



# Washington State Department of Transportation Toll Division

Proviso Report - Fiscal Year 2020, Quarter 1

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**Ed Barry**, Director of Toll Division  
**Roger Millar**, Secretary of Transportation

***Good To Go!***<sup>™</sup>



# 1. Civil Penalty Process for Toll Violations

## **Summary:**

This report is for the period July 1 through September 30, 2019 and addresses requirements in Section 209 (4) of ESHB 1160 regarding WSDOT's Toll Civil Penalty Process.

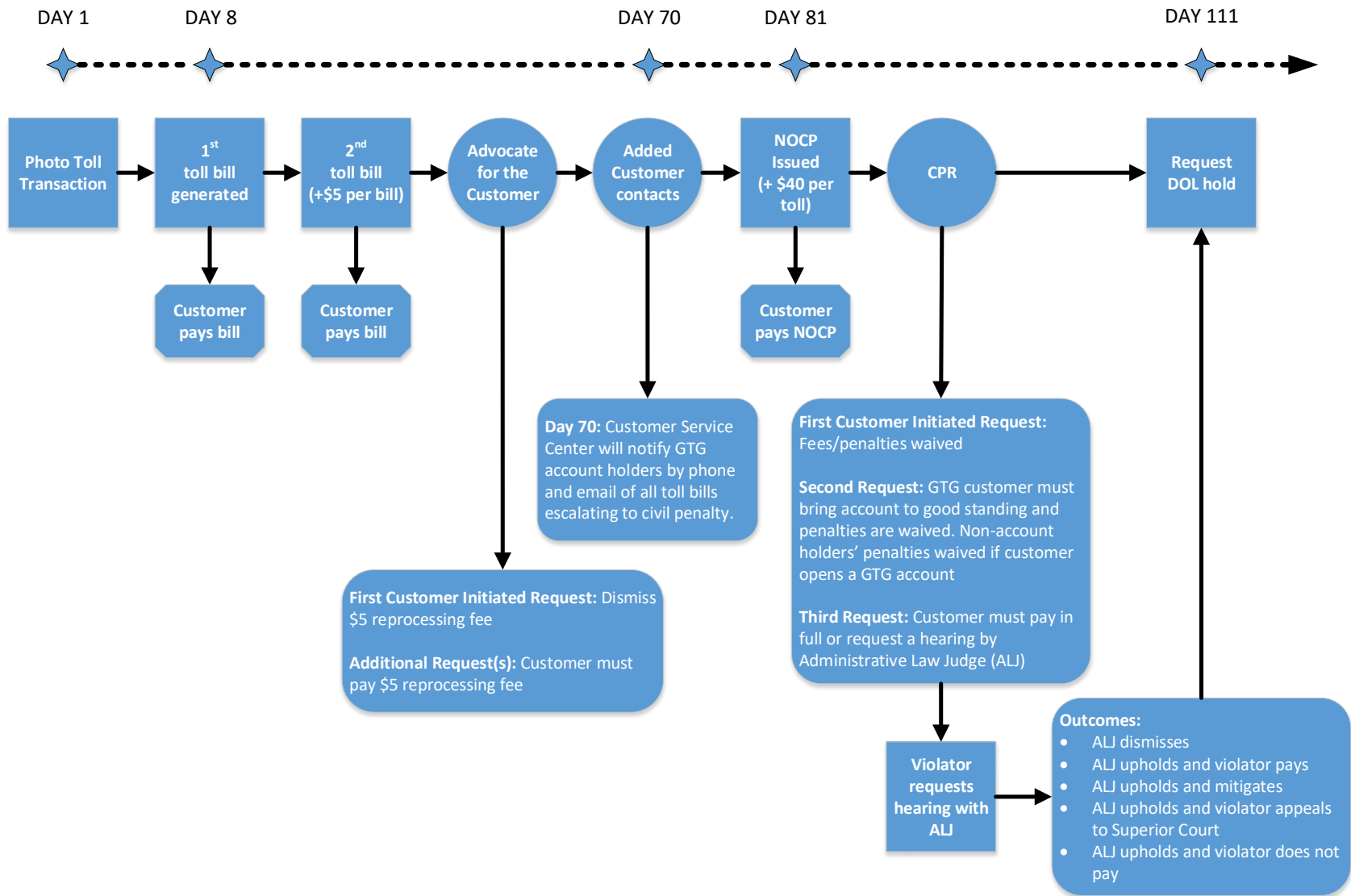
## During the First Quarter (Q1) of Fiscal Year (FY) 2020:

- Due to a device failure by our vendor we are unable to provide a full report at this time as the data needed is not currently accessible. We will be able to provide a full report during FY 2020 (Q2).
- Overall civil penalty revenue is down from \$2,295,161 (FY 2019 Q4) to \$1,845,740 (FY 2020 Q1). There are a number of factors for the decrease which include write offs of doubtful accounts and a vendor data entry error that will show corrected in FY 2020 (Q2).

Beginning in Q4 FY 2018, WSDOT expanded the scope of the Customer's Program for Resolution (CPR) allowing for customer service representatives to mitigate transactions in lieu of a hearing. This process has reduced the overall number of cases heard by Administrative Law Judges as well as work load costs. This has also caused a slight decrease in the amount of civil penalty tolls and fees collected.

