



Washington State Department of Transportation Toll Division

Proviso Report - Fiscal Year 2020, Quarter 2

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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 Oct. 1 through Dec. 31, 2019 and addresses requirements in Section 209 (4) of ESHB 1160 regarding WSDOT's Toll Civil Penalty Process.

During the Q2 FY2020 period:

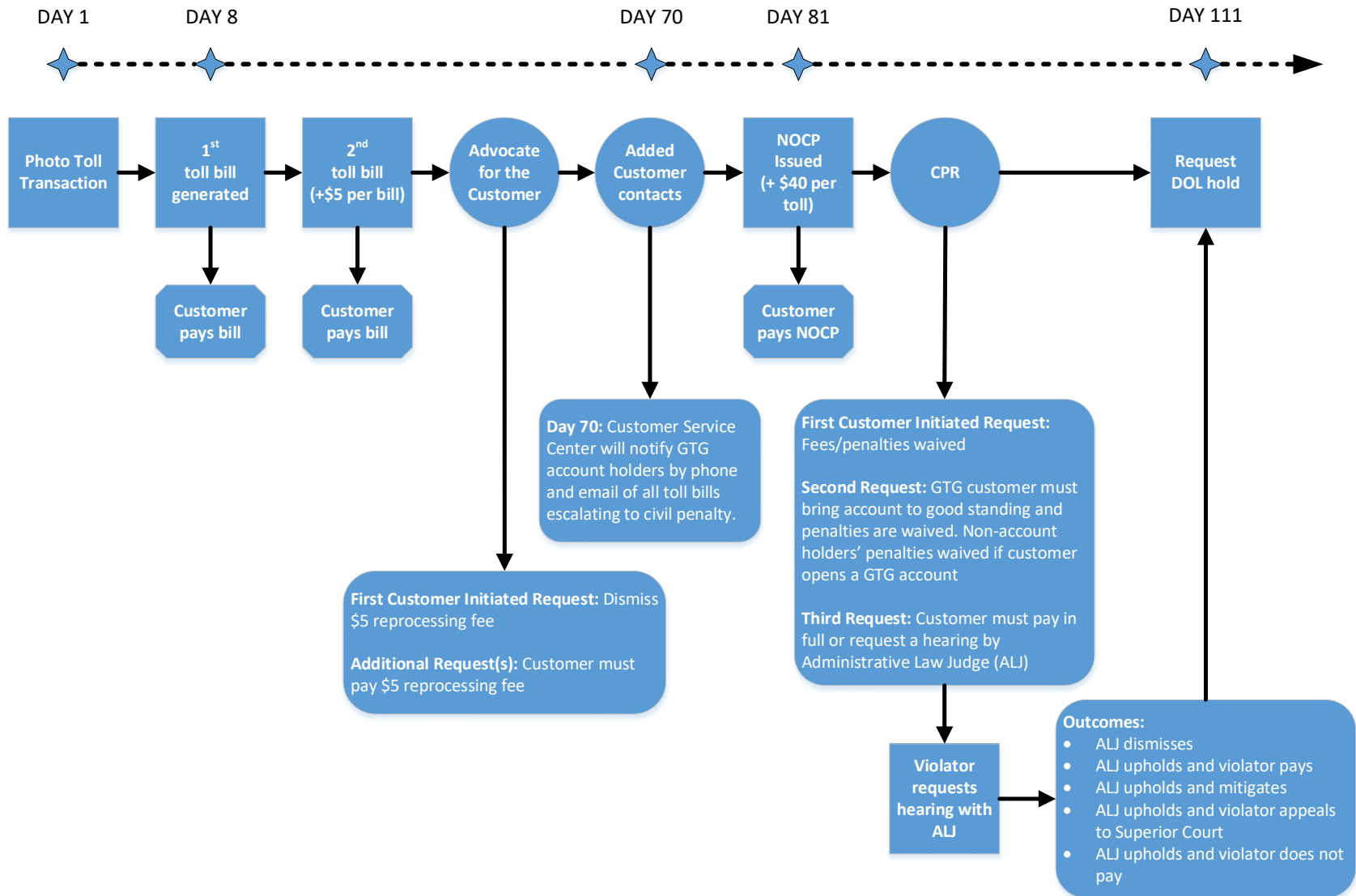
- WSDOT assessed 504,174 civil penalties for unpaid toll trips
- During the same period, WSDOT recovered approximately \$1,526,570 in unpaid tolls and \$2 million in penalties and fees (these totals include cash received from uncollected civil penalty revenue from previous time periods).
- 46,808 civil penalty transactions, 9 percent of those issued, were paid without any dispute.
- 35 hearing requests (tele-hearings and in-person) were made representing 932 civil penalty transactions, which is less than 1 percent of all civil penalties issued.
- Overall civil penalty revenue was up substantially to \$4,397,569 in Q2 from \$1,845,740 in Q1. There are a number of factors in this increase; the most noticeable was a data entry error correction (noted on the Q1 report) on the I-405 express toll lanes. Write offs of doubtful accounts also did not occur in the month of December, but it will show on the Q3 reports.

