

Technology Services Board Subcommittee – Project Synopsis

July 9, 2020

Washington Department of Transportation
Tolling Back Office System Replacement

OCIO QA
Assessment Assessment



Project overview

The project will replace the WSDOT Toll Division aging Back Office System (BOS). Due to outdated system architecture the legacy system has proven rigid, shown propensity for delay in transaction processing and does not provide flexibility for necessary business requirement evolution. The new BOS Phase 1 implementation (currently projected for August 2020) will capture and maintain all transaction detail and provide full account management on more than 4 million tolling transactions monthly as well as provide an intuitive customer facing website with an enhanced account management interface for increased self-service. The system modernizes the back-office architecture to leverage scalability for future facilities and maintain maximum configurability to support the state's needs over the next decade. Phase 2 will continue implementation with less critical functionality, enhanced automation and the data warehouse build-out for expanded reporting capabilities.

For TSB discussion

We are seeking feedback on current and planned management strategy to achieve a successful system transition.

Issue statement

The project has encountered repeated delays over the past 18 months. ETAN Tolling Technology, the solution and services provider, has struggled with maintaining appropriate resources, accurate work activity duration estimation and overall schedule adherence. WSDOT has taken over schedule maintenance activities.

The remaining critical path consists primarily of the Operations Test, which is critically important to WSDOT as it will be the true test of the system capabilities in a mock production environment. The five-week long Operations Test is WSDOT driven and imperative to prove the system readiness and gain the confidence needed to move forward with the system transition and operations with our over 1 million customer accounts.

Latest: Operations Test Phase 1 consisting of 34 end-to-end workflow scenarios complete. Currently assessing Phase 2 readiness to enter the 3 week WSDOT driven ad-hoc testing.

Management strategy and resolution action plan

- WSDOT has taken over project schedule maintenance activities to increase transparency and provide earlier awareness of schedule risk.
- Held executive meeting with WSDOT Secretary of Transportation, WaTech Director and CIO and ETAN owner and executives to discuss project status and upcoming confidence in project plan.
- Independent Expert Review Panel (ERP) Industry review of latest Project Schedule and Risk Register.

- Continue increased frequency of quality assurance (QA) assessments and timing to be more in step with the project activities and provide earlier awareness of emerging risks.
- Negotiated additional contractual liquidated damages to further encourage schedule adherence.

Project budget and timeline

Budget	Jun 2019	June 2020	Difference
Planning and Procurement	\$2,490,867	\$2,490,867	0
BOS Vendor Implementation	\$15,047,160	15,047,160	0
Operations Vendor (non-IT)	\$6,132,466	\$9,732,466	+\$3,600,000
Existing Vendor Support	\$1,050,000	\$1,050,000	0
Project Management Support	\$3,143,521	\$3,983,	+\$840,000
Project QA and IV&V	\$1,712,000	\$2,062,000	+\$350,000
IP Total Project Cost	\$29,576,014	\$34,712,735	+\$ 4,790,000

Key Project Milestones	Baseline	Revised (as of Jun 2020)	Currently Planned
Operations Test	10/15/2018	5/11/2019	5/28/2020
Phase 1 Go-live (T)	12/01/2018	07/15/2020	8/17/2020
Phase 2 Go-live (T+15 months)	3/01/2020	10/15/2021	1/15/2021
Project End (+21 months final system acceptance)	08/01/2020	4/01/2022	5/01/22

Key Events to Date	Date
Requirement Gathering, Lessons Learned, RFQ/RFP Development Begins	02/2016
RFQ Released	09/11/16
Draft RFP Requirements Released to Industry for Review	10/01/16
RFP Released	12/01/16
Investment Plan Approval	06/23/17
Contract Executed (NTP provided)	07/21/17
Milestone 1: Initiation Complete	01/22/18
Milestone 2: Preliminary Design Complete	07/27/18
Amendment 3 executed establishing additional Liquidated Damages against revised Go-Live date.	05/17/19
Milestone 4: Infrastructure Procurement Complete	6/11/19
Factory Acceptance Testing Complete	10/15/19
Integration and Commissioning Testing Complete	10/15/19
Amendment 4 executed establishing additional Liquidated Damages (both cumulative delay damages and per day)	2/5/20
ETAN contracts with 3 rd Party to offer additional testing velocity support	2/12/20
UAT Completion	4/9/2020
Operations Testing Begins (Phase 1 Complete)	5/28/20
Train-the-Trainer Complete	6/09/20