

Cabinet Agencies' Performance Audit Action Item(s) & Status
Washington's Tolling Program: Lessons Learned from Project Delays

(See also [cabinet agency response](#) for full context to Washington State Auditor's Office (SAO) [report](#), August 2013)

Agencies included in the performance audit: Department of Transportation

SAO Issues Summary recommendations:

1. The Secretary ensure roles, responsibilities, and decision-making authority are clear for projects managed by the Toll Division.
2. The Assistant Secretary for Tolling establish policies and procedures to guide the development and implementation of tolling projects.
3. The Department of Transportation report on its progress implementing these recommendations to House and Senate Transportation Committees and the Office of Financial Management, as required in the 2013-2015 transportation budget.

The table below shows the current status of action items the agency initiated to address issues identified in the performance audit report. Please see the [cabinet agency response](#) for additional context and any additional steps already taken.

For an explanation of the columns below, [see the legend](#).

Issue	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
1A	Complete	The Secretary's Office will issue an executive order that officially establishes the roles and responsibilities of the Toll Division and addresses cross-functional relationships.	WSDOT	N/A	Yes	No	No	A new Executive Order addressing the Tolling Division's Roles and Responsibilities was produced through a series of cross-functional workshops. Complete October 13, 2014
1B	Complete	The Secretary's Office will issue an updated executive order for delegation of authority to clearly define the decision-making authority for the Toll Division.	WSDOT	N/A	Yes	No	No	The Executive Order to address Tolling's Delegation of Authority was revised through a series of cross-functional workshops. Complete October 13, 2014
2A	Complete	The Toll Division will work with other divisions in WSDOT to produce a project management guide, which will outline the tools, best practices, and documentation	WSDOT	N/A	Yes	No	No	In completing this action item a Program Management Organization (PMO) was established and has been meeting monthly since September, 2013. The PMO was primarily tasked with the development of

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		required for project management within the Toll Division and its cross-functional efforts within WSDOT.						the Project Management Guide, which incorporates tools and best practices for project management and its cross-functional elements within the Toll Division. The Project Management Guide has now been completed. Complete July 23, 2015
2B	Complete	The Toll Division will work with other divisions in WSDOT to establish standards, processes, and procedures for cross-functional efforts within WSDOT.	WSDOT	N/A	Yes	No	No	The Toll Division incorporated the standards, processes and procedures needed for project development and implementation in the Project Management Guide. Complete July 23, 2015
3A	Complete	WSDOT will work with OFM and the Legislature on a method to report on the status of the Department's implementation of the audit's recommendation and will report the status as required.	WSDOT	N/A	Yes	No	No	Both WSDOT and SAO gave presentations on Tolling audits at the October 16, 2014 Joint Transportation Committee (JTC) meeting. The Department provided SAO before the meeting date with an update on status and SAO in turn updated the JTC at the October 16, 2014 meeting on the Department's progress implementing their recommendations. Complete October 16, 2014
3B	Complete	WSDOT will report the status of the recommendation.	WSDOT	N/A	Yes	No	No	Both WSDOT and SAO gave presentations on Tolling audits at the October 16, 2014 Joint Transportation Committee (JTC) meeting. The Department provided SAO before the meeting date with an update on status and SAO in turn updated the JTC at the October 16, 2014 meeting on the Department's progress implementing their recommendations. Complete October 16, 2014