**Figure 1** shows the current Notice of City Penalty (NOCP) process diagram and how the CPR is integrated with the original process. The graphic shows multiple points where the customer is given the opportunity to pay/resolve overdue toll issues along the way.

**Table 1** shows the NOCP data for this quarterly report and the accumulated year-to-date for FY 2020 (Q1). Each line item is numbered and corresponds to the entries of the Item Details list.



### Toll Transaction to NOCP Process

Figure 1: NOCP Process

**NOCP Quarterly Report**

	FY 2020 Q1				SR 16 Tacoma Narrows Bridge				I 405 Express Toll Lanes				SR 520 Bridge				FY20 Year To Date			
	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	TNB	I-405	SR 520	Combined				
1	Number of unpaid toll transactions assessed a civil penalty	**				**				**				0	0	0	0			
2	Customers with Good To Go! accounts who were assessed a civil penalty	4,389				4,041				7,029				4,389	4,041	7,029	15,458			
3	Number of transactions associated with the Good To Go! accounts (above)	32,772				30,175				52,488				32,772	30,175	52,488	115,435			
<b>Administrative Hearing Requests</b>																				
4	Number of civil penalty transactions paid upon receipt of the NOCP	**				**				**				0	0	0	0			
5	Number of written administrative hearings requested	0				1				0				0	1	0	1			
6	Number of civil penalty transactions related to written hearings	**				**				**				0	0	0	0			
7	Number of in-person administrative hearings requested	7				8				24				7	8	24	39			
8	Number of civil penalty transactions related to in-person hearing requests	**				**				**				0	0	0	0			
9	Number of civil penalty transactions which did not receive a response	**				**				**				0	0	0	0			
10	<i>Total number of administrative hearings requested</i>	7				9				24				7	9	24	40			
11	<i>Total number of civil penalty transactions related to requested administrative hearings</i>	**				**				**				0	0	0	0			
<b>Customer Service Reform Results (CPR and Mitigation)</b>																				
12	Number of customer contacts related to customer relief programs	23,220				21,379				37,189				23,220	21,379	37,189	81,788			
13	Number of civil penalty transactions w/civil penalty & fees waived	**				**				**				0	0	0	0			
14	Dollar value of civil penalty & fees waived	**				**				**				\$0	\$0	\$0	\$0			
<b>NOCP Revenue, Cash Collected and Debt Collection Costs</b>																				
15	Civil penalty revenue recognized (financial statements)	\$666,888				(\$417,529)				\$1,596,380				\$666,888	-\$417,529	\$1,596,380	\$1,845,740			
16	Cash collected related to civil penalty tolls	**				**				**				\$0	\$0	\$0	\$0			
17	Cash collected related to \$40 civil penalty & fees	**				**				**				\$0	\$0	\$0	\$0			
18	<i>Total cash received related to debt collection activities</i>	**				**				**				\$0	\$0	\$0	\$0			
19	Workload costs related to debt collection activities	**				**				**				\$0	\$0	\$0	\$0			
20	<i>Net cash received related to debt collection activities (Quarterly)</i>	**				**				**				\$0	\$0	\$0	\$0			

**Footnote:** Toll Operations Customer Service Center experienced an IT device failure impacting the data reporting server late summer. The device has been recently replaced and the data from the back-up center was repopulated. Operations ongoing effort to bring data reporting services back online limits continues. Therefore, the total 2020 Year To Date (YTD) lacks the Q1 Administrative Requests data for items (1,4,6,8,9,11,13,14,16,17 & 18) at this time but expects to report during FY20 Q2.

### **NOCP Quarterly Data Item Details (for Table 1)**

- 1) The count of unpaid toll transactions assessed a civil penalty during the reporting period.
- 2) Number of customer accounts that were assessed a civil penalty after being notified of a pending civil penalty assessment within the next 10 days.
- 3) Count of civil penalty transactions related to customer accounts in Item 2 above.
- 4) Count of civil penalty transactions where the customer paid within the period to request an administrative hearing (20 days from mailing date of NOCP summary).
- 5) Number of administrative hearings requested in writing instead of appearing in person.
- 6) Count of civil penalty transactions associated with written hearing requests.
- 7) Number of administrative hearings requested in person as opposed to a hearing through written correspondence.
- 8) Count of civil penalty transactions associated with in-person hearing requests.
- 9) Count of civil penalty transactions with no response during period to request an administrative hearing (20 days from mailing of NOCP summary).
- 10) Number of administrative hearings (both in person and in writing) during the reporting period.
- 11) Count of civil penalty transactions associated with administrative hearing requests during the reporting period.
- 12) Count of customer contacts related to the customer relief programs. This includes both the Customer Program for Resolution (CPR) and the civil penalty mitigation program (components of SSB 5481 – Customer Service Reform)
- 13) Count of civil penalty transaction for which the civil penalty and other associated fees were waived.
- 14) The dollar value of the civil penalties and fees which were waived (Item 13).
- 15) The civil penalty revenue that is reported on the AFS Quarterly Financial Statements.
- 16) The dollar value of the tolls portion of the civil penalty transactions which were collected during the reporting period. The amount may include cash recognized as revenue in previous quarters.
- 17) The dollar value of the civil penalties and fees portion of the civil penalty transactions which were collected during the reporting period. The amount may include cash recognized as revenue in previous quarters.
- 18) Sum of tolls, civil penalties and fees collected related to civil penalty transactions which were collected during the reporting period (sum of note 17 and note 18). The amount may include cash recognized as revenue in previous quarters.
- 19) Expenditures related to debt collection activities for the reporting period. Expenditures include; WSDOT staff, consultant support, credit card fees, NOCP summary postage and mailing costs, and administrative hearing costs such as OAH (hearing officers) and courtroom security (security officers).
- 20) Net cash is the difference between the total amount of tolls, civil penalties and fees (note 18) and civil penalty expenditures (note 19)

