## New Accounts Opened/Accounts Closed



(1) The total number of **active** NJ accounts is **1,263,151**.

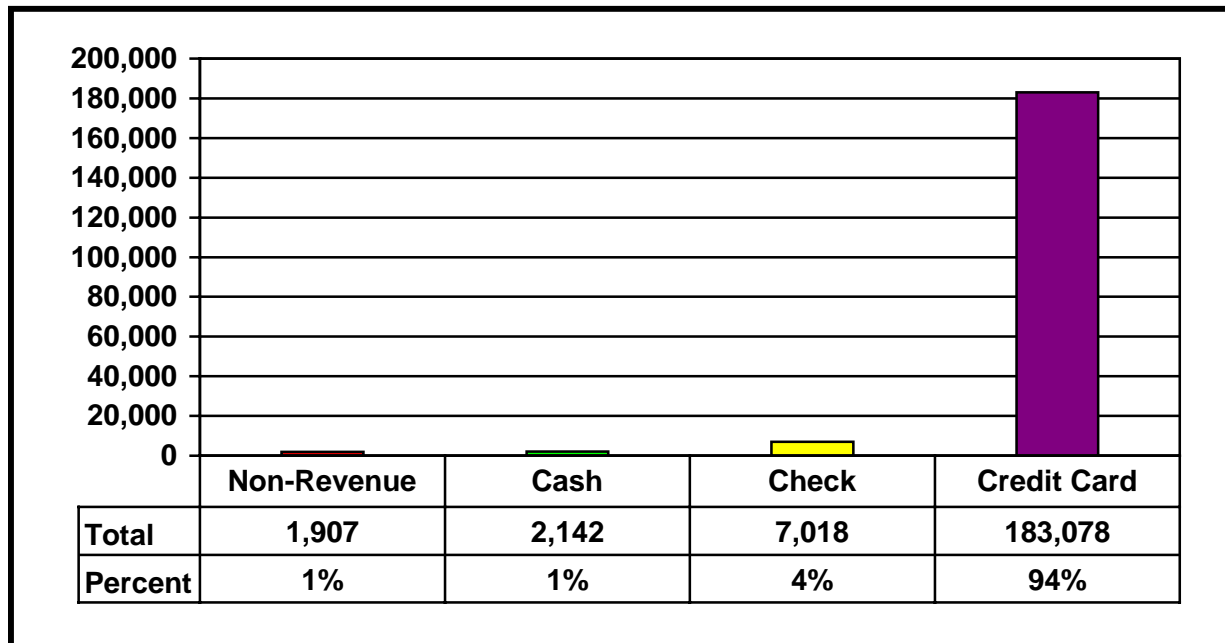
(2) The total number of accounts **closed** includes approximately 53,000 as a result of the DelDOT migration in October 2003.

