



Washington State Department of Transportation  
Toll Division

Proviso Report - Fiscal Year 2018, Quarter 3

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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:**

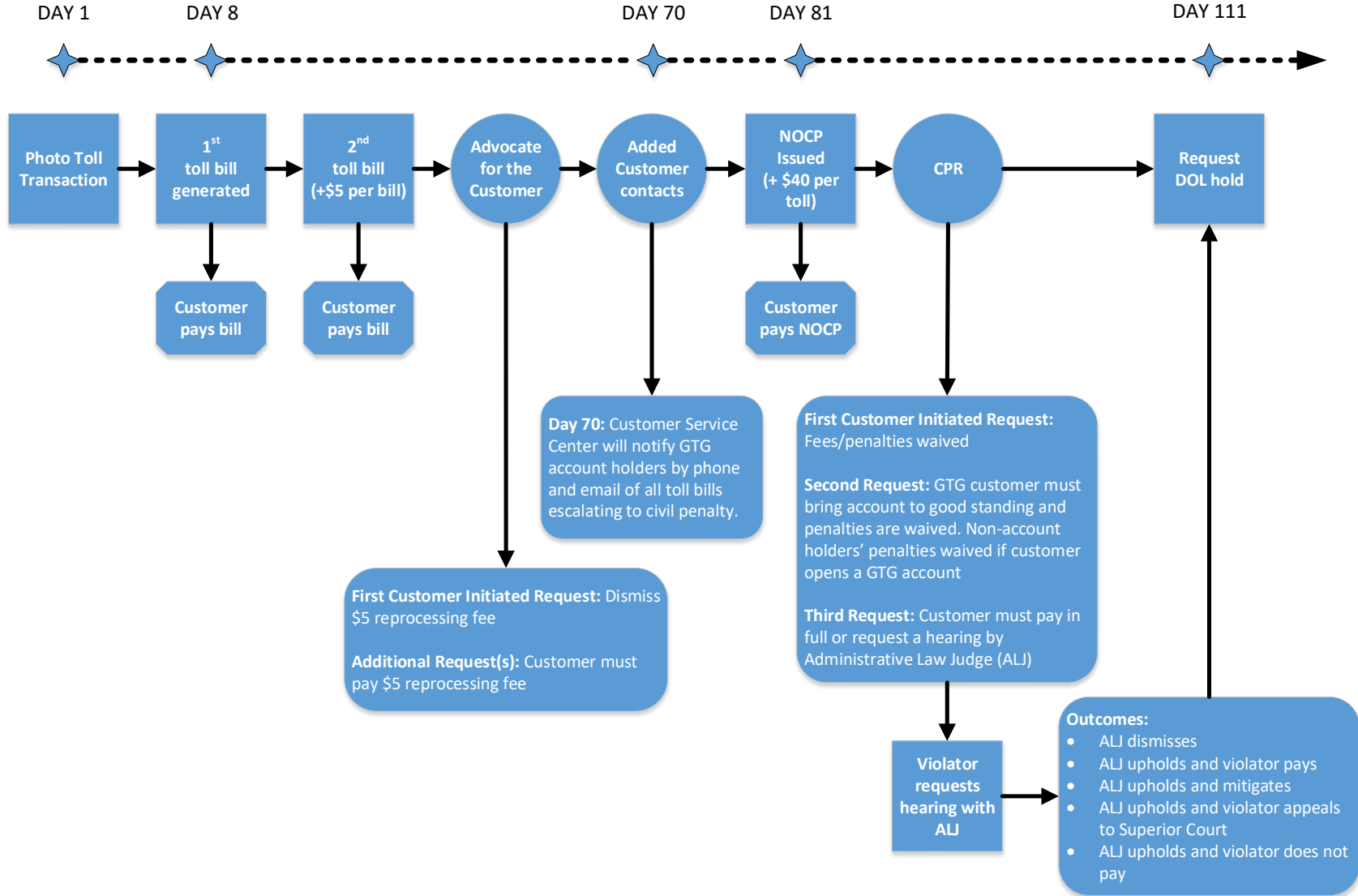
This report is for the period January 1 through March 31, 2018 and addresses requirements in Section 209 (7) of ESSB 6106 regarding WSDOT's Toll Civil Penalty Process.

### During the Q3 FY2018 period:

- WSDOT assessed 407,512 civil penalties on unpaid toll trips
- During the same period, WSDOT recovered approximately \$1.31 million in unpaid tolls and \$2.18 million in penalties and fees (these totals include cash received from uncollected civil penalty revenue from previous time periods).
- 61,127 civil penalty transactions, 17.5 percent of those issued, were paid without any dispute.
- 67 hearing requests (written and in-person) were made representing 1,170 civil penalty transactions, which is 0.03 percent of all civil penalties issued.

