



Washington State Department of Transportation Toll Division

Proviso Report - Fiscal Year 2016, Quarter 2

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Good To Go![™]



Civil Penalty Process for Toll Violations

Summary:

This section of the report is for the period October through December 2015 and addresses requirements in Section 209 (2) of 2ESHB 1299 regarding the civil penalty process for toll violations on toll facilities of the Washington State Department of Transportation.

For this period, 204,000 Notice of Civil Penalty (NOCP) transactions were issued (approximately 2.1% of total transactions). The 204,000 NOCP transactions represent \$1.1 million in unpaid tolls. For this reporting period, the toll enforcement program recovered \$300,000 in tolls and fees after debt collection costs against current period unpaid tolls and \$1.2 million against prior period unpaid tolls. This represents 36 percent over the value of the toll revenue expected for the period as a result of the toll enforcement process.

For the second quarter of FY 2016, 29,500 NOCP transactions were paid without being disputed through the adjudication process and nearly 3,100 civil penalty transactions were scheduled for an administrative hearing. This represents 14.5% and 1.5% of NOCP transactions issued, respectively. NOCP recipients who did not respond by paying or requesting a hearing prior to the due date may be subject to vehicle registration holds with the Department of Licensing (DOL).

WSDOT began placing registration holds on registered owners with unpaid NOCP transactions in July 2013. Since July 2013, WSDOT has requested hold placements on approximately 182,600 vehicles representing 2 million unpaid toll transactions and \$10.8 million in unpaid tolls. This is approximately 1.6% of total transactions since WSDOT started offering Pay By Mail in December 2011. The total value of tolls, fees and civil penalties (\$40 per transaction) of these DOL hold placement requests is \$88.5 million. WSDOT has collected \$11.3 million through the DOL registration hold program.

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

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

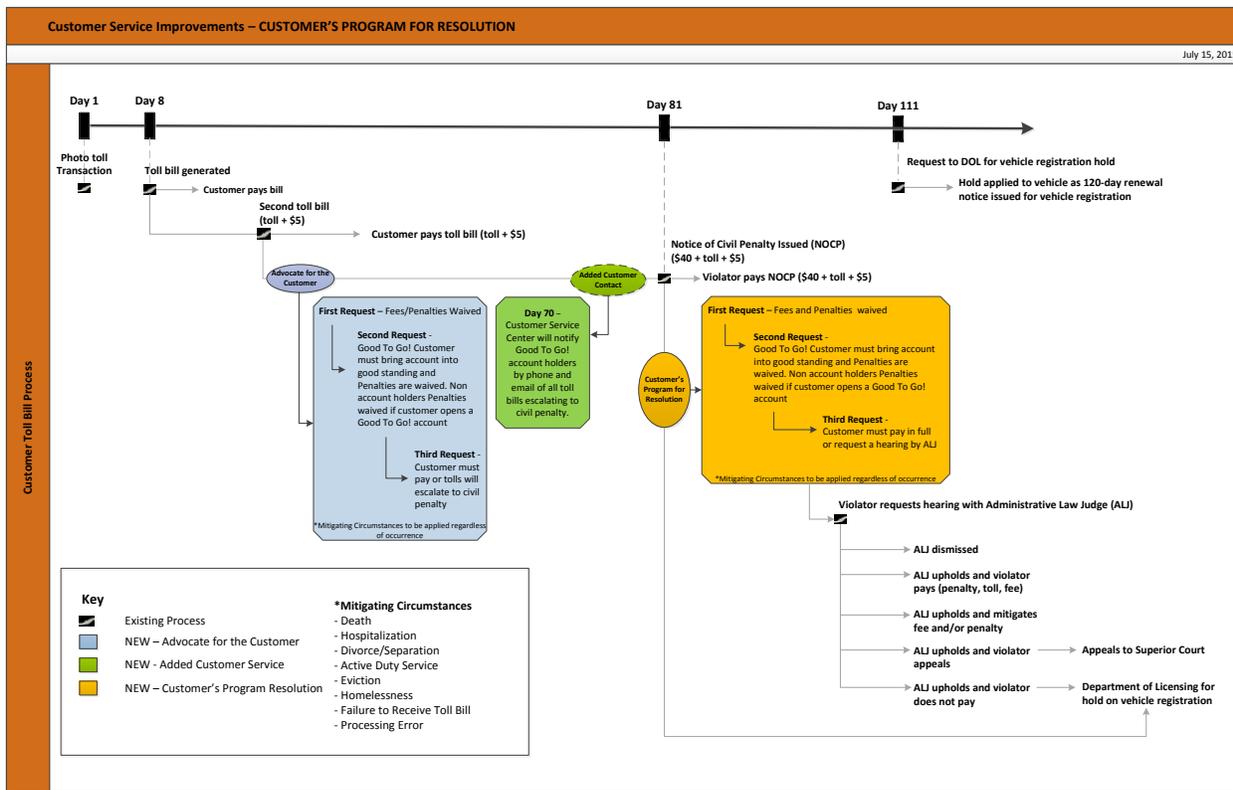
WSDOT is working with its staff and vendors to implement the phone and email customer contact requirement and improve its website. As of Dec. 31, 2015, WSDOT is on schedule to meet the June 30, 2016 delivery requirement in SSB 5481.