## Methods Used to Open New Accounts



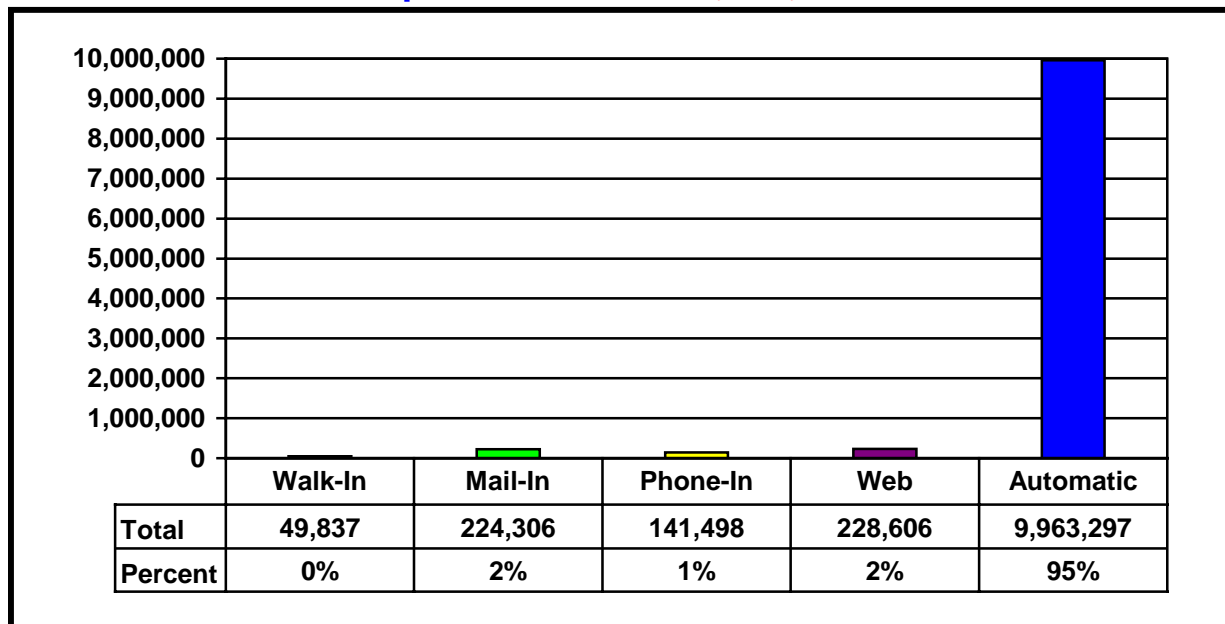


## Payment Type Used to Open New Accounts



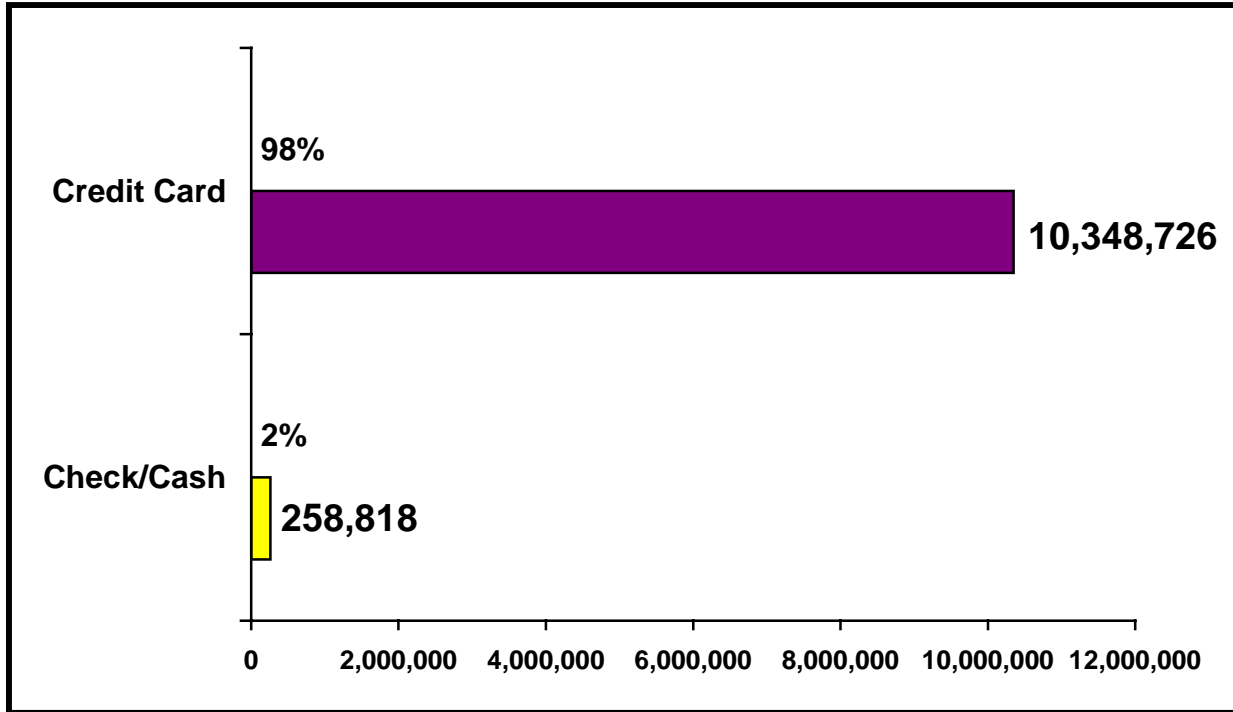
*The non-revenue number represents new accounts opened for NJTA and SJTA employees, State Police, State officials, Municipalities, Authority contractors, etc.*