## 2. Customer Service Center Procurement

This report is for the period July 1, 2019 through September 30, 2019 and addresses requirements in Section 209 (6) of ESHB 1160 regarding the completion of the procurement and implementation process for the toll back office system and customer service vendors. This report addresses the overall progress toward procuring a new tolling customer service center, the new Back Office System (BOS) implementation and the department's effort to mitigate risk to the State.

### Overall Progress

Continuing the work to date, the Toll Division performed the following work in FY 2020 Q1:

Overall, the BOS vendor continues to make positive progress, but at a much slower than planned pace in both finalizing development and testing velocity.

BOS Implementation Project Activity: During FY 2020 Q1, WSDOT continued work as follows:

- Continued Milestone 3 final design progress
  - Primary focus on identification of remaining punch list development efforts.
  - Test procedures are complete.
- Continued progress on remaining concurrent Milestones
  - Milestone 4 – Procurement and Installation of all hardware/network infrastructure complete.
  - Milestone 5 – Testing/Migration
    - Factory Acceptance Testing - Substantially complete, awaiting exit report
    - Integration & Commissioning Testing - Substantially complete, awaiting exit report
    - FAT/ICT Defect resolution continues
    - Preparation for User Acceptance Testing sequences
    - Data Migration mapping and analysis continues
    - Full Data Migration Test #2 completed
    - Ongoing coordination between new and legacy vendors to facilitate data migration
  - Milestone 6 – Training
    - Review of all training manual components in progress
    - Preview training environment provided to Operations staff for exploration
    - Preparing for operations training
- Continued internal and external BOS project lead and status meetings, expanding to weekly meetings with vendor and WSDOT executive teams.
- Continued Monthly Risk Assessment and Program Budget meetings.
- Continued stakeholder engagement with OFM, Legislative Staff, Office of Chief Information Officer (OCIO), Joint Transportation Committee (JTC), Washington State Transportation Commission (WSTC), Department of Licensing (DOL), Toll Steering Committee, and Toll Executive Committees.
- Continued OFM and OCIO monthly project meetings. OCIO representatives participate in monthly Toll Steering Committee meetings along with Independent Verification & Validation (IV&V) and Quality Assurance (QA) staff.
- IT pool Technology Budget 2019 certification process complete



- Security Design Review (SDR) Complete
- Transition planning underway with coordination between the BOS vendor, CSC operations vendor, legacy vendor and WSDOT.

#### Operations Project:

- Updated project plan and schedule based on new system go-live date.
- Hired the Gig Harbor walk-in center staff and opened the new Gig Harbor facility after the lease expired at the old Gig Harbor location and the landlord would not renew it. AECOM is operating this as a self-service location with phones for customers to contact the call center and computers to manage their accounts online. AECOM staff are available to answer questions and accept cash payments in person.
- Started work on other operational activities included incentive pass fulfillment and adjudication evidence package review. In-person hearings were transitioned to tele-hearings.
- Adjusted ramp-up plan for updated Go-Live timing.
- WSDOT continues to review and approve various planning and operations documentation provided by the new CSC operations vendor.
- WSDOT and the new CSC operations vendor continue to help review BOS test procedures, training materials and other implementation documentation.

## **Implementation Plan and Process**

In August 2019, after observing ETAN's progress toward the targeted September Go-Live date, WSDOT continued to lose confidence in ETAN's ability to accurately predict when the system would meet the standards of readiness required for Go-Live. WSDOT determined that a more realistic date for a successful Go-Live was early 2020. As a result, WSDOT began SR 99 tolling using the legacy vendor on November 9, 2019. WSDOT is evaluating the impacts to Go-Live for the new system to early 2020 to allow for shakeout of the SR 99 facility and properly sequence the remaining work with ETAN. More detailed information on this will be reported next quarter.

The project team continues to meet internally on a weekly basis to plan and execute the remaining work in upcoming milestones while providing review of critical path, final design vendor deliverables, and testing artifacts and data migration related activities. Workshops are held routinely to discuss and resolve deliverable comments, or to identify training needs and transition elements affecting staff and vendors. The implementation contract is divided into two phases:

- **Phase 1** includes replacement of existing core functionality as well as new customer account and payment options and a more modern and user friendly website.
- **Phase 2** includes agency interoperability, data warehouse, collections functionality and increased trip building capability, which are functions delivered outside of the current core functionality.

