



Washington State Department of Transportation
Toll Division

Proviso Report - Fiscal Year 2017, Quarter 4

Table of Contents

1. Civil Penalty Process for Toll Violations	Page 2
2. Customer Service Center Procurement	Page 10
3. Use of Consultants Reporting	Page 14
4. Vendor and Non-Vendor Expenditures	Page 23

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

Good To Go![™]

1. Civil Penalty Process for Toll Violations

Summary:

This report is for the period January through June 2017 and addresses requirements in Section 209 (2) of ESHB 2524 regarding WSDOT's Toll civil penalty process.

In 2012, WSDOT Toll Division instituted a civil penalty process. WSDOT's goal is to ensure that drivers who utilized toll facilities pay the appropriate tolls, and this enforcement program is designed to both educate drivers about the *Good To Go!* Program and encourage those who have not paid their toll bills to work collaboratively with us to resolve the issue.

Below is a summary of program activities for this April through June 2017 (Q4 FY2017):

Note: During the fourth quarter of fiscal year 2017, the CSC system experienced an unexpected challenge with its image processing software. The remediation of this image processing challenge required WSDOT to halt civil penalty image certification (the step required prior to assessing a civil penalty to an unpaid toll trip). The results are fewer NOCPs mailed during the quarter and fewer activities that are associated with NOCPs. As of the date of this report, the image processing challenge has been remediated and WSDOT is working proactively to process the backlog of image certification. WSDOT expects next quarter's proviso report to contain higher than forecasted NOCP activity.

During this period:

- WSDOT assessed 189,102 civil penalties on unpaid toll trips, approximately 1.6 percent of total toll trips and \$1.1 million in unpaid tolls.
- Of those infractions, WSDOT recovered \$531,327 in tolls and penalties.
- In addition, WSDOT also collected \$1.3 million of unpaid tolls and penalties from prior time periods.
- Workload costs for FY 2017 Q4 were lower than the previous quarter as work related to implementing the customer service requirements from Substitute Senate Bill (ESSB) 5481 was completed.

For the fourth quarter of FY 2017, 17,628 civil penalty transactions, or 9.3 percent of those issued, were paid without any dispute. Only 1,451 civil penalty transactions, or 0.6 percent, were scheduled for an administrative hearing.

Though efforts to work with drivers to resolve unpaid tolls has been successful, some drivers still do not come forward to address their outstanding bills. WSDOT began placing registration holds on owners with unpaid civil penalty transactions in July 2013. Since that date, registration holds were placed on approximately 293,000 vehicles. These holds represent:

- 3.1 million unpaid toll transactions
- \$17.4 million in unpaid toll revenue

Since WSDOT began the Pay By Mail program in December 2011, registration holds represent only 1.3 percent of total transactions. Through the registration hold program, WSDOT has collected \$17.4 million of the \$139.0 million owed by these drivers.



In May 2015, the Legislature passed and the Governor signed SSB 5481 into law. This legislation directs WSDOT to:

- Expand on existing administrative law judge mitigating reasons enacted in ESSB 5024 (July 2013).
- Offer first time customers with unpaid tolls, fees and civil penalties an educational opportunity and relief from the fees and civil penalties if the underlying reason for late payment is resolved.
- Call and/or email customers with pre-paid *Good To Go!* accounts who have unpaid tolls which are about to be assessed a civil penalty.
- Make improvements to its website to allow customers to efficiently manage their accounts regardless of payment method and potentially develop a mobile application if it is determined to be cost-effective.
- Work with auto dealerships to sell *Good To Go!* passes.

Working with its vendor, WSDOT has implemented the website, phone and email customer contact requirement. The new mobile-friendly website was rolled out on April 29, which made it easier for customers to complete many common tasks. The new website also provides clearer notifications to customers with civil penalties about the option to request forgiveness before they make a payment. WSDOT will continue to work with its vendors to make further improvements to its website over time. Originally, our vendor indicated the website would be updated by December 2016.

As of June 30, 2017, WSDOT has implemented all of these requirements and is monitoring various data points to track customer service and revenue collection improvements.

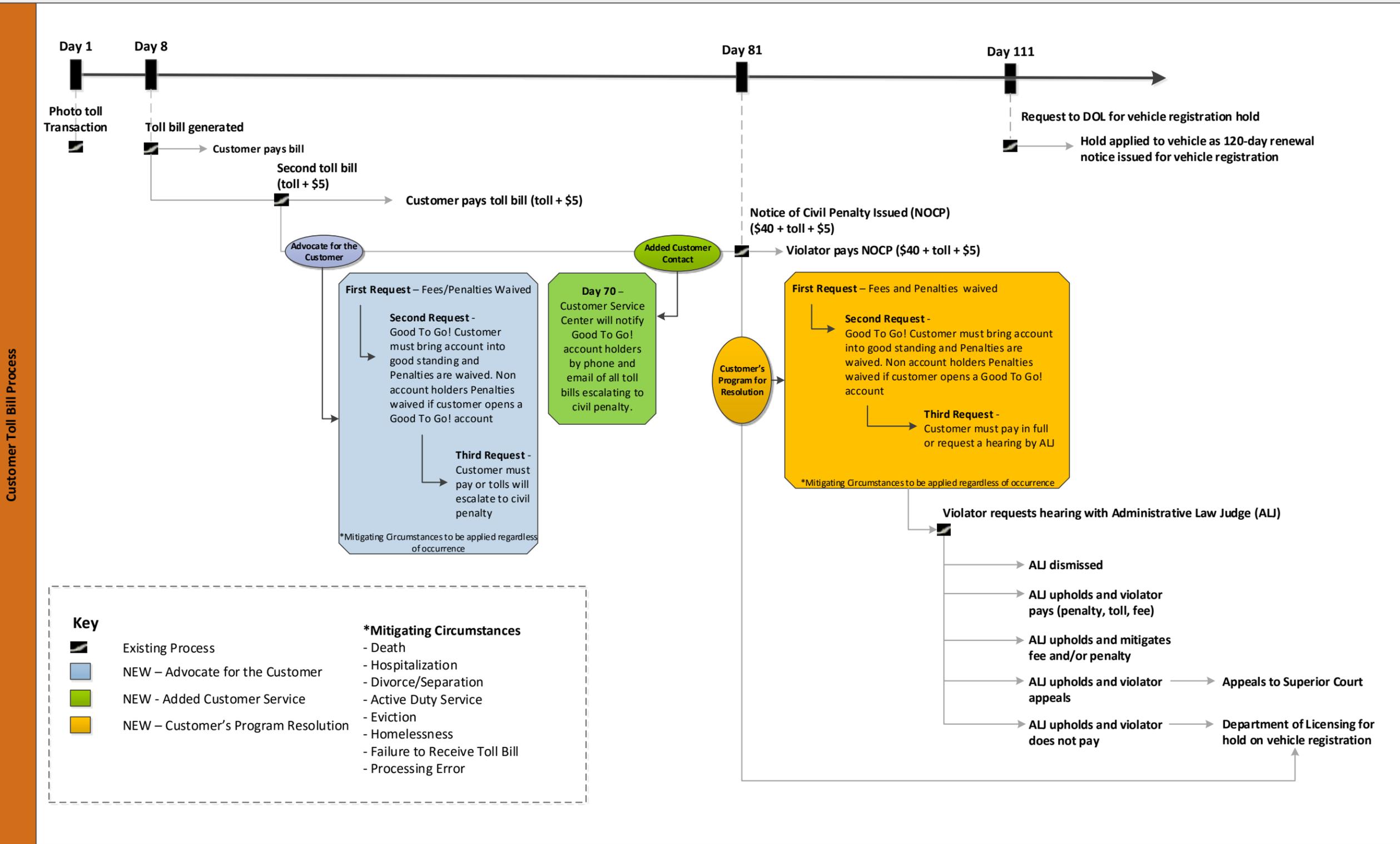
In July 2015, WSDOT launched the Customer Program for Resolution that provides customers with unpaid tolls, fees, and penalties an opportunity to resolve the underlying issues with their late payments and have the fees and penalties waived the first time. If a customer has another challenge with late payment of tolls, fees and penalties, they can have their civil penalties waived a second time under the condition that they establish a pre-paid *Good To Go!* account. The results of the program between July 2015 and June 2017 are below.

