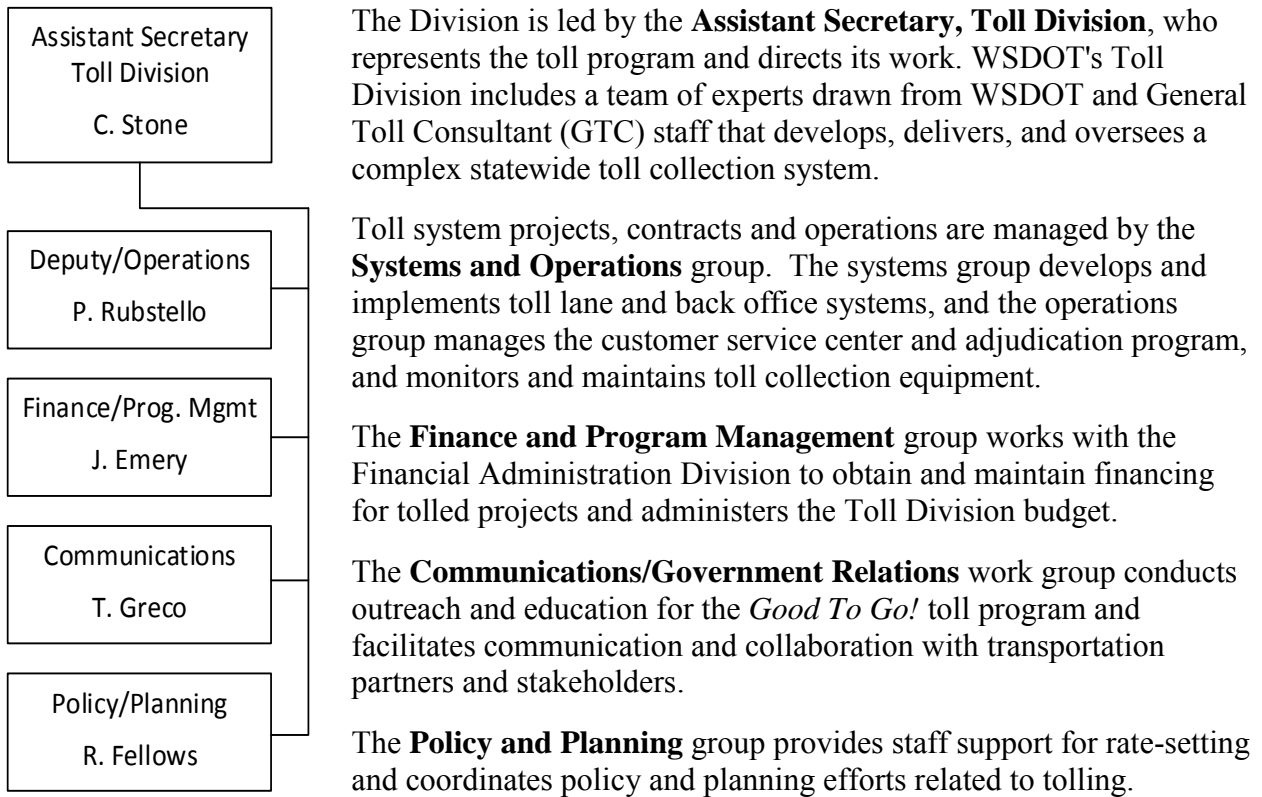


WSDOT Toll Division 2015-2017 Work Program

The Toll Division was created in 2009 to consolidate toll-related activities within the Department and establish the statewide *Good To Go!* program collecting toll payments and interacting with hundreds of thousands of customers every day. The Toll Division works closely with WSDOT regions and project offices and the WSDOT Financial Administration Division to implement all aspects of implementing roadway tolls in Washington.

TOLL DIVISION STRUCTURE



OUR GOALS

The following goals were used to develop this work program, and work items are organized according to the goals they address most directly.

Each of the following goals is explained more fully on the following pages.

- Sustainable funding and performance
- Deliver as promised
- Customer service quality
- Transparency and credibility
- Strategic vision
- Communication and leadership

Goal: Sustainable funding and improved traffic performance

Priority Outcome: Accurate toll facility traffic and revenue studies and financial plans inform budgeting and rate-setting, and support project financing on favorable terms.