In June 2019 WSDOT changed from in-person hearings to tele-hearings. Tele-hearings are conducted by the Office of Administrative Hearings (OAH) and offers the customer the convenience of calling in for their scheduled hearing.

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

Figure 1 shows the current 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 toll issues along the way.

Table 1 shows the NOCP data for this quarterly report and the accumulated year-to-date for FY2019 (Q1 through Q4). Each line item is numbered and corresponds to the entries of the Item Details list.



Toll Transaction to NOCP Process

Figure 1: NOCP Process

NOCP Quarterly Report

| | FY 2020 Q1 | | | | SR 16 Tacoma Narrows Bridge | | | | I 405 Express Toll Lanes | | | | SR 520 Bridge | | | | FY20 Year To Date | | | |
|---|--|-------------|---------|---------|-----------------------------|-------------|---------|---------|--------------------------|-------------|---------|---------|---------------|-------------|-------------|--------------|-------------------|--|--|--|
| | FY20 Q1 | FY20 Q2 | FY20 Q3 | FY20 Q4 | FY20 Q1 | FY20 Q2 | FY20 Q3 | FY20 Q4 | FY20 Q1 | FY20 Q2 | FY20 Q3 | FY20 Q4 | TNB | I-405 | SR 520 | Combined | | | | |
| 1 | Number of unpaid toll transactions assessed a civil penalty | | | | | | | | | | | | | | | | | | | |
| | 147,008 | 142,868 | | | 127,178 | 127,861 | | | 237,079 | 233,445 | | | 289,876 | 255,039 | 470,524 | 1,015,439 | | | | |
| 2 | Customers with Good To Go! accounts who were assessed a civil penalty | | | | | | | | | | | | | | | | | | | |
| | 4,389 | 4,582 | | | 4,041 | 4,219 | | | 7,029 | 7,338 | | | 8,970 | 8,259 | 14,367 | 31,597 | | | | |
| 3 | Number of transactions associated with the Good To Go! accounts (above) | | | | | | | | | | | | | | | | | | | |
| | 32,772 | 32,210 | | | 30,175 | 29,657 | | | 52,488 | 51,588 | | | 64,982 | 59,832 | 104,076 | 228,889 | | | | |
| Administrative Hearing Requests | | | | | | | | | | | | | | | | | | | | |
| 4 | Number of civil penalty transactions paid upon receipt of the NOCP | | | | | | | | | | | | | | | | | | | |
| | 11,517 | 9,803 | | | 12,332 | 11,537 | | | 27,401 | 25,468 | | | 21,320 | 23,869 | 52,869 | 98,058 | | | | |
| 5 | Number of written administrative hearings requested | | | | | | | | | | | | | | | | | | | |
| | 0 | 1 | | | 1 | 0 | | | 0 | 2 | | | 1 | 1 | 2 | 4 | | | | |
| 6 | Number of civil penalty transactions related to written hearings | | | | | | | | | | | | | | | | | | | |
| | 0 | 9 | | | 1 | 0 | | | 0 | 17 | | | 9 | 1 | 17 | 27 | | | | |
| 7 | Number of administrative tele-hearings | | | | | | | | | | | | | | | | | | | |
| | 7 | 10 | | | 8 | 7 | | | 24 | 15 | | | 17 | 15 | 39 | 71 | | | | |
| 8 | Number of civil penalty transactions related tele-hearing requests | | | | | | | | | | | | | | | | | | | |
| | 47 | 61 | | | 115 | 132 | | | 570 | 713 | | | 108 | 247 | 1,283 | 1,638 | | | | |
| 9 | Number of civil penalty transactions which did not receive a response | | | | | | | | | | | | | | | | | | | |
| | 135,444 | 132,995 | | | 114,730 | 116,192 | | | 209,108 | 207,247 | | | 268,439 | 230,922 | 416,355 | 915,716 | | | | |
| 10 | Total number of administrative hearings requested | | | | | | | | | | | | | | | | | | | |
| | 7 | 11 | | | 9 | 7 | | | 24 | 17 | | | 18 | 16 | 41 | 75 | | | | |
| 11 | Total number of civil penalty transactions related to requested administrative hearings | | | | | | | | | | | | | | | | | | | |