The Civil Penalty Process (Amended with new rules from SSB 5481):

WAC 468-305-500 through 582 contains provisions related to the civil penalty process, which are consistent with RCW 46.63.160. In accordance with these rules, the Department will send a notice of civil penalty (NOCP) to the registered owner or renter of the vehicle who has not paid a toll within 80 days. The new processes associated with the implementation of SSB 5481 are shown in green and orange below.

Customer Service Improvements – CUSTOMER’S PROGRAM FOR RESOLUTION

July 15, 2015



**Project Status:**

The civil penalties assessed were 1.6 percent of total toll trips for the period. As stated above, this civil penalty assessment rate is below the rolling eight-quarter range of 2.2 percent to 2.7 percent due to image processing challenges. WSDOT will continue to track the civil penalty assessment rate to determine when the backlog from the image processing challenges is fully recovered.

During the fourth quarter of fiscal year 2017, WSDOT completed the programming, which allows the CSC system to write off uncollectable civil penalty revenue. Prior to this functionality, unpaid tolls, fees and penalties would remain in the system unless closed manually. One place where this uncollectable civil penalty revenue would reside is in the DOL registration hold reports. As of April 2017, there were approximately 773,000 unpaid toll trips representing \$34.5 million in unpaid tolls, fees, penalties, which were not eligible for DOL registration hold, and deemed to have no collection value. These unpaid amounts have now been written off and their underlying unpaid toll trips have been closed. The results of this large write off can be seen in the DOL registration hold activity line of the table below.

Administrative hearing requests remained low with 59 requests for this period. For reference, prior to the implementation of the Customer Program for Resolution (SSB 5481), WSDOT averaged 5,300 administrative hearing requests per quarter. Based on the previous four quarters and the types of issues, which have resulted in hearing requests, WSDOT believes that it can expect between 150 – 300 hearing requests each quarter.

The Customer Program for Resolution (CPR) continues to provide civil penalty relief for customers with unpaid tolls. CPR requests were up by approximately 8.0 percent over the previous quarter. An increase in CPR activity when there was a decrease in NOCP summaries mailed can be explained by the fact that DOL registration holds are a stronger customer contact driver than simply mailing a NOCP to a customer. DOL registration holds trail NOCP summary mailings by approximately 60 – 90 days. Between July 2015 and June 2017, WSDOT:

- Received 960,497 calls at the customer service center related to the program.
- Had a total of 155,446 customers request civil penalty relief (approximately 27.9 percent of total customers with unpaid tolls and 40.0 percent of unpaid violations as of June 30, 2017).
- Collected \$6.7 million in unpaid tolls from 155,377 vehicle owners.
- Dismissed fees and penalties on 1,336,257 violations for 155,446 customers totaling \$55.5 million in dismissed fees and penalties.

The new program for resolution focuses on resolving the underlying cause of customer late payment and on the collection of tolls. The goal is to encourage timely toll payment and improve customer satisfaction with the Pay By Mail payment option. This focus on recovering unpaid tolls over collection of civil penalties is reflected in the amounts collected related to unpaid toll bills between FY 2016 and the fourth quarter of FY 2017.



In total, including toll and penalties collected through the program for resolution and those collected through other civil penalty programs, WSDOT has collected \$6.2 million in unpaid tolls and \$10.4 million in unpaid civil penalties between FY 2016 and the fourth quarter of FY 2017. This represents a 119.4 percent increase for tolls collected and a 49.2 percent reduction for penalties collected over eight quarters prior to the start of program in July 2015. Costs related to administering the civil penalty program are higher in the last four quarters as WSDOT has worked with its customer service vendor to implement the requirements of SSB 5481 related to customer service. After these one-time implementation costs are completed, WSDOT expects the costs of the civil penalty program to remain below totals prior to the implementation of the program in July 2015.

In addition to relieving civil penalties through the program for resolution, WSDOT continues to offer opportunities for relief through the civil penalty mitigation process. Customers with certain mitigating reasons, as outlined in RCW 46.63.160, for late payment can have their civil penalties waived by calling the customer service center, or they can have their issue heard by an administrative law judge through the administrative hearing process.

During the fourth quarter of FY 2017, administrative law judges heard 58 cases representing 1,288 unpaid toll trips and \$59,491 in unpaid tolls, fees and civil penalties. Judges mitigated 43 cases associated with 627 unpaid toll trips and waived \$25,080 in unpaid fees and civil penalties (74.1 percent of cases heard). This is a 51.2 percent increase in cases heard through the administrative hearing process than were heard in the previous quarter. Part of the reduction in cases adjudicated can be attributed to the reduction in NOCP summaries mailed during the period.

