# Washington State Department of Transportation

## Toll Division

### Proviso Report - Fiscal Year 2018, Quarter 1

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

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*Good To Go!*™
1. Civil Penalty Process for Toll Violations

**Summary:**
This report is for the period July through September 2017 and addresses requirements in Section 209 (7) of ESB 5096 regarding WSDOT’s Toll civil penalty process.

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

Below is a summary of program activities for this July through September 2017 (Q1 FY2018):

**Note:** During the fourth quarter of fiscal year 2017, the CSC system experienced an unexpected challenge with its image processing software. The remediation of this image processing challenge required WSDOT to halt civil penalty image certification (the step required prior to assessing a civil penalty to an unpaid toll trip). The results were fewer NOCPs mailed during Q4 FY 2017 and fewer activities that are associated with Notice of Civil Penalties (NOCPs). The image processing challenge has been remediated and WSDOT has been working proactively to process the backlog of image certification. As expected, this report contains higher than forecasted NOCP activity due to processing some NOCPs from last quarter (Q4 FY2017) during this reporting period.

During this Q1 FY 2018 period:
- WSDOT assessed 421,246 civil penalties on unpaid toll trips, approximately 3.3 percent of total toll trips and $2.4 million in unpaid tolls.
- Of those NOCPs, WSDOT recovered $1.5 million in tolls and penalties in this period.
- In addition, WSDOT also collected $0.9 million of unpaid tolls and penalties from prior time periods.
- Workload costs for FY 2018 Q1 were lower than the previous quarter as work related to implementing the customer service requirements from Substitute Senate Bill (SSB) 5481 was completed.

For the first quarter of FY 2018, 60,166 civil penalty transactions or 14.3 percent of those issued, were paid without any dispute. Only 858 civil penalty transactions, or 0.2 percent, were scheduled for an administrative hearing.

Though efforts to work with drivers to resolve unpaid tolls has been successful, some drivers still do not come forward to address their outstanding bills. WSDOT began placing registration holds on owners with unpaid civil penalty transactions in July 2013. Since that date, registration holds were placed on approximately 311,000 vehicles. These holds represent:
- 3.3 million unpaid toll transactions
- $18.4 million in unpaid toll revenue
Since WSDOT began the Pay By Mail program in December 2011, registration holds represent only 1.3 percent of total transactions. Through the registration hold program, WSDOT has collected $18.3 million of the $147.0 million owed by these drivers.

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

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

Working with its vendor, WSDOT has implemented the website, phone and email customer contact requirement. The new mobile-friendly website was rolled out on April 29, 2017, which made it easier for customers to complete many common tasks. The new website also provides clearer notifications to customers with civil penalties about the option to request forgiveness before they make a payment. As of June 30, 2017, WSDOT has implemented all of these requirements and is monitoring various data points to track customer service and revenue collection improvements.

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

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

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

Customer Toll Bill Process

July 15, 2015

*Mitigating Circumstances to be applied regardless of occurrence

Key
- Existing Process
- NEW – Advocate for the Customer
- NEW – Added Customer Service
- NEW – Customer’s Program Resolution

Photo toll Transaction

Day 1

Day 8

Toll bill generated

Customer pays bill

Second toll bill
(toll + $5)

Customer pays toll bill (toll + $5)

Advocate for the Customer

Day 81

Notice of Civil Penalty Issued (NOCP) ($40 + toll + $5)

Violator pays NOCP ($40 + toll + $5)

Day 111

Request to DOL for vehicle registration hold

Hold applied to vehicle as 120-day renewal notice issued for vehicle registration

ALJ upholds and violator appeals

Appeals to Superior Court

Department of Licensing for hold on vehicle registration

First Request – Fees/Penalties waived

Second Request - Good To Go! Customer must bring account into good standing and Penalties are waived. Non account holders Penalties are waived if customer opens a Good To Go! account

Third Request - Customer must pay or tolls will escalate to civil penalty

Customer Service Center will notify Good To Go! account holders by phone and email of all toll bills escalating to civil penalty.