**Figure 1** shows the current NOCP process diagram and how the Customer Program for Resolution (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 FY2018 (Q1 through Q3). Each line item is numbered and corresponds to the entries of the Item Details list.



### Toll Transaction to NOCP Process

Figure 1: NOCP Process

Table 1: NOCP Quarterly Data

NOCP Quarterly Report

	FY 2018 Q3				SR 16 Tacoma Narrows Bridge				I 405 Express Toll Lanes				SR 520 Bridge				FY18 Year To Date			
	FY18 Q1	FY18 Q2	FY18 Q3	FY18 Q4	FY18 Q1	FY18 Q2	FY18 Q3	FY18 Q4	FY18 Q1	FY18 Q2	FY18 Q3	FY18 Q4	FY18 Q1	FY18 Q2	FY18 Q3	FY18 Q4	TNB	I-405	SR 520	Combined
1	Number of unpaid toll transactions assessed a civil penalty				126,060	120,814	116,737		107,266	64,086	107,470		187,920	146,041	183,305		363,611	278,822	517,266	1,159,699
2	Customers with <i>Good To Go!</i> accounts who were assessed a civil penalty				6,383	4,571	4,626		3,320	3,181	3,219		6,002	6,193	6,267		15,579	9,720	18,462	43,761
3	Number of transactions associated with the <i>Good To Go!</i> accounts (above)				55,206	36,246	45,312		28,717	25,221	31,530		51,918	49,105	61,388		136,763	85,469	162,411	384,643
<b>Administrative Hearing Requests</b>																				
4	Number of civil penalty transactions paid upon receipt of the NOCP				11,999	13,100	17,511		15,828	9,762	16,121		32,340	25,416	27,496		42,609	25,590	57,756	125,955
5	Number of written administrative hearings requested				4	7	6		4	5	6		10	12	8		17	9	22	48
6	Number of civil penalty transactions related to written hearings				39	75	58		76	35	24		30	46	51		172	111	76	359
7	Number of in-person administrative hearings requested				15	10	13		4	12	7		11	33	27		38	16	44	98
8	Number of civil penalty transactions related to in-person hearing requests				445	441	465		30	172	210		210	688	315		1,351	202	898	2,451
9	Number of civil penalty transactions which did not receive a response				113,577	107,198	98,703		91,332	54,117	91,116		155,340	119,891	155,443		319,479	145,449	275,231	740,159
10	<b>Total number of administrative hearings requested</b>				<b>19</b>	<b>17</b>	<b>19</b>		<b>8</b>	<b>17</b>	<b>13</b>		<b>21</b>	<b>45</b>	<b>35</b>		<b>55</b>	<b>38</b>	<b>101</b>	<b>146</b>
11	<b>Total number of civil penalty transactions related to requested administrative hearings</b>				<b>499</b>	<b>526</b>	<b>536</b>		<b>110</b>	<b>219</b>	<b>241</b>		<b>251</b>	<b>767</b>	<b>393</b>		<b>1,561</b>	<b>570</b>	<b>1,411</b>	<b>2,908</b>
<b>Customer Service Reform Results (CPR and Mitigation)</b>																				
12	Number of customer contacts related to customer relief programs				48,057	31,128	35,757		24,998	21,661	24,882		45,196	42,172	48,443		114,943	71,540	135,811	322,294
13	Number of civil penalty transactions w/civil penalty & fees waived				68,221	49,166	63,967		35,292	34,077	44,474		63,926	66,533	86,575		181,354	113,843	217,035	512,231
14	Dollar value of civil penalty & fees waived				<b>\$2,828,967</b>	<b>\$2,043,887</b>	<b>\$2,655,033</b>		<b>\$1,463,769</b>	<b>\$1,416,837</b>	<b>\$1,843,383</b>		<b>\$2,651,248</b>	<b>\$2,765,985</b>	<b>\$3,593,536</b>		<b>\$7,527,886</b>	<b>\$4,723,989</b>	<b>\$9,010,769</b>	<b>\$21,262,645</b>
<b>NOCP Revenue, Cash Collected and Debt Collection Costs</b>																				
15	Civil penalty revenue recognized (financial statements)				\$759,825	\$457,168	\$748,472		\$813,419	\$285,938	\$1,010,687		\$1,612,623	\$979,004	\$1,824,723		1,965,465	2,110,043	4,416,350	\$8,491,858
16	Cash collected related to civil penalty tolls				\$318,236	\$310,979	\$487,794		\$171,568	\$165,898	\$278,899		\$334,400	\$354,396	\$575,290		1,117,009	616,365	1,264,086	\$2,997,461
17	Cash collected related to \$40 civil penalty & fees				\$274,864	\$497,984	\$488,931		\$411,849	\$459,798	\$532,159		\$890,019	\$1,157,219	\$1,160,014		1,261,779	1,403,806	3,207,252	\$5,872,837
18	<b>Total cash received related to debt collection activities</b>				<b>\$593,100</b>	<b>\$808,963</b>	<b>\$976,725</b>		<b>\$583,417</b>	<b>\$625,696</b>	<b>\$811,058</b>		<b>\$1,224,419</b>	<b>\$1,511,615</b>	<b>\$1,735,305</b>		<b>\$2,378,788</b>	<b>\$2,020,171</b>	<b>\$4,471,339</b>	<b>\$8,870,297</b>
19	Workload costs related to debt collection activities				\$272,810	\$184,320	\$205,688		\$140,148	\$149,222	\$143,262		\$253,703	\$259,176	\$285,447		662,818	432,632	798,326	\$1,893,776
20	<b>Net cash received related to debt collection activities (Quarterly)</b>				<b>\$320,290</b>	<b>\$624,643</b>	<b>\$771,037</b>		<b>\$443,269</b>	<b>\$476,474</b>	<b>\$667,796</b>		<b>\$970,716</b>	<b>\$1,252,439</b>	<b>\$1,449,858</b>		<b>\$1,715,970</b>	<b>\$1,587,539</b>	<b>\$3,673,013</b>	<b>\$6,976,522</b>