In addition to the cases heard by the judges, customer service staff accepted mitigating reasons from 577 customers representing 7,026 unpaid toll trips and waived \$281,040 in unpaid fees and civil penalties during FY 2017 Q4.

As a part of the requirements related to SSB 5481, WSDOT was directed to send a notification by email and/or phone to customers who have unpaid toll bills related to license plates associated with their customer account and will be receiving a civil penalty within the next 10 days. WSDOT began this notification program on July 1, 2016. For the fourth quarter of FY 2017, WSDOT notified more than 24,700 customers of impending civil penalty assessment. This represented 241,700 unpaid toll trips valued at \$1.9 million in tolls and fees. Of the 24,700 customers, 11,950 customers responded to the notifications (48 percent response rate). These customers resolved 110,750 unpaid tolls and paid \$960,000 in tolls and fees (51 percent collection rate). This is a 4.4 percent improvement over the previous quarter. Since the inception of the notification program, WSDOT has helped 44,200 customers avoid a civil penalty assessment.

For FY 2017 Q4, WSDOT collected net cash in excess of expenses of \$443,747, \$258,411, and \$(38,909) related to SR 16 Tacoma Narrows Bridge (TNB) transactions, I-405 express toll lanes, and SR 520 Bridge transactions, respectively. SR 520 Bridge net cash in excess of expenses was negative due to a one-time



payment of \$900,000 related to settling a class action lawsuit related to civil penalty adjudication processing.

The table on the next page details the results of debt collection activities related to WSDOT's Toll Enforcement Program. Footnotes to the table are located on Page 8.

	SR 16 Tacoma Narrows Bridge				I 405 Express Toll Lanes				SR 520 Bridge				Fiscal Year to Date Totals				
	FY 2017 Q1	FY 2017 Q2	FY 2017 Q3	FY 2017 Q4	FY 2017 Q1	FY 2017 Q2	FY 2017 Q3	FY 2017 Q4	FY 2017 Q1	FY 2017 Q2	FY 2017 Q3	FY 2017 Q4	SR 16 TNB	I 405 ETL	SR 520 Bridge	Combined	Year over Year % Change
Number of toll transactions ¹	3,853,421	3,983,685	3,618,887	3,498,737	2,376,484	2,561,273	2,162,847	2,292,027	5,869,486	6,210,481	5,621,495	5,796,811	14,954,730	9,392,631	23,498,273	47,845,634	11.2%
Number of civil penalty transactions issued	96,894	91,830	110,806	88,441	80,124	75,893	84,255	32,943	137,262	131,933	168,507	67,718	387,971	273,215	505,420	1,166,606	6.1%

Civil Penalty Activity Results ²													Administrative Hearing Requests				
Number of civil penalty transactions paid upon receipt of the NOCP	10,822	10,245	11,250	6,932	12,342	11,675	12,561	3,148	25,482	24,470	26,125	7,548	39,249	39,726	83,625	162,600	1.8%
Number of civil penalty transactions which did not receive a response	85,900	81,437	99,381	80,646	67,712	64,174	71,620	29,692	111,638	107,101	142,162	59,685	347,364	233,198	420,586	1,001,148	8.1%
Number of civil penalty transactions requesting a written dispute in lieu of in-person hearing	79	83	95	82	68	23	46	62	121	52	55	89	339	199	317	855	-89.6%
Number of civil penalty transactions requesting an in-person hearing	93	65	80	781	2	21	28	41	21	310	165	396	1,019	92	892	2,003	-62.7%
Total number of civil penalty transactions requesting adjudication	172	148	175	863	70	44	74	103	142	362	220	485	1,358	291	1,209	2,858	-78.9%

Vehicle Registration Hold Requests													Vehicle Registration Hold Requests				
Number of civil penalty transactions forwarded to DOL for registration hold less DOL registration holds resolved ²	19,238	19,423	14,211	-319,224	7,759	26,999	14,260	-1,809	2,337	-1,389	4,905	-451,887	-266,352	47,209	-446,034	-665,177	-2099.4%

Debt Collection Cost and Revenue Collected													Debt Collection Costs and Revenue Collected				
Cash received related to civil penalty tolls ³	\$283,873	\$240,614	\$372,947	\$302,900	\$103,600	\$103,257	\$176,777	\$143,545	\$379,340	\$339,247	\$408,085	\$319,306	\$1,200,334	\$527,179	\$1,445,978	\$3,173,491	-12.3%
Cash received related to \$40 civil penalty fee	\$259,526	\$258,980	\$337,668	\$274,864	\$313,745	\$281,925	\$340,992	\$222,329	\$768,246	\$681,755	\$822,098	\$598,975	\$1,131,038	\$1,158,991	\$2,871,074	\$5,161,103	-2.6%
Total cash received related to debt collection activities^{4,5}	\$543,399	\$499,594	\$710,615	\$577,764	\$417,345	\$385,182	\$517,769	\$365,874	\$1,147,586	\$1,021,002	\$1,230,183	\$918,281	\$2,331,372	\$1,686,170	\$4,317,052	\$8,334,594	-6.6%
Workload costs related to debt collection activities ⁶	\$350,599	\$479,901	\$585,522	\$134,017	\$177,320	\$163,362	\$150,468	\$107,463	\$603,434	\$870,461	\$1,063,102	\$957,190	\$1,550,039	\$598,613	\$3,494,187	\$5,642,839	113.1%
Net cash received related to debt collection activities (Quarterly)	\$192,800	\$19,693	\$125,093	\$443,747	\$240,025	\$221,820	\$367,301	\$258,411	\$544,152	\$150,541	\$167,081	(\$38,909)	\$781,333	\$1,087,557	\$822,865	\$2,691,755	-57.1%
Net cash received related to debt collection activities (FY 2017 To Date)	\$192,800	\$212,493	\$337,586	\$781,333	\$240,025	\$461,845	\$829,146	\$1,087,557	\$544,152	\$694,693	\$861,774	\$822,865					

