

Joint Transportation Committee

State Auditor Office Performance Audit update

Patty Rubstello, Assistant Secretary of Tolling

July 21, 2016

Roger Millar, Acting Secretary of Transportation

Keith Metcalf, Acting Deputy Secretary of Transportation

SAO Performance Audit

- We are always committed to improving our service to customers and to the travelers of our state
- We welcome feedback that helps us achieve that improvement
- Many recommendations were already underway, and we are able to report much progress
- Our policies and systems are sound

SAO Performance Audit

Highlights

- WSDOT's collection rate leads the nation
- Expert review panel says WSDOT is leading the industry standard in overall toll collection
- Managed more than 225 million transactions since 2009
- 2.3 percent of all tolls result in a civil penalty – the lowest rate in the nation
- Financial reporting is accurate
- Customers information is secure
- Bondholders are protected

Toll Division work plan – Completed activities

- Customer's Program for Resolution (July 2016 update)
 - Popular program with 76,000 customers who have had penalties waived
 - WSDOT is collecting 107 percent more in unpaid tolls, totaling \$2.8 million
 - \$25.5 million in fees and penalties have been dismissed
 - Requests for administrative adjudication hearings are down 82 percent compared to last year
 - Decrease of 110 percent in vehicle registration holds

Audit recommendations

Recommendation	Action Steps	Progress	Completion Date
Develop a long-term strategy for the Toll Division	<ul style="list-style-type: none"> • Formalize the Toll Division business model and related leadership initiatives • Coordination with Legislature and Transportation Commission to develop a shared vision for the Toll Division. • Engage Tolling Expert Review Panel to evaluate and annually update the Toll Division's long-term business plan and strategy. 	<p>Rough Draft</p> <p>Underway</p> <p>Initial review underway</p>	Dec. 31, 2016

Audit recommendations

Recommendation	Action Steps	Progress	Completion Date
<p>Address Toll Division leadership and management weakness</p>	<ul style="list-style-type: none"> • Ensure the business plan addresses stakeholder involvement in the Toll Division's work program. 	Underway	Dec. 31, 2016
	<ul style="list-style-type: none"> • Incorporate in the Toll Division business plan the training and budget needed to support this recommendation. 	Underway	Dec. 31, 2016
	<ul style="list-style-type: none"> • Ensure the vendor receives the final report from its external Office of the Chief Information Officer security standards audit. 	Complete	√ May 31, 2016

Audit recommendations

Recommendation	Action Steps	Progress	Completion Date
Address toll collection system limitations and operational challenges	<ul style="list-style-type: none">• Request for proposals for a new toll vendor contract• Work with the vendor to design, implement and install the write-off system.• Review current business practices to find other opportunities to increase the toll program's efficiency without sacrificing customer service, and incorporate lessons learned in the procurement process for the next generation system.	Underway	Dec. 31, 2016

Toll Program Goals

High quality customer service – by creating a customer focused culture through continuous improvement and provide customer driven services;

Outstanding program delivery – by launching toll system projects successfully on schedule and within budget, operating and maintaining tolling systems and facilities, providing responsible stewardship of financial plans and state resources, and developing and retaining a high quality workforce;

Proactive, transparent communication – by increasing public understanding, participation and satisfaction in tolling and the *Good To Go!* Program, and providing timely and responsive information and reports to partners, stakeholders, customers and the public.

Toll Division work plan – Activities in process

- **On-going continuous improvement in customer service**
 - Toll Division initiated a customer service peer-to-peer group (Alaska Airlines, Seattle City Light, Coinstar/Redbox, Starbucks, Seattle Public Utilities, Puget Sound Energy, AAA, Amazon)
- **Completing RFP development**
- **Finalizing long term business strategy and plan**
- **Implementing enhanced communication with partners and key stakeholders**

QUESTIONS?

CONTACT

Patty Rubstello, P.E.
Assistant Secretary, Toll Division
206-464-1299 or RubsteP@wsdot.wa.gov