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Washington State Ferries Division Performance Audit Issued September 2007

Agency Action Plan

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Action plan legend

Note: The "Current Resources" column reflects whether an agency can complete the action step by the due date within current resources. This column will be populated pending upcoming budget decisions.

Action Plan

Actions ▼

| Ⓜ | ID # | Finding | Agency action step | Lead | Due Date | Status | Current Resources | Budget Impact | Needs Legislation | Explanatory Notes as of June 2011 |
|---|-------|---------|---|-------------------------|----------|-----------|-------------------|---------------|-------------------|---|
| | F01.1 | | Analyze historical overtime patterns and determine possible savings. | David Moseley/Bill Ford | | Completed | | No | No | This item is complete - Overtime costs were tracked in order to prepare an analysis of overtime patterns. |
| | | 01 | We have begun work on this action step. Prepare evaluation by April 2008. | | | | | | | |
| | F01.2 | | Work with the Governor's Office, OFM, and Legislature, as appropriate, to further evaluate this recommendation and to weigh the projected benefits against the costs. Complete by April 2008. | David Moseley/Bill Ford | | Completed | | Yes | No | This item is complete - Indirect costs in each shop are further broken down into pay groups to identify each activity, the groups are listed as groups 41-47. The analysis of indirect and overtime cost is complete. |
| | | 01 | | | | | | | | |

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| F02.1 | Evaluate the current time keeping system's ability to record additional details on indirect time. Determine whether modifications of current system are possible. Evaluations will follow the schedule for any evaluation of a new agency-wide timekeeping system. | David Moseley/Bill Ford | Completed | Yes | No | This item is complete - We have completed the evaluation of the current system to capture more details of indirect time charges. Modifications to allow the system to capture additional detail of indirect time charges can be accomplished with minimal resources. |
| 02 | | | | | | |
| F02.2 | Evaluate costs and business needs of a new timekeeping system in alignment with Department needs. The evaluation will consider an agency-wide timekeeping system, rather than a separate system for separate divisions or work units. Evaluation is dependent upon results of previous action and guidance from OFM. | David Moseley/Bill Ford | Completed | Yes | No | This item is complete - The Washington State Department of Transportation (WSDOT) is actively participating with the Office of Financial Management (OFM) in Roadmap activities that include active future directions of a statewide labor collection and distribution system. |
| 02 | | | | | | |
| F02.3 | Review history of indirect charges at the Eagle Harbor Maintenance Facility and assess whether efficiencies can be achieved in indirect charges. Complete by April 2008. | David Moseley/Bill Ford | Completed | No | No | This item is complete - In order to accomplish the analysis of indirect time charges, additional detail was tracked for shops at the facility. |
| 02 | | | | | | |
| F02.4 | Work with OFM Accounting to identify the correct allocation of charges. Complete by April 2008. | David Moseley/Bill Ford | Completed | No | No | This item is complete - Eagle Harbor management has identified detailed indirect charge codes to be used in future time reporting. We have collaborated with OFM Accounting and they concur with the proposed charge codes. New charge codes were added to the system in July 2008, which will support tracking of costs for future analysis (required for completion of F2.3 above). |
| 02 | | | | | | |
| F03.1 | Continue work on improving business practices. Ongoing. | David Moseley | Completed | No | No | This item is complete - Recent improvements to business practices are as follows: The Quality Assurance/Quality Control (QA/QC) manual is now complete with the |

