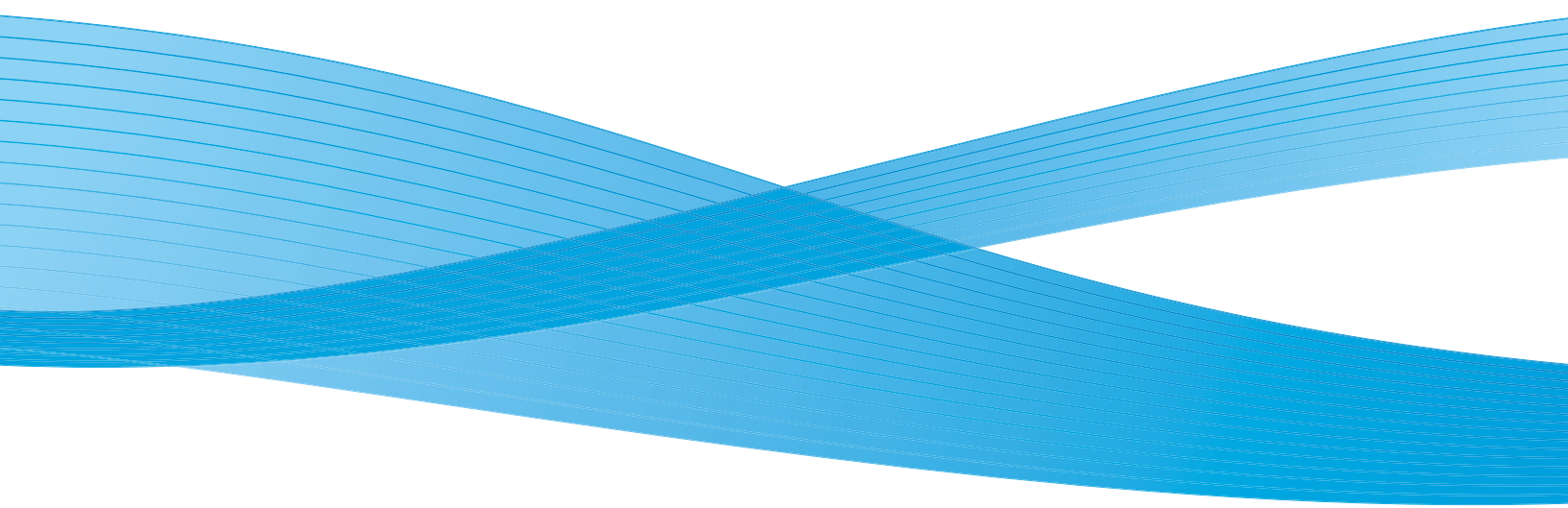


# Frustrated drivers' wait time was taking a toll. We got them up to speed.

We turned around the ailing program, helping millions of drivers avoid delays on the way to their destinations.



# Exasperated with a failing toll-taking system, New Jersey asked us to reduce driver wait time. We practically eliminated it.

## The Challenge

In 2002, New Jersey's new E-ZPass® program was in big trouble. The project was not only losing money, but its constant problems were frustrating for drivers, who were losing confidence in the system. Drivers experienced 45-minute waits at toll booths. And more than a quarter-million incorrect violation notices went out each month, overloading customer service phone lines.

The program had been expected to pay for itself through increased toll revenue; instead, inefficiencies created a budget shortfall of over \$450 million. New Jersey cancelled the contract with its provider and hired us.

## The Solution

Accountability was key. We established performance standards and service level agreements, and conducted a lane remediation program to ensure a common understanding of what needed fixing. We customized and improved the existing successful toll collection system. As soon as performance improved, drivers became more comfortable, rejoining the E-ZPass program in record numbers.

To improve customer service, we added regional customer service centers, expanding customer service hours to evenings and weekends. We also added extensive functionality to the E-ZPass website to further improve customer perception of the program.

With the basic fixes made, we continued to enhance the program. On the State turnpike, 122 miles of road were converted to open road tolling – E-ZPass Express, which allows drivers to pay tolls at highway speeds instead of coming to a stop at a toll booth. On the Garden State Parkway, every other toll plaza was removed, with the remaining plazas converted to one-way facilities with dedicated lanes to keep E-ZPass drivers on the go.

## The Results

The number of vehicles safely passing through toll lanes each hour has doubled. Keeping vehicles moving is not only better for drivers, it's also better for the environment; fewer idling cars means reduced pollution.

Since we began operations in New Jersey, the number of E-ZPass accounts has increased from 863,000 to 1.8 million. The number of toll tags has more than doubled from 1.57 million to 3.6 million. E-ZPass has become the payment of choice for more than two-thirds of turnpike and parkway drivers. The program has not only turned around, but is moving in the right direction, faster than ever before.

**“ACS understands the government marketplace. They understand the dynamics and sensitivities of public service, and they work exceptionally well in our environment. We have a great working relationship.”**

Michael Lapolla,  
Executive Director,  
New Jersey Turnpike Authority



**Sector:** Local Government

**Solution:** Electronic Toll Collection

**Client:** New Jersey Turnpike Authority

**Challenge:** Improve ailing E-ZPass operation; reduce wait times at tolls

**Results:** Efficient toll operations, including open road tolling; fewer delays for drivers

You can learn more about us at [www.acs-inc.com](http://www.acs-inc.com).

## The Bottom Line

New Jersey's E-ZPass program was losing money, and losing the confidence of frustrated drivers, who were enduring 45-minute wait times. We turned around

the ailing program, handling 512 million toll transactions in a single year – and helping millions of drivers avoid delays on the way to their destinations.