## Number of Account Replenishments - 10,607,544 Total



*The numbers above are greater than the number of active NJ E-ZPass accounts due to the frequency of customer account replenishment on a monthly basis.*

**Payment Type Used to Replenish Accounts**



# Transponders Overview

**March 25, 2003 - May 31, 2004**

**Tags Issued: 682,467**

647,482	Main Processing Center
34,985	Walk-In

**Tags Returned: 287,191**

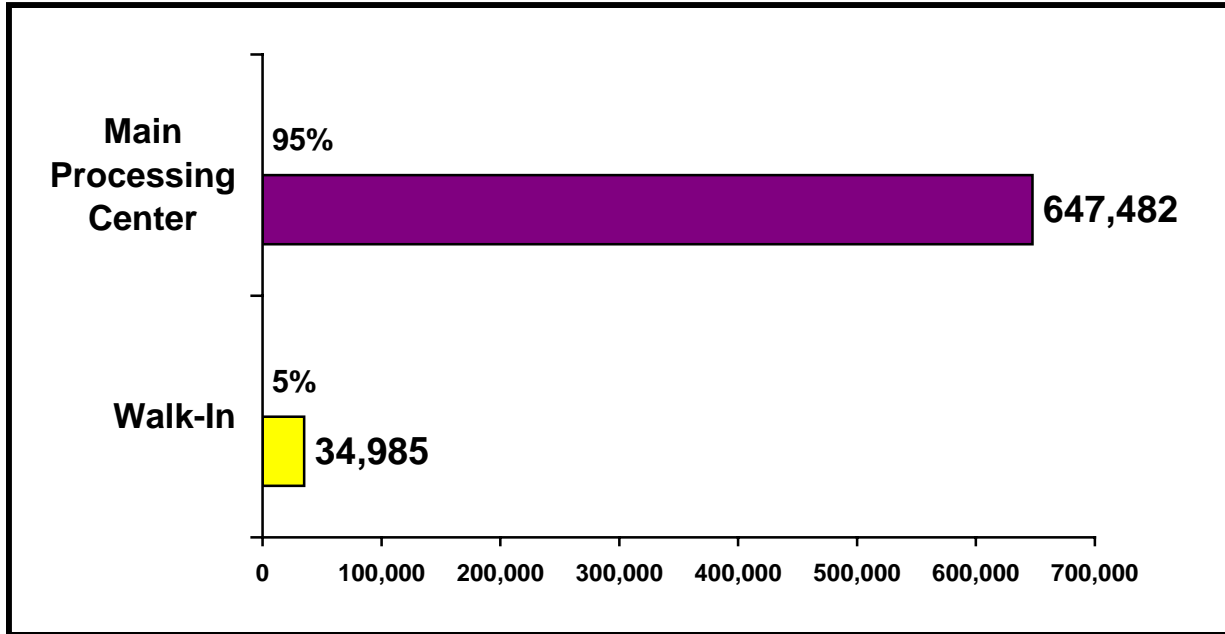
157,018	Defective
124,818	Reissuable
5,355	Non-reissuable