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| | 03 | | | | | | addition of the QA Standards; the Stormwater monitoring program (SWPPP) has been updated in July of 2008, to reflect the latest requirements for storm water monitoring; and the tracking of G25 hazmat material has been set up in an electronic data base documenting each shipment and handling of hazardous materials with all details available for review or audit. |
| F03.2 | 03 | Work with the Governor's Office, OFM, and Legislature to determine whether re-organizing or adding additional management positions is a priority in their budget deliberations. This will include an evaluation of the inter-relationship of the maintenance and preservation program's project management. Review for next legislative session. | David Moseley | Completed | Yes | No | This item is complete - After the Department's review of the Ferries Division organizational structure, we will work with OFM and the Legislature to determine whether additional management positions is a priority in budget deliberations. This will include evaluating the inter-relationship of the maintenance and preservation program's project management. An internal realignment moved 1/2 FTE Project Engineer to Eagle Harbor to strengthen management functions. |
| F04.1 | 04 | Work with the Governor's Office, OFM, and Legislature to determine whether re-organizing or adding additional management positions is a priority in their budget deliberations. Review for next legislative session. | David Moseley | Completed | Yes | No | This item is complete - The number of management positions will be addressed under Finding 3, Recommendation 2. An internal realignment moved 1/2 FTE Project Engineer to Eagle Harbor to strengthen management functions. |
| F04.2 | 04 | Review temporary promotions (OFM action step). | David Moseley | Completed | No | No | This item is complete - Temporary promotions will be addressed under Finding 3, Recommendation 2. Temporary promotions continue to be utilized when Foreman and Lead Men are on vacation, sick, etc., to provide a "point of contact" for daily work assignments and after hour call-outs at night and on weekends. This is a necessary business practice that will continue. |
| F05.1 | | Explore additional performance measures as | David Moseley | Completed | No | No | This item is complete - The Eagle Harbor Maintenance Facility has been tracking the following aspects |

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| | | recommended by February 2008. | | | | | of performance: 1) Preventative maintenance assignments for terminals, 2) Labor costs against budget, 3) Customer satisfaction feedback, 4) Work requisitions completed in lay-ups. Survey documents have been created to provide feedback to Eagle Harbor on the performance of our work and workforce on vessels and at terminals. For the purposes of this performance audit this item is complete, however, development of additional performance measures to strengthen overall management of Eagle Harbor is ongoing. |
| | 05 | | | | | | |
| F06.1 | | Assess further the schedule of routine maintenance that requires personnel to board ferries during peak commute trips to determine whether reassignment and rescheduling is possible. Complete by December 2007. | David Moseley | Completed | No | No | This item is complete - Normal work assignments do not put the Eagle Harbor work force on vessels at peak commute times. If it is necessary to dispatch personnel during peak commute times (i.e. for an emergency), priority boarding is arranged with the terminal supervisor prior to arriving at the terminal. |
| | 06 | | | | | | |
| F06.2 | | Assess whether existing policies related to priority boarding are impacting service delivery. Complete by December 2007. | David Moseley | Completed | No | No | This item is complete - Existing policies do not adversely impact service delivery. |
| | 06 | | | | | | |
| F07.1 | | Currently reviewing each individual shop's process for tracking all relevant work requisitions, assignments, and hours worked. Complete by April 2008. | David Moseley | Completed | No | No | This item is complete - Work requests and assignments continue to be tracked for all shops using the Maintenance Productivity Enhancement Tool (MPET). |
| | 07 | | | | | | |
| F07.2 | | Create one standardized timekeeping process that will apply to all shops. Complete by June 2008. | David Moseley | Completed | Yes | No | This item is complete - The Eagle Harbor Facility now uses one form and process to track time worked in each of the eight shops. |
| | 07 | | | | | | |
| F07.3 | | Eliminate dual entry of time data by using payroll data already entered in the computerized payroll system. That payroll data is now transferred | David Moseley | Completed | No | No | This item is complete - We have eliminated the dual entry of timecard data by using payroll data already entered in the computerized payroll system. |
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| | | electronically to the Access database referred to in this finding. Completed. | | | | | |
| F08.1 | 08 | Continue documenting existing business processes. Efforts are currently underway to rollout remaining Safety Management policies and procedures applicable to both Terminal and Vessel Engineering. Major milestones on these policies and procedures will be completed by June 2009. | David Moseley | Completed | No | No | This item is complete - The Ferries Division has continued documenting business processes since the audit was completed, including over a dozen Safety Management System (SMS) procedures related to the Eagle Harbor Maintenance Facility that are published or in process. Eagle Harbor published 10 new SMS procedures in 2008. It is now an established practice to add additional key business practice procedures as they are identified. 5 new SMS procedures have been published in 2009 (as of May). 11 additional procedures are in the process of being developed or reviewed. |
| F08.2 | 08 | Evaluate our current training program and processes for Eagle Harbor Staff. Complete evaluation by July 2008. | David Moseley | Completed | No | No | This item is complete - Eagle Harbor training now integrated with Maintenance Training effective July 1, 2008. |
| F08.3 | 08 | Develop a cost-effective strategy for achieving the goal of a cross-training process that will meet our business needs. A strategy for developing a cross-training maintenance program will be in place subsequent to the evaluation. This will be done in accordance with the development of the training budget (July 2008). | David Moseley | Completed | No | No | This item is complete - Cross-training of personnel has begun with recent training initiatives. Caterpillar engine training on the Steilacoom II is an example. As another example, personnel in the weld shop have been cross trained on Tungsten Inert Gas Welding procedures. Eagle Harbor will continue to identify cross-training opportunities. |
| F08.4 | 08 | Implement a Quality Control/Quality Assurance program at the Eagle Harbor facility starting with vessel and terminal critical systems. Management fully supports and is actively involved in the development of this program. Complete by July | David Moseley | Completed | No | No | This item is complete - This action step was implemented. |