First Request – Fee/Penalties Waived

Second Request - Good To Go! Customer must bring account into good standing and Penalties are waived. Non account holders Penalties are waived if customer opens a Good To Go! account

Third Request - Customer must pay or tolls will escalate to civil penalty

*Mitigating Circumstances to be applied regardless of occurrence

- Death
- Hospitalization
- Divorce/Separation
- Active Duty Service
- Eviction
- Homelessness
- Failure to Receive Toll Bill
- Processing Error
Project Status:
The civil penalties assessed were 3.3 percent of total toll trips for the period. As stated above, this civil penalty assessment rate is higher than the historical average range of 2.2 percent to 2.7 percent due to image processing challenges. WSDOT will continue to track the civil penalty assessment rate to determine when the backlog from the image processing challenges is fully recovered.

During the first quarter of fiscal year 2018, WSDOT requested DOL registration holds on 14,752 license plates with 154,536 unpaid toll trips. WSDOT released holds on 11,873 license plates with 131,849 tolls trips and collected $923,795 in unpaid tolls, penalties and fees during the period. This resulted in an increase in DOL registrations holds of 2,879 or 4.8%.

Administrative hearing requests remained low with 48 requests for this period. For reference, prior to the implementation of the Customer Program for Resolution (part of SSB 5481 – Customer Service Reform), WSDOT averaged 5,300 administrative hearing requests per quarter. Based on the previous four quarters and the types of issues, which have resulted in hearing requests, WSDOT believes that it can expect between 150 – 200 hearing requests each quarter.

During this reporting period, of the 48 hearings requested, administrative law judges heard 43 cases representing 783 unpaid toll trips and $35,329 in unpaid tolls, fees and civil penalties. Judges mitigated 16 cases associated with 526 unpaid toll trips and waived $21,040 in unpaid fees and civil penalties (37.2 percent of cases heard). This is a 25.8 percent decrease in cases heard through the administrative hearing process than were heard in the previous quarter.

In addition to the cases heard by the administrative law judges, customer service staff accepted mitigating reasons from 830 customers representing 5,920 unpaid toll trips and waived $236,800 in unpaid fees and civil penalties during FY 2018 Q1.

The Customer Program for Resolution (CPR) continues to provide civil penalty relief for customers with unpaid tolls. CPR requests were down by approximately 12.9 percent compared to the previous quarter. An decrease in CPR activity when there was an increase in NOCP summaries mailed can be explained by the fact that DOL registration holds are a stronger customer contact driver than simply mailing an NOCP to a customer. DOL registration holds trail NOCP summary mailings by approximately 60 – 90 days.

Between July 2015 and September 2017, WSDOT:
- Received 1.1 million calls at the customer service center related to the program.
- Had a total of 176,892 customers request civil penalty relief.
- Collected $7.7 million in unpaid tolls from 176,786 vehicle owners.
- Dismissed fees and penalties on 1.5 million NOCPs for 176,892 customers totaling $62.5 million in dismissed fees and penalties.

Costs related to administering the civil penalty program have come down in the first quarter of FY 2018 after the completion of the requirements of SSB 5481 (Customer Service Reform initiative). WSDOT expects these
lower costs to continue throughout FY 2018. For comparison, civil penalty program costs were $1.2 million in FY 2017 Q4 versus $667,000 in FY 2018 Q1.

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.

As a part of the requirements related to SSB 5481, WSDOT was directed to send a notification by email and/or phone to customers who have unpaid toll bills related to license plates associated with their customer account and will be receiving a civil penalty within the next 10 days. WSDOT began this notification program on July 1, 2016. For the first quarter of FY 2018, WSDOT notified more than 31,600 customers of impending civil penalty assessment. This represented 277,700 unpaid toll trips valued at $1.8 million in tolls and fees. Of the 31,600 customers, 15,960 customers responded to the notifications (50.5 percent response rate). These customers resolved 141,900 unpaid tolls and paid $951,000 in tolls and fees (51.1 percent collection rate). This is an 11.5 percent improvement over the previous quarter. Since the inception of the notification program, WSDOT has helped 60,200 customers avoid a civil penalty assessment.