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

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

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



Project Status:

The civil penalties assessed, 2.1% of total transactions, were slightly below the rolling eight-quarter range of 2.2 – 2.7%. A goal of the customer advocacy programs detailed in the graphic above is to reduce the number of customers who are assessed civil penalties. WSDOT will continue to track the rate of the number of NOCPs assessed to determine whether this is a positive trend as a result of the customer advocacy programs.

Administrative hearing requests were down 54.3% to 943 this period. For reference, prior to the implementation of the CPR (SSB 5481), WSDOT averaged 5,300 administrative hearing requests per



quarter. WSDOT expects the number of administrative hearing requests to continue to drop as customers become increasingly aware of the civil penalty relief programs offered to them without the need for an administrative hearing.

In the first six months of CPR, WSDOT:

- Received a total of 202,395 calls at the customer service center with approximately 15 percent related to the program
- Dismissed fees and penalties on 267,403 violations for 30,558 license plates totaling \$11.1 million
- Is processing requests from 353 customers who have 11 or more civil penalties valued at \$493,374 in unpaid tolls, fees and penalties
- Total amount of civil penalties and reprocessing fees dismissed or in process of being dismissed: \$11.6 million
- Total number of customers requesting civil penalty relief: 30,911 (approx. 16.8% of total customers with unpaid tolls and 13.9% of violations as of Dec. 31, 2015),
- Collected \$1.1 million in unpaid tolls from 27,900 vehicle owners.

The new program for resolution focuses on resolving the underlying cause of customer late payment and on the collection of tolls. The goal is to encourage timely toll payment and improve customer satisfaction with the Pay By Mail payment option. The focus on recovering unpaid tolls over collection of civil penalties is reflected in the amounts collected related to unpaid toll bills during the first two quarters of FY 2016. WSDOT collected \$1.7 million in unpaid tolls and \$2.6 million in unpaid civil penalties during the period. This represents a 131.5% increase in the amount of unpaid tolls collected, but a 50.7% reduction in the amount of unpaid civil penalties collected over the amounts collected in first two quarters of FY 2015. As projected, the costs related to administering the program for resolution were less than those of the administrative hearing process. Therefore, WSDOT also experienced a 31.3% reduction in civil penalty enforcement costs.