### **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 January 1 through March 31, 2018 and addresses requirements in Section 209 (6) of ESSB 6106 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, initiation of the 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 2018 Q3:

Existing contract strategy to extend services with the current vendor (Electronic Transaction Consultants Corporation or ETCC): The existing contract has been extended through November 2018, with an additional two possible monthly extensions through January 2019. ETCC will provide services until the transition to the new back office system (BOS).

BOS Implementation Project Activity: During FY 2018 Q3, WSDOT continued work as follows:

- Completion and Approval of Initiation Milestone 1.
- Continue Milestone 2 Preliminary Design deliverables.
- Continued Internal and external BOS project meetings, including monthly meetings with Vendor and WSDOT Executive teams.
- Continued Monthly Risk Assessment and Program Budget meetings.
- Continued the RFP 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 are added into monthly Toll Steering Committee meetings along with Independent Verification & Validation (IV&V) and Quality Assurance (QA) staff.
- Developed WSDOT BOS Technology Budget gate 2a request and approval process with OCIO and OFM.
- Completed initial data migration exchange from current vendor database. Subsequent mapping and analysis is underway.

### Operations RFP:

- Developed WSDOT BOS Technology Budget gate 1b request and approval with OCIO and OFM. Gate 1b represents the non-IT Operations specific funds for the Operations Vendor Implementation.
- A separate procurement for the Customer Service Operations began with the RFP release in August 2017.
  - The high level procurement and initial project kickoff schedule progress is per following:
    - Announced Apparent Successful Vendor (ASV) (January, 2018)
    - Executed Contract with AECOM (March 12, 2018)
    - Completed Ops Implementation Project Kick-off (March 26, 2018)



## Implementation Strategic Plan and Process

WSDOT continues managing the BOS Implementation phase with a contractual Go-Live Date of December 1, 2018 (Subsequent to this reporting period, WSDOT was notified by the vendor that the Go-Live date has moved to mid-February 2019). The Project team continues to meet internally on a weekly basis to execute a near term requirement refinement work plan and vendor deliverable review for the preliminary design and final design milestones. System requirement refinement and planning are facilitated by Vendor and WSDOT functional leads. Workshops are held to convey and discuss requirements and further define future business rules with stakeholders. The Implementation contract is divided into two phases:

- Phase 1 includes seven (7) milestones designed to track the software development lifecycle, issue payments for progress achieved and deliver core functionality on Go-Live.
- Phase 2 includes agency interoperability, collections 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 CSC vendor, has been extended through January 31, 2019. This transition period provides stability into the future as the department works with our vendors to implement the new Back Office System and Customer Service operations.

The procurement of new CSC vendors will mitigate risks in the long term by preparing for eventual replacement, which allows the implementation of a modern platform capable of needed system upgrades. The new operations vendor was brought in early to be part of the remaining BOS development and implementation. This allows time for the new operator to focus on their own implementation, including CSC facility selection, training up on our new toll system, and thoroughly planning for a better product. This will reduce rework prior to full-staff ramp up for Go-Live. It will also provide an opportunity for the new operator to become familiar with existing customer service staff and select individuals they might include in the transition.