Civil Penalties Waived (Customer Education Program)													Civil Penalty Mitigation Results				
Number of civil penalty transactions w/civil penalty fees waived (WSDOT)	47,125	37,654	55,804	106,704	41,730	33,759	47,001	47,997	69,815	58,429	84,898	103,349	247,287	170,487	316,491	734,266	27.7%
Dollar value of civil penalty fees waived (WSDOT)	\$1,970,034	\$1,573,866	\$2,326,417	\$4,404,768	\$1,744,508	\$1,411,052	\$1,959,417	\$1,981,347	\$2,918,569	\$2,442,206	\$3,539,315	\$4,266,287	\$10,275,085	\$7,096,325	\$13,166,376	\$30,537,786	26.8%
Civil Penalties Waived (Mitigation Reasons)																	
Number of civil penalty transactions w/civil penalty fees reduced (WSDOT Mitigation)	1,274	898	622	2,905	1,128	805	524	1,307	1,887	1,394	946	2,814	5,699	3,764	7,041	16,505	60.7%
Dollar value of civil penalty fees reduced (WSDOT Mitigation)	\$50,953	\$35,937	\$24,878	\$116,210	\$45,120	\$32,219	\$20,953	\$52,273	\$75,486	\$55,764	\$37,848	\$112,557	\$227,978	\$150,566	\$281,655	\$660,200	27.0%
Number of civil penalty transactions adjudicated (OAH)	819	562	702	768	150	103	137	67	1,556	1,067	1,366	453	2,851	457	4,443	7,751	-34.2%
Dollar value of civil penalty transactions adjudicated (OAH)	\$38,319	\$26,287	\$32,859	\$36,041	\$6,637	\$4,553	\$6,055	\$2,997	\$69,183	\$47,460	\$60,748	\$20,453	\$133,505	\$20,242	\$197,844	\$351,592	-41.8%
Number of civil penalty transactions w/civil penalty fees reduced (OAH)	595	408	510	447	36	25	33	5	1,145	785	1,005	175	1,960	99	3,111	5,170	-40.8%
Dollar value of civil penalty fees reduced (OAH)	\$23,800	\$16,400	\$20,500	\$17,880	\$1,440	\$1,000	\$1,330	\$200	\$45,800	\$31,400	\$40,192	\$7,000	\$78,580	\$3,970	\$124,392	\$202,971	-53.7%

- 1) Toll transactions as reported in the monthly lane systems toll report. SR 16 TNB transactions include tolls collected at the tollbooths. The total toll transactions reported reflect FY 2017 Q1 transaction counts. Since civil penalty transactions lag their underlying toll transactions by at least 80 days, this allows for the most accurate correlation with civil penalty transactions issued.
- 2) WSDOT wrote off approximately 775,000 unpaid toll trips, which were no longer eligible for DOL registration holds. This resulted in a large drop in the net number of DOL registration holds during the period. WSDOT currently has holds on approximately 59,000 license plates.
- 3) Civil penalty tolls collected related to SR 520 Bridge transactions are pledged to bondholders as a part of SR 520 bond covenants.
- 4) Amounts reported represent cash received from civil penalty debt collection activities.
- 5) Financial statements report total revenues earned after the civil penalty recipient has been found liable through an administrative hearing or deemed liable for not responding to the notice by the due date (20 days). This differs from the amount of cash collected which is presented here.
- 6) Workload costs represent the total costs charged to each toll facility in relation to all debt collection activities during this reporting period.



2. Customer Service Center Procurement

This report is for the period April through June 2017 and addresses requirements in Section 209 (11) of Chapter 222, Laws of 2014 (ESSB 6001) regarding the completion of the procurement and solicitation process for the pre-qualified Vendors. This report addresses the overall progress toward procuring a new tolling customer service center, awarding the BOS RFP and the department's effort to mitigate risk to the state.

WSDOT has reflected in the RFP requirements that the back office system (BOS) concept architecture, built on a modern platform, will be comprised of two main components:

- (1) The operational back office where the transaction is formed from the data sent by the lane systems vendor or data from Washington State Ferries (WSF) Transactions;
- (2) The commercial back office, where the customer information, customer account management, and billing is processed and stored. The RFP was also developed to meet the current accounting and functionality requirements in collaboration with the WSDOT Accounting and Financial Services (AFS) and Toll Division.

Based on industry trends and advancements, the Toll Division must anticipate the replacement of the existing customer service center system. The overall replacement process will require: procurement scope – determination of what will be procured through the RFP, solicitation through an open bid, contracting with the new vendor, design and implementation then transitioning to the new vendor's BOS. Current efforts include continuing project management, stakeholder engagement, active independent oversight (QA and IV&V), completion of all addenda and clarification to the RFP and guiding the pre-qualified Vendors through the three-phase procurement. WSDOT released the BOS RFP on December 1, 2016, notified the apparent successful vendor (ASV) on May 18, conducted vendor negotiations and contract finalization in the month of June.

Overall Progress

Continuing the work to date, the Toll Division performed the following work in FY 2017 Q4:

Existing contract strategy to extend services with the current vendor (Electronic Transaction Consultants Corporation or ETCC): The existing contract has been extended through June of 2018. Preliminary ETCC discussions have continued on a non-regular basis related to the extension of services with ETCC beyond June of 2018. ETCC would provide services until the transition to the new back office system (BOS) currently scheduled for December 2018. The final implementation approach accommodates the current SR 99 Bored Tunnel schedule allowing the new system to Go-Live with all facilities.



BOS RFP and Procurement Project Activity: During FY 2017 Q4, WSDOT continued work as follows:

- After completing the Vendor Report Card phase of the procurement and prior to submitting a final proposal two of the four vendors removed themselves from consideration of the BOS citing resource and pricing concerns. This left 2 pre-qualified vendors remaining within the procurement submitting final proposals.
- Continued the RFP stakeholder engagement schedule for OFM, Legislative Staff, Office of Chief Information Officer (OCIO), Joint Transportation Committee (JTC), Washington State Transportation Commission (WSTC), Washington State Ferries (WSF), Department of Licensing (DOL), Toll Steering Committee, and Toll Executive Committees. The Expert Review Panel has been regularly updated.
- The Q4 procurement phase completed the final vendor deliverable; submission of the final proposals.
- Conducted and completed overall evaluation process, scoring, and best value of two proposals, establishing ASV.
- Conducted ASV negotiation meetings and discussed high level requirement clarification, elected three of four optional elements stated in the RFP.
- Began Contract finalization for execution planned for mid-July.
- Continued OFM and OCIO monthly project meetings. OCIO representatives have been incorporated into monthly steering committee meetings along with IV&V and QA.
- QA Readiness Assessment Complete
- Completed development of WSDOT Implementation Project Management Plan (PMP) reviewed and concurrence received from OFM and OCIO.
- WSDOT BOS Investment Plan (IP) Completed, submitted and approved by OCIO. As the BOS is part of the Section 701 IT pool the gate process for review is housed in the IP.