For FY 2018 Q1, WSDOT collected net cash in excess of expenses of $383,050, $443,269, and $970,716 related to SR 16 Tacoma Narrows Bridge (TNB) transactions, I-405 express toll lanes, and SR 520 Bridge transactions, respectively.

The table on the next page details the results of debt collection activities related to WSDOT’s Toll Enforcement Program. Footnotes to the table are located on Page 8.
<table>
<thead>
<tr>
<th></th>
<th>FY 2018 Q1</th>
<th>FY 2018 Q2</th>
<th>FY 2018 Q3</th>
<th>FY 2018 Q4</th>
<th>FY 2018 Q1</th>
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<th>FY 2018 Q2</th>
<th>FY 2018 Q3</th>
<th>FY 2018 Q4</th>
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<tr>
<td><strong>Number of toll transactions</strong></td>
<td>3,905,940</td>
<td>2,590,980</td>
<td>6,322,200</td>
<td>3,905,940</td>
<td>107,060</td>
<td>107,060</td>
<td>147,549</td>
<td>107,060</td>
<td>421,246</td>
<td>34,032</td>
<td>2,260</td>
<td>5,920</td>
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<td><strong>Number of civil penalty transactions paid</strong></td>
<td>11,999</td>
<td>15,828</td>
<td>32,340</td>
<td>11,999</td>
<td>15,828</td>
<td>32,340</td>
<td>60,166</td>
<td>15,828</td>
<td>2,260</td>
<td>5,920</td>
<td>32,340</td>
<td>11,999</td>
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<tr>
<td><strong>Number of civil penalty transactions which did not receive a response</strong></td>
<td>113,712</td>
<td>91,257</td>
<td>155,252</td>
<td>113,712</td>
<td>91,257</td>
<td>155,252</td>
<td>360,222</td>
<td>91,257</td>
<td>2,260</td>
<td>5,920</td>
<td>155,252</td>
<td>113,712</td>
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<tr>
<td><strong>Number of civil penalty transactions requesting a written dispute in lieu of in-person hearing</strong></td>
<td>62</td>
<td>32</td>
<td>58</td>
<td>62</td>
<td>32</td>
<td>58</td>
<td>152</td>
<td>32</td>
<td>2,260</td>
<td>5,920</td>
<td>58</td>
<td>32</td>
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<td><strong>Number of civil penalty transactions requesting an in-person hearing</strong></td>
<td>287</td>
<td>270</td>
<td>706</td>
<td>287</td>
<td>270</td>
<td>706</td>
<td>1,224,419</td>
<td>270</td>
<td>52</td>
<td>1,797,035</td>
<td>270</td>
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<td><strong>Number of civil penalty transactions adjudicated</strong></td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>858</td>
<td>349</td>
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<td>0</td>
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<td><strong>Cash received related to civil penalty tolls</strong></td>
<td>$318,236</td>
<td>$171,568</td>
<td>$334,400</td>
<td>$318,236</td>
<td>$411,849</td>
<td>$890,019</td>
<td>$1,639,492</td>
<td>$411,849</td>
<td>$334,400</td>
<td>$1,639,492</td>
<td>$890,019</td>
<td>$334,400</td>
</tr>
<tr>
<td><strong>Cash received related to $40 civil penalty fee</strong></td>
<td>$334,400</td>
<td>$253,703</td>
<td>$1,224,419</td>
<td>$334,400</td>
<td>$411,849</td>
<td>$890,019</td>
<td>$1,639,492</td>
<td>$411,849</td>
<td>$253,703</td>
<td>$1,224,419</td>
<td>$890,019</td>
<td>$411,849</td>
</tr>
</tbody>
</table>