The Toll Division has completed the 'Best Practice' procurement approach for a large scale IT project for both BOS and CSC Operations Vendors and implementation is underway. During the CSC operations planning phase prior to procurement, WSDOT compiled research from a variety of sources including a Customer Service Advisory group consisting of representatives from major local businesses. They also gathered information from a tour of other tolling agency contact centers, feedback from the industry on the draft requirements, and lessons learned from the current *Good To Go!* call center. The Toll Division continues to build on this knowledge in the Implementation Phase by refining the RFP requirements through collaborative workshops with major stakeholders, vendors and Toll Division staff. This ensures widespread understanding and acceptance of the design.

WSDOT continues to closely monitor the current vendor performance from both BOS and Operations perspectives. With the new BOS Vendor implementation underway, WSDOT has contracted with the current vendor to deliver and support BOS Data Migration. Separate contracting for operations transition support has been drafted and is being prepared for initial review.



## Next Steps

In FY 2018 Q4, WSDOT will continue to perform work in three primary areas: (1) CSC Operations Project Implementation: (2) Migration and transition support from our Legacy Vendor ETCC, and (3) BOS Project Implementation, as described fully below. WSDOT will also work in all 3 areas to accommodate the new Go-Live date (Subsequent to this reporting period, WSDOT was notified by the vendor that the Go-Live date has moved to mid-February 2019).

1. CSC Operations Project Implementation: Parallel with the BOS Implementation, this project selects the new call center and walk-in center facilities, including buildout, staffing, customer service operations, and management. Tasks include:
  - WSDOT/ETAN/Ops Vendor Partnering Workshop
  - Transition Planning
  - Project Plan and Schedule
  - Facility Analysis (CSC and Walk-In-Centers)
  - Complete Lease Negotiations
  - Staff Mobilization
2. Support from Legacy Vendor: Execute contract change order(s) with ETCC to provide operations transition support through Go-Live.
3. BOS Project Implementation:
  - Complete Milestone 2 – Preliminary Design deliverables and review and approval of primary system requirement documentation.
    - Commercial Back Office (Account Level)
    - Operational Back Office (Transaction Level)
    - Accounting and finance
    - Website and Interactive Voice Response (IVR)
    - Interfaces to BOS
  - Continue internal expectation workshops, action item and decision progression.
  - Complete joint technical team requirement workshops for BOS preliminary design.
  - Continue Data Migration Planning Analysis and Mapping from initial data extraction.
  - Continue stakeholder engagement.
  - WSDOT will continue to monitor alignment of the BOS Implementation with the SR 99 construction completion timeline.





### 3. Consultant Reporting

#### Legislative Request

As required by Section 209 (7) of ESSB 6106, the following is the report to the Governor and the Transportation Committee of the Legislature on the use of consultants in the toll operations budgets for FY 2018 and FY 2019. 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 2017-19 Biennium Program B Budget is \$135,540,000. The following is a summary of the Toll Division’s consultant contracts and associated Program B expenditures through the third quarter of FY 2018 (third quarter of the biennium):

Consultant Name	Contract Number	Title	Task Authorization Value	Total Invoiced Through 2018 Q3 (FY 2018)	Cumulative Invoiced
AECOM Technical Services, Inc.	Y11503	Tolling Expert Review Panel	\$300,000	\$5,931	\$156,572
Anthro-Tech	K1036	BOS Web Development Interface Support	\$175,000	\$43,322	\$43,322
CDM Smith	Y-11721	SR 520, Investment Grade Traffic & Gross Revenue Forecast	\$185,869	\$34,446	\$185,869

Consultant Name	Contract Number	Title	Task Authorization Value	Total Invoiced Through 2018 Q3 (FY 2018)	Cumulative Invoiced
CliftonLarsonAllen	K723	SR 520 Tolling System Financial Statements Audit	\$447,631	\$81,440	\$435,104
EnviroIssues, Inc.	Y11888-AE	Toll Division Communications and Government Relations Support	\$212,407	\$50,969	\$208,727
IBI Group	Y-11526	SR 520 Master Bond Resolution	\$193,083	\$31,168	\$128,351
Jacobs	Y11038-CR	General Toll Consultant Program Management	\$427,884	\$131,917	\$131,917
	Y11038-CS	Toll Division Policy and Planning Support	\$218,042	\$51,401	\$51,401
	Y11038-CT	Toll Division Financial Operations Support	\$604,777	\$308,502	\$308,502
	Y11038-CU	Toll System Operations Support	\$184,163	\$77,879	\$77,879
	Y11038-CV	Data and Reporting Support	\$402,372	\$134,269	\$134,269
	Y11038-CW	Toll Division GTC Communications and Marketing Support	\$74,870	\$10,761	\$10,761
	Y11038-CX	Customer Service Operations Support	\$677,167	\$117,365	\$117,365
	Y11038-CY	6-C Interoperability Support	\$242,118	\$69,624	\$69,624
	Y11038-CZ	CSC System Design, Development, Implementation, and Management Support	\$3,333,634	\$817,585	\$817,585

