

Technology Services Board Subcommittee – Project Synopsis

February 11, 2021

Washington Department of Transportation Tolling Back Office System Replacement

OCIO Assessment	QA 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 Due to outdated system architecture the legacy system has proven rigid, shown propensity for delay in transaction processing and does not provide flexibility for necessary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 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 continuing to provide a status update on the project and seeking feedback on current/planned management strategy to achieve a successful system transition.

Issue statement

The project has encountered repeated delays over the past 24 months. ETAN Tolling Technology, the solution and services provider, has struggled with accurate work activity duration estimation and overall schedule adherence. WSDOT has continued schedule maintenance activities.

WSDOT expects to complete the Operations Test this week and ETAN has made significant progress in stabilizing the system. This final 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.

The remaining critical path consists primarily of Go live readiness preparations, which include final defect remediation and transition activities. Additionally, the end of the Operations Test will mark the beginning of the Customer Service Center ramp-up activities, including recruiting, hiring, and training approximately 150 Customer Service staff who will work in our new Renton call center. WSDOT will utilize this time to continue ensuring system readiness by conducting additional testing and transition preparation.

Management strategy and resolution action plan

- Maintained weekly Executive-level Oversight
 - Increased BOS and Ops Team collaboration activities including daily direct testing feedback, virtual “over the shoulder” demonstrations and weekly independent readiness assessments by both teams to further focus remediation in areas of the system where the teams see the largest gaps.
 - Defect Management processes now include additional defect prioritization by WSDOT to assist ETAN in understanding WSDOT's priorities and better focus the development.
-

- Maintained increased Transparency through WSDOT Schedule Maintenance & Defect Management
- Maintained National Industry Perspective through our Expert Review Panel
- Increased level of coordination with OCIO
- Increased coordination with independent Quality Assurance and Independent Validation & Verification

Project budget and timeline

Budget	Jun 2019	Feb 2021	Difference (since June)
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	\$5,159,426	+\$1,515,905
Project QA and IV&V	\$1,712,000	\$2,227,900	+\$515,900
Total Project Cost (incl. Non IT and In-Kind)	\$29,576,014	\$35,707,819	+\$5,631,805

Key Project Milestones	Baseline	Revised (as of Oct 2020)	Currently Planned
Operations Test Complete (Phase 1 & 2)	10/15/2018	11/23/2020	2/12/2021
Phase 1 Go-live Ready (T)	12/01/2018	12/14/2020	3/1/2021
Phase 2 Go-live (T+16 months)	3/01/2020	4/15/2022	7/1/2022
Project End (T+21 months final system acceptance)	08/01/2020	10/15/2022	12/30/2022

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
Train-the-Trainer Complete	6/09/20
Operations Testing Complete	2/12/2021