| | 47 | 70 | | | 116 | 132 | | | 570 | 730 | | | 117 | 248 | 1,300 | 1,665 | | | | |
| Customer Service Reform Results (CPR and Mitigation) | | | | | | | | | | | | | | | | | | | | |
| 12 | Number of customer contacts related to customer relief programs | | | | | | | | | | | | | | | | | | | |
| | 23,220 | 39,117 | | | 21,379 | 36,017 | | | 37,189 | 62,650 | | | 62,336 | 57,396 | 99,839 | 219,572 | | | | |
| 13 | Number of civil penalty transactions w/civil penalty & fees waived | | | | | | | | | | | | | | | | | | | |
| | 46,107 | 65,831 | | | 42,453 | 60,614 | | | 73,846 | 105,437 | | | 111,938 | 103,067 | 179,283 | 394,288 | | | | |
| 14 | Dollar value of civil penalty & fees waived | | | | | | | | | | | | | | | | | | | |
| | \$1,844,283 | \$2,633,252 | | | \$1,698,117 | \$2,424,558 | | | \$2,953,840 | \$4,217,470 | | | \$4,477,535 | \$4,122,675 | \$7,171,310 | \$15,771,520 | | | | |
| NOCP Revenue, Cash Collected and Debt Collection Costs | | | | | | | | | | | | | | | | | | | | |
| 15 | Civil penalty revenue recognized (financial statements) | | | | | | | | | | | | | | | | | | | |
| | \$666,888 | \$810,503 | | | (\$417,529) | \$1,812,059 | | | \$1,596,380 | \$1,775,007 | | | \$1,477,392 | \$1,394,530 | \$3,371,387 | \$6,243,308 | | | | |
| 16 | Cash collected related to civil penalty tolls | | | | | | | | | | | | | | | | | | | |
| | \$394,168 | \$420,876 | | | \$309,200 | \$350,105 | | | \$565,428 | \$755,589 | | | \$815,044 | \$659,305 | \$1,321,017 | \$2,795,366 | | | | |
| 17 | Cash collected related to \$40 civil penalty & fees | | | | | | | | | | | | | | | | | | | |
| | \$448,249 | \$215,606 | | | \$469,056 | \$496,400 | | | \$868,432 | \$1,105,574 | | | \$663,855 | \$965,456 | \$1,974,006 | \$3,603,317 | | | | |
| 18 | Total cash received related to debt collection activities | | | | | | | | | | | | | | | | | | | |
| | \$842,417 | \$636,482 | | | \$778,256 | \$846,505 | | | \$1,433,860 | \$1,861,163 | | | \$1,478,899 | \$1,624,761 | \$3,295,023 | \$6,398,683 | | | | |
| 19 | Workload costs related to debt collection activities | | | | | | | | | | | | | | | | | | | |
| | \$153,427 | \$215,606 | | | \$142,465 | \$202,986 | | | \$253,238 | \$356,225 | | | \$369,033 | \$345,451 | \$609,463 | \$1,323,947 | | | | |
| 20 | Net cash received related to debt collection activities (Quarterly) | | | | | | | | | | | | | | | | | | | |
| | \$688,990 | \$420,876 | | | \$635,791 | \$643,519 | | | \$1,180,622 | \$1,504,938 | | | \$1,109,866 | \$1,279,310 | \$2,685,560 | \$5,074,736 | | | | |

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 Oct. 1, 2019 through Dec. 31, 2019 and addresses requirements in Section 209 (6) of ESHB 1160 regarding the completion of the procurement and implementation process for the new toll back office system (BOS) and customer service vendors. This report addresses the overall progress toward procuring a new tolling customer service center, the new BOS implementation and the department's effort to mitigate risk to the State.

Overall Progress

Continuing the work to date, the Toll Division performed the following work in FY 2020 Q2:

Overall, the BOS vendor continues to make positive progress, but at a much slower than planned pace in both finalizing development and testing velocity. As planned, the SR 99 tunnel toll system was successfully integrated into the legacy system and will be transitioned to the new BOS at go-live.