*Note: The above numbers are provided in descending order for ease of reviewing this overview.  
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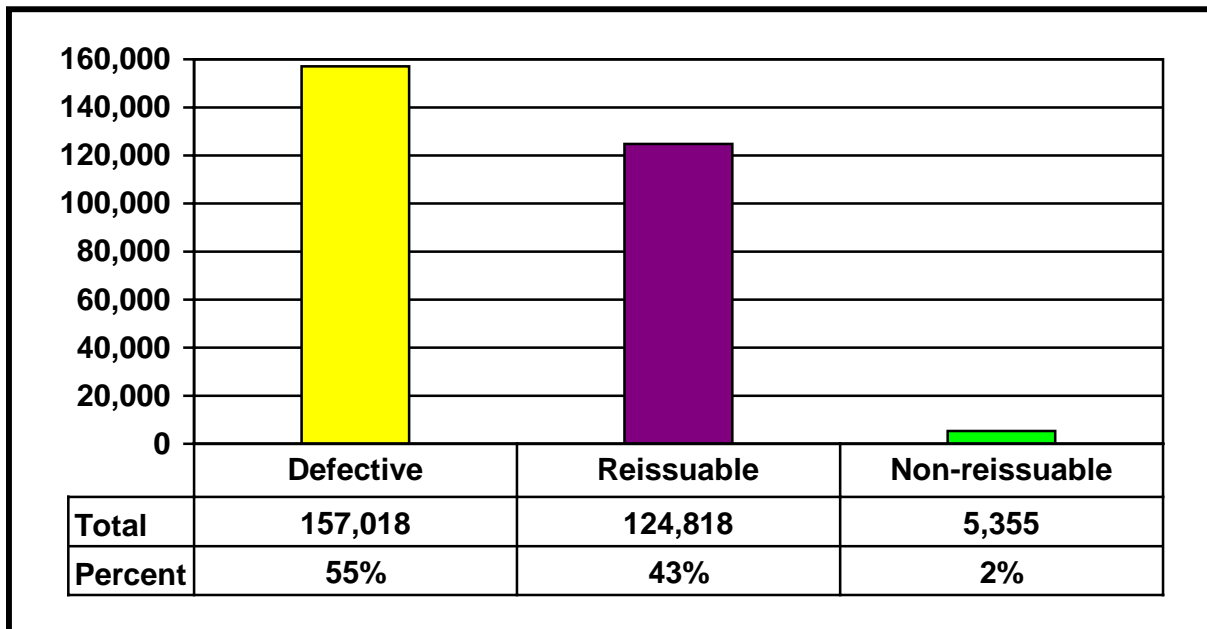
**Tags Issued - 682,467 Total \***



\* The above numbers represent tags issued by ACS State and Local Solutions, Inc., only.

The total number of **active** tags associated with NJ accounts is **2,342,144**.

**Tags Returned - 287,191 Total**



# Customer Service Overview

**March 25, 2003 - May 31, 2004**

**Call Volume: 4,038,400**

2,473,624	CSR Calls
1,524,190	VRS Calls
40,586	Abandoned Calls

**NJ E-ZPass Web Site Hits: 7,819,370**

3,999,283	1/1/2004-5/31/2004
3,820,087	3/25/2003-12/31/2003

**Incoming Correspondence: 1,144,432**

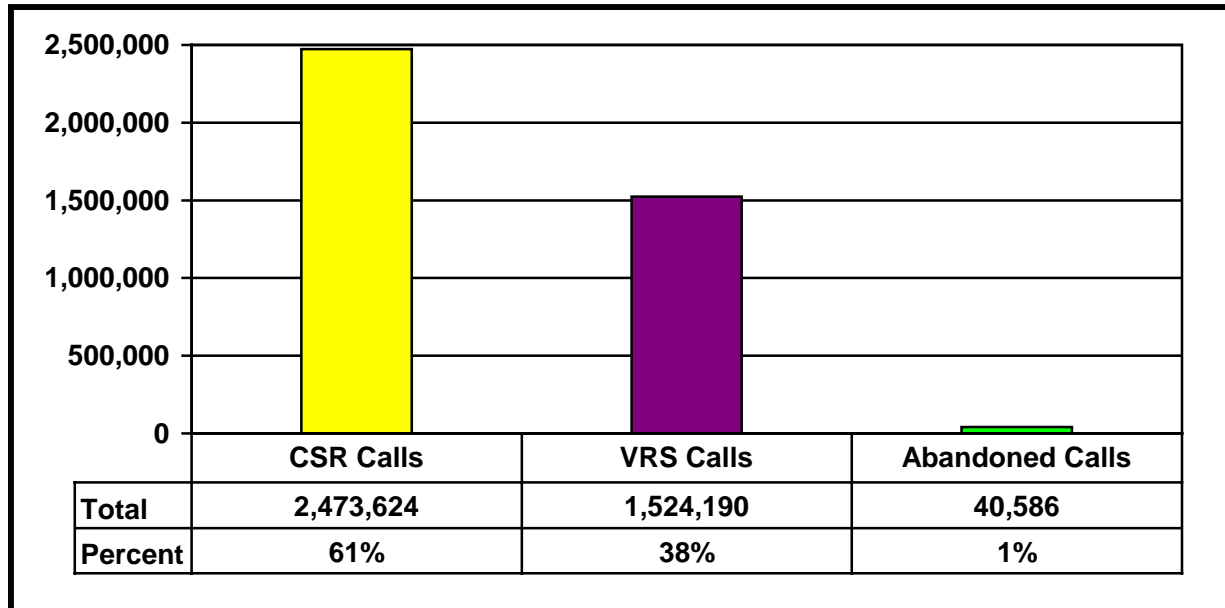
570,474	GSP Toll Evasion
465,488	TPK Toll Evasion
50,908	TPK RCLA
33,098	GSP RCLA
22,968	SJTA Toll Evasion
1,496	SJTA RCLA

