

Action Step Number	Finding	Rec.	Status of Action Steps Ferries Division Performance Audit	Lead	Done	Projected date of completion with current budget	Budget Impact	Needs Legislation
F1.1	1	1	The analysis of overtime patterns was not completed by April 2008, and is now scheduled to be complete by November 2008.	David Moseley/Bill Ford		November 2008 (original date: April)		
F1.2	1	1	The analysis of indirect and overtime costs was not completed by April 2008, and is now scheduled to be complete by November 2008.	David Moseley/Bill Ford		November 2008 (original date: April)		
F2.1	2	1	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.	David Moseley/Bill Ford	Done			
F2.2	2	1	WSDOT is actively participating with OFM in Roadmap activities that include active future directions of statewide labor collection and distribution systems.	David Moseley/Bill Ford		Depending on funding and/or policy decisions	Yes	
F2.3	2	1	The analysis of indirect time charges was not completed by April 2008. In order to accomplish this activity, additional detail must be captured. Completion of 2-2 and 2-4 will support capture of this level of detail and support future analysis. We anticipate analysis to be complete by November 2008.	David Moseley/Bill Ford		November 2008 (original date: April)		
F2.4	2	1	Eagle Harbor management has identified detailed indirect charge codes to be used in future time reporting. We are working with OFM to validate and finalize this additional level of indirect cost tracking, and expect be complete in June 2008. We will then proceed to implement the new charge codes in the labor collection system and track costs for future analysis (required for completion of 2-3 above).	David Moseley/Bill Ford		June 2008 (original date: April 2008)		
F3.1	3	2	This action is ongoing: WSDOT continues work on improving business practices at Eagle Harbor. Recent improvements include: rollout of the Quality Assurance/Quality Control program (May 2008); enhancements in tracking the custody of hazardous materials at the facility (January 2008), and improved storm water monitoring (August 2007).	David Moseley		Ongoing		
F3.2	3	2	After the Department's current review of Ferries 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.	David Moseley		Ongoing	TBD	
F4.1	4	2	The number of management positions will be addressed above under Finding 3, Recommendation 2.	David Moseley		Ongoing		
F4.2	4	2	Temporary Promotions will be addressed above under Finding 3, Recommendation 2.	David Moseley		Ongoing		
F5.1	5	2	The Eagle Harbor Maintenance Facility has begun tracking the following aspects of performance: (1) Preventative maintenance assignments for terminals, (2) Labor costs against budget, (3) Customer satisfaction feedback, (4) Work requisitions completed in lay-ups. Development of additional performance measures is ongoing.	David Moseley	Initial improvements made in February 2008.			

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F6.1	6	3	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.	David Moseley	Done			
F6.2	6	3	Existing policies do not adversely impact service delivery	David Moseley	Done			
F7.1	7	4	Work requests and assignments continue to be tracked for all shops using the Maintenance Productivity Enhancement Tool (MPET).	David Moseley	Done			
F7.2	7	4	The Eagle Harbor Facility now uses one form and process to track time worked in each of the eight shops.	David Moseley	Done			
F7.3	7	5	We have eliminated the dual entry of timecard data by using payroll data already entered in the computerized payroll system.	David Moseley	Done			
F8.1	8	6	This action is ongoing: Ferries Division has continued documenting business processes since the audit was complete, including over a dozen Safety Management System procedures related to the Eagle Harbor Maintenance Facility that are in process. Of those procedures, the following are awaiting the next distribution of procedure updates, with the last of these estimated to go out by October 2008: (1) Aerial boom lift, (2) Asbestos spill response, (3) Confined Space, (4) Declaration of Security, (5) EH Fire Plan Document, (6) Fall Protection Rev 1., (7) Fork Lift changeout, (8) Heat related illness, (9) Hot tank/part washing procedure, (10) Lockout/tagout procedures Rev.1, (11) Propane fuel transfer, (12) Truck mounted cranes, (13) Welding and hot work	David Moseley		Ongoing		
F8.2	8	7	An evaluation of our current training program and processes for Eagle Harbor staff is due in July 2008.	David Moseley		July 2008		
F8.3	8	7	The development of a cost effective cross training program is due to be completed by July 2008.	David Moseley		July 2008		
F8.4	8	8	Quality Assurance/ Quality Control Program for vessel and terminal critical systems is due to be finalized by July 2008.	David Moseley		July 2008		
F9.1	9	9	After audit fieldwork, the Ferries Division made changes to streamline operations and reflect the overarching organizational importance of Operations, Planning, Communication, HR and Budget, and the need to provide a stronger alignment with WSDOT Headquarters in Olympia.	David Moseley	Done			
F9.2	9	9	Improving communication strategies is an ongoing action.	David Moseley		Ongoing		
F10.1	10	10	Current efforts, as part of both the current ferry finance study and processes underway as part of ESHB 2358 (2007).	Paula Hammond/Steve Reinmuth/David Moseley		Throughout 2008 and 2009		Legislative Guidance

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F10.2	10	10	Evaluate whether runs can be cut within the confines of Ferries Division level of service standards. This requires the involvement of numerous parties including the legislature, affected local communities, ferry advisory committees, collective bargaining agreements, Puget Sound employers and employees, transit services, and health and social services considerations.	Paula Hammond/Steve Reinmuth/David Moseley		Pending legislative direction provided in the ongoing Ferry Financing	TBD	Legislative Guidance
Washington State Ferries Division Audit Recommendations								
Recommendation 1: Reduce indirect and overtime charges by Eagle Harbor staff.								
Recommendation 2: Improve and strengthen overall management of Eagle Harbor.								
Recommendation 3: Eliminate the no-priority boarding policy for Eagle Harbor staff.								
Recommendation 4: Standardize timekeeping procedures.								
Recommendation 5: Eliminate dual entry of timecard data at Eagle Harbor.								
Recommendation 6: Document key business processes								
Recommendation 7: Develop a comprehensive maintenance training program.								
Recommendation 8: Implement a rigorous quality control/quality assurance program.								
Recommendation 9: Establish an Agency-Wide Task Force to Facilitate Data Sharing and Exchange.								
Recommendation 10: Change WSF's ferry service schedule to reduce operational losses.								
Washington State Ferries Division Audit Findings								
Finding 1: Eagle Harbor's hours of service do not efficiently match the needs of WSF vessel and terminal maintenance demands.								
Finding 2: Eagle Harbor could reduce the amount of time charged to indirect work codes.								
Finding 3: Less than 2 percent of the positions at Eagle Harbor are filled by WSF management.								
Finding 4: Eagle Harbor work practices allow considerable flexibility in managing maintenance staff, creating weaknesses in control and accountability of staff								
Finding 5: Eagle Harbor has insufficient performance indicators and metrics for assuring appropriate management of resources.								
Finding 6: Except in emergencies, WSF maintenance personnel lack priority-loading privileges while traveling to perform maintenance tasks. This may require them								
Finding 7: The timekeeping process at Eagle Harbor is a manual, labor-intensive, non-standardized, and inefficient process.								
Finding 8: WSF lacks a comprehensive set of standardized business processes, policies, and maintenance tasks.								
Finding 9: There is a lack of communication and information exchange among departments at WSF, which has the potential for causing financial management risk								
Finding 10: WSF provides a level of service above what traffic volumes demand.								