Operations RFP:

- The separate Operations RFP development has begun with target release in August 2017.
- The high level procurement schedule will be structured as follows:
 - RFP Release (August)
 - Proposals Due (October)
 - Evaluations (October/November)
 - Vendor Interviews (November)
 - Announce ASV (December)
 - Execute Contract (January, 2018)

Procurement Strategic Plan and Process

WSDOT continues work executing the BOS procurement phase and will continue until the contract is awarded. BOS contract execution is estimated to be in July 2017. The Project team is meeting on a weekly basis to execute the procurement plan while developing a near term work plan for the design, development and implementation phase.



Mitigation Measures

The Toll Division has taken steps to mitigate risk to the department and the state. The contract with ETCC, the Toll Division's current CSC vendor (both Ops and BOS), has been extended through June 2018. This provides stability into the future as the department works to procure the new vendors. Additional time under discussion will be to extend the ETCC contract to align with the BOS Go-Live planned for December 2018.

The procurement of a new CSC vendors will mitigate risks in the long run by preparing for eventual replacement and allowing for the implementation of a modern platform capable of needed system upgrades. The new operations vendor will bring in a lead team early to be part of the BOS development and implementation. This allows time for new operator to focus on their own implementation work and to train up on our toll system and thoroughly plan for a better product that will reduce rework. It will also provide opportunity for the new operator to become familiar with existing customer service staff and identify those they might want to include in transition.

The Toll Division has modeled a 'Best Practice' procurement approach for a large scale IT project that began with an RFQ phase, provided a draft of the RFP Requirements to the industry for response, and final RFP release with a three-step procurement phase as mentioned above. Similarly the Toll Division has tailored its approach for both RFP requirement gathering and CSC Operations vendor procurement strategy around the operations industry 'Best Practices'. The CSC operations planning phase compiled research from local business workshops that utilize an operations vendor, operations tour of other state tolling facilities and lessons learned from the current CSC.

WSDOT continues to closely monitor the current vendor performance both from a BOS and Operations perspectives. As we near contract execution with the BOS ASV, WSDOT will communicate expectations to the current vendor for deliverables (e.g. migration support) during the BOS implementation.

Next Steps

In FY 2018 Q1, WSDOT will continue to perform work in three primary areas: (1) Ops Procurement (Release and Evaluation, (2) Contract Strategy (execution with BOS ASV, further extend the existing vendor contract with ETCC), and (3) BOS Project Delivery and Implementation Planning. The three areas are described more fully below.

Ops Procurement: The Q2 procurement phase will include receipt of the Ops vendor final proposals including complete technical response and price in addition to the followings:

- Conduct Evaluations
- Invite top scorers to Ops Interviews.
- Announce ASV

Contract Strategy: Execute contract with BOS ASV. Continued to engage ETCC to extend the Operations and existing BOS contract to ensure coverage until new vendors are in place and ready to take over operations in a single cutover.



Project Delivery and Implementation Planning:

- BOS Project Implementation Initiation
 - Project Kick-Off with BOS vendor
 - Conduct Project Partnering with BOS vendor
 - Near Term Work Plan preparing for 30, 60, 90 day vendor deliverables
 - Establish BOS project meetings (external and internal)
 - Begin joint technical team requirement workshops for preliminary design
- WSDOT will continue to monitor alignment of the BOS Implementation with the SR 99 construction timeline.
- Continue stakeholder engagement.



3. Consultant Reporting

Legislative Request

As required by Section 209 (7) of ESHB 2524, 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 2016 and FY 2017. 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 2015-17 Biennium Program B Budget is \$90,920,000. The following is a summary of the Toll Division’s consultant contracts and associated Program B expenditures through the fourth quarter of FY 2017 (eight quarter of the biennium):

Consultant Name	Contract Number	Title	Task Authorization Value	Total Invoiced Through 2017 Q4 (FY 2017)	Cumulative Invoiced
AECOM Technical Services, Inc.	Y11503	Tolling Expert Review Panel	\$300,000	\$100,333.12	\$150,640.35
Anthro-Tech	K001047	Website Usability Services	\$268,000	\$203,197.46	\$267,845.76



Consultant list continued from prior page

Consultant Name	Contract Number	Title	Task Authorization Value	Total Invoiced (FY 2017)	Cumulative Invoiced
CDM Smith	Y-11721	SR 520 Actuals Analysis	\$182,426	\$91,097.71	151,422.88
CliftonLarsonAllen	K000723	Independent Audit of SR 520	\$447,631	\$92,124.00	\$353,663.40
Cocker Fennessy, Inc.	Y-11371-AE	<i>Good To Go!</i> Customer Service Business Advisory Committee	\$39,595	\$18,678.14	\$32,448
EnviroIssues, Inc.	Y11888-AA	Team Management Strategy Toll Division	\$49,996	\$27,139.01	\$46,616.84
	Y11888-AE	Toll Division Communications and Government Support	\$207,175.73	\$167,886.56	\$167,886.56
HNTB Corporation	Y8092 Supplement 46	HNTB Congestion Reduction Project	\$250,000	\$717.32	\$250,000.00
IBI Group	Y11526	SR 520 Master Bond Resolution Operations & Maintenance Certification	\$193,083	\$39,926.71	\$97,182.52
Jacobs	Y11038-CE	Biennial Toll Division Operations Support	\$3,532,801	\$1,446,507.63	\$3,421,198.28
	Y11038-CI	CSC System Request for Proposal & Procurement Support	\$1,106,569	\$1,091,874.78	\$1,091,874.78
	Y11038-CK	I-405 Data Reporting Support	\$299,238	\$194,459.62	\$219,667.60
	Y11038-CM	Toll Division Marketing, Communications & Outreach Support	\$383,054	\$262,846.35	\$262,846.35
	Y11038-CN	6C, Interoperability & Emerging Technologies Support	\$120,721	\$106,566.76	\$106,566.76
	Y11038-CP	On-Line CSC Website Updates	\$124,986	\$123,294.88	\$123,294.88
Stantec Consulting Services	Y11392-AG	TNB Traffic & Revenue Study	\$52,338.66	\$6,610.26	\$37,721.86
	Y11392-AH	I-405 Traffic & Revenue Study	\$284,877	\$79,639.33	\$283,695.19