## **Mitigation Measures**

The Toll Division has taken steps to mitigate risk to the department and the State. The contract with ETCC, our existing legacy BOS and CSC vendor, has been extended with optional monthly extensions through early 2020, which will provide stability and flexibility as the department continues to work with the new vendors to



implement the BOS and CSC operations. WSDOT continues to closely monitor the current vendor performance from both BOS and CSC operations perspectives. With the new BOS vendor implementation underway, WSDOT has contracted with the legacy vendor to deliver SR 99 while at the same time support BOS data migration and operations transition support. Mitigation has also included project schedule adjustments to accelerate critical path sequences.

## Next Steps

In FY 2020 Q2, WSDOT will continue to perform work in three primary areas: (1) CSC Operations Project Implementation: (2) Migration and transition support from our legacy vendor, and (3) BOS Project Implementation, as described below.

1. CSC Operations Project Implementation: Parallel with the BOS implementation, this project selects the new call center and WIC facilities, including buildout, staffing, training, CSC operations, and management. Tasks include:
  - Update project plan and schedule based on new system go-live date.
  - Complete punch list and achieve operations readiness for all new customer center facilities.
  - Continue coordination between CSC operations vendor and legacy vendor as needed to address staffing needs or current operations activities.
  - Continue operational activities including staffing the Gig Harbor customer center, fulfilling incentive passes and reviewing evidence packages for tele hearings.
  - Continue to support BOS test planning and testing.
  - Continue to support BOS Train the Trainer planning and begin training the troops.
2. Support from Legacy Vendor: Continue working with ETCC as they provide support for the operations transition and data migration activities through go-live.
3. BOS Project Implementation:
  - Continue to complete portions of concurrent milestones. Milestone 3: Final Design, Milestone 5: Installation & Testing, and Milestone 6: Training Remaining Phase 1 milestones will be ongoing until go-live
  - Review and approval of key BOS documentation.
    - Resolve all critical and high priority Factory Acceptance Test and Integration and Commissioning Test Defects
    - Initiate User Acceptance Testing (WSDOT Witnessed) while managing the resulting defects.
    - Complete Training Materials and Manuals
    - Complete Security, Performance and Accessibility testing against the overall system and website.
    - Complete FAT and ICT system test evidence reviews
    - Continue defect management and triage
    - Complete planning efforts Pilot Mode Operations Test
    - Continue active mitigation and decision progression through vendor development and testing sequences
    - Continue data migration planning analysis and mapping from additional data extractions and migrations
    - Continue cross-vendor management, stakeholder engagement and communication outreach





### 3. Consultant Reporting

#### Legislative Request

As required by Section 209 (4) of ESHB 1160, the following is the report to the Governor and the Transportation Committees of the Legislature on the use of consultants in the toll operations budgets for FY 2020 and FY 2021. The report includes the name of all consultants, the scope of work, the type of contract, timeliness, and deliverables and any new task orders and extensions added to the consulting contracts during the quarter reported.

#### Terms Defined

For the purpose of this report the requested items were interpreted to mean the following:

**Consultant:** a contractor providing personal services to the Toll Division of WSDOT.

**Scope of work:** a general description of the contracted services.

**Type of contract:** contract categorization according to the Washington State Department of Enterprise Services (DES).

**Timeliness:** the status of task activity during the biennium.

**Deliverables:** a list of work products delivered during the biennium.

#### Summary Report, Expenditures

The Toll Division’s 2019-21 Biennium Program B Budget is \$118,402,000. The following is a summary of the Toll Division’s consultant contracts and associated Program B expenditures through the first quarter of FY 2020 (first quarter of the biennium):

Consultant Name	Contract Number	Title	Current Task Authorization Value	Total Invoiced Through FY 2020 Q1 (2019-2021)	Cumulative Invoiced
Anthro-Tech Inc.	K001036	BOS Web Development Interface Support	\$190,000	\$1,421	\$171,360
CliftonLarsonAllen LLP	K001170	SR 520 Tolling System Financial Statements Audit	\$252,000	\$0	\$64,500
Fagan Consulting LLC	OY12212	Tolling Expert Review Panel	\$148,000	\$485	\$21,949

Consultant Name	Contract Number	Title	Current Task Authorization Value	Total Invoiced Through FY 2020 Q1 (2019-2021)	Cumulative Invoiced
Jacobs Engineering Group Inc.	11038CZ	CSC System Design, Development, Implementation, and Management Support	\$4,152,992	\$362,709	\$3,397,384
	11038DL	Toll Systems Operation Support	\$771,305	\$19,883	\$19,883
	11038DM	Tolling Data & Reporting Support	\$674,532	\$652	\$652
	11038DN	6-C Interoperability Support	\$354,963	\$28,057	\$28,057
	11038DR	Toll Division GTC Financial Operations Support	\$42,548	\$0	\$0
	11038DT	Toll Division Program Management Support	\$334,738	\$40,031	\$40,031
	11038DU	Toll Division Customer Service Operations Support	\$498,842	\$44,674	\$44,674
Public Consulting Group Inc. ("PCG")	K0001080	IT Professional Services for Toll Division Customer Service Center ("CSC") and Back office System ("BOS") Independent Verification and Validation ("IV&V")	\$1,429,618	\$93,878	\$1,094,981
	K001118	IT Professional Services for Toll Division Customer Service Center ("CSC") and Back office System ("BOS") Quality Assurance ("QA")	\$757,300	\$64,680	\$590,865
Stantec Consulting Services Inc.	11392AO	Tacoma Narrows Bridge Traffic & Revenue Study	\$103,191	\$0	\$0
	11392AQ	SR520 Traffic & Revenue Study	\$544,985	\$92,615	\$92,615
	11392AR	I-405 and SR 167 Traffic & Revenue Study	\$168,347	\$4,200	\$4,200
WSP USA Inc.	0Y12188	Toll Financial Support	\$1,750,000	\$52,594	\$230,968