Programs and Initiatives:

- SR 520 Traffic and Revenue Analysis: In partnership with SR 520 Bridge Replacement and HOV project and Budget and Financial Analysis office, annually update investment grade analysis of projected traffic, gross revenue and net revenue to assess toll rate sufficiency to meet project financial requirements. The FY 2017 rate-setting involves rates with and without an assumed carpool exemption to inform Transportation Commission decision on exemption policies. If rates are not sufficient, prepare and assess alternative scenarios.
- SR 99 Traffic and Revenue Analysis: In partnership with SR 99 Tunnel project and Budget and Financial Analysis office, develop and calibrate an investment grade traffic and revenue model for the project and estimate gross and net revenues in support of financial planning and initial rate-setting.
- Ongoing Traffic and Revenue Forecasting for Express Toll Lanes and Currently Operating Facilities: Prepare annual traffic and revenue forecasts for the Tacoma Narrows Bridge based on simplified spreadsheet model, and rates scenarios as required. Identify a preferred traffic and revenue modeling strategy for ongoing planning and rate-setting for all toll and express toll facilities once projects are fully financed.
- Financial Planning and Analysis: With the Budget and Financial Analysis Division, prepare annual financial plans for all toll facilities to support budget, financing and rate-setting processes incorporating current biennium budget assumptions and decision packages, cost analysis and leakage projections, and traffic and revenue reports. Prepare updated financial plans as needed to support rate-setting scenarios and adoption.

Priority Outcome: Toll rates are managed to meet funding requirements and improve traffic.

Programs and Initiatives:

- Support for Transportation Commission Rate-setting and Policy: Provide materials and staff support for annual Transportation Commission rate-setting and policy processes, including support for the Tacoma Narrows Bridge Citizen Advisory Committee, other project-related advisory committees and Commission-sponsored public outreach processes.
- I-405 Express Toll Lane Performance Monitoring: Develop initial before-and-after assessment of traffic, revenue and other performance measures for the I-405 express toll lanes. Provide annual updates and monthly updates for the first two years of operation.
- SR 167 HOT Lanes Continuous Access Before and After Study: Complete the before-and-after study documenting the impacts of a change in access to the SR 167 HOT lanes made during the summer of 2014 to allow continuous access throughout most of the corridor consistent with access to HOV lanes elsewhere in the region.

Goal: Deliver as promised

Priority Outcome: Toll system projects are completed and begin successful operation on schedule and budget, without adding cost or delay to civil construction projects.

Programs and Initiatives:

- I-405 Express Toll Lane Implementation: After completion of all toll-related steps to implement I-405 express toll lanes in September 2015, continue to test and fine tune the operation after go-live. Continue to conduct extensive public communications, awareness and pass incentive program to ensure that customers understand the new facility and tolling practices and be prepared to use it.
- SR 520 Intermediate and Permanent Roadway Toll Systems: Install and test toll equipment, test rate signs and back office interface at a temporary toll gantry to accommodate construction staging, and remove toll equipment from the current toll point. Follow the same process to move the toll point to its final location when the new bridge opens in its final configuration.
- SR 99 Roadway Toll Systems: Install and test toll equipment, rate signs and back office interface in the new SR 99 tunnel. Timing for this activity is dependent on a final schedule for the tunnel project. Implementation of this project will require significant coordination, determination of rates and exemption policies, and a significant public communication and outreach program to prepare customers for tolling and make full use of the investment.
- SR 167 Roadway Toll System Upgrade and Extension: Transfer operation of the existing roadway toll system for the SR 167 HOT Lane Pilot Project to the statewide roadway toll system vendor, and transition to using the WSDOT express toll lane rate algorithm. Install new toll points on southbound extension of the HOT lane facility and test all interfaces.
- Customer Service Center and Back Office System Re-procurement: Develop strategy to re-procure vendor services and systems for the statewide *Good To Go!* back office and customer service program, and develop contingency plans in case required vendor performance is not achieved. Consider alternative contracting structures, potential for efficient integration of tolling and Washington State Ferries customer service functions, and added customer or system functionality that would be desirable.
- Tolling Roadway Operations: Monitor lane-side operations for all toll facilities. Conduct routine maintenance, testing and replacement of toll equipment, and respond to incidents and outages. Coordinate with region traffic divisions and the Washington State Patrol to ensure integrated operation and enforcement of toll and express toll facilities. Coordinate with customer service and back office operations to respond to customer inquiries and ensure data security and integrity. Maintain lane-side data and respond to data requests as required.

Goal: Customer service quality

Priority Outcome: Continuous improvement to customer satisfaction while reducing toll collection cost.

Programs and Initiatives:

- Tolling Customer Service Center and Adjudication Program: Manage vendor contract providing the *Good To Go!* program's back office and customer service center, including three walk-in customer service centers, integrated voice response system and website as well as assistance to fleet managers, distribution of transponders through third-party vendors, and scheduling and support for toll adjudication. Coordinate with the Office of Administrative Hearings to adjudicate toll and fee disputes. Coordinate activities and data flow between the back office contractor and WSDOT Accounting and Financial Services work group. Monitor vendor performance and work with the vendor to resolve elevated customer concerns and remedy customer service issues when needed.
- Toll Division Monthly Business Report: Prepare a monthly snapshot for internal audiences of key management data to identify trends, issues and indicators needed to manage the toll program, note anomalies, take corrective action and direct continuous improvement efforts. Examples of report data are traffic and revenue trends for toll facilities, budget status and project schedules, cost of service and leakage data, customer contacts and usage statistics, and vendor performance measures. Data from the monthly business report feeds into and informs Toll Division quarterly and annual reports.
- Toll Division Lean Program: Continue the division's Lean Program activities to improve processes; reduce costs, losses and redundant efforts; and improve service delivery to customers. The Lean program dedicates staff time to continuous improvement efforts including monitoring, Lean training and specific process improvement projects involving vendors and partner agencies when appropriate.