Consultant Name)	Contract Number	Title	Task Authorizati on Value	Total Invoiced Through 2018 Q3 (FY 2018)	Cumulative Invoiced
Jacobs	Y11038-DA	Customer Service Center Operations Request for Proposal, Procurement, and Implementation Support	\$641,222	\$421,808	\$421,808
Public Consulting Group ("PCG")	K1080	IT Professional Services for Toll Division Customer Service Center ("CSC") and Back office System ("BOS") Independent Verification and Validation ("IV&V")	\$1,268,250	\$217,971	\$217,971
	K1118	IT Professional Services for Toll Division Customer Service Center ("CSC") and Back office System ("BOS") Quality Assurance ("QA")	\$757,300	\$145,943	\$145,943
Stantec Consulting Services	Y11392-AJ	SR 520 Traffic and Revenue Study(Phase II)	\$380,896	\$307,352	\$323,277
	Y11392-AK	TNB Traffic and Revenue Study	\$93,194	\$4,003	\$4,003
	Y11392-AM	I405 and SR167 Traffic and Revenue Updates	\$254,815	\$37,486	\$37,486

## Consultant Detail

### AECOM Technology Corporation

**Contract Type:** Personal services

**Scope Summary:** Tolling Expert Review Panel

**Timelines:** 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	TF0041, TF0042, TF0043, TF0044, TF0045	\$300,000

### Task Y11503

**Scope Summary:** Under this task, AECOM shall convene a subgroup of the Toll Division's previous Expert Review Panel ("ERP") 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. This subgroup will focus on operations, systems and customer services only.

**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, Inc

**Contract Type:** Personal services

**Scope Summary:** To support the Back Office System online CSC

**Timelines:** 01/16/18-12/31/18

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

### Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
K1036	Back Office System web development interface support	TF0041, TF0042, TF0043, TF0044, TF0045	\$175,000

## 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.

**Timelines:** Contract window: 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, Investment Grade Traffic & Gross Revenue Forecast	TF0009	\$185,869

### Task Y11721

**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.

**Timelines:** 9/1/2015 - 12/31/2017

**Deliverables:** Update the toll model developed by CDM for prior SR 520 forecasts by updating economic forecast using its independent techniques, incorporating data gathered and analysis conducted, generate revised traffic and gross toll revenue potential forecast, perform basic input parameter sensitivity tests, perform additional alternative forecasts as requested and participate in forecasting processes.

## 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.

**Timelines:** Contract window: 4/16/13 through 4/15/18

**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
K723	SR 520 Tolling System Financial Statements Audit and Attestation Engagement	TF0009	\$447,631

**EnviroIssues, Inc.**

**Contract Type:** Personal services

**Scope Summary:** The Consultant is supporting WSDOT with communications, government relations, and team management strategy for the Toll Division.

**Timelines:** Contract window: 10/03/2016 through 03/31/2018

**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-AE	Tolling Division Communications and Government Relations Support	TF0006, TF0007, TF0008, TF0009, TF0014	\$212,407

**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

**Timelines:** Contract window: 1/1/15 through 06/30/19

**Deliverables:** Certification and report on the review of the assumptions for operations and maintenance costs. Review and certify the reasonableness of Repair and Replacement (“R&R”) and Operations and Maintenance (“O&M”) cost estimates prepared by the State.