As a result of the program for resolution, WSDOT has seen a net reduction in the total number of unpaid toll trips that are associated with vehicle registration holds. For FY 2016 Q1 and Q2 combined, WSDOT requested vehicle registration holds on approximately 887 fewer unpaid toll trips than it resolved through the program for resolution, a net decrease of almost 900. For comparison, during the first two quarters of FY 2015, WSDOT had a net increase of 196,785 unpaid toll trip hold requests. This represents a 100.5% decrease in the net unpaid toll trips eligible for vehicle registration hold. For the quarter that ended Dec. 31, 2015, WSDOT collected \$952,725 in unpaid tolls, fees, and civil penalties related to vehicle registration holds. This represents 49% of the total amount collected for the period.

In addition to relieving civil penalties through the program for resolution, WSDOT continues to offer opportunities for relief through the civil penalty mitigation process. Customers with certain mitigating reasons, as outlined in RCW 46.63.160, for late payment can have their civil penalties waived by calling



the customer service center, or they can have their issue heard by an administrative law judge through the administrative hearing process.

For the first two quarters of FY 2016, administrative law judges heard 951 cases representing 6,939 unpaid toll trips and \$313,700 in unpaid tolls, fees and civil penalties. Judges provided relief in 637 cases associated with 5,183 unpaid toll trips and relieved \$227,500 in unpaid fees and civil penalties (74.7% of cases heard). This is an 86.2% reduction in cases heard through the administrative hearing process than were heard during the same period in FY 2015.

In addition to the cases heard by the judges, customer service staff accepted mitigating reasons from 254 customers representing 2,818 unpaid toll trips and relieved 112,720 in unpaid fees and civil penalties during the FY 2016 Q1 and Q2, combined.

For FY 2016 Q2, WSDOT collected net cash in excess of expenses of \$373,603 and \$1,084,881 related to SR 16 Tacoma Narrows Bridge transactions and SR 520 Bridge transactions, respectively. This represents a 57.9% reduction in net cash collected over the same period last fiscal year. As discussed above, this reduction in net cash collected was anticipated with the change in focus of collecting tolls over collecting civil penalties.

The table on the following page details the results of debt collection activities related to WSDOT's Toll Enforcement Program.