**Correspondence Processed: 1,133,089**

428,015	GSP General
341,411	TPK General
258,732	ALL XFile
48,524	TPK RCLA Trf/Resp
31,921	GSP RCLA Trf/Resp
18,291	SJTA General
3,262	TPK RCLA Rejects
1,902	SJTA RCLA Trf/Resp
1,030	GSP RCLA Rejects
1	SJTA RCLA Rejects

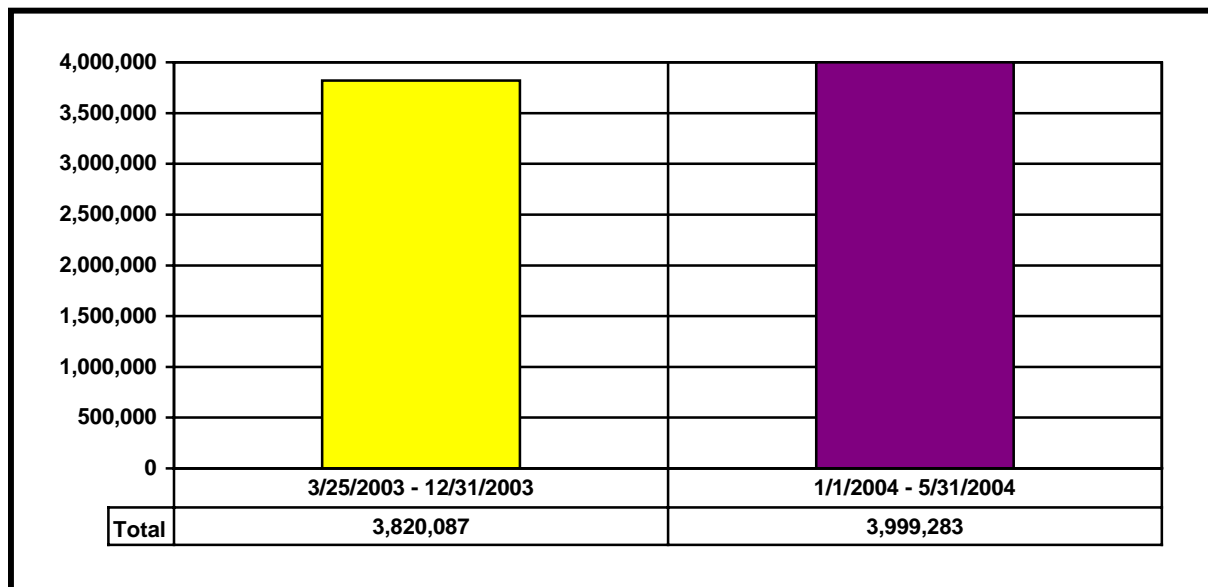
Note: The above numbers are provided in descending order for ease of reviewing this overview.  
The graphs on the following pages may differ in order only due to reporting consistency.