BOS Implementation Project Activity: During FY 2020 Q2, WSDOT continued work as follows:

- Continued Milestone 3 final design progress
 - Primary focus on completing the remaining punch list development efforts.
 - Received initial submission of System Design Development Deliverables (SDDD) volumes, the final deliverable of Milestone 3.
- Continued progress on remaining concurrent Milestones
 - Milestone 5 – Testing/Migration
 - Factory Acceptance Testing (FAT) - Complete, however, the final report lacked necessary test evidence and resubmittal is pending.
 - Integration & Commissioning Testing (ICT) - Complete, however, the final report lacked necessary test evidence and resubmittal is pending regression test results.
 - FAT/ICT defect resolution continues.
 - Began and completed first of three User Acceptance Testing (UAT) sequences.
 - Data migration mapping and analysis continues, with continued support from legacy vendor.
 - Milestone 6 – Training
 - Review of all initial training manual components complete and final submittals are pending completed punch list development.
 - Training environment provided to operations staff for exploration continues to be enhanced with updated functionality and integrated voice response (IVR-Telephony).
 - Preparing for operations customer service representative (CSR) training
- Continued internal and external BOS project lead and status meetings, continuing weekly meetings with vendor and WSDOT executive teams.
- Continued monthly risk assessment and program budget meetings.
- Continued stakeholder engagement with OFM, Legislative Staff, Office of Chief Information Officer (OCIO), Joint Transportation Committee (JTC), Washington State Transportation Commission (WSTC), Department of Licensing (DOL), WSDOT ITD, Toll Steering Committee and Toll Executive Committees.

- Continued OFM and OCIO monthly project meetings. OCIO representatives participate in monthly Toll Steering Committee meetings along with Independent Verification & Validation (IV&V) and Quality Assurance (QA) staff.
- IT pool technology budget 2019 certification process complete.
- Transition planning underway with coordination between the BOS vendor, CSC operations vendor, legacy vendor and WSDOT.

Operations Project:

- Updated project plan and schedule based on new system go-live date (spring 2020).
- Hired the Gig Harbor walk-in center staff and opened the new Gig Harbor facility after the lease expired at the old Gig Harbor location and the landlord would not renew it. AECOM is operating this as a self-service location with phones for customers to contact the call center and computers to manage their accounts online. AECOM staff are available to answer questions and accept cash payments in person.
- Started work on other operational activities including incentive pass fulfillment and adjudication evidence package review. In-person hearings were transitioned to tele-hearings.
- Adjusted ramp-up plan for updated go-live timing.
- WSDOT continues to review and approve various planning and operations documentation provided by the new CSC operations vendor.
- WSDOT and the new CSC operations vendor continue to help review BOS test procedures, training materials and other implementation documentation.

Implementation Plan and Process

In December 2019, ETAN completed the first a three sets of User Acceptance Testing (UAT) with a two week delay due to emerging defects and necessary retesting. We were also seeing continued lack of progress in other critical path areas including defect resolution and punch list development. ETAN's lack of resources in key development and quality assurance teams continues to affect ETAN's ability to adhere to schedule. As a result, WSDOT performed an extensive lessons learned workshop on the UAT processes and outcomes. ETAN and WSDOT jointly determined two primary mitigations that will lead to process improvement for the remaining UAT batches as well as other critical path efforts. First, WSDOT will now manage ETAN's project schedule, lead the joint coordination meetings and receive reports directly from ETAN leads. Second, ETAN has agreed to onboard a third party system implementation group to support the lagging areas in defect clearing and development coordination. WSDOT determined that a more realistic schedule to allow for optimization of this new resource group to ensure successful go-live in spring 2020.

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

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

Mitigation Measures

The Toll Division has taken steps to mitigate risk to the department and the State. The contract with ETCC, our existing legacy BOS and CSC vendor, has been extended with optional monthly extensions through June 2020, which will provide stability and flexibility as the department continues to work with the new vendors to implement the BOS and CSC operations. WSDOT continues to closely monitor the current vendor performance from both BOS and CSC operations perspectives. With the new BOS vendor implementation underway, WSDOT and the legacy vendor completed the SR 99 integration while at the same time supporting BOS data migration and operations transition support. Mitigation has also included project schedule adjustments and overall transition of the schedule maintenance to WSDOT to more directly manage critical path sequences.

Next Steps

In FY 2020 Q3, WSDOT will continue to perform work in three primary areas: (1) CSC Operations Project Implementation; (2) Migration and transition support from our legacy vendor, and (3) BOS Project Implementation, as described below.