## Consultant Detail

### Anthro-Tech, Inc.

**Contract Type:** Personal Service Contract

**Scope Summary:** To support the Back Office System (BOS) online Customer Service Center (CSC).

**Timelines:** 1/16/2018 through 12/31/2019

**Deliverables:** Usability assessment design support and web accessibility review.

Contract Number	Title	Work Orders	Current Task Authorization Value
K001036	BOS Web Development Interface Support	TF0041, TF0042, TF0043, TF0044, TF0045	\$190,000

### CliftonLarsonAllen, LLP

**Contract Type:** Personal Service Contract

**Scope Summary:** Conduct an independent audit of the SR 520 Tolling System Financial Statements (Washington State System of Eligible Toll Facilities). The audit must be performed with sufficient audit work necessary to express an opinion on the fair presentation of the SR520 Tolling System Financial Statements under Generally Accepted Auditing Standards (GAAS) as established by the Auditing Standards Board of the American Institute of Certified Public Accountants (AICPA).

**Timelines:** 4/15/2018 through 4/14/2020

**Deliverables:** Conduct an entrance meeting with WSDOT, identify critical audit areas and significant provisions of laws and regulations, perform a preliminary overall risk assessment, establish a protocol and timetable for the fieldwork phase of the audit, test controls over certain key cycles, and provide WSDOT with status reports during the course of the audit fieldwork. As in all phases of the audit, the CONTRACTOR will be in communication with WSDOT to determine that all identified issues are resolved in a timely manner. The CONTRACTOR will also hold a final exit conference with WSDOT to summarize the results of the fieldwork and review significant findings. The CONTRACTOR will provide an Independent Auditors' Report and Management Letter, and also make a formal presentation of the results of the audit to those charged with governance of the WSDOT, if requested.

Contract Number	Title	Work Orders	Current Task Authorization Value
K001170	SR 520 Tolling System Financial Statements Audit	TF0009	\$252,000

### Fagan Consulting, LLC

**Contract Type:** Personal Service Contract

**Scope Summary:** FAGAN CONSULTING (CONSULTANT) has been directed by the DIRECTOR OF TOLLING to convene an Expert Review Panel (ERP) to assist WSDOT (STATE) by providing independent industry review, advice and feedback as requested on any toll business practice, with a near term focus on implementing new back office and customer service vendor contracts at the end of the current vendor's contract term. To the



extent possible it is desired to maintain continuity with the previous Toll Division Expert Review Panel to take maximum advantage of knowledge and history gained through experience with the WSDOT toll program.

**Timelines:** 9/4/2018 through 6/30/2022

**Deliverables:** Provide agendas, meeting notes, evaluation and options memos, document review memos, and monthly progress reports.

Contract Number	Title	Work Orders	Current Task Authorization Value
0Y12212	Tolling Expert Review Panel	TF0008	\$148,000

## Jacobs Engineering Group, Inc.

**Contract Type:** Personal Service Contract

**Scope Summary:** A broad spectrum of management and technical services via an integrated toll management team, including a co-located staff, as well as offsite services as needed.

**Timelines:** 7/6/2010 through 6/30/2021

**Deliverables:** Primary focus is to provide core resource staff for technical, policy, and operations support to the Toll Division. Deliverables as requested by the State.

Contract Number	Title	Work Orders	Current Task Authorization Value
11038CZ	CSC System Design, Development, Implementation, and Management Support	TF0041, TF0042, TF0043, TF0044, TF0045	\$4,152,992
11038DL	Toll Systems Operation Support	TF0006, TF0007, TF0009, TF0014	\$771,305
11038DM	Tolling Data & Reporting Support	TF0006, TF0007, TF0009, TF0014	\$674,532
11038DN	6-C Interoperability Support	TF0006, TF0007, TF0009, TF0014	\$354,963
11038DR	Toll Division GTC Financial Operations Support	TF0006, TF0007, TF0009, TF0014	\$42,548
11038DT	Toll Division Program Management Support	TF0006, TF0007, TF0009, TF0014	\$334,738
11038DU	Toll Division Customer Service Operations Support	TF0006, TF0007, TF0009, TF0014	\$498,842

## Contract Y11038-CZ

**Scope Summary:** Provide project management support subject matter expertise, staff augmentation and consulting support to assist WSDOT in managing the BOS Vendor's delivery of the implementation of the new CSC BOS solution.

**Timelines:** 7/1/2017 through 3/31/2020

**Deliverables:** Task management, coordination, project administration, WA state Office of Chief Information Officer (OCIO) and Office of Financial Management (OFM) coordination, OFM/OCIO documentation, OFM/OCIO coordination, expert review panel coordination, customer services center back office system (BOS) implementation support and vendor oversight, state project manager support, subject matter system



development and implementation oversight, pre-initiation support, preliminary and final design support, data migration and transition support & oversight, procurement support, installation and testing support, training support, production cut-over and Phase I acceptance support, Phase I and final system acceptance, state testing support, BOS/CSC operator coordination.