**Civil Penalty Activity Results**

- **Number of toll transactions and cash collected for FY 2018 Q1**:
  - SR 16 Tacoma Narrows Bridge: 3,905,940
  - I 405 Express Toll Lanes: 2,590,980
  - SR 520 Bridge: 6,322,200
  - Combined: 12,819,120

- **Year over Year % Change**:
  - SR 16 TNB: 5.9%
  - SR 520 Bridge: 10.0%

**Debt Collection Costs and Revenue Collected**

- **Debt Collection Costs and Revenue Collected**:
  - SR 16 TNB: $318,236
  - SR 520 Bridge: $334,400
  - Combined: $652,636

- **Year over Year % Change**:
  - SR 16 TNB: 7.5%
  - SR 520 Bridge: 10.0%

**Civil Penalty Mitigation Results**

- **Number of civil penalty transactions which did not receive a response**:
  - SR 16 TNB: 113,712
  - SR 520 Bridge: 155,252
  - Combined: 360,222

- **Year over Year % Change**:
  - SR 16 TNB: 35.8%
  - SR 520 Bridge: 35.8%

- **Number of civil penalty transactions requesting a written dispute in lieu of in-person hearing**:
  - SR 16 TNB: 62
  - SR 520 Bridge: 58
  - Combined: 152

- **Year over Year % Change**:
  - SR 16 TNB: -43.3%
  - SR 520 Bridge: -43.3%

**Civil Penalty Activity Results**

- **Number of toll transactions and cash collected for FY 2018 Q1**:
  - SR 16 Tacoma Narrows Bridge: 3,905,940
  - I 405 Express Toll Lanes: 2,590,980
  - SR 520 Bridge: 6,322,200
  - Combined: 12,819,120

- **Year over Year % Change**:
  - SR 16 TNB: 5.9%
  - SR 520 Bridge: 10.0%

**Debt Collection Costs and Revenue Collected**

- **Debt Collection Costs and Revenue Collected**:
  - SR 16 TNB: $318,236
  - SR 520 Bridge: $334,400
  - Combined: $652,636

- **Year over Year % Change**:
  - SR 16 TNB: 7.5%
  - SR 520 Bridge: 10.0%

**Civil Penalty Mitigation Results**

- **Number of civil penalty transactions which did not receive a response**:
  - SR 16 TNB: 113,712
  - SR 520 Bridge: 155,252
  - Combined: 360,222

- **Year over Year % Change**:
  - SR 16 TNB: 35.8%
  - SR 520 Bridge: 35.8%

- **Number of civil penalty transactions requesting a written dispute in lieu of in-person hearing**:
  - SR 16 TNB: 62
  - SR 520 Bridge: 58
  - Combined: 152

- **Year over Year % Change**:
  - SR 16 TNB: -43.3%
  - SR 520 Bridge: -43.3%
Notes:

1) Toll transactions as reported in the monthly lane systems toll report. SR 16 TNB transactions include tolls collected at the tollbooths. The total toll transactions reported reflect FY 2018 Q1 transaction counts. Since civil penalty transactions lag their underlying toll transactions by at least 80 days, this allows for the most accurate correlation with civil penalty transactions issued.

2) WSDOT wrote off approximately 775,000 unpaid toll trips, which were no longer eligible for DOL registration holds. This resulted in a large drop in the net number of DOL registration holds during the period. WSDOT currently has holds on approximately 62,500 license plates.

3) Civil penalty tolls collected related to SR 520 Bridge transactions are pledged to bondholders as a part of SR 520 bond covenants.

4) Amounts reported represent cash received from civil penalty debt collection activities.

5) Financial statements report total revenues earned after the civil penalty recipient has been found liable through an administrative hearing or deemed liable for not responding to the notice by the due date (20 days). This differs from the amount of cash collected which is presented here.