Consultant Name	Contract Number	Title	Task Authorization Value	Total Invoiced (FY 2017)	Cumulative Invoiced
	Y11392-AI	I-405 ETL Phase II Traffic & Revenue Study	\$107,059	\$107,059	\$107,059
	Y11392-AJ	SR520 Traffic & Revenue Study	\$380,896	\$15,925.29	\$15,925.29

Consultant Detail

AECOM Technology Corporation

Contract Type: Personal services

Scope Summary: Toll Expert Review Panel

Timeliness: Current expiration is 12/31/2017

Deliverables: Report and presentation

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y11503	Tolling Expert Review Panel	TF0006, TF0007, TF0009	\$300,000

Task Y11503

Scope Summary: Under this task, AECOM shall convene a subgroup of the Toll Division’s previous Expert Review Panel to assist in evaluation of the options available to Washington for providing tolling operations full back office and customer services at the end of the current contract term.

Timeliness: Contract window: 12/12/2013 through 12/31/2017

Deliverables: Reports and presentations of the evaluation results for the Secretary, Transportation Commission, and Legislative Committees.

Anthro-Tech

Contract Type: Personal services

Scope Summary: Usability and user centered design for WSDOT’s MyGoodtoGo.com website

Timeliness: Current expiration is 7/31/2017

Deliverables: Report and presentation

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
K001047	Website Usability	TF0016	\$268,000

Task K001047

Scope Summary: WSDOT’s Toll Division would like to improve the MyGoodtoGo.com website by conducting baseline usability and incorporating user centered design practices into our web development practices.

Timeliness: Contract window: 02/12/2016 through 07/31/2017

Deliverables: Reports and presentations of the evaluation results for the Secretary, Transportation Commission, and Legislative Committees.



CDM Smith, Inc.

Contract Type: Personal services

Scope Summary: Assessing the revenue potential of tolling the existing SR 520 Bridge to support bond sales through the development of an investment grade revenue study.

Timeliness: 9/1/2015 through 12/31/2017

Deliverables: Traffic and revenue forecast to actuals analysis

Task Activity Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y11721	SR 520 Actuals Analysis	TF0009	\$182,426

(CDM Smith, Inc. continued) Task

Scope Summary: CDM Smith provides monthly estimated breakouts of toll forecast system for determining seasonal, monthly, and daily variations. In addition, developed methodology and performed analysis in support of monthly forecast to actual traffic and revenue reporting.

Timeliness: 9/1/2015 through 01/31/2017, extended to 12/31/2017

Deliverables: Breakouts of FY 16/17 SR 520 Bridge traffic and revenue by monthly and average daily levels, monthly reporting approach, and monthly actuals estimates

CliftonLarsonAllen, LLP

Contract Type: Personal services

Scope Summary: An independent audit of the Washington State System of Eligible Toll Facilities (the SR 520 Tolling System Financial Statements), with sufficient audit work necessary to express an opinion on the fair presentation of the financial statements under generally accepted auditing standards as established by the Auditing Standards Board of the American Institute of Certified Public Accountants, as required by the SR 520 bond covenants.

Timeliness: Current expiration is 04/15/2018

Deliverables: The deliverables for this contract include entrance and exit conferences with WSDOT executives, semi-monthly progress reporting, final audit report and work papers, and a presentation to the Washington State Transportation Commission.

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
K000723	SR 520 Tolling System Financial Statements Audit	TF0009	\$447,631

Cocker Fennessy, Inc.

Contract Type: Personal services

Scope Summary: Establish a group of business and nonprofit leaders to share their expertise and advise the STATE and its vendors to improve customer service

Timeliness: 5/1/2016 through 11/30/2016

Deliverables: Set up a committee with up to 6 members, identify and recruit executives from local companies with high-volume customers, create a schedule for agendas, review and finalize meeting materials, prepare final report for group



Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y-11371-AE	Assist State in establishing & coordinating a customer service peer review committee	TF0007, TF0006, TF0009, TF0014	\$39,595.00

EnviroIssues, Inc

Contract Type: Personal services

Scope Summary: The Consultant is supporting WSDOT with communications, government relations, and team management strategy.

Timeliness: 5/18/2016 through 07/31/2016, extended to 09/30/2017

Deliverables: Agenda’s and technical review recommendations report, communications and governmental relations support.

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y-11888-AA	Team Management Strategy for Toll Division	TF0007, TF0006, TF0009, TF0014	\$49,996
Y-11888-AE	Communications and Government Relations	TF0008	\$207,176

HNTB Corporation

Contract Type: Personal services

Scope Summary: Engineering services for I-405 ETL for the identification and prioritization of projects that will help reduce congestion and provide added capacity on the I-405 tolling corridor between SR 522 and I-5.

Timeliness: 5/1/2016 through 9/30/2016

Deliverables: Report and presentation materials.

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y08092	I-405 Capacity Improvement Study	TF0014	\$250,000

IBI Group:

Contract Type: Personal services

Scope Summary: The SR 520 Master Bond Resolution provides requirements for the issuance of bonds. One such requirement is for an annual independent review of operations and maintenance (O&M) assumptions and costs for the SR 520 program and certification that the assumptions and costs are reasonable

Timeliness: 7/1/13 through 12/31/16, extending to 06/30/19 to cover 2017 legislative window and WSTC rate setting window(s).

Deliverables: Certification and report on the review of the assumptions for operations and maintenance costs.

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y11526	SR 520 Master Bond Resolution O&M Certification	TF0009	\$193,083



Task -Y11526

Scope Summary: Services related to the SR 520 Master Bond Resolution for operations and maintenance certification.

Timeliness: 1/1/15 through to 06/30/19 to cover, 2017 legislative window and WSTC rate setting window(s).

Deliverables: Operations and Maintenance Certification in compliance with SR 520 Master Bond Resolution.

Jacobs Engineering, Inc.

Contract Type: Personal services

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.

Timeliness: Current expiration is 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.