### **Contract Y11038-DL**

**Scope Summary:** The CONSULTANT will provide on-going toll program management and operations support that includes a range of tasks for day-to-day management for the new Back Office System (BOS) Operations. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team. This scope of work is related to BOS functionality, which has been accepted by the STATE and is in operations or is part of STATE-approved BOS enhancements.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Emerging Issues tracker, Business Analysis Report, review and comments on functional requirement and design documentation related to planned BOS enhancements, change order support, comments on failover and disaster recovery test, comments on vendor submittals and vendor submittal approval letters.

### **Contract Y11038-DM**

**Scope Summary:** Provide ongoing support and expertise related to data analysis and report development of the various tolling systems (including the new back office systems).

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Toll Business Report, RITE System Routine Report, Risk Register with Mitigation Strategies and other ad-hoc reports as needed; data quality issues, root cause analysis review and lean documentation, data quality activity summary; operating dashboard, white paper on transition to the cloud; review and comments on BOS vendor Data Dictionary, data model and data flow diagram, monthly and quarterly routine reports, and other ad-hoc reports and data queries during Phase 1 and Phase 2; data warehouse documentation reviews, data warehouse operations and maintenance plans reviews and comments, data warehouse data migration and testing plans reviews and comments, comments on data migration test results, and Risk Register w/Mitigation Strategies.

### **Contract Y11038-DN**

**Scope Summary:** Work with the State to plan for regional and national interoperability. The CONSULTANT shall work with the STATE to adopt the 6C protocol nationwide.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Interoperability strategy options white paper, draft and final specifications for toll system changes, draft and final comments on design, development and testing documents, draft and final results of interoperability verification testing, comments on NIOP business rules and ICDs, draft and final documents for interoperability, interagency meeting agendas, notes and action items, draft and final comments on regulatory updates, user agreements and other legal requirements; Western Region meeting agendas, notes and action items, draft and final Transition Plan documents, draft updates to WRTO technical documentation, comment on Western Regional MOU and technical documents; 6C Coalition quarterly and ad-hoc technical meeting agendas, notes, and action items, participation in 6C meetings, draft and final comments on 6C development and testing documents, draft and final comments on CTOC 6C specification and testing documents; draft and final technical papers evaluating selected emerging technologies, technology meeting agendas, notes, and action items, draft and final Feasibility Analyses, Comments on transponder procurement documents and functionality evaluation.



### Contract Y11038-DR

**Scope Summary:** Provide a broad spectrum of management support for financial operations as part of the integrated toll management team.

**Timelines:** 10/15/2019 through 6/30/2021

**Deliverables:** Draft and final Toll Cost of Collection report, final Cost of Collection model, and Toll Cost of Collection Presentation file.

### Contract Y11038-DT

**Scope Summary:** Provides Program Management support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** General Toll Consultant weekly budget tracker, task order status tracking reports and up to (2) technical memorandums as requested.

### Contract Y11038-DU

**Scope Summary:** Provide a broad spectrum of management and operations support that includes a range of tasks for day-to-day management support for Customer Service Operations.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Technical memoranda and plans as required, draft and final training plan and materials; draft and final operational and monitoring tolls and reports training plan and materials.

## Public Consulting Group (“PCG”)

**Contract Type:** Personal Service Contract

**Scope Summary:** IT Professional Services for Toll Division Customer Service Center (“CSC”) and Back office System including Independent Verification and Validation (“IV&V”) and Quality Assurance (“QA”).

**Timelines:** 10/10/2016 through 12/31/2019

**Deliverables:** Review of BOS applicable vendor deliverables and WSDOT applicable Work Products; provide independent bi-weekly status reports.

Contract Number	Title	Work Orders	Current Task Authorization Value
K001080	IT Professional Services for Toll Division Customer Service Center (“CSC”) and Back office System (“BOS”) Independent Verification and Validation (“IV&V”)	TF0041, TF0042, TF0043, TF0044, TF0045	\$1,429,618
K001118	IT Professional Services for Toll Division Customer Service Center (“CSC”) and Back office System (“BOS”) Quality Assurance (“QA”)	TF0041, TF0042, TF0043, TF0044, TF0045	\$757,300



### Contract K1080

**Scope Summary:** Develop a detailed schedule of all IV&V activities based upon the WSDOT project schedule. PCG will perform a review of agreed upon project artifacts anticipating under the pre-implementation planning and procurement phase of the CSC BOS system integrator. Work collaboratively with the WSDOT project team to provide expert advice that will contribute to the overall success of the project. Provide independent bi-weekly status reports that are reflection of best practices, industry standards, and the knowledge and experience of the team.

**Timeliness:** 10/10/2016 through 12/31/2019

**Deliverables:** Monthly briefings, status reports, prepare and submit a work plan, assess and recommend improvements as needed to assure executive stakeholder support, verify Project Management Plan is being followed, review and evaluate ongoing project document artifacts, review and make recommendations on the procurement process, and review the technical proposal and work plan of apparent selected CSC BOS vendor in preparation for contract negotiations.

