Cabinet and Governor Appointed Agencies' Performance Audit Action Item(s) & Status

WSDOT Toll Collection System Replacement Project

(See also cabinet agency response for full context to Washington State Auditor's Office (SAO) report, December 2022)

The Department of Transportation (WSDOT) was the only agency audited for this performance audit.

SAO Results Summary in brief:
1. Toll Division followed state requirements and leading practices.
2. Despite efforts to minimize risk, vendor performance delayed the project by more than two years.
3. Toll Division estimates for total project costs exceeded the budget by $13 million, and relied on a reporting method that did not include total project costs.

SAO Recommendations (Rec) Summary:
1. Ensure that during information technology vendor selection, the apparent successful vendor has demonstrated the ability to deliver the project following the software development approach the agency has selected.
2. Develop a process to evaluate the benefits of requiring an information technology vendor's project manager to be on-site or allowing remote work against the risk of the vendor not being able to fill the position.
3. For projects determined to be high risk by the Office of the Chief Information Officer, require that information technology vendors identify a contingency plan in their proposals that mitigates risk of turnover in key project management positions.
4. Add to an existing reporting method, or work with the Office of the Chief Information Officer and Office of Financial Management to develop a public cost reporting method, to show all project costs for Toll Division projects. Reporting all costs for the project will demonstrate transparent government.

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/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources?	Budget Impact?	Legislation Required?	Notes
Rec 1-3	Completed	Consider SAO's recommendations, or an appropriate alternative, as best practices in guidance provided by the WSDOT Enterprise Technology Project Management Office.	WSDOT	6/23	None needed	No	No	In early July 2023, WSDOT's Enterprise Technology office included these recommendations as best practices in their IT project guidance.

Results Washington, Office of Governor Jay Inslee

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources?	Budget Impact?	Legislation Required?	Notes
Rec 4	In Progress	Work with the OCIO to provide additional information on the existing OCIO Project Dashboard, noting that the reported delay costs represent only the costs associated with the Back Office Replacement Project.	WSDOT	1/23	None needed	No	No	This notation will be incorporated into planned project dashboard activities associated with a final project technology budget update and project closeout, by January 31, 2025.
Rec 4	Completed	Work with the OCIO on a methodology to report total project costs for future projects under OCIO oversight. This best practice will be incorporated into guidance provided by the WSDOT Enterprise Technology Project Management Office	WSDOT	6/23	None needed	No	No	In early July, 2023, WSDOT's Enterprise Technology office included these recommendations as best practices in their IT project guidance.

Last updated: September 2024