6) Workload costs represent the total costs charged to each toll facility in relation to all debt collection activities during this reporting period.
2. Customer Service Center Procurement

This report is for the period July through September 2017 and addresses requirements in Section 209 (6) of ESB 5096 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.

WSDOT has reflected in the Request-for-Proposal (RFP) requirements and the Vendor has confirmed in their proposal that the BOS concept architecture, which is built on a modern platform, will be comprised of two main components:

(1) The operational back office where the transaction is formed from the data sent by the lane systems vendor or data from Washington State Ferries (WSF) Transactions;

(2) The commercial back office, where the customer information, customer account management, and billing is processed and stored. The RFP was also developed to meet the current accounting and functionality requirements in collaboration with the WSDOT Accounting and Financial Services (AFS) and Toll Division.

Based on industry trends and advancements, the Toll Division must anticipate the replacement of the existing customer service center system. The overall replacement process will require: procurement scope – determination of what will be procured through the RFP, solicitation through an open bid, contracting with the new vendor, design and implementation then transitioning to the new vendor’s BOS. Current efforts include BOS contract execution, BOS implementation initiation of preliminary design milestones, implementation project/program management, stakeholder engagement, and ongoing independent oversight (QA and IV&V). WSDOT released the BOS RFP on December 1, 2016, notified the apparent successful vendor (ASV) on May 18, conducted vendor negotiations and executed contract on July 17, 2017.

Overall Progress

Continuing the work to date, the Toll Division performed the following work in FY 2018 Q1:

Existing contract strategy to extend services with the current vendor (Electronic Transaction Consultants Corporation or ETCC): The existing contract has been extended through June of 2018. Contract negotiations with ETCC regarding the extension of services beyond June of 2018 and through December 2018 are nearing finalization. ETCC will provide services until the transition to the new back office system (BOS) currently scheduled for December 2018. The final implementation approach accommodates the current SR 99 Bored Tunnel schedule allowing the new system to Go-Live with all facilities.
BOS RFP and Procurement Project Activity: During FY 2018 Q1, WSDOT continued work as follows:

- Completed BOS Project Partnering with BOS Vendor
- Established BOS project meetings (external and internal)
- Continued the RFP stakeholder engagement schedule for OFM, Legislative Staff, Office of Chief Information Officer (OCIO), Joint Transportation Committee (JTC), Washington State Transportation Commission (WSTC), Department of Licensing (DOL), Toll Steering Committee, and Toll Executive Committees. The Expert Review Panel has been regularly updated.
- Continued OFM and OCIO monthly project meetings. OCIO representatives have been incorporated into monthly steering committee meetings along with Independent Verification & Validation (IV&V) and Quality Assurance (QA).
- WSDOT BOS overall Technology Budget approved by OCIO and OFM

Operations RFP:

- The separate Operations RFP development began with target release in August 2017.
- The high level procurement schedule progress is as follows:
  - Completed RFP Release (August)
  - Proposals Received (October)
  - Evaluations (October/November)
  - Vendor Interviews (November)
  - Announce Apparent Successful Vendor (ASV) (December)
  - Execute Contract (January, 2018)

Implementation Strategic Plan and Process

WSDOT continues work to initiate the BOS Implementation phase with the expected Go-Live Date of December 1, 2018. The Project team is meeting internally on a weekly basis to execute a near term requirement refinement work plan and vendor deliverable review for the initiation and preliminary design milestones. The Implementation contract is divided into two phases with the first phase containing seven (7) milestones designed to track the software development lifecycle, issue payments for progress achieved and deliver the Phase 1 core functionality on Go-Live. Phase 2 will deliver functionality outside of the current core functionality including agency interoperability and increased trip building capability.

Mitigation Measures

The Toll Division has taken steps to mitigate risk to the department and the state. The contract with ETCC, the Toll Division’s current CSC vendor (both Ops and BOS), has been extended through June 2018, and is in the process of being further extended thru December 2018. This transition period provides stability into the future as the department works to procure and implement the new System and Customer Service operations.