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| | 2008. | | | | | | |
| F09.1 | Reorganization was completed in June 2007. | David Moseley | Completed | No | No | This item is complete - After audit fieldwork, the Ferries Division made changes to streamline operations and reflect the overarching organizational importance of Operations, Planning, Communication, Human Resources, Budget, and the need to provide a stronger alignment with WSDOT Headquarters in Olympia. | |
| | 09 | | | | | | |
| F09.2 | Improve communications strategies. Ongoing. | David Moseley | Completed | No | No | This item is complete - Information is exchanged at weekly meetings. | |
| | 09 | | | | | | |
| F10.1 | The Department is engaged in an effort with the Legislature as part of Phase II of the Ferry Financing Study to develop ways of attracting more ridership to less utilized off-peak sailings. If successful, this would enable more revenue to be generated by off-peak trips and still maintain necessary connections for off-peak riders. Current efforts, as part of both current Ferry Finance Study and processes underway as part of Engrossed Substitute House Bill 2358, are scheduled throughout 2008 and 2009. | Paula Hammond/Steve Reinmuth/David Moseley | Completed | Yes | Yes | This item is complete - The Long Range Plan (LRP) was finalized and excepted by the Legislature in June 2009 and reflects Legislative direction on levels of service, as contained in the adopted 2009-11 Biennial Budget. The Legislature is well aware that some routes recover a higher percentage of their costs than others through fare box collections. Provisions for the lower recovery ferry runs and routes is a policy decision, much like the decision to keep roads open even though they are traveled less frequently. It is extremely unlikely that \$10 million in service cuts will be made. No service cuts were included in the adopted 2009-11 Budget. | |
| | 10 | | | | | | |
| F10.2 | Work with the Legislature, Governor's Office, OFM, and other partners to evaluate whether these runs could be cut within the confines of Ferries Division level of service standards. This evaluation will also include the savings projected by Ernst & Young. We will also consider changes required to collective bargaining agreements, traffic data on island routes | Paula Hammond/Steve Reinmuth/David Moseley | Completed | Yes | Yes | This item is complete - See status for F10.1. | |
| | 10 | | | | | | |

not considered in the auditor's conclusion, and what would be required to crew schedules. Pending the results of this analysis, and based on direction we receive from these parties, we will further evaluate the savings projected by Ernst & Young in this report.