### Contract K1118

**Scope Summary:** Develop a detailed schedule of all QA activities based upon the WSDOT project schedule. PCG will perform a read for information (FYI) or review and provide input of agreed upon project artifacts anticipating under the pre-implementation planning phase of the CSC BOS vendor. Work collaboratively with the WSDOT project team to provide expert advice that will contribute to the overall success of the project. Provide independent bi-weekly status reports that are reflection of best practices, industry standards, and the knowledge and experience of the team.

**Timeliness:** 4/10/2017 through 12/31/2019

**Deliverables:** Participate in Project Management meetings, create the QA plan, review the investment plan, conduct QA reviews and create written report status of the project readiness assessment, address risk areas that can affect or delay the project, review project change requests, continuously update the Quality Records Library, and on-going/regular assessment of project plan, schedule, project status reporting, and execution of project management plan.

### Stantec Consulting Services, Inc.

**Contract Type:** Personal Service Contract

**Scope Summary:** Primary focus is to provide core resource staff for traffic and revenue forecasting and analytical support of the Toll Division.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Deliverables as requested by the state. Examples include traffic forecasting, impact analyses, revenue projections, and feasibility studies.

Contract Number	Title	Work Orders	Current Task Authorization Value
11392AO	Tacoma Narrows Bridge Traffic & Revenue Study	TF0007	\$103,191
11392AQ	SR520 Traffic & Revenue Study	TF0009	\$544,985
11392AR	I-405 and SR 167 Traffic & Revenue Study	TF0006, TF0014	\$168,347



### Contract Y11392-AO

**Scope Summary:** Provide periodic traffic and revenue forecast updates for the Tacoma Narrows Bridge (TNB) to support the state Transportation Revenue Forecast required under RCW 43.88.020 and the annual review of the TNB toll rate sufficiency for the Transportation Commission.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Annual traffic, gross toll revenue potential, and gross toll revenue adjusted tables by vehicle type by payment method through FY 2032 and monthly for the first 24 months; additional forecast that incorporates rate change decisions made by the Transportation Commission in spring 2021; answers to questions related to forecast model's assumption, methodologies, traffic and revenue patterns, and the forecast results; technical memorandum summarizing the above; periodic summary of the TNB and compare performance versus forecast; traffic and revenue forecasts for up to (6) additional toll rate alternatives during FY 2021.

### Contract Y11392-AQ

**Scope Summary:** Develop a traffic and gross revenue potential forecast to support ongoing SR 520 traffic and revenue study needs after the final SR 520 bond sale. Those needs include but are not limited to: annual traffic and revenue forecast updates; analyses to support toll rate setting processes or toll policy discussions; on-going performance tracking and reporting between actuals and forecast, and other traffic and revenue analysis requested by the STATE.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Outline, schedule, agenda and meeting notes; socio-economic assumptions tables for population, households, and employment; annual traffic and gross toll revenue potential tables by vehicle type by payment method through FY 2056 and monthly for the first 24 months; technical memorandum summarizing the assumptions and methodology for the annual traffic and revenue forecast; traffic and revenue Consultant Certificate; traffic and revenue forecasts for up to (4) additional toll rate alternatives for each fiscal year; documentation to address the root causes of the net revenue shortfalls, recommendations letter describing how to increase toll revenue in the following fiscal year to the level meeting the requirements under the SR 520 Master Bond Resolution; documentation for the monthly traffic and revenue tracking reports and periodic summaries of the Study and comparison of performance versus forecast.

### Contract Y11392-AR

**Scope Summary:** Provide annual Traffic & Revenue forecasts updates for the I-405 Express Toll Lanes (ETLs) and SR 167 Express Toll Lanes (ETLs) corridor to support the state Transportation Revenue Forecast required under RCW 43.88.020.

**Timelines:** 7/1/2019 through 6/30/2021

**Deliverables:** Outline, schedule, agenda and meeting notes; annual traffic and gross toll revenue potential tables by vehicle type by payment method through FY 2031 and monthly for the first 24 months; additional forecast to incorporate rate change decisions by Transportation Commission; descriptions of forecast assumptions and assumptions tables and forecast results for TRFC Assumption and Summary documents; technical memorandum summarizing the methodology for the traffic and revenue forecast that include answers to the forecast related questions; periodic summary of the I-405 ETLs and compare performance versus forecast, if requested.





## WSP USA, Inc.

**Contract Type:** Personal Service Contract

**Scope Summary:** Prepare updated SR 520 and SR 99 Annual Net Revenue Forecast, provide SR 520 and SR 99 Toll Policy/Rate Setting support, and provide on-going financial planning and analysis support for SR 520, I-405 and SR 99 upon toll commencement (additional facilitates may be added as needed).

**Timelines:** 7/18/2018 through 6/30/2021

**Deliverables:** SR 520 and SR 99 Toll Collection O&M and R&R cost memorandum, combined Facility Cost Tech Memorandum, revenue adjustment forecasts, net revenue projections, toll policy and financial planning support and documentation. Update monthly T&R tables, assist on tolled facilities financial plans, including by not limited to for SR 520, I-405 and SR 99 upon toll commencement, and provide meeting notes (if needed), presentation materials, charts and/or tables.