1. CSC Operations Project Implementation: Parallel with the BOS implementation, this project selects the new call center and walk-in center (WIC) facilities, including buildout, staffing, training, CSC operations, and management. Tasks include:
 - Update project plan and schedule based on new system go-live date.
 - Complete punch list and achieve operations readiness for all new customer center facilities.
 - Continue coordination between CSC operations vendor and legacy vendor as needed to address staffing needs or current operations activities.
 - Continue operational activities including staffing the Gig Harbor customer center, fulfilling incentive passes and reviewing evidence packages for tele hearings.
 - Continue to support BOS test planning and testing.
 - Continue to support BOS train-the-trainer planning and begin training staff.
2. Support from Legacy Vendor: Continue working with ETCC as they provide support for the operations transition and data migration activities through go-live.
3. BOS Project Implementation:
 - Continue to complete portions of concurrent milestones. Milestone 3: Final Design, Milestone 5: Installation & Testing, and Milestone 6: Training. These remaining phase one milestones will be ongoing until go-live.
 - Review and approval of key BOS documentation.
 - Measure impact of new resources supporting ETAN.
 - Resolve all critical and high priority Factory Acceptance Test and Integration and Commissioning Test Defects.
 - Complete User Acceptance Testing, witnessed by WSDOT, while managing the resulting defects.

- Complete training materials and manuals and prepare for train-the-trainer classes.
- Continue preparation and conduct security, performance and accessibility testing against the overall system and website.
- Complete FAT and ICT system test evidence reviews.
- Continue defect management and triage to satisfy operations test entry criteria.
- Complete planning efforts for the pilot mode operations test.
- Continue active mitigation and decision progression through vendor development and testing sequences.
- Continue data migration planning analysis and mapping from additional data extractions and migrations.
- Continue cross-vendor management, stakeholder engagement and communication outreach.



3. Consultant Reporting

Legislative Request

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

Terms Defined

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

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

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

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

Timeliness: the status of task activity during the biennium.

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

Summary Report, Expenditures

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

| Consultant Name | Contract Number | Title | Current Task Authorization Value | Total Invoiced Through FY 2020 Q2 (2019-2021) | Cumulative Invoiced |
|------------------------|-----------------|--|----------------------------------|---|---------------------|
| Anthro-Tech Inc. | K001036 | BOS Web Development Interface Support | \$190,000 | \$1,560 | \$171,499 |
| CliftonLarsonAllen LLP | K001170 | SR 520 Tolling System Financial Statements Audit | \$252,000 | \$84,779 | \$149,279 |
| Fagan Consulting LLC | 0Y12212 | Tolling Expert Review Panel | \$148,000 | \$485 | \$21,949 |
| | | | | | |

| Consultant Name | Contract Number | Title | Current Task Authorization Value | Total Invoiced Through FY 2020 Q2 (2019-2021) | Cumulative Invoiced |
|--------------------------------------|-----------------|--|----------------------------------|---|---------------------|
| Jacobs Engineering Group Inc. | 11038CZ | CSC System Design, Development, Implementation, and Management Support | \$4,152,992 | \$726,759 | \$3,761,434 |
| | 11038DL | Toll Systems Operation Support | \$771,305 | \$35,403 | \$35,403 |
| | 11038DM | Tolling Data & Reporting Support | \$674,532 | \$32,139 | \$32,139 |
| | 11038DN | 6-C Interoperability Support | \$354,963 | \$66,164 | \$66,164 |
| | 11038DR | Toll Division GTC Financial Operations Support | \$42,548 | \$14,742 | \$14,742 |
| | 11038DT | Toll Division Program Management Support | \$334,738 | \$80,412 | \$80,412 |
| | 11038DU | Toll Division Customer Service Operations Support | \$498,842 | \$77,669 | \$77,669 |
| Public Consulting Group Inc. ("PCG") | K001080 | IT Professional Services for Toll Division Customer Service Center ("CSC") and Back office System ("BOS") Independent Verification and Validation ("IV&V") | \$1,429,618 | \$212,860 | \$1,213,963 |
| | K001118 | IT Professional Services for Toll Division Customer Service Center ("CSC") and Back office System ("BOS") Quality Assurance ("QA") | \$932,300 | \$113,410 | \$639,595 |
| Stantec Consulting Services Inc. | 11392AQ | SR520 Traffic & Revenue Study | \$544,985 | \$178,582 | \$178,582 |
| | 11392AR | I-405 and SR 167 Traffic & Revenue Study | \$168,347 | \$21,184 | \$21,184 |
| WSP USA Inc. | 0Y12188 | Toll Financial Support | \$1,750,000 | \$112,076 | \$290,450 |

Consultant Detail

Anthro-Tech, Inc.