	SR 16 Tacoma Narrows Bridge				SR 520 Bridge				Fiscal Year to Date Totals			
	FY 2016 Q1	FY 2016 Q2	FY 2016 Q3	FY 2016 Q4	FY 2016 Q1	FY 2016 Q2	FY 2016 Q3	FY 2016 Q4	SR 16 TNB	SR 520 Bridge	Combined	Year over Year % Change
Number of toll transactions ¹	3,747,973	3,860,159			5,833,854	5,886,115			7,608,132	11,719,969	19,328,101	7.0%
Number of civil penalty transactions issued	79,674	81,261			132,606	122,668			160,935	255,274	416,209	-13.0%
Civil Penalty Activity Results²									Administrative Hearing Requests			
Number of civil penalty transactions paid upon receipt of the NOCP	7,606	7,459			23,865	22,069			15,065	45,934	60,999	18.2%
Number of civil penalty transactions which did not receive a response	69,327	72,764			103,046	98,540			142,091	201,586	343,677	-9.7%
Number of civil penalty transactions requesting a written dispute in lieu of in-person hearing	1,063	1,021			2,994	1,811			2,084	4,805	6,889	-68.3%
Number of civil penalty transactions requesting an in-person hearing	1,678	17			2,701	248			1,695	2,949	4,644	-81.2%
Total number of civil penalty transactions requesting adjudication	2,741	1,038			5,695	2,059			3,779	7,754	11,533	-57.1%
Vehicle Registration Hold Requests									Vehicle Registration Hold Requests			
Number of civil penalty transactions forwarded to DOL for registration hold less DOL registration holds resolved ²	9,733	6,455			-556	-16,519			16,188	-17,075	-887	-100.5%
Debt Collection Cost and Revenue Collected									Debt Collection Costs and Revenue Collected			
Cash received related to civil penalty tolls ³	\$359,222	\$288,935			\$612,987	\$471,262			\$648,157	\$1,084,249	\$1,732,406	131.5%
Cash received related to \$40 civil penalty fee	\$303,553	\$282,680			\$1,119,528	\$902,043			\$586,233	\$2,021,571	\$2,607,804	-50.7%
Total cash received related to debt collection activities^{4,5}	\$662,775	\$571,615			\$1,732,515	\$1,373,305	\$0	\$0	\$1,234,390	\$3,105,820	\$4,340,210	-28.1%
Workload costs related to debt collection activities ⁶	\$241,243	\$198,012			\$444,786	\$288,424			\$439,255	\$733,210	\$1,172,465	-31.3%
Net cash received related to debt collection activities (Quarterly)	\$421,532	\$373,603			\$1,287,729	\$1,084,881	\$0	\$0	\$795,135	\$2,372,610	\$3,167,745	-26.8%
Net cash received related to debt collection activities (FY 2016 To Date)	\$421,532	\$795,135	\$795,135	\$795,135	\$1,287,729	\$2,372,610	\$2,372,610	\$2,372,610				
Civil Penalties Waived (Customer Education Program)									Civil Penalty Mitigation Results			
Number of civil penalty transactions w/civil penalty fees waived (WSDOT)	50,578	32,403			118,014	75,606			82,981	193,620	276,601	N/A
Dollar value of civil penalty fees waived (WSDOT)	\$2,090,380	\$1,396,493			\$4,877,552	\$3,258,484			\$3,486,873	\$8,136,036	\$11,622,909	N/A
Civil Penalties Waived (Mitigation Reasons)												
Number of civil penalty transactions w/civil penalty fees reduced (WSDOT Mitigation)	451	395			1,052	921			846	1,973	2,818	N/A
Dollar value of civil penalty fees reduced (WSDOT Mitigation)	\$18,036	\$15,780			\$42,084	\$36,820			\$33,816	\$78,904	\$112,720	N/A
Number of civil penalty transactions adjudicated (OAH)	2,319	523			3,157	940			2,842	4,097	6,939	-85.9%
Dollar value of civil penalty transactions adjudicated (OAH)	\$107,630	\$24,212			\$140,174	\$41,723			\$131,842	\$181,897	\$313,739	-86.2%
Number of civil penalty transactions w/civil penalty fees reduced (OAH)	1,649	514			2,195	825			2,163	3,020	5,183	-77.6%
Dollar value of civil penalty fees reduced (OAH)	\$76,518	\$20,560			\$97,429	\$33,000			\$97,078	\$130,429	\$227,507	-78.3%

Chart footnotes are provided on the following page.



- 1) Toll transactions as reported in the monthly lane systems toll report. SR 16 Tacoma Narrows Bridge transactions include tolls collected at the toll booths. The transactions reported reflect FY 2016 Q1 transaction counts. Since civil penalty transactions lag their underlying toll transactions by at least 80 days, this allows for the most accurate correlation with civil penalty transactions issued.
- 2) WSDOT submits hold requests with DOL on a weekly basis. The hold request is not officially entered until 120 days prior to the vehicle's registration expiration date. For this reason, it can take as long as 12 months for the registered owner to be notified of the hold request.
- 3) Civil penalty tolls collected related to SR 520 Bridge transactions are pledged to bondholders as a part of SR 520 bond covenants.
- 4) Amounts reported represent cash received from civil penalty debt collection activities.
- 5) Financial statements report total revenues earned after the civil penalty recipient has been found liable through an administrative hearing or deemed liable for not responding to the notice by the due date (20 days). This differs from the amount of cash collected which is presented here.
- 6) Workload costs represent the total costs charged to each toll facility in relation to all debt collection activities during this reporting period.

Customer Service Center Procurement

Summary

This report is for the period October – December 2015 and addresses requirements in Section 209 (6) of 2ESHB 1299 regarding the anticipation of, and preparation for, the procurement of a new Washington State Department of Transportation tolling customer service center. This report addresses the overall progress toward procuring a new tolling customer service center, the development of a request for proposals (RFP) and the department's effort to mitigate risk to the state.