**Task Order Scope and Value:**

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



## Task -Y11526

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

**Timelines:** Contract window: 1/1/15 through 6/30/19

**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.

**Timelines:** Contract window: 7/6/10 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.

### Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y11038-CR	General Toll Consultant Program Management	TF0006, TF0007, TF0009, TF0014	\$427,884
Y11038-CS	Toll Division Policy and Planning Support	TF0006, TF0007, TF0009, TF0014	\$218,042
Y11038-CT	Toll Division Financial Operations Support	TF0006, TF0007, TF0009, TF0014	\$604,777
Y11038-CU	Toll System Operations Support	TF0006, TF0007, TF0009, TF0014	\$184,163
Y11038-CV	Data and Reporting Support	TF0006, TF0007, TF0009, TF0014	\$402,372
Y11038-CW	Toll Division GTC Communications and Marketing Support	TF0006, TF0007, TF0009, TF0014	\$74,870
Y11038-CX	Customer Service Operations Support	TF0006, TF0007, TF0009, TF0014	\$677,167
Y11038-CY	6-C Interoperability Support	TF0006, TF0007, TF0009, TF0014	\$242,118
Y11038-CZ	CSC System Design, Development, Implementation, and Management Support	TF0041, TF0042, TF0043, TF0044, TF0045	\$3,333,634
Y11038-DA	Customer Service Center Operations Request for Proposal, Procurement, and Implementation Support	TF0041, TF0042, TF0043, TF0044, TF0045	\$641,222

### Task Y11038-CR

**Scope Summary:** Provide a broad spectrum of management and technical services via an integrated tolls management team, including a co-located staff, as well as off-site services as needed. Services may be requested by the STATE, as necessary, to accomplish individual work elements. The CONSULTANT shall furnish



all services and labor necessary to accomplish these tasks, and shall provide all materials, supplies, equipment, and incidentals, except where designated in the Agreement, necessary to prepare and deliver to the STATE all requested items of work and deliverable item(s) requested by the STATE.

The STATE's Toll Division is in need of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for Program Management. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management and administration, program administration & contract management, toll program management.

### Task Y11038-CS

**Scope Summary:** The State of Washington, acting as the Washington State Department of Transportation (the "STATE") within a competitive selection executed a contract with Jacobs Engineering Group (the "CONSULTANT") on July 6, 2010 to provide General Tolling Consultant (GTC) services for the STATE's Toll Division. As the GTC, the CONSULTANT is to provide a broad spectrum of management and technical Services via an integrated tolls management team. Services may be requested by the STATE, as necessary, to accomplish individual work elements. The CONSULTANT shall furnish all services and labor necessary to accomplish these tasks and shall provide all materials, supplies, equipment, and incidentals except where designated in the Agreement necessary to prepare and deliver to the STATE as requested items of work and deliverable item(s) requested by the STATE. The STATE's Toll Division is in need of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for Policy and Planning. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Program task management and administration, toll planning and policy support, cost of toll collection reporting, Washington State Transportation Support, toll rate setting.

### Task Y11038-CT

**Scope Summary:** Provide General Tolling Consultant (GTC) services for the STATE's Toll Division. As the GTC, the CONSULTANT is to provide a broad spectrum of management and technical Services via an integrated tolls management team, including a co-located staff, as well as off-site services as needed. Services may be requested by the STATE, as necessary, to accomplish individual work elements. The CONSULTANT shall furnish all services and labor necessary to accomplish these tasks, and shall provide all materials, supplies, equipment, and incidentals, except where designated in the Agreement, necessary to prepare and deliver to the STATE all requested items of work and deliverable item(s) requested by the STATE.

The STATE's Toll Division is in need of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for Financial Operations. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management, coordination and project administration, financial planning and analysis support, general financial support.

### Task Y11038-CU

**Scope Summary:** Provide a broad spectrum of management and technical Services via an integrated tolls management team, including a co-located staff, as well as off-site services as needed. Services may be requested by the STATE as necessary, to accomplish individual work elements. The CONSULTANT shall furnish all services and labor necessary to accomplish these tasks, and shall provide all materials, supplies, equipment, and incidentals, except where designated in the Agreement, necessary to prepare and deliver to the STATE all requested items of work and deliverable item(s) requested by the STATE. The STATE's Toll Division is in need



of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for System Operations. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management, coordination, project administration and customer service center system support.

### Task Y11038-CV

**Scope Summary:** Provide a broad spectrum of management and technical Services via an integrated tolls management team. Services may be requested by the STATE, as necessary, to accomplish individual work elements. The CONSULTANT shall furnish all services and labor necessary to accomplish these tasks, and shall provide all materials, supplies, equipment, and incidentals, except where designated in the Agreement necessary to prepare and deliver to the STATE all requested items of work and deliverable item(s) requested by the STATE. The STATE's Toll Division is in need of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for Data and Reporting. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management, coordination, project administration, data & reporting.