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y11038-CE	Toll Operations Program, Admin & Contract Management	TF0006, TF0007, TF0009, TF0014	\$3,532,801
Y11038-CI	CSC System Request for Proposal & Procurement Support	TF0006, TF0007, TF0009	\$1,106,569
Y11038-CK	I-405 Data & Reporting	TF0014	\$299,238
Y11038- CM	Marketing, Communications & Outreach Support	TF0006, TF0007, TF0009, TF0014	\$383,054
Y11038-CN	6C, Interoperability & Emerging Technologies Support	TF0006, TF0007, TF0009, TF0014	\$120,721
Y11038-CP	On-Line CSC Website Updates	TF007, TF009	\$124,986

Task Y11038-CE

Scope Summary: There are eight key work elements that make up Task Order CE for toll operations support during the 15/17 biennium. Jacobs shall provide engineering and subject matter expertise to support program management, data and reporting, rate setting, policy, roadside toll system operations, adjudication and toll finance as it relates to the Toll Division. Jacobs shall also provide experienced customer service personnel on an ongoing basis to support state project managers with customer service center vendor oversight for both operator and system functions. General operations coordination/management will also be provided between communications groups, development groups and toll division leadership.

Timeliness: Contract window: 7/1/2015 through 6/30/2017

Deliverables: Level of effort contract provides approximately 5.5 FTEs of support

Task Y11038-CI

Scope Summary: The Toll Division is developing a Request for Proposal for the procurement of a back office system. 6.1 Task management, coordination, project Administration, 6.2 Toll Industry Services and Vendor Review, 6.3 Washington State Office of Chief Information Officer & Office of Financial Management Coordination, 6.3.1/6.3.2 OFM/OCIO Documentation & Coordination, 6.4 Expert Review Panel Coordination, 6.5 Procurement Method assessment, 6.6 Contracting for a Customer Services Center Back Office System, 6.6.1/6.6.2 System Requirements Gathering and Qualifications Phase. 6.6.3 RFP Development Support,



6.6.4 Pre-Proposal Support, 6.6.5 Evaluation Plan Development, 6.6.6 Proposal Review, 6.6.7 contract Negotiation Support.

Timeliness: The period of performance for Task CI is from 7/1/2016 through 6/30/2017

Deliverables: The deliverables for Task CI include meeting materials, Project schedule & Management plan, Risk mitigation plan with risk register, Monthly progress reports, monthly invoice and Communication Plan. Toll Industry Workshop Outline and agenda, Technical memoranda, Meeting notes, Summary documentation of toll industry workshops, RFP review materials, IT Project Risk Assessment, OCIO Project Investment Plan & Change Management Log, supporting documents, Agendas, meeting notes and /or materials. Quarterly Expert Review Panel meetings and notes. Bi-weekly AG & ACO meeting Agendas and notes, Risk and benefit analysis spreadsheet, Contract Method comment management and comment.

Task Y11038-CK

Scope Summary: The legislative budget proviso requires quarterly performance measure, travel time, volume, and travel time data reporting for the I-405 ETL Project. In addition, the Toll Division is required to monitor the operation of the Express Toll Lanes and report the findings. This task order is to support the state in preparing the report as well as with managing the collection of vehicle occupancy and local arterial traffic data to support I-405 operations monitoring.

Timeliness: The period of performance for Task CK is from 4/15/2016 through 6/30/2017

Deliverables: The deliverables for Task CK include Progress Reports, Documentation and Technical Analyses.

Task Y11038-CM

Scope Summary: To assist the state marketing, communication and educational outreach support as a part of the integrated toll management team

Timeliness: The period of performance for Task CM is from 7/1/2016 through 6/30/2017

Deliverables: The deliverables for Task CM include Agenda and meeting notes, Project Schedule and Technical memorandums.

Task Y11038-CN

Scope Summary: The state is using the 6C protocol Radio Frequency identification technology for electronic toll collection. Primary focus is assist with 6C protocol development and testing, including OmniAir Certification, Support 6C research, procurement, implementation, testing and maintenance initiatives Coordinate with California Toll Operators Committee (CTOC) to ensure consistency between 6C TOC and CTOC's transition to the 6C protocol.

Timeliness: The period of performance for Task CN is from 7/1/2016 through 6/30/2017

Deliverables: The deliverables for Task CN include 6C TOC quarterly and ad-hoc technical meeting agendas and notes, including action items, Review and comment on 6C specification and testing documents and 6C TOC Issues Tracking Matrix and monthly updates.

Task Y11038-CP

Scope Summary: This task provides program management of the Toll Vendor/operator to complete Customer Service change orders and Website Updates, mobile web.

Timeliness: The period of performance for Task CP is from 9/5/2016 through 6/30/2017

Deliverables: The deliverables for Task CP include Agenda and meeting notes, Project Schedule and Technical memorandums, Project Management Plan, monthly progress reports and invoices.



Stantec Consulting Services, Inc.

Contract Type: Personal services

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

Timeliness: Current expiration is 1/1/2019

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

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y11392-AG	Tacoma Narrows Bridge Traffic & Revenue Study	TF0007	\$52,338.66
Y11392-AH	I-405 Express Toll Lanes Traffic & Revenue	TF0014	\$284,877
Y11392-AI		TF0014	\$107,059
Y11392-AJ		TF0009	\$380,896

Tasks Y11392-AC and AG

Scope Summary: Stantec, as the statewide traffic and revenue consultant is tasked to develop a traffic and revenue estimate for Washington State Traffic and Revenue Forecast Council (TRFC) quarterly adoption for FY 2016-17.

Timeliness: 9/1/14 through 6/30/2017

Deliverables: Various memorandums in support of a final report for a traffic and revenue forecast detailing approach and methodology on an annual basis.

Task Y11392-AH

Scope Summary: Stantec, as the statewide traffic and revenue consultant is tasked to develop a traffic and revenue estimate for WSDOT Traffic and Revenue Forecast Council (TRFC) quarterly adoption for FY 2016-17.

Timeliness: 2/29/16 through 6/30/2016, extended 6/30/17

Deliverables: Various memorandums in support of a final report for a traffic and revenue forecast detailing approach and methodology on an annual basis.

Task Y11392-AH

Scope Summary: Stantec, as the statewide traffic and revenue consultant is tasked to develop a six-year I-405 ETLs traffic and revenue forecast using a spreadsheet-based model. The forecast results are used for Washington State Traffic and Revenue Forecast Council (TRFC) quarterly adoption for FY 2016-17.

Timeliness: 2/29/16 through 6/30/2016, extended 6/30/17

Deliverables: A traffic and revenue forecast detailing approach and methodology on an annual basis. Track the actual traffic and revenue performance vs forecast every month.