### Call Volume - 4,038,400 Total



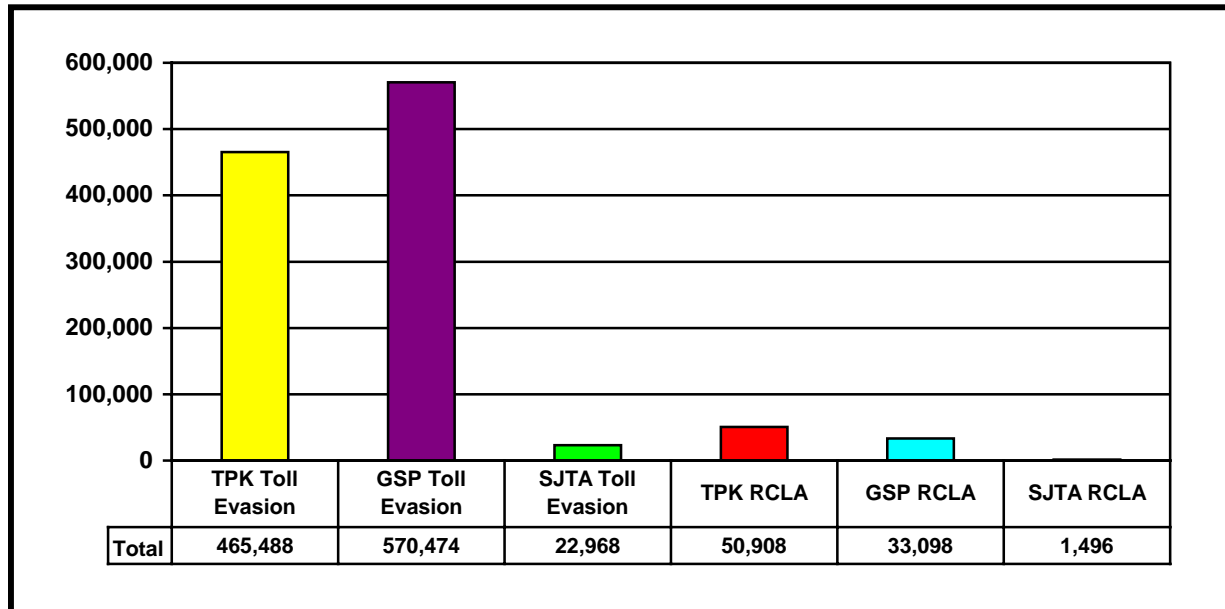
The average Customer Service Representative "speed to answer" a call was 0:0:10 (10 seconds).

### NJ E-ZPass Web Site Hits - 7,819,370 Total



ACS has completed the installation of upgraded Web Trend Reporting software. This software uses an Internet Protocol (IP) address, in addition to the User Agent, to determine the identify of the visitor. This results in higher, more accurate visitor counts.

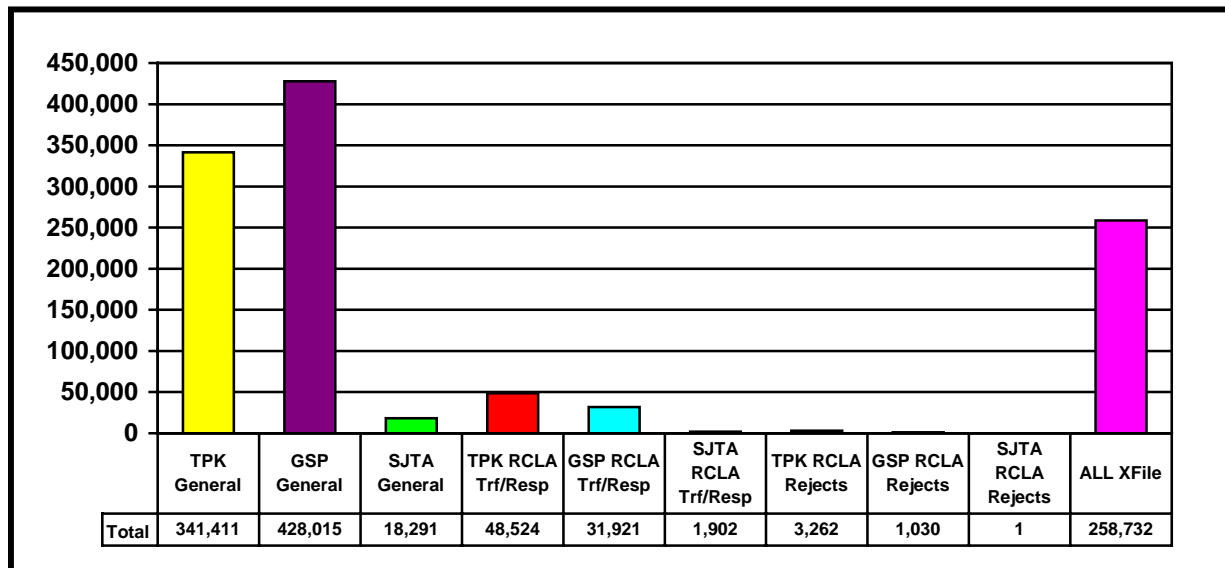
## Incoming Correspondence - 1,144,432 Total