### Task Y11038-CW

**Scope Summary:** Provide a broad spectrum of management and technical Services via an integrated tolls management team, including a co-located staff: as well as offsite services as needed. Services may be requested by the STATE, as necessary, to accomplish individual work elements. The CONSULTANT shall furnish all services and labor necessary to accomplish these tasks, and shall provide all materials, supplies, equipment, and incidentals except where designated in the Agreement, necessary to prepare and deliver to the STATE all requested items of work and deliverable item(s) requested by the STATE. The STATE's Toll Division is in need of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for Communications and Marketing. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management, coordination, project administration, toll division communications, marketing and communications general support, completion of I-405 surveys.

### Task Y11038-CX

**Scope Summary:** Provide a broad spectrum of management and technical Services via an integrated tolls management team, including a co-located staff, as well as off-site services as needed. Services may be requested by the STATE, as necessary, to accomplish individual work elements. The CONSULTANT shall furnish all services and labor necessary to accomplish these tasks, and shall provide all materials, supplies, equipment, and incidentals, except where designated in the Agreement, necessary to prepare and deliver to the STATE all requested items of work and deliverable item(s) requested by the STATE. The STATE's Toll Division is in need of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for Customer Service Operations. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management, coordination, project administration, customer service center operations support, adjudication support.





### Task Y11038-CY

**Scope Summary:** Provide a broad spectrum of management and technical Services via an integrated tolls management team, including a co-located staff, as well as off-site services as needed. Services may be requested by the STATE, as necessary, to accomplish individual work elements. The CONSULTANT shall furnish all services and labor necessary to accomplish these tasks, and shall provide all materials, supplies, equipment, and incidentals, except where designated in the Agreement, necessary to prepare and deliver to the STATE all requested items of work and deliverable item(s) requested by the STATE. The STATE's Toll Division is in need of on-going toll program management and operations support that includes a range of tasks for day-to-day management support for Division 6-C Interoperability. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management, coordination, project administration, support 6-C protocol RFID technology, interoperability strategies and technical support.

### Task Y11038-CZ

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

**Timelines:** 7/1/17-6/30/19

**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.

### Task Y11038-DA

**Scope Summary:** Complete the procurement process and to provide implementation oversight services.

**Timelines:** 7/1/17-6/30/19

**Deliverables:** Task management, coordination, project administration, RFP development support, procurement support, expert review panel coordination.

## Public Consulting Group ("PCG")

**Contract Type:** Personal services

**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:** 10/10/16-12/31/19

**Deliverables:**



**Task Order Scope and Value:**

Task Name	Task Description	Task Work Order	Task Value
K1080	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	\$1,268,250
K1118	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

**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.

**Timelines:** Current expiration is 6/30/2019

**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-AJ	SR 520 Traffic and Revenue Study (Phase II)	TF0009	\$380,896
Y11392-AK	TNB Traffic and Revenue Study	TF0007	\$93,194
Y11392-AM	I405 and SR167 Traffic and Revenue Updates	TF0006, TF0014	\$254,815

**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).

**Timelines:** 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.



### Task Y11392-AK

**Scope Summary:** The purpose of this task order is to develop traffic and revenue estimates for the Tacoma Narrows Bridge (TNB) to support the bond financing.

**Timelines:** 8/28/17 through 6/30/2019

**Deliverables:** Finalize the overall project schedule including the identification of key milestones and deliverables, review historical travel patterns on the Tacoma-Narrows Bridge and analyze prior traffic response to toll increases (or decreases), provide two updates of the recently constructed model to develop a baseline traffic and revenue forecast for the TNB for FY 2018 and FY 2019 plus two additional forecast updates to incorporate rate change decisions made by the Transportation Commission in Spring 2018 and Spring 2019, track the monthly performance of the TNB, coordinate with and provide support for the STATE during the rate setting process for both FY 2018 and FY 2019, including any support as requested for the Transportation Commission's TNB Toll Payer Relief work group study.

### Task Y11392-AM

**Scope Summary:** The purpose of this task order is to provide annual updates to the I-405 ETL and SR 167 HOT Lanes T&R forecast as part of the November Transportation Revenue Forecast Council (TRFC) cycle.

**Timelines:** 9/25/17 through 6/30/2019

**Deliverables:** Finalize the overall project schedule including the identification of key milestones and deliverables, review historical travel patterns on the I-405 ETLs and SR 167 HOT Lanes and analyze traffic, update the recently developed I-405 ETLs/SR 167 HOT Lanes forecast model to incorporate recent performance, estimate the annual adjusted gross toll revenue projections from the forecasts of gross toll revenue potential and toll plus toll-free trips, provide civil penalty and transponder sales forecasts, track the monthly performance of the I-405 ETLs Traffic and Gross Revenue Potential, coordinate with and provide support for the STATE to analyze any potential changes to the toll policy assumptions.



