

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	In Progress	A new Executive Order addressing the Tolling Division’s Roles and Responsibilities was drafted through a series of cross-functional workshops. A few more meetings are planned to ensure the final draft is ready for execution by the Secretary. Completion of the Executive Order is anticipated by July 31, 2014, with execution by the Secretary’s Office by September 30, 2014.	WSDOT	9/30/14	Yes	No	No	The Executive Order review process takes <u>an average</u> of two month to complete, as reflected in the in the September 30, 2014, Executive Order execution date.
1B	In Progress	The Executive Order to address tolling’s Delegation of Authority was revised through a series of cross-functional workshops. A few more meetings are planned to ensure the final draft is ready for execution by the Secretary.	WSDOT	9/30/14	Yes	No	No	The Executive Order review process takes <u>an average</u> of two month to complete, as reflected in the in the September 30, 2014, Executive Order execution date.

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		Completion of the Executive Order is anticipated by July 31, 2014, with execution by the Secretary's Office by September 30, 2014.						
2A	In Progress	The Program Management Organization (PMO) was established and has been meeting monthly since September, 2013. The PMO was primarily tasked with the development of 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 is in a preliminary draft stage waiting for the two Executive Orders, as addressed in 1A & 1B above, to be finalized so those elements, as appropriate, are incorporated into the guide. It is anticipated that the guide can be finalized 3 months after the Executive Orders are executed, as sufficient time is needed to incorporate the outcome of the two orders and the for the internal review process before the guide is finalized.	WSDOT	12/31/14	Yes	No	No	
2B	In Progress	The Toll Division is developing Standard Operating Procedures (SOP) to cover other processes and procedures that fall outside of those addressed in the Project Management Guide (see 2A above) This process will be an on-going effort, with continuous improvement reviews to identify	WSDOT	Ongoing	Yes	No	No	

Issue	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
		efficiencies and updates required as processes evolve.						
3A	In Progress	The next step in reporting progress in the implementation of the audit's recommendation to the Office of Financial Management (OFM) will be to provide the executed Executive Orders.	WSDOT	9/30/14	Yes	No	No	
3B	In Progress	The next step in reporting progress in the implementation of the audit's recommendation to the House and Senate Transportation Committees and Legislature will be to provide the executed Executive Orders.	WSDOT	9/30/14	Yes	No	No	