Contract Type: Personal Service Contract

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

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



Deliverables: Usability assessment design support and web accessibility review.

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

CliftonLarsonAllen, LLP

Contract Type: Personal Service Contract

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

Timelines: 4/15/2018 through 4/14/2024

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

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

Fagan Consulting, LLC

Contract Type: Personal Service Contract

Scope Summary: FAGAN CONSULTING (CONSULTANT) has been directed by the DIRECTOR OF TOLLING to convene an Expert Review Panel (ERP) to assist WSDOT (STATE) by providing independent industry review, advice and feedback as requested on any toll business practice, with a near term focus on implementing new back office and customer service vendor contracts at the end of the current vendor's contract term. To the extent possible it is desired to maintain continuity with the previous Toll Division Expert Review Panel to take maximum advantage of knowledge and history gained through experience with the WSDOT toll program.

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

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

| Contract Number | Title | Work Orders | Current Task Authorization Value |
|-----------------|-----------------------------|-------------|----------------------------------|
| OY12212 | Tolling Expert Review Panel | TF0008 | \$148,000 |



Jacobs Engineering Group, Inc.

Contract Type: Personal Service Contract

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

Timelines: 7/01/2010 through 6/30/2021

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

| Contract Number | Title | Work Orders | Current Task Authorization Value |
|-----------------|--|--|----------------------------------|
| 11038CZ | CSC System Design, Development, Implementation, and Management Support | TF0041, TF0042, TF0043, TF0044, TF0045 | \$4,152,992 |
| 11038DL | Toll Systems Operation Support | TF0006, TF0007, TF0009, TF0014, TF0019 | \$771,305 |
| 11038DM | Tolling Data & Reporting Support | TF0006, TF0007, TF0009, TF0014, TF0019 | \$674,532 |
| 11038DN | 6-C Interoperability Support | TF0006, TF0007, TF0009, TF0014, TF0019 | \$354,963 |
| 11038DR | Toll Division GTC Financial Operations Support | TF0006, TF0007, TF0009, TF0014, TF0019 | \$42,548 |
| 11038DS | SR 99 Performance Monitoring Post Tolling | TF0019 | \$587,443 |
| 11038DT | Toll Division Program Management Support | TF0006, TF0007, TF0009, TF0014, TF0019 | \$334,738 |
| 11038DU | Toll Division Customer Service Operations Support | TF0006, TF0007, TF0009, TF0014, TF0019 | \$498,842 |

Contract Y11038-CZ

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

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

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



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

Contract Y11038-DL

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

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

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

Contract Y11038-DM

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

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

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

Contract Y11038-DN

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

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

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



Contract Y11038-DR

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

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

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

Contract Y11038-DS

Scope Summary: Provide support for the SR 99 traffic performance monitoring data collection, analysis, and reporting program as part of the integrated toll management team.

Timelines: 11/09/2019 through 3/31/2021

Deliverables: Monitoring Plan Change log, Updated SR 99 Corridor Performance Monitoring Plan, data collection, daily and weekly Go Live reports, and final performance reports.

Contract Y11038-DT

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

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

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

Contract Y11038-DU

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

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

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

Public Consulting Group (“PCG”)

Contract Type: Personal Service Contract

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

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

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

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



| | | | |
|---------|--|--|-----------|
| K001118 | IT Professional Services for Toll Division Customer Service Center (“CSC”) and Back office System (“BOS”) Quality Assurance (“QA”) | TF0041, TF0042, TF0043, TF0044, TF0045 | \$932,300 |
|---------|--|--|-----------|

Contract K1080

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

Timeliness: 10/10/2016 through 3/31/2020

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

Contract K1118

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

Timeliness: 4/10/2017 through 8/31/2020

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

Stantec Consulting Services, Inc.

Contract Type: Personal Service Contract

Scope Summary: Primary focus is to provide core resource staff for traffic and revenue forecasting and analytical support of the Toll Division. Ongoing work under this agreement will be transferred to Y12321 for completion.

