

# Technology Services Board Subcommittee – Project Synopsis

Date: November 18, 2021

Agency Name: WSDOT

Project Name: Tolling Back Office System Replacement



## Project overview

The project was successfully deployed on July 12, 2021, replacing WSDOT's aging Back Office System (BOS). Due to outdated system architecture the legacy system had proven rigid, shown propensity for delay in transaction processing and did not provide flexibility for necessary business requirement evolution. The completed BOS Phase 1 implementation captures and maintains all transaction detail to provide full account management on more than 4 million tolling transactions monthly as well as provides an intuitive customer facing website with an enhanced account management interface for increased self-service. The system has modernized the back-office architecture to leverage scalability for future facilities and maintain maximum configurability to support the state's needs over the next decade. Scoping and timing for future enhancements to the system is currently under development. Future enhancements include less critical functionality, enhanced automation, and the data warehouse build-out for expanded reporting capabilities.

### [For TSB subcommittee discussion](#)

Discuss an overview of this summer's transition and lessons learned from the Project.

## Issue statement

While successfully deploying the core system the project encountered repeated delays, finally achieving Go Live in July of this year. During this window, WSDOT entered formal readiness assessment checkpoints both on the project team level and executive level. These readiness checkpoints served as critical go/no go decision points that activate specific readiness activities as we progressed through shutdown, migration and bringing the new system up for Go-Live. Significant progress was made in recent months culminating in the transition being accomplished as planned.

## Key Lessons Learned

- Prioritize a high-quality customer experience and do not let schedule pressure force a system launch before the system is ready.
- Extensive testing Pre-Go Live minimized issues during transition and post Go-Live
- Multiple data migration exercises and rehearsals made for a smoother transition and clean transition audits.
- WSDOT's decision to take ownership of schedule management improved our understanding of the critical path and ensure we could communicate schedule details both internally and externally.
- Consistent contract enforcement and negotiation of additional damages for delay helped keep the vendor motivated.
- Decoupling Operations and BOS contracts increased transparency between system and users.

## Project budget and timeline

Budget	
Planning and Procurement	\$2,490,867
BOS Vendor Implementation	15,047,160
Operations Vendor (non-IT) *	\$9,732,466
Existing Vendor Support	\$1,050,000
Project Management Support	\$5,159,426
Project QA and IV&V	\$2,227,900
<b>Total Project Cost</b>	<b>\$35,707,819</b>

\* Includes \$3.6M of Operations Vendor Payments not subject to Technology Budget

Key Project Milestones	Planned Date
Operations Test Complete (Phase 1 & 2)	3/12/2021
Phase 1 Go-live Ready (T)	7/12/2021
Estimated Phase 2 Go-live (T+16 months)	11/11/2022
Estimated Project End (T+21 months final system acceptance)	4/1/2023
Key Events to Date	Date
Requirement Gathering, Lessons Learned, RFQ/RFP Development Begins	02/2016
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 <sup>rd</sup> 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	3/12/21
Go Live Readiness Approval	5/7/21
Go Live Achieved	7/12/21