Task Y11392-AI

Scope Summary: Stantec, as the statewide traffic and revenue consultant is tasked to develop a Phase II 40-year traffic and net revenue forecast for I-405 Express Toll Lanes.

Timeliness: 7/6/16 through 10/31/2017

Deliverables: Various technical documents in support of a final report for a 40-year traffic and net revenue forecast detailing approach and methodology.



Task Y11392-AJ

Scope Summary: Stantec, as the statewide traffic and revenue consultant is tasked to develop a traffic and revenue forecast for SR 520 Toll Bridge. The forecast is required under SR 520 Master Bond Resolution (MBR). The results of the forecast support the debt coverage sufficiency analysis by Office of State Treasure (OST), the toll rate verification process by Transportation Commission, and the quarterly revenue forecast update by State Traffic and Revenue Forecast Council (TRFC).

Timeliness: 5/1/17 through 6/30/2018

Deliverables: Various memorandums in support of a final report for a traffic and revenue forecast detailing approach and methodology on an annual basis. A Traffic and Revenue forecast certificate on an annual basis.



4. Vendor and Non-Vendor Expenditures

Legislative Request

As required by Section 209 (9) of ESHB 2524, 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 Expenditures¹</u>	<u>FY 2017 Q1</u>	<u>FY 2017 Q2</u>	<u>FY 2017 Q3</u>	<u>FY 2017 Q4</u>	<u>FY 2017 to Date</u>	<u>Bienna to Date</u>
WSDOT Staff	\$ 918,192	\$ 900,736	\$ 1,032,602	\$ 1,068,373	\$ 3,919,902	\$ 6,851,093
Consultants	\$ 842,139	\$ 1,416,513	\$ 899,371	\$ 1,094,401	\$ 4,252,424	\$ 7,825,751
Bridge Insurance	\$ 3,330,830	\$ 28,683	\$ 14,719	\$ 30,192	\$ 3,404,424	\$ 6,852,223
Credit Card and Bank Fees	\$ 997,589	\$ 933,969	\$ 804,120	\$ 1,058,287	\$ 3,793,965	\$ 7,155,985
Transponder Costs	\$ 359,276	\$ 315,705	\$ 282,337	\$ 324,854	\$ 1,282,171	\$ 3,590,238
Pay by Mail Processing ²	\$ 920,866	\$ 769,784	\$ 757,342	\$ 818,572	\$ 3,266,563	\$ 6,130,440
Washington State Patrol	\$ 346,446	\$ 57,336	\$ 127,830	\$ 288,531	\$ 820,144	\$ 1,764,784
Other Miscellaneous Non-Vendor Expenditures ³	\$ 182,517	\$ 143,021	\$ 240,806	\$ 1,128,205	\$ 1,694,550	\$ 2,666,473
Quarterly Non-Vendor Expenditures	\$ 7,897,855	\$ 4,565,747	\$ 4,159,126	\$ 5,811,415	\$ 22,434,143	\$ 42,836,989

<u>Vendor Expenditures⁴</u>	<u>FY 2017 Q1</u>	<u>FY 2017 Q2</u>	<u>FY 2017 Q3</u>	<u>FY 2017 Q4</u>	<u>FY 2017 to Date</u>	<u>Bienna to Date</u>
CSC Vendor	\$ 3,291,986	\$ 3,712,051	\$ 4,145,360	\$ 2,767,456	\$ 13,916,852	\$ 22,677,248
Cash Collections (SR-16 Tacoma Narrows Bridge)	\$ 807,390	\$ 807,531	\$ 852,667	\$ 829,732	\$ 3,297,319	\$ 6,485,338
Electronic Payment Processing (SR-16 Tacoma Narrows Bridge) ⁵	\$ 16,965	\$ 13,496	\$ 14,037	\$ 16,352	\$ 60,851	\$ 118,433
Toll Collection System Operations and Maintenance ⁶	\$ 560,709	\$ 550,073	\$ 563,887	\$ 488,009	\$ 2,162,679	\$ 3,305,042
Office of Administrative Hearings	\$ 113,670	\$ 78,021	\$ 20,917	\$ 5,216	\$ 217,824	\$ 565,063
Other Miscellaneous Vendor Expenditures ⁷	\$ 852	\$ 7,670	\$ 2,397	\$ 4,525	\$ 15,443	\$ 115,579
Quarterly Vendor Expenditures	\$ 4,791,571	\$ 5,168,842	\$ 5,599,266	\$ 4,111,289	\$ 19,670,968	\$ 33,266,704
Combined Quarterly Expenditures	\$ 12,689,426	\$ 9,734,589	\$ 9,758,392	\$ 9,922,704	\$ 42,105,111	\$ 76,103,692

Notes:

- 1) Non-vendor expenditures include both regular toll operations and civil penalty program expenditures.
- 2) Pay by mail processing includes expenditures related to registered owner information retrieval, mail consumables and services provided by DES Printing.
- 3) Other Non-vendor expenditures includes: rent, supplies/materials, computers, telephones, data, TEF charges and other purchased services.
- 4) Vendor expenditures include vendors who support both regular toll collection and civil penalty programs.
- 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 as well as support from WSDOT regional offices such as NWR Signals and TMC.
- 7) Other vendor expenditures includes civil penalty support provided by Fife Municipal Court and Phoenix Security.

Notable

- WSDOT staff expenditures forecasted to be higher in FY 2017 as Toll Division continues to fill vacant positions.
- Consultant costs and CSC Vendor costs continued to be higher than normal in FY 2017 Q4 due to increased work related to the support for procurement of a new CSC system and CSC operations vendor to support toll revenue and customer account management and related to the completion of traffic and revenue studies, which support bonding and budgeting.



- Bridge Insurance premiums are paid during the first quarter each year. Therefore, first quarter expenditures tend to be the highest of the year. Insurance costs in FY 2017 Q4 are for Department of Enterprise Services support for insurance premium payment and analysis.
- Other Miscellaneous Non-Vendor Expenditures includes a one-time payment of \$900,000 to settle a class action lawsuit related to the civil penalty adjudication process.
- CSC Vendor expenditures were lower than previous quarters due to the completion of the system improvements in FY 2017 Q3 (SSB 5481).
- Office of Administrative Hearing costs were lower in FY 2017 Q4 as backlog of existing written hearing requests were completed.