Timelines: 7/1/2019 through 1/31/2021

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

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

Contract Y11392-AQ

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

Timelines: 7/1/2019 through 11/30/2019

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

Contract Y11392-AR

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

Timelines: 7/1/2019 through 11/30/2019

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

Stantec Consulting Services, Inc.

Contract Type: Personal Service Contract

Scope Summary: Primary focus is to provide core resource staff for traffic and revenue forecasting and analytical support of the Toll Division. This agreement replaces work ongoing under Y11392.

Timelines: 9/25/2019 through 6/30/2021

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

| Contract Number | Title | Work Orders | Current Task Authorization Value |
|-----------------|---|----------------|----------------------------------|
| 12321AA | Tacoma Narrows Bridge Traffic & Revenue Study | TF0007 | \$101,413 |
| 12321AC | SR520 Traffic & Revenue Study | TF0009 | \$35,4389 |
| 12321AD | I-405 and SR 167 Traffic & Revenue Study | TF0006, TF0014 | \$101,861 |
| 12321AE | I-405 and SR 167 Traffic & Revenue Study | TF0006, TF0014 | \$552,349 |

Contract Y12321-AA

Scope Summary: Provide periodic traffic and gross revenue forecast updates for the Tacoma Narrows Bridge (TNB) to support the state Transportation Revenue Forecast required under RCW 43.88.020. Those needs include but are not limited to: annual traffic and revenue forecast updates and the annual review of the TNB toll rate sufficiency for the Transportation Commission.

Timelines: 10/1/2019 through 6/30/2021

Deliverables: Historical toll transaction data, toll rate information, and traffic data for the TNB before tolling was implemented; annual traffic, gross toll revenue potential, and gross toll revenue adjusted tables; forecast to incorporate rate change decisions; technical memorandum; periodic summary of the TNB and comparison of performance versus forecast; traffic and revenue forecasts for additional toll rate alternatives during FY 2021 and other traffic and revenue analysis as requested by the State.

Contract Y12321-AC

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

Timelines: 12/1/2019 through 6/30/2021

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

Contract Y12321-AD

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

Timelines: 12/1/2019 through 6/30/2021

Deliverables: Outline, schedule, agenda and meeting notes; annual traffic and gross toll revenue potential tables by vehicle type by payment method through FY 2031 and monthly for the first 24 months; additional forecast to incorporate rate change decisions by Transportation Commission; descriptions of forecast assumptions and assumptions tables and forecast results for TRFC Assumption and Summary documents;



technical memorandum summarizing the methodology for the traffic and revenue forecast that include answers to the forecast related questions; periodic summary of the I-405 ETLs and compare performance versus forecast, if requested.

Contract Y11392-AE

Scope Summary: Provide periodic traffic and revenue forecast updates for the SR 99 Tunnel to support the state Transportation Revenue Forecast required under RCW 43.88.020.

Timelines: 11/9/2019 through 6/30/2021

Deliverables: Outline, schedule, agenda and meeting notes; historical: traffic volumes, speeds, travel times, and origin-destination patterns, toll transaction data, revenue data, toll rate information and traffic data for the SR 99 Tunnel before tolling was implemented; socio-economic assumptions table for population, households and employment; traffic and gross toll revenue potential tables for each forecast update by vehicle type and by payment method through FY 2059; technical memoranda; monthly summary of the SR 99 Tunnel with comparison of performance versus forecast; traffic and revenue forecasts for additional toll rate alternatives during FY 2021.

WSP USA, Inc.

Contract Type: Personal Service Contract

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

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

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

| Contract Number | Title | Work Orders | Current Task Authorization Value |
|-----------------|------------------------|----------------|----------------------------------|
| OY12188 | Toll Financial Support | TF0009, TF0014 | \$1,750,000 |