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

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

WSDOT continues to closely monitor the current vendor performance from both BOS and Operations perspectives. With the contract execution finalized with the BOS Vendor, WSDOT will begin to communicate expectations to the current vendor for deliverables (e.g. migration support) during the new BOS implementation.

Next Steps
In FY 2018 Q2, WSDOT will continue to perform work in three primary areas: (1) new Ops Procurement: complete evaluation and announcement of Apparent Successful Vendor (ASV), (2) Contract Strategy: complete the extension of the existing vendor contract and establish transition support with ETCC, and (3) new BOS Project Implementation. The three areas are described more fully below.

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

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

Contract Strategy: Execute contract extension with ETCC to continue the Operations and existing system to ensure coverage until new vendors are in place and ready to take over operations in a single cutover.

- **BOS Project Implementation:** Continue approval of 30, 60, 90 day vendor initiation deliverables. Complete Milestone 1.
- Continue Milestone 2 – Preliminary Design
- Continue internal expectation workshops
- Finalize Project Office Space
- Begin joint technical team requirement workshops for BOS preliminary design. Workshops are broken into 6 functional categories. The workshops will serve to refine and clarify requirements with the Vendor for approval for development.
- Commercial Back Office (Account Level)
- Operational Back Office (Transaction Level)
- Accounting and finance
- Data Migration
- Website and Interactive Voice Response (IVR)
- Interfaces to BOS

- WSDOT will continue to monitor alignment of the BOS Implementation with the SR 99 construction completion timeline.
- Continue stakeholder engagement.
3. Consultant Reporting

Legislative Request
As required by Section 209 (7) of ESB 5096, 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 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 $123,319,000. The following is a summary of the Toll Division’s consultant contracts and associated Program B expenditures through the first quarter of FY 2018 (first quarter of the biennium):

<table>
<thead>
<tr>
<th>Consultant Name</th>
<th>Contract Number</th>
<th>Title</th>
<th>Task Authorization Value</th>
<th>Total Invoiced For FY 2018 Q1</th>
<th>Cumulative Invoiced</th>
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<tbody>
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<td>CDM Smith</td>
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<td>SR 520, Investment Grade Traffic &amp; Gross Revenue Forecast</td>
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<td>Consultant Name</td>
<td>Contract Number</td>
<td>Title</td>
<td>Task Authorization Value</td>
<td>Total Invoiced For FY 2018 Q1</td>
<td>Cumulative Invoiced</td>
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<td>$49,886.34</td>
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<tr>
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<td>Toll Division Policy and Planning Support</td>
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<tr>
<td></td>
<td>Y11038-CT</td>
<td>Toll Division Financial Operations Support</td>
<td>$604,777</td>
<td>$24,462.97</td>
<td>$24,462.97</td>
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<tr>
<td></td>
<td>Y11038-CU</td>
<td>Toll System Operations Support</td>
<td>$184,163</td>
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<td>Y11038-CV</td>
<td>Data and Reporting Support</td>
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<tr>
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<td>Y11038-CW</td>
<td>Toll Division GTC Communications and Marketing Support</td>
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<td>Customer Service Operations Support</td>
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<td>$21,831.26</td>
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<tr>
<td></td>
<td>Y11038-CY</td>
<td>6-C Interoperability Support</td>
<td>$242,118</td>
<td>$5,894.54</td>
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<tr>
<td></td>
<td>Y11038-CZ</td>
<td>CSC System Design, Development, Implementation, and Management Support</td>
<td>$3,333,634</td>
<td>$136,782.83</td>
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</tbody>
</table>
### Consultant Detail

**AECOM Technology Corporation**

**Contract Type:** Personal services  
**Scope Summary:** Tolling Expert Review Panel  
**Timeliness:** Current expiration is 12/31/2017  
**Deliverables:** Report and presentation

