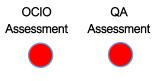# Technology Services Board Subcommittee – Project Synopsis

Date: May 13, 2021

Agency Name: WSDOT
Project Name: 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 Due to outdated system architecture the legacy system has proven rigid, shown propensity for delay in transaction processing and does not provide flexibility for necessary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 subcommittee discussion

The project is approaching the transition and Go-Live of the new system, as so presents information about preparations for the transition, our management strategies and readiness planning.

Issue statement

The project has encountered repeated delays over the history of the project. Significant progress has been made in recent months. The final phase of contractually required testing was completed in March 2021. This final test was 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. Following the successful exit of the Operations test, the schedule allocated two weeks for final remediations prior to completion of ETAN's Go Live Readiness Milestone.   ETAN was delayed in achieving the Go-Live Readiness milestone by several weeks, but the milestone was successfully achieved in early May.

The project focus is now shifted to transition preparations and continued readiness activities prior to the anticipated Go-Live in mid-June. The project team will put the remaining time prior to the transition to good use by completing any necessary punch list remediations, conducting one additional migration to update the database and perform a "dress rehearsal" for the upcoming transition, and to perform additional readiness testing under a code freeze. During this window, WSDOT also enters the formal readiness assessment checkpoints both on the project team level and executive level. These readiness checkpoints serve as critical go/no go decision points that activate specific readiness activities as we approach Go-Live.

Management strategy and readiness plan

- In addition to the below management strategies as previously outlined, WSDOT will now begin following the governance structure for critical decision making leading up to the transition as outlined in our Go-Live Plan.

  o Maintained weekly Executive-level Oversight

  o Maintained increased Transparency through WSDOT Schedule Maintenance & Defect Management

  o Resourcing maintained by ETAN

  o Maintained National Industry Perspective through our Expert Review Panel

  o Maintained increased level of coordination with OCIO

  o Maintained independent Quality Assurance and Independent Validation & Verification

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
Total Project Cost	$35,707,819

* 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)	6/11/2021
Phase 2 Go-live (T+16 months)	10/11/2022
Project End (T+21 months final system acceptance)	3/1/2023

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

Key Events to Date	Date
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 3rd 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