4. Vendor and Non-Vendor Expenditures

Legislative Request

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

| Non-Vendor Expenditures¹ | FY 2020 Q1 | FY 2020 Q2 | FY 2020 Q3 | FY 2020 Q4 | FY 2020 to Date | Biennia to Date |
|--|----------------------|----------------------|-------------------|-------------------|------------------------|------------------------|
| WSDOT Staff | \$ 1,277,977 | \$ 1,152,264 | | | \$ 2,430,241 | \$ 2,430,241 |
| Consultants | \$ 805,879 | \$ 991,747 | | | \$ 1,797,626 | \$ 1,797,626 |
| Bridge Insurance | \$ 4,550,508 | \$ 20,636 | | | \$ 4,571,144 | \$ 4,571,144 |
| Credit Card and Bank Fees | \$ 1,222,746 | \$ 1,223,241 | | | \$ 2,445,987 | \$ 2,445,987 |
| Transponder Costs | \$ 318,606 | \$ 502,275 | | | \$ 820,881 | \$ 820,881 |
| Pay by Mail | \$ 278,328 | \$ 1,088,900 | | | \$ 1,367,228 | \$ 1,367,228 |
| Washington State Patrol | \$ 282,213 | \$ 266,602 | | | \$ 548,815 | \$ 548,815 |
| Other Miscellaneous Non-Vendor Expenditures ² | \$ 686,831 | \$ 983,488 | | | \$ 1,670,318 | \$ 1,670,318 |
| Quarterly Non-Vendor Expenditures | \$ 9,423,088 | \$ 6,229,153 | \$ - | \$ - | \$ 15,652,241 | \$ 15,652,241 |
| | | | | | | |
| | | | | | | |
| Vendor Expenditures³ | FY 2020 Q1 | FY 2020 Q2 | FY 2020 Q3 | FY 2020 Q4 | FY 2020 to Date | Biennia to Date |
| CSC Vendor ⁴ | \$ 6,585,505 | \$ 6,110,751 | | | \$ 12,696,256 | \$ 12,696,256 |
| Cash Collections (SR-16 Tacoma Narrows Bridge) | \$ 865,560 | \$ 870,756 | | | \$ 1,736,316 | \$ 1,736,316 |
| Electronic Payment Processing (SR-16 Tacoma Narrows Bridge) ⁵ | \$ 18,331 | \$ 16,355 | | | \$ 34,687 | \$ 34,687 |
| Toll Collection System Operations and Maintenance ⁶ | \$ 386,030 | \$ 394,176 | | | \$ 780,206 | \$ 780,206 |
| Office of Administrative Hearings | \$ 15,370 | \$ 22,291 | | | \$ 37,660 | \$ 37,660 |
| Other Miscellaneous Vendor Expenditures ⁷ | \$ 12,650 | \$ 17,438 | | | \$ 30,088 | \$ 30,088 |
| Quarterly Vendor Expenditures | \$ 7,883,445 | \$ 7,431,767 | \$ - | \$ - | \$ 15,315,212 | \$ 15,315,212 |
| Combined Quarterly Expenditures | \$ 17,306,533 | \$ 13,660,920 | \$ - | \$ - | \$ 30,967,453 | \$ 30,967,453 |
| | | | | | | |
| | | | | | | |
| Notes: | | | | | | |
| 1) Non-vendor expenditures include both regular toll operations and civil penalty program expenditures. | | | | | | |
| 2) Other Non-vendor expenditures includes; misc. CSC letters, out of state lookups, NOCP mailings, rent, supplies/materials, computers, telephones, data, and TEF charges. | | | | | | |
| 3) Vendor expenditures include vendors who support both regular toll collection and civil penalty programs. | | | | | | |
| 4) CSC Vendor includes vendors who support CSC systems and operations (ETCC, AECOM and ETAN). | | | | | | |
| 5) Electronic payment processing are expenditures related to credit card payments at the SR16 TNB toll booths. | | | | | | |
| 6) Toll Collection System Operations and Maintenance includes RTS Vendor expenditures. | | | | | | |
| 7) Other vendor expenditures includes guards at the Gig Harbor Walk-In-Center (WIC) provided by Phoenix Security. | | | | | | |

Notable (in comparison with FY20 Q1)

- Consultant expenditures were higher in the 2nd quarter due to the following reasons:
 - Increased costs related to the support for user acceptance testing and system training preparation of the new CSC BOS.
 - Increased costs related to an annual SR520 financial audit payment.
 - Increased costs related to Data/Reporting support and Cost to collect analysis.
- Bridge Insurance premiums are paid during the first quarter each fiscal year. Therefore, first quarter expenditures tend to be the highest of the year.
- Transponder Costs increased due to the opening of the SR 99 tunnel and promotion for SR 99 tolling.



- Pay by Mail Processing and Other Miscellaneous Non-Vendor costs increased in 2nd quarter due to the delayed DES contract renewal which was executed in December 2019. Five months of payments to DES were paid after the renewal contract in 2nd quarter.
- Electronic Payment processing in the toll booths are lower in the fall months due to lower toll trips.
- Office of Administrative Hearings increased due to more judges needed for tele-hearings.
- Other Miscellaneous Vendor Expenditures increased due to adding a new security services at the Gig Harbor WIC which started in August 2019.