#### Task Order Scope and Value:

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Task Description</th>
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</tr>
</thead>
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<tr>
<td>Y11503</td>
<td>Tolling Expert Review Panel</td>
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</tbody>
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**Task Y11503**

**Scope:** 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.
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:** Contract window: 9/1/2015 through 12/31/2017  
**Deliverables:** Traffic and revenue forecast to actuals analysis

**Task Activity Scope and Value:**

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Task Description</th>
<th>Task Work Order</th>
<th>Task Value</th>
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<td>Y11721</td>
<td>SR 520, Investment Grade Traffic &amp; Gross Revenue Forecast</td>
<td>TF0009</td>
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</table>

**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.  
**Timeliness:** 9/1/2015 - 12/31/2017  
**Deliverables:** Update the toll model developed 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.  
**Timeliness:** 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:**

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Task Description</th>
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<th>Task Value</th>
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</thead>
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<td>K723</td>
<td>SR 520 Tolling System Financial Statements Audit and Attestation Engagement</td>
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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.  
**Timeliness:** 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:

<table>
<thead>
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<th>Task Name</th>
<th>Task Description</th>
<th>Task Work Order</th>
<th>Task Value</th>
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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: 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:

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Task Description</th>
<th>Task Work Order</th>
<th>Task Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y11526</td>
<td>SR 520 Master Bond Resolution</td>
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</tbody>
</table>

Task -Y11526

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

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Task Description</th>
<th>Task Work Order</th>
<th>Task Value</th>
</tr>
</thead>
<tbody>
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<td>Y11038-CR</td>
<td>General Toll Consultant Program Management</td>
<td>TF0006, TF0007, TF0009, TF0014</td>
<td>$386,612</td>
</tr>
<tr>
<td>Y11038-CS</td>
<td>Toll Division Policy and Planning Support</td>
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<td>$218,042</td>
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<tr>
<td>Y11038-CT</td>
<td>Toll Division Financial Operations Support</td>
<td>TF0006, TF0007, TF0009, TF0014</td>
<td>$604,777</td>
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<tr>
<td>Y11038-CU</td>
<td>Toll System Operations Support</td>
<td>TF0006, TF0007, TF0009, TF0014</td>
<td>$184,163</td>
</tr>
<tr>
<td>Y11038-CV</td>
<td>Data and Reporting Support</td>
<td>TF0006, TF0007, TF0009, TF0014</td>
<td>$402,372</td>
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<tr>
<td>Y11038-CW</td>
<td>Toll Division GTC Communications and Marketing Support</td>
<td>TF0006, TF0007, TF0009, TF0014</td>
<td>$70,692</td>
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<tr>
<td>Y11038-CX</td>
<td>Customer Service Operations Support</td>
<td>TF0006, TF0007, TF0009, TF0014</td>
<td>$677,167</td>
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<tr>
<td>Y11038-CY</td>
<td>6-C Interoperability Support</td>
<td>TF0006, TF0007, TF0009, TF0014</td>
<td>$242,118</td>
</tr>
<tr>
<td>Y11038-CZ</td>
<td>CSC System Design, Development, Implementation, and Management Support</td>
<td>TF0041, TF0042, TF0043, TF0044, TF0045</td>
<td>$3,333,634</td>
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<tr>
<td>Y11038-DA</td>
<td>Customer Service Center Operations Request for Proposal, Procurement, and Implementation Support</td>
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**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.

**Timeliness:** 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.

**Timeliness:** 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.

**Timeliness:** 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 System Operations. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timeliness:** 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 Data and Reporting. The CONSULTANT shall provide ongoing support and expertise as part of the integrated toll management team.

**Timeliness:** 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.

**Timeliness:** 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.

**Timeliness:** 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.

**Timeliness:** 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 ender's delivery of the implementation of the new CSC BOS solution.