Contract Number	Title	Work Orders	Current Task Authorization Value
0Y12188	Toll Financial Support	TF0009, TF0014	\$1,750,000



## 4. Vendor and Non-Vendor Expenditures

### Legislative Request

As required by Section 209 (4) of ESHB 1160, the following is the quarterly report to the Governor and the Transportation Committees of the Legislature on the non-vendor costs of administering toll operations. This includes the costs of staffing the division, consultants and other personal service contracts required for technical oversight and management assistance, insurance, payments related to credit card processing, transponder purchases and inventory management, facility operations and maintenance, and other miscellaneous non-vendor costs and the vendor-related costs of operating tolled facilities. In addition, it includes the costs of the customer service center, cash collections on the Tacoma Narrows Bridge, electronic payment processing, toll collection equipment maintenance, renewal, and replacement.

<u>Non-Vendor Expenditures<sup>1</sup></u>	<u>FY 2020 Q1</u>	<u>FY 2020 Q2</u>	<u>FY 2020 Q3</u>	<u>FY 2020 Q4</u>	<u>FY 2020 to Date</u>	<u>Biennia to Date</u>
WSDOT Staff	\$ 1,277,977				\$ 1,277,977	\$ 1,277,977
Consultants	\$ 805,879				\$ 805,879	\$ 805,879
Bridge Insurance	\$ 4,550,508				\$ 4,550,508	\$ 4,550,508
Credit Card and Bank Fees	\$ 1,222,746				\$ 1,222,746	\$ 1,222,746
Transponder Costs	\$ 318,606				\$ 318,606	\$ 318,606
Pay by Mail	\$ 278,328				\$ 278,328	\$ 278,328
Washington State Patrol	\$ 282,213				\$ 282,213	\$ 282,213
Other Miscellaneous Non-Vendor Expenditures <sup>2</sup>	\$ 686,831				\$ 686,831	\$ 686,831
Quarterly Non-Vendor Expenditures	\$ 9,423,088	\$ -	\$ -	\$ -	\$ 9,423,088	\$ 9,423,088

<u>Vendor Expenditures<sup>3</sup></u>	<u>FY 2020 Q1</u>	<u>FY 2020 Q2</u>	<u>FY 2020 Q3</u>	<u>FY 2020 Q4</u>	<u>FY 2020 to Date</u>	<u>Biennia to Date</u>
CSC Vendor <sup>4</sup>	\$ 6,585,505				\$ 6,585,505	\$ 6,585,505
Cash Collections (SR-16 Tacoma Narrows Bridge)	\$ 865,560				\$ 865,560	\$ 865,560
Electronic Payment Processing (SR-16 Tacoma Narrows Bridge) <sup>5</sup>	\$ 18,331				\$ 18,331	\$ 18,331
Toll Collection System Operations and Maintenance <sup>6</sup>	\$ 386,030				\$ 386,030	\$ 386,030
Office of Administrative Hearings	\$ 15,370				\$ 15,370	\$ 15,370
Other Miscellaneous Vendor Expenditures <sup>7</sup>	\$ 12,650				\$ 12,650	\$ 12,650
Quarterly Vendor Expenditures	\$ 7,883,445	\$ -	\$ -	\$ -	\$ 7,883,445	\$ 7,883,445
Combined Quarterly Expenditures	\$ 17,306,533	\$ -	\$ -	\$ -	\$ 17,306,533	\$ 17,306,533

#### Notes:

- 1) Non-vendor expenditures include both regular toll operations and civil penalty program expenditures.
- 2) Other Non-vendor expenditures includes: misc. CSC letters, out of state lookups, NOCP mailings, rent, supplies/materials, computers, telephones, data, and TEF charges.
- 3) Vendor expenditures include vendors who support both regular toll collection and civil penalty programs.
- 4) CSC Vendor includes vendors who support CSC systems and operations (ETCC, AECOM and ETAN).
- 5) Electronic payment processing are expenditures related to credit card payments at the SR16 TNB toll booths.
- 6) Toll Collection System Operations and Maintenance includes RTS Vendor expenditures.
- 7) Other vendor expenditures includes guards at the Gig Harbor Walk-In-Center (WIC) provided by Phoenix Security.

### Notable (in comparison with to FY19 Q4)

- Bridge Insurance premium for both SR 520 and TNB bridges increased for FY20 which was paid in the first quarter. Therefore, the first quarter expenditures typically are the highest of the fiscal year.
- Transponder costs decreased compared to the previous quarter considering “welcome kits” were purchased in FY19 Q4 in preparation for the SR 99 Go-Live in fall 2019.
- Pay by Mail expenditures are partial costs pending a renewal agreement with Department of Enterprise Services (Consolidated Mail) currently in progress.
- Washington State Patrol costs (hours and labor rates) increased per higher 2019 enacted budget to address additional enforcement on I-405.
- Other Miscellaneous Non-Vendor Expenditures increased primarily due to a \$150,000 court settlement paid in September.
- Toll Collection System Operations and Maintenance costs decreased compared to the previous quarter due to the accruals for the two additional annual SOC1 and performance audits which occur at the end of each fiscal year.



- Office of Administrative Hearings increased since they now facilitate adjudication and tele-hearings work that used to be performed by the existing CSC Vendor (ETCC).
- Other Miscellaneous Vendor Expenditures (Phoenix Security) increased due to guard presence at the Gig Harbor WIC to help with de-escalation while current customer services are limited during the vendor transitions to AECOM from ETCC.