Priority Outcome: Toll systems are enhanced to provide added value to customers and reduce unbilled and unpaid transactions.

Programs and Initiatives:

- Implement Advocate for the Customer (A4C) and Civil Penalty Reduction (CPR) Programs: Complete steps to institute customer-friendly toll policies as customers learn to use toll systems, encounter errors, or set up their accounts and transponders correctly. Implementation includes revising standard operating procedures and training materials, training customer service representatives, developing accounting procedures and making changes to customer communications.
- System Enhancements for Toll Collections and Write-offs: Conduct vendor enhancements to back office systems that facilitate and track accounts sent to collections agencies, and process write-off approval of uncollected or dismissed tolls and fees.

Goal: Transparency and Credibility

Priority Outcome: Toll reporting is accurate, transparent and complete. Tolling stakeholders including Legislators, the Transportation Commission, and bond agencies understand the *Good To Go!* program structure, benefits and costs.

Programs and Initiatives:

- Toll Division Financial Reports: Prepare quarterly and annual reports to the Legislature, Transportation Commission, bond agencies and the public including traffic and revenue performance, accounting reports, tolling activities and highlights. Provide monthly traffic and revenue web postings for SR 520, and quarterly postings for other facilities.
- SR 520 Master Bond Resolution Certification: Contract with independent consultants to provide certification of the reasonableness of tolling cost and revenue projections, and sufficiency of proposed toll rates required by the SR 520 master bond indenture.
- Internal and External Audits: Conduct ongoing internal audits of toll accounting and vendor procedures and report results to WSDOT management. Provide an early indicator of issues that require management or intervention. Oversee audits required of toll vendors and act as liaison to audits sponsored by the Office of the State Auditor or other entities.
- Toll Division Budget and Program Management: Prepare and monitor the Toll Division budget. Prepare decision packages for new budget requests. Prepare and update toll facility financial plans and monitor variances between projections and outcomes. Process accounts payable and receivable. Work closely with Financial Administration Division staff to coordinate financial and accounting practices.

Goal: Strategic Vision

Priority Outcome: State and regional discussions of toll facilities and the future role and value of tolling are well supported through facts and strategic analysis

Programs and Initiatives:

- New Revenue Toll Project Tolling Concepts: Provide staff participation as tolled projects funded by the 2015 Legislature begin preliminary project development efforts including traffic and revenue support and assessment of high-level toll operating concepts.
- Transportation Futures Task Force and Transportation 2040: Provide staff participation for the Puget Sound Regional Council's Transportation Futures Task Force, which is assessing alternatives to fund elements of the Transportation 2040 plan that remain unauthorized or unfunded. Continue participation and support to development of PSRC's Transportation 2040 update scheduled for completion in 2018.
- Express Toll Lanes Policy and System Development Strategy: Provide staff support and resources to facilitate an inter-agency process to propose regional operations and tolling strategies for HOV and express toll lanes in the Puget Sound region.

Goal: Communication and Leadership

Priority Outcome: High public awareness, acceptance and participation in the *Good To Go!* program.

Programs and Initiatives:

- **I-405 Express Toll Lanes Marketing, Incentives and Awareness:** Continue an extensive public outreach, awareness and marketing program to educate express toll lane customers after the implementation of express toll lanes on I-405. All highway users will need to understand how to use and safely navigate the new express toll facility, and how to be prepared to pay tolls or be exempted if they qualify as a high occupancy vehicle. Activities include outreach to community groups; press interviews and materials; and TV, radio, print and web advertising. This effort also includes an incentive program to make it easier and less costly to purchase the pass that best meets each customer's needs.
- **Public Outreach and External Relations:** Communications staff draft presentations to be delivered to partner agencies including the Transportation Commission, local jurisdictions and other interest groups on toll topics. The team also coordinates Joint Transportation Committee, Governor, and legislative updates; coordinates with local governments; conducts community outreach; leads responses to Toll Division audits; and writes the Toll Division annual report.
- **Customer and Constituent Relations:** Most *Good To Go!* customer questions are handled by our customer center. However, legislators' offices, the governor's office, the attorney general's office, and the transportation secretary's office refer customer inquiries to the Toll Division and communications staff answers them.
- **Media Relations:** The Toll Division receives media inquiries every week. Many inquiries are highly technical, requiring extensive data research on toll enforcement, traffic and revenue. Media interest increases as facilities launch. Earned media is a large part of WSDOT Toll Division and project communications. The team drafts news releases, pitches stories to reporters, maintains a web presence, coordinates with project teams, and manages the *Good To Go!* Twitter account.