**Timeliness:** 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.
Timeliness: 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”).  
Timeliness: 10/10/16-12/31/19  
Deliverables:  

<table>
<thead>
<tr>
<th>Task Order Scope and Value:</th>
<th></th>
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<tbody>
<tr>
<td>Task Name</td>
<td>Task Description</td>
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<tr>
<td>K1080</td>
<td>IT Professional Services for Toll Division Customer Service Center (“CSC”) and Back office System (“BOS”) Independent Verification and Validation (“IV&amp;V”)</td>
</tr>
<tr>
<td>K1118</td>
<td>IT Professional Services for Toll Division Customer Service Center (“CSC”) and Back office System (“BOS”) Quality Assurance (“QA”)</td>
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Stantec Consulting Services, Inc.  
Contract Type: Personal services  
Scope Summary: Primary focus is to provide core resource staff for traffic and revenue forecasting and analytical support of the Toll Division.  
Timeliness: Current expiration is 1/1/2019  
Deliverables: Deliverables as requested by the state. Examples include traffic forecasting, impact analyses, revenue projections, and feasibility studies.
Task Order Scope and Value:

<table>
<thead>
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<th>Task Name</th>
<th>Task Description</th>
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<th>Task Value</th>
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<td>Y11392-AJ</td>
<td>SR 520 Traffic and Revenue Study (Phase II)</td>
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</table>

**Task Y11392-AJ**

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

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

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

Legislative Request
As required by Section 209 (7) of ESB 5096, 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.

<table>
<thead>
<tr>
<th>Non-Vendor Expenditures1</th>
<th>FY 2018 Q1</th>
<th>FY 2018 Q2</th>
<th>FY 2018 Q3</th>
<th>FY 2018 Q4</th>
<th>FY 2018 to Date</th>
<th>Biennia to Date</th>
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<td>Consultants</td>
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<tr>
<td>Credit Card and Bank Fees</td>
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<tr>
<td>Other Miscellaneous Non-Vendor Expenditures2</td>
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<tr>
<td><strong>Quarterly Non-Vendor Expenditures</strong></td>
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<td><strong>$ -</strong></td>
<td><strong>$ -</strong></td>
<td><strong>$ -</strong></td>
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<table>
<thead>
<tr>
<th>Vendor Expenditures3</th>
<th>FY 2018 Q1</th>
<th>FY 2018 Q2</th>
<th>FY 2018 Q3</th>
<th>FY 2018 Q4</th>
<th>FY 2018 to Date</th>
<th>Biennia to Date</th>
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<tbody>
<tr>
<td>CSC Vendor4</td>
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<td>$ 3,686,033</td>
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<tr>
<td>Cash Collections (SR-16 Tacoma Narrows Bridge)</td>
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<tr>
<td>Electronic Payment Processing (SR-16 Tacoma Narrows Bridge)5</td>
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<td>$ 17,510</td>
<td>$ 17,510</td>
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<tr>
<td>Toll Collection System Operations and Maintenance6</td>
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<td>$ 274,369</td>
<td>$ 274,369</td>
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<td>Office of Administrative Hearings7</td>
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<td><strong>Combined Quarterly Expenditures</strong></td>
<td><strong>$ 13,261,261</strong></td>
<td><strong>$ -</strong></td>
<td><strong>$ -</strong></td>
<td><strong>$ -</strong></td>
<td><strong>$ 13,261,261</strong></td>
<td><strong>$ 13,261,261</strong></td>
</tr>
</tbody>
</table>

**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, DCP mailings, rent, supplies/materials, computers, telephones, data & 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 TBN toll booths.
6) Toll Collection System Operations and Maintenance includes RTS Vendor expenditures as well as support from WSDOT regional offices such as NWR Signals and TMC.
7) Other vendor expenditures includes civil penalty support provided by Fife Municipal Court and Phoenix Security.

**Notable**
- WSDOT staff expenditures forecasted to be higher in FY 2018 as Toll Division continues to fill vacant positions.
- Bridge Insurance premiums are paid during the first quarter each year. Therefore, first quarter expenditures tend to be the highest of the year.