## 4. Vendor and Non-Vendor Expenditures

### Legislative Request

As required by Section 209 (7) of ESSB 6106, 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 2018 Q1</u>	<u>FY 2018 Q2</u>	<u>FY 2018 Q3</u>	<u>FY 2018 Q4</u>	<u>FY 2018 to Date</u>	<u>Biennia to Date</u>
WSDOT Staff	\$ 1,134,864	\$ 1,139,327	\$ 1,191,509		\$ 2,274,191	\$ 2,274,191
Consultants	\$ 1,029,150	\$ 1,317,992	\$ 1,134,322		\$ 2,347,142	\$ 2,347,142
Bridge Insurance	\$ 3,472,055	\$ 22,618	\$ 19,376		\$ 3,494,674	\$ 3,494,674
Credit Card and Bank Fees	\$ 998,495	\$ 1,149,426	\$ 956,294		\$ 2,147,921	\$ 2,147,921
Transponder Costs	\$ 344,232	\$ 314,138	\$ 287,698		\$ 658,370	\$ 658,370
Pay by Mail	\$ 642,020	\$ 692,637	\$ 618,487		\$ 1,334,657	\$ 1,334,657
Washington State Patrol	\$ 272,702	\$ 144,371	\$ 235,193		\$ 417,073	\$ 417,073
Other Miscellaneous Non-Vendor Expenditures <sup>2</sup>	\$ 557,930	\$ 517,163	\$ 425,085		\$ 1,075,093	\$ 1,075,093
Quarterly Non-Vendor Expenditures	\$ 8,451,447	\$ 5,291,209	\$ 4,867,965	\$ -	\$ 13,749,121	\$ 13,749,121
<u>Vendor Expenditures<sup>3</sup></u>	<u>FY 2018 Q1</u>	<u>FY 2018 Q2</u>	<u>FY 2018 Q3</u>	<u>FY 2018 Q4</u>	<u>FY 2018 to Date</u>	<u>Biennia to Date</u>
CSC Vendor <sup>4</sup>	\$ 3,686,033	\$ 3,493,280	\$ 4,189,412		\$ 7,179,312	\$ 7,179,312
Cash Collections (SR-16 Tacoma Narrows Bridge)	\$ 822,878	\$ 828,081	\$ 820,825		\$ 1,650,959	\$ 1,650,959
Electronic Payment Processing (SR-16 Tacoma Narrows Bridge) <sup>5</sup>	\$ 17,510	\$ 14,391	\$ 13,720		\$ 31,901	\$ 31,901
Toll Collection System Operations and Maintenance <sup>6</sup>	\$ 274,369	\$ 463,200	\$ 414,456		\$ 737,569	\$ 737,569
Office of Administrative Hearings	\$ 3,878	\$ 4,409	\$ 5,195		\$ 8,287	\$ 8,287
Other Miscellaneous Vendor Expenditures <sup>7</sup>	\$ 5,147	\$ 2,341	\$ 1,001		\$ 7,488	\$ 7,488
Quarterly Vendor Expenditures	\$ 4,809,814	\$ 4,812,168	\$ 5,444,609	\$ -	\$ 9,615,517	\$ 9,615,517
Combined Quarterly Expenditures	\$ 13,261,261	\$ 10,103,377	\$ 10,312,574	\$ -	\$ 23,364,638	\$ 23,364,638
<u>Notes:</u>						
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 both vendors who support CSC systems and operations (ETCC 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 civil penalty support provided by Fife Municipal Court and Phoenix Security.						

### Notable

- Credit Card and Bank Fees decrease in the 3<sup>rd</sup> quarter after image transaction delays adjusted.
- Pay by Mail expenditures were lower in the 3<sup>rd</sup> quarter after mailing of delayed transactions addressed.
- Washington State Patrol increase in the 3<sup>rd</sup> quarter due to increased enforcement.
- Other Miscellaneous Non-Vendor Expenditures decrease due to a drop in telephone charges and lower out of state look-ups.
- CSC Vendor increase due to the new BOS vendor, ETAN obtained several milestone deliverables.
- The Toll Collection System O&M cost variation stems primarily from monthly maintenance payments to the 520 Ops Vendor. The system was not accepted until August 2017 and a delay in the vendor invoice caused an uneven distribution of monthly payments by quarter. There were no payments in Q1, 4 in Q2, and 3 in Q3. The Q3 total appears to be the steady state.
- Other Miscellaneous Vendor Expenditures were lower in the 3<sup>rd</sup> quarter due to fewer in person hearings, which reduce the need for on-site security.