Based on industry trends and advancements, the Toll Division must anticipate the replacement of the existing customer service center system. The replacement will require: procurement scope – determination of what will be procured, solicitation through an open bid, contracting with the new vendor and transitioning to the new vendor. Current efforts include project management, funding and the beginning stages of RFP development to meet a Dec. 1, 2016 advertisement date. WSDOT will continue development of the RFP documents into FY 2017 with an emphasis on completing detailed RFP requirements and preliminary budget development by Dec. 1, 2016.

Overall Progress

Continuing the work to date, the Toll Division performed the following work in FY 2016 Q2:
Existing contract strategy to extend services: With the identification of the project funding plan, WSDOT is incorporating the proposed schedule of the new customer service center system into the negotiations with Electronic Transaction Consultants Corporation (ETCC) whose contract is set to expire June 30,



2016. WSDOT is developing a decision matrix to identify scope modifications, if any, and length of contract extension.

RFP project activity: During FY 2016 Q2, WSDOT continued work as follows:

- Presented information to the Executive Review Panel (ERP) who met in October for review of contract and project strategies. The ERP affirmed WSDOT's project approach.
- Began preparations for a customer service center (CSC) 2020 visioning workshop to help inform the project scope.
- Continued development of project management tools to include project management plan, budgets, schedule and a Deliverables Roles and Responsibilities (RACI) chart.
- Continued development of the RFP documents by organizing smaller groups to concentrate on the following areas: CSC System Functionality, Contract Types and Procurement Strategies, Costs and Funding Sources, and integration with Ferries Ticketing System and DOL.
- Received a request for an informational meeting with legislative staff in January 2016.

Request for Proposal - Strategic Plan and Development

A project kick-off meeting was held in November with the RFP development team. The project team is meeting on a weekly basis to methodologically develop the sections of the RFP. This work will continue for the next 10 months.

Mitigation Measures

The Toll Division has taken steps to mitigate risk to the department. The contract with ETCC, the Toll Division's current CSC vendor, has been extended through June 2016 with an additional optional two-year extension to 2018. This provides stability into the future as the department works to procure a vendor with the goal of having them in place in 2018.

The procurement of a new CSC will mitigate risks in the long run by preparing the Toll Division for eventual replacement and allowing for the implementation of needed system upgrades.

WSDOT continues to closely monitor the current vendor whose performance continues to improve.

Next Steps

In FY 2016 Q3, WSDOT continues to perform work in two areas: contract strategy to extend the existing ETCC contract and project delivery strategy to continue with the RFP development and project planning.

Contract Strategy: At the end of January, WSDOT met to continue discussions regarding extending the existing CSC vendor contract through its final, two-year term ending June 30, 2018. The extension discussion will focus on determining a contract price increase related to the impact of adding I-405 express toll lanes (ETL) to the *Good To Go!* program. The critical element of the price increase discussions will focus on determining how much additional workload the CSC vendor will be required to manage from the addition of I-405 ETL.



Project strategy: Following is a list of activities:

- Conduct a series of workshops addressing the future vision of customer service in the next decade, by looking at what practices should be discontinued or changed and what new features, functionalities and services WSDOT should consider for the customer service center.
 - Information will be incorporated into the back office system RFP and the operator RFP.
- Develop a schedule of work elements in development to meet a Dec. 1, 2016 RFP advertisement for back office system.
- Release operator RFP after the award of the system contract so potential operator providers know what system will be used for customer service operations.