The above incoming correspondence numbers may differ from the number of correspondence processed on the below graph due to violations from the previous month continuing to be processed during the current month.

RCLA is a Rental Car Leasing Agreement, meaning a "transfer of responsibility" occurs between a vehicle rental company and the individual who rents/leases a vehicle. These violations are not necessarily the responsibility of the vehicle rental company; the individual who rented/leased the vehicle is the responsible party.

## Correspondence Processed - 1,133,089 Total



The incoming correspondence numbers on the top graph may differ from the number of correspondence processed due to violations from the previous month continuing to be processed during the current month.

# Violations Processing Overview

**March 25, 2003 - May 31, 2004**

**Violation Images Batched/Received: 17,759,274**

12,374,816	GSP Toll Evasion
4,899,684	TPK Toll Evasion
484,774	SJTA Toll Evasion

**Violation Images Reviewed: 16,277,110**

11,358,914	GSP Toll Evasion
4,510,805	TPK Toll Evasion
407,391	SJTA Toll Evasion

**Violation Notices Mailed: 3,084,296**

1,598,001	TPK Toll Evasion
1,436,448	GSP Toll Evasion
49,847	SJTA Toll Evasion

**Determination Letters Mailed: 1,102,156**

588,697	GSP Toll Evasion	(471,930 Accepted; 116,767 Rejected)
490,897	TPK Toll Evasion	(393,982 Accepted; 96,915 Rejected)
22,562	SJTA Toll Evasion	(18,551 Accepted; 4,011 Rejected)

**Number of Violation Payments: 448,028**

445,361	Lockbox
2,667	Walk-In

**Violation Payment Amounts: \$6,053,765.32**

\$5,309,875.97	Admin Fees
\$700,420.28	Tolls
\$43,469.07	Overpayments

*Note: The above numbers are provided in descending order for ease of reviewing this overview.*

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# Glossary of Terms & Definitions

**ADMIN FEES** - \$25 administrative fee assessed to *E-ZPass* toll violators.

**CSR** - Customer Service Representative

**DETERMINATION LETTERS** - Letters that are sent to customers once their violation dispute has been processed to inform them of the status of the dispute. If the dispute was accepted, it is reported as *Accept*; if the dispute was rejected, it is reported as *Reject*.

**GSP** - Garden State Parkway

**ITOLL** - Image Toll. These transactions are converted to a customer transaction after an image review.

**LOCKBOX** - Violation payments that have been mailed-in.

**NJTA** - New Jersey Turnpike Authority

**RCLA** - Rental Car Leasing Agreement

**RCLA REJECTS** - Rental Car Leasing Agreement Rejects. These are violation disputes that have been rejected due to invalid information.

**RCLA TRF/RESP** - Rental Car Leasing Agreement Transfer of Responsibility. These violation disputes were successfully transferred to the individual who was responsible for the violation.

**SJTA** - South Jersey Transportation Authority

**TOLL EVASION** - Includes the following:

**A** - Transferring of responsibility due to a sold or stolen vehicle.

**B** - Violation disputes due to certain circumstances, such as malfunctioning of the lane that had caused an Inadvertent Toll Violation.

**C** - Violation disputes from customers whose tag may not have worked or their license plate was not on the account, causing a toll violation.

**XFile** - Violation disputes for which contact information (customer account) cannot be identified on the dispute.

**Business** - Violation disputes from business accounts.

**NJ Transit** - Violation disputes from New Jersey Transit accounts.

**TPK** - New Jersey Turnpike

**VRS** - Voice Response System

**VTOLL** - Violations Toll. These transactions are converted to a customer violation before an image review (i.e., following a tag status lookup).