Consultant Reporting

Legislative Request:

As required by Section 209 (7) of 2ESHB 1299, the following is the quarterly report to the governor and the transportation committees of the Legislature on the use of consultants in the tolling B program. 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:

The Toll Division's 2015-17 Biennium Program B Budget is \$85,028,000. The following is a summary of the Toll Division's consultant contracts and associated Program B expenditures through the second quarter of FY 2016:



Consultant Name	Contract #	Title	Task Authorization Value	Total Invoiced (FY 2015-17)	Cumulative Invoiced
AECOM Technical Services, Inc.	Y-11503	Tolling Expert Review Panel	\$300,000	\$20,283	\$47,532
CDM Smith, Inc.	10942AI	SR 520 Actuals Analysis	\$191,015	\$30,205	\$166,393
Clifton Larson Allen LLP	K-723	SR 520 Tolling System Financial Statements Audit	\$90,318	\$90,318	\$90,318
IBI Group	0Y11526	SR 520 Master Bond Resolution Operations & Maintenance Certification	\$193,083	\$24,849	\$27,592
Jacobs Engineering, Inc.	Y-11038-BQ	CSC RFP Support	\$1,117,445	\$282,323	\$613,802
	Y-11038-CE	Operations Support	\$3,056,858	\$815,038	\$815,038
Stantec Consulting Services, Inc.	Y-11392-AC	Tacoma Narrows Bridge Traffic & Revenue Study	\$110,468	\$0	\$0

Consultant Details for AECOM Technology Corporation:

Contract Type: Personal services

Scope Summary: Toll Expert Review Panel

Timeliness: Current expiration is Dec. 31, 2017

Deliverables: Report and presentation

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y-11503	Tolling Expert Review Panel	TF0006, TF0007, TF0009	\$300,000

Task Y-11503

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

Timeliness: Contract window: 12/12/13 through 12/31/17

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

Consultant Details for CDM Smith, Inc.:

Contract Type: Personal services

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

Timeliness: 7/1/15 through 6/30/17



Deliverables: Traffic and revenue forecast to actuals analysis

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
Y-10942-AI	SR 520 Actuals Analysis	TF0012	\$191,050

Task Y-10942-AI

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

Timeliness: 7/1/15 through 6/30/17

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

Consultant Details for Clifton Larson Allen LLP:

Contract Type: Personal services

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

Timeliness: Current expiration is October 2017

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
K-723	SR 520 Tolling System Financial Statements Audit	TF0009	\$90,318

Consultant Details for IBI Group:

Contract Type: Personal services

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

Timeliness: 7/1/13 through 6/30/15

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

Task Order Scope and Value:

Task Name	Task Description	Task Work Order	Task Value
OY11526	SR 520 Master Bond Resolution O&M Certification	TF0009	\$2,743



Task 0Y11526

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

Timeliness: 1/1/15 through 12/31/16

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

Consultant Details for Jacobs Engineering, Inc.:

Contract Type: Personal services

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

Timeliness: Current expiration is June 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
Y-11038-BQ	CSC RFP Support	TF0006, TF0007, TF0009	\$1,117,443
Y-11038-CE	Toll Operations Program, Admin & Contract Mgmt	TF0006, TF0007, TF0009, TF0014	\$3,056,858

Task Y-11038-BQ

Scope Summary: Based on industry trends and advancements, the Toll Division must anticipate the replacement of the existing Customer Service Center system. The replacement will require: procurement scope – determination of what will be procured, solicitation through an open bid, contracting with the new vendor and transitioning to the new vendor. This phase of the procurement process is to determine what to procure. There are various approaches to CSC operations management. This phase will determine which business operation method the state prefers.

Timeliness: The period of performance for Task BQ is from 7/1/15 to 6/30/16.

Deliverables: The deliverables for Task BQ include workshop materials and outcome reports, toll industry review and summary reports, procurement method research and recommendations (including cost and risk analysis), and a final determination report.



Task Y-11038-CE

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

Timeliness: Contract window: 7/1/15 through 6/30/17

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

Consultant Details for Stantec Consulting Services, Inc.:

Contract Type: Personal services

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

Timeliness: Current expiration is June 30, 2017

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
Y-11392-AC	Tacoma Narrows Bridge Traffic & Revenue Study	TF0007	\$140,168

Task Y-11392-AC

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

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

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